

Minute

Development and Infrastructure Committee

Tuesday, 26 March 2024, 09:30.

Council Chamber, Council Offices, School Place, Kirkwall.



Present

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

Councillor James R Moar, who had been invited for Item 10.

Clerk

- Katy Russell-Duff, Committees Officer.

In Attendance

- Hayley Green, Corporate Director for Neighbourhood Services and Infrastructure.
- Gareth Waterson, Corporate Director for Enterprise and Sustainable Regeneration.
- Sweyn Johnston, Head of Enterprise and Economic Growth (for Items 7 to 13).
- Roddy Mackay, Head of Planning and Community Protection (for Items 1 to 5).
- Lorna Richardson, Head of Neighbourhood Services (for Items 1 to 3).
- Stuart Allison, Service Manager (Enterprise) (for Items 7 to 13).
- Karen Bevilacqua, Service Manager (Legal Services).
- Laura Cromarty, Service Manager (Transportation) (for Items 2 to 9).
- Hazel Flett, Service Manager (Governance).
- Shonagh Merriman, Service Manager (Corporate Finance).
- Kenny Roy, Service Manager (Roads and Grounds) (for Items 1 to 3).
- Susan Shearer, Service Manager (Development and Marine Planning) (for Items 1 to 5).
- Christie Hartley, Team Manager (Sustainable Tourism) (for Items 7 to 10).
- Derek Manson, Team Manager (Development Planning) (for Items 1 to 5).
- Nina Caudrey, Environmental Planner (for Items 1 to 5).

Observing

- Kenny MacPherson, Head of Property, Asset Management and Facilities (for Items 1 and 2).
- Gavin Barr, Economic Development Manager (for Items 7 to 13).

Chair

- Councillor David Dawson.

1. Road Asset Replacement Programme

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:

Noted:

1.1. That, on 28 March 2023, the Development and Infrastructure Committee approved the Road Asset Replacement Programme for 2023/24, together with indicative programmes for 2024/25 and 2025/26.

1.2. That a multi-year approach to the replacement of road assets allowed for greater flexibility to vary the timing of individual projects where constraints and/or pressures emerged.

1.3. That, although approval was sought for a multi-year programme in respect of Road Asset Replacement, the Corporate Director for Neighbourhood Services and Infrastructure would continue to submit reports, on an annual basis.

1.4. The proposed Road Asset Replacement Programme for 2024/25, together with indicative programmes for 2025/26 and 2026/27, attached as Appendix 1 to the report by the Corporate Director for Neighbourhood Services and Infrastructure.

1.5. That Transport Scotland had notified the Council that the Cycling, Walking and Safer Routes funding would now form part of a tiered approach to Active Travel Transformation and accessing the funding source would also change.

1.6. That, as the methodology for receiving Cycling, Walking and Safer Routes funding was still to be finalised, it would no longer be reported through the Road Asset Replacement Programme.

The Committee resolved, in terms of delegated powers:

1.7. That the Road Asset Replacement Programme for 2024/25, together with indicative programmes for 2025/26 and 2026/27, attached as Appendix 1 to this Minute, be approved.

1.8. That powers be delegated to the Corporate Director for Neighbourhood Services and Infrastructure, in consultation with the Head of Finance, to adjust the Road Asset Replacement Programmes referred to at paragraph 1.7 above, as variations arose and in order to maximise use of budget allocations.

2. Orkney Road Safety Strategy

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:

Noted:

2.1. That, on 19 April 2016, the Policy and Resources Committee recommended approval of the Road Safety Strategy 2016-20.

2.2. That Orkney's Road Safety Forum, a multi-agency group, was committed to working together to improve safety on the roads throughout the islands thus reducing the number of road crashes and road casualties in Orkney.

2.3. The draft Road Safety Strategy to 2030, attached as Appendix 1 to the report by the Corporate Director for Neighbourhood Services and Infrastructure, which had been developed by the Road Safety Forum, in consultation with local partners who had an interest in road safety in Orkney.

2.4. That the draft Delivery Plan 2024-25, attached as Appendix 2 to the report by the Corporate Director for Neighbourhood Services and Infrastructure, which complemented and supported Orkney's Road Safety Strategy to 2030, would be reviewed on an annual basis to assist the Council to achieve significant reductions and meet all its targets.

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

2.5. That Orkney's Road Safety Strategy to 2030 and Delivery Plan 2024-25, attached as Appendices 2 and 3 respectively to this Minute, be approved in so far as they related to the remit of the Council.

2.6. That the Corporate Director for Neighbourhood Services and Infrastructure should submit to the Development and Infrastructure Committee, on an annual basis, the review of Orkney's Road Safety Strategy Delivery Plan.

3. Muddisdale Road, Kirkwall – Proposed Traffic Calming Measures

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:

Noted:

3.1. That planning permission was granted on 30 March 2022 in respect of infrastructure associated with 139 house sites on land near Corse West, Kirkwall, including access roads.

3.2. That, to address concerns raised through the planning process, one of the conditions of the planning permission related to the construction of build outs and crossing points along a section of Muddisdale Road, Kirkwall.

3.3. That the Council, as developer, proposed to install three build-outs with associated signage on Muddisdale Road, Kirkwall, as shown on the drawing attached as Appendix 1 to the report by the Corporate Director for Neighbourhood Services and Infrastructure.

3.4. That, in terms of the Roads (Traffic Calming) (Scotland) Regulations 1994, the Council was required to undertake statutory consultation in relation to traffic calming measures, however a traffic order and public notices were not required.

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

3.5. That the Council should carry out statutory consultation, as set out in the Roads (Traffic Calming) (Scotland) Regulations 1994, in respect of proposed traffic calming measures on Muddisdale Road, Kirkwall, to include the following additional consultees:

- Affected properties on Muddisdale Road, Kirkwall.
- Hauliers, including local delivery companies, coal and oil providers.
- Kirkwall and St Ola Community Council.

4. Development Management Guidance – Housing in the Countryside

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:

Noted:

4.1. That, on 6 February 2024, the Development and Infrastructure Committee recommended that consideration of the Development Management Guidance – Housing in the Countryside following publication of National Planning Framework 4 (NPF4) be deferred, to enable the Corporate Director for Neighbourhood Services and Infrastructure to undertake discussions with the North of Scotland Development Plans Forum and any other relevant local authority regarding how they were dealing with the potential incompatibility between the Policy 17 Rural Homes of National Planning Framework 4 (NPF4) and any Housing in the Countryside Policy contained in their Local Development Plans which supported single house in-fill development within existing building groups in the countryside.

4.2. That correspondence had been received from Aberdeenshire Council and the Cairngorms National Park, as detailed in section 3.4 of the report by the Corporate Director for Neighbourhood Services and Infrastructure.

4.3. That, as a result of the publication of NPF4, Development Management Guidance in respect of Housing in the Countryside had been revised to provide additional clarification when assessing planning applications for housing in the countryside in the context of Policy 17 Rural Homes of NPF4.

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

4.4. That the Development Management Guidance – Housing in the Countryside, attached as Appendix 4 to this Minute, be approved.

Councillor Mellissa-Louise Thomson left the meeting during discussion of this item.

5. Nature Networks

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), it was:

Noted:

5.1. That the Council was required by statute to identify nature networks as part of the Local Development Plan process to meet the requirements of National Planning Framework 4.

5.2. That policy frameworks associated with the Scottish Biodiversity Strategy would also require public bodies to support the delivery of nature networks on their land.

5.3. That, while the Council currently led and participated in the Local Biodiversity Action Plan partnership, that work was not required by statute.

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

5.4. That the Council should withdraw from the Local Biodiversity Action Plan partnership to enable staff to focus on statutory work streams to deliver positively on nature networks, which would also contribute to the Council's statutory biodiversity duty.

6. Harbour Authority Sub-committee

After consideration of the draft Minute of the Meeting of the Harbour Authority Sub-committee held on 19 March 2024, copies of which had been circulated, the Committee:

Resolved:

6.1. On the motion of Councillor David Dawson, seconded by Councillor Gillian Skuse, to approve the Minute of the Meeting of the Harbour Authority Sub-committee held on 19 March 2024, as a true record.

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

6.2. That the recommendation at paragraph 4.2 of the Minute of the Meeting of the Harbour Authority Sub-committee held on 19 March 2024, attached as Appendix 5 to this Minute, be approved.

Councillor Mellissa-Louise Thomson rejoined the meeting at this point.

7. Enterprise and Sustainable Regeneration

Directorate Delivery Plan and Risk Register

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 the Directorate Delivery Plan for Enterprise and Sustainable Regeneration for 2023 to 2028 and associated Risk Register, attached as Appendices 6 and 7 to this Minute, be approved.

8. Inter-Island Ferry Services – Proposed Winter 2024/25 Timetables

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 from the Service Manager (Transportation), the Committee:

Noted:

8.1. That the inter-island ferry services timetables for winter 2024/25 were scheduled to operate from 30 September 2024 until 3 May 2025 inclusive.

8.2. That draft timetables in respect of ferry services to be operated by Orkney Ferries Limited during winter 2024/25 were presented to the Ferry Services Consultative Forum for consideration on 31 January 2024, with the main comments and representations outlined in section 4 of the report by the Corporate Director for Enterprise and Sustainable Regeneration.

8.3. That, on 29 February 2024, the proposed timetables, together with feedback from the Ferry Services Consultative Forum, were considered by the Board of Orkney Ferries Limited and recommended to the Council for implementation.

8.4. That the proposed timetables for winter 2024/25, attached as Appendix 1 to the report by the Corporate Director for Enterprise and Sustainable Regeneration, were consistent with that operated during winter 2023/24.

8.5. That, in advance of the Council's budget setting process for 2024/25 being concluded, any decision on the proposed timetables in respect of inter-island ferry services would be subject to an adequate service revenue budget being established.

The Committee resolved, in terms of delegated powers:

8.6. That, subject to an adequate service revenue budget being established for 2024/25, the timetables in respect of inter-island ferry services, to be operated by Orkney Ferries Limited during winter 2024/25, attached as Appendix 8 to this report, be approved.

9. Inter-Island Air Services – Proposed Winter 2024/25 Timetable

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 from the Service Manager (Transportation), the Committee:

Noted:

9.1. That the inter-island air services timetable for winter 2024/25 was scheduled to operate from 27 October 2024 to 16 February 2025 inclusive.

9.2. That the draft timetable in respect of air services to be operated by Loganair Limited during winter 2024/25 was presented to the Air Services Consultative Forum for consideration on 31 January 2024, with main comments and representations from transport representatives outlined in section 4 of the report by the Corporate Director for Enterprise and Sustainable Regeneration.

9.3. The proposed timetable for winter 2024/25, attached as Appendix 1 to the report by the Corporate Director for Enterprise and Regeneration, which was consistent with that operated in previous years.

9.4. That, in advance of the Council's budget setting process for 2024/25 being concluded, any decision on the proposed timetable in respect of inter-island air services would be subject to an adequate service revenue budget being established.

The Committee resolved, in terms of delegated powers:

9.5. That, subject to an adequate service revenue budget for 2024/25 being established, the timetable in respect of inter-island air services, to be operated by Loganair Limited during winter 2024/25, attached as Appendix 9 to this report, be approved.

10. Provision of Public Toilets in Brodgar Area

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 from the Head of Enterprise and Economic Growth, the Committee:

Noted:

10.1. That the Heart of Neolithic World Heritage Site was a place of Outstanding Universal Value to humanity, which attracted more visitors than it could sustainably accommodate.

10.2. That the combination of unrestrained tourism growth and unmanaged footfall has had detrimental impacts on the World Heritage Site's natural and cultural heritage as well as community and visitor safety and wellbeing.

10.3. That the increasing volume of visitors to the Ring of Brodgar and lack of toilet provision had led to undesirable toileting behaviour near the car park, which had been highlighted as a key concern by local stakeholders.

10.4. That, although the Orkney World Heritage Site Gateway Programme sought to address the various issues and had been allocated £6.5 million of Islands Growth Deal funding from the Scottish and UK Governments, it would be years before the projects were completed.

10.5. That, while there was an urgent need for decisive action, the Brodgar-Stenness area was one of the most fragile landscapes in Scotland and, consequently, resolving an issue such as toilet provision was significantly more complex than it would be elsewhere.

10.6. That, on 30 November 2023, when considering resource provision to enhance responsible tourism management in Orkney, the Policy and Resources Committee recommended:

- That the provision of toilet facilities within the Heart of Neolithic Orkney World Heritage Site be further considered by the Development and Infrastructure Committee no later than March 2024.

10.7. That, since 30 November 2023, constructive discussions had been held with Historic Environment Scotland, Highlands and Islands Enterprise and Council officers, reconfirming and demonstrating a partnership approach and commitment to addressing the issues affecting the World Heritage Site.

10.8. That, accordingly, an options appraisal for toilet provision in the Brodgar-Stenness area of the World Heritage Site had been undertaken and was attached as Appendix 1 to the report by the Corporate Director for Enterprise and Sustainable Regeneration.

10.9. That each of the short-listed options, as outlined in section 4.3 of the report by the Corporate Director for Enterprise and Sustainable Regeneration and fully detailed in the Options Appraisal attached as Appendix 1 to the report, proposed a combination of physical and digital elements to improve visitor management in the World Heritage Site.

10.10. That the preferred option, Option 3, which comprised physical and digital elements as detailed in section 4.5 of the report by the Corporate Director for Enterprise and Sustainable Regeneration, offered a permanent solution for toilets at the Brodgar car park.

10.11. That, given the complexity of the proposed development and that Option 3 was unlikely to be completed before 2027, Option 1 could be actioned immediately as interim mitigation to reduce impacts, with the following measures in place for the 2024 tourism season:

- Monthly Brodgar car park cleaning between May and September.
- Toilet access for cruise ship passengers at Hatston Pier.
- Directional signage to nearest toilet facilities.
- Online directions and navigation to nearest toilet facilities (also included in Option 3).
- Promotion of responsible enjoyment of the World Heritage Site (also included in Option 3).

On the motion of Councillor David Dawson, seconded by Councillor Gillian Skuse, the Committee resolved to **recommend to the Council**:

10.12. That Option 3, namely the provision of permanent toilet facilities at the Brodgar car park and accompanying infrastructure improvements, be approved, with the digital elements progressed through the Islands Growth Deal on an accelerated timetable, subject to Orkney World Heritage Site Gateway Programme Board approval and Islands Growth Deal change process.

10.13. That, subject to a match contribution from Historic Environment Scotland, provision not exceeding £40,000 be made, from the Strategies, Studies and Project Initiation budget for 2024/25, to progress Phase 1 development of the physical elements of Option 3.

10.14. That Option 1 be approved for immediate progression, with the following elements funded from existing Enterprise and Economic Growth Service revenue budgets:

- Monthly Brodgar car park cleaning between May and September in 2024, 2025 and 2026.
- Directional signage to nearest toilet facilities.

11. Economic Development Grants and Cost of Living Crisis Business Support Schemes

Budget Monitoring Statement and Delegated Approvals

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 from the Service Manager (Enterprise), the Committee:

Noted:

11.1. That, for financial year 2023/24, the approved budget in respect of Economic Development Grants amounted to £306,300.

11.2. Spending to 31 January 2024, in relation to Economic Development Grants, totalling £160,599 of which £137,009 related to grant commitments made in previous financial years and £23,590 to current year commitments.

11.3. That, as at 31 January 2024, the budget available for approval from the Economic Development Grants budget, amounted to £116,057, as detailed in Annex A to the report by the Corporate Director for Enterprise and Sustainable Regeneration.

11.4. Grant approvals made in the period 1 April to 31 January 2024, totalling £190,243 including grants approved under delegated schemes for the same period, totalling £93,443 as detailed in Annex B to the report by the Corporate Director for Enterprise and Sustainable Regeneration.

11.5. That, on 21 February 2023, the Policy and Resources Committee recommended that Cost of Living Crisis Business Support Schemes should operate for a period of two years to 28 February 2025, funded from the unassigned remaining balance of the Coronavirus Response Fund, estimated at £1.3 million, and reported to the Development and Infrastructure Committee in addition to standard reporting of Economic Development Grants budget monitoring.

11.6. Approvals made in the period to 31 January 2024, totalling £120,000, in respect of Cost of Living Crisis Business Support Schemes, as summarised in Annex C to the report by the Corporate Director for Enterprise and Sustainable Regeneration.

12. Exclusion of Public

On the motion of Councillor David Dawson, seconded by Councillor Gillian Skuse, 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.

13. Kirkwall Town Centre Regeneration

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 4 and 6 of 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 from the Service Manager (Enterprise), the Committee:

Resolved to **recommend to the Council** what action should be taken with regard to a Kirkwall Town Centre Regeneration project.

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.

14. Conclusion of Meeting

At 12:18 the Chair declared the meeting concluded.

Signed: David Dawson.

Neighbourhood Services and Infrastructure Roads and Grounds		Roads Asset Replacment Programme				2024-25
Asset type	Allocated budget	Location	Budget cost	Cost code	Description	Notes
Street Furniture (Bollards and Railings)		Various locations, Rousay & Hoy	£50,000.00		Replace Armco railing posts	Defective wooden posts replaced with steel equivalents.
Footways and Kerbing		Glaitness Road, Kirkwall	£30,000.00		Lay new kerbs and surface	Defective kerbing and footway surface to be upgraded. Associated with Streetlight works.
		Grassick Court, Kirkwall	£20,000.00		Lay new kerbs and surface	Defective kerbing and footway surface to be upgraded. Associated with Streetlight works.
Associated Infrastructure	£100,000.00		£100,000.00	C25205001		
Drainage		Atlantis Lodge, A965, Firth	£50,000.00		Upgrade existing drainage.	Existing system is not sufficient. New outfall to be provided to shore.
Drainage	£50,000.00		£50,000.00	C25207001		
Street lighting system upgrade		Glaitness Road, Kirkwall	£50,000.00		Replace columns, cabling and control systems	Replace columns over 30yrs old and upgrade control/cabling
		Grassick Court, Kirkwall	£10,000.00		Replace columns, cabling and control systems	Replace columns over 30yrs old and upgrade control/cabling
		West Greaves, Holm	£40,000.00		Replace columns, cabling and control systems	Replace columns over 30yrs old and upgrade control/cabling
Street lights	£100,000.00		£100,000.00	C26101001		
Bridges and structures		Houton Road, Orphir	£25,000.00		Seawall extension.	Seawall to be extended following coastal erosion.
		Isgarth, B9069, Sanday	£50,000.00		Coastal defence upgrade.	Damaged gabion baskets to be replaced/improved.
Bridges and structures	£75,000.00		£75,000.00	C25202001		
Surface Treatments		B9059, Shapinsay	£30,000.00		Overlay Surfacing	Carriageway improvement.
		Back Road, St Margarets Hope	£35,000.00		Inlay Surfacing	Carriageway improvement.
		Ayre Road, Kirkwall	£20,000.00		Inlay Surfacing	Carriageway improvement.
		Pickaquooy Road, Kirkwall	£40,000.00		Inlay Surfacing	Carriageway improvement.
		Marwick Drive, Kirkwall	£40,000.00		Inlay Surfacing	Carriageway improvement.
		Investigation works for 2025 Surfacing projects.	£10,000.00		Test Holes	Investigation Works
Surface treatments	£175,000.00		£175,000.00	C25211001		
Road Reconstruction		A966, Rendall	£190,000.00		Haunch reconstruction and associated drainage works	Carriageway edge strengthening and improvement
		A964, Orphir	£200,000.00		Haunch reconstruction and associated drainage works	Carriageway edge strengthening and improvement
		King Street, Kirkwall	£60,000.00		Reconstruction	Carriageway strengthening and improvement
Reconstruction	£450,000.00		£450,000.00	C25213001		
Total	£950,000.00		£950,000.00			

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Neighbourhood Services and Infrastructure Roads and Grounds		Roads Asset Replacement Programme				2025-26
Asset type	Allocated budget	Location	Budget cost	Cost code	Description	Notes
Street Furniture (Bollards and Railings)		Orkney Various	£55,000.00		Replace existing bollards and railings	Faded/defective bollards replaced. Broken railings replaced. To be identified in 2024.
Footways and Kerbing		Royal Oak Road, Kirkwall	£45,000.00		Lay new kerbs and surface	Defective kerbing and footway surface to be upgraded.
Associated Infrastructure	£100,000.00		£100,000.00	C25205001		
Drainage		Orkney Various	£50,000.00		Upgrade existing drainage	Existing drainage systems upgraded. To be identified in 2024.
Drainage	£50,000.00		£50,000.00	C25207001		
Street lighting system upgrade		Royal Oak Road, Kirkwall	£100,000.00		Replace columns, cabling and control systems	Replace columns over 30yrs old and upgrade control/cabling.
Street lights	£100,000.00		£100,000.00	C26101001		
Bridges and structures		Retaining Walls, Sea Walls, Coastal Defences	£100,000.00		Various repairs	To be identified in 2024.
Bridges and structures	£100,000.00		£100,000.00	C25202001		
Surface Treatments		Marwick Road, Birsay Mill Street, Kirkwall Russland Road, Harray Investigation works for 2026 Surfacing projects.	£130,000.00 £35,000.00 £75,000.00 £10,000.00		Overlay Surfacing Inlay Surfacing Overlay Surfacing Test Holes	Improvement of carriageway surface Improvement of carriageway surface Improvement of carriageway surface Investigation Works
Surface treatments	£250,000.00		£250,000.00	C25211001		
Road Reconstruction		A965, various locations	£350,000.00		Haunch reconstruction and associated drainage works	Carriageway edge strengthening and improvement.
Reconstruction	£350,000.00		£350,000.00	C25213001		
Total	£950,000.00		£950,000.00			

Neighbourhood Services and Infrastructure Roads and Grounds		Roads Asset Replacment Programme				2026-27
Asset type	Allocated budget	Location	Budget cost	Cost code	Description	Notes
Street Furniture (Bollards and Railings)		Various	£15,000.00		Replace existing bollards and railings	Faded/defective bollards replaced. Broken railings replaced.
Footways and Kerbing		Pumpwell Park, Stromness King Street, Kirkwall	£15,000.00 £70,000.00		Lay new kerbs and surface Lay new kerbs and surface	Defective kerbing and footway surface to be upgraded. Defective kerbing and footway surface to be upgraded.
Associated Infrastructure	£100,000.00		£100,000.00	C25205001		
Drainage		Orkney Various	£50,000.00		Upgrade existing drainage	Existing drainage systems upgraded. To be identified.
Drainage	£50,000.00		£50,000.00	C25207001		
Street lighting system upgrade		Bellevue Park, Kirkwall Garson Drive, Stromness	£28,000.00 £32,000.00		Replace columns, cabling and control systems Replace columns, cabling and control systems	Replace columns over 30yrs old and upgrade control/cabling. Replace columns over 30yrs old and upgrade control/cabling.
Column Replacement		Otterswick Crescent, Kirkwall A961, South Ronaldsay Garson Way, Stromness	£15,000.00 £11,000.00 £14,000.00		Replace columns only Replace columns only Replace columns only	Replace columns over 30yrs old Replace columns over 30yrs old Replace columns over 30yrs old
Street lights	£100,000.00		£100,000.00	C26101001		
Bridges and structures		Retaining Walls, Sea Walls, Coastal Defences	£100,000.00		Various repairs	To be identified in 2025.
Bridges and structures	£100,000.00		£100,000.00	C25202001		
Surface Treatments		Germiston Road, Orphir Marwick Drive, Kirkwall Franklin Road, Stromness Ballarat Road, Harray Investigation works for 2027 Surfacing projects.	£100,000.00 £30,000.00 £75,000.00 £35,000.00 £10,000.00		Overlay Surfacing Inlay Surfacing Overlay Surfacing Overlay Surfacing Test Holes	Improvement of carriageway surface Improvement of carriageway surface Improvement of carriageway surface Improvement of carriageway surface Investigation Works
Surface treatments	£250,000.00		£250,000.00	C25211001		
Road Reconstruction		Various locations	£350,000.00		Haunch reconstruction and associated drainage works	Carriageway edge strengthening and improvement. To be identified.
Reconstruction	£350,000.00		£350,000.00	C25213001		
Total	£950,000.00		£950,000.00			

Orkney's Road Safety Strategy to 2030



Scottish
Ambulance
Service



NHS
Orkney



ORKNEY
ISLANDS COUNCIL



SCOTTISH
FIRE AND RESCUE SERVICE

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Document Control and Council Approval

Version Number/Date.	v1/December 2023.
Approved by Council	General Meeting of the Council(to be confirmed).
Next Update Due.	December 2030.

Foreword

It is with pleasure I introduce you to the Orkney Road Safety Strategy to 2030. This is a key document that complements the Scottish Government's Road Safety Framework that ambitiously seeks to make Scotland's roads the safest in the world.

Road traffic collisions, be those between two or more vehicles or a single vehicle colliding with a fixed object should never be referred to as 'accidents' as such incidents are often unconsciously considered as unfortunate events that happen either by chance, unintentionally and unexpectedly.

The truth is that all road traffic collisions are *wholly avoidable* if road users simply drive according to the road conditions and observe the rules and legislation designed to ensure their safety.

Besides the painful human cost to families and communities arising from fatal or life-changing road incidents, there is also a huge financial burden on the public purse, especially in respect of crash investigation, frequent legal/court actions and the NHS, to highlight just some of the key elements.

The aspiration to make Orkney's roads crash-free and thereby the safest anywhere is achievable.

Orkney's public and voluntary agencies will therefore work in partnership focusing on what is known as the 'Safe System' concept – namely Safe Road Use; Safe Vehicles; Safe Speeds; Safe Roads and Roadsides; and Post-crash Response can make this vision become a reality.

Awareness raising of responsible driving among road users (safe road use), robust policing of our roads (safe vehicles/safe speeds), identifying and addressing road design etc. (safe roads and roadsides) and the scrutinising/acting upon data to, for example, pinpoint the possible cause of crashes recurring at a specific location (post-crash response) enabled through a co-ordinated approach can only be beneficially productive.

However, none of this will work quite so effectively without the co-operation of all who use Orkney's roads. Drink-driving, speeding, failing to wear a seatbelt and using mobile 'phones when driving all tend to feature significantly in crashes where people are either killed or seriously injured. We must make these unacceptable behaviours a thing of the past and can only ultimately be accomplished with your co-operation.

The responsibility that every driver bears is awesome. Getting behind the wheel of a motor vehicle must never be taken lightly. Your life and those of others depends on your behaviour.

I hope you find in the pages to follow a useful and workable strategy that will lead to road tragedies and life-altering incidents becoming history.

Finally, I'd like to thank all involved in developing this document together with the various public services that work tirelessly to keep our roads safe and to all responsible and careful road users whose behaviour can only encourage others.

Cllr. Dave Dawson

Chair – Orkney Road Safety Forum



Introduction

The Scottish Government's new Road Safety Framework to 2030 builds on what has already been achieved over the last decade and sets out a vision for Scotland to have the best road safety performance in the world and an ambitious long-term goal where no-one dies or is seriously injured or killed on our roads by 2050.

Orkney's Road Safety Forum, a multi-agency group, comprising representatives from Orkney Islands Council; Police Scotland; NHS Orkney; Scottish Fire & Rescue Service; Scottish Ambulance Services and other interested parties, has been paramount in the production of Road Safety Plans for Orkney. The Forum is committed to working together to improve safety on the roads throughout the islands thus reducing the number of road crashes and road casualties in Orkney.

Orkney's Road Safety Forum is a stakeholder in one of Transport Scotland's three new Local Partnership Forums formed to expand and grow the connections between national and local road safety across Scotland. The Local Partnership Forum's remit is to review, analyse information and evidence supporting delivery of the strategic actions of the Scottish Government's Road Safety Framework and share information and best practice between members.

The North Forum comprises representatives from the following Councils:

- Aberdeenshire
- Aberdeen
- Angus
- Comhairle nan Eilean Siar
- Dundee
- Highlands
- Moray
- Orkney
- Perth and Kinross
- Shetland

The Highway Code

The Highway Code rules were updated in 2022 to improve the safety of people walking, cycling and riding horses and introduced 3 new rules about the new 'hierarchy of road users'. This concept places those road users most at risk in the event of a collision at the top of the hierarchy. The hierarchy does not remove the need for everyone to behave responsibly.

Local Authority Statutory Duties

The Roads (Scotland) Act 1984 places the statutory responsibility for local roads improvement, maintenance and repair with local authorities.

The Road Traffic Act 1988 places a statutory duty on local authorities and they must prepare and carry out a programme of measures to promote road safety and take appropriate measures to prevent such accidents, including the dissemination of information and advice relating to the use of roads, and practical training to road users.

National Progress towards Scottish Government's Road Safety Targets 2010-20

The previous road safety framework was published in 2009 and set out a collaborative approach and the vision for road safety in Scotland, the main priorities and issues. It included five Scotland-specific targets to 2020 associated with milestones to 2015. It initially contained 96 commitments to be delivered by 2020.

Target	2015 milestone % reduction	2020 target % reduction
People killed	30%	40%
People seriously injured	43%	55%
Children (aged < 16) killed *	35%	50%
Children (aged < 16) seriously injured	50%	65%

Table 1: Casualty reduction targets in Scotland's 2009 Road Safety Framework

2004/05 baseline	2020 target	2020 actual figures	Final status
292	175 = 40% reduction in people killed	141 = 52% reduction	exceeded target
4,865	2,181 = 55% reduction in people seriously injured	1,547 = 68% reduction	exceeded target
15	6 = 50% reduction in children killed	6 in 2020 but average for the 2018- 2020 period was 4 a year = 76% reduction	exceeded target
626	219 = 65% reduction in children seriously injured	144 = 77% reduction	exceeded target
27.01 casualties per 100 million vehicle kilometres	24.3 = 10% reduction in the slight casualty rate	8.85 = 67% reduction	exceeded target

Table 2: Progress against five national casualty reduction targets for 2020 since 2004/05 baseline

Local Progress towards Scottish Government's Road Safety Targets 2010-20

Target	2010-15 Target	2010-15 Actual	2016-20 Target	2016-20 Actual
People killed	4	9	7	7
People seriously injured	23	17	8	21
Children (aged <16) killed	0	0	0	0
Children (aged <16) seriously injured	3	3	2	2

Table 3 - Local progress towards Scottish Government's Road Safety Targets 2010-20

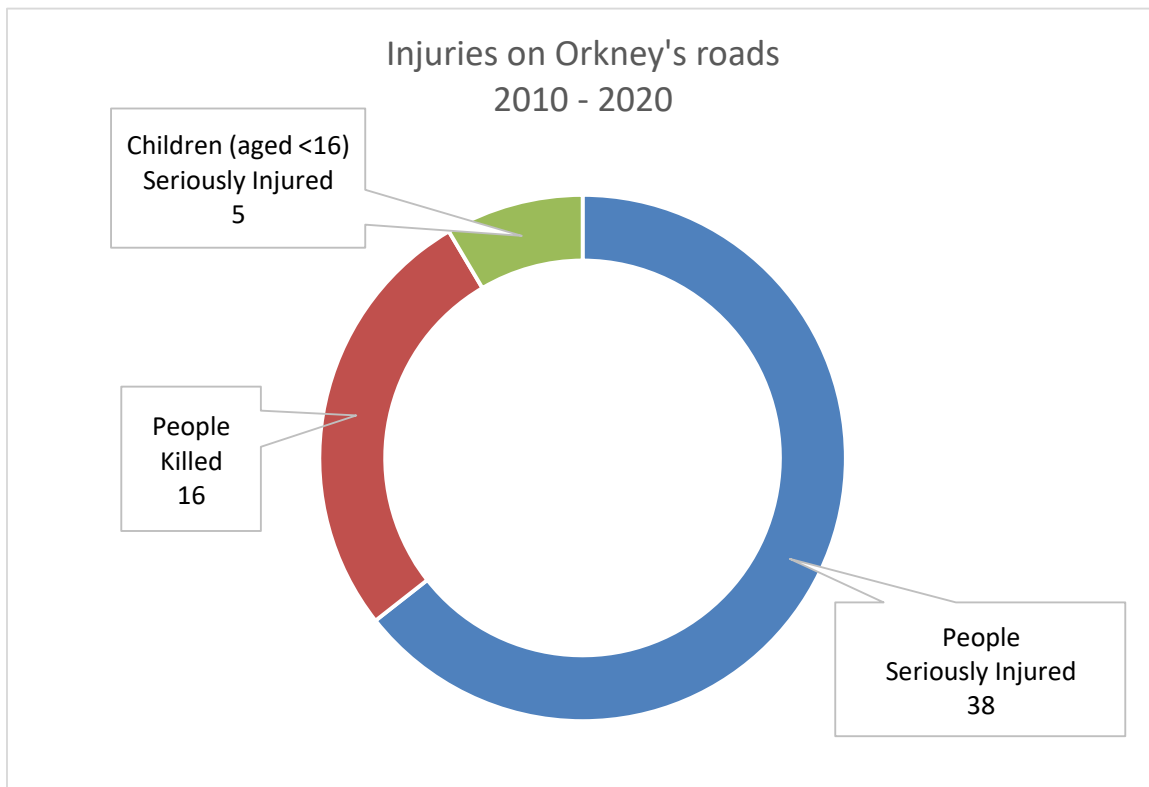


Figure 1 – Injuries on Orkney's roads 2010-2020

Scotland's Road Safety Framework to 2030

Scotland's Road Safety Framework to 2030 defines **five strategic outcomes** to help achieve the **vision**:

- Safe Road Use
- Safe Roads & Roadsides
- Safe Speeds
- Safe Vehicles
- Post-Crash Response

The outcomes provide an integrated approach – both collision and post collision; all working in harmony to prevent deaths and serious injuries.

Strategic Outcomes and Safe System Pillars



Safe System

A Safe System involves those who manage and design the roads as well as those who use them; each is responsible for, and must contribute to, eradicating fatal and serious injuries. Ultimately, all road users are expected to use the roads safely and comply with the rules.

In addition to describing the road safety environments the Strategic Outcomes aim to deliver they also align with the five pillars - effectively layers of protection - of the **Safe System** approach:

Safe Road Use

Safe Road Use - safe road users are competent at all levels, including: paying full attention to the road ahead and the task in hand; adapting to the conditions (weather, the presence of other users, etc.); travelling at lower speeds; not driving while impaired through drink, drugs (including medicines) or fatigue; not being distracted by in-vehicle technology (mobile phones, entertainment systems, sat navs, etc.); and giving sufficient room to all other road users, no matter what their mode of travel.

Safe road users are mindful of the hierarchy of road users, which ensures that those road users who can do the greatest harm have the greatest responsibility to reduce the danger or threat they may pose to others. They respect other road users at all times and assume responsibility for others' safety as well as their own.

Measures to encourage safe road use also include working together to reduce car-based traffic, inspiring people to use active modes, such as walking, wheeling or cycling or to use public transport rather than their own vehicles.

Safe Roads and Roadsides

In a Safe System, roads and roadsides are designed to reduce the risk of collision, and to mitigate the severity of injury should a collision occur. A combination of the design and maintenance supported by the implementation of a range of strategies to ensure that roads and roadsides can be as safe as possible can reduce casualties on our roads.

One way in which this can be achieved is to both segregate different kinds of road users and the traffic moving in different directions or at different speeds. If this is not possible, promoting positive behaviours and safer sharing of spaces, as well as the appropriate use of speed limits and signage, can also be a much more affordable and sustainable way to protect the most vulnerable road users.

Safe Speeds

Speed limits in a Safe System are based on aiding crash-avoidance and reducing the speed at which impacts occur. This ensures the body's limit for physical trauma is not reached or exceeded. The Safe System aims to establish appropriate speed limits according to the features of the road, the function it serves, and the physical tolerance of those who use it.

The key factors that should be considered in any decisions on local speed limits are:

- history of collisions
- road geometry and engineering
- road function
- composition of road users
(including existing and potential levels of vulnerable road users)
- existing traffic speeds
- road environment

Safe Vehicles

Vehicles are designed and regulated to minimise the occurrence and consequences of collisions to road users. This applies not only to vehicle occupants, but also to pedestrians, cyclists, horse-riders and motorcyclists. Making vehicles safer involves both 'active' safety measures, such as autonomous emergency braking, which can prevent collisions occurring in the first place, and 'passive' safety measures, such as seatbelts and airbags, which protect occupants (and other road users) if a collision does occur. It is also vital to ensure vehicle roadworthiness is regulated to the highest standards. Technology within vehicles, such as feedback from the speedometer and seatbelt reminders can also educate road users about safe road use.

Increasingly, roads and vehicles will be managed within an intelligent transport system, relying on ever-more autonomous vehicles and smart infrastructure. As safety becomes hardwired into vehicle technology and road design, there is potential to further reduce road casualties and deaths through this route.

Post-crash Response

It is vital to work with the emergency services and the National Health Service (NHS) to enable the best possible response to collisions, ensure victims are effectively cared for, and facilitate meaningful investigations into the causes and potential solutions for the future. Health outcomes for victims rely on the ability of the system to quickly locate and provide emergency first responder care, in order to stabilise victims and transport them to hospital for further specialist treatment.

Challenges and Strategic Actions

To address current and emerging challenges, 12 Strategic Actions have been identified which are overarching and not allocated to any nominated road safety partner. They are the collective responsibility of all stakeholders and road safety partners.

They will be translated and expanded into sub-actions through the development of both national and local delivery plans. These plans will be flexible, in order to address current and emerging casualty or danger trends.

The delivery of the strategic actions underpinned by the sub-actions contained in delivery plans will be monitored through the three-tier structure of the framework governance.













Challenges Strategic Actions												
Speed	✓	✓	✓		✓			✓	✓			✓
Climate	✓	✓	✓		✓	✓		✓		✓		
Funding				✓	✓	✓	✓	✓	✓	✓	✓	✓
Change in attitudes		✓	✓	✓	✓		✓	✓	✓			✓
Technology				✓	✓			✓	✓	✓	✓	✓
Active & Sustainable Travel		✓	✓	✓		✓			✓			✓
Knowledge & Data Analysis				✓	✓	✓		✓	✓	✓	✓	✓
Enforcement		✓		✓	✓	✓	✓		✓			✓
Health			✓	✓								✓
Education		✓		✓	✓	✓	✓	✓	✓			✓
Infrastructure	✓	✓	✓	✓	✓	✓		✓		✓		
Reduce Inequality		✓	✓		✓			✓	✓			✓



Table 4 – Strategic actions

Road Safety Management Performance

The explicit, longer-term goal of the Safe System is for a road traffic system which becomes free from death and serious injury through incremental, targeted improvements within a specified safety performance framework.

All Safe System work is based on a performance framework, with a hierarchy of targets –



The Long-term Goal of moving to zero fatalities, as set out in the National Transport Strategy 2 Delivery Plan, and serious injuries in road transport by 2050.

Interim Targets to 2030

- 50% reduction in people killed
- 50% reduction in people seriously injured
- 60% reduction in children (aged <16) killed
- 60% reduction in children (aged <16) seriously injured

**Intermediate Outcome Targets**

- 40% reduction in pedestrians killed or seriously injured
- 20% reduction in cyclists killed or seriously injured
- 30% reduction in motorcyclists killed or seriously injured
- 20% reduction in road users aged 70 and over killed or seriously injured
- 70% reduction in road users aged between 17 to 25 killed or seriously injured
- Percentage of motorists driving/riding within the posted speed limit
- The casualty rate for the most deprived 10% SIMD areas is reduced to equal to the least deprived 10% SIMD areas.

Intermediate Measures

- Casualty rate per 100 million vehicle kilometers for cyclists killed and seriously injured
- Casualty rate per thousand population for pedestrians killed and seriously injured
- Number of people killed and seriously injured in collisions where at least one driver/rider was driving for work, not commuting



Road Safety Education in Orkney Schools

Education encompasses all road users and includes ensuring that children and young people receive road safety education during their school career.

Road Safety Scotland (RSS) is responsible for the development of road safety learning resources which provide end-to-end learning in road safety, starting from early years and continuing throughout the school curriculum and beyond.

All the resources are linked to Curriculum for Excellence and offer different learning styles to engage teachers and learners, and make the learning appropriate, relevant and challenging at every level.

Road safety learning at every level			
Early	ILC P1	Go Safe with Dogs	Walking
First	P2 P3 P4	Roadstars	
Second	P5 P6 P7	Roadstars	Reaction Timer
		o2osafety	The Journey (P7 only)
Third & Fourth	S1 S2 S3	Your Call	School Daze (S1 only)
		o2osafety	Get in Lane
Senior Phase	S4 S5 S6	Green Maphors (S4 & S5 only)	Reaction Timer
		o2osafety	Friends Journal (S5 only)

www.roadsafety.scot

Early: to inspire a child's interest in road safety learning

First: challenging knowledge, attitudes and behaviours

Second: encourages peer learning and promotes road safety issues through partnership working.

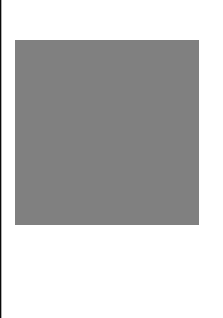


Third & Fourth: to encourage young people aged between 11 and 14 to assess their situations around roads and traffic, and to act in the safety way around them.



Senior Phase: for young people aged 14-17, to help provide a full picture of risks on the roads.

Cycling Scotland is responsible for the national cycle training programme for school children.

	<p>Play on Pedals will teach pre-school children about the parts of a bike, how to fit a helmet correctly and the basics of looking after their bikes. Through a series of fun and imaginative activities, they will be helped to develop their balance and control skills, often using a pedal-less balance bike. Play on Pedals has strong links to the curriculum for excellence.</p>
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Bikeability Scotland is a multi-level programme designed to give children the skills and confidence they need to cycle safely on the road.



BIKEABILITY SCOTLAND

- Level 1** Delivered in P5. Riders learn how to prepare for a journey, check their bike and equipment are safe and develop control skills, good observations and decision making. Training is completed in a traffic free setting.
- Level 2** Delivered in P6. Takes place on quieter roads with simple junctions and moderate traffic. Riders learn to make good and frequent observations, communicate their intentions clearly to other road users, decide on and use the most suitable riding position, understand priorities on a road and make decisions about when people wait and when people go.
- Level 3** Delivered between P7 and S2. Develops skills and confidence for cycling on complex, busy or fast roads and junctions sometimes with heavy traffic. It takes place after a rider has successfully demonstrated all the level 2 outcomes.

www.cycling.scot

Sir Chris Hoy presenting Bikeability Scotland certificates to pupils from North Walls Community School.



Sustrans Scotland works with local authorities to support schools with a wide range of resources, activities and funding opportunities to help support safer active travel to schools and the development of School Travel Plans.

Engineering in Orkney

The condition and design of Orkney roads are not perceived as being contributory factors in the majority of accidents, however, by careful consideration improvements can be brought about to make the roads in Orkney safer for all users.

All improvements will be based on identified elements of good practice to support both the development of road safety programmes and project implementation, and will have objectives that are Specific, Measurable, Attainable, Relevant and Timed (SMART).

Working through School Travel Plans and Safe Routes to Schools, safety audits and reviews can identify where safety concerns arise about journeys to and from schools. By noting where these problems are encountered, work can be carried out to either alleviate the danger or provide alternative suitable access routes for all users.

Orkney Islands Council is giving full consideration to how reallocation of road space can be used to provide a safe environment for all road users. The Council will continue to provide support to groups requesting traffic calming measures, where priority is given to pedestrians and cyclists rather than motorists. Continued expansion of the cycle network and other active travel projects will be considered where appropriate funding is available.



The Council will continue to review speed limits and determine if the existing limits are appropriate and where necessary implement local speed limits where it is determined this will improve safety.

Details of reported injury accidents are recorded on a database and mapping system. This data is used to highlight accident hotspots and by analysis of the data common causation factors can be identified.

Where causation factors can be tackled by engineering changes to the road environment, costs and benefits of the changes required will be balanced against each other. In this way, cost effective improvements can be introduced for the benefit of all road users.

The Roads Management and Maintenance Plan sets out how the Council will maintain the roads network in a safe and serviceable condition for the efficient movement of people, goods, and services. The plan must reflect current budgetary constraints and is supported by the Roads Asset Management Plan.

The road network not only carries people, vehicles, and goods, but also other service apparatus that are essential to maintain everyday life and commerce. It is therefore vital that there is a structured approach to roads management and maintenance that ensures the safety of the network for road users by maximising the long term benefits of routine maintenance.

The Council will continue to review street lighting to determine if the existing lighting is appropriate. Consideration will be given to modifying lighting if it is determined that this will improve road safety whilst taking account of the need to minimise light pollution.

Active Travel

The aim of Sustrans Scotland's Strategic Partnership programme is to work with partner organisations to understand the local barriers to active travel delivery and work together to develop and deliver a strategic approach to overcome these barriers, building momentum for local implementation.

Orkney Islands Council has one of the five temporary Sustrans Embedded Officers in Scotland working in the undernoted key ways:

- Facilitating a strategic approach
- Adding capacity to plan and deliver high quality active travel projects.
- Identifying and developing funding opportunities
- Building connections to ensure a collaborative approach with stakeholders and through community engagement.
- Influencing through sharing knowledge, expertise and evidence.



Scottish Fire and Rescue Service



The Scottish Fire and Rescue Service has long been associated with responding to Road Traffic Collisions that occur on our road network. We have a statutory duty to respond to this type of incident along with many other forms of rescue. Our crews across Orkney are highly trained in the necessary skills required, and train regularly utilising current extrication and stabilisation equipment to safely rescue casualties from the aftermath of vehicle collisions.

During 2022 / 23 new hydraulic rescue equipment was provided to the 12 stations in Orkney, this equipment is quicker to get to work and safer to use. Yet, no matter how swift and effective our response is, a tragically high number of people are still injured and lose their lives on the road as a result of these incidents. Like our partners, the Scottish Fire and Rescue Service is committed to preventing these incidents from occurring wherever possible and we work closely with other key agencies, including third sector agencies, to educate people about the dangers and risks on our roads.

We will commit, when possible, resources to provide annual education events aimed at schools, our young people and the wider community. We are recognised by all stakeholders as a major contributor in the formulation and delivery of road safety policies and initiatives across the county of Orkney, and we fully support Orkney's Road Safety Forum in developing the Orkney's Road Safety Strategy to 30.



Scottish Ambulance Service

The Scottish Ambulance Service responds to a wide variety of emergency calls including Road Traffic Collisions across Orkney, often in conjunction with our partners at Police Scotland and The Scottish Fire and Rescue Service.

Many of our patients will then pass through the healthcare services at NHS Orkney. As part of this patient centred network in a small community, we see the impact of Road Traffic Collisions not only on the individuals, families and bystanders involved but also on emergency services and hospital staff.

As such, we are committed to supporting the development of Orkney's Road Safety Strategy to 2030 in order to reduce casualties and make our roads safer for all users.

Education is a key aspect of this, ensuring that people of all ages understand the importance of road safety and courtesy not just for themselves, but for the whole community.



NHS Orkney



NHS Orkney is responsible for the healthcare of the population of Orkney, which is approximately 21,500 people.

NHS Orkney provides a comprehensive range of primary, community-based and acute hospital services.

NHS Orkney's healthcare and hospital facility, The Balfour, offers many services, these include, but are not limited to: Emergency Department, Outpatients, Radiology, Physiotherapy, Two inpatient wards and a High Dependency Unit (HDU), as well as the Scottish Ambulance Service. Having all these services under one roof allows for excellent multidisciplinary working to benefit our patients.

Our Emergency Department provides emergency care to the residents of Orkney, 24 hours a day, 7 days a week, 365 days a year. The department works in connection with the Scottish Ambulance Service, to provide timely care to our community. The Emergency Department also works in close partnership with our HDU and Theatre teams to ensure patients receive the appropriate care and recovery.

NHS Orkney works together with NHS Grampian's Aberdeen Royal Infirmary (ARI). Should patients require emergency care at ARI, we work together with Scotland's Charity Air Ambulance (SCAA) to ensure they get there quickly and safely.



Enforcement

The impact a road death has is catastrophic, and the effects are amplified and so keenly felt in small communities like ours in Orkney.

In Orkney, promoting road safety is a community-wide commitment. As part of Scotland's Road Safety Framework to 2030, enforcement plays a key role in fostering safer roads across Orkney, with a specific focus on changing drivers' habits through collaborative efforts.



By enforcing road traffic laws and regulations, we deter unsafe behaviours, safeguarding both residents and visitors in Orkney. We target behaviours such as speeding, drink driving, mobile phone use, and non-compliance with seat belt use as we aim to encourage responsible road use.

Orkney's enforcement strategy involves partnerships and close cooperation. Local councils, Police Scotland, and other stakeholders pool their expertise and resources to enact change. This joint effort ensures that enforcement actions meet the island community's unique needs, improving road safety outcomes.

Instead of a camera network, Orkney focuses on changing drivers' behaviour through community-led enforcement initiatives. As a partnership we work closely with residents and local organisations to increase road safety awareness. Educational campaigns, targeted enforcement efforts, and community engagement aim to empower individuals to make responsible driving choices.

This strategy aligns with Orkney's vision of drivers prioritising safety and thoughtful road use. By promoting personal responsibility, the community takes proactive steps to create a safer road environment. This includes encouraging drivers to respect speed limits, refrain from drink driving, avoid mobile phone distractions, and consistently use seat belts.



Through these joint efforts, Orkney is working towards safer journeys on its roads, demonstrating the importance of collaboration and personal responsibility. By prioritising enforcement and working in partnership, Orkney's community fosters positive change, paving the way for a future where road safety is a common value. Together, we can build a safer future, promoting safe driving within Orkney's close community.



Partner Links

HITRANS

<https://hitrans.org.uk/>

NHS Orkney

<https://www.ohb.scot.nhs.uk>

Orkney Islands Council

<https://www.orkney.gov.uk>

Police Scotland

<https://www.scotland.police.uk>

Road Safety Scotland

<https://roadsafety.scot>

Scottish Ambulance Service

<https://www.scottishambulance.com>

Scottish Fire & Rescue Services

<https://www.firescotland.gov.uk>

Sustrans Scotland

<https://www.sustrans.org.uk/about-us/our-work-in-scotland>

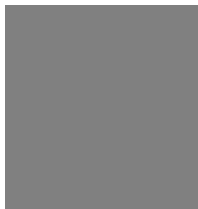
Transport Scotland

<https://www.transport.gov.scot>

Orkney's Road Safety Strategy Delivery Plan 2024-25



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Appendix 3

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Introduction

This Annual Delivery Plan complements and supports Orkney's Road Safety Strategy to 2030.

The following 12 National Strategic Actions of the Scottish Government's Road Safety Framework to 2030 have both national and local deliverables developed with our local partners. Each deliverable is provided with Detail, Lead Partner, Target Date and an Update Section.

Lead Partners will have responsibility to action and monitor these deliverables and provide updates to the members of the Road Safety Forum at the quarterly meetings. The lead partners referred to in the following tables include Orkney Islands Council (OIC), Police Scotland (PS), Scottish Fire and Rescue Service (SF&RS), NHS Orkney (NHS) and Scottish Ambulance Service (SAS).

This collective approach will work towards achieving the Framework's Vision:

FOR SCOTLAND TO HAVE THE BEST ROAD SAFETY PERFORMANCE IN THE WORLD

SPEED

Deliver a range of speed management initiatives to support the Safe System.

	Deliverable	Detail	Lead Partner	Target Date	2024-25 Update
1	National Speed Management Review – 2021-22	Implement the range of measures as detailed in Transport Scotland’s National Speed Management Review to establish appropriate speed limits across the urban and rural network.	OIC	Ongoing	
2	High Visibility Patrols	Deployment of high visibility patrols to target offenders and improve driver behaviours and attitudes on strategic routes identified from Road Policing command area tactical plans where a high incidence of speeding occurs. Patrols/enforcement in areas frequented by vulnerable road users ie school zones etc.	PS	Ongoing	
3	National Speed Campaigns	As part of the Road Safety Campaigns calendar with appropriate social media strategies to deliver key messages.	PS	Ongoing	
4	Speed Enforcement	Undertake speed enforcement as a daily activity.	PS	Ongoing	
5	Crash Clusters	Locations identified as speed complaint areas, through collision history will be investigated and addressed as appropriate.	PS OIC	Ongoing	
6	New Initiatives	Consider new and innovative approaches to speed enforcement to improve driver behaviour and reduce casualties.	All	Ongoing	

CLIMATE

Deliver road safety initiatives that positively impact the climate emergency and we will mitigate the negative impacts climate change may have on road safety.

	Deliverable	Detail	Lead Partner	Target Date	2024-25 Update
7	Promote smooth driving through various education and engineering methods	Educate and promote smooth driving and reduction in speed through roadside-activated speed limits.	OIC	Ongoing	
8	All schools to have a current School Travel Plan	Continue to develop, promote and encourage safer, healthier and more environmentally friendly travel choices.	OIC	Ongoing	

FUNDING & RESOURCES

Access national funding streams for local road safety delivery.

	Deliverables	Detail	Lead Partner	Target Date	2024-25 Update
9	Road Safety Improvement Fund	Transport Scotland will support the delivery of the Road Safety Framework to 2030. The key objective of the fund is to help the road authority meet the 2030 road casualty reduction targets and implement the Safe System across their road networks through a targeted approach.	All	Ongoing	
10	Road Safety Framework Fund	Transport Scotland will support road safety projects to assist in the delivery of the Road Safety Framework to 2030.	All	Ongoing	
11	Active Travel Funding	Transport Scotland will support walking, wheeling, cycling and safer routes projects with cognisance of the active travel outcomes set out in the Active Travel Framework.	All	Ongoing	
12	Cycle Parking & Infrastructure	Cycling Scotland will support projects to provide secure cycle and scooter parking to encourage and promote active journeys to/from school.	OIC	Ongoing	
13	Bikeability Scotland Support Plus Funding	Cycling Scotland is committed to supporting the local authority to deliver and increase Level 2 on-road training and access funding for equipment.	OIC	Ongoing	

CHANGE IN ATTITUDES & BEHAVIOUR

Engage in partnership working to enable all road users to understand their road safety responsibilities, allowing them to improve their attitudes and behaviours for the safety of themselves and others.

	Deliverable	Detail	Lead Partner	Target Date	2024-25 Update
14	Transport Scotland's national conversation on road safety across all of Scotland	Promote the national conversation on road safety to encourage greater personal responsibility and a change in perception which should lead to a transformation of the road safety culture. Promote the annual Scottish Road Safety Week to raise awareness to reduce road fatalities with areas of focus such as speed, seatbelts and drink driving.	All	Ongoing	
15	Scotland's Road Safety Framework online portal	Promote the use of the portal which will be regularly updated with new and relevant information to ensure road users can learn and enhance their road safety knowledge.	All	Ongoing	
16	Give Cycle Space Campaign	Give Cycle Space is an annual, national campaign to encourage drivers to give space to people cycling. It highlights the legal consequences to drivers of close-passing cyclists.	PS	Ongoing	
17	Driving for work	Share road safety messages to those who drive for work.	All	Ongoing	
18	Practical Cycle Awareness Training	Cycling Scotland will continue to educate and raise awareness to drivers to provide a greater understanding of vulnerable road user needs.	OIC PS	Ongoing	

	Deliverable	Detail	Lead Partner	Target Date	2024-25 Update
19	Fair Warn Campaign	The Orkney Fair Warn Campaign aims to change driver behaviour by involving the community and raising awareness about the consequences of anti-social and inconsiderate driving. The campaign focuses on tackling issues like excessive noise, breaking local bylaws, illegal parking, and endangering vulnerable road users.	PS	Ongoing	
20	Road Worthy Vehicles	Work with partner agencies, such as DVSA, to conduct enforcement into the road worthiness of all types of vehicle, ensuring the most dangerous vehicles are prohibited from being on our roads.	PS	Ongoing	
21	Sustainable Travel Group	Active participation of the Group to ensure efficient use of investment in active and sustainable travel.	OIC	Ongoing	

TECHNOLOGY

Promote new and emerging technologies for use within the Safe System.

	Deliverable	Lead Partner	Target Date	2024-25 Update
22	Make Use of Social Media for updating on Current Travel Advice	PS OIC	Ongoing	

ACTIVE & SUSTAINABLE TRAVEL

Ensure road safety remains a key focus of active and sustainable travel in Orkney

	Deliverables	Detail	Lead Partner	Target Date	2024-25 Update
23	Deliver on national strategy for 20mph speed limits and zones	Ensure all appropriate roads in built up areas have a safer speed limit of 20 mph by 2025.	OIC	2025	
24	Cycling Framework for active travel in Scotland	Take cognisance of the Framework and delivery plan and other relevant plans.	OIC	Ongoing	
25	Continue to support through encouragement and advice the benefits of safe use of our streets.	Continue to promote the benefits of walking, particularly in communities and to and from schools and support and encourage communities in making their own streets safe attractive place to live.	OIC	Ongoing	
26	Ensure road safety is a key focus and a deliverable across local policies including active and sustainable travel.	Strengthen the connection/alignment with road safety across local policies to highlight where road safety can assist in the delivery of their own objectives.	OIC	Ongoing	
27	Transport Scotland to invest in delivery of high-quality walking, cycling and wheeling infrastructure and place-making projects that are segregated from other road traffic to enable more people to choose to walk and cycle for shorter everyday journeys	Collaborative working between Transport Scotland and Orkney Islands Council to provide safer routes to increase active travel and reduce numbers of cars on roads both of which will impact on reduction in vulnerable road users killed and seriously injured.	OIC	Ongoing	

	Deliverables	Detail	Lead Partner	Target Date	2024-25 Update
28	All schools to have a current School Travel Plan	Continue to develop, promote and support more sustainable transport options in Orkney. To encourage safer, healthier and more environmentally friendly travel choices. To reduce the number of single car journeys to/from school by parents and staff.	OIC	Ongoing	

KNOWLEDGE & DATA ANALYSIS

Ensure our actions are evidence-led to support the delivery of the Safe System

	Deliverable	Detail	Lead Partner	Target Date	2024-25 Update
29	Orkney's Road Safety Delivery Plan	Develop and monitor an associated Delivery Plan on an annual basis.	All	2024	
30	Member of Local Partnership Forum (North)	Active participation of the LPF (North) to ensure improved connectivity between what is happening at national and local levels in terms of road safety. The Forum will support monitoring at local level of the framework's performance management and deliverables set out in the national delivery plan.	All	Ongoing	
31	Member of Highlands and Islands Road Casualty Reduction Group	Liaise and attend the Group to share best practice with other road safety professionals in relation to road safety.	All	Ongoing	

ENFORCEMENT

Optimise enforcement to encourage good road use behaviour to support the Safe System.

	Deliverable	Detail	Lead Partner	Target Date	2024-25 Update
32	Deliver road policing operational/campaign activity	<p>Police Scotland to deliver a Road Safety Campaigns Calendar of activity which will focus of the Fatal Five (Drink/Drug Driving, Speeding, Seatbelts, Mobile Phones and Careless Driving) with national and local media support.</p> <p>Deliver vulnerable road user initiatives for motorcyclists, cyclists and pedestrians:</p> <p>General road safety enforcement delivered on a regular basis by Police Scotland.</p> <p>Deployment of Police Scotland resources informed by intelligence and data analysis, identifying routes and loci where injury collisions occur or a high incidence of offending occurs in an effort to improve driver attitudes and behaviours.</p> <p>Police Scotland will work with internal and external partners to consider new and innovative approaches to enforcement and campaign activity in order to improve driver behaviour and reduce casualties.</p>	PS	Ongoing	

	Deliverable	Detail	Lead Partner	Target Date	2024-25 Update
33	Drink/Drug Driving	High visibility proactive patrols, taking every opportunity to test drivers for drink/drug driving in line with legislative requirements.	PS	Ongoing	
34	Careless Driving	High visibility patrols on our road network, which will make all motorists think about their driving and deter them from making poor driving decisions.	PS	Ongoing	
35	Seatbelts	High visibility proactive patrols. With emphasis on seatbelt offence detections during national campaigns.	PS	Ongoing	
36	Mobile Phones	High visibility proactive patrols. With emphasis on mobile phone offence detections during national campaigns.	PS	Ongoing	
37	Speeding	Conduct speed checks on roads throughout the county. Targeted speed checks in areas frequented by vulnerable road users.	PS	Ongoing	

HEALTH

Strengthen the relationship between health and road safety, reduce the likelihood, number and severity of collisions and improve the post-crash response.

	Deliverables	Detail	Lead Partner	Target Date	2024-25 Update
38	Work with health colleagues to better understand the impact that road casualties have on the health service.	Better understand the impact that road casualties and fitness to drive have on the local health service.	NHS	2024	
39	Fitness to Drive	<p>We have an ageing population and this presents an ongoing risk of fatal/serious collisions involving older drivers.</p> <p>Police Scotland will work with partner agencies to ensure that early intervention is made to people who are not fit to drive, with a view to having a good working relationship with NHS Orkney, as medical professionals are more likely to be in position to intervene when it becomes clear that someone no longer meets the minimum requirements in terms of their fitness to drive.</p>	PS NHS	2024	

EDUCATION

Provide opportunities for all road users to gain the knowledge, skills and experience required to become safe and responsible users.

	Deliverable	Detail	Lead Partner	Target Date	2024-2025 Update
40	Continue to deliver a Pre-driver Education Programme	Continue to deliver the pre-driver education initiative 'Safe Drive Stay Alive' to senior secondary pupils until a new initiative has been sourced/developed.	All	Academic year 2024-25	
41	New Driver Scheme	Investigate the delivery of Police Scotland's New Driver scheme to increase safer driving behaviours by young drivers after they pass their test.	PS	Mar 2025	
42	Road safety campaigns	Motorbike Campaigns Seatbelt Campaigns Speeding Campaigns Operation Close Pass	All	On-going	
43	Cycling Scotland	Bikeability Scotland Play on Pedals	OIC	Academic year 2024-25	
44	Adult Cycle Training	Investigate the delivery of Adult Cycle Training which offers a series of practical cycling courses for adults to build confidence on a bicycle.	OIC	Mar 2025	
45	Participation in Road Safety Scotland's road safety initiatives	Go Safe with Ziggy Roadstars Junior Road Safety Officer (JRSO) Your Call Crash Magnets Theatre in Education	OIC	Academic year 2024-25	

	Deliverable	Detail	Lead Partner	Target Date	2024-25 Update
46	Participation in Living Streets walking initiatives.	Walk Once a Week (Wow)	OIC	Academic year 2024-25	
47	Virtual Reality Headsets	Seek opportunities to deliver engagement sessions, using VR Headsets as a medium, to all age groups of the community including schools and community groups through planned and ad hoc events on mainland and the isles.	SF&RS	Ongoing	
48	Foreign Drivers	Continue to promote and ensure 'keep left' tourist information leaflets are widely distributed in advance of the tourist season each year.	All	March 2025	
49	Older Drivers	Promote Driver Engagement North to raise awareness amongst older drivers of their vulnerability and ways in which to address this. Increase awareness and knowledge capability of older drivers, and their families, to make informed choices about safe driving. Encourage full use of public transport.	All	March 2025	
50	Horse Riders	Lose the Blinkers	PS	Mar 2025	
51	Motorcyclist	Deliver and support campaign. Encourage training and support for motorcyclists through the Rider Refinement North initiative.	PS OIC	Mar 2025	
52	In-car Clinics	Continue to educate and encourage drivers to ensure that children are properly restrained in cars and vans. Annual in-car safety clinics	OIC	Summer 2025	
53	Participation in Sustran's road safety initiatives	Hands Up Scotland Survey Big Walk Bike to School Week IBike	OIC	Sep 2024 Mar 2025 Oct 2024 Mar 2025	
54	Familiarisation of school pupils with SAS vehicles and equipment.	Continue to regularly visit schools in order to familiarise children and young adults with the Scottish Ambulance Service's vehicles, equipment and the importance of road safety and visibility.	SAS	Ongoing	

ENGINEERING

To improve road infrastructure and maintenance.

	Deliverable	Detail	Lead Partner	Target Date	2024-25 Update
55	Improve road infrastructure and maintenance	For ongoing maintenance work on the road network, we will ensure that the Safe System's approach to road safety is embedded in the development, design and delivery of all maintenance schemes whether minor lighting, drainage or landscaping scheme or a major road reconstruction.	OIC	Ongoing	
56	Road Maintenance	Provide a safe road network suitable for all road users and carry out repair of potholes, verges, footways, etc as identified by regular inspections.	OIC	Ongoing	
57	Street Lighting Maintenance	Provide adequate street lighting where required in public areas that are safe to use during the hours of darkness. Inspect streetlights regularly and repairing them as necessary.	OIC	Ongoing	
58	Drainage	Keep roads free of excess water and ensure that roads are safe to use during all weather condition by maintaining or improving drainage as necessary.	OIC	Ongoing	
59	Road Markings and Signs	Ensure clear guidance for all road users on a safe and easy to understand road network. Replacing road marking and signs as necessary and providing new ones when appropriate.	OIC	Ongoing	

	Deliverable	Detail	Lead Partner	Target Date	2024-25 Update
60	Winter Service	To allow traffic to continue using the road network safely in wintry conditions. By monitoring forecasts, pre-treating and treatments, snowploughing and providing public information to provide a safe road network irrespective of weather conditions.	OIC	Ongoing	
61	Safety Check of Road Improvement Schemes	Ensure road improvements schemes are as safe as practically possible, with safety checks of proposed improvements carried out by experienced staff.	OIC	Ongoing	
62	Development Control	Proposed developments should be as safe as practically possible for all road users. Provide advice to planning staff of road safety implications associated with proposed developments.	OIC	Ongoing	
63	Accident Investigation and Prevention	Reduce accidents to try and ensure fewer people injured in future than might otherwise be the case. Examine past accident patterns and carry out works to reduce their likely reoccurrence.	OIC	Ongoing	
64	Residential Areas 20mph Speed Limits	Reduce vehicle speed on the roads in housing estates and provide safer streets and a better quality of life of residents to encourage walking and cycling. Promote traffic orders, consultation, and provision of traffic calming where required.	OIC	Ongoing	
65	Village/Settlement Speed Limits	Introduce 30, 40, or 50 mph speed limits where appropriate to ensure safe roads through rural settlements, recognizing the needs of all road users. Identify areas suitable for a reduced speed limit, consultation, and promotion of traffic orders.	OIC	Ongoing	
66	Vehicle Restraint Systems	Upgrading of existing systems to reduce the severity of accidents. Replace existing vehicle restraint systems as part of ongoing asset replacement programme.	OIC	Ongoing	
68	New Footways and Street Lighting	Improve safety and amenity in urban and rural areas and encourage walking and cycling with fewer pedestrian injuries. Provide new street lighting or footways or both where appropriate, within budgets available.	OIC	Ongoing	

INEQUALITY

Reduce road safety inequality due to socio-economic disadvantage of people living in areas of deprivation.

	Deliverables	Detail	Lead Partner	Target Date	2024-25 Update
68	Ensure road safety interventions and education cover areas of deprivation.	Once findings of the national research on road casualties in areas of deprivation are known, we will ensure road safety interventions and education cover these areas of deprivation.	All	Ongoing	

Development Management Guidance (DMG) Housing in the Countryside DMG following publication of NPF4 and specifically alignment with NPF4 Policy 17 Rural Homes and Orkney Local Development Plan 2017

Introduction

This DMG has been put together to give advice on housing in the countryside and how NPF4 rural homes policy 17 can be applied alongside Orkney Local Development Plan 2017 (OLDP2017).

NPF4 policy 17 sets out that the Local Development Plan should set out a tailored approach to rural housing and reflect locally appropriate delivery approaches. The Council's current 'tailored approach' is based on Policy 5 – Housing, Section E: Single houses and new Housing Clusters in the Countryside with associated Supplementary Guidance. This reflects the local context of Orkney and is considered to be a sustainable approach directing growth to the most appropriate areas in the Orkney context.

The Scottish Government's Chief Planner's Letter on Transitional Arrangements notes that "NPF4 will form part of the statutory development plan, along with the Local Development Plan (LDP) applicable to the area at that time and its supplementary guidance LDPs already adopted will continue to be part of the development plan." For avoidance of doubt, existing LDP land allocations will be maintained. However the Chief Planners Letter also states that "whether an LDP has been adopted prior to or after the adoption and publication of NPF4, legislation states that in the event of any incompatibility between a provision of NPF and a provision of an LDP, whichever of them is the later in date is to prevail (Town and Country Planning (Scotland) Act 1997 ("the 1997 Act"); section 24(3)).

The review of OLDP2017 is now underway and this DMG is an interim piece of guidance to aid development management until the new Orkney Local Development Plan is in place. It aims to show where there is alignment and where there is any incompatibility.

Rural Homes Policy 17 NPF4 compared with OLDP 2017

Rural Homes Policy 17 within NPF4 has been reviewed to check for alignment with OLDP 2017. The review has concluded that the provisions of NPF4 allows for the continued application of policy provisions we have in Policy 5 – Housing, part E – Single Houses and new Housing Clusters in the Countryside of the OLDP2017.

The exception to that is infill development within existing housing groups in the countryside. There is no provision in the list of criteria in Policy 17 of NPF4 for its support. However, NPF4 allows within the text of Rural Homes for LDPs to set out tailored approaches to rural housing and where relevant include proposals for future population growth – including provision for small-scale housing and highlights that Plans should reflect locally appropriate delivery approaches and the NPF4 should be read as a whole. Whilst there is no explicit reference in Policy 17 to infill development within existing building groups it is considered sufficient weight can be placed in the NPF4 supporting text to have a tailored approach of supporting infill development within building groups.

To aid policy application a quick guide for where there is common alignment for different policy provisions is shown in Table 1 below.

Table 1 showing NPF4 Policy 17 compared with Policy 5 Housing, Section E OLDP 2017

NPF4 Policy 17 Rural Homes	Policy 5 – Housing, Section E OLDP 2017 and associated Supplementary Guidance: Housing in the Countryside
i. is on a site allocated for housing within the LDP;	N/A in the countryside
ii. reuses brownfield land where a return to a natural state has not or will not happen without intervention	<ul style="list-style-type: none"> • The Re-Use of Brownfield Land Policy 5E (iv) • The replacement of an existing building or structure Policy 5E (iii) (No architectural and/or historic merit)
iii. reuses a redundant or unused building;	The Conversion of a Redundant Building or Structure Policy 5E (ii)
iv. is an appropriate use of a historic environment asset or is appropriate enabling development to secure the future of historic environment assets;	The Conversion of a Redundant Building or Structure Policy 5E (iii) [where a building of 'historic merit']
v. is demonstrated to be necessary to support the sustainable management of a viable rural business or croft, and there is an essential need for a worker (including those taking majority control of a farm business) to live permanently at or near their place of work;	The Provision of a Single Dwelling House for a Rural Business Policy 5E (vii)
vi. is for a single home for the retirement succession of a viable farm holding;	The Provision of a Single Dwelling House to allow for Retirement and Succession of a Farm Policy 5E (viii)
vii. is for the subdivision of an existing residential dwelling; the scale of which is in keeping with the character and infrastructure provision in the area;	The Subdivision of a Dwelling House or its Residential Curtilage Policy 5E (v)
viii. reinstates a former dwelling house	The reinstatement of a Former Dwelling House Policy 5E (i)
viii or is a one-for-one replacement of an existing permanent house.	The Replacement of an existing building or structure Policy 5E (iii) in particular para 3.08 where 'existing house that has no historic or architectural merit, which provides a sub-standard level of living accommodation that is unsuitable for renovation

NPF4 Policy 17 Rural Homes	Policy 5 – Housing, Section E OLDP 2017 and associated Supplementary Guidance: Housing in the Countryside
No specific NPF4 support in Rural Homes Policy 17 for infill in existing housing groups however NPF4 allows for LDPs to set out tailored approaches to rural housing and where relevant include proposals for future population growth – including provision for small-scale housing and highlights that plans should reflect locally appropriate delivery approaches so gives flexibility to support OLDP approach.	Single House In-Fill Development within Existing Housing Groups Policy 5E (vi)

Conclusion

Table 1 above shows the relevant NPF4 policy 17 criteria and highlights where there is the complimentary alignment with the OLDP 2017. For most of these there is a complimentary alignment. The exception to this being Policy 5E (vi) Single House In-Fill Development within Existing Housing Groups which NPF4 does not explicitly support however the text within the Rural homes sets out LDPs should set out tailored approaches to rural housing and these should reflect locally appropriate delivery approaches which gives some flexibility to continue to support the current OLDP approach.

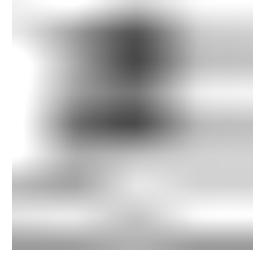
Given the extensive overlap and the policy hooks in NPF4 Rural Homes Policy 17 when viewed against OLDP 2017 it is reasonable to continue to use and apply the detailed interpretation of each of the current OLDP housing in the countryside policies using the existing Supplementary Guidance.

Minute

Harbour Authority Sub-committee

Tuesday, 19 March 2024, 14:00.

Council Chamber, Council Offices, School Place, Kirkwall.



Present

Councillors David Dawson, Gillian Skuse, Graham A Bevan, P Lindsay Hall, Ivan A Taylor and Heather N Woodbridge.

Clerk

- Katy Russell-Duff, Committees Officer.

In Attendance

- James Buck, Head of Marine Services, Transportation and Harbour Master.
- Karen Bevilacqua, Service Manager (Legal Services).
- Hazel Flett, Service Manager (Governance).
- Shonagh Merriman, Service Manager (Corporate Finance).
- David Sawkins, Deputy Harbour Master (Strategy and Support).

In Attendance via remote link (Microsoft Teams)

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

Apology

- Councillor Mellissa-Louise Thomson.

Declarations of Interest

- No declarations of interest were intimated.

Chair

- Councillor David Dawson.

1. Miscellaneous Piers and Harbours

Revenue Maintenance Programme

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 from the Head of Marine Services, Transportation and Harbour Master, the Sub-committee:

Noted:

1.1. That provision had been made within the draft budget for 2024/25 in respect of revenue maintenance works for Miscellaneous Piers and Harbours, amounting to £2,765,000, to be funded from the Miscellaneous Piers Property Maintenance Fund.

1.2. The proposal to carry forward an anticipated underspend on maintenance and repair works in 2023/24 of £704,000 into the programme for 2024/25.

1.3. That, although maintenance dredging at Eday was not specifically listed in the proposed revenue programme for Miscellaneous Piers and Harbours for 2024/25, it would be included in the overall dredging programme and the dredging licence, in order to cover as many improvement opportunities as possible and reduce mobilisation costs.

The Sub-committee resolved, in terms of delegated powers:

1.4. That the revenue maintenance programme for Miscellaneous Piers and Harbours for 2024/25, attached as Appendix 1 to this Minute, be approved.

2. Miscellaneous Piers and Harbours and Scapa Flow Oil Port

Minor Capital Improvement Programmes – Proposed Programmes 2024/25

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 from the Head of Marine Services, Transportation and Harbour Master, the Sub-committee:

Noted:

2.1. That the Non-General Fund capital programme included annual budget allocations for 2024/25 as follows:

- Miscellaneous Piers and Harbours - £300,000.
- Scapa Flow Oil Port - £150,000.

2.2. That the draft programmes in respect of minor capital improvements for 2024/25 were costed to be delivered within the budget allocations referred to at paragraph 2.1 above.

2.3. That the revenue budgets in respect of the Miscellaneous Piers and Harbours and Scapa Flow Oil Port accounts for 2024/25, recommended for approval by the Harbour Authority Sub-committee on 23 January 2024, reflected the associated loan charges in respect of the proposed minor capital improvement programmes.

The Sub-committee resolved, in terms of delegated powers:

2.4. That the programmes of Minor Capital Improvements for Miscellaneous Piers and Harbours and Scapa Flow Oil Port for 2024/25, attached as Appendices 2 and 3 respectively to this Minute, be approved.

3. Designated Person's Annual Compliance Audit

Action Plan – Progress Update

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 from the Head of Marine Services, Transportation and Harbour Master, the Sub-committee:

Scrutinised the action plan arising from the Port Marine Safety Code annual audit of compliance which took place between 12 and 14 September 2023, attached as Appendix 2 to the report by the Corporate Director for Enterprise and Sustainable Regeneration, and obtained assurance that action had been taken or agreed where necessary.

4. Harbour Authority Training Policy

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 from the Head of Marine Services, Transportation and Harbour Master, the Sub-committee:

Noted:

4.1. That the Port Marine Safety Code audit, undertaken by Marico Marine Limited in September 2023, noted the lack of a Training Policy for the Harbour Authority and recommended that one be created and adopted.

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

4.2. That the Training Policy, attached as Appendix 4 to this Minute, be adopted for use by the Harbour Authority.

5. Conclusion of Meeting

At 14:42 the Chair declared the meeting concluded.

Signed: David Dawson.

Miscellaneous Piers and Harbours - Revenue Maintenance Programme

Detail	Amount £	Sub-total £	
2023/24 Projects Final Retention			
Kettletoft Pier Repairs & lighting	4,000		Due July 2024
Kirkwall Pier Repairs - cross berth	7,000		Due August 2024
		11,000	
2023/24 Projects (carry over)			
NI Fender Replacement - Eday & Stronsay	48,000		Eday complete, Stronsay still to do.
Kettletoft Pier - additional surfacing works	50,000		220m2 from original contract plus 355m2 additional requested.
Stromness South Pier Repairs	95,000		Materials purchased - awaiting start date
Pier Lighting Replacement - Stromness, Burray, Loth & Rapness	140,000		Loth complete, Stromness, Burray & Rapness materials purchased.
Stromness Walkway and Linkspan Painting	150,000		Linkspan works 75% complete, remaining 25% plus walkway to be in 24/25
Kirkwall Pier Break Tank	110,000		Anticipated that design, procurement and civils complete during 23/24 with installation in 24/25
Scapa Pier Power Upgrade	75,000		Awarded Dec 23 - 4 month programme of works
Hydrographic Surveys - Year 3	25,000		Year 3 of 5 year programme
		693,000	
Proposed 2024/25			
Hatston Linkspan Painting	280,000		Shot blast and repainting of linkspan, including deck
Hatston Passenger Walkway Painting	100,000		Repainting of Passenger Walkway
Pole Star Pier concrete repairs and ladder replacement	40,000		Existing ladder missing, replacement required to comply with regs, existing sections of pier concrete structure damaged
Eday Ferry Terminal wave screens, fenders, ladders and timber capsil	450,000		Wave screens and fender repairs, replacement ladders and capsil
Kirkwall Pier Ladders	35,000		Replacement of 2No. Ladders in basin, repairs to 2No. Ladder top plates and extend railings to waiting room
Sutherland Pier ladders	60,000		Replace 6No. Pier ladders
Moaness Pier ladder and fender frame	30,000		Replace ladder and fender frame to steps
Shapinsay Pier fenders and ladders	110,000		Replace 4 No. damaged ladders and pier fenders
Stronsay East Pier Repairs	345,000		Stone cope beam and capsil replacement
Hatston Slip Repairs	350,000		Repairs to deck slabs and cope beams, replace mooring rings
Rousay Pier surfacing and timber fenders	100,000		Surfacing to old pier
Longhope Pier Lighting	75,000		Replacing lighting fittings to comply with regulations
Kirkwall Pier Lighting	250,000		Replacing lighting fittings to comply with regulations
Stronsay Ferry Terminal Lighting	100,000		Replacing lighting fittings to comply with regulations
		2,325,000	
Pier Lighting upgrades (material supply)			
Stronsay, Whitehall Pier Lighting (Material supply - works by Contractor)	25,000		
Hoy, Longhope Pier Lighting (Material supply - works by Contractor)	25,000		
Flotta, Sutherland Pier Lighting (Material supply - works in house)	25,000		
Flotta, Gibraltar Pier Lighting (Material supply - works in house)	12,000		
Stromness North Pier Lighting (Material supply - works in house)	22,000		
Stromness South Pier Lighting (Material supply - works in house)	21,000		
Stromness Middle Pier Lighting (Material supply - works in house)	5,000		
Stromness, Copland's Dock Lighting (Material supply - works in house)	25,000		
		160,000	
Maintenance Dredging 2024/25			
Stronsay channel dredge	150,000		Shipping channel to Stronsay Ro-Ro - Plough Dredge
Burray dredge	35,000		Plough Dredge
Flotta dredge	60,000		Plough Dredge
Egilsay and Wyre dredge	35,000		Plough Dredge
		280,000	
Grand Total	3,469,000	3,469,000	

Proposed Miscellaneous Piers and Harbours Minor Capital Works for 2024-2025		
Detail	£	Details
2023/24 Projects (carry over)		
Scapa Pier Power Upgrade	150,000	Carry over – project permissions were late being granted, therefore late start to contract.
Sub total	150,000	
Proposed 2024/25		
Kirkwall Harbour – Basin Area	130,000	To upgrade existing electricity supply, upgrade quay edge shore power facilities in readiness for increase demand for shore power connections to this part of Kirkwall Harbour.
Initial works – Houton Ferry Terminal Access and Marshalling Area	20,000	To provide a new access route, vehicle marshalling area and increase in parking at Houton Ferry Terminal. Start of project, likely to carry forward into next financial year.
Sub total	150,000	
TOTAL	300,000	

Proposed Scapa Flow Oil Port Minor Capital Works for 2024-2025		
<u>Detail</u>	<u>£</u>	<u>Details</u>
Upgrade to main electric supply, installation of solar panels and upgrade of offices in "workshop" building (not carried out since construction 35 years ago)	150,000	The offices at the east end of the workshop building, Scapa have not been upgraded since construction. The installation of solar panels to the workshop roof and rationalisation of electric supplies to the Harbour Authority Building site will generate overall revenue savings
VTS Service Site - disaster recovery/business continuity back up off site		Not started in the previous year and will now be subject to a separate report with regard to overall equipment upgrade. Therefore, not included in Minor Capital Works
Sub total	150,000	
TOTAL	150,000	

HARBOUR AUTHORITY TRAINING POLICY

DOCUMENT CONTROL

Date	Committee	Review/Update - amendments made.
Mar 2024	Yes - HAS	Full review and approval.

1. Purpose

The purpose of this Training Policy is to establish guidelines for the development, implementation, and management of training programmes within Orkney Harbour Authority. This policy aims to ensure that all employees are adequately trained to perform their duties safely, efficiently, and in compliance with relevant regulations.

2. Scope

This policy applies to all employees, contractors, and volunteers involved in the operation of the harbour.

3. Training Objectives:

The following objectives are the desired outcomes of this policy.

- 3.1. Ensure the safety of all port operations.
- 3.2. Enhance the efficiency and productivity of port activities.
- 3.3. Promote compliance with relevant local, national, and international regulations.
- 3.4. Foster a culture of continuous learning and improvement.

4. Training Needs Assessment

A periodic assessment will be conducted to identify the training needs of employees, considering job roles, new technologies, regulatory changes, and safety requirements. The results of the assessment will inform the development of training programmes. At a minimum this will be conducted annually.

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5. Training Programme Development:

The following training programmes will be maintained:

- 5.1. **Induction Training:** All new employees will undergo a comprehensive induction programme to familiarise them with port facilities, safety procedures, and organisational culture.
- 5.2. **Job-Specific Training:** Employees will receive training specific to their job roles, covering tasks, responsibilities, and safety measures associated with their duties.
- 5.3. **Safety Training:** Regular safety training programmes will be conducted to address potential hazards, emergency procedures, and the proper use of safety equipment.
- 5.4. **Regulatory Compliance Training:** Employees will be trained to understand and comply with relevant local, national, and international regulations governing port operations.
- 5.5. **Technology and Equipment Training:** Employees operating specialised equipment or utilising advanced technologies will receive training to ensure safe and efficient usage.
- 5.6. **Environmental Awareness Training:** Training programmes will be conducted to create awareness about environmental sustainability and compliance with environmental regulations.
- 5.7. **Continuous Professional Development:** Opportunities for continuous professional development will be provided to enhance skills, knowledge, and career progression.

6. Training Delivery

- 6.1. **In-House Training:** The Harbour Authority will organise in-house training sessions facilitated by internal experts or external trainers.
- 6.2. **External Training Providers:** Where necessary, external training providers with expertise in relevant areas will be engaged to deliver specialised training.
- 6.3. **E-Learning:** Utilise online platforms for training modules to facilitate flexible learning schedules for employees.

7. Training Records and Documentation

Maintain comprehensive records of all training activities, including participant attendance, assessments, and certifications. Ensure records are up-to-date and readily accessible for compliance and auditing purposes.

8. Responsibility

The Deputy Harbour Master, Outer Isles will be the designated Port Training Officer and will be responsible with overseeing the implementation, effectiveness, and currency of the training policy.

9. Communication

The training policy will be communicated to all employees, and updates will be disseminated as needed. Any changes to the policy will be communicated promptly.

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10. Evaluation and Feedback

Evaluations of delivered training will be conducted at the end of each training programme provided to assess its effectiveness and relevance. Feedback is encouraged from all participants to improve future training initiatives.

11. Training Budget and Resources

Sufficient resources, including budget and facilities, will be provided to support the implementation of training programmes. This resource will be reviewed annually as part of the annual budget process to ensure it aligns with the evolving needs of the Harbour Authority.

12. Policy Review

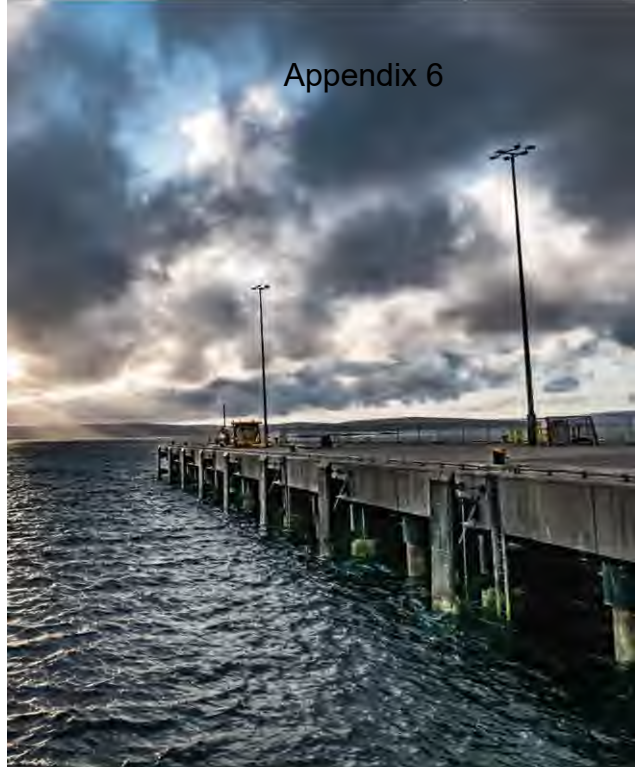
This Training Policy will be reviewed annually to ensure its relevance and effectiveness. Any necessary updates will be made in response to changes in legislation, technology, or organisational structure.

Approved By:

[Name and Position]

[Harbour Authority Name]

[Date]



Enterprise and Sustainable Regeneration

Directorate Delivery Plan 2023 - 2028

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Overview of the Directorate

Welcome to my Directorate Delivery Plan.

The fundamental purpose of the Enterprise and Sustainable Regeneration directorate covers a wide range of responsibilities and includes the delivery of an Economic Development and Business Gateway service for Orkney; delivery of strategic projects including Orkney's Community Windfarm and the Harbours Masterplan; the delivery of internal Orkney Transport Services including Orkney Ferries, the internal air services operated by Loganair, operation of six island airfields and the public bus services; management of Orkney Harbours including Scapa Flow Oil Port and the many piers and harbours serving transport and other community needs across the county; development of tourism and the cruise liner trade; financial services including payroll and creditors payments; cash collection; administration of Council Tax and Non Domestic Rates, accountancy; treasury management and investment and benefits payments.

This Directorate Delivery Plan highlights a number of projects and priorities which deliver these functions as well as showing how we support the wider Council Plan 2023 to 2028 and how we will monitor and report on those actions.



Gareth Waterson
Corporate Director for
Enterprise and Sustainable
Regeneration

Our People

The total staffing across the Directorate is 231.42 full-time equivalent, with 274 employees including both permanent and temporary staff.

The Organisational diagram in Appendix 2 shows the Directorate structure in more detail.

Key Drivers for the Directorate

The Council Plan 2023-2028 is the primary driver for the Directorate during this period and we will align this delivery plan with the priorities in the Council Plan.

There are also some key drivers when looking at both the national and local context, including:

- Budget constraints.
- Scottish Government net-zero targets and the Climate Emergency.

Finance Service

The following service areas sit within the Finance Service:

- Accountancy
- Corporate Finance
- Insurance
- Payments
- Payroll and Pensions
- Revenues and Benefits



Erik Knight
Head of Service

Enterprise and Economic Growth Service

The following service areas sit within the Enterprise and Economic Growth Service:

- Business Gateway
- Business Support
- Strategic Projects
- Tourism
- Islands Growth Deal
- Digital Connectivity



Sweyn Johnston
Head of Service

Marine Services and Transportation Service

The following service areas sit within the Marine Services

- Airfields
- Harbourmaster
- Inter-island Air service
- Orkney Ferries inter-island services
- Pilotage
- Public Bus services



James Buck
Head of Service

Mission Statement, Core Principles and Staff Values

The Council's **mission statement** is
Working together for Orkney.



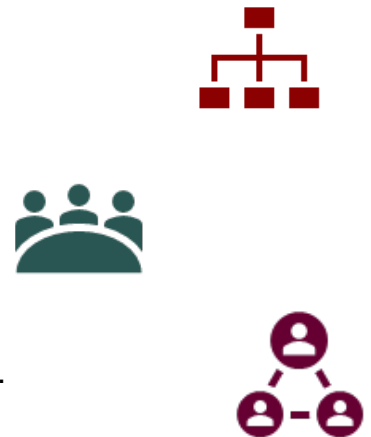
The Council's **core principles** are:

- Protecting our environment and combatting climate change.
- Equality, fairness and inclusion, in particular for vulnerable and remote communities like the ferry-linked isles.
- Sustainable and accessible services for all.
- Community wellbeing and mental health.
- Community wealth-building for future generations.



The Council's **staff values** are:

- **People:** We put our colleagues and our communities at the heart of everything we do.
- **Unity:** We are one council and achieve more when we support, encourage and value each other.
- **Trust:** We trust, respect and empower each other and act with honesty and integrity.
- **Ownership:** We take personal and shared responsibility, are transparent and are accountable for our actions and our impact.
- **Creativity:** We embrace innovative solutions with a drive to improve ways of working.



As one of the Council's senior leaders, I want the services which sit within my Directorate to work with our **mission statement**, **core principles** and **staff values** as the basis for all of our decisions and actions.

The Directorate Management Team and I are working hard to ensure that all of our staff have the skills and the tools they will need to progress our plans to deliver for the people of Orkney.

The Delivery Plan

The Directorate Delivery Plan shapes the work of the Enterprise and Sustainable Regeneration Directorate during the period of the current Council Plan and Council Delivery Plan, from 2023 to 2028.

The plan describes how we will support and contribute to the priorities and actions set out in the Council Plan and Delivery Plan, based on the priorities of elected members and performance against targets in previous years, and how we will meet any new external drivers such as changes to legislation.

The aims and outcomes for the Directorate are based on the priority themes set out in the Council Plan and Delivery Plan– **Growing our economy**, **Strengthening our communities** and **Developing our infrastructure**.

These aims and outcomes will be supported by a number of priorities under an overall theme – **Transforming our council** – to provide the foundations for staff to deliver outstanding customer service and performance.

We will regularly review the aims and outcomes in the Council Plan and the Delivery Plan, and report to elected members twice a year, in our report on progress against this Directorate Delivery Plan.

It is important to note that the aims and actions set out in the Directorate Delivery Plan are a starting point based on current priorities, and that the Plan must be flexible enough to adapt to changing priorities. We will therefore regularly review this plan and make changes as they are needed.



Council Delivery Plan Projects

My Directorate is responsible for, or directly provides many of the services which are used on a daily, or regular, basis by Orkney residents and Orkney visitors. My Directorate is responsible for, or directly contributes to, the following delivery projects set out in the Council Delivery Plan:

Support for local business (E2)

Lead(s): Head of Enterprise and Economic Growth

Supporting and investing in businesses across Orkney and working in partnership with our key industry sectors including:

- Addressing primary producer challenges including farming and fishing.
- Developing the blue / green economies and maximising support for innovation.
- Sustainable development of tourism, hospitality and destination management.
- Encouraging SME business start-up and development.
- Supporting internationalisation and marketing for our key sectors.
- Develop mechanisms to support business uptake of renewable energy, smart energy and energy efficiency solutions.
- Enable Orkney to tap into the opportunity presented by renewable energy developments, particularly offshore wind, by supporting development of the local supply chain including research and development and innovation activity.

This includes supporting circular economy and community wealth building principles.

Improve Isles transport links (I1)

Lead(s): Head of Marine Services and Transportation and Harbour Master

Developing integrated, effective, sustainable, and reliable inter-islands connectivity through the development and maintenance of transport infrastructure and links. This modernisation will be considered through the lens of 'net zero'. Areas to be considered include:

- The Churchill Barriers.
- Review level of service and options.
- Consider options like 'fixed links' and 'Sustainable Aviation Test Environment' (SATE).

- Isles Transport Solutions e.g. Ferry replacement or alternative solutions.
- Lobbying for funding.
- Smaller piers and harbours improvements across Orkney as outlined and agreed in the Harbours Master Plan.
- Aircraft.

Free ferry travel for island young people (I2)

Lead(s): Head of Marine Services and Transportation and Harbour Master

Introduce free ferry travel for island young people to allow them to access sport and entertainment opportunities already available to mainland young people. The ferry is the equivalent of the bus to islanders. This will involve exploring how this can be funded, including potential lobbying of Government if required.

Work towards integrating our transport networks (I3)

Lead(s): Head of Marine Services and Transportation and Harbour Master

Integrate our transport networks to improved operational connectivity and reduce vulnerabilities.

Supporting Economic Growth through Harbours Infrastructure (I4)

Lead(s): Head of Marine Services and Transportation and Harbour Master

Ensuring major harbours infrastructure is designed and developed to support economic growth and community benefits across Orkney with a focus on projects as set out and agreed in the Harbours Master Plan. This includes the following proposed developments:

- Deep Water Quay within Scapa Flow: New multi-user deep water pier and quayside facility with laydown area.
- Hatston Pier: New pier and quayside infrastructure, ship lift, fuel facility and land for harbour operations.
- Kirkwall: New quayside infrastructure, marina expansion and waterfront development area.

Stromness: Marina expansion and dedicated cruise tender pontoon

Digital connectivity (I5)

Lead(s): Head of Property, Asset Management & Facilities, Head of Enterprise and Economic Growth

Support and enable the delivery of digital connectivity across Orkney including;

- Implement relevant actions in the Orkney Islands Council Digital Strategy (2022-2026), and input into digital Strategy Delivery Plan as appropriate.
- Facilitate commercial telecoms infrastructure investment and stimulate market demand.
- Raise awareness of available schemes, including the provision of advice and support to individuals, community groups and telecom providers, to support the development of gigabit capable telecom networks for all of Orkney. Milestones will need to adapt to complex funding landscape.

Orkney’s Community Wind Farm Project (I8)

Lead(s): Head of Enterprise and Economic Growth

Deliver Orkney’s Community Wind Farm Project, maximising community benefit and securing a transmission connection for Orkney. Delivery subject to relevant approvals.

Islands Growth Deal projects (I9)

Lead(s): Head of Enterprise and Economic Growth

Ten-year package of investment with suite of projects that will seek to drive economic growth and the creation of sustainable jobs across Shetland, Orkney and the Outer Hebrides. Key objectives – job creation, leveraging investment and net zero.

Priorities for Delivery

We have prioritised some outcomes for delivery, based on either their strategic importance or our recent underperformance. Information about those outcomes is shown below.

We will report to elected members on these measures as part of my Directorate Delivery Plan Progress Report.

Priority Outcome	Action	Performance Measure(s)	Target	Resource Requirement	Assessments Required
<p>ESR 01. Council Financial Sustainability. The Council is financially sustainable. We balance our income and the use of reserves to support affordable and sustainable service provision and infrastructure development</p>	<p>Continue to pursue projects which can generate income for the Council, in particular Orkney’s Community Wind Farm Project and income related to Tourism.</p> <p>New income streams are secured to support Council service provision and infrastructure development.</p>	<p>Balanced budget which includes a sustainable draw on our reserves.</p>	<p>01 April 2029</p>	<p>Led by the Head of Finance.</p> <p>Within existing resources</p>	<p>EqlA. ICIA. Public consultation.</p>

Priority Outcome	Action	Performance Measure(s)	Target	Resource Requirement	Assessments Required
ESR 02. Local economy. The local economy is sustainable and prosperous.	Review of support mechanisms, action plans and marketing programme to ensure resources as best targeted. Actively support and participate in development of key infrastructure, for example the transmission connection for Orkney.	Support for business start-ups. Creation of new jobs in the private sector.	2027/2028	Led by the Head of Enterprise and Economic Growth. Within existing resources.	EqIA ICIA

Priority Outcome	Action	Performance Measure(s)	Target	Resource Requirement	Assessments Required
ESR 03. International engagement. We have strong international relations that advance the interests of Orkney and its communities.	Deliver on existing commitments contained within Orkney's friendship agreement with Vestland and the Minute of Understanding with the Nordic Atlantic Cooperation.	Number and description of engagements, events and activities held between Vestland, NORA and OIC/ wider community.	March 2025.	Led by the Head of Enterprise and Economic Growth. Within existing resources.	ICIA EqIA
	Develop a plan, aligned to the Council's priorities, that sets out key performance measures, targets, and resource commitments.	Completion of plan within timescale.	November 2024.		
	Increase awareness and opportunities for the wider Orkney community to engage with communities within the Arctic and North Atlantic.	Number and description of other engagements, events, activities held.	March 2025		
	Participate in the Arctic Circle Assembly in October 2024.	Report on outcomes.	November 2024.		

Directorate Performance Measures

We will support the aims set out in the Council Plan and Delivery Plan, to **create a diverse and thriving local economy**, **support communities and deliver what is important to them**, **develop projects to improve our infrastructure**, and attract and retain an effective and engaged workforce.

My Directorate is responsible for, or directly contributes to, the following performance measures. These include measures related to the Council Plan, those recorded and reported on as statutory requirements, such as the Local Government Benchmarking Framework (LGBF) while others are measures we compile and report on voluntarily as they are useful for telling us how well we are delivering services.

I will regularly monitor these performance measures with my Directorate Management Team to ensure we are continuing to deliver our core services.

PI Code	Description	Baseline	Target (2027-28)
CDP 101	Claimant Count as a percentage of Working Age Population	1.6%	2.5%
CDP 102	Employment (16-24 years)	89.1%	90%
CDP 304	Percentage of Orkney Mainland residents whose internet connection at home is fast enough to do what they want online	70%	91%
CDP 305	Percentage of ferry linked isles residents whose internet connection at home is fast enough to do what they want online	45%	84%
CDP 306	Percentage of mainland residents who agree "When I make journeys to or from my home, it is easy connecting between different forms of transport".	46%	60%
CDP 307	Percentage of ferry linked isles residents who agree "When I make journeys to or from my home, it is easy connecting between different forms of transport".	29%	45%
CDP 308	Percentage of Islands Deal Programme delivered	0%	50%
CDP 406	Actual outturn as a percentage of budgeted expenditure	97%	100%

PI Code	Description	Baseline	Target (2027-28)
CCG 01	Sickness absence. The average number of days per employee lost through sickness absence, expressed as a percentage of the number of working days available.	3.05%	2.4%
CCG 02	Sickness absence. Of the staff who activated a sickness absence trigger, the proportion of these where there was management intervention.	50%	100%
CCG 03	Staff accidents. The number of staff accidents within the service, per 30 staff per year.	0	Less than 1%
CCG 04	Budget control. The number of significant variances (priority actions) generated at subjective group level, as a proportion of cost centres held.	40%	15%
CCG 05	Recruitment and retention. The number of advertised service staff vacancies still vacant after six months from the time of advert, as a proportion of total staff vacancies.	1.3%	2%
CCG 06	Recruitment and retention. The number of permanent service staff who leave the employment of Orkney Islands Council – but not through retirement or redundancy – as a proportion of all permanent service staff.	6.43%	4%
CCG 07	The number of staff who receive (at least) an annual face-to-face performance review and development meeting, as a proportion of the total number of staff within the service.	30%	100%
CCG 08	Invoice Payment. The proportion of invoices that were submitted accurately and timeously to the Payments Service, as a proportion of all invoices.	93.2%	90%
CCG 09	Mandatory training – The number of staff who have completed all mandatory training courses, as a percentage of the total number of staff in the service	53.63%	98%
ESR_SS_11	Pilotage – the proportion of requests where the pilotage was provided within two hours of the request	100%	98%
ESR_SS_13	Percentage of grant applications for business start-ups and expansions determined within 90 days	100%	80%

Risk and Business Continuity

The Council identifies and records threats to its core service and planned developments and improvements through the use of a Corporate Risk Register which sets out the high-level risks identified and what measures will be put in place to mitigate or manage those risks.



My directorate will maintain a Directorate Risk Register which identifies and records specific threats to our core services, and what measures will be put in place to mitigate or manage them.

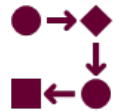


I will present an updated Risk Register to elected members as part of my Directorate Delivery Plan Progress Report.



My directorate will maintain a Workforce Plan to define our workforce requirements based on our key activities and the Council's wider priorities. The Workforce Plan will set out the outcomes we intend to achieve, and what actions we will take to ensure we achieve these outcomes.

My directorate will maintain individual Service Area Recovery Plans which support the Council's Business Continuity Plan and provide contingency arrangements to allow us to plan for incidents and emergencies and ensure we can continue to deliver services in these circumstances.



My Directorate Management Team and I will keep Service Area Recovery Plans under frequent review and ensure they are kept up to date.



Appendix 1: Other Plans

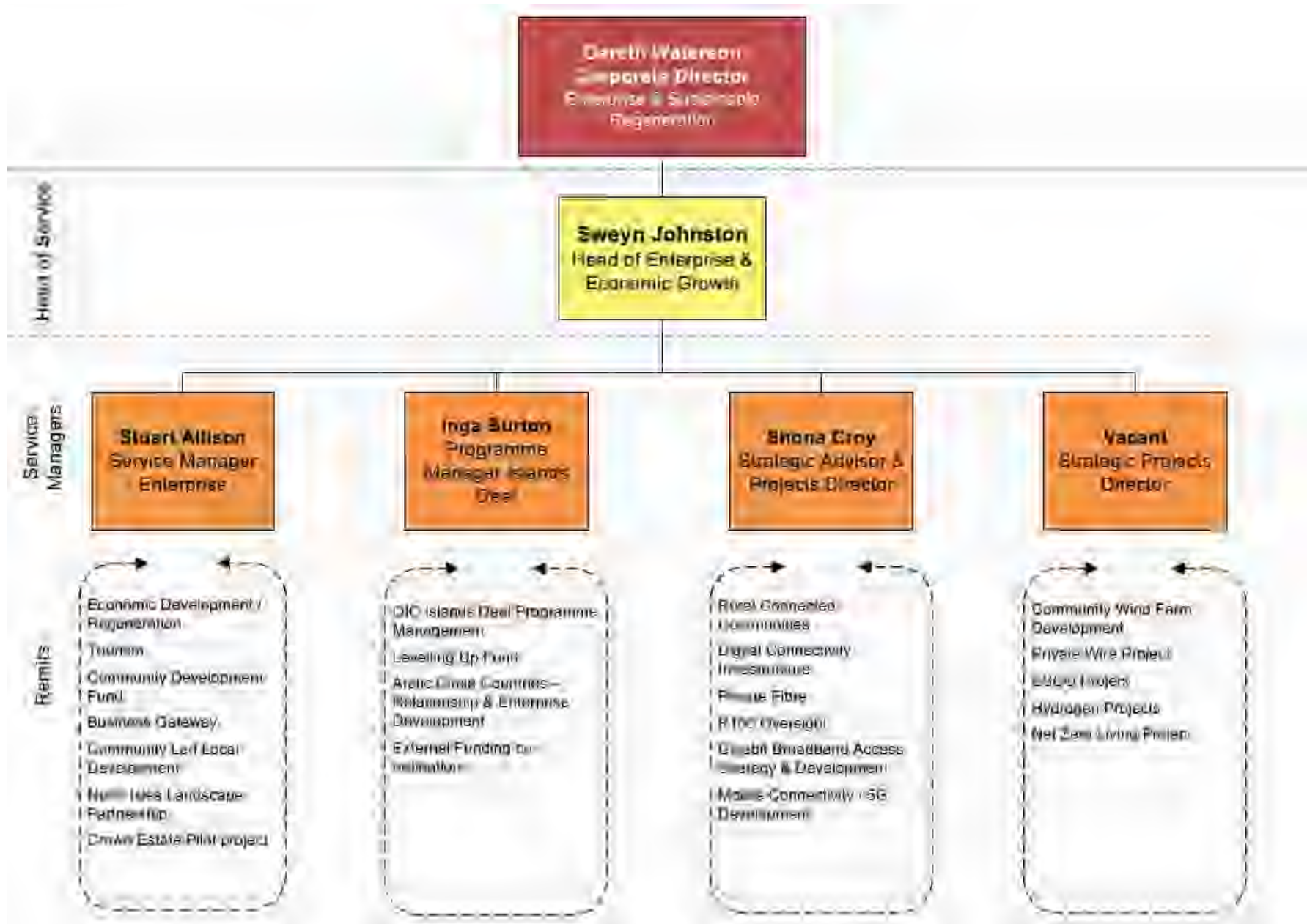
Heads of Service and Service Managers compile a number of plans setting out the work for individual service areas. These plans support the objectives and priorities in the Council Plan and this Directorate Delivery Plan, and inform the work detailed in individual team-level plans.

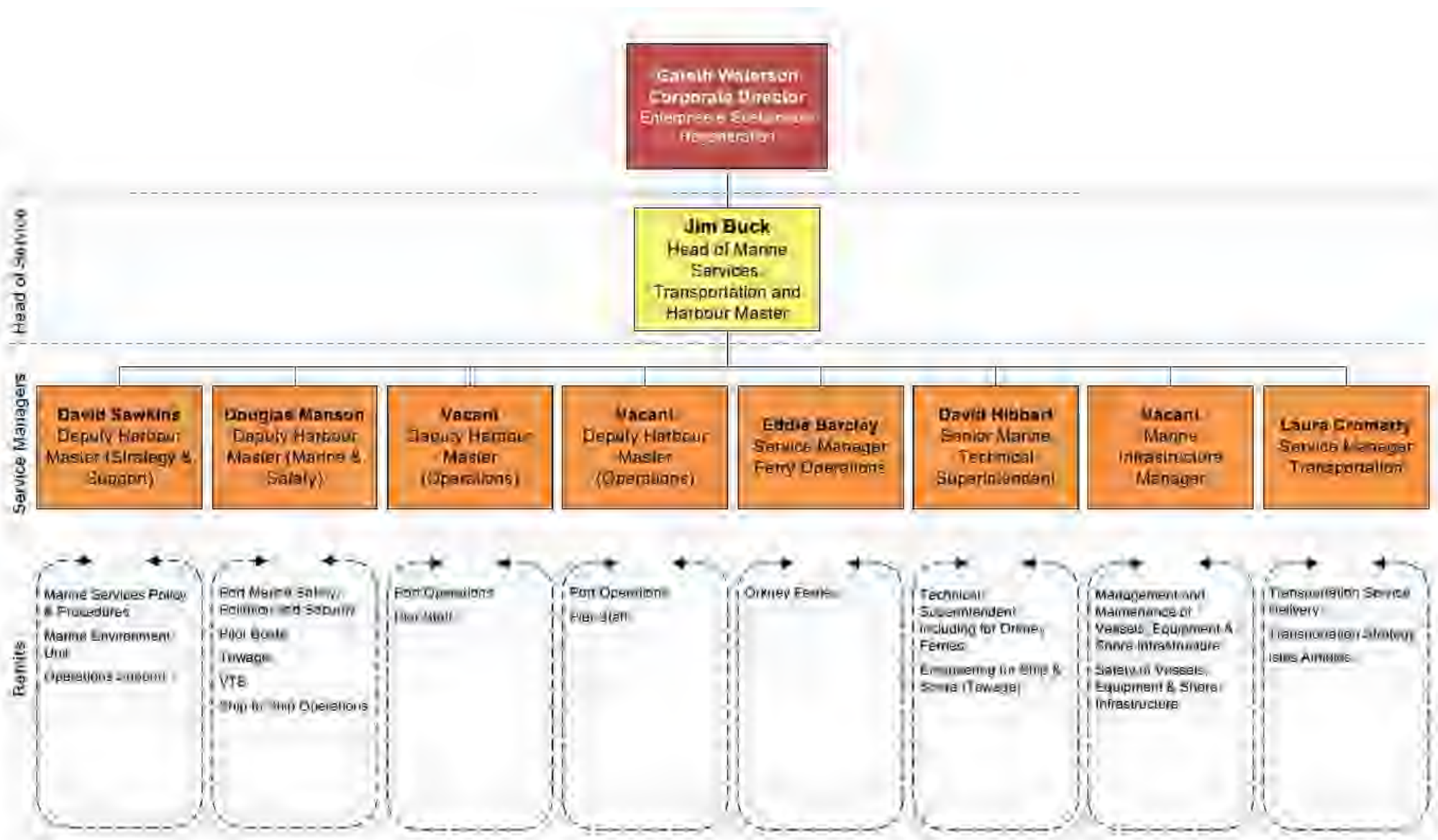
The latest versions of each plan can be accessed on the Council's website.

- Medium Term Financial Strategy
- Treasury Management Strategy
- Investment Strategy
- Orkney Harbours Masterplan
- Local Transport Strategy (draft)

Appendix 2: Organisational Structure







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Enterprise and Sustainable Regeneration Risk Register – February 2024

Strategic Risks

Cluster.	Risk Number.	Owner.
Financial.	3.	Head of Finance.
	5.	Corporate Director for Enterprise and Sustainable Regeneration.
	6.	Head of Marine Services, Transportation and Harbour Master.
	7.	Head of Marine Services, Transportation and Harbour Master.
	8.	Corporate Director for Enterprise and Sustainable Regeneration.
Staffing.	1.	Corporate Director for Enterprise and Sustainable Regeneration.
	2.	Corporate Director for Enterprise and Sustainable Regeneration.
Governance.		
Legislation.		
Communication.		
Reputational.	4.	Head of Marine Services, Transportation and Harbour Master.
Physical.		
Legislative / Governance.		
Technological.		

Risks by rating

Risk Rating.	Risk.	Owner.	Cluster.	Risk Number.
25	Loss of service due to lack of funding for Ferry and Terminal Replacement.	Corporate Director for Enterprise and Sustainable Regeneration.	Financial.	8
20	Inability to deliver core services and expand demand-led services in line with expectation.	Head of Finance.	Financial.	3.
16	Continuity of staffing and knowledge.	Corporate Director for Enterprise and Sustainable Regeneration.	Staffing.	1.
15	Major project delay or failure.	Corporate Director for Enterprise and Sustainable Regeneration.	Financial	5.
12	Continued lack of Scottish Government support for costs of concessionary travel on ferries, air and community transport.	Head of Marine Services, Transportation and Harbour Master.	Financial	6.
12	Risk of reduced income from Harbours business activity as the market changes.	Head of Marine Services, Transportation and Harbour Master.	Financial	7.
9	Staff training and development.	Corporate Director for Enterprise and Sustainable Regeneration.	Staffing.	2.
9	Airfield closure or non-conformity.	Head of Marine Services, Transportation and Harbour Master.	Reputational.	4.

Risk 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 Title: 01 – Continuity of staffing and knowledge.

Likelihood.	3	Impact.	4	RAG.	High	Current Risk Score.	12	Target Risk Score.	8
Owner.	Corporate Director for Enterprise and Sustainable Regeneration.						Cluster.	Staffing.	

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
<p>Smaller teams are less resilient and more vulnerable.</p> <p>Recruitment and retention are ongoing challenges due to a challenging job market.</p> <p>Small teams or single key people in critical posts.</p> <p>Demographic of the workforce with several staff members becoming eligible for retirement.</p>	<p>Unplanned and planned staff absence;</p> <p>unexpected and unplanned events.</p> <p>Retirement of staff members with many years of corporate knowledge.</p>	<p>Impact on staff morale and ability to take leave; impact on team effectiveness; poor communication; impact on management capacity; inefficient use of staff; inability to implement planned work and deliver statutory functions.</p>	<p>Treat.</p>	<p>01.01. Undertake workforce planning and opportunities for career succession planning.</p> <p>01.02. Take a flexible approach to staffing to help cover workloads.</p> <p>01.03. Develop a flexible post / job description to cover more than one area in the directorate.</p>

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Risk Title: 02 – Staff training and development.

Likelihood.	3	Impact.	3	RAG.	Medium	Current Risk Score.	9	Target Risk Score.	4
Owner.	Corporate Director for Enterprise and Sustainable Regeneration.						Cluster.	Staffing.	

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
<p>Staff may not be fully trained or experienced; staff may not be aware of or may inadvertently breach Council policy or Code of Practice; limited access to training budget.</p> <p>Staff may not feel valued if no investment in continuing professional development is made.</p>	<p>The Directorate and Council are unable to deliver functions effectively; lack of corporate consistency.</p>	<p>Lack of resilience; poor staff morale; legal and financial implications; reputational loss; increased rate of error; unable to meet professional development requirements.</p>	<p>Treat.</p>	<p>02.01. Development of skills identified through staff good conversations.</p> <p>02.02. Promote Council’s Learning and Development programmes and resources.</p>

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Risk Title: 03 – Inability to deliver core services and expand demand-led services in line with expectation.

Likelihood.	5	Impact.	4	RAG.	Extreme	Current Risk Score.	20	Target Risk Score.	9
Owner.	Head of Finance.					Cluster.	Financial.		

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
The risk of insufficient financial resources to meet current and future demand.	The Council's inability to deliver essential services within the funding package provided by Scottish Government; expectations outstrip capacity to deliver.	Community unrest; dissatisfied service users and elected members; unmet demand; loss of credibility of the Council; failure to deliver the range of services expected.	Treat. Tolerate.	03.01. Follow revenue budget monitoring process and procedures. 03.02. Communication with Scottish and United Kingdom Governments. 03.03. Implement strategy for efficiency savings and, with the Corporate Leadership Team, develop longer term strategic planning.

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Risk Title: 04 – Airfield closure or non-conformity.

Likelihood.	3	Impact.	3	RAG.	Medium.	Current Risk Score.	9	Target Risk Score.	4
Owner.	Head of Marine Services, Transportation and Harbour Master.						Cluster.	Reputational.	

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
<p>Insufficient plans in place to ensure delivery of training and exercises take place. The Council may not have sufficient funds to sustain assets, replace ageing assets and develop key assets.</p> <p>Difficulty of staff recruitment in some areas.</p>	<p>Failure to carry out training of staff.</p> <p>Insufficient resilience of staff – singleton post.</p> <p>Changed standards for runways, facilities and equipment.</p> <p>Material deterioration of runways.</p> <p>Shortage of staff to muster fire team for any island.</p>	<p>Failure to provide a service to the outer islands of Orkney; airfields deteriorate; plant/vehicles deteriorate; scarce resources; reputational risk to Council; closure of islands airfields.</p> <p>Failure to monitor health due to lack of supplier or sufficient budget.</p>	<p>Treat.</p>	<p>04.01 – Improved training and exercise programme.</p> <p>04.02 – Plant and vehicle replacement programme.</p> <p>04.03 – Recruitment drive for new employees.</p> <p>04.04 - Airfield inspection and maintenance programme and introduction of Airfields Strategy.</p> <p>04.05 – Delivery of the Airfields investment plans for runways, buildings and plant.</p> <p>04.06 - Regular cycle of Safety Action Group and Safety Review Board meetings.</p>

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Risk Title: 05 – Major project delay or failure.

Likelihood.	5	Impact.	3	RAG.	High	Current Risk Score.	15	Target Risk Score.	6
Owner.	Corporate Director for Enterprise and Sustainable Regeneration.						Cluster.	Financial.	

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
<p>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 eg Scale Wind, Islands Deal, Harbours Master Plan.</p> <p>Failure to spend grant funding.</p> <p>Reputational damage.</p>	<p>Strategic high-level project programme slippage or failure of being over budget.</p> <p>Scale of project management business requirements associated with the Islands Deal.</p>	<p>Failure to deliver major projects.</p>	<p>Treat.</p>	<p>05.01 – Ensuring appropriate consideration of pressures during capital and revenue budget setting and most efficient use of existing resources.</p> <p>05.02 – Establish additional project specific staff and budget resources to ensure new project delivery where required (property and planning resource reviews and commitment to increase resource levels). Challenge has been establishing sufficient management time to progress recruitment process.</p> <p>05.03 - Implement recommendations relevant to the capital programme arising from the external review of the Planning Service.</p>

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Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
				<p>05.04 – Seeking to conclude the planning for the next capital programme (period 2024 to 2029) and thereby adjusting resource levels to meet delivery demands.</p> <p>05.05 - Review of the level of support for the next stage of Islands Deal work beyond Strategic Outline Business Case. This would be addressed via future Project Management Office committed resource across the partners.</p>

Risk Title: 06 – Continued lack of Scottish Government support for costs of concessionary travel on ferries, air and community transport.

Likelihood.	4	Impact.	3	RAG.	Medium	Current Risk Score.	12	Target Risk Score.	4
Owner.	Head of Marine Services, Transportation and Harbour Master.						Cluster.	Financial.	

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
<p>The Council may not have sufficient funds for dealing with concessions on Ferries, Air and Dial-a-Bus.</p> <p>This vulnerability is also increasing due to the increased ageing population.</p>	<p>Ageing population. Reducing Scottish Government proportion of grant / Scottish Government “pot” is capped.</p> <p>Any change to Scottish Government Policy on the provision of support to concessions.</p>	<p>Vulnerable people left without ability to meet basic needs, budgets inadequate due to reduction in Scottish Government support.</p>	<p>Treat.</p> <p>Tolerate.</p>	<p>06.01 – Outwith Local Authority control: reimbursement of over 60/disabled National Entitlement Card paid by the Scottish Government.</p> <p>06.02 - Orkney Inter Islands Air and Ferry Study Project/Fair Funding activity.</p> <p>06.03 – contribute to the Transport Scotland Fair Fares Review.</p>

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Risk Title: 07 – Risk of reduced income from Harbours business activity as the market changes.

Likelihood.	4	Impact.	3	RAG.	Medium	Current Risk Score.	12	Target Risk Score.	4
Owner.	Head of Marine Services, Transportation and Harbour Master.						Cluster.	Financial.	

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
Harbours has become increasingly reliant on the oil industry and cruise liners for generating income. Changes to these markets could have a profound effect on harbour revenues.	The Council fails to identify and exploit new markets / income streams if / when current marine activity reduces. Cruise ships reduce. Oil revenues worsen.	Failure to provide a comprehensive 24/7 marine service; reputational risk to Council; dissatisfied service users and elected members; failure to deliver the range of services expected. Enterprise and Sustainable Regeneration self-financed budget strategy leading to overspend. Inability to provide funds to the Strategic Reserve Fund.	Treat.	07.01 - Development and marketing of infrastructure and services. 07.02 – New business eg Ship to Ship transfer in Scapa Flow and other oil and gas related activity. 07.03 - Identify and exploit new markets and invest in infrastructure and skilled people. 07.04 - Implementation and investment in the Harbours Master Plan. Costs associated balanced against implications for Council-wide financial planning.

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Risk Title: 08 – Loss of service due to lack of funding for Ferry and Terminal Replacement.

Likelihood.	5	Impact.	5	RAG.	Extreme.	Current Risk Score.	25	Target Risk Score.	4
Owner.	Head of Marine Services, Transportation and Harbour Master.					Cluster.	Financial.		

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
<p>The Council does not have sufficient funds for Ferry and Terminal maintenance and replacement programme.</p> <p>If Scottish Government funding is not forthcoming the costs of additional essential lifeline services could impact on other service priorities.</p>	<p>The Council cannot maintain or develop its essential assets to provide public services.</p>	<p>Ferries reach end of life with no replacement – rapid service deterioration.</p> <p>Excessive support costs as aged ferries kept running.</p> <p>Excessive running costs of old ferries.</p> <p>No opportunities to achieve expected service levels.</p> <p>Crisis purchase of new ferries – loss of bargaining power.</p>	<p>Treat.</p>	<p>08.01 - Contact with Scottish Government, Orkney Inter Islands Air and Ferry studies and Fair Funding process including beginning discussion on transfer of responsibility and fair funding.</p> <p>08.02 – A revised funding mechanism for revenue elements of ferry service provision has been established with the Scottish Government.</p> <p>08.03 - Establish revised funding mechanism for capital elements of ferry service provision.</p> <p>08.04 - Contribute to Islands Connectivity Plan to ensure appropriate cover for lifeline transport services.</p>

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Appendix 8.

Inter-Island Ferry Services

Winter 2024-25 Timetables

Page 2140 – Graemsay and Hoy (Moaness).

Page 2141 – North Ronaldsay.

Page 2142 – Outer North Isles.

Page 2143 – Papa Westray.

Page 2144 – Outer North Isles (refit).

Page 2145 – Rousay, Egilsay and Wyre.

Page 2146 – Shapinsay.

Page 2147 – South Isles.



Graemsay and Hoy (Moaness)
Effective From 30 September 2024 until 3 May 2025

Our service from Stromness to Hoy/Graemsay is a **PASSENGER ONLY** service. Vehicles can be carried by prior arrangement to Graemsay on the advertised cargo sailings.

		Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Stromness	dep	0730	0730	0730	0730	0730	0815C	
Hoy (Moaness)	dep	0755	0755	0755	0755	0755		
Graemsay	dep	0810	0810	0810	0810	0810	0845C	
Stromness	dep	1000	1000	1000	1000	1000	0930	0930
Hoy (Moaness)	dep	1030	1030	1030	1030	1030	1000	1000
Graemsay	dep	1045	1045	1045	1045	1045	1015	1015
Stromness	dep	1200A		1200A	1200A			
Graemsay	dep	1230A		1230A	1230A			
Hoy (Moaness)	dep	1240A		1240A	1240A			
Stromness	dep	1600	1600	1600	1600	1600		
Graemsay	dep	1615	1615	1615	1615	1615		
Hoy (Moaness)	dep	1630	1630	1630	1630	1630		
Stromness	dep	1800B	1800B	1800B	1800B	1800B	1800	1800
Graemsay	dep	1815	1815	1815	1815	1815	1815	1815
Hoy (Moaness)	dep	1830B	1830B	1830B	1830B	1830B	1830	1830
Stromness	dep					2130C		
Graemsay	dep					2145C		
Hoy (Moaness)	dep					2200C		

- A Cargo Sailings to Graemsay, will have limitations on passenger numbers therefore booking is advisable. These sailings may be delayed due to cargo operations.**
- B ON REQUEST to and from Hoy (Moaness) must be booked online or through the Kirkwall Office by 1700hrs on the day of sailing.**
- C ON REQUEST must be booked online or through the Kirkwall Office by 1600hrs on Friday.**

Notes:

1. Passengers are requested to be available for boarding **5 minutes** before departure.
2. For Conditions of Carriage of Passengers and Cargo see notices exhibited in the vessels, company premises and website.
3. No Show Charges - Cancellations must be made at least 12 hours prior to the scheduled sailing time either by phone or email, or full charges may apply.
4. Monday cargo to be booked by **1600hrs** on previous Friday otherwise all cargo must be booked before **1600hrs** the day before sailing. Cargo must be delivered to Stromness Pier no later than **1100hrs** on the day of sailing.

**For information on this service contact Orkney Ferries, Shore Street, Kirkwall.
 Telephone: 01856 872044, Email: info@orkneyferries.co.uk**

North Ronaldsay Sailings – 2024 / 25

Proposed sailing times from Kirkwall to North Ronaldsay are noted below. All are weather permitting and subject to confirmation the day before sailing.

Return sailings will depart North Ronaldsay on completion of cargo operations.

Passengers from North Ronaldsay to Kirkwall should be ready to board as soon as the vessel arrives in North Ronaldsay.

As sailing times will vary from week to week, prospective passengers and shippers are advised to check with the Company to confirm timings of each sailing.

October 2024

Saturday	05 th	Dept Kirkwall
Saturday	12 th	Dept Kirkwall
Saturday	19 th	Dept Kirkwall
Saturday	26 th	Dept Kirkwall

November 2024

Saturday	02 nd	Dept Kirkwall
Saturday	09 th	Dept Kirkwall
Saturday	16 th	Dept Kirkwall
Saturday	23 rd	Dept Kirkwall
Saturday	30 th	Dept Kirkwall

December 2024

Saturday	07 th	Dept Kirkwall
Saturday	14 th	Dept Kirkwall
Saturday	21 st	Dept Kirkwall
Saturday	28 th	Dept Kirkwall

January 2025

Saturday	04 th	Dept Kirkwall
Saturday	11 th	Dept Kirkwall
Saturday	18 th	Dept Kirkwall
Saturday	25 th	Dept Kirkwall

February 2024

Saturday	01 st	Dept Kirkwall
Saturday	08 th	Dept Kirkwall
Saturday	15 th	Dept Kirkwall
Saturday	22 nd	Dept Kirkwall

March 2024

Saturday	01 st	Dept Kirkwall
Saturday	08 th	Dept Kirkwall
Saturday	15 th	Dept Kirkwall
Saturday	22 nd	Dept Kirkwall
Saturday	29 th	Dept Kirkwall

April 2024

Saturday	05 th	Dept Kirkwall
Saturday	12 th	Dept Kirkwall
Saturday	19 th	Dept Kirkwall
Saturday	26 th	Dept Kirkwall

May 2024

Saturday	03 rd	Dept Kirkwall
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Orkney Ferries

www.orkneyferries.co.uk

North Isles Ro-Ro Service
Effective from 30 September 2024 – 3 May 2025

(Sailings subject to alteration during the Christmas and New Year period)

(This timetable will not operate during the refit periods of 'Earl Thorfinn', 'Earl Sigurd' and 'Varagen' which will commence on 5 January 2025 until 8 March 2025)

	Sunday			Monday			Tuesday			Wednesday			Thursday			Friday			Saturday		
Kirkwall dep				0700	0720	0740	0700	0720	0740	0700	0720	0740	0700	0720	0740	0700	0720	0740	0700	0720	N
Eday arr									0855												
Eday dep									0905												R
Stronsay arr				0840			0835			0840			0840			0840			0840		O
Stronsay dep				0855			0900			0855			0855			0855			0850		N
Sanday arr						0905			0925			0905			0905			0905	0925		A
Sanday dep						0915			0935			0915			0915			0915	0935		L
Eday arr				0930						0930			0930			0930			0955		D
Eday dep				0945						0945			0945			0945			1005		S
Westray arr					0845			0845			0845			0845			0845			0845	A
Westray dep					0900			0900			0900			0900			0900			0900	Y
Kirkwall arr				1100	1025	1040	1040	1025	1100	1100	1025	1040	1100	1025	1040	1100**	1025	1040**	1120	1025	
Kirkwall dep								1330		1115♦	1035♦	1055♦		1300			1040				
Eday arr												1210									
Eday dep												1220♦									
Sanday arr												1240									
Sanday dep												1250♦									
Stronsay arr										1250											
Stronsay dep										1300♦											
Westray arr								1455			1200			1425							
Westray dep								1505			1210♦			1435							
P.Westray arr								1545									1235				
P.Westray dep								1600									1300				
Kirkwall arr										1440	1335	1415		1605			1450				
Kirkwall dep	1600	1700	1620	1500	1620	1520	1600		1520	1500	1620	1520	1600	1620♦	1520	1600	1620	1640	1520	1620	
Eday arr				1615						1615			1715			1715					
Eday dep				1630						1630			1730			1730					
Stronsay arr	1735			1705			1740			1705			1805			1805			1700		
Stronsay dep	1745			1715			1755			1715			1820			1815			1710		
Sanday arr			1745			1645			1645			1645			1645			1805	1745		
Sanday dep			1755			1655			1655			1655			1655			1815	1755		
Eday arr			1815						1715										1815		
Eday dep			1825						1730										1825		
Westray arr		1825			1745			1745			1745			1745			1745			1745	
Westray dep		1835			1755			1755			1755			1755♦			1755			1755	
Kirkwall arr	1925	2000	1940	1855	1920	1820	1930	1920	1845	1855	1920	1820	2000	1920	1820	1955	1920	1940	1940	1920	

Vehicle bookings must be made at least one hour before departure from Kirkwall either online, or by phone during office opening hours. **Sailings marked ♦ will only operate until 25th October 2024.**

A weekly service will be carried out to **North Ronaldsay**, weather permitting. As departure times vary from week to week, see reverse for proposed sailings.

A scheduled feeder service for passengers/light cargo will operate between **Pierowall (Westray) & Papa Westray** to connect with the above sailings. A private minibus service is available on request between Rapness and Pierowall.

** These sailings may be delayed due to cargo operations.

1. Vehicles **must** be available for boarding **20** minutes before departure, passengers **10 minutes** before departure.
2. For Conditions of Carriage of Passengers and Cargo see notices exhibited in vessels, company premises and website.
3. **No Show Charges** - Cancellations must be made at least **12 hours prior to the scheduled sailing time** either by phone or email, or full charges may apply.

For information on these services contact Orkney Ferries, Shore Street, Kirkwall. Telephone: 01856 872044, email: info@orkneyferries.co.uk



Westray - Papa Westray Passenger Service
Winter Timetable effective from 30 September 2024 to 3 May 2025

		Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Pierowall	dep	0730 B	0740	0740	0740	0740	0740 A	
Papa Westray	arr	0755	0805	0805	0805	0805	0805	
Papa Westray	dep	0800 B	0810	0810	0810	0810	0810 A	
Pierowall	arr	0825	0835	0835	0835	0835	0835	
Pierowall	dep	0830*	0915 A	0915	0915 A	0915 A	0915 A	
Papa Westray	arr	0855*	0940	0940	0940	0940	0940	
Papa Westray	dep	0900*	0945 A	0945	0945 A	0945 A	0945 A	
Pierowall	arr	0925*	1010	1010	1010	1010	1010	
Pierowall	dep	0930 A						
Papa Westray	arr	0955						
Papa Westray	dep	1000 A						
Pierowall	arr	1025						
Pierowall	dep			1230		1510*		1315
Papa Westray	arr			1255		1535*		1340
Papa Westray	dep			1300		1540*		1530
Pierowall	arr			1325		1605*		1555
Pierowall	dep	1600	1600	1600	1600	1610 A	1625 A	1700 A
Papa Westray	arr	1625	1625	1625	1625	1635	1650	1725
Papa Westray	dep	1630	1630	1630	1630	1640 A	1655 A	1730 A
Pierowall	arr	1655	1655	1655	1655	1705	1720	1755
Pierowall	dep	1815 A		1815 A	1815 A	1815 A	1815 A	1855 A
Papa Westray	arr	1840		1840	1840	1840	1840	1920
Papa Westray	dep	1845 A		1845 A	1845 A	1845 A	1845 A	1925 A
Pierowall	arr	1910		1910	1910	1910	1910	1950

* Sailings will operate during school term only.

A On request - must be booked at least 1 hour before departure from Pierowall either online or during office opening hours. In the event of an urgent booking being required after this time please contact 07841 452426.

B On request - must be booked by 1400 on Saturday either online or by calling our Kirkwall Office on 01856 872044. In the event of an urgent booking being required after this time, please contact 07841 452426.

Notes

All of these sailings with the exception of those marked * are request sailings and are timed to connect with the arrivals and departures of the ro-ro vessels at Rapness - normal fares will therefore apply. Any sailings outwith these times will be treated as hires and charged accordingly.

1. Passengers must be available for boarding **10 minutes** before departure times.

2. **No Show Charges** - Cancellations must be made **at least 12 hours prior to the scheduled sailing time** either by phone or email or full

3. For Conditions of Carriage of Passengers and Cargo see notices exhibited in the vessels, company premises and website.



Orkney Ferries

www.orkneyferries.co.uk

Ro-Ro timetable covering the refit period Outer North Isles service

From Sunday 05 January 2025 until 08 March 2025.

but it may extend beyond this date, following which sailings will revert to normal published timetable.

**** Sailings could be subject to delays due to cargo operations ****

	Sunday		Monday		Tuesday		Wednesday		Thursday		Friday		Saturday	
Kirkwall dep			0740	0720	0740	0720	0740	0720	0740	0720	0740	0720	0800	N
Eday arr					0855				0855					
Eday dep					0905				0905					R
Sanday arr					0925				0925					O
Sanday dep					0935				0935					N
Stronsay arr			0920		1010		0920		1010		0920		0940	A
Stronsay dep			0930		1020		0930		1020		0930		0955	L
Sanday arr			1005				1005				1005		1030	D
Sanday dep			1015				1015				1015		1040	S
Eday arr			1035				1035				1035		1100	A
Eday dep			1045				1045				1045		1110	Y
Westray arr				0845		0845		0845		0845		0845		
Westray dep				0900		0900		0900		0900		0900		
Kirkwall arr			1200	1025	1200	1025	1200	1025	1200	1025	1200	1025	1225	
Kirkwall dep				1040	1040	1330		1035		1300		1045		
Sanday arr				1205				1200						
Sanday dep				1215				1210						
Stronsay arr					1220			1245						
Stronsay dep					1230			1255						
Eday arr				1235										
Eday dep				1245										
Sanday arr					1305									
Sanday dep					1315									
Westray arr						1455				1425				
Westray dep						1505				1435				
P. Westray arr						1545						1235		
P. Westray dep						1600						1250		
Kirkwall arr				1400	1440			1435		1600		1440		
Kirkwall dep	1540	1620	1600	1620	1540		1540	1620	1540	1620	1600	1620		1620
Westray arr		1745		1745		1745		1745				1745		1745
Westray dep		1800		1755		1755		1755				1755		1755
Eday arr	1655		1715				1655		1655		1715			
Eday dep	1710		1730				1710		1710		1730			
Stronsay arr					1720									
Stronsay dep					1730									
Sanday arr	1730		1750		1805		1730			1745	1750			
Sanday dep	1740		1800		1815		1740			1755	1800			
Stronsay arr	1815		1835				1815		1745		1835			
Stronsay dep	1825		1845				1825		1800		1845			
Eday arr					1835									
Eday dep					1845									
Kirkwall arr	2005	1925	2025	1920	2000	1920	2005	1920	1940	1920	2025	1920		1920

Vehicle bookings must be made at least one hour before departure from Kirkwall either online, or by phone during office opening hours.

A weekly service will be carried out to **North Ronaldsay**, weather permitting. As departure times vary from week to week, see reverse for proposed sailings.

1. Vehicles **must** be available for boarding **20** minutes before departure, passengers **10** minutes before departure.
2. For Conditions of Carriage of Passengers and Cargo see notices exhibited in vessels, company premises and website.
3. **No Show Charges** - Cancellations must be made at least **12** hours prior to the scheduled sailing time either by phone or email, or full charges may apply.

For information on these services contact Orkney Ferries, Shore Street, Kirkwall. Telephone: 01856 872044, email: info@orkneyferries.co.uk



Rousay, Egilsay and Wyre Ro-Ro Service

Winter Timetable Effective from 30 September 2024 until 3 May 2025

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Rousay dep	0650	0650	0650	0650	0650	0650	
Egilsay dep	0710A	0710A	0710A	0710A	0710A	0710A	
Wyre dep	0730A	0730A	0730A	0730A	0730A	0730A	
Rousay dep	0745	0745	0745	0745	0745	0745	
Tingwall dep	0820	0820	0820	0820	0820	0840	
Rousay dep	0850	0850	0850	0850	0850		0915A
Wyre dep	0900	0900	0900	0900	0900		
Rousay dep	0910	0910	0910	0910	0910	0910	
Egilsay dep	0930	0930	0930	0930	0930	0930B	0935A
Wyre dep	0950	0950	0950	0950	0950	0950	0955A
Rousay dep	1005	1005	1005	1005	1005	1005	1010
Tingwall dep	1040	1040	1040	1040	1040	1040	1045
Rousay dep	1115	1115	1115	1115	1115	1115	
Tingwall dep	1150	1150	1240	1150	1150	1150	
Rousay arr	1215	1215	1305	1215	1215	1215	1115
Rousay dep	1315B	1315B		1315B	1315B	1315B	1120B
Wyre dep							1130B
Egilsay dep	1335B	1335B		1335B	1335B	1335B	1150B
Wyre dep	1355B	1355B		1355B	1355B	1355B	
Rousay arr							1210
Rousay dep	1410	1410	1410	1410	1410	1410	1410
Tingwall dep	1445	1445	1445	1445	1445	1445	1445
Rousay dep	1520	1520	1520	1520	1520	1520	1520B
Wyre dep	1530	1530	1530	1530	1530	1530	1530B
Tingwall dep	1605	1605	1605	1605	1605	1605	
Rousay dep	1635	1635	1635	1635	1635	1705B	
Egilsay dep	1655	1655	1655	1655	1655		1550B
Wyre dep	1715	1715	1715	1715	1715	1715B	
Rousay dep	1730	1730	1730	1730	1730	1730	1610
Tingwall dep	1800	1800	1800	1800	1800	1800	1645
Rousay arr	1825	1825	1825	1825	1825	1825	1705
Rousay dep	1830B	1830B	1830B	1830B	1830B	1830B	
Wyre dep	1840B	1840B	1840B	1840B	1840B	1840B	
Egilsay dep	1900B	1900B	1900B	1900B	1900B	1900B	
Rousay arr	1915B	1915B	1915B	1915B	1915B	1915B	

A On request **TO and FROM** Egilsay and Wyre. Customers are requested to make advanced bookings by 1700 on the day before travel. For travel on Sunday this **must** be made by 1500 on Saturday.

B On request **TO and FROM** Egilsay and Wyre. Can be made up to one hour before the departure from Tingwall by booking online or by calling the Tingwall Office during opening hours.

In the event of an urgent need for "on request" sailings outside of the above please contact the Tingwall Office during normal office hours.

ALL BOOKINGS MUST BE MADE AT LEAST ONE HOUR BEFORE DEPARTURE FROM TINGWALL EXCEPT THOSE MARKED A.

NOTES

1. Vehicles must be available for boarding **15 Minutes** before departure and passengers **5 minutes** before departure times.
2. For Conditions of Carriage of Passengers and Cargo see notices exhibited in the vessels, company premises and website.
3. **No Show Charges** - Cancellations must be made at least 12 hours prior to the scheduled sailing time either by phone or email, or full charges may apply.

For information on these services contact Orkney Ferries, Tingwall, Evie.
Telephone 01856 751360, email: info@orkneyferries.co.uk



Winter Timetable Effective From 30 September 2024 until 3 May 2025

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Shapinsay dep	0730	0730	0730	0730	0730		
Kirkwall dep	0815	0815	0815	0815	0815		
Shapinsay dep	0900	0900	0900	0900	0900	0900	
Kirkwall dep	0945	0945	0945	0945	0945	0945	
Shapinsay dep	1030	1030	1030	1030	1030	1030	1030
Kirkwall dep	1130	1130	1130	1130	1130	1130	1130
Shapinsay dep	1330	1330	1330	1330	1330	1330	1330
Kirkwall dep	1415	1415	1415	1415	1415	1415	1415
Shapinsay dep	1515	1515	1515	1515	1515	1515	1515
Kirkwall dep	1600	1600	1600	1600	1600	1600	1600
Shapinsay dep	1645	1645	1645	1645	1645	1645	
Kirkwall dep	1730	1730	1730	1730	1730	1730	

Vehicle bookings must be made at least one hour before departure, either online or by telephone during office opening hours

Notes:

1. Vehicles **must** be available for boarding **15 minutes** before departure and passengers **5 minutes** before departure.
2. For Conditions of Carriage of Passengers and Cargo see notices exhibited in the vessels, company premises and website.
3. **No Show Charges** - Cancellations must be made **at least 12 hours prior to the scheduled sailing time** either by phone or email or full charges may apply.

For information on this service contact Orkney Ferries, Shore Street, Kirkwall.

Telephone: 01856 872044 email: info@orkneyferries.co.uk



South Isles Ro-Ro Service

Orkney Ferries

Winter Timetable Effective from 30 September 2024 until 3 May 2025

		Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Longhope	dep	0625	0625	0625	0625	0625	0800	0830
Lyness	dep		0650	0650	0650			
Flotta	dep	0650	0710	0710	0710	0650	0830	0855
Lyness	dep	0710				0710	0900	0915
Houton	arr	0745	0745	0745	0745	0745	0935	0950
Houton	dep	0800	0800	0800	0800	0800	0950	1000
Lyness	dep	0845				0845	1030	1045
Flotta	dep	0910	0845	0845	0845	0910	1055	1110
Lyness	dep		0910	0910	0910			
Houton	arr	0945	0945	0945	0945	0945		
Longhope	arr							1125
Longhope	dep							1500
Houton	dep	1015	1015	1015	1015	1015		
Lyness	arr	1050	1050	1050	1050	1050		
Lyness	dep	1100	1100		1100	1100		
Flotta	dep		1200		1200			
Houton	arr	1135				1135	1130	
Houton	dep	1145				1145		
Lyness	dep	1230	1230	1230	1230	1230		
Houton	arr	1305	1305	1305	1305	1305		
Houton	dep	1315	1315	1315	1315	1315	1415	
Lyness	dep	1400	1400	1400	1400			
Flotta	arr	1415	1415	1415	1415			
Flotta	dep	1425	1425	1425	1425	1400	1500	
Lyness	dep					1425		
Houton	arr	1500	1500	1500	1500	1500		
Houton	dep	1515	1515	1515	1515	1515		
Flotta	dep	1600	1600	1600	1600	1600		1530
Lyness	dep	1640	1640	1640	1640	1640	1530	1555
Houton	arr	1715	1715	1715	1715	1715	1605	1630
Houton	dep	1730	1730	1730	1730	1730	1615	1640
Lyness	dep	1810	1810	1810	1810	1810	1700	1715
Flotta	dep	1830A	1830A	1830A	1830A	1830A	1720A	1735
Longhope	arr	1850	1850	1850	1850	1850	1740	1750

A ON REQUEST SAILINGS - Bookings for these services must be made up to 1 hour before departure from Houton.

Vehicle bookings must be made at least one hour before departure, either online or by telephone during office opening hours

NOTES

1. Vehicles **must** be available for boarding **15 minutes** before departure, and passengers **5 minutes** before departure.
2. **No Show Charges** - Cancellations must be made at least **12 hours prior to the scheduled sailing time** either by phone or email or full charges may apply.
3. For Conditions of Carriage of Passengers and Cargo see notices exhibited in the vessels, company premises and website.

For information on these services contact Orkney Ferries, Houton, Orphir.

Telephone: 01856 811397 email: houton@orkneyferries.co.uk

Winter Inter-Island Air Services Timetable. Sunday 27 October 2024 - Sunday 16 February 2025 inclusive



FLIGHT NUMBER	LM	Monday							Tuesday							Wednesday										
		700	700	702	703	703	704	705	706	707	701	708	709	705	710	707	701	711	709	712	714	705	706	715	707	
Kirkwall	dep	D	E		D	E				16:10						07:35	08:25	08:35	15:00	15:10	16:10				B	
Stromsay	arr													15:19			08:34									
Stromsay	dep													15:26			08:41									
Sanday	arr				08:58	09:23				15:23				08:38			08:46						15:23			
Sanday	dep				09:05	09:30				15:30				08:45			08:53						15:30			
North Ronaldsay	arr	07:52	08:17				10:47			16:27	07:52					16:27	07:52									16:27
North Ronaldsay	dep	07:59	08:24				10:54			16:34	07:59					16:34	07:59									16:34
Westray	arr			08:40										08:50			08:50									
Westray	dep			08:47										08:57			08:57									
Papa Westray	arr			08:49			11:04	15:15						08:59	15:15		08:59					15:15				
Papa Westray	dep			08:56			11:11	15:22						09:06	15:22		09:06					15:22				
Westray	arr							15:24						15:24								15:24				
Westray	dep							15:31						15:31								15:31				
Eday	arr	08:09	08:34																09:30	14:35				16:10		
Eday	dep	08:16	08:41																09:37	14:42				16:17		
Stromsay	arr				09:10	09:35				15:35				08:50									15:35			
Stromsay	dep				09:17	09:42				15:42				08:57									15:42			
Kirkwall	arr	08:26	08:51	09:11	09:26	09:51	11:26	15:46	15:51	16:51	08:16	09:06	09:21	15:46	15:51	16:51	08:16	09:06	09:21	09:47	14:52	15:46	15:51	16:27	16:51	

FLIGHT NUMBER	LM	Thursday							Friday							Saturday				Saturday during ferry refit (11 Jan - 8 March*)					Sunday				
		701	708	709	716	705	710	707	701	701	711	709	709	730	705	706	707	702	719	720	721	722	723	724	725	726	727	728	729
Kirkwall	dep	07:35	08:25	08:35	12:15	15:00	15:10	16:10	07:35	08:00	08:25	08:45	09:10	14:00	15:00	15:10	16:10	08:25	09:30	10:30	15:10	08:00	09:10	10:20	14:00C	15:00C	16:10C	13:45	15:05
Stromsay	arr						15:19				08:34					15:19										15:09C			
Stromsay	dep						15:26				08:41					15:26										15:16C			
Eday	arr																										16:20C		
Eday	dep																										16:27C		
Westray	arr			08:50							09:00	09:25					08:40						09:25						
Westray	dep			08:57							09:07	09:32					08:47						09:32						
Papa Westray	arr			08:59		15:15					09:09	09:34	14:15	15:15			08:49			15:25		09:34		14:15C				15:20	
Papa Westray	dep			09:06		15:22					09:16	09:41	14:22	15:22			08:56			15:32		09:41		14:22C				15:27	
Westray	arr					15:24								15:24										14:24C				15:29	
Westray	dep					15:31								15:31										14:31C				15:36	
North Ronaldsay	arr	07:52			12:32		16:27	07:52	08:17					14:32		16:27		09:47		15:42	08:17						16:37C	14:02	
North Ronaldsay	dep	07:59			12:39		16:34	07:59	08:24					14:39		16:34		09:54		15:49	08:24						16:44C	14:09	
Eday	arr							08:09	08:34												08:34								
Eday	dep							08:16	08:41												08:41								
Sanday	arr		08:38				15:31				08:46					15:31				10:43			10:33		15:21C			14:15	
Sanday	dep		08:45				15:38				08:53					15:38				10:50			10:40		15:28C			14:22	
Stromsay	arr		08:50																	10:55			10:45					14:27	
Stromsay	dep		08:57																	11:02			10:52					14:34	
Kirkwall	arr	08:16	09:06	09:21	12:56	15:46	15:51	16:51	08:26	08:51	09:06	09:31	09:56	14:56	15:46	15:51	16:51	09:11	10:11	11:11	16:06	08:51	09:56	11:01	14:46C	15:41C	17:01C	14:43	15:51

A: Operates 13 November 2024 - 15 January 2025 (Eday Wednesday departure time subject to change due to operation of service during daylight hours)

B: Operates 30 October - 6 November 2024 and from 22 January - 12 February 2025

C: These flights will operate 30 minutes earlier on 04, 11 and 18 January 2025

D: Operates 28 October - 25 November 2024 and 24 January - 14 February 2025

E: Operates 29 November 2024 - 20 January 2025

Eday: Monday AM drop during school term only. Bookings on the Eday drop will be subject to availability from 12:00 the Friday before departure

EDAY new service: Friday AM the first four seats are prioritised for North Ronaldsay residents up to 24 hours before flight. New Friday AM service to/from Eday trialled during winter 2022-2023

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

PLEASE NOTE - The operation of the Stromsay Sunday service is subject to availability of ground crew on the island. Currently (March 2024) there are NO Stromsay crew available. Please check with Loganair.

North Ronaldsay 07:35/08:00 and 16:10 departures - these flights operate during the hours of darkness and due to associated legislation, times may change to operate during daylight hours. Loganair will inform all booked passengers of the flight time change in advance. In the event that the flights are changed, the departure times from Kirkwall are as follows:

Evening Flight	Mon-Fri	Morning Flight	Mon/Fri	Tue-Thu
4 November 2024 - 24 January 2025	14:00	11 November - 25 November 2024, 24 January - 7 February 2025	10:10	
		12 November 2024 - 6 February 2025		09:40

* Dates may be subject to change if ferry refit period is extended.