

Item: 4

Development and Infrastructure Committee: 13 November 2018.

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 April to 30 September 2018.

2. Recommendations

The Committee is invited to scrutinise:

2.1.

The performance of Development and Infrastructure for the reporting period 1 April to 30 September 2018, as set out in sections 3 to 5 and Annexes 1 and 2 of this report.

3. Service Plan – Performance Reporting

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

4. Service Performance Indicators

Service performance indicators provide the mechanism through which the performance of aspects of the services provided year on year are monitored. The monitoring report is attached as Annex 2.

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 April to 30 September 2018, and for the preceding two six-month monitoring periods.

| Table 1. | Six months ending 30 September 2017. | Six months ending 31 March 2018. | Six months ending 30 September 2018. | Totals. |
|-------------|--------------------------------------|----------------------------------|--------------------------------------|---------|
| Complaints | 5 D&I Generally | 11 D&I Generally | 12 D&I Generally | 28 |
| | 7 Orkney Ferries | 5 Orkney Ferries | 1 Orkney Ferries | 13 |
| Compliments | 40 D&I Generally | 38 D&I Generally | 57 D&I Generally | 135 |
| | 15 Orkney Ferries | 7 Orkney Ferries | 28 Orkney Ferries | |

5.2.

Table 1 above provides raw data on complaints and compliments over three reporting periods for Development and Infrastructure. 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. 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 also.

6. 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.

7. Financial Implications

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

8. Legal Aspects

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

9. Contact Officers

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10. 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.

Annex 1

Development and Infrastructure – Service Plan Actions for Six Months Ending 30 September 2018

| Action | Description | Lead | Previous Period March 2018 | | Current Period September 2018 | | | | |
|---|---|--------------|-------------------------------|--------------|-------------------------------|-------------|----------------|--------------|--|
| | | | Overall Status | BRAG | Start Date | Target Date | Overall Status | BRAG | Comment |
| 01- UK and Scottish Government Reviews of Planning and Regulatory Services | Full engagement in UK and Scottish Government Reviews of Planning and Regulatory Services (Review of Planning System, Appointment of Building Standards Verifiers, Future Delivery of Trading Standards Service), and implementing any structural or legislative changes required for | Roddy MacKay | In Progress | Green | 01/04/2016 | 31/03/2019 | In Progress | Green | 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 |

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|---|--|--------------|-------------------------------|------------|-------------------------------|-------------|----------------|--------------|---|
| | | | Overall Status | BRAG | Start Date | Target Date | Overall Status | BRAG | Comment |
| | future service delivery. | | | | | | | | North of Scotland authorities regarding regional joint working. The Planning Bill was published in December 2017 and Stage 2 of the Bill commenced in the Scottish Parliament in September 2018. |
| 02 – Joint Responsibilities for Public and Port Health | Develop strategic and operational arrangements to encourage and develop effective partnership working with NHSO in respect of joint responsibilities for public and port health. | Roddy MacKay | In Progress | Red | 01/04/2016 | 31/03/2019 | In Progress | Amber | 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 on 2 August 2018. |

| Action | Description | Lead | Previous Period March 2018 | | Current Period September 2018 | | | | |
|---|---|--------------|-------------------------------|--------------|-------------------------------|-------------|----------------|--------------|---|
| | | | Overall Status | BRAG | Start Date | Target Date | Overall Status | BRAG | Comment |
| 05 – Marine Planning Partnership | Establishment of a Marine Planning Partnership to develop statutory marine spatial plan. | Roddy MacKay | In Progress | Red | 01/04/2016 | 31/03/2019 | In Progress | Green | Policy and Resources Committee on 25 September 2018 recommended approval of the establishment of an Orkney Islands Marine Planning Partnership with the Council taking the lead as the delegate authority with advisory support from relevant stakeholders. |
| 06 – Special Protection Areas in Orkney Waters | Full engagement in emerging Scottish Government proposals to designate Special Protection Areas in Orkney Waters. | Roddy MacKay | In Progress | Green | 01/04/2016 | 31/03/2019 | In Progress | Green | Detailed response submitted in January 2017 to the Scottish Government consultation on the proposed Pentland Firth Special Protection Areas (SPAs), following previous responses made on the Scapa Flow pSPA and |

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|--|--|-----------------|-------------------------------|------------|-------------------------------|----------------|----------------|--------------|---|
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| | | | | | | | | | North Orkney pSPA. A response from the Council is to be submitted on the Scottish Government consultation on the Strategic Environmental Assessment for the Scottish Marine Special Protection Areas by the deadline of 9 November 2018. Marine Scotland has confirmed that a Ministerial announcement on which areas are to be designated is expected before the end of December 2018. |
| 07 – Supplementary Guidance | Review Supplementary Guidance on Housing Development in the Countryside | Roddy MacKay | In Progress | Red | 01/04/ 2016 | 31/12/ 2018 | In Progress | Amber | Public and stakeholder engagement on the design of housing in the countryside were held in May 2018. A |

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|--|---|-------------------|-------------------------------|-------|-------------------------------|-------------|----------------|-------|---|
| | | | Overall Status | BRAG | Start Date | Target Date | Overall Status | BRAG | Comment |
| | and prepare Planning Policy Advice on Design. | | | | | | | | work programme for completion of this action will be presented to the Planning and Regulatory Services Consultative Group in November 2018. |
| 08 – Core Paths Plan | Review of Core Paths Plan. | Roddy MacKay | In Progress | Amber | 01/04/2016 | 31/12/2018 | Complete | Blue | The Orkney Core Path Plan was approved by Council, following Development and Infrastructure Committee on 11 September 2018. |
| 09 – Urban Design and Village Masterplans | Review of Kirkwall and Stromness Urban Design Frameworks and Village Masterplans. | Roddy MacKay | In Progress | Green | 01/04/2016 | 31/03/2019 | In Progress | Green | The Kirkwall Urban Design Framework was approved by Council, following Development and Infrastructure Committee on 26 September 2018. |
| 10a – Roads | To close off the Roads Asset Management Plan (RAMP) | Darren Richardson | In Progress | Red | 01/04/2016 | 31/12/2018 | Complete | Blue | The Roads Asset Management Plan (RAMP) is complete being approved by |

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|------------------------------------|---|-------------------|-------------------------------|--------------|-------------------------------|-------------|----------------|--------------|---|
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| | | | | | | | | | Council in July 2017, following Development and Infrastructure Committee. |
| 10b - Roads | To progress the Roads Management and Maintenance Plan (RMMP) work | Darren Richardson | In Progress | Red | 01/04/2016 | 31/12/2018 | In Progress | Green | The revised Roads Management and Maintenance Plan (RMMP) for 2018 to 2023 is due to be presented to the Development and Infrastructure Committee in November 2018. |
| 11 – Environmental Services | To reduce waste shipment for incineration through proactive engagement and awareness raising (i.e. 2 year Change Management project). | Darren Richardson | In Progress | Amber | 01/04/2016 | 30/06/2019 | In Progress | Amber | This is an on-going process now including the additional people resource to tackle abuse at household waste re-cycling centres as well as on-going direct engagement with businesses on compliance matters. An up-date on |

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|-----------------------------|--|-------------------|-------------------------------|-------|-------------------------------|-------------|----------------|-------|--|
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| | | | | | | | | | 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 (CPA) was reported to the Development and Infrastructure Committee on 26 September 2018. |
| 12 – Environmental Services | To implement the 5-year improvement programme for burial ground expansion, major and | Darren Richardson | In Progress | Green | 01/04/2016 | 31/03/2020 | In Progress | Green | Construction work now underway in accordance with the programme following revised budget |

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| | general improvements. | | | | | | | | allocation in April 2018. |
| 14 – Carbon Management Programme | To ensure the best projects and programmes are developed, sufficiently funded and implemented in order to ensure both energy efficiency and lower carbon emissions across the council estate. | Darren Richardson | In Progress | Amber | 01/04/2016 | 31/12/2020 | In Progress | Amber | This is done through the property repairs and maintenance revenue programme which is submitted for approval on an annual basis (this is part of a 3 year programme). The focus in the capital and revenue property programmes is linked to extending asset life and will see improvements in carbon emissions where energy efficiency works are approved. The ability to deliver on-going improvements will be restricted by planned budget cuts for example £170,000 per annum. |

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| 15 – Major Projects | Pursue and deliver major projects that align to the Council Plan through Service and Council decisions e.g. Campus, Hydrogen. | Gavin Barr | In Progress | Amber | 01/04/2016 | 31/03/2022 | In Progress | Amber | Strategic Projects Scale Wind, Private Wire and Energy Services Company (ESCo) are all continuing as per programme. Policy and Resources Committee in September 2018 recommended approval of additional project resources and a Stage 1 Capital Project Appraisal (CPA) for the Private Wire project. The Hydrogen Project Officer post has been extended, on a temporary basis, to full time for a 6 month period to seek to progress Routemaps/Strategy work more urgently. |

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| | | | Overall Status | BRAG | Start Date | Target Date | Overall Status | BRAG | Comment |
| 16 – Attracting Investment | To work in partnership with external partners, the community planning partners, the private and voluntary sector, Highlands and Islands Enterprise (HIE), Skills Development Scotland (SDS) to develop 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 | Roddy MacKay | In Progress | Green | 01/04/2016 | 31/12/2018 | In Progress | Green | Appropriate packages will be assembled in response to enquiries and emerging opportunities. A promotional DVD with a Marine focus was issued in Spring 2018. A number of other promotional videos are available on Orkney.com. Economic Development will lead and attract inward investment. The Funding Officer post became vacant in April 2018 and recruitment will commence in October 2018 to fill an amended role with a renewed focus on external/international opportunities. |

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| | | | Overall Status | BRAG | Start Date | Target Date | Overall Status | BRAG | Comment |
| | which has community benefit. This work includes, where appropriate updating policy. | | | | | | | | |
| 17 – Skills Development | In partnership with HIE, SDS, the Orkney Research Campus and the Council's Education and Learning services to undertake regular engagement with the Orkney public, private and voluntary sectors as well as students and their families. This is to ensure that the Orkney learning offer (education from | Roddy MacKay | In Progress | Green | 01/04/2016 | 31/12/2018 | In Progress | Green | An Orkney Careers Fair was hosted on 28 August 2018, involving Skills Development Scotland (SDS), Developing the Young Workforce (DYW) Initiative, Business Gateway and local employers. In June 2018 the Skills and Employability Strategy Group met to draft the Orkney Skills and Employability Strategy. |

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| | | | Overall Status | BRAG | Start Date | Target Date | Overall Status | BRAG | Comment |
| | 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. | | | | | | | | |
| 18 - Volume Tourism | In partnership with the private sector, Visit Scotland and Orkney Tourism Group and other local stakeholders put in place protocols and a programme of | Roddy MacKay | In Progress | Green | 01/04/2016 | 31/03/2020 | In Progress | Green | The Destination Orkney Strategic Group met initially in May 2018 and again on 3 September 2018. Updates were given following the appointment of the Destination Orkney Ltd CEO in June 2018. A Members' |

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| | alternative tourism offers that will support a range of initiatives. This also includes an options appraisal for a Gateway Centre to support Orkney's attractions including the UNESCO Neolithic Heritage. Explore infrastructure requirements and opportunities and develop investment plan as appropriate. | | | | | | | | Seminar was hosted by consultants on the Tourism Strategy development and the Heritage Gateway Centre project on 18 September 2018 to review the initial study and recommendations. The service is currently reviewing the resources applied to tourism work with a view to ensuring appropriate cover to match the demands over the next few years. This is likely to require an increase in resources or a review of prioritisation of other activities. |
| 19 - Digital Connectivity | Ensuring ubiquitous world class digital connectivity in | Gavin Barr | In Progress | Amber | 01/04/2016 | 31/03/2020 | Closed | Blue | Community Broadband Scotland has funded several feasibility studies but |

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| | 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. | | | | | | | | no community solutions have been delivered. The scheme has now closed. |
| 20 - Business Gateway | To promote internally and externally the range of business start-up and growth services including a range of symposiums. To be the one-stop- | Roddy MacKay | In Progress | Green | 01/04/2016 | 31/03/2022 | In Progress | Green | Business Gateway (BG) continues to deliver the nationally consistent BG service to support business start up, survivability and growth. Additional activities include a business network lunch planned with |

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| | shop for business growth for Orkney businesses prior to being account managed by HIE. | | | | | | | | | entrepreneur Fraser Doherty, and given that it is the Year of Young People BG has offered to also support a talk by Fraser Doherty to the schools and College, and has partnered with Developing the Young Workforce (DYW) Initiative regarding arrangements. |
| 21 – Implementation of the Kirkwall Townscape Heritage Initiative (KTHI) | In particular ensure good leverage for projects of benefit to Kirkwall Townscape Heritage, joint working with local businesses, organisations, | Roddy MacKay | In Progress | Green | 01/04/2016 | 31/12/2019 | In Progress | Green | The Old Storehouse redevelopment has been completed and opened in Summer 2018. A contract to deliver the Places and Spaces project has been tendered and is about to be awarded following additional external funding having been secured. Work is due to commence in | |

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|---|---|--------------|-------------------------------|--------------|-------------------------------|-------------|----------------|--------------|--|
| | | | Overall Status | BRAG | Start Date | Target Date | Overall Status | BRAG | Comment |
| | the College and schools. | | | | | | | | December 2018. Interpretation projects are currently in progress. |
| 22 - EU and External Funding Opportunities | Working with Economic Development and the wider Regeneration Team, to put in place the necessary promotion, support, guidance and advice to access a range of EU, LEADER and ERDF (European Regional Development Fund) funding streams for pipeline Council and Orkney projects. The aim being to lever funding for | Roddy MacKay | In Progress | Green | 01/04/2016 | 31/12/2020 | In Progress | Green | 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. |

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|--------|--------------------------------|------|-------------------------------|------|-------------------------------|-------------|----------------|------|--|
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| | a range of projects in Orkney. | | | | | | | | 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 devolved to Scottish level. 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 |

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| | | | Overall Status | BRAG | Start Date | Target Date | Overall Status | BRAG | Comment |
| | | | | | | | | | 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. |
| 23 – Strategic Investment/Intervention Projects | Securing funding for projects. | Gavin Barr | In Progress | Green | 01/04/2016 | 31/03/2022 | In Progress | Green | Reports were presented to both the Policy and Resources Committee and Development and Infrastructure Committee in September 2018, resulting in approved Stage 1 Capital Project Appraisals (CPA) for both the Private Wire and Waste Projects. Policy and Resources |

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| | | | | | | | | | Committee also recommended approval of additional resource for the Scale Wind project. |
| 24 – STAG Appraisal for Transport Connectivity to the Scottish Mainland | Work with the Scottish Government and HITRANS to complete the STAG appraisal for transport connectivity to the Scottish Mainland in order to influence the service specification requirements. | Gavin Barr | In Progress | Red | 01/04/2016 | 31/03/2019 | In Progress | Green | The Northern Isles Ferry Services (NIFS) tender process has been launched by Transport Scotland and Council officials and Members are interacting with Transport Scotland with regard to service specification, Road Equivalent Tariff (RET) etc. |
| 25 – Improve Accessibility to all Transport Services | Continue the ongoing programme to improve accessibility to all transport services, taking | Brian Archibald | In Progress | Amber | 01/04/2016 | 31/12/2020 | In Progress | Green | Whilst some works have been undertaken on ferries and buildings, proper access will not become possible until new build |

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| | advantage of contract, vehicle, infrastructure and vessel replacement/renewal opportunities where possible. | | | | | | | | 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. This will be reflected in future contracts as a baseline requirement. |
| 26 – New Business and Growth in Current Marine Activities in Scapa Flow and Kirkwall | Continue to develop and grow opportunities for new business and for growth in current marine activities in Scapa Flow and Kirkwall, including the development of the cruise market, Ship to | Brian Archibald | In Progress | Green | 01/04/2016 | 31/03/2019 | In Progress | Green | Business activity continues to grow with surplus having increased from zero to £5,000,000 over the past four years. Numerous new opportunities and expansion of current business are being actively pursued including LNG, Lyness Tanks, Decommissioning at |

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| | Ship operations for crude, Liquefied Natural Gas (LNG) and Liquefied Petroleum Gas (LPG), offshore platform warm and cold stacking, decommissioning and fuel Hub services. | | | | | | | | 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). |
| 27 – Port Infrastructure Refurbishment | Continue with a programme of port infrastructure refurbishment, including completion of the Accelerated Low Water Corrosion programme, in order to ensure the piers are | Brian Archibald | In Progress | Green | 01/04/2016 | 31/03/2021 | In Progress | Green | On-going accelerated low water corrosion project, other refurbishment and Gill Pier underway. Long term maintenance plan developed which identified a programme of £6,500,000 investment |

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| | safe to use and properly preserved. | | | | | | | | 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. |
| 28 – Port Master Plan | Establish the Port Master Plan for future infrastructure requirements. | Brian Archibald | In Progress | Red | 01/04/2016 | 31/03/2019 | In Progress | Green | The Port Master Plan is under contract with work having commenced in April 2018. Draft report now complete. |

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| | | | Overall Status | BRAG | Start Date | Target Date | Overall Status | BRAG | Comment |
| 29 – Airfields Plan and Infrastructure Improvements | Complete a programme of airfields plan and infrastructure improvements in order to ensure safe operations. | Brian Archibald | In Progress | Green | 01/04/2016 | 31/12/2018 | In Progress | Green | Programme for airfield building replacement in place, runway resurfacing and fire tender introduction on schedule. Sanday Airfield Terminal complete. Continuing to finish the runway refurbishment programme which is due to conclude during 2018 and work is underway in regard to planning for the refurbishment of the remaining terminals. |
| 30 – Kirkwall Harbour Coastal Flood Risk Management | Deliver the Kirkwall Harbour Coastal Flood Risk Management project. | Brian Archibald | In Progress | Amber | 01/04/2016 | 31/03/2018 | In Progress | Amber | Flood construction work complete, with some final contractual and procedural requirements to be completed which will |

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|------------------------------|---|-----------------|-------------------------------|--------------|-------------------------------|-------------|----------------|--------------|--|
| | | | Overall Status | BRAG | Start Date | Target Date | Overall Status | BRAG | Comment |
| | | | | | | | | | be done by the next reporting period. |
| 32 - Carbon Footprint | Reduce the carbon footprint of Council provided/contracted transport services, including vessels and buses. | Brian Archibald | In Progress | Green | 01/04/2016 | 31/03/2019 | In Progress | Green | Work underway with regards to low carbon ferries as part of the hoped for new build programme. Liquid natural gas (LNG) currently understood to be the lower carbon fuel of choice for new build shipping. Electric bus in service and hydrogen being considered more broadly as part of the future transport/energy strategy. The Council has joined the Hyseas 3 Consortium. The funding bid for Stromness multi modal hub for cold-ironing MV Hamnavoe and electric vehicle |

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| | | | | | | | | | charge points was successful and work is now underway on the Stromness Low Carbon Hub Project. Additional hours established for the Hydrogen Project Officer role for 6 months to expedite Strategy Routemap. |
| 34 - Quarry Services (Quarry Extension) | Secure planning permission and development of extension to the quarry. | Darren Richardson | In Progress | Amber | 04/07/2017 | 31/12/2019 | In Progress | Green | Work is underway. There have been complications with the planning application process in terms of Environmental Impact Assessment and other requirements and it was decided to withdraw and re-submit a fresh planning application. It is hoped that this will be considered at |

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| | | | | | | | | | Planning Committee early 2019. |
| 35 - Environmental Services (Chinglebraes Replacement) | Secure planning permission and development of the Chinglebraes replacement. | Darren Richardson | In Progress | Green | 04/07/2017 | 31/12/2021 | In Progress | Green | Stage 1 Capital Project Appraisal (CPA) approved by Council following Development and Infrastructure Committee on 26 September 2018. |
| 36 - Environmental Services (Recycling on Egilsay, Wyre and Graemsay) | Complete implementation of recycling solutions for Egilsay, Wyre and Graemsay. | Darren Richardson | Overdue | Red | 04/07/2017 | 30/09/2017 | Complete | Blue | The remaining recycling receptacles units for Egilsay, Wyre and Graemsay were distributed to the islands in May and June 2018. This action is complete |
| 37 - Property Maintenance Programme Delivery | Ensure sufficient funding and reporting processes are in place to deliver and monitor progress. | Darren Richardson | In Progress | Red | 04/07/2017 | 31/12/2020 | In Progress | Green | 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 |

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| | | | | | | | | | budget setting process. 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 2019/20 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 30 September 2018

| Performance Indicator | Lead | Previous Period March 2018 | | Current Period September 2018 | | | | |
|--|------------|----------------------------|--------------|-------------------------------|--------|--------------|--------------|---|
| | | Actual | RAG | Actual | Target | Intervention | RAG | Comment |
| 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 | Gavin Barr | 4.17% | Amber | 3.37% | 4% | 6.10% | Green | There is an improvement with this Performance Indicator since the last reporting period and the status has moved from amber to green. The Service continues to work closely with the Human Resources team to ensure that officers seek to address short and long-term sickness absence as a matter of priority. |
| 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 | Gavin Barr | 50% | Red | 36.17% | 90% | 79% | Red | During this reporting period the management intervention figure is 36.17%, overall with 28 out of 69 short term triggers where intervention took place by managers and 6 out of 25 long term triggers where intervention took place by managers. This is a reduction in intervention compared to the last reporting period and is being addressed as an emerging issue by the Development and |

| Performance Indicator | Lead | Previous Period March 2018 | | Current Period September 2018 | | | | |
|---|------------|----------------------------|--------------|-------------------------------|--------|--------------|--------------|---|
| | | Actual | RAG | Actual | Target | Intervention | RAG | Comment |
| management intervention | | | | | | | | 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 discusses 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. |
| 03 - CCG - Staff accidents - The number of staff accidents within the service, per 30 staff per year | Gavin Barr | 1.38 | Amber | 1.16 | 1.00 | 2.10 | Amber | 14 accidents over the last 12 calendar months. 5 of the accidents resulted in RIDDOR reports to HSE. 40% of those were due to the type of injury sustained the remaining 60% were 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 |

| Performance Indicator | Lead | Previous Period March 2018 | | Current Period September 2018 | | | | |
|--|------------|-------------------------------|------------|-------------------------------|--------|--------------|--------------|---|
| | | Actual | RAG | Actual | Target | Intervention | RAG | Comment |
| | | | | | | | | push for all staff to refresh iLearn based manual handling training on top of specialist operational training. A meeting took place with the Learning and Development Manager and Safety and Contingencies Manager on 8 August 2018 to discuss health and safety training and a follow-up meeting is due to be held on 1 November 2018. Every accident is reported to the Development and Infrastructure Health and Safety Management Group on a quarterly basis. |
| 04 - CCG - Budget control - The number of significant variances (priority actions) generated at cost centre level, as a proportion of cost centres held | Gavin Barr | 35% | Red | 30% | 15% | 31% | Amber | There is an improvement on performance compared to the previous reporting cycle, moving from red to amber 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 is meeting with Finance colleagues on a |

| Performance Indicator | Lead | Previous Period March 2018 | | Current Period September 2018 | | | | |
|--|------------|-------------------------------|--------------|-------------------------------|--------|--------------|--------------|--|
| | | Actual | RAG | Actual | Target | Intervention | RAG | Comment |
| | | | | | | | | 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. |
| 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 | Gavin Barr | 1.59% | Green | 0% | 2% | 4.10% | Green | This indicator is causing no concern in the reporting period. |
| 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 – | Gavin Barr | 0.94% | Green | 2.63% | 5% | 10.10% | Green | There is an increase compared with the previous period and the indicator is causing no concern in the reporting period. |

| Performance Indicator | Lead | Previous Period March 2018 | | Current Period September 2018 | | | | |
|---|------------|-------------------------------|------------|-------------------------------|--------|--------------|------------|--|
| | | Actual | RAG | Actual | Target | Intervention | RAG | Comment |
| as a proportion of all permanent service staff | | | | | | | | |
| 07 - CCG - ERD - The number of staff who receive (at least) an annual face-to-face employee review and development (ERD) meeting, as a proportion of the total number of staff within the service | Gavin Barr | 48.9% | Red | 39.6% | 90% | 79% | Red | 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 which make it challenging to complete the formal annual process in addition to day to day contact between managers and their staff. This matter is regularly raised with Development and Infrastructure (DI) Managers. The Development and Infrastructure senior management team met with Human Resources on 30 July 2018 to see if any elements of the ERD process can be held in operational team groups e.g. the setting of objectives which would help reduce some of the time required for managers to complete all elements of the ERD on a one to one basis, a follow-up discussion with Human Resources will take place |

| Performance Indicator | Lead | Previous Period March 2018 | | Current Period September 2018 | | | | |
|--|------------|-------------------------------|--------------|-------------------------------|--------|--------------|--------------|--|
| | | Actual | RAG | Actual | Target | Intervention | RAG | Comment |
| | | | | | | | | before the end of 2018. This matter is regularly raised with Development and Infrastructure (DI) Managers. The DI Senior Management Team also discuss this matter at their internal performance monitoring meetings. Administrative support in terms of sending reminders to managers and arranging ERD meeting dates for staff is in place for managers with larger teams. |
| 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 | Gavin Barr | 72.6% | Amber | 75.3% | 80% | 69% | Amber | Slight improvement on statistics from the previous reporting period. Development and Infrastructure has 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 |

| Performance Indicator | Lead | Previous Period March 2018 | | Current Period September 2018 | | | | |
|---|--------------|-------------------------------|-------|-------------------------------|--------|--------------|---------------|---|
| | | Actual | RAG | Actual | Target | Intervention | RAG | Comment |
| | | | | | | | | 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. |
| 09 - SS - Building Warrants - Average time (days) to grant a building warrant or amendment to warrant | Roddy MacKay | 48.40 | Green | 42.85 | 60.00 | 65.00 | Green | Average time (days) to grant a building warrant remains below the national average. |
| 15 - SS – Planning Applications - Average timescale (weeks) to determine planning application for local developments | Roddy MacKay | 7.90 | Green | Not available | 8.00 | 16.00 | Not available | 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 anticipating this will be December 2018. There are no statistics for Quarter 1 so unable to provide an up-date on Quarter 1 or Quarter 2 2018. |
| 16 - SS – Planning Applications - Average timescale (weeks) to determine | Roddy MacKay | 0.00 | Green | Not available | 17.00 | 31.00 | Not available | 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 anticipating this will be |

| Performance Indicator | Lead | Previous Period March 2018 | | Current Period September 2018 | | | | |
|--|-----------------|-------------------------------|-------|-------------------------------|--------|--------------|-------|--|
| | | Actual | RAG | Actual | Target | Intervention | RAG | Comment |
| planning application for major developments | | | | | | | | December 2018. There are no statistics for Quarter 1 so unable to provide an up-date on Quarter 1 or Quarter 2 2018. |
| 19 - SS - Pilotage – The proportion of requests where the pilotage was provided within two hours of the request | Brian Archibald | 100% | Green | 100% | 98% | 94% | Green | All pilotage is carried out within the 2 hour period. |
| 20 - SS - Towage – The proportion of requests where the towage was provided within two hours of the request | Brian Archibald | 100% | Green | 100% | 98% | 94% | Green | All acts of towage are carried out within the two hour period. |
| 21 - SS – Business start-ups and expansions - % of grant applications determined within 90 days | Roddy MacKay | 100% | Green | 100% | 80% | 69% | Green | All competent applications within officer delegation 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.