

## **Item: 4**

**Development and Infrastructure Committee: 8 June 2021.**

**Performance Monitoring.**

**Report by Executive Director of Development and Infrastructure.**

### **1. Purpose of Report**

To advise on the performance of Development and Infrastructure for the reporting period 1 October 2020 to 31 March 2021.

### **2. Recommendations**

The Committee is invited to scrutinise:

#### **2.1.**

The performance of Development and Infrastructure for the reporting period 1 October 2020 to 31 March 2021, as set out in sections 3 to 5 and Annexes 1 to 3 of this report.

**It is recommended:**

#### **2.2.**

That the actions, referred to at section 3.2 of this report, which have been progressed to completion, be removed from the Development and Infrastructure Service Plan.

#### **2.3.**

That the actions, referred to at section 3.3 of this report, be amended as indicated.

#### **2.4.**

That the Development and Infrastructure Risk Register, attached as Annex 4 to this report, be approved.

### **3. Service Plan Performance Monitoring**

#### **3.1.**

The action plan, attached as Annex 1 to this report, provides the detail of the agreed service priorities, as expressed in the Development and Infrastructure Service Plan, and contains SMART (Specific, Measurable, Attainable, Relevant and Time-bound) targets for the life of the Service Plan. The action plan also provides the mechanism through which the time-limited aspects of the Service Plan will be progressed to completion.

### **3.2.**

Set out below are those Service Plan actions assessed as Blue within Annex 1, namely those which have been progressed to completion and are now being recommended for removal from the Service Plan.

- 06a – Carbon Management Programme and Low Carbon Policies and Projects – Complete Hydrogen Strategy.
- 12 – Port Infrastructure Refurbishment – commercial activities (e.g. Cruise) to secure affordability of programme of port infrastructure refurbishment, to ensure the piers are safe to use and properly preserved.
- 18 – Manage and implement consequences of Brexit – Support to services where possible. Ensure sufficient resources available to deliver Environmental Health Certification processes.
- 20b – Pursue the delivery of 21st century digital and Broadband capability including wireless connectivity – Explore, and where possible deliver innovative projects to secure 5G or other technology option (noting that action 20 is one action on the Service Plan but has been broken down into 3 actions 20a, 20b and 20c for the purpose of performance reporting, this is due to the different stages within the action, action 20a is still live).
- 20c – Pursue the delivery of 21st century digital and Broadband capability including wireless connectivity – Investigate benefits and opportunities arising from 5G and the Internet of things. This action is basically a duplication of 20b (above) so recommend removal from Pentana.
- 23a – Orkney Local Biodiversity Action Plan – Orkney Local Biodiversity Action Plan and participation as non-financially contributing partner in the Orkney Native Wildlife Project – New local biodiversity plan in place.
- 23b – Orkney Local Biodiversity Action Plan – Orkney Local Biodiversity Action Plan and participation as non-financially contributing partner in the Orkney Native Wildlife Project – RSPB/Scottish Natural Heritage success in the eradication of stoat population and protection of Orkney native wildlife.

### **3.3.**

Set out below are those Service Plan actions identified as being in need of amendment, for example, by having the target date updated.

- 10a – Improve Accessibility to all Transport Services – Continue to pursue funding opportunities where possible – it is proposed that the target date for this action is extended to 31 December 2022.
- 10b – Improve Accessibility to all Transport Services – Ensure all contracted services have accessibility provision – it is proposed that the target date for this action is extended to 31 December 2021.
- 11b – New Business and Growth in Current Marine Activities – Review staff and resource capacity and develop business case for increasing these where necessary to deliver strategic objective – it is proposed that the target date for this action is extended to 31 December 2021.

- 13 – Port Masterplan – Finalise Port Masterplan, identify funding sources and deliver – it is proposed that the target date for this action is extended to 31 December 2022.
- 14a – Capital Programme Management – Complete Member Seminar engagement – it is proposed that the target date for this action is extended to 31 December 2021.
- 14b – Capital Programme Management – Revised Capital Programme – it is proposed that the target date for this action is extended to 31 December 2021.
- 16 – Secure Fair Funding for Transportation Services (full deficit funding) – Continued leading role in Partnership working with Transport Scotland, HITRANS and Highland and Islands Enterprise – it is proposed that the target date for this action is extended to 31 March 2022.
- 19a – Ensure viable land supply for development, including addressing constraints to housing in Kirkwall – Complete surface water management plan – it is proposed that the target date for this action is extended to 31 December 2021.
- 19b – Ensure viable land supply for development, including addressing constraints to housing in Kirkwall – Engage with Scottish Water, Scottish Government and development industry to ensure fair distribution of resource to deliver the strategic objectives – it is proposed that the target date for this action is extended to 31 December 2021.
- 24 – Delivery of the North Isles Landscape Partnership Project – Delivery of the projects outlined in the North Isles Landscape Conservation Plan – it is proposed that the target date for this action is extended to 31 March 2024.

## 4. Service Performance Indicators

Service Performance Indicators provide the mechanism through which the performance aspects of the services provided year on year are monitored. The monitoring reports are attached as Annexes 2 and 3.

## 5. Complaints and Compliments

### 5.1.

Table 1 below sets out numbers of complaints and compliments made to Development and Infrastructure in the six-month period 1 October 2020 to 31 March 2021, and for the two preceding six-month monitoring periods.

Table 1.	Six months ending 31 March 2020.	Six months ending 30 September 2020.	Six months ending 31 March 2021.	Totals.
Complaints – D&I Generally.	15.	10.	19.	44.
<b>Complaints – Orkney Ferries.</b>	0.	3.	0.	3.

Compliments – D&I Generally.	45.	94.	594.	709.
<b>Compliments – Orkney Ferries.</b>	1.	7.	3.	11.

## 5.2.

When considering the raw data within Table 1 above, it should be noted that the Council has adopted a policy of encouraging staff to record all complaints against the Council through the Complaints Handling Procedure. This includes complaints that are quickly and satisfactorily resolved by the frontline service, thereby enabling the Council to identify any trends that would help to improve the service. As a result of this policy, the number of complaints captured by the procedure may increase and that does not necessarily reflect an increase in the number of people contacting the service to express dissatisfaction with the Council.

## 5.3.

Orkney Ferries Limited operates as a Limited Company with its own customer relations and separate complaints process. Orkney Ferries Limited is a very public facing and time critical service and therefore statistics have been itemised separately, the statistics provided above are for those complaints and compliments that directly relate to Orkney Ferries' Council employees and processes.

## 5.4.

There is no discernible relationship in terms of the types of complaints received over this six month monitoring period.

## 5.5.

It is helpful to note that the statistics above show the number of complaints received, but not all of the complaints received are upheld, some are partially upheld or not upheld.

### 5.5.1.

The percentage for Development and Infrastructure complaints generally is broken down below:

- In the reporting period October 2019 to March 2020:
  - 53% of complaints were not upheld.
  - 20% of complaints were partially upheld.
  - 27% of complaints were upheld.
- In the reporting period April to September 2020:
  - 70% of complaints were not upheld.
  - 0% of complaints were partially upheld.

- 30% of complaints were upheld.
- In the reporting period October 2020 to March 2021:
  - 42% of complaints were not upheld.
  - 26% of complaints were partially upheld.
  - 32% of complaints were upheld.

### **5.5.2.**

The percentage of complaints for Orkney Ferries Limited is broken down below:

- In the reporting period October 2019 to March 2020, there were no complaints.
- In the reporting period April to September 2020, 100% of complaints were not upheld.
- In the reporting period October 2020 to March 2021, there was no complaints.

### **5.5.3.**

The Complaints Officer is working with Heads of Service and Managers to improve the flow of communication and response time in regard to complaints, the new Customer Services Platform system in the long term will help with this. The Development and Infrastructure senior management team discuss complaints and compliments at their weekly Head of Service meeting.

### **5.5.4.**

It is encouraging to observe the good number of compliments received across the Service and a significant increase on the previous reporting periods. This is partially due to the hard work and extra effort applied by our Roads Service during the adverse weather in the first quarter of this year, and also due to Development and Infrastructure promoting and encouraging the reporting of compliments across the service.

## **6. Service Risk Register Review**

Managers within Development and Infrastructure have recently carried out the annual review and update of the service Risk Register, along with the list of actions to mitigate these risks. The updated Risk Register is attached at Annex 4 to this report.

## **7. Corporate Governance**

This report relates to the Council complying with its performance management policies and procedures and therefore does not directly support and contribute to improved outcomes for communities as outlined in the Council Plan and the Local Outcomes Improvement Plan. That said, Service Plans are developed taking cognisance of the Council's policies as outlined in the Council Plan.

## **8. Financial Implications**

There are not anticipated to be any significant financial implications arising as a result of the recommendations to this report.

## **9. Legal Aspects**

The Council's performance management systems help the Council to meet its statutory obligation to secure Best Value.

## **10. Contact Officers**

Gavin Barr, Executive Director of Development and Infrastructure, Email [gavin.barr@orkney.gov.uk](mailto:gavin.barr@orkney.gov.uk)

Roddy MacKay, Head of Planning, Development and Regeneration, Email [rodny.mackay@orkney.gov.uk](mailto:rodny.mackay@orkney.gov.uk)

Louise Cutler, Directorate Business Support Manager, Email [louise.cutler@orkney.gov.uk](mailto:louise.cutler@orkney.gov.uk)

## **11. Annexes**

Annex 1 - Summary of the performance of Development and Infrastructure against the targets within its Service Plan.

Annex 2 – Summary of the performance of Development and Infrastructure against its Performance Indicator targets (6 monthly).


Annex 3 - Summary of the performance of Development and Infrastructure against its Performance Indicator targets – (12 monthly).


Annex 4 –Development and Infrastructure Risk Register.

## Development and Infrastructure Service Plan 2019 to 2022


Progress against Service Plan Actions at 31 March 2021




Title	Description	Intended Outcome	BRAG	Start Date	Target Date
D&I Service Plan Actions - 01a - Flexible service structure and resource plan.	Where necessary, refocus service resources on key priorities in the context of resource capacity limitations - with the resultant reduction or stoppage of lower priority work.	To ensure delivery of Council strategic priorities in the context of realistic and efficient allocation of personnel and material resources.	GREEN 	01-Oct-2019	31-Mar-2022
<b>Lead</b>	<b>Comment</b>				
Gavin Barr	A number of service reviews are to be established before the end of the financial year as part of the Budget Setting Project Initiation Document (PID) process. A review of the Environmental Health Service has taken place.  <b>BRAG status at 30 September 2020 was GREEN.</b>				

Title	Description	Intended Outcome	BRAG	Start Date	Target Date
D&I Service Plan Actions - 01b - Flexible service structure and resource plan.	Where appropriate and following appropriate and necessary Council policies and procedures and staff and union engagement – ensure a flexible approach to the structure of the service and allocation of resources.	To ensure delivery of Council strategic priorities in the context of realistic and efficient allocation of personnel and material resources.	GREEN 	01-Oct-2019	31-Mar-2022
<b>Lead</b>	<b>Comment</b>				
Gavin Barr	A number of service reviews are to be established before the end of the financial year as part of the Budget Setting				


Project Initiation Document (PID) process. A review of the Environmental Health Service has taken place.  <b>BRAG status at 30 September 2020 was GREEN.</b>
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Title	Description	Intended Outcome	BRAG	Start Date	Target Date
D&I Service Plan Actions - 02 - Customer survey.	Complete survey and provide customer feedback.	To complete Development and Infrastructure customer survey and provide feedback.	GREEN 	01-Oct-2019	31-Dec-2021
Lead	Comment				
Gavin Barr	<p>A number of Development and Infrastructure functions engage with customers to ensure responsive service delivery, for example, Business Gateway conducts quarterly customer feedback surveys including 'secret shopper'. This offers a comprehensive customer feedback on various aspects of the service (with national comparison). Building Standards has a well-established Customer Charter which identifies the level of service that customers can expect from the service and the Scottish Government run an annual survey. Cursiter Quarry undertake an annual customer survey to seek views from customers on products purchased over a particular month each year, usually May. However, this survey was not undertaken in 2020 due to COVID-19. The Planning Service will launch a customer satisfaction survey in April 2021; this is an open ended survey with no closing date. This action was discussed at a Heads of Service meeting on 26 March 2021, where it was agreed that an exercise should be undertaken to list the customer satisfaction surveys already in place across Development and Infrastructure and to identify any gaps. Once this information is obtained, a decision on the value and benefit of a Development and Infrastructure wide survey will take place.</p> <p><b>BRAG status at 30 September 2020 was GREEN.</b></p>				


Title	Description	Intended Outcome	BRAG	Start Date	Target Date
D&I Service Plan Actions - 03 - Local Development Plan, Open Space Strategy and Supplementary	Prioritise resources on core work, with resultant reduction in non-statutory areas. Settlement Statements for Orkney's towns, villages and rural settlements.	Ensure up-to-date Local Development Plan and relevant suite of Supplementary Guidance following new Planning Act.	GREEN 	01-Oct-2019	31-Dec-2022




Guidance.					
<b>Lead</b>	<b>Comment</b>				
Roddy MacKay	<p>Further details on new development planning regulations following The Planning (Scotland) Act 2019 are awaited from the Scottish Government. The new regulations have been delayed due to COVID-19 and will not be available until Autumn 2021 which is outwith the Council's control. The Development Plan Scheme 2021 and an updated Housing in the Countryside Supplementary Guidance were approved by Council on 2 March 2021, following consideration by the Development and Infrastructure Committee on 2 February 2021. It is anticipated that this action will need to be included in the next new service plan.</p> <p><b>BRAG status at 30 September 2020 was GREEN.</b></p>				

<b>Title</b>	<b>Description</b>	<b>Intended Outcome</b>	<b>BRAG</b>	<b>Start Date</b>	<b>Target Date</b>
D&I Service Plan Actions - 04 - Regional Marine Planning and Crown Estates Pilot Governance.	Continue to prioritise resources and engage with Marine Scotland and Crown Estate to establish Regional Partnership and pilot.	To deliver successful Regional Marine Partnership and Crown Estates Pilot.	GREEN 	01-Oct-2019	31-Dec-2021
<b>Lead</b>	<b>Comment</b>				
Roddy MacKay	<p>Update report presented to Policy and Resources Committee in September 2018 on Local Marine Asset Management. Stage 1 application submitted for Crown Estate Scotland Pilot Scheme to deliver enhanced local decision making on seabed leasing. Stage 2 application submitted to Crown Estate in March 2019. Crown Estate confirmed in September 2019 that the Orkney pilot project had been given 'preferred project status' by its Board and Council approved final format of this in June 2020. A Memorandum of Understanding between the Council and Crown Estate Scotland to enable the project to progress has been agreed. A new post has been established to progress the project and recruitment will commence shortly.</p> <p><b>BRAG status at 30 September 2020 was GREEN.</b></p>				


Title	Description	Intended Outcome	BRAG	Start Date	Target Date
D&I Service Plan Actions - 05a - Environmental Services.	Finalise and complete Stage 2 Waste Facility appraisal work (replacement Chinglebraes).	To reduce waste shipment for incineration through proactive engagement and awareness raising (ie two-year Change Management project), and where practical and possible, delivery of empowering communities and community-based solutions to service delivery in the context of the Circular Economy.	AMBER 	01-Oct-2019	31-Dec-2022
<b>Lead</b>	<b>Comment</b>				
David Thomson	<p>Work continues to develop an Integrated Waste Facility for Orkney. Outline solutions have been developed for treatment options and work has recently concluded on an options appraisal to identify the most effective and efficient collection method. Site layouts have been developed for the facility to enable strategic decision making regarding facility location and technologies. A report is due to be presented to the Asset Management Sub-committee in September 2021 to seek approval for the allocation of the site.</p> <p><b>BRAG status at 30 September 2020 was AMBER.</b></p>				


Title	Description	Intended Outcome	BRAG	Start Date	Target Date
D&I Service Plan Actions - 05b - Environmental Services.	Engage with Empowering Communities work.	To reduce waste shipment for incineration through proactive engagement and awareness raising (ie two-year Change Management project), and where practical and possible, delivery of empowering communities and community-based solutions to service delivery in the context of the Circular Economy.	GREEN 	01-Oct-2019	31-Dec-2022
<b>Lead</b>	<b>Comment</b>				

David Thomson	<p>This is now part of the Improvement Support Project team and work is in progress; meetings have been held to discuss the principles of moving forward and looking at possible community based solutions. The Improvement Support Project team resource was recommended for approval by Policy and Resources Committee on 18 February 2020 and, through the Project Initiation Document (PID) process, will gather momentum in 2021/22. Although this is an agreed and named project which will be supported, progress has been impacted by the COVID-19 situation. A Capital Project Appraisal for the new Integrated Waste Facility will be progressed as soon as possible, noting current limitations on the Improvement Support Project team resource. It is anticipated that this action will need to be included in the next service plan and in budgets for the 2022/23 financial year.</p> <p><b>BRAG status at 30 September 2020 was GREEN.</b></p>
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Title	Description	Intended Outcome	BRAG		Start Date	Target Date
D&I Service Plan Actions - 05c - Environmental Services.	Explore Circular Economy/ community-based options as part of continuous service review.	To reduce waste shipment for incineration through proactive engagement and awareness raising (ie two-year Change Management project), and where practical and possible, delivery of empowering communities and community-based solutions to service delivery in the context of the Circular Economy.	GREEN		01-Oct-2019	31-Dec-2022
Lead	Comment					
David Thomson	<p>This is now part of the Improvement Support Project team and work is in progress; meetings have been held to discuss the principles of moving forward and looking at possible community based solutions. The Improvement Support Project team resource was recommended for approval by Policy and Resources Committee on 18 February 2020 and, through the Project Initiation Document (PID) process, will gather momentum in 2021/22. Although this is an agreed and named project which will be supported, progress has been impacted by the COVID-19 situation. A Capital Project Appraisal will be progressed as soon as possible, noting current limitations on the Improvement Support Project team resource. It is anticipated that this action will need to be included in the next service plan and in budgets for the 2022/23 financial year.</p>					

<b>BRAG status at 30 September 2020 was GREEN.</b>
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<b>Title</b>	<b>Description</b>	<b>Intended Outcome</b>	<b>BRAG</b>	<b>Start Date</b>	<b>Target Date</b>
D&I Service Plan Actions - 05d - Environmental Services.	Seek recognition of Islands issues in the implementation of Scottish Government landfill ban on biodegradable materials, and deposit return scheme.	To reduce waste shipment for incineration through proactive engagement and awareness raising (ie two-year Change Management project), and where practical and possible, delivery of empowering communities and community-based solutions to service delivery in the context of the Circular Economy.	GREEN 	01-Oct-2019	31-Dec-2022
<b>Lead</b>	<b>Comment</b>				
David Thomson	<p>This is now part of the Improvement Support Project team and work is in progress. The Improvement Support Project team resource was recommended for approval by Policy and Resources Committee on 18 February 2020. Although this is an agreed and named project which will be supported, progress will be impacted by the COVID-19 situation. It is noted that implementation of the Deposit Return Scheme (DRS) has been delayed and is unlikely to be fully in place by December 2022 as the guidance has not yet been released. It is anticipated that this action will need to be included in the next service plan and in budgets for the 2022/23 financial year.</p> <p><b>BRAG status at 30 September 2020 was GREEN.</b></p>				

<b>Title</b>	<b>Description</b>	<b>Intended Outcome</b>	<b>BRAG</b>	<b>Start Date</b>	<b>Target Date</b>
D&I Service Plan Actions - 06a - Carbon Management Programme and Low Carbon Policies and Projects.	Complete Hydrogen Strategy.	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.	BLUE 	01-Oct-2019	31-Mar-2022


Lead	Comment
Gavin Barr	<p>Work is continuing to deliver the BIG HIT and associated Hydrogen projects. An Orkney Hydrogen Strategy was approved by Council in October 2019, noting that this was established as an Orkney-wide Strategy with not all elements of the Strategy being owned by the Council. The low carbon energy strategy is likely to form a key part of Orkney's response to post COVID-19 economic recovery. The work of the Climate Change Project Officer, who started in post on 22 March 2021, will significantly contribute to this agenda.</p> <p><b>BRAG status at 30 September 2020 was GREEN.</b></p>

Title	Description	Intended Outcome	BRAG	Start Date	Target Date
D&I Service Plan Actions - 06b - Carbon Management Programme and Low Carbon Policies and Projects.	Maintain rolling review of Energy Strategy.	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.	GREEN 	01-Oct-2019	31-Mar-2022


Lead	Comment
Gavin Barr	<p>The work of the Climate Change Project Officer, who started in post on 22 March 2021, will significantly contribute to this agenda. Work on the preparation of the action plan for the Energy Strategy Plan is currently underway.</p> <p><b>BRAG status at 30 September 2020 was GREEN.</b></p>

Title	Description	Intended Outcome	BRAG	Start Date	Target Date
D&I Service Plan Actions - 06c - Carbon Management Programme and Low Carbon Policies and Projects.	Screening of all Service activity for carbon/environmental impacts and low carbon opportunists, noting additional costs which may be incurred in delivery.	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.	GREEN 	01-Oct-2019	31-Mar-2022

Lead	Comment
Gavin Barr	The work of the Climate Change Project Officer, who started in post on 22 March 2021, will significantly contribute to this agenda.  <b>BRAG status at 30 September 2020 was GREEN.</b>


Title	Description	Intended Outcome	BRAG	Start Date	Target Date
D&I Service Plan Actions - 06d - Carbon Management Programme and Low Carbon Policies and Projects.	Reduce the carbon footprint of Council provided/contracted transport services, including vessels and buses.	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.	GREEN 	01-Oct-2019	31-Mar-2022


Lead	Comment
Gavin Barr	The work of the Climate Change Project Officer, who started in post on 22 March 2021, will significantly contribute to this agenda.  <b>BRAG status at 30 September 2020 was GREEN.</b>

Title	Description	Intended Outcome	BRAG	Start Date	Target Date
D&I Service Plan Actions - 07 - CARS scheme for St Margaret's Hope.	Undertake survey work and submit application to Historic Environment Scotland.	Develop Conservation Area Regeneration Scheme (CARS) for St Margaret's Hope and consider other operations.	GREEN 	01-Oct-2019	31-Dec-2021


Lead	Comment
Roddy MacKay	The conservation area appraisal is currently being finalised and a report will be presented to the Development and Infrastructure Committee on 8 June 2021.


<b>BRAG status at 30 September 2020 was GREEN.</b>
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<b>Title</b>	<b>Description</b>	<b>Intended Outcome</b>	<b>BRAG</b>	<b>Start Date</b>	<b>Target Date</b>
D&I Service Plan Actions - 08 - Major Projects.	Prioritise and where necessary secure additional resources to deliver strategic projects.	Pursue and deliver major projects that align to the Council Plan through Service and Council decisions eg Campus, Hydrogen, community wind, Islands Deal.	GREEN 	01-Oct-2019	31-Mar-2022
<b>Lead</b>	<b>Comment</b>				
Gavin Barr	Work is progressing on the Islands Deal, Harbours Masterplan and the Community Wind projects, subject to post COVID-19 resource restrictions. The Islands Deal Heads of Terms were achieved in March 2021 and will be progressed through the necessary Capital Project Appraisal stages as appropriate during 2021.  <b>BRAG status at 30 September 2020 was GREEN.</b>				

<b>Title</b>	<b>Description</b>	<b>Intended Outcome</b>	<b>BRAG</b>	<b>Start Date</b>	<b>Target Date</b>
D&I Service Plan Actions - 09 - Business Gateway.	Continue to deliver and evolve business gateway services.	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 Highlands and Islands Enterprise.	GREEN 	01-Oct-2019	31-Mar-2022
<b>Lead</b>	<b>Comment</b>				
Roddy MacKay	Comprehensive work in supporting businesses during COVID-19, the Business Gateway has been key to developing the Council's new business grant scheme. A review of the Economic Development and Business Gateway services is to be undertaken as one of a number of projects initiated through the budget setting process with the aim of realising future budget savings.				


	<b>BRAG status at 30 September 2020 was GREEN.</b>
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<b>Title</b>	<b>Description</b>	<b>Intended Outcome</b>	<b>BRAG</b>		<b>Start Date</b>	<b>Target Date</b>
D&I Service Plan Actions - 10a - Improve Accessibility to all Transport Services.	Continue to pursue funding opportunities where possible.	Continue the ongoing programme to improve accessibility to all transport services, taking advantage of contract, vehicle, infrastructure and vessel replacement/renewal opportunities where possible.	RED		01-Oct-2019	31-Dec-2020
<b>Lead</b>	<b>Comment</b>					
Jim Buck	Limited funding opportunities have been secured but the significant improvements will not be possible until new ferries are procured, with a lot of discussion and negotiation still to take place. It is anticipated that this action will need to be included in the next service plan.					
<b>BRAG status at 30 September 2020 was GREEN.</b>						

<b>Title</b>	<b>Description</b>	<b>Intended Outcome</b>	<b>BRAG</b>		<b>Start Date</b>	<b>Target Date</b>
D&I Service Plan Actions - 10b - Improve Accessibility to all Transport Services.	Ensure all contracted services have accessibility provision.	Continue the ongoing programme to improve accessibility to all transport services, taking advantage of contract, vehicle, infrastructure and vessel replacement/renewal opportunities where possible.	RED		01-Oct-2019	31-Dec-2020
<b>Lead</b>	<b>Comment</b>					
Jim Buck	The new bus contracts to be commenced August 2021 will meet all accessibility standards; opportunities to approve accessibility for the air service are minimal. The contract specification for the buses includes a section on accessibility for vehicles to be able to unload and load passengers. The original target date of December 2020 was extended through Council, based on the decision to retender. There is still a degree of work to complete on accessibility for different users.					





	<p>The new buses should be in place during August/September 2021.</p> <p><b>BRAG status at 30 September 2020 was GREEN.</b></p>
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Title	Description	Intended Outcome	BRAG	Start Date	Target Date
D&I Service Plan Actions - 11a - New Business and Growth in Current Marine Activities.	Develop opportunities in the cruise market, Ship to Ship operations for crude, Liquefied Natural Gas and Liquefied Petroleum Gas, offshore platform warm and cold stacking, decommissioning and fuel Hub services.	Sustainable and growing Marine Services activities.	GREEN 	01-Oct-2019	31-Mar-2021
Lead	Comment				
Jim Buck	<p>Significant activity has been applied to developing new business opportunities and there has been substantial success in Ship to Ship transfer operations, for example. The Harbours Masterplan and Islands Deal programme proposals also provide further strategic consideration of infrastructure requirements. Ship to Ship business continues to prosper. The level of priority to which it will be possible to attach to this work moving forward will be dependent on review of the COVID-19 recovery plan. It is anticipated that this action will need to be included in the next service plan.</p> <p><b>BRAG status at 30 September 2020 was GREEN.</b></p>				


Title	Description	Intended Outcome	BRAG	Start Date	Target Date
D&I Service Plan Actions - 11b - New Business and Growth in Current Marine Activities.	Review staff and resource capacity and develop business case for increasing these where necessary to deliver strategic objective.	Sustainable and growing Marine Services activities.	RED 	01-Oct-2019	31-Dec-2020
Lead	Comment				
Jim Buck	The Project Initiation Document (PID) process established through the 2020/2021 budget setting process has been				


	<p>initiated to re-set staff resources. The PID is being reviewed to make it more staff orientated which will allow new business development to be generated. The target date for this action needs to be reviewed.</p> <p><b>BRAG status at 30 September 2020 was AMBER.</b></p>
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Title	Description	Intended Outcome	BRAG		Start Date	Target Date
D&I Service Plan Actions - 12 - Port Infrastructure Refurbishment.	Continue to generate income through commercial activities (eg Cruise) to secure affordability of programme of port infrastructure refurbishment, to ensure the piers are safe to use and properly preserved.	Fit for purpose piers and harbours to support lifeline services and commercial activities across all of Orkney.	BLUE		01-Oct-2019	31-Mar-2021
Lead	Comment					
Jim Buck	<p>Income has been seriously impacted by COVID-19, in particular the complete loss of the cruise industry. Despite costs arising from COVID-19 measures, the overall financial position remains positive, albeit Marine Services as a whole is expected to return broadly on a balanced account due to income through other activities. The impact of loss of profitable business such as cruise over time will have a consequential inevitable impact on the capacity to re-invest in local pier infrastructure which does not make a return.</p> <p><b>BRAG status at 30 September 2020 was GREEN.</b></p>					


Title	Description	Intended Outcome	BRAG		Start Date	Target Date
D&I Service Plan Actions - 13 - Port Master Plan.	Finalise Port Masterplan, identify funding sources and deliver.	Establish the Port Masterplan for future infrastructure requirements.	RED		01-Oct-2019	31-Mar-2020
Lead	Comment					
Jim Buck	<p>Harbours Masterplan Phase 1 was presented to the Harbour Authority Sub-committee on 17 March 2020 and approved by Council on 16 April 2020.</p>					


<b>BRAG status at 30 September 2020 was RED.</b>
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<b>Title</b>	<b>Description</b>	<b>Intended Outcome</b>	<b>BRAG</b>	<b>Start Date</b>	<b>Target Date</b>
D&I Service Plan Actions - 14a - Capital Programme Management.	Complete Member Seminar engagement.	Reduced slippage on capital programme activity in the context of a busy contractor market. Complete review of capital programme with new 5-year programme established.	GREEN 	01-Oct-2019	30-Jun-2021
<b>Lead</b>	<b>Comment</b>				
Hayley Green	A further seminar with all Members on the 2024 to 2029 Capital Programme will be undertaken in 2021. There has been a delay in progressing this work due to a range of other priorities for the Council's Senior Management Team and Capital Programme Delivery Team.  <b>BRAG status at 30 September 2020 was GREEN.</b>				


<b>Title</b>	<b>Description</b>	<b>Intended Outcome</b>	<b>BRAG</b>	<b>Start Date</b>	<b>Target Date</b>
D&I Service Plan Actions - 14b - Capital Programme Management.	Revised Capital Programme.	Reduced slippage on capital programme activity in the context of a busy contractor market. Complete review of capital programme with new 5-year programme established.	GREEN 	01-Oct-2019	30-Jun-2021
<b>Lead</b>	<b>Comment</b>				
Hayley Green	The impact of COVID-19 means that a number of Capital Programme starts have been delayed which may cause slippage as the planned spend will potentially not be achieved. This was the subject of an internal audit review which made recommendations including additional resources for the Capital Programme team, also through the Jim Birrell planning review report, a provision of a "planning agent" or similar to improve co-ordination between the Planning and Capital Programme teams and service clients. The target is to identify funding and recruitment for this resource during 2021.				


<b>BRAG status at 30 September 2020 was GREEN.</b>
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<b>Title</b>	<b>Description</b>	<b>Intended Outcome</b>	<b>BRAG</b>	<b>Start Date</b>	<b>Target Date</b>
D&I Service Plan Actions - 15 - Airfields Plan and Infrastructure Improvements.	Retain and where necessary secure additional funding for continuous infrastructure programme including water rescue capability.	Complete a programme of airfields plan and infrastructure improvements in order to maintain as low as reasonably practicable (ALARP)/safe operations.	GREEN 	01-Oct-2019	31-Dec-2022
<b>Lead</b>	<b>Comment</b>				
Jim Buck	Airfields Strategy review process is currently underway and on schedule. Water rescue capability is on target for achievement. COVID-19 has delayed training but the Civil Aviation Authority is pressing for a conclusion on other elements, for example the final round of terminal upgrades. Stage 1 Capital Project Appraisals for the remaining airfields will be presented to the June 2021 committee cycle.				
<b>BRAG status at 30 September 2020 was GREEN.</b>					


<b>Title</b>	<b>Description</b>	<b>Intended Outcome</b>	<b>BRAG</b>	<b>Start Date</b>	<b>Target Date</b>
D&I Service Plan Actions - 16 - Secure Fair Funding for Transportation Services (full deficit funding).	Continued leading role in Partnership working with Transport Scotland, HITRANS and Highlands and Islands Enterprise.	Continue to work to secure fair funding settlement to cover full costs of providing lifeline ferry and air services.	RED 	01-Oct-2019	31-Mar-2020
<b>Lead</b>	<b>Comment</b>				
Gavin Barr	The 2021/22 budget setting process achieved full funding for present service levels which is a significant milestone. Work will continue on the necessary service improvements required to achieve service standards equal to elsewhere in Scotland, and fleet replacement. It is anticipated that this action will need to be included in the next service plan.				
<b>BRAG status at 30 September 2020 was RED.</b>					


Title	Description	Intended Outcome	BRAG	Start Date	Target Date
D&I Service Plan Actions - 17a - Sustainable Quarry Services.	Expansion of quarry.	Continue to sustain quarry service throughputs and availability of products.	GREEN 	01-Oct-2019	31-Dec-2022
Lead	Comment				
David Thomson	<p>Planning permission was refused in August 2020. Following consideration of options by the Senior Management Team, an appeal was submitted late 2020 and a decision from the Reporter, which is expected during summer 2021, is still awaited.</p> <p><b>BRAG status at 30 September 2020 was GREEN.</b></p>				


Title	Description	Intended Outcome	BRAG	Start Date	Target Date
D&I Service Plan Actions - 17b - Sustainable Quarry Services.	Continued investment in replacement plant in line with rolling Business Plan.	Continue to sustain quarry service throughputs and availability of products.	GREEN 	01-Oct-2019	31-Dec-2022
Lead	Comment				
David Thomson	<p>This is funded through the quarry repair and renewal fund that is topped up annually from trading surpluses. It is noted that, given COVID-19 and lack of construction activity, trading surpluses in 2020/21 may be lower than anticipated, restricting the contribution to the quarry repair and renewal fund.</p> <p><b>BRAG status at 30 September 2020 was GREEN.</b></p>				

Title	Description	Intended Outcome	BRAG	Start Date	Target Date
D&I Service Plan Actions - 18 - Manage	Support to services where possible. Ensure sufficient resources available	Provide support to sectors where necessary and appropriate and as far	BLUE 	01-Oct-2019	31-Dec-2020


and implement consequences of Brexit.	to deliver Environmental Health Certification processes.	as practicable.				
<b>Lead</b>	<b>Comment</b>					
Roddy MacKay	The possible increase in demand for Export Health Certificates required to be provided locally by the Council has not materialised as the aquaculture/fishery businesses have been utilising the export hubs in the Central Belt. Continual monitoring of the situation but noting that the industry within Orkney has been extremely quiet which is not the case in other areas of the country. Work to register and inspect fishing vessels by the Environmental Health team has been completed.					
	<b>BRAG status at 30 September 2020 was GREEN.</b>					


<b>Title</b>	<b>Description</b>	<b>Intended Outcome</b>	<b>BRAG</b>		<b>Start Date</b>	<b>Target Date</b>
D&I Service Plan Actions - 19a - Ensure viable land supply for development, including addressing constraints to housing in Kirkwall.	Complete surface water management plan.	Viable land supply. Surface water infrastructure constraints addressed.	RED		01-Oct-2019	31-Dec-2020
<b>Lead</b>	<b>Comment</b>					
Gavin Barr	A draft Surface Water Management Plan was completed and presented to the Development and Infrastructure Committee on 12 November 2019. Subsequent funding for specialist work was considered at Policy and Resources Committee on 26 November 2019 and approved by Council in December 2019. The outcome of this work will inform a final version of the Plan which will be reported to the Development and Infrastructure Committee on 7 September 2021.					
	<b>BRAG status at 30 September 2020 was RED.</b>					

Title	Description	Intended Outcome	BRAG	Start Date	Target Date
D&I Service Plan Actions - 19b - Ensure viable land supply for development, including addressing constraints to housing in Kirkwall.	Engage with Scottish Water, Scottish Government and development industry to ensure fair distribution of resource to deliver the strategic objectives.	Viable land supply. Surface water infrastructure constraints addressed.	RED 	01-Oct-2019	31-Dec-2020
<b>Lead</b>	<b>Comment</b>				
Gavin Barr	There is ongoing engagement with Scottish Water and other stakeholders relating to the constraints. It is planned that a solution to the immediate constraints will be implemented during 2021.  <b>BRAG status at 30 September 2020 was AMBER.</b>				

Title	Description	Intended Outcome	BRAG	Start Date	Target Date
D&I Service Plan Actions - 20a - Pursue the delivery of 21st century digital and Broadband capability including wireless connectivity.	Engage with Regulators, Scottish and UK Governments to ensure Islands proofing of digital access.	100% broadband coverage. 100% mobile coverage. World leading connectivity.	GREEN 	01-Oct-2019	31-Mar-2022
<b>Lead</b>	<b>Comment</b>				
Shona Croy	There are a number of workstreams to progress this action including lobbying Government to deliver its R100 programme and the 5G New Thinking project which is underway.  <b>BRAG status at 30 September 2020 was GREEN.</b>				

Title	Description	Intended Outcome	BRAG	Start Date	Target Date
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D&I Service Plan Actions - 20b - Pursue the delivery of 21st century digital and Broadband capability including wireless connectivity.	Explore, and where possible deliver, innovative projects to secure 5G or other technology options.	100% broadband coverage. 100% mobile coverage. World leading connectivity.	BLUE		01-Oct-2019	31-Mar-2022
<b>Lead</b>	<b>Comment</b>					
Shona Croy	The Council was successful in a consortia bid and has received funding to support the 5G New Thinking trials. The trials of R100 and other measures commenced in May 2020.  <b>BRAG status at 30 September 2020 was BLUE.</b>					


Title	Description	Intended Outcome	BRAG		Start Date	Target Date
D&I Service Plan Actions - 20c - Pursue the delivery of 21st century digital and Broadband capability including wireless connectivity.	Investigate benefits and opportunities arising from 5G and the Internet of things.	100% broadband coverage. 100% mobile coverage. World leading connectivity.	BLUE		01-Oct-2019	31-Mar-2022
<b>Lead</b>	<b>Comment</b>					
Shona Croy	The Council was successful in a consortia bid and has received funding to support the 5G New Thinking trials. The trials of R100 and other measures commenced in May 2020.  <b>BRAG status at 30 September 2020 was BLUE.</b>					


Title	Description	Intended Outcome	BRAG		Start Date	Target Date
D&I Service Plan	Implementation of the actions	To retain and, where affordable,	GREEN		01-Oct-2019	31-Mar-2023




Actions - 21a - Orkney Outdoor Access Strategy Action Plan and Active Travel Programme.	contained in the Strategy Action Plan.	enhance existing core paths. Where affordable, to establish new paths and cycle links. To establish Orkney as a recognised high-quality destination for walking and cycling and support healthier living/active travel objectives.				
<b>Lead</b>	<b>Comment</b>					
Gavin Barr	Core Path Plan recommended for approval by Development and Infrastructure Committee on 11 September 2018 and subsequently approved by Council. The Sustainable Transport Project Development Plan was presented to the Development and Infrastructure Committee in June 2018 with an update provided in April 2019. List of projects approved as the basis for a three-year programme for potential applications to the Community Links Programme.  <b>BRAG status at 30 September 2020 was GREEN.</b>					


<b>Title</b>	<b>Description</b>	<b>Intended Outcome</b>	<b>BRAG</b>	<b>Start Date</b>	<b>Target Date</b>
D&I Service Plan Actions - 21b - Orkney Outdoor Access Strategy Action Plan and Active Travel Programme.	Programme of works/projects to retain and enhance existing network.	To retain and, where affordable, enhance existing core paths. Where affordable, to establish new paths and cycle links. To establish Orkney as a recognised high-quality destination for walking and cycling and support healthier living/active travel objectives.	GREEN 	01-Oct-2019	31-Mar-2023
<b>Lead</b>	<b>Comment</b>				
Gavin Barr	Works to Arcadia Park in Kirkwall are complete. Design works on Papdale East play area are currently being developed by consultants. A report will be presented to the Policy and Resources Committee on 20 April 2021 to consider a shortfall in project funding and a Stage 2 Capital Project Appraisal.  <b>BRAG status at 30 September 2020 was GREEN.</b>				

Title	Description	Intended Outcome	BRAG	Start Date	Target Date
D&I Service Plan Actions - 21c - Orkney Outdoor Access Strategy Action Plan and Active Travel Programme.	Establish externally funded Sustainable Travel Officer post to develop and deliver Active Travel programme with high levels of leverage of external funding match to Council funding.	To retain and, where affordable, enhance existing core paths. Where affordable, to establish new paths and cycle links. To establish Orkney as a recognised high-quality destination for walking and cycling and support healthier living/active travel objectives.	GREEN 	01-Oct-2019	31-Mar-2023
<b>Lead</b>	<b>Comment</b>				
Gavin Barr	An application has been made to Sustrans for full funding for a 3 year project officer; this was submitted in September 2020. In November it was announced that the application had been successful with the post being funded 100% in Year 1 and 50% in Years 2 and 3. A report will be presented to the Policy and Resources Committee on 20 April 2021 to consider 50% funding by the Council for Years 2 and 3 of the post .  <b>BRAG status at 30 September 2020 was GREEN.</b>				


Title	Description	Intended Outcome	BRAG	Start Date	Target Date
D&I Service Plan Actions - 22a - Develop and implement a World Heritage Site (WHS) Strategic Masterplan.	Approved Masterplan and progression of WHS-related projects.	To provide effective visitor management and address infrastructure constraints.	GREEN 	01-Oct-2019	31-Mar-2023
<b>Lead</b>	<b>Comment</b>				
Gavin Barr	World Heritage Site Masterplan approved by Council in May 2019. This covers five key elements – orientation centre, vehicle access and parking, footpath and active travel network, interpretation and other facilities eg toilets, charging points and camper vans. Acquisition of land to enable development of Stones of Stenness car/bus park was completed				


	<p>in May 2019. A Memorandum of Understanding (MOU) between the Council, Historic Environment Scotland and Highlands and Islands Enterprise was signed in June 2019 committing all three bodies to work together to conserve the World Heritage Site and enhance the visitor experience by looking at ways to manage the increasing number of visitors to the site. Consideration is currently being given to the level of staffing resource required to implement the recommendations of the WHS Masterplan. A draft was included with the Islands Deal proposal. A report on the WHS Project Officer post will be reported to the Development and Infrastructure Committee once discussion and meetings have taken place with Partners. A Stage 2 Capital Project Appraisal for the Stones of Stenness Car Park was approved by Council in June 2020 and construction works were completed early 2021. The gateway project is also included as a project proposal within the Islands Deal.</p> <p><b>BRAG status at 30 September 2020 was GREEN.</b></p>
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Title	Description	Intended Outcome	BRAG	Start Date	Target Date
D&I Service Plan Actions - 22b - Develop and implement a World Heritage Site Strategic Masterplan.	Dispersal of tourism activity to all of Orkney.	To provide effective visitor management and address infrastructure constraints.	GREEN 	01-Oct-2019	31-Mar-2023
Lead	Comment				
Gavin Barr	Development proposals are under consideration by the Council and Historic Environment Scotland and this forms part of the Islands Deal.				
	<b>BRAG status at 30 September 2020 was GREEN.</b>				


Title	Description	Intended Outcome	BRAG	Start Date	Target Date
D&I Service Plan Actions - 22c - Develop and	Gateway facility established - improved infrastructure.	To provide effective visitor management and address infrastructure constraints.	GREEN 	01-Oct-2019	31-Mar-2023

implement a World Heritage Site Strategic Masterplan.						
<b>Lead</b>	<b>Comment</b>					
Gavin Barr	A Stage 2 Capital Project Appraisal for the Stones of Stenness Car Park was approved by Council in June 2020 and construction works were completed early 2021.  <b>BRAG status at 30 September 2020 was GREEN.</b>					

Title	Description	Intended Outcome	BRAG	Start Date	Target Date
D&I Service Plan Actions - 23a - Orkney Local Biodiversity Action Plan.	Orkney Local Biodiversity Action Plan and participation as non-financially contributing partner in the Orkney Native Wildlife Project - New local biodiversity plan in place.	Up-to-date plan in place to promote improvements to biodiversity. Implementation of the Orkney Natural Wildlife Project.	BLUE 	01-Oct-2019	31-Dec-2020
<b>Lead</b>	<b>Comment</b>				
Gavin Barr	The finalised Orkney Local Bio-diversity Action Plan for 2018 to 2022 was presented to Development and Infrastructure Committee on 11 September 2018. Orkney Islands Council is the lead for several actions.  <b>BRAG status at 30 September 2020 was AMBER.</b>				

Title	Description	Intended Outcome	BRAG	Start Date	Target Date
D&I Service Plan Actions - 23b - Orkney Local Biodiversity Action Plan.	Orkney Local Biodiversity Action Plan and participation as non-financially contributing partner in the Orkney Native Wildlife Project - RSPB/Scottish Natural heritage success in the eradication of stoat population and protection of Orkney	Up-to-date plan in place to promote improvements to biodiversity. Implementation of the Orkney Natural Wildlife Project.	BLUE 	01-Oct-2019	31-Dec-2020

	native wildlife.				
<b>Lead</b>	<b>Comment</b>				
Gavin Barr	The Council is participating in the Orkney Native Wildlife Project Steering Group and Partnership Board.  <b>BRAG status at 30 September 2020 was AMBER.</b>				

<b>Title</b>	<b>Description</b>	<b>Intended Outcome</b>	<b>BRAG</b>	<b>Start Date</b>	<b>Target Date</b>
D&I Service Plan Actions - 24 - Delivery of the North Isles Landscape Partnership Project.	Delivery of the projects outlined in the North Isles Landscape Conservation Plan.	Enhance the distinctive offer and wellbeing of the North Isles through supporting island life and traditions and improvements to the natural and built environments.	GREEN 	01-Oct-2019	31-Mar-2023
<b>Lead</b>	<b>Comment</b>				
Gavin Barr	North Isles Landscape Partnership Project Manager and all other project team members are in post and started working from the new office accommodation (Atholl House, Kirkwall) on 7 January 2019. Delegation to permit Council officers to deliver the Scheme on behalf of the Partnership and to determine project grant applications from community groups was agreed by Council in July 2019. Project grant applications are being received and processed and projects are being developed. The restrictions associated with the COVID-19 pandemic experienced since March 2020 have had an impact on delivery of the programme. In order to mitigate those pandemic related impacts on delivery, a 12-month extension to the programme has been negotiated with the main programme funders. The revised programme end date of March 2024 should allow time for delivery of the delayed projects and the original programme objectives.  <b>BRAG status at 30 September 2020 was GREEN.</b>				

### 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** – David Thomson and Hayley Green (interim appointments covering absence)

**Head of Marine Services, Transportation and Harbour Master – Jim Buck**

**RAG key**

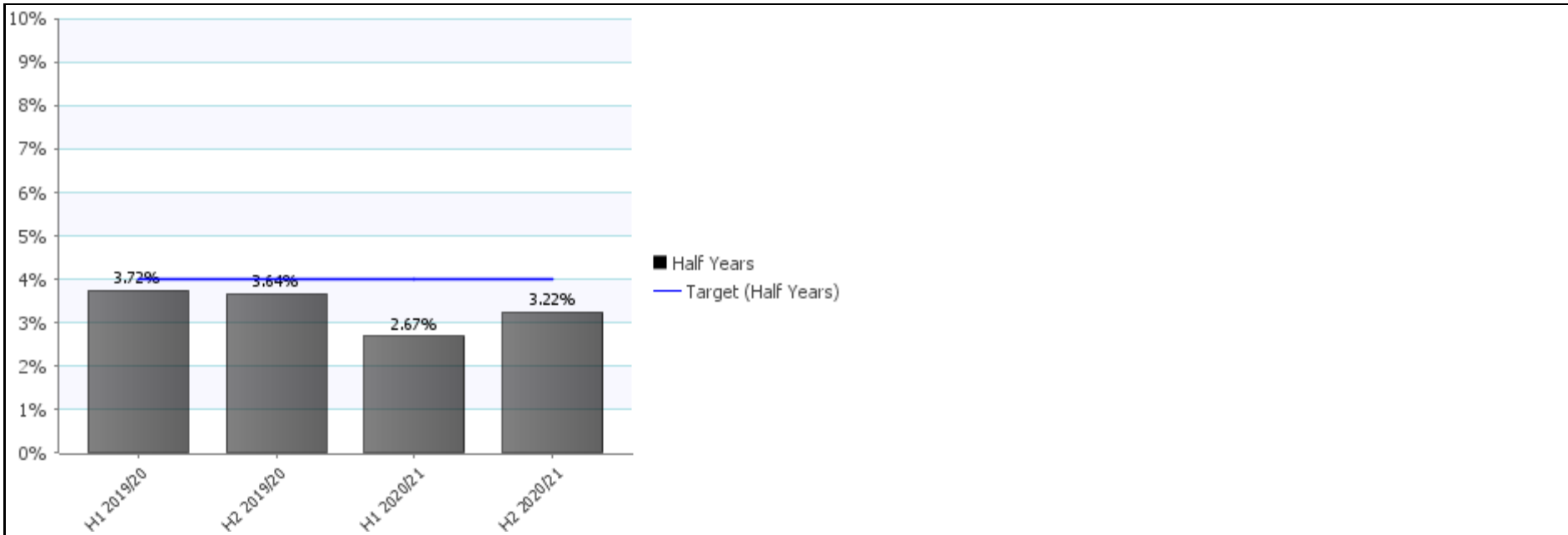
- Red** - the performance indicator is experiencing significant underperformance, with a medium to high risk of failure to meet its target.
- Amber** - the performance indicator is experiencing minor underperformance, with a low risk of failure to meet its target.
- Green** - the performance indicator is likely to meet or exceed its target.

## Development and Infrastructure (D&I) Performance Indicator Report – 6 Monthly

Service Performance Indicators at 31 March 2021



Performance Indicator				
CCG 01 – Sickness absence – The average number of working days per employee lost through sickness absence, expressed as a percentage of the number of working days available.				
Target	Actual	Intervention	RAG	
4%	3.22%	6.1%	GREEN	▶
Comment				
The Service continues to work closely with the Human Resources Team to ensure that we seek to address short term and long-term sickness absence as a matter of priority. However, these matters are individually unique and it is difficult to forecast or prevent occasional fluctuations in the performance percentage over reporting periods.				
Trend Chart				

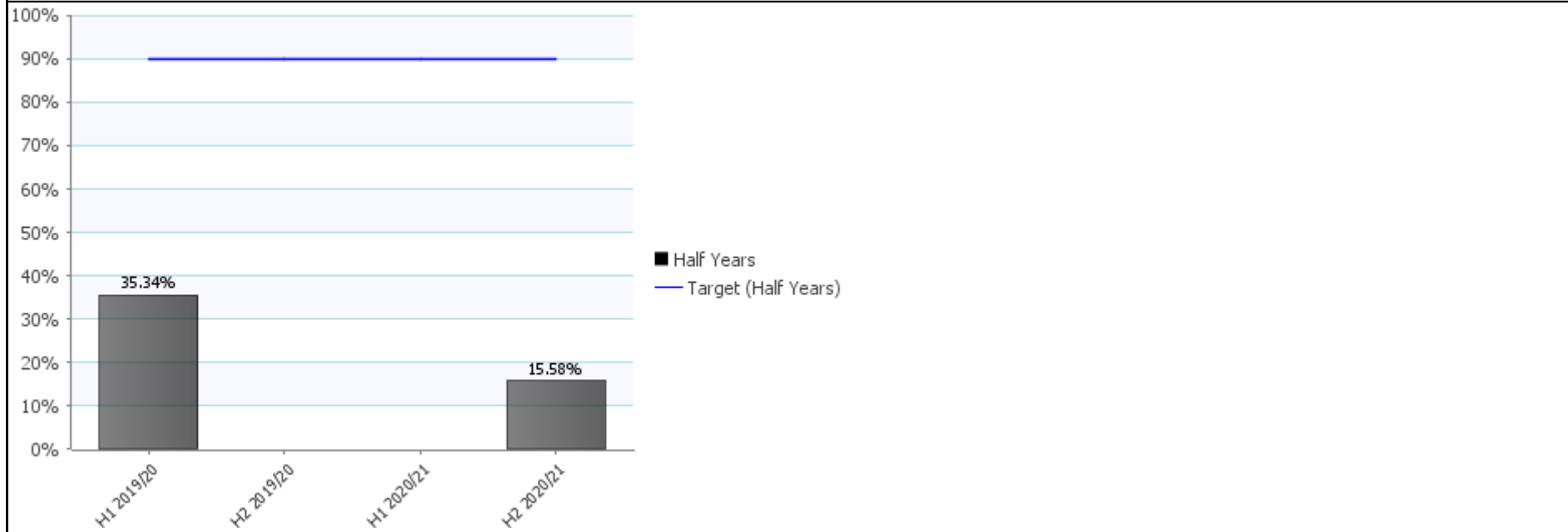



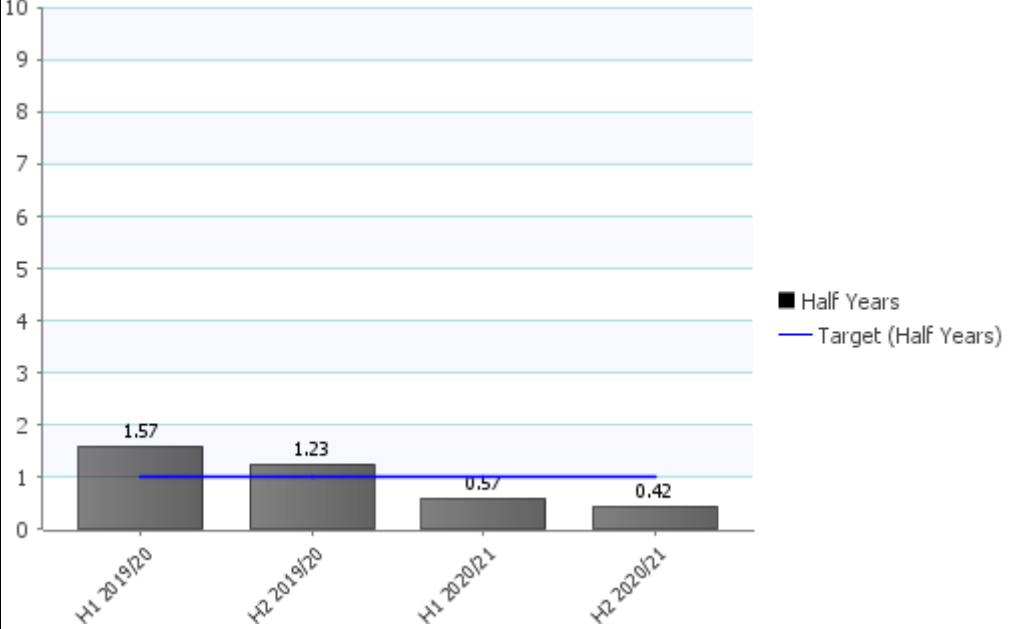
Performance Indicator			
CCG 02 – Sickness absence – Of the staff who had frequent and/or long-term sickness absence (they activated the sickness absence triggers), the proportion of these where there was management intervention.			
Target	Actual	Intervention	RAG
90%	15.58%	79%	RED <span style="color: red;">●</span>
Comment			
Intervention by Managers is discussed at the Development and Infrastructure performance and risk management meetings. The Development and Infrastructure Senior Management Team continues to work with Human Resources and Managers within their own Teams to ensure that more active intervention takes place in future. This matter is also raised with Managers at the Development and Infrastructure Managers General meetings which are held twice a year, the next meeting is due to be held on 12 May 2021 and this matter will be raised then. The introduction of the Council’s new sickness management system in the first quarter of 2021 means that Managers now receive live data when staff hit sickness triggers, the system also sends out automated			




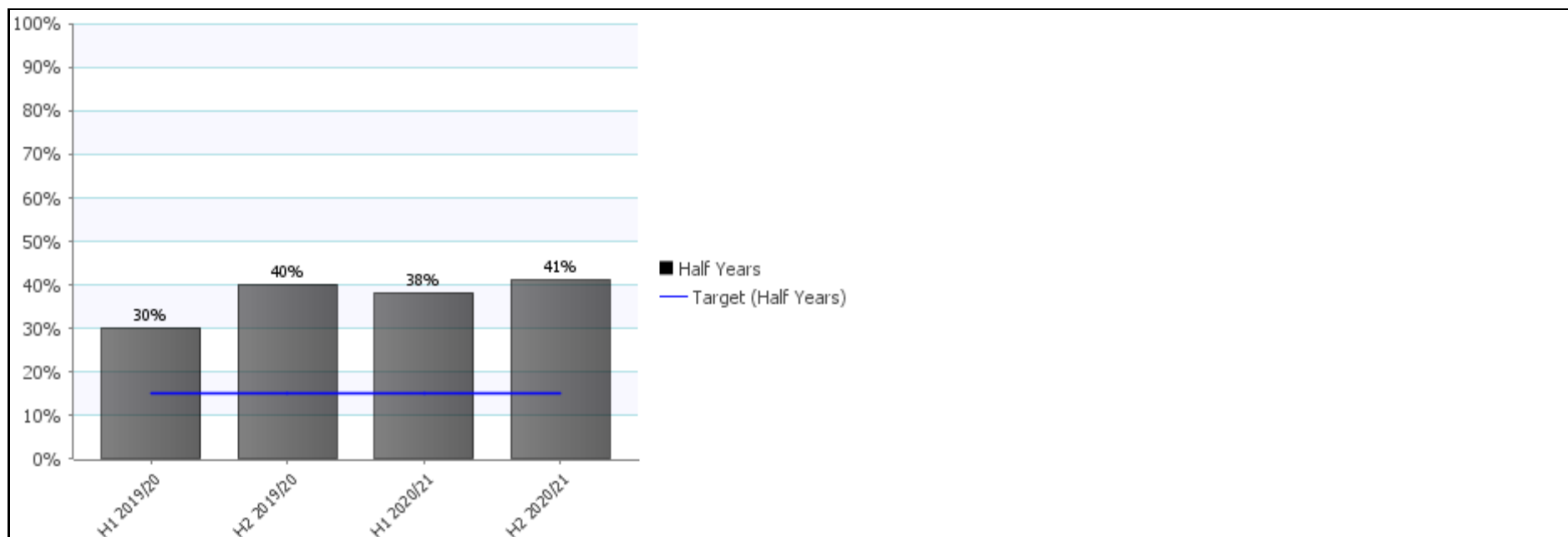
reminders to Managers for action to take place, with the introduction of this system we anticipate an improvement in performance going forward.


### Trend Chart

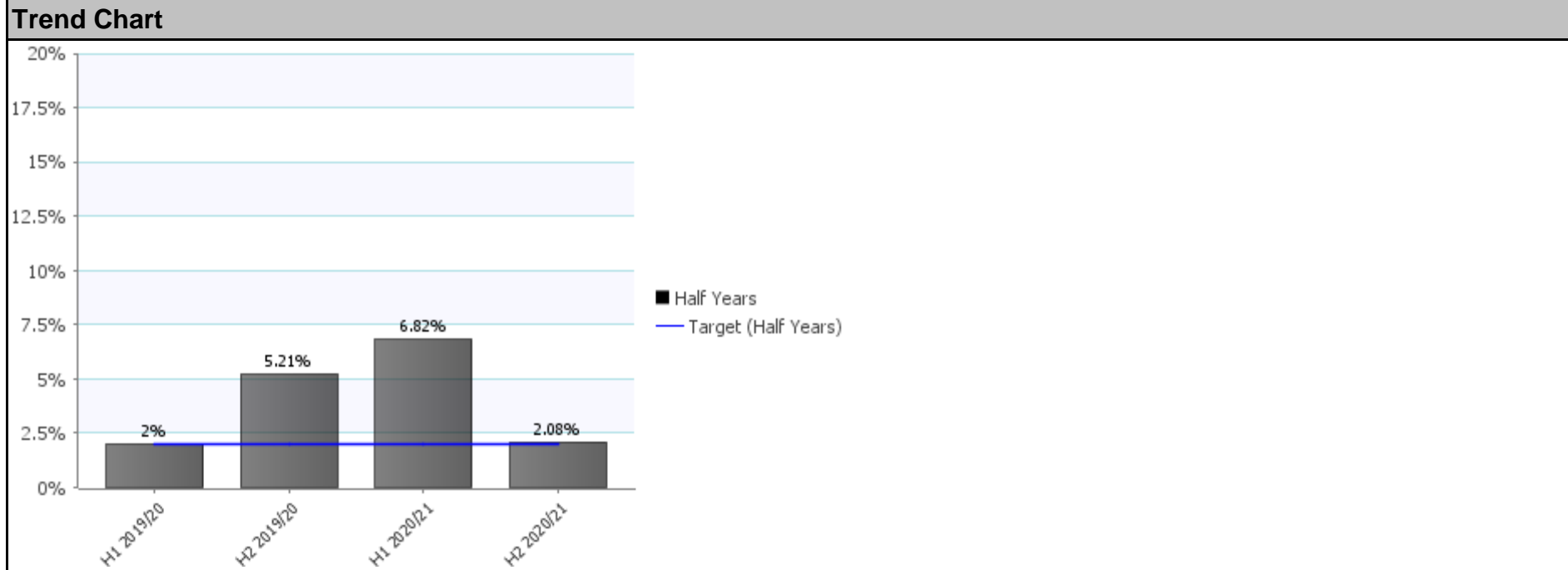


Performance Indicator																			
CCG 03 – Staff accidents – The number of staff accidents within the service, per 30 staff per year.																			
Target	Actual	Intervention	RAG																
1	0.42	2.1	GREEN																
Comment																			
The number of accidents recorded within this 12 month period was extremely low, there were six accidents reported in total, two of which were RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) reportable. The low number of accidents may in part be due to the COVID-19 pandemic and the resultant changes in working practices.																			
Trend Chart																			
 <p>The trend chart displays the number of staff accidents per 30 staff per year across four half-year periods. The y-axis ranges from 0 to 10. A horizontal blue line represents the target at 1.0. The actual values for each half-year are: H1 2019/20 (1.57), H2 2019/20 (1.23), H1 2020/21 (0.57), and H2 2020/21 (0.42). The legend indicates that dark grey bars represent 'Half Years' and the blue line represents 'Target (Half Years)'.</p> <table border="1"> <thead> <tr> <th>Half Year</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>H1 2019/20</td> <td>1.57</td> <td>1.0</td> </tr> <tr> <td>H2 2019/20</td> <td>1.23</td> <td>1.0</td> </tr> <tr> <td>H1 2020/21</td> <td>0.57</td> <td>1.0</td> </tr> <tr> <td>H2 2020/21</td> <td>0.42</td> <td>1.0</td> </tr> </tbody> </table>					Half Year	Actual	Target	H1 2019/20	1.57	1.0	H2 2019/20	1.23	1.0	H1 2020/21	0.57	1.0	H2 2020/21	0.42	1.0
Half Year	Actual	Target																	
H1 2019/20	1.57	1.0																	
H2 2019/20	1.23	1.0																	
H1 2020/21	0.57	1.0																	
H2 2020/21	0.42	1.0																	

Performance Indicator				
CCG 04 – Budget control – The number of significant variances (priority actions) generated at subjective group level, as a proportion of cost centres held.				
Target	Actual	Intervention	RAG	
15%	41%	31%	RED	
Comment				
<p>This indicator remains at red status. This has been an exceptional year in terms of budget spend due to COVID-19 circumstances. Development and Infrastructure Service Management Team has held regular meetings with colleagues in Finance to review this matter, and steps to address this service wide matter have also been reported to the Senior Management Team. The Development and Infrastructure Senior Management Team continue to contribute to the Revenue Expenditure Monitoring Report (REMR) process and flag up areas of concerns and difficulties, noting that this has been a very difficult period to try and profile. The majority of budgets have been affected by changes in cost and income as a result of the new arrangements put in place to deal with COVID-19.</p>				
Trend Chart				

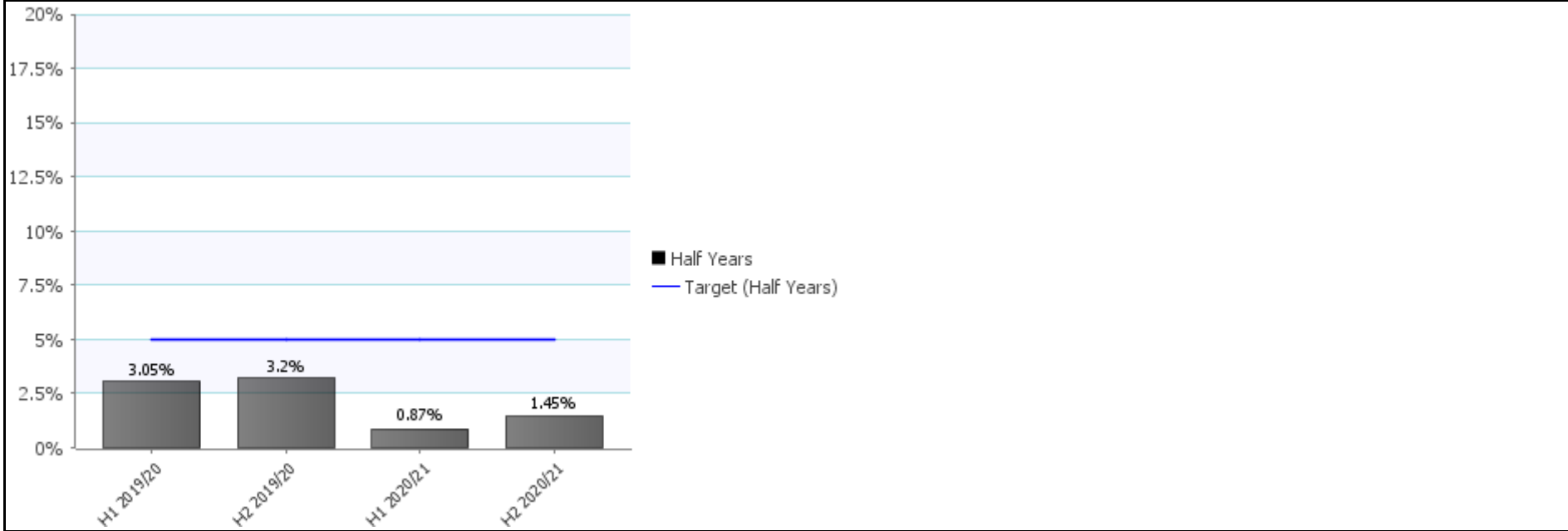


Performance Indicator			
CCG 05 – Recruitment and retention – The number of advertised service staff vacancies still vacant after six months from the time of advert, as a proportion of total staff vacancies.			
Target	Actual	Intervention	RAG
2%	2.08%	4.1%	AMBER 
Comment			
There has been an improvement in this indicator which has moved from red to amber status, 48 vacancies were advertised and only one was vacant after six months. It should be noted that there are continuing challenges within the service on individual cases in satisfying recruitment. This matter continues to be discussed both within Development and Infrastructure and within the Corporate Management Team and is a growing challenge across the Council.			




<b>Performance Indicator</b>				
CCG 06 – Recruitment and retention – The number of permanent service staff who leave the employment of Orkney Islands Council – but not through retirement or redundancy – as a proportion of all permanent service staff.				
Target	Actual	Intervention	RAG	
5%	1.45%	10.1%	GREEN	
<b>Comment</b>				
There were 345 permanent staff employed in the service as at 31 March 2021, five permanent members of staff left the Council within this period but there is no direct pattern or trend. Whilst the indicator remains green, there are some instances of staff leaving across the service for a range of individual reasons which leads to the need for new recruitment, induction and training.				

**Trend Chart**



**Performance Indicator**

CCG 07 – ERD – The number of staff who receive (at least) an annual face-to-face performance review and development meeting, as a proportion of the total number of staff within the service.

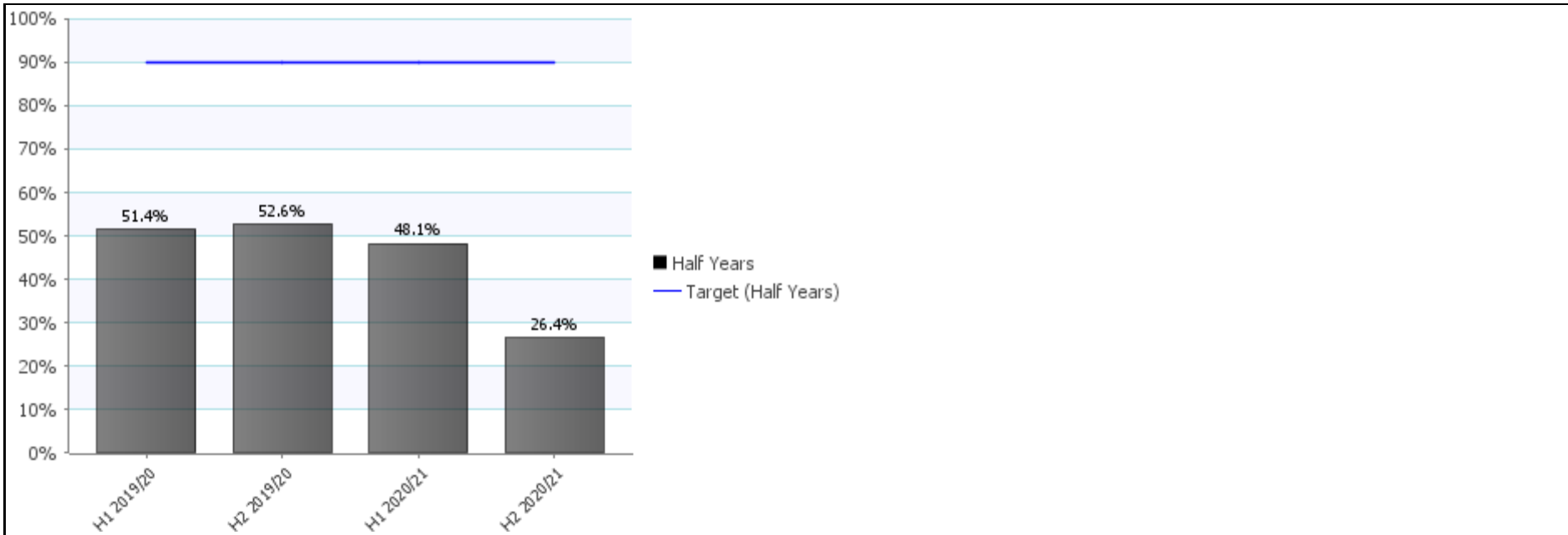
Target	Actual	Intervention	RAG
90%	31.2%	79%	RED 


**Comment**

There is a drop in this Performance Indicator (PI) again since the last reporting period (47.70%) and this indicator remains at red status. The Development and Infrastructure Senior Management team met on 22 April 2021 to discuss this PI and are not satisfied

with the overall performance with the indicator continually being red, an action plan to improve this PI was discussed. Meetings with managers have been arranged for May 2021, the Executive Director and relevant Head of Service will attend these meetings to underpin further the reasons for the lack in performance and to support managers in areas where there are challenges. One of the biggest challenges reported by line managers is time to prioritise, many managers are very "operational" and require to undertake front line tasks. This can make it difficult to carve the time for these annual review meetings. Many D&I managers have regular daily/weekly contact with staff and the annual Employee Review and Development (ERD) meeting is very much "extra" to this more significant regular contact; many managers are confident that no staff are left behind in terms of manager contact. However, it remains critical to ensure that all staff are able to undertake ERDs and that there is management focus on this across D&I. This is being progressed through the various engagement methods outlined by the D&I Senior Management team. This is an important objective and it is not satisfactory that some Managers have not held an annual ERD meeting with their staff for some time or ever. This is unfortunate but it is important that by the next reporting period the indicator will greatly improve and there will be direct contact made with relevant managers in this regard. There is a process in place whereby administration support teams proactively send reminders to managers and assist with arranging ERD meeting dates for staff, along with the necessary paperwork.

**Trend Chart**

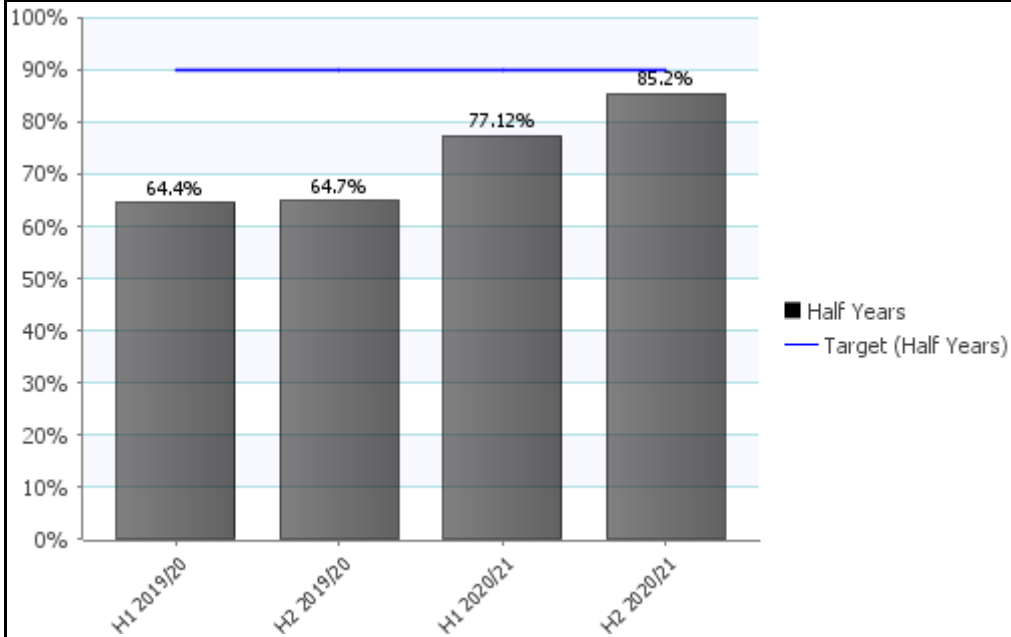



Performance Indicator			
CCG 08 – Invoice payment – The number of invoices that were submitted accurately, and paid within 30 days of invoice date, as a proportion of the total number of invoices paid.			
Target	Actual	Intervention	RAG
90%	85.2%	79%	AMBER 
Comment			
There is an improvement in this indicator from 77.12% in September 2020 to 85.2% at the end of March 2021. However, it may be worth noting that Finance colleagues have been paying a considerable number of the business grant payments and these payments are dated usually the same day or a day or two before the day that the payment run is completed so will be contributing to the improvement. It should also be noted that some areas of Development and Infrastructure have a large number of invoices to process on a weekly basis, many of which are complex and time consuming and often inaccurate. The service also faces some challenges with suppliers who send out invoices months behind the date of the invoice. This shows the invoice being processed late			

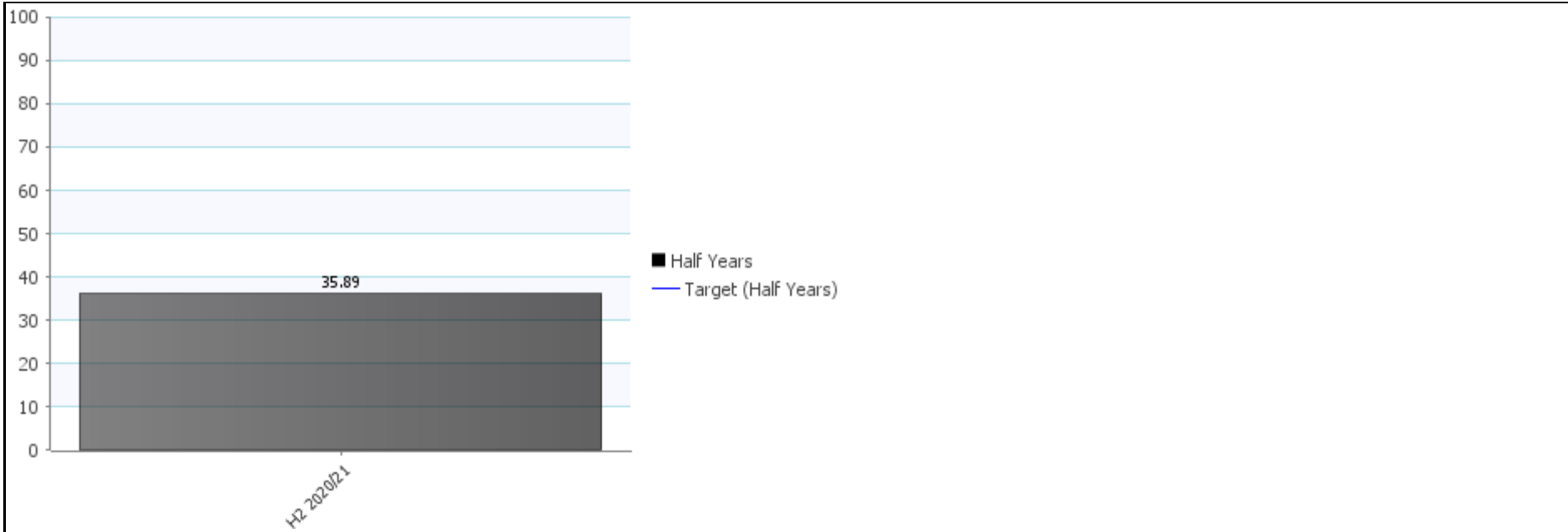


within the service. All areas within D&I were transferred to the Purchase to Pay system in March of this year. The improvement in performance may be related to this but at this time we cannot confirm until the full breakdown information by area is available from Finance.

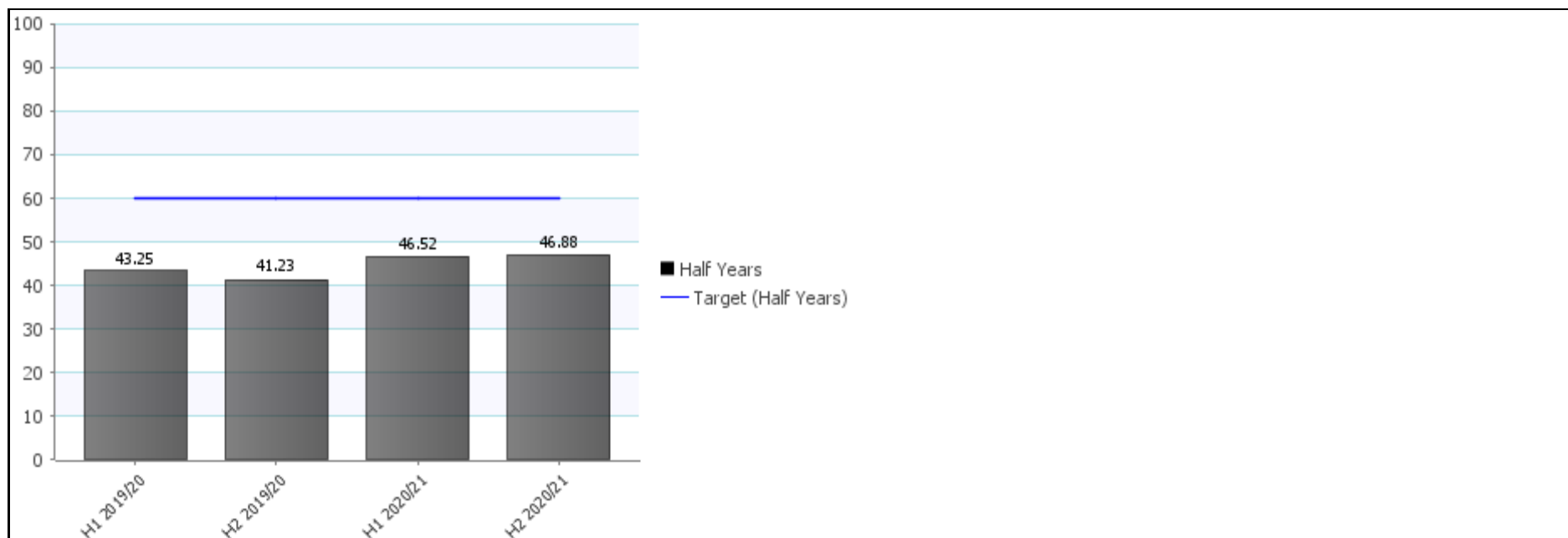
**Trend Chart**



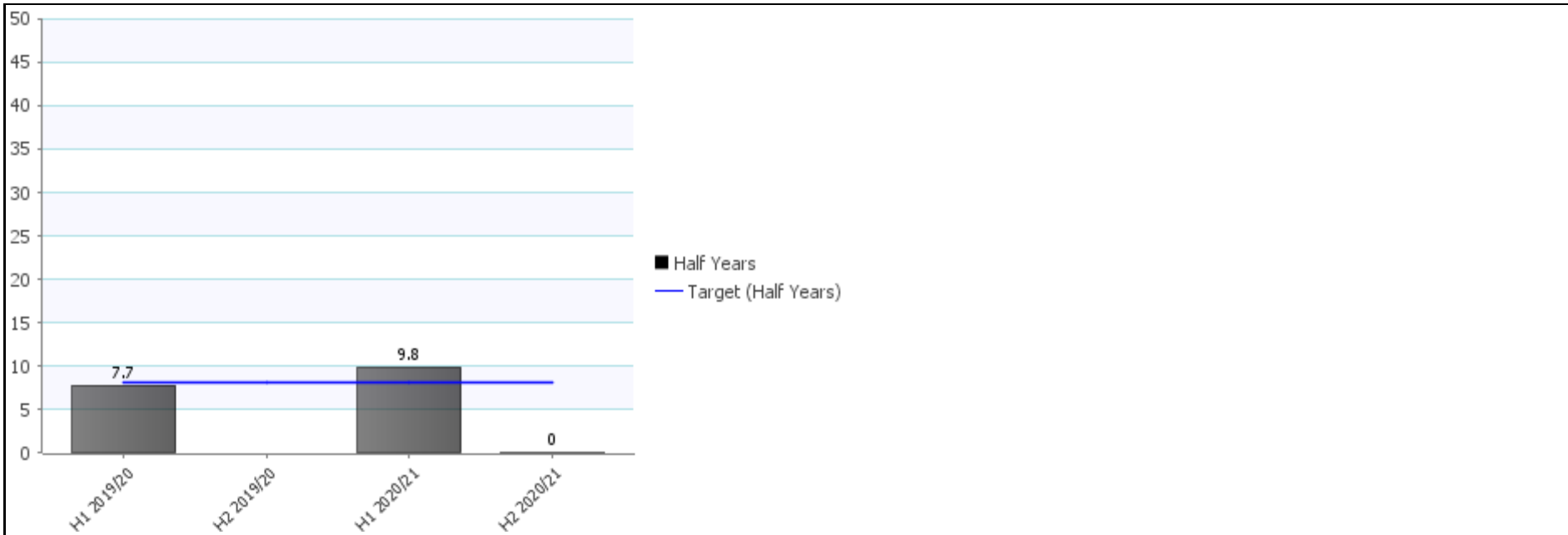
<b>Performance Indicator</b>				
CCG 09 – Mandatory training – The number of staff who have completed all mandatory training courses, as a percentage of the total number of staff in the service.				
<b>Target</b>	<b>Actual</b>	<b>Intervention</b>	<b>RAG</b>	
90	35.89	79	RED	
<b>Comment</b>				
<p>The Development and Infrastructure Senior Management Team have been working closely with Human Resources since 2019 to overcome challenges in ensuring that all staff complete mandatory iLearn training. Work with Development and Infrastructure Managers also took place to ensure that the right staff appeared on the mandatory training reports. Some staff, primarily operational staff, complete certain training as a matter of course and as part of their job specific training and it was agreed with Human Resources and with the Safety and Contingencies Team that these staff do not need to complete the iLearn training as well as this would be duplication; for accuracy of reporting these staff were removed from the report. Human Resources have provided paper based training for those staff that do not have IT access, managers arrange group team sessions to cover the training but noting that COVID-19 restrictions have made this more challenging, particularly with staff based on the outer isles. Recent discussions have taken place with Human Resources to ensure that staff working in more than one service eg Development and Infrastructure and Education, Leisure and Housing are not double counted on reporting for this indicator and to ensure that staff do not complete the same iLearn training twice.</p>				
<b>Trend Chart</b>				



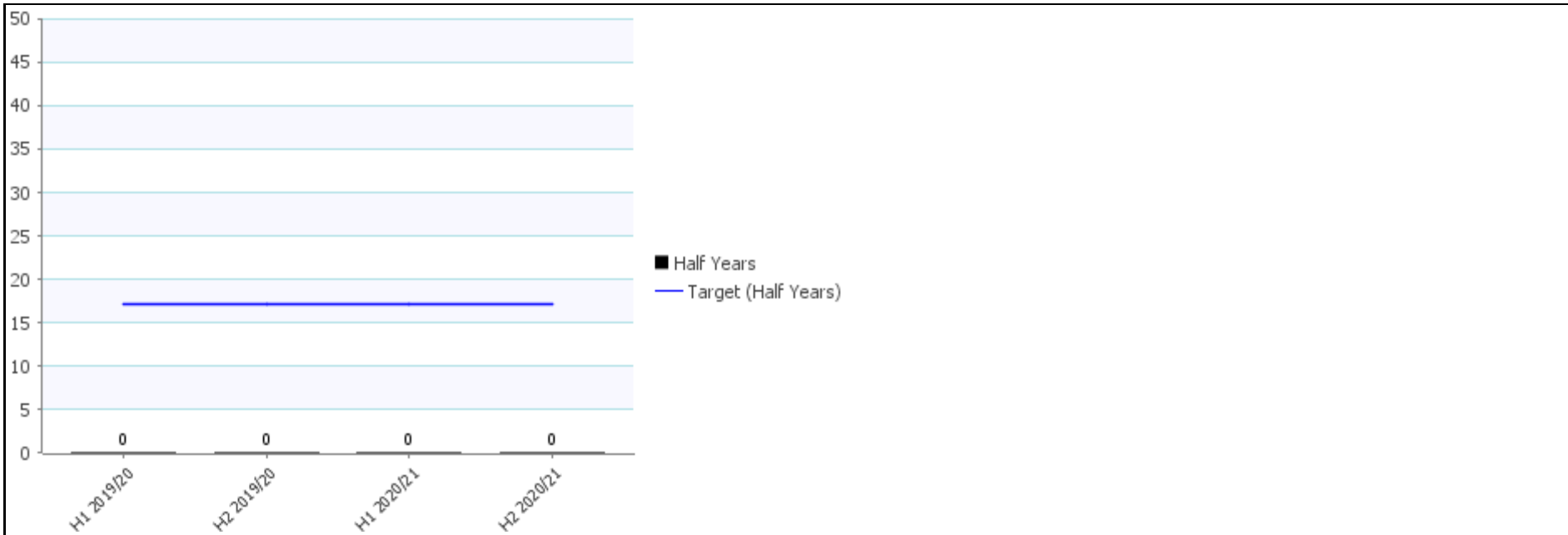
Performance Indicator				
SS 01 – Building Warrants – Average time to grant a building warrant or amendment to warrant.				
Target	Actual	Intervention	RAG	
60	46.88	65	GREEN	▶
Comment				
The average time to grant a building warrant or amendment to warrant remains below the 60 day target and the national average for Scotland.				
Trend Chart				




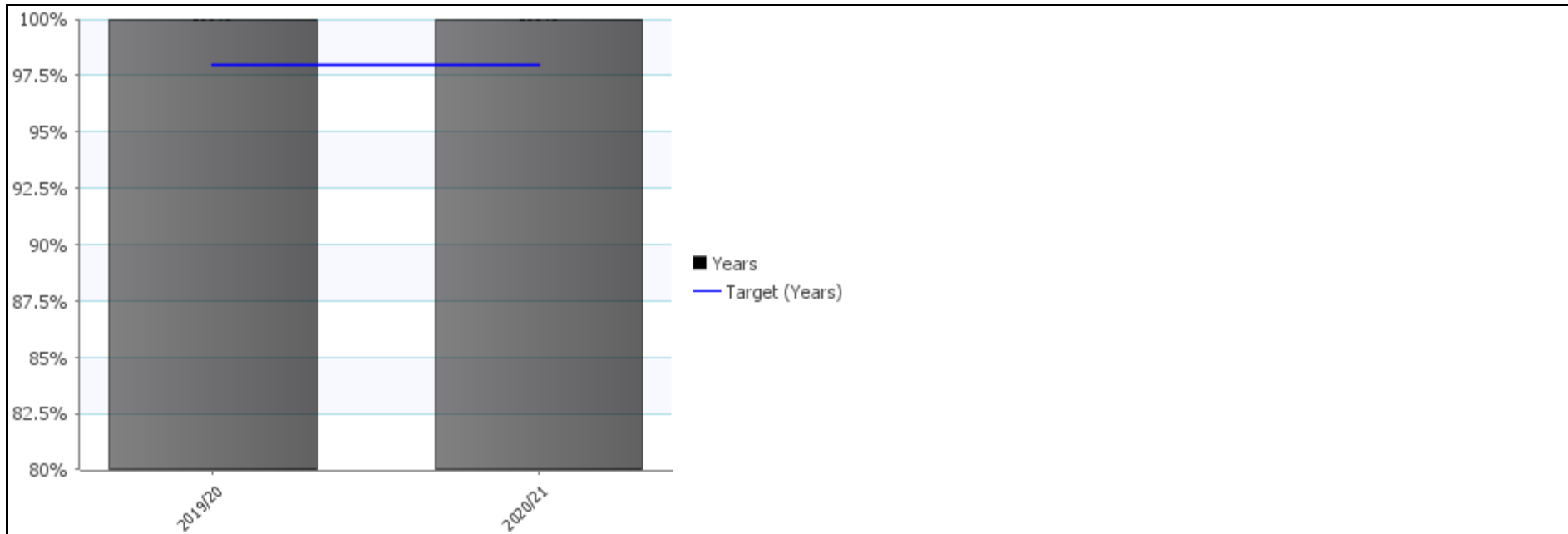
Performance Indicator				
SS 07 – Planning Applications – Average timescale (weeks) to determine planning application for local developments.				
Target	Actual	Intervention	RAG	
8	0	16	N/A	N/A
Comment				
The Scottish Government has moved from quarterly to six monthly reporting periods, although the statistics will be presented as quarters at that stage. Various checks and dialogue have to take place between the Council and the Scottish Government before a final figure is agreed, as a result of this a figure for the performance indicator will not be available until the middle of May 2021 at the earliest. This performance indicator will need to be changed in the future to reflect the Scottish Government changes. The status for this Performance Indicator has been marked as not applicable (N/A) as it cannot be determined without the data.				
Trend Chart				



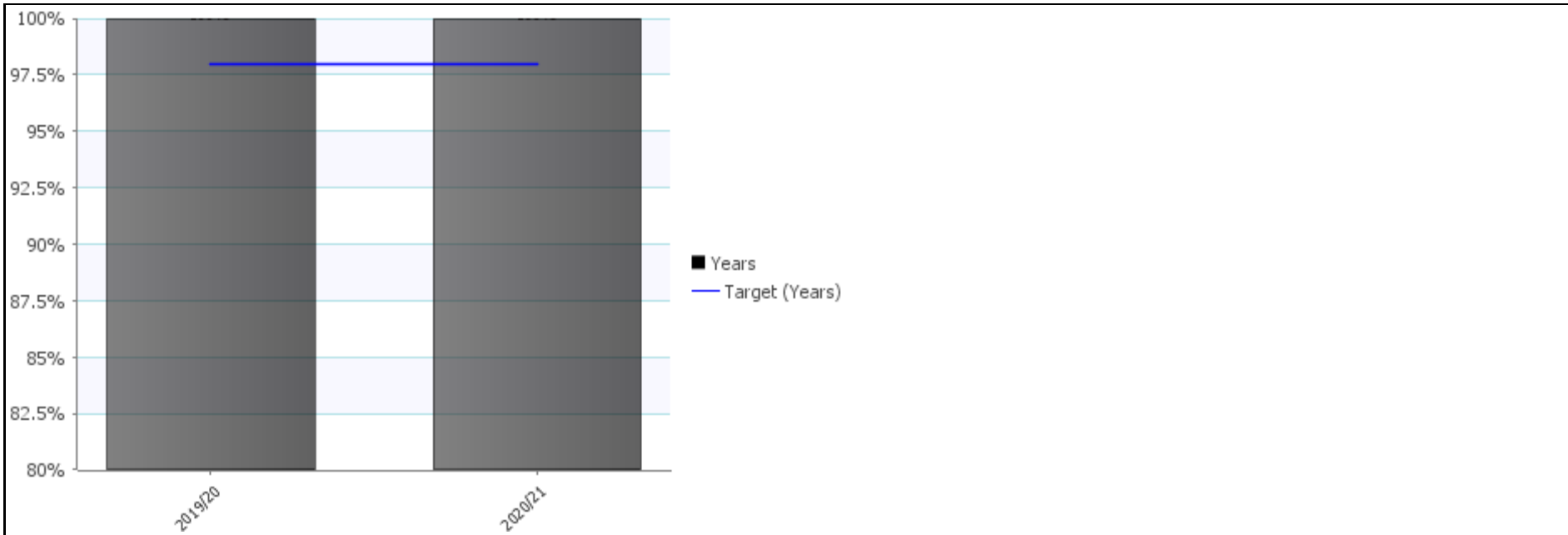
Performance Indicator				
SS 08 – Planning Applications – Average timescale (weeks) to determine planning application for major developments.				
Target	Actual	Intervention	RAG	
17	0	31	GREEN	▶
Comment				
No applications determined within this reporting period.				
Trend Chart				




Performance Indicator			
SS 11 – Pilotage – The proportion of requests where the pilotage was provided within two hours of the request.			
Target	Actual	Intervention	RAG
98%	100%	94%	GREEN 
Comment			
Pilotage service maintained at two hours or less notice.			
Trend Chart			

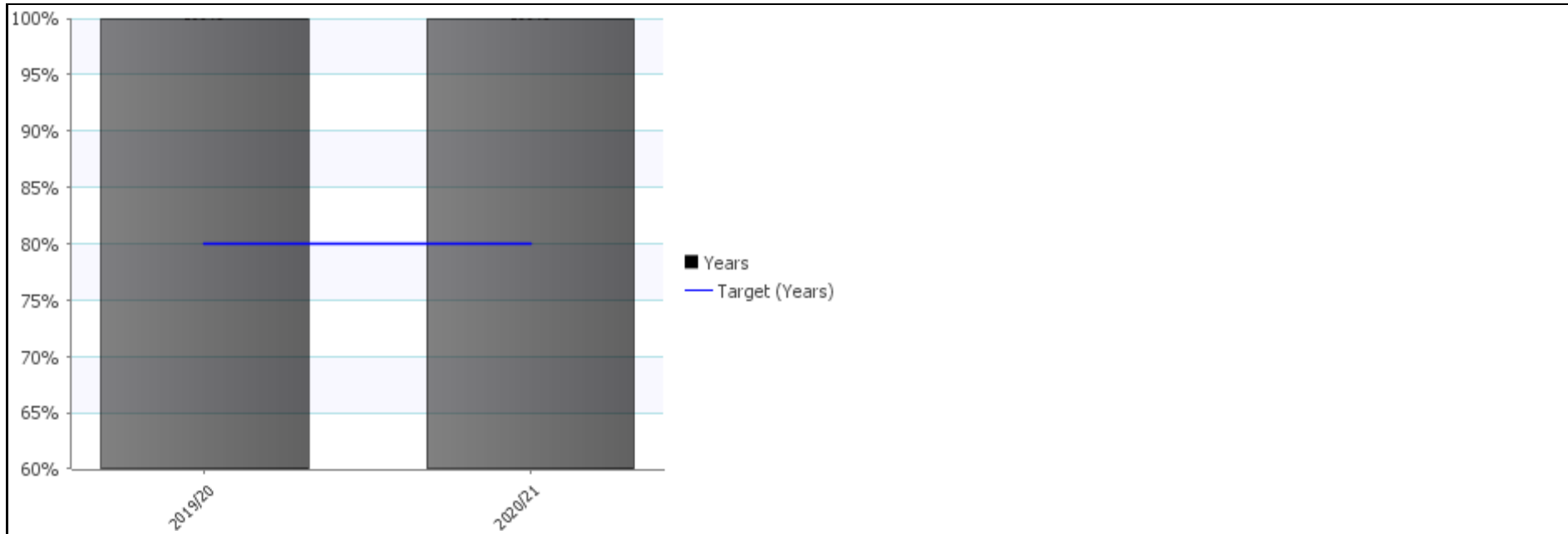


Performance Indicator				
SS 12 – Towage – The proportion of requests where the towage was provided within two hours of the request.				
Target	Actual	Intervention	RAG	
98%	100%	94%	GREEN	▶
Comment				
All acts of towage carried out within the two-hour period.				
Trend Chart				



Performance Indicator			
SS 13 – Business start-ups and expansions – Percentage of grant applications determined within 90 days.			
Target	Actual	Intervention	RAG
80%	100%	69%	GREEN 
Comment			
All competent applications were determined within 90 days of receipt.			
Trend Chart			





**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** – David Thomson and Hayley Green (interim appointments covering absence)
- Head of Marine Services, Transport and Harbour Master** – Jim Buck

**RAG key**

- Red** - the performance indicator is experiencing significant underperformance, with a medium to high risk of failure to meet its target.
- Amber** - the performance indicator is experiencing minor underperformance, with a low risk of failure to meet its target.
- Green** - the performance indicator is likely to meet or exceed its target.



## Development and Infrastructure (D&I) Performance Indicator Report - Annual

Service Performance Indicators at 31 March 2021

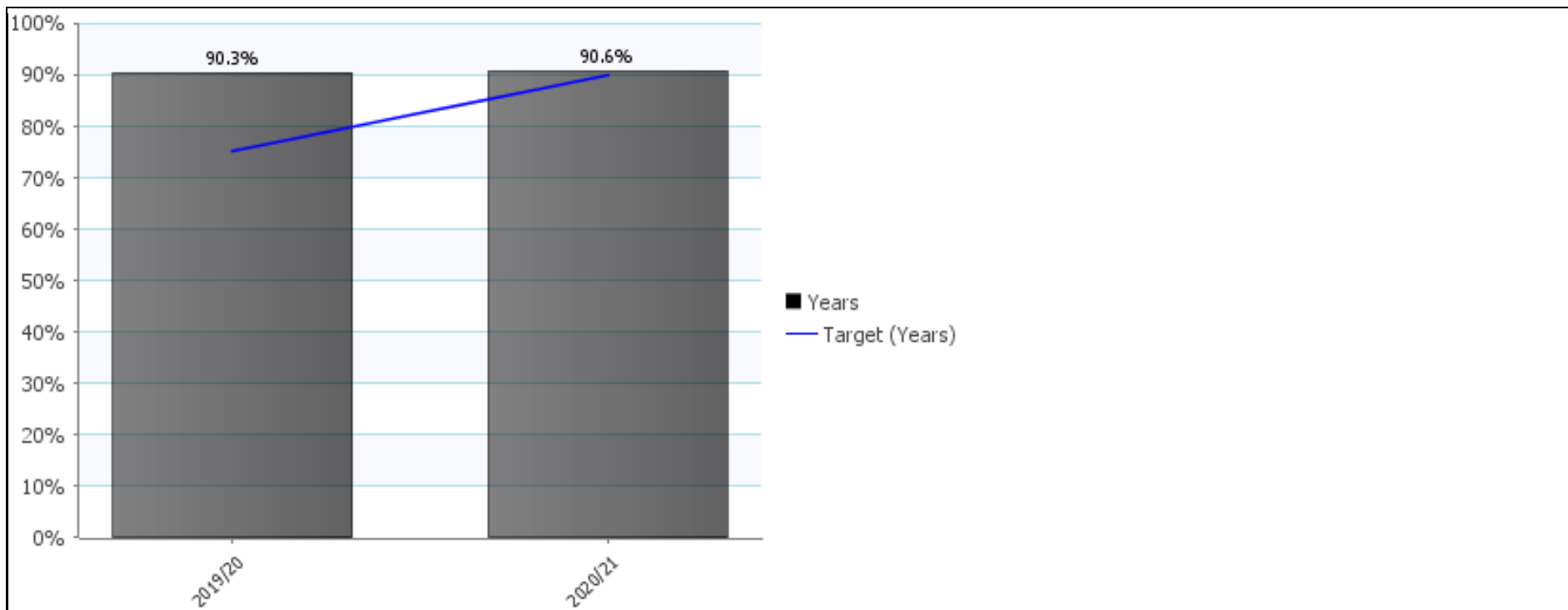
Performance Indicator				
SS 02 – Food Hygiene – The percentage of food businesses “broadly compliant” with food law – food hygiene.				
Target	Actual	Intervention	RAG	
85%	0%	70%	N/A	N/A
Comment				
Data is not available as the routine Food Inspection programme has been on hold (with agreement from the relevant Scottish Minister and Food Standards Scotland) since March 2020 due to COVID-19. In addition to this the data is no longer collected in this form as the former Annex 5 Food Risk Rating Scheme has been replaced by the Food Law Rating System (FLRS) which will result in one combined Food Hygiene and Food Safety Band (A to E) for each business. One of the members of staff within Environmental Health is currently working to achieve the Environmental Health Officer qualification which will provide increased capacity to deal with these inspections; this also demonstrates Council support and investment in this area of work. The status for this Performance Indicator has been marked as not applicable (N/A) as it cannot be determined without the data.				
Trend Chart				



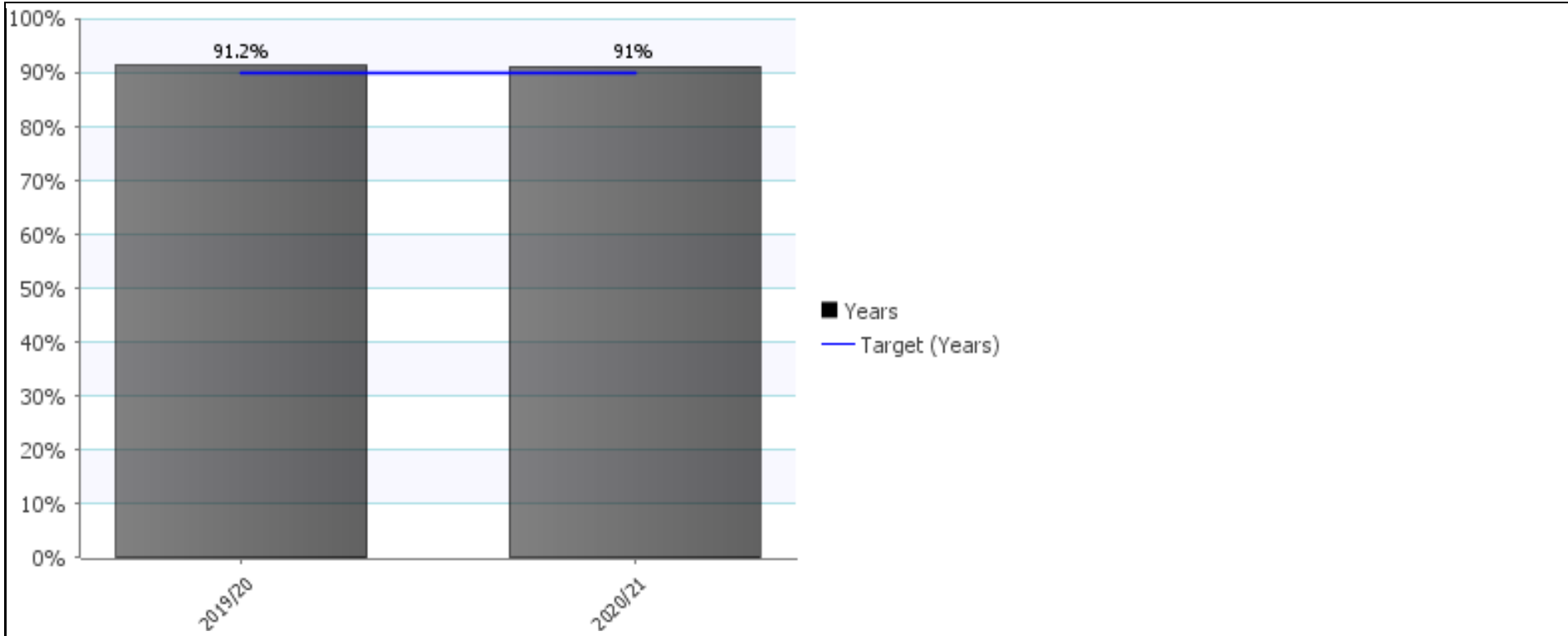
Performance Indicator				
SS 03 – Food Standards – The percentage of food businesses “broadly compliant” with food law – food standards.				
Target	Actual	Intervention	RAG	
85%	0%	70%	N/A	N/A
Comment				
Data is not available as the routine Food Inspection programme has been on hold (with agreement from the relevant Scottish Minister and Food Standards Scotland) since March 2020 due to COVID-19. In addition to this the data is no longer collected in this form as the former Annex 5 Food Risk Rating Scheme has been replaced by the Food Law Rating System (FLRS) which will result in one combined Food Hygiene and Food Safety Band (A to E) for each business. One of the members of staff within Environmental Health is currently working to achieve the Environmental Health Officer qualification which will provide increased capacity to deal with these inspections; this also demonstrates Council support and investment in this area of work. The status for this Performance Indicator has been marked as not applicable (N/A) as it cannot be determined without the data.				
Trend Chart				



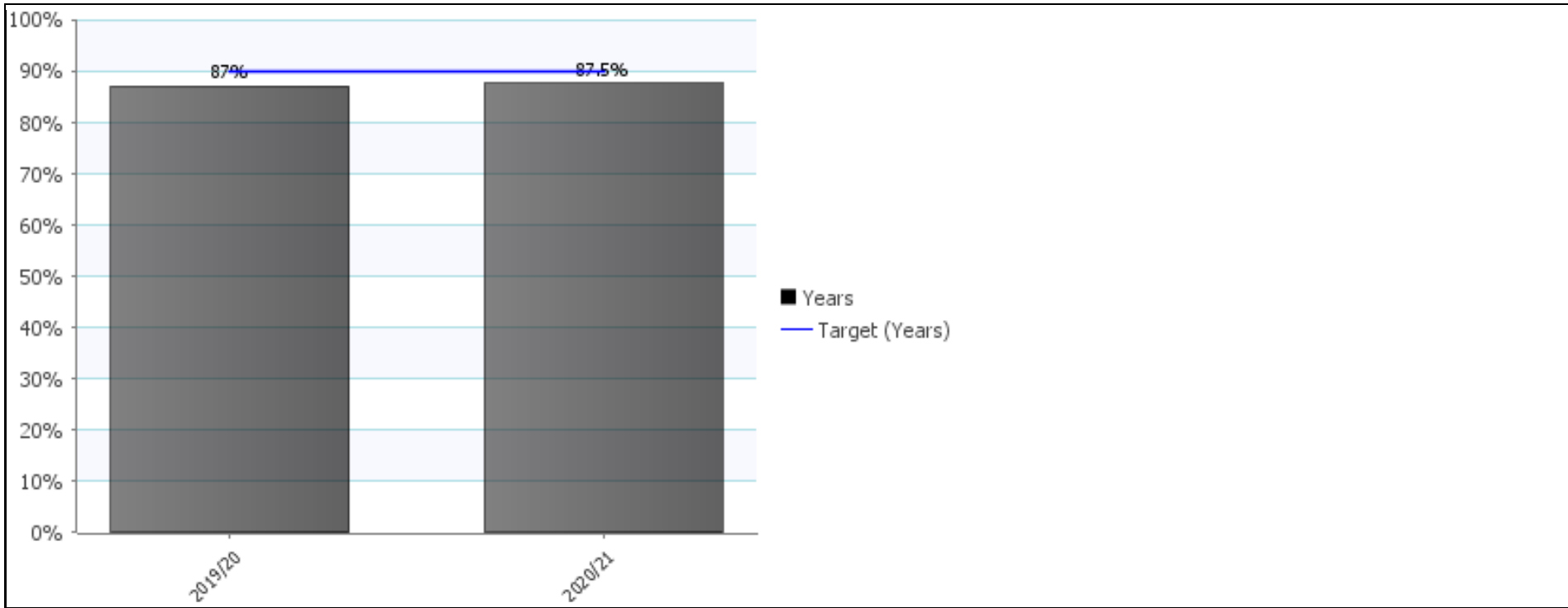
Performance Indicator				
SS 04 – Consumer complaints – The percentage of (trading standards) consumer complaints completed within 14 days.				
Target	Actual	Intervention	RAG	
90%	90.6%	69%	GREEN	▶
Comment				
There is a further small improvement on the previous year.				
Trend Chart				



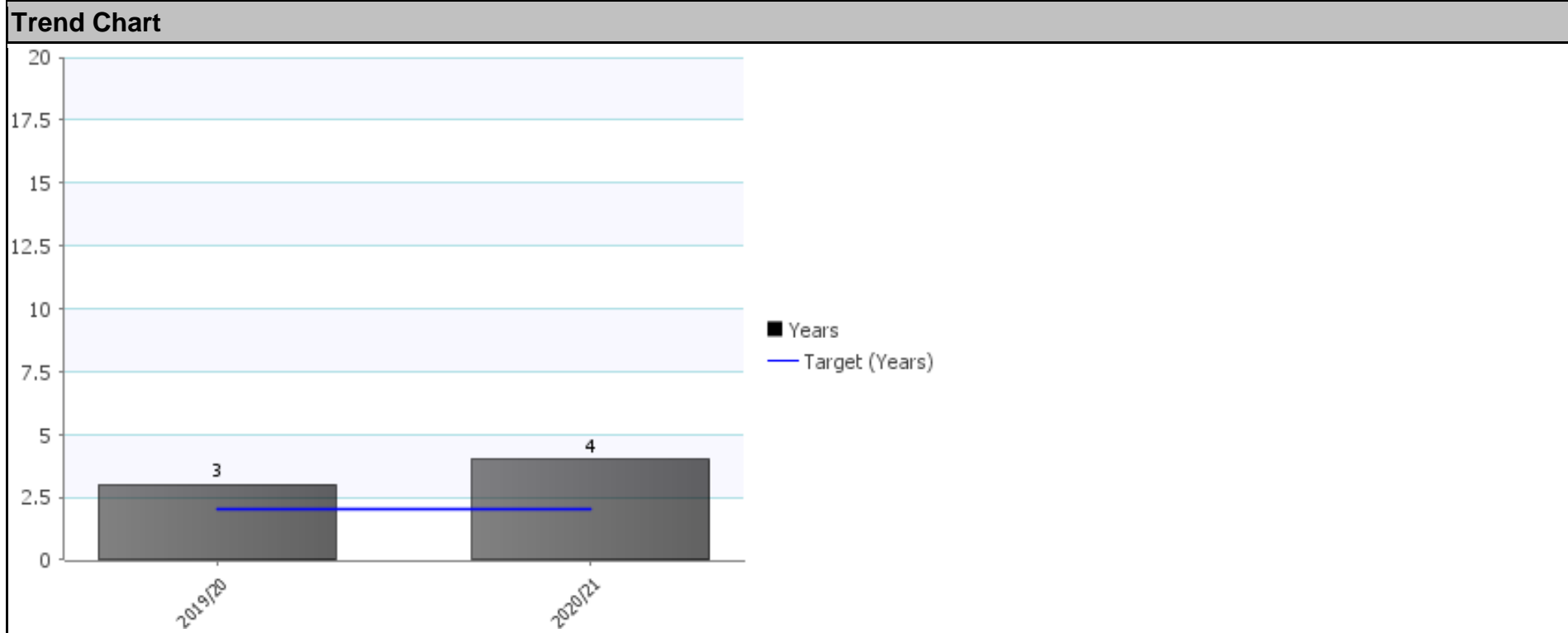
Performance Indicator				
SS 05 – Business advice requests – The percentage of (trading standards) business advice requests completed within 14 days.				
Target	Actual	Intervention	RAG	
90%	91%	84%	GREEN	
Comment				
The figure meets the target but is very slightly lower than the previous year.				
Trend Chart				



Performance Indicator				
SS 06 – Calibration requests – The percentage of calibration requests carried out in time.				
Target	Actual	Intervention	RAG	
90%	87.5%	79%	AMBER	
Comment				
14 requests received which is lower than usual due to COVID-19. Relatively low numbers in this category can mean that one failure to meet the target can skew the percentage.				
Trend Chart				



Performance Indicator				
SS 09 – Local Development Plan – Age of the Local Development Plan/Number of years since formal adoption.				
Target	Actual	Intervention	RAG	
2	4	6	AMBER	
Comment				
The Local Development Plan was adopted in April 2017 and runs for five years, as at 31 March 2021 it was three years and 11 months old. The review of the Local Development Plan is delayed because of the national review of the planning system. Secondary legislation is due which will provide the Planning Authority with detail on process and timescales for the review and the production of a new Local Development Plan. This is anticipated to be published in Autumn 2022.				

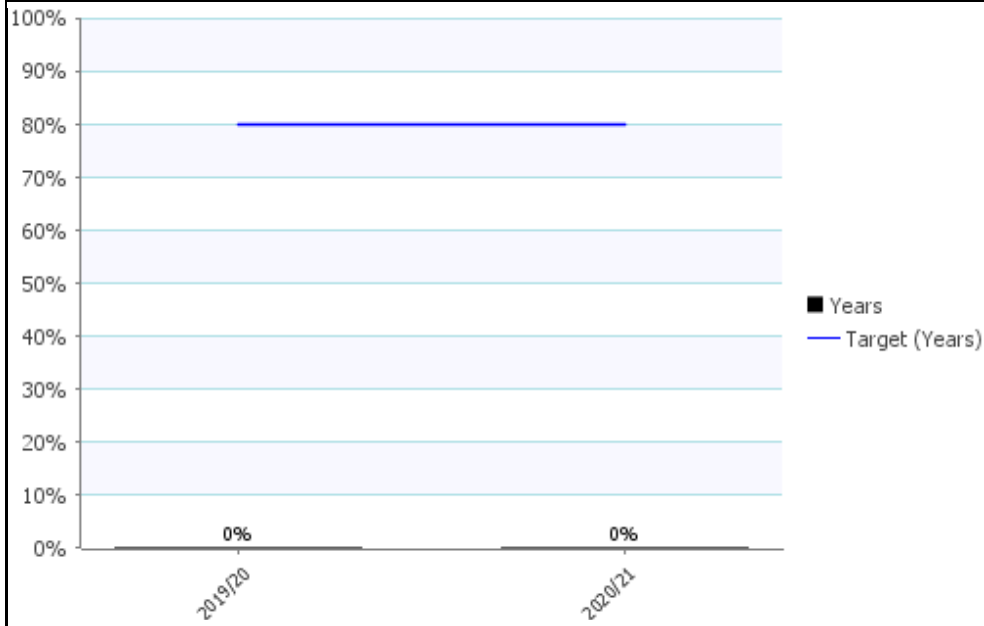


<b>Performance Indicator</b>				
SS 10 – Street Lighting – Percentage of Street light faults repaired within 7 days.				
<b>Target</b>	<b>Actual</b>	<b>Intervention</b>	<b>RAG</b>	
80%	0%	69%	N/A	N/A
<b>Comment</b>				
It is not possible to provide the information currently as the Customer Service Platform/Dash system does not yet have a strategic data warehouse reporting tool. This is being addressed through one of the Improvement Support Project Team work streams. It would take a significant amount of time for a member of staff to go through hundreds of records to try and extract the information				



required. The status for this Performance Indicator has been marked as not applicable (N/A) as it cannot be determined without the data.

**Trend Chart**



**Personnel key**

**Executive Director of Development and Infrastructure** – Gavin Barr

**Head of Planning, Development and Regulatory Services** - Roddy Mackay

**Heads of Infrastructure and Strategic Projects** – David Thomson and Hayley Green (interim appointments covering absence)

**Head of Marine Services, Transport and Harbour Master** – Jim Buck

**RAG key**

- Red** - the performance indicator is experiencing significant underperformance, with a medium to high risk of failure to meet its target.
- Amber** - the performance indicator is experiencing minor underperformance, with a low risk of failure to meet its target.
- Green** - the performance indicator is likely to meet or exceed its target.

## Annex 4

### Development & Infrastructure (D&I) Risk Register – 31 March 2021

#### Risks by risk number

Cluster.	Risk number.	Risk.	Owner.
Economic.	1.	BREXIT.	Head of Planning, Development and Regulatory Services.
Political.	2.	Airfields.	Head of Marine Services and Transportation and Harbour Master.
Financial.	3.	Waste.	Head of Infrastructure and Strategic Projects.
Legislative/Regulatory.	4.	Public Health.	Head of Planning, Development and Regulatory Services.
Managerial/Professional.	5.	Workforce Planning.	Executive Director of Development and Infrastructure.
Reputational.	6.	Major Projects, delay or failure.	Executive Director of Development and Infrastructure.
Financial.	7.	Fuel costs.	Executive Director of Development and Infrastructure.
Financial.	8.	Concessionary travel on ferries, air and community transport, loss of funding.	Head of Marine Services and Transportation and Harbour Master.

<b>Cluster.</b>	<b>Risk number.</b>	<b>Risk.</b>	<b>Owner.</b>
Financial.	9.	Quarries, reduced income.	Head of Infrastructure and Strategic Projects.
Financial.	10.	Harbours, reduced income.	Head of Marine Services and Transportation and Harbour Master.
Financial.	11.	Ferries loss of funding and service.	Head of Marine Services and Transportation and Harbour Master.
Financial.	12.	Operational, insufficient funding.	Executive Director of Development and Infrastructure.
Legislative/Regulatory.	13.	Health and Safety, accidents and incidents.	Executive Director of Development and Infrastructure.
Financial.	14.	Property not in use.	Executive Director of Development and Infrastructure.
Financial.	15.	Discretionary services and affordability.	Executive Director of Development and Infrastructure.
Managerial/Professional.	16.	Strategic objectives, delays in projects.	Executive Director of Development and Infrastructure.
Legislative/Regulatory.	17.	Burial Grounds.	Head of Infrastructure and Strategic Projects.
Financial.	18.	COVID-19 – response and recovery internal costs.	Executive Director of Development and Infrastructure.

## Risks by cluster

<b>Cluster.</b>	<b>Risk Number.</b>	<b>Risk.</b>	<b>Owner.</b>
Economic.	1.	BREXIT.	Head of Planning, Development and Regulatory Services.
Financial.	3.	Waste.	Head of Infrastructure and Strategic Projects.
Financial.	7.	Fuel costs.	Executive Director of Development and Infrastructure.
Financial.	8.	Concessionary travel on ferries, air and community transport, loss of funding.	Head of Marine Services and Transportation and Harbour Master.
Financial.	9.	Quarries, reduced income.	Head of Infrastructure and Strategic Projects.
Financial.	10.	Harbours, reduced income.	Head of Marine Services and Transportation and Harbour Master.
Financial.	11.	Ferries loss of funding and service.	Head of Marine Services and Transportation and Harbour Master.
Financial.	12.	Operational, insufficient funding.	Executive Director of Development and Infrastructure.
Financial.	14.	Property not in use.	Executive Director of Development and Infrastructure.
Financial.	15.	Discretionary services and affordability.	Executive Director of Development and Infrastructure.
Financial.	18.	COVID-19 COVID-19 – response and recovery internal costs.	Executive Director of Development and Infrastructure.

Legislative/Regulatory.	4.	Public Health.	Head of Planning, Development and Regulatory Services.
Legislative/Regulatory.	13.	Health and Safety, accidents and incidents.	Executive Director of Development and Infrastructure.
Legislative/Regulatory.	17.	Burial Grounds.	Head of Infrastructure and Strategic Projects.
Managerial/Professional.	5.	Workforce Planning.	Executive Director of Development and Infrastructure.
Managerial/Professional.	16.	Strategic objectives, delays in projects.	Executive Director of Development and Infrastructure.
Political.	2.	Airfields.	Head of Marine Services and Transportation and Harbour Master.
Reputational.	6.	Major Projects, delay or failure.	Executive Director of Development and Infrastructure.

## Risks by Owner

Owner.	Cluster.	Risk Number.	Risk.
Executive Director of Development and Infrastructure.	Managerial/Professional.	5.	Workforce Planning.
Executive Director of Development and Infrastructure.	Reputational.	6.	Major Projects, delay or failure.
Executive Director of Development and Infrastructure.	Financial.	7.	Fuel costs.
Executive Director of Development and Infrastructure.	Financial.	12.	Operational, insufficient funding.
Executive Director of Development and Infrastructure.	Legislative/Regulatory.	13.	Health and Safety, accidents and incidents.
Executive Director of Development and Infrastructure.	Financial.	14.	Property not in use.
Executive Director of Development and Infrastructure.	Financial.	15.	Discretionary services and affordability.
Executive Director of Development and Infrastructure.	Managerial/Professional.	16.	Strategic objectives, delays in projects.
Executive Director of Development and Infrastructure.	Financial.	18.	COVID-19 – response and recovery internal costs.
Head of Infrastructure and Strategic Projects.	Financial.	3.	Waste.
Head of Infrastructure and Strategic Projects.	Financial.	9.	Quarries, reduced income.
Head of Infrastructure and Strategic Projects.	Legislative/Regulatory.	17.	Burial Grounds.
Head of Marine Services and Transportation and Harbour Master.	Political.	2.	Airfields.

<b>Owner.</b>	<b>Cluster.</b>	<b>Risk Number.</b>	<b>Risk.</b>
Head of Marine Services and Transportation and Harbour Master.	Financial.	8.	Concessionary travel on ferries, air and community transport, loss of funding.
Head of Marine Services and Transportation and Harbour Master.	Financial.	10.	Harbours, reduced income.
Head of Marine Services and Transportation and Harbour Master.	Financial.	11.	Ferries loss of funding and service.
Head of Planning, Development and Regulatory Services.	Economic.	1.	BREXIT.
Head of Planning, Development and Regulatory Services.	Legislative/Regulatory.	4.	Public Health.



## Risk Prioritisation Matrix

			IMPACT				
			1.	2.	3.	4.	5.
			Insignificant	Minor	Moderate	Major	Severe
LIKELIHOOD	5.	Almost Certain.	Medium	Medium	High	High	Extreme
	4.	Likely.	Medium	Medium	Medium	High	Extreme
	3.	Possible.	Low	Medium	Medium	High	High
	2.	Unlikely.	Low	Low	Medium	Medium	High
	1.	Rare.	Low	Low	Low	Medium	High

Risk Number.		Risk Title.				Cluster.		Owner.		
01.		The UK exit from the European Union (Brexit).				Economic. Link to Risk Number 4 – Public Health.		Head of Planning, Development and Regulatory Services.		
<b>Likelihood:</b>	5.	<b>Impact:</b>	4.	<b>RAG:</b>	AMBER.	<b>Current Risk Score:</b>		20.	<b>Target Risk Score:</b>	10.
Vulnerability.		Trigger.		Consequences.		Options.	Mitigating Actions.			
<p>The UK ceased to be an EU Member State on 31 January 2020. The UK remains bound by EU rules, regulations and funds until at least the end of 2020. The transition period is to allow the UK and EU to agree a longer-term free trade and cooperation agreement. The UK-EU negotiations will have implications for local government including the loss of EU funding programmes and proposed UK replacement programmes – Shared Prosperity Fund. A key need will be the expected increased demand for Export Health Certificates and the lack of</p>		<p>Residency challenges/insecurity of migrant labour force. Risk of substantial change across a range of sectors for example cut in direct payments to farmers post Brexit.</p> <p>Export tariffs and transportation delays, additional costs, and restricted access to European and global markets threaten viability of livestock farming, fishing and food and drink sectors.</p> <p>Changes to food exports, eg requirement for export health certificates and service unable to deliver to demands in terms of additional workload created.</p>		<p>Disruption of trade/business. Skills shortages in several sectors. Reduced viability could lead to falling production of livestock and crops and cause land abandonment. Loss of competitive access to EU markets leads to: reduced fishing effort; loss of employment opportunities in key economic sectors. Sustainability of fragile communities at risk. Lack of capital investment funds.</p>		<p>Tolerate.</p>	<p>01.1 - In partnership with other Highlands and Islands (H&amp;I) local authorities and other stakeholder organisations, the H&amp;I Partnership and H&amp;I Agricultural Support Group (HIASG) are engaged in on-going discussions with the Scottish Government and is lobbying Ministers and parliaments at all levels.</p> <p>01.2 – Engagement with the fish catching and processing sectors, aquaculture businesses and other sectoral groups. Engagement has taken place with the industry and there appears to be no immediate issues in regard locus of the Council, contact will be maintained with the sector should any issues arise.</p> <p>01.3 - Engagement with Scottish Government.</p> <p>01.4 - Monitoring BREXIT process through COSLA representation. Monitor all impacts.</p>			

<p>Environmental Health Officers available nationally to deal with this increased workload.</p>	<p>Market price adjustments fail to compensate for farm subsidy cuts.</p>			<p>01.5 – Monitor and support UK/Scottish Government proposals for funding to replace EU funding programmes, to ensure maximum benefits for Orkney, including engagement with UK Government and other H&amp;I local authorities.</p>
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Risk Number.		Risk Title.				Cluster.		Owner.		
02.		Airfield closure or non-conformity.				Political.		Head of Marine Services, Transportation and Harbour Master.		
<b>Likelihood:</b>	3.	<b>Impact:</b>	3.	<b>RAG:</b>	YELLOW.	<b>Current Risk Score:</b>		9.	<b>Target Risk Score:</b>	4.
Vulnerability.		Trigger.		Consequences.		Options.	Mitigating Actions.			
<p>Insufficient plans in place to ensure delivery of training and exercises take place. The Council may not have sufficient funds to sustain assets, replace ageing assets and develop key assets.</p> <p>Difficulty of staff recruitment in some areas.</p>		<p>Failure to carry out training of staff. Insufficient resilience of staff – singleton post. Changed standards for runways, facilities and equipment. Material deterioration of runways.</p> <p>Shortage of staff to muster fire team for any island.</p>		<p>Failure to provide a service to the outer islands of Orkney; Airfields deteriorate; plan/vehicles deteriorate; scarce resources; reputational risk to Council; closure of islands airfields.</p> <p>Failure to monitor health due to lack of supplier or sufficient budget.</p>		<p>Treat.</p>	<p>02.1 – Improved training and exercise programme.</p> <p>02.2 – Plant and vehicle replacement programme.</p> <p>02.3 – Recruitment drive for new employees and review of terms and conditions.</p> <p>02.4 - Airfield inspection and maintenance programme and introduction of Airfields Strategy.</p> <p>02.5 – Delivery of the Airfields investment plans for runways, buildings and plant.</p> <p>02.6 - Re-introduce/replace the health assessment programme.</p> <p>02.7 - Regular cycle of Safety Action Group and Safety Review Board meetings.</p> <p>02.8 - Developing proposal for Assistant Airfields Officer.</p>			

Risk Number.		Risk Title.				Cluster.		Owner.		
03.		Affordability of Waste collection and disposal.				Financial.		Head of Infrastructure and Strategic Projects.		
Likelihood:	4.	Impact:	3.	RAG:	YELLOW.	Current Risk Score:		12.	Target Risk Score:	4.
Vulnerability.		Trigger.		Consequences.		Options.	Mitigating Actions.			
Affordability of existing waste collection models.		The Council fails in the delivery of this service to the outer islands in Orkney.		<p>The Council will not be able to close the gap towards meeting the Government targets for recycling 70% by 2021.</p> <p>Noting that the delivery of Government targets is intrinsically linked to comprehensive review and re-design of waste collection and disposal, this is currently in development as part of the Capital Project Appraisal process.</p>		Treat.	<p>03.1 – Ongoing programme of review, in particular response to the COVID-19 period redesigned service provision.</p> <p>03.2 – Secure strategy on a longer term for support officer for awareness raising and targeting. This was partially successful through the Innovation Fund, however, this funding has ended, seeking to address/create capacity through income gained by commercial activities to cover this and chasing up income, with the proposal to establish a temporary post again.</p> <p>03.3 – Chinglebraes Replacement Project. Interim increased capacity has been addressed (footprint) in the 2016/17 Capital Replacement Programme. Permanent replacement solution is in development, the Stage 2 Capital Project Appraisal (CPA) will be considered in the 2021/22 financial year.</p>			

				<p>03.4 – The “re-negotiation” of the Shetland Islands Council (SIC) contract for disposal continues. Noted SIC have rebased costs again in 2020/21 for waste processing increasing costs approximately £120k (unbudgeted) outwith normal expected inflation of 3-5%. Meetings continue between OIC and SIC to resolve contract issues.</p> <p>03.5 - 2021/22 budget setting process allocated additional £200,000 baseline budget to Waste service.</p> <p>03.6 - Senior Management Team (SMT) Project Initiation Documents (PIDs). established for commercial waste and domestic waste collection for progression during 2021 – to include consideration of alternative models/efficiencies.</p>
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Risk Number.		Risk Title.				Cluster.		Owner.		
04.		Public health protection.				Legislative/Regulatory. Link with Risk 01 – Brexit (additional work pressures on Environmental Health service as a result of Brexit).		Head of Planning, Development and Regulatory Services.		
<b>Likelihood:</b>	5.	<b>Impact:</b>	4.	<b>RAG:</b>	AMBER.	<b>Current Risk Score:</b>		20.	<b>Target Risk Score:</b>	10.
Vulnerability.		Trigger.		Consequences.		Options.		Mitigating Actions.		
The Council has limited staffing resources to be able to respond to a major public health incident. It has to be recognised that within a small team there will always be capacity issues when a significant incident arises. There is a need for close co-ordination with National Health Service Orkney (NHSO).		A major animal, food or other public health disease outbreak.		The Council cannot manage within its resources; immediate impact on individuals, families, friends and staff members involved in the incident; possible legal proceedings and associated costs; community resources unable to cope with scale of events; Council's reputation at risk.		Treat.		04.1 – Regular review and scrutiny of operational plans. 04.2 – Effective partnership working with the National Health Service Orkney (NHSO). 04.3 – D&I Protocol for dealing with major Public Health and Safety incidents. 04.4 – Staffing establishment – full complement of competent officers (qualified, trained, experienced and appropriately authorised). In the meantime, establishing agency officer on a temporary basis. 04.5 – Port Health – Maintain training programme with NHSO.		

				<p>04.6 – Agreement in place with NHSO to undertake annual up-date to the Port Health Guide and to meet every February to discuss and agree.</p> <p>04.7 - Establish a formal out of hours Environmental Health Service.</p> <p>04.8 - Consider and implement recommendations arising out of the external review of the Environmental Health service.</p>
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Risk Number.		Risk Title.				Cluster.		Owner.		
05.		Workforce Planning.				Managerial/Professional.		Executive Director of Development and Infrastructure.		
Likelihood:	4.	Impact:	3.	RAG:	YELLOW.	Current Risk Score:		12.	Target Risk Score:	6.
Vulnerability.		Trigger.		Consequences.		Options.		Mitigating Actions.		
<p>The Council may have insufficient training plans in place and Employee Review and Development (ERD) meetings not being carried out regularly.</p> <p>Challenge of recruitment to key professional posts.</p> <p>Lack of proper training including career grade plans/apprenticeships will impact on the Service in the future.</p> <p>Workforce Plans were approved through Committee in March 2017.</p>		<p>The Council does not have fully trained staff, in the right place, at the right time, to deliver set priorities and/or statutory functions.</p> <p>Unable to recruit to key posts.</p>		<p>The Council cannot manage with an untrained workforce.</p> <p>Existing workforce becomes demoralised; service standards drop; an increased risk of non-compliance with changes in legislation, practices etc.</p>		<p>Treat.</p>		<p>05.1 – Appropriate systems in place to measure competency and ensure training and people development is undertaken as required, with a particular focus on statutory services.</p> <p>05.2 – Workforce Plans implemented within teams. Reviews underway in 2020/21, noted that the budget pressures may well impact on plans given need for scenario reduction amendments (ie 8, 12, 20% options).</p> <p>05.3 - Undertake service review exercises within impacted areas eg Planning, Environmental Health, Garage and Roads.</p>		

Risk Number.		Risk Title.				Cluster.		Owner.	
06.		Major project delay or failure.				Reputational.		Executive Director of Development and Infrastructure.	
Likelihood:	5.	Impact:	3.	RAG:	AMBER.	Current Risk Score:	15.	Target Risk Score:	6.
Vulnerability.		Trigger.		Consequences.		Options.	Mitigating Actions.		
<p>The risk of insufficient financial and/or staff resources to meet current and future demand makes it difficult for the Council to realise its priorities eg Scale Wind, Islands Deal, Harbours Master Plan. Failure to spend grant funding. Reputational damage. Market capacity to deliver COVID-19 when not at full strength.</p>		<p>Strategic high-level project programme slippage or failure of being over budget.</p> <p>Scale of project management business requirements associated with the Islands Deal.</p>		<p>Failure to deliver major projects.</p>		<p>Treat.</p>	<p>06.1 – Ensuring appropriate consideration of pressures during capital and revenue budget setting and most efficient use of existing resources.</p> <p>06.2 – Establish additional project specific staff and budget resources to ensure new project delivery where required (property and planning resource reviews and commitment to increase resource levels). Challenge has been establishing sufficient management time to progress recruitment process.</p> <p>06.3 - Implement recommendations relevant to the capital programme arising from the external review of the Planning Service. Planning resource and planning agent role within the property team in 2021/22 - as above challenges in progressing recruitment process.</p> <p>06.4 – Seeking to conclude the planning for the next capital programme (period 2024 to 2029) within the 2021/22 financial year and thereby adjusting resource levels to meet delivery demands (noted that for</p>		

				<p>the 2018 to 2023 programme approximately 3.5 posts identified as additional to current levels, recruitment proceeding to conclude within 2021/22).</p> <p>06.5 - Review of the level of support for the next stage of islands deal work beyond Strategic Outline Business Case, noting the effort is outstripping the part-time resource capacity for the one FTE also covering service and other project issues. This would be addressed via future Project Management Officer committed resource across the partners.</p>
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Risk Number.		Risk Title.				Cluster.		Owner.	
07.		Higher fuel costs.				Financial.		Executive Director of Development and Infrastructure.	
Likelihood:	2.	Impact:	3.	RAG:	YELLOW.	Current Risk Score:	6.	Target Risk Score:	6.
Vulnerability.		Trigger.		Consequences.		Options.	Mitigating Actions.		
<p>The Council faces challenges because of the volatility of fuel costs. The running costs for plant and vehicles (aircraft, buses, ferries, tugs, etc) is directly affected by the cost of fuel. This is particularly challenging for contracted services where the Council is obliged to honour agreements.</p> <p>Short term vulnerability is lower during COVID-19 as lower costs are anticipated.</p> <p>Longer term a spike in costs is anticipated.</p>		<p>The Council has a large increase in fuel costs.</p>		<p>The Council is reactive rather than proactive:  Roads: increased costs could mean a reduced service. Ferries: increased costs mean a reduced service. Bus routes may become non-viable. Air Public Service Obligation – the Council carries 95% of fuel risk so may become non-viable. The Council calls on contingency and/or contingency reserve for fuel tie in funds which may or may not be required.  Tugs: minimise use.</p>		<p>Tolerate.</p>	<p>07.1 – Fuel surcharge levy has been used in past to recoup money for ferry and tug operation.</p> <p>07.2 – Incentives for cheaper supplies.</p> <p>07.3 - Encourage lower fuel usage contingency. Migration to low energy vehicles and other alternative fuels.</p> <p>07.4 - Fuel cost risk held by bus operators.</p> <p>07.5 – Capital project development of renewables to offset energy consumption (electricity rather than oil) through Council owned renewables project and properties.</p> <p>07.6 – Noted the COVID-19 impact of changed working arrangements and how schools and other buildings might reopen which could incur additional fuel costs (ie requirements for ventilation).</p>		

Risk Number.		Risk Title.				Cluster.		Owner.		
08.		Continued lack of Scottish Government support for costs of concessionary travel on ferries, air and community transport.				Financial.		Head of Marine Services, Transportation and Harbour Master.		
<b>Likelihood:</b>	4.	<b>Impact:</b>	3.	<b>RAG:</b>	YELLOW.	<b>Current Risk Score:</b>		12.	<b>Target Risk Score:</b>	4.
Vulnerability.		Trigger.		Consequences.		Options.	Mitigating Actions.			
The Council may not have sufficient funds for dealing with concessions on Ferries, Air and Dial-a-Bus. This vulnerability is also increasing due to the increased ageing population.		Ageing population. Reducing Scottish Government proportion of grant/Scottish Government "pot" is capped. Any change to Scottish Government Policy on the provision of support to concessions.		Vulnerable people left without ability to meet basic needs, budgets inadequate due to reduction in Scottish Government support.		Tolerate.	08.1 – Outwith Local Authority control – reimbursement of over 60/disabled NEC tax paid by the Scottish Government. 08.2 - Orkney Inter Islands Air and Ferry Study Project/Fair Funding activity.			

Risk Number.		Risk Title.				Cluster.		Owner.	
09.		Risk of reduced income from business activities from Quarries Budget overspend due to self-financed strategy which relies on income generation and continued supply.				Financial.		Head of Infrastructure and Strategic Projects.	
<b>Likelihood:</b>	5.	<b>Impact:</b>	4.	<b>RAG:</b>	AMBER.	<b>Current Risk Score:</b>	20.	<b>Target Risk Score:</b>	4.
Vulnerability.		Trigger.		Consequences.		Options.	Mitigating Actions.		
<p>The Council Quarry has been a significant income resource which has been applied to a self-financing budget approach within D&amp;I.</p> <p>This is market dependent on the availability of infrastructure and ongoing supply.</p>		<p>Change in local market for quarry goods.</p> <p>Failure to secure planning permission for the quarry extension.</p> <p>Extensive periods of plant breakdown/time to replace unplanned failure.</p>		<p>Lack of availability of quarry products for Council projects and local markets.</p> <p>D&amp;I self-financed budget strategy leading to overspend.</p>		<p>Treat.</p>	<p>09.1 - Continue to progress planning process for extension, decisions expected during 2021.</p> <p>09.2 - As contingency/short term solution import stone to ensure continuity of supply. This is being progressed in two stages during 2021 with formal procurement exercise underway for supplemental 40,000 tonne spring 2021.</p>		

Risk Number.		Risk Title.				Cluster.		Owner.	
10.		Risk of reduced income from Harbours business activity as the market changes.				Financial.		Head of Marine Services, Transportation and Harbour Master.	
Likelihood:	4.	Impact:	3.	RAG:	YELLOW.	Current Risk Score:	12.	Target Risk Score:	4.
Vulnerability.		Trigger.		Consequences.		Options.	Mitigating Actions.		
Harbours has become increasingly reliant on the oil industry and cruise liners for generating income. Changes to these markets could have a profound effect on harbour revenues.		The Council fails to identify and exploit new markets /income streams if/when current marine activity reduces. Cruise ships reduce. Oil revenues worsen. COVID-19 has made this so.		Failure to provide a comprehensive 24/7 marine service; reputational risk to Council; dissatisfied service users and elected members; failure to deliver the range of services expected. D&I self-financed budget strategy leading to overspend. Inability to provide funds to the Strategic Reserve Fund.		Treat.	10.1 - Development and marketing of infrastructure and services. 10.2 – New business eg Ship to Ship transfer in Scapa Flow and other oil and gas related activity. 10.3 - Identify and exploit new markets and invest in infrastructure and skilled people. 10.4 - Implementation and investment in the Harbour Master Plan. Costs associated balance against implications for Council wide financial planning. 10.5 - Post COVID-19 recovery planning.		

Risk Number.		Risk Title.				Cluster.		Owner.		
11.		Loss of Service due to lack of funding for Ferry and Terminal Replacement.				Financial.		Head of Marine Services, Transportation and Harbour Master.		
<b>Likelihood:</b>	5.	<b>Impact:</b>	5	<b>RAG:</b>	RED.	<b>Current Risk Score:</b>		25.	<b>Target Risk Score:</b>	4.
Vulnerability.		Trigger.		Consequences.		Options.	Mitigating Actions.			
<p>The Council does not have sufficient funds for Ferry and Terminal maintenance and replacement programme.</p> <p>If Scottish Government funding is not forthcoming the costs of additional essential lifeline services could impact on other service priorities.</p>		<p>The Council cannot maintain or develop its essential assets to provide public services.</p>		<p>Ferries reach end of life with no replacement – rapid service deterioration. Excessive support costs as aged ferries kept running. Excessive running costs of old ferries. No opportunities to achieve expected service levels. Crisis purchase of new ferries – loss of bargaining power.</p>		<p>Treat.</p>	<p>11.1 - Contact with Scottish Government, Orkney Inter Islands Air and Ferry studies and Fair Funding process including beginning discussion on transfer of responsibility and fair funding.</p> <p>11.2 – Establish revised funding mechanism for revenue and capital elements of transportation services with the Scottish Government.</p> <p>11.3 - Pursue Transfer of Responsibility for Ferries with the Scottish Government.</p> <p>11.4 - Contribute to National Planning Framework (NPF) 4 and Ferries Plan 2 to ensure appropriate cover of lifeline transport service needs.</p>			



Risk Number.		Risk Title.				Cluster.		Owner.		
12.		Insufficient Operational equipment and infrastructure funding.				Financial.		Executive Director of Development and Infrastructure.		
Likelihood:	5.	Impact:	3.	RAG:	AMBER.	Current Risk Score:		15.	Target Risk Score:	9.
Vulnerability.		Trigger.		Consequences.		Options.	Mitigating Actions.			
<p>The Council may not have sufficient funds to sustain assets, replace ageing assets and develop key assets and infrastructure. Essential plant and equipment have to be maintained to ensure they can support the Council's services.</p>		<p>The Council does not have sufficient budget to maintain or develop its essential assets or infrastructure to provide public services; the Council cannot implement an asset management strategy. COVID-19 or similar pressures.</p>		<p>Plant, equipment and infrastructure deteriorate; services are not delivered; Council's reputation at risk; risk of accidents and potential claims.</p>		<p>Tolerate.</p>	<p>12.1 – Funded asset management plans (ie annual programmes for repair and replacement across roads, fleet, property, marine and harbours).</p> <p>12.2 – Capital programme planning and prioritisation focusing on repairs, renewals and additions that mitigate rising costs through a revised business focussed Capital Project Appraisal process and linked to the Asset Management Plan.</p> <p>12.3 – Consideration of the priorities for the Capital Programme for 2024 to 2029.</p> <p>12.4 - Cross working with the estates team to reduce the size of the “estate” in the current Medium-Term Resource Strategy (MTRS) planning period to then see a fall in demand for maintenance (pressure on funding the asset replacement/infrastructure funds).</p>			

				<p>12.5 - Through the budget process reviewing the standards of service delivery to set a “lower bar” in terms of the performance target in areas such as roads and street cleansing. This then impacts on the volume of work and the plant and equipment/vehicles needed.</p>
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Risk Number.		Risk Title.				Cluster.		Owner.		
13.		Accidents and health and safety incidents.				Legislative/Regulatory.		Executive Director of Development and Infrastructure.		
Likelihood:	2.	Impact:	4.	RAG:	YELLOW.	Current Risk Score:		8.	Target Risk Score:	6.
Vulnerability.		Trigger.		Consequences.		Options.		Mitigating Actions.		
The risk of not managing accidents and health and safety incidents. Particular operational vulnerabilities are: Hand and Arm Vibration Syndrome (HAVS), quarrying accident, lifting injury, machinery injury, heavy vehicle – moving injury. Waste related injury/contamination, Drowning/hypothermia. Harbours infrastructure, ladders etc.		The Council not managing accidents and health and safety incidents appropriately.		An increased risk in the number of accidents/incidents; loss of productivity; loss of equipment; an increased risk of legal challenges; risk of financial claims and financial penalties.		Tolerate.		<p>13.1 - Training programme(s), reporting, implementing improvements. Work Methods Safety meetings and reviews. Safety Management Systems and Audit.</p> <p>13.2 – Maintaining a comprehensive schedule of staff and management meetings and culture in relation to Health and Safety matters eg quarterly cross service management health and safety meetings, toolbox talks etc.</p> <p>13.3 - Development and Infrastructure Health and Safety Induction process and introduction of new Near Miss Process in Spring 2021.</p> <p>13.4 - Ongoing review of Health and Safety issues at various management forums including weekly Heads of Service and quarterly union meetings. Also plan to review new H&amp;S Policy at Spring 2021 Managers General meeting.</p>		

Risk Number.		Risk Title.				Cluster.		Owner.		
14.		Residual Liability for properties no longer in original use.				Financial.		Executive Director of Development and Infrastructure.		
Likelihood:	3.	Impact:	3.	RAG:	YELLOW.	Current Risk Score:		9.	Target Risk Score:	6.
Vulnerability.		Trigger.		Consequences.		Options.	Mitigating Actions.			
<p>The Council is exposed to significant expenditure to remediate sites to appropriate level. Public liability arising from the fact that sites are no longer in active use. Hence not necessarily secure or part of an inspection regime. The alternative is the Council does nothing and is at risk of claim arising from injury etc.</p>		<p>Current liability (has been the case for many years).</p>		<p>Financial, staff resources for inspection, planning, penalties. Specialist studies are required. Public health and reputation.</p>		<p>Treat.</p>	<p>14.1 – Asset Management planning and mitigation. 14.2 - Prioritise inspection and immediate remedial action through existing service budgets with corresponding risk of overspend. 14.3 - Additional budget pressures for approval for the final works programme. 14.4 - On-going revenue pressures and impacts (not a mainstream budget). 14.5 – Cross-cutting work to support the Project Initiation Document (PID) work in estates team on accelerating (if possible) disposal routes.</p>			

Risk Number.		Risk Title.				Cluster.		Owner.		
15.		Affordability of Development and Infrastructure Services and likelihood of reduction in spending on discretionary services.				Financial.		Executive Director of Development and Infrastructure.		
<b>Likelihood:</b>	4.	<b>Impact:</b>	4.	<b>RAG:</b>	AMBER.	<b>Current Risk Score:</b>		16.	<b>Target Risk Score:</b>	4.
Vulnerability.		Trigger.		Consequences.		Options.	Mitigating Actions.			
Political expectation that service levels will not change despite budget reductions. Discretionary services likely to be the focus for reductions in funding.		Budget reductions below baseline service level requirement.		Budget overspends.		Treat.	<p>15.1 – Ensure full awareness and understanding of consequences through the budget setting process.</p> <p>15.2 – Strong Senior Management Team (SMT)/Improvement Support Team Board approach to budget setting.</p> <p>15.3 – Follow through budget savings with service changes quickly and resolutely following decisions.</p> <p>15.4 – SMT Project Initiation Document (PID) process for Economic Development, Asset Planning, Waste, Fleet, Marine Services and Transportation underway during 2021.</p>			

Risk Number.		Risk Title.				Cluster.		Owner.		
16.		Failure to progress strategic objectives due to the inevitable focus on day to day service delivery on demands/challenges.				Managerial/Professional.		Executive Director of Development and Infrastructure.		
<b>Likelihood:</b>	5.	<b>Impact:</b>	3.	<b>RAG:</b>	AMBER.	<b>Current Risk Score:</b>		15.	<b>Target Risk Score:</b>	2.
Vulnerability.		Trigger.		Consequences.		Options.		Mitigating Actions.		
<p>Lack of progress on strategic outcomes. Loss of opportunity. Medium to long term failure of service.</p> <p>Extreme resource requirements relating to COVID-19 response and recovery.</p>		<p>Volume of attention required on day to day activities and priorities that removes time, resource commitment and focus away from progressing strategic objectives, eg both operational such as responding to day to day questions and/or requests and also corporate processes, eg Freedom of Information (FOI), performance management etc.</p>		<p>Strategies not delivered. Service failure. Negative impact on service delivery. Deterioration in long term performance of the service.</p> <p>In-efficiencies.</p> <p>Pressure on staff leading to poor health and wellbeing eg stress, sickness and/or a drop in morale.</p>		<p>Treat.</p>		<p>16.1 - Seek to focus resources on delivery of the Council Plan approved strategic objectives/projects for the service.</p> <p>16.2 - Managing expectations in regard to the responsiveness of day to day operational demands and also corporate demands.</p> <p>16.3 - Re-calibration of service standards eg review service response standards/times for non-safety critical or strategic outcome items.</p>		

Risk Number.		Risk Title.				Cluster.		Owner.		
17.		Burial grounds – Safety issues.				Legislative/Regulatory.		Head of Infrastructure and Strategic Projects.		
Likelihood:	2.	Impact:	3.	RAG:	YELLOW.	Current Risk Score:		6.	Target Risk Score:	4.
Vulnerability.		Trigger.		Consequences.		Options.		Mitigating Actions.		
Unstable headstones could topple over.		<p>A fatal accident occurred in a Scottish mainland Council burial ground.</p> <p>Scottish Government letter to all Council's highlighting responsibilities.</p> <p>Health and Safety Executive (HSE) have issued guidance to all Local Authorities to ensure adequate health and safety measures are in place for graveyards.</p>		<p>Injury or death to members of the public or maintenance workers etc.</p> <p>Civil action resulting in the payment of compensation for injury or damage etc.</p> <p>Reputation should members of the public be harmed.</p> <p>Enforcement action from the HSE.</p>		Treat.		<p>17.1 – Continue inspection and maintenance programme.</p> <p>17.2 - Implement revised Code of Practice and additional resources following Council approval in February 2021 – implement during 2021.</p> <p>17.3 – A close out meeting with the Council's Internal Audit team to take place to ensure audit recommendations are fully complete and signed off.</p>		

Risk Number.		Risk Title.				Cluster.		Owner.		
18.		COVID-19 – unforeseen pressures from response and recovery (medium to long term).				Financial.		Executive Director of Development and Infrastructure.		
Likelihood:	4.	Impact:	4.	RAG:	AMBER.	Current Risk Score:		16.	Target Risk Score:	4.
Vulnerability.		Trigger.		Consequences.		Options.	Mitigating Actions.			
Impact on D&I baseline services in relation to COVID-19.		<p>Costs or loss of income that exceeds the approved budget.</p> <p>No corresponding financial support from other council or government funds to match this.</p>		<p>Significant overspend in D&amp;I approximately £6m across Infrastructure and Strategic Projects (£1.5m - £2m)/Marine and Harbours (£4 to £4.5m) meaning cessation of revenue service principally (ie planned, cyclical, reactive works) becomes a likely outcome.</p> <p>The eventual cost/loss of income becomes greater than the ability to reduce revenue expenditure and may impact on core establishment costs (ie employees).</p>		Treat.	<p>18.1 - Need to consider re-prioritisation or <b>stopping</b> of revenue/capital work due to rising costs. In the context that the level of costs/loss of income are obtainable from unspent revenue budgets (ie works are needing to proceed in 2021/22).</p> <p>18.2 - In the event the level of cost/loss of income exceed available revenue budgets not spent, then consideration of reducing establishment costs over 2021/22.</p> <p>18.3 - Application to corporate reserve fund to address gaps in funding where other mitigation measures do not fully cover COVID-19 costs.</p> <p>18.4 - Community pressures and expectations for services to return to pre COVID-19 levels will not be possible in every circumstance with the existing level of people and financial resource. Expectations will need to be managed.</p>			



		Operationally in reducing or stopping several processes (ie limiting to emergency and health and safety focused operations in 2021/22 most likely). This would see less activity on the ground and lower risk works would not be completed until a future time.		
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