Minute

Development and Infrastructure Committee

Tuesday, 4 June 2024, 09:30.

Council Chamber, Council Offices, School Place, Kirkwall.

Present

Councillors Kristopher D Leask, Graham A Bevan, Alexander G Cowie, P Lindsay Hall, Rachael A King, W Leslie Manson, Raymond S Peace, Gillian Skuse, Mellissa-Louise Thomson, Owen Tierney, Duncan A Tullock and Heather N Woodbridge.

Clerk

- Katy Russell-Duff, Committees Officer.

In Attendance

- Hayley Green, Corporate Director for Neighbourhood Services and Infrastructure.
- James Buck, Head of Marine Services, Transportation and Harbour Master.
- Roddy Mackay, Head of Planning and Community Protection (for Items 1 to 7).
- Kenny MacPherson, Head of Property, Asset Management and Facilities (for Items 1 to 5).
- Lorna Richardson, Head of Neighbourhood Services (for Items 1 to 5).
- Karen Bevilacqua, Service Manager (Legal Services).
- Laura Cromarty, Service Manager (Transportation).
- Hazel Flett, Service Manager (Governance).
- Shonagh Merriman, Service Manager (Corporate Finance).
- Susan Shearer, Service Manager (Development and Marine Planning) (for Items 5 to 7).
- Craig Walker, Service Manager (HR Operations).
- David Hibbert, Technical Superintendent (for Items 7 to 11).
- Jonathan Walters, Team Manager (Quarries) (for Items 1 to 5).

In Attendance via remote link (Microsoft Teams)

- Gareth Waterson, Corporate Director for Enterprise and Sustainable Regeneration.

Observing

- Symeon Grayson, Airfield Superintendent (for Items 7 to 10).
- Kirsty Groundwater, Team Manager (Communications) (for Items 8 to 11).
- Charlotte Savage, Urban Design Planner (for Items 5 and 6).
- Maya Tams-Gray, Committees Officer.

Declaration of Interest

- Councillor W Leslie Manson – Item 10.

Chair

- Councillor Kristopher D Leask.

1. Appointment of Vice Chair

The Chair called for nominations for the post of Vice Chair of the Development and Infrastructure Committee, and the Committee:

Resolved that Councillor Mellissa-Louise Thomson be appointed Vice Chair of the Development and Infrastructure Committee.

2. Appointments to Sub-committees, Groups and Other Bodies

After consideration of a report by the Corporate Director for Strategy, Performance and Business Solutions, copies of which had been circulated, and after hearing a report from the Service Manager (Governance), the Committee:

Resolved:

2.1. That, unless determined otherwise, the undernoted appointments and/or nominations to the various Sub-committees, groups and other bodies falling within the remit of the Development and Infrastructure Committee should be for the remainder of the term of this Council, namely for three years to May 2027.

The Committee thereafter resolved to make the undernoted appointments.

2.2. Harbour Authority Sub-committee

The Committee resolved, in terms of delegated powers:

2.2.1. That the following members be appointed to serve on the Harbour Authority Sub-committee for the period to May 2027:

- Chair, Development and Infrastructure Committee – Councillor Kristopher D Leask.
- Vice Chair, Development and Infrastructure Committee – Councillor Mellissa-Louise Thomson.
- Councillor Graham A Bevan.
- Councillor P Lindsay Hall.
- Councillor Duncan A Tullock.
- Councillor Heather N Woodbridge.

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

2.2.2. That Councillor Ivan A Taylor, who was not a member of the Development and Infrastructure Committee, be appointed to serve on the Harbour Authority Sub-committee for the period to May 2027.

2.3. Neighbourhood Services Consultative Group

The Committee resolved, in terms of delegated powers, the following members be appointed to serve on the Neighbourhood Services Consultative Group for the period to May 2027:

- Chair, Development and Infrastructure Committee – Councillor Kristopher D Leask.
- Vice Chair, Development and Infrastructure Committee – Councillor Mellissa-Louise Thomson.
- Councillor W Leslie Manson.
- Councillor Raymond S Peace.
- Councillor Gillian Skuse.
- Councillor Owen Tierney.
- Councillor Duncan A Tullock.

2.4. Planning and Community Protection Consultative Group

The Committee noted:

2.4.1. That, although the constitutional arrangements provided for three other Members of the Committee, on 7 June 2022, the Development and Infrastructure Committee appointed two other Members.

The Committee resolved, in terms of delegated powers:

2.4.2. That the following members be appointed to serve on the Planning and Community Protection Consultative Group.

- Chair, Development and Infrastructure Committee – Councillor Kristopher D Leask.
- Vice Chair, Development and Infrastructure Committee – Councillor Mellissa-Louise Thomson.
- Councillor P Lindsay Hall.
- Councillor Raymond S Peace.

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

2.4.3. That the following additional members be appointed to serve on the Planning and Community Protection Consultative Group.

- Chair, Planning Committee – Councillor Owen Tierney.
- Vice Chair, Planning Committee – to be appointed on 3 July 2024.

2.5. Transport Fairer Funding Consultative Group

The Committee resolved, in terms of delegated powers, that the Transport Fairer Funding Consultative Group be disestablished.

2.6. Regulatory Appeals Panel

The Committee noted the existing arrangements whereby the Regulatory Appeals Panel comprised three members of the Development and Infrastructure Committee, with powers delegated to the Chief Executive to select members to sit on the Regulatory Appeals Panel, as and when required, depending on availability and the nature of the appeal.

2.7. Destination Orkney Strategic Partnership

The Committee noted:

2.7.1 That representation on and participation in the Destination Orkney Strategic Partnership was in an advisory capacity only, while representing the function and remit of the relevant stakeholder organisation.

The Committee resolved, in terms of delegated powers:

2.7.2. That the following members be appointed to serve on the Destination Orkney Strategic Partnership, in an advisory capacity only, for the period to May 2027:

- Chair, Development and Infrastructure Committee – Councillor Kristopher D Leask.
- Vice Chair, Development and Infrastructure Committee – Councillor Mellissa-Louise Thomson.

2.8. Highlands and Islands Transport Partnership (HITRANS)

The Committee resolved, in terms of delegated powers, that the following members be appointed to serve on the Highlands and Islands Transport Partnership (HiTRANS) for the period to May 2027:

- Chair, Development and Infrastructure Committee – Councillor Kristopher D Leask.
- Vice Chair, Development and Infrastructure Committee – Councillor Mellissa-Louise Thomson (substitute).

2.9. KIMO

The Committee resolved, in terms of delegated powers:

2.9.1. To continue with an appointment to KIMO, including the appointment of a substitute member.

2.9.2. That Councillor Heather N Woodbridge be reappointed to serve on KIMO for the period to May 2027.

2.9.3. That Councillor Kristopher D Leask be appointed as a substitute to represent the Council at KIMO for the period to May 2027.

2.10. Orkney Energy Strategy Stakeholder Group

The Committee noted:

2.10.1. The proposals to review the remit and membership of the Orkney Energy Strategy Stakeholder Group.

The Committee resolved, in terms of delegated powers:

2.10.2. That the following members be appointed to serve on the Orkney Energy Strategy Stakeholder Group for the period to May 2027:

- Convener – Councillor Graham A Bevan.
- Leader – Councillor Heather N Woodbridge.
- Depute Leader – Councillor Alexander G Cowie.
- Chair, Development and Infrastructure Committee – Councillor Kristopher D Leask.
- Vice Chair, Development and Infrastructure Committee – Councillor Mellissa-Louise Thomson.

2.10.3. That, to supplement membership, the following additional officers/organisations be invited to attend the Orkney Energy Strategy Stakeholder Group:

- Head of Property, Asset Management and Facilities.
- Scottish and Southern Electricity.
- Heriot-Watt University.
- UHI Orkney.
- Islands Centre for Net Zero.
- The Orkney Partnership.
- Any other organisation deemed necessary in order to fulfil the remit of the Stakeholder Group.

2.11. Orkney Local Plan District Partnership

The Committee resolved, in terms of delegated powers, that Councillor W Leslie Manson be reappointed to serve on the Orkney Local Plan District Partnership for the period to May 2027.

2.12. Orkney Marine Planning Advisory Group

The Committee resolved, in terms of delegated powers:

2.12.1. That the following members be appointed to serve on the Orkney Marine Planning Advisory Group for the period to May 2027:

- Chair, Development and Infrastructure Committee – Councillor Kristopher D Leask.
- Vice Chair, Development and Infrastructure Committee – Councillor Mellissa-Louise Thomson.

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

2.12.3. That the following additional members be appointed to serve on the Orkney Marine Planning Advisory Group.

- Chair, Planning Committee – Councillor Owen Tierney.
- Vice Chair, Planning Committee – to be appointed on 3 July 2024.

2.13. Orkney Renewable Energy Forum

The Committee resolved, in terms of delegated powers, that the following members be appointed to serve on the Orkney Renewable Energy Forum, in an observer status only, for the period to May 2027:

- Chair, Development and Infrastructure Committee – Councillor Kristopher D Leask.
- Vice Chair, Development and Infrastructure Committee – Councillor Mellissa-Louise Thomson.

2.14. Road Safety Forum

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

2.14.1. That the constitutional arrangements for the Road Safety Forum be amended by including the Chair of the Police and Fire Sub-committee.

2.14.2. That the following members be appointed to serve on the Road Safety Forum for the period to May 2027:

- Chair, Development and Infrastructure Committee – Councillor Kristopher D Leask.
- Vice Chair, Development and Infrastructure Committee – Councillor Mellissa-Louise Thomson.
- Chair, Police and Fire Sub-committee – Councillor David Dawson.
- Councillor Duncan A Tullock.

3. Performance Monitoring – Enterprise and Sustainable Regeneration

After consideration of a report by the Corporate Director for Enterprise and Sustainable Regeneration, copies of which had been circulated, the Committee:

Scrutinised:

3.1. The performance of Enterprise and Sustainable Regeneration for the reporting period 1 October 2023 to 31 March 2024, in respect of directorate priorities and performance indicators as set out in Annexes 1 and 2 respectively, to the report by the Corporate Director for Enterprise and Sustainable Regeneration, and obtained assurance.

3.2. The complaints and compliments made to Enterprise and Sustainable Regeneration in the 6-month period from 1 October 2023 to 31 March 2024, and for the two preceding six-month periods, as set out in section 5 of the report by the Corporate Director for Enterprise and Sustainable Regeneration, and obtained assurance.

4. Performance Monitoring – Neighbourhood Services and Infrastructure

After consideration of a report by the Corporate Director for Neighbourhood Services and Infrastructure, copies of which had been circulated, the Committee:

Scrutinised:

4.1. The performance of Neighbourhood Services and Infrastructure for the reporting period 1 October 2023 to 31 March 2024, in respect of directorate priorities and performance indicators, as set out in Annexes 1 and 2 respectively, to the report by the Corporate Director for Neighbourhood Services and Infrastructure, and obtained assurance.

4.2. The complaints and compliments made to Neighbourhood Services and Infrastructure in the 6-month period from 1 October 2023 to 31 March 2024, and for the two preceding six-month periods, as set out in section 5 of the report by the Corporate Director for Neighbourhood Services and Infrastructure, and obtained assurance.

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

4.3. That the following action, that had been progressed to completion, be closed:

- Management and maintenance of road assets – implement the agreed Roads Asset Management Programme and Roads Revenue Maintenance Programme.

4.4. That the revised Neighbourhood Services and Infrastructure Risk Register, attached as Appendix 1 to this Minute, be approved.

5. Cursiter Quarry Business Plan

After consideration of a report by the Corporate Director for Neighbourhood Services and Infrastructure, copies of which had been circulated, and after hearing a report from the Head of Neighbourhood Services, the Committee:

Resolved to **recommend to the Council** that the Cursiter Quarry Business Plan for 2024 – 2029, attached as Appendix 2 to this Minute, be approved.

6. Stromness South End Development Brief

After consideration of a report by the Corporate Director for Neighbourhood Services and Infrastructure, copies of which had been circulated, and after hearing a report from the Service Manager (Development and Marine Planning), the Committee:

Resolved to **recommend to the Council** that the Stromness South End Development Brief, attached as Appendix 3 to this Minute, be approved.

7. Local Transport Strategy

After consideration of a report by the Corporate Director for Enterprise and Sustainable Regeneration, together with an Equality Impact Assessment and an Island Communities Impact Assessment, copies of which had been circulated, and after hearing a report by the Service Manager (Transportation), the Committee:

Noted:

7.1. That approval of the Local Transport Strategy and associated Delivery Plan did not confirm any right of access to Council funding, with any funding requests submitted on a case-by-case basis through the relevant routes defined in the Scheme of Administration and in accordance with the Financial Regulations.

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

7.2. The Orkney Local Transport Strategy and associated Local Transport Strategy Delivery Plan, attached as Appendices 4 and 5 to this Minute, be approved.

8. Orkney Ferries Limited – Service Level Agreements

After consideration of a report by the Corporate Director for Enterprise and Sustainable Regeneration, copies of which had been circulated, the Committee:

Resolved to **recommend to the Council** that powers be delegated to the Corporate Director for Enterprise and Regeneration, in consultation with the Head of Legal and Governance, to conclude the updated Service Level Agreements between the Council and Orkney Ferries Limited in respect of the lifeline ferry services provided by Orkney Ferries Limited.

9. Exclusion of Public

On the motion of Councillor Kristopher D Leask, seconded by Councillor Mellissa-Louise Thomson, the Committee resolved that the public be excluded from the remainder of the meeting, as the business to be discussed involved the disclosure of exempt information of the classes described in the relevant paragraphs of Part 1 of Schedule 7A of the Local Government (Scotland) Act 1973 as amended.

10. Airfield Authorisation Process for Private Aircraft

Councillor W Leslie Manson declared an interest in this item, his connection being that he was close friends with pilots operating private aircraft in Orkney and had discussed this matter with them, and was not present during discussion of this matter.

Under section 50A(4) of the Local Government (Scotland) Act 1973, the public had been excluded from the meeting for this item on the grounds that it involved the disclosure of exempt information as defined in paragraphs 1 and 3 Part 1 of Schedule 7A of the Act.

After consideration of a report by the Corporate Director for Enterprise and Sustainable Regeneration, copies of which had been circulated, and after hearing a report by the Service Manager (Transportation), the Committee:

Resolved to **recommend to the Council**:

10.1. That the continued requirement for private landings on North Isles airfields to seek prior permission and be granted authorisation to land on Council airfields, in accordance with the Prior Permission Required process, including adherence to the 15-minute rule, be reinforced.

10.2. That the Corporate Director for Enterprise and Sustainable Regeneration should work with partners, including the Civil Aviation Authority and other authorities, on improved enforcement of the Prior Permission Required process.

11. Ferry Replacement Programme – Next Steps

Under section 50A(4) of the Local Government (Scotland) Act 1973, the public had been excluded from the meeting for this item on the grounds that it involved the disclosure of exempt information as defined in paragraphs 6, 8 and 9 of Part 1 of Schedule 7A of the Act.

After consideration of a report by the Corporate Director for Enterprise and Sustainable Regeneration, together with an Equality Impact Assessment and an Island Communities Impact Assessment, copies of which had been circulated, and after hearing a report from the Service Manager (Transportation), the Committee:

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

11.1. That the Corporate Director for Enterprise and Sustainable Regeneration should progress with the Ferry Replacement Programme of works during 2024/25 as follows:

- Vessel Design.
- Ground Investigation.
- Hydrographic Survey.
- Hydraulic Investigation.
- Engineering Design – Feasibility/Concept.
- Engineering Design – Outline.
- Engineering Design – Detailed.

11.2. That the Corporate Director for Enterprise and Sustainable Regeneration should undertake further correspondence with the communities to update them on the revised approach to be taken as a result of the Review of Outline Business Case.

11.3. That the programme of works, outlined at paragraph 11.1 above, should feed into a Final Business Case, which was expected to be completed during 2025.

The above constitutes the summary of the Minute in terms of the Local Government (Scotland) Act 1973 section 50C(2) as amended by the Local Government (Access to Information) Act 1985.

12. Conclusion of Meeting

At 13:30 the Chair declared the meeting concluded.

Signed: Kristopher Leask.

Orkney Islands Council (OIC)
Neighbourhood Services and Infrastructure (NSI) Service Risk Register – April 2024

Risks by risk number

Cluster.	Risk number.	Risk.	Owner.
Financial.	1.	Waste.	Head of Neighbourhood Services.
Managerial/Professional.	2.	Workforce Planning.	Corporate Director of Neighbourhood Services and Infrastructure.
Reputational.	3.	Major Capital Projects, delay or failure.	Corporate Director of Neighbourhood Services and Infrastructure.
Financial.	4.	Financial pressures across the Directorate - Fuel and inflationary costs.	Corporate Director of Neighbourhood Services and Infrastructure.
Financial.	5.	Quarries, reduced income.	Head of Neighbourhood Services.
Financial.	6.	Operational, insufficient funding.	Corporate Director of Neighbourhood Services and Infrastructure.
Legislative/Regulatory.	7.	Health and Safety, accidents and incidents.	Corporate Director of Neighbourhood Services and Infrastructure.
Financial.	8.	Residual liability, property not in use.	Head of Property, Asset Management and Facilities.
Financial.	9.	Discretionary services and affordability.	Corporate Director of Neighbourhood Services and Infrastructure.

Cluster.	Risk number.	Risk.	Owner.
Managerial/Professional.	10.	Failure to progress strategic objectives.	Corporate Director of Neighbourhood Services and Infrastructure.
Legislative/Regulatory.	11.	Climate Change.	Corporate Director of Neighbourhood Services and Infrastructure.
Legislative/Regulatory.	12.	The Effective Management of Trees and Woodlands.	Corporate Director of Neighbourhood Services and Infrastructure.

Risks by cluster

Cluster.	Risk Number.	Risk.	Owner.
Legislative/Regulatory.	7.	Health and Safety, accidents and incidents.	Corporate Director of Neighbourhood Services and Infrastructure.
Legislative/Regulatory.	11.	Climate Change.	Corporate Director of Neighbourhood Services and Infrastructure.
Legislative/Regulatory.	12.	The Effective Management of Trees and Woodlands.	Corporate Director of Neighbourhood Services and Infrastructure.
Financial.	1.	Waste.	Head of Neighbourhood Services.
Financial.	4.	Financial pressures across the Directorate - Fuel and inflationary costs.	Corporate Director of Neighbourhood Services and Infrastructure.
Financial.	5.	Quarries, reduced income.	Head of Neighbourhood Services.
Financial.	6.	Operational, insufficient funding.	Corporate Director of Neighbourhood Services and Infrastructure.
Financial.	8.	Residual liability, property not in use.	Head of Property, Asset Management and Facilities.
Financial.	9.	Discretionary services and affordability.	Corporate Director of Neighbourhood Services and Infrastructure.
Managerial/Professional.	2.	Workforce Planning.	Corporate Director of Neighbourhood Services and Infrastructure.

Managerial/Professional.	10.	Failure to progress strategic objectives.	Corporate Director of Neighbourhood Services and Infrastructure.
Reputational.	3.	Major Capital Projects, delay or failure.	Corporate Director of Neighbourhood Services and Infrastructure.

Risks by Owner

Owner.	Cluster.	Risk Number.	Risk.
Corporate Director of Neighbourhood Services and Infrastructure.	Financial.	6.	Operational, insufficient funding.
Corporate Director of Neighbourhood Services and Infrastructure.	Financial.	9.	Discretionary services and affordability.
Corporate Director of Neighbourhood Services and Infrastructure.	Legislative/Regulatory.	7.	Health and Safety, accidents and incidents.
Corporate Director of Neighbourhood Services and Infrastructure.	Managerial/Professional.	10.	Failure to progress strategic objectives.
Corporate Director of Neighbourhood Services and Infrastructure.	Financial.	4.	Financial pressures across the Directorate - Fuel and inflationary costs.
Corporate Director of Neighbourhood Services and Infrastructure.	Managerial/Professional.	2.	Workforce Planning.
Corporate Director of Neighbourhood Services and Infrastructure.	Reputational.	3.	Major Capital Projects, delay or failure.
Corporate Director of Neighbourhood Services and Infrastructure.	Legislative/Regulatory.	11.	Climate Change.
Corporate Director of Neighbourhood Services and Infrastructure.	Legislative/Regulatory.	12.	The Effective Management of Trees and Woodlands.
Head of Neighbourhood Services.	Financial.	1.	Waste.

Owner.	Cluster.	Risk Number.	Risk.
Head of Neighbourhood Services.	Financial.	5.	Quarries, reduced income.
Head of Property, Asset Management and Facilities.	Financial.	8.	Residual liability, property not in use.

Risks by rating

Risk Rating.	Owner.	Cluster.	Risk Number.	Risk.
20.	Head of Neighbourhood Services.	Financial.	5.	Quarries, reduced income.
20.	Corporate Director of Neighbourhood Services and Infrastructure.	Legislative/Regulatory	11.	Climate Change.
16.	Corporate Director of Neighbourhood Services and Infrastructure.	Financial.	9.	Discretionary services and affordability.
15.	Corporate Director of Neighbourhood Services and Infrastructure.	Financial.	6.	Operational, insufficient funding.
15.	Corporate Director of Neighbourhood Services and Infrastructure.	Managerial/Professional.	10.	Failure to progress strategic objectives.
15.	Corporate Director of Neighbourhood Services and Infrastructure.	Reputational.	3.	Major Capital Projects, delay or failure.
12.	Corporate Director of Neighbourhood Services and Infrastructure.	Managerial/Professional.	2.	Workforce Planning.
12.	Head of Neighbourhood Services.	Financial.	1.	Waste.
12.	Corporate Director of Neighbourhood Services and Infrastructure.	Legislative/Regulatory.	12.	The Effective Management of

Risk Rating.	Owner.	Cluster.	Risk Number.	Risk.
				Trees and Woodlands.
9.	Head of Property, Asset Management and Facilities.	Financial.	8.	Residual liability, property not in use.
8.	Corporate Director of Neighbourhood Services and Infrastructure.	Legislative/Regulatory.	7.	Health and Safety, accidents and incidents.
6.	Corporate Director of Neighbourhood Services and Infrastructure.	Financial.	4.	Financial pressures across the Directorate - Fuel and inflationary costs.

Risk Prioritisation Matrix

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

Risk Number.	Risk Title.	Cluster.	Owner.
01.	Affordability of Waste collection and disposal.	Financial.	Head of Neighbourhood Services.

Likelihood:	4.	Impact:	3.	RAG:	Yellow.	Current Risk Score:	12.	Target Risk Score:	4.

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
Affordability of existing waste collection models.	The Council fails in the delivery of this service, waste is not collected.	The Council will be unable to fulfil its regulatory obligations with regards to waste collection. The Council will not be able to close the gap towards meeting the Government targets for recycling.	Treat.	01.01 – Ongoing programme of review and service redesign. 01.02 — Integrated Waste Facility. This project is in development, the Stage 2 Capital Project Appraisal (CPA) was considered in the 2021/22 financial year but issues around funding have led to an excessive delay in implementation. A revised report will go to Policy and Resources Committee in June 2024 with an amended funding approach. 01.03 – The Service continues to review best practice and looking at examples from other places, both within Scotland and beyond.

Risk Number.	Risk Title.	Cluster.	Owner.
02.	Workforce Planning.	Managerial/Professional.	Corporate Director of Neighbourhood Services and Infrastructure.

Likelihood:	5.	Impact:	3.	RAG:	Amber.	Current Risk Score:	12.	Target Risk Score:	6.

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
The Council may have insufficient training plans in place and Good Conversations (GCs) not being conducted regularly. Challenge of recruitment to key professional posts. Lack of proper training including career grade plans/apprenticeships will impact on the Service in the future. Workforce Plans were approved through Committee in March 2017, and further reviewed through the staffing re-structure in 2021/22.	The Council does not have fully trained staff, in the right place, at the right time, to deliver set priorities and/or statutory functions. Unable to recruit to key posts.	The 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.	Treat.	02.01 – Appropriate systems in place to measure competency, ensure training, and people development is undertaken as required. With a particular focus on statutory services. 02.02 – Workforce Plans implemented within teams. Noted that budget pressures will impact on plans, and that recruitment for some key posts remains very difficult. At every possible opportunity (such as a staff member leaving) the Service Manager and Head of Service will review their staffing profile and consider any reasonable changes. 02.03 – A focus on Employee Review and Development for all staff since 2022 has significantly improved performance and this has continued to improve during 2023/2024. Feedback for those involved in the Good Conversations process is

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
				that the system is helpful and much improved.

Risk Number.	Risk Title.	Cluster.	Owner.
03.	Major capital project delay or failure.	Reputational.	Corporate Director of Neighbourhood Services and Infrastructure.

Likelihood:	4.	Impact:	3.	RAG:	Yellow.	Current Risk Score:	12.	Target Risk Score:	9.

Vulnerability.	Trigger.	Consequences.	Options.	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 e.g. Scale Wind, Islands Deal, Harbours Master Plan. Failure to spend grant funding due to tenders in excess of budget or similar issues. Reputational damage. Resources – financial and people, including loss of	Strategic high-level project programme slippage or failure of being over budget. Scale of project management business requirements associated with key strategic projects over the next 5 to 10 years.	Failure to deliver major projects. Failure to deliver anticipated income or anticipated efficiency savings. Reputational harm. Impact on Service Delivery.	Treat.	03.01 – Ensuring appropriate consideration of pressures during capital and revenue budget setting and most efficient use of existing resources. 03.02 – Establish additional project specific staff and budget resources to ensure new project delivery where required. 03.03 – Complete the implementation of recommendations relevant to the capital programme arising from the external review of the Planning Service. Planning resource and planning agent role within the property team has been established but there are challenges in progressing recruitment.

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
key staff and difficulty in recruiting new members of the team on a timely basis.				03.04 – Seeking to conclude the planning for the next capital programme (period 2024 to 2029) by Autumn 2024, and thereafter adjust resource levels to meet delivery demands. The switch in focus towards a Capital Investment Strategy will provide a refreshed framework within which decisions can be made. 03.05 – Closer working with Elected Members around the prioritisation of the future Capital Programme, including an interactive seminar in Autumn 2023, and follow up sessions scheduled for Spring and Summer 2024, before final consideration by Policy and Resources in Autumn 2024.

Risk Number.	Risk Title.	Cluster.	Owner.
04.	Financial pressures across the Directorate - Fuel and inflationary costs.	Financial.	Corporate Director of Neighbourhood Services and Infrastructure.

Likelihood:	4.	Impact:	4.	RAG:	Amber.	Current Risk Score:	16.	Target Risk Score:	12.

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
The Council faces challenges because of the volatility of fuel costs and the very high rate of inflation, which affects both materials and labour costs. The running costs for plant and vehicles is directly affected by the cost of fuel. This is particularly challenging for contracted services where the Council is obliged to honour contractual agreements.	The Council has a large increase in costs which impacts on the services that are delivered across this Directorate.	Running costs of Council premises and associated energy efficiency impacted.	Tolerate.	04.01 – Contingency planning where possible to account for current financial situation, including information to Members when appropriate around risks and consequences. 04.02 – Continued very close working relationship with Finance colleagues to seek advice and support. 04.03 – Procurement critical in terms of seeking best tenders and appropriate value for money solutions, including the use of nationally agreed frameworks where appropriate (for example, Energy costs). 04.04 – Encourage lower fuel usage contingency. Migration to low energy vehicles and other alternative fuels. 04.05 – Capital project development of renewables to offset energy consumption (electricity rather than oil) through Council owned renewables project and properties.

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
				04.06 - A service pressure bid was accepted for energy costs which will go some way to mitigating energy costs.

Risk Number.	Risk Title.	Cluster.	Owner.
05.	Reduced income from business activities from Quarries and associated budget overspend due to self-financed strategy which relies on income generation and continued supply.	Financial.	Head of Neighbourhood Services.

Likelihood:	5.	Impact:	4.	RAG:	Amber.	Current Risk Score:	20.	Target Risk Score:	12.

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
The Council Quarry has been a significant income resource which has been applied to a self-financing budget approach within NSI. This is market dependent on the availability of infrastructure and ongoing supply. When sales fall (as in 2022/23) this anticipated income is not realised and there is then an associated burden on the NSI budget.	Change in local market for quarry goods. Extensive periods of plant breakdown/time to replace unplanned failure.	Lack of availability of quarry products for Council projects and local markets. NSI self-financed budget strategy leading to overspend.	Treat.	05.01 – External consultancy support through an experienced Quarry Senior Manager started in 2022/23. This work included drafting a revised Quarry Business Plan that will be submitted for Member scrutiny no later than Spring 2024. This plan will consider options around income generation and the long term sustainability of the Quarry. A seminar for Elected Members will take place in April 2024. 05.02 – Closer working arrangements with the Roads Operations team to ensure that

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
				the quarry fully understands future demand and can supply the appropriate product. 05.03 – The pricing strategy has been reviewed to ensure that it remains competitive within the market whilst covering costs. This remains under close review given the dynamic conditions within the market. 05.04 – The enabling works for the quarry expansion have been completed. 05.05 – External support for Blasting procured and implemented in March 2023. This enabled a significant amount of stone to be made available which supports current planned programme. A 3 year contract was awarded in January 2024 for blasting services.

Risk Number.	Risk Title.	Cluster.	Owner.
06.	Insufficient Operational equipment and infrastructure funding, including support of the maintenance of current assets and infrastructure.	Financial.	Corporate Director of Neighbourhood Services and Infrastructure.

Likelihood:	5.	Impact:	3.	RAG:	Amber.	Current Risk Score:	15.	Target Risk Score:	9.

Vulnerability.	Trigger.	Consequences.	Options.	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. Existing building assets must be maintained to agreed standards and, where possible, supported towards Net Zero targets.	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. The Council fails to meet statutory or regulatory requirements on maintenance.	Plant, equipment and infrastructure deteriorate; services are not delivered. Council's reputation at risk. Risk of accidents and potential claims.	Tolerate.	06.01 – Funded asset management plans are in place for annual programmes for repair and replacement across roads, fleet, property and IT, however the funds allocated are not sufficient. 06.02 – Capital programme planning and prioritisation focusing on repairs, renewals and additions that mitigate rising costs through a revised business focussed Capital Project Appraisal process and linked to the Asset Management Plan. 06.03 – Consideration of the priorities for the Capital Programme for 2024 to 2029, and the development of a new Capital Investment Strategy to cover this period. 06.04 – Cross working with the estates team to reduce the size of the "estate" in the current Medium-Term Resource Strategy (MTRS) planning period to then see a fall in demand for maintenance

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
				(pressure on funding the asset replacement). 06.05 – Through the budget process review the standards of service delivery to set a “lower bar” in terms of the performance target in areas such as roads and street cleansing. This then impacts on the volume of work and the plant and equipment/vehicles needed and would probably increase complaints and customer dis-satisfaction. All needs to be considered as part of the future budget setting process.

Risk Number.	Risk Title.	Cluster.	Owner.
07.	Health and Safety - accidents and incidents.	Legislative/Regulatory.	Corporate Director of Neighbourhood Services and Infrastructure.

Likelihood:	2.	Impact:	4.	RAG:	Yellow.	Current Risk Score:	8.	Target Risk Score:	6.

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
The risk of not managing accidents and health and safety incidents. Particular operational vulnerabilities are: • Hand and Arm Vibration Syndrome (HAVS), • quarrying accident, • lifting injury, • machinery injury, • heavy vehicle – moving injury, • Waste related injury / contamination, • lone working, • working at height and up ladders.	The Council not supporting the wellbeing of staff. The Council fails to manage accidents and health and safety incidents appropriately.	An increase 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.	Treat.	07.01 – Council Health and Safety Policy (2023). 07.02 – Lone Working Policy and Guidance (2018). 07.03 – Training programme(s), reporting, implementing improvements. 07.04 – Work Methods Safety meetings and reviews. Safety Management Systems and Audit. 07.05 – 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. Delivering the Safety Forums, including Member attendance.

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
				07.06 – Service Health and Safety Induction process and introduction of new Near Miss Process in Spring 2021. 07.07 – Ongoing review and scrutiny of Health and Safety issues at various management forums including Heads of Service, works reps meetings, union meetings and the Health and Safety Committee meetings. 07.08 – Access to People Safe MySOS devices (or equivalent devices) to services with a high level of lone working is being explored. 07.09 – Use of Violence/Unacceptable Behaviour Flagging process to alert staff of potentially challenging service users. 07.10 – Health and Safety continues to be a priority topic for operational services, including at toolbox talks. 07.11 - Ongoing work and improvements to the culture of health and safety across the organisation. 07.12 - Promoting positive behaviour is led by health and social care to address behaviour issues in service users.

Risk Number.	Risk Title.	Cluster.	Owner.
08.	Residual Liability for properties no longer in original use.	Financial.	Head of Property, Asset Management and Facilities.

Likelihood:	3.	Impact:	3.	RAG:	Yellow.	Current Risk Score:	9.	Target Risk Score:	6.

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
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.	Current liability (has been the case for many years).	Financial, staff resources for inspection, planning, penalties. Specialist studies are required. Public health and reputation.	Treat.	08.01 – Asset Management planning and mitigation, including the disposal and demolition of assets which are no longer required where appropriate. 08.02 – Prioritise inspection and immediate remedial action through existing service budgets with corresponding risk of overspend. 08.03 – Additional budget pressures associated with any approval for the final works programme. 08.04 – Cross-Directorate work to support the Estates team on accelerating (if possible) disposal routes, including bringing in external support to deliver this project given current lack of staffing resources within the Estates Team.

Risk Number.	Risk Title.	Cluster.	Owner.
9.	Affordability of Neighbourhood Services and Infrastructure Services and likelihood of reduction in spending on discretionary services.	Financial.	Corporate Director of Neighbourhood Services and Infrastructure.

Likelihood:	4.	Impact:	4.	RAG:	Amber.	Current Risk Score:	16.	Target Risk Score:	12.

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
Political expectation that service levels will not change despite budget reductions. Discretionary services likely to be the focus for reductions in funding.	Budget reductions below baseline service level requirement.	Budget overspends.	Treat.	09.01 – Ensure full awareness and understanding of consequences through the budget setting process. 09.02 – Strong Corporate Leadership/Improvement Support Team Board approach to budget setting. 09.03 – Follow through budget savings with service changes quickly and resolutely following decisions.

Risk Number.	Risk Title.	Cluster.	Owner.
10.	Failure to progress strategic objectives due to the inevitable focus on day-to-day service delivery.	Managerial/Professional.	Corporate Director of Neighbourhood Services and Infrastructure.

Likelihood:	5.	Impact:	3.	RAG:	Amber.	Current Risk Score:	15.	Target Risk Score:	12.

Vulnerability.	Trigger.	Consequences.	Options.	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. Freedom of Information (FOI), performance management etc.	Strategies not delivered. Service failure. Negative impact on service delivery. Deterioration in long term performance of the service. Inefficiencies. Pressure on staff leading to poor health and wellbeing e.g. stress, sickness and/or a drop in morale.	Treat.	10.01 – Seek to focus resources on delivery of the Council Plan's approved strategic objectives/projects for the service. 10.02 – Managing expectations in regard to the responsiveness of day-to-day operational demands and also corporate demands. 10.03 – Re-calibration of service standards e.g. review service response standards/times for non-safety critical or strategic outcome items. 10.04 – Regular and open communication with Community Councils and Councillors, with visible senior leadership throughout.

Risk Number.	Risk Title.	Cluster.	Owner.
11.	Climate Change.	Physical.	Corporate Director for Neighbourhood Services and Infrastructure.

Likelihood:	4.	Impact:	5.	RAG:	Red.	Current Risk Score:	20.	Target Risk Score:	12.

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
Council infrastructure impacted by extreme and unpredictable weather, resulting in increased costs of maintenance and weakened or disrupted delivery of services including travel disruption. Communities facing increased frequency of coastal flooding and increased volumes of surface water. Local economic production affected by climate impacts. Transition to support climate response initiatives require significant capital investment.	Extreme and unpredictable sustained weather (lightning, winds, tides) causes increased damage or wear and tear to council infrastructure. Increased severity of coastal flooding leads to damage of property in coastal communities, while surface water levels impact transport routes and agricultural activities in the community. Surface water and other climate impacts affect normal activity cycles impacting food production including agriculture. Move to Net Zero requires capital funding and	Weakened or disrupted delivery of Council services including transport, roads maintenance, property access and digital services. Reduced economic output in Orkney requires increased Council interventions. Failure to meet targets or reductions in funding of other Council Priorities to support initiatives.	Treat	11.01 – Declaration of Climate Emergency. 11.02 – New Council Plan has specific climate related goals including baseline review and Net Zero targets and milestones. 11.03 – Local Heat and Energy Efficiency Strategy. 11.04 – Flood Risk Management Plan 2022 – 2028. 11.05 – Resilience review and response to SEPA Flood Warnings as an Incident Management process. 11.06 – Preparation of the Coastal Change Adaptation Plan. 11.07 – Development of local resilience capabilities and the ongoing involvement in resilience planning and exercises.

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
	resourcing beyond Council capacity.			11.08 – Development of Climate Change Strategy and Action Plan, with associated engagement events with Members and Officers. 11.09 – Establishment of a Cross-Council Officer working group, recognising that Climate Change impacts all Directorates. The Corporate Director for Neighbourhood Services and Infrastructure will chair this group. 11.10 – Commission independent study into indicative Council transition pathways towards net zero.

Risk Number.	Risk Title.	Cluster.	Owner.
12.	The Effective Management of Trees and Woodlands on Land that is in the Ownership and Control of the Council.	Legislative/Regulatory	Corporate Director of Neighbourhood Services and Infrastructure.

Likelihood:	3.	Impact:	4.	RAG:	Amber.	Current Risk Score:	12.	Target Risk Score:	12.

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
The potential for falling trees or branches to cause injury to members of the public visiting the location or cause damage to land / property neighbouring.	Lack of regular inspection of all trees in the ownership and / or control of the Council. Disease such as Ash Dieback affecting the structural integrity of a tree(s).	Injury to visiting members of the public and/or damage to neighbouring land and/or property, and/or damage to vehicles. Financial claims from third party if they suffer accident, injury, loss or damage. Reputational damage to Council.	Treat.	12.01 – Include all trees in the ownership and control of the Council in the bi-annual tree survey and inspection that is completed on some of OIC trees as part of the ground maintenance work completed by Engineering Services. 12.02 – Establish a budget for the onwards maintenance and management of all trees in the ownership and control of the Council. 12.03 – Undertake any maintenance works e.g. felling trees/lopping branches where there is an immediate risk to public safety. 12.04 – Where a large number of trees require to be felled provide for compensatory replacement tree planting on-site or in general location.

Orkney Islands Council

Neighbourhood Services and Infrastructure

Orkney Islands Council Quarry Operations

Business Plan 2024 - 2029

May 2024

Table of Contents

Part 1 - Executive Summary

This business plan describes how Cursiter Quarry operates, the products that it supplies to public and private sector consumers and its beneficial impact on the Orkney community and the Council by providing products essential for infrastructure maintenance and development.

This plan is an update to the previously approved plan which covered the period 2015 – 2020.

Part 2 of the business plan illustrates a historically strong performance for the quarry in terms of trade surplus. This part of the business plan is intended to lay the foundations of how the service operates, noting the past three years have shown significant drops in trade.

With a significant reduction in trade in recent years, Part 3 of this business plan provides a review of the service, setting a framework for improvements aimed at increasing trade as a road to recovery for the service and ensuring that the quarry is able to meet the needs of both the Council and the wider community.

Financial information on past performance and on future targets is detailed in Appendices 6 and 7. Appendix 2 notes the requirements around set-aside funding for the replacement of plant and equipment, to ensure ongoing sustainable operations.

The quarry is vital for maintaining roads and other infrastructure, both Council owned and externally.

With recent investment securing the quarry's future for the next 30-50 years, recovering market shares for aggregates is required to ensure a return to sustainability for this service.

Part 2 – Cursiter Quarry, Overview & Current Position

Section 2.1 - The Business and Management

2.1.1. History and general position to date

Orkney Islands Council was established in 1975 under the Local Government (Scotland) Act 1973, replacing the Orkney County Council, Kirkwall and Stromness Burgh Councils and the Orkney Harbour Commissioners.

Traditionally the County and Burgh Councils operated several smaller quarries on the Orkney Mainland and outer islands to produce road and building stone. Cursiter Quarry, set up in the 1950's, adopted more modern processes to provide road and building stone with an output of circa 25,000 tonnes per annum.

Since local government reorganisation, quarry activity has undergone radical changes. By 1980 the majority of small Mainland and outer island quarries had ceased operation leading to the centralisation of production and thus an increase in demand for aggregate products from Cursiter Quarry.

During the mid-1980's, a short-term revival of outer island quarries took place. This was due to the significant quantities of aggregate required for outer island transport infrastructure projects, saving significant costs in the haulage of aggregates from Mainland Orkney. The temporary reopening of these quarries was facilitated by importing staff and equipment from the operations at Cursiter on a temporary basis. Aggregate production reverted to Cursiter Quarry in the early 1990's.

Since opening, Cursiter Quarry has provided dry stone and bitumen coated products, starting from 25,000 tonnes per annum and peaking at c300,000 tonnes in 1992/93. Annual tonnage outputs vary significantly and are subject to the scale of civil projects being developed, typically via government funded infrastructure projects.

To secure future provision, under the direction of the Council approved 2015 Business Plan, additional land was purchased to increase rock reserves. Planning for the expansion of the quarry was granted on 30 June 2021, noting a rolling 12-month limit of 100,000 tonnes permitted for extraction.

With dwindling reserves prior to the granting of planning approval in 2021, in 2021/22 80,000 tonnes of stone from the Glensanda Quarry near Oban were purchased and imported to the quarry to ensure sufficient stock for essential infrastructure servicing.

Extraction of rock from the newly purchased reserves commenced in March 2024. Prior to this date, Cursiter stone was restricted to the production of asphalt and was not available as dry stone. It is anticipated that, by reverting to aggregates produced from locally sourced stone and increasing available tonnes for sale, Cursiter Quarry can seek to draw back a larger share of the available market.

Cursiter Quarry stands today as one of two major producers of construction stone and aggregates in Orkney and is the sole producer of coated surfacing materials. It

has benefited from continuous investment in plant and machinery, including the replacement of the coating (Asphalt) plant in 2016 and, following the recently approved expansion, should be able to service the local market for the next 30 - 50 years.

Present day production has seen a significant decline from the highs of the early 1990s. In 2022/23 quarry production and sales reduced to 26,000 tonnes of materials. This reduction is attributed to the following main factors:

- Uncertainty in supply of rock and delay surrounding the Quarry extension, resulting in limiting sales in part by restricting sales to essential infrastructure servicing only.
- Some customer resistance to the use of the imported stone, which was sourced and purchased in 2020/21 to meet the shortfall during quarry expansion.
- Ongoing market and social instability as a result of global and national events.

To illustrate sales history, a table and graph of wet and dry sales of materials over five years can be found in Appendix 3. A summary of the quarry's financial performance is provided in Appendix 6, which demonstrates a general correlation against sales figures.

Cursiter Quarry sits in the Neighbourhood Services and Infrastructure Directorate of Orkney Islands Council with management oversight provided by the Head of Neighbourhood Services and the Corporate Director Neighbourhood Services and Infrastructure.

Quarrying operations are ISO 9001 certified, with the most recent certification being achieved in November 2023 and covering the period up to September 2026.

2.1.2. Premises and Locations

OIC Quarries is assigned a number of quarries or compounds, assigned historically and prior to the centralisation of production. The only premises where rock extraction currently takes place is at Cursiter Quarry in Firth. The other sites are;

- Borrow Pit (Near Pictou), Shapinsay
- Breck Depot, Eday
- Loth Quarry, Sanday
- Pictou Quarry, Shapinsay
- Walliwall Quarry and compound, Kirkwall

Borrow Pit (Near Pictou) is leased whilst all other sites are owned by the Council.

Whilst these sites may offer potential for extraction, licensing as well as the provision of all associated infrastructure would be required to extract rock from these sites. The majority of these have minimal rock reserves available, however may offer potential savings for large scale projects on the outer islands.

Sites, where viable, are used for temporary storage of OIC assets. The long-term future of these sites is subject to corporate direction, in line with OIC's Property

Asset Management Plan. The current strategy, having made the sites safe, is to look for opportunities for disposal.

2.1.3. Management Team

The following posts are responsible for the overall management of the Quarry, ensuring it meets the needs of its customers, the local community, the demands for servicing local infrastructure and operates within its legislated requirements.

- Corporate Director Neighbourhood Services and Infrastructure
- Head of Neighbourhood Services
- Team Manager (Quarries)
- Quarry Operational Manager

2.1.4. Legal Requirements

The Quarry operates to the requirements of the Local Government in Scotland Act 2003 and was subject to a full Best Value Review in 2003. Acting on the subsequent recommendations, business plans for the Quarry are provided and periodically reviewed. This plan replaces the 2015 Business Plan.

Quarry operations are controlled by numerous regulations and acts, documented within the QMS on Appendix 5: Standards & Statutory & Regulatory Requirements Declared and Interested Parties, which is subject to regular review to ensure processes remain current and compliant.

Section 2.2 – Business Control and Monitoring

2.2.1. Financial

Business control is currently exercised through the Roads Service area within the Council budget. All financial accounts of Cursiter Quarry are kept by the Finance Service, Orkney Islands Council.

2.2.2. Control of Sales

In the absence of agreed firm orders, quarry products are available for public works in Orkney with any surplus generated for sale to the general public on a first come first served basis. Pricing is subject to cost recovery (See section 2.4 Product Pricing) however further adjustments can be made as a method of control to ensure market parity as required.

2.2.3. Control of Production

Within the constraints set out in this plan, production is geared to maintaining sufficient critical mass of output to justify the capital investment in an operation primarily geared to secure a source of quality road maintenance materials and public works and secondarily to provide materials for sales to the general public. This is achieved through the controls such as:

- Timing the frequency of blasting to ensure feed stock for processing.
- The operation of the asphalt plant scheduled to meet client needs with minimum order requirements to minimise energy consumption.
- To have a level of stock to meet ad-hoc customer demands (i.e. on the day requests).
- To keep stock levels at an optimum minimum.

Section 2.3 - Products and Services

2.3.1. Product Descriptions

Cursiter Quarry currently produces the following list of products split into four main categories. Imported Glensanda stone is blended with the majority of dry aggregate materials to varying proportions.

Basic Rock Fill Materials, blended / non graded

Rock Fines;
Scalpings;
Primary Rock;
Crushed bottoming.

Added Value Products, blended & graded to specifications

Granular Fills;
Single sized aggregates;
Rock armour;
Hot coated material;
Asphalt;
Saw cut paving stone (Sourced from other Quarries).

Recycled Materials

125mm to 20mm recycled stone and concrete;
28mm to dust recycled bituminous material.

Subsidiary Products & Service

Salt for road winter treatment;
Mixed sand/aggregate;
Building stone;
Sawed offcuts;
Selected stone for special projects;
Concrete testing services.

2.3.2. Product Applications

The available dry stone and bitumen coated road stone products can be applied to the majority of construction techniques for infrastructure improvement or maintenance currently employed in Orkney.

2.3.3. Alternative product providers

A direct comparison of Cursiter dry stone products can be drawn with Heddle Hill Quarry, operated by Orkney Aggregates. The stone from this quarry is similar to Cursiter dry stone products.

Cursiter Quarry is the sole producer of bitumen coated road stone in Orkney. Orkney Aggregates also produces concrete for ready mix and precast trade supply.

2.3.4. Product Assurance

Orkney Islands Council Quarries operate a quality management system to BS EN ISO9001:2015.

Cursiter Quarry provides assurance on specified products, where stated products are manufactured to meet the appropriate British Standards Specifications (BS) or relevant European Aggregate Standards (EN).

All tests on products are carried out periodically and in accordance with the relevant BS or EU standards.

Alternative products are available to client specified needs, subject to prior agreement.

The majority of dry and coated aggregate materials are sold on a price per tonne, charged on a net weight sold basis. All weights are measured and recorded via a fully calibrated weighbridge system to provide assurance on accuracy of quantities sold. This system also provides a control mechanism to advise drivers on the gross vehicle weight prior to leaving the premises.

Exceptions to weighing are the provision of saw cut paving stone and concrete testing, where prices are set on a cost per metre squared basis and cost per unit tested respectively.

Section 2.4 - Market and Competition

2.4.1. Clients

The primary client for products supplied by Cursiter Quarry is Orkney Islands Council for roads and infrastructure development. Materials are sold direct to Council operational teams or to contractors assigned to undertake these works by the Council. Surpluses produced during production are sold either in current formats, or blended according to client needs, and made available for general sale.

Products are also supplied for privately led developments within the County and to a range of contractors and developers, according to need. Individual customers are also able to purchase product from the quarry if stocks allow.

2.4.2. Competition

The main competitor for Cursiter Quarry is Orkney Aggregates who operate Heddle Hill Quarry producing similar products to those listed above (excluding salt and bitumen coated products).

Cursiter Quarry operates as the only coated roadstone provider in Orkney. It does so on a comparable cost basis to similar remotely situated facilities in Shetland and the Western Isles. Whilst no direct competition exists, large-scale projects could be open to competition from other providers where special circumstance allow the use of mobile tar production plants.

Section 2.5 - Product Pricing

2.5.1. Pricing Materials & Services

The pricing of products and services at OIC Quarries is typically set annually. A decision is made by the Team Leader (Quarry) in consultation with the Head of Neighbourhood Services.

Rates are set subject to changes in costs associated against each product, considering overall operational overheads. These are then evaluated against current market prices, ensuring an element of local market parity is maintained to avoid market distortion.

The principles used in setting rates whether for an increase or decrease are based on reviewing future costs and the market conditions. Factors the Team Leader (Quarry) must consider periodically on recommending prices changes include, but are not limited to:

Inputs

- price of bitumen
- price of cement
- price of extraction (blasting or excavated)
- consumables
- transport (importing of supplies)
- fuel costs & consumption rates (oil based and electrical)
- State of rock reserves (OIC demands vs external supply)
- Change in other overheads (i.e. support services costs)

Outputs

- external market opportunities (volume of work for tendering)
- current market price for products (market research)
- client specifications required (ability to provide / product design cost implications)

Section 2.6 - Budget Monitoring

Monthly budget monitoring statements are produced and monitored by the Team Manager (Quarry) and the Head of Neighbourhood Services. There are regularly scheduled management team meetings where financial performance is reviewed as part of the overall management approach. The financial monitoring reports presented to the Development and Infrastructure Committee are available on the Council website.

The financial performance of the Quarry is included in the overall income and expenditure attributed to Roads and Transportation in the published annual accounts of the Council.

Section 2.7 - Core Factors impacting Business Strategy

2.7.1. General Factors affecting delivery of the business plan.

Within the Orkney Islands, factors that impact the operation of Cursiter Quarry can be placed into three main categories;

Social & Planning

Quarrying, by its nature, is a very visible activity and it can be noisy and dusty, both in operation and through traffic generated through sales to clients. Immediate neighbours can be significantly affected by increases in activity due to the operation of processing plant on site and increases in heavy vehicle movements resulting from exports and imports of products arising.

Under the current planning permission for the quarry's expansion, granted in 2021, specified limits on the operation of the site are provided to ensure the continued operation of the quarry does not detrimentally impact the local area and its amenities.

In particular, planning conditions limit the hours of operation for the extraction and processing of stone as well as limiting outputs of sales of extracted stone to 100,000 tonnes over a 12-month rolling period.

Service Related

The Best Value Review carried out in 2003 identified that there should be a continued role for Orkney Islands Council Quarries for strategic, economic and market regulation reasons. The review further demonstrated that in addition to delivering a key component of the requirements of the Council's road maintenance programme, Cursiter Quarry fulfilled the need to preserve the existing situation with regard to quarrying in Orkney in order to avoid a dangerous imbalance in the local market.

It is therefore incumbent upon Cursiter Quarry to provide a secure source of stone and range of quarry products available for use in local authority projects including road maintenance and for other public works, whilst also securing the provision, price and quality of a fundamental resource to support the wider local economy.

Commercial

Orkney Islands Council Quarries must operate in such a manner as to be able to achieve the rate of return required of them by the Council at any particular point in time.

Cursiter Quarry provides a source for aggregates and coated materials that is cost effective when compared with competition. In the case of macadam based products for use by the Roads Authority, this is economically advantageous as opposed to importing from the mainland, given the added transport costs and uncertain nature of suitable weather conditions.

To achieve this balance Cursiter Quarry operates in a commercial environment to cover the cost of its operation that could not be covered by Roads Authority work alone. The goal annually is to secure sufficient work to cover all costs and in doing so, through effective and efficient management of resources generate a sufficient surplus through trading to cover all direct and indirect costs, noting the need for ongoing investment to ensure long term viability.

In practical terms this means the service seeks out opportunities to tender and/or quote for work and respond to all enquiries brought to its attention, be they from OIC, private development or individuals (residents). To ensure Orkney Islands Council Quarries are competitive, rates and prices are set at least annually, reflective of prevailing market conditions.

This is within an over-arching requirement that the Orkney Islands Council Quarries Service remains viable on a year-to-year basis, noting if any exceptional trading conditions arise (e.g. extraordinary increases in costs associated with the operation or market volatility), this will be reviewed by the Head of Neighbourhood Services and where appropriate the subject of a committee report to highlight any risks, liabilities or opportunities to OIC.

Current and Continual Investment Needs

The operation of this service has heavy reliance on plant which eventually wears out and needs replacement. As it is replaced the changes in technology and methods of operation may mean that quarry staff need further training. Equally, to keep pace with client needs and market demands, both in terms of supplying consistently high performing materials and/or new products there is a need to invest in research and development and possible trials of new or improved products using industry standard approaches where available.

As part of the future business strategy there is a need to ensure that sufficient funds are set aside on an annual basis to provide for these typically, but not exclusively, capital costs. This is particularly critical in periods when a significant level of capital investment is required (e.g. screener or crusher replacements).

It is important to note that although the fund might grow annually to a significant level it cannot necessarily replace the need for support. Significantly, the expansion of Cursiter Quarry to increase and develop stone reserves required investment from the Council Capital Fund to ensure its future for the next 30-50 years. This investment must now be repaid.

The typical areas of capital and ongoing revenue investment are summarised below:

A) Plant and equipment typically capital set aside (See Appendix 2 for detailed Plant list)
   - Asphalt Plant
   - Materials handling (loaders, excavators)
   - Processing plant
   - Suppression equipment (dust screening and suppression)
   - Property (offices, stores, lab and security)
   - Phased expansion (final preparation of newly purchased reserves for extraction)

B) Research and development (typically revenue funded)
   - Material development trials (testing new “mixes” e.g. better use of waste product)
   - Product development (developing new ranges to meet local demand e.g. specified aggregates)
   - Blasting needs (currently contracted)
   - Preparation of land for blasting

C) People & resource (typically revenue funded)
   - Plant operators (i.e. current certifications and/or best practice training needs).
   - Office based staff (i.e. competency & certification to operate).
   - Succession planning (to secure and train apprentices for ongoing needs and staffing resilience / replacements)
   - Support services (admin, technical, finance, legal, HR etc.)

2.7.2. Production and process demands

Modern quarrying means the manufacture and sale of a full range of quarry products to specified European or British Standards as opposed to the traditional industry of simple extraction. The full process consists of three sections; the removal of overlying land to expose the deposit; the reduction of the stone by blasting and crushing; the processing of the stone to produce usable quarry products for clients.

Modern demand for aggregate / stone production is achieved by utilising mobile plant. The mobile process incorporates primary, secondary, and tertiary crushing as well as screening and is carried out as near as is practicable to the area being worked at any one time.

The mobile crushing and screening plant situated in Cursiter Quarry is further utilised in the recycling of bituminous, stone and concrete construction waste.

2.7.3. Supply and output limitations

Output limitations are restricted mainly by either the extraction of mineral / stone on site or the importing of external supplies for production of materials.

The mineral reserves at Cursiter Quarry are finite, however the planning approval for additional reserve extraction in 2021 extended the lifespan of the quarry from 2023 to circa 2060 or beyond (circa 30-50 years, subject to demand). The most significant limitation is the planning constraint limiting the output of stone from its reserves to 100,000 tonnes over a rolling 12-month period. This could restrict the capacity for the quarry to provide sufficient materials where substantial development projects are undertaken within the same periods and will require advanced consultation with potential clients and the Planning Authority if a temporary amendment to this planning condition is required.

Imported material supplies to Cursiter typically consist of gas oil, lubricants, sand and flagstone (purchased from established suppliers), explosives, bituminous binders, salt and other specialist supplies and services being brought in from mainland Britain. These materials are typically available from a range of suppliers, and subject to purchase via standard Council procurement policies and in compliance with the Contract Standing Orders. While delivery lines are longer to Orkney, sufficient planning is undertaken, and controls put in place, to ensure minimal disruption to services resulting from long distance supply line issues.

2.7.4. Further product development opportunities

The asphalt plant offers potential for the manufacture and supply of new products subject to modification. Examples of these range from coated roadbases, to high specification Marshal asphalts for airports and cold mixes that can be stored for extended periods. While development of these products would be subject to investigation to assess investment required against potential demand, the options are potentially viable.

Other products using dry mixed materials including type 1 and 6F products are primarily demand driven and further variations would require changes in material specifications for the various public and private works within Orkney.

The aggregate levy applied to quarried materials, introduced in 2002, provides incentive for added value through savings of this levy by using alternative sources of aggregates. Initiatives such as recycling of macadam based products or recycled concrete to use wholly as an additive aggregate, and the likely removal of recycled glass from the proposed Deposit Return Scheme may offer opportunities for the development (or reinstatement) of initiatives for recycled material.

2.7.5. Imported stone reserve utilisation

Prior to attainment of planning permission in 2021, to extend the mineral reserves at the quarry, c80,000 tonnes of stone was imported to provide assurances to the service for continued provision of materials for essential infrastructure servicing only. A significant reduction in demand for products since that time has resulted in a continuing surplus of this material.

Currently the quarry is aiming to develop products utilising this stone to draw down on this reserve and to recover the investment in its purchase.

2.7.6. Staffing

The current staffing structure (Appendix 1) has been developed over time to increase the resilience of the team and aims to ensure the quarry can continue to operate without significant disruption due to staff changes. Further development of the team and its structure may offer additional resilience through adjustment while offering further development opportunities for staff.

Part 3- Business Plan – 2024 to 2029 & beyond

Introduction

Part 2 of the Business Plan sets out the current status of the operations and management of Cursiter Quarry and its assets, reviewing current aspects of the activities undertaken. It provides detail on the current structure, management controls and methods to manage the overall assets of the operation.

Part 3 of this Business Plan is intended to set a path and a framework for further development of a strategy for its long-term financial stability.

This section further reviews the current service structure, markets and product demands, product pricing and specific aspects in both overall and specific management mechanisms utilised. Part 3 details proposed improvements to the service and operational mechanisms and sets out a series of actions to focus on the quarry's continued development. Implementation of these actions will be subject to provision of appropriate resource and appropriate governance.

The aim is to aid the quarry in achieving its full role of assisting the Neighbourhood Services and Infrastructure Directorate in delivering a continuously improving service and contributing to the required future efficiency savings while still delivering on the aims and priorities of the Council.

This Business Plan is intended to set a path with targets to provide a route map to ensure the long-term future for the quarry.

Section 3.1 - Vision and Objectives

To set a clear and concise initial path to achieve desired outcomes for the service, the core vision, strategy and objectives for Cursiter Quarry are detailed below.

The Vision

> To provide a safe operating quarry environment that maximises opportunities for efficient and cost effective production methods that meets the needs of our customers.

Strategy

> To develop and maintain a competent and skilled workforce to provide a range of quarry products and services sufficient for the needs of roads maintenance, other public works and the wider community throughout Orkney.
>
> To be a model employer, operating within the Council's terms and conditions, providing fair wages and conditions of service and giving due regard at all times to the safe working conditions required through Health and Safety legislation and following the stated Safety Policy of the Council.

To produce quality quarry products within specification that meet and, where possible exceed, customer expectations while at the same time contributing towards the strategic objectives of the Council's Delivery Plan and the Neighbourhood Services and Infrastructure Directorate Delivery Plan.

To ensure planning of quarry operations meets production targets in the most efficient and cost effective manner, delivering competitive pricing and the achievement of required financial targets.

Objectives

These service vision and strategies are designed to ensure it continues to meet its objectives;

The need that the quarry has to provide public value beyond that of the private sector, while at the same time maintaining its current commercial discipline.

To ensure that the quarry is commercially viable it must compete in the open market, whilst doing so in a manner which does not unfairly distort the local market nor use public money to subsidise the sales of materials to the wider market.

The remainder of this section reviews the current service and its performance, setting targets / making improvements, aimed at meeting the service objectives and recovering sales outputs against the recent decline.

Section 3.2 - Business Management Development

3.2.1. Structure

To ensure that the quarry is best positioned to fulfil both its own objectives and those of the wider Council, a review of the structure has recently taken place and a new management structure implemented. Noting the necessarily close working relationship between the quarry and its main client, the Roads Service, steps have also been taken to develop much stronger working relationships between these teams and co-ordination and planning of workload.

Both the quarry and the Roads Service come within the overall control of the Neighbourhood Services function, ensuring appropriate management control.

Actions

- Hold workshops to ensure that all managers and staff understand why the changes have been introduced and that they buy into the new way to deliver a much more cohesive service.
- After a reasonable period of time, review the structure to ensure that it is delivering what is required.

Section 3.3 - Markets & Product Development

3.3.1. Market Strategy

At present, the quarry waits for customers to enquire on available products and place orders with it, with generally little or no information in advance of what to expect. This results in inefficiencies / potential lost sales with the quarrying operations.

The recent provision of Cursiter Quarry specific pages on the Council website have improved internal and external client awareness, however further development of public awareness of the scope of services provided by the quarry is required. The simple improvement of current website advertising, organising open days or potential social media posting will aid in promoting sales.

3.3.2. The Market

While the quarry's main customer is the Council, it has also made considerable sales to the private sector so as to facilitate other building and infrastructure projects within the County.

The only orders, particularly with regards to dry stone, that can be guaranteed for the quarry are from the Council, either directly or via its contractors, on the basis of the approved roads programme and the approved capital investment programme. As the quarry is the only provider of coated materials, it is reasonable to assume that similar values of orders that have been received in recent years will continue. However, quantities may be reduced due to the inflationary pressures currently being experienced by the construction industry and this possibility must be considered when reviewing budgets, production levels and staffing requirements.

Further consideration will be given to the changes in the types of materials that may be looked for in the future and to ensure that products match the demands of the market.

With Local Authority statutory requirements to maintain infrastructure it is inevitable that the quarry will prioritise production to ensure the Council meets this obligation. However, it is also important to be able to contribute to the additional needs of the private market, so as to ensure that critical projects can proceed. Therefore, work is required to understand the wider needs of the market and to provide information regarding available products.

<u>Actions</u>

- Investigate the market place to determine what products and materials are required by both the Council, private customers and the general public.
- Undertake an analysis of private sector demands and determine the potential impact and opportunities for the quarry.
- Seek to develop products suitable for private sector users.
- Further develop a website for the quarry and consider other means of promoting the products and materials it produces.
- Actively market the services and products that the quarry produces.

3.3.3. Recycled Market Opportunities

With the overall move towards a net zero carbon economy, innovation in recycling construction materials may offer suitable options, reducing a demand for ‘virgin’ produced stone. In particular, there is potential in the use of warm mixes produced by the coating plant which reduces the amount of heat, bitumen and energy used in the production of materials, along with a reduction in carbon emissions.

Two main areas the quarry will investigate in terms of potential products currently being developed on Mainland Britain are recycled materials and developing warm mixes.

Recycling of construction materials removed from existing roads, footways and harbours may have potential to reduce costs, prolong the life of the quarry and support the move towards the net zero economy. From a commercial point of view this may also add value to the recycled materials.

Currently old road surfaces are either excavated or scarified off the existing surface. There are potential uses for this material due to its binding properties on laying and so there is a market for this product. Recently this material has also been utilised in the servicing of Outer Island airport infrastructure, again due to its binding properties.

Additional value may be achieved by recycling this material combined with other products as a bitumen coated product, reducing the quantities of bitumen and virgin stone used in the manufacture of coated road stone for highway construction.

Several UK Mainland quarries are now producing warm mixed material where asphalt is produced and mixed at temperatures roughly between 70 to 100°C lower than current methods utilised at the quarry. This may offer potential savings in both costs and carbon impacts of roads maintenance.

Actions

- Undertake a full review of how recycled materials can be used, particularly in terms of adding value in the production of both dry and coated materials.
- Establish a group consisting of staff from Roads and the Quarry to review the possibility and advantages of moving to the development and use of warm mix materials.
- Investigate the appetite for new products to assist in the move towards the net zero economy in the construction industry.

Section 3.4 - Pricing

Over recent years the majority of prices have been amended by adding a percentage each year to the existing prices to allow for inflationary increases. Prices in terms of dry sales have also been checked, where possible, against the private sector charges and adjusted accordingly to provide parity with the market.

However, the full costs of extraction and production of materials have not been reviewed for a number of years and it is therefore not clear whether the price accurately reflects the cost of production.

A fundamental review of all aspects of costs at the quarry is required if meaningful decisions are to be made on the pricing of the materials made at the Quarry. This will take a significant amount of time but will ensure that the Quarry is on a sound financial footing.

Actions

- Undertake a full review of costings at the Quarry to enable a meaningful price list to be determined.

Section 3.5 - Customer Value

The main client of the Quarry – Orkney Islands Council – has faced reducing budgets and consequently numbers of large projects, resulting in an increased dependency on supply to the private sector, particularly in terms of dry sales.

An understanding of the pending pipeline of projects over the life of the business plan both in terms of the Council works and from the private sector is crucial. While some of it may need to be won in competition and / or is outwith the Council's control, nevertheless knowing that it may be on the horizon may affect planning for the development of the extension to the Quarry and the rate of investment in new equipment to meet demands.

Operation of a commercial business is largely built on effective communications with existing and potential customers. However, at the same time, promotional material is extremely helpful in raising the awareness of potential customers of the services provided by the Quarry.

Actions

- Develop a marketing brochure.
- Production of necessary marketing materials.
- Record customer data in terms of past, existing and targeted future prospective client detail, collating where viable specific types of materials and tonnages anticipated against projected timescales.

Section 3.6 - Operating Models

This section focuses on operating models, aiming to improve the value delivered to the Council and the Orkney public in general. It specifically considers the people capability, processes and systems which are necessary to deliver the vision and objectives, supporting the business model as discussed in the previous section.

Some aspects are covered elsewhere in Part 3 of the business plan and thus do not require specific mention in this section.

3.6.1. Financial Management

Medium and high level reporting on performance and management is currently performed via mechanisms detailed in previous sections.

As already stated, in terms of pricing, a zero based approach to pricing is required.

Full up-to-date financial performance information is provided monthly to the Quarry Manager and the Head of Neighbourhood Services to ensure that the financial position of the Quarry is fully understood throughout the year. This is reported via monthly management summary that measures how the Quarry is performing against all its financial performance targets.

Actions

- Develop full income and expenditure projections to aid in setting revenue and capital budgets.
- Ringfence sufficient trading surplus for capital plant replacement.
- Produce a new price list based on the zero based approach.
- Ensure that the Quarry can provide informed advice in aspects of its income and expenditure (revenue and capital).

3.6.2. Blasting Operations

Previously small quarry blasts were undertaken regularly, as opposed to less frequent larger blasts, using in-house resource.

However, standard industry approach now is to use certified external blasting contractors. The reason for adopting this approach is that blasting companies are likely to be more competent and efficient in performing these tasks, given that they are carrying out this work on a constant basis. Cursiter Quarry is currently using external contractors, partly due to these considerations and partly due to staff retirement leading to a reduction in in-house expertise. However, a review will be undertaken of the cost implications with a view to understanding whether it would be more cost effective to bring these services either wholly or partially back in house.

Actions

- Complete a review on contract blasting costs against reinstatement costs associated with redeveloping part / all of the previous in house provision.

3.6.3. Stock Monitoring and Control

The accurate monitoring and control of stock on the Quarry floor is necessary to enable accurate efficient stock replenishment and financial monitoring.

Actions

- Review and revise the method of monitoring and controlling stock.
- Produce monthly stock information.

3.6.4. Innovation

To ensure that quarry products remain competitive and that market needs are being met, an understanding of the wider construction industry is required in order to identify opportunities for change and to learn from best practice.

Actions

- Maintain relationships with other local authorities and look to share best practice and knowledge.
- Formally log all investigations and outcomes to derive potential for innovation.

3.6.5. Staff and Succession Management Plan

The recent retiral of the long serving Quarry Manager acted as reminder of the key risk around retention of key personnel. Since then, the Quarry structure has been revised, with a view to developing resilience, sharing key responsibilities and ensuring that technical knowledge is retained within the team. An associated training plan is also in development, identifying the specific needs of the team and the qualifications required to satisfy the regulatory regime. Succession planning is also a key consideration within the structure and the training plan.

Actions

- Consider and implement, as appropriate, a Staff Development Plan and evaluation of required roles and responsibilities to secure the long term future of the Quarry.

3.6.6. Performance Measurement

Additional performance measurements are required to enable the setting of targets for Quarry staff to be able to relate to and enable staff performance to be linked directly / indirectly to Quarry performance indicators. Current performance measures are included within the site's Quality Management System, however these are aimed at ensuring specific milestones required to ensure adherence to that system and not directly relatable to staffing performance and their impacts on operational efficiencies.

Whilst financial performances are set via the budget setting process, future budget implications need to be considered against capital payback from quarry sales against

the Council's investment required to purchase additional rock reserves. The details of this process are contained in Appendix 7.

Additional targets based on previous performance and client feedback on projected material quantities will be set on a rolling annual basis – enabling direct measurement of service uptake, noting financial performance may not directly feedback on gains the Quarry makes in market uptake of service.

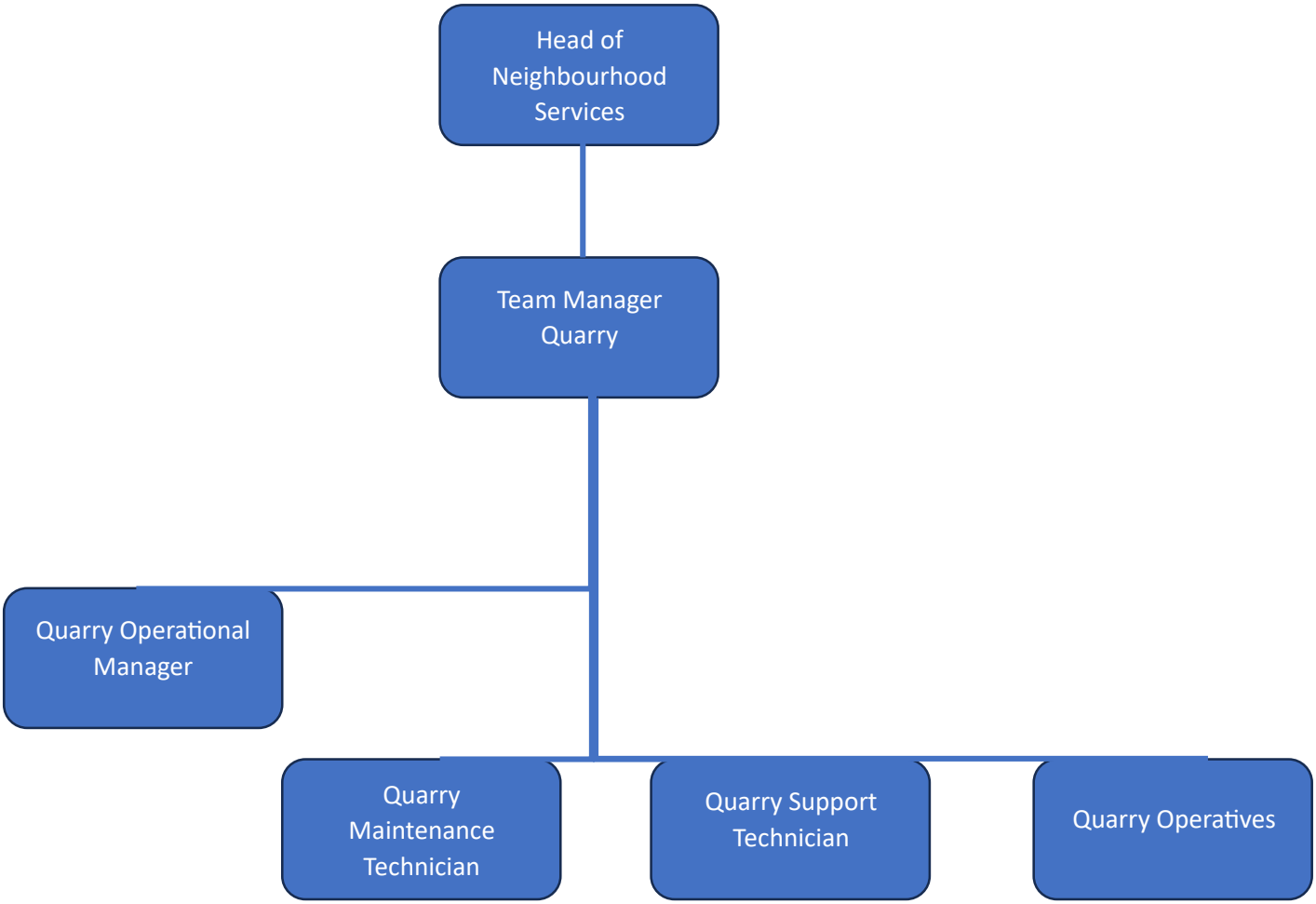
In order to encourage efficient operations amongst the staff as a whole, formal logging on the quality of selected product outputs from site will be undertaken and reviewed with staff as part of ongoing development.

Action

- Set financial performance monitoring targets.
- Set material performance targets initially based on previous years' performance, adjust further subject to client feedback of future material projection.
- Formally log and review product output quality, provide staff feedback as part of ongoing staffing development.

Part 4 – Appendices

Appendix 1 – Cursiter Quarry Staffing Structure

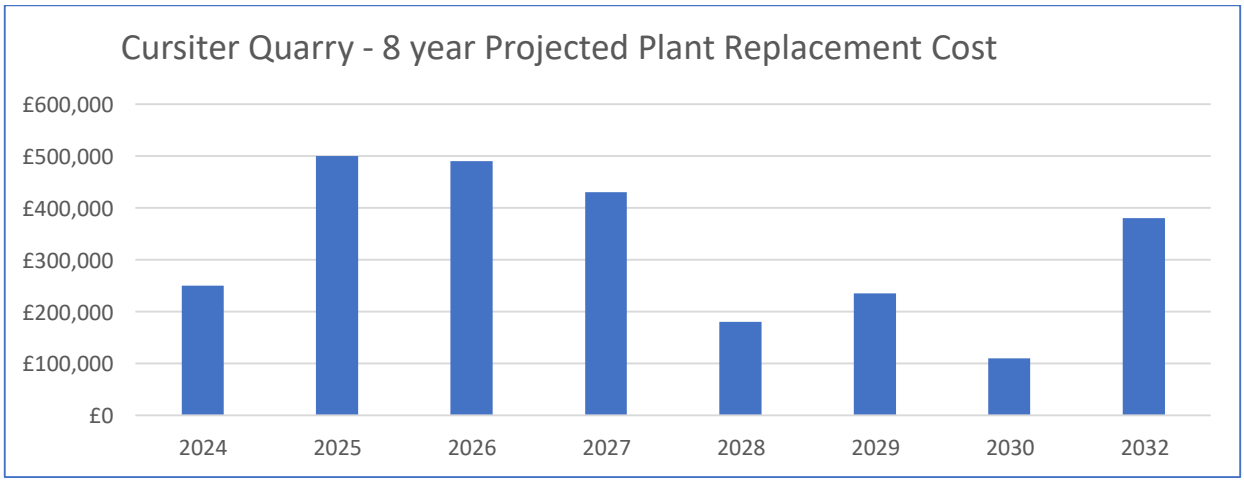


Appendix 2 – Cursiter Quarry Plant and Equipment and Projected Replacement Costs

The list below is of major plant items (in terms of cost) critical for service delivery.

The table below provides the current projected replacement costs required for continued operation, noting this is subject to variation.

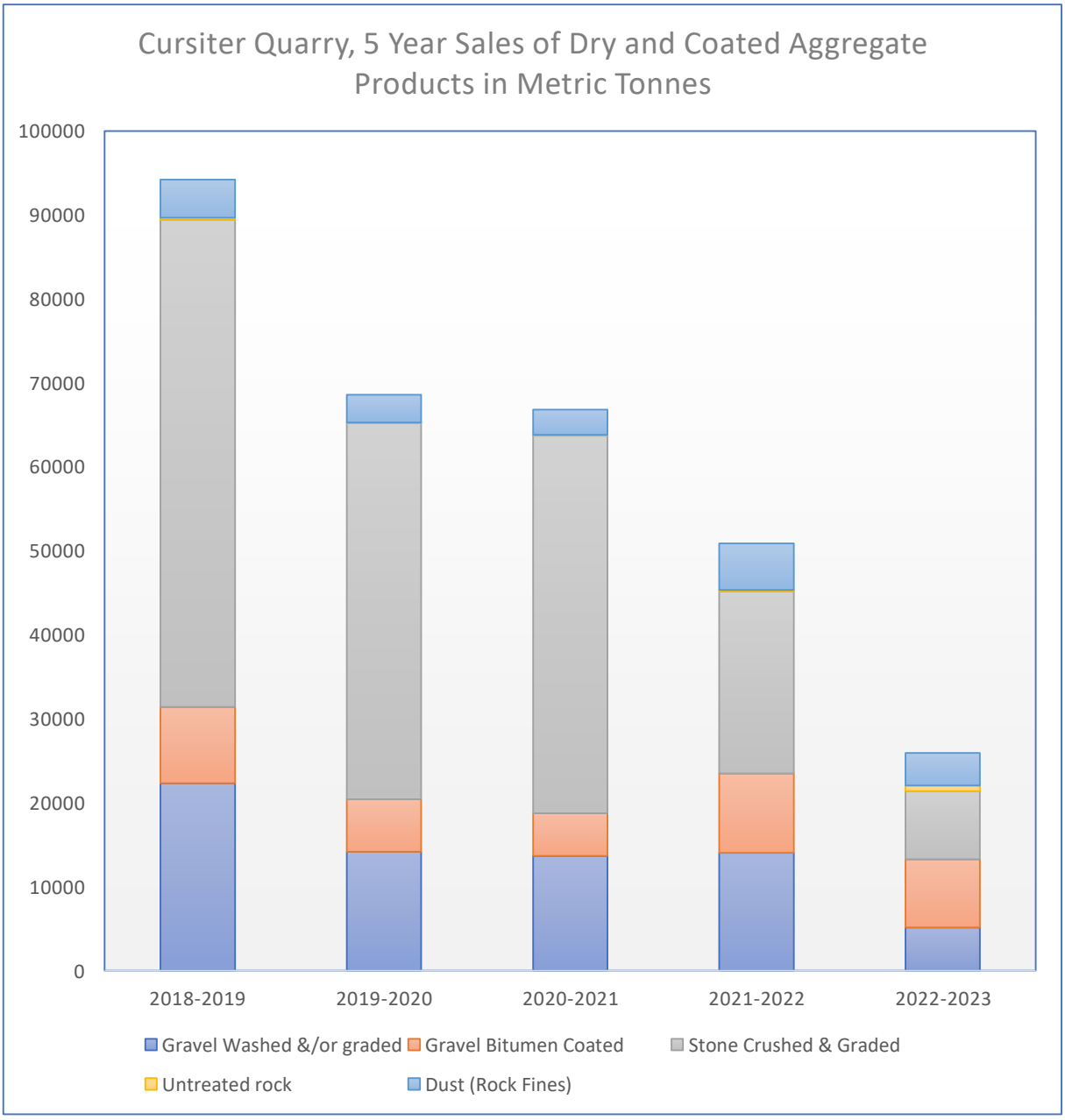
- 3 Service & transport vehicles (2 Vans, 1 Pick-up)
- Lorry, 10 Tonne
- Three 20 tonne Loading Shovels
- 360 degree 29 tonne Excavator (With Breaker)
- Rough Terrain Forklift
- Telescopic Loadall
- 6 inch Water pump
- Tracked primary rock crusher
- Tracked secondary rock crusher
- Three multi decked tracked screeners
- One tracked aggregate washing screener
- Blastmaster ANFO Mini Mixer 300kg
- Drill rig & dust Collection
- Boretrak Base System with Rods
- Boretrak System – Quarryman Pro Full System
- Weighbridge – JWS Surface Mounted BPGSM-15 60T
- Emulsion tank 80 tonne capacity
- Laboratory with concrete cube tester, Carbolite (Tar) tester, tar ovens & consumables.
- Benninghoven Tar plant with 2 Bitumen tanks and associated equipment.
- Bunded fuel tank 45000 litres (Kerosene)
- Mobile fuel tank 2500 litres (Diesel)
- Bunded fuel tank 2000 litres x 2 (Diesel)
- Bunded 1000ltre tank (Diesel)
- Explosives stores plus alarm system + Ammonium nitrate store



Appendix 3 – Cursiter Quarry 5 year outputs of material

Cursiter Quarry Sales excluding Salt, Sand & Recycled Material

All figures in Tonnes		Sales per year in Tonnes				
		2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Product Group	Gravel Washed &/or graded	22,350	14,176	13,659	14,031	5,165
	Gravel Bitumen Coated	9,100	6,257	5,090	9,451	8,100
	Stone Crushed & Graded	58,000	44,781	44,962	21,712	8,135
	Untreated rock	281	84	122	155	655
	Dust (Rock Fines)	4,542	3,298	3,008	5,541	3,884
	TOTAL	94,273	68,596	66,841	50,891	25,938



Appendix 4 – Projected work opportunities 2024 – 2029

To consider demand in the market, past and current outputs have been considered with potential capital projects for the 2024 – 2029 period, to assess the needs and demands of the service. Below is the current assessment of the areas of work where orders will most likely come from, this is only a sample of some of the potentially larger areas. A coloured RAG rating indicates likelihood of sales arising, green indicates sales assured while amber marks sales subject to others securing funding for development. Proportions can only be estimated at this stage.

Table of Projected works opportunities 2024-2029

Programmes and Projects	Demand for Aggregate supply	Aggregate supply Comments	Demand for Tarmac Supply	Tarmac Supply Comments
Roads	Yes (circa 10-15%)	Road stone for reconstruction, surface dressing and drainage	Yes (circa 10-15%)	Road stone for various Cap/Rev. tarmac projects
Housing	Yes (circa 10–20%)	General Aggregate needs for several construction processes – usually tendered	Yes (circa 10–20%)	Footpaths, roads and car parking areas – typically tendered
Capital Programme – various projects (e.g. airport, care home, waste, nursery 2020/20)	Yes (circa 10–20%)	General Aggregate needs for several construction processes – usually tendered	Yes (circa 10–20%)	Footpaths, roads and car parking areas – typically tendered
Port Master Plan	Yes (circa 10%)	Emerging harbour work, for the access roads, laydown etc. Not bulk reclamation or coastal protection – typically tendered	Yes (circa 10%)	Footpaths, roads and car parking areas – typically tendered
Strategic Projects – Energy	Yes (circa 5%)	Access roads and hardstanding's to wind farms – typically tendered nearer to 2025 than 2020.	Yes (circa 5%)	Limited to adjoining the highway network may not be fully surfaced access roads/footpaths – typically tendered
Private development	**Yes** (circa 45% on the low side)**	Various small, medium and larger requests can account for 45% of day to day business	Yes (circa 30% on the low side)	Various small, medium and larger requests can account for 30% of day to day business

** Recovery of sales to this area require development of products utilising local stone from newly acquired reserves.

Appendix 5 –Actions

Section No.	Action Heading	Action Required	Year Commence	Lead	Completion Date
3.2	Management (Structure)	Hold workshops to ensure that all managers and staff understand why the changes have been introduced and that they buy into the new way to deliver a much more cohesive service	2024	Head of Service	Continual
		Review the service structure to ensure that it is delivering what is required	2024 Monitor	Head of Service	2027
3.3	Markets	Investigate the market place to determine what products and materials are required by both the Council, private customers and the general public	2024	Quarry Manager	Continual
		Undertake an analysis of private sector demands and determine the potential impact and opportunities for the Quarry.	2024	Quarry Manager	Continual
		Seek to develop products suitable for private sector users, aimed to recover private sector sales income.	2024	Quarry Manager	2026 & Ongoing
		Further develop a website for the Quarry and consider other means of promoting the products and materials it produces.	Commenced	Quarry Manager	Continually Develop
		Actively market the services and products that the Quarry produces.	2024	Quarry Manager	Continual
3.3	Market (Recycled)	Undertake a full review of how recycled materials can be used, particularly in terms of adding value in the production of both dry and coated materials.	2025	Quarry Manager	2027

Section No.	Action Heading	Action Required	Year Commence	Lead	Completion Date
		Establish a group consisting of staff from Roads and the Quarry to review the possibility and advantages of moving to the development and use of warm mix materials.	2025	Quarry Manager / Roads	2027
		Investigate the appetite for new products to assist in the move towards the net zero economy in the construction industry.	2024	Quarry Manager	Ongoing
3.4	Pricing	Undertake a full review of costings at the Quarry to enable a meaningful price list to be determined.	2024	Quarry Manager	2024 & continual
3.5	Customer Value	Develop a marketing brochure & other marketing materials	2024	Quarry Manager	2024 & continual
		Record customer data in terms of past, existing and targeted future prospective client's detail, collating where viable specific types of materials and tonnages anticipated against projected timescales.	2024	Quarry Manager	Continual
3.6	Operating model (Finance)	Develop full income and expenditure projections to aid in setting revenue and capital budgets.	2024	Quarry Manager	Continual
		Ring Fence sufficient trading surplus for capital plant replacement.	2024	Head of Service / Quarry Manager	Continual
		Produce a new price list based on the zero based approach.	2024	Quarry Manager	2024
		Ensure that the Quarry can provide informed advice in aspects of its income and expenditure (Revenue and capital)	2024	Quarry Manager	Continual

Section No.	Action Heading	Action Required	Year Commence	Lead	Completion Date
3.6	Operating model (Blasting)	Complete a review on contract blasting costs against reinstatement costs associated with redeveloping part / all of the previous in house provision.	2025	Quarry Manager	2025
3.6	Operating model (Stock Control)	Review and revise the method of monitoring and controlling stock,	2024	Quarry Manager	2024
		Produce monthly stock information.	2024	Quarry Manager	2024
3.6	Operating model (Innovate)	Maintain relationships with other local authorities and look to share best practice and knowledge.	2025	Quarry Manager	2026
		Formally log all investigations and outcomes to derive potential for innovation.	Immediate	Quarry Manager	Continual
3.6	Operating model (Staff)	Consider and implement, as appropriate, a Staff Development Plan and evaluation of required roles and responsibilities to secure the long term future of the Quarry.	2024	Quarry Manager	Continual
3.6	Operating model (Performance)	Set financial performance monitoring targets	2024	Head of Service / Quarry Manager	2025
		Set Material Performance targets initially based on previous years performance, adjust further subject to client feedback of future material projection.	2024	Quarry Manager	2024
		Formally log and review product output quality, provide staff feedback as part of ongoing staffing development.	2024	Quarry Manager	2025

Appendix 6 – Financial performance history

Cursiter Quarry Financial Performance 2016/17 to 2022/23

The table below provides a summary of costs and income for the previous seven years of trading for Cursiter Quarry.

Reduction in income correlates to the drop in sales noted previously. The net loss in 2021/22 is due to the purchase of imported stone during that period, noting however that the stock value of that stone remains on the balance sheet.

	Financial period						
	2016/17	**2017/18**	**2018/19**	**2019/20**	**2020/21**	**2021/22**	**2022/23**
Costs (£,000)	1,331	1,324	1,768	1,468	1,542	3,451	1,456
Income (£,000)	(1,864)	(1,732)	(2,105)	(1,606)	(1,713)	(3,259)	(1,574)
Out-turn (£,000)	(533)	(408)	(337)	(138)	(171)	192	(118)

Appendix 7 – Cursiter Quarry 5 year projected financial performance

The table and graph below provide the lowest estimated benchmark of sales performance for 2023/24, noting that final out-turn costs were not available at the time of writing this plan. Anticipated performance over the following five years is provided, on the basis of conservative figures for income. Whilst a number of large civil projects are possible during that time, with the potential to significantly increase sales, and hence profits, the timescales of these are beyond the quarry's control and so not included here.

Should additional income be derived from these projects, it is anticipated that this would be diverted to increase capital plant payments so as to ensure funding for earlier plant replacement, due to excess wear, was available.

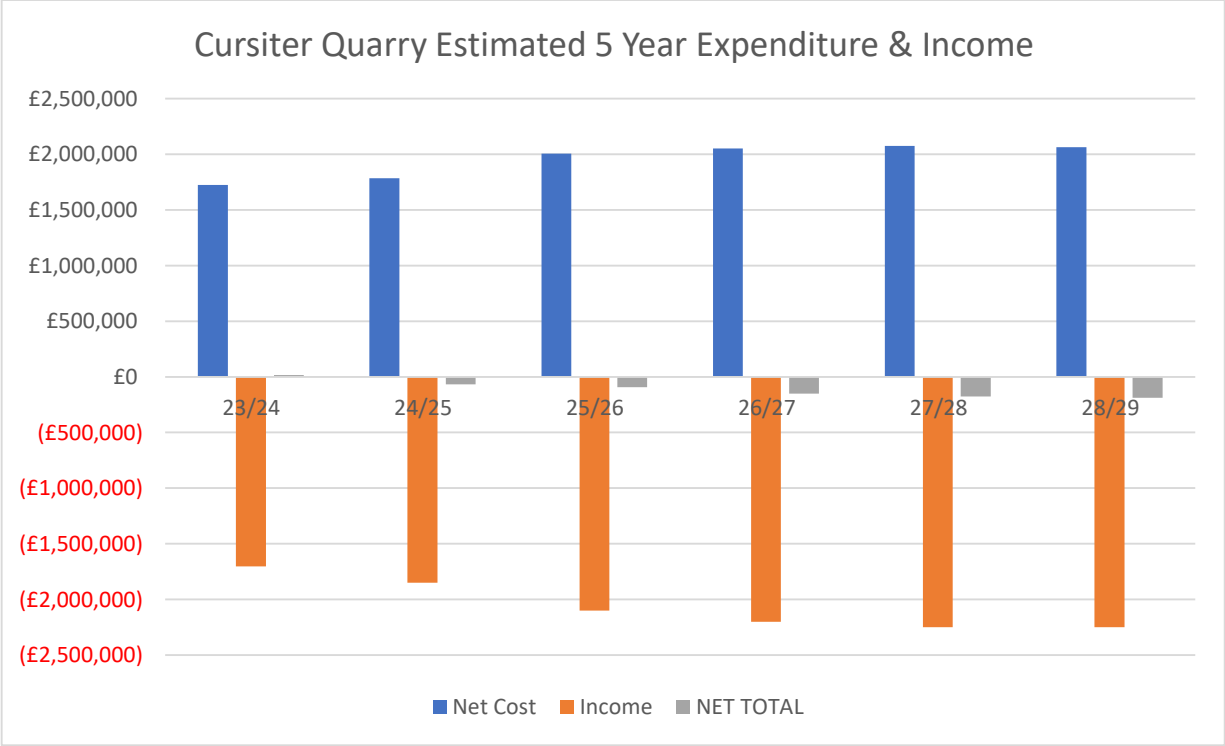
On comparing the projected figures below against historic figures in Appendix 6, readers should note the additional burden in costs faced going forward for repayments for the land purchase and expansion project, a burden not faced previously, which will impact profits until all debt is paid over the next 20 years. Increased profit may also enable a reduction in these payback periods.

To note in these figures, it is assumed;

1. Repayments for quarry expansion costs assume current uptake of available funding.
2. Figures include proposed ringfencing of income set aside for plant replacements.

	Period – Estimated performance (5 Year Projected)					
	23/24	24/25	25/26	26/27	27/28	28/29
Operating Costs	£1,538,000	£1,578,000	£1,600,000	£1,600,000	£1,578,000	£1,578,000
Capital Plant Payment*	£0	£0	£200,000	£250,000	£300,000	£300,000
Repayment, Land Asset***	£78,800	£76,500	£74,200	£72,000	£69,700	£67,400
Repayment, Expansion**	£107,000	£129,000	£133,000	£130,000	£127,000	£118,000
Net Cost	£1,723,800	£1,783,500	£2,007,200	£2,052,000	£2,074,700	£2,063,400
Income	-£1,705,332	-£1,850,000	-£2,100,000	-£2,200,000	-£2,250,000	-£2,250,000
NET TOTAL	£18,468	-£66,500	-£92,800	-£148,000	-£175,300	-£186,600

* Denotes ringfenced payment of £200K to Capital for plant replacements
** Based on Phase 1 expansion costs from 2024/25 only at £1,600K. A 20 year payback Period
*** A 20 year payback to the Strategic Reserve Fund for the purchase of the land for the quarry expansion and the payment of royalties to the Strategic Reserve Fund on the stone extracted from the extension, until the full land transfer has been completed.


Cursiter Quarry Estimated 5 Year Expenditure & Income
£2,500,000
£2,000,000
£1,500,000
£1,000,000
£500,000
£0
(£500,000)
(£1,000,000)
(£1,500,000)
(£2,000,000)
(£2,500,000)
23/24
24/25
25/26
26/27
27/28
28/29
Net Cost
Income
NET TOTAL

Stromness South End

Development Brief

May 2024

Appendix 3

ORKNEY ISLANDS COUNCIL

Copies of this document.

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Telephone: 01856873535

Email: devplan@orkney.gov.uk

A glossary of planning terms used can be found online at:

http://www.orkney.gov.uk/Service-Directory/G/Glossary-of-Planning-Terms.htm

1.0 Introduction

1.1 Production

This Development Brief has been drafted by Development and Marine Planning, Orkney Islands Council with design and initial support from Fraser / Livingstone Architects, Aquatera, David Narro Associates and Rankin Fraser Landscape Architects, alongside discussion with key stakeholders.

1.2 Purpose

The purpose of this Development Brief is:

- To create a cohesive vision for Stromness South End which will shape future development in the area, which responds to and works alongside the unique landscape, heritage, and community of the area;
- To improve the efficiency of planning processes by setting out a framework which provides landowners, developers, and the wider community with guidance on what will be expected of future development in this area;
- To support delivery of a range of housing types and tenures which will support the long-term growth of Stromness; and
- To strive for better places by raising design standards to create exemplar developments which are recognisably Stromness, promote healthy living and active travel, are beautiful and attractive places to be in, and create a sense of community and civic pride where people will want to live, work, and thrive in.

1.3 Status

The Development Brief once approved by Orkney Islands Council (OIC) will be a material consideration in future planning applications for the allocation sites, as noted (STR-14 to STR-19).

The document provides a detailed framework to support Development Management decision making, ensuring that any future development forms a cohesive extension to Stromness.

1.4 Structure

The structure of the brief is as follows:

- Section 1 provides a background to the development brief process and purpose.
- Section 2 explores the site constraints in relation to development and the potential opportunities which could be afforded.
- Section 3 sets out the design framework, establishing the design visions, the landscape and access strategies, and other infrastructure requirements.
- Section 4 provides site specific design criteria and schedules for the allocations.
- Section 5 sets out the guidance in terms of the next stages for the allocations and what additional information is expected as part of application development.

Figure 2: Allocation Plan

1.5 Planning Background

The following policies have been considered throughout the Development Brief process and should be reviewed alongside this document when considering future applications:

- National Planning Framework 4 (NPF4);
- Designing Streets 2010;
- The Orkney Local Development Plan 2017-2022 (OLDP2017);
- Supplementary Guidance: Settlement Statements; and
- The Stromness Place Plan - What's Next for Stromness.

The framework has been influenced by contemporary ideas for place-making, NPF4 policies on 20-minute neighbourhoods, health and well-being, climate change, biodiversity crisis and an infrastructure first approach.

Furthermore the design principles follow Scottish Government policy 'Designing Streets' which encourages new communities to be:

- Distinctive,
- Safe and Pleasant,
- East to move around,
- Welcoming,
- Adaptable, and
- Resource efficient.

LDP and Supplementary Guidance

The Housing allocations STR14-19 were adopted through the OLDP2017 and the Supplementary Guidance: Settlement Statement established a requirement for a Development Brief for STR 14-19. The total capacity of the allocation sites was estimated as 45 houses.

Stromness Place Plan

The Stromness Place Plan: What's Next for Stromness was developed following extensive consultation with the community exploring the long-term vision for Stromness. Good quality housing was identified as key to the vision of the Place Plan, providing a range of housing types including self-build plots, that maximise pedestrian and cycle access to the town centre.

Stromness South End

This development brief aims to build on these principles and ensure that Stromness South End continues to support delivery of quality homes for the Stromness Community.

1.6 Engagement and Consultation

Aquatera and Fraser/Livingstone Architects have completed pre-drafting consultation on this development brief. Input has been gained from the Stromness Community Council, Stromness Development Trust, landowners as well as the Council's Road, Engineering (Flooding), Planning Service and Sustrans.

As part of the process of formalising this work, the Council undertook public consultation on a draft version of this document with key agencies, landowners, and the public. The public consultation took the form of a series of in-person drop-in events, a feedback questionnaire, and an invitation both online and in the local paper to submit written responses directly to the team.

Public Exhibition

An in-person drop-in event was held at the Stromness Warehouse Buildings on the 17th, 18th, and 19th August from 11:00 until 17:00. The exhibition focused on a series of large display boards showing details of the allocation areas, key issues identified through initial workings and some main themes identified within the Development Brief. The boards also asked a number of open-ended questions to prompt ideas for feedback from visitors.

Officers were available to respond to queries and record informal ideas and suggestions. Visitors were encouraged to fill out a feedback questionnaire or provide a formal written response to the consultation.

The exhibitions were well attended, with around 80 people visiting across the three days.

Figure 3: Photograph of Consultation Event

Feedback and responses

In total 17 written responses were made, including:

- four feedback questionnaires, and
- 13 formal responses by either email or letter; five being from key agencies and eight from interested individuals.

These were in addition to the verbal comments that were noted down during the exhibition events.

Themes

Common themes that were raised include:

- Housing: the need for family homes and a variety of housing types,
- Traffic and Connectivity: pressures on the existing road network and the need for improvements to support safe walking and cycling,
- Character and heritage: The importance for housing to be appropriate in scale and design for the rural and heritage sensitive environment.
- Supporting services and facilities: the need for housing to support the viability of Stromness town in providing homes for workers and growing the community, and
- Landscape and Green Infrastructure: Geological sensitivities including amount of granite outcrops, the importance of access to open space and nature, and the desire to minimize urban centric styles of development in areas of rural/sensitive character.

Following these discussions, the Development Brief was reviewed and updated.

1.7 Further Information and Development

The Council's position

The Council's role as the planning authority is to aid and facilitate appropriate development. This has led to this development brief drafting. The need for development briefs for the allocations was identified within Orkney Local Development Plan 2017, and the Supplementary Guidance: Settlement Statements, due to the relationship between allocations STR-14 to STR-19.

Further Technical Information

Following publication of the draft Development Brief, review of Consultation feedback and further internal discussions with key agencies, this final version of the development brief highlights the known considerations for the sites, whilst acknowledging that further technical studies will be required for these sites to progress through the planning process. These studies will need to be undertaken by landowners and/or developers to support future design development and later applications and it is not the responsibility of the Council to undertake this further work. These technical studies include, but are not limited to: Flooding and Drainage Assessment, Geological and Ground Condition Surveys, Archaeological investigations, Biodiversity Retention and Enhancement, and Traffic and Movement Assessments.

It is recommended that pre-application discussions are undertaken with the Council ahead of submitting any formal application for the sites to discuss the specific technical study requirements for individual sites, and to ensure works undertaken are acceptable.

Figure 4: Photograph of display boards at event

2.0 Context

This section provides an overview of the allocation sites and their context.

2.1 Location

Stromness is located on the West Mainland and is recognisable from its coastal fronting historic core, with later development extending up into the hilly agricultural landscape to the west of the harbour. The historic part of the settlement follows a traditional sheltered, herringbone pattern and is known for its narrow winding streets interspersed with courts protected from the wind by the surrounding built form.

The allocation sites are all in the south-west of Stromness and are currently made up of undeveloped farmland, with fragmented groups of residential properties nearby. The sites form a logical extension to the south of Stromness, providing an opportunity for new homes to support the existing services and facilities in the town.

2.2 Topography and Geology

Stromness generally consists of typical coastal topography, characterised by both shallow inlets and extensive lowlands as well as steeply sloping hills extending inland away from the coastline.

The allocation sites all have varying topography, with steeply sloping ground within the northern sites and much shallower gradient changes across the southern sites.

Granite outcrops are present across several of the sites and are particularly visible in the northern sites. These are a common feature that have shaped existing development in Stromness.

Figure 5: View of Stromness from harbour

Figure 6: View South-east towards Hoy

2.3 National Scenic Area

Stromness is located within the Hoy and West Mainland National Scenic Area. Within NatureScot's 'The Special Qualities of the Hoy and West Mainland National Scenic Area' document, a number of key special qualities are particularly relevant to development within Stromness, these include:

The townscape of Stromness, its setting and its link with the sea

The stone-built settlement of Stromness, rising steeply out of its harbour, further enhances the character of the area. The townscape is distinctive, comprised of sandstone houses around the bay and on the hill behind, its traditional settlement pattern little altered.

Particularly notable are its narrow, stone-flagged main street, with vennels leading down to the numerous private wharves; and narrow streets and paths leading up the hill behind.

The town has always been dependent on the sea, and maintains strong maritime links. There is constant movement of boats in the harbour and the surrounding seas, from fishing and diving boats, to the arrival and departure of the ferry from Caithness.

A landscape of contrasting curves and lines

The combination of curves and lines is a defining feature of this landscape. The pattern of the landform is smooth, with gentle curves, but the land itself often ends spectacularly in vertical cliffs and a horizontal horizon of sea. Rocks on the seashore and in the buildings and dykes tend to be flat and linear, and the field boundaries take straight lines across the curving landscape.

There are no trees to soften the regular outlines of the farm buildings that stand proud on the undulating pasture, and the ancient monuments can be a combination of the linear and the circular: upstanding stones within a circular surround.

Figure 7: Hoy and West Mainland National Scenic Area (NSA)

2.4 Trees and Woodland

There are very few trees located within the allocation sites. However, within the built form of the town, trees play an important role in improving the urban environment, as well as providing areas of shelter from the elements.

2.5 Blue Infrastructure and Flooding

Within Stromness South End, the main watercourse is the May Burn, which passes through STR-17 and STR-18. The burn is culverted as it passes between Nethertown Road and Back Road, and further down towards Albert Road before out letting into the sea next to the Stromness Museum. An area of wetland within STR-17, is fed by the May Burn, which is referred to in this document as the Midgarth Mire.

None of the allocations are identified by the SEPA Flood Hazard and Flood Risk Information as being at risk of Coastal, River or Surface Water flooding, however, the Council as Flood Authority has recorded incidents of the May Burn flooding around Albert Street. Future applications would require detailed investigation into the existing capacity and potential mitigation needed to ensure development does not further impact this situation and provides betterment.

The Midgarth Mire is an important landscape feature, which will need to be retained and enhanced to ensure it continues to serve it's current function as a strategic drainage site, as well as an important area of natural amenity and habitat.

The May Burn is also a key blue feature within this part of Stromness and will need to be considered as part of drainage strategies within development proposals.

Figure 8: Informal walking route along route of May Burn adjacent to Favarel

Figure 9: Mayburn Culvert Plan

2.6 Archaeology

The location of the allocations in context of known archaeological sites in and around Stromness means there is potential for unknown archaeological findings within the boundaries of each of the sites.

There are 32 known archaeological sites within a 500m radius, and a further 44 sites within 1km of the allocations, this number excludes sites located within the conservation area. Their presence, combined within the undeveloped nature of the topography demonstrates potential for unknown archaeological deposits to be present within the allocation boundaries.

As part of initial investigations a combined desk-based assessment and walkover survey was undertaken. This identified 10 potential sites within the boundaries of STR14 – 18 which will require further investigation as part of future applications. These summary reports can be made available on request. It should be noted that STR19 was not surveyed as part of this work due to access issues.

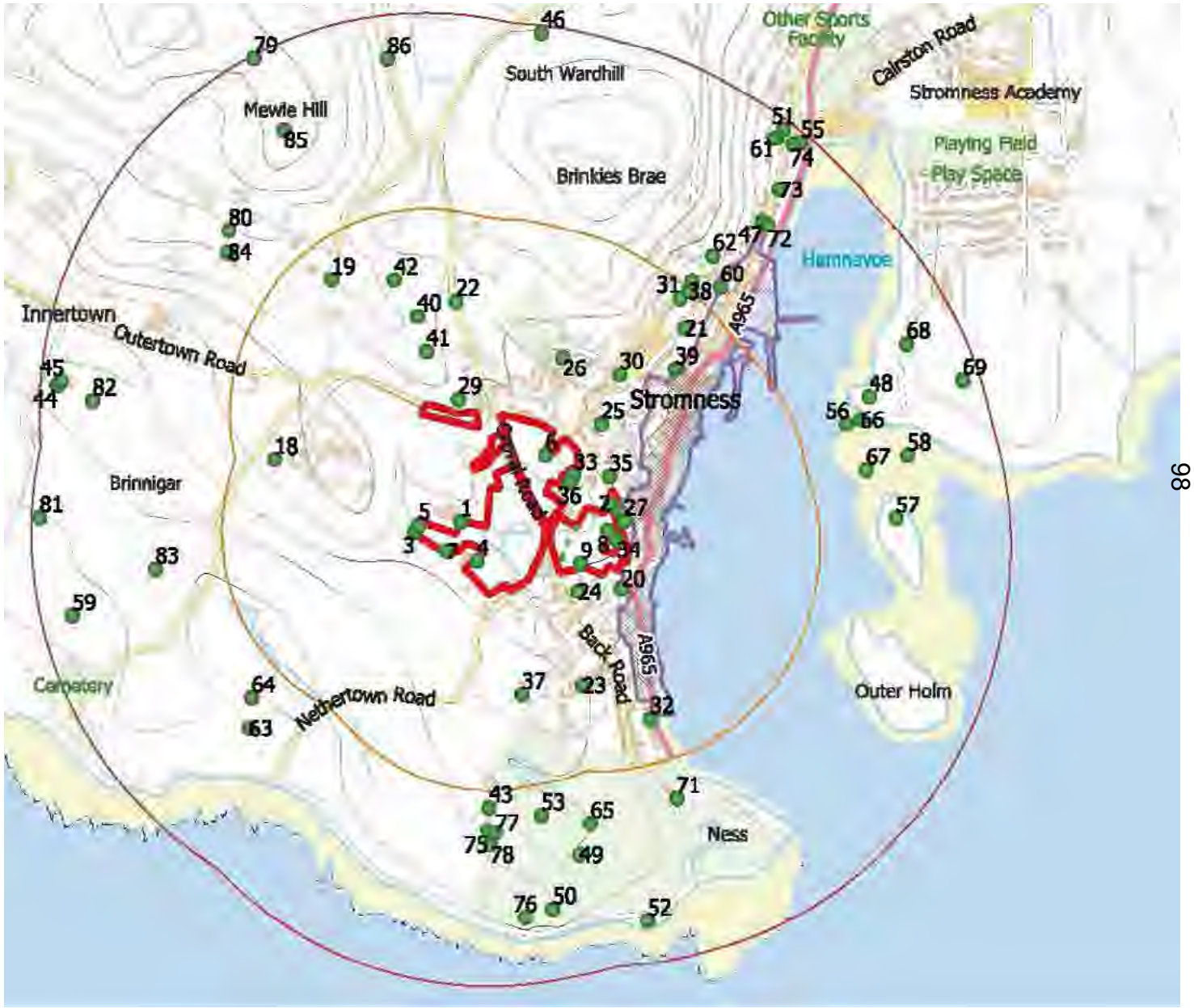


Figure 10: Known Archaeological sites in the surrounding area

2.7 Heritage, Stone Dykes and Character

Stromness has a distinctive character of its own, which is detailed within the Stromness Conservation Area: Building and Landscape Survey July (2014).

“[The Conservation Area], designated in 1975, comprises over three hundred buildings, ranging from small private dwellings to retail units and professional services. Whilst there is variation of treatment and condition amongst these, there is a certain uniformity of particular aspects: the majority of buildings are two to three storeys high, with exposed stone rubble or cement harled walls, and steeply pitched roofs. Properties are generally oriented perpendicular to the shore, with their gable ends to the street...”

The landscape strongly influences the character of town, with the steep hills to the west side resulting in historic buildings being set into the hillside before they open out as they stretch towards the more level shoreline.

Drystone Dykes are also prevalent to the area, forming visible undulating lines across the landscape. Their location along field boundaries results in the dykes edging many carriageways, creating the narrow and enclosed roads, now characteristic of the area.

Figure 11: Stromness Conservation Area and Listed Buildings

2.8 Facilities and Services

Stromness South End will have links to and support existing facilities in the town, supporting the creation of a vibrant mixed-use community.

In close proximity are the main historic streets of Alfred Street, Dundas Street and Victoria Street with a number of Stromness' facilities. These include The Stromness Museum, The Town Hall and a number of shops. To the north is the Orkney Research and Innovation Campus (ORIC) that is home to Heriott Watt University, Robert Gordon University and European Marine Energy Centre (EMEC).

Within 15min walking distances is the Co-op supermarket, Dental and GP Practices, Primary and Secondary Schools, Library and OIC offices, and the industrial activities within the Garson Estate. Stromness is served by the Northlink Stromness to Scrabster services and a regular bus service that links Stromness to Kirkwall and St Margaret's Hope.

Education

1. Stromness Primary School
2. Stromness Academy
3. Stromness Swimming Pool
4. Co-op Food Store
5. Community Centre
6. Orkney Dental - Stromness
7. Hamnavoe House Care Home
8. Warehouse Buildings (Library)
9. Stromness Hotel
10. ORIC - Orkney Research and Innovation Campus
11. Piers Arts Centre
12. Royal Mail Delivery Office
13. Stromness Surgery
14. Town Hall
15. Main Town Centre - High Street
16. Stromness Museum
17. Stromness Bowls Club
18. Stromness Golf Club
19. Ness Battery
20. Point of Ness campsite
21. Terry Terminal, Travel Centre
22. Market Green
23. Hamnavoe Play Area
24. Coplands Play Area
25. Stromness Community Garden
26. Play Area
27. Coplands Dock Open Space
28. Springfield Play Area
29. May Burn Corridor
30. Favarel Amenity Space
31. Guardhouse Play Area
32. George Mackay Brown Memorial Garden
33. Coastal Walk

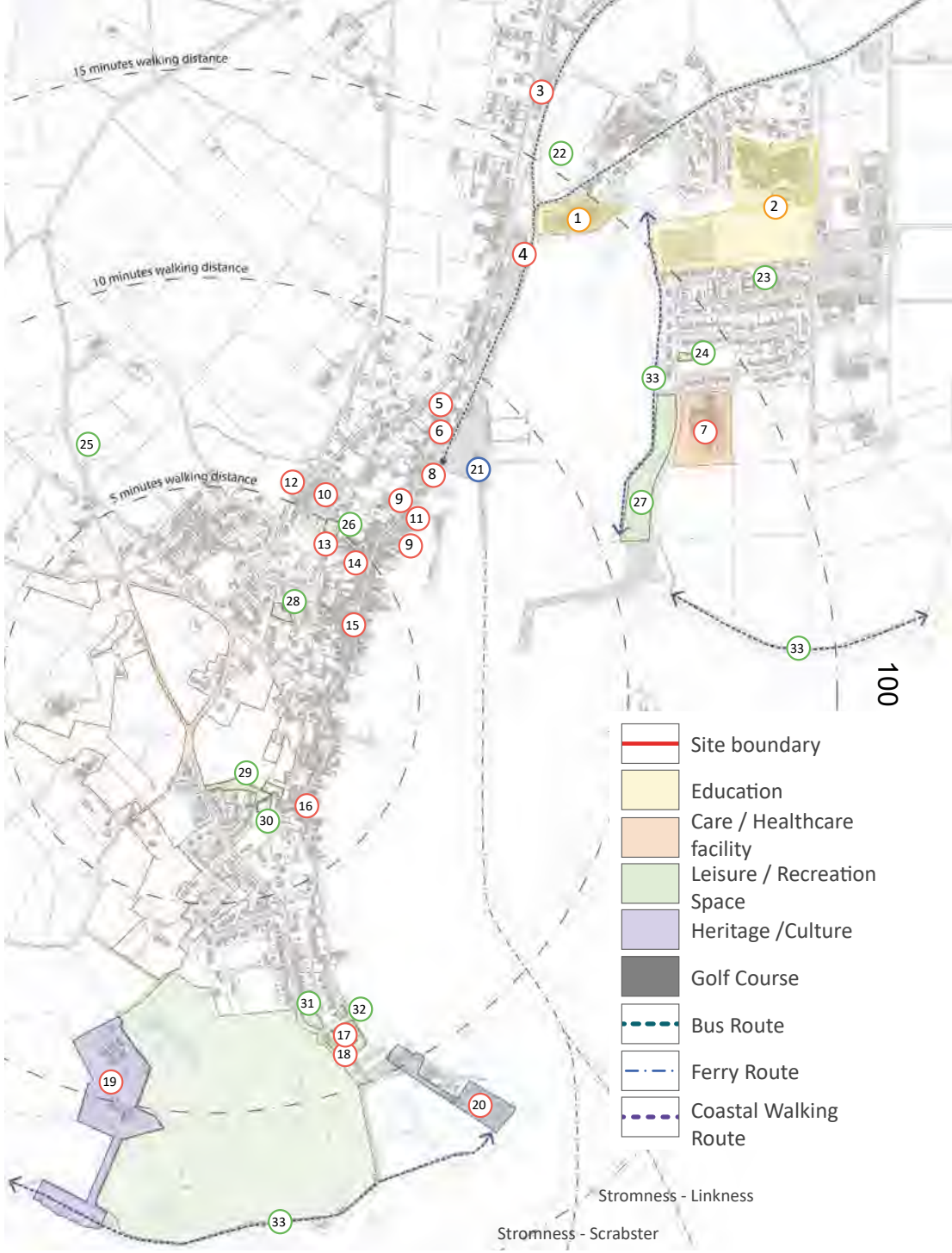


Figure 12: Facilities Plan

2.9 Connectivity

Linkages

The only Core Paths within proximity to the allocations sites are WM 32 which runs through STR19 and which follows Outertown Road to the north of STR16.

Pedestrians predominately share use of the narrower rural roads with vehicle traffic. Their rural nature with stone dykes, undulations and narrow carriageways act as natural traffic calming measures.

Along the May Burn to the south of STR-18 there is an active travel desire line that indicates usage, linking Back Road to Alfred Street.

Public Transport

The X1 bus runs a regular service from the Ferry Road Travel Centre, approximately 750m from the sites, linking Stromness to Kirkwall and St Margaret's Hope.

Roads Access

Back Road, Croval Road, Nethertown Road and Outertown Road are the main road links to and between the allocation sites. A number of these are single track, within limited passing places. The rural quality and natural traffic calming measures seen along these roads should be maintained as they are part of the distinctive character of Stromness.

The current access to STR19 along Citadel Road is constrained. Further investigations are required into these networks to ensure they are appropriate for the proposed development.

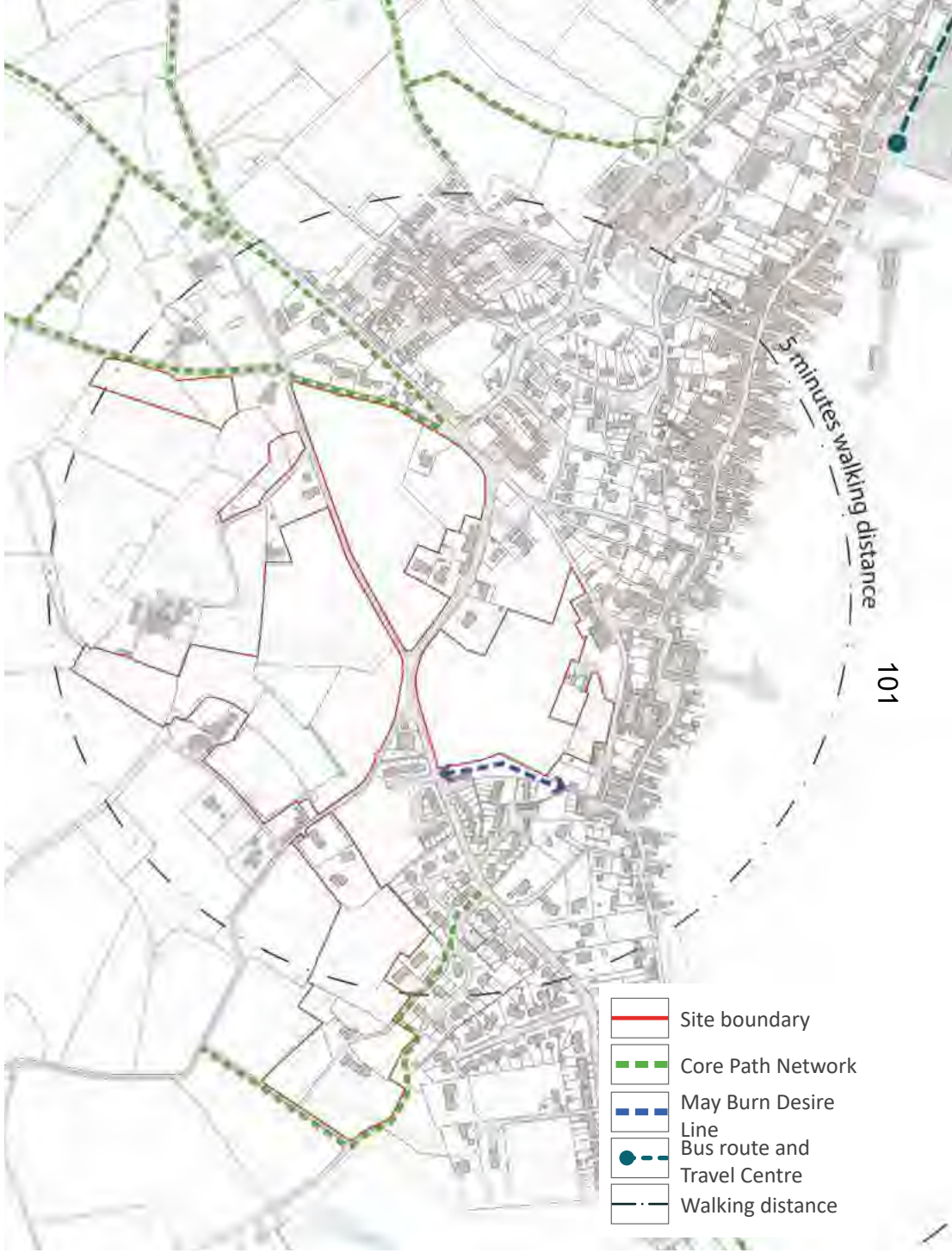


Figure 13: Connections Plan

Figure 14: The Hamnavoe Ferry and photos of the narrow carriageways and rural lanes of Stromness

2.10 Opportunities

There are constraints in this location but its considered that these constraints are opportunities that will provide for a rich character where design responds to these challenges. Stoney landscapes, locations of natural heritage value and wetter ground will become a green network of formal and informal places where water can be sustainably managed to reduce flood risk, residents can move through to their places of work or stop to play, socialise and enjoy nature. The distinct stone dykes will be landmarks and a reminder of past uses and new homes can be set into the slope echoing the historic character of Stromness.

The following opportunities have been identified (the numbers on this page correspond to the map on the following page):

- Preserve and enhance the character of historic Stromness,
- Retain and enhance existing areas of ecological and/or landscape value within the sites by incorporating them into the wider green/blue infrastructure network, (1)
- Retain where possible existing drystone dykes,
- Preserve and strengthen areas of natural open space (Midgarth Mire) and create new habitats for existing wildlife in the area, (2)
- Create new open space linked into the wider green infrastructure network for use by new and existing residents, (3)
- Preserve the existing core path network and incorporate new active travel routes to connect the proposals to existing services and facilities, (4)
- Work with the topography of the site, building into the slope to minimise landscape impacts and continuing the historic tradition of setting housing into the slope,
- Create multi-use green corridors which incorporate SUDS to minimise flood impacts on the wider network, whilst providing attractive and easily accessible routes for walking and cycling,
- Potential improvements to the existing road network to further reduce speeds and improve road safety in the area, and (5)
- Utilise the topography and orientation of buildings for solar gains and other sustainable construction options.

The development vision that follows in the next section builds on the opportunities of the allocations and the wider location.

Figure 15: Opportunities Plan

3.0 Vision and Design Principles

Stromness South End will provide a distinct and unique place to live and thrive where the character and charm of Stromness will be retained and enhanced through new built form and social spaces and places. New homes will meet the needs of the community and provide a quality environment for a sustainable future for Stromness. A Collective Approach to development is required to ensure a cohesive development and an Infrastructure First Approach that is in line with Scottish Government's National Planning Policies (NPF4).

There are constraints in this location but it is considered that these constraints are opportunities that will provide for a rich character that is distinctly Stromness. Design will respond positively to these challenges. Stoney landscapes, locations of natural heritage value and wetter ground will become a green network of formal and informal places where water can be sustainably managed to reduce flood risk, residents can move through to their places of work or stop to play, socialise and enjoy a nature. The distinct stone dykes will be landmarks and a reminder of past uses with new homes will be set into the slope echoing the historic character of Stromness.

All successful planning applications within the Stromness South End area are required to respond positively to this Vision and to all Design Principles in their design and design statement. Failure will lead to refusal.

3.1 Design Principles

The following Design Principles form part of the Vision for Stromness South End and are applicable for all the allocation sites. For a supportive design, all design principles will have to be followed and evidenced within an application. Additional site specific constraints and considerations can be found within the individual allocation plans within Section 4 of this document.

Building with the slope

The historic built form of Stromness follows a pattern of setting buildings into the landscape as they step down towards the shoreline. Due to the topography within the allocations, housing will need to be designed to integrate with the slopes, continuing this historic pattern. Designing with the contours and stepping properties across the terrain also creates opportunities for shelter and privacy.

Key principles

- Development will be designed to maximise solar gains and incorporate measures to increase shelter in order to achieve a high level of energy efficiency and usable public and private realm space.
- Designs will work with the slope, setting buildings into the landscape to minimise regrading, excess use of retaining walls and the blasting or removal of granite outcrops.
- Flexible housing typologies included flatted development that use the slope to provide split-level accessible access is welcomed.

Streets and community courts

New development will focus on creating attractive, safe, and accessible streetscapes which put people first. New streets and courts will be the focus for activity with opportunities for social interaction and recreation; with green spaces that allow for the sustainable management of water and shelter. They will be places where active travel comes before the private car.

Key Principles

- Homes will be required to have active frontage facing onto streets and overlooking green spaces to create lively streetscapes which encourage social interaction and provide opportunities for passive surveillance. (Additional information and examples of Active Frontage is provided in the next section.
- Streets within development areas are to have a predominantly informal character with a defined, subtly undulating building line. The potential for courtyard / shared parking courts with strong, more continuous building lines can be used in appropriate locations across the allocation sites, to create more intimate and sheltered pedestrian environments, similar to the historic courts within other parts of Stromness.
- Focal green spaces within the allocation boundaries will be connected to the street layout, where appropriate, to encourage walking and cycling, and community activity.

Active Frontage

Active frontage is when a building has ground floor, and sometimes upper floors with windows, and or doors/openings that face onto the street or public space. This design feature creates visual interest within the streetscape whilst also providing opportunities for passive surveillance, whereby the visual awareness of activity and the presence of people improves the safety of an area.

Within residential areas, this can be achieved by placing the doors and/or windows of habitable rooms on facades that face onto the street or open space.

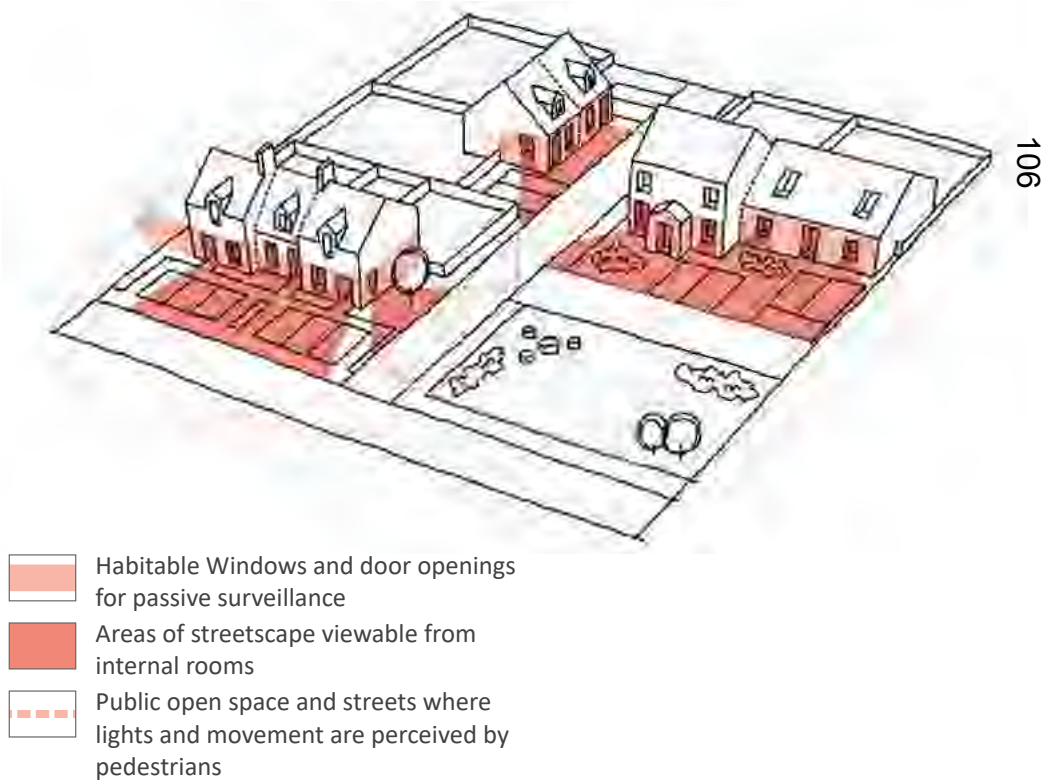


Figure 16: Active frontage and passive surveillance diagram

106

In-keeping and characterful

Proposed development will be designed to respect and draw on the character of Stromness. This will be achieved through the use of appropriate materials and colour palettes, architectural details, building typologies, and development patterns. Variety and richness will aid legibility and wayfinding.

Key Principles

- High quality, well designed development with a considered approach taken to densities, form and layout including green spaces is expected of all future planning applications.
- Development within Stromness South End will need to draw on the character and setting of Stromness, reflecting the historic approach to building with the sloping topography of the area.
- Variety and richness of the size, shape, and material used for houses is required for all allocations, whilst ensuring that buildings are proportionate and appropriate to their landscape setting and their scale carefully considered in relation to existing neighbouring properties.
- Buildings will be designed sustainably to promote the use of natural light and cross-ventilation, when detailing building depths.
- A standardised suburban character with a meandering street layout will not be accepted. Applications will need to demonstrate how they have drawn on the character of Stromness and the vision laid out in Section 3.0 of this document.
- Heights of properties within allocations are expected to respond to the topography and surrounding built development. It will be expected that within a single allocation building heights/storeys will vary depending on the immediate setting.
- Roof pitches will be 40 to 45 degrees and simple in design.
- Natural materials such as stone, render and timber with slate or metal roofing finishes are preferred, but are not exclusive and should not preclude innovative design. Material choices will be clearly explained within a design statement at application stage.
- Some buildings within the development will be more visible than others. In these instances materials and colour choices provide opportunities to assist with wayfinding and create distinctive, high quality places.
- Existing stone dykes will be retained and repaired, where appropriate. Boundary treatments consisting of stone dykes, with hedge planting are to be used on the site edges and internal boundaries, with limited use of timber fencing.
- The use of locally recognised architectural features such as ground floor rendered or painted finishes, window and door reveal rendering and/or painting, and chamfered corners is encouraged.

Figure 17: Materials and Colours Palette

Movement and Active Travel

Building densely creates more compact townscapes and encourages active travel. Connections should be designed to link with existing routes and services, whilst providing new access to open spaces, benefiting the wider Stromness community. Making it easier for people to walk, cycle and wheel promotes healthy living and encourages sustainable methods of travel to places such as schools and local shops.

Key Principles

- All proposed road networks will be designed to support Active Travel. Pedestrian and cycle permeability will be prioritised, with development layouts designed with wayfinding in mind.
- Overly engineered turning heads within layouts will not be supported, instead they should be thoughtfully designed as part of a multi-purpose public space to improve the visual amenity of the area.
- Coherently-designed building frontages will be used to enhance the quality of streets and open spaces.
- Gardens, open space and housing will be of higher visual prominence than roads and car parking.
- Shared external spaces, courtyards or other landmarks will assist with orientation, social space and improve the relationship to adjacent housing.
- Developers are required to provide Traffic Impact Assessments for the sites and their anticipated effect on the existing road network. Each assessment needs to consider the implications of the adjacent sites. Infrastructure upgrades will be required on each site in line with the recommendations of the Traffic Impact Assessment. These TIAs will need to include how active and sustainable travel options are promoted within the design to support NPF4 Policy 13.
- The design approach to Access, Movement and Public Realm, and in turn, how buildings relate to these, should be underpinned by the principles of Designing Streets and accord with the National Roads Development Guide.
- The design of access and movement will be required to take into account the need for refuse collection, including vehicle movement. A waste and recycling bin collection area must be provided for any unadopted roads.

Opportunities to explore alternative access options to allocation sites which integrate, re-design and improve existing junctions/infrastructure, including but not limited to the Back Road mini-roundabout, would be encouraged and can be discussed as part of the recommended pre-application process.

Figure 18: Example of active travel routes through open space

Green Infrastructure Networks (GIN) and Landscape

Stromness South End will provide a network of spaces where residents can reach places such as shops, restaurants, and schools through walking, wheeling or cycling. They will include opportunities for biodiversity to thrive and for water to be sustainably managed. These networks will follow active travel desire lines, incorporating existing locations for biodiversity and follow the routes of existing water flows. They will be designed to connect proposed open spaces with existing ones to form a cohesive GIN.

Key Principles

- Creation of a series of connected open spaces, including areas for informal and formal accessible open space alongside natural areas for biodiversity and habitat enhancement.
- New Green Infrastructure networks and areas will need to incorporate and enhance existing landscape features, such as the Midgarth Mire, as part of a GIN Strategy, to allow access for recreation and pedestrian connectivity.
- Individual allocations will need to consider their location within the Stromness South End Area to support green links between sites, allowing for habitat creation and wildlife corridors.
- Informal play opportunities within the GIN will be required across open space types to provide a variety of environments for the community to engage with.
- Integration of Sustainable Drainage Systems (SUDS) and wetlands into the GIN as part of a multi-functional approach to open space management is required across the allocation sites.
- The choice of vegetated components within the landscape design will consider the biodiversity benefits with a view to supporting and promoting appropriate habitat and species using a mix of species native to Orkney.
- Landscaped and planted open space should be set out along roadsides and edge boundaries to help reduce the visual impact of development, provide enhanced biodiversity benefits and preserve the rural character of the area, helping to connect the town visually with the countryside beyond.
- Developers are required to provide a Planting and Landscaping Plan that will detail the design, specification and onward management and maintenance for all areas of open space, planting and landscaping.
- Applications will be expected to demonstrate accordance with NPF4's aims with regard to Biodiversity, particularly Policy 3.

Figure 19: Examples of green corridors with routes and play opportunities

Blue Infrastructure

Delivering blue infrastructure as part of a multi-purpose landscape is an effective way of maximising developable areas whilst ensuring provision of attractive open spaces for recreation with opportunities for planting and biodiversity, which also provide natural and sustainable solutions to urban drainage.

Key Principles

- SUDS are to be designed and integrated into the streets and green infrastructure network, creating multi-purpose environments.
- Open/natural drainage systems including ponds, swales and rain gardens will be expected. The use of pipes and other underground storage solutions will not be acceptable.
- Run-off will be required to be managed at source (close to where it falls), with each allocation providing for the storage and treatment of surface water run-off within the site boundary to minimise adverse impacts on the surround catchment.
- SUDS are to be designed in line with recommendations from the CIRIA SUDS Manual (C753). Interception of the first 5mm of rainfall to prevent runoff from 80% of summer and 50% of winter rainfall events should be provided within individual property curtilages. This may be achieved in a variety of ways including the use of water butts and infiltration.
- The Midgarth Mire is an existing wetland area which the allocation sites will be required to preserve and enhance as part of detailed Landscape and Green Infrastructure Strategies. Proposals will need to consider ways of creating areas of wildlife habitat, informal play and improving biodiversity within the Mire.
- Although not within the demise of the allocations, The May Burn, forms an important landscape and blue infrastructure feature within the area. Allocations must not adversely affect the Midgarth Mire or May Burn in terms of Water quality and discharges from development sites must not exceed that 1 in 2 year greenfield discharge rate for design storm events up to and including the 1 in 200 year pus climate change event. Designs will be expected to acknowledge the relationship between the site(s) and the Mayburn Open space / Project Area identified within figure 13, which form part of the 'What's Next for Stromness?' Place Plan Proposals for Faravel.
- A plan detailing how construction phase SUDS will be provided to prevent an increase in flood risk and to protect existing water bodies will be required during application stages.

Further detailed drainage studies will be required as part of future planning applications to address topography, geology and existing run-off rates and their potential impacts on infiltration and proposed drainage strategies. Subsequent surface water drainage designs will be required to be based on the total area of development, not just impermeable areas, which could contribute to drainage systems.

Figure 20: Examples of Blue infrastructure as amenity space

Sustainable and Resilient

All new homes will maximise passive solar gains, have good levels of daylight, be designed to maximise shelter and incorporate zero and low carbon technologies. Development proposals will minimise the impact on the environment and mitigate against the effects of climate change.

Key Principles

- Allocations will be planned and designed in a coordinated manner, demonstrating how proposals work alongside neighbouring allocations to ensure connection for pedestrians, cyclists, and vehicles are deliverable.

Housing types and Tenures

A variety of house types and tenures are required to ensure delivery of a sustainable community. It should be noted that NPF4, Policy 16 states that:

'Development proposals for new homes that improve affordability and choice by being adaptable to changing and diverse needs, and which address identified gaps in provision, will be supported'.

The housing mix could include: self-build homes, build to rent properties, affordable housing, homes of varying size including those for larger families, homes for older people, and homes for people undertaking further and higher education.

Responsive development and density

The framework plan indicates that there are areas within the formal allocations that are considered inappropriate to develop based on existing evidence. This is for a number of reasons such as typography, the location of granite, landscape impact, setting of a listed building, lack of appropriate vehicular access and drainage impact.

As part of the planning application process should applications propose development within these areas they would have to provide detailed formal assessment and evidence that indicates to the planning authority that housing development in that location would be appropriate and can satisfactorily address any constraints whilst also meeting the principles set out in this development brief

In response to the analysis and the existing settlement pattern, the Stromness South End Development Brief will allow and encourage higher density development than previously identified within the OLDP2017. It is considered appropriate that the sites collectively can deliver approximately 70 new housing units.

Figure 21: Architectural reference to chamfered corners seen in historic core

4.0 Individual Allocations

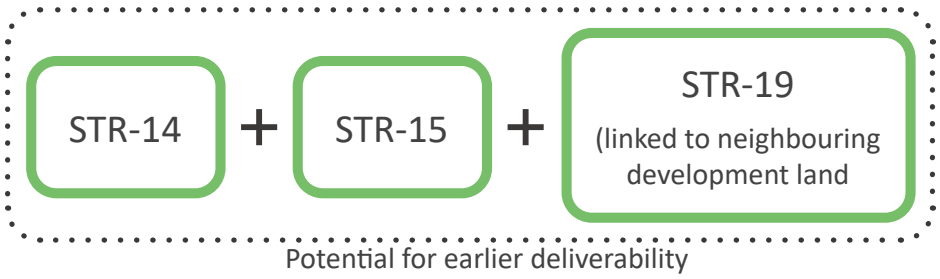
4.0 Infrastructure First / Post Consultation Amendments

Following extensive consultation, internal discussions with OIC teams and review of both national and local policy in relation to infrastructure, this development brief iteration has amended the level of detail shown for specific allocations. Without additional technical reports, a strategic approach has been employed for the more complex and sensitive sites.

The less constrained sites, which utilise existing utilities, roads and wider infrastructure networks are outlined at the beginning of this section. These sites are seen as easier to deliver within a shorter time-scale and require less up-front technical information to begin the next stages of development, and can function independently from the other sites and are less dependant on other sites coming forward with new infrastructure. This includes STR-14, STR-15, and STR-19.

The later part of this section covers the allocations with more complex constraints and considerations where new infrastructure is needed, thus requiring further technical information to be gathered prior to any application development. This includes STR-16, STR-17, and STR-18. For these sites, the Development Brief has provided constraints and opportunities plans that include current identified issues, alongside key considerations, and design guidance to help inform future proposals. Further details and technical studies will be required to be produced by landowners prior to the next stage of application/design development beginning.

Group 1: Less constrained sites



Group 2: Complex sites

4.1 STR-14

The site sits on a high point and lies opposite Oglaby House, a category C listed property. Outertown Road runs to the North of the site which steeply slopes towards the south.

Considerations

Development will need to demonstrate how the proposals work with the slope and granite outcrops located within the site, in addition to potential heritage impacts on Oglaby House.

Access

The development will be served by access off of Outertown Road.

Frontage / orientation

Proposals should continue the pattern of development in this part of Stromness with properties fronting onto the road.

Scale and Massing

Development will need to respond to the scale and massing of neighbouring properties, especially that of the listed Oglaby House. The site's visual prominence within the National Scenic Area (NSA) will also need to be considered when looking at the height and massing of any proposals.

Site Area - 0.44ha

Units - 1/2 homes

Figure 22: STR-14 Framework Plan

4.2 STR-15

The site is less prominent but is steeply sloping with areas of granite. The site is currently informally accessed via Croval Farm track.

Considerations

Applications will need to demonstrate how the proposals work with the slope and granite outcrops.

Due to the topography, the eastern part of the site adjacent to Croval Road is not suitable for development, as noted in the opposite plan (figure 22).

Access

Access to the site will need to be explored at application stage. Access directly off the Croval Road may not be achievable, and access will be required off the Croval Farm track.

Frontage / orientation

Primary Frontage will face onto Croval Farm Track.

Scale and Massing

Development will need to respond to the scale and massing of neighbouring properties in line with the rural setting of Croval Road.

Figure 23: STR-15 Framework Plan

4.3 STR-19

The site is the southerly most of the allocations and lies on the settlement boundary of Stromness. Citadel Farm house sits centrally within the site surrounded by smaller divisions of land separated by drystone dykes. The farmhouse is a listed building and it, along with its curtilage and setting must be taken into account by any development on the site.

The site requires a new access and it is considered to be accessible through the adjacent development to the north-west (as indicated within figure 23). The access will provide both a vehicular and pedestrian access point for the northern part of the allocation in order to facilitate development in this area.

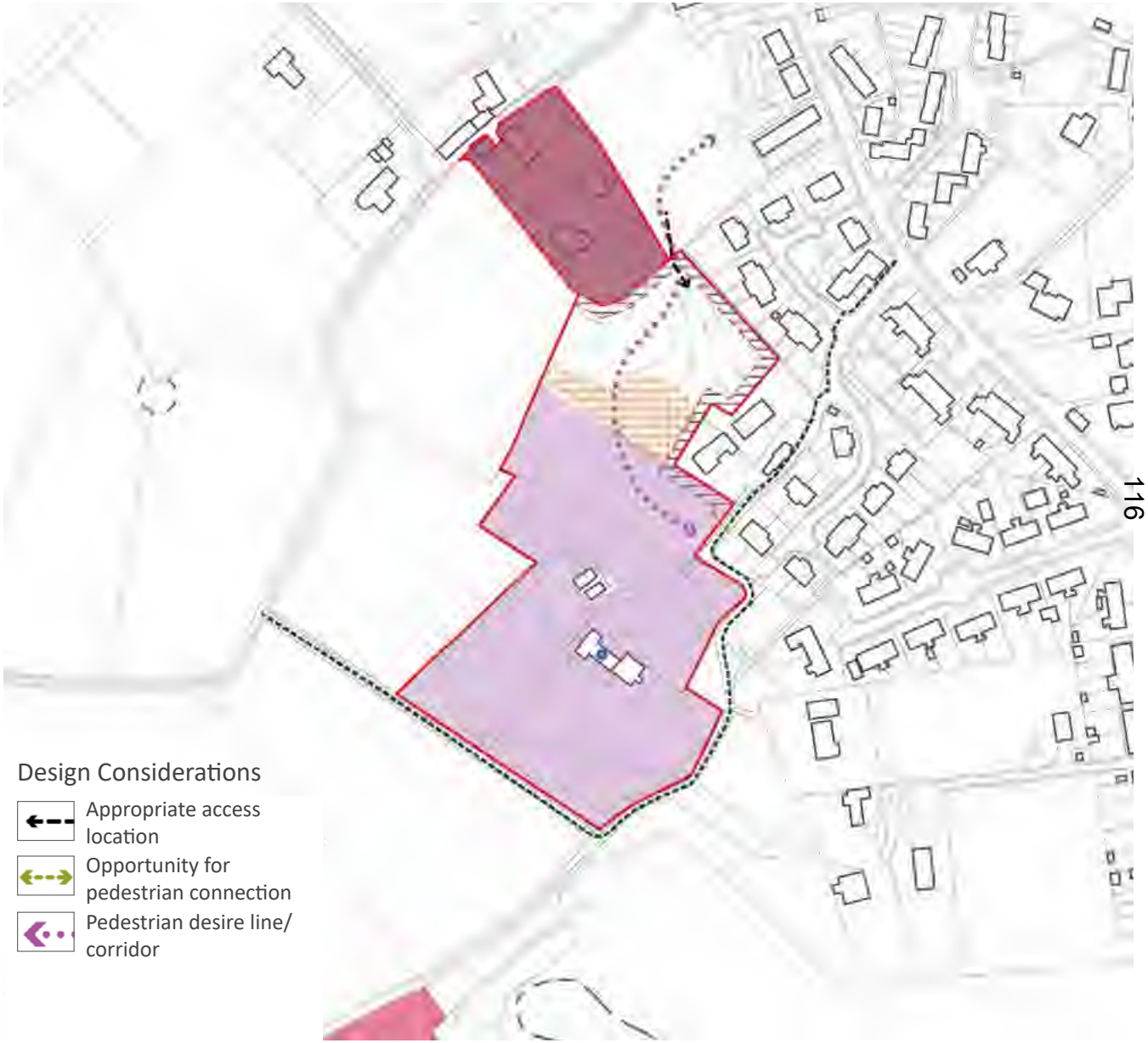


Figure 24: STR-15 Constraints and Opportunities Plan

Key Considerations

The topography of the site is a limiting factor in the extent and location of development due to the gradients and the need to connect utilities, including foul water and SUDS.

Landscape impacts, heritage sensitivities, access and neighbouring/existing properties are also key influencers to the appropriate location and scale of development in this allocation. All of these areas will need to be responded to as part of the detailed design phase.

Density and Buildings Heights

Scale and massing will need to respond to the setting of the listed Citadel farm house, the neighbouring developments, and the landscape sensitivities of the area. Dwellings within the development will range between 1 and 2 storeys (up to 8.2m ridge height), with a mix of home types including terraced, semi-detached and detached homes.

Frontage, orientation and character

Frontage will need to respond to the location of the primary access into the site. Dwellings should front onto the new street and key open spaces to provide passive surveillance and promote street activity.

Access

Access to the site will need to be designed and considered in relation to the neighbouring development area through which it is accessed from. The existing Citadel Road is constrained and not appropriate for large scale development. It should be retained for access to the existing Citadel Farmhouse and associated buildings.

Figure 25: (Above) View looking north over STR-19 and (below) view of listed Citadel House

Pedestrian and cycle accesses will be required to connect with the existing street and Core Path network to facilitate links with services and recreational areas within Stromness.

Drainage and infrastructure

Areas for SUDs will need to be identified and outlined as part of a drainage strategy for the site. Due to the access relationship with the neighbouring development land, a cohesive approach to drainage would be required for the sites to ensure adequate and appropriate SUDS provision for the scale of the developments.

It is expected that other utilities will also be connected via the neighbouring development site, however this would need to be fully explored as part of future planning applications.

Site areas and Breakdown

Allocation Area	2.86ha
Area occupied by existing property	0.47ha
Area of heritage sensitivities and landform issues	1.8ha
Developable area (based on above assumptions)	0.58ha
Appropriate density range for site	15-30 dph (dwellings per hectare)
Indicative housing number	9 - 18 homes

Future studies and works will be required to facilitate development on this site, including Roads and Access Investigations, Geological and topography works, Drainage and SUDS Assessments and Design and Character works to consider the context of the listed building and the National Scenic Area.

Figure 26: View over neighbouring development parcel where access can be achieved into the site

4.4 STR-16

The plan shows key features that must be addressed during the design phase, alongside design considerations which are there to guide future applications. The area shown in white is acknowledged as being less constrained but will still need to be designed with an appropriate mix of development, open space and movement and access corridors.

- (A) Existing road network will need to be accessed as part of a Traffic Assessment. Anticipated road improvements required to Outertown Road to address narrow carriageway and lack of footway. Traffic Assessment will need to consider the wider area and any potential impacts/mitigation required.
- (B) Highest ground within site should remain a no-build area in order to limit landscape impacts within the NSA.
- (C) Existing drystone dykes should be retained and enhanced to help preserve the historic character of the area.
- (D) Areas of specific landscape and visual sensitivity will be limited to single storey development.
- (E) Existing property within the current allocation boundary that is outwith this development brief. Area identified for planting/ landscape buffer to property.
- (F) Landscape buffer/planting area to preserve listed building setting.
- (G) Drainage Strategy required to determine location of SUDS and ensure development does not impact the existing drainage network.

Figure 27: STR-16 Constraints and Opportunities Plan

Site Description

The site slopes to the south-west, with a steeply sloping area to the east, and a high point/ridge line running across the northern edge. The site is enclosed by Back Road, Croval Road and Outertown Road. There are listed properties along the eastern boundary, in addition to a number of drystone dykes alongside the perimeter of the site.

There is an existing property within the allocation boundary which is outwith the scope of this development brief. As part of the next Local Development Plan Review, the boundary of the allocation will be reviewed to take this into account.

Site Conditions

A number of key site conditions have been identified within figure 26 which future planning applications will need to respond to. With topography, geology and the relationship to neighbouring properties being of particular importance.

Design Considerations

The aforementioned site conditions have influenced a number of Design Considerations which future applications would be expected to incorporate into their layout and designs. Further information on these is provided below.

Buildings Heights and Massing

Scale and massing will vary across the site to reflect the differing landscape character of site, adjacent development typology and heritage sensitivities. A large portion of dwellings will be require to be 1 / 1.5 storeys (up to 6.2m ridge height), with a mix of detached and semi-detached with the potential for terrace properties in appropriate locations. More sensitive areas of the site have been highlighted and given height restrictions. These areas will be limited to single storey development (up to 5m ridge height).

Utilising key buildings, defined through architectural detailing and materials, will provide visual interest and aid with wayfinding along the Back Road.

Housing Density and Mix

Densities across the site should vary in line with the differing site conditions and design considerations. Varying densities not only allows for increasing housing numbers in areas with less sensitivities, it also aids with legibility across the development by creating a hierarchy of streets and spaces within the layout.

The allocation as a whole should provide a variety of housing in order to meet the needs of many different potential residents. There should be provision for larger family homes alongside smaller properties for young professionals. NPF4 policy 16 also requires 25% of housing to be affordable.

Figure 28: View along Croval Road between STR-16 (right) and STR17 (left)

Figure 29: View of Back Road, Netherton Road and Croval Road junction with lower part of STR-16 visible

Frontage, orientation and character

Active Frontage areas indicated on figure 26 will face onto Outertown Road and Back Road to provide passive surveillance and continue the relationship with the street as seen in this part of Stromness. A mix of gabled ended and wide frontage properties in character with Stromness will be expected. The orientation of properties should be designed to maximise potential solar gains and sunlight.

Access and movement

A number of site access locations have been identified in figure 26 off of the Back Road and Outertown Road. These locations have been selected to ensure good visibility between the development access and existing junctions with Hellihole Road and Croval Road.

The access points will function independently of each other, with no internal vehicular connection between them. Pedestrian/cycle connections across the site will be required to encourage active travel and provide all residents within the area opportunities to access the existing path network in and around the Outertown Road, Croval Road and Back Road.

Open space and landscape

Development proposals will be required to include areas of both formal and informal open space within the layout. Due to the geology and topography of the site, areas unsuitable for development will need to be carefully designed as part of a landscape/open space strategy incorporating SUDS together with other uses such as community spaces for social interaction, leisure routes and paths, informal and/or formal play spaces alongside biodiversity improvements, planting and habitat creation.

Opportunity areas highlighted for SUDS in figure 26 have been selected for their low lying nature and their relationship with approximate development areas. Further technical works will be required at design and application stages to confirm their suitability.

Site areas and Breakdown

Allocation Area	2.78ha
Area occupied by existing property	0.13ha
No build areas - including high ground, buffer zones	0.38ha
Appropriate percentage of open space / landscaping / GI based on site considerations	35%
Developable area (based on above assumptions)	1ha
Appropriate density range for site	10-25 dph (dwellings per hectare)
Indicative housing number	10 - 25 homes

Future studies and works will be required to facilitate development on this site, including Roads and Access Investigations, Geological and topography works and Drainage and SUDS Assessments.

Figure 30: View south-east over STR-16 and corner of Croval Road

Figure 31: Drystone Dyke boundary along Outertown Road of STR-16

4.4 STR-17

The plan shows key features that must be addressed during the design phase, alongside design considerations which are there to guide future applications. The area shown in white is acknowledged as being less constrained but will still need to be designed with an appropriate mix of development, open space and movement and access corridors.

- (A) Existing capacity of road network will need to be accessed as part of Traffic Assessments. Anticipated road improvements required to Croval road including additional passing places.
- (B) Land not considered appropriate for large scale development due to access issues, geological features such as granite outcrops and landscape impact.
- (C) Potential for road/traffic improvements around the junction of Croval Road and Back Road. Traffic Assessment will need to consider the wider area and any potential impacts/mitigation required.
- (D) Midgarth Mire Wetland is an important landscape feature within the area and should be retained and enhanced as part of any development within the allocation, in line with Policy 20 of NPF4.
- (E) Area with views across to Hoy where visual character should be considered due to it's location and prominence within the NSA.
- (F) Existing capacity of road network will need to be accessed as part of Traffic Assessment. Potential road improvements required to Netherton Road include additional passing places and footway extension.

e 32: STR-17 Constraints and Opportunities Plan

Site Description

The site is dominated by the Midgarth Mire with the May Burn running through the central part of the site. The site rises steeply to the north with numerous granite outcrops. A buffer area between development and the low lying wetland will be required in order to manage surface water run-off and mitigate impacts on the existing network. The western part of the site is not considered appropriate for large scale development due to its outlying position from the rest of settlement pattern and geological features such as granite outcrops and steep topography, and accessibilty issues due to the location of the May Burn.

Site Considerations

A number of key site conditions have been identified within figure 31 which future applications will need to respond to. With topography, geology and the relationship to the Midgarth Mire Wetland area being of particular importance.

Design Considerations

The aforementioned site conditions have influenced a number of Design Considerations which future applications would be expected to incorporate into their layout and designs. Further information on these is provided below.

Density and Buildings Heights

Scale and massing will vary across the site to reflect the differing landscape characters. A large portion of dwellings within the development will be between 1 and 2 storeys (up to 8.2m ridge height), with taller properties located lower down the slopes to ensure privacy and minimise overlooking. The mix should include detached and semi-detached properties with the potential for terrace properties in appropriate locations. More sensitive areas of the site have been highlighted and given height restrictions, these areas will be limited to 1/1.5 storeys (up to 6.2m ridge height).

Figure 33: View over STR-17 with steep topography and granite outcrops

Figure 34: View from Croval Road over STR-17 and northern development area

Frontage, orientation and character

Development in the northern part of the allocation will face out onto Croval Road, with some active frontage within the south of the site facing onto the Midgarth Mire creating views whilst providing passive surveillance over the open space. The frontage overlooking the Midgarth Mire will need to be carefully designed due to it's prominence in the landscape, and will be expected to draw from typical Stromness features, such as gable-end frontage, stone facades and the use of coloured render.

Access and movement

Three access points have been identified to service the site. The two development areas of the site will be served by their own access points, with no internal site connections for vehicles. Development in the north of the site will be served by up to two private drives, shared between properties in this location. The parcel in the south of the allocation will be served by one access off of Netherton Road. Access in this location with need to consider impacts on the existing road infrastructure with potential road widening required.

Pedestrian/cycle accesses will connect the parcels to Croval Road, Back Road, and Netherton Road at a number of points (Shown in figure 31) . Applications will be expected to provide leisure routes through the Midgarth Mire, opening the area for local recreational use.

Open space and landscape

A comprehensive landscape strategy, integrating the Midgarth Mire within the wider proposed Green Infrastructure Network (GIN) will be expected as part of planning application submissions.

Areas of natural open space with integrated SUDS will soften the development edge and assist in the management of surface water. Areas for SUDS have been selected for their low lying nature, relationship with development parcels and ability to integrate with other open spaces.

Site areas and Breakdown

Allocation Area	4.80ha
Area unsuitable for development	1.70ha
Wetland Area	1.66ha
Area suitable for SUDS	0.2ha
Developable area (based on above assumptions)	1.2ha
Appropriate density range for site	10-15 dph (dwellings per hectare)
Indicative housing number	12 - 18 homes

Future studies and works will be required to facilitate development on this site, including Roads and Access Investigations, Geological and topography works and Drainage and SUDS Assessments.

Figure 35: View along Netherton Road towards southern parcel

Figure 36: Corner view of STR-17 at Netherton Road, Back Road junction

4.5 STR-18

The plan shows key features that must be addressed during the design phase, alongside design considerations which are there to guide future applications. The area shown in white is acknowledged as being less constrained but will still need to be designed with an appropriate mix of development, open space and movement and access corridors.

- (A) Existing capacity of road network will need to be accessed as part of Traffic Assessments. Opportunities to improve the Back Road and the area between Netherton Road and Croval Road should be explored.
- (B) No build area of high ground along boundary with neighbouring property to ensure separation and preserve privacy between residents
- (C) Area of flat ground suitable for development of single dwelling or flatted building. Designs would need to consider the topography, access requirements, and building form and massing.
- (D) Development should be designed with active frontage onto Back Road.
- (E) Drainage Strategy required to determine location of SUDS and ensure development does not impact the existing drainage network.
- (F) Area safeguarded for combined SUDS and open space, providing a new wider May Burn corridor for movement, connectivity and biodiversity.
- (G) Land not considered appropriate for development due to its steep topography.

Figure 37: STR-18 Constraints and Opportunities Plan

Site Description

The site lies next to the Stromness conservation area, the May Burn, and the Faravel Amenity Space, with Back Road lying to the west of the site. Within the site there are areas of steeply sloping land which are therefore unsuitable for development.

Site Considerations

Future applications will need to demonstrate how they respond to the topography, geology and landscape sensitivities of the STR18 site as part of their detailed layout designs. The topography of the site is especially challenging with regards to internal access between development parcels.

Design Considerations

The aforementioned site conditions have influenced a number of Design Considerations which future applications would be expected to incorporate into their layout and designs. Further information on these is provided below.

Density and Buildings Heights

Scale and massing will vary across the site to reflect the varying topography, adjacent development typology and visual sensitivities. A large portion of dwellings within the development will be 1 to 2 storeys (up to 8.2m ridge height), with taller properties located lower down the slopes to ensure privacy and minimise overlooking. A mix of detached and semi-detached properties should be provided within the site.

Utilising key buildings, defined through architectural detailing and materials, will provide visual interest and aid with wayfinding along the Back Road.

Figure 38: View over undulating topography of STR-18 towards Faravel

Frontage, orientation and character

Properties on the western edge of the site will front onto Back Road to continue the pattern of development in this part of Stromness. Within the site, areas of public open space will be overlooked by properties, in addition to overlooking the May Burn open space area to the south of the site boundary. Dual frontage properties overlooking Back Road and open space, with rear private access would be appropriate within the western part of the site.

Figure 39: View across STR-18 showing changes in topography

Access and movement

The development parcel will be served by at least one access point off Back Road, potential for an additional connection off Whitehouse Lane, subject to detailed technical exploration to access levels and gradients.

Pedestrian/cycle accesses will be required to connect Back Road, the May Burn open space area, and Whitehouse Lane.

Proposals should respond positively to the area identified within the 'What's next for Stromness?' Place Plan, noted in this document as the May Burn open space area. STR18's location provides the opportunity to redirect the active travel desire line which follows the path of the May Burn up a steep slope into the allocation to reduce the gradient's and providing a more accessible and direct link from Back Road to the centre of Stromness. This is a key active travel link for the Stromness South End developments and will need to be integrated with the landscape and drainage strategy for STR18 applications.

Open space and landscape

An area of formal open space will occupy the area between the development parcels and the May Burn open space area, providing a potential for play equipment. A planting/landscape buffer situated next to the existing property to the north will ensure privacy and minimises overlooking between properties.

A development-free buffer along the May Burn open space area will be utilised as natural open space with integrated SUDS, providing informal play opportunities, active travel connects, and ensures a softer development edge whilst preserving a key vista across the site towards the Harbour.

Areas for SUDS have been selected for their low lying nature, relationship with development parcels and ability to integrate with other open spaces.

Site areas and Breakdown

Allocation Area	2.44ha
Area unsuitable for development	0.56ha
No build areas - high ground	0.1ha
SUDS/planting/Open space area	0.42ha
Developable area (based on above assumptions)	1.36ha
Appropriate density range for site	15-25 dph (dwellings per hectare)
Indicative housing number	20 - 34 homes

Future studies and works will be required to facilitate development on this site, including Roads and Access Investigations, Drainage and SUDS Assessments, and Geological and Ground Condition Surveys.

Figure 40: Souther boundary of site with May Burn corridor

Figure 41: View of granite outcrops and across buffer area of STR-18

5.0 Next Steps / Application Development

5.1 Future planning applications

In preparing a proposal, developers are advised to hold pre-application discussions with Development Management. Compliance with this brief should not be interpreted as ensuring automatic approval of a proposal. Any application will be assessed on its merits.

A design statement and other supporting information should be submitted alongside appropriate drawings. A suggested check list includes:

- Design principles.
- Street design proposals including materials palette.
- House design proposals including materials palette.
- Landscape plan.
- Management and Maintenance plan.
- Services information including SUDS proposal and Scottish Water correspondence.
- Flood risk information.
- Transport statement including TIA and parking provision proposed.
- Biodiversity form and supporting information (see the OIC Considering and including biodiversity in development guidance https://www.orkney.gov.uk/Service-Directory/B/Biodiversity.htm).
- Other environmental assessments where relevant, eg soils in relation to NPF4 policy 5 (see https://www.gov.scot/publications/national-planning-framework-4/documents/).
- Archaeology statement.
- Affordable housing statement.
- Construction method statement and phasing plan.

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ORKNEY
ISLANDS COUNCIL

Local Transport Strategy

2024-2044

ORKNEY ISLANDS COUNCIL
Marine Services & Transportation

ORKNEY ISLANDS COUNCIL

Contents

Foreword by Chair of Development & Infrastructure Committee

Transport touches all our lives. It affects our life chances, livelihoods, our health and wellbeing, our climate, and our communities.

Social inclusion cannot be achieved without transport that enables all communities, geographical or those with shared characteristic across Orkney, to participate fully in the opportunities Orkney offers.

We must now change the way people and goods move in response to the climate emergency. Transport emissions reduction will be crucial if we are to meet commitments to net zero.

Equally, we must ensure that our transport systems work for our local economy and enable businesses to thrive and develop in line with new opportunities, in a significantly changed economic context. An effective transport system is crucial for local businesses to prosper, especially if they are at the end of international supply chains.

This strategy sets out the policy direction that supports tackling inequality alongside climate action; that embeds accessibility and equality; that acknowledges the significant shift we must make in several areas of transport if we are to collectively prosper.

Kristopher Leask
Chair of Development and Infrastructure Committee

Foreword by Corporate Director of Enterprise and Sustainable Regeneration

Orkney is a dynamic, diverse, enterprising and resilient place. Throughout our history, we have responded to challenges and opportunities with innovation and determination.

Transport provides a key role within a small island community to connect people for work, education, key services and social and leisure activities. It is also essential for the timely shipment of goods and services to and from the islands, where a fit for purpose transportation network is required to promote and sustain economic growth.

We continue to focus on the future needs of our communities and how we can work towards a low emission transportation network in the medium to long term.

Gareth Waterson
Corporate Director
Enterprise and
Sustainable Regeneration

Summary of this document

The Local Transport Strategy

- Orkney's updated Local Transport Strategy sets a policy framework to help guide decision-making on transport over the next period, with the goal of working towards four overarching outcomes:
    1. Transport contributes to a successful and just transition to a net-zero carbon and sustainable community.
    2. Transport plays a positive role in tackling the dispersed pattern of poverty across Orkney, and in improving health, reducing inequalities and isolation.
    3. Transport supports continued and inclusive economic development and innovation across all sectors.
    4. Our communities are places where people can thrive, regardless of mobility or income; with livable and inclusive communities.

What we want to achieve

- The strategy supports Orkney's net zero aspirations, as well as our intentions to reduce car vehicle kilometres where possible in the context of a dispersed population.
- The strategy builds upon the evidence that has been gathered on the problems and opportunities that face Orkney, our communities and economy.
- Technical appraisal work, including the Island Community Impact Assessment, has been used to shape the detail of the LTS, and will inform the delivery of actions within the policy areas described.
- The LTS will be subject to ongoing monitoring and future reviews as progress is made across the policy areas, and periodically in conjunction with substantive changes and development in wider national policy, in respect to funding availability, technological advancements, and as we progress towards net zero ambitions.
- The success of the LTS going forward will be supported and enhanced through maintaining and maturing the dialogue that was developed through the LTS development and through other ongoing community and stakeholder dialogues in a wider range of contexts.

2. Introduction

Rural, remote and island communities have fewer public transport options and are particularly vulnerable to climate related disruptions to networks. The cost of transport on the islands and in remote rural areas is much higher, relative to income, than in the rest of Scotland. Journey times are often long and can require multiple interchanges, including an overnight stay, adding further cost.

Just Transition Transport, Scottish Government, 2023

Photo credit: Robbie Thomson

Introduction

What is this Local Transport Strategy (LTS) Framework?

- The Orkney LTS aims to set a clear direction for transport policies, projects and investment up to 2044. It is the overarching transport strategy for Orkney by Orkney Islands Council.
- Replacing and updating the Council's existing LTS from 2007 it responds to several challenges and opportunities for Orkney, in particular, the role of transport in planning, economic development, social inclusion and addressing poverty, and the climate emergency.
- It draws on:
  - Evidence gathered from a range of other work and programmes.
  - Targeted stakeholder engagement with community-based groups and with people with shared characteristics.
  - Collaborative working with key contributors including elected members, Community Planning Partnership Delivery Groups, Orkney Renewable Energy Forum, community development officers, young people, older people and others.
- The Orkney LTS forms a material consideration in the planning process in Orkney and will feed into the ongoing update to the Orkney Local Development Plan. The later adoption of the Development Plan may necessitate an initial review of this LTS, together with any relevant changes to national policy.

Structure of this Document

Section	Title	Summary
3.	Our vision for transport in Orkney	The Local Transport Strategy presents a coherent structure for transport decision making by the Council and its partners over the next period, through a transport vision for Orkney, outcomes (or goals) and a set of detailed objectives. These have been consulted on with stakeholders. They have guided the development of policies and actions in this document.
4.	The context for transport in Orkney	Transport plays a role in helping to deliver wider outcomes and can also act as a barrier. The wider policy context for this set of transport policies and how they contribute to other goals is summarised in this section. This section also highlights some key issues to be tackled, opportunities to build upon, some successes so far and how we need to consider future uncertainty. Finally, the issues, challenges and opportunities drawn from the policy review are summarised in this section.
5.	Local Transport Strategic Priorities	Through evidence gathering which has included stakeholder engagement, a series of technical policies supported by policy actions to guide decision-making over the lifetime of the strategy is presented in this section.
6.	Funding, Partnership and Governance	A consideration of delivery in terms of funding, partnerships and governance is presented in in Section 6. Finally, the progress of any Strategy must be continually reviewed, monitored and evaluated. The monitoring plan is also described in this section.

3. Our vision for transport in Orkney

Photo credit: Robbie Thomson

The Scottish Government has made one of the most ambitious climate commitments in the world to achieve net-zero greenhouse gas emissions by 2045.

We will have a sustainable, inclusive, safe and accessible transport system, helping to deliver a healthier, fairer and more prosperous Scotland for communities, businesses and visitors.

National Transport Strategy: Protecting our Climate and Improving Lives, Scottish Government, 2019

In all our work we need to make sure that everything we do contributes towards us becoming ‘net zero’, where we achieve a balance between the amount of greenhouse gas we produce and the amount removed from the atmosphere.

Orkney is on track to become net zero by 2030.

Council Plan 2023 – 2028.

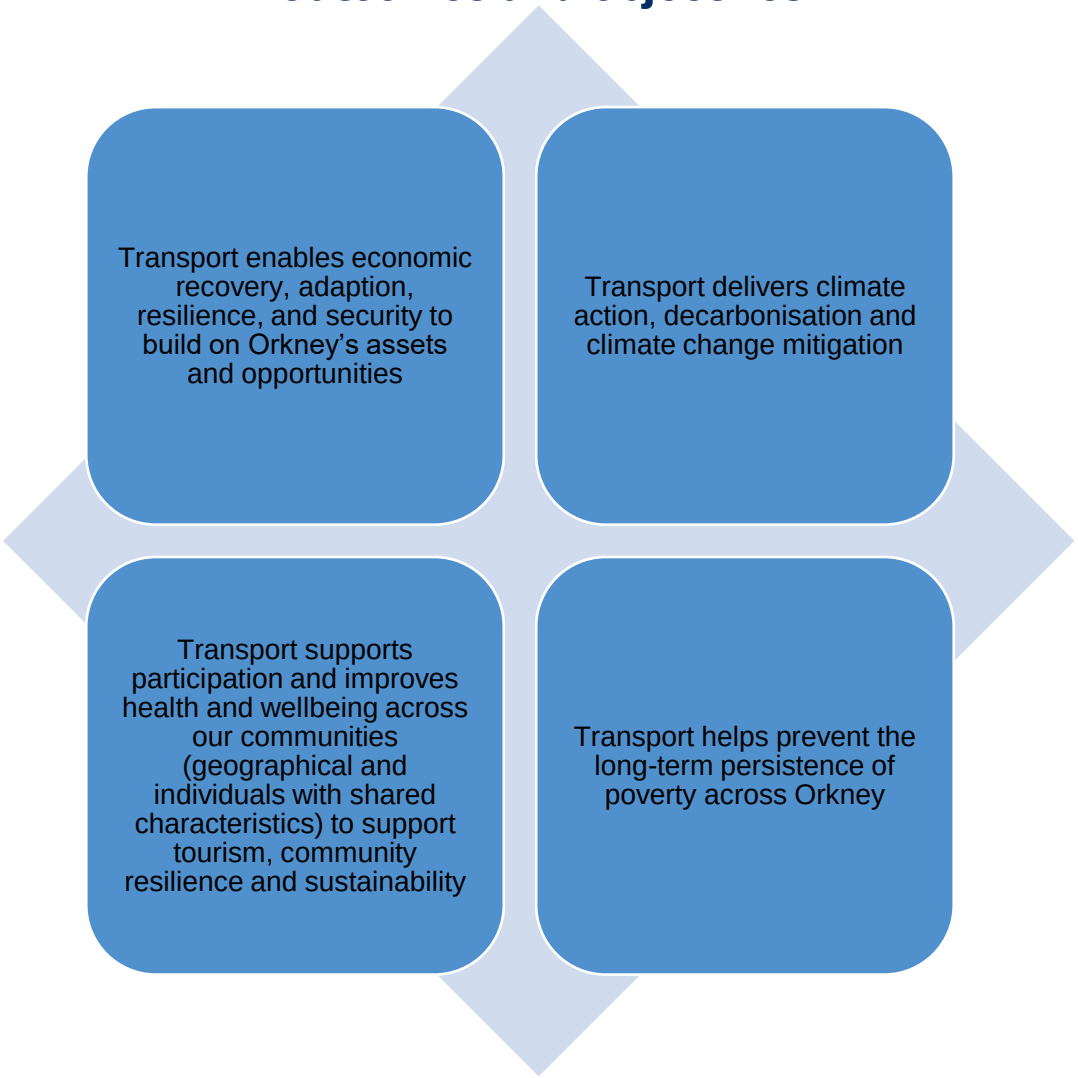
Our Vision for Transport

A vision for transport in Orkney

- The purpose of any transport network is to allow people and goods to move around safely and efficiently whether by walking or cycling, passenger transport, lorry, van, car, tractor, or across or over the sea that binds our island community.
- The ambition for the Orkney transport network is that it allows people and goods to get where they need to be safely and efficiently in ways that improve people's health and wellbeing and in a way that contributes to the journey to net zero.

These objectives were developed for, and tested in the engagement with stakeholder groups, where they received strong support. They were further cross-referenced with Orkney Local Outcomes Improvement Plan, the National Islands Plan and the National Transport Strategy (NTS2).

Outcomes and objectives



What does our transport future look like in Orkney?

- By 2030, Orkney will have made significant progress on using transport policies and projects to tackle poverty, improve health, reduce inequalities and address Climate Change and net zero targets primarily through:
  - Policies and projects that support and deliver better walking, cycling, wheeling and public transport choices for residents and visitors to Orkney.
  - Policies and projects to support all to use affordable and sustainable transport to access work, education and training, and including projects to support those who feel differential impacts from transport.
  - Policies to continue to support communities to drive their own projects on affordable, accessible, low and zero carbon transport, with capacity building support.
  - Positioning of Orkney as a leading island community, innovating the route to an accessible, sustainable and resilient transport network.
  - Policies that support the Council's core principles of protecting our environment and combatting climate change.

- By 2045, Scotland will be net zero with a 75% reduction in greenhouse gases by 2030. Transport of people and goods will have played a key role in achieving this goal, primarily through:
  - A reduction in the need to travel unsustainably through the principles of using place planning to increase the attractiveness of active travel for short essential trips and removing the need to travel at all for some purposes.
  - Some households will feel less need to own a car or multiple cars because they can travel about in other ways or do not need to travel so frequently.
  - A large proportion of goods moved locally will be by zero carbon methods such as cycles, zero or low carbon vehicles, vessels and aircraft.
  - Increased use of walking & wheeling, cycling and public transport, shared mobility for everyday journeys, particularly replacing shorter trips previously made by car.
  - A higher proportion of zero carbon vehicles and vessels in the Council fleet, in delivery vehicle fleets, taxis, bus and community transport fleets and amongst private vehicles.
  - Transport will directly benefit from renewable and clean energy transition and production.

4. The context for transport in Orkney

The role of Transport

- Transport is important to all our daily lives. We often travel to get to work, to education and learning, to healthcare services, to shop, to take part in sports and activities, and to visit friends and family. Businesses and industry, as well as individuals, also rely on transport for the movement of their goods and for access to their services. Transport can also be an activity in itself, such as running, walking and leisure cycling.
- It is recognised that there are different needs in transport terms for different types of areas (town, remote and rural areas and islands) and for different communities, both geographical and for people across our community with shared characteristics.
- The strategy therefore intends to mirror the National Transport Strategy in that it is a strategy for the whole transport system (people and freight) and considers why we travel and how those trips are made, including walking, wheeling, cycling, and travelling by bus, ferry, car, lorry, and aeroplane. It is intended to be a strategy for all communities and for all users: those travelling to, from and within Orkney.

Photo credit: Robbie Thomson

The role of Orkney Islands Council

- The operation of lifeline inter-island air and ferry services, associated piers, harbours and inter-island airfields are the responsibility of Orkney Islands Council.
- The road network and associated infrastructure, subsidised public bus services and community transport funding is also the responsibility of the Council.
- These assets are of vital importance as the transport of people and goods is essential to the economic and social wellbeing of Orkney.
- The Council plays a significant role in delivering sustainable transport projects on the network, from bus infrastructure, active travel provisions, signals and signs and crossing facilities. The Council applies best practice guidance in delivering its duties, and must pay particular regard to future proofing the network, particularly in respect to technological change and climate change issues.
- The maintenance of our transport infrastructure and vessels is of the utmost importance and is crucial in supporting safe and inclusive travel. Funding for maintenance is increasingly a challenge for any local authority – assets are getting older and need repair or replacement; while, the ongoing maintenance of new infrastructure, such as footpaths and cycleways, needs to be considered and planned upfront, and built into the whole life costing of a project.

Photo credit: Robbie Thomson

Successes

- Notwithstanding the challenges that Orkney will face, now and in the coming years, there have been many examples of successful and positive policy and projects to recognise and build upon. These include:
  - In 2021 OIC welcomed a lower emission fleet of new buses with Euro 6 engines for public and school buses (owned by operator Stagecoach).
  - OIC runs the county's largest EV fleet and has made large strides in decarbonising, as have partner organisations such as NHS Orkney.
  - The roll out of EV infrastructure across the county following external funding from Scottish Government.
  - The Sustainable Aviation Test Environment (SATE) demonstration project trialling low carbon aviation solutions, based at Kirkwall Airport.
  - Introduction of evening bus services on Orkney Mainland (funded through the Sustainable and Green Transport Fund).
  - Expansion of Community Transport Schemes, including across the isles; for example, the Rousay, Egilsay and Wyre Dial-A-Ride services.
  - School Travel Plans progressing small-scale active travel-focussed initiatives.
  - Active and Sustainable Travel developments including Kirkwall Places and Spaces, Arcadia Park and Papdale Park projects.
  - Two electric hydrofoil vessels are set to be trialled in Orkney, after the council secured £15.5million of funding from the UK Government's Zero Emission Vessels and Infrastructure fund.

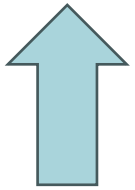
Problems to be tackled

- There are differential impacts across Orkney. Those on lower incomes and in poverty generally are affected in a multitude of ways by transport barriers and are also more likely to suffer from other aspects such as health inequalities.
- Orkney has a dispersed population which represents key challenges for good transport connectivity. Hidden deprivation across the community results in transport barriers and limitations on access to key services.
- The cost of transport and public transport in particular, and the impact of this on people on low incomes and young people.
- The Scotland-wide National Concessionary Travel Scheme provides free unlimited bus travel across Scotland for older people, people with disabilities and young people (Under 22). Discussions are ongoing to extend the existing scheme to ferry services.
- The lack of accessible services are still an issue across Orkney. Inaccessible lifeline inter-island ferry and air services remain a key issue, as well as the lack of accessible taxis and adequate provision of disabled parking spaces. Specific needs for those with hidden disabilities must also be considered.
- Conflicts between cyclists, pedestrians and other road users, particularly in the context that much of the transport network is shared space with no footpaths or dedicated cycle ways.
- Lack of integration in some of the public transport network, with a confusing and complicated network for some.
- Transport cannot be seen in isolation. The reason for travel should be taken into consideration and whether services could be delivered closer to where people live. This includes working at or closer to home, removing the need to travel, or travel as far, or allowing people to travel more sustainably, and opening up accessible employment opportunities.
- Challenges in terms of road safety including: active and sustainable transport, speed management, enforcement and deterrence.
- Capacity constraints on services, particularly on ferry and internal air services, and on the availability of cabins on the ferry service to Aberdeen.
- Staffing constraints in a tight labour market and in the isles with a sometimes limited pool of available staff to, for example, run the island airfields and drive buses.
- Reliance on the private car for many in order to access all manner of trip purposes with a thin public transport network that does not reach all people in all places.
- Tourism is an important element of the Orkney economy, with approximately 394,000 visitors in 2019. This includes independent travellers, tours and cruise passengers, with people staying for a single day to much longer trips. Visitors are concentrated in the summer months and putting pressure on transport infrastructure and services.
- Transport accounts for a significant share of carbon emissions, which have not been reducing as much as in other sectors. Passenger cars are one of the largest sources of CO2 in Scotland. The costs of progressing with the decarbonising programme of fleet and for private households can often be prohibitive. There are particularly high costs associated with the heavy vehicle fleet.

Orkney's Ambition and Opportunities

There are a number of opportunities the Orkney LTS can build on. These may be existing initiatives, trends, targets, and funding streams:

Growth in public bus passenger carryings across the county.



Increases in active travel and substantial investment in active travel infrastructure.

Increases in home working, particularly in remote locations, removing the need to travel.

Technological improvements including future fuels.

Policy direction of LTS is aligned with National and Regional Transport Strategy with the view to access external grant funding.

More community empowerment addressing the needs and realising the full potential of communities.

Roll out of various projects across Orkney with funding from Scottish Government and UK Government.

Hydrogen and battery technology are an opportunity being explored in Scotland and in the Highlands and Islands Region drawing on international expertise.

Large number of short journeys in and around town which could be carried out by active travel.

Collaborative Working:

- There has been extensive and recent consultation and engagement through a number of other plans, policies and groups, with content substantively relevant to the development of the LTS for Orkney.
- An early task during the development of the LTS and building on the evidence from earlier and ongoing work programmes was engagement with stakeholders, including Highlands and Islands Enterprise, HITRANS, NHS Orkney, Orkney Renewable Energy Forum, Destination Orkney, Voluntary Action Orkney and the Community Planning Partnership Delivery Groups.
- The final element of LTS development has focused around engagement with a variety of key contributors, this has been particularly valuable where other plans, strategies and workstreams are developing over a parallel period to the LTS development.
- This collaborative approach should be the foundation upon which to successfully deliver the optimum output from the foundation of the Local Transport Strategy.
- Working with the Sustrans Embedded Officer through Sustrans Strategic Partnerships Programme and HITRANS officers to seek external grant funding and establish Active Travel projects across the county.

Changes and risks we face

Governance

- More localised decision making and community empowerment is expected, with also more funding streams linked to the low carbon economy, regulatory framework and wider governance changes.

Photo credit: Robbie Thomson

Technology and energy

- There will be more automation and digital services, including in healthcare and education. Mobility as a Service (MaaS) may be considered to deliver multi-modal journey planning with real-time data to enhance individuals' mobility options.
- There will be new modes of mobility, complexities in the marketplace across all modes of transport, and we might expect to see the full advent of autonomous vehicles.
- There are energy targets for renewable energy and for the phasing out of petrol and diesel cars. There are challenges around the supply and price of electricity, and for the role and mix of future fuels across all transport means.
- The roll out of additional EV infrastructure across the county will be subject to external grant funding although the majority of charging will be carried out at home. The long-term management of Orkney's EV infrastructure shall require further consideration by the Council.
- The Orkney EV Strategy will be updated by the Orkney Renewable Energy Forum (OREF) to reflect changes.

People, population and jobs

- The future is never certain, and the LTS has considered some of these uncertainties in the appraisal of options to inform the policies that follow.
- Orkney has an ageing and growing population. Between 1998 and mid-2020 Orkney's population increased by 14%. The 75-and-over age group saw the largest percentage increase in Orkney (of +72.2%) during this period. An overall increase in Orkney's population is predicted going forward, but not necessarily across all areas, according to Government statistics, with a very variable picture across the isles forecast in particular.
- More flexible working practices, more job uncertainty and new models of employment are expected. Orkney is set to see a number of major projects in the coming years; including the new interconnector project and onshore and offshore wind projects. This will see changes in the type of jobs on offer, with a mix of resident and commuting (to Orkney) employees expected.

Duties and Targets of relevance to the LTS

Statutory Duties of Relevance

- Local roads authority with legal requirements in relation to managing and maintaining the road network and consideration of footways alongside roads for convenience and safety of pedestrians.
- Equality duty from the Equality Act 2010.
- Fairer Scotland Duty and human and children's rights duties.
- Local planning authority with requirement to produce a Development Plan and manage development. Work on the evidence base for the new Development Plan is being undertaken with an anticipated adoption of the Plan in 2027.
- Development of Climate Change Strategy and Action Plan to reflect the Council plan and Local Outcome Improvement Plan (LOIP) ambition for Orkney to become net zero by 2030.
- Climate Change (Scotland) Act 2009 places duties on the Council, in the exercise of its functions, to act in the way best calculated to contribute to the delivery of emissions reduction targets and any statutory climate change adaption programme, and in a way that it considers is most sustainable.
- Duties relating to managing and reducing flood risk, and to further the conservation of biodiversity.
- Access authority under the Land Reform (Scotland) Act and requirement to identify core paths which have shared access rights.
- The Islands (Scotland) Act 2018 intended to improve outcomes for islands communities.

National Targets of Relevance

- Vision Zero, where no one is seriously injured or killed on our roads by 2050, with 50% reduction in people killed and people seriously injured to 2030 (Scotland's Road Safety Framework to 2030)
- Reduce car kilometres by 20% by 2030 (update to the Climate Change Plan, Scottish Government, Dec 2020)
- By 2030, the equivalent of 50% of the energy for Scotland's heat, transport and electricity consumption to be supplied from renewable sources; an increase by 30% in the productivity of energy use across the Scottish economy (Scotland's Energy Strategy 2017 sets two new targets for the Scottish energy system by 2030)
- Phase out the need for new petrol and diesel cars and vans by 2035 and public bodies to lead the way by phasing out the need for new petrol and diesel light commercial vehicles by 2025 (Update to the Climate Change Plan, Scottish Government, Dec 2020)
- Net zero greenhouse gases (which includes carbon) by 2045; and 75% reduction of greenhouse gas emissions by 2030 (Climate Change (Emissions Reduction Targets) (Scotland) Act 2019)
- Decarbonise scheduled flights within Scotland by 2040 (Update to the Climate Change Plan, Scottish Government, Dec 2020)
- Halting biodiversity loss by 2030 and substantially restoring it by 2045 (draft Scottish Biodiversity Strategy)

5. Local Transport Strategic Policies

The purpose of the LTS policies

Purpose of the LTS policies

The Transport Strategy Policy Framework provides a clear direction and framework for decision-making and investment up to 2044 in Orkney through a set of policies. As well as giving the public and stakeholders a clear idea of how the Council will make decisions on transport, these policies will also be used by Council Officers. The Policy Framework will also support funding applications and investment decisions.

A whole systems approach

Thinking from a "whole systems approach" to the development of this transport strategy has been applied. Specifically, this means:

- Transport is part of a wider system – a much wider range of individuals, organisations and policy areas are at play.
- We have engaged with community planning partners and community organisations, and have drawn from earlier consultations, to establish the problems that need to be tackled, the kind of future we want for Orkney in terms of transport, and the solutions that folk would like to see.
- We have taken a long-term view, with many policy areas requiring a long-term effort relying on various aspects coming together.

LTS Delivery principles

There are several overarching principles that guide the nature of the LTS Policies:

The way we live and work
• Communities are the core of design, decision-making and delivery - empowerment • Decentralise services and jobs – removing the need to travel/ travel as far • Establish community hubs particularly in remote rural locations – reducing the need to travel / travel as far
Funding for change
• Review Management and Governance Arrangements • Make the case for funding for community-based capacity building
Tailored approaches
• Innovative and creative thinking about future of transport • Focus on community wealth-building
Guiding principles
• Transport is accessible for all • Transitioning to Net Zero • Locality-based planning approach • Cross-sectoral working: transport is an enabler

Sustainable Transport Hierarchy

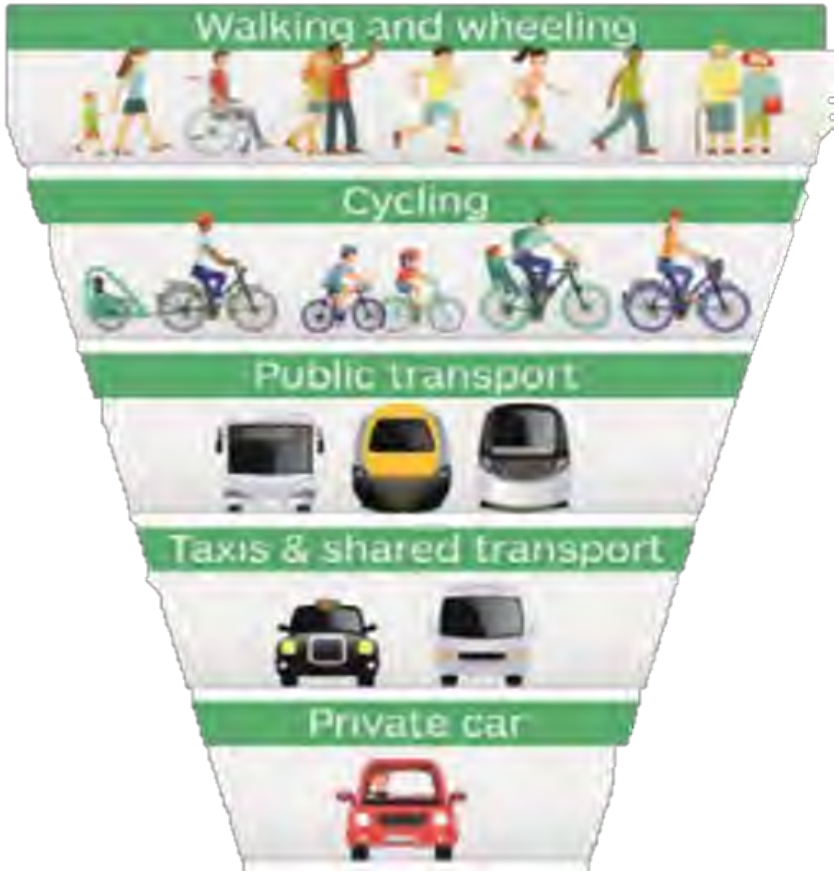


Image: National Transport Strategy

Built on the principle of 'place' Transport Scotland's *Sustainable Travel Hierarchy* for personal travel which is enshrined in planning policy, roads development and the National Transport Strategy, puts people walking, wheeling and cycling at the top, then public transport, shared transport and taxis, ahead of private vehicles at the bottom.

In Orkney, ferry and air services are fundamental to our transport hierarchy, particularly lifeline inter-island services to and from some of our most fragile and enterprising island communities.

Due to the dispersed nature of our population, walking, wheeling, cycling and public transport (for those residing in areas without a bus route) can be unsuitable for everyday journeys. Active travel can however be encouraged at trip ends as well as measures which reduce the need to travel or travel as far i.e. community hubs.

The LTS embraces this context, looking for opportunities to advance the hierarchy, while also ensuring the provision to safeguard the whole communities' ability to participate fully in Orkney life.

Decarbonisation

Rethink, reduce and refuel

- Orkney is well known as a trailblazer in innovation around decarbonisation and the green economy. There are several initiatives underway in this area and in the uptake of zero tailpipe carbon fuels.
- Significant progress has been made in the role out of EV infrastructure across the county which has supported the fleet of Council e-vehicles and the tremendous uptake of EV's from residents and local businesses. Orkney remains the perfect test bed for EV's due to the relatively short distances incurred daily. The ReFLEX project brought around 200 more EVs to the county which has further increased the uptake across the county.
- Orkney is playing a pivotal role in the development of green hydrogen technologies through a variety of projects covering ferries, planes, vehicles, and for the movement of people and goods.
- Hoy is one of six islands in Scotland that is being supported by the Scottish Government to be carbon neutral by 2040.
- An Energy Strategy Action Plan for Orkney is in production.
- The SATE (Sustainable Aviation Test Environment) Project is focused on new sustainable aviation solutions providing greater optionality for enhanced connectivity. This should see the introduction of technology that can be incorporated into the Orkney transport system in the next 3-6 years. With a blueprint of a net zero aviation region by 2040 and making an increased contribution to economic and social development.
- Two electric hydrofoil vessels are set to be trialled in Orkney, after the council secured £15.5million of funding from the UK Government's Zero Emission Vessels and Infrastructure (ZEVI) fund. A twelve-passenger version is set to arrive in August 2024, and will travel between Kirkwall, Shapinsay, Rousay, Egilsay and Wyre, while a larger vessel, capable of carrying 50 passengers plus some light cargo will be delivered in 2025. It will be on a route between Kirkwall, Westray, Eday, Sanday and Stronsay.

Decarbonisation Policies

- **Policy 1:**
  - Enhancing the quality of local places and environments for active travel; working to secure a fit-for-purpose design guide approach for our historic town environment and rural and island communities.
  - Supporting long term delivery of active travel infrastructure through Place Planning and School Travel Plans, and in collaboration with Development Trusts and other community partners; focus on improved active travel networks and connections at a community level; with inclusive and accessible design.

- **Policy 2:**
  - Decarbonise the OIC and public sector transport fleet with re-fuelling to greener fuels (as is possible) and new fleet:
    - Land-based vehicles; ferry services (hull form / type of vessel / fuelling), air services, bus services, community transport and e-bikes/bikes, associated infrastructure to support decarbonisation of vehicles and fleets.
  - Continue to work with, support and encourage bus and community transport operators and the wider private sector to move towards a low carbon fleet.
  - Further roll out of bikes/e-bikes for Council staff use as an alternative to vehicles and consideration of e-bike hire across the wider community, with support from local development trusts and external grant funding.

- **Policy 3:**
  - Support *Just Transition:* targeted support through transport-related projects / services to enable all members of society to participate in social and economic health and wellbeing. Co-designed and co-delivered by communities, businesses and all in society.
  - Explore opportunities for developing / growing an Orkney pool of EV vehicles / e-bikes – available either as a library or car club scheme – the aim to target low-income households and / or those that do not have access to conventional public transport, and where the availability could support access to employment or linking households with health / leisure / caring needs etc.

Active Travel

Walking, cycling & wheeling to a healthier, fairer, accessible Orkney

- Walking, wheeling and cycling are well recognised for their wider benefits, especially when integrated into people's daily lives, for leisure, to get about to where folk need to travel to, and as part of visitor experiences. The Orkney Travel matters survey tells us that 1 in 6 Orcadians are making short journeys by car 15 or more times per week. This shows significant potential for shifting people's habits to more sustainable modes.
- We want our communities, green spaces and towns, villages and settlements to be connected and easily accessed by active travel, with a focus on people rather than private vehicles. Active travel options offer safe, affordable and enjoyable choices for residents, employees and visitors alike, regardless of location, income level, or stage in life.
- Orkney Islands Council has an Embedded Sustrans Senior Project Officer in place (temporary post). The role of the officer is to facilitate a strategic approach to active travel infrastructure, to increase walking, cycling and wheeling in Orkney communities as a preferred mode of travel, working with the Council and partner organisations to further understand the local barriers to active travel, and to deliver a strategic approach to overcome them. HITRANS funding during 2024/25 will look to establish a new Active Travel/Behaviour Change post which will seek to address a number of actions within this strategy.
- The Council has an Active Travel Strategy to assist in gaining external grant funding for infrastructure upgrades such as walk and cycle paths as well as funding for softer measures such as promotion and education, working towards a more active and sustainable community. The strategy will be reviewed and updated to reflect Transport Scotland's Active Travel Strategy Guidance 2023.
- The Council is collaborating with and supporting schools across Orkney in developing School Travel Plans to promote health and active travel choices for the journey to school, and for travel within the school day.
- The Council is delivering a number of active travel-focused projects, such as the recently opened Papdale Park project, and before that the Arcadia Park in Kirkwall. The Council's Sustainable Travel Group, with officers from transport, engineering, development planning, outdoor access, roads, education, leisure and economic development progress active travel projects and other works to promote active travel.
- The national Place Principle recognises that: *"Place is where people, location and resources combine to create a sense of identity and purpose and is at the heart of addressing the needs and realizing the full potential of communities. Places are shaped by the way resources, services and assets are directed and used by the people who live in and invest in them. A more joined-up, collaborative, and participative approach to services, land and buildings, across all sectors within a place, enabled better outcomes for everyone and increased opportunities for people and communities to shape their own lives."*

Active Travel Policies

- **Policy 4:**
  - Enhancing the quality of local places and environments for active travel; working to secure a fit-for-purpose design guide approach for our historic town environment and rural and island communities.
  - Supporting long term delivery of active travel infrastructure through Place Planning and School Travel Plans, and collaboration with Development Trusts and other community partners.
  - Focus on improved active travel networks and connections at a community level; with inclusive and accessible design.
  - Review and update the Active Travel Strategy for Orkney to reflect the infrastructure developments and social and community aspects highlighted by Orkney residents through the Orkney Travel Matters survey.
- **Policy 5:**
  - To ensure Orkney remains attractive and vibrant and supports sustainable travel choices, the Council will redesign roads, parking and vehicle space in the towns to support sustainable transport where possible (to be considered in roads and parking policies also).
  - Including, specifically, public realm enhancements and additional restrictions to vehicular access.
  - Explore opportunities to create St Margaret's Hope – Kirkwall – Stromness segregated active travel route.
- **Policy 6:**
  - Consider and promote shared mobility options, particularly in terms of active travel, access to bike hire or a bike scheme for Orkney (as per Policy 3).

Arcadia Park is a community-designed green space and active travel network in Kirkwall. Credit: Sustrans 2022.

Public & Community Transport

Innovative partnership to tackle rural isolation

Supporting more people to travel by public transport

- Orkney has seen steady growth in bus passenger figures over the past decade compared with significant decline across the rest of Scotland. The Council remains committed to providing a fit for purpose bus network across the county to enable people to travel to/from work, education, medical appointments, shopping, social and leisure purposes and to reduce the number of car journeys.
- Significant investment was made by the Council during the award of the School and Public Bus Contract in 2021 where quality of service was emphasised as priority. This resulted in the main operator investing in a brand-new fleet of low emission accessible vehicles. As a result, the services across Orkney are reliable, efficient and comfortable, encouraging a step change from car use to bus. The low carbon innovation clause within the Contract allows the Council to work with the operators on moving towards zero emission fleet, subject to availability of external grant funding.
- Evidence shows that a greater proportion of people in remote rural areas find accessing services less convenient. Further consideration will be given to community transport services and on-demand transport for people without access to existing services.
- OIC retains the passenger revenue from Orkney mainland subsidised public bus services – this revenue has been secured as a *Sustainable & Green Transport Fund* delivering measures such as:
  - Establishing evening bus services targeted at young people to access leisure and other opportunities in Kirkwall, which was trialled with Smarter Choices, Smarter Places funding.
  - Development and enhancement of Community Transport services across Orkney.
  - Improvements and enhancements to existing infrastructure such as bus shelters, bus timetable displays, timetables and promotion.
  - The roll out of active travel projects across the county and providing match funding to external grants.
- Travel by coach, particularly for visitors, is a dominant means of travel, particularly in the summer months. The Council Shuttle Bus Contract, provides connectivity for visiting cruise liners which berth at Hatston pier, providing a drop off at Kirkwall Travel Centre and for connecting onwards travel.

Public and Community Transport Policies

- **Policy 7:**
  - Ensure that public bus services and community transport are developed to facilitate people to access opportunities, get around, and live their lives well, supporting health and wellbeing, community cohesion, resilience and sustainable economic development by:
    - promoting inclusive and affordable travel for all;
    - improve active travel infrastructure and facilities connecting with bus stops, travel centres, ferry terminals and airfields to help encourage more walking, wheeling and cycling;
    - retaining and enhancing existing scheduled services where possible;
    - improving accessibility to jobs, services and facilities;
    - working with communities to identify the best means of linking communities, people, places of business and employment and essential services.
    - continue to explore the possibility of filling timetable gaps where possible and practicable.
    - reducing the need to travel by car.

- **Policy 8:**
  - Continue to recognise the important role of community transport in Orkney, particularly the opportunity to fill gaps in local transport provision. Focus on developing solutions to make use of underutilised local authority and other fleet vehicles to complement existing services.
  - Continue to work collaboratively to explore and develop new demand responsive transport where there are no existing services, as demand may change and to plug gaps in provision, with services which are open to all.

- **Policy 9:**
  - Ensure compliance of the Civic Government (Scotland) Act 1982 in respect of Vehicle Operators Licencing and Schedule of Conditions for Taxi and Private Hire Car Operators. Work with providers to raise standards of provision where required and support the offering of services where appropriate.

- **Policy 10:**
  - Work with communities, bus operators and regional transport partnership HITRANS in providing a fit for purpose bus network, infrastructure and timetable information which meets the needs of communities across Orkney.

Inter-Island Connectivity

Supporting economies, enabling participation

Lifeline Inter-Island Air and Ferry Services

- The need to replace the ageing ferry fleet and address the multitude of built-in problems and constraints, coupled with the probable need to increase inter-island air connectivity has led to a considerable amount of work over the last 20 years.
    - Lack of parity with other ferry services in Scotland with regard to connectivity, costs and quality.
    - Lack of capacity on specific routes / sailings, particularly for vehicles and in terms of available tonnage.
    - Limited capacity and frequency on inter island air services – need for third aircraft outlined in business case work.
    - Timetables do not fully meet community needs – longer operating day and more frequency required (as outlined in Routes and Services Methodology work).
    - Length of commuting times with ageing fleet and multi-leg journeys with islands sharing services.
- The vision taken from the Orkney Partnership Connectivity Delivery Group is simply put: *integrated, sustainable and affordable inter island transport services which meet the needs of isles residents, businesses and visitors.*
- The Orkney Inter-Island Transport Study (OIITS) work is progressing to Final Business Case stage, following earlier STAG Appraisals. In February 2023 OIC and the Scottish Government established a Ferry Replacement Task Force to work jointly on proposals to support OIC's consideration of options for the long-term renewal of the Orkney internal ferry fleet – considering potential funding models and sources available and the businesses cases for replacement to inform the 2024-25 budget discussions within Scottish Government.
- New terminal buildings, which meet CAA requirements, have already been built at the airfields in North Ronaldsay and Sanday, and there are now plans to build new airfield terminal buildings at the four remaining airfields in the North Isles. The roll out of Wi-Fi connectivity at Eday, Stronsay, Westray and Papa Westray airfields during 2023 means key reporting and training at the airfields can move away from paper recording to electronically logged.

Ferry and Air Service Policies

- **Policy 11:**
  - Collaborate and co-design with communities to identify improvement opportunities to the existing provision and services within the inter-island network of ferry and air services, while looking to future needs on an island-by-island basis:
    - Improve user interface with services – online booking, payments etc.
    - Improve active travel infrastructure and facilities connecting to ferry terminals, airfields and Kirkwall airport.
    - Provide additional capacity within the inter-island air service with a third aircraft in the network.
    - Consider frequency and length of operating day of ferry services as per Routes and Services Methodology (RSM) and in conjunction with the Ferry Replacement Programme.
    - Review ferry fare structure to reflect Scottish Government.
- **Policy 12:**
  - Progress with design work for the inter-island ferry network vessels and associated harbour infrastructure; subsequent roll out of the Ferry Replacement Programme across the network as expediently as possible; being mindful to decarbonisation (including hull form and fuelling) (Policy 2) and accessibility (Policy 28).
  - Complete the upgrade of the airfield terminal buildings and facilities across the outer north isles network.
- **Policy 13:**
  - Recognises that the inter-island air and ferry services are the equivalent to the bus network for island communities in terms of accessing key goods and services.
  - Continue to lobby Scottish Government that eligible people should be able to access free travel under national concessionary travel schemes on these services in keeping with their peers that live in urban and mainland areas.

Roads and Parking

- The county's roads enable people and businesses to undertake their daily activities in a manner which does not hinder the ability of communities served by the network to prosper or lead to undue environmental degradation.
- While the overarching policy objective is to reduce carbon-based travel, it is imperative that the existing road network is maintained and developed to meet the future social and economic needs of Orkney. Indeed, the Scotland Route Map to achieve a 20% reduction in car kilometres by 2030 does not aim to eliminate all car use, it recognises that would not be realistic or fair, especially for journeys undertaken by disabled people or in rural areas where sustainable travel options may not always be available or practical. Instead, the Route Map encourages all of us to reduce our overreliance on cars wherever possible and identifies four key behaviours:

  - making use of sustainable online options to reduce your need to travel;

  - choosing local destinations to reduce the distance you travel;

  - switching to walking, wheeling, cycling or public transport where possible; and

  - combining a trip or sharing a journey to reduce the number of individual car trips made, if car remains the only feasible option.

- Further development and improvements to path and cycle networks are required across the county to encourage the uptake of active and sustainable travel, particularly for purposeful journeys, (i.e. to work) as opposed to short journeys made by car.

  Sustainable travel projects (and walking and cycling in particular) regularly offer high and very high value for money with every £1 spent on walking and cycling resulting in £13 of benefits returned to the economy.

  Department for Transport

Roads and Parking Policies

- **Policy 14:**
  - Continue to review the Roads Asset Management Plan and Roads Management and Maintenance Plan including attention to verges and offlets, for example, where condition is considered to be deteriorating. Including the work to ascertain the current condition of the Churchill Barriers and any remedial works required.
- **Policy 15:**
  - Undertake a Traffic Management Review for Kirkwall and other towns.
    - Kirkwall experiences high volumes of pedestrians; there is growth in housing and other development, which generates additional traffic; and there is a need to consider capacity at a number of junctions.
    - Your Kirkwall Place Plan identified a number of traffic-related issues and sets out several potential solutions, which could be taken into consideration.
- **Policy 16:**
  - Provide cycle parking through minimum cycle parking standards for new development and roll out secure and appropriate shelters across Orkney in collaboration with communities through Place Planning.
  - The Council will redesign roads, parking and vehicle space in the towns to support sustainable transport where possible (as per policy 5).
- **Policy 17:**
  - Orkney-wide parking strategy to take into account new sites for parking, including visitor sites, Park & Ride / Stride, campervan parking and ducting for EV transition.
  - Charge for designated parking: Set parking charges to meet costs of administering, maintaining and enforcing provisions; review charges with a view to managing demand to use a car and ensuring car parking is not cheaper on average than public transport fares.
- **Policy 18:**
  - Consideration of the Transport (Scotland) Act 2019, in respect of national pavement parking prohibitions as appropriate.

Harbour Infrastructure

Positioning Orkney as a world leading maritime hub

Orkney Harbours Masterplan

- The masterplan is a blueprint that provides a framework for the long-term maritime future in Orkney. The first phase details the vision for the physical transformation of Orkney's harbours across five locations on the Orkney Mainland and Hoy. The second phase will consider the development of smaller harbours and piers across the entire archipelago.
- Orkney Harbours Masterplan Phase 1 was approved in April 2020 with proposals to enhance several piers and harbours– a new deep-water quay in Scapa as well as quayside extensions at Hatston, and enhancements at Lyness.
- The Orkney Harbours Masterplan Phase 1 proposals are as follows:
  - Scapa Deep Water Quay is a new deep-water port for the offshore wind sector; subject to approval and funding.
  - Hatston Pier (Orkney Logistics Base) will be extended by 300m and reclamation will provide laydown area to play a key role in accommodating offshore wind activities; subject to approval and funding.
  - Creation of hard standing at Lyness to support offshore wind deployment; subject to approval and funding.
  - The marina in Stromness is to be expanded and there will be new pontoons for cruise use; subject to approval and funding.
- Scotland's fourth National Planning Framework (NPF4) (adopted by the Scottish Ministers on 13th February 2023) includes the new quay in Scapa Flow and recognises the national importance of Scapa Flow.

Harbour Infrastructure Policies

- **Policy 19:**
  - The Orkney Harbours Masterplan Phase 1 – Subject to approval and funding, the development of a new deep-water quay and terminal in Scapa Flow, and associated wet storage offer in Scapa Flow to service the offshore wind sector; extension of the Hatston Pier and creation of quayside laydown area to support commercial activities and enhance interchange with the lifeline ferry services; works at Lyness to secure its role in offshore wind; and the Stromness marina extension with new pontoons and dedicated space for cruise tenders.
- **Policy 20:**
  - The Orkney Harbours Masterplan Phase 2 will consider all the smaller piers and harbours across the islands and on the Orkney Mainland. The work will be aligned with OIITS work (Policy 12) to determine what infrastructures will be required to accommodate new inter-island vessels.
    - The initial outcome will be a Masterplan for each of the harbours and piers identified during the process, which will also align with Place Plans.

External Ferry Services

Safeguarding and enhancing connectivity for Orkney

- The current Northern Isles Ferry Service (NIFS) contract is due to be renewed in 2028. It is essential that OIC collate and prepare their own evidence to inform how future contracts are designed and determined; what is the optimal service configuration for Orkney; and how proposed new services align with Orkney's harbour infrastructure, existing or proposed.
- OIC along with the External Transport Forum should work together to build an evidence base and case for enhancing external ferry services for the benefit of Orkney (Pentland Firth and Aberdeen network). This will include capacity analysis, demand forecasting and evidenced lobbying for service enhancements.
- The lifeline services operated under the Transport Scotland Northern Isles Ferry Service (NIFS) Contract, needs to consider the resident, business and tourism needs for Orkney which includes additional sailings for passengers and freight at peak periods and specific events throughout the Orkney calendar. The freight needs to and from Orkney to Aberdeen and the extended tourist season should be recognised by extending the 'peak' timetable across the Aberdeen and Pentland Firth network.

Photo credit: Robbie Thomson

External Ferry Service Policies

- **Policy 21:**
  - Make the case to ensure adequate capacity on external ferry services to support economic growth and travel needs: a study commissioned by Transport Scotland in 2018 reported that deck and cabin capacity were the largest concerns cited by resident and stakeholders.
    - There are reportedly capacity issues for residents and for businesses all year round, though the issue is severe during the summer months and at the backend (Sept/Oct) when livestock are being shipped to the Scottish Mainland from Shetland and Orkney. Capacity issues for freight are mostly centred around demand from aquaculture and fishing sectors in Shetland.
    - A review of the NIFS contract specification is required in advance of the next contract, and to make the case for any enhancement to Orkney's external ferry service.
      - Increased capacity for freight.
      - Increase in services between Orkney and Aberdeen – to provide additional capacity and flexibility, and to provide better integration between Orkney and mainland public transport services.
- **Policy 22:**
  - Make the case to better utilise the NIFS vessels – vessels in Aberdeen and Shetland are alongside between AM arrival and PM departure, and there is no longer a sailing throughout the year in the middle of the day on the Stromness – Scrabster route.
  - This policy would consider more services running out of Aberdeen to Orkney / Shetland and the reinstatement of the middle sailing on the Pentland Firth route.

External Aviation Services

Securing the core network of external air services

- While the level of air travel has not returned to pre Covid-19 levels it is important to recognise that air travel will remain an important enabler for Orkney in terms of trade, tourism, health and leisure opportunities – even within the paradigm of reducing the need to travel and climate change action.
- The vision for the external air services is to secure lifeline services to meet the fundamental needs of Orkney to connect with other areas across Scotland, the rest of the UK, and globally. The network out of Kirkwall Airport is operated on a commercial basis, providing a frequent service to Aberdeen and Edinburgh, and *thinner* routes to Inverness, Sumburgh, Glasgow and the addition of a twice weekly connection to London Heathrow via Dundee.
- A reliable and fit for purpose service is key, particularly for health, to Aberdeen but also to Glasgow, Edinburgh and Inverness.
- A number of projects are in progress to drive the shift to low carbon aviation, including the Orkney Sustainable Aviation Test Environment (SATE) project.
- The cost of air travel continues to be a concern for the travelling public, and for business. The Air Discount Scheme is available for leisure travel only, offering a 50% discount on the core air fare on eligible services. The aim of the scheme is to tackle the problem of high air fares in the most peripheral parts of the Highlands and Islands region to improve social inclusion in the areas it covers. It does not cover any visitor travel, NHS-funded trips or people travelling on business.
- Sustainable onwards travel has been established via the half hourly public bus service, providing a fast and frequent service into Kirkwall.

External Air Services Policies

- **Policy 23:**
  - Secure and extend Air Discount Scheme to include business / all travel.
- **Policy 24:**
  - Explore development of Public Service Obligation (PSO) Kirkwall – Inverness / across Orkney / Highland and Islands routes.
- **Policy 25:**
  - Secure appropriate airport infrastructure at Kirkwall Airport, including supporting Highlands and Islands Airports masterplan in respect to the extension of the runway and the design of the passenger facilities at Kirkwall Airport.

Cross Cutting Themes, Policies and Partner Projects

- This Local Transport Strategy recognises the importance of connectivity to support sustainable communities and wider planning to consider transport, barriers and connectivity in planning for the delivery of services, community and economic outcomes.
- The basic principles are to develop a network to co-design and co-implement transport (and wider solutions) tailored to community needs, aspirations and opportunities.
- Through this theme the intention is to focus on:
  - Capturing and building upon community unique perspectives through collaboration and to include user and stakeholder opinions in key design and decision making.
  - Tailoring solutions to the Orkney context, including flexing and fitting to different community needs around Orkney.
  - Decentralising services and employment to island and community hubs outside of the main towns of Kirkwall and Stromness.
  - Embedding the principal of full accessibility into any design throughout the LTS, and championing through allied transport initiatives.
  - Embedding the principal of transition to net zero through the design of future transport provision as expediently as possible.

Cross Cutting Policies

- **Policy 26:**
  - Transport is a material consideration in the planning process, and the sustainable travel hierarchy (in an Orkney context) and should be a core principle in development management decision-making.

- **Policy 27:**
  - Continue to make the case to secure the funding that rural / remote / island places need to address transport challenges.
    - Including additional funding for community-based solutions; in the context of reviewing the management and governance arrangements for transport development and service delivery.

- **Policy 28:**
  - Ensure that accessibility is an integral feature of the design of our places, and the design for future ferries, aircraft, buses, community transport, taxis and other transport and travel infrastructure.

- **Policy 29:**
  - To reduce the environmental impact of travel to, from and around Orkney, organisations, employers and service providers across Orkney should seek to increasingly provide an option to access work, services and facilities remotely where possible, where this is not detrimental to service provision, staff or users. Organisations should be supported to consider sustainable transport accessibility in their decision-making around the location of goods and services, including providing increased services closer to where people live / work, and the Council will work to support this in collaboration with communities. This could be at home, or closer to home in Community Hubs.
  - Decision-making around the location of goods and services, including providing increased services closer to where people live / work, and the Council will work to support this in collaboration with communities.

6. Funding, Partnership and Governance

Monitoring and Evaluation of the LTS

Monitoring LTS Objectives

Focused on enhancing the economic, social and environmental fabric of Orkney, the LTS will be monitored and evaluated using available national, regional and local datasets.

Governance, Monitoring & Appraisal Framework

Monitoring progress is extremely important. It is proposed to annually report on a number of core indicators. It should be noted that there is also ongoing or planned monitoring processes related to other transport and associated areas, such as the work of the Community Planning Partnership Connectivity Delivery Group and anticipated through the Climate Change Strategy and Energy Strategy Action Plan for example.

Monitoring Policy Progress

A set of indicators for each theme has been prepared to monitor overall progress via a series of proxies. This should be supplemented with the development of bespoke monitoring and evaluation of individual projects commensurate with the nature of the projects, and would often relate to, where necessary, any requirements from particular funders.

Funding Policy Commitments

The Council will continue to explore innovative sources of funding and financing for transport projects in Orkney, working in partnership with HITRANS, Scottish and UK Governments, Transport Scotland, Sustrans, Community Planning partners and local community and community organisations to identify better and sustainable ways to fund transport in Orkney.


Photo credit: Robbie Thomson

Orkney Local Transport Strategy

Transport transformation to improve life chances, livelihoods, our health and wellbeing, our climate and our communities.

Orkney Islands Council

transport@orkney.gov.uk

ORKNEY ISLANDS COUNCIL
Marine Services & Transportation

Local Transport Strategy Delivery Plan

2024-2044

ORKNEY ISLANDS COUNCIL
Marine Services & Transportation

ORKNEY ISLANDS COUNCIL

Appendix 3

Contents

Introduction

Delivery Plan
This Delivery Plan complements and supports Orkney Islands Council's Local Transport Strategy for the period 2024 – 2044. Whilst the Local Transport Strategy outlines the strategic priorities and aims, this Delivery Plan describes some of the proposed projects, services and policies which will progress those priorities, subject to resource and funding.

The Local Transport Strategy outlines a number of priorities with focus on decarbonisation, active travel, public and community transport, ferry and air service policies, roads and parking, harbour infrastructure, external air and ferry services and cross cutting themes.

Summary of LTS Actions:
- Establish Fit-for-purpose Design Guide with Sustrans
- Decentralise Services / Jobs: Develop Community Hubs
- Ensure Accessibility is Integral to Design for Ferries, Aircraft, etc
- Bring More Health (and other) Services to Remote / Island Communities

Monitoring Baseline
Monitoring and evaluation of individual projects will be carried out and reported annually to the Council.
Bespoke monitoring and evaluation of individual projects will be commensurate with the nature of the projects, and would often relate to, for example, any requirements from particular funders for example.

Summary of LTS Actions

Decarbonisation
Develop Plan for EV Charging Infrastructure
Decarbonise OIC and Public Sector Vehicle Use
Develop Community Hubs
Re-fuel Aviation
Re-fuel Inter-Island Ferries & Harbour Infrastructure
Support a Just Transition

Active Travel
Active Travel Strategy and Action Plans
Active Travel Network Maintenance Programme
Fund for Active Travel Improvements
Public Realm Enhancements / Further Vehicular
Restrictions in Kirkwall Town Centre
Kirkwall Bike Scheme
St Margaret's Hope – Kirkwall – Stromness Cycle /Walk Route

Bus and Community Transport
Plug Geographical Gaps in Services
Bus / Community Transport Strategy
Work with Dial-A Bus (DAB) to Improve Services
Merge Community / Social Transport Assets and Provision
Develop Orkney Strategy for Flexi MaaS
Develop Orkney EV-based Car Club Scheme / EV
Library / Wheels to Work

Internal Air and Ferry Services
Final Business Case – Orkney Inter Island Transport Study
Ferry Replacement Programme including designs, surveys and design and build
Increase Inter-Island Air Capacity
Consider Yield Management Options
Extend Under 22 Concessionary Scheme to Ferry and Air Services

Roads and Parking
Long-term Road Maintenance Strategy / Funding
Address Roads in Particularly Poor Condition
Undertake Traffic Management Review: Kirkwall and Other Towns
Town Centre Parking Strategy for Kirkwall
Parking Strategy for Orkney

Harbours
Orkney Harbours Masterplan Phase 1
Orkney Harbours Masterplan Phase 2

External Ferry Services
Increase Ferry Services Between Orkney and Aberdeen
Extend 'peak' timetable on Pentland Firth route
Increase Utilisation of Northern Isles Ferry Services (NIFS) Fleet
Provide Additional Freight Vessel to Build
Resilience Across Network / Refit

External Air Services
Extend Air Discount Scheme
Implement PSO on Kirkwall – Inverness Route
Implement PSO across Orkney / Highlands & Islands
Support Removal of ADP from Incoming Flights
Lengthen Runway at Kirkwall Airport

Cross Cutting Themes
Make Case for Additional Funding for Community-based Solutions
Develop Locality-based Travel Plan Approach

Decarbonisation

Being able to progress decarbonisation in a just and inclusive manner will be important for Orkney's communities.

Vision: To set out and progress with Orkney's role in reducing harmful climate emissions. Specifically, in response to the climate emergency, as declared by OIC, this aspect of the Delivery Plan will set out Orkney's role in reducing our emissions by 75% by 2030 and to a legally binding target of net-zero by 2045.

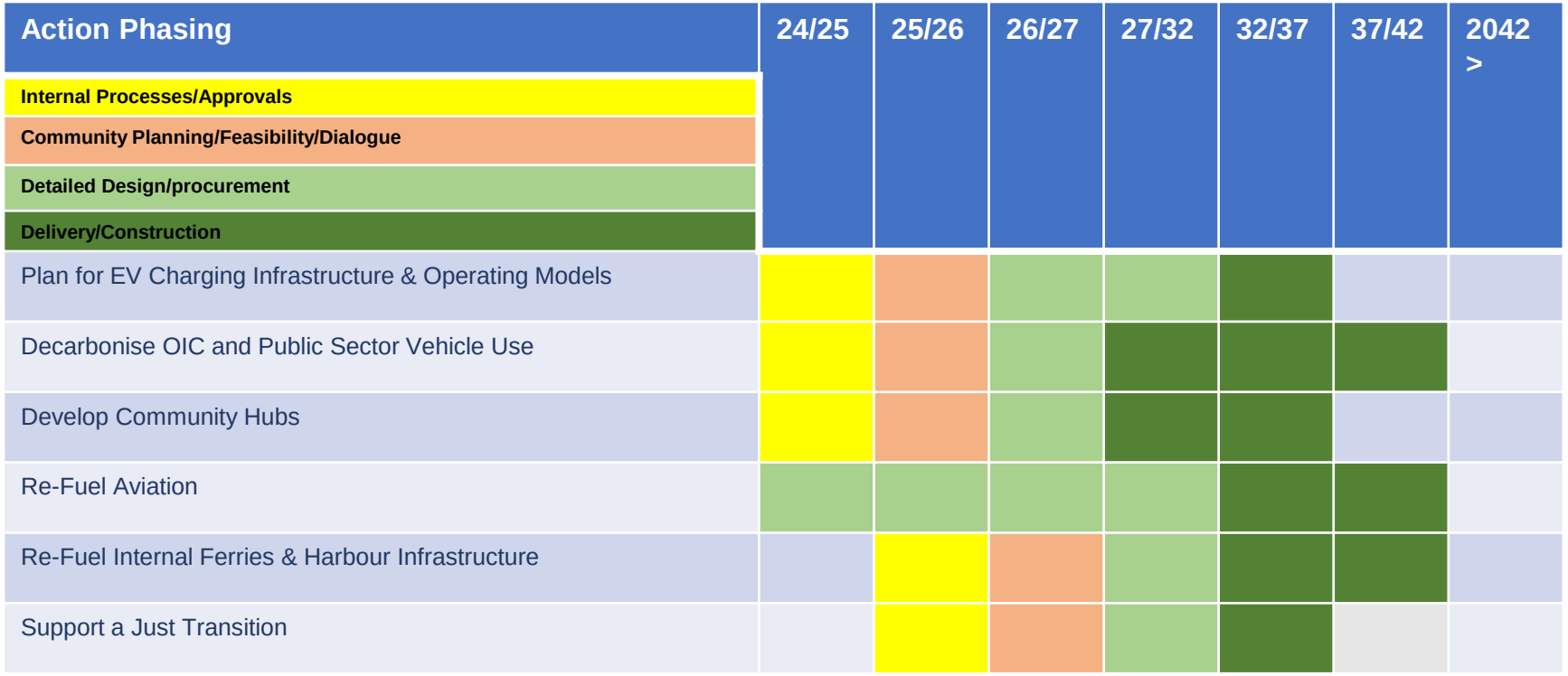
Objectives: Decarbonisation of transport specific objectives:

- Harness the full potential of low carbon technology across all transport modes
- Support decarbonisation in the public sector
- Engage the public and encourage individuals to move towards low carbon living
- Support communities to tackle climate change
- Deliver a just transition, by working with communities, businesses, industry and the people of Orkney to plan for our net zero future.

ACTIONS	FIT WITH LTS OBJECTIVES				TIMING	COST	LEAD
	ECONOMY	DECARBONISATION	PARTICIPATION	POVERTY			
Develop Plan for EV Charging infrastructure & operating models	✓	✓ ✓	✓ ✓	\	Short	£5k	OIC with support from HITRANS, OREF etc
Decarbonise OIC and Public Sector Vehicle Use	✓	✓ ✓ ✓	\	\	Medium	£750k	OIC/Other Public Sector Bodies i.e. NHS Orkney
Develop Community Hubs	✓ ✓	✓ ✓	✓ ✓ ✓	✓ ✓	Short	£50k	OIC/Various including CPP
Re-fuel Aviation	✓	✓ ✓ ✓	\	\	Medium	£500k	SATE/Others
Re-fuel Internal Ferries & Harbour Infrastructure	✓	✓ ✓ ✓	\	\	Medium	n/a	OIC/ Others
Support a Just Transition	✓	✓ ✓ ✓	\	\	Medium	£500k	OIC

Decarbonisation – Rethink, Reduce and Refuel

Policy Highlights	Scotland's Climate Change Update, NTS2, NPF4 and NIP, along with any emerging policies and plans associated with decarbonisation. Decarbonisation of transport is prominent as part of the STPR2 draft recommendations; Scotland's Aviation Strategy is also in development and decarbonisation is expected to be a major theme.
Feasibility/ Deliverability	Most actions are feasible and deliverable, apart from the major decarbonisation measures relating to ferries and aircraft. These actions are dependent on the viability and commercial readiness of net zero fuel technologies, and this must align with aspects such as vessel and aircraft replacement timescales and affordability.
Funding	It is envisaged that there will be Scottish Government funding available for decarbonisation of fleet, ferries, aircraft and infrastructure, in addition to OIC budgets already in place for vehicle replacement. There may also be funding available at UK Government level, through initiatives such as the Levelling up Fund. A new Public EV Charging Fund is due to be launched by the Scottish Government which will provide each local authority with £60,000 in 22/23 and £80,000 over the subsequent three years to help develop strategies for a commercial model. The Scottish Government is focussed on decarbonising the public sector car fleet by 2025: Transport Scotland's Switched on Fleets invested more than £16 million in public sector fleet decarbonisation, supporting the procurement of over 700 vehicles in 2021.
ICIA	All projects within this package will impact on island communities, particularly the research projects looking into decarbonisation of aircraft as some of the smaller islands might benefit from increased air services. Of key importance will be ensuring that any Orkney-wide plans incorporate all islands where possible.
Responsibilities	OIC will play a key role in driving decarbonisation internally; at the same time, however, there will be a high level of collaboration with other partners, especially HIAL, and particularly those associated with the development of new fuel technologies.



Decarbonisation – Action Plan	
Plan for EV Charging Infrastructure & Operating Models	This action comprises the development of an OIC Plan for EV charging infrastructure in Orkney, taking into account technology as it advances, operating models, maintenance and renewals. The Plan should be cognisant of the work undertaken by OREF, with a view to also developing an OIC Strategy for EVs alongside the plan for charging infrastructure.
Decarbonise OIC and Public Sector Fleet	In Scotland public sector fleets must phase out the need for new petrol and diesel cars and light commercial vehicles by 2025. The fleet replacement programme will need to be reviewed to consider how to decarbonise the larger vehicles within the fleet. The outcome of this option will be to have a costed road map in place for the full transition of the fleet to net zero fuels. Another component is to review the current cost of mileage associated with particular sectors and employees – in particular a cost comparison of mileage associated with care workers against the cost of providing an EV.
Develop Community Hubs	This action ties in with the development of community-based plans, creating the Orkney equivalent of the 20-minute neighbourhood concept where people can easily access their needs and opportunities thus reducing the need to travel far or at all. The aim is to create plans that are driven by what the community wants and needs; it will also tie in with other developments, such as school replacements and provision of transport.
Re-Fuel Aviation	There are a number of zero emission initiatives underway in the aviation sector under the Sustainable Aviation Test Environment (SATE). Project Fresson is being led by Cranfield Aerospace Solutions which comprises of research into hydrogen and electric technology with the possibility of initial trials in Orkney.
Re-Fuel Ferries & Harbour Infrastructure	The Ferry Replacement Programme will consider fuel technologies and/or the ability to convert vessels at a later date if the technology is not proven at the time of going to design and build of replacement vessels. The Zero Emission Vessel Infrastructure (ZEVI) project operating two electric hydrofoil vessels will trial suitability in Orkney waters which may change the way services are operated in the future. The Orkney Harbours Masterplan Phase 1 proposed that shore power be provided at key piers and harbours in Orkney, particularly Hatston, Kirkwall and Scapa Deep Water Quay, in addition to Stromness where shore power is already provided.
Support a Just Transition	The principle of just transition is that the vision of achieving a clean environment should be a fair and equitable one for all members of our community. It will be important to consider those that do not currently have access to transport or have poor connectivity and those who might have insufficient income so as to afford a more efficient or electric vehicle.

Active Travel

Vision: Our communities, green spaces and towns, villages and settlements are connected and easily accessed by active travel, with a focus on people rather than private vehicles. Active travel options offer safe, affordable and enjoyable choices for residents, employees and visitors alike, regardless of location, income level or stage in life.

Objectives: Active Travel supports delivery of the core LTS Objectives particularly around participation and improving health and wellbeing across communities and helping to deliver climate change; all this to achieve an active and sustainable Orkney by encouraging and enabling more trips to be made by walking, cycling and connecting to public transport. The specific objective in respect to Active Travel in Orkney is to increase the percentage of people walking, wheeling and cycling in Orkney.

ACTIONS	FIT WITH LTS OBJECTIVES				TIMING	COST	LEAD
	ECONOMY	DECARBONISATION	PARTICIPATION	POVERTY			
Active Travel Strategy & Action Plans (and long-term Delivery Plan)	✓ ✓ ✓	✓ ✓	✓ ✓	✓ ✓	Long	£100K	OIC
Active Travel Network Maintenance Programme	✓ ✓	✓ ✓	✓ ✓	✓	Long	£50k p.a.	Communities/OIC
Fund for Active Travel Improvements/Small-scale Intervention Fund	✓ ✓ ✓	✓ ✓	✓ ✓ ✓	✓ ✓	Medium	£1m over 10 years	OIC/Other Sources
Public Realm Enhancements and Further Restrictions to Vehicular Access through Kirkwall Town Centre	✓ ✓	✓	✓ ✓ ✓	✓ ✓	Short	£500k	OIC
Kirkwall Bike Scheme	✓ ✓	✓ ✓	✓ ✓	✓ ✓	Short	£350k over 3 years	OIC
St Margaret's Hope – Kirkwall – Stromness Segregated Cycle/Walk Route	✓ ✓	✓ ✓	✓ ✓	✓	Medium	£47m	OIC

Active Travel	
Policy Highlights	Walking, wheeling and cycling support many environmental and social objectives and so the aspiration to have more people walking and cycling in Scotland is enshrined in a number of Scottish Government policies and strategies, most recently a strong emphasis in National Transport Strategy 2 (NTS2), Strategic Transport Projects Review 2 (STPR2) and the Climate Change Plan (2018 – 2032). The Orkney Local Development Plan also reflects the aspirations of Scottish Government through NPF4 to decarbonise travel and the role that land use planning will play in planning new development, promoting place making and active travel as a mode of transport.
Feasibility/ Deliverability	Actions comprise a mix of easier to deliver and those that will take significant feasibility work and planning to devise a detailed plan. It is important to highlight that this will require significant resource and time in the planning, and that mixed views on developments and initiatives should be expected and planned for. Some initiatives will be lower cost, while others will require significant investment, more than likely necessitating the securing of external funds to develop and deliver.
Funding	Funding streams are in the process of changing during 2024/25, with some direct awards to Local Authorities and via the Regional Transport Partnership HITRANS. This should result in an increase in Active Travel funding available for projects.
ICIA	The Active Travel approach requires a whole of Orkney approach, with tailoring of method to suit different geographical locations, including differing needs of different isles. Work with communities, community groups and young people and older people to assess needs etc. for active travel within communities through Place Planning approaches.
Responsibilities	It is recommended that the existing Sustainable Travel Group continues to decide the priorities of the Active Travel programme, and be responsible for the tracking and reporting of progress. A review of governance and pipeline connections with the Council, other partners, and the Community planning Partnership should be undertaken.

Action Phasing	24/25	25/26	26/27	27/32	32/37	37/42	2042 >
Internal Processes/Approvals							
Community Planning/Feasibility/Dialogue							
Detailed Design/procurement							
Delivery/Construction							
Active Travel Strategy & Action Plans							
Active Travel Network Maintenance Programme							
Fund for Active Travel Improvements							
Public Realm Enhancements/Restricted Vehicular Access through Kirkwall Town Centre							
Kirkwall Bike Scheme							
St Margaret's Hope – Kirkwall – Stromness Segregated Cyle/Walk Route							

Active Travel – Action Plan	
Active Travel Strategy and Action Plans	The Orkney Active Travel Strategy will be reviewed and updated to reflect the infrastructure developments and social and community aspects highlighted by Orkney residents through the Orkney Travel Matters survey. Roll out of Active Travel Action Plans as part of wider Place Plans for main settlements, villages and smaller settlements, areas and islands. This would work on the basis of developing and providing the capacity within communities to develop their own plans for active travel – for example, Active Travel officers trained and embedded within communities.
Active Travel Network Maintenance Programme	There is planned a notable increase in the proportion of Transport Scotland's budget that is spent on active travel, so that during 2024-25 at least £320 million or 10% of the total transport budget will be allocated to active travel.
Fund for Active Travel Improvements/Small-scale Intervention Fund	Ring-fenced funding secured to provide the necessary resources to deliver Active Travel actions identified through earlier actions, delivering an Orkney-wide long term strategy. This could be for small-scale interventions. Funding for this could come from Scottish Government, Sustrans, Hitrans or other sources as identified under 'Funding'.
Public Realm Enhancements and Further Restrictions to Vehicular Access through Kirkwall Town Centre	Public realm enhancements through Kirkwall Town Centre to further prioritise the pedestrian, cyclist and wheeler over vehicles. The action would comprise further restrictions to vehicles over the present arrangements in the town. The aim would be to increase the attractiveness of the town centre, the shopping area, for those accessing the town centre and shops on foot and by bike. This would include consideration of options to provide, for example, additional seating and bike parking facilities, building on the developments from the Your Kirkwall Place Plan.
Kirkwall Bike Scheme	A scheme to develop the infrastructure, cycles and management arrangements to roll out a bike hire scheme for Orkney. This will make cycles / e-bikes easily available to all, and with the right critical mass will support an increase in the attractiveness of cycling for both residents and visitors.
St Margaret's Hope – Kirkwall – Stromness Segregated Cycle/Walk Route	A segregated active travel route St Margaret's Hope – Kirkwall – Stromness, which has been a long-held aspiration for many in Orkney, with an early study that was inconclusive, further work is required to consider the options for the route, which could comprise adjacent as far as possible as well as alternative routeing where particular built or other issues create challenges or barriers. This project could be developed in phases, taking into consideration improved links in and around historic sites.

Public and Community Transport

Vision: to ensure that public, community and shared transport is developed so everyone can access opportunities, get around, and live their lives well; supporting health and wellbeing, community cohesion and resilience and sustainable economic development.

Objectives: Public and Community Transport development supports the delivery of the core LTS objectives across all four strands – economic recovery, climate action, enabling participation, improving health and wellbeing and helping prevent the long-term persistence of poverty across Orkney. The specific objectives in respect of Public and Community Transport Development are:

- Promote inclusive and affordable travel for all.
- Improve accessibility to jobs, services and facilities.
- Increase sustainable travel choices to promote travel behaviour change and reduce the need for car use and the environmental impact associated with transport and health.
- Promote integration across and between different modes, polities and land-use planning.

ACTIONS	FIT WITH LTS OBJECTIVES				TIMING	COST	LEAD
	ECONOMY	DECARBONISATION	PARTICIPATION	POVERTY			
Airport Bus – Complete Timetable Gap (PM term-time)	✓	✓ ✓	✓ ✓	✓ ✓	Short	£25k pa	OIC
Work with ODF & Others to Improve Services/Value for Money	✓ ✓	✓	✓ ✓ ✓	✓ ✓ ✓	Short	/	OIC
Plug geographic Gaps in Services	✓	✓ ✓	✓ ✓ ✓	✓ ✓	Long	£1m pa	OIC
Merge Community/Social Transport Assets and Provision	✓	✓	✓ ✓	✓ ✓	Medium	TBC	OIC/NHSO/OHAC
Develop Orkney EV Car Club Scheme	✓ ✓	✓	✓ ✓	✓ ✓ ✓	Medium	£1/2m	OIC/Others
Develop Orkney Strategy for Flexible Mobility as a Service (Maas)	✓	✓ ✓	✓ ✓	✓ ✓	Long	£50k	OIC

Public and Community Transport

Policy Highlights	The STPR2 report identifies how and where we should make changes to our transport networks that will encourage more of our short to medium-length trips to be made by public transport. From a local perspective, the Orkney Partnership Connectivity Delivery Group describes their aim to improve Orkney's connectivity by resolving the issues holding up the delivery of 21st century mobile, broadband and transport networks to all of Orkney's communities. With target outcomes including to achieve integrated, sustainable and affordable transport services which meet the needs of Orkney's residents, businesses and visitors.
Feasibility/ Deliverability	It is accepted that to really reduce inequalities there is need for investment in improving public transport networks, particularly buses. To reduce the inequalities that exist, and to meet climate targets, there is a need to deliver a public transport system that enables everyone to get to where they need to go as quickly, reliably and affordably as possible, without needing to own a car. In terms of community transport, it is widely accepted and demonstrated that there are wide ranging benefits from community transport - as well as promoting accessibility and social inclusion, social interaction, independence, rural sustainability and other policy areas, community transport providers themselves act as employers and local buyers, supporting the whole local community in which they operate.
Funding	Transport provision is non statutory however the local authority does have a duty to provide a suitable level of provision. Significant investment has been made to improve the quality of School and Public Bus Services and further investment will be required should services be expanded further. The retention of bus passenger fare income has seen re-investment in services, including the trial of evening bus services and supporting the role out of Community Transport in areas not currently served by public bus services.
ICIA	Future development of services to new locations should be identified early in the life of the LTS, and options should be developed and available to all communities to ensure the benefits are accrued to more and more geographical locations in time. Specifically, the Options should be developed and co-designed with communities, including identifying and developing the skills and resource within islands (and communities) that they can lead the development of public and community transport in their location.
Responsibilities	The Local Authority currently subsidises all public bus services across the county with the exception of the X1 service which is operated on a commercial basis. Community Transport grants are available annually for small projects largely operated by the Trusts in each community and also to Orkney Disability Forum towards the Dial a Bus operation. These are provided and supported on a non-statutory basis.

Action Phasing	24/25	25/26	26/27	27/32	32/37	37/42	2042 >
Internal Processes/Approvals							
Community Planning/Feasibility/Dialogue							
Detailed Design/procurement							
Delivery/Construction							
Airport Bus – Complete PM Timetable Gap							
Work with DAB/Others to Improve Services/Value for Money							
Plug Geographical Gaps in Services							
Merge Community/Social Transport Assets and Provision							
Orkney EV-based Car Club/EV Library/ Wheels to Work							
Develop Orkney Strategy for Flexi MaaS							

Public and Community Transport – Action Plan	
Airport Bus – Complete PM Timetable Gap	This action comprises providing services between the Kirkwall Airport and Kirkwall Town Centre during the timetable gap on Monday to Thursday afternoons during school term, when the bus is otherwise engaged on providing home to school transport services.
Work with DAB/Others to Improve Services/Value for Money	This action centres on working in partnership with Community Transport providers, existing and prospective, and including the largest DAB, to support the sustainability and development of their service. This action will dovetail with several other relevant options as providers should be pivotal to the community-based approaches and should be part of the development and indeed delivery of solutions.
Plug Geographical Gaps in Services	There are known gaps with regards to geographical provision of public transport services, particularly across the Orkney Mainland. This action will involve analysis to identify such gaps in more detail and to define additional services to fill these gaps as appropriate.
Merge Community/Social Transport Assets and Provision	This action follows the recommendations of the 2017 Community Transport Review which included the merge of cross-sector elements of community transport, including covering Social Services, NHS services and with wider Community Transport provision.
Orkney EV-based Car Club/EV Library/ Wheels to Work	This action considers supplying a pool of EV vehicles that would be available either as a library or through a car club scheme – with the aim to target towards low income households/those without access to public transport and to connect with onwards travel such as the inter island air or ferry services.
Develop Orkney Strategy for Flexi MaaS	This action would comprise a package of measures delivered through a Mobility as a Service (MaaS) model and interface (App) to match the needs of communities across Orkney. This could build on the Go-Hi (HITRANS) model with the platform offering instant access to book buses, taxis, community transport / DRT, car clubs, air travel and car hire, bicycle hire and ferries.

Inter Island Connectivity

Vision taken from the Connectivity Delivery Group: integrated, sustainable and affordable inter-island transport services which meet the needs of isles residents, businesses and visitors.

Objectives: the specific objectives for inter-island transport and connectivity comprise:

- Ensure capacity of services do not act as a constraint to regular and essential personal, vehicular and freight travel between islands and Orkney Mainland.
- Ensure timetables enable an appropriate mix of shorter and longer days on the Orkney Mainland to suit the needs of each island.
- Maximise links to onward connections without the need for an overnight stay on Orkney Mainland.

ACTIONS	FIT WITH LTS OBJECTIVES				TIMING	COST	LEAD
	ECONOMY	DECARBONISATION	PARTICIPATION	POVERTY			
Final Business Case – Orkney Inter Island Transport Study	✓ ✓ ✓	\	✓ ✓ ✓	✓ ✓	Short	£40k	OIC
Ferry Replacement Programme – Operability Analysis & Vessel Design	✓ ✓ ✓	✓ ✓ ✓	✓ ✓	✓	Short	£3m	OIC
Ground Investigation, Hydrographic Survey & Hydraulic Investigation							
Engineering Design – Concept, Outline and Detailed							
Tender of Vessels/Infrastructure Works, Design and Build Programme	✓ ✓ ✓	✓ ✓ ✓	✓ ✓	✓	Medium	TBC	OIC
Increase Inter-Island Air Capacity (Third Aircraft)	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓	Short	£250k pa	OIC
Extend Under 22 Concessionary Scheme to Inter Island Ferry and Air Services (residents)	✓ ✓	\	✓ ✓	✓ ✓ ✓	Short	Subsidy from SG	SG

Inter-Island Connectivity

Policy Highlights	NPF4 sets out that Scottish Government wish to enable more people to live and remain in rural and island areas, and to actively transform areas of past decline so that we can make best use of our assets. The Connectivity Delivery Group of the Orkney Partnership has set out the aim to improve Orkney's connectivity by resolving the issues holding up the delivery of 21st century mobile, broadband and transport networks to all of Orkney's communities.
Feasibility/ Deliverability	All actions are feasible and deliverable, with modest financial impact compared in the short to medium term, but with the accepted recognition that there is the need for significant investment in future years to replace and develop the ageing fleet and infrastructure of inter-island connections.
Funding	It is envisaged that as the actions provide a good local fit with policy and priorities, and a good fit with wider national initiatives and priorities around island planning, sustainability and population retention and growth, that funding should be identifiable and applicable from a number of sources that should be secured in the short term.
ICIA	All measures will benefit the isles of Orkney, rather than a focus on Orkney Mainland, although there is a strong correlation between the economies of the Orkney Mainland and the isles. For example, there is an accepted need to distribute for example visitors to the isles, including to address issues such as availability of visitor accommodation.
Responsibilities	OIC, with Orkney Ferries and HITRANS support is envisaged to lead on all initial measures. Others will need to be key collaborators in the journey, including the communities themselves and Scottish Government. The existing Community Council-based Air and Ferry Service Consultative Forums and links with island Development Trusts will be useful channels for progress.

Action Phasing	24/25	25/26	26/27	27/32	32/37	37/42	2042 >
Internal Processes/Approvals							
Community Planning/Feasibility/Dialogue							
Detailed Design/procurement							
Delivery/Construction							
Final Business Case – Orkney Inter Island Transport Study							
Ferry Replacement Programme – Operability Analysis & Vessel Design							
Ground Investigation, Hydrographic Survey & Hydraulic Investigation							
Engineering Design – Concept, Outline and Detailed							
Tender of Vessels/Infrastructure Works, Design and Build Programme							
Increase Inter-Island Air Capacity (Third Aircraft)							
Extend Under 22 Concessionary Scheme to Inter Island Ferry and Air Services (residents)							

Inter-Island Connectivity - Action Plan	
Final Business Case – Orkney Inter Island Transport Study	Following on from the Strategic Business Case (SBC), Outline Business Case (OBC) and review of OBC, a Final Business Case will be completed prior to the procurement process for vessel replacement and associated infrastructure upgrades. The Final Business Case will summarise the Ferry Replacement Programme actions outlined below.
Ferry Replacement Programme – Operability Analysis & Vessel Design	An operability analysis will be completed to consider the Outer North Isles network in more detail. This will consider the existing pier infrastructure when recommending the future vessel size and type. The operability analysis will consider a conventional monohull, double-ender and catamaran vessel with the view to recommend a preferred vessel type to take forward to design and build phase.
Ground Investigation, Hydrographic Survey & Hydraulic Investigation	This action requires extensive review of the existing pier infrastructure and harbours to accurately establish the works required in conjunction with the Ferry Replacement Programme. The revised OBC considers a fleet on the basis of minimal upgrades to existing infrastructure however the existing condition of piers is not yet known without further investigation.
Engineering Design – Concept, Outline and Detailed	Following completion of the above works, detailed designs for vessels and associated infrastructure will be completed prior to procurement stage.
Tender of Vessels/Infrastructure Works, Design and Build Programme	The procurement process will commence following conclusion of the Final Business Case and completion of the above works. Discussions with Scottish Government on capital funding to commence the Ferry Replacement Programme will be crucial prior to this stage of works to ensure award of Contract.
Increase Inter-Island Air Capacity (Third Aircraft)	Previous STAG base studies have identified the need for a third aircraft to increase capacity to the Outer North Isles. This would provide increased connectivity to Eday which currently only has a return service one day per week and would reduce the number of shared flights to islands. This would be an efficient and effective way to some of our most fragile island communities.
Extend Under 22 Concessionary Scheme to Inter Island Ferry and Air Services (residents)	Outlined in the draft Islands Connectivity Plan Transport Scotland plan in the short term to provide free foot passenger travel on inter-island ferries for under 22-year-old island residents within the Outer Hebrides, Orkney and Shetland Island Groups.

Roads and Parking

Vision: To continually improve the safety and protective quality of roads for the benefit of all road users now and in the future.

Objectives: In terms of the local roads network the specific objectives are:

- To improve the condition of the road, footway and cycle networks
- To ensure the efficient movement of people, goods and freight across Orkney.
- To ensure parking approaches best support Orkney's economy and mobility.

ACTIONS	FIT WITH LTS OBJECTIVES				TIMING	COST	LEAD
	ECONOMY	DECARBONISATION	PARTICIPATION	POVERTY			
Long-term Road & Infrastructure Development & Delivery Plan	✓ ✓ ✓	✗	✓	✓	Medium	£15k	OIC
Long-term Road Maintenance Strategy & Funding	✓ ✓	✓	✓	✓	Medium	£2.5m	OIC
Address Roads in Particularly Poor Condition	✓	✓	✓	✓	Short	£3m	OIC
Undertake Traffic Management Review: Kirkwall & Other Towns	✓	✓	✓	✓	Short	£150k	OIC
Develop Town Centre Parking Strategy for Kirkwall	✓ ✓	✓	✓ ✓	✓ ✓	Medium	£25k	OIC
Parking Strategy for Orkney	✓ ✓	✓	✓ ✓	\	Medium	£20k	OIC

Roads and Parking	
Policy Highlights	NPF4 flags that roads will continue to be arteries upon which local communities and businesses depend. Critically it sets out that Local Development Plans should aim to reduce the need to travel unsustainably by prioritising locations for future development, and furthermore that development proposals should put people and place before unsustainable travel where appropriate and respond to characteristics of the location of any proposal. NTS2 highlighted that rural areas have particular challenges compared to urban areas due to a relatively poor footpath network and the nature of the roads. Some schoolchildren can be at risk walking to school and there's the added challenges around farm machinery using rural roads.
Feasibility/ Deliverability	It is envisaged that there are no issues with regards to feasibility or deliverability, the main issue relates to any outputs arising from the various plans and strategies and how these would and could be funded.
Funding	Tighter budgets coupled with a high level of inflation for construction materials is reducing the level of maintenance and replacement that can be carried out on the network. That said, in March 2021 Members approved a £2.1m from the Repairs and Renewals Fund to progress with repairs and improvements, particularly where these had been stalled and conditions therefore worsened as a consequence of the COVID-19 pandemic.
ICIA	Any plans need to be Orkney wide with due consideration to island, locality and community requirements – the ICIA key criteria can be used as part of the development approach to testing the performance of the emerging plans and reviews to ensure the distributional impacts are fully considered and not areas or locations are excluded from review and developments.
Responsibilities	OIC Roads will be responsible for the delivery of all actions in this package.

Action Phasing	24/25	25/26	26/27	27/32	32/37	37/42	2042 >
Internal Processes/Approvals							
Community Planning/Feasibility/Dialogue							
Detailed Design/procurement							
Delivery/Construction							
Long-term Road & Infrastructure Development & Delivery Plan							
Long-term Road Maintenance Strategy & Funding							
Address Roads in Particularly Poor Condition							
Undertake Traffic Management Review: Kirkwall & Other Towns							
Develop Town Centre Parking Strategy for Kirkwall							
Parking Strategy for Orkney							

Roads and Parking - Action Plan	
Long-term Road & Infrastructure Development & Delivery Plan	There is a lack of local funding available to plan budgets for long-term road and infrastructure projects. However, with a long-term (e.g. 30 year) plan in place it will support the Council to make the case for increased funding, either from Scottish Government or other sources.
Long-term Road Maintenance Strategy & Funding	The development of a long term strategy (minimum of 10 years) for road maintenance throughout Orkney including attention to verges and offlets where condition is considered to be deteriorating.
Address Roads in Particularly Poor Condition	Several sections of road have been highlighted as in very poor condition. This action comprises of a review to identify where the worst affected sections of road are and measures to address them.
Undertake Traffic Management Review: Kirkwall & Other Towns	Undertake a review to take into consideration new housing developments in key areas with the view to improve active travel access.
Develop Town Centre Parking Strategy for Kirkwall	A review of the current parking regime is required, along with the setting of new objectives to guide the development of a new town centre parking strategy.
Parking Strategy for Orkney	This action comprises the development of an Orkney-wide parking strategy which will take into account new sites for parking such as visitor sites and park and ride. The strategy should be developed in the concept reducing car travel by 20%.

Harbour Infrastructure

Vision: Orkney has a world-renowned reputation for leading innovation in energy and renewables. By improving and expanding our existing harbours and marine assets, we can meet the needs of changing markets and position Orkney as a world leading maritime hub, open to new business and opportunity.

Objectives: The Orkney Harbours Masterplan Phase 1 set out the following objectives:

- Commercial: to establish a strategic framework and vision that will guide future infrastructure investment decisions towards a coordinated and sustainable future.
- Financial: to safeguard and enhance the financial sustainability of the harbour business within the context of a competitive business environment.
- Social-economic: to support and enhance the socio-economic prosperity and social wellbeing of local communities.
- Environment: To safeguard and support the long-term productivity of the coastal and marine environment through best practice and strong environmental stewardship.

ACTIONS	FIT WITH LTS OBJECTIVES				TIMING	COST	LEAD
	ECONOMY	DECARBONISATION	PARTICIPATION	POVERTY			
Orkney Harbours Masterplan Phase 1	✓ ✓ ✓	✓ ✓	✓ ✓	✓	Medium	£300m+	OIC
Orkney Harbours Masterplan Phase 2	✓ ✓ ✓	✓	✓ ✓ ✓	✓	Medium	£100m+	OIC

Harbour Infrastructure	
Policy Highlights	NPF4 (draft) sets out an action to create carbon neutral coastal and island communities, with a specific activity to protect and enhance blue and green infrastructure, whereby, the coast and islands' natural and cultural assets will require careful planning and management so that their special qualities can continue to form a strong foundation for future development and investment. Furthermore, it sets out the need to strengthen resilience and decarbonise connectivity. The Update to Climate Change Plan 2018 – 2032 sets out that Scottish Government will work with Enterprise Agencies to support the required infrastructure improvements to ports and harbours to ensure that Scotland's supply chain companies can benefit from the continued growth of renewable energy. The National Islands Plan sets out that transport links between mainland ports that serve the islands and Scotland's urban centres are also important in enabling access for the islands to services and markets.
Feasibility/ Deliverability	Harbour infrastructure projects are generally more complex and require a significant amount of feasibility work prior to implementation, as well as full Environmental Impact Assessment and consenting from Marine Scotland. The Masterplan exercise considers these elements along with market opportunities, benefits and funding.
Funding	Funding is currently being sought for several Masterplan Phase 1 projects – Crown Estate Scotland, Scottish Government, UK Government and potential private sector users and developers.
ICIA	Masterplan Phase 2 must incorporate all island communities within its scope to ensure benefits are fairly felt across all island locations.
Responsibilities	OIC Marine Services is responsible for the Masterplan process.

Action Phasing	24/25	25/26	26/27	27/32	32/37	37/42	2042 >
Internal Processes/Approvals							
Community Planning/Feasibility/Dialogue							
Detailed Design/procurement							
Delivery/Construction							
Orkney Harbours Masterplan Phase 1 – SDWQ/Hatston (construction)							
Orkney Harbours Masterplan Phase 1 – Stromness/Lyness (construction)							
Orkney Harbours Masterplan Phase 1 – Kirkwall (construction)							
Orkney Harbours Masterplan Phase 2 – all of Orkney (masterplan)							

Harbour Infrastructure – Action Plan	
Orkney Harbours Masterplan Phase 1	The Orkney Harbours Masterplan Phase 1 comprises several key projects involving enhancements to several key harbours in Orkney: a new deep water quay and terminal in Scapa Flow (Scapa Deep Water Quay), Hatston, Stromness, Kirkwall and Lyness. Scapa Deep Water Quay and Hatston projects are being developed at present with a view to being constructed by end of 2026 and 2027 respectively when they will be pivotal in accommodating offshore wind assembly and Operations & Maintenance services. Lyness will also be potentially used as a storage site. At Stromness an extension to the marina is proposed and new pontoons dedicated for cruise tenders will be installed. The final Masterplan proposal is for the reconfiguration of Kirkwall Pier area, a new marina and a major quay extension. It is envisaged that this project will be taken forward in the medium term following the construction of Scapa Deep Water Quay. Proposals are subject to approval and external funding.
Orkney Harbours Masterplan Phase 2	The Orkney Harbours Masterplan Phase 2 will consider all smaller piers and harbours across the islands and on the Orkney Mainland. The work will be aligned with the OIITS work to determine what infrastructures will be required to accommodate the new inter-island ferry vessels. The initial outcome will be a Masterplan for each of the harbours and piers identified during the process.

External Ferry Service

Strengthening and improving the ferry services provided to island communities based on evidence of established needs and opportunities.

Vision: To increase demand for ferry services by making ferry travel more affordable and more accessible.

Objectives:

- Increase demand for ferry services by making ferry travel more affordable and more accessible (by sector).
- Increased tourism to Orkney and support existing tourism markets.
- Enhance the local Orkney economy and wider national economy.

ACTIONS	FIT WITH LTS OBJECTIVES				TIMING	COST	LEAD
	ECONOMY	DECARBONISATION	PARTICIPATION	POVERTY			
Ensure Adequate Capacity on External Ferry Services to Support Economic Growth & Travel Needs	✓ ✓ ✓	✓	✓ ✓	✓ ✓	Short	£25k	OIC/HITRANS/TS
Increase Ferry Services Between Orkney & Aberdeen	✓ ✓ ✓	✓	✓ ✓	✓ ✓	Short	As Above	OIC/HITRANS/TS
Increase Utilisation of NIFS Fleet	✓ ✓	✗	\	\	Short	As Above	OIC/HITRANS/TS
Provide Additional Freight Vessel to Build Resilience Across Network & Refit	✓ ✓ ✓	✗	✓ ✓	\	Short	£50m	TS

201

External Ferry Service	
Policy Highlights	National Transport Strategy 2 – strategic objective to 'minimise the connectivity and cost disadvantages faced by island communities and those in remote and rural areas, including safeguarding of lifeline services' and commits to provide 'appropriate capacity levels on the NIFS network'. The Island Connectivity Plan is heralded as the next policy driver for investment in island connectivity, when published – and as NIFS is part of Transport Scotland's responsibility it should be included therein. STPR2 Recommendations Report also includes the recommendation for NIFS and CHFS 'Ferry vessel renewal and replacement and progressive decarbonisation'.
Feasibility/ Deliverability	All actions are feasible but may not be a priority from the point of view of Transport Scotland when it comes to ferry service contract specification and cost. Shetland has a much louder 'voice' with a variety of stakeholders and users coming together to gather evidence and provide advocacy statements for enhanced services for Shetland. A similar approach in Orkney could be beneficial in the run up to contract tender.
Funding	Funding is the responsibility of Transport Scotland. A robust business case would need to be presented by Orkney for any options that involve an increase in costs. With regard to proposals for a new larger freight vessel, the cost of any required upgrades would be borne by Transport Scotland.
ICIA	It is important that the NIFS contract equally considers the needs of Orkney and Shetland across all aspects, as well as distributional impacts across the island within Orkney and Shetland, including for example the way in which these external services are integrated with internal ferry and air services to the Outer Isles.
Responsibilities	The responsibility for any changes to contract specification lie with Transport Scotland. OIC along with the External Transport Forum need to work together to build an evidence base and case for enhancing external ferry services for the benefit of Orkney. While this Group has worked together for some time now, there is a need to replicate what is being done in Shetland with regard to capacity analysis, demand forecasting and lobbying for service enhancements.

Action Phasing	24/25	25/26	26/27	27/32	32/37	37/42	2042 >
Internal Processes/Approvals							
Community Planning/Feasibility/Dialogue							
Detailed Design/procurement							
Delivery/Construction							
Ensure Adequate Capacity on External Ferry Services to Support Economic Growth & Travel Needs.							
Increase Ferry Services Between Orkney & Aberdeen.							
Increase Utilisation of NIFS Fleet.							
Provide Additional Freight Vessel to Build Resilience Across Network & Refit.							

External Fery Service – Action Plan	
Ensure Adequate Capacity on External Ferry Services to Support Economic Growth & Travel Needs	A study commissioned by Transport Scotland in 2018 reported that deck and cabin capacity were the largest concerns cited by residents and stakeholders. There are reportedly capacity issues for residents and businesses all year round, though the issue is severe during the summer months and the season when livestock are being shipped to market on the Scottish Mainland from Shetland and Orkney. Capacity issues for freight are mostly centred around demand from aquaculture and fishing sectors in Shetland. A review of the NIFS contract specification is required in advance of the next contract, and for OIC to make the case for any enhancements to Orkney's external ferry service.
Increase Ferry Services Between Orkney & Aberdeen	This measure could include decoupling Shetland and Orkney ferry services and would provide additional capacity and better integration with Orkney Mainland public transport services through having more calls between Orkney and Aberdeen. A thorough analysis would be required to ascertain whether this is feasible or not, and if it is what kind of configuration would work. This could be undertaken as part of an independent review of the NIFS contract specification.
Increase Utilisation of NIFS Fleet	This measure comprises utilising the NIFS vessels more often than at present: vessels in Aberdeen and Shetland are alongside between AM arrival and PM departure, and there is no longer a sailing in the middle of the day on the Stromness – Scrabster route. It is proposed that there are more services running out of Aberdeen to Orkney / Shetland and that the middle sailing is reinstated on the Pentland Firth route during the summer months. This could be looked at as part of the independent review of the NIFS contract specification suggested above.
Provide Additional Freight Vessel to Build Resilience Across Network & Refit	The provision of an additional freight vessel would provide increased capacity for freight, which might also relieve passenger / vehicle capacity during peak times, as well as providing an additional vessel that could be used during refit periods on both routes.

External Air Services

Vision: To secure lifeline services to meet the fundamental needs of Orkney to connect with other areas across Scotland, the rest of the UK and globally.

Objectives:

- Securing the sustainability of a core network of external air services availability, at affordable prices at the point of use, for island communities and businesses.
- Leading the progress to reducing harmful emissions and reducing costs of air operations to the point that routes become more viable, leading to possible increases in schedules or reductions in the cost of services.

ACTIONS	FIT WITH LTS OBJECTIVES				TIMING	COST	LEAD
	ECONOMY	DECARBONISATION	PARTICIPATION	POVERTY			
Extend Air Discount Scheme to include Business/All Travel	✓ ✓ ✓	✗	✓ ✓	✓	Short	£860k	Transport Scotland
Implement PSO on Kirkwall-Inverness Route	✓ ✓ ✓	✗	✓ ✓	✓	Medium	£4m	Transport Scotland/HITRANS
Implement PSO across Orkney/Highlands & Islands Routes	✓ ✓ ✓	✗	✓ ✓ ✓	✓	Medium	£8m	Transport Scotland/HITRANS
Support Removal of APD from Incoming Flights to the Islands	✓ ✓	✗	✓ ✓	✓	Short	£1m	Transport Scotland/HITRANS
Lengthen Runway at Kirkwall Airport	✓ ✓ ✓	✓ ✓	\	\	Short	£70m	HIAL

External Air Service	
Policy Highlights	Island Connectivity Plan and the National Islands Plan are the most relevant established policies, with external air services actions focussing on securing and enhancing air connectivity between Orkney and the Scottish Mainland which will in turn have positive social and economic impacts for Orkney.
Feasibility/ Deliverability	Apart from extending the Kirkwall runway, actions are ultimately policy drivers that will require approval from Scottish Government in one form or another, as well as a Government agreement to fund these initiatives – which may make them harder to deliver given the current financial climate. A key focus will therefore be on gathering evidence and making the case to Scottish Government, including through the development of the Aviation Strategy and through work with partner local authorities and HITRANS.
Funding	The majority of funding responsibility rests with the Scottish Government and Transport Scotland (PSO, ADS, APD removal) with some funding likely to be required from OIC (e.g. in making the case for PSOs). A runway extension may be a priority of HIAL though it may be necessary for HIAL to seek funding support from the Scottish Government. Given the national targets for net zero supporting aviation may be politically difficult at Government level; however this will be mitigated through the advent of low emission aircraft, which should also in time deliver a reduction in operating costs.
ICIA	All improvements to external air services will benefit communities across Orkney, while the design of the network (timetabling etc.) can place barriers on accessibility particularly for those living on the Outer Isles. Any change or enhancement of the network should consider these differential impact for different islands. At present the lack of frequency make travelling south from the isles difficult – it can take three days away from home to attend one hospital appointment, for example. Thus any policy levers that can safeguard pre-COVID-19 frequencies or reduce costs will be of significant benefit, and perhaps offering even greater benefit to these islands.
Responsibilities	In most cases Transport Scotland will be responsible for delivery (e.g. policy developments). HIAL will be responsible for delivering an extension to the runway. OIC will work with HITRANS to provide the necessary evidence base and business cases to make the case for policy changes.

Action Phasing	24/25	25/26	26/27	27/32	32/37	37/42	2042 >
Internal Processes/Approvals							
Community Planning/Feasibility/Dialogue							
Detailed Design/procurement							
Delivery/Construction							
Extend Air Discount Scheme to include Business/All Travel							
Implement PSO on Kirkwall-Inverness Route							
Implement PSO across Orkney/Highlands & Islands Routes							
Support Removal of APD from Incoming Flights to the Islands							
Lengthen Runway at Kirkwall Airport							

External Air Service – Action Plan	
Extend Air Discount Scheme to include Business/All Travel	At present people travelling on business cannot utilise the scheme. Given the high cost of air travel to and from Orkney and throughout the Highlands and Islands this action to include business travel would create economic benefit for island-based businesses lower cost access to markets and business opportunities. Anecdotally, many business travellers already use the scheme but do not record their journey purpose as business – businesses cannot afford the current high cost of travel in the Highlands and Islands.
Implement PSO on Kirkwall-Inverness Route	The route Sumburgh – Kirkwall – Inverness is the most costly to operate within the Highlands and Islands network, primary reasons for this being the cost of fuel outside of Inverness and the cost of crew overnighting in Shetland or Orkney. In 2017 the Sumburgh – Inverness and Sumburgh – Kirkwall routes were highlighted as a 'moderate risk' in a HIAL analysis of business risk and resilience alongside the Edinburgh – Wick route. The report concluded that profitability on these routes was marginal. A review of the route is now required to ascertain whether or not a PSO might be applicable, along with the necessary business case and evidence to present to the Scottish Government.
Implement PSO across Orkney/Highlands & Islands Routes	People are generally travelling less and there has been a concerted move to home-working and the use of technology to hold virtual rather than face-to-face meetings. There are significantly less flights available to and from Orkney, with many Edinburgh and Glasgow flights combined with Shetland, making journey times significantly longer. There is a danger that if passenger volumes do not return to previous levels that the routes become even less viable from the commercial operator's perspective leading to further reductions in frequency and routes. HITRANS could play a role in supporting this action.
Support Removal of APD from Incoming Flights to the Islands	Under current rules passengers flying from airports in the Highlands and Islands are exempt from Air Passenger Duty (APD). This action concerns the removal of APD applied to inward flights to the region. The Scottish Government is due to replace APD with an Air Departure Tax but this has been deferred until an appropriate solution has been found to maintain the exemption applied in the Highlands and Islands. HITRANS could play a role in supporting this action.
Lengthen Runway at Kirkwall Airport	Extending the runway is one measure that will future-proof air services to and from Kirkwall for the next 10 – 20 years. The runway extension would need to be of 200m – 250m in length, both for current aircraft carrying a full payload and to enable larger aircraft more generally. Exploring the options for the airport to have more than two ATR on the ground at any one time should further be progressed with HIAL and the CAA.

Cross Cutting Themes

Vision: To develop a network to co-design and co-implement transport (and wider solutions) tailored to community needs and opportunities.

Objectives:

- Capture and build upon community unique perspectives through collaboration and to include user and stakeholder opinions in key design and decision making.
- Tailor solutions to the Orkney context, including flexing and fitting to different community needs around Orkney.
- Decentralise services and employment to island and community hubs outside of the main towns of Kirkwall and Stromness.
- Embed the principle of full accessibility in any design throughout the LTS, and champion through allied transport initiatives.
- Embed the principle of transition to net zero through the design of future transport provision as expediently as possible.

ACTIONS	FIT WITH LTS OBJECTIVES				TIMING	COST	LEAD
	ECONOMY	DECARBONISATION	PARTICIPATION	POVERTY			
Make the case to establish Rural/Remote/Island-focused Funding & Support	✓ ✓	✓	✓ ✓	✓ ✓	Short	Staff Time	HITRANS/OIC
Make the case for/establish additional funding for community-based Solutions & Review management and governance arrangements for Transport Development and Service Delivery	✓ ✓	✓	✓ ✓ ✓	✓ ✓ ✓	Medium	Staff time	OIC
Develop Locality-based Travel Plan Approach	✓ ✓	✓ ✓	✓ ✓	✓	Short	£30k	OIC
Establish fit-for-purpose Design Guide with Sustrans	✓	✓ ✓	✓ ✓	✓	Short	£20k	OIC/Sustrans Embedded Officer/HITRANS
Decentralise Services/Jobs: Develop Community Hubs	✓ ✓ ✓	✓ ✓	✓ ✓ ✓	✓ ✓	Short	£20k	OIC/Other agencies

ACTIONS	FIT WITH LTS OBJECTIVES				TIMING	COST	LEAD
	ECONOMY	DECARBONISATION	PARTICIPATION	POVERTY			
Ensure accessibility is integral part of design for future ferries, aircraft, buses and other vehicles	✓ ✓	\	✓ ✓ ✓	✓ ✓	Medium	n/a	OIC
Bringing Health and potentially other Services to Remote and Island Communities	\	✓ ✓	✓ ✓ ✓	✓ ✓	Short		NHS/Other agencies

Cross Cutting Themes	
Policy Highlights	This package of cross-cutting themes and actions aligns strongly with the messages put forward in NPF4 and NTS2 – creating community hubs, enabling more people to live and remain in rural and island areas, reducing the need to travel and an overarching context of reducing emissions and decarbonisation. One of the main issues is that many key objectives and initiatives put forward in these policies are urban-focussed and not necessarily island-proofed or indeed applicable in an Orkney context. Turning to the local context, the Connectivity Delivery Group of the Orkney Partnership has set out the aim to improve Orkney's connectivity by resolving the issues holding up the delivery of 21st century mobile, broadband and transport networks to all of Orkney's communities.
Feasibility/ Deliverability	The more comprehensive actions around development of community hubs and Orkney-proofed 20-minute neighbourhoods will require multi-stakeholder engagement if to be successfully implemented, with key representation regarding transport aspects.
Funding	It is envisaged that external funding will be required to progress a number of initiatives, while initial stages will be progressed through existing mechanisms, relationships and staffing.
ICIA	Many of the actions set out through this theme focus on redressing the notable challenges for island communities, particularly the Outer Isles of Orkney, and so this theme offers particular benefits for these communities, particularly through co-design with and participation of the communities in development.
Responsibilities	This theme necessitates joint working with a range of partners, and progress should be tracked through a number of mechanisms, including the Council's role with HITRANS, through the CPP and through liaison with Scottish Government, and including via the Scottish Government Islands Team.

Action Phasing	24/25	25/26	26/27	27/32	32/37	37/42	2042 >
Internal Processes/Approvals							
Community Planning/Feasibility/Dialogue							
Detailed Design/procurement							
Delivery/Construction							
Make the case to establish Rural/Remote/Island- focused Funding & Support							
Make the case for/establish additional funding for community-based Solutions & Review management and governance arrangements for Transport Development and Service Delivery							
Develop Locality-based Travel Plan Approach							
Establish fit-for-purpose Design Guide with Sustrans							
Decentralise Services/Jobs: Develop Community Hubs							
Ensure accessibility is integral part of design for future ferries, aircraft, buses and other vehicles							
Bringing Health and potentially other Services to Remote and Island Communities							

Cross Cutting Themes – Action Plan	
Make the case to establish Rural/Remote/Island-focused Funding & Support	Increasingly funding for transport infrastructure and services is targeted towards urban areas, particularly for public transport services but across all modes of transport – with a focus on relieving congestion for example – this leaves little focussed on rural issues. There is then the need to ensure that funding opportunities are developed with this in mind. It is envisaged that this can be done alongside HITRANS and potentially through the Scottish Government Islands Team.
Make the case for/establish additional funding for community-based Solutions & Review management and governance arrangements for Transport Development and Service Delivery	Many communities across Orkney are now developing their own plans and attracting grant funding towards investment in transport services and infrastructure. However, the grant funding is often short-term – for example only for capital costs or for short period covering revenue costs – leaving communities with the ongoing costs associated with owning vehicles and operating services. It is also the case that resource and capacity constraints are real issues that many communities are dealing with – particularly in terms of managing the delivery of transport services but also finding people to take up driver positions. The solutions are diverse across the Orkney isles in terms of how transport services are delivered also. This makes it difficult for small remote or island communities to establish a service that can operate effectively for the long term. The Action proposes that the whole aspect of community-based ownership /management / delivery of transport services should be looked at thoroughly, particularly in terms of ongoing funding, management and governance.
Develop Locality-based Travel Plan Approach	This action aligns with the 20-minute neighbourhood concept and is about understanding the overall needs of a place and how people access its assets with regard to travel and transport – how communities can live locally. Alongside the work already underway looking at the 20-minute neighbourhood concept in an Orkney and rural context, this action would enable a clear understanding of how a locality might be appropriately developed and what kind of transport and travel provision might be optimal. The travel plan would focus on the key assets within the locality – school, shops, petrol station, doctors, resident housing, etc. and map existing travel behaviours and identify measures aimed at reducing travel and achieving net zero, for example, in collaboration with other measures, particularly the development of community hubs.
Establish fit-for-purpose Design Guide with Sustrans	The approach adopted by Sustrans for active travel measures can be considered over-specified with regard to what is required in Orkney, in island, remote and rural areas. It also means that at present schemes are not funded by Sustrans if they do not meet these stringent design standards. This action is about promoting a new way of thinking and developing an approach that is fit for purpose in an island, remote or rural setting. Liaison with HITRANS and other authorities will enable a clear statement on what could be taken forward as new policy with Sustrans and the aim would be to develop a rural best practice guidelines for active travel.
Decentralise Services/Jobs: Develop Community Hubs	The decentralisation of services and jobs and the creation of Community Hubs as necessary has the potential to transform communities, and to transform the role of the transport network, along with travel behaviour and economic activity in remote and island settings.

Ensure accessibility is integral part of design for future ferries, aircraft, buses and other vehicles	This action is intended to ensure that the future design specifications for new vessels, aircraft and vehicles are cognisant of Orkney's community needs with regard to accessibility. This also carries as a principle across all other actions set out in this LTS, including Active Travel and Community Transport.
Bringing Health and potentially other Services to Remote and Island Communities	This action comprises expediting of the delivery of health (and other public) services within remote and island communities, so as to reduce the need to travel to locations outside of Orkney or the Orkney Mainland / Kirkwall. As well as looking at how services can be better brought to the isles, it would also be pertinent to review the health travel cost scheme to better promote and encourage sustainable travel where possible. A review of public service provision should also be undertaken to ascertain potential for other similar initiatives.

Local Transport Strategy Monitoring Baseline

ORKNEY ISLANDS COUNCIL
Marine Services & Transportation

The Delivery Plan sets out packages of measures generally by mode or theme. A set of indicators has been prepared to monitor overall progress via a series of progress proxies. This should then be supplemented with the development of bespoke monitoring and evaluation of individual projects that is commensurate with the nature of the projects, and would often relate to, for example, any requirements from particular funders for example.

INDICATOR	ORKNEY	BASELINE	TARGET	SCOTLAND	SOURCE	REPORTING
DECARBONISATION						
Plug-in cars & LGV licensed	341	Q3 2021	n/a	37,805	DfT Vehicle Licensing Statistics	Annual/Quarterly
Plug-in cars & LGV licensed per head of population	0.015	Q3 2021	n/a	0.007	DfT Vehicle Licensing Statistics	Annual/Quarterly
Plug-in cars & LGV as % of total cars & LGVs	3%	2020	100%	1%	DfT: Vehicle Licensing Statistics	Annual
Share of inter-island fleet (ferry/air) that is 'decarbonised'	None	2022	100% by 2040	n/a	OIC/Orkney Ferries/Loganair	Annual

INDICATOR	ORKNEY	BASELINE	TARGET	SCOTLAND	SOURCE	REPORTING
ACTIVE TRAVEL						
% children walking to secondary or primary school	30.2	2021	35.0	43.6	Sustrans: Hands Up Scotland Survey	Annual
% children cycling or scooting to secondary or primary school	6.6	2021	7.0	6.7	Sustrans: Hands Up Scotland Survey	Annual
Walk to work mode share %	27%	2019	>30%	12%	Transport – Travel to Work and Other Purposes	Annual
Roads and paths are safe for cycling: agree/strongly agree	Orkney Mainland 36.3% Outer Isles 56.2%	2020	50% 66%	All (Scottish) Islands 25.0%	National Islands Plan Survey	Every 2 years (expected)

INDICATOR	ORKNEY	BASELINE	TARGET	SCOTLAND	SOURCE	REPORTING
BUS & COMMUNITY TRANSPORT						
Annual vehicle kms by route/across network – by bus & community transport	1.293 Million	2021		n/a	OIC/Operators	Annual
Passenger boardings by route/across network	119,561	2019		n/a	OIC/Operators	Annual
Mode share of bus on journey to work	1.9%	2011	3.5%	10%	Scotland's Census 2011	Every 10 years
% of people very or fairly satisfied with quality of public transport	46%	2018	50%	65%	Scottish Household Survey	Annual
% of people very or fairly satisfied with quality of public services delivered (public transport) – remote small town	62%	2018	65%	61%	Scottish Household Survey	Annual
% of people very or fairly satisfied with quality of public services delivered (public transport) – remote rural	38%	2018	45%	46%	Scottish Household Survey	Annual

INDICATOR	ORKNEY	BASELINE	TARGET	SCOTLAND	SOURCE	REPORTING
INTER-ISLAND CONNECTIVITY						
Frequency of air services between isles and Kirkwall (summer)	**North Ronaldsay – Kirkwall** 3 return trips (Mon-Fri, Sun) **Papa Westray – Kirkwall** 3 return trips (Mon-Fri) 2 return trips (Sat, Sun) **Sanday/Stronsay/Westray – Kirkwall** 2 return trips (Mon – Fri) 1 return trip 9Sat,Sun) **Eday – Kirkwall** 1 return trip (Wed)			n/a	Loganair	Annual
Inter-island connections by ferry/air (ability to make a day trip – summer)	**Day return trips (air)** Westray – Papa Westray (Mon – Fri) **Day return trips (ferry)** Eday – Sanday (Tue,Thur) Stronsay – Eday (Mon,Wed, Fri)			n/a	Orkney Ferries/Loganair	Annual
Ferry-linked isles population	Population estimate 2021: 2,743 0-15: 393 16-59: 1,250 60-74: 700 75+: 400 2,862 (2011)	2021 2,743 2011 2,862	0.6% growth per annum	n/a	Orkney Community Plan & LOIP/National Records for Scotland	Census 2022 and then every 10 years
Is it easy for young people (under 40) who want to live & work here to do so? (Orkney outer Isles) – agree or strongly agree	21.27%	2020	35%	53.44% on Orkney Mainland	Scottish National Islands Plan Survey	Every 2 years (expected)

INDICATOR	ORKNEY	BASELINE	TARGET	SCOTLAND	SOURCE	REPORTING
ROADS & PARKING						
A roads with red or amber repair alerts	2% red 24% amber	2019 2020	Reduce	5% red 26% amber	Scottish Road Maintenance Condition Survey	Annual
B-roads with red or amber repair alerts	2% red 19% amber	2019 2020	Reduce	6% red 29% amber	Scottish Road Maintenance Condition Survey	Annual
Road accidents by severity (killed/serious/all severities)	1/3/10 2020	2/5/27 2019	Reduce	n/a	Reported Road Casualties Scotland	Annual

INDICATOR	ORKNEY	BASELINE	TARGET	SCOTLAND	SOURCE	REPORTING
HARBOUR INFRASTRUCTURE						
Harbours with developed masterplans, including isles	5	2019	10+	n/a	Data available from OIC Marine Services	Annual
Masterplan proposals developed/under development	3	2022	10+	n/a	Data available from OIC Marine Services	Annual

INDICATOR	ORKNEY	BASELINE	TARGET	SCOTLAND	SOURCE	REPORTING
EXTERNAL FERRY SERVICES						
Sailings to/from Orkney	Aberdeen to Kirkwall Summer:4/ Winter:3 Kirkwall to Aberdeen Summer: 3 /Winter: 2 Lerwick to Kirkwall Summer: 3/ Winter: 2 Kirkwall – Lerwick Summer: 4 / Winter: 3		Increase	n/a	Serco NorthLink ferries Timetable	Annual
NIFS passenger carryings	Aberdeen-Kirkwall 36,800 Aberdeen – Lerwick 129,800 Lerwick – Kirkwall 19,200 Scrabster – Stromness 161,900	2019	Increase	n/a	Scottish Transport Statistics	Annual
NIFS car carryings	Aberdeen-Kirkwall 5,600 Aberdeen-Lerwick 22,300 Lerwick – Kirkwall 3,300 Scrabster – Stromness 45,000	2019	Increase	n/a	Scottish Transport Statistics	Annual
NIFS Commercial/bus carryings	Aberdeen-Kirkwall 100 Aberdeen-Lerwick 100 Lerwick – Kirkwall 100 Scrabster-Stromness 300	2019	Increase	n/a	Scottish Transport Statistics	Annual

INDICATOR	ORKNEY	BASELINE	TARGET	SCOTLAND	SOURCE	REPORTING
EXTERNAL AIR SERVICES						
Terminal passengers Kirkwall	55,000 (2020)	162,000 (2019)	162,000 (2019)	n/a	Civil Aviation Authority	Annual
Air transport movements	8,821 (2020)	12,819 (2019)	13,000	n/a	Civil Aviation Authority	Annual
Cost of air travel	KOI-EDI Day Return Booked 1 wk in advance (11/5) Non ADS: £450	2021	Reduce	n/a	Analysis of Loganair fares	Every 2 years
ADS usage by type of trip	142,679 (2006)	2006	Increase	n/a	Scottish Government	Every 2 years