

Item: 6

Development and Infrastructure Committee: 4 June 2019.

Performance Monitoring.

Report by Executive Director of Development and Infrastructure.

1. Purpose of Report

To advise on the performance of Development and Infrastructure for the reporting period 1 October 2018 to 31 March 2019.

2. Recommendations

The Committee is invited to scrutinise:

2.1.

The performance of Development and Infrastructure for the reporting period 1 October 2018 to 31 March 2019, as set out in sections 3 to 5 and Annexes 1, 2 and 3 of this report.

It is recommended:

2.2.

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

2.3.

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

3. Service Plan – Performance Reporting

3.1.

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

3.2.

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

- 08 – Core Paths Plan – Review of Core Paths Plan.
- 10a – Roads – To close off the Roads Asset Management Plan (RAMP) work.
- 10b – Roads – To progress the Roads Management and Maintenance Plan (RMMP) work.
- 19 – Digital Connectivity – Ensuring ubiquitous world class digital connectivity in Orkney by way of adding to the Highlands and Islands digital roll-out. Working with Community Broadband Scotland to match local communities and interested parties digital aspirations. This includes developing and supporting pipelines projects.
- 24 – 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.
- 30 – Kirkwall Harbour Coastal Flood Risk Management – Deliver the Kirkwall Harbour Coastal Flood Risk Management project.
- 36 – Environmental Services (Recycling on Egilsay, Wyre and Graemsay) - Complete implementation of recycling solutions for Egilsay, Wyre and Graemsay).

3.3.

Any outstanding actions within the current service plan will be considered for inclusion in the new service plan.

4. Service Performance Indicators

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

5. Complaints and Compliments

5.1.

Table 1 below sets out numbers of complaints and compliments made to Development and Infrastructure in the six month period 1 October 2018 to 31 March 2019, and for the preceding two six month monitoring periods.

Table 1.	Six months ending 31 March 2018.	Six months ending 30 September 2018.	Six months ending 31 March 2019.	Totals.
Complaints	11 D&I Generally 5 Orkney Ferries	12 D&I Generally 1 Orkney Ferries	14 D&I Generally 4 Orkney Ferries	47.
Compliments	38 D&I Generally 7 Orkney Ferries	57 D&I Generally 28 Orkney Ferries	38 D&I Generally 9 Orkney Ferries	177.

5.2.

When considering the data within Table 1, it should be noted that the Council has adopted a policy of encouraging staff to record all complaints against the Council through the Complaints Handling Procedure. This includes complaints that are quickly and satisfactorily resolved by the frontline service, thereby enabling the Council to identify any trends that would help to improve the service. As a result of this policy, the number of complaints captured by the procedure has increased across the Council.

5.2.1.

Orkney Ferries Limited operates as a Limited Company with its own customer relations and complaints process. Orkney Ferries Limited is a very public facing and time critical service and therefore statistics have been itemised separately.

5.3.

There is no discernible relationship in terms of the types of complaints received over the monitoring period. It is encouraging to observe the good number of compliments received across the service. There is some indication of a gradual increase in complaints (although still extremely low numbers over the period of one year particularly taken in context with the vast number of service transactions that take place over a year) with some sections within Development and Infrastructure. These complaints are given appropriate consideration on a weekly basis as a standing item for meetings of the Development and Infrastructure Senior Management Team. The Complaints Handling Process is also discussed at Development and Infrastructure General Managers Meetings which take place twice yearly.

6. Risk Register Review

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

7. Corporate Governance

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

8. Financial Implications

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

9. Legal Aspects

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

10. Contact Officers

Gavin Barr, Executive Director of Development and Infrastructure, extension 2301, Email gavin.barr@orkney.gov.uk

Roddy Mackay, Head of Planning, Development and Regulatory Services, extension 2530, Email roddy.mackay@orkney.gov.uk

Louise Cutler, Directorate Business Support Manager, extension 2851, Email louise.cutler@orkney.gov.uk

11. Annexes

Annex 1 – Summary of the performance of the Development and Infrastructure Service against the targets within its service plan.

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

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

Annex 4 – Updated Development and Infrastructure risk register.

Annex 1

Development and Infrastructure – Service Plan Actions for Six Months Ending 31 March 2019

Action	Description	Previous Period: 30/09/2018		Current Period: 31/03/2019			
		Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG
01- UK and Scottish Government Reviews of Planning and Regulatory Services. Lead: Roddy Mackay.	Full engagement in UK and Scottish Government Reviews of Planning and Regulatory Services (Review of Planning System, Appointment of Building Standards Verifiers, Future Delivery of Trading Standards Service), and implementing any structural or legislative changes required for future service delivery.	In progress	Green	01/04/2016	31/03/2019	In Progress	Amber
		Comment					
The Council has been reappointed as building standards verifier for Orkney for a 6 year period from 1 May 2017 to 30 April 2023. This is the maximum period of appointment awarded to only 17 out of 32 Scottish local authorities and is based on those authorities which have performed well and have shown strong turnaround times and high customer satisfaction rates. Review of Trading Standards is on-going with informal discussions with North of Scotland authorities regarding regional joint working. The Planning Bill was published in December 2017 and Stage 3 of the Bill will commence in the Scottish Parliament in Spring 2019.							

Action	Description	Previous Period: 30/09/2018		Current Period: 31/03/2019			
		Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG
02 - Joint responsibilities for public and port health. Lead: Roddy Mackay.	Develop strategic and operational arrangements to encourage and develop effective partnership working with NHSO in respect of joint responsibilities for public and port health.	In progress	Amber	01/04/2016	31/03/2019	In Progress	Amber
		Comment					
Although the Port Health Plan has been reviewed it is noted that the Scottish Government is looking to reform public health and develop public health priorities. Six monthly meetings are in place between the Council and NHS Orkney, the last meeting was held 18 February 2019. Public Health Reform held a regional seminar with Community Planning Partners in March 2019. The seminar considered the design of Public Health Scotland and has specialist public health expertise which could be deployed locally.							

Action	Description	Previous Period: 30/09/2018		Current Period: 31/03/2019			
		Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG
05 – Marine Planning Partnership Lead: Roddy Mackay.	Establishment of a Marine Planning Partnership to develop statutory marine spatial plan.	In progress	Green	01/04/2016	31/03/2019	Overdue	Red
		Comment All tasks have been completed from the Council's side and evidence has been submitted to allow the Council to become the sole delegate in a Regional Marine Planning Partnership. Officers are presently awaiting formal delegation to be provided by Marine Scotland to establish the partnership and expect this in May 2019. Once this has been received, a notice must be lodged for 28 days after which the Marine Planning Partnership will be formally established.					

Action	Description	Previous Period: 30/09/2018		Current Period: 31/03/2019			
		Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG
06 – Special Protection Areas in Orkney Waters Lead: Roddy Mackay.	Full engagement in emerging Scottish Government proposals to designate Special Protection Areas in Orkney Waters.	In progress	Green	01/04/2016	31/03/2019	In progress	Green
		Comment Detailed response submitted in January 2017 to the Scottish Government consultation on the proposed Pentland Firth Special Protection Areas (SPAs), following previous responses made on the Scapa Flow pSPA and North Orkney pSPA. A response from the Council was submitted in November 2018 on the Scottish Government consultation on the Strategic Environmental Assessment for the Scottish Marine Special Protection Areas. Marine Scotland has confirmed that a Ministerial announcement on which areas are to be designated is expected Autumn 2019.					

Action	Description	Previous Period: 30/09/2018		Current Period: 31/03/2019			
		Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG
07 - Supplementary	Review Supplementary Guidance on Housing Development in the	In progress	Amber	01/04/2016	31/12/2018	Overdue	Red
		Comment					

Guidance Lead: Roddy Mackay.	Countryside and prepare Planning Policy Advice on Design.	Updated Supplementary Guidance on Housing Development in the Countryside and initial planning policy advice on design (amenity) have been approved for consultation, and will be subject to full engagement in May/June 2019.
---	---	---

Action	Description	Previous Period: 30/09/2018		Current Period: 31/03/2019			
		Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG
08 – Core Paths Plan Lead: Roddy Mackay.	Review of Core Paths Plan.	Complete	Blue	01/04/2016	31/12/2018	Closed	Blue
Comment							
The Orkney Core Paths Plan was approved by Council, following Development and Infrastructure Committee on 11 September 2018.							

Action	Description	Previous Period: 30/09/2018		Current Period: 31/03/2019			
		Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG
09 – Urban Design and Village Masterplans Lead: Roddy Mackay.	Review of Kirkwall and Stromness Urban Design Frameworks and Village Masterplans.	In progress	Green	01/04/2016	31/03/2019	Overdue	Red
Comment							
The Kirkwall Urban Design Framework has been reviewed and updated; public engagement has commenced on the review of the Stromness framework; and review of the Dounby masterplan is scheduled for Winter 2019. All reviews are being undertaken in line with the Action Programme timetable adopted alongside the Local Plan.							

Action	Description	Previous Period: 30/09/2018		Current Period: 31/03/2019			
		Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG
10a- Roads Lead: Darren Richardson.	To close off the Roads Asset Management Plan (RAMP)	In progress	Green	01/04/2016	31/12/2018	Complete	Blue
Comment							

		The Roads Asset Management Plan (RAMP) is complete being approved by Council in July 2017, following Development and Infrastructure Committee.
--	--	--

Action	Description	Previous Period: 30/09/2018		Current Period: 31/03/2019			
		Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG
10b - Roads Lead: Darren Richardson.	To progress the Roads Management and Maintenance Plan (RMMP) work	In progress	Green	01/04/2016	31/12/2018	Complete	Blue
		Comment					
		RMMP 2018-2023 has been approved and officers are now working towards implementing the changes. This involves upgrading the asset database to allow for the new risk-based approach to inspection and recording of defects.					

Action	Description	Previous Period: 30/09/2018		Current Period: 31/03/2019			
		Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG
11 – Environmental Services Lead: Darren Richardson.	To reduce waste shipment for incineration through proactive engagement and awareness raising (i.e. two-year Change Management project).	In progress	Amber	01/04/2016	30/06/2019	In progress	Amber
		Comment					
		An up-date on progress was presented to the Roads and Environmental Services Consultative Group in November 2017. Substantial change is also likely to be linked to options including the replacement Chinglebraes which is currently being explored. A Stage 1 Capital Project Appraisal was reported to the Development and Infrastructure Committee on 26 September 2018. Implementation of the permit system agreed in the budget setting process is planned to commence during April 2019 but the roll-out period will take several months to complete and, as part of that process, there will be a series of briefings and Consultative Group meetings prior to final agreement of the application process. This has been developed as a Council project with the Change Team to ensure there is a clear understanding of Orkney-wide potential impact.					

Action	Description	Previous Period: 30/09/2018		Current Period: 31/03/2019			
		Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG

12 – Environmental Services Lead: Darren Richardson.	To implement the five-year improvement programme for burial ground expansion, major and general improvements.	In Progress	Green	01/04/2016	31/03/2022	In progress	Green
		Comment					
		Construction work now underway in accordance with the programme following revised budget allocation in April 2018. A revised Stage 2 Capital Project Appraisal was approved through Policy and Resources Committee in April 2018 that included funding for Firth and additional Community Council raised issues, completion date revised to financial year 2021/22.					

Action	Description	Previous Period: 30/09/2018		Current Period: 31/03/2019			
		Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG
14 – Carbon Management Programme Lead: Darren Richardson.	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.	In progress	Amber	01/04/2016	31/12/2020	In progress	Amber
		Comment					
		This is done through the property repairs and maintenance revenue programme which is submitted for approval on an annual basis (this is part of a 3 year programme). The focus in the capital and revenue property programmes is linked to extending asset life and will see improvements in carbon emissions where energy efficiency works are approved. The ability to deliver on-going improvements will be restricted by planned budget cuts for example £170,000 per annum.					

Action	Description	Previous Period: 30/09/2018		Current Period: 31/03/2019			
		Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG
15 – Major Projects Lead: Darren Richardson.	Pursue and deliver major projects that align to the Council Plan through Service and Council decisions e.g. Campus, Hydrogen.	In progress	Amber	01/04/2016	31/03/2022	In progress	Amber
		Comment					
		The Scale Wind project received backing for progression to planning determination at the General Meeting of the Council in March 2019. This includes a project to provide generation for the Private Wire project. FEED study for Private Wire Network complete and further work on network design is on hold.					

		Energy Supply Company project is on hold as the Council's partner (OurPower) has ceased trading. Continuing work towards new Hydrogen strategy.
--	--	--

Action	Description	Previous Period: 30/09/2018		Current Period: 31/03/2019			
		Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG
16 – Attracting Investment Lead: Roddy Mackay.	To work in partnership with external partners, the community planning partners, the private and voluntary sector, Highlands and Islands Enterprise (HIE), Skills Development Scotland (SDS) to develop propositions that utilise the Orkney Brand to develop a range of brochures and media messages as part of a commercial prospectus for the Council to attract inward investment which has community benefit. This work includes, where appropriate updating policy.	In progress	Green	01/04/2016	31/12/2018	Overdue	Red
		Comment Appropriate packages can be assembled in response to enquiries and emerging opportunities. A number of promotional videos are available on www.Orkney.com along with relevant information. Economic Development officers will have a presence at the All-Energy Conference and Exhibition in Glasgow in May 2019.					

Action	Description	Previous Period: 30/09/2018		Current Period: 31/03/2019			
		Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG
17 – Skills Development	In partnership with HIE, SDS, the Orkney Research Campus and the Council's	In progress	Green	01/04/2016	31/12/2018	Overdue	Red
		Comment					

Lead: Roddy Mackay.	Education and Learning services to undertake regular engagement with the Orkney public, private and voluntary sectors as well as students and their families. This is to ensure that the Orkney learning offer (education from pre-school to secondary school and beyond) is able to provide young people (and those who wish a career change) with the skills necessary to gain meaningful employment in Orkney. This includes regular Youth and Employer Summits.	The Skills and Employability Strategy Group has been drafting its strategy seeking to finalise that in the coming months. Meanwhile Developing the Young Workforce (DYW) Orkney continues to deliver support for this Development and Infrastructure action through involvement in Apprenticeship promotion, School Leaver's programme and School Careers week.
----------------------------	---	---

Action	Description	Previous Period: 30/09/2018		Current Period: 31/03/2019			
		Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG
18 - Volume Tourism Lead: Roddy Mackay.	In partnership with the private sector, Visit Scotland and Orkney Tourism Group and other local stakeholders put in place protocols and a programme of alternative tourism offers that will support a range of initiatives. This also includes an options	In progress	Green	01/04/2016	31/03/2020	In progress	Green
		Comment					
		The consultant's report on the Orkney Heritage Gateway work with Historic Environment Scotland (HES) and Highlands and Islands Enterprise (HIE) has been presented to Members to explore initial options. In addition, a wider assessment of Orkney's cultural and heritage assets is in the process of being commissioned with HES and HIE (in consultation with Destination Orkney Ltd), with a view to informing a strategic development plan that will inform Destination management planning. Meanwhile a Draft Tourism strategy is to be presented to the Destination Orkney (DO)					

	appraisal for a Gateway Centre to support Orkney's attractions including the UNESCO Neolithic Heritage. Explore infrastructure requirements and opportunities and develop investment plan as appropriate.	Strategic Partnership at its next meeting by DO (Ltd) which has recently appointed a new Chief Executive Officer (CEO).
--	---	---

Action	Description	Previous Period: 30/09/2018		Current Period: 31/03/2019			
		Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG
19 - Digital Connectivity Lead: Gavin Barr.	Ensuring ubiquitous world class digital connectivity in Orkney by way of adding to the Highlands and Islands digital roll-out. Working with Community Broadband Scotland to match local communities and interested parties digital aspirations. This includes developing and supporting pipeline projects.	Closed	Blue	01/04/2016	31/03/2020	Closed	Blue
		Comment					
		Community Broadband Scotland has funded several feasibility studies but no community solutions have been delivered. The scheme has now closed and the outcome of the R100 programme is awaited.					

Action	Description	Previous Period: 30/09/2018		Current Period: 31/03/2019			
		Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG
20 - Business Gateway Lead: Roddy Mackay.	To promote internally and externally the range of business start-up and	In progress	Green	01/04/2016	31/03/2022	In progress	Green
		Comment					

	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.	Business Gateway continues to deliver the nationally consistent core service along with the Digital Boost programme. Plans for additional events are also in place for an Orkney Women's Entrepreneur Programme and a customer care course for school children looking for part-time work. Social media continues to be used to promote activities and other programmes of Government support for business.
--	---	---

Action	Description	Previous Period: 30/09/2018		Current Period: 31/03/2019			
		Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG
21 – Implementation of the Kirkwall Townscape Heritage Initiative (KTHI) Lead: Roddy Mackay.	In particular ensure good leverage for projects of benefit to Kirkwall Townscape Heritage, joint working with local businesses, organisations, the College and schools.	In progress	Green	01/04/2016	31/12/2019	In Progress	Green
		Comment Interpretation and signage projects are currently in progress. Buildings projects have either been completed or are nearing completion. The grant scheme ends at 30 June 2019. The start of the Places and Spaces project was delayed and will not be completed until February 2020. Works will cease in early May 2019 and recommence in September. Additional external funding has been secured.					

Action	Description	Previous Period: 30/09/2018		Current Period: 31/03/2019			
		Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG
22 - EU and External Funding Opportunities Lead: Roddy Mackay.	Working with Economic Development and the wider Regeneration Team, to put in place the necessary promotion, support, guidance and advice to access a range of EU, LEADER and ERDF (European Regional Development Fund) funding streams for pipeline Council and	In progress	Green	01/04/2016	31/12/2020	In progress	Green
		Comment All-Party Parliamentary Group (APPG) formed to help shape plans for the UK funding that is planned to replace the EU funding for national, regional and local economic development that will disappear following Brexit. The APPG has initiated an inquiry to assess the views of stakeholders and OIC has submitted a response. Engagement and consultation with the UK Government on a Shared Prosperity Fund (SPF) to replace EU funding streams is on-going. Awaiting further information from UK Government on the SPF - unclear what the SPF will look like, how it will be deployed, how much funding will come to Scotland, and whether the decisions will be made at UK level or					

	Orkney projects. The aim being to lever funding for a range of projects in Orkney.	devolved to Scottish level. Contact has been made with the UK Government to request specific consideration of Islands issues in the forming of the fund. OIC views on operation of SPF have also been submitted to the UK Government. A study into the implications for the agricultural sector post Brexit has been prepared by the Highlands and Islands Agricultural Support Group which includes all Highlands and Islands local authorities. Initial discussions have also been held with local fisheries stakeholders regarding post-Brexit opportunities for the industry. In the meantime external existing funding streams applications are being pursued.
--	--	---

Action	Description	Previous Period: 30/09/2018		Current Period: 31/03/2019			
		Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG
23 – Strategic Investment/ Intervention Projects Lead: Gavin Barr.	Securing funding for projects.	In progress	Green	01/04/2016	31/03/2022	In progress	Green
		Comment					
		Funding for the next stage of the project development of the Scale Wind project was approved by Council on 5 March 2019.					

Action	Description	Previous Period: 30/09/2018		Current Period: 31/03/2019			
		Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG
24 – STAG Appraisal for Transport Connectivity to the Scottish Mainland Lead: Gavin Barr.	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.	In progress	Green	01/04/2016	31/03/2019	Closed	Blue
		Comment					
		The Northern Isles Ferry Services (NIFS) tender process is now underway. The Council's efforts in influencing this at the pre-tender stage are therefore complete.					

Action	Description	Previous Period: 30/09/2018		Current Period: 31/03/2019			
		Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG

25 – Improve Accessibility to all Transport Services Lead: Brian Archibald.	Continue the ongoing programme to improve accessibility to all transport services, taking advantage of contract, vehicle, infrastructure and vessel replacement/renewal opportunities where possible.	In progress	Green	01/04/2016	31/12/2020	In progress	Green
		Comment					
		Whilst some works have been undertaken on ferries and buildings, proper access will not become possible until new build ferries are delivered (timescale as yet unknown). Ramps have been fitted at various areas. Low floor bus numbers are increasing noting that legislation will require full bus accessibility by 2020.					

Action	Description	Previous Period: 30/09/2018		Current Period: 31/03/2019			
		Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG
26 – New Business and Growth in Current Marine Activities in Scapa Flow and Kirkwall Lead: Brian Archibald.	Continue to develop and grow opportunities for new business and for growth in current marine activities in Scapa Flow and Kirkwall, including the development of the cruise market, Ship to Ship operations for crude, Liquefied Natural Gas (LNG) and Liquefied Petroleum Gas (LPG), offshore platform warm and cold stacking, decommissioning and fuel Hub services.	In progress	Green	01/04/2016	31/03/2019	In progress	Green
		Comment					
		Business activity continues to grow with surplus having increased from zero to £5,000,000 over the past four years. Numerous new opportunities and expansion of current business are being actively pursued including LNG, Lyness Tanks, Decommissioning at Lyness, Cruise, Marine Tourism, ship to ship growth and off shore platform support. Investment in a new tug and pilot boat has been approved and the tender process is well advanced. In order to deliver increased business activity staffing resources are under review (mainly pilots and tug crews). This action is continuous and will roll forward into future Service Plans.					

Action	Description	Previous Period: 30/09/2018		Current Period: 31/03/2019			
		Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG
27 – Port Infrastructure Refurbishment	Continue with a programme of port infrastructure	In progress	Green	01/04/2016	31/03/2021	In progress	Green
		Comment					

Lead: Brian Archibald.	refurbishment, including completion of the Accelerated Low Water Corrosion programme, in order to ensure the piers are safe to use and properly preserved.	On-going accelerated low water corrosion project and other refurbishment on-going. Gill Pier now complete. Long term maintenance plan developed which identified a programme of £6,500,000 investment requirements to span over a period of 5 years which commenced in 2017. Further detailed planning and programming of this work is now underway. The good income from business activity to the Miscellaneous Piers and Harbours account in Kirkwall, Hatston, on Flotta and activity in Scapa Flow has been essential to funding these works without a draw on contingency funding.
-------------------------------	--	---

Action	Description	Previous Period: 30/09/2018		Current Period: 31/03/2019			
		Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG
28 – Port Master Plan Lead: Brian Archibald.	Establish the Port Master Plan for future infrastructure requirements.	In progress	Green	01/04/2016	31/03/2019	Overdue	Red
Comment							
Port Master Plan is under contract with work having commenced in April 2018. Draft report will go out for consultation in May 2019.							

Action	Description	Previous Period: 30/09/2018		Current Period: 31/03/2019			
		Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG
29 – Airfields Plan and Infrastructure Improvements Lead: Brian Archibald.	Complete a programme of airfields plan and infrastructure improvements in order to ensure safe operations	In progress	Green	01/04/2016	31/12/2018	Overdue	Red
Comment							
Programme for airfield building replacement in place, runway resurfacing and fire tender introduction on schedule. Sanday Airfield Terminal complete. Continuing to finish the runway refurbishment programme which is due to conclude during 2018 and work is underway in regard to planning for refurbishment of the remaining terminals.							

Action	Description	Previous Period: 30/09/2018		Current Period: 31/03/2019			
		Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG
30 – Kirkwall Harbour Coastal		In progress	Amber	01/04/2016	31/03/2018	Complete	Blue

Flood Risk Management Lead: Brian Archibald.	Deliver the Kirkwall Harbour Coastal Flood Risk Management project.	Comment
		Completed 14 May 2018.

Action	Description	Previous Period: 30/09/2018		Current Period: 31/03/2019			
		Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG
32 - Carbon Footprint Lead: Brian Archibald.	Reduce the carbon footprint of Council provided/contracted transport services, including vessels and buses.	In progress	Green	01/04/2016	31/03/2019	In progress	Green
		Comment					
Work underway with regards to low carbon ferries as part of the hoped for new build programme. Liquid natural gas (LNG) currently understood to be the lower carbon fuel of choice for new build shipping. Electric bus in service and hydrogen being considered more broadly as part of the future transport/energy strategy. The Council has joined the Hyseas 3 Consortium. The funding bid for Stromness multi modal hub for cold-ironing MV Hamnavoe and electric vehicle charge points was successful and work is now underway on the Stromness Low Carbon Hub Project. Marine Services also active in the Dual Ports (Low Carbon Project) and the Hydime (Hydrogen Diesel Injection Programme). This programme activity will roll forward into future Service Plans.							

Action	Description	Previous Period: 30/09/2018		Current Period: 31/03/2019			
		Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG
34 - Quarry Services (Quarry Extension) Lead: Darren Richardson.	Secure planning permission and development of extension to the quarry.	In progress	Green	04/07/2017	31/12/2019	In progress	Green
		Comment					
The planning application is planned for submission in April 2019.							

Action	Description	Previous Period: 30/09/2018		Current Period: 31/03/2019			
		Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG

35 - Environmental Services (Chinglebraes Replacement) Lead: Darren Richardson.	Secure planning permission and development of the Chinglebraes replacement.	In progress	Green	04/07/2017	31/12/2021	In Progress	Green
		Comment					
		Stage 1 Capital Project Appraisal (CPA) approved by Council following Development and Infrastructure Committee on 26 September 2018. The procurement of the next stage being the "technical" assessment of potential options is being evaluated in April 2019 and this will eventually feed into the CPA 2 planned for Member consideration in 2019.					

Action	Description	Previous Period: 30/09/2018		Current Period: 31/03/2019			
		Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG
36 - Environmental Services	Complete implementation of recycling solutions for	Complete	Blue	04/07/2017	30/09/2017	Closed	Blue
		Comment					

(Recycling on Egilsay, Wyre and Graemsay) Lead: Darren Richardson.	Egilsay, Wyre and Graemsay.	The remaining recycling receptacles units for Egilsay, Wyre and Graemsay were distributed to the islands in May and June 2018. This action is now closed.
--	-----------------------------	---

Action	Description	Previous Period: 30/09/2018		Current Period: 31/03/2019			
		Overall Status	BRAG	Start Date	Target Date	Overall Status	BRAG
37 - Property Maintenance Programme Delivery Lead: Darren Richardson.	Ensure sufficient funding and reporting processes are in place to deliver and monitor progress.	Complete	Blue	04/07/2017	31/12/2020	In progress	Green
		Comment A reporting process has now been developed through Development and Infrastructure. Budget capacity will remain a constraint, and will be dependent on the Council's annual budget setting process. A growth bid was submitted but rejected. An efficiency target of a further £170,000 has been set over the medium term resource strategy period. Work is underway through the Corporate Property review to consider consolidation where possible, however until this concludes there is a high risk that demand may outstrip budget. A Pressure Bid has also been identified through the 2019/2020 Budget Setting Process.					

Personnel key

Executive Director of Development and Infrastructure – Gavin Barr
Head of Planning, Development and Regulatory Services – Roddy MacKay
Head of Infrastructure and Strategic Projects – Darren Richardson
Head of Marine Services, Engineering and Transportation – Brian Archibald

BRAG key

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

Green - the agreed action is likely to meet or exceed its target.
Blue - the agreed action has been progressed to completion.

Annex 2

Development and Infrastructure – Service Performance Indicators for Six Months Ending 31 March 2019

Performance Indicator	Previous Period: 30/09/2018		Current Period: 31/03/2019			
	Actual	RAG	Actual	Target	Intervention	RAG
01 - CCG - 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. Lead: Gavin Barr	3.37%	Green	4.44%	4%	6.10%	Amber
	Comment There is a slight decline with this Performance Indicator since the last reporting period and the status has moved from green to amber. The Service continues to work closely with the Human Resources team to ensure that we seek to address short term and long term sickness absence as a matter of priority. However, these matters are individually unique and it is difficult to forecast or prevent occasional fluctuations in the performance percentage over reporting periods.					

Performance Indicator	Previous Period: 30/09/2018		Current Period: 31/03/2019			
	Actual	RAG	Actual	Target	Intervention	RAG
02 - CCG - 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 Lead: Gavin Barr	40.4%	Red	71.43%	90%	79%	Red
	Comment Intervention by managers is addressed by the Development and Infrastructure (DI) Senior Management team. The DI Senior Management team continues to work with Human Resources and managers within their own teams to ensure that more active intervention takes place in future. The DI Senior Management Team also discuss this matter at their internal performance monitoring meetings and will raise with all managers at future DI General Managers Meetings which are held twice a year. The DI SMT discussed performance of this PI at their Heads of Service (HoS) meeting on 07 November 2018, HoS then discussed the areas of under performance with their relevant managers. Since this time, performance has					

	improved with a large increase in the overall percentage from 40.4% to 71.43%.
--	--

Performance Indicator	Previous Period: 30/09/2018		Current Period: 31/03/2019			
	Actual	RAG	Actual	Target	Intervention	RAG
03 - CCG - Staff accidents - The number of staff accidents within the service, per 30 staff per year Lead: Gavin Barr	1.16	Amber	0.90	1	2.10	Green
	Comment					
	11 accidents over the last 12 calendar month period. 5 of the accidents resulted in RIDDOR reports to HSE due to staff being off work for over 7 days as a result of the accident. This is not an unusual pattern for operational services, but it is a matter which is given robust attention by the Development and Infrastructure and Health and Safety Contingencies Team, including an on-going push for all staff to refresh iLearn based manual handling training on top of specialist operational training. Every accident is reported to the Development and Infrastructure Health and Safety Management Group which is chaired by the Director on a quarterly basis, in addition to the more regular team meetings and briefing which take place across services.					

Performance Indicator	Previous Period: 30/09/2018		Current Period: 31/03/2019			
	Actual	RAG	Actual	Target	Intervention	RAG
04 - CCG - Budget control - The number of significant variances (priority actions) generated at cost centre level, as a proportion of cost centres held Lead: Gavin Barr	30%	Amber	34%	15%	31%	Red
	Comment					
	There is a slight drop in performance compared to the previous reporting cycle, move from amber to red status. The majority of the variances are challenging to address due to the nature of operational work within Development and Infrastructure. However, these matters have been identified by the Committee previously and the Development and Infrastructure senior management team meets with Finance colleagues on a cyclical basis which, amongst other matters, will allow the opportunity to seek to identify means of					

refining the forecasting and monitoring process as effectively as possible. There have been substantial variances with the roads and environmental services areas which have been the subject of extensive scrutiny and discussion between Development and Infrastructure and Finance in the run up to the new financial year. It is hoped that this will lead to smoother profile for future years.

Performance Indicator	Previous Period: 30/09/2018		Current Period: 31/03/2019			
	Actual	RAG	Actual	Target	Intervention	RAG
05 - CCG - 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 Lead: Gavin Barr	0%	Green	1.28%	2%	4.10%	Green
Comment						
This indicator is causing no concern in the reporting period, however there have been some challenges within the service on individual cases in satisfying recruitment.						

Performance Indicator	Previous Period: 30/09/2018		Current Period: 31/03/2019			
	Actual	RAG	Actual	Target	Intervention	RAG
06 - CCG - 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 Lead: Gavin Barr	2.63%	Green	2.10%	5%	10.10%	Green
Comment						
Whilst the indicator is green there are some instances of staff leaving across the service for a range of individual reasons which leads to the need for new recruitment, induction and training.						

Performance Indicator	Previous Period: 30/09/2018		Current Period: 31/03/2019			
	Actual	RAG	Actual	Target	Intervention	RAG
07 - CCG - ERD - The number of staff who receive (at least) an annual face-	39.6%	Red	48.70%	90%	79%	Red
Comment						

<p>to-face employee review and development (ERD) meeting, as a proportion of the total number of staff within the service Lead: Gavin Barr</p>	<p>Slight improvement since the last reporting period. However, a number of Managers have not held an annual ERD meeting with their staff within this period or for some time. This is unfortunate, but largely attributed to other operational priorities and in some cases unavoidable illness within key line managers which make it challenging to complete the formal annual process in addition to day to day contact between managers and their staff. As a general rule, given the size of teams there is also a relatively good and regular contact between managers and teams including one to one contacts across the year. However, this should not replace the need for staff to have the opportunity for a formal ERD. This matter is regularly raised with Development and Infrastructure (DI) Managers. Administrative support in terms of sending reminders to managers and arranging ERD meeting dates for staff is in place for managers and the team have been actively chasing managers for some time now.</p>
--	--

Performance Indicator	Previous Period: 30/09/2018		Current Period: 31/03/2019			
	Actual	RAG	Actual	Target	Intervention	RAG
08 - CCG - Invoice payment - The number of invoices that were submitted accurately, and paid within 30 days of invoice date, as a proportion of the total number of invoices paid Lead: Gavin Barr	75.3%	Amber	72.93%	80%	69%	Amber
	Comment Development and Infrastructure have a vast number of invoices to process on a weekly basis, many of which are complex and time consuming. Any queries on invoices can take time to resolve before the invoice can be processed for payment. The service also faces some challenges with suppliers who send out invoices months behind the date of the invoice. This shows the invoice being processed late within the service. Invoices within Development and Infrastructure are date stamped with the date the invoice is received as the service considered this to be the best measure for recognition of performance. In addition, there have been several recruitment and resource challenges within the Operations Support team within the last year which created a backlog of work at the end of the financial year and into the start of the new financial year.					

Performance Indicator	Previous Period: 30/09/2018		Current Period: 31/03/2019			
	Actual	RAG	Actual	Target	Intervention	RAG
09 - SS - Building Warrants - Average time (days) to grant a building warrant or amendment to warrant Lead: Roddy Mackay	42.85	Green	49	60	65	Green
	Comment Average time (days) to grant a building warrant remains below the national average.					

Performance Indicator	Previous Period: 30/09/2018		Current Period: 31/03/2019			
	Actual	RAG	Actual	Target	Intervention	RAG
15 - SS – Planning Applications - Average timescale (weeks) to determine planning application for local developments Lead: Roddy Mackay	Not available	Not available	7.70	8	16	Green
	Comment The Scottish Government has moved to six monthly reporting periods, although the statistics will be presented as quarters at that stage. There is no set timescale for reporting but it is anticipated that this will be June 2019. The figure for Quarters 1 and 2 (the previous 6 monthly period) has been used, as this has not been previously reported.					

Performance Indicator	Previous Period: 30/09/2018		Current Period: 31/03/2019			
	Actual	RAG	Actual	Target	Intervention	RAG
16 - SS – Planning Applications - Average timescale (weeks) to determine planning application for major developments Lead: Roddy Mackay	Not available	Not available	0	17	31	Green
	Comment No application determined within this reporting period.					

Performance Indicator	Previous Period March 2018	Current Period September 2018
-----------------------	----------------------------	-------------------------------

	Actual	RAG	Actual	Target	Intervention	RAG
19 - SS - Pilotage – The proportion of requests where the pilotage was provided within two hours of the request Lead: Brian Archibald	100%	Green	100%	98%	94%	Green
	Comment					
	All pilotage carried out within the 2 hour period.					

Performance Indicator	Previous Period March 2018		Current Period September 2018			
	Actual	RAG	Actual	Target	Intervention	RAG
20 - SS - Towage – The proportion of requests where the towage was provided within two hours of the request Lead: Brian Archibald	100%	Green	100%	98%	94%	Green
	Comment					
	All acts of towage carried out within the 2 hour period.					

Performance Indicator	Previous Period March 2018		Current Period September 2018			
	Actual	RAG	Actual	Target	Intervention	RAG
21 - SS – Business start-ups and expansions - % of grant applications determined within 90 days Lead: Roddy Mackay	100%	Green	100%	80%	69%	Green
	Comment					
	All competent applications to officer delegated schemes were determined within the target period.					

Personnel key

Executive Director of Development and Infrastructure – Gavin Barr

Head of Planning, Development and Regulatory Services - Roddy Mackay

Head of Infrastructure and Strategic Projects – Darren Richardson

Head of Marine Services, Engineering and Transportation – Brian Archibald

RAG key

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

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

Green - the performance indicator is likely to meet or exceed its target.

Annex 3

Development and Infrastructure – Service Performance Indicators (Annual) 31 March 2019

Performance Indicator	Previous Period: 31/03/2018		Current Period: 31/03/2019			
	Actual	RAG	Actual	Target	Intervention	RAG
10 - SS – Food Hygiene – The % of food businesses “broadly compliant” with food law – food hygiene. Lead: Roddy MacKay	0%	Red	97.98%	85%	70%	Green
	Comment Staff work with businesses and provide advice on how to meet legislative standards. They take stepped enforcement action where appropriate. Particular emphasis is given to food safety advice.					
11 - SS – Food Standards – The % of food businesses “broadly compliant” with food law – food standards. Lead: Roddy MacKay	0%	Red	99.77%	85%	70%	Green
	Comment Staff work with businesses and provide advice on how to meet legislative standards. They take stepped enforcement action where appropriate. Particular emphasis is given to allergen advice.					
12 - SS – Consumer complaints – The % of (Trading Standards) consumer complaints completed within 14 days. Lead: Roddy MacKay	88%	Green	88.9%	75%	69%	Green
	Comment There is a small improvement on this indicator on the previous year and gives no concern this reporting period.					

Performance Indicator	Previous Period: 31/03/2018		Current Period: 31/03/2019			
	Actual	RAG	Actual	Target	Intervention	RAG
13 - SS – Business advice requests – The % of (Trading Standards) business advice requests complete within 14 days. Lead: Roddy MacKay	96%	Green	92.3%	90%	84%	Green
	Comment					
	This indicator is down slightly on the previous reporting year but gives no concern this reporting period.					

Performance Indicator	Previous Period: 31/03/2018		Current Period: 31/03/2019			
	Actual	RAG	Actual	Target	Intervention	RAG
14 - SS – Calibration requests – The % of calibration requests carried out in time. Lead: Roddy MacKay	79%	Red	97.2%	90%	79%	Green
	Comment					
	There is a significant improvement in this indicator compared to the last reporting period.					

Performance Indicator	Previous Period: 31/03/2018		Current Period: 31/03/2019			
	Actual	RAG	Actual	Target	Intervention	RAG
17 - SS – Local Development Plan – Age of the Local Development Plan/Number of years since formal adoption. Lead: Roddy MacKay	1	Green	2	4	6	Green
	Comment					
	The Local Development Plan was adopted in 2017.					

Performance Indicator	Previous Period: 31/03/2018		Current Period: 31/03/2019			
	Actual	RAG	Actual	Target	Intervention	RAG
18 - SS – Street Lighting – % of street light faults repaired within 7 days. Lead: Darren Richardson	53.57%	Red	60.3%	80%	69%	Red
Comment						
A good level of street light faults continues to be repaired within 7 days. 68 faults were reported in first 6 months of 2018/19. The fact that the number of faults is less is again down to the new LED lanterns. However, the lack of repair within the 7-day period is down to available resources to carry out the repairs. Recruitment for a Street Light Engineer commenced in September 2018 and the process is still underway.						

Personnel key

Executive Director of Development and Infrastructure – Gavin Barr

Head of Planning, Development and Regulatory Services - Roddy Mackay

Head of Infrastructure and Strategic Projects – Darren Richardson

Head of Marine Services, Engineering and Transportation – Brian Archibald

RAG key

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

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

Green - the performance indicator is likely to meet or exceed its target.

Annex 4

Development and Infrastructure Risk Register – March 2019

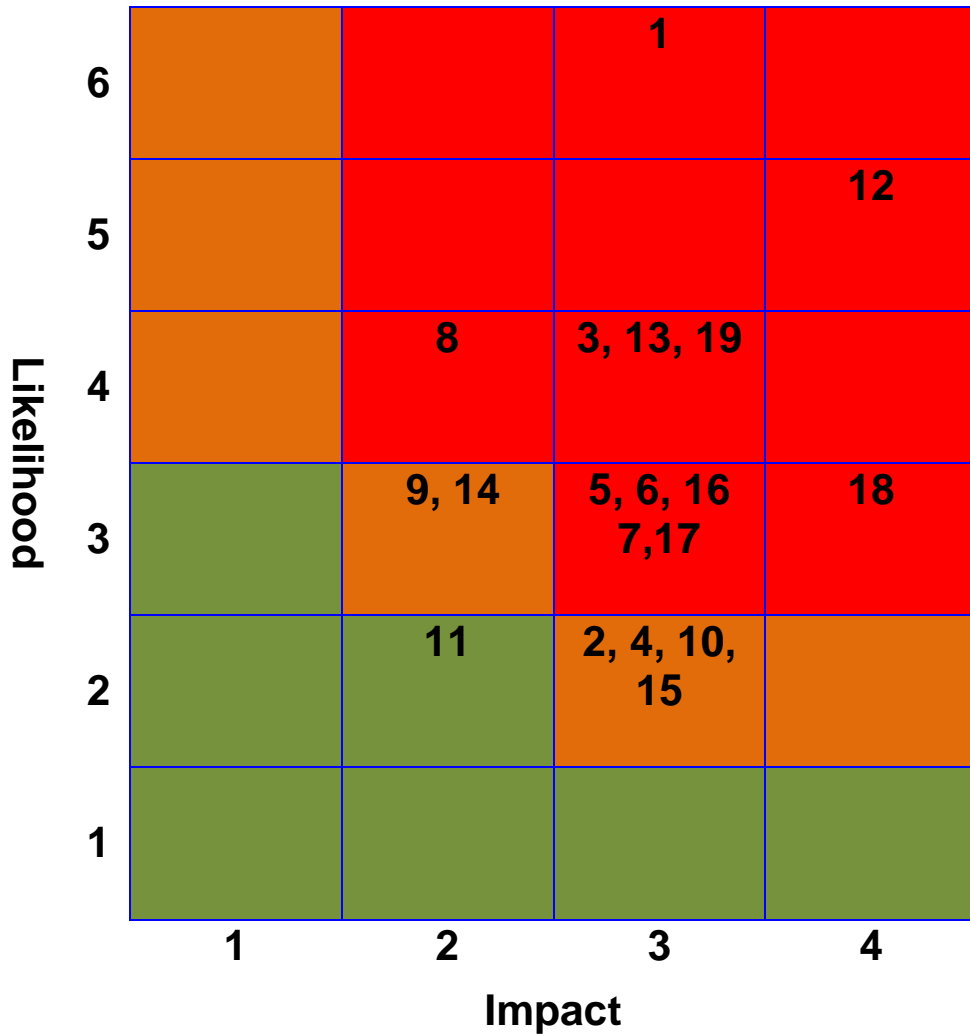
Strategic Risks

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

Operational Risks

Cluster.	Risk Number.	Owner.
Financial.	3.	Head of Infrastructure and Strategic Projects.
Financial.	13, 14, 15, 16.	Executive Director of Development and Infrastructure.
Staffing.	5, 15, 16.	Executive Director of Development and Infrastructure.
Economic Recovery and Sustainability.	2.	Head of Marine Services, Engineering and Transportation.
Economic Recovery and Sustainability.	6, 7.	Executive Director of Development and Infrastructure.
Political.		
Partnerships.		
Governance.		
Communication.		

Risk Matrix



KEY

Impact:
 4 = Catastrophic
 3 = Critical
 2 = Significant
 1 = Negligible

Likelihood:
 6 = Very High
 5 = High
 4 = Significant
 3 = Low
 2 = Very Low
 1 = Almost Impossible

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.
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.
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.
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</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>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>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> <p>03.4 – Re-negotiations with Shetland on disposal cost to increase certainty of expenditure.</p>
--	--	--	---

Risk Title: 04 – Public health protection.

Likelihood.	2.	Impact.	3.	RAG.	Amber.	Current Risk Score.	6.	Target Risk Score.	6.
Vulnerability.	Trigger.			Consequences.			Mitigating Actions.		
<p>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.</p>	<p>A major animal, food or other public health disease outbreak.</p>			<p>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.</p>			<p>04.1 – Regular Review and scrutiny of operational plans.</p> <p>04.2 – Effective partnership working with NHSO.</p> <p>04.3 – D&I Protocol for dealing with major Public Health & Safety incidents.</p> <p>04.4 – Staffing establishment – full complement of competent officers (qualified, trained, experienced and appropriately authorised).</p> <p>04.5 – Port Health – Maintain training programme with National Health Service Orkney. Up-date to go to MOWG before the end of 2018.</p> <p>04.6 – Agreement in place with NHSO to undertake annual up-date to the Port Health</p>		

			Guide and to meet every February to discuss and agree. 04.7 - Establish a formal out of hours Environmental Health Service.
--	--	--	--

Risk Title: 05 – Workforce Planning.

Likelihood.	3.	Impact.	3.	RAG.	Red.	Current Risk Score.	9.	Target Risk Score.	6.
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>Workforce Plans were approved through Committee in March 2017.</p>	<p>The Council does not have fully trained staff, in the right place, at the right time, to deliver set priorities and/or statutory functions.</p>	<p>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>						

Risk Title: 06 – Major project delay or failure.

Likelihood.	3.	Impact.	3.	RAG.	Red.	Current Risk Score.	9.	Target Risk Score.	6.
-------------	----	---------	----	------	------	---------------------	----	--------------------	----

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.
Vulnerability.	Trigger.	Consequences.	Mitigating Actions.						
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.	The Council has a large increase in fuel costs.	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.	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.						

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.
--------------------	----	----------------	----	-------------	------	----------------------------	----	---------------------------	----

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.
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.
Vulnerability.	Trigger.		Consequences.			Mitigating Actions.			
Harbours has become increasingly reliant on the	The Council fails to identify and exploit new markets		Failure to provide a comprehensive 24/7 marine service; reputational			10.1 - Development and Marketing of infrastructure and services.			

oil industry and cruise liners for generating income. Changes to these markets could have a profound effect on harbour revenues.	/income streams if/when current marine activity reduces. Cruise ships reduce. Oil revenues worsen.	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.	10.2 – 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.
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.						

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.
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 achieve expected service levels. Crisis purchase of new ferries – loss of bargaining power.	12.1 - Contact with Scottish Government STAG (Scottish Transport Appraisal Guidelines) process including beginning discussion on transfer of responsibility and fair funding. 12.2 – Establish revised funding mechanism for revenue and capital elements of transportation services with Scottish Government.
--	---	--	---

Risk Title: 13 – Insufficient Operational equipment and infrastructure funding.

Likelihood.	4.	Impact.	3.	RAG.	Red.	Current Risk Score.	12.	Target Risk Score.	9.
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.
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.
---	---	--	---

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

Likelihood.	2.	Impact.	3.	RAG.	Amber.	Current Risk Score.	6.	Target Risk Score.	9.
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. Waste related injury/contamination, Drowning/hypothermia. Harbours infrastructure, ladders etc.	The Council not managing accidents and health and safety incidents appropriately.			An increased risk in the number of accidents/incidents; loss of productivity; loss of equipment; an increased risk of legal challenges; risk of financial claims and financial penalties.			15.1 - Training programme(s) Reporting Implementing improvements. Work Methods Safety meetings and reviews. Safety Management Systems and Audit. 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.
		Trigger.		Consequences.			Mitigating Actions.		

<p>The Council can lose business opportunities and income from rental property. Availability of staff revenue budget to fund repairs.</p>	<p>The Council's lack of agility in Council processes, procedures and legal requirements.</p>	<p>Financial loss; reduced rental income; business opportunities move elsewhere; initiatives suppressed; buildings remain vacant; speculative investment delayed beyond the point of opportunity; reputational harm. Failure of building or other building systems leading to injury or environmental hazards.</p>	<p>16.1 – Annual work programme/5 year plan. Statutory requirements and regulations. Regular engagement with Clients. Housing asset management plan. Council asset management plan. 16.2 – Not increasing the asset base for inspection without corresponding increase in funding. 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.
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. 17.2 Prioritise inspection and immediate remedial action through existing service budgets with corresponding risk of overspend. 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.
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.
Vulnerability.	Trigger.	Consequences.	Mitigating Actions.						
Lack of progress on strategic outcomes. Loss of opportunity. Medium to long term failure of service.	Volume of attention required on day to day activities and priorities that removes time, resource commitment and 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.	Strategies not delivered. Service failure. Negative impact on service delivery. Deterioration in long term performance of the service. In-efficiencies. Pressure on staff leading to poor health and wellbeing e.g. stress, sickness and/or a drop in morale.	19.1 - Seek to focus resources on delivery of the Council Plan approved strategic objectives/projects for the service. 19.2 - Managing expectations in regard to the responsiveness of day to day operational demands and also corporate demands. 19.3 - Re-calibration of service standards e.g. review service response standards/times for non-safety critical or strategic outcome items.						