

Annex 1

Development and Infrastructure – Service Plan Actions for Six Months Ending 30 September 2015

Action	Lead	Previous Period - March 2015		Current Period - September 2015				
		Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG	Comment
01 - Sector development plans - In partnership with HIE identify with the key Industry sectors their development priorities from sector development plans	Jan Falconer	In Progress	Green	01-04-2013	31-03-2016	In Progress	Green	Orkney Marketing proposed programme of activities and budget 2014/15 and 2015/16, approved by Council following Development and Infrastructure Committee, 10 June 2014. Discussions are ongoing with a view to updating sectoral development plans. Progress is slower than anticipated due to shortage of resources in industry groups.
02 - Heritage Projects - Develop a Second Round Bid to the Heritage Lottery Fund in respect of a North Isles Landscape Partnership Scheme.	Roddy MacKay	In Progress	Green	01-04-2013	30-08-2017 (Original target = 31-03-16)	In Progress	Green	Round 1 bid submitted in May 2015. Outcome of application to be announced in October 2015. Should Round 1 application be successful then Round 2 process will commence.
03 - Village Master Plans - Review 3 Villages Masterplans and identify regeneration opportunities	Roddy MacKay	In Progress	Green	01-04-2013	31-03-2016	In Progress	Amber	Consultation concluded regarding St Margaret's Hope Masterplan. Community Council released its own proposal for

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								local consultation at the same time and has provided information on its own feedback. The evolved Masterplan is more than planning and is more akin to a Locality Plan that would be developed through the Empowering Communities Act. Meeting to discuss relationship between spatial and community planning scheduled for November 2015. Updated Masterplan to be presented to Committee in early 2016.
04 - Access to the Countryside – Review the Orkney Outdoor Access Strategy.	Roddy MacKay	Overdue	Red	01-04-2013	31-03-2016 (Original target = 31-03-15)	In Progress	Amber	Interviews for a temporary post of Access Officer took place in September 2015. Successful candidate has advised that they can move into post in January 2016. Review of the Access Strategy will be the core work during the initial 12 month contract.
05 - Housing in the Countryside – Develop Design Principles to inform a revision of the Supplementary	Roddy MacKay	Overdue	Red	01-04-2013	31-03-2016 (Original target =	In Progress	Amber	Approach of preparing design principles was discussed in Main Issues Report. Approval will be sought at the Special

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Guidance on the Design of New Houses and Extensions in the Orkney Countryside.					31-03-14)			Development and Infrastructure Committee being held at the end of November 2015 to appoint consultants to work with the community to establish the principles.
06 - Energy efficiency - Implement a programme of thermal improvement and energy efficiencies in Council properties with high levels of energy use	Jan Falconer	In Progress	Green	01-04-2013	31-03-2016	In Progress	Green	Works complete for Stronsay School and progressing on Stromness Academy. Planning works for the Stromness Swimming Pool.
07 - Disability access (buildings) - Ensure all Council properties are fully compliant with disability access legislation	Jan Falconer	In Progress	Green	01-04-2013	31-03-2016	In Progress	Green	There are ongoing improvement works to achieve disability access compliance. This will continue as properties are upgraded until all reasonable adjustments and/or alterations have been undertaken.
08 - Property and maintenance database - Continue to develop the property and maintenance database, and procure a suitable replacement IT system	Jan Falconer	Overdue	Red	01-04-2013	31-03-2016 (Original target = 31-03-15)	In Progress	Amber	Procurement of system shortlisted and final shortlist assessed. Procurement contract imminent. Implementation stage underway with Champions appointed, asset

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								implementation officer appointed to assist for 6 months. Anticipate the core system to be operational by 2015/16 year end.
09 - External transport - Secure the continuation of a high level of external transport provision between Orkney and the Scottish mainland	Brian Archibald	In Progress	Green	01-04-2013	31-03-2016	In Progress	Green	Scottish Transport Appraisal Guidance (STAG) process is underway. Discussions at member and senior official level are in place with Transport Scotland and involve Shetland Islands Council as well. The topic is a key element of Our Islands Our Future (OIOF) and hence it has high level visibility.
10 - Inter isles transport - Undertake a review of the resilience of the inter isles transport services to cover issues such as – winter services, night flights, refit periods	Brian Archibald	In Progress	Green	01-04-2013	31-03-2016	In Progress	Amber	Scottish Transport Appraisal Guidance (STAG) process underway but only just gone to contract. Study will cover all aspects of this Service Plan action and will be complete by Autumn 2016.
11 - Roads development guide - Review the Roads Development Guide, as part of the Placemaking programme of actions	Darren Richards	Overdue	Red	01-04-2013	30-09-2015 (Original target = 31-03-	Complete	Blue	A report adopting the principles of the Roads Development Guide was approved by Council in July 2015.

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12 - Roads maintenance - Secure additional funding to sustain the delivery of road maintenance projects	Darren Richards on	In Progress	Red	01-04-2013	31-03-2016	Overdue	Red	The National Audit Report, Maintaining Scotland's Roads: An audit update on Councils progress received from The Society of Chief Officers of Transportation in Scotland (SCOTS) was presented to the Development and Infrastructure Committee on 10 September 2015. This highlighted an approximate £1 million per annum gap in funding. Despite this it is noted that efficient management indicates the best maintained Roads in Scotland. 2016/17 sets further efficiency targets reducing Roads funding by a potential £150k.
13 - Council quarries - Investigate and report to Council on options to extend the Council's quarriable land	Darren Richards on	In Progress	Green	01-04-2013	31-03-2016	Complete	Blue	Land purchase approved by Council on 28 April 2015. The Service is also reviewing its overall Quarry assets with a view to ensuring effective disposal of non-active sites.
14 - Disability access (ferries) – Target those vessels with	Brian Archibald	In Progress	Amber	01-04-2013	31-03-2021	In Progress	Amber	Improvements have been made to the ferry offices but progress

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minor failings in respect of disability access in order to make them as compliant as is reasonably practicable					(Original target = 31-03-16)			with the ferries has few possibilities and must await the new ferries programme post Scottish Transport Appraisal Guidance (STAG). Funding has been made available for changes to the pier at Graemsay and these could improve disability access but subject to affordability and community agreement.
15 - Zero Waste Plan - Collection, disposal and recycling. Implement improvement to "island" services to increase recycling and reduce waste for incineration. Provide alternative facilities to address Scottish Government's Zero Waste Plan and the Waste (Scotland) regulations	Darren Richardson	In Progress	Amber	01-04-2013	31-03-2020 (Original target = 31-03-16)	In Progress	Green	Islands consultation has taken place regarding Alternate Weekly Collections. The update report covered satisfaction levels from existing users and mandate to develop outer island options based on public preferences. Additional resources (1 FTE), over two years, to focus on developing and delivering promotional campaigns and activities to increase participation on the mainland received funding from the Innovation Fund. A further report on outer island Alternate Weekly Collections options will

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								be presented to the Development and Infrastructure Committee before the new financial year 2016/17.
16 - Harbour authority market opportunities - Explore and develop new market opportunities for the harbour authority industry	Brian Archibald	In Progress	Green	01-04-2013	31-03-2016	In Progress	Green	New business has been sought and there is the very high probability of some form of oil and gas business being obtained in the next period.
17 - Harbour Infrastructure – establish a short, medium and long term strategic plan, with funding, for the maintenance, development and replacement of harbours infrastructure and vessels	Brian Archibald	In Progress	Red	01-04-2013	31-12-2016 (Original target = 31-03-15)	In Progress	Green	Funding for 2015/16 obtained and work programme set and started.
18 - Kirkwall development - Phase 1 coastal protection project	Brian Archibald	In Progress	Amber	01-04-2013	31-03-2016	In Progress	Green	Programme has been re-set to incorporate Phase 1 and Phase 2 in order to be eligible for Scottish Government funding for coastal protection/flood risk. External funding will be available next financial year hence project will be taken forward at a timescale to align with grant funding. Report to Policy and Resources

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								Committee in November 2015 on these issues.
19 - Capital project development - Establish a dedicated Project Management resource/team within Development and Infrastructure for revenue and capital project development and delivery	Gavin Barr	In Progress	Red	01-04-2013	30-09-2015 (Original target = 31-03-15)	Complete	Blue	Recruitment of Capital Programme Team now complete.
20 - Community council engagement - Develop a programme for closer engagement with community councils, including potential for resource transfer and service delivery responsibilities	Gavin Barr	In Progress	Green	01-04-2013	31-03-2016	In Progress	Green	This action is closely linked to the Empowering Communities and Change Programme projects. Development and Infrastructure senior managers have also continued to build links with Community Councils where possible and appropriate and take the opportunity to support joint working/shared projects with Community Councils when possible.
21 - Stakeholder consultation and engagement - Develop procedures to ensure consistent and high standards of stakeholder consultation	Gavin Barr	In Progress	Green	01-04-2013	31-03-2016	In Progress	Green	The Development and Infrastructure service is currently reviewing its Administrative Support team resources and part of this

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and engagement across the service, including on-going Development and Infrastructure Committee visits to communities across Orkney								review is intended to develop a more focused resource to cover Executive/cross service support work. This workstream will include tasking to oversee consultation activity across Development and Infrastructure and ensure consistent approaches.
22 - Customer feedback - Develop processes for capturing customer feedback and measuring outcomes including undertaking customer satisfaction surveys	Gavin Barr	In Progress	Green	01-04-2013	31-03-2016	In Progress	Green	Planning and Regulatory Services (PRS) launched an electronic survey in October 2014. An annual review of this survey is due to take place and any action will be taken accordingly. Alternate Weekly Collection Surveys were launched between February and March 2015. The surveys were aimed at Westray, Shapinsay, the other Outer Islands and the Orkney Mainland. The closing date was 31 March 2015. Results were presented to the Development and Infrastructure Committee on 10 September 2015. Further use of surveys to be

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								considered/developed by other Heads of Service across the Service.
23 - Transport requirements for those with health, community and access needs – Review needs and provision and prepare a review of service requirements, including a review of the Enhanced Demand Responsive Transport Initiative.	Brian Archibald	In Progress	Red	01-04-2014	31-03-2016 (Original target = 31-03-15)	Complete	Blue	Review is complete and report presented to Committee. Progressing the recommendations will require agreement with the Integration Joint Board for Health and Social Care hence there will be limited change to current provision within the next financial year.
24 - Piers and Harbours Protection - Undertake a programme of cathodic protection and repair works to all steel pile structures	Brian Archibald	In Progress	Green	01-04-2014	31-03-2025	In Progress	Green	Programme under contract and work underway, commencing with Scapa Pier which is now largely complete.
25 - Council Wind Farm - investigate potential for the Council to develop its own onshore wind farm	Jan Falconer	Overdue	Red	01-04-2014	31-07-2015 (Original target = 30-06-14)	Overdue	Red	Awaiting determination of the Council's onshore wind planning guidance and the UK Government's application to the European Commission on State Aid for an island strike price for onshore wind.
26 - Fixed Links - Explore fixed links opportunities for	Brian Archibald	In Progress	Green	01-04-2014	31-12-2015	In Progress	Green	Fixed Links will be a study topic within the Strategic Transport

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Orkney, including a feasibility and cost appraisal of options								Appraisal Guidelines work which is now under contract. The standalone Fixed Links Project was put on hold by the Council pending consultation and this consultation will take place as part of Scottish Transport Appraisal Guidance (STAG).
27 - Liquefied Natural Gas - Investigate the viability and logistics for LNG as an alternative fuel for Orkney	Jan Falconer	In Progress	Amber	01-04-2014	31-03-2016 (Original target = 30-06-15)	In Progress	Amber	Part of the draft Orkney Energy Strategy which is being developed and will undertake consultation in the next quarter. Operational aspects are being considered by the Harbour Authority.
28 - Marine Gas Oil Bunkering - establish fuel bunker supply to meet marine sector business opportunities	Brian Archibald	In Progress	Red	01-04-2014	31-03-2016 (Original target = 31-12-14)	In Progress	Amber	Progress has been hampered by a limited response to the tendering process which is being re-run. Other potential longer term opportunities are starting to emerge, partly associated with the Harbours Master Plan, and these are being pursued.
29 - Capital Programme - Establish revised governance	Gavin Barr	In Progress	Green	01-04-2014	31-12-2015	In Progress	Green	Recruitment of the Capital Programme team is now

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procedures and prioritise project team resources to manage future Capital Programme activities								complete. Work is underway on drafting project management tools which will be reported to the Policy and Resources Committee in November 2015.
30 - Monitor Decommissioning opportunities and respond to requests for information and tenders as required	Brian Archibald	Not Started	Red	01-04-2014	31-03-2016 (Original target = 31-03-15)	Not Started	Red	Working with Highlands and Islands Enterprise (HIE) and industry to consider the appropriate Decommissioning for not only the Harbour Authority but for the Orkney Industry as a whole. Aiming to commission a study with HIE and positive action in the new year.
31 - Carbon Management - Develop a Carbon Management Plan for the period 2015 to 2020	Jan Falconer	In Progress	Red	01-04-2014	31-12-2015 (Original target = 31-12-14)	In Progress	Red	Meetings have been undertaken with stakeholders to gauge the direction of travel of the programme. Due to the lack of resource and other operational pressures progress to collate projects and analyse these has been slow. Additional resource will be required to put together the programme. In order to avoid future delays it will be proposed the future programme be a rolling five

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								year plan which is annually reported, updated and monitored.
32 - MV Graemsay - Re-powering of the ferry	Brian Archibald	In Progress	Red	01-04-2014	31-07-2015 (Original target = 31-03-15)	Complete	Blue	Work completed by end of June 2015.
33 - Hatston Enterprise Area - Provision of road access and site servicing utilities and infrastructure	Jan Falconer	Overdue	Red	01-04-2014	30-06-2015 (Original target = 31-03-15)	Complete	Blue	Project plus additional works completed in June 2015.
34 - Hatston Pier Water Tank - Bring into service a 500 tonne water supply facility at Hatston	Brian Archibald	Overdue	Red	01-04-2014	31-08-2015 (Original target = 31-07-14)	Complete	Blue	Complete and tanks are in operation.
35 - Engaged management and active staff performance and development activities - To demonstrate regular and effective management of all Managers and motivated and	Gavin Barr	In Progress	Amber	01-04-2014	31-03-2016 (Original target = 31-12-15)	In Progress	Green	Whilst a formal process for wide workforce planning within Development and Infrastructure has not yet started, pending further advice from Human Resources, there is ongoing

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effective staff/management relations and workforce options								work within Service areas to re-profile team structures and posts wherever possible. For example the Roads and Environmental Service, Strategic Development and Regeneration Service are currently being reviewed as part of a mini restructure.
36 - Fisheries - Review the performance of the Fisheries Fund and establish priorities for future funding opportunities	Jan Falconer	Overdue	Red	01-04-2014	31-03-2016 (Original target = 31-12-14)	In Progress	Green	Feasibility studies in respect of two fisheries projects have recently been procured. Other issues have pre-occupied industry representatives and delayed further discussion on potential interventions. An officer has been identified to explore future funding opportunities.
37 - Planning Enforcement – Review Planning Enforcement Charter	Roddy MacKay			01-04-2015	31-03-2016	Complete	Blue	Updated Planning Enforcement Charter recommended by Council following consideration by Development and Infrastructure Committee on 10 September 2015.

Personnel key

Executive Director of Development and Infrastructure – Gavin Barr

Head of Planning and Regulatory Services – Roddy MacKay

Head of Marine Services, Engineering and Transportation – Brian Archibald

Head of Strategic Development and Regeneration – Jan Falconer

Head of Roads and Environmental Services – Darren Richardson

BRAG key

Red - the agreed action is experiencing significant underperformance, with a medium to high risk of failure to meet its target.

Amber - the agreed action is experiencing minor underperformance, with a low risk of failure to meet its target.

Green - the agreed action is likely to meet or exceed its target.

Blue - the agreed action has been progressed to completion.