

## Minute

### Development and Infrastructure Committee

Tuesday, 14 November 2023, 09:30.

Council Chamber, Council Offices, School Place, Kirkwall.



### Present

Councillors David Dawson, Gillian Skuse, Graham A Bevan, P Lindsay Hall, Kristopher D Leask, W Leslie Manson, Raymond S Peace, James W Stockan, Mellissa-Louise Thomson, Owen Tierney and Duncan A Tullock.

Councillor Jean E Stevenson, who had been invited for Item 2.

### Present via remote link (Microsoft Teams)

Councillor Heather N Woodbridge.

### Clerk

- Hazel Flett, Service Manager (Governance).

### In Attendance

- Gareth Waterson, Corporate Director for Enterprise and Sustainable Regeneration.
- Roddy Mackay, Head of Planning and Community Protection (for Items 1 to 10).
- Kenny MacPherson, Head of Property, Asset Management and Facilities (for Items 1 to 11).
- Lorna Richardson, Head of Neighbourhood Services.
- Stuart Allison, Service Manager (Enterprise) (for Items 12 to 16).
- Laura Cromarty, Service Manager (Transportation) (for Items 4 to 13).
- Shonagh Merriman, Service Manager (Corporate Finance).
- Susan Shearer, Service Manager (Development and Marine Planning) (for Items 7 to 9).
- Karen Bevilacqua, Solicitor.
- Derek Manson, Team Manager (Development Planning) (for Items 7 to 9).
- Kenneth Roy, Roads Support Manager (for Items 1 to 8).
- Katy Russell-Duff, Committees Officer.

### In Attendance via remote link (Microsoft Teams)

- Hayley Green, Corporate Director for Neighbourhood Services and Infrastructure.

### Not Present

- Councillor Rachael A King (who had been invited for Item 2).

## **Declarations of Interest**

- No declarations of interest were intimated.

## **Chair**

- Councillor David Dawson.

## **1. Disclosure of Exempt Information**

The Committee noted the proposal that the public be excluded from the meeting for consideration of Annexes B and C of Item 14, as the business to be discussed involved the potential 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.

## **2. Finstown Traffic Management Study**

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, following receipt of a petition in 2021 from the Finstown local community raising road safety concerns a traffic management study was carried out.

**2.2.** That, on 8 November 2022, the Development and Infrastructure Committee subsequently recommended the introduction of new and extended speed limits on various roads in and around Finstown.

**2.3.** That, on 6 December 2022, when considering the recommendations of the Development and Infrastructure Committee referred to above, the Council resolved that the sections of road to which the speed limits were to apply be reduced in length, together with the installation of speed indication devices at five separate locations.

**2.4.** The outcome of statutory and public consultation on the revised proposals, as detailed in sections 4 and 5, together with Appendix 2, of the report by the Corporate Director for Neighbourhood Services and Infrastructure.

Councillor David Dawson moved that the Council make The Orkney Islands Council (Variable 20mph Speed Limit and 30 mph Speed Limit Extension) (Finstown) Order 2023, as proposed by officers. On receiving no seconder his motion fell.

On the motion of Councillor Graham A Bevan, seconded by Councillor P Lindsay Hall, the Committee resolved, in terms of delegated powers:

**2.5.** That the Council make The Orkney Islands Council (Variable 20mph Speed Limit and 30 mph Speed Limit Extension) (Finstown) Order 2023, as follows:

- Extend the 20 mph speed limit on the following sections of public road:
  - A966 from its junction with the A965 for 518 metres.
  - A965 from its junction with the A966 in an easterly direction for 215 metres.
  - A965 from its junction with the A966 in a westerly direction for 290 metres.
- Extend the 30 mph speed limit on the following sections of public road:
  - A966 from the existing 30 mph speed limit to the property known as Heddon House for 600 metres.
  - A965 from the existing 30 mph speed limit to the east exit from the properties known as Atlantis Lodges, opposite the location of the second count down sign for the current 30mph limit, for approximately 200 metres.
  - C1 Old Finstown Road from the existing 30 mph speed limit to the property known as Lindean, for 200 metres.

Councillor W Leslie Manson joined the meeting during discussion of this item.

### **3. Revenue Expenditure Monitoring**

After consideration of a report by the Head of Finance, copies of which had been circulated, and after hearing a report from the Service Manager (Corporate Finance), the Committee:

Noted:

**3.1.** The revenue financial summary statement, in respect of service areas for which the Development and Infrastructure Committee was responsible, for the period 1 April to 30 September 2023, attached as Annex 1 to the report by the Head of Finance, indicating a budget underspend position of £3,034,100.

**3.2.** The revenue financial detail by service area statement, in respect of service areas for which the Development and Infrastructure Committee was responsible, for the period 1 April to 30 September 2023, attached as Annex 2 to the report by the Head of Finance.

The Committee scrutinised:

**3.3.** The explanations given, and actions proposed in respect of significant budget variances, as outlined in the Budget Action Plan, attached as Annex 3 to the report by the Head of Finance, and obtained assurance that appropriate action was being taken with regard to significant budget variances.

### **4. Road Asset Replacement Programme – Expenditure Monitoring**

After consideration of a report by the Head of Finance, copies of which had been circulated, and after hearing a report from the Service Manager (Corporate Finance), the Committee:

Noted:

**4.1.** The summary position of expenditure incurred, as at 30 September 2023, against the approved Road Asset Replacement Programme, as detailed in section 4.1 of the report by the Head of Finance.

The Committee scrutinised:

**4.2.** The detailed analysis of expenditure figures and programme updates, attached as Appendix 1 to the report by the Head of Finance, and obtained assurance with regard to significant budget variances and progress being made with delivery of the approved Road Asset Replacement Programme.

Councillor P Lindsay Hall left the meeting during discussion of this item and rejoined the meeting at this point.

## **5. Performance Monitoring**

### **5.1. Neighbourhood Services and Infrastructure**

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

Scrutinised the performance of the Neighbourhood Services and Infrastructure service for the period 1 April to 30 September 2023, as set out in sections 3 and 4, together with Annex 1, of the report by the Corporate Director for Neighbourhood Services and Infrastructure.

Councillor Graham A Bevan left the meeting during discussion of this item.

### **5.2. Enterprise and Sustainable Regeneration**

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

Scrutinised the performance of the Enterprise and Sustainable Regeneration service for the period 1 April to 30 September 2023, as set out in sections 3 and 4, together with Annex 1, of the report by the Corporate Director for Enterprise and Sustainable Regeneration.

## **6. Neighbourhood Services and Infrastructure**

### **Directorate Delivery Plans and Risk Register**

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

Resolved to **recommend to the Council** that the Directorate Delivery Plan for Neighbourhood Services and Infrastructure for 2023 to 2028 and associated Risk Register, attached as Appendix 1 to this Minute, be approved.

## **7. Review of Pay and Display Car Park Tariffs**

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:

**7.1.** That tariffs were introduced in Kirkwall and Stromness to encourage turnover within the Council's pay and display car parks and were based on 1, 2 and 3 hours for short stay and 4 or 8 hours for long stay.

**7.2.** That car parks should be self-funding, which included staffing costs and ongoing maintenance of the car parks and associated infrastructure.

**7.3.** That funding from the Scottish Government Place Based Investment Programme Capital Fund allowed for the installation of new ticket machines in March 2022.

**7.4.** That, as part of the annual budget setting process, the majority of existing charges were reviewed and increased, from 1 April, in accordance with the strategy approved by Council.

**7.5.** That car park charges, which were exempt from the annual review of fees, had, since 2011, been reviewed approximately every two years by the Service, the last time being in 2021.

**7.6.** That Kirkwall BID and Stromness Business Forum were asked for their comments on the proposals, with the response from Kirkwall BID summarised in section 5.3 in the report by the Corporate Director for Neighbourhood Services and Infrastructure.

On the motion of Councillor W Leslie Manson, seconded by Councillor James W Stockan, the Committee resolved to **recommend to the Council:**

**7.7.** That car parking charges remain at existing rates, with the exception of the winter tariff, which should be reduced from seven months to three, namely from January to March.

## **8. Roads Management and Maintenance Plan**

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

Noted:

**8.1.** That the draft Roads Management and Maintenance Plan 2023-2028, attached as Appendix 1 to the report by the Corporate Director for Neighbourhood Services and Infrastructure, was developed in accordance with Well-Managed Highway Infrastructure: A Code of Practice 2016, which recommended that roads authorities should adopt a "Risk Based Approach" to managing assets.

**8.2.** That the Roads Management and Maintenance Plan 2023-2028 would continue to be developed to ensure the infrastructure assets, detailed in the appendices to the Plan, remained up to date.

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

**8.3.** That the Roads Management and Maintenance Plan 2023-2028, attached as Appendix 2 to this Minute, be approved.

Councillor Graham A Bevan rejoined the meeting at this point.

## **9. Orkney Local Development Plan**

### **Development Plan Scheme**

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:

**9.1.** That the Council was required by statute to review and publish a Development Plan Scheme including a Participation Statement, which explained the work programme and detailed consultation with and participation of stakeholders in the review of the Local Development Plan.

**9.2.** The draft Development Plan Scheme 2024 including the Participation Statement, attached as Appendix 1 to the report by the Corporate Director for Neighbourhood Services and Infrastructure, which required to undergo a period of public consultation.

**9.3.** The financial implications associated with preparing the Local Development Plan, as set out in section 7 of the report by the Corporate Director for Neighbourhood Services and Infrastructure, estimated at £130,000, which would be considered as part of the budget setting process for 2024/25.

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

**9.4.** That the Development Plan Scheme 2024 including the Participation Statement, referred to at paragraph 9.2 above, be approved for public consultation.

**9.5.** That powers be delegated to the Corporate Director for Neighbourhood Services and Infrastructure to finalise the Participation Statement, as a result of matters raised during the public consultation, and thereafter publish the Development Plan Scheme 2024 including the Participation Statement.

## **10. General Enforcement Policy**

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 Planning and Community Protection, the Committee:

Noted:

**10.1.** The requirement placed on the Council by both Food Standards Scotland and the Health and Safety Executive to have an up-to-date enforcement policy.

**10.2.** That the last review of the Environmental Health and Trading Standards Enforcement Policy was undertaken in 2017.

**10.3.** That the updated draft General Enforcement Policy set out, in general terms, the Council's approach to enforcement in relation to activities undertaken by the Environmental Health and Trading Standards services, with the scope of the policy extended to cover the enforcement of civic licensing duties.

**10.4.** That public consultation was undertaken in respect of the draft General Enforcement Policy between 27 June and 31 August 2023, with the consultation report, which detailed all the points raised by the respondents, attached as Appendix 1 to the report by the Corporate Director for Neighbourhood Services and Infrastructure.

**10.5.** That the draft General Enforcement Policy was updated to reflect the consultation responses where appropriate.

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

**10.6.** That the General Enforcement Policy, attached as Appendix 3 to this Minute, be approved.

## **11. Harbour Authority Sub-committee**

After consideration of the draft Minute of the Meeting of the Harbour Authority Sub-committee held on 31 October 2023, copies of which had been circulated, the Committee:

Resolved:

**11.1.** 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 31 October 2023 as a true record.

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

**11.2.** That the recommendations at paragraphs 4.4 and 4.5 of the Minute of the Meeting of the Harbour Authority Sub-committee held on 31 October 2023, attached as Appendix 4 to this Minute, be approved.

## **12. Inter-Island Air Services**

### **Proposed Summer 2024 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:

**12.1.** That the inter-island air services timetable for summer 2024 was scheduled to operate from 19 February to 26 October 2024 inclusive.

**12.2.** That the draft timetable in respect of air services to be operated by Loganair Limited during summer 2024 was presented to the Air Services Consultative Forum for consideration on 13 September 2023, with main comments and representations from transport representatives outlined in section 4 of the report by the Corporate Director for Enterprise and Sustainable Regeneration.

**12.3.** The proposed timetable, attached at Appendix 1 to the report by the Corporate Director for Enterprise and Sustainable Regeneration, which was mainly consistent with that operated in previous years, including the following amendments:

- Eday Friday morning flight which was trialled during the winter timetable has been extended to operate during the summer with the exception of June, July and August which will remain a dedicated flight for North Ronaldsay.

**12.4.** 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:

**12.5.** 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 summer 2024, attached as Appendix 5 to this Minute, be approved.

## **13. Inter-Island Ferry Services**

### **Proposed Summer 2024 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:

**13.1** That the inter-island ferry services timetables for summer 2024 were scheduled to operate from 9 May to 23 September inclusive.

**13.2.** That draft timetables in respect of ferry services to be operated by Orkney Ferries Limited during summer 2024 were presented to the Ferry Services Consultative Forum for consideration on 13 September 2023, with the main comments and representations outlined in section 4 of the report by the Corporate Director for Enterprise and Sustainable Regeneration.

**13.3.** That, on 12 October 2023, 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.

**13.4.** That the proposed timetables for summer 2024, attached as Appendix 1 to the report by the Corporate Director for Enterprise and Sustainable Regeneration, were consistent with that operated during summer 2023.

**13.5.** 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:

**13.6.** That, subject to an adequate service revenue budget for 2024/25 being established, the timetables in respect of inter-island ferry services, to be operated by Orkney Ferries Limited during summer 2024, attached as Appendix 6 to this Minute, be approved.

## **14. 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:

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

**14.2.** Spending to 30 September 2023, in relation to Economic Development Grants, totalling £98,857 of which £91,980 relates to grant commitments made in previous financial years and £6,877 to current year commitments.

**14.3.** That, as at 30 September 2023, the budget available for approval from the Economic Development Grants budget, amounted to £140,276, as detailed in Annex A to the report by the Corporate Director for Enterprise and Sustainable Regeneration.

**14.4.** Grant approvals made in the period 1 April to 30 September 2023, totalling £166,024 including grants approved under delegated schemes for the same period, totalling £69,224 as detailed in Annex B to the report by the Corporate Director for Enterprise and Sustainable Regeneration.

On the motion of Councillor David Dawson, seconded by Councillor Gillian Skuse, the Committee resolved:

**14.5.** That the public be excluded from the meeting in respect of discussion of the matters contained in Annex C to the report by the Corporate Director for Enterprise and Sustainable Regeneration, 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 Local Government (Scotland) Act 1973 as amended.

Upon conclusion of discussion of the matters contained in Annex C to the report by the Corporate Director for Enterprise and Sustainable Regeneration and, thereby, the exclusion of the public, the Committee thereafter:

Noted:

**14.6.** 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.

**14.7.** Approvals made in the period to 30 September 2023, totalling £20,000, 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.

## **15. Conclusion of Meeting**

At 13.00 the Chair declared the meeting concluded.

Signed: David Dawson



# Neighbourhood Services and Infrastructure

## Directorate Delivery Plan 2023 - 2028

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## Overview of the Directorate

Welcome to my Directorate Delivery Plan.

The fundamental purpose of Neighbourhood Services and Infrastructure is to deliver many of the services that Orkney residents use on a daily basis, from roads to waste, from Council buildings to IT services provided by the Council and the whole range of regulatory services which keep us and our community safe.



Hayley Green  
Corporate Director for  
Neighbourhood Services and  
Infrastructure

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.

We have also included information about the Directorate and the full range of services we provide. The Heads of Service in each area are part of my Directorate Management Team and together we take decisions to prioritise improving the service we deliver.

We also have a wider Directorate Management team which includes all Service and Team Managers, and we meet at least 4 times a year to review our progress, learn from each other and make sure we are doing the best we can to support all folk who live, and visit, Orkney.

I am always happy to receive feedback on our services, please contact me at [hayley.green@orkney.gov.uk](mailto:hayley.green@orkney.gov.uk)

### Our People

The total staffing across the Directorate is 271.25 full-time equivalent, with 397 employees including both permanent and temporary staff. The Organisational diagram in the appendix to the plan 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
- Important legislative changes being introduced by the implementation of the Planning (Scotland) Act 2019

## The following Service Areas sit within the Neighbourhood and Infrastructure Service

### Neighbourhood Services

- Roads Operations
- Fleet Management
- Quarry Operations
- Car Parks
- Waste Management and Operations
- Grounds Maintenance
- Burial Grounds
- Civil Engineering



Lorna  
Richardson  
Head of Service

### Property, Asset Management and Facilities

- Construction Programmes
- Architecture, Surveying and Inspection
- Energy
- Heritage Property Estates Asset Management
- Industrial & Commercial Lets
- Building Cleaning
- IT Operations and Cybersecurity
- Safety and Resilience and Civil Contingencies
- Health and Safety
- Risk Management and Business Continuity



Kenny  
MacPherson  
Head of Service

### Planning and Community Protection

- Development and Marine Planning
- Development Management
- Building Standards
- Environmental Health
- Trading Standards
- Climate Change



Roddy MacKay  
Head of Service

All staff across the Directorate are supported by both the NSI Operational Support team, and the NSI Directorate Business Support team, managed by Lindsey McAdie and Louise Cutler respectively.

## Mission Statement, Core Principles and Staff Values

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



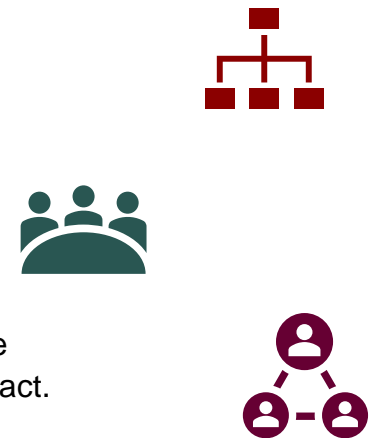
The Council's **core principles** are:

- 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 our decisions and actions.

The Directorate Management Team and I work hard to ensure that all 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 Neighbourhood Services and Infrastructure 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.

I will regularly review the aims and outcomes in the Council Plan and the Delivery Plan, and report to elected members every six months, in my report on our 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. I 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 facilities and services which are used on a daily, or regular, basis by Orkney residents and Orkney visitors.

Our Priorities for Delivery are set out on pages 9 - 15, and support the following delivery projects highlighted in the Council's Delivery Plan:

### Net-zero and de-carbonisation (E1)

**Lead(s):** Head of Property, Asset Management and Facilities, Head of Neighbourhood Services and Head of Planning and Community Protection

These projects support the Council's ambitions around Climate Change and towards Net Zero. OIC declared a Climate Emergency in 2019. This work stream is critical to support progress towards net zero and the decarbonisation of OIC operations through:

- Decarbonisation of vehicle fleet.
- Decarbonisation of Council buildings and properties with reference to the Scottish Government Local Heat and Energy Efficiency Strategy.
- Develop and approve the Council Climate Change Strategy and Action Plan.
- Start and complete the evaluation of baseline data relating to the Council's carbon emissions in order to provide an accurate and consistent approach to the reporting and management of total corporate emissions.
- Work with the Scottish Government and other stakeholders to ensure that the benefits of the Carbon Neutral Islands project are shared across all other Orkney islands.

### Staff working locations, operational property and estates assets review and development (T5)

**Lead(s):** Head of Property, Asset Management and Facilities

OIC deliver their services across a number of buildings. It is important that these facilities are fit for purpose, both for the public and for our staff. This action is a long-term priority and has a number of stages, as highlighted below.

- Review the Council property estate, disposing of unwanted assets and transforming required assets so they are fit for purpose. This will include School Place and Hatston depot and garage.
- Diversify spread of Council working locations across rural and isles communities.

### **Improve Isles transport links (I1)** **Head of Neighbourhood Services**

Effective transport connectivity across all areas of Orkney is critical for all residents, both for day to day living and also for business. The Council Delivery Plan highlights the need for 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'.

Within the Neighbourhood Services and Infrastructure Directorate this will be supported by actions to look at the Churchill Barriers:

- The barriers – carry out reconstruction of pavement surface on Barrier No 1.

### **Integrated waste facility (10)** **Head of Neighbourhood Services**

Orcadians take a fierce pride in their clean and beautiful environment, and care passionately about how they can best reduce, reuse and recycle their waste. Constraints within the current waste facilities seriously hinder our ability to both meet the public's expectations, and our statutory responsibilities. To move this forward, Neighbourhood Services and Infrastructure need to move this forward through:

- Construction of a new waste and recycling facility to improve the range of recyclable materials that can be collected, enable compliance with regulatory requirements and support development of circular economy.
- Associated improved collection methods will widen coverage of recycling collections across the whole of Orkney.

### **Capital Programme (11)** **Head of Property, Asset Management and Facilities**

As Council services, and the needs of our service users, evolve, there is a need for all Directorates to consider the need for new or improved physical assets. The management of these medium to longer term projects is complex and as a result a Capital Investment Strategy is being developed to provide the strategic context to inform prioritisation of the future Capital Programme.

- Review and prioritisation of the capital programme. This will result in the list of capital projects, including new build and building refurbishment projects, being considered and prioritised for delivery. The programme covers a diverse range of projects, for example the construction of new buildings, the refurbishment of leisure facilities and the development of critical infrastructure across Orkney, including the ferry linked isles.

## 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.

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

Priorities for Delivery				
Priority Outcome	Action	Performance Measure(s)	Target	Resource Requirement
<i>What you hope to achieve</i>	<i>What steps you will take to achieve this</i>	<i>Which PI(s) will you use and what are latest figures</i>	<i>What measurable change and by when</i>	<i>What resource will be required to deliver? Budget and staffing implications</i>
<b><u>Planning and Community Protection</u></b>				
We will develop a policy/spatial framework for local decision making that will support the delivery of a wide range of strategic priorities including climate change, nature recovery, inclusive growth and the well-being economy.	Review of the Orkney Local Development Plan 2017 and preparation of new Local Development Plan (LDP).  Cross referenced with the Local Code of Corporate Governance: Improvement Action Plan 2023-2024 – Defining Outcomes - C1 (target 2022-2028).	Development Plan Scheme (DPS) - annual DPS published and targets set in previous year’s DPS have been met.	Local Development Plan adopted by March 2027.	Before commencing preparation of the LDP there is a requirement to prepare an Evidence Report that contains sufficient information to enable the preparation of the plan – funding may be required to commission studies to collect this information.

<i>What you hope to achieve</i>	<i>What steps you will take to achieve this</i>	<i>Which PI(s) will you use and what are latest figures</i>	<i>What measurable change and by when</i>	<i>What resource will be required to deliver? Budget and staffing implications</i>
We will develop an integrated policy/spatial framework to guide local decision making on development and activities in the marine environment, whilst ensuring that the quality of the marine environment is protected, and where appropriate, enhanced.	Prepare a Marine Plan for the Orkney Islands Marine Region.  Cross referenced with the Local Code of Corporate Governance: Improvement Action Plan 2023-2024 – Defining Outcomes – C1 (target 2023-2025).	Statement of Public Participation (SPP) – Targets set in SPP have been met.	Regional Marine Plan adopted by March 2025.	Budget and staffing in place. Annual grant funding of £75,000 provided by Scottish Government to develop the Regional Marine Plan.

<i>What you hope to achieve</i>	<i>What steps you will take to achieve this</i>	<i>Which PI(s) will you use and what are latest figures</i>	<i>What measurable change and by when</i>	<i>What resource will be required to deliver? Budget and staffing implications</i>
<p>We will enable the delivery of a high quality, accessible active travel network which improves the ability of people to walk, wheel or cycle for any journey, supporting the health and well-being of our residents and visitors, reducing carbon emissions, benefitting the local economy and reducing inequalities.</p>	<p>Develop and deliver walking, wheeling and cycling projects.</p>	<p><i>Modal Share of Active Travel Journeys – % of journeys where usual mode of travel to work or <b>further/higher education establishments</b> is by foot and cycle (Scottish Household Survey)</i>”.</p> <p>% of children walking, cycling or scooting to secondary or primary school (Hands Up Scotland Survey) - 36.8% in 2021.</p>	<p>Feasibility studies to determine the costs of delivery and eligibility for external funding to be undertaken of the Weyland Footpath project, Kirkwall; Faravel Active Travel Route and Open Spaces, Stromness; and Crantit Trail Active Travel Route, Kirkwall to be undertaken by December 2025.</p>	<p>Budget of £400,000 agreed for improvements to footpaths, core paths and cycleways. The only dedicated officer resource for active travel is the Senior Project Officer who is a Sustrans Scotland embedded officer based within the Council. The post is a temporary 3 year post which is currently funded 50/50 between the Council and Sustrans and is due to end in August 2024. Both organisations are exploring whether this post can be extended. Other sources of funding for additional staffing resources that could develop our approach to active travel delivery are also being explored.</p>

<i>What you hope to achieve</i>	<i>What steps you will take to achieve this</i>	<i>Which PI(s) will you use and what are latest figures</i>	<i>What measurable change and by when</i>	<i>What resource will be required to deliver? Budget and staffing implications</i>
We will encourage local communities to play a proactive role in defining the future of their places through expressing their aspirations and ambitions for future change and developing proposals for their local area to feed into the planning system.	Promote and support the production of Local Place Plans.	Local Place Plan (LPP) - % of total population in areas with LPP approved or LPP being developed.	Information published about the assistance available to local communities to help them prepare LPP and all communities invited to prepare a LPP by September 2024.	Staff time. There is no dedicated funding currently available to assist with the production of Local Place Plans, although various grants are available to community organisations to fund a variety of projects.
<b><u>Property Asset Management and Facilities</u></b>				
We will improve the clarity, efficiency and delivery of how we spend capital investment in Orkney.	Develop and deliver a new Capital Investment Strategy to facilitate the effective delivery of a programme of OIC's capital construction and other projects and improvements setting out a 10 year strategy to drive forward a programme.	Delivery of the new Capital Investment Strategy.	To develop an agreed programme of priorities including funding and resourcing.	Staff time Budgets, Resources and Contacts in place as Strategy delivers Funding.

<i>What you hope to achieve</i>	<i>What steps you will take to achieve this</i>	<i>Which PI(s) will you use and what are latest figures</i>	<i>What measurable change and by when</i>	<i>What resource will be required to deliver? Budget and staffing implications</i>
We will reduce our carbon footprint, so that Council properties are more energy-efficient, that Council assets progress to decarbonisation to help play our part in addressing climate change to mitigate the impacts it has locally and globally.	We will progress towards Net Zero via the decarbonisation of our Council buildings and properties, via the Local Heat and Energy Efficiency Strategy.  Cross referenced with the Local Code of Corporate Governance: Improvement Action Plan 2023-2024 – Defining Outcomes) - C1 (target 2023-2025).	The Orkney Local Heat and Energy Efficiency Strategy.	Improved levels of energy efficiency in properties and a reduction in carbon fuelled properties.	In line with Scottish Government priorities and availability of funding.
We will review our property assets to make sure they give best value in terms of an environment for service delivery and in terms of money.	Develop and deliver a Strategic Asset Plan to review our use of property assets so that the Council can take steps to be more efficient.	The Strategic Asset Plan.	To reduce the footprint of the Council and make sure that property assets not required are available to purchase or have another disposal method.	This will involve staff time, relocations and work to survey, value and disposal of assets.

<i>What you hope to achieve</i>	<i>What steps you will take to achieve this</i>	<i>Which PI(s) will you use and what are latest figures</i>	<i>What measurable change and by when</i>	<i>What resource will be required to deliver? Budget and staffing implications</i>
We will implement and deliver a new Information and Communication (ICT) ICT and Cybersecurity Strategy and establish new service level agreements to support the availability and data quality of our information technology systems.	Develop and deliver the new ICT and Cybersecurity Strategy 2024 – 2029.	New ICT and Cybersecurity Strategy and development of Information Technology Service Level Agreements.	Improved Total Cost of Ownership (TCO) and Service Level Agreement (SLA) of IT Services in line with Information Technology Infrastructure Library (ITIL) standards and Public Services Network (PSN) accreditation.	Staff time, hardware and software contracts and services procured as appropriate.
We will develop the resilience of our communities, helping their planning and preparation of response.	Prepare a local resilience plan for each island.  Cross referenced with the Local Code of Corporate Governance: Improvement Action Plan 2023-2024 – Engaging comprehensively with institutional stakeholders - B2 (target 2023-2025).	Improvement to the resilience of communities via a Local Resilience Plan for each isle.	Working together with communities so they can be more resilient.	Community and responder engagement and resilience exercises.



<i>What you hope to achieve</i>	<i>What steps you will take to achieve this</i>	<i>Which PI(s) will you use and what are latest figures</i>	<i>What measurable change and by when</i>	<i>What resource will be required to deliver? Budget and staffing implications</i>
<b><u>Neighbourhood Services</u></b>				
We will improve internal management and control of operational costs.	<p>Complete the review of the New Horizon system, supported by the Improvement Support Team.</p> <p>Cross referenced with the Local Code of Corporate Governance: Improvement Action Plan 2023-2024 – Robust Internal Controls) - F3 (target 2024).</p>	<p>Reduction in number of priority budget actions each month (no more than 5%).</p> <p>Reduction in hours spent processing timesheets.</p>	Clear understanding of the costs associated with roads and waste operations.	External QS support to review and assess costing mechanisms (£20k).
We will manage and maintain the roads asset within approved budgets.	Implement the agreed Roads Asset Management Programme and Roads Revenue Maintenance Programme.	Approved KPIs from Roads Asset Management Plan LGBF - ENV4b – 4e Percentage of classified roads that should be considered for maintenance treatment.	Asset maintained to the standards agreed within the Roads Asset Management Plan.	Agreed budgets set annually.

<i>What you hope to achieve</i>	<i>What steps you will take to achieve this</i>	<i>Which PI(s) will you use and what are latest figures</i>	<i>What measurable change and by when</i>	<i>What resource will be required to deliver? Budget and staffing implications</i>
We will develop a waste strategy for Orkney that reflects local and national requirements and aspirations and supports work towards Net Zero within existing resources.	Identify appropriate strategic direction for waste and recycling in Orkney, taking into account changes in legislation.	Household Waste Recycling Rate LGBF - ENV6 – Percentage of household waste arising that is Recycled.	Agreed waste strategy that reflects local and national priorities in place by 2025.	Internal staff resources.
We will deliver a vehicle fleet that meets the needs of the communities and the council while <i>reflecting</i> the aspirations of net zero and decarbonisation within available resources.	Plant and Vehicle Replacement Strategy that incorporates best use of existing assets plus a plan to move towards decarbonisation of the fleet.	Number of Electric/hybrid/hydrogen vehicles.	Balanced fleet that incorporates mix of traditional and non-traditional vehicles that is best suited to delivering services within a rural and island geography.	Annual plant and vehicle replacement programme of £1.2m.

## 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)
106	CO2 emissions area wide per capita (in tonnes)	11%	9%
107	CO2 emissions area wide: emissions within scope of local authority per capita (in tonnes)	5%	4%
405	Percentage of operational buildings that are suitable for their current use	88%	90%
CCG01	Sickness absence. The average number of days per employee lost through sickness absence, expressed as a percentage of the number of working days available.	2.26%	2.40%
CCG02	Sickness absence. Of the staff who activated a sickness absence trigger, the proportion of these where there was management intervention.	100.00%	100%
CCG03	Staff accidents. The number of staff accidents within the service, per 30 staff per year.	0.28	Less than 1
CCG04	Budget control. The number of significant variances (priority actions) generated at subjective group level, as a proportion of cost centres held.	40.00%	15%
CCG05	Recruitment and retention. The number of advertised service staff vacancies still vacant after six months	8%	2%

PI Code	Description	Baseline	Target (2027-28)
	from the time of advert, as a proportion of total staff vacancies.		
CCG06	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.	5.56%	4%
CCG07	ERD. 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.	73.9%	100%
CCG08	Invoice Payment. The proportion of invoices that were submitted accurately and timeously to the Payments Service, as a proportion of all invoices.	85%	90%
CCG09	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	95.45%	98%
NSI_PI_01	% of first reports (for building warrant and amendments) issued within 20 days	97.20%	95%
NSI_PI_02	% of building warrant and amendments is within 10 days	90.60%	90%
NSI_PI_03	Average timescale to determine planning applications for local developments	9.8 Weeks	2 Months
NSI_PI_04	% of inspections for reported breaches of planning control undertaken within the target response times	New indicator – previous data not available	
NSI_PI_05	% of approved food premises with an official control verification (OCV) visit within a calendar year	New indicator – previous data not available	100%
NSI_PI_06	% of Regulated private water supplies sampled within a calendar year	New indicator – previous data not available	100%
NSI_PI_07	% of consumer complaints completed within 14 days of receipt	90.70%	75%

PI Code	Description	Baseline	Target (2027-28)
NSI_PI_08	% of business advice requests completed within 14 days of receipt	92.60%	90%
NSI_PI_09	% of inspections and tests completed within the cyclical targets	New indicator – previous data not available	100%
NSI_PI_10	% of property emergency repairs completed within required SLA		100%
NSI_PI_11	% of Housing Properties compliant with Scottish Housing Quality Standard (SHQS)		100%
NSI_PI_12	Energy Consumption, Emissions, Performance and Carbon Footprints of Properties	Usage and Costs per building, Energy Performance Certificates (EPC), emissions and carbon footprint	
NSI_PI_13	Property occupation costs per sqm	Property occupation costs per sqm based on floor areas of all buildings	
NSI_PI_14	Occupancy levels of operational properties. % of operational reserve fund properties available	Regular reporting of occupancy levels and available properties. As the latter is market constrained, no specific target set.	
NSI_PI_15	Sustain current performance levels	2022/23 Performance Measures	
NSI_PI_16	LGBF - ENV3c – Street cleanliness score.	100	100
NSI_PI_17	LGBF - ENV4a – Cost of roads per kilometre.	£4,120	
NSI_PI_18	LGBF - ENV6 – Percentage of household waste arising that is recycled.	25.98%	
NSI_PI_19	LGBF - ENV4b – Percentage of A class roads that should be considered for maintenance treatment.	25.80%	
NSI_PI_20	LGBF - ENV4c – Percentage of B class roads that should be considered for maintenance treatment.	20.70%	

PI Code	Description	Baseline	Target (2027-28)
NSI_PI_21	LGBF - ENV4d – Percentage of C class roads that should be considered for maintenance treatment.	16.10%	
NSI_PI_22	LGBF - ENV4e – Percentage of unclassified roads that should be considered for maintenance treatment.	23.60%	

## Risk and Business Continuity

The Council identifies and records threats to its core services 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.

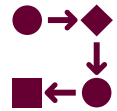


I will present an updated Risk Register to elected members annually as a part of my Directorate Delivery Plan Progress Report.



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 2: 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.

- Orkney Community Plan 2023 – 2030 (Local Outcomes Improvement Plan)
- Orkney Child Poverty Strategy 2022 – 2026
- Orkney Armed Forces Community Covenant
- Digital Strategy Delivery Plan
- Records Management Plan
- People Plan

### **Planning and Community Protection:**

- Building Standards Annual Verification Performance Report
- Building Standards Customer Charter
- Planning Performance Framework
- Planning Enforcement Charter
- Environmental Health Service Plan
- General Enforcement Policy (Environmental Health, Trading Standards, Licensing)
- Food Service Plan
- Health and Safety Service Intervention Plan
- Joint Health Protection Plan
- Port Health Incident Plan
- Intensive Excess Deaths Plan
- Animal Welfare Plan
- Orkney Outdoor Access Strategy
- Orkney Core Paths Plan
- Orkney Local Biodiversity Action Plan
- Happy Valley Management Plan

### **Neighbourhood Services:**

- Plant and Vehicle Replacement Programme
- Roads Asset Management Plan
- Winter Service Plan – Roads
- Roads Revenue Maintenance Programme
- Road Asset Replacement Programme
- Roads Management and Maintenance Plan
- Verge Maintenance Plan
- Road Safety Strategy and Action Plan (in conjunction with the Safety and Resilience service).
- Quarries Business Plan

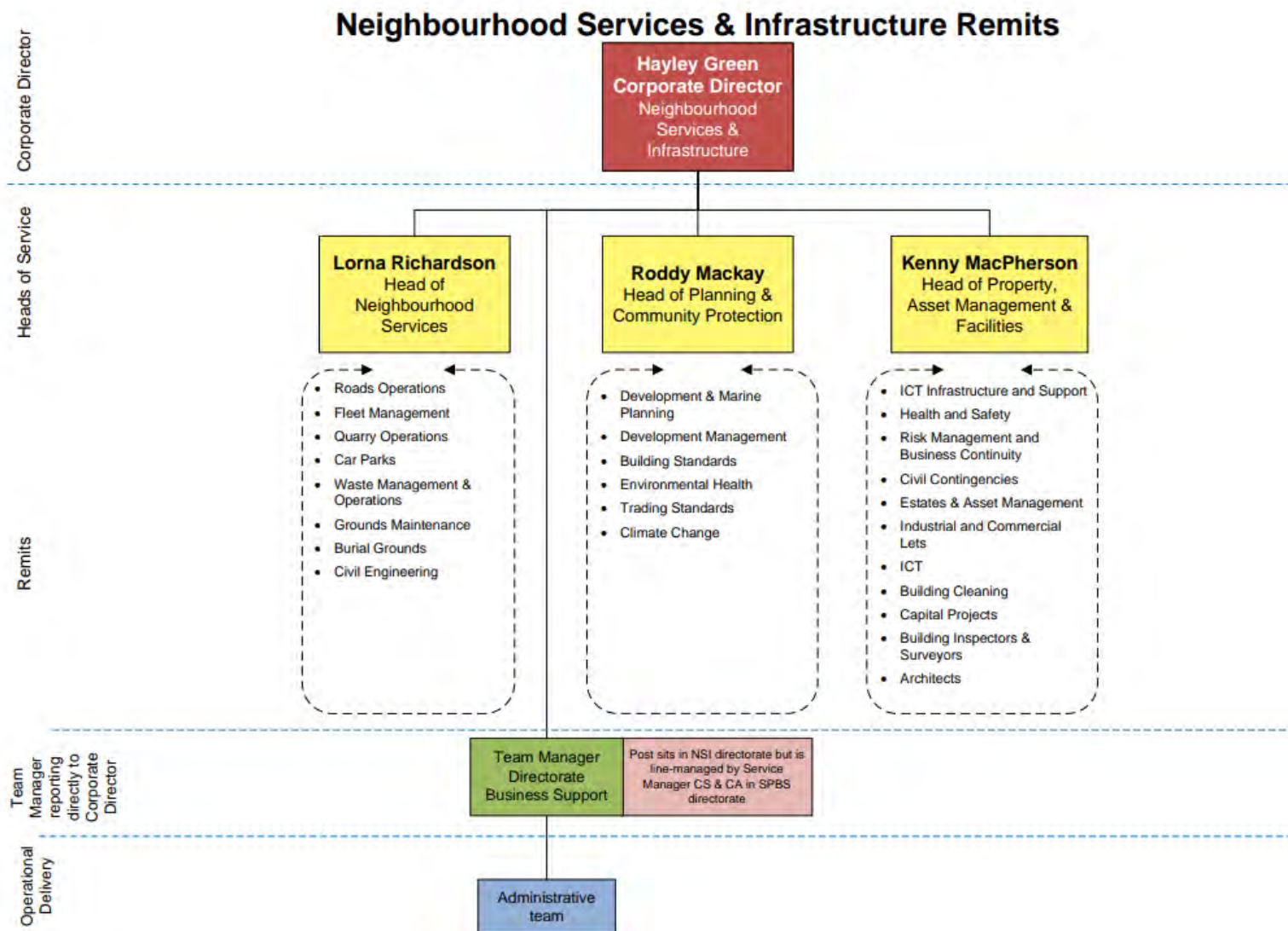


- Local Flood Risk Management Plan
- Burial Grounds Management Plan
- Burial Grounds Code of Practice

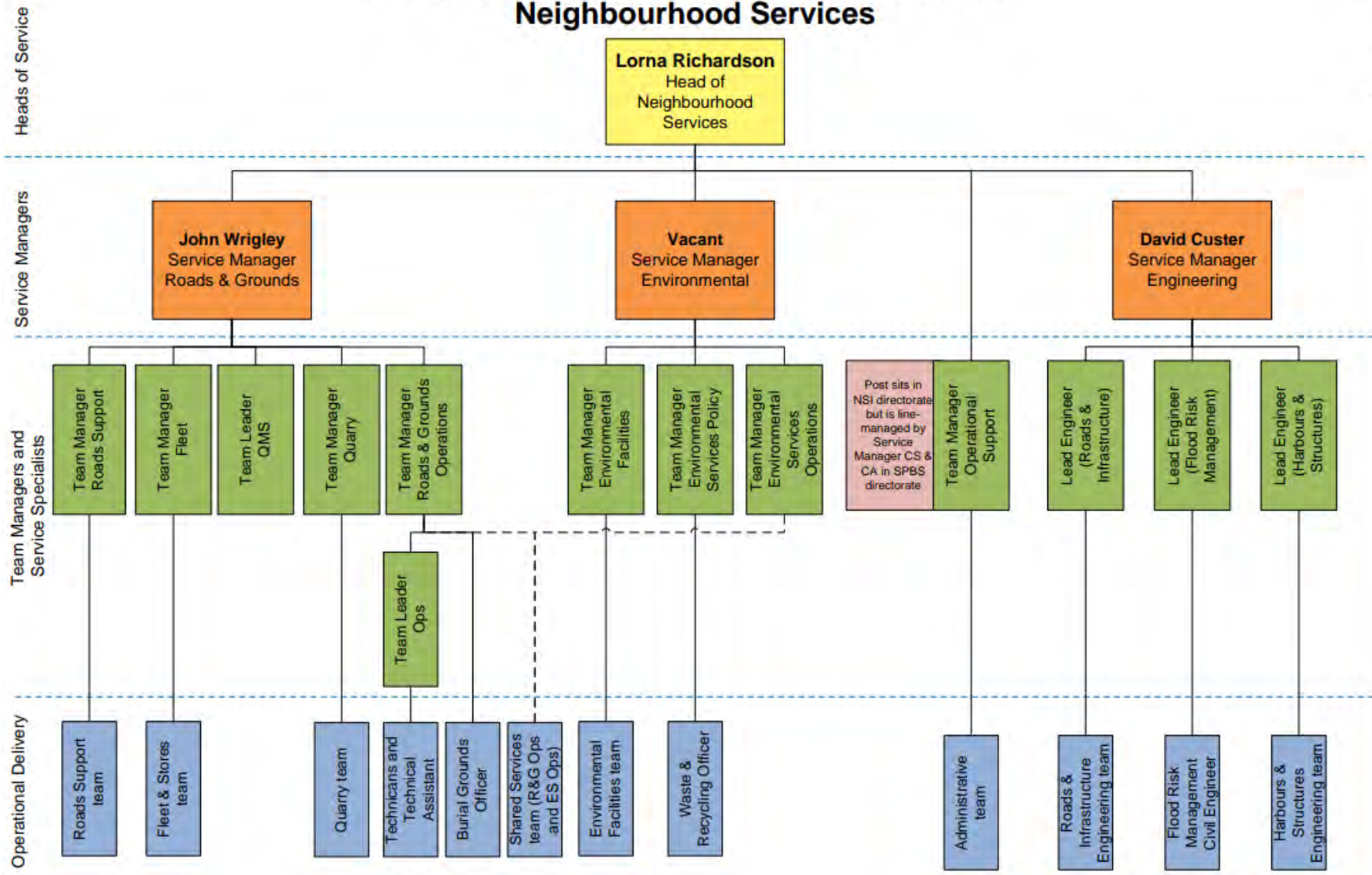
**Property, Asset Management and Facilities:**

- Carbon Management Plan
- Maintenance Strategy
- Information Technology Strategy
- Property Asset Management Plan
- Information Technology Capital Replacement Programme
- Corporate Asset Maintenance and Improvement Programmes
- Fire Safety Policy
- Capital Programme
- Risk Management Policy and Strategy
- Health and Safety Policy

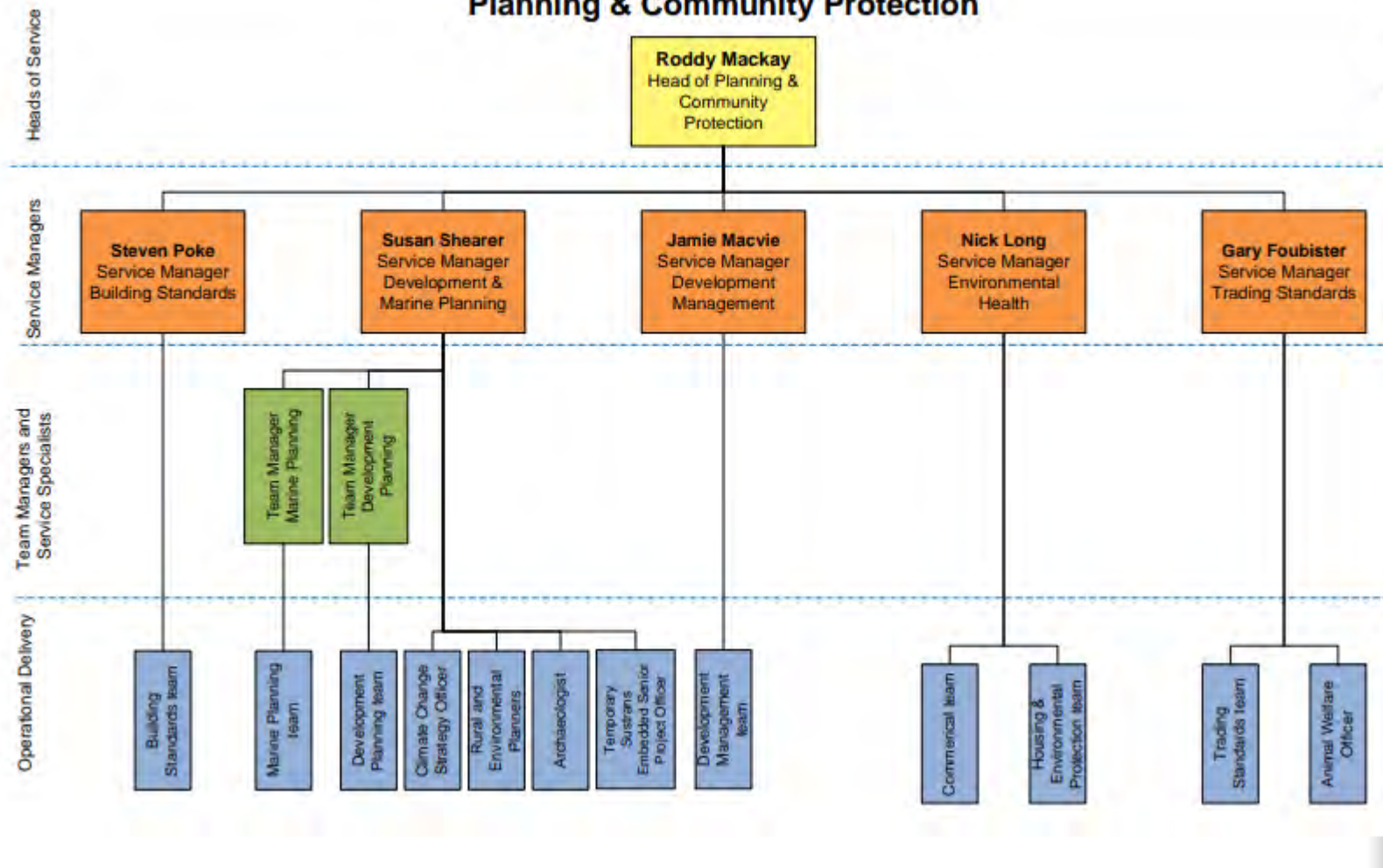
# Appendix 3: Organisational Structures



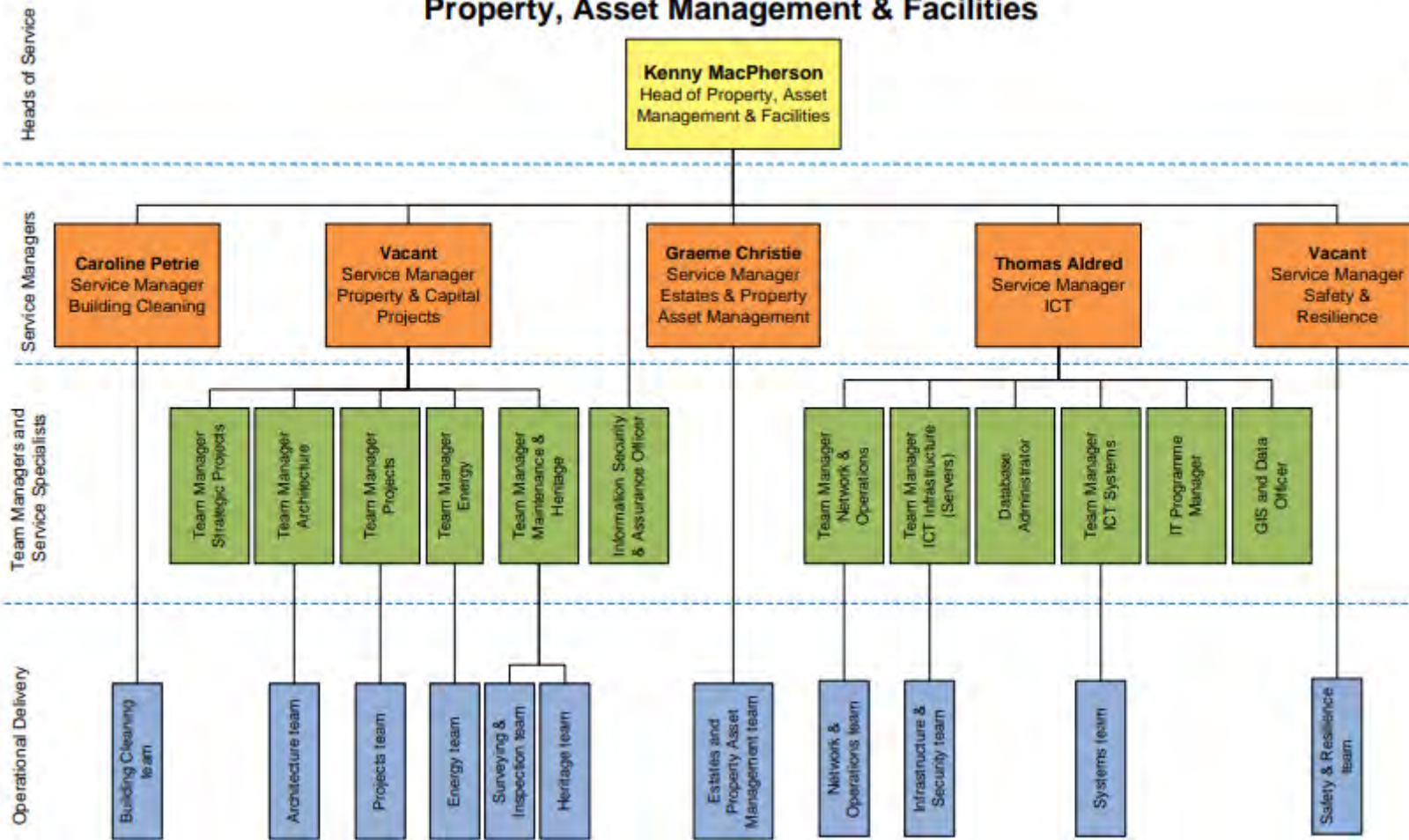
# Neighbourhood Services & Infrastructure – Neighbourhood Services



## Neighbourhood Services & Infrastructure – Planning & Community Protection



# Neighbourhood Services & Infrastructure – Property, Asset Management & Facilities



**Orkney Islands Council (OIC)  
Neighbourhood Services and Infrastructure (NSI) Service Risk Register – October 2023**

**Risks by risk number**

<b>Cluster.</b>	<b>Risk number.</b>	<b>Risk.</b>	<b>Owner.</b>
Financial.	1.	Waste.	Head of Neighbourhood Services.
Managerial/Professional.	2.	Workforce Planning.	Corporate Director of Neighbourhood Services and Infrastructure.
Reputational.	3.	Major Capital Projects, delay or failure.	Corporate Director of Neighbourhood Services and Infrastructure.
Financial.	4.	Financial pressures across the Directorate - Fuel and inflationary costs.	Corporate Director of Neighbourhood Services and Infrastructure.
Financial.	5.	Quarries, reduced income.	Head of Neighbourhood Services.
Financial.	6.	Operational, insufficient funding.	Corporate Director of Neighbourhood Services and Infrastructure.
Legislative/Regulatory.	7.	Health and Safety, accidents and incidents.	Corporate Director of Neighbourhood Services and Infrastructure.

<b>Cluster.</b>	<b>Risk number.</b>	<b>Risk.</b>	<b>Owner.</b>
Financial.	8.	Residual liability, property not in use.	Head of Property, Asset Management and Facilities.
Financial.	9.	Discretionary services and affordability.	Corporate Director of Neighbourhood Services and Infrastructure.
Managerial/Professional.	10.	Failure to progress strategic objectives.	Corporate Director of Neighbourhood Services and Infrastructure.
Legislative/Regulatory.	11.	Climate Change.	Corporate Director of Neighbourhood Services and Infrastructure.
Legislative/Regulatory.	12.	The Effective Management of Trees and Woodlands.	Corporate Director of Neighbourhood Services and Infrastructure.

## Risks by cluster

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



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

## Risks by Owner

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

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

## Risks by rating

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

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

**Risk Prioritisation Matrix**

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

<b>Risk Number.</b>	<b>Risk Title.</b>				<b>Cluster.</b>	<b>Owner.</b>			
01.	Affordability of Waste collection and disposal.				Financial.	Head of Neighbourhood Services.			
<b>Likelihood:</b>	4.	<b>Impact:</b>	3.	<b>RAG:</b>	Yellow.	<b>Current Risk Score:</b>	12.	<b>Target Risk Score:</b>	4.

<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
Affordability of existing waste collection models.	The Council fails in the delivery of this service, waste is not collected.	<p>The Council will be unable to fulfil its regulatory obligations with regards to waste collection.</p> <p>The Council will not be able to close the gap towards meeting the Government targets for recycling.</p>	Treat.	<p>01.01 – Ongoing programme of review and service redesign.</p> <p>01.02 — Integrated Waste Facility. This project is in development, the Stage 2 Capital Project Appraisal (CPA) was considered in the 2021/22 financial year but issues around funding have led to an excessive delay in implementation. Lack of resource has hampered development of this project until recently. Following the successful recruitment of a Service Manager (Environmental Services) in summer 2023 this work will be picked up and reviewed to see how we can make progress. Given the amount of time that has passed this project and proposed solution will require a full refresh.</p> <p>01.03 – In 2021 the Corporate Leadership Team (CLT) agreed 2 x Project Initiation Documents (PIDs) for commercial waste and domestic waste collection for progression. The specification included consideration of alternative</p>

<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
				<p>models/efficiencies. The Consultants' reports were received in December 2022 and recommended actions are being considered by the Service Manager (Environmental Services).</p> <p>01.04 – The Service continues to review best practice and looking at examples from other places, both within Scotland and beyond.</p>

<b>Risk Number.</b>	<b>Risk Title.</b>	<b>Cluster.</b>	<b>Owner.</b>						
02.	Workforce Planning.	Managerial/Professional.	Corporate Director of Neighbourhood Services and Infrastructure.						
<b>Likelihood:</b>	5.	<b>Impact:</b>	3.	<b>RAG:</b>	Amber.	<b>Current Risk Score:</b>	12.	<b>Target Risk Score:</b>	6.

<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
<p>The Council may have insufficient training plans in place and Good Conversations (GCs) not being conducted regularly.</p> <p>Challenge of recruitment to key professional posts.</p>	<p>The Council does not have fully trained staff, in the right place, at the right time, to deliver set priorities and/or statutory functions.</p>	<p>The Council cannot manage with an untrained workforce.</p> <p>Existing workforce becomes demoralised; service standards drop; an increased risk of non-compliance with</p>	<p>Treat.</p>	<p>02.01 – Appropriate systems in place to measure competency, ensure training, and people development is undertaken as required. With a particular focus on statutory services.</p> <p>02.02 – Workforce Plans implemented within teams. Noted that budget pressures will impact on plans, and that recruitment for some key posts remains</p>



<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
<p>Lack of proper training including career grade plans/apprenticeships will impact on the Service in the future.</p> <p>Workforce Plans were approved through Committee in March 2017, and further reviewed through the staffing re-structure in 2021/22.</p>	Unable to recruit to key posts.	changes in legislation, practices etc.		<p>very difficult. At every possible opportunity (such as a staff member leaving) the Service Manager and Head of Service will review their staffing profile and consider any reasonable changes.</p> <p>02.03 – A focus on ERDs for all staff during 2022/23 has significantly improved performance. This has been maintained and improved in 2023/24, with early feedback from staff who have conducted the Good Conversation framework that this is helpful for all involved.</p>

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<b>Risk Number.</b>	<b>Risk Title.</b>	<b>Cluster.</b>	<b>Owner.</b>						
03.	Major capital project delay or failure.	Reputational.	Corporate Director of Neighbourhood Services and Infrastructure.						
<b>Likelihood:</b>	5.	<b>Impact:</b>	3.	<b>RAG:</b>	AMBER.	<b>Current Risk Score:</b>	15.	<b>Target Risk Score:</b>	6.

<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
The risk of insufficient financial and/or staff resources to meet current and future demand makes it difficult for the Council to	Strategic high-level project programme slippage or failure of being over budget.	Failure to deliver major projects.	Treat.	03.01 – Ensuring appropriate consideration of pressures during capital and revenue budget setting and most efficient use of existing resources.

<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
<p>realise its priorities e.g. Scale Wind, Islands Deal, Harbours Master Plan.</p> <p>Failure to spend grant funding.</p> <p>Reputational damage.</p> <p>Resources – financial and people, including loss of key staff and difficulty in recruiting new members of the team on a timely basis.</p>	<p>Scale of project management business requirements associated with key strategic projects over the next 5 to 10 years.</p>	<p>Failure to deliver anticipated income or anticipated efficiency savings.</p> <p>Reputational harm.</p> <p>Impact on Service Delivery.</p>		<p>03.02 – Establish additional project specific staff and budget resources to ensure new project delivery where required.</p> <p>03.03 – Complete the implementation of recommendations relevant to the capital programme arising from the external review of the Planning Service. Planning resource and planning agent role within the property team has been established but there are challenges in progressing recruitment.</p> <p>03.04 – Seeking to conclude the planning for the next capital programme (period 2024 to 2029) by May 2024, and thereafter adjust resource levels to meet delivery demands. The switch in focus towards a Capital Investment Strategy will provide a refreshed framework within which decisions can be made.</p> <p>03.05 – Closer working with Elected Members around the prioritisation of the future Capital Programme, including an interactive seminar in Summer 2023, and follow up sessions scheduled for Winter 2023 and Spring 2024, before final consideration by Policy and Resources before recess 2024.</p>

<b>Risk Number.</b>	<b>Risk Title.</b>				<b>Cluster.</b>	<b>Owner.</b>			
04.	Financial pressures across the Directorate - Fuel and inflationary costs.				Financial.	Corporate Director of Neighbourhood Services and Infrastructure.			
<b>Likelihood:</b>	2.	<b>Impact:</b>	3.	<b>RAG:</b>	Yellow.	<b>Current Risk Score:</b>	6.	<b>Target Risk Score:</b>	6.

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

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<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
				(electricity rather than oil) through Council owned renewables project and properties.

<b>Risk Number.</b>	<b>Risk Title.</b>	<b>Cluster.</b>	<b>Owner.</b>						
05.	Reduced income from business activities from Quarries and associated budget overspend due to self-financed strategy which relies on income generation and continued supply.	Financial.	Head of Neighbourhood Services.						
<b>Likelihood:</b>	5.	<b>Impact:</b>	4.	<b>RAG:</b>	Amber.	<b>Current Risk Score:</b>	20.	<b>Target Risk Score:</b>	4.

<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
<p>The Council Quarry has been a significant income resource which has been applied to a self-financing budget approach within NSI.</p> <p>This is market dependent on the availability of infrastructure and ongoing supply. When sales fall (as in 2022/23) this anticipated income is not realised and there is then an associated burden on the NSI budget.</p>	<p>Change in local market for quarry goods.</p> <p>Extensive periods of plant breakdown/time to replace unplanned failure.</p>	<p>Lack of availability of quarry products for Council projects and local markets.</p> <p>NSI self-financed budget strategy leading to overspend.</p>	Treat.	<p>05.01 – External consultancy support through an experienced Quarry Senior Manager started in 2022/23. This work included drafting a revised Quarry Business Plan that will be submitted for Member scrutiny no later than Spring 2024. This plan will consider options around income generation and the long term sustainability of the Quarry.</p> <p>05.02 – Closer working arrangements with the Roads Operations team to ensure that the quarry fully understands future demand and can supply the appropriate product.</p> <p>05.03 – The pricing strategy has been reviewed to ensure that it remains</p>

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
				<p>competitive within the market whilst covering costs. This remains under close review given the dynamic conditions within the market.</p> <p>05.04 – The enabling works for the quarry expansion have been completed and work is underway to develop and implement the appropriate exploitation strategy.</p> <p>05.05 – Permanent Quarry Manager now in post following the retirement of the previous post holder in Spring 2022.</p> <p>05.06 – External support for Blasting procured and implemented in March 2023.<sup>03</sup> This enabled a significant amount of stone to be made available which supports current planned programme.</p>

<b>Risk Number.</b>	<b>Risk Title.</b>	<b>Cluster.</b>	<b>Owner.</b>						
06.	Insufficient Operational equipment and infrastructure funding, including support of the maintenance of current assets and infrastructure.	Financial.	Corporate Director of Neighbourhood Services and Infrastructure.						
<b>Likelihood:</b>	5.	<b>Impact:</b>	3.	<b>RAG:</b>	Amber.	<b>Current Risk Score:</b>	15.	<b>Target Risk Score:</b>	9.

<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
<p>The Council may not have sufficient funds to sustain assets, replace ageing assets and develop key assets and infrastructure.</p> <p>Essential plant and equipment have to be maintained to ensure they can support the Council's services.</p> <p>Existing building assets must be maintained to agreed standards and, where possible, supported towards Net Zero targets.</p>	<p>The Council does not have sufficient budget to maintain or develop its essential assets or infrastructure to provide public services.</p> <p>The Council cannot implement an asset management strategy.</p> <p>The Council fails to meet statutory or regulatory requirements on maintenance.</p>	<p>Plant, equipment and infrastructure deteriorate; services are not delivered.</p> <p>Council's reputation at risk.</p> <p>Risk of accidents and potential claims.</p>	Tolerate.	<p>06.01 – Funded asset management plans are in place for annual programmes for repair and replacement across roads, fleet, property and IT.</p> <p>06.02 – Capital programme planning and prioritisation focusing on repairs, renewals and additions that mitigate rising costs through a revised business focussed Capital Project Appraisal process and linked to the Asset Management Plan.</p> <p>06.03 – Consideration of the priorities for the Capital Programme for 2024 to 2029, and the development of a new Capital Investment Strategy to cover this period.</p> <p>06.04 – Cross working with the estates team to reduce the size of the “estate” in the current Medium-Term Resource Strategy (MTRS) planning period to then see a fall in demand for maintenance</p>

<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
				<p>(pressure on funding the asset replacement).</p> <p>06.05 – Through the budget process review the standards of service delivery to set a “lower bar” in terms of the performance target in areas such as roads and street cleansing. This then impacts on the volume of work and the plant and equipment/vehicles needed and would probably increase complaints and customer dis-satisfaction. All needs to be considered as part of the 2024/25 budget setting process.</p>

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<b>Risk Number.</b>	<b>Risk Title.</b>	<b>Cluster.</b>	<b>Owner.</b>						
07.	Health and Safety; accidents and incidents.	Legislative/Regulatory.	Corporate Director of Neighbourhood Services and Infrastructure.						
<b>Likelihood:</b>	2.	<b>Impact:</b>	4.	<b>RAG:</b>	Yellow.	<b>Current Risk Score:</b>	8.	<b>Target Risk Score:</b>	6.

<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
The risk of not managing accidents and health and safety incidents.	<p>The Council not supporting the wellbeing of staff.</p> <p>The Council fails to manage accidents and</p>	An increase in the number of accidents/incidents; loss of productivity; loss of equipment; an increased	Treat.	07.01 – Council Health and Safety Policy (March 2021).

<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
<p>Particular operational vulnerabilities are:</p> <ul style="list-style-type: none"> <li>• Hand and Arm Vibration Syndrome (HAVS),</li> <li>• quarrying accident,</li> <li>• lifting injury,</li> <li>• machinery injury,</li> <li>• heavy vehicle – moving injury.</li> <li>• Waste related injury / contamination,</li> <li>• lone working,</li> <li>• working at height and up ladders.</li> </ul>	<p>health and safety incidents appropriately.</p>	<p>risk of legal challenges; risk of financial claims and financial penalties.</p>		<p>07.02 – Lone Working Policy and Guidance (December 2018).</p> <p>07.03 – Training programme(s), reporting, implementing improvements.</p> <p>07.04 – Work Methods Safety meetings and reviews. Safety Management Systems and Audit.</p> <p>07.05 – Maintaining a comprehensive schedule of staff and management meetings and culture in relation to Health and Safety matters e.g. quarterly cross service management health and safety meetings, tool box talks etc. Delivering the Safety Forums, including Member attendance.</p> <p>07.06 – Service Health and Safety Induction process and introduction of new Near Miss Process in Spring 2021.</p> <p>07.07 – Ongoing review of Health and Safety issues at various management forums including Heads of Service, works reps meetings and union meetings.</p> <p>07.08 – Access to People Safe MySOS devices (or equivalent devices) to</p>

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Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
				<p>services with a high level of lone working.</p> <p>07.09 – Use of Violence/Unacceptable Behaviour Flagging process to alert staff of potentially challenging service users.</p> <p>07.10 – Health and Safety continues to be a priority topic for operational services, including at toolbox talks.</p>

Risk Number.	Risk Title.	Cluster.	Owner.						
08.	Residual Liability for properties no longer in original use.	Financial.	Head of Property, Asset Management and Facilities.						
<b>Likelihood:</b>	3.	<b>Impact:</b>	3.	<b>RAG:</b>	Yellow.	<b>Current Risk Score:</b>	9.	<b>Target Risk Score:</b>	6.

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
<p>The Council is exposed to significant expenditure to remediate sites to appropriate level.</p> <p>Public liability arising from the fact that sites are no longer in active use. Hence</p>	Current liability (has been the case for many years).	<p>Financial, staff resources for inspection, planning, penalties. Specialist studies are required.</p> <p>Public health and reputation.</p>	Treat.	<p>08.01 – Asset Management planning and mitigation, including the disposal of assets which are no longer required.</p> <p>08.02 – Prioritise inspection and immediate remedial action through existing service</p>

<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
not necessarily secure or part of an inspection regime. The alternative is the Council does nothing and is at risk of claim arising from injury etc.				<p>budgets with corresponding risk of overspend.</p> <p>08.03 – Additional budget pressures associated with any approval for the final works programme.</p> <p>08.04 – Cross-Directorate work to support the Estates team on accelerating (if possible) disposal routes, including bringing in external support to deliver this project given current lack of staffing resources within the Estates Team.</p>

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<b>Risk Number.</b>	<b>Risk Title.</b>	<b>Cluster.</b>	<b>Owner.</b>						
9.	Affordability of Neighbourhood Services and Infrastructure Services and likelihood of reduction in spending on discretionary services.	Financial.	Corporate Director of Neighbourhood Services and Infrastructure.						
<b>Likelihood:</b>	4.	<b>Impact:</b>	4.	<b>RAG:</b>	Amber.	<b>Current Risk Score:</b>	16.	<b>Target Risk Score:</b>	4.

<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
Political expectation that service levels will not change despite budget reductions.	Budget reductions below baseline service level requirement.	Budget overspends.	Treat.	09.01 – Ensure full awareness and understanding of consequences through the budget setting process.

<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
Discretionary services likely to be the focus for reductions in funding.				09.02 – Strong Corporate Leadership/Improvement Support Team Board approach to budget setting.  09.03 – Follow through budget savings with service changes quickly and resolutely following decisions.

<b>Risk Number.</b>	<b>Risk Title.</b>	<b>Cluster.</b>	<b>Owner.</b>						
10.	Failure to progress strategic objectives due to the inevitable focus on day-to-day service delivery.	Managerial/Professional.	Corporate Director of Neighbourhood Services and Infrastructure.						
<b>Likelihood:</b>	5.	<b>Impact:</b>	3.	<b>RAG:</b>	Amber.	<b>Current Risk Score:</b>	15.	<b>Target Risk Score:</b>	2.

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<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
Lack of progress on strategic outcomes.  Loss of opportunity.  Medium to long term failure of service.	Volume of attention required on day-to-day activities and priorities that removes time, resource commitment and focus away from progressing strategic objectives, e.g. both operational such as responding to day-to-day questions and/or requests and also corporate processes, e.g. Freedom of	Strategies not delivered.  Service failure.  Negative impact on service delivery.  Deterioration in long term performance of the service.	Treat.	10.01 – Seek to focus resources on delivery of the Council Plan’s approved strategic objectives/projects for the service.  10.02 – Managing expectations in regard to the responsiveness of day-to-day operational demands and also corporate demands.  10.03 – Re-calibration of service standards e.g. review service response

<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
	Information (FOI), performance management etc.	Inefficiencies.  Pressure on staff leading to poor health and wellbeing e.g. stress, sickness and/or a drop in morale.		standards/times for non-safety critical or strategic outcome items.  10.04 – regular and open communication with Community Councils and Councillors, with visible senior leadership throughout.

<b>Risk Number.</b>	<b>Risk Title.</b>	<b>Cluster.</b>	<b>Owner.</b>						
11.	Climate Change.	Physical.	Corporate Director for Neighbourhood Services & Infrastructure.						
<b>Likelihood:</b>	4.	<b>Impact:</b>	5.	<b>RAG:</b>	Red.	<b>Current Risk Score:</b>	20.	<b>Target Risk Score:</b>	12.

<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
Council infrastructure impacted by extreme and unpredictable weather, resulting in increased costs of maintenance and weakened or disrupted delivery of services including travel disruption.  Communities facing increased frequency of	Extreme and unpredictable sustained weather (lightning, winds, tides) causes increased damage or wear & tear to council infrastructure.  Increased severity of coastal flooding leads to damage of property in coastal communities, while surface water levels impact transport	Weakened or disrupted delivery of Council services including transport, roads maintenance, property access and digital services.  Reduced economic output in Orkney requires	Treat	11.01 – Declaration of Climate Emergency.  11.02 – New Council Plan has specific climate related goals including baseline review and Net Zero targets and milestones.  11.03 – Local Heat and Energy Efficiency Strategy.

<b>Vulnerability.</b>	<b>Trigger.</b>	<b>Consequences.</b>	<b>Options.</b>	<b>Mitigating Actions.</b>
<p>coastal flooding and increased volumes of surface water.</p> <p>Local economic production affected by climate impacts.</p> <p>Transition to support climate response initiatives require significant capital investment.</p>	<p>routes and agricultural activities in the community.</p> <p>Surface water and other climate impacts affect normal activity cycles impacting food production including agriculture.</p> <p>Move to Net Zero requires capital funding and resourcing beyond Council capacity.</p>	<p>increased Council interventions.</p> <p>Failure to meet targets or reductions in funding of other Council Priorities to support initiatives.</p>		<p>11.04 – Flood Risk Management Plan 2022 – 2028.</p> <p>11.05 – Resilience review and response to SEPA Flood Warnings as an Incident Management process.</p> <p>11.06 – Preparation of the Coastal Change Adaptation Plan.</p> <p>11.07 – Development of local resilience capabilities and the ongoing involvement in resilience planning and exercises.</p> <p>11.08 – Development of Climate Change Strategy and Action Plan, with associated engagement events with Members and Officers.</p> <p>11.09 – Establishment of a Cross-Council Officer working group, recognising that Climate Change impacts all Directorates. The Corporate Director for Neighbourhood Services and Infrastructure will chair this group.</p>

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
				11.10 – Commission independent study into indicative Council transition pathways towards net zero.

Risk Number.	Risk Title.	Cluster.	Owner.						
12.	The Effective Management of Trees and Woodlands on Land that is in the Ownership and Control of the Council.	Legislative/Regulatory	Corporate Director of Neighbourhood Services and Infrastructure.						
<b>Likelihood:</b>	3.	<b>Impact:</b>	4.	<b>RAG:</b>	Amber.	<b>Current Risk Score:</b>	12.	<b>Target Risk Score:</b>	12.

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

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Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
				<p>branches where there is an immediate risk to public safety.</p> <p>12.04 – Where a large number of trees require to be felled provide for compensatory replacement tree planting on-site or in general location.</p>



# Roads Management and Maintenance Plan 2023 - 2028

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## Document Control and Council Approval

<b>Version Number/Date.</b>	v1/November 2023.
<b>Approved by Council</b>	General Meeting of the Council ....(to be confirmed).
<b>Next Update Due.</b>	November 2028.

# Section 1 – Purpose of plan

## 1.1 Introduction

This plan reflects the recommendations in Well-Managed Highway Infrastructure: A Code of Practice 2016 to adopt a risk-based approach to roads maintenance. The purpose of the Roads Management and Maintenance Plan (RMMP) is to maintain the roads network in a safe and serviceable condition for the efficient movement of people, goods, and services, both now and in the future.

## 1.2 The Importance of Roads Management and Maintenance

A safe and serviceable road network is an essential requirement for the well-being of any community. The roads not only carry all people, vehicles, and goods, but also all the other service apparatus, such as water, sewerage, fibre, electricity, and telephones that are essential to maintain our present standard of living. In addition, the roads network is the first thing most tourists or other visitors to Orkney will see and consequently will be the first impression that they receive of the area and the Council.

It is therefore vital that there is a structured approach to roads management and maintenance that ensures the safety of the network whilst minimising the need for reactive maintenance and ensures serviceability for road users by maximising the long-term benefits of routine maintenance.

Roads management and maintenance must also meet the challenge of Sustainability, which requires that we achieve a balance of the social, economic, and environmental implications of both individual schemes and the service as a whole, that provides, as far as we are able, for both our present needs and for those of future generations.



### 1.3 Roads Management and Maintenance Mission Statement

To Manage and Maintain the roads network to ensure the safe and efficient movement of people, goods, and services for the long-term social and economic benefit of the whole community.

### 1.4 Roads Management and Maintenance Strategy

The Roads Management and Maintenance Plan (RMMP) will deliver the following:

#### **Roads Network Safety**

- Provide a safe environment for all road users.
- Complying with statutory obligations
- Meeting user's needs

#### **Roads Network Serviceability**

- Ensuring network availability
- Achieving network integrity
- Maintaining network reliability
- Enhancing network condition

#### **Roads Network Sustainability**

- Minimising cost over time
- Maximising value to the community
- Minimising environmental intrusion

## Section 2 – Policy framework

### 2.1 Objectives of the Roads Management and Maintenance Plan (RMMP)

Network Safety, Serviceability and Sustainability remain the three core objectives of the Roads Management and Maintenance Plan. However, the plan should also provide a framework for establishing outcomes against which service and asset performance can be measured and the development of local performance indicators for comparison and use in best value reviews. The RMMP will also contribute towards the implementation of the developments and improvements detailed in the Neighbourhood Services and Infrastructure (NS&I) Service Plan (SP).

### 2.2 Policy Co-ordination

The RMMP will, as directed by the Neighbourhood Services and Infrastructure Service Plan, contribute to the wider corporate objectives of the Council Plan 2023-2028, the Community Plan and the single outcome agreement agreed with the Scottish Government. If appropriate, maintenance priorities will be altered to assist the wider corporate strategic goals which may include community regeneration projects, safer communities, social initiatives, or similar types of projects.

In turn it is hoped that the RMMP will help influence the wider policy agenda and budget allocations of the Council through Corporate Resource Planning.

In developing the RMMP, account will be taken of other Council Services' objectives for transport integration and network management, including strategies for public transport, walking and cycling, again to give added value to these projects.

### 2.3 Roads Asset Management

The management of roads maintenance needs to be set within the context of the Neighbourhood Services and Infrastructure Service Plan, the Roads Asset Management Plan, and an overall asset management regime. The Service Plan will provide the strategic framework within which roads services are delivered and will form the link between the wider corporate aims of the Council, contained in the Council Plan 2023 – 2028, the Delivery Plan and its local Transport Strategy and will focus primarily on its front-line services.

The Roads Asset Management Plan (RAMP), which will include the roads and associated infrastructure replacement programme, will enable the valuation of assets, and identify the funding required to maintain the asset in its present condition. It will help identify the effects of budgetary constraints on the level of service provided and allow a considered assessment of the effects of the reduced level of service and ensure that they are mitigated through an efficient use of the available resources.

The Roads Management and Maintenance Plan (RMMP) will focus on the management and maintenance of the infrastructure itself at an operational level. It will contain detailed operational plans for the delivery of front-line services and will establish an inspection regime to monitor and report on the condition of the asset.

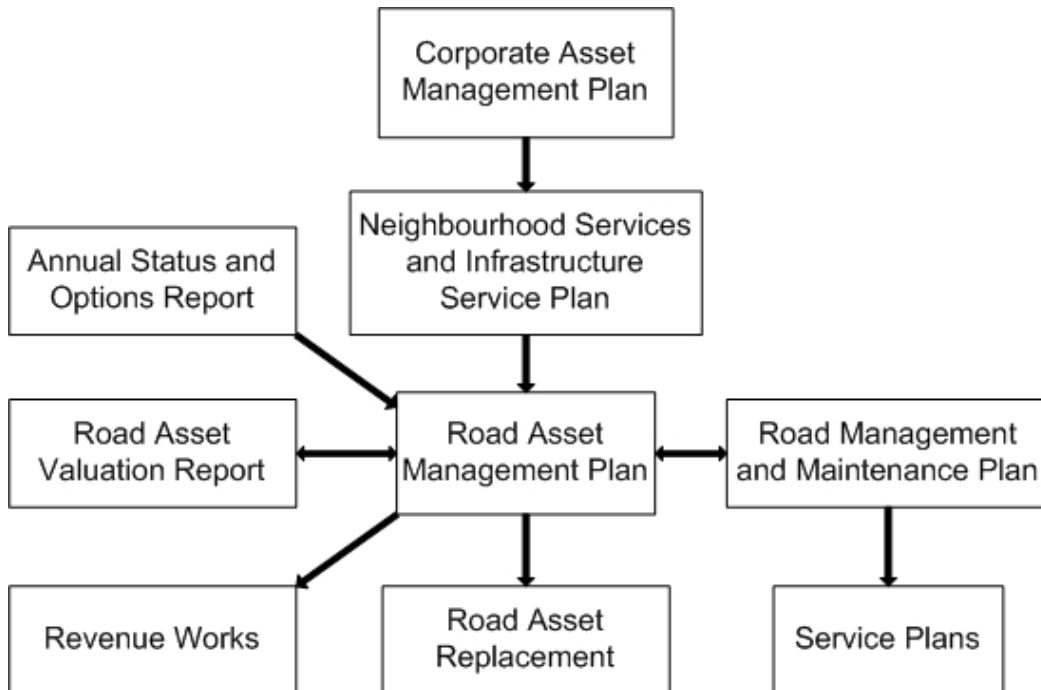


Figure 1 - Council policy structure

## 2.4 Risk Management

The Code of Practice recommends that roads maintenance, including the establishment of inspection regimes, levels of service, determining priorities and programmes of work, and procuring the service, should all be undertaken against a clear understanding of the risks and consequences involved.

Although the most commonly understood risks affecting the service relate to the safety of the network and liability for accidents or injury to users or employees, there are a wide range of other risks that should be considered. These include: -

- Asset loss or damage.
- Service failure or reduction.
- Operational risks.
- Environmental risks.
- Financial risks.
- Contractual risks.

The risk register for this plan is attached as Appendix 19.

## 2.5 Sustainable Roads Management and Maintenance

Sustainability in relation to the RMMP means securing a balance of social, economic, and environmental wellbeing in the delivery of the service that does not compromise the ability of future generations to meet their own needs. However, it must also mean securing sufficient investment and operational resources to avoid a progressive deterioration of the asset.

It may also, in the current economic climate, mean maintaining, as far as possible, the current asset in a steady state condition with a shrinking budget or as an absolute minimum, ensuring that it is safe to use.

## Section 3 – Best value and continuous improvement

### 3.1 Service Improvement Plan, Best Value Reviews and Management Reviews

Best Value reviews will be used to identify opportunities for improvement and to add value to other services provided by the Council and others. Best Value reviews will also be used as an aid to bench marking the policies, strategies, and practices of the Authority.

The Neighbourhood Services and Infrastructure Service Plan will provide the strategic framework within which the RMMP exists.

### 3.2 Principles of Service Delivery

Our policies, programmes and service delivery arrangements for roads management and maintenance will provide for efficient, effective, and economic management of the network, giving priority to the needs of the user and support to the wider corporate objectives of the Council. However, network safety and statutory duties are the prime considerations.

### 3.3 Consultation

The views of users, the wider community and their representatives will be sought in the development and regular review of roads management and maintenance policies, programmes, and priorities. These views will be acknowledged when setting levels of service and developing operational procedures.

In addition, consultation will also take place with other Local Authorities and organisations.



### **3.4 Information and Publicity**

We will provide timely information and publicity about the nature and programming of road maintenance works to enable those affected, where necessary, to plan to mitigate such effects. This information will be updated if works are delayed or extended.

### **3.5 Public Transport Service Reliability**

Attention will be paid to the quality and the timeliness of information to providers and users of public transport in view of the importance of maintaining confidence in the timetable of advertised services. Closures and diversions will be for the minimum period required for efficient completion of the works.

### **3.6 Community Relations and Contact**

Arrangements will be put in place for receiving regular feedback from samples of users and others affected by works to monitor performance and review priorities.

Arrangements are also in place to receive, deal with and monitor compliments, service requests, complaints and other information from users and the community, including standards for response, arrangements for immediate or planned action and recording of all transactions.

Employees responsible for dealing with user and community contacts will be competent to determine the relative urgency of response and to enable immediate action to be taken where necessary.

### **3.7 Customer Care Code**

The views people have of the Council can be influenced by the reception they receive from the employees they contact.

In accordance with the Council's policies, we will carry out all our dealings with people, including other employees, in the following manner:

- **Responsive.**
- **Effective.**
- **Supportive.**
- **Professional.**
- **Efficient.**
- **Caring.**
- **Tolerant.**

### **3.8 Involvement of Employees, Contractors, and Agents**

Arrangements will be made to facilitate the involvement of all the elected members, employees, contractors and agents in building commitment and pride in the roads management and maintenance service, and to maximise individual contributions to the process of continually improving Best Value Service Delivery.



### 3.9 Training and Development

In addition to the need for Health and Safety training, standards can be improved, and objectives achieved more easily if all those involved in the road maintenance functions receive training necessary to raise their level of competence in the field.

We will endeavour to have all relevant personnel trained to SVQ level in addition to professional qualifications for other relevant personnel involved in the delivery of the road maintenance service.

Training will be given for Inspections and Surveys where the quality and treatment of data could have significant legal and financial implications.

Special training and familiarisation with operational procedures and equipment will be given for personnel involved in the delivery of Winter Services.

We will make sure that all those involved are aware of the extent and nature of the Authority's legal obligations for road maintenance and how these relate to their responsibilities, including the important distinction between duties and powers.

### 3.10 Management of Claims

All claims against the Council's Roads Service will be documented upon receipt and investigated timeously. Results of investigation will be confirmed to claimant within 28 days of initial receipt of claim.



## Section 4 – Legal framework

### 4.1 Road Maintenance Legal Framework

This section is not intended to be a comprehensive statement of the legal situation regarding roads management and maintenance. It is provided for general information and full legal advice should be sought elsewhere.

#### Roads (Scotland) Act 1984

The Roads (Scotland) Act 1984 Section 1, states that "...a local roads authority shall manage and maintain all such roads in their area as are for the time being entered in a list (in this Act referred to as their "list of public roads") prepared and kept by them under this section."

#### Common Law – Duty of Care

Road Authorities have a Duty of Care under Common Law. The criteria commonly used by the courts to determine if a defendant is liable are:

1. The harm which occurred must be a reasonable foreseeable result of the defendant's conduct:
  - Was the authority aware of the defect?
  - Was the route inspected within assigned timescales?
  - Experience of similar defects and the deterioration/degradation rates? Will the defect deterioration/degradation cause the likelihood and/or impact of the defect to increase before the next inspection?
  - Has there been similar incidents on the authorities' network or is the authority aware of similar incidents occurring?
  
2. It is fair, just, and reasonable to impose liability.
  - Did the authority assess, prioritise, and maintain the defect in accordance with their Maintenance Strategy/Manual or equivalent documents?
  - What was the defect risk and priority?
  - If necessary, what action(s) had been taken to repair the defect? Timescale for the repair?
  - Was the defect repaired within specified timescales?

#### Well Managed Highway Infrastructure – a Code of Practice

In October 2018, Well Managed Highway Infrastructure (WMHI), came into force, removing all prescriptive intervention levels, action timescales, inspection frequencies, etc.

WMHI recommends that Roads Authorities should adopt a risk-based approach to managing their asset. The rationale being that a defect can represent a different level of risk in different contexts. Judging a defect on risk rather than a fixed intervention level can lead to a more focused maintenance regime to ensure resources are directed where they are needed most for the benefit of the network, and its users.

## **The Transport (Scotland) Act 2005**

The Transport (Scotland) Act 2005 empowers the Scottish Road Works Commissioner whose main functions are to monitor the carrying out of road works in Scotland by Roads Authorities and Utilities and their compliance with the New Roads and Street Works Act 1991 and the obligations imposed under it. In addition, the Commissioner is the Keeper of the Scottish Road Works Register through which overall planning and co-ordination of works on roads is achieved.

Overall, to comply with legislation, regardless of the common sense need to maintain the asset, authorities require to have appropriate written policies and procedures in place for road maintenance management.

In view of the legal situation and the present challenging environment, it is essential that the road revenue budget is allocated in a systematic logical manner based on a structured maintenance management plan. This Plan is prepared on this basis.

### **4.2 Health and Safety**

The principle items of Health and Safety legislation affecting this plan are as follows:

- The Health and Safety at Work etc Act 1974.
- The Management of Health and Safety at Work Regulations 1999.
- The Construction (Design and Management) Regulations 2015.

The Act and these regulations make it a requirement for the Authority to establish suitable arrangements for the management of all construction works to ensure that all works are carried out in a safe manner.

In addition, there are other regulations and Codes of Practice that relate to the management of Health and Safety on site which include but are not limited to:

- The Traffic Signs Manual Chapter 8
- New Roads and Street works Act 1991.

All those involved in the planning, management and delivery of the Roads Maintenance will receive appropriate training to ensure that all activities are carried out in accordance with relevant Health and Safety legislation.

## Section 5 – Strategy and hierarchy

### 5.1 Roads Management and Maintenance Service

The Road Management and Maintenance Service is the responsibility of Neighbourhood Services and Infrastructure, Roads Services. In addition to the maintenance and management of the Council's roads, the Service also undertakes all Street Lighting Maintenance and provides Winter Service activities, including the core resources to enable an Emergency Response Service in support of the Council's Corporate Emergency Plan.

The Road Maintenance Service looks after an ever-expanding roads network as our community continues to grow. The roads network is a very valuable asset with the estimated replacement cost of more than £1000 million. This replacement value is not practically achievable therefore maintaining the asset is of paramount importance to properly serve the present generation of road users who rely upon the network daily.

The list of maintained assets is an appendix to this document and can be viewed on the Council's Website or on request at the Council Offices.

### 5.2 Roads Management and Maintenance Strategy

Our roads management and maintenance strategy will be based upon:

- A robust framework of policies and objectives for the service (Neighbourhood Services and Infrastructure Service Plan).
- A detailed inventory of all relevant components of the asset (RAMP).
- A defined hierarchy of all elements of the network (RMMP).
- A comprehensive management system of inspecting, recording data, analysing, prioritising, and programming works.
- Arrangements to monitor, review and update as necessary, each component of the strategy and the performance of the strategy in delivering the core maintenance objectives (Neighbourhood Services and Infrastructure Service Plan).
- All in accordance with sustainability and best value.

The strategy will be subject to alterations as required by changing circumstances, changes to the network or other relevant matters.

### 5.3 Designing to Minimise Maintenance

The design of new roads or alterations to existing roads will take account of the need to consider the future maintenance implications of the new construction.

## 5.4 Maintenance Management System

### 5.4.1 Introduction

The Roads Maintenance Management System comprises various components, these are:

1. **The network model.** This is the Street Gazetteer; all asset data is referenced against it. This will contain a list of all roads in the area, both public and private, whether maintained by the Roads Authority or not. The Gazetteer will be maintained in accordance with the agreed conventions and will comply with BS7666:2006.
2. **The Asset Database.** An integrated Road Asset Management System has been procured from WDM Ltd. This will record information on the type, condition, and location of all assets in a GPS map format.
3. **Specialist Applications.**
  - Scottish Road Maintenance Condition Survey (SRMCS) and Skid Resistance Survey (SCRIMS) – Data from the annual survey will be used as a basis for planning future roads maintenance works and will provide an objective assessment of the condition of the road network. This information is stored and utilised through the Pavement Management System (PMS).
  - Accident Management System (AMS) – This system will hold data on all road traffic accidents in Orkney and is used to create a geological overlay showing all locations of accidents over a 10-year period.
  - Routine Management System (RMS) – This system is used for the management and administration safety inspections, defects, and programmed work.

## 5.5 Network Inventory

The Roads (Scotland) Act defines a road as any way over which the public has a right of passage and carriageways, footways, footpaths, and cycle ways are all roads for the purposes of the Act. Where the public right of passage includes a right of passage by vehicle, the road is termed a carriageway. Where the right of passage is by foot only, the road is either a footway or a footpath. A footway is associated with a carriageway, that is, a traditional pavement. A footpath is independent of a carriageway.

As noted above, the Council, as Roads Authority, has a duty to prepare and keep a list known as the 'list of Public Roads' and has a statutory duty to manage and maintain all roads that are entered on to that list. A public road is defined as a road that is maintained by the local Roads Authority. This is distinct from a private road which is a road over which the public has a right of access, but which is maintained by the landowner. The public or private status of a road is a matter of maintenance liability only.

The list of roads, and all other assets maintained by the Roads Service is contained on the Council's website as Appendices to this plan. The list of assets included are listed below:

- Carriageway
- Footways
- Footpaths
- Cycleways
- Street Lighting
- Illuminated Signs and Bollards
- Non-Illuminated Signs and Bollards
- Bridges and Structures
- Sea Walls and Retaining Walls
- Drainage
- Road Markings
- Safety Barriers and Railings
- Life Buoys
- Car Parks
- Other Assets

This inventory is the basis of quantifying and establishing the annual maintenance programme to be carried out within the constraints of each year's budget. Any shortfall in available budget compared to the desirable works programme will be reported to the Neighbourhood Services and Infrastructure Committee in the first instance.

## **5.6 The Road Network Hierarchy**

A hierarchy of all carriageways, footways/footpaths and cycle routes has been determined in accordance with the Code of Practice modified where appropriate to reflect the Orkney environment.

There are no Motorways or Trunk Roads in the Orkney Islands Council's area and, as such, Category 1 is not included in Table 1 below. Three additional categories of 5a, 5b and 6 are included, 5a for roads within the Kirkwall and Stromness Conservation areas, 5b for shared surface roads in urban areas and 6 for Roads Services maintained car parks. This higher frequency reflects their high pedestrian usage and special engineering requirements.

For the purpose of this Plan the road network hierarchy, which is the responsibility of Orkney Islands Council, is categorised as follows:

### 5.6.1 Carriageway Hierarchy

Category	Hierarchy description	General description	Detailed description
2	Strategic route within Orkney	Principal A-roads between primary destinations.	Routes for fast moving traffic linking principle centres of population, transport hubs and service centres such as Hospitals and ferry terminals. Normally two lanes with no footway out with urban areas.
3a	Main distributor	Main urban network and routes connecting secondary centres of population to main towns, the strategic network, and services.	Routes linking the larger villages and other centres of population to the strategic network and services within main population areas. They are of varying widths and are not always able to take two-way traffic.
3b	Local access footway	Classified (B and C) class roads and some unclassified urban routes carrying local traffic with frequent junctions.	Roads linking smaller villages and centres of population to the strategic and main distributor network. In urban areas these roads generally have 30mph speed limits and significant pedestrian activity including crossing points. On-street parking is generally unrestricted.
4a	Link road	Roads linking between the strategic, main, and secondary distributor network with frequent junctions.	In rural areas these roads provide links between the main distributor roads network. They are generally single track with passing places. In urban areas they are residential or industrial interconnecting roads with 30mph speed limits, random pedestrian movements and uncontrolled parking.
4b	Local access road.	Roads serving limited numbers of properties carrying only access traffic	In rural areas roads providing access to small groups of houses or individual properties and land. Generally single track, dead end and often unsuitable for HGV's. In urban areas they are often residential loop roads or cul-de-sacs.
5a	Road within conservation area	Road, generally without footway within busy urban shopping, business area and residential areas.	Roads within local conservation areas with high public space and street scene contribution, heavy pedestrian usage and special engineering requirements.
5b	Shared surface	Road, generally with service strips within urban residential areas.	Roads within Urban areas which have been designed without segregated footways and instead assume that Pedestrians and Vehicles shall share the same carriageway surface.
6	Car parks	Car parks maintained by Roads	Generally, car parks which are covered by a Traffic Regulation Order.

Table 1 - Carriageway hierarchy

**5.6.2 Footway Hierarchy (This may also include footpaths if specified)**

Category No.	Category Name	Description
2	Secondary walking route	Medium usage routes through local areas feeding into primary routes, local shopping centres, schools, and industrial centres.
3	Link footway	Linking local access footways through urban areas and busy rural footways.
4	Local access footway	Footways associated with low usage, short estate roads to the main routes and cul-de-sac.

Table 2 - Footway hierarchy

**5.6.3 Cycle Route Hierarchy – Appendix 5**

Category	Description
A	Cycle lane forming part of the carriageway – There are no Cat A cycle lanes in Orkney.
B	Cycle track. A route for cyclists not contiguous with the public footway or carriageway.  Shared cycle/pedestrian paths. Either segregated by a white line or other physical segregation, or unsegregated.
C	Cycle trails. Leisure routes through open spaces. These are not necessarily the responsibility of the roads authority.

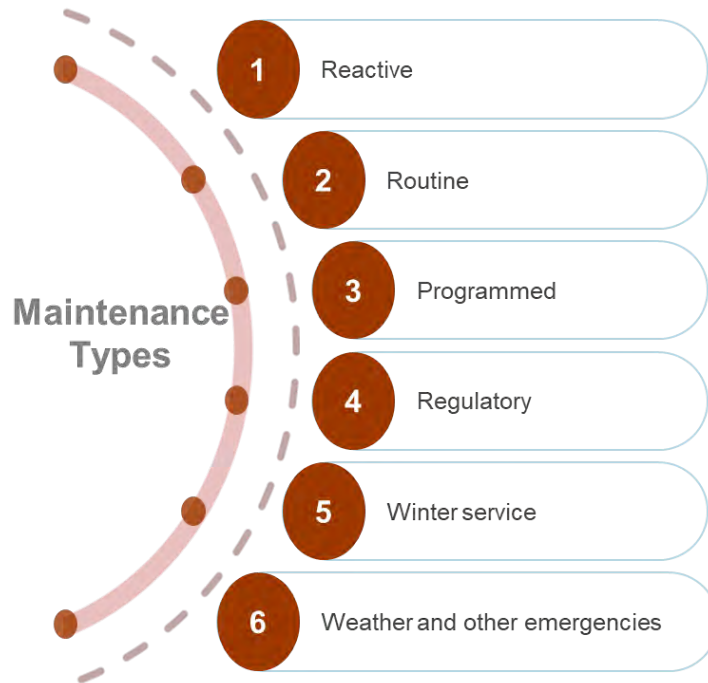
Table 3 - Cycle Route hierarchy





### 5.7 Maintenance Types and Categories

The typical types of maintenance functions which should be considered in terms of the output contribution to the core maintenance objectives of safety, serviceability and sustainability are:



#### 5.7.1 Reactive

Activity	Description
All assets – Emergencies	Assess – Sign and make safe for safety purposes.
All assets – Complaints and public requests	Assess – Make safe and/or provide permanent repair for safety purposes.
All assets – Inspections	Make safe and/or provide permanent repair for safety purposes.

Table 4 - Reactive

#### 5.7.2 Routine

Activity	Description
Drainage	Cleaning of ditches, culverts, gratings, offlets, gullys, safety channel and kerbs, storm water and french drains.
Verge maintenance	Grass cutting.
Road marking and studs	Refresh and replace as necessary.
Street lighting and electrical systems	Clean, repair and replace if damaged.

Table 5 - Routine

### 5.7.3 Programmed

Activity	Description
Carriageways	Reconstruction, resurfacing, surface dressing, edge strengthening, including haunch reconstruction.
Footway	Reconstruction, resurfacing, slurry sealing and kerbing.
Drainage	Culvert replacement, new ditches, cut offlets, french drain.
Bridges/structures	Major bridge repairs, sea walls and retaining wall repairs, embankment repair.
Lighting	Column, lantern, and cable replacement.

Table 6 - Programmed

### 5.7.4 Regulatory

Legislation	Description
Road (Scotland) Act 1984	Keeping list of roads up to date. Maintaining all public roads.
Road (Scotland) Act 1984	Road opening permits, road closures skip permits, scaffolding permits, illegal signs etc.
New Roads and Street works Act 1991	Enforcement of New Roads and Street Works Act including the co-ordination of road works, inspections of utilities reinstatements and maintaining the national street gazetteer.
Flood Prevention and Land Drainage (Scotland) Act 1997	Carry out an assessment of water courses. Ensure maintenance of water courses.
Road Traffic Act 1984	Temporary traffic orders.
Transport (Scotland) Act 2005	Established the Scottish Road Works Commissioner whose purpose is to work with the road works community to oversee improvements to the planning, co-ordination, and quality of road works in Scotland.

Table 7 - Regulatory

### 5.8 Winter service

Activity	Description
Pre-treatment	Preventative salting.
Treatment	Suitable treatment for prevailing conditions.
Snow	Clearing of snow from carriageway.

Table 8 - Winter Service

### 5.9 Weather and other emergencies

Activity	Description
Major	OIC major emergency plan
Flooding, spring/surge tides	Clearing of floods and debris. Signing to make safe.
High winds/storm damage	Closure of barriers and clearing of debris.
High temperatures	Melting bitumen (surface dressing) etc.
Other	Accidents, minor incidents, oil spillages, debris etc.

Table 9 - Weather and other emergencies

## Section 6 – Inspection, assessment and recording regime

### 6.1 Inspection

The effective regime of inspection, assessment and recording is the most crucial component of roads management and maintenance. The characteristics of the regime, including frequency of inspection, items to be recorded and nature of response, has been defined following an assessment of the relative risks.

The inspection, assessment and recording regime provides the basic information for addressing the core objectives of network safety, serviceability, and sustainability.

All elements of the inspection and assessment regime will be applied systematically and consistently in accordance with the principles of Quality Management Systems such as ISO 9000:2015. It is important to recognise that all information recorded may have consequential implications for safety and may therefore be relevant to legal proceedings.

The risk assessment process for safety inspections is based on ISO 31000 covering the processes of Identification, Analysis and Evaluation as recommended by SCOTS guidance.

### 6.2 Categories of Inspection

Inspections and surveys will be carried out as follows: -

**Safety Inspections (SI's)** - These comprise frequent inspections of all road elements to identify any defects likely to create danger or serious inconvenience to users of the road or the wider community. They include scouting for road failures such as potholes and failure of road lighting and illuminated signs and less frequent specialised inspections for electrical safety.

**Service Inspections** - These are more detailed than safety inspections and relate to the requirements for serviceability. These inspections may be restricted should resources be limited. They may be either:

- Coarse Visual Inspection (CVI).
- Detailed Visual Inspection (DVI).
- Inspection for regulatory purposes.

**Road Condition Surveys** - These are primarily intended to identify deficiencies in the road fabric which, if untreated, are likely to adversely affect the networks long term performance and serviceability. The survey will include both an annual machine-driven survey of large sections of the network and an annual coarse visual inspection of the entire road network.

Safety inspections could be very valuable in court cases where the court would have regard to "whether the roads authority knew or could reasonably be expected to know, that the condition of the part of the road to which the action relates was likely to cause danger to users of the road". The defects identified in the safety inspections will of course need to be rectified in a timely fashion.

## 6.3 Safety Inspections

### 6.3.1 Roads, Footways and Cycleways

Safety inspections are specifically to identify defects which present a risk of immediate or imminent danger to users, or a risk of serious short term structural deterioration and which require urgent attention. Other less serious defects found may also be noted and programmed for repair with no timescales.

Safety inspections of carriageways will generally be undertaken in a slow-moving vehicle. All safety inspections of footways, footpaths and Cycleways will be undertaken on foot.

Additional safety inspections may also be necessary in response to customer requests or complaints, or to user or community concern, as a result of incidents, extreme weather events, or in the light of monitoring information.

The safety inspection regime will take account of potential risks to all road users, in particular the most vulnerable, and are designed to identify any defects likely to create an immediate or imminent danger to the network users.

The frequency with which these safety inspections are undertaken on any part of the network is determined by its position within the hierarchy shown in the list of roads. A list of frequency of safety inspections is set out in Table 10 below.

### Frequency of Safety Inspections

Feature	Description	Category	Frequency	Method
<b>Roads</b>	Strategic Routes	2	3 monthly	Driven/Walked
	Main distributor	3a	4 monthly	Driven/Walked
	Secondary distributor	3b	6 monthly	Driven/Walked
	Link roads	4a	Annually	Driven/Walked
	Local access roads	4b	Annually	Driven/Walked
	Road within conservation area	5a	1 monthly	Walked
	Other shared surfaces	5b	6 monthly	Walked
	Car parks	6	3 monthly	Walked
<b>Footway</b>	Secondary walking routes	2	6 monthly	Walked
	Link footway	3	Annually	Walked
	Local access footway	4	Annually	Walked
<b>Cycleway</b>	Cycle lane	A	6 monthly	Walked
	Cycle track	B	6 monthly	Walked
	Cycle trail	C	N/A	Walked

Table 10 - Frequency of Safety Inspections

The basis of establishing the frequency of safety inspections is the balance between the rate of deterioration of the road and the degree of risk any defect has on road users.

As we will carry out limited-Service Inspections, we will also list other defects which require programmed attention.

### 6.3.2 Electrical Installations, Lighting, Illuminated Signs and Bollards

Electrical equipment relating to road lighting, illuminated traffic signs, bollards and road crossings requires particular attention to ensure the safety of users and the community. In addition, failure of any part of the system will have implications for the safety of users. An Inspection and monitoring system is in place which ensures that all electrical equipment is inspected once every 6 years upon satisfactory inspection results. Where an unsatisfactory inspection is produced the system must be inspected again in 12 months or as soon as repair works are undertaken. Once a system is repaired back to a satisfactory level it will revert to the 6-year inspection cycle.

Immediate attention will be paid to any damage or defect that could result in structural failure of a lighting column or exposure to live cables.

### 6.3.3 Sea Walls and Retaining Walls

All Sea Walls and Retaining Walls will be inspected once every 4 years. Known high risk sea walls will be inspected twice a year with additional inspections taking place when deemed appropriate by the Roads Service, such as after storms or prevailing strong tides. Any repairs identified during these inspections will be added to a works programme or escalated to an emergency repair if the structural integrity of the asset is deemed at risk.

### 6.3.4 Life Buoys

These will be inspected quarterly with all repairs identified being carried out before the end of the next working day.



### 6.3.5 Schedule of Defects to be Included in Safety Inspections

The following is a schedule of defects that may be identified during Safety Inspections. The list is not exhaustive and can be modified to suit local circumstances however it will form the basis for a check list to be used during inspections.

Note – the term ‘running surface’ applies to the carriageway, footway, or cycle route:

- Debris, spillage, or contamination on the running surface.
- Displaced road studs on running surface.
- Overhead wires damaged or unstable.
- Damaged or exposed electrical wiring.
- Unstable embankments or cuttings.
- Trees and bushes with loose branches, unstable or obscuring visibility.
- Signs or light columns damaged defective or unstable.
- Road markings or studs damaged, missing, or badly worn.
- Signs, signals or lighting dirty or obscured.
- Sight-lines obscured by trees, bushes, unauthorised signs, or other obstructions.
- Safety fencing, parapets, handrails, or other barriers missing or defective.
- Abrupt level differences in the running surface.
- Potholes, cracks, or gaps in the running surface.
- Crowning, depression or rutting of the running surface.
- Edge deterioration of the running surface.
- Kerbing, edging or channel defects.
- Rocking or otherwise unstable running surface.
- Apparently slippery running surface.
- Ironwork broken or missing.
- Gullies, drains, offlets or ditches blocked or defective.
- Standing water, water discharging onto or overflowing across the running surface.
- Cattle grid damaged

### **6.3.6 Deficiency and Risk**

Whether these defects should be treated, how they will be categorised in particular circumstances and the speed and nature of the response will depend, amongst other things, upon the assessed risk posed by it.

This will depend upon:

- The depth, surface area or other degree of deficiency of the defect
- The volume, speed, and other characteristics of traffic
- The location of the defect
- The number of defects and their interaction
- Forecast weather conditions, especially the potential for freezing of surface water
- Pedestrian usage, volume, and type e.g., children, elderly etc.

### **6.3.7 Defects investigatory levels for safety inspections**

Defect investigatory levels for safety inspections are detailed in Appendix 17 of this plan. The criteria specified in this appendix should form minimum investigatory levels for Safety Inspections with all response times being determined by the Inspector dependant on the characteristics in 6.3.6 above.

### **6.3.8 Inspection Tolerances**

All inspections shall be carried out within 10 working days before or after the due date.

In the event of being aware that the due date for a programmed inspection cannot be met, the inspector must, without delay, inform the Team Manager Roads Support and provide reason(s) for this. The Team Manager Roads Support must document all instances of missed or late inspections.

In the case of absence of an inspector due to, for example, annual leave or ill health the roads authority will ensure that a suitably trained substitute Inspector undertakes any inspection due within the time frames set down in this document.

During periods of extreme weather, the roads authority will decide on the viability of a safety survey being undertaken, considering the availability and safety of staff and the ability to identify defects. For example, when carriageway is covered in snow, visibility of defects is severely hindered therefore consideration should be made for delaying inspection in these conditions.

## 6.4 Service Inspections

### 6.4.1 Types of Service Inspection

Service inspections will be carried out primarily to identify deficiencies that compromise the reliability, quality, comfort, and ease of use of the network. Although not intended for identifying defects that could compromise user safety, any such defects observed during service inspections will be recorded and dealt with in the same way as safety inspections. Categories of Service Inspections available for use are detailed in Table 11:

#### Service Inspections

Type	Description	Frequency
<b>Coarse Visual Inspection (CVI)</b>	<p>Normally carried out from a slow-moving vehicle. Rather than recording detailed measurements of individual defects, the survey identifies and categorises lengths of features having generally consistent defects.</p> <p>This survey would include all aspects of the network including drainage, embankments, trees and scrub, fences, traffic signs and road markings.</p>	Whole carriageway network is driven annually.
<b>Detailed Visual Inspection (DVI)</b>	Records measured areas or lengths of more closely defined defects, aggregated within short sub-sections, 10m in length.	Will generally only be undertaken if required to determine finite details of programmed maintenance projects.
<b>Inspection for regulatory purposes</b>	The most significant of which involves responsibilities under the New Roads and Street work Act.	See inspection Code of Practice for New Roads and Street works Act.
	<p>Management of list of roads.</p> <p>Dealing with illegal and unauthorised signs, skip permits, temporary closures, and other authorised occupation of the road. Adoption of new roads.</p>	As required.

Table 11 - Service Inspections

#### Condition standards for service inspections

Condition standards for service inspections are detailed in Appendix 18 of this plan.

## 6.5 Road Condition Surveys

In partnership with all other Local Authorities in Scotland, a programme that will examine the condition of our roads using a purpose-built vehicle will be undertaken. This will not only give us information on the condition of our roads but will also give us benchmark comparisons with other local authorities.

The results of the survey are given in a Green, Amber, Red format and will form a basis on which to consider our roads network for future surface treatment along with CVI's and SI's.



## 6.6 Defects and Response Times

Five categories of defects will be used for the safety inspections. They will be determined by using the below risk matrix.

### Likelihood

Very High – Will undoubtedly happen – Daily occurrence  
 High – Will probably happen, but not a persistent issue – Weekly occurrence  
 Medium – May happen occasionally – Monthly occurrence  
 Low – Not expected to happen, but it is possible – Annual occurrence  
 Very Low – Improbable – Every 100 years.

### Impact

Very High – Death  
 High – Extensive injury, major permanent harm  
 Medium – Medical treatment required, Semi-permanent harm up to 1 year  
 Low – First aid treatment, non-permanent harm up to 1 month  
 Very Low – No obvious harm/injury.

### Risk Matrix

Likelihood → Impact ↓	Very Low (1)	Low (2)	Medium (3)	High (4)	Very High (5)
Very Low (1)	Cat 5 No Response	Cat 5 No Response	Cat 5 No Response	Cat 5 No Response	Cat 5 No Response
Low (2)	Cat 5 No Response	Cat 5 No Response	Cat 4 Programme	Cat 4 Programme	Cat 3 60 Days
Medium (3)	Cat 5 No Response	Cat 4 Programme	Cat 4 Programme	Cat 3 60 Days	Cat 2 10 Days
High (4)	Cat 5 No Response	Cat 4 Programme	Cat 3 60 Days	Cat 2 10 Days	Cat 1 24 Hours
Very High (5)	Cat 3 60 Days	Cat 3 60 Days	Cat 2 10 Days	Cat 1 24 Hours	Cat 1 24 Hours

- Category 1: Make safe within 2 hours. Temporary / Permanent repair within 24 hours.** Represent a high risk to road users and **should be corrected or made safe at the time of inspection, if reasonably practicable.** In this context, making safe may constitute displaying warning signs and/or coning off to protect the public from the defect. Where practicable, safety defects of this category should not be left unattended until a temporary or permanent repair has been carried out.
- Category 2: Temporary / Permanent repair within 10 working days.** This allows a more proactive approach to be adopted for those defects that represent a medium risk to road users or because there is a risk of short-term structural deterioration.
- Category 3: Temporary / Permanent Repair within 60 working days.** Defects that require attention because they represent a low risk to road users. This allows defects of this nature to be included into longer planned programmes of work.
- Category 4: Monitor and/or programme for repair.** Defects in category 4 are not classed as safety defects and as such will not be responded to within a set timescale.
- Category 5: No Response.** Will review in future safety inspection. Defects in category 5 are not classed as safety defects and as such will not be responded to within a set timescale.



## 6.7 Health and Safety

### 6.7.1 General

In general road inspections are carried out from a slow-moving vehicle or on foot. The vehicle should be driven at an appropriate speed to allow any defects to be identified and recorded. All Cat 2 and Cat 3a driven inspections should be carried out by two people due to the increased speed and volume of traffic on these roads.

### 6.7.2 Health and Safety

Inspections are to be conducted in accordance with the Council's procedures for the health, safety and welfare of its employees and others.

#### As a minimum:

- a. All staff engaged in inspections should wear high visibility clothing to BS EN 471 class 3.
- b. All vehicles used to carry out inspections shall be liveried to meet the standard set in the Code of Practice "Safety at Street Works and Road Works" and all necessary vehicle checks shall be carried out prior to inspections undertaken.
- c. Data capture device checks shall be carried out prior to inspections being undertaken.

Should it be necessary to stop the vehicle it shall be parked off the live carriageway wherever possible. If this cannot be achieved, there must be clear visibility in both directions and the roof mounted beacon and hazard lights switched on. Traffic must not be forced across continuously solid white lines. If this cannot be achieved, advanced temporary traffic signing must be installed.

All surveys should make use of two-way communications (i.e., Mobile telephone).

Drivers must abide by Regulation 110 of the Road Vehicles (Construction and Use) Regulations, which prohibits a person from driving a motor vehicle from using a hand-held mobile telephone or a hand-held device.

Communications devices must only be utilised by drivers when the vehicle is safely parked unless it is an emergency, and the driver needs to dial 999 and it is unsafe or impractical to stop.

### 6.7.3 Making Safe

If a Category 1 defect is identified, it shall be rectified or made safe at the time of the inspection, if reasonably practicable. Appropriate traffic management shall be put in place immediately and repair crew called out to make repair. The safety inspection vehicle is to remain at the defect if deemed necessary.

### 6.7.4 Equipment

Three 750mm Traffic Cones - All inspection vehicles should carry a minimum of three 750mm traffic cones. The cones should be kept clean and replaced as necessary.

GPS enabled data capturing system - All inspections shall be undertaken with a GPS enabled system to accurately record the location of defects. Although photographs of

defects are not necessary, they may be taken in certain circumstances to aid the repair crew in locating the defect if its location is not clear.

### **6.7.5 Documents**

The following documents must be present in the safety inspection vehicle at all times:

- a. Orkney Islands Council Inspectors Operations Manual 2023 – 2028.
- b. The New Roads and Street works Act 1991 – Code of Practice for Inspections
- c. Safety at Street Works and Road Works, A Code of Practice.

## **6.8 Competency**

### **6.8.1 Qualifications**

Roads inspectors undertaking safety inspections shall be registered on the IHE Roads Inspectors Register and shall undertake internal training based on the risk-based approach.

All officers involved in investigation of public requests through the Customer Services Platform shall undertake the same internal training mentioned above.

Full record of qualifications held by persons involved in Roads inspection and Customer Services Platform shall be held by Neighbourhood Services and Infrastructure.



## Section 7 – Condition standards and investigatory levels

Each element of the network has the potential to contribute to some extent to each of the core maintenance objectives of Safety, Serviceability and Sustainability.

It is necessary to define standards for the condition of each element of the network to meet the core objectives. The Condition Standards set the level at which the need for repairs is established. When funds are limited, the primary objective of safety may be the only one which can be addressed fully or at least substantially.

The following paragraphs set out the standard of conditions to be used in this Plan for the various elements. They will be developed further over time, in consultation with users, providers and the wider community.

The manner in which the various defects impinge on the key objectives of safety, serviceability and sustainability is shown in Tables 12 to 17.

### Carriageway, Footway and Cycle Routes

Key objectives	
<b>Safety</b>	<ol style="list-style-type: none"> <li>1. Nature, extent, and location of surface defects.</li> <li>2. Nature and extent of kerb and edge defects</li> <li>3. Nature and extent of surface skidding resistance where appropriate</li> </ol>
<b>Serviceability</b>	<ol style="list-style-type: none"> <li>1. Nature and extent of surface defects.</li> <li>2. Ride quality of the surface</li> <li>3. Extent of encroachment and weed growth.</li> <li>4. The slipperiness of the surface.</li> <li>5. Noise and vibration</li> </ol>
<b>Sustainability</b>	<ol style="list-style-type: none"> <li>1. Nature and extent of surface defects</li> <li>2. Nature and extent of carriageway deflection.</li> </ol>

Table 12 - Carriageway, Footway and Cycleways

### Drainage Systems

Key objectives	
<b>Safety</b>	<ol style="list-style-type: none"> <li>1. Accumulation of water on carriageway, footway, or cycle route.</li> </ol>
<b>Serviceability</b>	<ol style="list-style-type: none"> <li>1. Accumulation of water on carriageway, footway, or cycle route.</li> </ol>
<b>Sustainability</b>	<ol style="list-style-type: none"> <li>1. Control flooding.</li> <li>2. Control pollution.</li> <li>3. Inadequate drainage will affect the integrity of the road, reduce the effective life, and increase maintenance costs.</li> </ol>

Table 13 - Drainage Systems

## Traffic Signs, Bollards, and Pedestrian Crossings

Key objectives	
<b>Safety</b>	<ol style="list-style-type: none"> <li>1. Identification of risk to users.</li> <li>2. Separation of potential traffic conflicts.</li> <li>3. Key safety contributor for vulnerable road users.</li> </ol>
<b>Serviceability</b>	<ol style="list-style-type: none"> <li>1. Contributes to network efficiency and ease of use.</li> <li>2. Contributes to network integrity.</li> </ol>
<b>Sustainability</b>	<ol style="list-style-type: none"> <li>1. Support of sustainable transport mode.</li> <li>2. Contributes to local economy.</li> <li>3. Heavy traffic routing can optimise maintenance.</li> </ol>

Table 14 - Traffic Signs, Bollards, and Pedestrians Crossings

## Fences and Barriers

Key objectives	
<b>Safety</b>	<ol style="list-style-type: none"> <li>1. Integrity and location of safety fencing for vehicles and pedestrians.</li> </ol>
<b>Serviceability</b>	<ol style="list-style-type: none"> <li>1. Risk of livestock disrupting traffic.</li> </ol>
<b>Sustainability</b>	<ol style="list-style-type: none"> <li>1. Appearance and condition of fencing.</li> </ol>

Table 15 - Fences and Barriers

## Road Markings and Studs

Key objectives	
<b>Safety</b>	<ol style="list-style-type: none"> <li>1. Route delineation in darkness and poor weather.</li> </ol>
<b>Serviceability</b>	<ol style="list-style-type: none"> <li>1. Ease of use in darkness and bad weather.</li> </ol>
<b>Sustainability</b>	<ol style="list-style-type: none"> <li>1. Support of sustainable transport modes.</li> <li>2. Edge delineation to reduce edge damage.</li> </ol>

Table 16 - Road Markings and Studs

## Verges, Landscaped Areas, and Trees

Key objectives	
<b>Safety</b>	<ol style="list-style-type: none"> <li>1. Obstruction to user visibility.</li> <li>2. Leaf fall and debris from trees and bushes causing slippery surfaces.</li> <li>3. Root growth affecting surface regularity.</li> </ol>
<b>Serviceability</b>	<ol style="list-style-type: none"> <li>1. Improved quality of user experience.</li> </ol>
<b>Sustainability</b>	<ol style="list-style-type: none"> <li>1. Landscape conservation.</li> <li>2. Support for habitat and biodiversity.</li> <li>3. Problems of root growth causing damage to road surface, structures, and drainage.</li> </ol>

Table 17 - Verges, Landscaped Areas, and Trees

Each element of the network will be given a defined standard of condition, which is considered necessary to meet the requirements for safety, serviceability, and sustainability. Where it is not possible to meet these standards within the constraints of the available budgets, targets will be set for attaining and sustaining these standards in the long-term. These standards will be consistently applied and will be reviewed at intervals considering changing circumstances.

For full details of Condition Standards to be applied see Appendix 18.

## Section 8 – Performance management

### 8.1 Performance Management Systems

Service Plans for each Service within the Council have been developed as part of the Council's Performance Management System within the context of the Council Plan 2023-2028 and the Single Outcome Agreement with the Scottish Government.

The Performance Management System monitors and measures outcomes by means of several tools, including Service Plans (SP). Service Plans describe core services and activities and provide the mechanism for further planning to take account of new legislation, statutory guidance, political and management priorities, and improvements identified through Specified Performance Indicators (SPI).

The mechanisms through which service priorities contained within service improvement plans are progressed, monitored, and reported are by Service Plan Action Plans and Service Balanced Score Cards which are monitored by Service Management Teams, the Corporate Management Team, and the relevant Service Committees of the Council.

### 8.2 Specified Performance Indicators

The Accounts Commission as part of their obligations under The Local Government Act 1992 requires that local authorities publish performance information on a range of Specified Performance Indicators.

One such indicator is the percentage of the road network that should be considered for maintenance treatment. This is presented in the form of the results of the annual SRMCS survey.

The condition of roads will be affected by budgetary constraints, traffic flows/usage and weather patterns. Section 6 of this plan deals with relevant inspection, assessment and recording regimes.

### 8.3 Roads Function Actions within NS&I SP Action Plan

Updated depending on SP Balanced Scorecard performance.

### 8.4 Performance Indicators within NS&I SP Balanced Scorecard

Street Lighting, Safety Inspections, Defect Repairs and Road Condition all feature in the annual Neighbourhood Services and Infrastructure Quality Objectives and Targets.

## Section 9 – Programming and priorities

Developing and implementing an effective system for programming and prioritising roads maintenance is a key requirement of the roads service. It allows comparison of the overall maintenance requirement against the level of funding available and for appropriate choices to be made. It is especially important when dealing with claims and or awards against the Authority for failure to maintain the roads network properly.

The broad priorities for the respective types of roads maintenance (reactive, routine and programmed) will largely be determined by the outcome of safety and service inspections and condition surveys, assessed against local risks and policies identified within the Roads Service Plan. Priorities and programmes for the remaining categories of regulation, winter service and weather and other emergencies will largely arise out of the design of the service.

Reactive maintenance is primarily for maintaining network safety and involves attending to Category 1 defects and other matters requiring urgent attention arising from inspections and public requests in accordance with the specified standards of response.

Routine maintenance is primarily for providing defined standards of network serviceability, maximising availability, reliability, integrity, and quality. The priorities and programmes will largely be determined from Category 2 and 3 defects identified during inspections and the implementation of good working practices.

Programmed maintenance will be undertaken to provide a sustainable roads network that minimises costs over time and adds value to the community and contributes to a sustainable environment. In the longer term it will also contribute to the safety and serviceability of the network. These will incorporate works produced from long term programmes and Category 4 defects from Safety Inspections.





## Section 10 – Winter service

### 10.1 Winter Service Policy

The Winter Service will be provided in accordance with the aims and objectives of the Council Plan, the Neighbourhood Services and Infrastructure Service Plan and the Winter Service Policy.

The Roads Service will produce a Service Plan which details the carriageway and footway hierarchy for precautionary treatment, post treatment and snow clearing operations. The plan will be reviewed annually following consultation with Community Councils and other stakeholders. The Service will monitor the standard of performance achieved and all fixed and variable costs incurred, and the Service Manager Roads and Grounds will present an annual report to the Head of Neighbourhood Services.

Neighbourhood Services and Infrastructure, on behalf of the Council as Roads Authority, will continue to ensure that the approved standards and levels of service are achieved. The operational management and delivery of the service will continue to be undertaken by the Roads Function who will utilise the in-house resources of the Service supported by external contractors as appropriate.

### 10.2 Winter Service Operations

#### 10.2.1 Winter Service Policy

The Winter Service Policy will specify the level of service that has been approved by the Council and the method of payment for the delivery of the service. The Winter Service Policy is included in the List of Operational Plans within Appendix 16 of this plan.

#### 10.2.2 Winter Service Plan

The Winter Service Plan provides the detailed information required to deliver the Winter Service, such as periods of cover, treatment times and route priorities for all roads in Orkney and is included in the List of Operational Plans within Appendix 16 of this plan.



## Section 11 – Weather and other emergencies

There is a requirement as part of the delivery of the Winter Service to provide a 24-hour response to weather and other emergencies, and maintenance teams are required to provide assistance during periods of bad weather or other notified civil emergencies, such as road traffic accidents, oil pollution incidents or extreme weather events.

The effects of climate change must also be considered in planning for both roads maintenance and for emergency response. Evidence suggests that the general climate changes will be:

- The climate will become generally warmer.
- Hot, dry summers and mild wet winters will be more frequent. Very cold winters will become less frequent and snow amounts will decrease.
- Relative sea levels will continue to rise, and extreme sea levels will occur more frequently.
- Severe gales and storms will occur more frequently.
- Heavy winter rain, with associated extreme rainfall events, will become more frequent.

The consequences of this will be an increased risk of flooding from both the sea and water courses and from the inability of the present drainage system to cope with the increased flows, together with deterioration and damage to the roads infrastructure and increased roads safety problems from adverse driving conditions.

In addition to the delivery of the Winter Service, maintenance teams will therefore be required to assist in various emergencies, including:

- High winds, including closure of the Churchill Barriers and the clearing of debris from the roads.
- Flooding from the sea due to high or surge tides.
- Flooding due to inadequate drainage following prolonged periods of heavy rain.
- Subsidence, landslips, and high temperature.
- Road Accidents in association with the Cleansing Service.
- Oil or other pollution incidents in association with the Cleansing Service.
- Collapsed walls and buildings.
- Other Civil Emergencies.

## Section 12 – Verge maintenance

### 12.1 Introduction

The cutting of vegetation on roadside verges is done primarily for road safety purposes and to provide a refuge for pedestrians walking on the road. Vegetation on either the roadside verge or private land should not restrict visibility at junctions, access points or bends. In addition, sightlines and minimum stopping distances should be kept clear and signs, lights, and marker posts clearly visible at all times.

The Roads Management and Maintenance Plan 2023-2028 is based on the good practice contained within the Code of Practice entitled “Well-managed Highway Infrastructure”. In addition, the Council has a duty under the Nature Conservation (Scotland) Act 2004 and has made a commitment to conserve and enhance biodiversity in Orkney in the Orkney Islands Council Delivery Plan 2023 – 2028 and the Council Plan 2023 – 2028.

The Verge Maintenance Plan recognises these aims and will contribute to the wider corporate objectives by managing the maintenance of the roadside verges in such a way that it enhances biodiversity whilst ensuring the safety of all road users.

The primary objectives of the verge cutting regime will be:

- To maintain safety
- To prevent obstruction of sight lines, road traffic signs and other markers
- To inhibit the growth of dangerous weeds (in accordance with the Weeds Act 1959)
- To prevent encroachment of vegetation onto the carriageway
- To manage the roadside verges in a manner that promotes biodiversity by conserving, wherever possible, special wildlife habitats and wildflowers.

### 12.2 Verge Maintenance Plan

The Verge Maintenance Plan, which is reviewed annually, specifies the frequency of cutting and identifies which verges are considered conservation verges. The Plan is referred to in Appendix 16.

### 12.5 Safety Cuts

Safety cuts will be undertaken primarily to maintain sight lines at road junctions, sharp bends, and blind summits to maintain a safe breaking distance applicable to the character of the road.



### 12.6 Consultation

The Verge Maintenance Plan will be reviewed annually following consultation with Elected Members, Community Councils, and the Environmental Planner.

## Section 13 – Street lighting

### 13.1 Purpose

The purpose of public lighting is to make the nighttime environment a safe place for all users. This will include lighting to roads, footways and footpaths, cycleways, and public buildings. An appropriate level of lighting not only creates a safer environment but can also help improve the local economy and contribute to a more inclusive society.



### 13.2 Policy

Guidance on the provision of street lighting is contained in the Roads Development Guide. The Council hopes to introduce an Orkney Islands Council Streetlight Policy within the term of this RMMP.

### 13.3 Legal Framework

There is no statutory requirement on Local Authorities to provide public lighting. The Roads (Scotland) Act 1984 empowers a local Roads Authority to provide lighting for roads or proposed roads, which are, or will be, maintainable by them and which in their opinion ought to be lit.

Lighting will generally be designed and maintained in accordance with the European and British Standards BS EN 13201-4:2015 Road Lighting, and BS 5489-1:2013 Code of Practice for the Design of Road Lighting.

Further regulations and standards that affect the design and maintenance of road lighting include the Local Government (Scotland) Act 2003, the Health and Safety at Work Act 1974, the Construction (Design and Management) Regulations 2015, the New Roads and Street Works Act 1991 and the Electricity Safety, Quality and Continuity Regulations 2002.

### 13.4 Strategy and Hierarchy

All elements of the public lighting system require inspection and maintenance to ensure that they are safe, operate correctly and continue to provide their designed performance and maximise their life. Maintenance can be divided into two categories:

- **Cyclical** – Preventative maintenance carried out on a cyclical basis to reduce or eliminate failures and to ensure that the system is operating safely in the way it is designed to.
- **Reactive** – Repair or replacement of equipment that has failed or been damaged.

An inspection and testing regime is in place to meet both the statutory requirements for electrical inspection and testing and to improve the reliability of the street lighting asset.

### **13.5 Inspection, Assessment and Recording Regime**

Control Pillar inspections will be undertaken on a 6-year cycle. Where defects are identified, this will increase to an annual inspection until all defects are rectified at which time the inspections will revert to a 6-year cycle.

### **13.6 Performance Management**

The percentage of light faults repaired within 7 days is a performance indicator within the annual list of Development and Infrastructure Quality Objectives and Targets.



## Section 14 – Sustainable roads maintenance

### 14.1 Sustainable Development Policy

Roads maintenance has a significant role to play, and impact to make, in the achievement of sustainable development. To ensure delivery of this objective, authorities should develop policies for sustainable development in roads maintenance that ensure that there is a linkage between the strategic objectives of the authority at the highest level, and the materials, practices and processes used in an ongoing way on the roads network.

Sustainable development for roads maintenance involves living within environmental limits whilst achieving a sustainable economy and includes effective protection of the environment and the prudent use of natural resources.

### 14.2 Quality of Life

The third core objective of the RMMP is network sustainability which can be defined as: -

- Minimising costs over time (whole life costs)
- Maximising community value
- Maximising environmental contribution

These are based on the principle that roads maintenance should not be just about repairing and replacing the roads infrastructure in the most efficient way possible but, in doing so, should add value to the community and benefit to the environment. These benefits may include improving the quality of public spaces, improving community safety or improved accessibility.

Not all maintenance will make a direct contribution, and, in most cases, the contribution will be small, however the cumulative effect of an efficiently managed maintenance programme will be significant.

In addition, sustainability will be fundamental to a Best Value review of roads maintenance. We will carry out a sustainability appraisal of our current practices and delivery arrangements to open new areas for consideration of continuous improvement.

### 14.3 Materials, Products and Treatments

To meet the core objectives of the RMMP, materials, products and treatments used for roads maintenance must meet the required standards for both effectiveness and durability. However, the specification of materials and processes should consider the availability of locally sourced materials, goods, or services whenever possible, even where this may incur a financial penalty or require the adoption of a modified technical standard. In the context of Best Value, the right balance of materials or treatments used in any circumstance should not just be a financial or technical issue but should take account of sustainability and their contribution to the wider community.

#### 14.4 Technical Specifications and Guidance

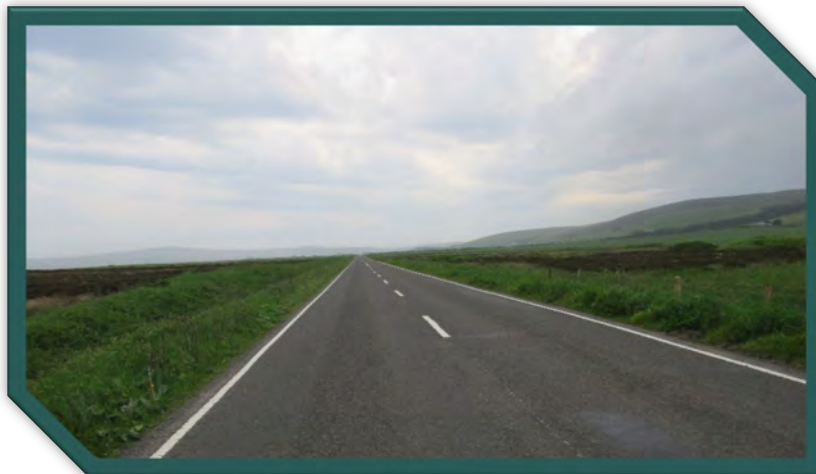
All roads maintenance will be designed to current technical standards and guidance. Where appropriate however, and based on sound engineering judgment, this will be modified to take account of local needs or circumstances.

#### 14.5 Quality Management Training and Development

Quality management systems are intended to encourage and facilitate consistent management and organisational processes. A substantial proportion of the activities carried out within Roads Services are already accredited under ISO 9001:2015 and it is the intention that all Roads Management and Maintenance will in time be subject to a quality management regime based on the same principles which will integrate all Roads Management and Maintenance Systems.

In addition, in pursuing the objective of network sustainability, the environmental contribution made by roads maintenance will be crucial. Consideration will therefore be given to the establishment of an Environmental Management System to ISO 14000 to address the range of issues affecting the environment. These may include:

- Noise.
- Materials utilisation
- Pollution control.
- Nature conservation and biodiversity.
- Environmental intrusion.



#### 14.6 Noise

Road traffic noise is not generally an issue within Orkney however, significant problems may occur with badly specified or maintained ironwork within urban areas. Although not necessarily a safety issue, we acknowledge the disruption caused by such an event and will work to resolve wherever possible.

## **14.7 Materials Utilisation, Waste Management and Recycling**

Roads maintenance activity consumes significant quantities of processed raw materials and manufactured products. Policies for materials purchasing and utilisation, waste management and recycling, can all make a major contribution to the objective of network sustainability.

Wherever possible we will maximise the use of local materials to minimise transport cost and support the local economy. This will also help to maintain the local character, particularly in the conservation areas. Sustainable purchasing and materials utilisation may however have both cost and technical implications which must be balanced against the environmental and economic benefits to the community.

The introduction of a landfill tax in 1996 and the subsequent increases in the tax have encouraged the development of a sustainable waste management policy within roads maintenance. Wherever possible, waste materials arising from the reconstruction of roads and footpaths or from other road surface treatments will either be reused directly or reprocessed for subsequent reuse as secondary materials. This includes all road planings and other bitumen products and all stone and concrete waste materials, including road sweepings. The Waste Electrical and Electronic Equipment (WEEE) Directive will also affect the disposal or recycling of street lighting equipment. Materials that cannot be reused or recycled will be disposed of to a licensed tip or facility. This will include inert excavated material at the Bossack landfill or other licensed landfill site, and silt and other oily wastes arising from gully emptying at the reed bed facility at Chinglebraes waste transfer station.

Wherever practicable we will:

- Retain and reuse materials on site.
- Maximise the value of re-used materials.
- Support the market development of recycled materials through their use wherever possible.
- Ensure that any materials that cannot be reused or recycled are disposed of in accordance with statutory requirements.

## **14.8 Pollution Control**

Several maintenance operations have the potential to cause noise, air, or water pollution. Advice will be sought from the Environmental Health Service, SEPA and other appropriate environment agencies regarding statutory requirements.

Scarifying or major resurfacing can cause environmental damage, which is inevitable but where possible we will phase, and schedule works to avoid sensitive periods, including the tourist season in main tourist locations and potentially difficult weather conditions.

Fuel and other material storage areas both in depots and sites will be located with care. They will not be sited where they could cause damage to landscape or nature conservation or where they could pollute watercourses or groundwater.

Arrangements will be available to deal with diesel spills particularly on major sites.



All planning and environmental requirements will be complied with.

The use of rock salt for winter maintenance activities will be carefully managed to reduce the impact on the environment.

#### **14.9 Nature Conservation and Biodiversity**

Biodiversity is simply ‘the Variety of Life’ from the smallest bug to the mightiest whale, along with the ecosystems they live in. Conserving biodiversity is not just about rare and threatened species and habitats, but the common place as well such as, our roadside verges and wider ‘soft estate’. All those who care about the countryside are in fact appreciating biodiversity. It is important for maintaining the quality of our lives and is intimately bound up with it.

Although the countryside may still appear visually attractive, it has become apparent that much of its richness and diversity is under threat; some plants and animals that were once familiar are now rare. Nature has an in-built propensity to change, continually evolving new variants and new species, but all of this occurs naturally over a very long period. Biodiversity cannot evolve fast enough to compensate for the losses and declines we are currently experiencing.

In 2005, Scotland launched ‘Scotland’s Biodiversity: It’s in Your Hands’ a 25-year strategy for the conservation of the biodiversity of Scotland for all. The strategy has been given support from the highest level through the new Biodiversity Duty in the Nature Conservation (Scotland) Act 2004. This marks a major step in the conservation of biodiversity. Our Orkney Local Biodiversity Action Plan has seen great success in achieving our local targets and actions. It is now more important than ever to keep the forward momentum and encourage more participation in the delivery of the local plan and national strategy.

Orkney Islands Council has made a commitment to conserving and enhancing biodiversity in Orkney in the Orkney Islands Council Delivery Plan 2023 – 2028 and the Council Plan 2023 – 2028.

The Roads Management and Maintenance Plan will contribute to the wider corporate objectives of the Council by managing the maintenance of road verges and the wider "soft estate" in accordance with the plans noted above, whilst ensuring that the safety of road users is not/never compromised.

#### **14.10 Dealing with injurious weeds.**

The control of injurious weeds is a statutory responsibility under The Weeds Act 1959. We will continue to work in accordance with this Act and with adjacent landowners to control and prevent the spread of injurious weeds.

The prescribed weeds in the Act are:

- Ragwort.
- Broad leaved dock.
- Curled dock.
- Creeping thistle.
- Spear thistle.

### **14.11 Environmental Intrusion**

Depots and material storage are often the most visible evidence of the environmental awareness of the service. Whilst these depots must meet the operational requirements of the service, we will ensure that they are located, designed, managed, and maintained to the highest practicable environmental standards.

Excessive and redundant sign "clutter" will also cause visual intrusion, opportunities will be taken to remove or simplify redundant signing as part of planned maintenance works.

Perhaps the most obvious form of environmental intrusion is the light pollution caused by streetlighting and other lit assets. By March 2019 we had converted most of the streetlight network to LED. This is dramatically reducing the upward lighting spill, which enhances the ability to enjoy the night sky in Orkney.

There are growing numbers of Local Authorities across Scotland now considering or implementing part night dimming/turn off in the early morning hours. With growing budgetary concerns this could be construed as a low-risk reduction in service with dimmed lights using considerably less power yet still providing an appropriate lighting level. This would again contribute to a lessened light pollution. We currently don't dim any of our Street Lighting but may consider doing so in the future.

Signs will not be illuminated unless statutorily required and the latest revision to the "Traffic Signs Regulations and General Directions" in 2016, removes the legal requirements for lighting some traffic signs. We will work towards removing unnecessary lit signs in line with this document.

### **14.12 Environmental Consultation and Assessment**

Environmental issues cover a very wide range, each of which is a specialist area and on which experience and best practice is continuing to develop.

We will consult local environmental and conservation groups to develop advice and environmental competence, and to give greater understanding of road maintenance problems. Environmental advisers within the Council will also be consulted. Such consultees on road maintenance and policies are a fundamental requirement for Best Value reviews.

## Section 15 – Financial management

The annual budget for revenue maintenance is contained within the Roads Service revenue budget and is set on an annual basis as part of the budget setting process. The annual bases budget for roads capital improvements is a top slice from the General Capital Grant received from the Scottish Government on an annual basis.

During the year the Head of Finance will report on the financial performance of the service measured against the revenue and capital budgets, which are profiled from a needs-based management and maintenance programme, as specified in the Roads Service.



## Appendices

Appendix 1 – Carriageways

Appendix 2 – Footways

Appendix 3 – Footpaths

- Appendix 4 – Cycleways
- Appendix 5 – Streetlights
- Appendix 6 – Illuminated Signs and Bollards
- Appendix 7 – Non-Illuminated Signs and Bollards
- Appendix 8 – Bridges and Structures
- Appendix 9 – Sea Walls and Retaining Walls
- Appendix 10 – Drainage
- Appendix 11 – Line Marking
- Appendix 12 – Safety Barriers and Railings
- Appendix 13 – Life Buoys
- Appendix 14 – Car Parks
- Appendix 15 – Other Assets
- Appendix 16 – List of Operational Plans
- Appendix 17 – Defect Investigatory Levels
- Appendix 18 – Condition Standards
- Appendix 19 – Risk Register



# General Enforcement Policy

Covering Environmental Health, Trading Standards and Licensing

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## Scope and aims of this policy

Orkney Islands Council is a regulator, meaning the Council can, as necessary, use a range of legal powers to help secure compliance with the relevant law. This may range from giving advice (verbal or written), the service of legal notices, or submitting reports to the Procurator Fiscal. The Council is also responsible for granting consent for certain activities, for example through the issuing of licences, approvals or permits or seeking registrations for particular business activities; therefore the suspension or revocation of a licence are also valid enforcement options, should the need arise.

The Council's preferred method to secure compliance with any legal requirement which we are responsible for regulating is to use the so called 4 E's approach as shown below. Ideally this is a linear process, but in serious cases where there is a genuine risk or flagrant disregard of the law, it may be appropriate to move straight to formal enforcement in order to secure compliance/minimise risk.

<b>Engage</b>	→	<b>Explain</b>	→	<b>Educate</b>	→	<b>Enforce</b>
To create interest in something, make people aware, trigger interest and discussion		To make something clear and easy to understand by giving information about it		To teach, show, offer guidance demonstrate, signpost to expert resources or skills		To make people comply with a law by requiring things, prohibiting things, applying for a Court order or making reports to the Fiscal
<b>Example</b> The council issues a press release about allergens in food		<b>Example</b> The council's website carries general information about how to comply with a particular law		<b>Example</b> An officer visits a premises and provides guidance to the duty holder on compliance		<b>Example</b> An officer issues a "prohibition notice" to require a dangerous activity to stop

This policy sets out, in general terms, the Council's approach to enforcement and is applicable to the following activities undertaken by the Council, its officers or contractors:

- Animal health and welfare
- Animal feed
- Anti-social behaviour
- Civic licensing standards (including short term let licences)
- Dog Control
- Food safety, standards and hygiene
- Health and safety at work
- Infectious disease control
- Licensing standards (alcohol)
- Other public health and environmental health activities carried out by the Council
- Pollution control
- Port health
- Private sector housing

- Trading Standards

This policy is applicable to all Council employees working within the above areas and those from other service areas who support them. It is also applicable to agency/contract staff working on behalf of the Council. Separate policies/ protocols apply to planning enforcement and tenancy enforcement.

This policy provides guidance to Authorised Officers<sup>1</sup> and information to Elected Members, regulated persons, other regulatory organisations the Council works with, and the public.

Where this policy refers to legislation, codes of practice, guidance or similar, that reference includes any subsequent amendments/update to such documents.

This is a general statement of approaches to be taken regarding enforcement and will assist in making decisions. However, individual service areas may have their own operational procedures and guidance which set out in practical terms how the various enforcement tools available to the Council may be used.

This document is the Council's food and feed law enforcement policy and the Council's health and safety enforcement policy.

Through this policy, the Council aims to:

- Upon discovery, ensure that regulated persons take action to deal with serious risks.
- Promote and achieve sustained compliance with legal requirements by regulated persons through inspection, advice, guidance and formal enforcement action.
- Treat all regulated persons fairly.
- Be helpful to regulated persons who wish to comply.
- Support those who comply by targeting those who don't, in particular by taking firm action against those who seek economic advantage by flouting the law or act irresponsibly, especially where employees or the public are put at risk.
- Protect the public in a way which does not stifle enterprise, hinder economic progress, or place unnecessary burdens on businesses.
- Take formal action in accordance with this policy when it is the most appropriate way of dealing with the matter.
- Communicate this policy effectively to those people who are affected by it.

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<sup>1</sup> In this document the term "Authorised Officer" is used to mean an Officer of the Council authorised in writing to carry out enforcement activities on behalf of the Council. It includes other designations such as "Inspector", "appointed Officer", "designated person" and similar terms, as well as a Committee of the Council acting under delegated powers to enforce a particular provision on behalf of the Council.

## Background

A number of Council services are able to carry out enforcement action on behalf of the Council to help ensure that those persons who must comply with the laws that we enforce do so. This includes compliance with any conditions attached to a licence granted by the Council. This policy sets out the steps we will use to secure compliance with the law, while minimising the burden on individuals, businesses and the Council. This document also sets out and explains what regulated persons can expect from us. We have based our approach to enforcement on the Legislative and Regulatory Reform Act 2006, the Hampton Principles and the Scottish Regulators' Strategic Code of Practice, along with guidance from Food Standards Scotland, the Health and Safety Executive and the Scottish Government.

This policy is based on the statutory principles of good regulation<sup>2</sup>, namely:

**Proportionality:** to ensure that action taken relates directly to the actual or potential risk (for example to health, safety or the environment).

**Accountability:** to a number of interested parties. This may include Orkney Islands Council elected members, local and national businesses, members of the public and national regulatory bodies.

**Consistency:** to ensure that similar issues are dealt with in the same way, having regard to and making full use of guidance produced by the Government and other national agencies.

**Transparency:** to ensure enforcement action to be taken by the Council is easily understood. Clear distinctions will be made between legal requirements and recommendations about good practice which are not compulsory.

**Targeted:** regulation will only take place in cases where action is needed. In carrying out its function as a regulator, the Council will try to avoid imposing unnecessary regulatory burdens. Before undertaking enforcement action, the Council will generally assess whether similar social, environmental or economic outcomes could be achieved by means other than formal enforcement.

In this policy:

“Regulated person” means anyone (including a business) who must comply with the laws we enforce. Regulated persons will mainly be businesses and their employees, but may also include charity or commercial organisations, private individuals and the Council. We will not give the Council more or less favourable treatment compared to other regulated persons.

“Enforcement” includes all action taken by us following discovery of a (potential) breach of the law, with the ultimate aim of ensuring that risks are managed and someone complies with the law. This can include advice and the use of our investigatory powers.

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<sup>2</sup> These are provided in the Legislative and Regulatory Reform Act 2006, s21

“Formal action” includes formal enforcement action and the use of formal enforcement tools as specified in the relevant legislation but does not include advice.

This policy cannot be considered in isolation and needs to be read in conjunction with other relevant documents, such as the food safety service plan, the health and safety intervention plan, Licensing policies, HSE enforcement policy statement, Food Standards Scotland codes of practice and relevant guidance.

## **Enforcement Principles**

We will strive to achieve our aims by carrying out our work in the following ways:

### **Helpfulness**

We firmly believe that prevention is better than cure and therefore we place a strong emphasis on the provision of advice to regulated persons. We will actively encourage them to seek advice from us at an early stage, especially new businesses or those expanding into a new area of activity.

Where possible, we will work with regulated persons to encourage compliance in what we consider to be a helpful manner, in preference to taking formal action. However, where they abuse this goodwill, we may need to adopt a more formal approach. We will be less likely to take formal action against anyone who regularly seeks advice from us and complies with any advice we give.

We will give information and advice in clear, concise and accessible language, taking account of the Equality Act 2000, as necessary. We will provide general information and advice to regulated persons in a range of appropriate formats and media. We will confirm specific advice in writing on request.

Before we take any formal action, we will try to provide an opportunity to discuss the matter and, if possible, resolve points of difference. However, this will not apply when immediate action is required, such as:

- where there is an imminent risk to health and/or safety
- to prevent or respond to a serious breach of the law
- where an opportunity for discussion is likely to defeat the purpose of the proposed enforcement action
- to prevent evidence being destroyed

Our officers will explain in writing the reasons why they took a particular course of formal action. Where there are rights of appeal against formal action, advice on the appeal mechanism will be clearly set out in writing at the time the action is taken.

We will try to be considerate in the timing of our visits, but we ask regulated persons to understand that it would be neither practical nor effective to give advance notice of our visits, except in limited circumstances. Visits may also be made out of normal office hours.

In undertaking enforcement activities enforcement officers will clearly differentiate between what is required and what is recommended. This means that when providing advice and guidance, legal requirements will be distinguished from suggested good practice and the impact of the advice or guidance will be considered so that it does not impose unnecessary burdens. Regulated persons are welcome to discuss and seek clarity on what is required if it is not clear.

## **Openness**

Authorised Officers have been provided with Council Employee Identification Cards and copies of their official authorisation documents (the so called “instrument of appointment”) summarising the powers they are able to exercise. These all contain a picture of the officer. Upon request, or where statute demands, Authorised Officers will produce appropriate and necessary identification. The original copies of all such documents will be kept securely for use in any legal proceedings and will therefore not routinely be carried by officers.

Where appropriate, officers will attempt to make an appointment before attending domestic premises, unless this would hinder or prejudice the progress of the investigation. Verification of an officer’s name and status may be obtained by telephoning the number on the officer’s identification card.

Occasionally, in order to find out how a regulated person would deal with an ordinary member of the public, visits may need to be conducted covertly, with the officers posing as private individuals, or by accompanying other persons acting under the direction of an officer. This will be undertaken in accordance with the Council’s surveillance policy and the Regulation of Investigatory Powers (Scotland) Act 2000. However, with the exception of covert surveillance, our officers will always identify themselves and, as requested, produce their written credentials (including their name and photographic identification) and will explain the purpose of their visit.

We will consult regulated persons generally about the way we go about our work and the range of enforcement matters dealt with by the Council is such that there may well be occasions when there is a need to work across departments and agencies to maximise effective enforcement. For example, the work-related death protocol facilitates joint working in case of work related fatalities; other examples include working with the Police, Fire Service, Health and Safety Executive, Scottish Environmental Protection Agency, Food Standards Scotland, Animal and Plant Health Agency, UK Border Agency, UK Health Security Agency, Public Health Scotland and NHS Orkney. Where necessary, appropriate information sharing agreements will be put in place to share data in a timely and appropriate way, having due regard to the requirements of the Data Protection Act 2018.

The Council is at risk if it undertakes enforcement action outside of an agreed policy framework. A further risk arises from inconsistency if various services within the Council are enforcing against the same organisation/individual and are applying different standards. Implementing this agreed common enforcement policy will help mitigate these risks.

The Council also holds duties to comply with the law and, on some occasions, it may be that the Council itself or its contractors are the subject of investigation and enforcement activity. This policy recognises that in such circumstances, the Council as a duty holder should be treated no differently to other regulated person and will therefore put in place measures to actively minimise any potential or actual conflict of interest, for example as set out in LAC 22-10 which deals with health and safety enforcement at Council-owned premises, which may be occupied by third parties.

### **Proportionality**

Sometimes the law sets clear expectations as to what enforcement action is appropriate. However, where we have discretion, in deciding what action to take, we will act proportionately by balancing the risks to employees, the public or environment with the costs to the regulated person (in time and money) of implementing changes.

When deciding what action to take, we will pay particular attention to our impact on smaller organisations. We will take reasonable steps to ensure that any action we take is proportionate to the size of the organisation, unless that comes into conflict with the need for consistency.

We will seek to impose the minimum burden compatible with ensuring compliance.

Whilst we will encourage the adoption of good practice, we will always clearly distinguish between legal requirements and recommendations.

We will determine the most appropriate course of action, including formal action which may include matters being reported to the Procurator Fiscal, by making a careful assessment of all of the following criteria with no one factor likely to be decisive on its own:

- Death as a result of a breach of legislation.
- The seriousness of the breach and, in particular, its impact or potential impact on safety, health, the environment or well-being.
- The impact on people who are especially vulnerable, for example by reason of age, disability or any other impaired ability to protect themselves, and in particular whether such people were specifically targeted by the regulated person.
- The steps which the regulated person took, or the reasonable steps which they failed to take, to prevent the offence.
- The extent to which the regulated person has been proactive in seeking advice from us, and whether they have complied with any advice we have given.
- The history of compliance and, in particular, whether there is a failure to comply with notices or any previous warnings which went unheeded.

- Evidence of fraudulent, deliberate, irresponsible, reckless or negligent behaviour, or of officers having been intentionally obstructed in their duties and evidence of aggression or harassment.
- The likelihood of the contravention happening again.
- The extent to which the regulated person accepts their responsibilities and is willing to heed advice.
- Whether the breach is rectified promptly.
- The need to deter future breaches.
- The nature of the evidence available to us.

### **Consistency**

We will ensure that anyone who is regulated by us is treated consistently on each occasion, and consistently with other regulated persons. Consistency is not the same as uniformity; it means taking a similar approach in similar circumstances to achieve similar ends. We will do this by monitoring the enforcement action taken by our officers, and by training our officers.

We operate within 'Home Authority principle'. This seeks to promote consistency of enforcement across the UK by local Regulatory Services. Therefore, if a business is based in Orkney, but its activities extend outwith the islands, we will adopt formal or informal arrangements to provide it with relevant advice. We will also act as a single point of contact for other local authorities that wish to contact any trader based in Orkney on a regulatory issue.

In addition, the Council may operate as a "Primary Authority" for a local business. A Primary Authority has responsibility for providing the regulatory advice that a business requires in relation to specified areas of regulation. A Primary Authority may issue statutory advice to other local authorities and produce an inspection plan to which other enforcing authorities must have regard. In Scotland, however, a local authority can only presently agree to act as a Primary Authority for functions that remain the responsibility of the UK Government.

We will work with other local authorities in Scotland and throughout the UK to ensure consistent interpretation and application of the law. We will do this by playing an active part in cross-border working groups as well as by having regard to guidance from bodies such as Food Standards Scotland and the Health and Safety Executive.

### **Fairness and Equality**

We will be fair in our dealings with regulated persons. Where we can exercise discretion, we will take into account the unique circumstances of each person and balance this fairly with the need for consistency.

We will investigate service requests and incidents in an independent, fair and even-handed manner and listen with an open mind to what everyone connected to the dispute has to say. Although we may give advice to the complainer/reporter, we will not act on their behalf. We will only form an opinion after examining the facts.

We will not measure ourselves by the quantity of enforcement action we take and we will not set enforcement targets (for example, the number of notices served). We will not take enforcement action specifically to assist with someone's civil claim.

We will aim to communicate effectively when providing information and advice, for example by providing an alternative format to suit the needs of the user. We will provide a language interpreting service during interviews, where required.

We will ensure that enforcement decisions are not influenced by a person's age, disability, race (including nationality), religion or belief, sex, sexual orientation, gender re-assignment, marriage and civil partnership, pregnancy or maternity status. The Council will consider equality and diversity when determining what enforcement action we are considering and how we communicate the message. We believe in the dignity of all people and their right to respect and equality of opportunity. We value the strength that comes with difference and the positive contribution that diversity brings to Orkney.

We will take account of cultural issues and seek ways of developing our employees' capacity to deal with these effectively. We will take account of equalities needs during consultations.

The Council will consider the appropriateness of using formal enforcement in the case of a person who is elderly or is, or was at the relevant time, suffering from significant mental or physical ill health. It will balance this with the need to safeguard others, taking into account the public interest. The Council will consider its safeguarding policies when determining what enforcement action we are considering. We are committed to safeguarding and promoting the welfare of children, young people and vulnerable adults.

It is incumbent on an Authorised Officer to identify and report to their manager, and in accordance with relevant council procedures any actual or perceived conflict of interest that may occur as a result of their regulatory or enforcement work. Steps will then be taken to minimise that conflict of interest, and this may include allocating the work to another Authorised Officer or enhanced supervisory oversight.

### **Targeted action**

We will use the principles of risk assessment by taking into consideration the likelihood of non-compliance and the impact of non-compliance. We will use these principles, along with national and local priorities/guidance, to determine the frequency of inspections, and we will consider those principles when arranging other visits, for example to take samples and carry out projects. However, in respect of any anonymous complaints, any investigation will be based on the potential seriousness of any regulatory breach and in particular its impact or potential impact on the safety, health or well-being of all those affected by it.



We will use standard widely-used risk assessment schemes such as those produced by Local Government Regulation, Convention of Scottish Local Authorities, Food Standards Scotland and Health and Safety Executive. Regulated persons will generally be assessed as being high, medium or low risk. The assessment is usually based on the risk which the activity presents to the public or employees, the complexity of the legislation, the size and type of organisation, and the confidence which we have in the ability of the regulated person to comply, based on our knowledge of their control systems and previous compliance levels.

In undertaking enforcement activities, officers will clearly differentiate between what is required and what is recommended. This means that when providing advice and guidance, legal requirements will be distinguished from suggested good practice and the impact of the advice or guidance will be considered so that it does not impose unnecessary burdens in itself. Regulated entities are welcome to discuss and seek clarity on what is required if it is not clear.

The Council will comply with the Human Rights Act 1998 wherever it applies. Authorised Officers will ensure that all enforcement action is justified, auditable, proportionate, authorised, and necessary, having regard to the circumstances of the individual case.

## Enforcement options

As a regulator, the Council recognises that there are a range of enforcement, sanctioning and penalty powers available. These range from informal approaches through to formal action, such as notices, prosecutions, suspensions and revocations. Where there is particular guidance on enforcement options, for example the Health and Safety Executive Enforcement management model, these will be used to guide decision making.

The pyramid of enforcement options set out in Appendix A can be a helpful way to generally show the relative severity of enforcement options. At the top of the pyramid are those sanctions which potentially affect a person's liberty or ability to earn a living, so the application of these enforcement options is reserved for the most serious of cases.

The exact enforcement tools available will vary with the offence under consideration and the Council's Authorised Officers will usually choose which level to start at depending on the offence, the seriousness of the situation and the level of intent of the offender. They will seek compliance with legislation by use of the powers provided by the relevant legislation, having carefully considered legislation, circumstances of the case, risks, tools available and the outcome intended.

In general, this means that enforcement will start at the bottom of the pyramid and move towards the top, although this may not be appropriate in serious cases, especially those where deliberate economic advantage is being sought by non-compliance with the law, or employees or the public are put at risk.

In very rare circumstances, it may be appropriate to enter in voluntary undertakings with regulated persons to achieve compliance; failure to comply with such an undertaking will usually result in formal action being taken.

## Investigation of serious workplace incidents

The investigation of certain workplace incidents can be a complex issue and the primacy (taking the lead role) for such will vary depending on the premises where the incident took place and circumstances found at the time of the incident. It is the intention that there will be a single point of contact for the victim's family. This person will be different to the lead investigating officer.

People react to grief in different ways and this policy recognises that it is essential that the victim's family are kept informed throughout such a traumatic time. A liaison bridge between the investigation team and the victim's family will be established for every fatality investigated by the Council, who will investigate the matter along with the Police and the Procurator Fiscal in accordance with the national work-related deaths protocol for liaison.

The family of any victim of a workplace fatality investigated by the Council will be kept appropriately informed, particularly with regard to:

- Roles and names of key officers

- The progress of the investigation
- Enforcement options available and actions taken
- Consequences of enforcement actions
- Penalties/other legal remedies available

### **Investigation of offences**

The law provides Council Authorised Officers with a wide variety of investigatory powers to assist them in their work. Officers will at all times have regard to the guiding principles of this policy and other relevant guidance when exercising their investigatory powers.

It is the right of regulated persons to seek legal advice and have legal representation in their dealings with the Council, if they so wish.

The work of the Council as a regulator, including investigations, will be subject to prioritisation on the basis of risk. Once started, investigations will be conducted in a timely manner, in accordance with the requirements of relevant legislation. Regard will be made to the requirements of associated codes of practice and guidance. Investigations will be brought to a timely conclusion.

The Council will not generally act on anonymous complaints/requests for service and will require all people contacting the Council to provide basic minimum information to assist the investigation. Failure of an individual who requests our services to co-operate with the investigation team may limit the ability of the Council to resolve a particular case, particularly if a person is unwilling to provide statements or other evidence or attend court as a witness on behalf of the Council.

The Council does not assist in the negotiation for compensation from third parties on behalf of an individual or organisation.

### **Liaison with Primary, Home or Lead authorities**

Where it has been established that the subject of potential enforcement action has entered into a Primary Authority (including Home or Lead Authority Partnership or scheme) with another local authority, unless the matter is one of extreme urgency, the Council will notify the Primary Authority of the proposed enforcement action.

Where an inspection plan has been produced by the Primary Authority in connection with a regulated entity, then officers are required to exercise their inspection function in accordance with any Primary Authority inspection plan.

The Council will share information with other statutory enforcement agencies, subject to the relevant legal provisions. Before information is shared with an external third party, unless the Council is specifically able to do so by statute, the consent of the person providing the information will be obtained. Where the Council requests information to be provided by another organisation, it may do so via service of data protection request notice (example in Appendix B).

## **Freedom of Information and access to information**

The Council will comply with the Freedom of Information (Scotland) Act 2002 and Environmental Information (Scotland) Regulations 2004. Requests for access to information will be dealt with in a timely manner and with reference to appropriate guidance and the Council Legal Services. Documents will be held on file for the required retention periods and then will be disposed of appropriately.

Subject to the provisions of the Freedom of Information (Scotland) Act 2002, the Data Protection Act 2018 and the Environmental Information (Scotland) Regulations 2004, the Council can make no guarantees regarding confidentiality of information obtained; for example, ongoing investigations may be subject to exemptions regarding disclosure but closed cases may be subject to partial or full disclosure. If a case proceeds to Court, then full disclosure, including to the defence, will need to take place in accordance with the rules of the Court.

## **Record keeping**

All Authorised Officers and support officers are responsible for keeping accurate and appropriate notes relating to their investigations and enforcement activities. This includes computer logs and paper/written notes. The Council will provide appropriate notebooks and software for this purpose. In particular, Authorised Officers should ensure that both actions and key decisions affecting the direction of the investigation are recorded.

## **Collection of Evidence**

Where physical evidence is collected as part of an investigation, the officers involved in the case will ensure the evidence is stored and handled in an appropriate way whilst it is in the Council's possession. This policy recognises that an investigation may be compromised by the inappropriate handling of evidence or the lack of evidential continuity as regards a particular piece of evidence. Once evidence is in the possession of the Council, it will not generally be released to third parties (including the press), except for the purposes of laboratory or other technical examination.

## **Photographs, digital images and videos**

Sometimes it may be necessary or helpful to make digital images or take photographs or video to assist an investigation. The Council will provide training and equipment for this purpose and procedures are in place to ensure the evidential continuity of any images made.

## **Measurements and recordings**

Sometimes it may be necessary or helpful to make measurements or recordings to assist with an investigation. The Council will provide appropriate training and equipment for such purposes and will ensure any equipment receives necessary periodic maintenance and calibration.

## **Enforcement Decision Records**

All formal enforcement decisions made by Officers will be peer reviewed. Each service area is responsible for producing a suitable document (paper or electronic) for their own needs, having regard to the legislation that they enforce and their own operational procedures. An example is provided at Appendix C. This policy accepts that in exceptional circumstances, such as an emergency, out of hours or in response to an immediate matter of evident concern, it may be impractical to complete a peer review.

## **Statutory (legal) Notices**

Some legislation provides for the service of statutory notices which require a regulated person to comply with specific requirements. Some notices may require works to be undertaken, others may impose a prohibition which prevents actions from starting or continuing. In some circumstances, the use of a notice is a power available to the authority or Authorised Officer; other times it is a statutory duty. Where the service of a notice is a power, that decision will usually be taken by an appropriate Authorised Officer. Except in exceptional or emergency situations, all notices will be peer reviewed prior to service.

Prior to the service of the notice, the Authorised Officer concerned must ensure that the situation to which the notice relates has not been remedied.

Generally, the notice will explain:

- what is wrong
- what is required to put things right
- the timescale in which to put things right
- what will happen if the notice is not complied with

In some circumstances where a formal notice has been served, there may be a right of appeal against the Council's decision. Aside from the general appeal procedures in respect of Human Rights issues, there are certain notices which allow a more specific and direct route of appeal through the local Courts or other Tribunal. In such cases, an explanation of the method of appeal will be provided at the time the notice is issued. It is anticipated that regulated persons who do not comply with a properly written and served statutory notice will be considered for referral to the Procurator Fiscal for prosecution.

## **Work in default**

Sometimes a further possible action after the service of a notice is the carrying out of "work in default". Where appropriate, this will be considered. The decision to carry out work in default will be governed by the urgency of the situation and the risk benefit which is to be achieved. Every effort will be made to ensure that work is carried out competently and that recharges are not unnecessarily high. Recharges may include costs to cover staff time expended after the service of a statutory notice. Outstanding debts will be passed to the Council's legal services for recovery.

It may be necessary for the Council to take steps to remove unauthorised campers from land either in the ownership of the Council or at the request of another landowner. The Council's internal procedures will be followed in this regard. Where a request is

received from the owner of a third-party land, the Council will not always act on their behalf, but may request the landowner to take their own action to secure possession of the land.

### **Fixed penalty notices**

There are specific offences where these notices may be considered as an enforcement option. Fixed Penalty Notices are an alternative to prosecution. They allow the offender to prevent the prosecution process taking place by paying a financial penalty. Fixed Penalty Notices will not generally be used for repeat offenders or where there is previous record of a Fixed Penalty Notice being served for that offence.

If the penalty is unpaid, then the offender will be referred for prosecution for the original offence. A Fixed Penalty Notice will therefore only be issued where there is enough evidence to support a prosecution. Generally, unpaid notices will be followed up with a report for prosecution to ensure their use is not discredited.

### **Interdict**

In some cases, an interdict may provide a more appropriate remedy. The advice of the Council's legal service will be taken in this regard.

### **Prosecution**

The Council is a Specialist Reporting Agency to the Procurator Fiscal. This policy, appropriate legal advice and discretion will be used in deciding whether to make a report Procurator Fiscal recommending prosecution. The schemes of administration and delegation set out the delegated arrangements for making a report to recommend a prosecution - this may be to the Solicitor to the Council, a Senior Officer, a Committee or, in certain cases, the Authorised Officer.

The decision to report for prosecution will always take into account the criteria laid down in the Guide for Specialist Reporting Agencies issued by the Crown Office.

### **Permissioning, registration and consent regimes**

Sometimes the Council is responsible for granting consent for activities, examples may include issuing licences under the housing, licensing and Civic Government Acts, registering food premises or cooling towers or granting consent for the removal of asbestos. In these circumstances, proactive use of necessary and proportionate conditions can help regulate activities. However, this policy recognises that in order to minimise burdens on regulated persons, conditions should not merely restate or replicate other requirements in legislation.

### **Endorsement, suspension and revocation of Licences**

Following a conviction for certain offences, it may be appropriate to endorse a licence issued by the Council.

In some cases, the suspension or revocation of a licence is an enforcement option (which may or may not require the holder to have been convicted of an offence).

This policy recognises that endorsement, suspension and revocation of licences can have a serious impact on an individual's livelihood and such decisions will only be taken having full regard to the human rights issues regarding the removal of such a licence drawing upon appropriate legal advice. This is generally an enforcement matter reserved to the Council's Licensing Committee.

### **Recovery of enforcement costs**

The Health and Safety Executive "fee for intervention" process does not extend to local authority enforcement activities. However, where statute or regulation allows for the recovery of costs in connection with an investigation or enforcement activity, then these will be levied on a cost recovery basis of the officer(s) time involved. This includes costs associated with work in default and voluntary closure/surrender activities.

### **Indemnity of Inspectors**

The council provides general indemnity to its officers under section 64 of the Local Government (Scotland) Act 1973. Section 26 of the Health and Safety at Work etc. Act 1974 allows local authorities to indemnify Inspectors appointed under that Act under specified circumstances. It is the policy of the Council to indemnify Inspectors appointed under that Act against the whole of any damages and costs or expenses which may be involved, if the Council is satisfied that the Inspector honestly believed that the act complained of was within their powers and that their duty as an Inspector entitled them to do it, providing the Inspector was not wilfully acting against instructions.

Section 44 of the Food Safety Act 1990 provides protection for council officers acting in good faith and accordingly it is the policy of the Council to indemnify officers appointed under the Food Safety Act 1990 against the whole of any damages and costs or costs incurred if the Council is satisfied that the officer honestly believed the act complained of was within the scope of his<sup>3</sup> employment.

### **Training**

The Council will put in place and resource/fund a scheme of relevant training and continuous professional development for all staff engaged in regulatory activities. This may include training in general enforcement, technical and service specific matters.

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<sup>3</sup> The Interpretation Act 1978 (as amended) applies throughout this policy

## Monitoring and Review

This policy will be periodically reviewed and will be updated in response to new legislation, guidance or other relevant information. The reviewed policy will be approved by the relevant Council committee and if significant changes are required to the policy, then it will undergo a consultation process involving the public, partner organisations and business community.

Customer feedback can be made direct to council officers, via the council website, email, or using the corporate complaints, compliments and comments system.

## Contact details

### By post or in person to:

Environmental Health, Planning and Community Protection Services, Orkney Islands Council, Council Offices, School Place, Kirkwall, Orkney KW15 1NY.

Email: [env.health@orkney.gov.uk](mailto:env.health@orkney.gov.uk).

Or:

Trading Standards, Planning and Community Protection Services, Orkney Islands Council, Council Offices, School Place, Kirkwall, Orkney KW15 1NY.

Email: [trading.standards@orkney.gov.uk](mailto:trading.standards@orkney.gov.uk).

Or:

Licensing, Orkney Islands Council, Council Offices, School Place, Kirkwall, Orkney KW15 1NY.

Email: [Licensing@orkney.gov.uk](mailto:Licensing@orkney.gov.uk)

**By telephone:** 01856 873535.

### Opening hours:

09:00 – 17:00, Monday to Friday.

**Website:** [www.orkney.gov.uk](http://www.orkney.gov.uk).

## Complaints

Complaints or observations regarding the content or application of this enforcement policy should be made using the Council complaint procedure. This is explained on the Council website at <https://www.orkney.gov.uk/Council/C/complaints-procedure.htm>



Complaints are different to statutory rights of appeal (which are explained in the section below) which often have strict timescales which must be followed by the appellants.

### **Right to review of a regulatory decision**

This policy explains what regulated persons can expect from us. If you feel we have not complied with it, or if you are dissatisfied with any action we have taken, you can use the Council's complaints procedure to request that we carry out a formal review of that regulatory action. You should include an explanation of why the regulated person is dissatisfied in writing, unless the regulated person believes there is a need for an urgent review. The matter will be reviewed by a senior officer who was not involved in the original decision-making process. We will fully explain the reasons for our decision and, if we decide to vary the action, we will describe how that variation will impact on you. If you remain dissatisfied, we will tell you how to take your complaint further. This is separate to any statutory right of appeal that may exist.

### **Complaints regarding health and safety enforcement**

Complaints regarding the enforcement of health and safety at work legislation may be made to the Independent Regulatory Challenge Panel. The Independent Regulatory Challenge Panel provides an independent means for any person (whether companies or individuals) to complain about the actions of Health and Safety Executive (HSE) or Local Authority (LA) health and safety regulators. Complaints may only be referred to the Panel if they have first been raised locally (i.e. through the Council complaint procedure) and it has not been possible to resolve the matter.

The Panel will consider complaints from companies or individuals who have been visited by HSE or LA health and safety inspector and who believe that the visit was not justified as being in accordance with a risk-based approach to targeting proactive inspections; or where the advice given by the HSE or LA health and safety regulator is incorrect or not proportionate to the risks.

The Panel will not consider complaints from companies or individuals subject to statutory notices or prosecution by HSE or LA health and safety regulators, as they have recourse to Employment Tribunals or the Courts respectively, which provide such an established and proper mechanism of appeal. Equally, it will not deal with determinations on enforcement action subject to Primary Authority arrangements as there is an existing process to follow.

Details of the Panel are available at [The Independent Regulatory Challenge Panel \(hse.gov.uk\)](https://www.hse.gov.uk/contact/challenge-panel.htm)

<https://www.hse.gov.uk/contact/challenge-panel.htm>

**Complaints regarding technical food safety issues**

Complaints and disputes regarding technical food safety matters arising from the Council's work as a food law enforcement authority may be made to The Enforcement Delivery Division of Food Standards Scotland. This route can only be used when the Council complaints procedure has been exhausted but has not resulted in agreement. The Division will not consider food hygiene information scheme ratings, food law inspection results or formal enforcement actions, as these are already covered by existing appeal routes. The Division can be contacted online at [enforcement@fss.scot](mailto:enforcement@fss.scot)

**Statutory right(s) of appeal**

In some cases, there may be a formal right of appeal against enforcement action taken by the Council, for example to a Sheriff, Court or other Tribunal. This right will be explained as part of the enforcement action and may be governed by strict rules or timescales. Such appeals are separate to complaints made to the Council or other bodies. It is the responsibility of the regulated entity to seek their own legal advice and assistance in making any such appeals in the timescales allowed.

## Appendix A: Levels of enforcement action

### Enforcement Action

Formal enforcement action includes statutory notices (which require the recipient to do something specific such as prohibiting the use of a premises or process where there is a risk to health and/or safety), fixed penalty notices, applications to a civil court for an enforcement order, and reports to the Procurator Fiscal recommending prosecution in a criminal court. It also includes any report by an Authorised Officer to the Licensing sub-committee or the Licensing Board recommending that they review, suspend or revoke a licence.

The law sets out the particular enforcement options available in a particular circumstance and not every enforcement option is available in each case. The pyramid of enforcement actions shows the general range of enforcement options, with the most severe sanctions at the top.



Appendix B. Example information request form

**NEIGHBOURHOOD SERVICES AND INFRASTRUCTURE**

Corporate Director: Hayley Green, MBA (Public Service)  
Council Offices, Kirkwall, Orkney, KW15 1NY

Tel: (01856) 873535

Website: www.orkney.gov.uk  
Email: env.health@orkney.gov.uk



To: .....

For the attention of: .....

Position: .....

**DATA PROTECTION ACT 2018 SCHEDULE 2 PART 1, SECTION 2(1) (A) AND SECTION 2(1) (B)**

I am making enquiries which are concerned with:

- a) The prevention or detection of crime
- b) The apprehension or prosecution of offenders

The processing will adhere to the data protection principles of the Data Protection Act 2018, including Section 35 (2)(b), (5)(a),(b) and (c) alongside Schedule 8(6)(a),(b) or (c).

I confirm that by reference to paragraph 1 of Schedule 7, Orkney Islands Council is a 'competent authority' for the purpose of Part 3 of Data Protection Act 2018.

I can confirm that the personal data requested are needed for the above purposes and failure to provide the information will, in my view, be likely to prejudice those matters.

This information will be used only for the stated purpose, and in accordance with data protection legislation. The information will be treated in confidence.

**DETAILS OF PERSON**

Name: ..... Date of Birth: .....

Address: .....  
.....

Information required:  
.....  
.....  
.....  
.....  
.....

**TO BE COMPLETED BY PERSON REQUESTING THE INFORMATION**

Signed:  
Name:  
Tel:

Date:  
Position:  
Email:

### Appendix C. Example content of enforcement decision peer review sheet

1. Preliminaries	
Enforcement action under consideration	
Name of case officer	
Name of reviewing officer	
Case reference	
Date of review	

2. Details of recipient
Who is this recipient of enforcement action? What steps have been taken to confirm the recipient of the enforcement action is the correct person/body for this action? [specify what checks have been made]

3. General		
	Case officer (answer yes, no or N/A)	Reviewing officer comments
Has the relevant legal provision been clearly identified?		
Is the proposed action in accordance with the enforcement policy?		
Have key actions AND decisions leading to this action been recorded?		
In the case of health and safety, has an EMM assessment been undertaken?		
Is the proposed enforcement action taken on the basis of risk?		
Has pre-enforcement dialogue taken place with the recipient of the enforcement action?		
Has discussion taken place with the legal advisor to the case?		
Has liaison with Primary Authority taken place?		
Is the proposed action proportionate having regard to the business size and activity?		
Is the Officer authorised to take this action?		

<b>4. Human rights considerations</b>		
	Case officer (answer yes, no or N/A)	Reviewing officer comments
Is the proposed action justified?		
Is the proposed action authorised?		
Is the proposed action proportionate?		
Is the proposed action necessary?		

<b>5. Notice details</b>		
	Case officer (answer yes, no or N/A)	Reviewing officer comments
Do the details on the notice and any covering letter match the info in 2 above?		
Notice has a unique reference number?		
Has the notice been signed by the officer witnessing the contravention?		
Is the officer signing the notice authorised to sign that specific notice?		
Are the details relating to the regulation/act contravened correct?		
Reason is specified for the contravention?		
Wording of the notice is clear and easily understood?		
Wording of any schedule is clear and easily understood?		
Wording reflects any ACoP or guidance?		
Acceptable and clear time limits are given for any works?		
Indication of works of equivalent effect/alternative routes to compliance have been explained?		
Details of appeal procedure have been provided?		
Details of local Court or tribunal have been provided?		
Details of any "options" on the notice clearly stated (e.g. inclusion in register, effect of appeal etc)?		

<b>6. Sign off</b>	
Signed (case officer)	
Signed (officer reviewing notice)	

## **Minute**

### **Harbour Authority Sub-committee**

Tuesday, 31 October 2023, 09:30.

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.

### **Present via remote link (Microsoft Teams)**

Councillor Mellissa-Louise Thomson.

### **Clerk**

- Hazel Flett, Service Manager (Governance).

### **In Attendance**

- Oliver Reid, Chief Executive.
- Gareth Waterson, Corporate Director for Enterprise and Sustainable Regeneration.
- James Buck, Head of Marine Services, Transportation and Harbour Master.
- David Sawkins, Deputy Harbour Master (Strategy and Support).
- Shonagh Merriman, Service Manager (Corporate Finance).
- Karen Bevilacqua, Solicitor.
- Katy Russell-Duff, Committees Officer.

### **Declarations of Interest**

- No declarations of interest were intimated.

### **Chair**

- Councillor David Dawson.

## **1. Revenue Expenditure Monitoring**

After consideration of a report by the Head of Finance, copies of which had been circulated, and after hearing a report from the Service Manager (Corporate Finance), the Sub-committee:

Noted:

**1.1.** The revenue financial summary statement in respect of the Scapa Flow Oil Port and Miscellaneous Piers and Harbours for the period 1 April to 30 September 2023, attached as Annex 1 to the report by the Head of Finance, indicating a budget deficit position of £1,433,100.

**1.2.** The revenue financial detail by Service Area statement in respect of the Scapa Flow Oil Port and Miscellaneous Piers and Harbours for the period 1 April to 30 September 2023, attached as Annex 2 to the report by the Head of Finance.

The Sub-committee scrutinised:

**1.3.** The explanations given and actions proposed in respect of significant budget variances, as outlined in the Budget Action Plan, attached as Annex 3 to the report by the Head of Finance, and obtained assurance that appropriate action was being taken with regard to significant budget variances.

## **2. Miscellaneous Piers and Harbours and Scapa Flow Oil Port**

### **Minor Capital Improvement Programmes – Expenditure Monitoring**

After consideration of a report by the Head of Finance, copies of which had been circulated, and after hearing a report from the Service Manager (Corporate Finance), the Sub-committee:

Noted:

**2.1.** The summary position of expenditure incurred, as at 30 September 2023, against the approved Miscellaneous Piers and Harbours and Scapa Flow Oil Port minor capital improvement programmes for 2023/24.

The Sub-committee scrutinised:

**2.2.** The detailed analysis of expenditure figures against the approved programmes, attached as Appendix 1 to the report by the Head of Finance, and obtained assurance with regard to significant budget variances and progress being made with delivery of the approved Miscellaneous Piers and Harbours and Scapa Flow Oil Port minor capital improvement programmes.

## **3. Miscellaneous Piers and Harbours**

### **Revenue Maintenance Programme – Expenditure Monitoring**

After consideration of a report by the Head of Finance, copies of which had been circulated, and after hearing from the Service Manager (Corporate Finance), the Sub-committee:

Noted:

**3.1** The summary outturn position of expenditure incurred, as at 30 September 2023, against the approved Miscellaneous Piers and Harbours revenue maintenance programme for financial year 2023/24.



The Sub-committee scrutinised:

**3.2.** The detailed analysis of expenditure figures and programme updates, attached as Appendix 1 to the report by the Head of Finance, and obtained assurance with regard to significant budget variances and progress being made with delivery of the approved Miscellaneous Piers and Harbours revenue maintenance programme.

#### **4. Port Marine Safety Code – Annual Compliance Audit**

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

Noted:

**4.1.** That, on 12 to 14 September 2023, Marico Marine Limited, as the Designated Person, undertook the annual audit of compliance with the Port Marine Safety Code.

**4.2.** That the audit report specifically noted that the Harbour Authority did not fully comply with the Port Marine Safety Code.

The Sub-committee scrutinised:

**4.3.** The Port Marine Safety Code annual audit of compliance, together with the associated action plan, attached as Appendices 1 and 2 respectively to the report by the Corporate Director for Enterprise and Sustainable Regeneration, and obtained assurance that action had been taken or agreed where necessary.

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

**4.4.** That the Chair of the Harbour Authority Sub-committee should write to the Maritime and Coastguard Agency to report the Harbour Authority's non-compliance with the Port Marine Safety Code.

**4.5.** That the Chief Executive should take action to support Marine Services to secure a return to compliance with the Port Marine Safety Code as soon as possible.

#### **5. Conclusion of Meeting**

At 10:26 the Chair declared the meeting concluded.

Signed: David Dawson.

Summer 2024 - Inter-Island Air Services Timetable. Monday 19 February - Saturday 26 October 2024 inclusive



		Monday							Tuesday							Wednesday									
	LM	700	702	703	704	705	706	707	701	708	709	719	710	711	707	700	713	714	715	A	716	710	711	A	B
Kirkwall	dep	07:35	08:40	09:40	10:50	15:30	16:30	17:30	07:35	08:30	09:30	10:30	15:30	16:30	17:30	07:35	08:40	09:40	13:35	14:45	15:30	16:30	17:30	17:30	17:30
Eday	arr																			14:55					17:40
Eday	dep																			15:02					17:47
Stronsay	arr									08:39							08:49								
Stronsay	dep									08:46							08:56								
Sanday	arr			09:53			16:43			08:51			15:43				09:01					15:43			
Sanday	dep			10:00			16:50			08:58			15:50				09:08					15:50			
Westray	arr		08:55									09:45						09:55							
Westray	dep		09:02									09:52						10:00							
Papa Westray	arr		09:04			15:45						09:54	10:45	16:45				10:02					16:45		
Papa Westray	dep		09:11			15:52						10:01	10:52	16:52				10:09					16:52		
Westray	arr					15:54							16:54									16:54			
Westray	dep					16:01							17:01										17:01		
North Ronaldsay	arr	07:52			11:07			17:47	07:52			11:02		17:47	07:52				13:52				17:47	17:57	
North Ronaldsay	dep	07:59			11:14			17:54	07:59			11:09		17:54	07:59				13:59				17:54	18:04	
Papa Westray	arr				11:24														14:09						
Papa Westray	dep				11:31														14:16						
Eday	arr	08:09													08:09										
Eday	dep	08:16													08:16										
Stronsay	arr			10:05			16:55						15:55									15:55			
Stronsay	dep						17:02						16:02									16:02			
Kirkwall	arr	08:26	09:26	10:21	11:46	16:16	17:11	18:11	08:16	09:11	10:16	11:26	16:11	17:16	18:11	08:26	09:21	10:24	14:31	15:12	16:11	17:16	18:11	18:21	

		Thursday							Friday							Saturday					Saturday Refit (24/02/2024 -16/03/2024)					Sunday				
	LM	701	708	709	717	710	711	707	701	718	731	719	710	711	707	720	721	722	723	724	722	723	724	725	726	727	725	726	727	
Kirkwall	dep	07:35	08:30	09:30	14:20	15:30	16:30	17:30	07:35	08:40	09:40	14:20	15:30	16:30	17:30	08:30	09:30	10:30	15:00	16:00	08:00	09:10	10:20	14:00	15:00	16:05	10:30	16:00	17:30	
Stronsay	arr		08:39							08:49			15:39				09:38								15:09					
Stronsay	dep		08:46							08:56			15:46				09:46								15:16					
Sanday	arr		08:51			15:43				09:01			15:51				09:51								15:21					
Sanday	dep		08:58			15:50				09:08			15:58				09:59								15:28					
Papa Westray	arr											14:35															10:45			
Papa Westray	dep											14:42															10:52			
North Ronaldsay	arr	07:52			14:37			17:47	07:52					17:47			10:47	15:17	16:17	08:17							11:02	17:47		
North Ronaldsay	dep	07:59			14:44			17:54	07:59				14:59				10:54	15:24	16:24	08:24							11:09	17:54		
Eday	arr								08:09												08:34					16:15				
Eday	dep								08:16												08:41					16:22				
North Ronaldsay	arr																									16:32				
North Ronaldsay	dep																									16:39				
Sanday	arr																						10:33					18:00		
Sanday	dep																						10:40					18:07		
Westray	arr			09:45								09:55				08:45						09:25								
Westray	dep			09:52								10:02				08:52						09:32								
Papa Westray	arr			09:54	14:54		16:45					10:04		16:45		08:54			16:34		09:34			14:15				16:15		
Papa Westray	dep			10:01	15:01		16:52					10:11		16:52		09:01			16:41		09:41			14:22				16:22		
Westray	arr						16:54							16:54										14:24				16:24		
Westray	dep						17:01							17:01										14:31				16:31		
Stronsay	arr					15:55																	10:45					18:12		
Stronsay	dep					16:02																	10:52					18:19		
Kirkwall	arr	08:16	09:11	10:16	15:16	16:11	17:16	18:11	08:26	09:21	10:26	15:16	16:11	17:16	18:11	09:16	10:11	11:11	15:41	16:56	08:51	09:56	11:01	14:46	15:41	16:56	11:26	16:46	18:28	

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 until 18:00 on Sunday.

A: Operates school term only. Wednesdays 21 Feb - 27 March; 17 April - 3 July; and 21 August - 9 October 2024. The first four seats are prioritised for Eday passengers up to 24 hours before flight.

B: Operates during school holidays. Wednesdays 3 & 10 April; 10 July - 14 August and 16 & 23 October 2024. The first four seats are prioritised for Eday passengers up to 24 hours before flight.

Eday: Friday AM - does **NOT** operate during June, July & August. The first four seats are prioritised for North Ronaldsay passengers up to 24 hours before flight.

Saturday Refit: Additional frequency by air provided while the Orkney Ferries ONI vessels are on winter refit.

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

**PLEASE NOTE - The operation of the Stronsay Sunday service is subject to availability of ground crew on the island. Currently (Oct 2023) there are NO crew available.**

Appendix 6.

## **Inter-Island Ferry Services**

### **Summer 2024 Timetables**

Page 947 – Outer North Isles.

Page 948 – Westray – Papa Westray Passenger Service.

Pages 949 to 950 – North Ronaldsay.

Page 951 – South Isles.

Page 952 – Graemsay and Hoy (Moaness).

Page 953 – Rousay, Egilsay and Wyre.

Page 954 – Shapinsay.



**Outer North Isles Ro-Ro Service**  
**Effective from 05 May - 29 September 2024 Inclusive**

Port		Sunday***			Monday			Tuesday			Wednesday			Thursday			Friday			Saturday			
Kirkwall	dep	0840	0920	0900	0700	0720	0740	0720	0700	0740	0700	0720	0740	0700	0720	0740	0700	0720	0740	0700	0720	North Ronaldsay	
Stronsay	arr																						0840
Stronsay	dep																						0850
Eday	arr	0955								0855													
Eday	dep	1005								0905													
Stronsay	arr	1040			0840			0855					0840			0840				0840			
Stronsay	dep	1050			0855			0910				0855			0855				0855				
Sanday	arr			1025			0905			0925					0905				0905				0925
Sanday	dep			1035			0915			0935					0915				0915				0935
Eday	arr				0930							0930				0930			0930				0955
Eday	dep				0945							0945				0945			0945			1005	
Westray	arr		1045			0845			0825				0845			0845				0845		0845	
Westray	dep		1055			0900			0840				0900			0900				0900		0900	
Kirkwall	arr	1230	1220	1200	1100	1025	1040	1050	1005	1100	1100	1025	1040	1100	1025	1040	1100	1025	1040	1100**	1025	1040**	
Kirkwall	dep				1115	1200	1055		1300	1030	1115	1200	1055		1300			1045					
Stronsay	arr				1250						1250												
Stronsay	dep				1300						1300												
Eday	arr												1210										
Eday	dep												1220										
Sanday	arr						1220						1240										
Sanday	dep						1230						1250										
Eday	arr						1250																
Eday	dep						1300																
Westray	arr					1325			1425			1325			1425			1210					
Westray	dep					1335			1435			1335			1435			1220*					
P. Westray	arr																	1300**					
P. Westray	dep																						
Kirkwall	arr				1440	1500	1415		1600		1440	1500	1415		1605			1510					
Kirkwall	dep	1545	1620	1600	1600	1620	1640	1620		1640	1600	1620	1640	1600	1620	1500	1600	1620	1640	1600	1620	1640	
Eday	arr				1715						1715					1715			1715				
Eday	dep				1730						1730					1730			1730				
Stronsay	arr	1725			1805			1800			1805					1805			1805			1740	
Stronsay	dep	1740			1815			1810			1815					1820			1815			1750	
Sanday	arr			1725			1805			1805			1805			1625			1805			1805	
Sanday	dep			1740			1815			1815			1815			1635			1815			1815	
Eday	arr	1815																			1825		
Eday	dep	1825																			1835		
Westray	arr		1745			1745					1745				1745			1745				1745	
Westray	dep		1800			1755					1755				1755			1755				1755	
Kirkwall	arr	1940	1925	1905	1955	1920	1940	1945	1715**	2005	1955	1920	1940	2000	1920	1800	1955	1920	1940	1955	1920	1940	

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

\* This sailing is not available for vehicle bookings Westray to Kirkwall. \*\* These sailings may be delayed due to cargo operations.

RO-RO TIMETABLE 5 MAY – 29 SEPT 2024 INCLUSIVE, excluding the following dates for special excursions, posters are on display advertising local events: 16 & 17 June, 26 & 27 July, 02 August, 09 & 10 August and 16, 17 & 18 August 2024.

\*\*\* On the following SUNDAYS there will be special excursions (North Ronaldsay: 21 May, 25 June, 30 July, 3 September, Papa Westray: 11 June, 16 July). These excursions will not affect all Sunday sailings – please see excursion timetable.

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 the vessels, company premises and website.
3. **No Show Charges** – All cancellations must be made **at least 12 hours prior to the scheduled sailing time** either by phone or email, or full charges may apply.



**Westray - Papa Westray Passenger Service  
Summer Timetable effective from 5 May until 29 September 2024**

		Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Pierowall	dep	0730	0700	0730	0730	0730	0730	
Papa Westray	arr	0755	0725	0755	0755	0755	0755	
Papa Westray	dep	0800	0730	0800	0800	0800	0800	
Pierowall	arr	0825	0755	0825	0825	0825	0825	
Pierowall	dep	0845 <b>B</b>	0800 <b>B</b>	0915	0915	0915	0915	0915
Papa Westray	arr	0905	0820	0940	0940	0940	0940	0940
Papa Westray	dep	0910 <b>B</b>	0825 <b>B</b>	0945	0945	0945	0945	0945
Pierowall	arr	0930	0850	1010	1010	1010	1010	1010
Pierowall	dep	0945	0855	1205				1115
Papa Westray	arr	1010	0920	1230				1140
Papa Westray	dep	1015	0925	1235				1145
Pierowall	arr	1040	0950	1300				1210
Pierowall	dep	1205	1305	1355	1305			1315
Papa Westray	arr	1230	1330	1420	1330			1340
Papa Westray	dep	1235	1335	1425	1335			1530
Pierowall	arr	1300	1400	1450	1400			1555
Pierowall	dep	1545 <b>C</b>	1455 <b>D</b>	1545 <b>C</b>	1545 <b>C</b>	1500 <b>E</b>	1625	1630
Papa Westray	arr	1610	1515	1610	1610	1525	1650	1655
Papa Westray	dep	1655	1520 <b>D</b>	1655	1655	1655	1655	1700
Pierowall	arr	1720	1545	1720	1720	1720	1720	1725
Pierowall	dep	1815	1550 <b>B</b>	1815	1815	1815	1815	1815
Papa Westray	arr	1840	1610	1840	1840	1840	1840	1840
Papa Westray	dep	1845	1615 <b>B</b>	1845	1845	1845	1845	1845
Pierowall	arr	1910	1640	1910	1910	1910	1910	1910

- A. Are available **ON REQUEST** only (must be booked 24hrs in advance)
- B. Will not operate between 04 July to 15 August inclusive
- C. From 04 July to 15 August inclusive sailings will be replaced by **(dep Pierowall 1625 arr Papa Westray 1650)**
- D. Additional sailings from 04 July to 15 August inclusive
- E. From 04 July to 15 August inclusive sailings will be replaced by **(dep Pierowall 1625 arr Papa Westray 1650)**

**ALL BOOKINGS (INCLUDING FOOT PASSENGERS) MUST BE MADE AT LEAST 1 HOUR BEFORE DEPARTURE EXCEPT OF THOSE MARKED A, B, C, D & E**

**Notes**

All of these sailings with the exception of those marked **A/B/C/D/E** are scheduled 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. All enquires to the Company's main office, Telephone 01856 872044
2. Passengers must be available for boarding **10 minutes** before departure times.
3. **No Show Charges** - All cancellations must be made at least **24 hours** before the intended time of travel or full charges may apply.
4. For Conditions of Carriage of Passengers and Cargo see notices exhibited in the vessels, company premises and website.

**Telephone: 01856 872044 E-Mail: info@orkneyferries.co.uk**

For conditions of carriage of passengers and cargo see notices exhibited in vessels, offices and premises.

**NORTH RONALDSAY SAILINGS SUMMER 2024**

**Tuesday 07 May 2024**

Kirkwall	dep	1030
North Ronaldsay	arr	1310
North Ronaldsay	dep	1340
Papa Westray	arr	1455
Papa Westray	dep	1525
Kirkwall	arr	1715

**Saturday 11 May 2024**

Kirkwall	dep	0800
North Ronaldsay	arr	1040
North Ronaldsay	dep	1110
Kirkwall	arr	1350

**Tuesday 14 May 2024**

Kirkwall	dep	1030
North Ronaldsay	arr	1310
North Ronaldsay	dep	1340
Papa Westray	arr	1455
Papa Westray	dep	1525
Kirkwall	arr	1715

**Saturday 18 May 2024**

Kirkwall	dep	0800
North Ronaldsay	arr	1040
North Ronaldsay	dep	1110
Kirkwall	arr	1350

**Tuesday 21 May 2024**

Kirkwall	dep	1030
North Ronaldsay	arr	1310
North Ronaldsay	dep	1340
Papa Westray	arr	1455
Papa Westray	dep	1525
Kirkwall	arr	1715

**Saturday 25 May 2024**

Kirkwall	dep	0730
North Ronaldsay	arr	1010
North Ronaldsay	dep	1040
Kirkwall	arr	1320

**Tuesday 28 May 2024**

Kirkwall	dep	1030
North Ronaldsay	arr	1310
North Ronaldsay	dep	1340
Papa Westray	arr	1455
Papa Westray	dep	1525
Kirkwall	arr	1715

**Saturday 01 June 2024**

Kirkwall	dep	0800
North Ronaldsay	arr	1040
North Ronaldsay	dep	1110
Kirkwall	arr	1350

**Tuesday 04 June 2024**

Kirkwall	dep	1030
North Ronaldsay	arr	1310
North Ronaldsay	dep	1340
Papa Westray	arr	1455
Papa Westray	dep	1525
Kirkwall	arr	1715

**Saturday 08 June 2024**

Kirkwall	dep	0800
North Ronaldsay	arr	1040
North Ronaldsay	dep	1110
Kirkwall	arr	1350

**Tuesday 11 June 2024**

Kirkwall	dep	1030
North Ronaldsay	arr	1310
North Ronaldsay	dep	1340
Papa Westray	arr	1455
Papa Westray	dep	1525
Kirkwall	arr	1715

**Friday 14 June 2024\*\*\***

Kirkwall	dep	0600
North Ronaldsay	arr	0840
North Ronaldsay	dep	0910
Kirkwall	arr	1150

**Possible sports day on Sat**

**Tuesday 18 June 2024**

Kirkwall	dep	1030
North Ronaldsay	arr	1310
North Ronaldsay	dep	1340
Papa Westray	arr	1455
Papa Westray	dep	1525
Kirkwall	arr	1715

**Saturday 22 June 2024**

Kirkwall	dep	0630	0530
North Ronaldsay	arr	0910	0810
North Ronaldsay	dep	0940	0840
Kirkwall	arr	1220	1120

**Possible sports day on Sat so  
also fri times**

**F**

**Tuesday 25 June 2024**

Kirkwall	dep	1200
Papa Westray	arr	1350
Papa Westray	dep	1420
North Ronaldsay	arr	1535
North Ronaldsay	dep	1605
Kirkwall	arr	1845

**Saturday 29 June 2024**

Kirkwall	dep	0700
North Ronaldsay	arr	0940
North Ronaldsay	dep	1010
Kirkwall	arr	1250

**Tuesday 02 July 2024**

Kirkwall	dep	1230
Papa Westray	arr	1420
Papa Westray	dep	1450
North Ronaldsay	arr	1605
North Ronaldsay	dep	1635
Kirkwall	arr	1915

**Saturday 06 July 2024**

Kirkwall	dep	0630
North Ronaldsay	arr	0910
North Ronaldsay	dep	0940
Kirkwall	arr	1220

**Tuesday 09 July 2024**

Kirkwall	dep	1200
Papa Westray	arr	1350
Papa Westray	dep	1420
North Ronaldsay	arr	1535
North Ronaldsay	dep	1605
Kirkwall	arr	1845

**Saturday 13 July 2024**

Kirkwall	dep	0530
North Ronaldsay	arr	0810
North Ronaldsay	dep	0840
Kirkwall	arr	1120

**Tuesday 16 July 2024**

Kirkwall	dep	1130
Papa Westray	arr	1320
Papa Westray	dep	1350
North Ronaldsay	arr	1505
North Ronaldsay	dep	1535
Kirkwall	arr	1815

**Saturday 20 July 2024**

Kirkwall	dep	0530
North Ronaldsay	arr	0810
North Ronaldsay	dep	0840
Kirkwall	arr	1120

**Tuesday 23 July 2024**

Kirkwall	dep	1130
Papa Westray	arr	1320
Papa Westray	dep	1350
North Ronaldsay	arr	1505
North Ronaldsay	dep	1535
Kirkwall	arr	1815

**Friday 26 July 2024 \*\*\***

Kirkwall	dep	0800
North Ronaldsay	arr	1040
North Ronaldsay	dep	1110
Kirkwall	arr	1350

**Westray Regatta Sat**



Orkney Ferries

Telephone: 01856 872044 E-Mail: info@orkneyferries.co.uk

For conditions of carriage of passengers and cargo see notices exhibited in vessels, offices and premises.

**NORTH RONALDSAY SAILINGS SUMMER 2024****Tuesday 30 July 2024**

Kirkwall	dep	1130
Papa Westray	arr	1320
Papa Westray	dep	1350
North Ronaldsay	arr	1505
North Ronaldsay	dep	1535
Kirkwall	arr	1815

**Saturday 03 August 2024**

Kirkwall	dep	0600
North Ronaldsay	arr	0840
North Ronaldsay	dep	0910
Kirkwall	arr	1150

**Tuesday 06 August 2024**

Kirkwall	dep	1030
Papa Westray	arr	1220
Papa Westray	dep	1250
North Ronaldsay	arr	1405
North Ronaldsay	dep	1435
Kirkwall	arr	1715

**Friday 09 August 2024 \*\*\***

Kirkwall	dep	0800
North Ronaldsay	arr	1040
North Ronaldsay	dep	1110
Kirkwall	arr	1350

County Show on Sat

**Tuesday 13 August 2024**

Kirkwall	dep	1030
North Ronaldsay	arr	1310
North Ronaldsay	dep	1340
Papa Westray	arr	1455
Papa Westray	dep	1525
Kirkwall	arr	1715

**Friday 16 August 2024\*\*\***

Kirkwall	dep	0800
North Ronaldsay	arr	1040
North Ronaldsay	dep	1110
Kirkwall	arr	1350

Stromsay Massive Weekend

**Tuesday 20 August 2024**

Kirkwall	dep	1030
North Ronaldsay	arr	1310
North Ronaldsay	dep	1340
Papa Westray	arr	1455
Papa Westray	dep	1525
Kirkwall	arr	1715

**Saturday 24 August 2024**

Kirkwall	dep	0800
North Ronaldsay	arr	1040
North Ronaldsay	dep	1110
Kirkwall	arr	1350

**Tuesday 27 August 2024**

Kirkwall	dep	1030
North Ronaldsay	arr	1310
North Ronaldsay	dep	1340
Papa Westray	arr	1455
Papa Westray	dep	1525
Kirkwall	arr	1715

**Saturday 31 August 2024**

Kirkwall	dep	0530
North Ronaldsay	arr	0810
North Ronaldsay	dep	0840
Kirkwall	arr	1120

**Tuesday 03 September 2024**

Kirkwall	dep	1030
North Ronaldsay	arr	1310
North Ronaldsay	dep	1340
Papa Westray	arr	1455
Papa Westray	dep	1525
Kirkwall	arr	1715

**Saturday 07 September 2024**

Kirkwall	dep	0700
North Ronaldsay	arr	0940
North Ronaldsay	dep	1010
Kirkwall	arr	1250

**Tuesday 10 September 2024**

Kirkwall	dep	1030
North Ronaldsay	arr	1310
North Ronaldsay	dep	1340
Papa Westray	arr	1455
Papa Westray	dep	1525
Kirkwall	arr	1715

**Saturday 14 September 2024**

Kirkwall	dep	0800
North Ronaldsay	arr	1040
North Ronaldsay	dep	1110
Kirkwall	arr	1350

**Tuesday 17 September 2024**

Kirkwall	dep	1030
North Ronaldsay	arr	1310
North Ronaldsay	dep	1340
Papa Westray	arr	1455
Papa Westray	dep	1525
Kirkwall	arr	1715

**Saturday 21 September 2024**

Kirkwall	dep	0800
North Ronaldsay	arr	1040
North Ronaldsay	dep	1110
Kirkwall	arr	1350

**Tuesday 24 September 2024**

Kirkwall	dep	1030
North Ronaldsay	arr	1310
North Ronaldsay	dep	1340
Papa Westray	arr	1455
Papa Westray	dep	1525
Kirkwall	arr	1715

**Saturday 28 September 2024**

Kirkwall	dep	0800
North Ronaldsay	arr	1040
North Ronaldsay	dep	1110
Kirkwall	arr	1350

\*\*\* Sailings changed due to events the following day

All North Ronaldsay and Papa Westray departure times are estimates and are subject to alteration due to cargo operations, weather and tide

All arrivals in Kirkwall subject to change due to cargo operations.

Sailings are all weather permitting and subject to confirmation the day before sailing.



## SOUTH ISLES RO-RO SERVICE

## SUMMER TIMETABLE FROM 05 MAY UNTIL 29 SEPTEMBER 2024

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	
							1	2
Longhope dep	0625	0625	0625	0625	0625	0800	0800	0800
Lyness dep		0650	0650	0650				
Flotta dep	0650	0710	0710	0710	0650	0830	0825	0825
Lyness dep	0710				0710	0900	0845	0845
Houton arr	0745	0745	0745	0745	0745	0935	0920	0920
Houton dep	0800	0800	0800	0800	0800	0950	0930	0930
Lyness dep	0845				0845	1030		1015
Flotta dep	0910	0845	0845	0845	0910	1055		
Lyness dep		0910	0910	0910				
Houton arr	0945	0945	0945	0945	0945			1050
Houton dep	1015	1000	1015	1000	1015			1100
Lyness dep	1100	1040	1100	1040	1100			1135
Flotta arr							1005	1155
Flotta dep							1010	1220
Lyness arr							1025	1240
Houton arr	1135	1110	1135	1110	1135	1130		
Houton dep	1145	1120	1145	1120	1145			
Flotta dep		1200		1200				
Lyness dep	1230	1230	1230	1230	1230			
Houton arr	1305	1305	1305	1305	1305			
Houton dep	1315	1315	1315	1315	1315	1415		
Flotta dep					1400			
Lyness dep	1400	1400	1400	1400	1425		1500	1630
Flotta dep	1425	1425	1425	1425		1500		
Houton arr	1500	1500	1500	1500	1500			1705
Houton dep	1515	1515	1515	1515	1515			1715
Flotta dep	1600	1600	1600	1600	1600		1530	1750
Lyness dep	1640	1640	1640	1640	1640	1640		1815
Houton arr	1715	1715	1715	1715	1715	1715	1605	1850
Houton dep	1730	1730	1730	1730	1730	1730	1615	1900
Lyness dep	1810	1810	1810	1810	1810	1810	1700	1935
Flotta dep	1830A	1830A	1830A	1830A	1830A	1830A	1720	
Longhope arr	1850	1850	1850	1850	1850	1850	1740	1955

**A - ON REQUEST SAILING.** 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.

#### **The Sunday runs are effective as follows:**

Sunday 1 – 05/05/24 to 02/06/24 and 18/08/24 to 29/09/24    Sunday 2 – 09/06/24 to 11/08/24

For information on these services contact Ferry Services, Houton, Orphir. Telephone: 01856 811397,  
Email: info@orkneyferries.co.uk





**GRAEMSAY AND HOY (MOANESS)  
EFFECTIVE FROM 05 MAY UNTIL 29 SEPTEMBER 2024**

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	1800	1800	1800	1800	1800	1800	1800
Graemsay dep	1815	1815	1815	1815	1815	1815	1815
Hoy (Moaness) dep	1830	1830	1830	1830	1830	1830	1830
Stromness dep					2130B		
Graemsay dep					2145B		
Hoy (Moaness) dep					2200B		

**ALL BOOKINGS MUST BE MADE AT LEAST 1 HOUR BEFORE DEPARTURE**

- A** Cargo Sailings will have limitations on passenger numbers therefore booking is not guaranteed. 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 1600hrs on the day of sailing.
- C** ON REQUEST must be booked online or through the Kirkwall Office by 1600hrs on Friday.

**Notes:**

1. All enquires must be made through the Kirkwall Office. Telephone: 01856 872044.
2. Passengers are requested to be available for boarding **5 minutes** before departure.
3. 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.
4. For Conditions of Carriage of Passengers and Cargo see notices exhibited in the vessels, company premises and website.
5. **No show charges** - All cancellations must be made by **1600hrs** Monday to Friday and **1400hrs** Saturday for Sunday and Monday Sailings or full charges may apply.

**For information on this service contact Orkney Ferries, Shore Street, Kirkwall.  
Telephone: 01856 872044, Fax: 01856 872921, E-Mail: info@orkneyferries.co.uk**



**ROUSAY, EGILSAY AND WYRE RO-RO SERVICE**

**SUMMER TIMETABLE EFFECTIVE FROM 05 MAY UNTIL 29 SEPTEMBER 2024**

	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		
Wyre dep	0900	0900	0900	0900	0900		
Rousay dep	0910	0910	0910	0910	0910	0910	0915
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	1120
Tingwall dep	1150	1150	1240	1150	1150	1150	1155
Rousay arr	1215	1215	1305	1215	1215	1215	1220
Rousay dep	1315B	1315B		1315B	1315B	1315B	1315B
Egilsay dep	1335B	1335B		1335B	1335B	1335B	1335B
Wyre dep	1355B	1355B		1355B	1355B	1355B	1355B
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	1520
Wyre dep	1530	1530	1530	1530	1530	1530	1530
Tingwall dep	1605	1605	1605	1605	1605	1605	1605
Rousay dep	1635	1635	1635	1635	1635	1705B	1635
Egilsay dep	1655	1655	1655	1655	1655		1655B
Wyre dep	1715	1715	1715	1715	1715	1715B	1715B
Rousay dep	1730	1730	1730	1730	1730	1730	1730
Tingwall dep	1800	1800	1800	1800	1800	1800	1800
Rousay arr	1825	1825	1825	1825	1825	1825	1825
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 1115 on Saturday.
- B** On request **TO and FROM** Egilsay and Wyre. Can be made up to one hour before the departure from Tingwall either by booking online or calling the Tingwall Office

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. All bookings **MUST** be made through the Tingwall Office Telephone 01856 751360. Or online at [www.orkneyferries.co.uk](http://www.orkneyferries.co.uk).
2. Vehicles **must** be available for boarding **15 Minutes** before departure and passengers **5 minutes** before departure times.
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. 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, Tingwall, Evie.

Telephone 01856 751360, E-Mail: [info@orkneyferries.co.uk](mailto:info@orkneyferries.co.uk), website [www.orkneyferries.co.uk](http://www.orkneyferries.co.uk)



### Shapinsay Ro-Ro Service

Summer Timetable Effective From 05 May until 29 September 2024

	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	0900*
Kirkwall dep	0945	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	
Kirkwall dep	1600	1600	1600	1600	1600	1600	
Shapinsay dep	1645	1645	1645	1645	1645	1645	
Kirkwall dep	1730	1730	1730	1730	1730	1730	
Shapinsay dep							1730*
Kirkwall dep							1815
Shapinsay dep						1900	1900
Kirkwall dep						1945	1945*

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

\* Slight alterations may be made to these sailings on a few Sundays in May June, July and August to allow connections with the other ships – details will be advertised by separate notices.

**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 fill charges may apply.

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

Telephone: 01856 872044, E-Mail: info@orkneyferries.co.uk