



Local Transport Strategy Delivery Plan

2024-2044



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Introduction



Delivery Plan

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

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

Summary of LTS Actions:

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

Monitoring Baseline

Monitoring and evaluation of individual projects will be carried out and reported annually to the Council.

Bespoke monitoring and evaluation of individual projects will be commensurate with the nature of the projects, and would often relate to, for example, any requirements from particular funders for example.

Summary of LTS Actions

Decarbonisation

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

Active Travel

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

Bus and Community Transport

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

Internal Air and Ferry Services

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

Roads and Parking

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

Harbours

Orkney Harbours Masterplan Phase 1
Orkney Harbours Masterplan Phase 2

External Ferry Services

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

External Air Services

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

Cross Cutting Themes

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

Decarbonisation

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

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

Objectives: Decarbonisation of transport specific objectives:

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

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

Decarbonisation – Rethink, Reduce and Refuel

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

Action Phasing	24/25	25/26	26/27	27/32	32/37	37/42	2042 >
Internal Processes/Approvals							
Community Planning/Feasibility/Dialogue							
Detailed Design/procurement							
Delivery/Construction							
Plan for EV Charging Infrastructure & Operating Models							
Decarbonise OIC and Public Sector Vehicle Use							
Develop Community Hubs							
Re-Fuel Aviation							
Re-Fuel Internal Ferries & Harbour Infrastructure							
Support a Just Transition							

Decarbonisation – Action Plan

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

Active Travel

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

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

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

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

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

Active Travel – Action Plan

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

Public and Community Transport

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

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

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

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

Public and Community Transport

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

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

Public and Community Transport – Action Plan

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

Inter Island Connectivity

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

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

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

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

Inter-Island Connectivity

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

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

Inter-Island Connectivity - Action Plan

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

Roads and Parking

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

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

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

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

Roads and Parking

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

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

Roads and Parking - Action Plan

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

Harbour Infrastructure

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

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

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

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

Harbour Infrastructure

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

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

Harbour Infrastructure – Action Plan

Orkney Harbours Masterplan Phase 1

The Orkney Harbours Masterplan Phase 1 comprises several key projects involving enhancements to several key harbours in Orkney: a new deep water quay and terminal in Scapa Flow (Scapa Deep Water Quay), Hatston, Stromness, Kirkwall and Lyness.

Scapa Deep Water Quay and Hatston projects are being developed at present with a view to being constructed by end of 2026 and 2027 respectively when they will be pivotal in accommodating offshore wind assembly and Operations & Maintenance services. Lyness will also be potentially used as a storage site. At Stromness an extension to the marina is proposed and new pontoons dedicated for cruise tenders will be installed.

The final Masterplan proposal is for the reconfiguration of Kirkwall Pier area, a new marina and a major quay extension. It is envisaged that this project will be taken forward in the medium term following the construction of Scapa Deep Water Quay.

Proposals are subject to approval and external funding.

Orkney Harbours Masterplan Phase 2

The Orkney Harbours Masterplan Phase 2 will consider all smaller piers and harbours across the islands and on the Orkney Mainland. The work will be aligned with the OIITS work to determine what infrastructures will be required to accommodate the new inter-island ferry vessels.

The initial outcome will be a Masterplan for each of the harbours and piers identified during the process.

External Ferry Service

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

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

Objectives:

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

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

External Ferry Service

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

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

External Ferry Service – Action Plan

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

External Air Services

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

Objectives:

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

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

External Air Service

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

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

External Air Service – Action Plan

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

Cross Cutting Themes

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

Objectives:

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

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

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

Cross Cutting Themes

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

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

Cross Cutting Themes – Action Plan

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

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

Local Transport Strategy Monitoring Baseline



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

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

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

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

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

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

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

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

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