

Minute

Development and Infrastructure Committee

Tuesday, 10 September 2019, 10:30.

Council Chamber, Council Offices, School Place, Kirkwall.



Present

Councillors Graham L Sinclair, Andrew Drever, Norman R Craigie, Robin W Crichton, David Dawson, J Harvey Johnston, Rachael A King, W Leslie Manson, Stephen Sankey, James W Stockan, Duncan A Tullock and Kevin F Woodbridge.

Clerk

- Angela Kingston, Committees Officer.

In Attendance

- Gavin Barr, Executive Director of Development and Infrastructure.
- Gareth Waterson, Head of Finance.
- Brian Archibald, Head of Marine Services, Engineering and Transportation (for Items 1 to 13).
- Darren Richardson, Head of Infrastructure and Strategic Projects (for Items 1 to 9).
- Roddy Mackay, Head of Planning, Development and Regulatory Services.
- Karen Bevilacqua, Solicitor.
- Stuart Allison, Economic Development Manager (for Items 15 to 18).
- Peter Bevan, Engineering Services Manager (for Items 11 and 12).
- David Brown, Environmental Health Manager (for Items 6 to 9 and 12 to 14).
- Lorna Richardson, Strategic Projects and Policies Manager (for Items 5 to 8).
- Jayne Venables, Project Co-ordination Manager (for Items 5 to 8).
- Stuart West, Planning Manager (Development and Marine Planning) (for Items 8 and 10 to 15).
- Andrew Hamilton, Performance and Best Value Officer (for Items 1 to 4).

Observing

- John W Mundell, Interim Chief Executive (for Items 1 to 7).
- Wilfred Weir, Executive Director of Education, Leisure and Housing (for Items 1 to 4).
- Laura Cromarty, Transport Manager (for Items 8 and 9).
- David Hartley, Communications Team Leader (for Items 1 to 7).
- Susan Shearer, Senior Planner (Development and Marine Planning) (for Items 10 to 15).
- Matthew Wylie, Road Support Officer (for Items 4 to 7).

Declarations of Interest

- Councillor Robin W Crichton – Item 17.
- Councillor David Dawson – Item 17.
- Councillor J Harvey Johnston – Item 9.
- Councillor Rachael A King – Item 17.
- Councillor James W Stockan – Item 14.

Chair

- Councillor Graham L Sinclair.

1. Disclosure of Exempt Information

The Committee noted the proposal that the public be excluded from the meeting for consideration of Annex B of Item 17, as the business to be discussed involved the potential disclosure of exempt information of the classes described in the relevant paragraphs of Part 1 of Schedule 7A of the Local Government (Scotland) Act 1973 as amended.

2. Revenue Expenditure Outturn

After consideration of a joint report by the Executive Director of Development and Infrastructure and the Head of Finance, copies of which had been circulated, and after hearing a report from the Head of Finance, the Committee:

Noted:

2.1. The revenue expenditure outturn statement in respect of Development and Infrastructure for financial year 2018 to 2019, attached as Annex 1 to the joint report by the Executive Director of Development and Infrastructure and the Head of Finance, which indicated an overspend of £182,300.

2.2. The explanations given and actions proposed in respect of significant budget variances, as outlined in the Budget Action Plan, attached as Annex 2 to the joint report by the Executive Director of Development and Infrastructure and the Head of Finance.

3. Revenue Expenditure Monitoring

After consideration of a joint report by the Executive Director of Development and Infrastructure and the Head of Finance, copies of which had been circulated, and after hearing a report from the Head of Finance, the Committee:

Noted:

3.1. The revenue financial summary statement in respect of Development and Infrastructure for the period 1 April to 30 June 2019, attached as Annex 1 to the joint report by the Executive Director of Development and Infrastructure and the Head of Finance, which indicated an underspend of £394,100.

3.2. The revenue financial detail by Service Area statement in respect of Development and Infrastructure for the period 1 April to 30 June 2019, attached as Annex 2 to the joint report by the Executive Director of Development and Infrastructure and the Head of Finance.

3.3. The explanations given and actions proposed in respect of significant budget variances, as outlined in the Budget Action Plan, attached as Annex 3 to the joint report by the Executive Director of Development and Infrastructure and the Head of Finance.

4. Development and Infrastructure Service Plan

After consideration of a report by the Executive Director of Development and Infrastructure, together with an Equality Impact Assessment, copies of which had been circulated, the Committee:

Resolved to **recommend to the Council** that the Development and Infrastructure Service Plan 2019 to 2022, attached as Appendix 1 to this Minute, be approved.

5. Road Asset Replacement Programme Outturn

After consideration of a report by the Head of Finance, copies of which had been circulated, the Committee:

Noted:

5.1. The summary outturn position of expenditure incurred against the approved Road Asset Replacement Programme for financial year 2018 to 2019, as detailed in section 4.1 of the report by the Head of Finance.

5.2. The detailed analysis of expenditure figures and programme updates, attached as Appendix 1 to the report by the Head of Finance.

6. Road Asset Replacement Programme

After consideration of a report by the Head of Finance, copies of which had been circulated, the Committee:

Noted:

6.1. The summary position of expenditure incurred, as at 30 June 2019, against the approved Road Asset Replacement Programme for financial year 2019 to 2020, as detailed in section 4.1 of the report by the Head of Finance.

6.2. The detailed analysis of expenditure figures and programme updates, attached as Appendix 1 to the report by the Head of Finance.

7. Cycling, Walking and Safer Streets

After consideration of a report by the Executive Director of Development and Infrastructure, copies of which had been circulated, and after hearing a report from the Head of Infrastructure and Strategic Projects, the Committee:

Noted:

7.1. That, for a number of years, Transport Scotland had made grant funding available in respect of Cycling, Walking and Safer Streets projects.

7.2. That, for financial year 2019 to 2020, the Council had been offered a grant of £36,000 in respect of Cycling, Walking and Safer Streets projects.

7.3. The proposal that the grant funding be utilised to create gateway entrances, with countdown signage markers, aimed at reducing speed and encouraging cycling and walking, on the approaches to Kirkwall, Stromness, Stenness Village, Orphir Village and Burray Village.

7.4. That, with immediate effect, to improve governance and accountability regarding use of the recurring capital grant funding source going forward, all associated works would be reported as part of the Road Asset Replacement Programme.

The Committee resolved to **recommend to the Council:**

7.5. That the Cycling, Walking and Safer Streets grant funding of £36,000 for financial year 2019 to 2020 be used to provide new gateway signage at the following locations:

- Approaches to Kirkwall on the A964, A965, A960 and Grainshore Road.
- Approaches to Stromness on the A965 and Cairston Road.
- A965, Stenness Village.
- A964, Orphir Village.
- A961, Burray Village.

8. Household Refuse and Recycling Service Policies

After consideration of a report by the Executive Director of Development and Infrastructure, copies of which had been circulated, and after hearing a report from the Head of Infrastructure and Strategic Projects, the Committee:

Noted:

8.1. That, during 2012 to 2013, an alternate weekly collection for household refuse was introduced, with a range of procedures in place to support the Council's approach to the service.

8.2. That the range of procedures had been combined into a single document, Household Refuse and Recycling Service Policies, attached as Appendix 1 to the report by the Executive Director of Development and Infrastructure.

8.3. That the policies would be reviewed on a regular basis, taking into account changing legislative, policy and operational requirements, to ensure that they remained current, reflected best practice and represented efficient and effective practices.

The Committee resolved to **recommend to the Council:**

8.4. That the Household Refuse and Recycling Service Policies, attached as Appendix 2 to this Minute, be endorsed.

9. Orkney Hydrogen Strategy

Councillor J Harvey Johnston declared a non-financial interest in this item, in that a family member was part of the Strategic Projects team, but concluded that his interest did not preclude his involvement in the discussion.

After consideration of a report by the Executive Director of Development and Infrastructure, together with an Equality Impact Assessment, copies of which had been circulated, the Committee:

Noted:

9.1. That, in July 2019, the Council agreed to facilitate consultation on the draft Orkney Hydrogen Strategy 2017 to 2025 on behalf of the Orkney community.

9.2. That public consultation had been undertaken in respect of the Orkney Hydrogen Strategy, with the results attached as Appendix 1 to the report by the Executive Director of Development and Infrastructure.

9.3. The revised draft Orkney Hydrogen Strategy, attached as Appendix 2 to the report by the Executive Director of Development and Infrastructure, which had been amended to include relevant matters raised through the consultation process.

9.4. That endorsement of the Orkney Hydrogen Strategy would also be sought by the Orkney Partnership, as proxy for the wider Orkney community, at its meeting on 22 September 2019.

The Committee resolved to **recommend to the Council:**

9.5. That the Orkney Hydrogen Strategy 2017 to 2025, attached as Appendix 3 to this Minute, be adopted insofar as it related to the remit of the Council.

Councillor Stephen Sankey left the meeting during discussion of this item and rejoined the meeting at this point.

10. Inter-Island Air Services

Proposed Summer 2020 Timetable

After consideration of a report by the Executive Director of Development and Infrastructure, copies of which had been circulated, and after hearing a report from the Head of Marine Services, Engineering and Transportation, the Committee:

Noted:

10.1. That the inter-island air services timetable for summer 2020 was scheduled to operate from 2 March to 24 October 2020 inclusive.

10.2. That the Air Services Consultative Forum met on 21 August 2019 to discuss the summer 2020 timetable, the main comment being a request from Eday for a fairer service with additional links for education purposes, as detailed in section 4 of the report by the Executive Director of Development and Infrastructure.

10.3. That the proposed timetable, attached as Appendix 1 to the report by the Executive Director of Development and Infrastructure, was largely consistent with the service operated during summer 2019.

10.4. That, in advance of a service budget being established as part of the budget setting process for 2020 to 2021, the level of service provision was subject to an adequate budget being made available.

The Committee resolved, in terms of delegated powers:

10.5. That the summer 2020 timetable in respect of the inter-island air service, to be operated by Loganair Limited, attached as Appendix 4 to this Minute, be approved.

11. Draft Scottish National Transport Strategy

After consideration of a report by the Executive Director of Development and Infrastructure, copies of which had been circulated, and after hearing a report from the Head of Marine Services, Engineering and Transportation, the Committee:

Noted:

11.1. That the Scottish Government's National Transport Strategy was a key document from which Regional Transport Strategies and Local Transport Strategies were produced.

11.2. That the current National Transport Strategy was published in 2006 as a ten year document, being refreshed rather than reviewed in 2016.

11.3. That Transport Scotland, in discussion with stakeholders, was developing a new draft National Transport Strategy, attached as Appendix 1 to the report by the Executive Director of Development and Infrastructure.

11.4. That Transport Scotland was undertaking a formal public consultation on the draft National Transport Strategy, for which responses were required by 31 October 2019.

11.5. The Council's draft response to the public consultation on the draft National Transport Strategy, attached as Appendix 2 to the report by the Executive Director of Development and Infrastructure.

11.6. That, in late September 2019, the draft National Transport Strategy would be considered by the Highlands and Islands Transport Regional Transport Partnership, which could further information and/or influence the final response by the Council.

The Committee resolved to **recommend to the Council:**

11.7. That powers be delegated to the Executive Director of Development and Infrastructure, in consultation with the Chair and Vice Chair of the Committee, to amend the Council's response to the draft National Transport Strategy, if necessary, following consideration of the draft Strategy by the Highlands and Islands Transport Regional Transport Partnership, and thereafter submit a response, on behalf of the Council, to Transport Scotland by the deadline of 31 October 2019.

12. Churchill Barriers

Wave Overtopping

After consideration of a report by the Executive Director of Development and Infrastructure, copies of which had been circulated, and after hearing a report from the Engineering Services Manager, the Committee:

Noted:

12.1. That project work had been ongoing for a number of years to explore options for wave overtopping at Barrier Number 2, a summary of which was attached as Appendix 1 to the report by the Executive Director of Development and Infrastructure.

12.2. That, on 2 April 2019, when reviewing historic activity in respect of wave overtopping and a tidal energy scheme concession for the Churchill Barriers and considering the next steps, the Development and Infrastructure Committee recommended that consideration of commissioning a study to further assess the viability and cost of beach recharge at Barrier Number 2, be deferred.

12.3. That the recommendation to defer commissioning a study was to enable the Executive Director of Development and Infrastructure to undertake consultation with the community, through South Ronaldsay and Burray Community Council, to seek opinions of residents in the linked south isles on the proposed options for wave overtopping at Barrier Number 2.

12.4. That, on 2 May 2019, when considering the recommendation referred to at paragraph 12.2 above, the Council resolved that the method of consultation to be undertaken with the community on proposed options for wave overtopping at Barrier Number 2 be referred back to the Development and Infrastructure Committee for further consideration.

12.5. The proposed method of consultation to be undertaken with the community on proposed options for wave overtopping at Barrier Number 2, as detailed in section 4 of the report by the Executive Director of Development and Infrastructure.

The Committee resolved to **recommend to the Council:**

12.6. That the Executive Director of Development and Infrastructure should undertake consultation, by way of a survey based communication, with the following:

- Key national agency stakeholders.
- Orkney Opinions.
- All households in South Ronaldsay and Burray
- All Community Councils.
- The main ferry operators.
- Business representatives, including those servicing the main supermarkets.

12.7. That the consultation would aim to seek views on the following options for wave overtopping at Barrier Number 2:

- Option 1 – Develop a project to resurface the east side of Barrier Number 2, at an estimated cost of £13 million, through the Capital Project Appraisal process. When complete this would reduce closures of the Barriers by around 60%.
- Option 2 – Develop a project to progress with a bridge to replace Barrier Number 2, at an estimated cost of £24.5 million, through the Capital Project Appraisal process. When complete this would eliminate closure in all but the most extreme conditions.
- Option 3 – Progress a study, at an estimated cost of £60,000, to further assess the viability of beach recharge.
- Option 4 – Remove the caisson and take no further action in relation to a project to prevent wave overtopping at Barrier Number 2.
- Option 5 – Improvements to data regarding closures, through improved electronic signage, linking information in respect of tides and weather.

12.8. That the Executive Director of Development and Infrastructure should submit a report, to a meeting of the Committee in early 2020, detailing the outcome of the consultation exercise referred to at paragraph 12.6 above.

13. Harbour Authority Sub-committee

After consideration of the draft Minute of the Meeting of the Harbour Authority Sub-committee held on 27 August 2019, copies of which had been circulated, the Committee:

Resolved:

13.1. On the motion of Councillor Andrew Drever, seconded by Councillor David Dawson, to approve the Minute of the Meeting of the Harbour Authority Sub-committee held on 27 August 2019 as a true record.

The Committee resolved to **recommend to the Council:**

13.2. That the recommendation at paragraph 7.5 of the Minute of the Meeting of the Harbour Authority Sub-committee held on 27 August 2019, attached as Appendix 5 to this Minute, be approved.

14. Private Water Supplies

Councillor James W Stockan declared a financial interest in this item, in that he was involved in developing a private water supply in Rackwick, Hoy, and was not present during discussion thereof.

After consideration of a report by the Executive Director of Development and Infrastructure, together with an Equality Impact Assessment, copies of which had been circulated, and after hearing a report from the Environmental Health Manager, the Committee:

Noted:

14.1. That, in Scotland, private water supplies were defined as those that were not provided by Scottish Water and where the water was intended for human consumption.

14.2. The two types of private water supplies, covered by different regulations and legislation, as detailed in section 3 of the report by the Executive Director of Development and Infrastructure, namely Type B and Regulated Supplies.

14.3. That, in November 2006, the Council agreed a policy in respect of private water supplies, which set out procedures for sampling, charging and grant eligibility.

14.4. That, following an internal audit report on private water supplies presented to the Monitoring and Audit Committee on 7 June 2018, the following recommendations were made:

- A policy should be prepared, setting out how the Council would regulate Type B supplies.
- A review of the criteria for demonstrating undue hardship in respect of private water supply grants.
- A review of charges for Regulated Supplies and Type B supplies.

14.5. That, on 4 June 2019, the Development and Infrastructure Committee deferred consideration of the draft Policy with respect to Type B Private Water Supplies, charges for regulating private water supplies and the criterion in respect of private water supplies' mandatory grants, to allow officers to provide further clarification, particularly in regard to isles-proofing the policy and associated charges to ensure that it did not disadvantage residents living in the isles.

14.6. That, to ensure residents living in the isles were not disadvantaged, the Private Water Supply Nominal Islands Cost, as detailed in section 5.5 of the report by the Executive Director of Development and Infrastructure, would be used when calculating charges.

14.7. Options in respect of charging for regulating private water supplies, as outlined in sections 5.7 and 5.12 of the report by the Executive Director of Development and Infrastructure, with the preferred option being as follows:

- Regulated supplies – Option 1, namely to recover, whichever was the least of the following:
 - Actual costs in relation to collecting water samples, the analysis of water samples, carrying out a risk assessment and reviewing a risk assessment.
 - The Private Water Supply Nominal Island Cost for Regulated Supplies.
- Type B supplies – Option 1, namely to recover, whichever was the least of the following, but to waive charges, which would otherwise apply to Type B supplies, where the eligible person was in receipt of a means tested benefit:
 - Actual costs up to the statutory maximums.
 - The Private Water Supply Nominal Island Cost.

14.8. The proposed criterion in respect of private water supply grants, as detailed in section 6.3 of the report by the Executive Director of Development and Infrastructure.

The Committee resolved to **recommend to the Council**:

14.9. That the Policy with respect to Type B Private Water Supplies, attached as Appendix 6 to this Minute, be approved.

14.10. That persons in receipt of one or more means tested benefits should receive 100% grant aid in respect of private water supplies.

14.11. That the following charges be implemented in respect of private water supplies:

- Regulated Supplies – recover, whichever was the least of the following:
 - The actual costs in relation to collecting water samples, the analysis of water samples, carrying out a risk assessment and reviewing a risk assessment.
 - The Private Water Supply Nominal Island Cost.
- Type B supplies – recover, whichever was the least of the following, but to waive charges, which would otherwise apply, where the eligible person was in receipt of a means tested benefit:
 - The actual costs up to the statutory maximums.
 - The Private Water Supply Nominal Island Cost.

15. Supplementary Guidance: Housing in the Countryside

After consideration of a report by the Executive Director of Development and Infrastructure, together with an Equality Impact Assessment, copies of which had been circulated, and after hearing a report from the Planning Manager (Development and Marine Planning), the Committee:

Noted:

15.1. That public consultation had been undertaken in respect of the Supplementary Guidance: Housing in the Countryside.

15.2. The Consultation Report, attached as Appendix 1 to the report by the Executive Director of Development and Infrastructure, which recorded the comments raised by members of the public and stakeholders and the response by the Executive Director of Development and Infrastructure to those comments.

15.3. The revised draft Supplementary Guidance: Housing in the Countryside, attached as Appendix 2 to the report by the Executive Director of Development and Infrastructure, which had been amended to respond to the material planning matters raised through the consultation process, referred to at paragraphs 15.1 and 15.2 above.

On the motion of Councillor W Leslie Manson, seconded by Councillor David Dawson, the Committee resolved to **recommend to the Council**:

15.4. That consideration of the Supplementary Guidance: Housing in the Countryside be deferred, to enable a seminar to be held, to which all members should be invited, and thereafter the Executive Director of Development and Infrastructure should submit a report, to the next available meeting of the Committee, presenting a further revised draft Supplementary Guidance: Housing in the Countryside for consideration.

16. Economic Development Grants

Budget Priorities

After consideration of a report by the Executive Director of Development and Infrastructure, copies of which had been circulated, and after hearing a report from the Economic Development Manager, the Committee:

Noted:

16.1. That, in September and December 2018 and January 2019, Members' seminars were held to discuss future priorities for the Economic Development Grants budget, to guide policy and service support options.

16.2. The conclusion that, following the Members' seminars, the current suite of grant schemes, attached as Appendix 1 to the report by the Executive Director of Development and Infrastructure, broadly responded to the changing needs of the private sector, with no significant policy gap being identified.

16.3. That, in order to establish priorities to guide ongoing development of the Economic Development Service, the following themes were proposed:

- Small and Medium-size Enterprise (SME) business start-up and development.
- Sustainable development of tourism and destination management.
- Energy, renewables and energy-systems management.
- Primary production challenges.
- Internationalisation and marketing.

The Committee resolved to **recommend to the Council:**

16.4. That the following Economic Development budget priorities be endorsed for inclusion in the Development and Infrastructure Service's service planning process:

- Small and Medium-size Enterprise (SME) business start-up and development.
- Sustainable development of tourism and destination management.
- Energy, renewables and energy-systems management.
- Primary production challenges.
- Internationalisation and marketing.

17. Economic Development Grants

Budget Monitoring Statement and Delegated Approvals

Councillors Robin W Crichton, David Dawson and Rachael A King declared non-financial interests in this item, in that family members were employed by organisations which had received Economic Development Grant funding, however, as the specific applications were not discussed, they did not leave the meeting.

After consideration of a report by the Executive Director of Development and Infrastructure, copies of which had been circulated, and after hearing a report from the Economic Development Manager, the Committee:

Noted:

17.1. That, for financial year 2019 to 2020, the approved budget in respect of Economic Development Grants amounted to £495,800.

17.2. Spending to 31 July 2019, in relation to Economic Development Grants, totalling £87,594, of which £76,828 related to grant commitments made in previous financial years and £10,766 to current year commitments.

17.3. That, as at 31 July 2019, the Budget Available for Approval from the Economic Development Grants budget amounted to £356,960, as detailed in Annex A to the report by the Executive Director of Development and Infrastructure.

17.4. Grant approvals made in the period 1 April to 31 July 2019, totalling £138,840, including grants approved under delegated schemes for the same period, totalling £33,215, as detailed in Annex B to the report by the Executive Director of Development and Infrastructure.

18. Conclusion of Meeting

At 15:20 the Chair declared the meeting concluded.

Signed: Graham L Sinclair.



Development and Infrastructure

Service Plan

October 2019 to March 2022

Contents

1. Introducing Development and Infrastructure and the Service Plan	4
1.1. Purpose and period of the service plan	4
1.2. Setting the scene – the context, drivers and reasons for service provision	5
1.2.1. Brief overview of the service	5
1.2.2. Customer profile	6
1.2.3. Vision, values and aims	7
1.3. Service resources	8
1.3.1. Staffing	8
1.3.2. Assets	8
1.3.3. Budgets	8
2. Where are we now?	10
2.1. Baseline assessment of the service	10
2.1.1. How does the service meet customer expectations?	10
2.1.2. How does the service demonstrate improved outcomes?	11
2.1.3. Key achievements and outcomes	12
2.1.4. Key drivers	15
2.1.5. Resource Capacity	15
2.1.6. Brexit	16
2.1.7. Sustainability and the Climate Emergency	16
2.1.8. Empowering Communities and Community empowerment	16
2.1.9. Income Generation	17
3. Where do we need to be?	17
4. How do we get there?	17
4.1. Council Plan targets (Annex 1)	17
4.2. Service action plan (Annex 2)	17
4.3. Service performance indicators (Annex 3)	17
4.4. Service risk register and associated action plan (Annex 4)	18
4.5. Service workforce plan (Annex 5)	18
4.6. Equality Impact Assessment (EqIA)	18
5. How do we know we are there?	18
Annex 1 – Council Delivery Plan 2018 to 2023 actions for which Development and Infrastructure has the lead or contributes towards	19
Annex 2 – Development and Infrastructure’s Service Action Plan	30
Annex 3 – Development and Infrastructure’s Service Performance Indicators	38
Annex 4 – Development and Infrastructure’s Risk Register	48

Annex 5 – Development and Infrastructure’s Workforce Plan 67
Annex 6 – Development and Infrastructure’s Service Organograms..... 71

1. Introducing Development and Infrastructure and the Service Plan

1.1. Purpose and period of the service plan

This service plan shapes the work of Development and Infrastructure over the three years from October 2019 to March 2022. The service plan describes what Development and Infrastructure provides, and then based on the priorities of elected members, articulated in the Council Plan, and any new external drivers such as new legislation, the service plan sets out the new priorities for the next plan period.

The main outputs of the plan are as follows:

Annex 1: Council Plan 2018 to 2023 Targets.

Those Council-level priorities within the Council Delivery Plan 2018 to 2023, for which Development and Infrastructure has the lead or contributes towards, are listed here for information.

Annex 2: The Service Action Plan.

The service action plan is the table providing the detail of the agreed service priorities, as expressed in the service plan, and which contains SMART (Specific, Measurable, Attainable, Relevant and Time-bound) targets for the life of the service plan. The service action plan provides the mechanism through which the time-limited aspects of the service plan will be progressed to completion.

Annex 3: The Service Performance Indicators.

Service performance indicators provide the mechanism through which the performance of the core aspects of the service plan – the services provided year on year – are monitored, some statutory, some national, some unique to the service, and some common to all services of the Council.

Annex 4: The Service Risk Register.

The service risk register enables the service to identify threats to its core services and planned developments and improvements, and then ensures that action is taken to minimise the possible adverse effects of these risks.

Annex 5: The Workforce Plan.

Workforce planning is a formal mechanism to define the workforce requirements of the service based on its key activities and the wider priorities of the Council. The Development and Infrastructure Service has a diverse workforce and work is undertaken within service areas on a regular basis to review team resources and training requirements in the general context of budget pressures and ageing workforce. The Council has established a Corporate Workforce Plan (2019-2022) which establishes some high level priorities and actions which are relevant to this Service. Annex 5 establishes some of the measures which Development and Infrastructure will aim to progress against these Corporate actions.

Service Plan Monitoring.

In order to ensure that the service plan stays on track, its performance will be formally monitored by the Development and Infrastructure Senior Management Team at the end of March and September each year, and then reported for scrutiny to the Development and Infrastructure Committee, at its meetings held in June and November each year. Since changes are always taking place within Development and Infrastructure, for example, one priority might be completed and another identified, Annexes 2, 3, 4 and 5 will be updated annually, from April 2020. In addition to this, the Development and Infrastructure Service Management regularly address service performance as part of the weekly cycle of Director/Heads of Service meetings.

1.2. Setting the scene – the context, drivers and reasons for service provision

1.2.1. Brief overview of the service

Development and Infrastructure is a public facing directorate whose activities underpin all aspects of day to day life in Orkney. It provides front line services, including:

- Marine and terrestrial planning.
- Building standards.
- Environmental health.
- Trading standards.
- Domestic and commercial waste collection and disposal and recycling.
- Planned, cyclical, reactive and emergency resilience service within the Roads team.
- Provision and management of the Council fleet.
- Quarrying service for aggregates and Tarmacadam production.
- Internal ferry and towage services.
- Public transport provision which covers buses and air transportation services.

We are the delivery agents for the Council's capital programme covering a vast array of new build, alteration and maintenance projects. We implement national legislative requirements and ensure all our services discharge their duties in a safe, compliant and resilient way, seeking to protect our customers and service users at all times, within the financial and political constraints the Council sets.

We shape the policies for economic success for Council to approve and implement, engaging with government at local, UK and European levels to seek to ensure changes "island proof" delivery over the life of each Council Plan period. We have also been actively engaged in preparation for potential "Brexit" scenarios and post "Brexit" Shared Prosperity Fund arrangements.

The Development and Infrastructure Service is currently allocated to three Heads of Service portfolios as follows:

Planning, Development and Regulatory Services – Includes development management, development and marine planning, building standards, environmental health and trading standards, EU Liaison and LEADER, economic development, Business Gateway, regeneration projects, project funding activities and “Brexit”/Shared Prosperity Fund arrangements. The team is also leading on arrangements for new Crown Estate licensing governance and management.

Marine Services, Engineering and Transportation – Includes marine services, ferry operations, airfield operations, towage and transport operations, engineering, marine environmental and strategic transportation and contract management services.

Infrastructure and Strategic Projects – Covers property, capital programme management, roads, waste operational and strategic, burial grounds, quarry, fleet, strategic projects and the island deal development work.

Included within these services are key areas such as architectural design, major project construction, all property maintenance work (capital and revenue), inspection and repair, waste facilities (Household Waste Recycling Centre’s and recycling point’s) and energy management. We devise and implement all the supporting operational policies for use in the day to day delivery of these services. This service is supported by a Technical Support team who provide all the transactional support required to deliver the services as well as to act as an interface with the public on many service delivery functions. The service is also tasked with directing the delivery of projects with a focus on income generation, including a community wind project and private wire project.

In addition to the Head of Service portfolios, the service is also supported by an Executive Support Team, which focuses on the overall control of a wide range of performance monitoring tools and requirement for periodic reporting. This team also supports our Senior Management Team within Development and Infrastructure. The service also provides strategic advice on renewables and connectivity matters.

1.2.2. Customer profile

The customers of Development and Infrastructure are set out as follows:

- All residents.
- Elected members.
- Visitors to Orkney.
- People and developers engaging with regulatory services in relation to permissions and consents.
- All users of transport services including roads, ferries, buses and airfields.
- Commercial businesses (Commercial waste; Quarry materials; Trading Standards; Food Safety and Health and Safety advice).
- Local and national consumers of commercial services, including users of the harbour and port authority functions.
- Investors and developers including those seeking funding for development

- All other Council Services, requiring vehicle fleet and property maintenance and inspection services.
- All businesses large and small receiving a Development and Infrastructure service such as commercial waste.
- Developers and contractors using quarried material for construction and civil engineering projects.

1.2.3. Vision, values and aims

The Orkney Partnership's mission statement is 'Working together for a better Orkney'.

In supporting the aspirations of the Orkney Partnership, the Council has adopted the following as its mission statement:

Working together for a better Orkney.

The Council's values as set out in The Council Plan 2018 to 2023 are:

- Resilience.
- Enterprise.
- Equality.
- Fairness.
- Innovation.
- Leadership.
- Sustainability.

The Council's priorities as set out in the Council Plan 2018 to 2023 are:

- Connected Communities.
- Caring Communities.
- Thriving Communities.
- Enterprising Communities.
- Quality of Life.



1.3. Service resources

1.3.1. Staffing

The total staffing across Development and Infrastructure is 332 full-time equivalents (FTE), with 450 employees, and this includes both permanent and temporary staff.

This is broken down and summarised at Annex 6, the Service Organogram.

1.3.2. Assets

Development and Infrastructure has responsibility for a very large variety of assets covering roads and transport, waste collection and disposal, land, property, fleet, operational and strategic assets which include vehicles, plant, ferry terminals, piers, bus stations, bus shelters, public toilets, car parks, cemeteries. These assets are many and too many to be listed within this document. The Finance Service holds details of all assets and maintain the list on behalf of all Council Services.

1.3.3. Budgets

This section describes the core services and activities of the Development and Infrastructure Service, setting out approved service budgets as per the format of the Revenue Estimates document, i.e. by service area, indicating total expenditure, total income and net expenditure budgets. It is notable that the Service has experienced substantial reductions in budget over the past 10 years arising from the necessary pressures on Council budgets. For example, the Development and Infrastructure

General Fund Services have accommodated over £4 million of savings over the past 7 financial years and is also carrying over £700,000 self-financed pressures.

At the same time, the Service has been active in developing income generating activity where possible, for example through its Quarry Operations, almost doubling its turnover and trading surplus in the last 4 years. Marine Services has also been extremely successful in growing its business activity across both the Scapa Flow Oil Port and Miscellaneous Piers and Harbours business accounts. These services not only pay their way fully for all activity but also generate surpluses which, for the Scapa Flow Oil Port are transferred to the Strategic Reserve Fund and for Miscellaneous Piers and Harbours are allocated to a dedicated reserve which is used to invest in and maintain piers and harbours across all of Orkney. This activity is essential to maintaining service levels across Development and Infrastructure, in areas which are operating at a deficit, and indeed contributing to the capacity of the Council to continue to support activity through its Strategic Reserve Fund contributions to General Fund services. This remains and will always be a pressure to respond to legislative changes during the Plan, for example, Brexit, which will have an impact but are unknown at present.

Service Area	Total Spend 2019 to 2020 £000	Total Income 2019 to 2020 £000	Net Spend 2019 to 2020 £000
Central Administration	2,294.5	-8.0	2,286.5
Roads	12,571.7	-9,512.5	3,059.2
Transportation	12,456.8	-5,349.9	7,106.9
Operational Environmental Services	5,606.7	-3,064.9	2,541.8
Environmental Health and Trading Standards	918.0	-33.0	885.0
Economic Development	979.0	-27.5	951.5
Planning	1,571.2	-617.1	954.1
Scapa Flow Oil Port	5,624.6	-6,935.5	-1,310.9
Miscellaneous Piers and Harbours	6,455.7	-7440.6	-984.9
Strategic Reserve Fund	60.0	0.0	60.0
Total	48,538.2	-32,989	15,549.2

The 2019 to 2020 budget shown above forms the basis for service delivery for the current year only. Given the uncertainties about future local government funding, the Council is not yet in a position to state the budgetary position for the second or third years of this three-year plan.

The Council's Medium Term Resource Strategy 2017/18 to 2021/22 identifies a potential funding gap of £12 million over this 5-year period. Whilst this could change,

the estimate was based on funding reductions of £6.1 million and service pressures of £6.4 million. The 2019/20 financial settlement delivered a funding increase of £0.4 million or 0.6% excluding specific grants, which was better than the original estimate. These estimates provide a financial context in respect of the ability of the service to deliver all of its core services and planned developments as set out within the service plan, hence the need to review the service plan on an annual, rolling basis from April 2020.

2. Where are we now?

2.1. Baseline assessment of the service

In order to formulate service priorities for the three years of the service plan, a baseline of the performance of Development and Infrastructure was established using the methods set out below.

2.1.1. How does the service meet customer expectations?

A number of Development and Infrastructure functions engage with customers in order to ensure responsive service delivery:

- Proposal to establish service wide customer service satisfaction survey for the plan during 2020/21.
- The Business Gateway conducts regular customer feedback surveys including 'secret shopper'. This offers a comprehensive customer feedback on various aspects of the service (with national comparison). The results from the last survey show a very high scoring for the Orkney Business Gateway service.
- Under the Consumer Quality Mark (CQM) awarded to Trading Standards for its consumer advice service a satisfaction survey of service users requires to be undertaken.
- Planning and Regulatory Services – survey results indicate that 69% of customers are either “very happy” or “extremely happy” with the overall service provided and 87% of customers rated staff helpfulness as “good” or better. The Service also achieved the Royal Town Planning Institute Silver Jubilee Cup Award, outcompeting all other UK competitors in 2018.
- Building Standards has a well-established Customer Charter which identifies the level of service that customers can expect from the service.
- The quarry service undertook a customer survey in 2016 to seek views from Customers on products purchased etc. 88 forms were issued and 42 were returned. The returns showed a good level of satisfaction with the service from the quarry.
- The Environmental Health service provides essential support to management of food safety and achieved the award of second place in Scotland Which survey in 2018 for these services.
- Orkney was identified as the top cruise destination for Western Europe and the UK 2019.

In addition, Development and Infrastructure monitors on a quarterly basis the number of customer complaints received, the outcomes, trends and any actions

undertaken as a result of a complaint. In the 12 month period ending on 31 March 2019, Development and Infrastructure had received 23 complaints and 94 compliments. Of the 23 complaints received, 14 were upheld resulting in service improvements and/or changes to procedures.

2.1.2. How does the service demonstrate improved outcomes?

The managers within Development and Infrastructure use a self-evaluation process called 'How Good is Our Council?' to evaluate performance and to identify areas for improvement. This process has highlighted several areas of work included in this service plan. In addition, elements of the performance of Development and Infrastructure are routinely monitored and managed through Local Outcomes Improvement Plan indicators, nationally set indicators called Local Government Benchmarking Framework indicators, cross-council generic indicators, and other national or local performance indicators. Audit Scotland also co-ordinates inspection and scrutiny activity for Orkney Islands Council and reports these through a Local Scrutiny Plan. Development and Infrastructure takes account of any areas which need to be addressed within the service improvement targets.

As well as being subject to internal audits, specific elements of the services provided by Development and Infrastructure are subject to review by a number of external agencies, including:

- The food regulatory service by the Food Standards Scotland.
- The airfield operations service by the Civil Aviation Authority.
- The Ferry Services maintain standards set and audited by the Maritime and Coastguard Agency.
- The Council, as the Harbour Authority, operates to and maintains services within the Port Marine Safety Code, which is also audited through the work of the Harbour Authority Designated Person and scrutinised by the Harbour Authority Sub-committee in the role of duty holder.

Recent Scottish Government feedback on the performance of both the Planning and Building Standards Services has been very positive. None of the National Performance Markers for either service were rated red under the "RAG" rating system indicating that targets were met or exceeded, and performance is continuing to improve. Building Standards was awarded a 6 year verifier status in 2017 and was successful in the Building Standards Division National Building Standards Performance Excellence (Small Verifier) Award category.

In the "Which" Local Authority Food Hygiene rankings, Orkney's environmental health service ranked second in Scotland in terms of ensuring businesses meet Food Hygiene standards. APSE Audits of Environmental Health also take place on an annual basis to verify the position as top performing Environmental Health service.

Under the new auditing protocol for EC Legal Metrology Verifications, the National Measurement and Regulation Office requires each local authority to undergo a full audit every four years and a surveillance audit in each of the intervening years.

Orkney's Trading Standards service had its surveillance audit in December 2015 and there were no non-compliances, or areas for improvement, identified in the audit.

Planning Performance Framework annual report from Scottish Government on Performance against national outcomes and criteria, including peer review.

2.1.3. Key achievements and outcomes

When the Council Plan 2018 to 2023 was approved by the Council on 6 March 2018, 33 key actions were allocated to Development and Infrastructure. As at 30 June 2019, one of these actions was progressed to completion:

- Implement the project management module on Concerto. Raise awareness of the newly developed Capital Project Appraisal Guidance amongst the Corporate Management Team and others with a role in capital project applications.

When the Development and Infrastructure Service Plan 2016 to 2019 was approved by the Council in July 2016, 38 key actions were agreed for progress (one was subsequently split into two separate actions giving a total of 39). In the first year of the plan to 31 March 2017, four of these actions were completed and are listed below:

- Review of Access Strategy.
- To reduce the cost of fleet provision and maintenance through rationalisation of requirements and improved utilisation.
- To secure sufficient levels of temporary resources to ensure delivery of planned, cyclical reactive and emergency work in Roads and Environmental Services, in peak seasonal periods.
- Implement revised Harbours Governance arrangements in order to ensure safe and successful marine operations and services.

When the 2016 to 2019 Service Plan was updated in June 2017, no additional key actions were included for progress over the remaining two years of the plan, however, two were each split into two separate actions making a total of 37. In the second year of the plan to 31 March 2018, five of these actions were completed and are listed below:

- Enforcement of Waste Regulations - Enforce Waste Regulations in respect of duties placed on commercial waste producers to separate recyclates.
- Review of the Planning Enforcement Charter - Review of the Planning Enforcement service including bi-annual update of Planning Enforcement Charter.
- General Roads and Environmental Services - To ensure timely implementation of phase 1 of service restructure (i.e. Roads and Environmental Service merger and changes to systems, roles and processes and establishment of new apprentice posts within the service).
- Revised Community Transport Arrangements - With Orkney Health and Care (OHAC) and other partners, implement revised Community Transport arrangements for persons with limited access to services and transport.
- Quarry Services (New Tar Plant).

When the 2016 to 2019 Service Plan was updated in June 2018, no additional key actions were included for progress over the final year of the plan, however, one action was split into two separate actions making a total of 33. In the last year of the plan, seven of these actions were completed and are listed below:

- Core Paths Plan – Review of Core Paths Plan.
- To close off the Roads Asset Management Plan (RAMP) work.
- To progress the Roads Management and Maintenance Plan (RMMP) work.
- Ensuring ubiquitous world class digital connectivity in Orkney by way of adding to the Highlands and Islands digital roll-out. Working with Community Broadband Scotland to match local communities and interested parties' digital aspirations. This includes developing and supporting pipelines projects.
- STAG Appraisal for Transport Scotland Connectivity to the Scottish Mainland – Work with the Scottish Government and HITRANS to complete the STAG appraisal for transport connectivity to the Scottish Mainland in order to influence the service specification requirements.
- Deliver the Kirkwall Harbour Coastal Flood Risk Management project.
- Complete implementation of recycling solutions for Egilsay, Wyre and Graemsay.

In summary, of the 38 original actions in the 2016 to 2019 Service Plan, 14 have been completed – a success rate of 34%. The 24 remaining actions have either been incorporated in the current service plan or, if now deemed more operational, added to individual team plans within Development and Infrastructure.

Of the eight cross-Council generic performance indicators measured by all services, in Development and Infrastructure three were assessed as 'green' and performing well for the end of the March 2019 reporting period. These are:

- Staff accidents – The number of staff accidents within the service, per 30 staff per year.
- Recruitment and retention – The number of advertised service staff vacancies still vacant after six months from the time of the advert, as a proportion of total staff vacancies.
- 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.

Of the 13 service-specific indicators measured by Development and Infrastructure, 12 were assessed as 'green' and performing well for the end of the March 2019 reporting period. These are:

- Average time (days) to grant a building warrant or amendment to warrant.
- Average timescale (weeks) to determine planning application for local developments.
- Average timescale (weeks) to determine planning application for major developments.
- The proportion of requests where the pilotage was provided within two hours of the request.

- The proportion of requests where the towage was provided within two hours of the request.
- Business start-ups and expansions – The percentage of grant applications determined within 90 days.
- The percentage of food businesses ‘broadly compliant’ with food law – food hygiene.
- The percentage of food businesses ‘broadly compliant’ with food law – food standards.
- The percentage of (trading standards) consumer complaints completed within 14 days.
- The percentage of (trading standards) business advice requests completed within 14 days.
- The percentage of calibration requests carried out on time.
- Age of the Local Development Plan – Number of years since formal adoption.

Of the 23 Local Government Benchmarking Framework indicators for 2017 to 2018 which fall under the remit of Development and Infrastructure, nine reported performance in the top quartile of Scottish local authorities. These are:

- Percentage of procurement spent on local enterprises – In 2017 to 2018, 40.96% of council procurement was spent on local enterprises, which is about the same as the 2016 to 2017 figure of 40.91%, and more than 2017 to 2018 Scottish average of 27.4%. In 2017 to 2018 the Council ranked third in Scotland, compared to second the previous year, for this indicator.
- Net cost of waste collection per premise – In 2017 to 2018, the net cost of waste collection per premise in Orkney was £48, which is more than the 2016 to 2017 figure of £46.03, but less than the 2017 to 2018 Scottish average of £65.98. In 2017 to 2018 the Council ranked third in Scotland, compared to fourth the previous year, for this indicator.
- Street cleanliness score – In 2017 to 2018, the street cleanliness score in Orkney was 98.21%, which is not as good as the 2016 to 2017 figure of 99.38%, but better than the 2017 to 2018 Scottish average of 92.2%. In 2017 to 2018 and 2016 to 2017 the Council ranked first in Scotland for this indicator.
- Cost of maintenance per kilometre of roads – In 2017 to 2018, the cost of maintenance per kilometre of roads in Orkney was £6,681, which is less than the 2016 to 2017 figure of £6,945, and the 2017 to 2018 Scottish average of £10,547. In 2017 to 2018 and 2016 to 2017 the Council ranked seventh in Scotland for this indicator.
- Percentage of A class roads that should be considered for maintenance treatment – In 2016 to 2018, 22.39% of class A roads in Orkney should have been considered for maintenance treatment, which is more than the 2015 to 2017 figure of 22.07%, but less than the 2016 to 2018 Scottish average of 30.16%. In 2016 to 2018 the Council ranked seventh in Scotland, compared to tenth the previous year, for this indicator.
- Percentage of B class roads that should be considered for maintenance treatment – In 2016 to 2018, 20.92% of class B roads in Orkney should have been considered for maintenance treatment, which is more than the 2015 to 2017 figure

of 17.96%, but less than the 2016 to 2018 Scottish average of 35.9%. In 2016 to 2018 the Council ranked fourth in Scotland, compared to first the previous year, for this indicator.

- Percentage of C class roads that should be considered for maintenance treatment – In 2016 to 2018, 16.24% of class C roads in Orkney should have been considered for maintenance treatment, which is more than the 2015 to 2017 figure of 15.49%, but less than the 2016 to 2018 Scottish average of 36.16%. In 2016 to 2018 and 2015 to 2017 the Council ranked second in Scotland for this indicator.
- Percentage of unclassified roads that should be considered for maintenance treatment – In 2014 to 2018, 19.61% of unclassified roads in Orkney should have been considered for maintenance treatment, which is less than the 2013 to 2017 figure of 24.34%, and the 2014 to 2018 Scottish average of 38.99%. In 2014 to 2018 and 2013 to 2017 Orkney ranked first in Scotland for this indicator.
- Percentage of adults satisfied with street cleaning – In 2015 to 2018, 78.67% of adults in Orkney were satisfied with street cleaning, which is not as good as the 2014 to 2017 figure of 80.33%, but better than the 2015 to 2018 Scottish average of 69.67%. In 2015 to 2018 and 2014 to 2017 Orkney ranked fourth in Scotland for this indicator.

2.1.4. Key drivers

The principal key driver for the Development and Infrastructure's Service Plan 2019 to 2022 is the Council Plan 2018 to 2023, including the priorities, projects and activities on which Development and Infrastructure leads.

Other key drivers for the Development and Infrastructure Service Plan include requirements resulting from new legislation or statutory guidance and requirements resulting from new Council and management decisions. Development and Infrastructure also has a key role in supporting service developments throughout the Council and within its partnerships.

Some of the high level key drivers which will have relevance to all Development and Infrastructure Services are considered below:

2.1.5. Resource Capacity

As noted in section 1.3.3, the budget context for Service activity has been significantly challenging for some years now, and this is not forecast to improve for the period of this Plan, and is in fact likely to worsen. This is manifest within Development and Infrastructure as an increasing squeeze on personnel and material resources. Whilst every effort is made to reduce the impact on service delivery, retain workforce and sustain performance, there is a degree of inevitability that looking forward it will be necessary for the Service to reduce outputs, reduce service specifications and in some cases redirect resources to the highest priority areas. This will mean potentially stopping some service outputs in order to ensure a sustainable workload for staff, and to remain within budget capacity. These matters will be addressed through future budget setting processes and, where necessary, through reports to the Development and Infrastructure Committee.

2.1.6. Brexit

Brexit is hugely significant and presents both opportunities and challenges for Orkney, the Council and for the Development and Infrastructure Service. The Service will work with Corporate Service colleagues in relation to delivery of the necessary strategic and tactical resources to manage Brexit. This may have an impact on service performance if resources have to be diverted from elsewhere. Whilst at the time of writing the exact timeframes and consequences remain uncertain, it is certain that whatever eventuality the Development and Infrastructure Service will have a key role in addressing post Brexit scenarios for a wide range of sectors of our economy (including agriculture and fisheries), as well as supporting the strategic and tactical planning for Brexit.

There may also be scope to access new funding streams (The Shared Prosperity Fund) and the Service will work closely with the Scottish and UK Governments in their development of new schemes, in order to maximise opportunities which might benefit Orkney.

2.1.7. Sustainability and the Climate Emergency

At the Special General Meeting of 17 May 2019, the Council joined other local authorities across the UK and worldwide in declaring a climate emergency. The Council agreed that it will:

- Work with partners to continue raising awareness with the community and promote understanding of the climate emergency.
- Work with partners to identify and implement actions our community can take to contribute to carbon reduction.
- Develop further delivery plan targets for consideration by the Policy and Resources Committee in September 2019.

Development and Infrastructure will contribute towards these commitments in liaison with other Services and through engagement with key stakeholders, for example the Orkney Renewable Energy Forum and other Energy and Low Carbon related stakeholders.

2.1.8. Empowering Communities and Community empowerment

The Development and Infrastructure Service delivers services on the ground across all of Orkney. This includes a number of isles based employment (for example airfield and pier staff) and also “visiting” staff from the Mainland to the outer Isles. The Service has contributed to the Council project team exploring opportunities for further empowerment of communities to have a greater role, where affordable and practicable from a legal and regulatory perspective, to deliver Development and Infrastructure services more locally. This context will continue to be important and has potential to offer new ways of working with communities to deliver services and the Development and Infrastructure service will continue to engage positively with this project agenda.

2.1.9. Income Generation

The Development and Infrastructure Service operates several service areas through business based models which have the requirement and capacity not only to cover their own costs, but also to generate income. There is a long history of this activity, which has been particularly successful in recent years, in Marine Services and the Quarry Service. The performance of these services has been central to the Council's budget strategy for some time now, and it is essential that they continue to have the level of business based investment and operational capacity to continue to do so. On top of this, the Development and Infrastructure Service has also been tasked with delivering a number of key strategic projects, including the Community Wind and Private Wire projects. These new projects have required, and will continue to require, substantial advance investment by the Council in order to realise the financial benefits which they may achieve. The Community Wind project is of particular importance in terms of the future capacity that it may realise for the continuation or advancement of services which the Orkney community value and aspire towards which may otherwise be beyond future baseline funding by the Council.

3. Where do we need to be?

In addition to the Council Delivery Plan 2018 to 2023 actions for which Development and Infrastructure has the lead as set out within Annex 1, the most urgent priorities have been listed within the service action plan at Annex 2. Those service priorities that cannot be progressed within this three-year plan have been retained for due consideration when the action plan is reviewed in April 2020.

4. How do we get there?

4.1. Council Plan targets (Annex 1)

Set out at Annex 1 are those Council level improvements and developments within the Council Delivery Plan 2018 to 2023, for which Development and Infrastructure has the lead or contributes towards.

4.2. Service action plan (Annex 2)

Set out at Annex 2 is the detail of the agreed service priorities for Development and Infrastructure to be progressed within agreed budget and within the life of the service plan. This comprises high-level actions for scrutiny by elected members at meetings of the Development and Infrastructure Committee.

4.3. Service performance indicators (Annex 3)

Set out at Annex 3 are the service performance indicators through which the performance of aspects of Development and Infrastructure core services are to be monitored and managed. The service performance indicators are listed in the following order:

- Cross-Council generic indicators i.e. those performance indicators monitored by all Council services.

- Those Local Government Benchmarking Framework indicators that relate to the service.
- Those performance indicators that are unique to the service, but do not fall under any of the above listed categories – these are known as service specific performance indicators.

4.4. Service risk register and associated action plan (Annex 4)

Set out at Annex 4 is the Development and Infrastructure's Risk Register. All services, new development and improvements have risks. The service risk register provides the mechanism for identifying, assessing and controlling any threat to core services and planned developments and improvements. Where a threat is likely and the probable impact is critical, action may need to be taken to mitigate the possible effects. Risks such as these are assessed as either Amber or Red. All Red and Amber risks have an action plan formulated to minimise likelihood and/or impact.

4.5. Service workforce plan (Annex 5)

Set out at Annex 5 is the Development and Infrastructure's Workforce Plan. This outlines how the key service-specific workforce planning actions are aligned to the Council's corporate workforce priorities, as well as providing the mechanism through which these actions will be measured and monitored over the three years of the plan.

4.6. Equality Impact Assessment (EqIA)

In common with any new or changed Council policy or plan, the Development and Infrastructure's Service Plan has been the subject of EqIA, using the standard Council template.

5. How do we know we are there?

The Council's Strategic Planning Framework specifies that service plan actions, service performance indicators and service risk register action plans are monitored and managed by service management teams on a six-monthly basis i.e. for six months ending 31 March and six months ending 30 September each year. The outcome of the monitoring and management of the Development and Infrastructure Service Plan 2019 to 2022 is reported for scrutiny to the June and November meetings of the Development and Infrastructure Committee.

Annex 1 – Council Delivery Plan 2018 to 2023 actions for which Development and Infrastructure has the lead or contributes towards

Strategic Priority	Target Outcome	Action	Target Date	Lead Officer
Connected Communities.	Orkney's communities enjoy modern and well-integrated transport services and the best national standards of digital connectivity, accessible and affordable to all.	1.1. Progress negotiation in relation to the Transfer of responsibility for inter- island ferry services to Scottish Government.	By 2022	Executive Director of Development and Infrastructure
Connected Communities.	Orkney's communities enjoy modern and well-integrated transport services and the best national standards of digital connectivity, accessible and affordable to all.	1.2. Continue to fund core provision of public bus services across Mainland Orkney, and, subject to budget provision, improve connections between services e.g. bus to air/ferry	Ongoing effort under current contracts. Any substantial changes most likely be considered in relation to new contractual conditions post 2023.	Executive Director of Development and Infrastructure With Transport Scotland; SERCO Northlink; Loganair; Bus operators, HITRANS and Scot Rail.
Connected Communities.	Orkney's communities enjoy modern and well-integrated	1.3. Retain and where possible enhance public road infrastructure	Ongoing to 2023.	Executive Director of Development

Strategic Priority	Target Outcome	Action	Target Date	Lead Officer
	transport services and the best national standards of digital connectivity, accessible and affordable to all.	and coastal flood protection of public road infrastructure.		and Infrastructure.
Connected Communities.	Orkney's communities enjoy modern and well-integrated transport services and the best national standards of digital connectivity, accessible and affordable to all.	1.4. Refresh and deliver the Council's Airfield's Strategy and Investment Plan.	Ongoing to 2023.	Executive Director of Development and Infrastructure Scottish Government
Connected Communities.	Orkney's communities enjoy modern and well-integrated transport services and the best national standards of digital connectivity, accessible and affordable to all.	1.5. Contribute to the delivery of the Orkney Electric Vehicle Energy Strategy.	Ongoing to 2023.	Executive Director of Development and Infrastructure OREF, Hitrans, Scottish Government
Connected Communities.	Orkney's communities enjoy modern and well-integrated transport services and the best national	1.6. Implement the Orkney Outdoor Access Strategy Action Plan and develop Active Travel Programme activity including sourcing external funding for improvements to core	2018-2023.	Executive Director of Development and Infrastructure

Strategic Priority	Target Outcome	Action	Target Date	Lead Officer
	standards of digital connectivity, accessible and affordable to all.	path and (where affordable) other path and cycle networks.		OLAF Hitrans
Connected Communities.	Orkney's communities enjoy modern and well-integrated transport services and the best national standards of digital connectivity, accessible and affordable to all.	1.7. Revised Kirkwall Urban Design Framework, incorporating the Your Kirkwall Action Plan.	Summer 2019.	Executive Director of Development and Infrastructure.
Connected Communities.	Orkney's communities enjoy modern and well-integrated transport services and the best national standards of digital connectivity, accessible and affordable to all.	1.7. Lobby for Superfast Broadband – delivery of interim solutions to fibre-based Broadband in parallel with R100 commitments. Input to the developing business case showing the impacts of not having affordable reliable full digital connectivity in the islands.	2019-2020.	Executive Director of Development and Infrastructure And Executive Director Corporate Services.
Connected Communities.	Orkney's communities enjoy modern and well-integrated transport services and the best national standards of digital connectivity,	1.8. Work with Scottish Government and other partners to progress the outcomes of the Inter Isles STAG (Strategic Transport Appraisal Guidelines) Strategic Business Cases in order to develop and then deliver the Outline and final Business	Complete Outline Business Cases Phase 1 by early 2020 end 2018. Final Business Cases	Executive Director of Development and Infrastructure

Strategic Priority	Target Outcome	Action	Target Date	Lead Officer
	accessible and affordable to all.	Cases for improved inter isles transport services and the associated ferry, air and infrastructure improvements.	Phase 1 by mid-2019. Target First new ferries by 2022.	Transport Scotland, Hitrans and HIE
Thriving Communities.	The Orkney Community is able to access work, learning and leisure through a modern, robust infrastructure which supports all our communities and meets the requirements of 21st century life.	3.11. We will review and develop the Empowering Communities Project to create a sustainable model which will enable and empower communities in the delivery of services and projects in their community.	Ongoing to 2023.	Chief Executive and Executive Director of Development and Infrastructure.
Thriving Communities.	The Orkney Community is able to access work, learning and leisure through a modern, robust infrastructure which supports all our communities and meets the requirements of 21st century life.	3.12. Pursue the aim of enabling and empowering communities to support the Council in delivery of services as an alternative to current systems and have more involvement in decision making about local services.	Ongoing to 2023.	Chief Executive and Executive Director of Development and Infrastructure.
Enterprising Communities.	A vibrant carbon neutral economy which supports local	4.1. Develop Orkney as a Low Carbon Energy Systems Innovation Hub, including LNG Distribution,	2018-2023.	Existing Service revenue budget, Economic

Strategic Priority	Target Outcome	Action	Target Date	Lead Officer
	businesses and stimulates investment in all our communities.	Hydrogen production and usage across all modes of transport and Academic Innovation Centre projects.		Development Grants plus external funding including EU funding.
Enterprising Communities.	A vibrant carbon neutral economy which supports local businesses and stimulates investment in all our communities.	4.2. Strategic investment in projects to generate income and/or deliver significant community benefits.	Various projects 2022 – 2025 (delivered) with development phase 2018/2022.	Executive Director of Development and Infrastructure.
Enterprising Communities.	A vibrant carbon neutral economy which supports local businesses and stimulates investment in all our communities.	4.3. Reprioritise economic development activity and funding to focus on inward investment and facilitating projects and support programmes which will have the highest/transformational impact in relation to job creation, inward migration/retention of working age population and community enablement.	2018-2023.	Executive Director of Development and Infrastructure. Scottish Government and UK Government (through the Island Deal). EU Funding (and post-Brexit Shared Prosperity Fund priorities).
Enterprising Communities.	A vibrant carbon neutral economy which supports local	4.4. Develop Scapa Flow and other Orkney harbours for oil and gas activity and continue to diversify and	From April 2018.	Marine Services income/reserves

Strategic Priority	Target Outcome	Action	Target Date	Lead Officer
	businesses and stimulates investment in all our communities.	grow all marine business activity – stimulate marine and non-marine employment.		from surpluses generated.
Enterprising Communities.	A vibrant carbon neutral economy which supports local businesses and stimulates investment in all our communities.	4.5. Establish Crown Estates marine management pilot status and Marine Planning Authority Functions – with focus on Island Authority governance and local expertise model.	From April 2020.	Chief Executive/ Executive Director of Development and Infrastructure.
Enterprising Communities.	A vibrant carbon neutral economy which supports local businesses and stimulates investment in all our communities.	4.6. Review and establish fresh approach for waste management/recycling/handling including community-based models.	2018-2022.	Executive Director of Development and Infrastructure. Zero Waste Scotland. Local Communities.
Enterprising Communities.	A vibrant carbon neutral economy which supports local businesses and stimulates investment in all our communities.	4.7. Support to Tourism sector and consolidation of effective Destination Management Partnerships.	2018-2023.	Executive Director of Development and Infrastructure. Destination Orkney and other stakeholders.
Enterprising Communities.	A vibrant carbon neutral economy	4.8. Develop and Implement a World Heritage Site Strategic Masterplan	2018-2023.	Executive Director of

Strategic Priority	Target Outcome	Action	Target Date	Lead Officer
	which supports local businesses and stimulates investment in all our communities.	including Gateway facility and core infrastructure projects.		Development and Infrastructure plus partners including HES, HIE and SNH.
Enterprising Communities.	A vibrant carbon neutral economy which supports local businesses and stimulates investment in all our communities.	4.9. Work in partnership with the two other Islands Councils to finalise the Islands Deal.	2018-2020.	Chief Executive and the Executive Director of Development and Infrastructure.
Enterprising Communities.	A vibrant carbon neutral economy which supports local businesses and stimulates investment in all our communities.	4.10. Ensure appropriate “Islands Project” funding mechanisms (internal and external) are in place to support key industry sectors (pre and post BREXIT), targeting the Shared Prosperity Fund and other distribution mechanisms.	2018-2023.	Executive Director of Development and Infrastructure.
Quality of Life.	Orkney has a flourishing population, with people of all ages choosing to stay, return or relocate here for a better quality of life.	5.1. Consider scope of car parking responsibilities, speed limits and infrastructure and the establishment of enhanced parking warden services including where practicable a new Environmental warden service. This remit to include consideration of decriminalised parking and patrol service to deal	2018 - review of enforcement. 2018-2023 - Implementation	Executive Director of Development and Infrastructure

Strategic Priority	Target Outcome	Action	Target Date	Lead Officer
		with the enforcement of environmental issues including dog fouling, littering, graffiti, fly tipping and abandoned vehicles.		
Quality of Life.	Orkney has a flourishing population, with people of all ages choosing to stay, return or relocate here for a better quality of life.	5.3. Delivery of North Isles Landscape Partnership Project.	Ongoing to 2023.	Executive Director of Development and Infrastructure
Quality of Life.	Orkney has a flourishing population, with people of all ages choosing to stay, return or relocate here for a better quality of life.	5.4. Implementation of the Orkney Local Biodiversity Action Plan and participation in the Orkney Native Wildlife Project.	2020.	Executive Director of Development and Infrastructure
Quality of Life.	Orkney has a flourishing population, with people of all ages choosing to stay, return or relocate here for a better quality of life.	5.5 Continue to maintain and enhance Marine environmental survey and response capability.	Ongoing to 2023.	Executive Director of Development and Infrastructure.
Quality of Life.	Orkney has a flourishing population, with people of all ages choosing to stay,	5.11. Increased education and awareness raising activity associated with recycling and waste reduction and single use plastics agenda.	Ongoing to 2023.	Executive Director of Development and

Strategic Priority	Target Outcome	Action	Target Date	Lead Officer
	return or relocate here for a better quality of life.			Infrastructure with Executive Director Corporate Services.
Quality of Life.	Orkney has a flourishing population, with people of all ages choosing to stay, return or relocate here for a better quality of life.	5.12. Prioritise marketing activity with a focus on international/emerging markets/internal investment opportunities.	2018-2023.	Executive Director of Development and Infrastructure.
Quality of Life.	Orkney has a flourishing population, with people of all ages choosing to stay, return or relocate here for a better quality of life.	5.13. Develop and implement an appropriately resourced Maintenance Strategy for all individual Council property assets.	End of 2019.	Executive Director of Development and Infrastructure with Executive Director Corporate Services.
Quality of Life.	Orkney has a flourishing population, with people of all ages choosing to stay, return or relocate here for a better quality of life.	5.14. Work with Kirkwall BID and other constituted business organisations to maintain and improve the vitality and viability of town and village centres.	2018-2023.	Executive Director of Development and Infrastructure

Strategic Priority	Target Outcome	Action	Target Date	Lead Officer
Quality of Life.	Orkney has a flourishing population, with people of all ages choosing to stay, return or relocate here for a better quality of life.	5.18. Engage with the Scottish Government and Scottish Water to seek to address network capacity constraints and identify viable solutions to reduce risk of flooding to communities. a. St Margaret's Hope b. St Marys c. Stronsay – Whitehall d. Kirkwall.	Following completion of the respective Flood Risk Management Plans.	Executive Director of Development and Infrastructure.
Quality of Life.	Orkney has a flourishing population, with people of all ages choosing to stay, return or relocate here for a better quality of life.	5.19. Establish and implement terrestrial and marine planning policy and environmental monitoring systems.	Ongoing.	Executive Director of Development and Infrastructure. Orkney Marine Environmental Protection Group.
Quality of Life.	Orkney has a flourishing population, with people of all ages choosing to stay, return or relocate here for a better quality of life.	5.20 Continue investment programme for the care and expansion (where necessary) of burial grounds across Orkney.	2018-2020	Executive Director of Development and Infrastructure.
Cross-Cutting Priorities.	Continuing to fulfil our duties as an	Implement the Project Management Module on Concerto. Raise	By the end of March 2019.	Head of Infrastructure

Strategic Priority	Target Outcome	Action	Target Date	Lead Officer
	Employer, Carer, Educator, Corporate Parent.	awareness of the newly developed Capital Project Appraisal Guidance amongst the Corporate Management Team and others with a role in capital project applications.		and Strategic Projects, with support from the Head of Finance

Annex 2 – Development and Infrastructure’s Service Action Plan

Strategic Priority	Target Outcome	Action	Target Date	Lead Officer
Flexible service structure and resource plan to meet changing capacity and demands	To ensure delivery of Council strategic priorities in the context of realistic and efficient allocation of personnel and material resources	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. 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.	Ongoing	Executive Director of Development and Infrastructure
Customer Survey	To complete a D&I wide customer survey and provide feedback	Complete survey. Provide customer feedback.	31/12/2021	Executive Director of Development and Infrastructure
Local Development Plan, Open Space Strategy and Supplementary Guidance	Ensure up-to-date LDP and relevant suite of SG following new Planning Actions.	Prioritise resources on core work, with resultant reduction in non-statutory areas. Settlement Statements for Orkney’s towns, villages and rural settlements.	31/12/2022	Head of Planning, Development and Regulatory Services
Regional Marine Planning and Crown Estates Pilot Governance	To deliver successful Regional Marine Partnership and Crown Estates Pilot	Continue to prioritise resources and engage with Marine Scotland and Crown Estate to establish Regional Partnership and pilot.	31/12/2021	Head of Planning, Development and Regulatory Services

Strategic Priority	Target Outcome	Action	Target Date	Lead Officer
Environmental Services – revised service model including new waste management facilities and where possible community based models	To reduce waste shipment for incineration through proactive engagement and awareness raising (i.e. 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	Finalise and complete Stage 2 Waste Facility appraisal work (replacement Chinglebraes). Engage with Empowering Communities work. Explore Circular Economy/community based options as part of continuous service review. Seek recognition of Islands issues in the implementation of Scottish Government landfill ban on biodegradable materials, and deposit return scheme.	31/12/2022	Head of Infrastructure and Strategic Projects
Carbon Management Programme and Low Carbon Policies and Projects (e.g. Hydrogen Strategy, LNG and Hydrogen Ferries and EV 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	Complete Hydrogen Strategy Maintain rolling review of Energy Strategy. Screening of all Service activity for carbon/environmental impacts and low carbon opportunists. Noting additional costs which may be incurred in delivery. Reduce the carbon footprint of Council provided/contracted transport services, including vessels and buses.	Ongoing	Executive Director of Development and Infrastructure

Strategic Priority	Target Outcome	Action	Target Date	Lead Officer
CARS scheme for St Margaret's Hope	Develop CARS scheme for SMH and consider other operations	Undertake survey work and submit application to Historic Environment Scotland.	31/12/21	Head of Planning, Development and Regulatory Services
Major Projects	Pursue and deliver major projects that align to the Council Plan through Service and Council decisions e.g. Campus, Hydrogen, community wind, Islands Deal.	Prioritise and where necessary secure additional resources to deliver strategic projects.	ongoing	Executive Director of Development and Infrastructure
Business Gateway	To promote internally and externally the range of business start-up and growth services including a range of symposiums. To be the one-stop-shop for business growth for Orkney businesses prior to being account managed by HIE.	Continue to deliver and evolve business gateway services.	31/03/2022	Head of Planning, Development Regulatory Services
Improve Accessibility to all Transport Services	Continue the ongoing programme to improve accessibility to all transport services, taking advantage of contract, vehicle,	Continue to pursue funding opportunities where possible. Ensure all contracted services have accessibility provision.	31/12/2020	Head of Marine Services, Engineering and Transportation

Strategic Priority	Target Outcome	Action	Target Date	Lead Officer
	infrastructure and vessel replacement/renewal opportunities where possible.			
New Business and Growth in Current Marine Activities in Scapa Flow and elsewhere within Orkney	Sustainable and growing Marine Services activities	Continue to develop and grow opportunities for new business and for growth in current marine activities including the development of the cruise market, Ship to Ship operations for crude, Liquefied Natural Gas (LNG) and Liquefied Petroleum Gas (LPG), offshore platform warm and cold stacking, decommissioning and fuel Hub services. Review staff and resource capacity and develop business case for increasing these where necessary to deliver strategic objective.	31/03/2019	Head of Marine Services, Engineering and Transportation
Port Infrastructure Refurbishment	Fit for purpose piers and harbours to support lifeline services and commercial activities across all of Orkney	Continue to generate sufficient income through commercial activities (e.g. Cruise) in order to secure affordability of programme of port infrastructure refurbishment, in order to ensure the piers are safe to use and properly preserved.	31/03/2021	Head of Marine Services, Engineering and Transportation
Port Master Plan	Establish the Port Master Plan for future	Finalise Port Masterplan. Identify funding sources and deliver.	31/03/2020	Head of Marine Services,

Strategic Priority	Target Outcome	Action	Target Date	Lead Officer
	infrastructure requirements.			Engineering and Transportation
Capital Programme Management	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	Complete Member Seminar engagement. Revised capital programme.	30/06/2021	Head of Infrastructure and Strategic Projects
Airfields Plan and Infrastructure Improvements	Complete a programme of airfields plan and infrastructure improvements in order to maintain ALARP/safe operations	Retain and where necessary secure additional funding for continuous infrastructure programme including water rescue capability.	31/12/2022	Head of Marine Services, Engineering and Transportation
Secure Fair Funding for Transportation Services (full deficit funding)	Continue to work to secure fair funding settlement to cover full costs of providing lifeline ferry and air services	Continued leading role in Partnership working with Transport Scotland, Hitrans and HIE.	31/3/2020	Executive Director of Development and Infrastructure
Sustainable Quarry Services	Continue to sustain quarry service throughputs and availability of products	Expansion of quarry. Continued investment in replacement plant in line with rolling Business Plan.	31/12/2022	Head of Infrastructure and Strategic Projects
Manage and implement	Provide support to sectors where	Support to services where possible.	31/12/2020	Head of Development,

Strategic Priority	Target Outcome	Action	Target Date	Lead Officer
consequences of Brexit	necessary and appropriate and as far as practicable	Ensure sufficient resources available to deliver Environmental Health Certification processes.		Planning and Regulatory Services
Ensure viable land supply for development, including addressing constraints to housing in Kirkwall	Viable land supply Surface water infrastructure constraints addressed	Complete surface water management plan. Engage with Scottish Water, Scottish Government and development industry to ensure fair distribution of resource to deliver the strategic objectives.	31/12/2020	Executive Director of Development and Infrastructure
Pursue the delivery of 21 st century digital and Broadband capability including wireless connectivity	100% broadband coverage 100% mobile coverage World leading connectivity	Engage with Regulators, Scottish and UK Governments to ensure Islands proofing of digital access. Explore, and where possible deliver innovative projects to secure 5G or other technology options. Investigate benefits and opportunities arising from 5G and the Internet of things.	Ongoing	Strategic Advisor, Renewables and Connectivity
Implement the Orkney Outdoor Access Strategy Action Plan and develop Active Travel Programme activity including sourcing external	To retain and where affordable enhance existing core paths. Where affordable, to establish new path and cycle links. To establish Orkney as a recognised high-	Implementation of the actions contained in the Strategy Action Plan. Programme of works/projects to retain and enhance existing network. Establishment of externally funded Sustainable Travel Officer post to develop and deliver Active Travel programme with high levels of	2018-2023.	Executive Director of Development and Infrastructure OLAF Hitrans

Strategic Priority	Target Outcome	Action	Target Date	Lead Officer
funding for improvements to core path and (where affordable) other path and cycle networks	quality destination for walking and cycling and support healthier living/active travel objectives.	leverage of external funding match to Council funding.		
Develop and Implement a World Heritage Site Strategic Masterplan including Gateway facility and core infrastructure projects	To provide effective visitor management and address infrastructure constraints.	Approved Masterplan and progression of WHS-related projects. Dispersal of tourism activity to all of Orkney. Gateway facility established Improved infrastructure.	2018-2023.	Executive Director of Development and Infrastructure plus partners including HES, HIE and SNH
Implementation of the Orkney Local Biodiversity Action Plan and participation as non-financially contributing partner in the Orkney Native Wildlife Project	Up to date Plan in place to promote improvements to biodiversity. Implementation of the Orkney Natural Wildlife Project.	New local biodiversity action plan in place. RSPB/Scottish Natural Heritage success in the eradication of stoat population and protection of Orkney Native Wildlife.	2020.	Executive Director of Development and Infrastructure
Delivery of North Isles Landscape Partnership Project	Enhance the distinctive offer and well-being of the North Isles through supporting island life and traditions and	Delivery of the projects outlined in the North Isles Landscape Conservation Action Plan.	Ongoing to 2023.	Executive Director of Development and Infrastructure

Strategic Priority	Target Outcome	Action	Target Date	Lead Officer
	improvements to the natural and built environments.			

Annex 3 – Development and Infrastructure’s Service Performance Indicators

Performance Indicator	Indicator Type	Monitoring Frequency	Target	Lead Officer
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.	Cross Council Generic.	Six-monthly.	4% or less = Green. 4.1% to 6% = Amber. 6.1% and greater = Red.	Executive Director
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.	Cross Council Generic.	Six-monthly.	90% to 100% = Green. 80% to 89% = Amber. 79% and less = Red.	Executive Director
CCG 03 – Staff accidents – The number of staff accidents within the service, per 30 staff per year.	Cross Council Generic.	Six-monthly.	One accident or less = Green. Two accidents or less = Amber. More than two accidents = Red.	Executive Director
CCG 04 – Budget control – The number of significant variances (priority actions) generated at subjective group level, as a proportion of cost centres held.	Cross Council Generic.	Six-monthly.	15% or less = Green. 16% to 30% = Amber. 31% and greater = Red.	Executive Director
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.	Cross Council Generic.	Six-monthly.	2% or less = Green. 2.1% to 4% = Amber. 4.1% and greater = Red.	Executive Director

Performance Indicator	Indicator Type	Monitoring Frequency	Target	Lead Officer
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.	Cross Council Generic.	Six-monthly.	5% or less = Green. 5.1% to 10% = Amber. 10.1% and greater = Red.	Executive Director
CCG 07 – PRD – 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.	Cross Council Generic.	Six-monthly.	90% to 100% = Green. 80% to 89% = Amber. 79% and less = Red.	Executive Director
CCG 08 – Invoice payment – The proportion of invoices that were submitted accurately and timeously to the Payments Service, as a proportion of all invoices.	Cross Council Generic.	Six-monthly.	90% to 100% = Green. 80% to 89% = Amber. 79% and less = Red.	Executive Director
LGBF ECON1 – Percentage of unemployed people assisted into work from council operated/funded employability programmes.	LGBF	Annually.	N/A	Head of Planning, Development and Regulatory Services
LGBF ECON2 – Cost per planning application.	LGBF	Annually.	N/A	Head of Planning, Development and Regulatory Services

Performance Indicator	Indicator Type	Monitoring Frequency	Target	Lead Officer
LGBF ECON3 – Average time per business and industry planning application (weeks).	LGBF	Annually.	N/A	Head of Planning, Development and Regulatory Services
LGBF ECON4 – Percentage of procurement spent on local enterprises.	LGBF	Annually.	N/A	Head of Planning, Development and Regulatory Services
LGBF ECON5 – Number of business gateway start-ups per 10,000 population.	LGBF	Annually.	N/A	Head of Planning, Development and Regulatory Services
LGBF ECON6 – Cost of economic development and tourism per 1,000 population.	LGBF	Annually.	N/A	Head of Planning, Development and Regulatory Services

Performance Indicator	Indicator Type	Monitoring Frequency	Target	Lead Officer
LGBF ECON8 – Proportion of properties receiving superfast broadband.	LGBF	Annually.	N/A	Head of Planning, Development and Regulatory Services
LGBF ECON10 – Immediately available employment land as a percentage of total land allocated for employment purposes in the local development plan.	LGBF	Annually.	N/A	Head of Planning, Development and Regulatory Services
LGBF ENV1a – Net cost of waste collection per premise.	LGBF	Annually.	N/A	Head of Infrastructure and Strategic Projects
LGBF ENV2a – Net cost of waste disposal per premise.	LGBF	Annually.	N/A	Head of Infrastructure and Strategic Projects
LGBF ENV3a – Net cost of street cleaning per 1,000 population.	LGBF	Annually.	N/A	Head of Infrastructure and Strategic Projects

Performance Indicator	Indicator Type	Monitoring Frequency	Target	Lead Officer
LGBF ENV3c – Street cleanliness score.	LGBF	Annually.	N/A	Head of Infrastructure and Strategic Projects
LGBF ENV4a – Cost of maintenance per kilometre of roads.	LGBF	Annually.	N/A	Head of Infrastructure and Strategic Projects
LGBF ENV4b – Percentage of A class roads that should be considered for maintenance treatment.	LGBF	Annually.	N/A	Head of Infrastructure and Strategic Projects
LGBF ENV4c – Percentage of B class roads that should be considered for maintenance treatment.	LGBF	Annually.	N/A	Head of Infrastructure and Strategic Projects
LGBF ENV 4d – Percentage of C class roads that should be considered for maintenance treatment.	LGBF	Annually.	N/A	Head of Infrastructure and Strategic Projects
LGBF ENV4e – Percentage of unclassified roads that should be considered for maintenance treatment.	LGBF	Annually.	N/A	Head of Infrastructure and Strategic Projects

Performance Indicator	Indicator Type	Monitoring Frequency	Target	Lead Officer
LGBF ENV5 – Cost of trading standards and environmental health per 1,000 population.	LGBF	Annually.	N/A	Head of Planning, Development and Regulatory Services
LGBF ENV5a – Cost of trading standards, money advice and citizen advice per 1,000 population.	LGBF	Annually.	N/A	Head of Planning, Development and Regulatory Services
LGBF ENV5b – Cost of environmental health per 1,000 population.	LGBF	Annually.	N/A	Head of Planning, Development and Regulatory Services
LGBF ENV6 – Percentage of household waste arising that is recycled.	LGBF	Annually.	N/A	Head of Infrastructure and Strategic Projects
LGBF ENV7a – Percentage of adults satisfied with refuse collection.	LGBF	Annually.	N/A	Head of Infrastructure and Strategic Projects

Performance Indicator	Indicator Type	Monitoring Frequency	Target	Lead Officer
LGBF ENV7b – Percentage of adults satisfied with street cleaning.	LGBF	Annually.	N/A	Head of Infrastructure and Strategic Projects
SS1 – Building Warrants – Average time (days) to grant a building warrant or amendment to warrant.	Service Specific.	Six-monthly	60 days or less = Green. 61 to 64 days = Amber. 65 days or more = Red.	Head of Planning, Development and Regulatory Services
SS2 – Food Hygiene – The % of food businesses “broadly compliant” with food law – food hygiene.	Service Specific.	Annually	85% and greater = Green. 71% to 84% = Amber. 70% or less = Red.	Head of Planning, Development and Regulatory Services
SS3 – Food Standards – The % of food businesses “broadly compliant” with food law – food standards.	Service Specific.	Annually	85% and greater = Green. 71% to 84% = Amber. 70% or less = Red.	Head of Planning, Development and Regulatory Services

Performance Indicator	Indicator Type	Monitoring Frequency	Target	Lead Officer
SS4 – Consumer complaints – The % of (Trading Standards) consumer complaints completed within 14 days	Service Specific.	Annually	75% and greater = Green. 70% to 74% = Amber. 69% or less = Red.	Head of Planning, Development and Regulatory Services
SS5 – Business advice requests – The % of (Trading Standards) business advice requests complete within 14 days.	Service Specific.	Annually	90% and greater = Green. 85% to 89% = Amber. 84% or less = Red.	Head of Planning, Development and Regulatory Services
SS6 – Calibration requests – The % of calibration requests carried out in time.	Service Specific.	Annually	90% and greater = Green. 80% to 89% = Amber. 79% or less = Red.	Head of Planning, Development and Regulatory Services
SS7 – Planning Applications - Average timescale (weeks) to determine planning application for local developments.	Service Specific.	Six-monthly	Less than 9 weeks = Green. 9 to 15 weeks = Amber. More than 15 weeks = Red.	Head of Planning, Development and Regulatory Services

Performance Indicator	Indicator Type	Monitoring Frequency	Target	Lead Officer
SS8 – Planning Applications - Average timescale (weeks) to determine planning application for major developments	Service Specific.	Six-monthly	Less than 18 weeks = Green. 18 to 30 weeks = Amber. More than 30 weeks = Red.	Head of Planning, Development and Regulatory Services
SS9 – Local Development Plan – Age of the Local Development Plan/Number of years since formal adoption.	Service Specific.	Annually	Less than three years = Green. 3 to 5 years = Amber. More than 5 years = Red.	Head of Planning, Development and Regulatory Services
SS10 – Street Lighting – % of streetlight faults repaired within 7 days.	Service Specific.	Annually	80% and greater = Green. 70% to 79% = Amber. 69% or less = Red.	Head of Infrastructure and Strategic Projects
SS11 – Pilotage – The proportion of requests where the pilotage was provided within two hours of the request.	Service Specific.	Six-monthly	98% and greater = Green. 95% to 97% = Amber. 94% or less = Red.	Head of Marine Services, Engineering and Transportation

Performance Indicator	Indicator Type	Monitoring Frequency	Target	Lead Officer
SS12 – Towage – The proportion of requests where the towage was provided within two hours of the request.	Service Specific.	Six-monthly	98% and greater = Green. 95% to 97% = Amber. 94% or less = Red.	Head of Marine Services, Engineering and Transportation
SS13 – Business start-ups and expansions – % of grant applications determined within 90 days.	Service Specific.	Six-monthly	80% and greater = Green. 70% to 79% = Amber. 69% or less = Red.	Head of Planning, Development and Regulatory Services

Annex 4 – Development and Infrastructure’s Risk Register

Strategic Risks

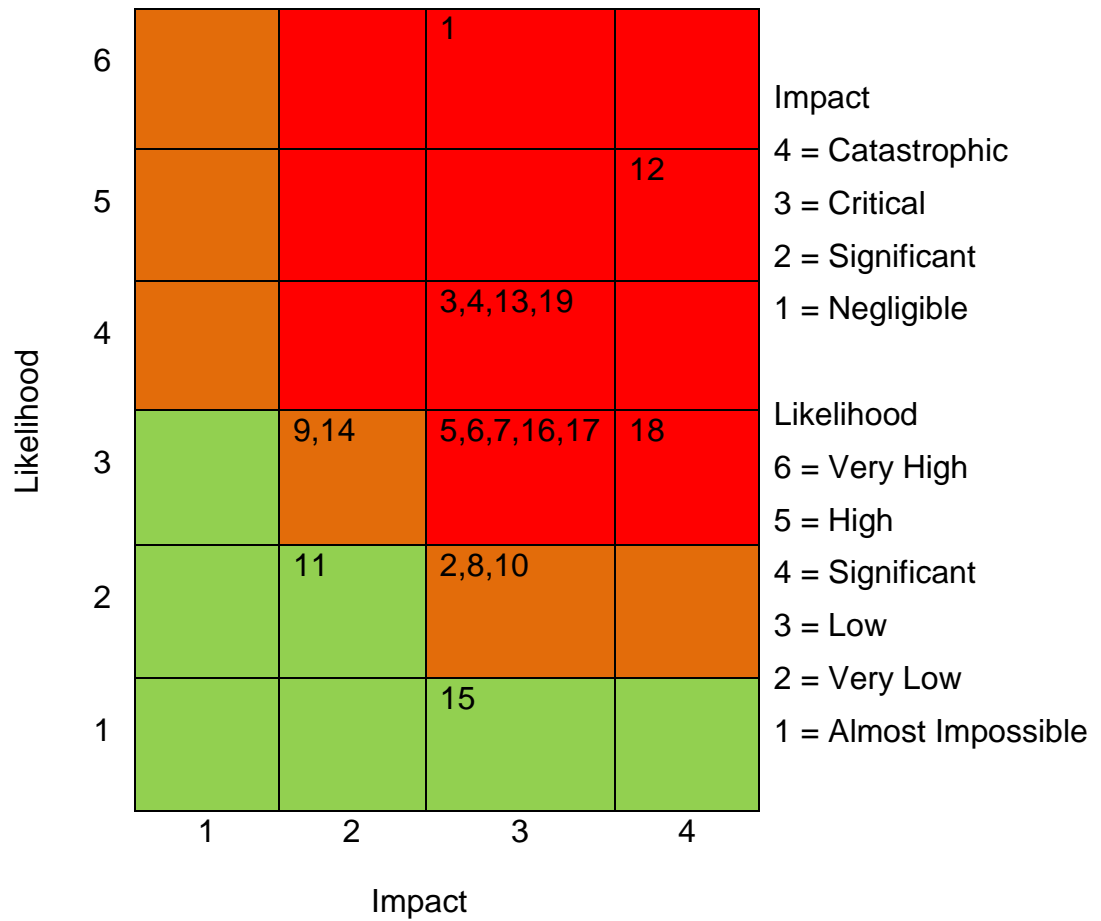
Cluster	Risk Number	Owner
Financial.	12, 8, 10.	Head of Marine Services, Engineering and Transportation
Staffing.	11.	Head of Planning, Development and Regulatory Services
Economic Recovery and Sustainability	9	Head of Infrastructure and Strategic Projects
Political.	17, 18, 19.	Executive Director of Development and Infrastructure
Partnerships.	4,19.	Executive Director of Development and Infrastructure
Governance.	1.	Head of Planning, Development and Regulatory Services
Communication.		

Operational Risks

Cluster	Risk Number	Owner
Financial.	3.	Head of Infrastructure and Strategic Projects
Staffing.	13, 14, 15, 16.	Executive Director of Development and Infrastructure

Economic Recovery and Sustainability	5, 15, 16.	Executive Director of Development and Infrastructure
Political.	2.	Head of Marine Services, Engineering and Transportation
Partnerships.	6, 7	Executive Director of Development and Infrastructure
Governance.		
Communication.		

Risk Matrix



Risk Title: 01 – The UK exit from the European Union (Brexit)

Likelihood	6	Impact	3	RAG	Red	Current Risk Score	18	Target Risk Score	6
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Vulnerability	Trigger	Consequences	Mitigating Actions
<p>Brexit presents an as yet unknown risk to existing, established Policy and support for a range of sectors in Orkney.</p> <p>UK Government Shared Prosperity Fund</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, e.g. export health certificates.</p> <p>Market price adjustments fail to compensate for farm subsidy cuts.</p> <p>Service unable to deliver to demands e.g. health certificates.</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>01.1- In partnership with other Highlands and Islands local authorities and other stakeholder organisations, the H&I Partnership and H&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 with Scottish Government.</p> <p>01.3 - Monitoring Brexit process through OIC EU team and COSLA representation. Monitor all impacts.</p> <p>01.4 - Training of additional staff in health certificates and Business Ring option.</p>

Risk Title: 02 – Airfield closure or non-conformity.

Likelihood	2	Impact	3	RAG	Amber	Current Risk Score	6	Target Risk Score	6
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Vulnerability	Trigger	Consequences	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 posts. 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>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>

Risk Title: 03 – Affordability of Waste collection and disposal.

Likelihood	4	Impact	3	RAG	Red	Current Risk Score	12	Target Risk Score	4
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Vulnerability	Trigger	Consequences	Mitigating Actions
<p>The Council may fail to deliver the AWC (Alternate Weekly Collection) service to the outer islands in Orkney.</p> <p>The risks are all in context of significant service cuts of circa £65k per annum against current deficit in excess of £200k.</p> <p>There is also an additional focus in the new Council Plan on new activities e.g. plastics.</p> <p>Loss of income generated through the sale of recyclates due to changes in international markets which leads to additional storage costs.</p>	<p>The Council fails in the delivery of this service to the outer islands in Orkney.</p>	<p>Council will not be able to close the gap towards meeting the Government targets for recycling 70% by 2020.</p>	<p>03.1 – Ongoing programme of review, in particular AWC (alternate weekly collection). Round review for efficiencies, linked to commercial trade waste roll-out. Preventative spend proposal for funding gaps. Progress is also being made on efficiencies through the Change Programme to improve recycling and commercial waste roll out.</p> <p>03.2 – Secure strategy on a longer term for support officer for awareness raising and targeting.</p> <p>03.3 – Chinglebraes Replacement Project. Interim maintenance is within the 2016/17 capital replacement programme. Permanent replacement solution in development for 2021/22 going forward for CPA consideration in 2016/17.</p>

Vulnerability	Trigger	Consequences	Mitigating Actions
			03.4 – Re-negotiations with Shetland on disposal cost to increase certainty of expenditure.

Risk Title: 04 – Public health protection.

Likelihood	4	Impact	3	RAG	Red	Current Risk Score	12	Target Risk Score	6
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Vulnerability	Trigger	Consequences	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 NHSO.	A major animal, food or other public health disease outbreak.	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.	04.1 – Regular Review and scrutiny of operational plans. 04.2 – Effective partnership working with NHSO. 04.3 – D&I Protocol for dealing with major Public Health & Safety incidents. 04.4 – Staffing establishment – full complement of competent officers (qualified, trained, experienced and appropriately authorised). 04.5 – Port Health – Maintain training programme with National Health Service Orkney. Up-date to go to

Vulnerability	Trigger	Consequences	Mitigating Actions
			<p>MOWG before the end of 2018.</p> <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>

Risk Title: 05 – Workforce Planning.

Likelihood	3.	Impact	3.	RAG.	Red.	Current Risk Score	9.	Target Risk Score	6.
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Vulnerability	Trigger	Consequences	Mitigating Actions
<p>The Council may have insufficient training plans in place and ERDs (employee review development) not carried out regularly.</p> <p>Lack of proper training including career grade plans/ apprenticeships will impact on the Service in the future.</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>Council cannot manage with an untrained workforce. Existing workforce becomes demoralised; service standards drop; an increased risk of non- compliance with changes in legislation, practices etc.</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.</p>

Workforce Plans were approved through Committee in March 2017.			
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Risk Title: 06 – Major project delay or failure.

Likelihood	3.	Impact	3.	RAG	Red.	Current Risk Score	9.	Target Risk Score	6.
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Vulnerability	Trigger	Consequences	Mitigating Actions
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.	Strategic high level project programme slippage or failure of being over budget.	Failure to deliver major projects.	06.1 – Ensuring appropriate consideration of pressures during capital and revenue budget setting and most efficient use of existing resources. 06.2 – Establish additional project specific staff and budget resources to ensure new project delivery where required.

Risk Title: 07 – Higher fuel costs.

Likelihood	3.	Impact	3.	RAG	Red.	Current Risk Score	9.	Target Risk Score	6.
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Vulnerability	Trigger	Consequences	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>The Council has a large increase in fuel costs.</p>	<p>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 – Council carries 95% of fuel risk – may become non-viable. Council calls on contingency and/or contingency reserve for fuel ties in funds which may or may not be required. Tugs: minimise use.</p>	<p>07.1 – Fuel surcharge levy has been used in past to recoup money for ferry and tug operation. 07.2 – Incentives for cheaper supplies. 07.3 - Encourage lower fuel usage; contingency. Migration to low energy vehicles and other alternative fuels. 07.4 - Fuel cost risk held by bus operators. 07.5 – Capital project development of renewables to offset energy consumption (electricity rather than oil) through Council owned renewables project and properties.</p>

Risk Title: 08 – Continued lack of Scottish Government support for costs of concessionary travel on ferries, air and community transport.

Likelihood	4.	Impact	2.	RAG	Red.	Current Risk Score	8.	Target Risk Score	4.
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Vulnerability	Trigger	Consequences	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.	Vulnerable people left without ability to meet basic needs; budgets inadequate due to reduction in government support.	08.1 - Outwith Local Authority control – reimbursement of over 60/disabled NEC tax paid by the Scottish Government. 08.2 - STAG Project/Fair Funding activity.

Risk Title: 09 – Risk of reduced income from business activities from Quarries Budget overspend due to self-financed strategy which relies on income generation

Likelihood	3.	Impact	2.	RAG	Amber.	Current Risk Score	6.	Target Risk Score	4.
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Vulnerability	Trigger	Consequences	Mitigating Actions
The Council Quarry has also been a significant income resource which has been applied to a self-financing budget approach within D&I. This is market dependent and availability of infrastructure.	Change in local market for quarry goods.	Lack of availability of quarry products for Council projects. D&I self-financed budget strategy leading to overspend.	09.1 - Continue to invest in quarry infrastructure and expansion potential.

Risk Title: 10 – Risk of reduced income from Harbours business activity as the market changes.

Likelihood	2.	Impact	3.	RAG	Amber.	Current Risk Score	6.	Target Risk Score	6.
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Vulnerability	Trigger	Consequences	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.	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 over spend. Inability to provide funds to the Strategic Reserve Fund.	10.1 - Development and Marketing of infrastructure and services. 10.2 – New business e.g. 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 Port Master Plan.

Risk Title: 11 – Insufficient Fee income for Planning and Building Standards.

Likelihood	2.	Impact	2.	RAG	Green.	Current Risk Score	4.	Target Risk Score	4.
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Vulnerability	Trigger	Consequences	Mitigating Actions
The risk of insufficient financial resources to meet current and future demand as there is an over-reliance on highly unpredictable fee income (primarily building warrants and planning fees) to fund elements of the service.	The Council faces changes in the national and local economy. This impacts on the level of development activity and in turn impacts on the number of planning applications and building warrants (and associated fee income) received by the Council.	For 2019/2020 exceptional development activity reduces risk for this year only. Council cannot manage with insufficient budget; service standards drop; existing workforce becomes overstretched and demoralised; failure to provide a comprehensive e-planning service.	11.1 – Promote new development opportunities located within Orkney. 11.2 – Continue to seek baseline funding for core services revenue and capital. 11.3 - Support any Scottish Government proposals to increase fees.

383

Risk Title: 12 – Loss of Service due to lack of funding for Ferry and Terminal Replacement

Likelihood	5.	Impact	4.	RAG	Red.	Current Risk Score	20.	Target Risk Score	3.
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Vulnerability	Trigger	Consequences	Mitigating Actions
The Council does not have sufficient funds for Ferry and Terminal maintenance and replacement programme.	The Council cannot maintain or develop its essential assets to provide public services.	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	12.1 - Contact with Scottish Government STAG (Scottish Transport Appraisal Guidelines) process including beginning discussion on transfer of responsibility and fair funding.

		achieve expected service levels. Crisis purchase of new ferries – loss of bargaining power.	12.2 – Establish revised funding mechanism for revenue and capital elements of transportation services with Scottish Government.
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Risk Title: 13 – Insufficient Operational equipment and infrastructure funding.

Likelihood	4.	Impact	3.	RAG	Red.	Current Risk Score	12.	Target Risk Score	9.
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Vulnerability	Trigger	Consequences	Mitigating Actions
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.	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.	Plant, equipment and infrastructure deteriorate; services are not delivered; Council's reputation at risk; risk of accident and potential claim.	13.1 – Asset Management planning. 13.2 – Capital programme planning and prioritisation focusing on repairs, renewals and additions that mitigate rising costs through a revised business focussed CPA process and linked to the Asset Management Plan.

Risk Title: 14 – Compensation claims arising from Insufficient funding to maintain path and countryside access infrastructure.

Likelihood	3.	Impact	2.	RAG	Amber.	Current Risk Score	6.	Target Risk Score	4.
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Vulnerability	Trigger	Consequences	Mitigating Actions
The Council may not be able to maintain a variety of paths and tracks, including bridges, boardwalks, gates and stiles.	The Council not undertaking regular inspections resulting in defects not being identified and repaired.	Failure to provide a service; risk of a trip hazard or modest fall and at worst could result in a fatality; financial claims from third party if they suffer accident, injury, loss or damage; reputational damage to Council.	14.1 - Comprehensive inspections currently being undertaken. 14.2 – Review of access strategy and action plan. 14.3 - Seek to identify additional budget capacity through the Council's Growth Bid process.

385

Risk Title: 15 – Accidents and health and safety incidents.

Likelihood	1.	Impact	3.	RAG	Amber.	Current Risk Score	6.	Target Risk Score	3.
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Vulnerability	Trigger	Consequences	Mitigating Actions
The risk of not managing accidents and health and safety incidents. Particular Operational vulnerabilities are: HAVS, Quarrying accident, lifting injury, machinery injury, heavy vehicle – moving injury.	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.	15.1 - Training programme(s) Reporting Implementing improvements. Work Methods Safety meetings and reviews. Safety Management Systems and Audit.

Vulnerability	Trigger	Consequences	Mitigating Actions
Waste related injury/contamination, Drowning/hypothermia. Harbours infrastructure, ladders etc.			15.2 – Maintaining a comprehensive schedule of staff and management meetings and culture in relation to Health and Safety matters e.g. quarterly cross service management health and safety meetings, tool box talks etc. 15.3 - Development and Infrastructure Health and Safety Induction process and introduction of an induction DVD.

Risk Title: 16 – Operational failure to carry out works and inspections of Council owned properties (including Council Houses), or failure of elements e.g. mechanical and electrical systems within properties.

Likelihood	3.	Impact	3.	RAG	Red.	Current Risk Score	9.	Target Risk Score	6.
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Vulnerability	Trigger	Consequences	Mitigating Actions
The Council can lose business opportunities and income from rental property. Availability of staff revenue budget to fund repairs.	The Council's lack of agility in Council processes, procedures and legal requirements.	Financial loss; reduced rental income; business opportunities move elsewhere; initiatives suppressed; buildings remain vacant; speculative investment	16.1 – Annual work programme/5 year plan. Statutory requirements and regulations. Regular engagement with Clients. Housing asset management

Vulnerability	Trigger	Consequences	Mitigating Actions
		<p>delayed beyond the point of opportunity; reputational harm.</p> <p>Failure of building or other building systems leading to injury or environmental hazards.</p>	<p>plan. Council asset management plan.</p> <p>16.2 – Not increasing the asset base for inspection without corresponding increase in funding.</p> <p>16.3 - Provision of sufficient budget to deliver current demands.</p>

Risk Title: 17 – Residual Liability for properties no longer in original use.

Likelihood	3.	Impact	3.	RAG	Red.	Current Risk Score	9.	Target Risk Score	6.
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Vulnerability	Trigger	Consequences	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>17.1 – Asset Management planning and mitigation.</p> <p>17.2 Prioritise inspection and immediate remedial action through existing service budgets with corresponding risk of overspend.</p> <p>17.3 - additional budget pressures for approval for the final works programme.</p>

Risk Title: 18 - Affordability of Development and Infrastructure Services and likelihood of reduction in spending on discretionary services.

Likelihood	3.	Impact	4.	RAG	Red.	Current Risk Score	12.	Target Risk Score	4.
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Vulnerability	Trigger	Consequences	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 overspend.	18.1 – Ensure full awareness and understanding of consequences through budget setting process. 18.2 – Strong SMT/Change Programme Board approach to budget setting. 18.3 – Follow through budget savings with service changes quickly and resolutely following decisions.

Risk Title: 19 - Failure to progress strategic objectives due to the inevitable focus on day to day service delivery on demands/challenges

Likelihood	4.	Impact	3.	RAG	Red.	Current Risk Score	12.	Target Risk Score	2.
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Vulnerability	Trigger	Consequences	Mitigating Actions
Lack of progress on strategic outcomes. Loss of opportunity.	Volume of attention required on day to day activities and priorities that removes time, resource commitment and	Strategies not delivered. Service failure. Negative impact on service delivery.	19.1 - Seek to focus resources on delivery of the Council Plan approved strategic

Vulnerability	Trigger	Consequences	Mitigating Actions
Medium to long term failure of service.	focus away from progressing strategic objectives, e.g. both operational such as responding to day to day questions and/or requests and also corporate processes, e.g. FOI, performance etc.	<p>Deterioration in long term performance of the service.</p> <p>In-efficiencies.</p> <p>Pressure on staff leading to poor health and wellbeing e.g. stress, sickness and/or a drop in morale.</p>	<p>objectives/projects for the service.</p> <p>19.2 - Managing expectations in regard to the responsiveness of day to day operational demands and also corporate demands.</p> <p>19.3 - Re-calibration of service standards e.g. review service response standards/times for non-safety critical or strategic outcome items.</p>

Annex 5 – Development and Infrastructure’s Workforce Plan

1. Corporate Workforce Priority: retaining and re-shaping our current workforce.				
Expected Outcome.	Staff within Development and Infrastructure are trained for the roles they undertake, within the context of changing service delivery.			
Actions.	Lead Officer.	Resources Required.	Target Date.	Measurement of outcome.
Support and encourage all managers to continue to have regular one to one dialogue with staff, including a proportionate and effective approach to annual performance review in the context of the formal ERD process to review job descriptions and ensure training gaps are identified and addressed.	All managers.	Within existing resources.	31 March 2022.	ERD performance indicator.
Ensure all managers review posts when they become vacant as an opportunity to make service savings and to consider reallocation of resource to enable delivery of higher priority activities	All Heads of Service	Within existing resources	31 March 2022	Appropriate savings made through staff turnover and focus resources on the highest priorities
Recognise, plan for and deliver team and service area restructures where necessary to match changing services output, including where appropriate and possible business case based growth in services where this will deliver increased activity and income to the Council	All Heads of Service	May require investment, on business case basis, in additional resources to deliver long term benefits	31 March 2022	Capacity to deliver priority projects and sustain and grow income generating and business based opportunities for the Council
Where roles cease or are required to change significantly, ensure redeployment training opportunities are available.	All Heads of Service	Within existing resources.	Ongoing, depending on budget	Number of staff who wish to be redeployed are

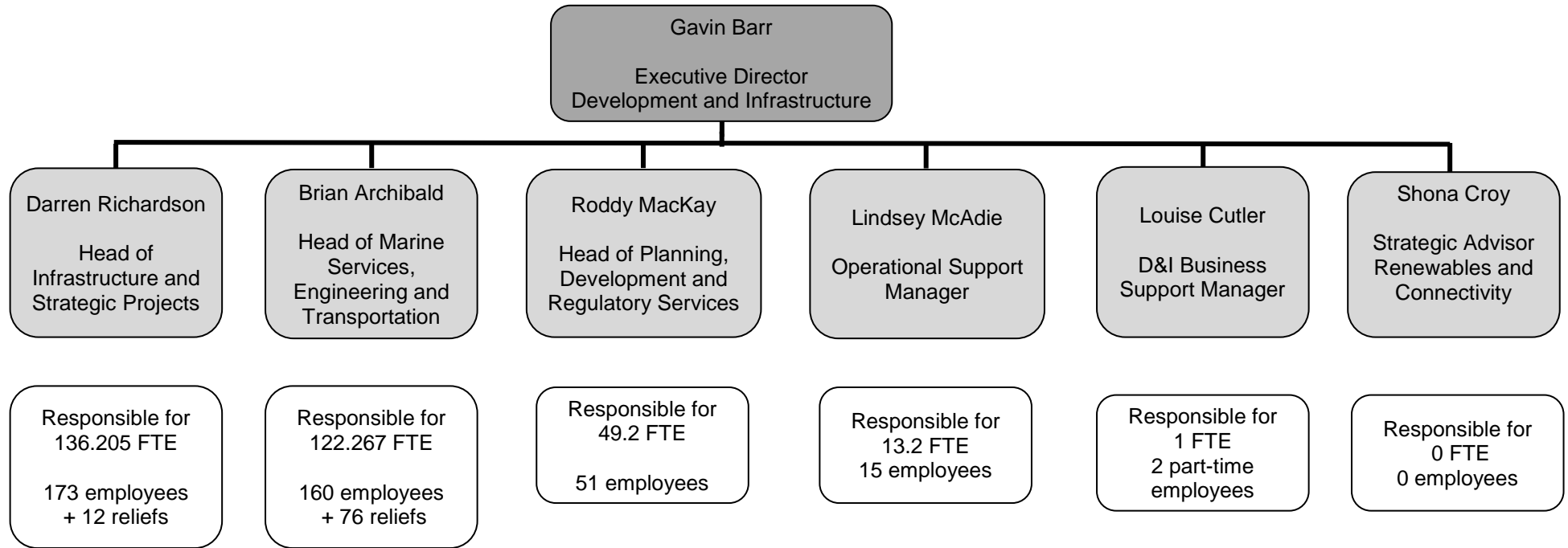
			setting decisions.	suitably prepared for alternative roles.
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2. Corporate Workforce Priority: providing opportunity for our young people and making the Council an attractive employer of choice				
Expected Outcome.	Full employment is achieved in service areas where there are 'hard to fill' posts within Development and Infrastructure.			
Actions.	Lead Officer.	Resources Required.	Target Date.	Measurement of outcome.
Where possible, and following necessary processes and procedures, identify opportunities for staff development including the opportunities to support staff through training and development to fill potential future and current vacancies - a "grow our own" approach	All Heads of Service	Within existing resources	31 March 2022	Flexible and motivated workforce and capability to fill vacant posts
Using the Council's corporate workforce action plan, use opportunities to encourage people in Orkney and beyond to apply for diverse 'hard to fill' posts for example Environmental Health, Roads and Waste operators.	All Heads of Service	Within existing resources.	Ongoing.	Number of vacancies which have been unfilled for more than six months.

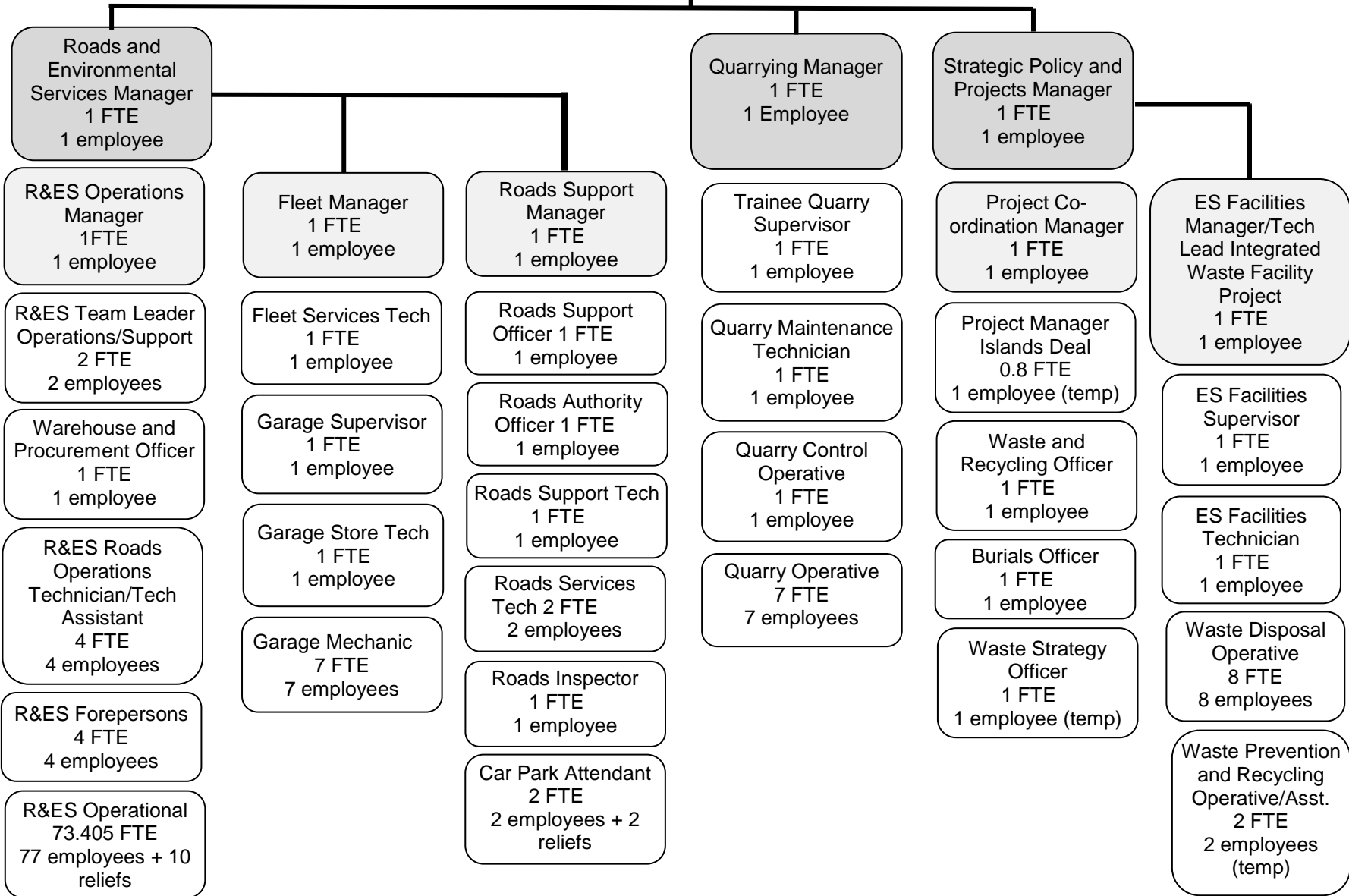
3. Corporate Workforce Priority: flexibility and exploring new ways of working				
Expected Outcome.	Recruitment and retention in Development and Infrastructure is enhanced by flexibility and exploring new ways of working.			
Actions.	Lead Officer.	Resources Required.	Target Date.	Measurement of outcome.
Engage with Empowering Communities and Community Empowerment agendas to ensure all opportunities for Isles based activity and employment are secured where practicable and affordable to do so	Executive Director	Within existing resources.	31 March 2022.	Increased capacity to deliver services at a more local level through community councils or other local agent
Ensure supportive approach to staff wishing to make full use of the technology and IT resources available to encourage and promote flexible working for all relevant staff.	All Heads of Service	Within existing resources.	31 March 2022.	Staff feedback. Increase in staff working flexibly

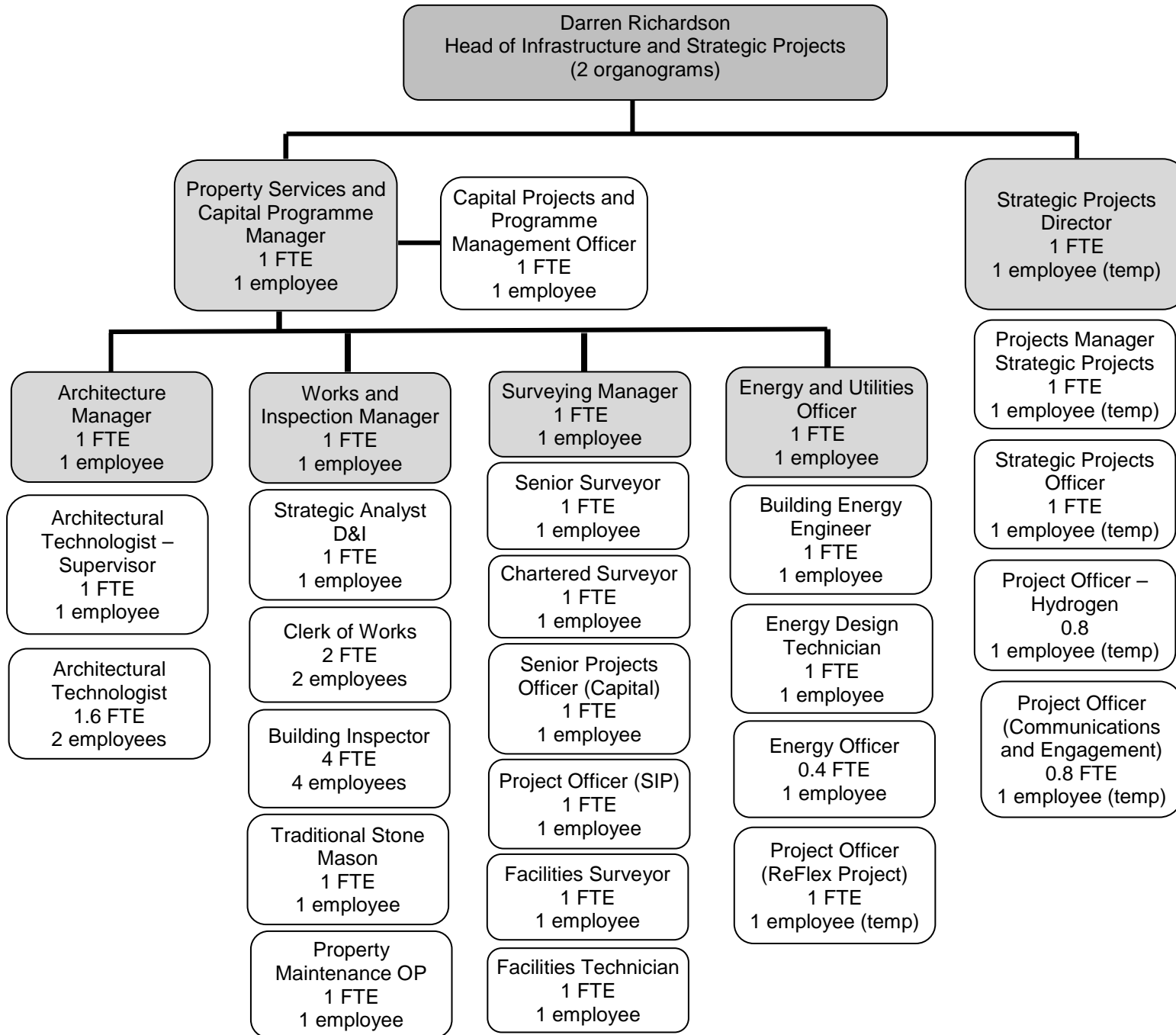
4. Corporate Workforce Priority: enhancing capacity and improving performance.				
Expected Outcome.	Staff in Development and Infrastructure are supported by a positive approach to health and wellbeing.			
Actions.	Lead Officer.	Resources Required.	Target Date.	Measurement of outcome.
Giving the highest priority to a proactive Health and Safety culture across all Service areas with particular engagement with unions and Staff representatives to ensure any issues are quickly picked up and addressed and near misses/ideas for improvement are captured and acted upon. This in the context of a wide range of corporate and service level mechanisms for capturing, monitoring and acting on health and safety related matters	Executive Director, and all staff	Existing processes and resources, but where necessary identification of additional resources to address any issues with rapid effect where these are identified or raised	Ongoing	Staff feedback/positive/proactive health and safety culture Reduction in staff sickness and injury for areas which have been targeted by an awareness campaign.
Ensure all staff feel supported in the course of their work, and a supportive line management approach to work tasking, empowerment, prioritisation and target setting	All Heads of Service	Within existing resources.	Ongoing, depending on budget setting decisions.	Staff feel supported and empowered to deliver the work required of them

Annex 6 – Development and Infrastructure Service Organograms

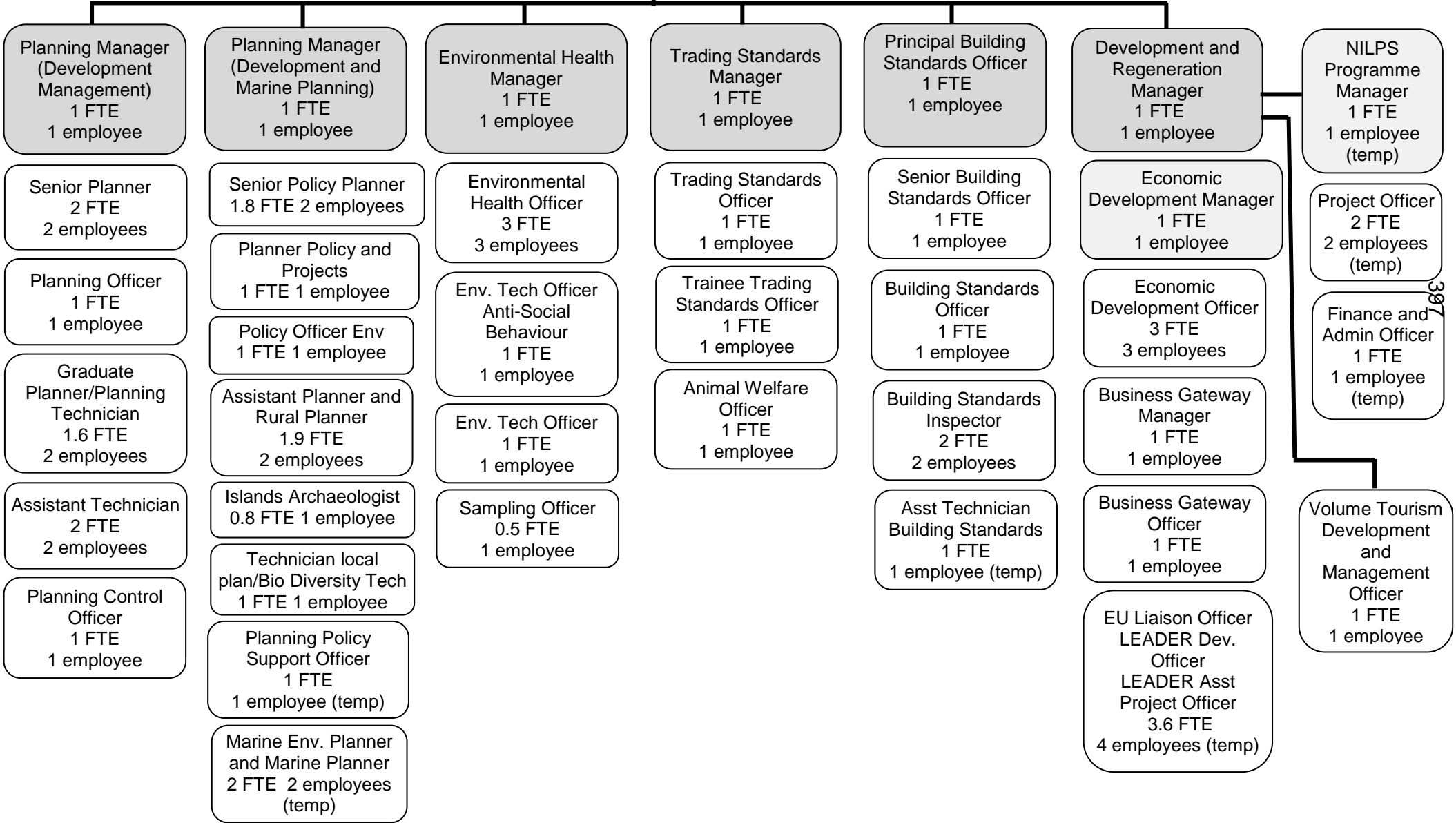


Darren Richardson
 Head of Infrastructure and Strategic Projects
 (2 organograms)

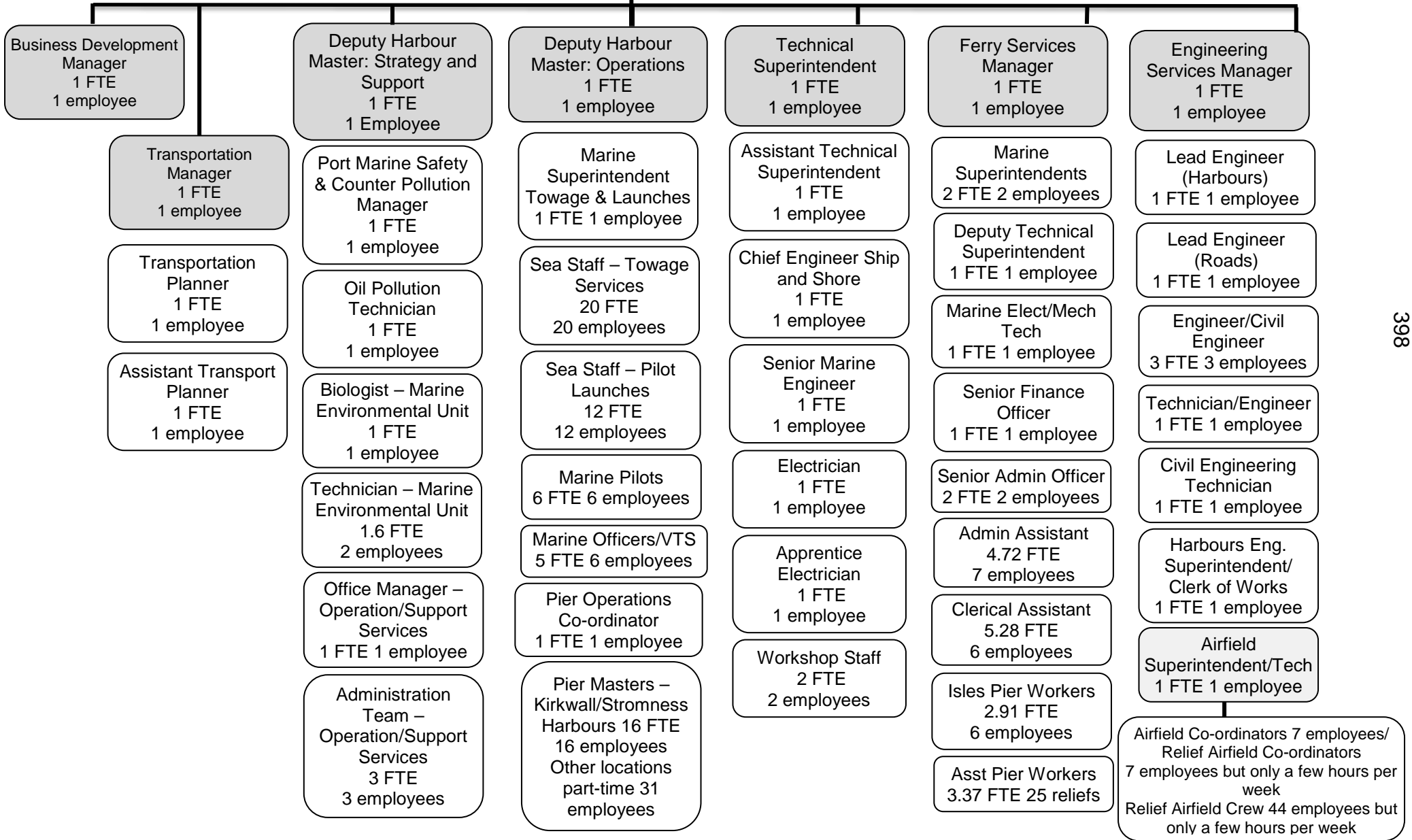




Roddy MacKay
Head of Planning, Development
and Regulatory Services



Brian Archibald
Harbour Master
Head of Marine Services,
Engineering and Transportation





2018-2022

Orkney Islands Council

Household Refuse and Recycling Service Policies



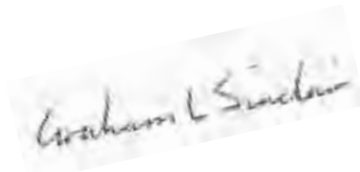


Contents

Why we all need to take responsibility	5
Introduction	6
Legal Framework	8
Why do we need these policies?	9
Waste Management Drivers	
Financial Context	10
Scotland’s Zero Waste Plan	10
Scotland’s First Circular Economy Strategy ‘Making Things Last’	12
Charter for Household Recycling in Scotland	12
Westminster’s 25 Year Environment Plan	13
The Challenge	13
Policy 1 - Waste and recycling containers	14
Policy 2 – Presenting your refuse/recycling for Collection	19
Policy 3 – Excess/Side Waste – General Refuse	20
Policy 4 - Contamination	21
Policy 5 - Animal Waste in Household Bins	22
Policy 6 - Missed Bins	23
Policy 7 - Additional Capacity	24
Policy 8 - Assisted Waste Collection Service	25
Policy 9 - Alternate Collection Service	27
Policy 10 - Private Rented Properties	
Policy 11 - Household Bulky Waste Collection Service	29
Additional Information	
Isles Collection Services.	30
Use of Household Waste Recycling Centre’s and Recycling Points ‘bring sites’	31
Height Restrictions.	31
Vans and Hire Vehicles	31
Hazardous Materials at Household Waste Recycling Centre’s	31
Additional information about Special or ‘Hazardous’ waste materials.	32
Asbestos Waste	32
Waste Engine and Lubricating Oils	33
Household disposal of chemical waste	33
Animal Carcasses.	33
Future Improvement.	33

Why we all need to take responsibility

By Councillor Graham Sinclair
 Chair of Development and Infrastructure
 Orkney Islands Council




We are all responsible for the generation and careful management of our waste – whether this is municipal waste at home, commercial and industrial waste at work, construction and demolition waste when our houses, workplaces and roads are being built, or agricultural waste when our food is being produced.

In the past, nearly all of Orkney's waste has been deposited in landfills around the County or in the last twenty years has been incinerated in Shetland to create energy to support a district heating scheme. Looking forward continuing down this path isn't an option. In 2018 it cost the Council 2.1 million pounds to deliver the waste management function. In terms of recycling, all recyclates collected are shipped to the Scottish Mainland and to England to a variety of re-processors and receivers but the income from the sale of these only serves to cover their transportation costs.

It is critically important that through the efforts of our residents we try to reduce the volume of waste going for incineration, we can do this by improving our recycling efforts, both at kerbside via the Alternate Weekly Collection system and use of our Household Waste Recycling Centres and Recycling Points.

To continue to make stepped improvements it is important our residents understand the day to day constraints, rules and policies our Environmental Services team operate within. This document focuses on providing clear information to help all Orkney's residents understand what they can do to ensure the services provided are as efficient and effective as they can be.

It sets out why we provide the services as we do, the range and the do's and don'ts in terms of getting the most out of your domestic waste and recycling service. Our ambition being to see a continued fall in the average household waste arising coupled with an increase in tonnages of household waste collected for recycling. This is not new information, the Council introduced Alternate Weekly Collection in 2012, but over time there is a need to review how the approach is going, refresh the information and use it as a reminder to all how we need to operate these services within the constraints we face.

Introduction

Orkney has seen some significant changes to our recycling services and facilities since the last Orkney and Shetland Area Waste Management Plan was published in March 2003.

A new Kerbside collection service was launched in 2012, providing an alternate weekly collection service to approximately 90% of Orkney's residents.

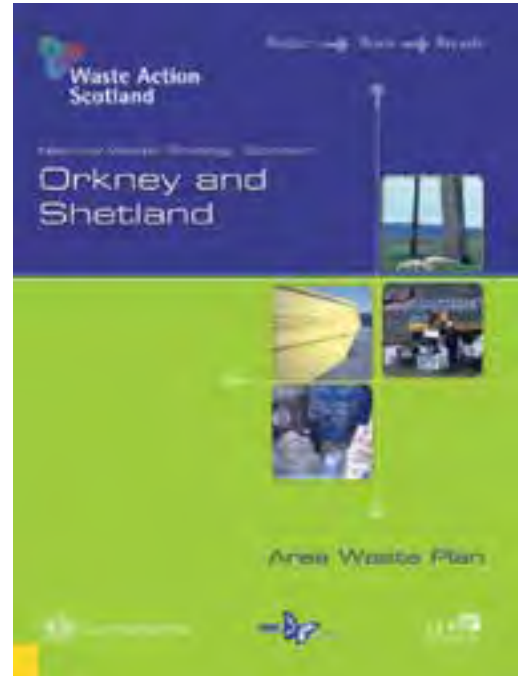
Additional recycling points were introduced around the County and on the majority of the Outer Isles. There are a number of recycling points around Orkney from a local bring bank centre to our five Household Waste Recycling Centres, all put in place to encourage increased recycling participation, whilst reducing the tonnages of household waste being shipped to Shetland for disposal at the Energy from Waste Plant and to contribute to improved performance against targets as set out in Scotland's Zero Waste Plan.

These policies reflect the Council's firm intention to provide a timely and reliable residual waste and recycling collection service to Orkney's communities. However, at a time of significant public sector spending cuts the effective provision of these services can only be made if Orkney's residents, businesses, third sector and voluntary organisations help us more in terms of the day to day responsibility for managing their waste. Any producer, resident or otherwise can do this by reducing their waste, making things last and making a commitment to recycling as much as they can.



These policies highlight current arrangements for managing household waste and recycling and are applicable to the majority of households in Orkney, whether privately owned or rented. It does not apply to commercial waste. A separate policy is available that covers commercial waste and recycling, for more information contact the waste team at recycling@orkney.gov.uk.

These policies set out the services the Council will provide to manage Orkney's household waste and recycling in a safe and cost-effective way that encourages waste minimisation and increased recycling. It also establishes the positive behaviours the Council expects residents to observe, in order that their waste can be collected and recycled in a regular and efficient manner without detrimental impact to their neighbourhood's local environmental quality.

We are sighted on national targets and government aspirations, but this is a suite of policies suited to Orkney's ability to deliver them.



Set out below is an illustration of the suite of plans that underpin and govern the delivery of waste management in Orkney and the period of time to which they apply:

Policy Output	Delivery Responsibilities	Engagement and Consultation	Application Period
Orkney Strategic Waste Management Plan	Strategic Waste Team	OIC Officers, Members and Users	2022/2047
			
Orkney Policies (Domestic and Commercial)	Strategic Waste Team	OIC Officers	2019/2022
			
Orkney Operational Instructions	Operational Customer Services	OIC Officers	Annual

- **The Future (2022 to 2047) Waste Management Strategy** – This to replace the current Orkney and Shetland Area Waste Management Plan, the Council’s viable, deliverable and affordable approach to future waste processing (collection and disposal) on Orkney.
- **The Current Policies (2019 to 2022)** – Setting out those operational policies in place now, explaining better the linkages between national policy and local delivery for the range of services the council offers and the constraints.
- **The Operational Instructions – (Annual)** Drawn from the Operational Strategy, the actual working instructions for the council’s teams and crews but also a communication tool for customers on what they can expect in terms of the range of services the council provides.

In many respects this is an iterative process and small changes and refinements get made every year, the size of the council’s collection routes change as new homes are built, as they do to incorporate new contracts from commercial customers. The bulk of which pass quietly and smoothly in pursuit of delivering within the constraints the Council faces. The next key and major milestone will be the delivery of a new 25 year Waste Strategy for Orkney from 2022 and linked to this the delivery of any major changes in the overall operation of collection and disposal services should a new waste management facility be developed in the next three years.

Legal Framework

This policies are underpinned by the following provisions of the Environmental Protection Act 1990 (EPA 1990) that relate to the Council's role as a Waste Collection Authority, the information provided here is a summary and the relevant sections of the EPA 1990 should be referred to for the precise legislative requirements.

- * **Environmental Protection Act 1990 Section 45** (1)(a) Places a duty on the Council to arrange for the collection of household waste in Orkney except waste (i) which is situated at a place which in the opinion of the authority is so isolated or inaccessible that the cost of collecting it would be unreasonably high, and (ii) adequate arrangements for its disposal have been or can reasonably be expected to be made by a person who controls the waste;
- * **Environmental Protection Act 1990 Section 46** (1) and (4) Permits the Council to specify the type of receptacle to be used by the householder for the disposal of their waste; The Council can require separate containers to be used for waste which is to be recycled and waste that is not; The Council may also specify the size, construction and maintenance of the containers; The Council may determine the position that residents place their waste collection containers for emptying by the Council and steps to be taken by residents to facilitate the collection of waste from the containers; The Council may stipulate the materials or items which may or may not be placed within the receptacle(s).

The Council's relevant legal obligations for recyclates are prescribed in the Waste (Scotland) Regulations 2012 amends the EPA 1990, 45C (2) where the Council must arrange for residents to have containers to facilitate the separate collection of dry recyclates to include: (a) glass; (b) metals; (c) plastics; (d) paper; or (e) card (including cardboard).



Why do we need policies?

The key national legislation and policies that have influenced the preparation of these policies are summarised in this section. The Council needs these policies to guide the successful delivery of a household waste and recycling collection service. This needs to meet the requirements set out by legislation, but also needs to be sighted on the needs of Orkney's communities as well as being environmentally and economically advantageous in its delivery. The policies are summarised below and detailed in the sections to follow:

1. Waste and recycling containers
2. Presenting your refuse/recycling for collection
3. Excess/Side Waste – General Refuse and Recycling
4. Contamination
5. Animal Waste in Household Bins
6. Missed Bins
7. Applying for additional capacity
8. Applying for assisted waste collections
9. Alternate Collection Service
10. Private Rented Properties - Non-Domestic Waste arising from tenanted properties
11. Household Bulky Waste Collection Service

This is the first revision to the Household Refuse and Recycling Service Policies, but they still represent largely what has been in place since 2012. The challenge is to consider how to implement changes to achieve these ambitions within the facilities we have or might seek to create but within the overall financial constraints of a service under severe pressure to meet rising demand.



Waste Management Drivers

Financial Context

The most significant cost factors involved in waste management are the collection and processing costs. The cost of processing Orkney's waste continues to rise year on year. Orkney's unique geography means the cost of transporting waste outweighs the costs experienced in other local authority areas. The financial challenges of managing Orkney's waste must also be set against the backdrop of unprecedented cuts in public sector funding and the requirement for local authorities to make significant savings over the coming years.

In the 2018/2019 financial year, collection services including recycling centres and waste disposal costs for Orkney Island Council were £2.1M. Each year there are additional unfunded pressures that drive the need for "efficiency" savings. Up to 2018/2019 circa £300,000 has been found in the face of housing and population growth (new bin demands) and potentially similar service efficiency pressures will be anticipated in future years.

To achieve a balance between targets for waste and recycling and financial savings, the Council needs to seek solutions that offer value for money, that can be future proofed, adapting to changing circumstances and that can offer additional environmental benefits to the Island communities we serve.



Scotland's Zero Waste Plan

In January 2008, the Scottish Cabinet Secretary for the Environment announced a new policy approach to Scotland's waste, based on a concept of 'zero waste'. He announced ambitious new targets for recycling and composting and set limits on the amount of waste allowed to go to landfill. This vision describes a Scotland where **all** waste is seen as a resource; waste is minimised; valuable resources are not disposed of in landfills, and most waste is sorted, leaving only limited amounts to be treated.



To achieve this vision the Plan sets out radical new measures, including:

Scottish Govt. Measures	OIC Progress	
Development of a Waste Prevention Programme for all wastes, ensuring the prevention and reuse of waste is central to all our actions and policies.	£64,000 was invested in 2015/2016 to support a waste prevention programme. This focuses on the recyclates, through promotion of reduce, recycle and reuse. We work with local businesses to ensure they separate their waste in accordance with the Scottish Waste Regulations 2012. This ongoing work is significantly reducing the cost of waste disposal and increasing sale of recyclates (depending on the market)	
Landfill bans for specific waste types therefore reducing our greenhouse gas emissions and capturing the value from these resources.	£64,000 was invested by the council commencing a programme in 2016 to work on a waste prevention programme to increase the amount of recycling separated and collected and mitigate the increasing costs of waste disposal. 26% of Orkney's bio municipal waste was landfilled in 2018. This includes bottom ash from waste to energy. This is a fall of 4% from the previous year.	
Separate collections of specific waste types, including food, to avoid contaminating other materials, increasing reuse and recycling opportunities and contributing to our renewable energy targets.	Recyclates are collected separately to avoid contamination, thus producing a higher quality product. We continue to increase the scope of services offered, resources permitting. The Council continues to adapt its service on a "cost-neutral" basis, such as working with Alupro at the end of 2017 which saw the Council introducing tin foil products and aerosols in with metal recycling, this alone has seen an increase in Orkney's metal capture rate of over 10% in the last year. Orkney does not have a separate food waste collection, it has a Government "derogation" owing to it's rural, remote status.	
Two targets that apply to all waste: 70 per cent target recycled, and maximum 5 per cent sent to landfill, both by 2025.	Orkney's recycling rate (2018) was 21.1% and represents the best we've ever been over the last five years. Orkney is some way off these national targets. Two key aspects that would drive significant improvement are the introduction of a food waste collection and the processing of collected green waste to a PAS 100 national standard.	
Restrictions on the input to all energy from waste facilities, in the past only applicable to municipal waste, therefore encouraging greater waste prevention, reuse and recycling;	10,221 tonnes of household waste was collected in 2018, a fall of 500 tonnes from 2017. This against a backdrop of increasing and continued projected increases in Orkney's population. Over 2,000 tonnes was sent for recycling.	
Encouraging local authorities and the resource management sector to establish good practice commitments and work together to create consistent waste management services, benefitting businesses and the public;	This is challenging in Orkney given very few businesses in this industry sector and geographic distances from similar businesses on the Scottish Mainland creates a barrier. Orkney Islands Council has signed up to the Household Recycling Charter which calls for greater consistency with respect to household collection services and with the support of Zero Waste Scotland is working towards aspects of the Charter where possible.	
Improved information on different waste sources, types and management highlighting further economic and environmental opportunities;	Some work was conducted on behalf of the Council in 2016 and 2017 to identify the different waste sources, types and management, highlighting further economic and environmental opportunities. This information is being utilised as part of the development of a new integrated waste facility for Orkney by 2022.	
Measure the carbon impacts of waste to prioritise the recycling of resources which offer the greatest environmental and climate change outcomes.	This action will be considered as part of the integrated waste facility replacement project.	
<p>To Develop  Work in Progress  Completed or Going Well </p>		

Scotland's First Circular Economy Strategy 'Making Things Last'

"Making Things Last": Scotland's first circular economy strategy was introduced by the Scottish Government through Natural Scotland in 2016 and essentially focuses on waste prevention and "making things last".



From an environmental perspective, the opportunities of a more circular economy are fundamental to the Scottish Government's approach to tackling emissions arising from the consumption of goods, to help tackle climate change. Zero Waste Scotland estimate that, by 2050, a more circular economy could reduce carbon emissions by 11 million tonnes per year.


Within the "Making Things Last" Strategy, the Scottish Government sets out its ambitions for recycling to become routine in every business and household; with more consistent local services; more packaging designed for recyclability, and every household having access to a food waste service. The Scottish Government is working to improve recycling rates, collaborating with the waste and packaging industries; reviewing the exemption from the requirement for food waste collections in rural areas; and learning from experiences abroad, including deposit return schemes. Scotland was the first part of the UK to announce that it is bringing in a deposit return scheme for drinks packaging. Deposit-return systems (DRS) are a proven tool to collect high quantities of empty beverage containers for reuse and high-quality recycling, and are vital to achieving a circular economy. Zero Waste Scotland are currently working with local authorities, including Orkney Island Council, to assess the impact of the chosen Deposit Return Scheme on their recycling collections.

Charter for Household Recycling in Scotland

The COSLA-Scottish Government Zero Waste Taskforce recommended the preparation of a Household Recycling Charter to support a more circular economy in Scotland through the development of more consistent and coherent waste collection services, leading to both more efficient services and increased quality and quantity of recycling collected. The Household Recycling Charter was approved by COSLA in August 2015. The charter sets out 21 commitments from Councils that will achieve the following three outcomes.

The Charter is a voluntary agreement and in 2016/2017, Orkney Islands Council signed up to the Charter and the Code of Practice.

<p>Outcome 1</p>	<p>To improve our household waste and recycling services to maximise the capture of, and improve the quality of, resources from the waste stream, recognising the variations in household types and geography to endeavour that our services meet the needs of all our citizens.</p>	<p>Introduced AWC in 2012/2013 and to businesses in 2014. A review of Isles services was undertaken in 2016, and recycling capacity increased on all Isles, with recycling introduced on the 3 remaining Outer Isles that had no prior capacity to recycle. A cardboard recycling skip was introduced at Cursiter Quarry Household Waste Recycling Centre in 2018 to capture further cardboard, and the Council joined Metal Matters in 2017 to increase the breadth of metal items captured at the kerbside and through its HWRC network. A trial to assess the feasibility of bringing a household plastic bottle recycling scheme to Orkney's Outer Isles began in 2019. The results of which will be reported in 2020. Orkney Island Council were also a finalist in the MRW National Recycling Awards in 2019 for our work on the Metal Matters campaign which helped to boost metal capture rates substantially.</p>	
<p>Outcome 2</p>	<p>To encourage our citizens to participate in our recycling and reuse services to ensure that they are fully utilised.</p>	<p>Investment of £64,000 in 2016 – 2018 to encourage households and businesses to recycle more. Recycling amongst businesses has increased over this period by 6.5%, but household recycling reduced slightly in 2017 by just over 1%.</p>	

Outcome 3	To operate our services so that our staff are safe, competent and treated fairly with the skills required to deliver effective and efficient resource management on behalf of our communities.	Orkney Islands Council has reviewed all its safe systems of work and risk assessments during 2017/2018 to ensure that our staff are safe. We are committed to ensuring our staff have received the appropriate training to be able to carry out their roles competently.	
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Westminster's 25 Year Environment Plan

In 2018, Westminster announced a new 25-year Environment Plan stating, “our environment is our most precious inheritance”. In summary sets out the following ambitions in which we all have a role to play: -

- Working towards our ambition of zero avoidable waste by 2050.
- Working to a target of eliminating avoidable plastic waste by end of 2042.
- Meeting all existing waste targets – including those on landfill, reuse and recycling – and developing ambitious new future targets and milestones.
- Seeking to eliminate waste crime and illegal waste sites over the lifetime of this Plan, prioritising those of highest risk. Delivering a substantial reduction in litter and littering behaviour.
- Significantly reducing and where possible preventing all kinds of marine plastic pollution – material that came originally from land.

The Challenge

It is clear, that although Governments have progressively set targets and ambitions to deliver a more sustainable, environmentally sensitive and economically more advantageous approach to waste management, they have not funded the costs required to implement change, nor recognised the additional constraints faced by remote, rural Islands Communities to deliver solutions that are simpler on the Mainland to achieve.

It is therefore, a “political” as much as an “operational” challenge to secure support in terms of “Island derogations” or relaxation in national policy timescales for implementation until facilities are in place to permit some of the more financially challenging changes, such as food waste collection and processing or other separate waste collections and the facilities to process economically, on Orkney Mainland and on its Outer Isles.

This is part of the overall development of a new Strategic Waste Management strategy that will be considered by the Council as a new Waste Strategy to replace the Orkney and Shetland Area Waste Management Plan.



Operational Policies

Set out below are the operational policies that in turn become the context and instructions for our operational teams. Each section sets out the parameters we work within and why, leading to the service level offered to our customers.

Policy 1 - **Waste and recycling containers**

Each household on the Orkney Mainland in receipt of an Alternate Weekly Collection Service will be eligible for the following containers to present their waste and recycling for collection. The containers remain the property of the Council and if damaged, lost or stolen, households can request a replacement.

All residents eligible for AWC services will be issued with a standard number and type of containers as set out below: -

For general household waste that cannot be recycled, each household will be issued with one 240 Litre grey wheeled bin. Only waste that is produced by the householder on a day to day basis should be placed in this bin. A description of suitable types of materials acceptable in these containers is outlined below in Table 1 on Pages 16/17 along with a list of prohibited items. If a bin becomes damaged through misuse, the Council reserves the right to charge for a replacement.

Orkney Islands Council makes a firm commitment to achieving improved recycling performance, and therefore where households only have 1 or 2 persons in residence, or should the resident be elderly i.e., reduced amounts of waste are produced and the handling of a 240L bin may cause concern, the Council may advise the use of a 140 Litre wheeled bin.

For recycling, each household will be issued with two 140 Litre green wheeled bins with blue lids. Each of these contains a 19-litre inner black caddy. Alternatively, larger 240 litre bins with 40 litre caddies can be supplied on request, with the option to be provided with up to four bins with caddies.

Households can request green boxes and canvas bags instead of wheeled bins, if the bins are too difficult to manage or where storage is an issue.

Recyclates from the list in Table 1 on Pages 16/17, must be separated according to their type and placed in one of the four available compartments across the two bins/caddies, boxes and bags.

The four types of dry recyclates are:

- Glass (jars and bottles)
- Metals (including stainless steel food tins and aluminium drinks cans, empty aerosols and clean tin foil and tin foil products, such as trays)
- Paper and Thin Card (you can include window envelopes)
- Household Plastic Bottles (It must be a bottle and be types 1 (PET) and 2 (HDPE) only).

Households should place all types of these materials into specific compartments of their choice.



Some Do's and Don'ts to Recycling

There is a lot of confusion regarding plastic as there are so many different types. For more information on the types of plastic there are, and whether these are accepted in the Council's recycling scheme, then please visit the Council's website to find out more: <https://www.orkney.gov.uk/Service-Directory/R/plastics-recycling-in-orkney.htm>

Recyclates must be empty, rinsed and dry to avoid contamination as recycling is more valuable when it is clean. It is also helpful if residents place the lids of their metal cans inside and squash the top slightly. This can prevent the thin lids escaping into parts of the machinery that can lead to damage. Cans generally though shouldn't be crushed entirely as this can affect the baling process.

Empty aerosols can be included along with foil trays and clean tin foil in with cans. Do make sure aerosols are empty. Do not pierce, crush or flatten aerosols before recycling. Remember, not all products that appear to be aluminium foil are recyclable. For example, some crisp packets or pet food pouches can look like aluminium foil, but they are made from metallised plastic and cannot be recycled.

For a quick guide as to how to recycle household aerosols, please visit the Council's website where a short video can be found: <https://www.orkney.gov.uk/Service-Directory/R/your-metals-matter.htm>

For more information about what you can recycle in Orkney and where, please visit the Council's website, review the links provided in this document or contact customer services. You can also send an email to recycling@orkney.gov.uk.

Looking after your containers

The containers issued to households remain the property of Orkney Islands Council, but households are responsible for their safe storage, cleanliness and safekeeping.

Requests to provide new waste and/or recycling containers if damaged, lost or stolen should be made to the Council's Customer Services Team. Please ring 01856 873535 or alternatively you can email developmentandinfrastructure@orkney.gov.uk. Please state clearly name, address, the type and number of containers you require and reasons for your request. A charge for grey bins was introduced in 2019 to recoup the cost to the council of the bin. Delivery of the bins is free of charge.

When someone moves to a new house, they must leave **all** containers at the property in good, clean condition ready for the next occupants to use.

We encourage households to neatly label their containers, so they can be assigned correctly to their address and to help prevent loss.

Where container(s) have been damaged by our crews in the process of collection, a tag will be placed on the bin to call customer services to request a replacement. Residents have the option to collect their own container(s) or where this is not possible, the Council will undertake to deliver to the property. Where a container has been damaged by our collection crews, there will be no charge for a replacement.

Where a replacement bin is provided (unless a new one has been paid for), households may not necessarily receive an entirely new container(s), as the Council aims to re-use or re-furbish stock wherever possible to minimise waste. See Table 2 for a list of prohibited items to prolong the life of your bin.

Where a resident would like to 'down-size' – i.e., from a 240 Litre to a 140 Litre grey refuse bin, the Council will exchange the bin, recognising the commitment by the resident to minimise waste and increase recycling. This service is carried out free of charge.

Residents are not permitted to put their rubbish/recycling out in containers purchased by themselves as these will not be uplifted. The containers/receptacles used must be those issued by the Council.

Table. 1. Permitted materials for each of the Council's Bins.

Grey Household General Refuse Bin	Recycling Bin with/without black insert (caddies) – separated into 4 compartments
<ul style="list-style-type: none"> • Plastic tubs, pots and trays • Food waste • Dog faeces and cat litter • Nappies and sanitary products • Polystyrene • Small Broken toys • Plastic bags and wrapping/Film • Juice cartons (Tetra Packs) (if you can't take these to your local recycling centre). • Cardboard (if you can't take these to your local recycling centre). • Grass Cuttings (if you can't take these to your local recycling centre). • Flowers and weeds, plants, hedge and tree clippings (if you can't take these to your local recycling centre). • Pet bedding – wood shavings/shredded paper, straw etc. 	<p>Category 1</p> <ul style="list-style-type: none"> • Newspapers and magazines • Junk mail, flyers • Envelopes including window envelopes • Holiday brochures and thin catalogues directories, thin phone books, yellow pages • Thin Card - food packaging such as cereal boxes, toilet roll tubes <p>Category 2</p> <ul style="list-style-type: none"> • Household Plastic bottles from the kitchen, bathroom etc. (Types 1 and 2 - PET and HDPE) <p>Category 3</p> <ul style="list-style-type: none"> • Drinks cans (e.g. coke cans, beer cans) • Food tins (e.g. baked beans, soup, fish) • Pet food tins • Foil and foil trays (clean) • Empty aerosols (e.g. deodorant, hairspray, polish) • Metal lids from jars and bottles • Sweet and biscuit tins <p>Category 4</p> <ul style="list-style-type: none"> • Glass bottles and jars – any colour

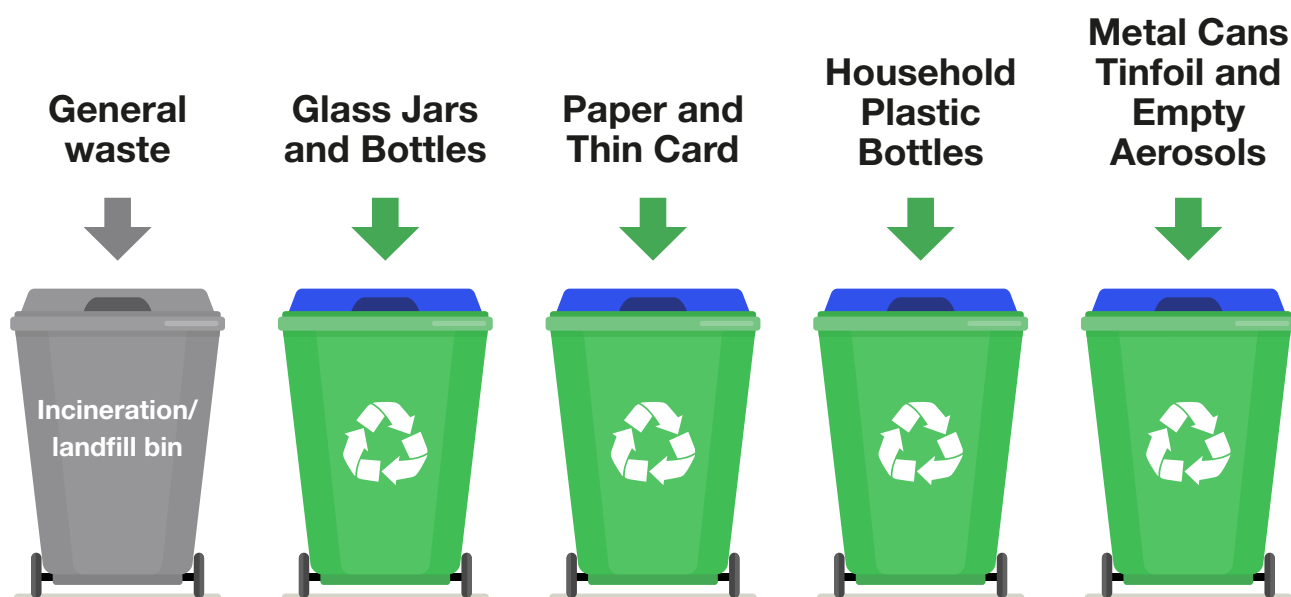


Table 2. Prohibited Material for each of the Council's Bins.

Grey Household General Waste Bin	Recycling Bin with/without black insert (caddies)
<ul style="list-style-type: none"> • Dry recyclables (that can be accepted in the recycling bins at the kerbside) • Hot ashes (always allow to cool before disposal) • Broken window, large pieces of glass • Car parts • Builders rubble/soil/demolition waste • Corrosive materials and liquids such as oil and paint • Fluorescent tubes/low energy light bulbs (take these to the local recycling centre) • Electrical and electronic equipment (take this to the local recycling centre) • Pesticides (take to Bossack) • Large amounts of cooking oil (cooking oil can be taken to the local recycling centre) • Live ammunition • Marine Flares • Gas Cannisters or other explosives 	<ul style="list-style-type: none"> • Black sacks (with or without recyclable waste in them) • Carrier bags • Textiles (clothes, bedding, duvets etc.) • Egg boxes • Pots, tubs and trays (fruit punnets, meat trays) • Plastic Film from packaging or cling film • Food waste • Polystyrene • Broken toys • Any other plastics except plastic bottles (types 1 PET and 2 HDPE) • Dog faeces and cat litter • Nappies and sanitary products • Used Hand Towels • Garden items such as plastic flower pots / trays • Soil, stones, hardcore, rubble • Sheet glass • Light bulbs • Cardboard • Cartons – Tetrapaks/Juice etc.

Food Waste and Green Garden Waste

Orkney Islands Council is currently exempt from the legislative requirements to separate food waste for treatment. However, we know this is currently under review by Scottish Government. Orkney doesn't currently have the necessary infrastructure in place to provide a food waste collection service or somewhere to send it for re-processing that is economically and environmentally advantageous.

Therefore, and as per the Council's commitment to the Household Recycling Charter outcomes, we encourage Orkney residents to think about composting in the absence of a food waste collection service. This will further minimise the residual waste left to throw away into the grey refuse bin. Research shows that approximately 60% of the average household refuse bin can be taken out and treated other ways such as recycling and composting, leaving just 40% on average that requires a different sort of treatment.



Residents can purchase a hot bin composter (Green Johanna) at a reduced price through Great Green Systems UK via the Council's Website. <https://www.orkney.gov.uk/Service-Directory/G/Organics-Recycling-Composting.htm>

This bin requires both food waste and green garden waste to work effectively and does not attract vermin. The result if used correctly is a nutrient rich compost for the garden. It has been shown to work well in Orkney's climate.

Alternatively, the Council has Green Cones available free of charge to residents. Green Cones are only a food waste digester, you cannot put green garden waste in them. The Green Cone does work in Orkney, but it may take longer than advertised owing to the climate.

Households can also take their green garden waste to any of our main five Household Waste Recycling Centres for disposal. (Hatston, Garson, Cursiter, Bossack or St Margarets Hope). In addition, some of our mini recycling points also have a green waste skip such as Dounby in the West Mainland.

All green garden waste is taken to Bossack and is processed into soil conditioner/compost. The soil conditioner is provided free of charge at some of our main Household Waste Recycling Centre's such as Hatston in Kirkwall and Garson in Stromness.

For any enquiries about either of the products listed above, please email:

developmentandinfrastructure@orkney.gov.uk or telephone 01856 873535.

Policy 2 - Presenting your refuse/recycling for Collection

Putting the right things in your bin and correct presentation for emptying is really important.

Here's some of the reasons why:

- It helps our crews empty them quickly – ensuring routes are completed at the end of each day.
- If you put the wrong things into your bin and it is too heavy it may impact on the refuse collection vehicles machinery causing breakdowns – breakdowns mean routes don't get completed.
- If your bin is not out by 8am on your designated collection day it won't be collected.

The Council has a bin collection guide available on our website. You can access this here:

https://www.orkney.gov.uk/Files/Rubbish-and-Recycling/Bin_Collection_Guide_Mainland.pdf

Households must ensure their containers are presented for emptying at the designated collection point, **not more than 2 metres** from the roadside on an adopted road near your property and no later than 8am.

Where a new housing development is beginning to be occupied without completion or adoption by the Council of access roads, a designated officer will determine if permitted or safe access can be made by any of the collection vehicles. Where this is not the case, an alternative means of presenting your waste and recycling will be offered such as red bags and an agreed point adjacent to the nearest adopted road will be agreed with you. For health and safety reasons and additional wear and tear on Council vehicles, refuse collection vehicles will not travel on unadopted roads.

Sometimes decisions to change collection points are made, and these are usually when there are health and safety implications that have come to light such as dangerous road surfaces, safe vehicular access and exit or a danger to you is considered in the presentation of your bins. Sometimes route changes are made to ensure services continue to operate as efficiently as possible. Where this is the case, the Council will always notify residents of any changes in advance.

Households must ensure they present the right bins on the right week. Orkney operates an Alternate Weekly Collection Service, meaning refuse is emptied one week, and recycling the next. Households can view their collection calendar and road/route lists on the Council's website at <https://www.orkney.gov.uk/Service-Directory/R/alternate-weekly-collections---mainland.htm>. Or ask for one to be sent to you by emailing developmentandinfrastructure@orkney.gov.uk.

Households must ensure that during public and bank holiday weeks, they are aware of potential changes to collection days and times. This is particularly an issue over the Christmas and New Year Period. Changes to collection days and times over Christmas are well publicised in the Orcadian, on the Council's Website and on OIC Updates Facebook Page as well as the Council's waste and recycling Facebook page – Eco Active Orkney.

Households must ensure once bins have been emptied, that they are taken in as soon as practicably possible, and at least by midnight on the same day of collection to avoid damage, loss or obstruction on footways etc. causing potential hazards. This is particularly poignant for residents with a disability, mums with small children or pushchairs and the elderly.

Those households on the Assisted Waste Collection Service list don't have to present containers to the kerbside and these will be returned by the crews to an agreed point.

Households who have requested an Alternate Collection Method (Red Bags), no more than three bags at any one time should be presented for collection. The red bags should be presented at the same collection point as bins in a tidy manner with bags securely tied and only containing normal household waste that could not have been recycled. Properties that have been allocated red bags, will also be offered green boxes and canvas bags to facilitate recycling.

The red bags are not for house clearance purposes. If residents are moving on and are clearing out, they should either take the waste themselves to their nearest Household Waste Recycling Centre, commission a special household waste collection from the Council (See bulky waste collection service) or order a skip from an external supplier such as Orkney Aggregates. The same applies to landlords where tenants have moved out and may have left items in the house.

When the Council won't empty household bins

You may find that your bins have not been emptied. The reasons for this will include one or more of the following: -

- Your bin is overfilled with refuse or recyclates preventing proper closure of the lid – the Council operates a **closed lid policy**. Please work to reduce your waste and make sure all waste is contained within the bin.
- Your bin has been presented with a quantity of side waste that prevents safe access by crews to collect the bin for emptying.
- Your bin has been presented that contains unsuitable materials (see Tables 1 and 2 on page 16 and 17). – Your bin may be tagged in this instance – see the Council's Contamination Policy.

Examples of inappropriately presented household bins with excess 'side waste' are shown below.



Policy 3 - Excess/Side Waste – General Refuse

Collecting additional material presented provides no incentive to residents to recycle and therefore the Council will only collect rubbish that is safely contained within a bin or container. Waste that is left by the side of the bin will be left in place.

Not collecting side waste ensures collection vehicles have sufficient capacity and are able to provide a waste collection to all households on the collection route.

Bin lids should be closed to prevent access to the waste by vermin or birds for example and to ensure environmentally, neighbourhoods appear clean and tidy. If a bin lid isn't closed, the crews may leave the additional waste in the bottom of your bin once it has been emptied.

If households have excess waste, due to Christmas, additional visitors or moving to a new house for instance, you should plan to take the excess waste to one of the Council's licensed facilities or arrange for a special household collection available at a cost through the Council's Customer Service Team.

Households should not report a missed bin, if, when taking in a bin, waste is found in the bottom of the bin that was originally put out as additional side waste.

Furthermore, excessively heavy bins and/or bins that are felt to contain commercially generated waste containing materials illustrated in the Tables on pages 16/17 run the risk of not being emptied.

Residents are kindly asked not to over compact their bin as waste can and does get stuck when being tipped which can cause excess wear and tear on vehicle machinery.

Excess/Side Waste – Recycling

The Council can issue up to 4 recycling wheeled bins per household in recognition of a commitment to recycle more materials. Alternatively, households allocated two 140 Litre wheeled bins for recycling can be 'switched' for two 240 Litre wheeled bins on request through the council's customer services team.

Unlike general refuse, the Council will accept additional recycling presented at the kerbside so long as it is presented in a council recognised container or in a container whereby it is easily visible as separated, clean recycling by the Council's crews.

Policy 4 - Contamination

Why has my bin been tagged?

This Policy makes a firm commitment to waste minimisation and maximising recycling at every opportunity. Recycling containers will be 'tagged' if the materials contained within them are deemed by the crews as unacceptable or 'contaminated'. Residents should refer to Table 1 and 2 in this Policy or visit the Council's website for an online recycling guide.

https://www.orkney.gov.uk/Files/Rubbish-and-Recycling/April_2016_Onwards/What_to_Recycle.pdf

Residents can also request a bin sticker which clearly sets out items that can be presented for recycling at the kerbside. Households should contact customer services to request a bin sticker.

Recyclates are more valuable when they are clean and free of contamination. A recycling container won't be emptied if contamination is severe as the refuse collection vehicles for recycling are designed with separate compartments and by emptying a contaminated bin, the existing loads in the vehicle would be contaminated as well, potentially rendering a whole route's recycling unfit when deposited at Chinglebraes (The Council's Waste Transfer/Sorting Station). This can mean significant additional cost to the Council and can affect the Council's recycling performance.

When a container is tagged, households should remove these item(s) and re-present recycling bin(s) for collection on the next available collection date or take the material to the nearest household waste recycling centre. Examples of contaminants in Orkney include cardboard, punnets, tubs, trays, food waste or the materials could be correct but mixed, for example, plastics and cans are together in one compartment. Alternatively, if households are unsure as to why their bin has been tagged and require assistance with what to recycle, they should contact the Council's Customer Services or download a what to recycle guide from the Council's website.

If it is found that recycling bins continue to be contaminated for a second time and the Council has made every effort to educate and assist residents at the property, the Council reserves the right to remove recycling containers without notice. An officer from the Council's waste team will arrange to meet with the household to discuss the options for re-introducing the recycling collection.

Zero Waste Scotland has shown that contamination occurs either more frequently or to a more severe level in communal recycling bins.

The Household Recycling Charter code of practice states that recycling bins should not be collected if contamination is clear and cannot be safely removed by crews – as it has a detrimental impact on the quality of the entire load collected.

Contaminated recycling costs more to sort. Increased operational costs may include the need to use an additional sorting facility and paying a gate fee for that service. Although here in Orkney we don't have access to a sorting facility and therefore contaminated recycling will be placed in the general refuse.

The Council could suffer a reduction in income if the quality of its recycling is found to be low. Severe contamination of a load sent to a re-processor on the Scottish Mainland or England can result in the load being rejected and treated as residual waste at a much greater expense to the Council.

Crews will conduct a brief visual inspection of the contents of each bin presented. If there is no evidence of contamination it will be emptied and returned to the collection point.

If a household has had recycling bins removed owing to ongoing contamination issues, that household cannot apply for additional capacity – e.g., additional grey refuse bins.

Communal Recycling Bin Contamination

Communal recycling bins have proven more susceptible to contamination elsewhere in Scotland. It is also more difficult to identify the source of any contamination to take the appropriate action. As a result, the Council aims to limit the number of communal bins used, ensuring they are only utilised where there are no alternative arrangements for individual bins.

On collection day, the collection crews will conduct a brief visual inspection of the contents of communal recycling bins. If there is no evidence of contamination, it will be emptied and returned to the collection point.

If there is evidence of contamination, the crews will determine the level of contamination and take the appropriate action. Communal bins will only be emptied where contamination levels are low. If contamination is moderate to severe, bins will be tagged to help inform the community of contamination but will continue to be emptied owing to these serving a larger number of households.

Given in Orkney, there are a limited number of communal recycling bins and the majority of these are in council rented property areas – council officers will work with the relevant housing officer to liaise with residents to work to reduce the likelihood of contamination.

Crews will monitor contamination levels and where households are presenting contaminated recycling containers repeatedly, written communication from the waste team will be issued to inform the households of the problem, offering further advice and information on the appropriate separation of recyclable materials.

There are many ways the local community can find out about what can be recycled here in Orkney. Residents can review the tables in this document on page 16/17, consult the Council's recycle guide available on the website or contact customer services.

Policy 5 - Animal Waste in Household Bins

Pet bedding such as wood chippings, sawdust and straw / hay from rabbits and guinea pigs (which can be soiled) can be placed into a composter such as a Green Johanna alongside garden waste and food waste. However, if composting isn't something a resident can facilitate, then this should be placed in the general refuse bin.

All types of soiled animal bedding, cat litter or dog faeces must be securely contained in a bin bag, black sack or pet faeces bag before being placed in the general refuse bin. The Council does not expect residents to place these types of materials loosely in their bin. They pose a bio threat to human health at the Council's waste transfer station and we are required to protect our employees from exposure to these types of risks.

No additional capacity will be provided for waste from domestic pets; and the quantity of waste will be limited by the weight of the bin, i.e. if it is overfilled with heavy waste (cat litter especially),

then no collection will be made, or some waste may be removed and placed back inside the bin for collection next time. This is to protect the operating equipment on the vehicles from excessive wear and tear.

If residents have additional material owing to domestic pets that cannot be contained in their normal household refuse bin they should dispose of their excess waste at one of the Council's Household Waste Recycling Centre's.

Waste from businesses e.g. catteries and kennels is defined as commercial / industrial waste as such this should not be disposed of via the Council's household waste and recycling collection services.

Policy 6 - Missed Bins

The Council is committed to delivering a good service, ensuring residents bins are emptied on the designated day of collection. However, there are times when bins do get missed and some examples are provided below: -

- When adverse weather prevents collection
- When a resident does not place their bin out on time
- When a vehicle breaks down
- Driver error
- The bin is severely contaminated and/or overweight
- When the bin is not presented adjacent to the kerbside, as a guide, within 2m of the public road/adopted carriageway.

Sometimes adverse weather prevents drivers from completing their routes. This may be because side roads are deemed unsafe owing to icy conditions, or that windy conditions mean uplifting certain recyclates (paper/card/plastics) cause issues with items being blown around out of bins while lifting. It may also be due to resource constraints where crew members have been re-allocated to undertake weather related duties such as winter maintenance.

In such circumstances, a decision may have to be taken to cancel a route or part of a route. The Council may make efforts to re-visit these routes the following day or days subject to conditions improving and where teams are available as each day's cancellation affects the following days collection somewhere else. However, where this isn't possible, residents should take their bins in and re-present them on the next available scheduled date. Where a route has been cancelled due to adverse weather, the council will accommodate the collection of side waste during the next scheduled collection for the route in question. Alternatively, residents may choose to take their waste and/or recycling to the Household Waste Recycling Centre sites as an alternative, the hours of opening are noted on the Council's website.

The Council will endeavor to communicate with residents through OIC Updates (Facebook) and via customer services when residents call, to appraise them of the situation and whether to leave bins out or take them in.

The Council's bin collection guide states residents place their bin(s) out at the kerbside by 8am, even if it is felt the refuse collection vehicle doesn't typically collect until after lunch as routes and drivers can and do change for a variety of operational issues. However, the guide is also mindful of inclement weather and residents should judge whether it is safe to present their containers for collection.

If a bin is not out for collection when the refuse collection vehicle visits the area and a resident

reports a missed bin later in the day, **the refuse collection vehicle cannot be sent out to attempt to re-collect.**

Residents can take their refuse or recyclates to their nearest Household Waste Recycling Centre or present the containers on the next scheduled collection date.

When a vehicle break down occurs and a route isn't completed, the Council will endeavor to alert residents through OIC Updates (Facebook) and via customer services and administrative staff when residents call to appraise them of the situation.

There are occasions when a driver or a driver's route changes, and a bin is missed, these are recorded and reviewed regularly to ensure this does not occur in the future.

If a bin has been missed owing to severe contamination, the bin should have a tag attached to it, to inform the household as to the reason why the bin was missed. The household should remove the contaminated materials and re-present their bin on the next collection date.

Bin Stores and Access to containers

A growing number of households in Orkney are erecting bin stores within the curtilage of their property or on verges at the end of roads in rural areas for example.

It is the responsibility of the householder to allow the collection crews easy access to containers, stores and collection points/areas on collection day and to ensure that access is not restricted, for example by parked cars, locked bin stores or containers not presented in the right area/point.

Collection crews will collect and empty containers that are presented no more than 2m from the roadside or designated collection point. If containers are 'housed' in a bin store for instance, the crews will take out and return bins to these so long as the store is sited no more than 2m from the roadside where the collection vehicle stops. Access to containers should not be restricted by padlocks, chains or bungee cords. If these are present, then it is the responsibility of the householder to ensure that these are removed, unlocked or other on collection day for ease of access.

Surfaces that containers need to be moved over for collection need to be of a smooth continuous finish and free from steps or other obstacles. Any steps must incorporate a drop-kerb.

Policy 7 - Additional Capacity

The waste collection services the Council provides to residents gives the necessary capacity to manage most households' general refuse needs. However, where residents feel they do not have sufficient capacity, and qualifying criteria are met, a request to the Council for additional container(s) can be made. The Council will also consider all households that request additional capacity for their recyclable waste.

The Additional Capacity Policy applies to households who are in receipt of wheeled bins and those who qualify for the Alternate Collection Method Policy (red bags), set out at Policy 9.

The Council needs to encourage residents to fully utilise their recycling services and so reduce the amount of waste being sent for incineration or landfill and increase the amount of waste that can be recycled, thereby reducing costs and improving recycling performance. Allowing residents to have unchecked access to additional grey bin capacity does not provide the necessary incentive to recycle.

Residents can request additional recycling or general grey waste bins or red bags (if on the alternate collection service) by contacting the Council on 01856 873535 or by email to developmentandinfrastructure@orkney.gov.uk. An application form will be sent out to residents or

can be collected from the Council's Customer Reception Service points at School Place, Kirkwall or Warehouse Buildings, Stromness.

Requests for additional residual waste (grey) bins or red bags will usually be accepted from households with five or more **permanent** residents or where there may be extenuating circumstances such as medical issues or infants in nappies.

Applications will be assessed by the Council and may require the household to undergo a household waste and recycling bin audit with a Council officer. The following conditions will apply to such an application:

- Residents will be encouraged in the first instance to recycle additional materials that they may not have considered recyclable.
- If this is not suitable, a 140 litre additional grey bin will be provided to households with five or more residents upon successful application or a 240 litre additional grey bin where there are more than 7 permanently residing at the property;
- If red bags are in place at the property, an additional 50 red bags over and above the annual allocation of 75, as an equivalent to 140 litre grey refuse bin or an additional 75 red bags as an equivalent to a 240 litre grey bin (Maximum allowance currently is 150 red bags per year);
- All such approvals will be reviewed after two years of commencement;
- Residents will be required to notify the Council of any changes in their circumstances; and;
- If a resident moves to a new house, they will have to inform the Council so collection crews can retrieve the additional containers and where appropriate remove the property from the relevant records.

If additional containers are provided to a household, this will be for a period of two years after which the Council will review the allocation to see if it is still required. The additional container(s) provided may be removed by the Council should residents:

- Not be recycling effectively;
- Be using the additional bin or bags provided inappropriately;
- Are found to have obtained the additional container(s) under false circumstances; or
- Have changed circumstances affecting their entitlement to additional capacity since the container(s) were issued.

Policy 8 - **Assisted Waste Collection Service**

The assisted collection service is provided for households where there is no one living at the property who is physically able to carry the rubbish and recycling to the boundary for collection and there are no family or friends, neighbours nearby who are willing and able to assist.

When a resident makes an enquiry or requests assistance, an application for an assisted collection should be made. Residents will receive a letter and application form which must be completed in full and returned to the Council.

As part of the application process, an assessment is carried out to make sure the collection crews and their vehicle can access roads to properties safely such as ensuring roads are maintained to a suitable standard and are not over a certain gradient. Any steps or rough surfaces will also be considered. Distance from the normal collection point is also taken into consideration, as the distance travelled by our vehicles and crews affects the collection route for that day. Council vehicles won't access a property via an unadopted road or street.

A Council officer may need to visit the property to aid the assessment process and to consider the health and safety risks that may be associated with entering the curtilage of the property and/or to assist with the completion of the necessary paperwork.

If an application is accepted, then an agreement is reached with the applicant regarding the collection point. The applicant is responsible for ensuring the collection point for the waste and/or recycling is from a safe, convenient and easily accessible location for the collection crews. Crews cannot go into people's homes or property such as outbuildings or sheds to retrieve containers.

The agreed collection point should be freely accessible without the engagement of the resident and as close to the highway as is practicably possible.

Other Council household waste collection procedures apply to assisted collections e.g. closed lid and no side waste etc.

A successful application is periodically reviewed by the Council with letters sent to all residents who have previously qualified for the service.

If a resident moves elsewhere in Orkney, they must inform the council straight away, so that the Assisted Waste Collection service can be applied at their new address and the old one removed from the list, this will help the resident receive an uninterrupted waste collection service.

Refusal upon application for an assisted service collection

The Council will assess each application thoroughly and reserves the right to decline an application if:

- The application does not meet the qualification criteria;
- The offer of the assisted collection leads to significant operational difficulties or unreasonable expense for the Council to implement the collection service to the property; or
- The applicant lives with someone who is physically capable of presenting the container(s) at the kerbside (and collect) or who has family members or employees living within the property or other properties within the same grounds.

There is no appeal process for this service, but if a customer is unhappy with the decision they have received from the Council there are several ways in which they can make their concerns known:

- By visiting customer services.
- By telephoning the Council on 01856 873535.
- By writing to Complaints, Orkney Islands Council, School Place, Kirkwall, Orkney, KW15 1NY.
- By sending an email to [Complaints](#).

If at any time the Council has reason to believe that the recipient no longer meets the criteria for the assisted collection service, the applicant will be requested to re-apply and a re-assessment be undertaken.

Policy 9 - **Alternate Collection Service**

This policy sets out the Council's waste collection arrangements for households where the use of wheeled bin containers is not suitable i.e. terraced and rural properties over 75m from a collection point; flats (low rise/high rise and in converted properties); houses of multiple occupancy.

A household will be exempt from using wheeled bin containers for residual waste and recycling if there are no means of bringing a wheeled bin to the agreed collection point. Residents whose properties fall within this exemption can apply to the Council and alternative collection methods will be applied as follows:

The Council will provide residents with a red bag allocation. This is 75 bags per year delivered to each qualifying property annually.

The allocation is based on a fair and reasonable assessment of the quantity of waste that can be contained in a normal grey refuse bin, to ensure all properties are treated fairly whatever the method of presenting their waste for collection is.

For recycling, green boxes and green canvas bags will be provided (four) to be presented at each recycling collection. Residents will still be expected to separate materials for recycling. If a commitment is made by residents to recycle, the 75-red bag annual allocation should be sufficient. Where it is found to be insufficient, residents can apply for additional capacity as per the guidance set out under policy 7.

The collection frequency and schedule will be the same and is a part of the Alternate Weekly Collection Service (AWC) just using bags/boxes instead of wheeled bins.

Residents will be expected to observe the following guidance: -

- The total number of red bags (for residual waste) presented at each collection shall not exceed three;
- Any red bags above three will be treated as side waste and not collected;
- Any green boxes/bags (for recycling) that contain non-recyclable items will be treated as contaminated and the procedures set out for contaminated recyclates will apply;
- For properties that have five or more permanent residents, then an application for additional capacity can be made up to a maximum of 150 per year.
- For items that do not fit in the red bag, the resident will be required to use the Council's bulky waste collection service, take these items themselves to their nearest Household Waste Recycling Centre or pay for a licensed waste carrier to collect the waste and dispose of it at a licensed facility.

Services for terraced properties

The Council's standard requirement is for wheeled bins to be stored within the curtilage of the resident's property. It is not appropriate for wheeled bins to be stored on the public highway (footpaths) as this is considered an obstruction and constitutes a risk for pedestrians.

However, exemptions to this requirement are considered for properties that open directly onto the highway and may not have any rear access. Where storage is an issue for residents who live in terraced houses, the Council will advise properties or groups of properties options for potential communal container storage locations. In such circumstances, residents will decide on its use/participation, but the Council will inform in writing the storage/location and collection points.

The Council recognises that communal facilities can unintentionally create opportunities for residents to contaminate their neighbours' recycling efforts, as well as reduce the incentive for householders to recycle, due to lack of accountability. The use of a central collection point may also present a temptation to deposit excess waste at this point which would then constitute a fly tip under the Environmental Protection Act 1990. However, if contamination and fly tipping becomes a problem, it will be dealt with as an enforcement issue in the same way as any other incidents of contamination and fly tipped waste. It is clearly in all resident's interest to work together if a communal collection point is used.

Where contamination of the recycling containers becomes significant the Council reserves the right to remove this service from the properties affected. (See contamination policy).

Where terraced properties cannot safely store or present wheeled bins, then the Council's Alternate Collection Policy (red bags) can be applied for.

Service for rural properties or where access is difficult

There are geographical locations within Orkney where the use of a normal refuse/recycling collection vehicle poses an increased health and safety risk for both the waste collection crews and other road users. Such areas include un-adopted roads, tracks or private drives where the condition, surface and alignment of the highway are un-suitable for the vehicle and maneuverability requirements for the collection of the waste and recycling.

To ensure that these identified properties still receive the same level of service, the Council will either recommend the Alternate Collection Method Service is taken up or seek that all containers are presented by residents at an agreed collection point which will normally be where the end of their track or property meets the public highway or an adopted road.

Policy 10 - Private Rented Properties - Non-Domestic Waste arising from tenanted properties.

Any waste arising from the maintenance of rented properties, including construction and demolition waste, garden waste where this is produced by a contractor, furniture and bulky items for disposal on change of tenancy will NOT be collected free of charge by the Council as household waste.

This waste is classed as commercial waste because it is waste generated because of a business. Therefore, a registered waste collection contractor must remove this waste and it should be disposed of at a suitably permitted facility. As a property owner or a householder, you have a legal obligation (Duty of Care) to take all reasonable measures to ensure that your waste is disposed of properly. The Environmental Protection Regulations require all householders and waste producers to make sure their waste is only removed from their premises by registered waste carriers.

Please note that commercial waste is not accepted at Household Waste Recycling Centres. Commercial Waste must be disposed of at either Chinglebraes or Bossack or a special collection arranged through the Council or private provider, ensuring these are licensed to carry waste through SEPA. Please refer to the Council's separate policies for commercial waste.

Information for Landlords

Renting property has legal obligations which includes a duty of care to ensure that all waste arising from lettings is disposed of legally. Failure to comply is an offence and could lead to prosecution.

A landlord should provide waste collection facilities and ensure that a rented property is healthy and safe to live in. This includes ensuring that there are sufficient facilities to contain and dispose of waste, both inside and outside the property.

Landlords are expected to inform their tenants of the collection arrangements for waste and recycling. This can be achieved by:

- Making residents aware that it is their responsibility for storing and setting out their bins in line with Council policy, this is particularly important where communal collection and storage points are used;
- Informing the residents of their responsibility for the safe and secure storage of the wheeled bins;
- Providing the residents with Orkney's Household Waste Recycling and Waste Collection Guidance available on the Council's website; and
- Identify the day of collection and specify which week each of the bins are to be presented;
- Informing the resident where they can go for help if they have a problem with their waste and recycling; and
- Informing the resident of what they can do to dispose of bulky household waste items if they can't take it themselves to a household waste recycling centre.

The Council also expects landlords to ensure that the property has the correct containers as identified, at the commencement of each new tenancy. It is strongly advised that the bins are listed on the property's inventory.

Policy 11 - Household Bulky Waste Collection Service

If households have got something to dispose that is too big for one of the council's collection vehicles, households can take household items to one of the council's Household Waste Recycling Centres (Civic Amenity Sites). Details of what can be disposed of at these facilities is available on the Council's Website at: <https://www.orkney.gov.uk/Service-Directory/R/Recycling-Centres-Civic-Amenity.htm>.

Alternatively, if a household has no means by which to transport bulky household waste to these sites, then a special bulky waste collection service can be organised through the Council or any other licensed private operator.

If Households wish to have domestic bulky items uplifted through the Council, they should contact Customer Services on 01856 873535.

Charges for the special collection of bulky items are available from the Council Charges page which can be accessed from the home page of the Council's website at <https://www.orkney.gov.uk/>

Bulky items comprise items you take with you when you move to a new house, to differentiate between what may reasonably be considered trade waste rather than household waste. As such, a typical bulky waste collection will:

Include: Furniture, household electrical appliances such as white goods, rugs, garden furniture, bicycles and other portable household items.

Exclude: Carpet or underlay, kitchen or bathroom units (i.e. those that are generally fixed to the wall), doors and windows, fencing panels or gates, greenhouses or sheds, boilers or storage heaters, gas bottles, building or refurbishment waste materials.

Items must be able to be safely lifted by 2 people (or the item will not be taken).

To encourage re-use and donation, we encourage households to consider donating to charities such as Restart Orkney or maybe selling items on the Orkney Merkit Place Facebook Page. Information in relation to organisations that accept donations are available on the Council's Website.

Only items that are on the request form will be collected.

Dates for the Isles special collections are available on the Council's website.

The collection date/time is issued as a guide as the actual collection can be affected by weather or other operational issues. In the event of any delay, the applicant should seek clarification by contacting the council's customer services team on 01856 873535.

ADDITIONAL INFORMATION

Isles Collection Services

Westray and Shapinsay

The council endeavors to deliver an Alternate Weekly Collection service to as many properties in Orkney as possible. Approximately 90% of households currently receive this service. These Isles remain on a bagged service instead of wheeled bins. Recyclates are collected in different coloured bags.

Other Isles

Alternate Weekly Collection is not yet implemented in other Outer Isles locations. These Isles have a weekly bagged collection of waste at the present time.

To encourage participation in recycling, each of these Isles has a community-based recycling point, with skips being provided, usually at pier heads. Items accepted include: -

- Paper and thin card,
- Glass (jars and bottles)
- Metals (including stainless steel food tins, beverage cans, clean tin foil, empty aerosols and foil products such as trays).



Use of Household Waste Recycling Centres and Recycling Points ‘bring sites’

The Council is statutorily obliged to provide one place for households to deposit waste and therefore to encourage recycling and discourage fly-tipping, the Council currently provides a significant number of bring sites where residents can dispose of domestic waste and/or recycling.

There are five main Household Waste Recycling Centres on the Orkney Mainland – Bossack in Tankerness, Cursiter Quarry in Firth, Garson Industrial Estate in Stromness, Hatston Industrial Estate, Crowness Crescent, Kirkwall and St Margaret’s Hope.

Each site is equipped with bins and skips households can use to dispose or recycle a wide range of household items – everything from domestic waste to scrap metal, furniture, carpets, cans, plastic bottles, cardboard, paper and juice cartons.

The opening hours and information about what can be disposed of at the Council’s Household Waste Recycling Centres are advertised on the Council’s website here: <https://www.orkney.gov.uk/Service-Directory/R/Recycling-Centres-Civic-Amenity.htm>

All the Council’s Household Waste Recycling Centres and local ‘bring sites’ are for use by **households only**. Commercial businesses cannot use these sites. Operatives at the five main sites are at liberty to stop businesses entering the sites and re-directing them to one of the Council’s licensed waste facilities such as Chinglebraes and Bossack. Illegal use by commercial businesses will be reported to SEPA who in turn may take enforcement action including significant fines.

Height Restrictions

Please note that height restriction barriers of 2 metres are in place at all Recycling Centres and are permanently lowered. Any household that wishes to dispose of their own domestic waste using a large van or truck should contact Development and Infrastructure on Telephone: 01856 873535 to plan for the barrier to be raised in advance of arriving on site.

Vans and Hire Vehicles

If a household is visiting a recycling centre with a van or larger vehicle, they may be questioned by the site operative. It is therefore advised that if you own a van or have hired a van to undertake a house clearance or are moving home for instance, we would advise you to take along your hire vehicle documentation to avoid being turned away.

Hazardous Materials at Household Waste Recycling Centres

Households are reminded of the risks of ‘dumping’ hazardous materials such as flares, explosives or live ammunition at Household Waste Recycling Centres or in any of the skips at local bring site facilities. For the disposal of flares and other highly flammable, toxic materials please contact Development and Infrastructure on Tel. 01856 873535 for advice.

If flares, explosives or live ammunition are found by anyone at any facility and no operative is present they should first contact the Development and Infrastructure team on Tel: 01856 876338 to report the problem.

If anyone has or discovers live ammunition that requires disposal, please contact Police Scotland on their national enquiry line 101 to seek advice on the appropriate action to take.

Disposing of live ammunition or explosives within the general waste is **illegal** and represents a significant risk to members of the public and Council staff, not to mention disruption, such as potential site closure, while safe disposal is taken care of.

Additional information about Special or ‘Hazardous’ waste materials

Examples of hazardous or termed in Scotland, ‘Special’ Waste, include:

- Asbestos
- Chemicals, e.g. brake fluid and printer toner
- Electrical equipment with potentially harmful components such as cathode ray tubes - e.g. computer monitors and televisions
- Fluorescent light tubes and energy-saving light bulbs
- Vehicle batteries and other lead-acid batteries
- Oils (except edible oils) - e.g. engine oil
- Refrigerators containing ozone-depleting substances
- Solvents - e.g. aerosols
- Pesticides

Most of these waste types can be disposed of by households through the Council’s Household Waste Recycling Centre network including, electrical equipment, fluorescent light tubes and energy saving light bulbs, vehicle batteries, oils, white goods including fridges and pesticides (Bossack only).

Special Waste Consignment Notes are required for any hazardous waste materials beyond DIY detritus which would fit in a car boot. For lead acid batteries the cost of the special waste consignment note is currently £10, but for all other hazardous waste materials, including asbestos, the cost of the consignment note is currently £15. The consignment note can be purchased by cash or cheque from SEPA’s Kirkwall office, Norlantic House, Scott’s Road, Hatston Industrial Estate, Kirkwall KW15 1GR or online by card <https://www.sepa.org.uk/regulations/waste/special-waste>.

Outlined below is some more detailed information on types of special waste the Council most frequently get asked about: -

Asbestos Waste

Other than small quantities (bagged) as noted below, this is deemed “commercial waste” and anyone wishing to dispose of it should note the charges as set out on the Council’s website at <https://www.orkney.gov.uk/>.

Bonded Asbestos (generally corrugated roofing sheets) can only be disposed of at Bossack Recycling Centre, Tankerness. All Bonded Asbestos MUST be wrapped securely in plastic sheeting or placed in sealed bags. All packages or bags of asbestos should be to such a size and weight that they can be easily handled safely by no more than two persons.

Larger quantities (over six sheets) will only be accepted at Bossack Recycling Centre if they are pre-booked with the Council and will be classed as commercial waste and subject to charges for disposal.

Other types of asbestos which pose a greater health risk will not be accepted by Orkney Islands Council and should only be handled and disposed of via a Specialist Contractor. There are local specialist contractors who will undertake asbestos collections such as Orkney Aggregates, but a special waste consignment note from SEPA is required.

The first of the five forms contained within the consignment note should normally be submitted by the contractor to SEPA no less than three days before the materials are to be moved to alert SEPA that hazardous waste will be on the move. If a carrier is used, they will take the second form. The householder will keep the third form and Bossack (the council’s licenced waste facility) will take the final two copies before submitting one of those to SEPA. SEPA then compares the first and last forms to check the job has been completed.

The exception (as mentioned above) is that a householder can transport a small amount of hazardous waste, i.e. car boot full, emanating from DIY projects such as a couple of broken asbestos sheets (wrapped twice in plastic). This can be accepted without a consignment note.

Waste Engine and Lubricating Oils

Receptacles for waste engine and lubricating oils, from households, are provided at the Household Recycling Centres.

Household disposal of chemical waste

Small quantities of chemical hazardous waste (e.g. Roundup products) from households can be disposed of at Bossack Recycling Centre free of charge. Please report to the site operatives on arrival who will ensure the chemicals are stored in the appropriate chemical cabinet.

Animal Carcasses

The Animal By-Products(Enforcement) (Scotland) Regulations apply controls to the processing and disposal, placing on the market and import from third countries of animal by-products and processed animal by-products. Controlled products include animal carcasses, parts of animal carcasses (including blood) and products of animal origin which are not intended for human consumption but exclude wild animal carcasses.

Permitted disposal routes for dead animals are:

- Rendering
- Incineration
- Burial, open burning (only allowed within areas designated as remote)
- Other Scottish Government/SEPA approved means of disposal, if appropriate

Exemption - Dead pet animals may still be buried. Pet animals are defined as “any animal belonging to species normally nourished and kept, but not consumed, by humans for purposes other than farming”.

Any burial site must be so that it is not likely to affect any watercourse, field drain or groundwater and should comply with the Code of Practice – “Prevention of Environmental Pollution from Agricultural Activity” (available from Scottish Government Rural Directorate).

If households are disposing of small domestic pets by burying them in their garden, we advise not to wrap them in plastic, or place in plastic containers, but to place them in a cardboard box or wrapped in brown paper or newspaper. Small domestic pets can also be double bagged and placed in the household refuse destined for incineration.

To prevent pollution of water any proposal to bury carcasses should first be discussed with the local [SEPA](#) office.

For further information, advice and guidance on the appropriate disposal of special waste, you can contact the local SEPA office or the Council’s customer services team who will direct your query to the most appropriate department.

Future Improvement

The Council is looking at options to improve further access to our HWRC sites, this may include introducing a ‘permit’ system, thereby easing access issues but equally directing any vehicle without a permit to our commercial facilities, it is intended this will be in place in 2019/2020.

Household Recycling Points/Bring Sites

The remaining sites are 'bring sites' and can be accessed at any time. Households are reminded to avoid contaminating unmanned skips and bring banks with unwanted materials or hazardous materials. The skips are unloaded at Chinglebraes, the Council's Waste Transfer Station and contaminated materials will need to be hand-picked out by Council operatives, taking up valuable time.

Please don't dispose of recycling inside carrier bags in the skips provided. Empty the materials out of the bag and dispose of the plastic bag in bin(s) provided or if no bin, please take this home with you and dispose of it at home.

If bins or skips are full at these sites, you can report this to the Councils Customer Services Team using the number printed below. Please do not leave materials in carrier bags at the side of skips or bins if they are full.

If you would like this plan in a different language or format, please contact the Council's Waste Team, Orkney Islands Council, School Place, Kirkwall KW15 1NY.

Tel: 01856 873535 ext 2703.

Email: recycling@orkney.gov.uk

More and more Orkney residents are recycling their foil and foil trays.

Scrunch loose foil into a ball. Dunk or rinse foil trays in your washing up water.



Find out more at:
www.orkney.gov.uk



recycle for
Scotland



ORKNEY
ISLANDS COUNCIL



ORKNEY

Our hydrogen future

Orkney Hydrogen Strategy

The Hydrogen Islands 2019 – 2025



Contents

Orkney Hydrogen Strategy.....	1
Endorsements	3
Executive Summary.....	4
Foreword	7
Why develop Hydrogen in Orkney?	7
Mission.....	12
Targets and Policy Drivers	13
How should we support Green Hydrogen Growth in Orkney?	15
Barriers to Implementation	20
Potential Hydrogen Scenarios.....	22
How can we deliver this?	25
Dissemination.....	28
How can we expect a Hydrogen future to look in Orkney?.....	28
Evaluation, Monitoring and Engagement.....	34
What's Next?	34
References	34



Surf 'n' Turf launch event, Kirkwall harbour, Orkney, 2017. (Credit: Colin Keldie).

Endorsements

Graham Sinclair

North Isles Councillor, Chair of Development and Infrastructure Committee – Orkney Islands Council

“Through the development of a hydrogen economy Orkney is continuing its tradition of innovation. The hydrogen projects already underway put Orkney in a world leading position with organisations from across the world looking to the hydrogen projects to provide them with solutions to their own energy needs. While it is impossible to look into the future with any certainty, Orkney will continue to influence the low carbon energy landscape of tomorrow by demonstrating that it is possible to deliver positive outcomes with technology that exists today.”

Neil Kermode

European Marine Energy Centre – Managing Director

“EMEC is delighted to see this Strategy. The clear drive to produce green hydrogen from renewable energy exactly chimes with the planet’s urgent needs to de-carbonise.”

Steven Bews

Shapinsay Development Trust – Chairman

“Developing the hydrogen economy will be a useful step in utilising power that is generated locally reducing the need to rely upon imported fuels and energy from further afield. In terms of the social benefit it is ideal to be reducing the carbon footprint across the entire Orkney energy landscape, from industrial and domestic applications.”

Eday Renewable Energy Ltd. - Chairman

“Eday Renewable Energy are proud to have been involved in the early stages of this innovative technology and welcome further opportunities to help ensure Eday and Orkney become a centre of excellence for Hydrogen development. We are also encouraged by the way that technologies such as Surf n Turf and Big Hit hold the potential to facilitate curtailment reclamation, which, if successful will create more revenue for local communities.”

Board of Directors

Orkney Renewable Energy Forum

“Green Hydrogen has the potential to play an important role in Orkney’s low carbon economy continuing the strong tradition of innovation on our islands. The ability to develop renewable local energy solutions is essential if we are to allow rural areas to fully capitalise on the unique opportunities they possess in order to address the climate emergency.”

Executive Summary

In 2009 the community in Orkney published the Sustainable Orkney Energy Strategy defining three overarching aims to bring a strategic direction to its energy ambitions.

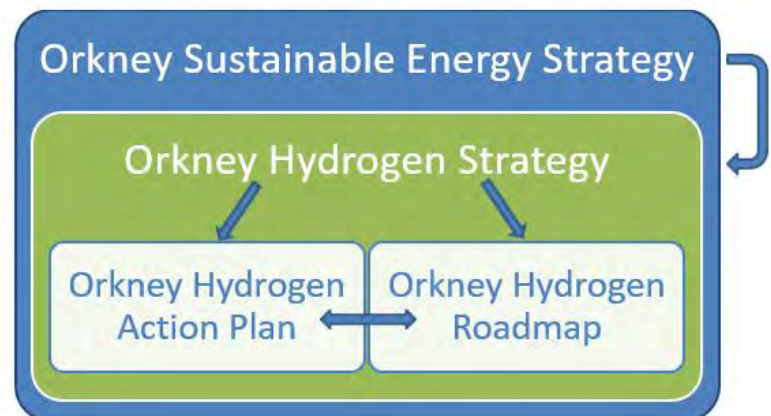
These three aims sought to:

- Ensure Orkney uses energy as efficiently as possible and has a secure and affordable energy supply to meet its future needs.
- Add value to Orkney's renewable energy resources, for the benefit of the local economy and local communities, whilst minimising damage to the environment
- To reduce Orkney's carbon footprint.

In 2017, the community in Orkney updated the 2009 document and published the Orkney Sustainable Energy Strategy. The three themes identified in 2009 helped develop the following vision statement in the 2017 document:

Orkney: a secure, sustainable low carbon island economy driven uniquely by innovation and collaboration, enabling the community to achieve ambitious carbon reduction targets, address fuel poverty and provide energy systems solutions to the world.

The 'Orkney Hydrogen Strategy: The hydrogen islands' sits within the Orkney Sustainable Energy Strategy as a community owned document which seeks to identify how hydrogen can best be applied to energy systems in Orkney to maintain the early mover advantage by building on the success Orkney has had in attracting and demonstrating a number of world leading hydrogen projects already active on the Islands.



Orkney Energy strategy hierarchy

There is significant opportunity to maintain a course of development of renewable hydrogen energy systems for economic vibrancy and rural sustainability to fulfil wider strategic development goals set by the governments of both Scotland and the United Kingdom which will help society towards net zero carbon by 2045.

Hydrogen solutions developed in Orkney will be applicable to other communities facing similar energy related challenges of their own as we transition to a low carbon society. This strategy seeks to encourage a wide range of hydrogen stakeholders to aid development of the associated economy and create conditions to promote the increased application of hydrogen technologies and developing the use of hydrogen in the community while investment opportunities are available. Orkney will use the aims of this hydrogen strategy to continue to develop the commercialisation of green hydrogen and as such:

Orkney seeks to become the global exemplar on green hydrogen integration into a robust rural-centric and sustainable hydrogen economy, aiding delivery and access to ultra-low carbon energy on demand across a wide spectrum of end-users.

Development of an appropriately scaled hydrogen economy shall fulfil the goals applied in the Orkney Sustainable Energy Strategy to create a positive and lasting impact on the local community, private enterprise, industry and the public sector by developing a set of hydrogen specific strategic development themes.

These five hydrogen development themes are:

1. Innovative local energy systems and hydrogen economies – using existing new technologies, software and techniques to deliver locally produced energy to regional users, reducing waste and managing economics in balance with social and environmental impacts.

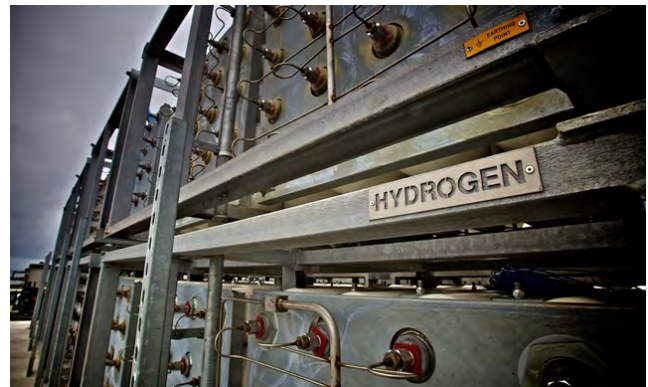
2. Renewably produced low carbon hydrogen – focus on green hydrogen production through electrolysis from renewable sources to minimise impact on the environment.

3. Energy security, system flexibility and self-sufficiency – to reduce reliance on imported energy streams and to use local energy in a smarter and more efficient way to the benefit of local communities.

4. Just transition – ensuring that the benefits from developing new ways to deliver energy are available across the broadest range of society.

5. Promoting innovative research and development using a collaborative approach – continuing to innovate, not just the technology, but systems as a whole. Including how these systems interact with the end-users and continue to work in partnership where possible to increase efficacy of information flows.

With continued concerted effort from the variety of community members, as well as with wider stakeholders, collaborators and suppliers, it is possible for Orkney to transition to a low carbon future that meets the demands of all users without such significant reliance on imported fossil fuels. Innovation should continue to allow mass



Hydrogen infrastructure in Orkney. (Credit: Colin Keldie).

uptake of low carbon technologies, including hydrogen technologies, into every household. Focus should continue on improving wide reaching societal issues such as fuel poverty, climate change and more sustainable tourism that particularly affect the future prosperity of rural regions.



Hydrogen trailer being loaded onto Shapinsay ferry. (Photo credit: Colin Keldie).

Foreword

In May 2019 Orkney Islands Council held a special general meeting in which they declared a climate emergency to reaffirm the Council's existing commitment to a vibrant carbon neutral economy and to publicly express concern about climate change.

Council Leader James Stockan said: "This declaration serves to leave no doubt of the Council's focus on and commitment to reducing our carbon footprint. We'll seek to continue to support the pioneering renewables scene in Orkney – whether that is tidal, wave, wind, hydrogen or biofuels."

Orkney Islands Council agreed to continue partnership working and promote the understanding of the climate emergency, identify implement actions to contribute to carbon reduction and develop further targets for consideration.




Numerous energy stakeholders in Orkney from the community to private enterprise, public bodies and charity groups in Orkney have been working towards defining sustainable solutions in response to some of the uncertainty around the applications that will be required in transition to a low carbon future for decades.

The decisions that we make now regarding the future of our energy supply have the potential to positively shape the vibrancy of the economy in Orkney and correct the course of the aging population demographic. Determining best-fit energy systems can provide a means of delivering clean, affordable and secure energy supply that is fit for purpose as well beginning to address the social impacts dominating energy conversations in Orkney today.

Why develop Hydrogen in Orkney?

The importance of rural communities was identified by the Scottish Government in 'The future of energy in Scotland: Scottish energy strategy (2018)' which outlines an aspiration to develop affordable, clean and secure energy system in which hydrogen technologies can provide significant advantages for rural communities.

In 2009 the community in Orkney published the Sustainable Orkney Energy Strategy defining three overarching aim to bring a strategic direction to its energy ambitions.

-  Ensure Orkney uses energy as efficiently as possible and has a secure and affordable energy supply to meet its future needs.
-  Add value to Orkney's renewable energy resources, for the benefit of the local economy and local communities, whilst minimising damage to the environment.
-  To reduce Orkney's carbon footprint.

In 2017 the energy community in Orkney published the updated Sustainable Orkney Energy Strategy 2017-2025. Orkney recognised the importance of “A secure, sustainable low carbon island economy driven uniquely by innovation and collaboration, enabling the community to achieve ambitious carbon reduction targets, address fuel poverty and provide energy systems solutions to the world” (SOES, 2017).

This Orkney Hydrogen Strategy is designed to sit within the Orkney Sustainable Energy Strategy as a community owned document (See Figure 1). Hydrogen spans all five strategic action thematic pillars as set out in the Orkney Sustainable Energy Strategy, to support the achievement of Orkney’s low carbon economy.

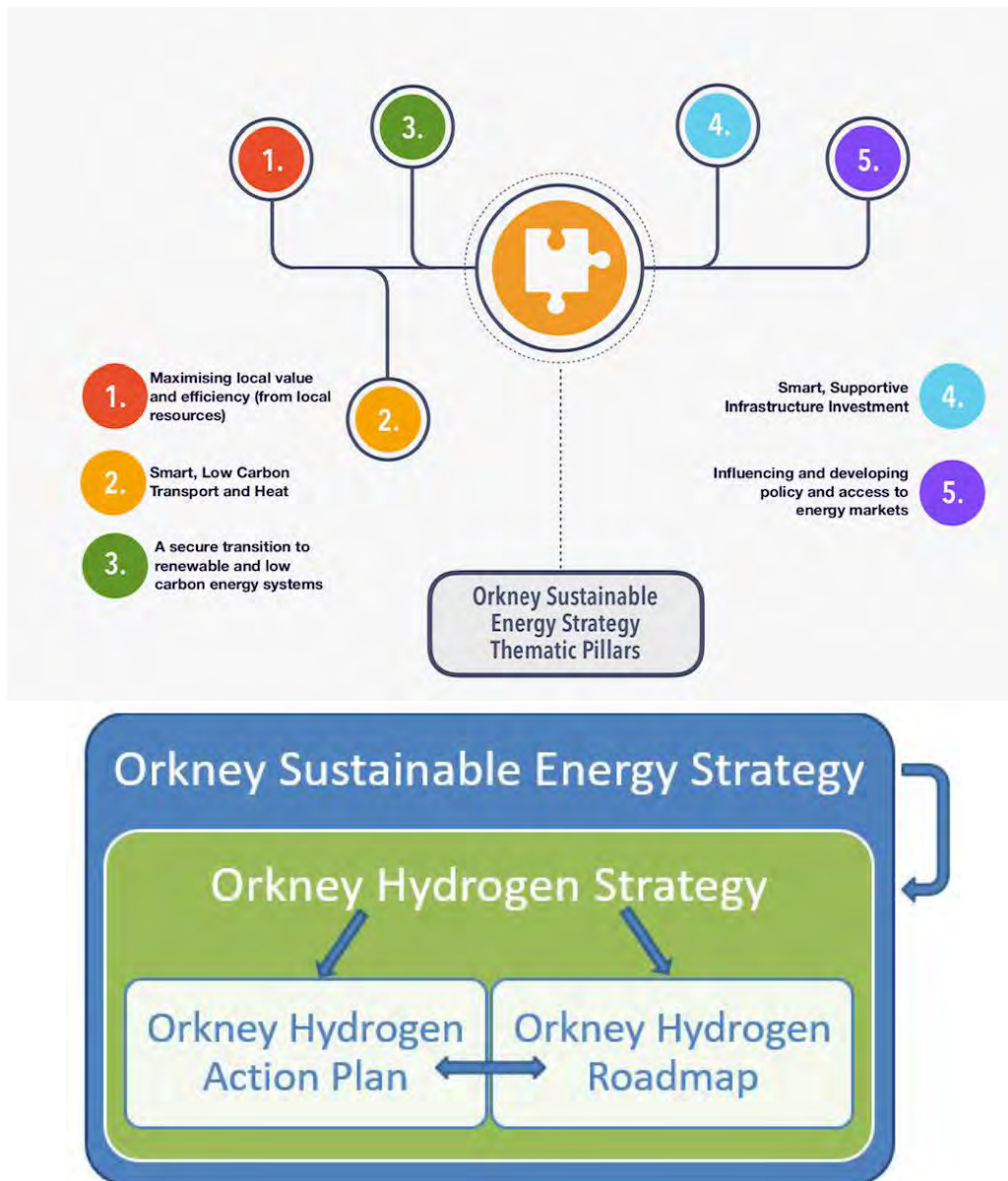


Figure 1 & Figure 2: Orkney Sustainable Energy Strategy five thematic pillars and Orkney Energy strategy hierarchy.

Hydrogen can be produced from electricity generated using renewable sources via a process called electrolysis (see Figure 3). The hydrogen produced can be used for multiple applications, such as heat, power and transport, across a number of sectors (see Table 1 below).

The challenge for hydrogen lies in the absence of 'off the shelf solutions' to put bespoke local energy systems in practice. This creates a challenge in developing the policy environment required for integration of hydrogen into any energy system.

With continued concerted effort from the variety of community members, as well as with wider stakeholders, collaborators and suppliers, it is possible for Orkney to invent a low carbon future that meets the demands of all users without such significant reliance on costly and polluting fossil fuels. Innovation needs to continue to be fostered to allow mass uptake of low carbon technologies into every household with a view to reducing wide reaching issues such as fuel poverty, climate change and more sustainable tourism that particularly affect the future prosperity of rural regions.

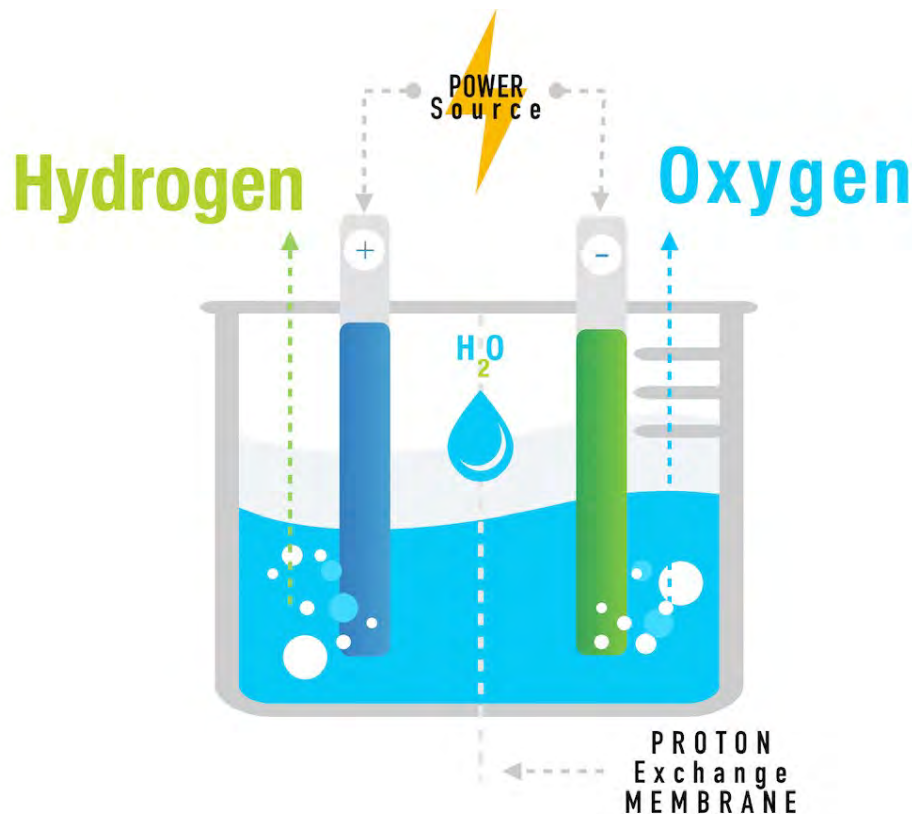


Figure 3: Polymer electrolyte membrane (PEM) electrolyses.

Orkney has been a demonstration region for numerous 'green' hydrogen projects that have generated hydrogen through electrolysis powered by renewable sources such as community wind and tidal energy (see Table 1). Producing hydrogen during periods of wind turbine curtailment can reduce lost earnings by community development trusts. Hydrogen production allow the trusts to collect Feed in Tariffs (FiTs) as well as producing a product with commercial value (hydrogen) that can be used in a multitude of applications including: heat, power, mobility, grid balancing and storage (see **Quick Glimpse – Surf 'n' Turf and BIG HIT**).

Hydrogen in combination with other renewable energy solutions can provide energy systems solutions to aid decarbonisation. There is potential for Orkney to define a bespoke energy system that fits the needs of the local community and make best use of energy generated in the locale. Solutions developed in Orkney will help shape how communities, countries and nations approach energy production, consumption and supply. Projects like BIG HIT and Surf 'n' Turf (see **Quick Glimpse – Surf 'n' Turf and BIG HIT**) that it is achievable to accelerate decarbonisation and lead by example in reaching the Scottish Government net zero carbon emission target by 2045 as suggested the Committee on Climate Change in May of 2019.

Quick Glimpse – Surf 'n' Turf and BIG HIT



The Surf 'n' Turf and BIG HIT Hydrogen projects active in Orkney are demonstrating the principles of green hydrogen production from curtailed community wind and tidal turbine energy generation. The hydrogen logistics and storage are being managed to match supply with demand across a number of end-uses including heat, power and transport.

Project	Timeline	Outcomes	Value
Surf 'n' Turf	2016-2022	Orkney's first hydrogen demonstration project. 0.5MW electrolysis in Eday from tidal and community wind. Developing logistics for hydrogen transport and generating power for harbour-side vessels.	TOTAL BUDGET £3m
BIG HIT – Building Innovative Green Hydrogen Systems in Isolated Territory	2016-2022	Developing upon the principles of Surf 'n' Turf and implementing a fully integrated model of hydrogen production, storage, transportation and utilisation for heat, power and mobility. 1MW electrolysis on Shapinsay from community wind.	EU FUNDING €5m TOTAL BUDGET €7.3m
Dual Ports	2016-2019	DUAL Ports aims to decarbonise Regional Entrepreneurial Ports (REPs) resources through a shared eco-innovation port programme that minimises their environmental footprint.	TOTAL BUDGET €5.2m
HyDIME	2018-2019	Design and physical integration of a hydrogen injection system on a commercial passenger and vehicle ferry which will be the first of its kind worldwide.	TOTAL BUDGET £1.2m
HySEAS III	2019-2023	Integration of hydrogen fuel cell propulsion system onboard Kirkwall to Shapinsay ferry.	EU FUNDING €9.3m TOTAL BUDGET €12.6m
ITEG - Integrating Tidal energy into the European Grid	2017-202	Development of an all-in-one solution for the generation of clean predictable energy, grid management, and the production of hydrogen from excess capacity.	EU FUNDING €6.46 m TOTAL BUDGET €11.79 m

Project	Timeline	Outcomes	Value
ReFLEX Orkney – Responsive flexibility	2019-2023	Demonstration of a first-of-its-kind VES interlinking local electricity, transport, and heat networks into one controllable, overarching system	TOTAL BUDGET £28.5m

Table 1. Ongoing hydrogen projects in Orkney.

Mission

Hydrogen is fast becoming a key energy resource in the global transition to a low carbon future. The Orkney Hydrogen Strategy seeks to aid development of an appropriate sustainable hydrogen economy for Orkney. This will provide economic benefits such as: local jobs; establishing a local supply chain; and an increased resilience in the local energy system.

Orkney will maintain its lead in the development of local energy systems that make use of a range of renewable technologies. Orkney will develop local hydrogen economies and assess the potential to use hydrogen to increase the efficacy of local grid infrastructure and to better meet the needs of the local population.

Orkney seeks to develop and demonstrate best practice in integrating smarter local energy models, including generation of renewable hydrogen to other ‘islanded’ communities with ambition to transition to a low carbon future. Integrating hydrogen to Orkney’s energy system has the potential benefit of reducing reliance on carbon intensive imported fossil fuels. Measures should be considered as to how the low carbon transition can improve energy costs and contribute to access to energy at fairer cost to reduce high levels of fuel poverty in the area in line with the Just Transition principles as set out by the Scottish Government (2018a) and set out by the International Labour Organisation (International Labour Organisation, 2018).

Vision: Orkney seeks to become the global exemplar on green hydrogen integration into a robust rural-centric and sustainable hydrogen economy, aiding delivery and access to ultra-low carbon energy on demand across a wide spectrum of end-users.

Orkney’s world leading hydrogen demonstration projects enable the establishment of a hydrogen economy within the local context for Orkney. Hydrogen developments in Orkney will continue to support the removal of barriers currently inhibiting rural communities to realise the full benefit that the wider electricity network provides to more central communities at present (Scottish Government, 2018b). Outputs already delivered from Orkney hydrogen projects continue to inform the global hydrogen economy and can continue to solidify Orkney’s ability to attract additional inward investment.

Targets and Policy Drivers

There are numerous policies established at a local, national and international level that support the proliferation of hydrogen technologies. A 'hydrogen future' was envisioned in the Scottish Government's 'The future of energy in Scotland: Scottish energy strategy' which stated the need to support 'smarter, local energy systems (Scot Gov, 2018a). This aids communities become more invested in their potential energy choices.

Developing a hydrogen economy in Orkney in the short to medium term will reduce greenhouse gas and particulate emissions; increase the security of energy supply; contribute to decarbonisation of transport; increase and economise renewable electricity generation; aid in the development of a more equitable electricity supply and demand model that could lead to reduced consumer costs by supporting storage for intermittent generation; and address market failure as experienced by many rural energy users.

There are a wider range of policies and targets that already relate to the introduction of hydrogen into local energy systems to varying degrees. Table 2 provides a summary of the policies and targets that directly affect a strategic approach to hydrogen integration in Orkney.

Strategy/Policy/Plan	Target/Aim
UK	
Clean Growth Strategy 2017	Accelerate pace of clean growth
Industrial Strategy 2018	UK shift to clean growth
Clean Air strategy 2019	Targeted air quality reduction targets
25 Year Environmental Plan 2019	Protect air and water quality and threatened plants, trees and wildlife species
Climate Change Act 2008	Reduce greenhouse gas emissions by at least 80% by 2050
Road to Zero 2017	End sale of conventional petrol and diesel cars and vans by 2040
Emissions Intensity Ratio (EIR)	Measurement proxy for economic progress associated with carbon emissions - 720tonnes/£m 1990 - 270tonnes/£m 2017 - 100tonnes/£m to meet targets
Maritime 2050 - TBP	Targets to decarbonise the marine industry
Aviation 2050 – TBP	Targets to decarbonise the aviation industry
The Climate Change Committee	Net zero carbon emissions for Scotland by 2045 and England by 2050

Scotland	
Climate Change (Scotland) Act 2009	Reduction of greenhouse gas emissions of at least 80% by 2050
Climate Change Bill 2018	Reduction of greenhouse gas emissions of at least 90% by 2050
Public Bodies Climate change duties 2011	Climate responsibility for public bodies
Scottish Energy Strategy: The future of energy in Scotland 2017	Whole system approach to power heat and transport
Scotland's Network Vision 2019	Whole system view, inclusive transition, smarter local energy models
Orkney	
Council Plan 2018-2023	A vibrant carbon neutral economy which supports local businesses and stimulates investment in all our communities.
Orkney Sustainable Energy Strategy 2017-2025	A secure, sustainable low carbon island economy driven uniquely by innovation and collaboration, enabling the community to achieve ambitious carbon reduction targets, address fuel poverty and provide energy systems solutions to the world.
Orkney's Fuel Poverty Strategy 2017-2022	To help meet the objective of eradicating fuel poverty by 2032
Orkney local development plan 2017-2022	Policy support has been established to ensure that all appropriate energy generation schemes will be supported in the county and that local solutions to storing energy for alternative uses are encouraged where there is not an opportunity to distribute energy through more traditional routes.
Carbon Management programme 2016-2026	Reduce our Total Carbon Dioxide emissions in the financial year 2025 by 42% of the baseline year 2004-05.

Table 2: Policy drivers that support and encourage the development of a green hydrogen economy.

How should we support Green Hydrogen Growth in Orkney?

In The future of energy in Scotland: Scottish energy strategy (2018a) the Scottish Government has set out three principles designed to deliver on Scotland's ambitions to decarbonise whilst also delivering economic growth and ensuring that everyone is able to benefit. These are; a whole system view, an inclusive transition and smarter local energy models.

While there are numerous hydrogen production methods such as Steam Methane Reformation (SMR), coal gasification and biomass gasification (sometimes known as brown hydrogen), this strategy will focus on the production of green hydrogen from electrolysis using renewably generated electricity. The carbon footprint of electrolysis depends upon the source of the power for generation. It should be noted that there is scope to improve on hydrogen production rates, longevity of the electrolyzers, reduction of capital costs and further research into potential for electrolysis. The sections below will provide more details on the five hydrogen development themes specific to Orkney.

Innovative Local Energy Systems and Hydrogen Economies

Contributes towards the following Orkney Sustainable Energy Strategic Action Themes

- **Maximising local value and efficiency (from local resources).**
- **Smart, Low Carbon Transport and Heat.**
- **A secure transition to renewable and carbon energy systems Smart, Supportive Infrastructure Investment.**
- **Influencing and developing policy and access to energy markets.**

The data below is based on data published by the UK department for business, environment and industrial strategy (BEIS). This information should be updated regularly with more locally accurate measurements to give a more accurate and detailed local profile.

Across all energy consumer levels - industry, commercial and community – Orkney is reliant on fossil fuels for heat, power and transport. Despite Orkney generating a large amount of electricity from renewable sources, according to national statistics 19% of Orkney's carbon emissions can still be attributed to electricity consumption across end users (domestic to industrial). This figure rises to nearly 50% when looking at domestic electricity use alone (BEIS, 2016). Figure 4 below gives an indication of Orkney's carbon emissions by sector and how overall carbon emissions for energy use compare with wider figures across the UK. Figure 5 shows a cross-sectoral energy usage by fuel type in Orkney.

Although, at times, Orkney generates much of its local electricity demand from renewable sources there are periods of import from the wider UK network and as such Orkney's electricity generation is broadly classified along the same lines as the rest of the UK.

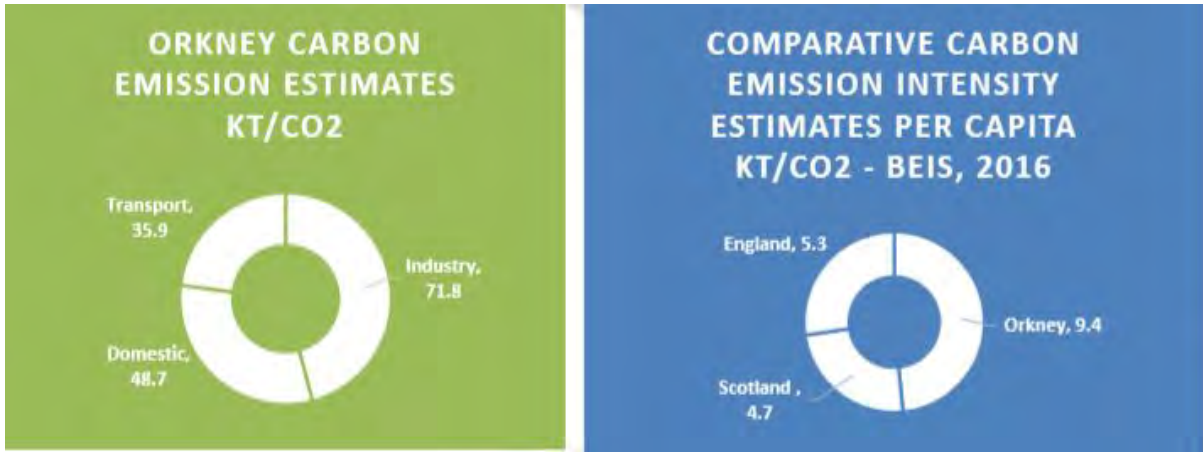


Figure 4. Orkney Carbon Emission Estimated by sector, Kt/CO2 and Orkney’s comparative carbon emissions figures with Rest of UK average, per head of population – Source: BEIS, 2016.

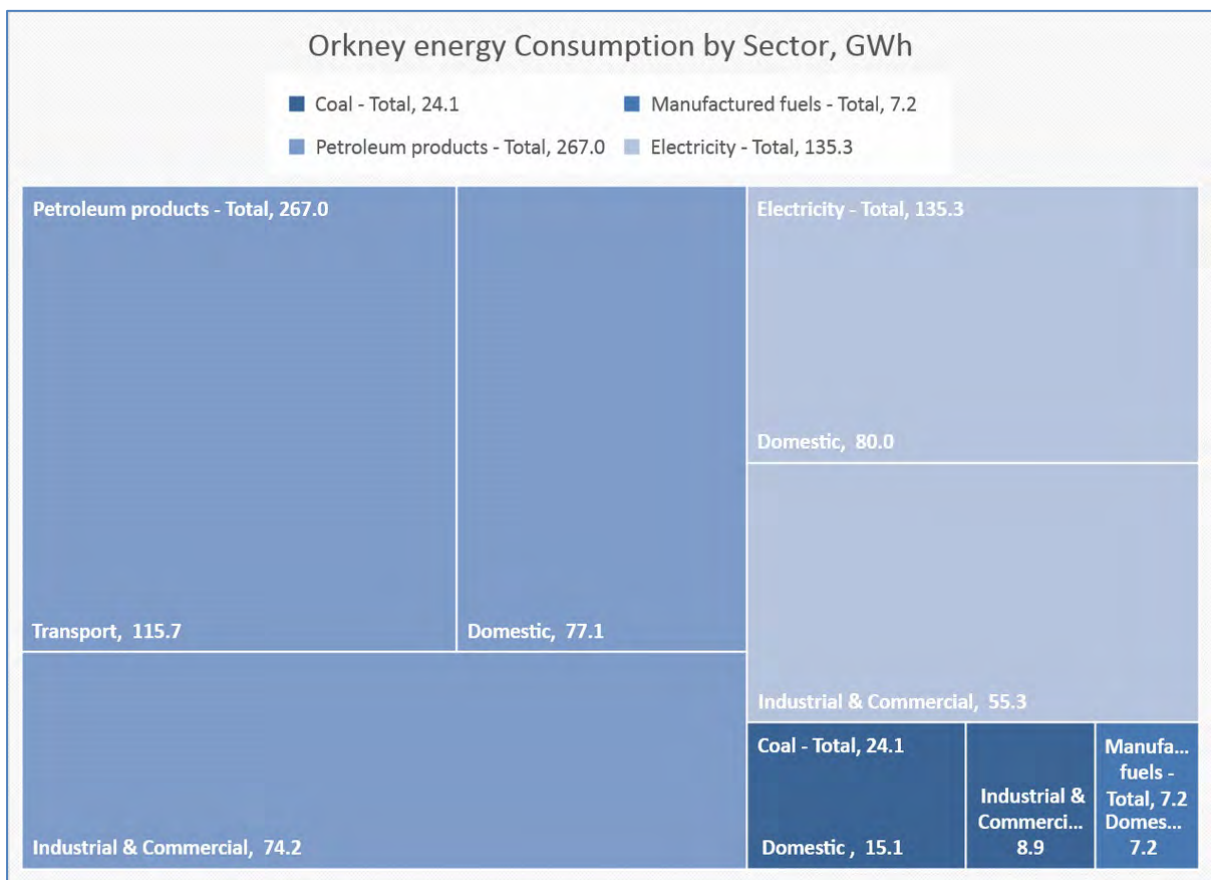


Figure 5: Total Orkney Energy Consumption by type by sector, GWh – Source: BEIS, 2016.

A major strength in developing localised energy systems is that the system can be built around the relevant local resource and can closely match and deliver energy to the end user when required. Wind, wave and tidal are likely to be the resources available for generation of energy within Orkney’s decentralised energy system. The carbon intensity of the system can be monitored and reported in manner that more reflects the true carbon density. The use of national averages should be superseded

with local energy audits. Smarter management of the grid will allow for additional renewable resource to be connected.

While arguably the most efficient way to do this is to produce electricity directly from the natural resource using a turbine (wind/tidal) renewable generation is variable which requires a back-up generation from fossil fuel sources in times where generation does not meet demand. The variability of renewable generation not only creates a problem the electricity consumer but also for the electricity network operator who is responsible for managing the balance of the network. In addition to the issues associated with generation variability from renewable resource there is also variability of access to the electricity network on behalf of the renewable generators wishing to export. As such, in times of peak renewable generation in Orkney renewable generators are curtailed. To which they receive neither the Feed in Tariff (FiT) or the grid export payment nor do renewable generators get financial recompense in the form of constraint payments (UK Government, 2013) or the trading system known as the 'balancing mechanism' to bid for payment to voluntarily curtail (Elexon, 2019) leading to loss in potential income and zero carbon electricity generation. Renewable generators in Orkney do not receive any compensation payments if they require to be switched off.

Despite Orkney generating in excess of its regional demand from renewable sources, the community at all levels are heavily reliant on imported fossil fuels for heat, power and transport.

Despite Orkney generating in excess of its annual electricity demand from renewable sources, the community, across all energy end-users, is presently heavily reliant on fossil fuel for heat, power and transport.

In addition to the reliance on fossil fuel from large demand to heating and power on the individual level. Consumers in Orkney rely on electricity to generate heat, power and increasingly for transport. Hydrogen has the potential to cut across sectors as has been demonstrated with the early projects that utilise a fuel source that has been generated in the County and supported a local supply chain throughout.

Renewably Produced Ultra Low Carbon Hydrogen

Contributes towards the following Orkney Sustainable Energy Strategic Action Themes

- **Maximising local value and efficiency (from local resources).**
- **Influencing and developing policy and access to energy markets.**
- **A secure transition to renewable and carbon energy systems.**
- **Smart, Supportive Infrastructure Investment.**

Various regions worldwide are looking at reducing carbon emissions associated with hydrogen production at steam methane reformation (SMR) sites as an 'interim' decarbonisation step on the way to a green hydrogen economy. Without coupling SMR with the use of carbon capture and storage the hydrogen produced is a carbon intensive as natural gas (Royal Society, 201). The strategy for Orkney will however

focus on the development of green hydrogen production, where hydrogen production is sourced from renewable energy.

There may be potential to use hydrogen to partially decarbonise the existing oil and gas infrastructure in Orkney, for example on Flotta, or capture and decarbonise outputs from potential waste plants. As we transition to a low carbon future it may be necessary to consider a small percentage of non-green hydrogen until we transition to fully green hydrogen. Any such cases should only be considered as a genuinely transitory step towards green hydrogen production.

Focusing on green hydrogen production plays strongly into Orkney's natural resources, knowledge and expertise. The outputs are highly replicable in many remote, rural and 'islanded' locations both nationally and internationally.

The UK and Scotland are also considering decarbonisation of the gas grid. If this proceeds then transport and become secondary, in terms of consumption of hydrogen, to heat provision. Hydrogen production in this case is likely to come from centralised SMR which require symbioses with carbon capture and storage to be less carbon polluting than the natural gas used at present. **Carbon Intensity of hydrogen produced via SMR without Carbon Capture and Storage is similar to that of natural gas (Royal Society, 2018).**

At present there are no public plans to establish a gas grid within Orkney and as such micro combined heat and power projects should be explored with the opportunity to co-locate electrolysis with appropriately scaled generation opportunities.

Energy Security, System Flexibility and Self-Sufficiency

Contributes towards the following Orkney Sustainable Energy Strategic Action Themes

- **Maximising local value and efficiency (from local resources).**
- **Influencing and developing policy and access to energy markets.**
- **A secure transition to renewable and carbon energy systems.**

At present Orkney has a moratorium on any new connections as the local electricity grid is operating at capacity. Actions are being taken in an attempt to develop satisfactory terms for a new subsea interconnector between Orkney and the Scottish mainland. If the subsea interconnector does get commissioned it is likely to be completed in 2023 at the earliest and will not solve all of the issues of curtailment that the Islands experience at present.

Legislation surrounding accessing the electricity grid for both generation and demand purposes is complex. Local renewable generators are managed by the Active Network Management scheme and a moratorium on connecting new generation makes connecting electrolyzers challenging. In the short to medium term the electricity grid in Orkney could be managed using strategically placed electrolyzers which could alleviate curtailment on the local electricity grid. It would also be possible to generate electricity back to the grid using fuel cell technology which would reduce the use of fossil fuels for this purpose.

Managing the grid using hydrogen could potentially allow further renewable generation connections. Access to the electricity grid is one of a number of regulatory barriers that have the potential to be detrimental to the further integration of hydrogen projects in Orkney. These include the complexities surrounding connection to the electricity grid due to the volume of renewable connections. Orkney partners should continue to inform the transition from Distribution Network Operator (DNO) to Distribution System Operator (DSO) which should have an impact on how generators are able to access the grid and allow consumer access to a greater range of services (SSE, 2018).

Just Transition

Contributes towards the following Orkney Sustainable Energy Strategic Action Themes

- **Maximising local value and efficiency (from local resources).**
- **Smart, Low Carbon Transport and Heat.**

Building an alternative to a fossil fuel based system creates options for some communities to build fairer and more equal society throughout Orkney and Scotland. Orkney Islands Council Fuel Poverty strategy (2017) indicates that Orkney has the highest rates of fuel poverty in the UK with around 57% of households being classed as being in fuel poverty. Fuel poverty in Orkney is attributed to a number of factors, including older housing stock, lower than average income, the climate and higher cost of heating. Low carbon hydrogen technologies carry the risk of increasing costs for householders and the cost per kilowatt hour of hydrogen is higher than most alternatives at present.

It is important to establish that there will be a transitional period where traditional oil and gas industries decline and skills need to be established to bring workers with the low carbon change (Friends of the Earth, 2018). A skills-based approach should be developed to provide a range of hydrogen training to provide job roles across a range of technical levels.

Promoting Innovative Development Using a Collaborative Approach

Contributes towards the following Orkney Sustainable Energy Strategic Action Themes

- **Maximising local value and efficiency (from local resources).**
- **Smart, Low Carbon Transport and Heat.**
- **A secure transition to renewable and carbon energy systems.**
- **Smart, Supportive Infrastructure Investment.**
- **Influencing and developing policy and access to energy markets.**

The hydrogen projects at present have demonstrated that stakeholders in Orkney are able to collaborate and share learning across projects to achieve aims. Learning is an active approach and sharing outcomes and differing perspectives can lead to a quicker problem solving.

It is essential for the successful integration of hydrogen into the local energy system that stakeholders from the community, private enterprise, public bodies and education continue to work together to identify the correct opportunities to support the development of hydrogen supply and integration of technologies.

Barriers to Implementation

There are a number of barriers, perceived or otherwise, to the introduction of hydrogen into energy systems, some of which are outlined in Table 3. Many of these have been experienced though engagement in hydrogen demonstration projects such as Surf 'n' Turf and BIG HIT. Barriers have a negative impact on the budget and timescales of projects and carry the risk of preventing or delaying progress to timescales as required, creating additional costs and reducing viability. It is necessary to continue to evaluate and monitor these potential risks as they evolve and as hydrogen systems develop.

Perceived Barrier	Effect
Regulation / Legislation	Electricity market regulation: Inability to implement decentralised local energy system due to regulatory barriers connecting to the grid.
Moratorium on connection of additional generation capacity in Orkney	Cannot expand hydrogen production through electrolysis attached to the grid or connect fuel cells for grid management.
Energy provision issues due to market failure in rural areas	More expensive energy tariffs and a higher cost to the consumer.
Per capita model to measure economic activity	Service provision more expensive in and often less fit for purpose in less densely populated areas.
Uncertainty of viability of hydrogen as a future fuel	Reticence to commit to investing in hydrogen for future energy needs, there are other energy carriers such as electricity and other transitional fuels and technologies that may be given precedence.
Innovation risk	Many organisations (public/private) are risk averse which can delay the development of new technologies and systems.
Technological readiness	Hydrogen produced through renewably powered electrolysis is the only way to produce 'green hydrogen', other forms of green hydrogen production rely on unproven Carbon Capture and storage methodologies which would lower carbon emissions but not negate them.

Perceived Barrier	Effect
Green hydrogen standards	Green standards for hydrogen are yet to be finalised. Although pressurised hydrogen is the most common storage method, projects utilising liquid hydrogen and other chemical carriers exist.
Drive to reduce fuel poverty	Without careful management of energy systems, the low carbon transition has a real likelihood of increasing bills for the consumer in the short to medium term.
Cost competitiveness	Innovative energy solutions are often required to be economically equal to fossil fuel alternatives despite fewer operational years. Although there are mechanisms in place for monitoring social and environmental benefit/harm, in practice (in the UK) these measures are often principles based and do not carry any significant weighting and economic parity of low carbon and fossil fuel is expected. Considering only financial impacts can lead to decision making weighted towards fossil fuel solutions.
Perceived Safety Concerns	The safety case for the use of hydrogen is different depending on application and significantly different from standard fuels in similar applications. Stringent processes are required to demonstrate safety.
Efficiency Losses	The efficiency trail of hydrogen utilisation is different from current patterns of energy consumption. Well to wheel should be considered for comparisons. Hydrogen at 700pa has a similar volumetric and gravimetric energy as existing fossil fuels and greater than that of li-on batteries (Zuttel, 2010).
Logistics	Road infrastructure can be a challenge in rural areas creating limitations in the type of vehicles for haulage. Transporting hydrogen by sea requires dangerous goods exemption which limits the availability of transport routes adding complexity and costs.
Subsidy	At present hydrogen produced for road transport is eligible for subsidy through the Renewable Transport Fuel Obligation (RTFO) (DfT, 2018). This should be extended into the maritime and heating sectors to ensure hydrogen is an attractive alternative in these areas. Subsidy in other production and

Perceived Barrier	Effect
	demand areas should be considered to stimulate uptake.
Potable water supply	There are a number of areas in Orkney with limited potable water supply. Care should be taken that future electrolysis projects are developed in areas where there is an abundance of potable water until such time that recycled water projects or electrolysis from sea water become viable.

Table 3. Perceived barriers to hydrogen development.

Potential Hydrogen Scenarios

Hydrogen can disrupt present energy systems at various integration levels and across a number of different applications (see Figure 6). Each application can use hydrogen via direct combustion or can utilise the more efficient Fuel Cell technology. An indication of what are likely to be the most relevant potential hydrogen applications routes that are relevant to Orkney are explored below.

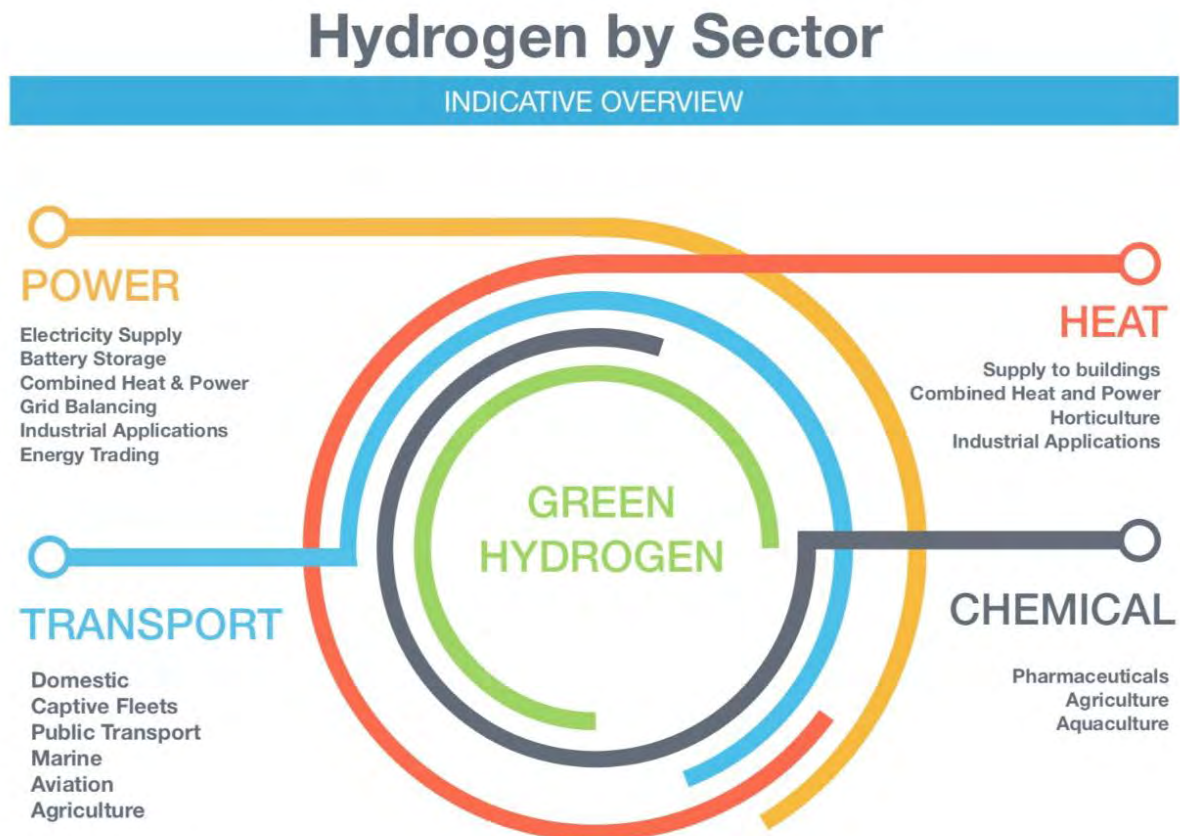


Figure 6. Potential end uses for Hydrogen.

Transport



The UK H2 mobility project predicts that there could be over 1.6 million Fuel Cell Electric Vehicle (FCEV) in the UK by 2030 and a number of transport applications as well as propulsion methodologies are explored below. It is worth noting that there are no plans within the H2 mobility project to develop further hydrogen infrastructure in Orkney which indicates the importance of developing a local energy system that is suitable for Orkney as opposed to waiting for more centralised initiatives (H2 mobility, 2017).

Although Orkney already hosts a 350bar refuelling station and five hydrogen powered Renault Kangoo vans, it would be beneficial for Orkney to add a second hydrogen refuelling station to refuel at 700 bar pressure to service a wider variety of vehicle types as well as reduce the potential for periods of unavailability of hydrogen. There are other local authority areas in Scotland such as Aberdeen and Fife that are currently demonstrating a wide range of hydrogen transport applications including buses, public refuse lorries, street sweepers and passenger vehicles which serves as an indicator of the types of hydrogen vehicles that could potentially be operated in Orkney.

There are two realistic routes to implementing hydrogen for mobility. The first converts hydrogen into mechanical energy utilising an internal combustion engine (ICE). Modifications can be made to existing engines to accept hydrogen for combustion (H2-ICE). Hydrogen can be blended, co-injected or used as a complete fossil fuel replacement (Marigreen, 2018). H2-ICE is suitable for high propulsion power and low energy consumption application for auxiliaries such as ship auxiliary power loads or heating systems onboard electric vehicles or buses (Marigreen, 2018). H2-ICE can be designed and applied to new vehicles or it can be applied retrospectively to convert plant or other vehicles near the start of their operating life. Carbon and other particulate emissions will depend on the percentage of hydrogen used but are unlikely to be net zero unless hydrogen is implemented at 100% intervention rate.

As well as H2-ICE hydrogen can also be converted into electrical energy for propulsion using a fuel cell. Fuel cells require combination with an electric battery for propulsion. Fuel cells tend to be more efficient for many transport applications than the H2-ICE but also tend to be more expensive. Fuel Cells also require a much higher purity of hydrogen than H2-ICE, with only electrolysis providing the purity required. Capital costs for H2-ICE tend to be lower than that of Fuel cell equivalents but running costs tend to be higher due to the larger number of moving parts (H2FC Supergen, 2017b).

In terms of market opportunity in Orkney marine transport is the largest user of energy, with road transport next. It is worth noting that carbon intensities of the ferry routes to mainland Scotland significantly impact on localised carbon emissions as seen in Figure 7 below and aviation fuel is omitted.

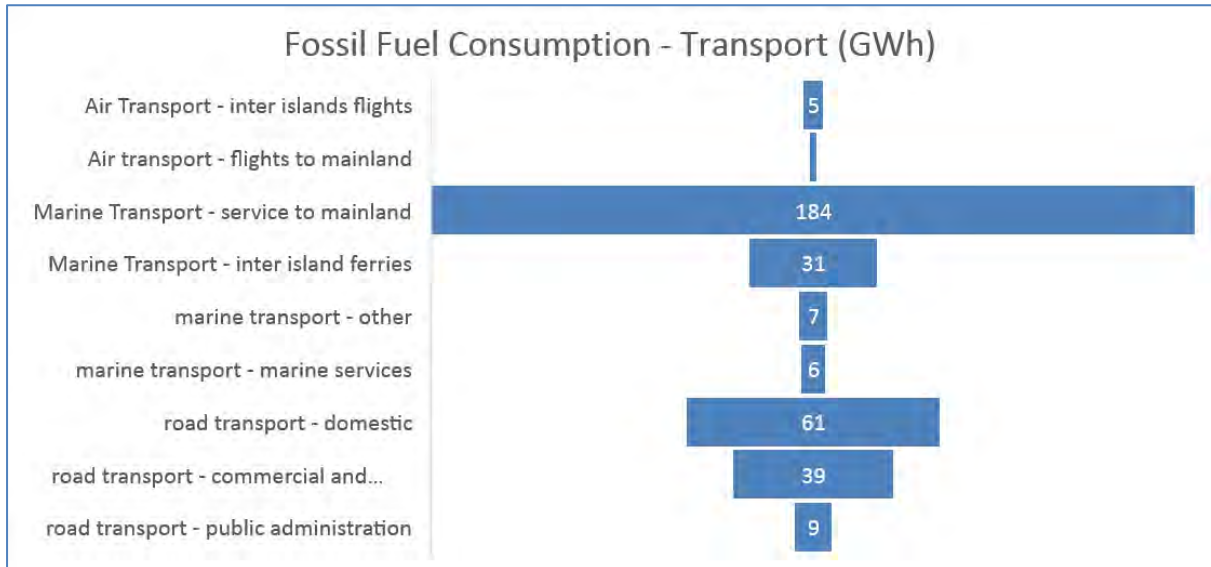


Figure 7: Consumption of fossil fuels, Transport in Orkney (GWh), OREF, 2014.
*Aviation fuel is omitted as data was unavailable at time of publishing.

Potential transport conversions to hydrogen include:

- Ferries.
- Buses.
- Planes.
- Local Authority Fleet.
- Other fleets (SME's and large enterprises).
- Passenger Vehicles.
- Agricultural Vehicles.
- Medium and Heavy Plant.

Chemicals



Green hydrogen could serve as a raw material or feedstock to produce chemicals that are currently imported for various purposes in Orkney. Today chemicals make up 62% of the industrial demand for hydrogen in Europe (Hydrogen Europe, 2017).

Chemicals that required hydrogen for production include: Methanol, ammonia, urea, chlorine and a number of synthetic fuels such as bioethanol and synthetic diesel. At present these chemicals are generated from feedstocks from heavily polluting industrial processes (Dechema, 2017).

In 2014 it was estimated that 30,000 tonnes of fertiliser were imported to Orkney each year including over 7,000 tonnes of ammonia (OREF, 2014). Developing chemical production locally may introduce a primary industry increasing job opportunities and reducing reliance upon import.

Heat



There is potential to replace traditional fossil fuel heating systems with hydrogen boilers such as catalytic boilers or microscale combined heat and power units. Fuel Cells convert hydrogen back to electricity and generate excess heat in the process, both the 'waste' heat and the electricity can be used for heating for domestic purpose.

The committee for climate change has suggested that the UK government should explore a low-carbon heat strategy to encourage commercial investment in hydrogen production (2019). Efficient heat pump technology can be powered by low carbon sources like hydrogen.

Power



Orkney has one 75kW Fuel Cell which provides auxiliary power to two vessels while they are docked at Kirkwall harbour. The ReFlex Orkney project is looking to add another fuel cell to provide heat and power to the local sports centre.

There is an opportunity for Orkney to demonstrate the potential of hydrogen fuel cells to balance the local electricity grid.

How can we deliver this?

In order to streamline the actions necessary to develop a specialist centre that is responsible for managing not only the supply and demand of hydrogen but the continued development of hydrogen solutions towards the development of a stand alone hydrogen economy (see **Quick Glimpse: Hydrogen Management Hub**).

Supply and demand should continue to be developed alongside one another at an appropriate pace and scale. It is important for Orkney to deliver hydrogen solutions that address the needs of the local population which is why it is important that projects are relevant to Orkney but also to consider that there may also be an export opportunity (see Figure 9 below).



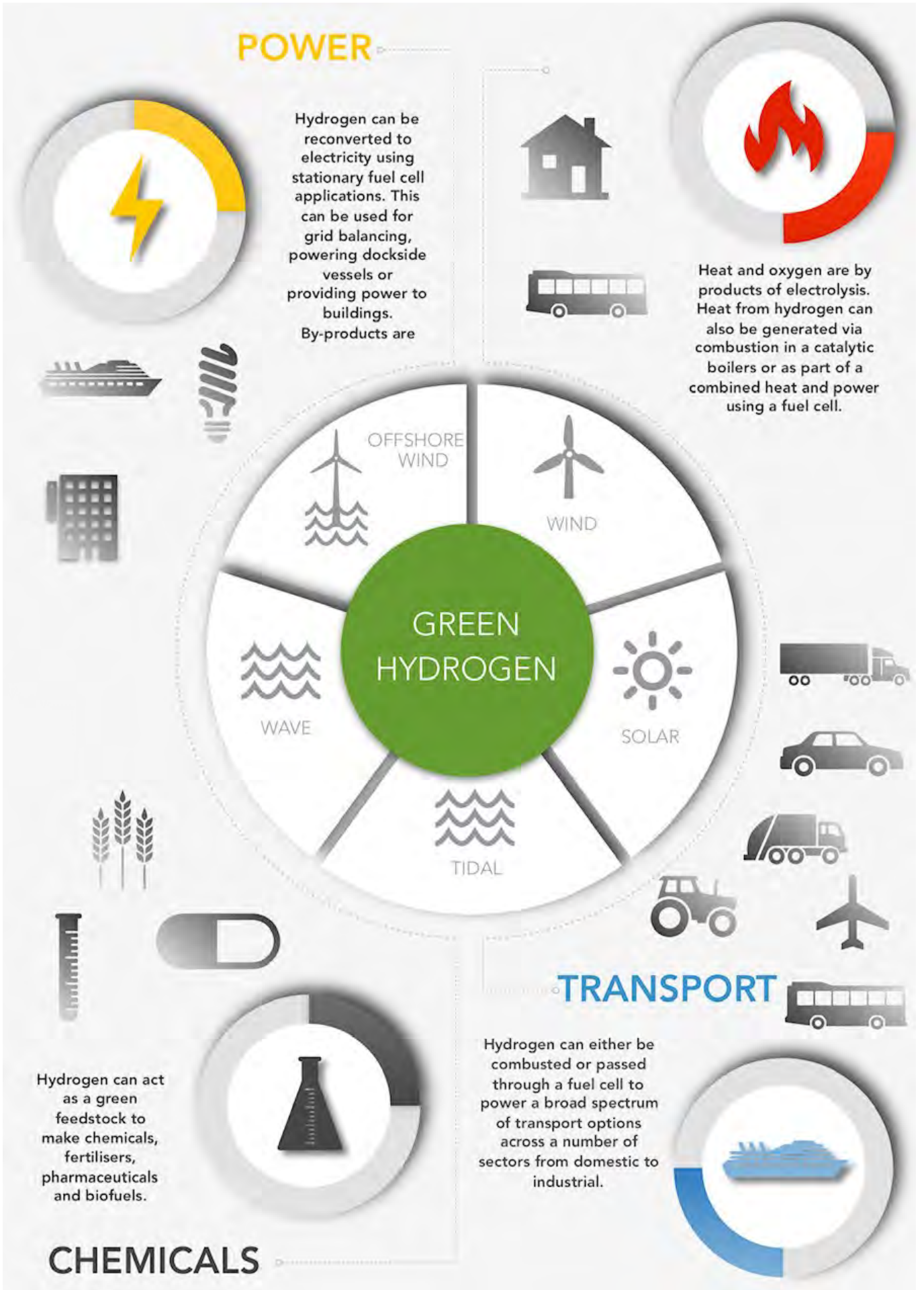


Figure 9: Potential supply and demand pathways for Green Hydrogen in Orkney. Page | 27

Dissemination

Existing hydrogen projects in Orkney have been extremely successful in their outward communication and hundreds of interested parties from every continent have visited the infrastructure associated with Orkney's hydrogen projects. These visits alone add to Orkney's economy and make the potential project outcomes relevant to a wide range of stakeholders across a breadth of age groups and attracting additional opportunities for the local area. While project partners have been invited to present at conferences and events across the world, hydrogen demonstrations have been brought into the local schools and community engagements across Orkney. Notable achievements to date include:

- The hydrogen story in Orkney has been publicised by numerous media agencies including the BBC, the Herald and Forbes
- The hydrogen thread was raised on social media by the DiCaprio foundation
- The ReFLEX energy systems project made it onto national news
- The BIG HIT project won a UK wide local authority award
- Hundreds of visitors from across the world have visited the hydrogen infrastructure on Orkney
- The HySeas III hydrogen ferry project was awarded the 'innovation of the year' award at the 2019 Greentech Festival's Green Awards

As well as continuing to progress with wider dissemination activity effort to promote projects in the local area should also be continued, including local information events, coverage in the local press and educational events in collaboration with local schools and colleges.

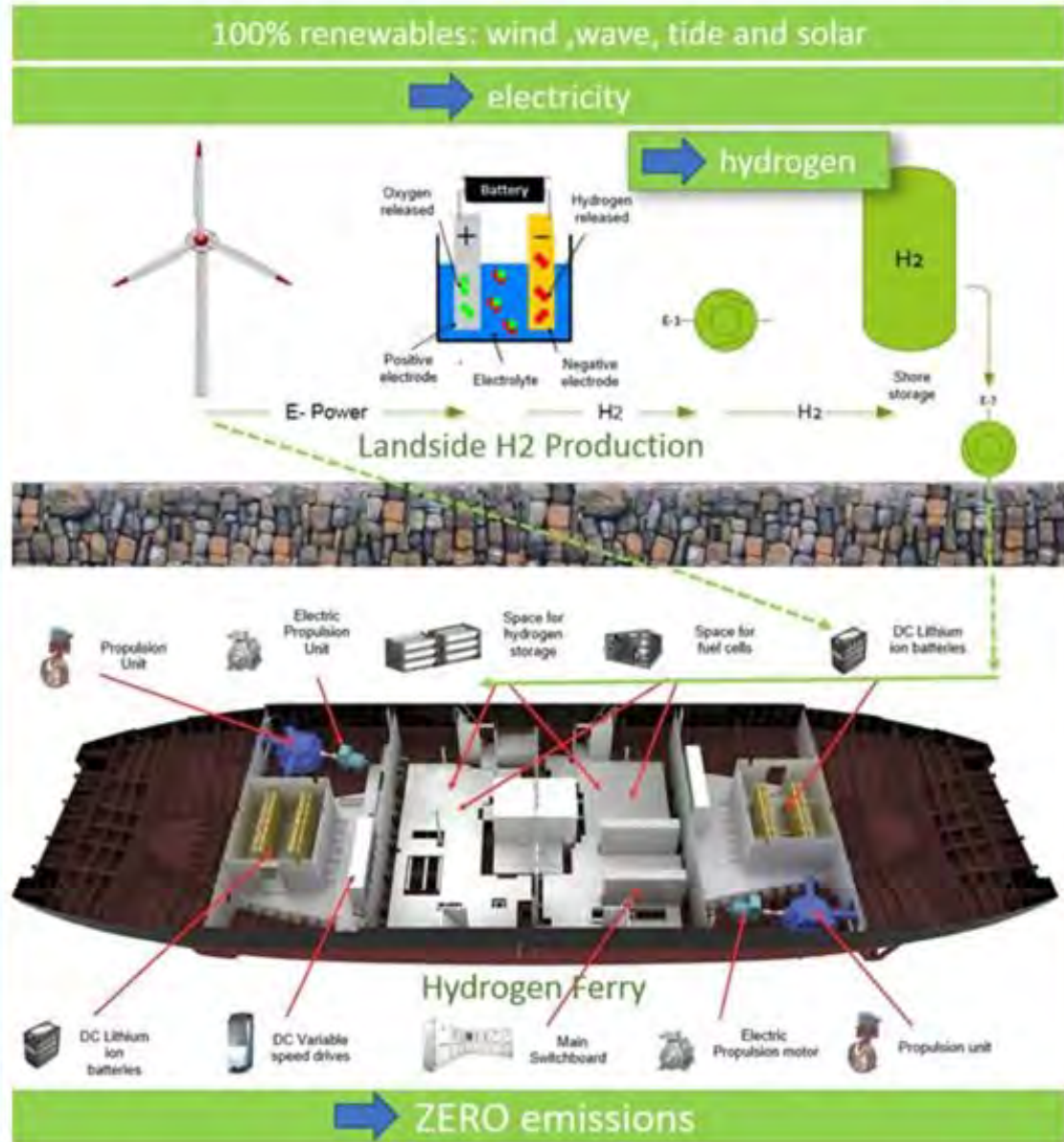
Continuing to reach out to the community allows projects to be tailored to specific needs and including communities in developments from the very beginning allows for concerns to be addressed appropriately. It will also help develop the next step appropriate for integration of hydrogen technologies at the community level.

Continued proliferation of the successful outcomes associated with Orkney's journey to a hydrogen economy are essential in order to deliver similar outcomes in other regions.

How can we expect a Hydrogen future to look in Orkney?

Energy decisions made now will play a large role in shaping the future landscape of energy in Orkney as technology replacements today will potentially last decades from now (see **Quick Glimpse: HySeas III: Orkney's zero carbon ferry**). Orkney has demonstrated that it is possible to produce well in excess of 100% of local electricity demand from renewable sources (OREF, 2014). The capital investment to fund these renewable sources has come from a variety of sources from public, private and community owned renewable business models.

Quick Glimpse: HySeas III – Orkney's zero carbon ferry



HySeas III is looking to design, test and build a hydrogen fuel cell ferry to service the Kirkwall to Shapinsay ferry route. According to preliminary results from the HySeas III project the Fuel Cell & Battery Kirkwall to Shapinsay ferry could enable a reduction up to 90% of the Global Warming Potential from cradle to the end of life with regards to a conventional Diesel ship when both hydrogen and electricity are produced by wind turbines.

At present fossil fuels are able to deliver almost instantaneous energy to the end consumer. Hydrogen storage solutions have potential to address this gap with the addition of being more mobile, with similar cost effectiveness (Supergen, 2015) and less reliant on mined natural resources required for battery storage.

While it is impossible to define today the future energy mix of tomorrow, this strategy seeks to lay out some potential scenarios for hydrogen within the Orkney energy system. These vary from 'Low' Integration to 'High' Integration which spans from soaking up excess power that is currently curtailed from current renewable production to seeing Orkney as a net hydrogen exporter (see Figure 8 below). Figures are indicative and have been estimated using existing knowledge and estimates of likely demand of varying end-use technologies. There could be an extension of the volume of hydrogen expected in the 'high' integration route if Orkney were to begin exporting hydrogen and hydrogen products an expertise in addition to using it locally. It is assumed that hydrogen transport and heat applications will become economically viable over time. More details are given in the sections below.

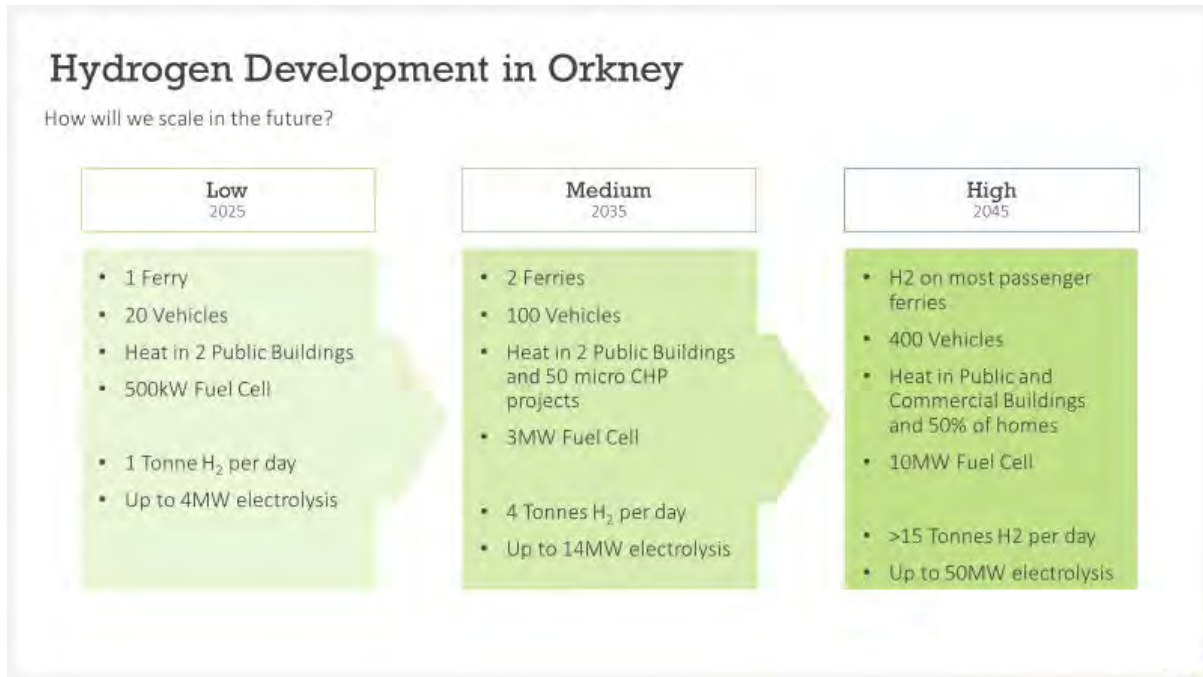


Figure 8: Indicative estimation of hydrogen integration scenarios over time.

Low Integration Scenario

A low integration pathway would see hydrogen support the role of smart electrification in the region. The main bulk of energy provision across all energy streams will be electricity and hydrogen will support this role minimally. Many of the assets required to achieve the output below are already deployed or are in the process of being deployed at time of publication. Adoption of hydrogen at this lower integration scale can be expected by 2022/23.

There will be limited job roles supported by this integration route growing from ~25 roles in 2019 to 40 in 2023. There may be a rise of up to 20 relevant studentships available in the region per annum. Focus will be on research and development of hydrogen with scope for around five technician or engineering roles for maintenance and repair.

Hydrogen supply Electrolysis	Hydrogen Demand	Volume of Hydrogen (+Gen/-Use) day (kg)
>4MW		+1060
	First ferry	-270 (+ 1500 stored)
	Up to 20 hydrogen vehicles (various)	-300
	Heat at 2 public buildings	-100
	500kW Fuel Cells combined	-400
	Total Demand	1070

Table 4: Low Integration scenario for green hydrogen, assumed supply is electrolysis at 70% utilisation of input energy source.

Associated Actions for Success

- Keep current projects on target for deliver and maintain operation.
- Identify additional sources of electrolysis for green hydrogen production to satisfy demand.
- Increase the number of operational vehicles including heavy and passenger transport i.e. trucks and buses

Medium Integration Scenario

A medium integration scenario would see hydrogen support the role of electrification in the region and start to develop a commercial business case for hydrogen supply and production. The main bulk of energy provision across all energy streams will be electricity and hydrogen will support this role more fully than the low integration route. There will be some grid balancing using fuel cell and hydrogen storage technologies of multiple scales (mobile to stationary), this will ease pressure on the electricity grid and provide consumer options. To fully realise this scenario access to the electricity grid would be less prohibitive both economically and operationally than at present. This should be considered with the regulatory changes associated with the electricity markets move from Distribution Network Operator (DNO) to Distribution Service Operators (DSO).

The assets required to achieve the output below will require additional capital investment and consumers may have to be convinced to uptake technologies using subsidies or other appropriate cost parity measures. Adoption of hydrogen at this medium integration scale could be achieved by 2025/30.

If hydrogen was to be produced from renewable electricity generation, it would be likely to require a dedicated commercial scale marine energy or wind farm. Curtailed wind would struggle to cope with these quantities. It would be possible to scale down the megawatts of electrolysis required if the electrolyzers were connected to the electricity grid to increase utilisation rates to 100% and fuel cells help to balance the electricity grid balancing applications.

Job roles would rise to between 50 and 60 including and include hydrogen transport and an increased function for research, development and replication and potential to develop some higher-level research roles (see Table 5).

Hydrogen supply (Electrolysis)	Hydrogen Demand	Volume of Hydrogen (+Gen/-Use) day (KG)
14MW		+3920
	2 Ferries	-1200 + 3000 stored
	100 hydrogen vehicles (various)	-1500
	Heat at 2 public buildings and 50 micro CHP projects	-250
	3MW Fuel Cells Combined	-900
	Total Demand	3850

Table 5: Medium Integration scenario for green hydrogen, assumed supply is electrolysis at 70% utilisation of input energy source.

Associated Actions for Success

- Dedicated renewable resource for production.
- Access to the electricity grid for generation.
- An additional ferry is added to the fleet and captive fleet and buses begin transition to hydrogen.
- General public utilise hydrogen for domestic heat and transport.

High Integration Scenario

A high integration scenario would see hydrogen support the role of smart electrification in the region and start to develop a larger scale commercial business case for hydrogen supply and production. The main bulk of energy provision across all energy streams will remain electricity and hydrogen will support this role more as well as becoming commercially attractive. There will be some grid balancing using fuel cell and hydrogen storage technologies of multiple scales (vehicles to Fuel Cells), this will ease pressure on the electricity grid and provide consumer options. Access to the grid would be less prohibitive both economically and operationally than at present.

The assets required to achieve the output below will require additional capital investment and consumers may have to be convinced to uptake technologies using subsidies or other appropriate cost parity measures. Adoption of hydrogen at this high integration scale could be achieved with appropriate resource investment, in-line with the Scotland's Net Carbon zero targets by 2045.

Hydrogen production would require a dedicated commercial scale marine energy or wind farm. Curtailed wind would not cope with these quantities. It would be possible to scale down the Megawatts of electrolysis required if the electrolyzers were connected to the electricity grid to increase utilisation rates to 100%. The fuel cells may help with electricity grid balancing applications. Microscale wind generators (domestic, commercial and agricultural) can generate small volumes of hydrogen for domestic combined heat and power units and transport applications (see Table 6).

Job roles will be wide reaching and varied in the high integration routes including roles in ports, maintenance, compliance, logistics, administration and community development roles. The number of job roles that could be supported by this integration route could grow to ~200 by 2045. Orkney could develop itself to be considered a centre for excellence around hydrogen education across all educational levels (see **Quick Glimpse: Hydrogen Management Hub**).

Hydrogen supply (Electrolysis)	Hydrogen Demand	Volume of Hydrogen (+Gen/-Use) day (KG)
50MW		+14,000
	H2 on most passenger ferries	-5000
	400 hydrogen vehicles	-6000
	Heat in public, commercial and in 50% of homes	-2000
	10MW Fuel Cell	-3000
	Total Demand	15,400

Table 6: High Integration scenario for green hydrogen, assumed supply is electrolysis at 70% utilisation of input energy source as well as increasing utilisation by coupling with grid balancing applications. Does not include volumes for chemical applications.

Associated Actions for Success

- Ferry fleet switches to hydrogen.
- Captive fleets increase their transition to hydrogen vehicles and 10% of passenger vehicles are hydrogen powered.
- Low pressure hydrogen pipelines to deliver to source.
- Fuel Cells to manage grid balancing.
- Repurposing existing oil and gas infrastructure.
- Potential to develop export chains.

Evaluation, Monitoring and Engagement

Evaluating and monitoring how real-world interactions affect the key priorities identified in this strategy is vital to achieving a vibrant hydrogen economy in Orkney. It is proposed that this could be achieved by producing a short **local energy statement** annually which defines the most recent energy statistics; progress towards regional targets; developments under key strategic themes; assessment of technological change and any other relevant changes to the energy system.

In addition to the monitoring and evaluation benefits a local energy statement would help:

- **Raise awareness** and improve the understanding of the choices and challenges facing Orkney community members as we move towards decarbonisation.
- **Develop a Sense of Ownership** and control amongst communities, consumer, producers and investors in the local energy system to provide the greatest benefits from a low carbon transition.
- **Continued Collaboration** to feed in sensible ideas to the energy system by having the ability to implement sensible design ideas via stakeholder's experience with the energy system.

What's Next?

Renewable energy is of strategic importance to future of the local, national and international energy mix. The UK and Scottish Governments have announced net zero carbon emissions targets for 2045 and 2050 respectively and Orkney Islands Council along with other local authorities have declared a climate emergency in order to provide political direction. The need to develop low carbon energy systems has never been greater,

This strategy has set out how hydrogen can be of importance in Orkney's future energy mix to people, communities, business and industry but will need continued action to move forward and make these future technologies every day realities.

An action plan should now be developed in collaboration with the relevant stakeholders to define achievable targets, define actions moving forward and identify who is best placed to undertake those actions.

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BIG HIT launch event. (photo credit: Colin Keldie).

Summer 2020 - from 2 March to 24 October 2020

		Monday							Tuesday							Wednesday							A	B						
	LM	700	702	703	704	705	706	707	701	708	709	719	710	711	707	700	713	714	715	716	710	711	707	707						
Kirkwall	dep	07:35	08:40	09:40	10:50	15:30	16:30	17:30	07:35	08:30	09:30	10:30	15:30	16:30	17:30	07:35	08:40	09:40	13:35	14:45	15:30	16:30	17:30	17:30						
Eday	arr																			14:55				17:40						
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Stronsay	arr			09:49						08:39									08:49											
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North Ronaldsay	dep	07:59			11:14			17:54	07:59			11:09		17:54	07:59				13:59				17:54	18:04						
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		Thursday							Friday							Saturday				Saturday Refit (2 and 9 March 2019)							Sunday			
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Kirkwall	dep	07:35	08:30	09:30	14:20	15:30	16:30	17:30	07:35	08:30	09:30	14:20	15:30	16:30	17:30	08:30	09:30	10:30	15:00	16:00	08:00	09:10	10:20	14:00	15:00	16:05	10:30	16:00	17:30	
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Monday am drop to Eday during school term only - bookings can be made on the Eday Monday morning flight, shared with North Ronaldsay, however this is subject to availability from 12:30 - 18:00 the day before departure.

Sunday - Sanday/Stronsay flight drop of/pick up on request. Bookings can be made on the Sanday or Stronsay flight, shared with North Ronaldsay, from 12:00 on Friday until 12:00 on Sunday.

- A School term only (18 Feb - 3 April and 20 April - 1 July and 18 August - 9 October 2020)
- B School holidays only (6 - 17 April and 2 July - 17 August and 12-27 October 2020)

Minute

Harbour Authority Sub-committee

Tuesday, 27 August 2019, 10:30.

Council Chamber, Council Offices, School Place, Kirkwall.



Present

Councillors Andrew Drever, Robin W Crichton, David Dawson, Owen Tierney and Kevin F Woodbridge.

Clerk

- Angela Kingston, Committees Officer.

In Attendance

- Gavin Barr, Executive Director of Development and Infrastructure.
- Brian Archibald, Harbour Master.
- David Sawkins, Deputy Harbour Master: Strategy and Support.
- Colin Kemp, Corporate Finance Senior Manager.
- Hazel Flett, Senior Committees Officer.
- Karen Bevilacqua, Solicitor.

Observing

- Rebecca McAuliffe, Press Officer.

Apologies

- Councillor Graham L Sinclair.
- Councillor Magnus O Thomson.

Declarations of Interest

- No declarations of interest were intimated.

Chair

- Councillor Andrew Drever.

1. Revenue Expenditure Outturn

After consideration of a joint report by the Executive Director of Development and Infrastructure and the Head of Finance, copies of which had been circulated, and after hearing a report from the Corporate Finance Senior Manager, the Sub-committee:

Noted:

1.1. The revenue expenditure outturn statement in respect of the Scapa Flow Oil Port and Miscellaneous Piers and Harbours for financial year 2018 to 2019, attached as Annex 1 to the joint report by the Executive Director of Development and Infrastructure and the Head of Finance, which indicated the following:

- An income surplus of £4,726,600 against an income budget of £1,257,300 in respect of Scapa Flow Oil Port.
- An income surplus of £374,400 against an expenditure budget of £520,900 in respect of Miscellaneous Piers and Harbours.

1.2. The explanations given and actions proposed in respect of significant budget variances, as outlined in the Budget Action Plan, attached as Annex 2 to the joint report by the Executive Director of Development and Infrastructure and the Head of Finance.

2. Revenue Expenditure Monitoring

After consideration of a joint report by the Executive Director of Development and Infrastructure and the Head of Finance, copies of which had been circulated, and after hearing a report from the Corporate Finance Senior Manager, the Sub-committee:

Noted:

2.1. The revenue financial summary statement in respect of the Scapa Flow Oil Port and Miscellaneous Piers and Harbours for the period 1 April to 30 June 2019, attached as Annex 1 to the joint report by the Executive Director of Development and Infrastructure and the Head of Finance, which indicated a budget surplus position of £112,100.

2.2. The revenue financial detail by Service Area statement in respect of the Scapa Flow Oil Port and Miscellaneous Piers and Harbours for the period 1 April to 30 June 2019, attached as Annex 2 to the joint report by the Executive Director of Development and Infrastructure and the Head of Finance.

2.3. The explanations given and actions proposed in respect of significant budget variances, as outlined in the Budget Action Plan attached as Annex 3 to the joint report by the Executive Director of Development and Infrastructure and the Head of Finance.

3. Miscellaneous Piers and Harbours Maintenance Programme

Revenue Expenditure Outturn

After consideration of a report by the Head of Finance, copies of which had been circulated, and after hearing a report from the Corporate Finance Senior Manager, the Sub-committee:

Noted:

3.1. The summary outturn position of expenditure incurred for financial year 2018 to 2019 in respect of the Miscellaneous Piers and Harbours revenue maintenance programme, as detailed in section 5.1 of the report by the Head of Finance.

3.2. The detailed analysis of expenditure figures and programme updates, attached as Appendix 1 to the report by the Head of Finance.

4. Miscellaneous Piers and Harbours Maintenance Programme

Revenue Expenditure Monitoring

After consideration of a report by the Head of Finance, copies of which had been circulated, and after hearing a report from the Corporate Finance Senior Manager, the Sub-committee:

Noted:

4.1. The summary position of expenditure incurred, as at 30 June 2019, against the approved Miscellaneous Piers and Harbours revenue maintenance programme for financial year 2019 to 2020, as detailed in section 5.1 of the report by the Head of Finance.

4.2. The detailed analysis of expenditure figures and programme updates, attached as Appendix 1 to the report by the Head of Finance.

5. Minor Capital Improvement Programmes

Capital Expenditure Outturn

After consideration of a report by the Head of Finance, copies of which had been circulated, and after hearing a report from the Corporate Finance Senior Manager, the Sub-committee:

Noted:

5.1. The summary outturn position of expenditure incurred for financial year 2018 to 2019 in respect of the minor capital improvement programmes for Piers and Harbours and the Scapa Flow Oil Port, as detailed in section 4 of the report by the Head of Finance.

5.2. The detailed analysis of expenditure figures against the approved programmes, attached as Appendix 1 to the report by the Head of Finance.

6. Minor Capital Improvement Programmes

Capital Expenditure Monitoring

After consideration of a report by the Head of Finance, copies of which had been circulated, and after hearing a report from the Corporate Finance Senior Manager, the Sub-committee:

Noted:

6.1. The summary position of expenditure incurred, as at 30 June 2019, against the approved Piers and Harbours and the Scapa Flow Oil Port minor capital improvement programmes, as detailed in section 4 of the report by the Head of Finance.

6.2. The detailed analysis of proposed expenditure figures against the approved programmes, attached as Appendix 1 to the report by the Head of Finance.

7. Port Marine Safety Code – Compliance Audit

After consideration of a report by the Executive Director of Development and Infrastructure, copies of which had been circulated, and after hearing a report from the Harbour Master, the Sub-committee:

Noted:

7.1. That the Designated Person, David Foster, Marico Marine, undertook an audit of compliance with the Port Marine Safety Code, as part of his annual visit during the period 1 to 3 May 2019.

7.2. That, as part of the Port Marine Safety Code compliance audit, an assessment was made of progress with recommendations arising from previous audits in 2017 and 2018.

7.3. The Port Marine Safety Code compliance audit report, produced by the Designated Person, attached as Appendix 1 to the report by the Executive Director of Development and Infrastructure, which had raised four new actions, together with those arising from previous audits, which had been implemented and acted upon.

7.4. The Action Plan, attached as Appendix 2 to the report by the Executive Director of Development and Infrastructure, associated with the Port Marine Safety Code compliance audit, which had been updated to reflect progress made as at 1 July 2019.

The Sub-committee resolved to **recommend to the Council:**

7.5. That, having reviewed the 2019 Port Marine Safety Code compliance audit and associated Action Plan, referred to at paragraphs 7.3 and 7.4 above, assurance was obtained that action had been taken or agreed where necessary.

8. Conclusion of Meeting

At 11:20 the Vice Chair declared the meeting concluded.

Signed: A Drever.

Orkney Islands Council

Draft Policy with respect to Type B Private Water Supplies

Introduction

In Scotland, private water supplies (PWS) are defined as those that are not provided by Scottish Water and where the water is intended for human consumption. The Private Water Supplies (Scotland) Regulations 2006, which apply to small domestic supplies, aim to protect human health from the adverse effects of any contamination of water by ensuring that the water meets water quality standards. The regulations refer to these supplies as Type B supplies. PWS can present a significant risk to the health of those consuming water from these supplies where water is inadequately managed.

Local authorities have the power to sample from Type B supplies at any time regardless of whether the relevant person has requested such a sample or not. For example, if one property on a Type B supply poses a risk to health, it would be prudent to take samples from all the properties on that supply. Local Authorities also have the power to take samples to confirm or clarify previous results and to establish the adequacy of any remedial action that may have been taken in regard to the supply.

How we will monitor Type B supplies in your area

We will continually review the Private Water Supply register and promote the need to register private water supplies.

Sampling and risk assessment programmes

No proactive programme of sampling or risk assessment to take place, however we will provide advice, sample and risk assess on request. Additionally, where information of concern or complaint is raised, we will sample, and risk assess where necessary.

We will provide private water supply health issue updates to known properties on supplies. (e.g. Drinking Water Quality Regulator information leaflets, and on our and partner agency websites: <https://www.orkney.gov.uk/Service-Directory/E/private-water-supplies.htm> and <https://www.mygov.scot/housing-local-services/water-supplies-sewerage/private-water-supplies/>).

Charging Scheme

Note: This will be determined following the decision of Development and Infrastructure Committee on the 10 September 2019 and reference links to the Council's charging register.

Enforcement Policy

Enforcement powers will be used in accordance with the Council's Environmental Health and Trading Standards Enforcement Policy in consultation with the Director of Public Health. The enforcement policy can be found at <http://www.orkney.gov.uk/Service-Directory/E/enforcement-policy.htm>.

As most of our dealings with properties on Type B supplies are in connection with request samples or house sales we risk assess and give advice on how to improve the supply and offer grant where applicable to improve the water quality. Enforcement powers will not be used to improve supplies in these instances.