

Burial Grounds Management Plan October 2025

Contents

Contents	2
Section 1 - Document Control and Council Approval.....	3
Section 2 - Contact Details	4
Section 3 - List of Orkney Islands Council Burial Grounds	5
Section 4 - Introduction	10
Section 5 - Interpretation of Terms	11
Section 6 - Roles and Responsibilities	12
Section 7 - Policy Drivers and Operational Procedures	14
Section 8 - Exclusive Right of Burial.....	16
Section 9 - Burial Record Procedure	18
Section 10 - Lairs and Burials Procedures.....	19
Section 11 - Burial Grounds Maintenance Standard.....	21
Section 12 - Burial Grounds and Memorial Inspection Procedure	23
Section 13 - Memorial Safety Procedure	24
Section 14 - Resilience Planning	27
Section 15 - Contingency Planning.....	28

Section 1 - Document Control and Council Approval

Version Number / Date	V2 / 8 October 2025
Approved by Council	Development and Infrastructure Committee XX XXX 2025 (TBC)
Next Update Due	October 2026 The Scottish Government Burial Management Regulations state that this plan must be reviewed at least annually to ensure it is up to date and relevant.
Summary of Changes 08/10/2025	Code of Practice Document merged into Burial Management Plan and further information added to comply with new Scottish Government Burial Management Plan Regulations. Formatted using brand template.

Section 2 - Contact Details

Address	Orkney Islands Council, School Place, Kirkwall, KW15 1NY
Telephone	01856 873535
Email Addresses	burialgroundsofficer@orkney.gov.uk registrar@orkney.gov.uk
Website	https://www.orkney.gov.uk/our-services/law-and-licensing/births-marriages-deaths-and-burials/burial-services/

Section 3 - List of Orkney Islands Council Burial Grounds

3.1 All burial grounds are open access for pedestrians.

3.2 An interactive '[Burial Grounds Location Map](#)' can be found on Orkney Islands Council website.

No.	Ward (Alphabetical)	Island / Town / Area	Cemetery Name & Address	New Burials Accepted	Listed / Scheduled Monuments
1	East Mainland, South Ronaldsay and Burray	Burray	St Lawrence Cemetery Ness Road, Burray, KW17 2TA	Coffin and Ashes	Listed Category B Old Burray Kirk
2	East Mainland, South Ronaldsay and Burray	Deerness	St Ninian's Cemetery Deerness, KW17 2QJ	Coffin and Ashes	Listed Category B St Ninian's Church (not OIC) Including Walled Churchyard and Railings
3	East Mainland, South Ronaldsay and Burray	Holm	St Nicholas Cemetery Cornquoy Road, Holm, KW17 2SD	Coffin and Ashes	Listed Category B St Nicholas's Church (not OIC) Including Walled Churchyard, Gatepiers and Outbuilding
4	East Mainland, South Ronaldsay and Burray	South Ronaldsay	Flaws Cemetery Halcro Road, South Ronaldsay, KW17 2RW	Coffin and Ashes	None
5	East Mainland, South Ronaldsay and Burray	South Ronaldsay	St Mary's Cemetery A961, Burwick, South Ronaldsay, KW17 2RW	None	Listed Category B St Mary's Kirk (not OIC), Kirkyard and Kirkyard Gateway
6	East Mainland, South Ronaldsay and Burray	South Ronaldsay	St Peter's Cemetery Kirkhouse Road, South Ronaldsay, KW17 2TJ	Coffin and Ashes	Listed Category A St Peter's Kirk (not OIC) and Kirkyard
7	East Mainland, South Ronaldsay and Burray	Tankerness	Hall of Tankerness Cemetery Tankerness Hall Road, Tankerness, KW17 2QS	None	Listed Category B Burial Ground and Baikie Burial Vault

No.	Ward (Alphabetical)	Island / Town / Area	Cemetery Name & Address	New Burials Accepted	Listed / Scheduled Monuments
8	East Mainland, South Ronaldsay and Burray	Tankerness	St Andrew's Cemetery Churchyard Road, St Andrews, KW17 2QU	Coffin and Ashes	None
9	Kirkwall East	Kirkwall	St Magnus Cathedral Cemetery Broad Street, Kirkwall, KW15 1DH	None	Listed Category A St Magnus Cathedral, (not Burials), Including Boundary Walls, Railings, Graveyard and War Memorial
10	Kirkwall West and Orphir	Orphir	Round Church Cemetery Gyre Road, Orphir, KW17 2RD	Coffin and Ashes	Scheduled Monument St Nicholas's Round Church and Burial Ground
11	Kirkwall West and Orphir	St Ola, Kirkwall	St Olaf's Cemetery Orquil Road, St Ola, Kirkwall, KW15 1SA	Coffin and Ashes	None
12	North Isles	Eday	Old Eday Cemetery Kirk Road, Eday, KW17 2AA	None	None
13	North Isles	Eday	St John's Cemetery B9063, Eday, KW17 2AA	Coffin and Ashes	Listed Category C Eday Kirk (not OIC), Boundary Wall and Gatepiers
14	North Isles	Egilsay	St Magnus Church Cemetery Pier Road, Egilsay, KW17 2QD	None	Scheduled Monument Church and Part of Adjacent Burial Ground
15	North Isles	Faray	Faray Cemetery Faray Island, Eday, KW17 2AB	None	None
16	North Isles	North Ronaldsay	Holland Cemetery Main Road, North Ronaldsay, KW17 2BE	Coffin and Ashes	Listed Category B Old Kirk (not OIC) Including Boundary Walls and Gatepiers

No.	Ward (Alphabetical)	Island / Town / Area	Cemetery Name & Address	New Burials Accepted	Listed / Scheduled Monuments
17	North Isles	Papa Westray	St Boniface Cemetery Central Road, Papa Westray, KW17 2BU	Coffin and Ashes	Listed Category A St Boniface Kirk (not Burials) Including Kirkyard and Boundary Walls Scheduled Monument Below ground remains of St Boniface Kirk (not Burials), part of the surrounding burial ground and a hog- backed tombstone
18	North Isles	Rousay	Brinian Cemetery Brinian Road, Rousay, KW17 2PU	Coffin and Ashes	None
19	North Isles	Rousay	Glebe (Kirknoust) Cemetery Rousay, KW17 2PR	None	None
20	North Isles	Rousay	Scockness Cemetery Scockness Road, Rousay, KW17 2PR	None	None
21	North Isles	Rousay	Wasbister Cemetery Wasbister Road, Rousay, KW17 2PS	Coffin and Ashes	None
22	North Isles	Rousay	Westside (St Mary's) Cemetery Westside Road, Rousay, KW17 2PS	None	Scheduled Monument Westness Church
23	North Isles	Sanday	Cross Cemetery Howe Road, Sanday, KW17 2BJ	Coffin and Ashes	Scheduled Monument Cross Parish Church
24	North Isles	Sanday	Lady Cemetery B9069, Sanday, KW17 2BL	None	None
25	North Isles	Sanday	Scar Cemetery Sanday, KW17 2AZ	Coffin and Ashes	None
26	North Isles	Shapinsay	Shapinsay Cemetery Sands Road, Shapinsay, KW17 2EA	Coffin and Ashes	Listed Category B Shapinsay Kirk (not OIC) and Balfour Burial Aisle
27	North Isles	Stronsay	Lady (Bay) Cemetery Bay Road, Stronsay, KW17 2AE	Coffin and Ashes	None
28	North Isles	Stronsay	Leaquoy Cemetery Holland Road, Stronsay, KW17 2AJ	Not Yet In Use	None

No.	Ward (Alphabetical)	Island / Town / Area	Cemetery Name & Address	New Burials Accepted	Listed / Scheduled Monuments
29	North Isles	Stronsay	St Nicholas's Cemetery Holland Road, Stronsay, KW17 2AJ	None	None
30	North Isles	Stronsay	St Peter's Cemetery Old Cemetery Road, Whitehall, Stronsay, KW17 2AR	None	None
31	North Isles	Westray	Cross Kirk Cemetery Tuquoy Road, Westray, KW17 2DR	None	Scheduled Monument Cross-Kirk (not OIC, in Scot Gov Care) and Burial Ground
32	North Isles	Westray	Lady Kirk Cemetery The Quarry Road, Pierowall, Westray, KW17 2DF	Coffin and Ashes	Scheduled Monument Pierowall Church (Lady Kirk) (not OIC) and Part of Adjacent Burial Ground
33	North Isles	Westray	Rapness Cemetery B9066, Westray, KW17 2DE	Coffin and Ashes	None
34	North Isles	Wyre	Wyre Cemetery Russness Road, Wyre, KW17 2QA	Coffin and Ashes	Scheduled Monument St Mary's Chapel and Burial Ground (in Scot Gov Care)
35	Stromness and South Isles	Flotta	Flotta Cemetery Church Road, Flotta, KW16 3NP	Coffin and Ashes	Listed Category C Flotta Church (not OIC), Including War Memorial, Boundary Wall and Gatepiers
36	Stromness and South Isles	Graemsay	Graemsay Cemetery Kirk Road, KW16 3NG	Coffin and Ashes	Listed Category C Graemsay Kirk (not OIC) Including Graveyard
37	Stromness and South Isles	Hoy	North Hoy Cemetery B9047, Hoy, KW16 3NJ	Coffin and Ashes	None
38	Stromness and South Isles	Hoy	Osmondwall Cemetery Cantick Road, Hoy, KW16 3PQ	Coffin and Ashes	Listed Category B Moodie Mausoleum and Graveyard
39	Stromness and South Isles	Hoy	St John's Cemetery B9047, Hoy, KW16 3NY	Coffin and Ashes	Listed Category C St John's Church (not OIC), Including Boundary Wall

No.	Ward (Alphabetical)	Island / Town / Area	Cemetery Name & Address	New Burials Accepted	Listed / Scheduled Monuments
40	Stromness and South Isles	Stromness	Warebeth Cemetery Warebeth Road, Stromness, KW16 3JW	Coffin and Ashes	None
41	West Mainland	Birsay	Birsay Cemetery B9056, Birsay, KW17 2AQ	Coffin and Ashes	None
42	West Mainland	Birsay	St Magnus Cemetery The Palace, Birsay, KW17 2LX	None	Listed Category B Birsay (St Magnus) Kirk (not OIC)
43	West Mainland	Evie	Evie Cemetery A966, Evie, KW17 2PH	Coffin and Ashes	None
44	West Mainland	Evie	Old Evie Cemetery Aikerness Road, Evie, KW17 2PH	None	None
45	West Mainland	Finstown	Firth Cemetery A965, Finstown, Firth, KW17 2UB	Coffin and Ashes	None
46	West Mainland	Harray	St Michael's Cemetery Church Road, Harray, KW17 2LD	Coffin and Ashes	Listed Category B Harray Kirk (not OIC)
47	West Mainland	Rendall	Rendall Cemetery Gorseness Road, Rendall, KW17 2PB	Coffin and Ashes	None
48	West Mainland	Rendall	Rendall Old Cemetery Hinderayre Road, Rendall, KW17 2EZ	None	Scheduled Monument South Aittit, Rendall Parish Church
49	West Mainland	Sandwick	Sandwick Cemetery B9056, Sandwick, KW16 3LS	Coffin and Ashes	Listed Category A Sandwick Kirk (St. Peter's) (not OIC)
50	West Mainland	Stenness	Stenness Cemetery Churchyard Road, Stenness, KW16 3JY	Coffin and Ashes	Listed Category C Stenness Kirk (not OIC)

Section 4 - Introduction

- 4.1.** Orkney Islands Council, through the requirements of the Burial and Cremation (Scotland) Act 2016, is responsible for the overall management of Council-owned burial grounds. The Council provides its burials service to the public and to funeral directors through the Council's Burial Ground Clerks and Operations Team, administered locally by burial clerks in some areas. The policy, operations and physical assets are currently managed by Infrastructure and Organisational Development.
- 4.2.** The Burial Grounds Management Plan outlines the procedures and practices for interments and the management and operation of burial grounds. Earlier versions of the rules and regulations which apply to individual burial grounds are superseded by this plan.

Section 5 - Interpretation of Terms

In this Management Plan, the following words and expressions have been used with the following meanings assigned to them:

“The Burial Authority” and “the Council” refer to Orkney Islands Council.

“Lair” refers to the piece of ground within the burial ground under the control of the Council in which the Exclusive Rights of Burial are granted by a certificate.

“Certificate” refers to the Certificate of Right of Burial granted by the Council or its statutory predecessors.

“Owner” refers to the person to whom the Certificate of Right of Burial is granted and their heirs.

“Memorial” refers to any headstone, monument, tombstone or grave marker placed on a lair.

Section 6 - Roles and Responsibilities

Set out below are the key day-to-day functions managed through this plan and the principal roles of each party.

Developing, implementing, reviewing and monitoring all aspects of policies, strategy and operational procedures relating to provision and upkeep of the burial grounds.

Ensuring that all burial grounds are safe and accessible, and any work therein is undertaken to appropriate standards.

Ensuring that prescribed inspections are undertaken and any subsequent necessary action taken to ensure public safety.

Ensuring where possible, lair owners are contacted in advance of any required maintenance work.

Ensuring the process of undertaking a burial is done in accordance with Council guidelines and in line with prevailing legislation, regulation or guidance.

These functions are fulfilled by several parties, as listed below.

6.1. Infrastructure Services - Burial Grounds Team

- 6.1.1. Asset Management – lair provision, major and general maintenance, associated operational management policy and strategies.
- 6.1.2. Compliance with legislation, regulation, statutory guidance or advisory best practice.
- 6.1.3. Fees and Charges – pricing for purchase of right of burial and any other interment cost issues.
- 6.1.4. Manage queries from the public through the Burial Grounds Officer.
- 6.1.5. Ensure the ongoing inspections of burial grounds and memorials to address public safety and coordination of all associated maintenance works.
- 6.1.6. Ensure Historic Environment Scotland is contacted in relation to any works required to memorials in line with Class V of the Class Consent Order 1996 (relating to urgent works on historic monuments).

- 6.1.7. Communication and engagement with Council services, Community Councils and other organisations wishing to work within the burial grounds.
- 6.1.8. Setting the terms and conditions for sale of Rights of Burial.
- 6.1.9. Ensure any mason commissioned to erect or repair a memorial is appropriately qualified, trained and approved to do so.

6.2. Environmental Services – Operational Services (Gravediggers)

- 6.2.1. Liaise with the Registrars and Funeral Directors on grave digging, filling requirements and associated burial arrangements.
- 6.2.2. Provide maintenance services as directed by the Burial Grounds Officer.

6.3. Registrars and Burial Ground Clerks – Corporate Governance

- 6.3.1. Registrars perform two roles, firstly, Death Registration, ensuring that deaths are correctly registered within the National Records of Scotland systems and second, as Burial Ground Clerk for a number of burial grounds. The two functions are linked but separate.
- 6.3.2. The administrative process of getting approval to carry out a burial, including close liaison with Funeral Directors to achieve this in a timely manner.
- 6.3.3. The administrative processes in managing lair ownership including keeping accurate records, amendments, cancellations and renewals of certificates.
- 6.3.4. Keeping accurate records of all purchases and any subsequent amendments of Right of Burial Certificates and burials including updating burial grounds plans.

6.4. Education, Communities and Housing – Performance and Business Support

- 6.4.1. The administration of appropriate community-based works.

Section 7 - Policy Drivers and Operational Procedures

- 7.1. The Infrastructure and Organisational Development Directorate holds responsibility for the provision of lairs, major and minor improvements. The service is the custodian of the policies, strategies and procedures relating to the general provision and upkeep of the burial grounds. This is discharged by the Infrastructure Services Team, principally through the Burial Grounds Officer.
- 7.2. Our approach ensures that we comply with current legislation, regulation and relevant guidance. In addition, our associated delivery of policies, strategies and operational procedures address all aspects of compliance. This Management Plan and associated documents are available for reference on the Council's website and clearly set out our approach across several function areas, including but not limited to:
 - 7.2.1. Regular inspections of burial grounds, including memorials, adopting a rolling 5-year programme.
 - 7.2.2. Follow-on processes to address a memorial risk (e.g. marking up, cordoning, laying flat, possible repair, communication etc).
 - 7.2.3. Set standards for placement, maintenance and repair of memorials.
 - 7.2.4. Setting lair owner's rights and responsibilities (e.g. their need to act on notification of an issue) or, if being unable to make contact, noting the action has needed to be taken in accordance with current Scottish Government guidance.
 - 7.2.5. The Customer Charter – the conditions of sale requirements for the owner of the Right of Burial, but also the service they can expect from the Council in their management of the burial grounds.
 - 7.2.6. Pricing schedule to reserve or purchase a Right of Burial for a lair.
 - 7.2.7. Setting maintenance standards, subject to available funding, for contracted works such as grass cutting (cuts per year, height etc). This includes supporting Community Councils that may manage and set their own maintenance standards for a specified burial ground.
 - 7.2.8. Managing and facilitating reporting processes for damages, deterioration and other issues that may need investigation, including remedial works.
 - 7.2.9. Access and egress requirements for vehicles entering a burial ground (i.e. normally restricted to hearses, maintenance vehicles and in special circumstances vehicles for disabled persons).
 - 7.2.10. Access and egress requirements for pedestrians entering a burial ground.

- 7.3.** The day-to-day administration of these policies and operational procedures are managed by the Burial Grounds Officer, in close liaison with others noted in Section 6 above.
- 7.4.** The Burial Ground Clerk is the first point of contact for the reservation and/or allocation of lairs. They record reservation and burial details on the burial ground register and plan, ensuring that records are up to date and accessible. They liaise closely with the Burial Grounds Officer to make the records available.
- 7.5.** The Council is responsible for the provision of burial grounds and for the maintenance of the assets within, excluding memorials which remain the property and responsibility of the burial rights owner. This is a maintenance function to ensure that such assets are safe and fit for purpose. This does not include replacement unless beyond economical repair and does not necessarily include any betterment (upgrade). If replaced that will be on a “like for like” basis. Maintenance may include, but is not limited to:
- Grass Cutting.
 - Access Paths.
 - Boundary Walls and Fences.
 - Access Gates.
 - Car Parks.
 - Any buildings (unless formally taken over by other parties).
 - Digging and refilling of graves.
 - Settlement (depressions or hollows forming).
 - Signage (including warnings or other advice on access).
 - Pest Control.
 - Drainage Systems. [OBJ]

Section 8 - Exclusive Right of Burial

- 8.1.** Reservation of lairs is made by application to the Burial Ground Clerk responsible for the preferred burial ground. Reservation of a lair can be made in person with the Burial Ground Clerk, or by telephone. When the reservation has been made and the relevant fee paid, the Burial Ground Clerk shall issue a certificate giving the named person and their heirs the Exclusive Right of Burial in the reserved lair. The fees are published on the Council's website and reviewed annually.
- 8.2.** The Exclusive Right of Burial applies in perpetuity. The Burial and Cremation (Scotland) Act 2016 enables regulations that could stipulate that rights can only be sold for an initial period of 25 years. Should these regulations come into force their implications will be considered by the Council.
- 8.3.** Registry Certificates for lairs will be issued by the Burial Ground Clerk for the burial ground, in full consideration of the available capacity remaining. Requests for lairs will be accommodated within the sections of the burial grounds currently being used for burials.
- 8.4.** Joint ownership of the Right of Burial in any lair is prohibited, only one person shall be registered as the owner of any one lair. The owner is not entitled to sell any Right of Burial, though the lair can be relinquished to the Council through the appropriate Burial Ground Clerk, who will update the relevant records. Where a lair is relinquished, the Council will refund the fee paid at the time of purchase of the lair.
- 8.5.** Owners shall not allow any person, other than members of their family, to be interred in the lair, except with the consent of the Council.
- 8.6.** The owner is permitted to request a change to the lair for which a certificate has been issued by applying to the appropriate Burial Ground Clerk.
- 8.7.** The Burial Ground Clerk will provide records of all burials, including the interment of ashes and the scattering of ashes, together with a list of any lairs which have been reserved, to the Burial Grounds Officer who will ensure records are maintained appropriately.
- 8.8.** To ensure lairs are available for immediate burials it may be necessary for the Council to retain capacity in cemeteries with insufficient long-term lair space. In this situation, advice will be given on alternative locations with space.
- 8.9.** Enquiries regarding the interment of a cremation urn or casket, or the scattering of ashes must be made to the Burial Ground Clerk for that burial ground. A lair is required for the burial of a cremation casket or ashes. These remains can be interred in an existing family lair or through the purchase of a new lair. Scattering of ashes within a burial ground can only be carried out on an existing family lair with the prior approval of the Burial Ground Clerk, they cannot be scattered indiscriminately within a burial ground.
- 8.10.** Owners of the Right of Burial are responsible for any memorial erected on the lair and are therefore responsible for the maintenance of that memorial. The Council

undertakes periodic inspections of burial memorials, and an owner must act within three months once a risk has been identified by either themselves or through the Council inspection programme. The owner must appoint a suitably qualified and insured specialist to undertake any repairs deemed necessary, who has the required permit to work on the memorial within our burial grounds. The approved stonemasons are listed on the Burial Ground Memorials page on the Council website. Please see Sections 12 and 13 for further information about memorial inspections and safety.

Section 9 - Burial Record Procedure

- 9.1.** A Funeral Director is usually engaged for individual burial arrangements. The Burial Ground Clerk will liaise with the Funeral Director to ensure all burial details are communicated and recorded. In some circumstances, a relative or friend of the deceased may assume this responsibility, in which case some of the obligations of the Funeral Director, will apply to that person.
- 9.2.** A burial can be recorded by the Burial Ground Clerk once a Right of Burial has been established for the required lair. This may have been purchased in advance or will be purchased at the time of arranging the burial.
- 9.3.** Requests for burials will be processed Mondays to Fridays between 08:00 and 17:00. Requests can be sent via email at weekends and will be picked up by the duty officer on Monday. However, urgent requests can be accommodated if necessary.
- 9.4.** Burials can normally take place Mondays to Saturdays (excluding some public holidays) with dates and/or times agreed depending on availability of resources. Burials on certain days may be subject to surcharge.
- 9.5.** Final requests for burials must be submitted on the correct Scottish Government standard statutory burial form and include all relevant information. Funeral dates will not be agreed until all required information is supplied.
- 9.6.** A Certificate of Registration of Death (Form 14) or a Certificate of Registration of Stillbirth (Form 8) is issued by the Registrar to the Funeral Director, or person acting in this role, after the Death Registration. At the time of burial, the Funeral Director, or person acting in this role, should give a Certificate of Registration of Death (Form 14) or, in the case of stillborn child, a Certificate of Registration of Stillbirth (Form 8) to the gravedigger. In the case of interment of a cremation urn or casket, the original Certificate of Cremation should be submitted to the gravedigger as soon as possible.
- 9.7.** It is the responsibility of the Burials Service to ensure that the Certificate of Registration of Death (Form 8 or 14) and the Notice to Keeper are kept for retention by the Council as a complete record of the burial.

Section 10 - Lairs and Burials Procedures

- 10.1.** Each burial ground is divided into sections and further sub-divided into lairs which can accommodate one or more burials. Details of these sections are recorded in a Burial Ground Plan. Currently, lairs measure nine feet by four feet (2750mm by 1200mm), in older burial grounds dimensions of lairs will vary. Some lairs can be identified by concrete plinths on the ground, but plinths will generally not be provided for new lairs in the future.
- 10.2.** Owners of a Right of Burial have the exclusive right of burial in the specified lair.
- 10.3.** The first burial in a lair confers the right of a subsequent burial in the lair, subject to ground conditions and the specifications relating to the minimum depth of burial. The right of consequent burial is not subject to further charges other than those relating to the re-excavation of the grave. The details of such charges are published on the Council's website and reviewed annually.
- 10.4.** The grave must be identified and marked out in accordance with the location specified on the certificate.
- 10.5.** Graves will be excavated in accordance with Council health and safety requirements. Further details regarding lair preparation, excavation, shoring, dressing and backfilling are held by the Burial Grounds Officer and the Burials Foreperson.
- 10.6.** All Council owned equipment used in the burial process, or for maintenance of burial grounds, is serviced and maintained according to manufacturer instructions, records are kept by Fleet, Orkney Islands Council Depot, Sparrowhawk Road, Hatston Industrial Estate, Kirkwall, KW15 1GE.
- 10.7.** Personnel attending a burial for the purpose of re-filling the grave shall wear suitable clean attire and while waiting to complete the burial, staff and their equipment shall remain as unobtrusive as practicable in terms of their physical presence and that of tools, equipment and/or vehicles from the proximity of the graveside.
- 10.8.** In some circumstances, technical requirements may restrict access, and an alternative may be considered. In the rare situation this arises, the owner of the Right of Burial should discuss with the Burial Ground Clerk for an alternative at no additional cost.
- 10.9.** Burial of a deceased person must include the use of a suitable coffin.
- 10.10.** No coffin shall be laid nearer to the surface than three feet (900mm). When two interments are intended in the same grave, the first coffin shall be at a depth of six feet (1800mm). A second burial can then be made at a depth of four feet six inches (1400mm). No coffin shall be removed from any grave with a view to making room for an additional interment.

- 10.11.** Before a lair is full, ashes caskets will be buried two feet deep at a bottom corner of the lair. Once the maximum number of burials has been reached for the lair, caskets can be buried elsewhere in the lair, top, middle or bottom, left or right.
- 10.12.** For ease of maintenance and grass cutting, tributes should be placed on the concrete plinth, where available, or as near to the memorial base as possible. Placing flowers and wreaths on a grave is done at the person's own risk and the Council is not liable for any loss or damage due to weather, wildlife, theft etc.
- 10.13.** To maintain the appearance of the burial ground, all tributes shall be removed from lairs after a one-month period and withered tributes may be removed from lairs earlier. This includes natural and artificial Christmas wreaths and tributes which will be removed from lairs and disposed of from 26 January onwards. This is to allow the grass to recover and grass cutting operations to begin in spring. Burial Rights owners may wish to collect their Christmas tributes before 26 January.
- 10.14.** Requests for any variation from the normal grass/turf finish are generally not permitted, such as fences, railings, kerbs/copes, gravel, corner stones, trees and shrubs, noting that these additions pose substantial operational risks. Maintenance of any variations installed prior to the introduction of this plan remain the full responsibility of the Burial Rights owner. In addition, the owner may be asked to absolve the Council of any liability regarding accidental damage. Any unauthorised memorials, artefacts, vases or planting are liable to be removed by the Council and the costs recovered from the lair owner.
- 10.15.** Trees, shrubs or flowers planted prior to the introduction of this plan will not be allowed to encroach on neighbouring ground and the Council reserves the right to cut back all such plants or to remove them permanently.
- 10.16.** Any memorials which are erected on a lair must be done in accordance with the requirements set out in this plan. All memorials remain the responsibility of the lair owner.

Section 11 - Burial Grounds Maintenance Standard

- 11.1.** The Council is responsible for maintaining burial grounds in a fit and proper condition. This responsibility may be discharged in whole or in part to other groups. War graves are managed through the Commonwealth War Graves Commission.
- 11.2.** With mutual agreement, a Community Council may, on behalf of the Council, undertake the tendering process, award contracts and supervise burial grounds maintenance works such as grass cutting. The agreed scope of works will be invoiced and paid from the fixed annual budget, noting that such tenders would need to be accommodated within the agreed revenue budget with any shortfall being met by the Community Council, or the specification changed to meet available funding.
- 11.3.** Where other routine maintenance is requested and is not within the scope of works agreed for the Community Council to fund and undertake, this will be reported to the Burial Grounds Officer and scheduled for action, subject to its priority and availability of funding.
- 11.4.** The Council will use contractors for specific works on the basis that those contractors are trained and qualified to undertake the work and have appropriate equipment, risk assessments and safe ways of working documentation in place. Qualified contractors will be advised of any Listed Structures or Scheduled Monuments, to ensure they are maintained on a 'like for like' basis using appropriate materials.
- 11.5.** The standard of maintenance in a burial ground is dependent upon the frequency of visitors, the general use of the burial ground and the available budget. Should sufficient budget not be available, operational decisions will be taken to deliver a reduced service within the available budget.
- 11.6.** Maintenance may include grass cutting, weed control, trimming of established trees and shrubs and leaf clearance. Grass cutting is conducted by contractors; specifications vary and are detailed in the maintenance contract for each burial ground.
- 11.7.** Maintenance work to walls, fences and gates will be programmed and implemented as resources permit. Boundary walls or fences will be kept intact and in good order to reduce entry to the burial ground by livestock or wildlife. Gates will be painted or treated as required, hinges and catches will be oiled to ensure ease of use and wire mesh will be provided to prevent access by rabbits where necessary.
- 11.8.** Bins, water taps, Council-owned benches, pathways and signage will be maintained as resources permit.
- 11.9.** Visitors are not allowed to bring dogs into the burial grounds, unless they are assistance dogs on a lead.
- 11.10.** Visitors are not allowed to bring vehicles into the burial grounds; a car parking area or roadside parking may be available. Visitors with a Blue Badge may drive into the burial ground, if necessary, as long as they drive slowly, only drive and park on the paths and take extreme care manoeuvring near memorials. They should report any

accidental damage to the burial ground or memorials to the Council. The driver will be responsible for the cost of any necessary repairs. Please be aware that the Council accepts no liability for any vehicles in or parked next to burial grounds.

- 11.11.** Burial Ground car parks are for legitimate users such as Funeral Directors and funeral attendees; Council staff; stonemasons; families and friends visiting graves; and visitors researching their genealogy and local history. The use of Burial Ground car parks and nearby Council ground for overnight parking, camping and motor homing is not permitted.
- 11.12.** Levelling of graves will be carried out as required.
- 11.13.** Substantial items of plant and equipment may be required at burial ground sites for ongoing maintenance such as repairs, drainage, and excavation of lairs. Works will be undertaken carefully and sympathetically by the Council and contractors, particularly in relation to protecting adjacent lairs.
- 11.14.** If damage arises, unintentionally, through the actions of the Council, the lair owner can contact the Burial Grounds Officer, and all attempts will be made to remedy the damage at no cost to the lair owner.

Section 12 - Burial Grounds and Memorial Inspection Procedure

- 12.1.** Each of the Orkney Islands Council managed Burial Grounds are formally inspected in accordance with the requirements laid out in the Burial Grounds Inspection Checklist. The inspection considers public safety risks associated with the condition of the general features of the Burial Ground, for example, walls, access gates, paths, Council-owned buildings and structures, vegetation and memorials. The Memorial Safety Procedure is detailed in the next section of this document.
- 12.2.** Inspections are driven by risks reported to the Council and risks identified at previous inspections, otherwise inspections are conducted at least once every five years.
- 12.3.** The record system will note all inspections and subsequent actions for each location. These records will include full details of the work completed by the qualified team, including before and after photographs.

Section 13 - Memorial Safety Procedure

- 13.1.** A memorial is defined as any form of headstone or grave marker, of any size or type, within a burial ground, excluding mausoleums. The design, construction and materials used for memorials across Orkney over time is diverse.
- 13.2.** The erection of a memorial shall only be permitted on purchased lairs, and lair owners must have a Memorial Permit from the Council. No artefacts, painting or other installations of any kind will be permitted.
- 13.3.** Memorials should be constructed in accordance with BS 8415:2018. Those undertaking the work should be suitably trained, qualified and certified to the COSVR 194 SQA Unit HA1J-04 Fix and Secure Memorial Masonry Award, or equivalent. In addition, they should have appropriate public liability insurance and have obtained a Memorial Permit from the Council.
- 13.4.** Any memorial should have the relevant section and lair number cut plainly on the left side of the memorial at the expense of the person erecting the memorial. No other method of marking e.g. painting is allowed.
- 13.5.** The owner of the Right of Burial for a lair is the owner of any memorial on that lair and must maintain the memorial in a safe and proper condition, of which the Council will be sole judge. The owner is responsible for the upkeep and maintenance of the memorial. They are therefore also liable for any incident or damage arising from failure to maintain, or any damage sustained to the memorial e.g. through vandalism or acts of nature.
- 13.6.** All memorials are inspected and tested at least once every five years, in accordance with national guidance. Memorials identified as medium risk (i.e. at a height over 1.5m or require more frequent monitoring) are inspected at least once every two and a half years.
- 13.7.** Memorials will be inspected by a Council employee trained, qualified and certified in the SQA Unit J1N8 45 Manage and Maintain Cemetery and Burial Ground Memorials, or equivalent.
- 13.8.** Prior to carrying out a scheduled inspection, the Council will liaise with the Communications Team to notify the public:
- 13.8.1. Of the likely date range of the inspection, weather dependent, via online notices and signs at the Burial Ground.
 - 13.8.2. That, as a result of the inspection, the Council will take steps in the table in Section 13.10 below, to make safe any memorial that the inspector considers to be a safety risk.
- 13.9.** The Council will attempt to identify and notify the owner if the memorial on the lair is considered unsafe and requires attention. The owner has 21 days in which to respond to the notification, and three months in which to arrange appropriate work. If the Council does not receive any communication from the owner after 21 days, or the required work has not been completed within three months of the notification, the

Council will be entitled to carry out either the repair of the memorial, removal of memorial, or laying down of memorial and recover such costs from the lair owner. Additional efforts to ensure that owners are aware of any potential issues may include working with the relevant Community Councils, and possibly local funeral directors, to attempt to trace the owners.

13.10. Memorial risk will be categorised in terms of public safety, with categories and interventions listed in the table below:

Risk	Risk Definition	Intervention
High	Memorial is dangerous e.g. very unstable or major deterioration.	The memorial will be made safe in the first instance (e.g. with barriers or hazard tape and a sign) and an attempt will be made to contact the family. If the family cannot be found, the stone will be repaired or laid flat.
Medium	Memorial is not dangerous but requires monitoring e.g. some movement, cracking.	An attempt will be made to contact the family. The memorial is inspected more regularly, every two and a half years.
Medium (Tall Memorial)	Memorial is over 1.5m tall.	Memorial is inspected more regularly, every two and a half years.
Low	Very minor or no defect identified, memorial is stable and not likely to become dangerous in the next five years.	Routine reinspection in five years.



Hazard tape and small
'DANGER' sign marking
High Risk memorial

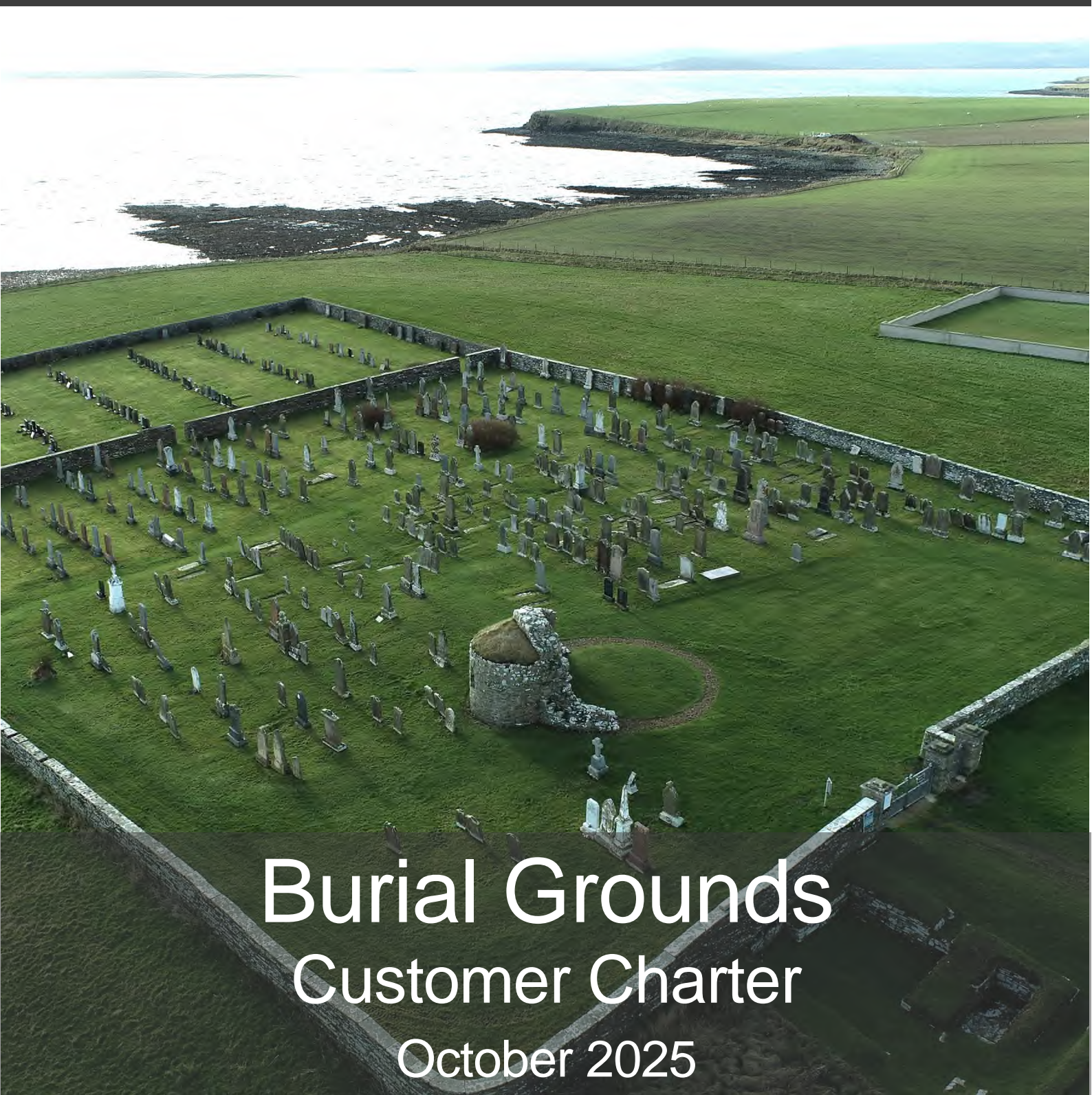
- 13.11.** If the Council considers, in their judgement, that a memorial is in a dangerous condition, the Council will be entitled to, without notice, take any action deemed necessary to make it safe. The owner of the memorial will be liable for any costs incurred by the Council. If the Council, after due and diligent enquiry, cannot ascertain the contact address of the owner, the Council can, without prejudice to its right to recover any costs associated with safety works undertaken, repair, remove or lay flat the memorial.
- 13.12.** Any works undertaken by the Council must be appropriately recorded including before and after photographs.
- 13.13.** The owner shall not remove a memorial or part thereof from the cemetery without notification to the Council, and the appointment of an authorised and trained specialist who has the required Memorial Permit from the Council. This protects all parties from challenge of theft or risk of injury.

Section 14 - Resilience Planning

- 14.1.** If, in exceptional circumstances, all the local Registrars are unavailable, a death in Scotland can be registered anywhere in Scotland, so help would be sought from other Local Authorities in Scotland.
- 14.2.** If the Burials Foreperson and Chargehand are both unable to work, a Burials Operative would act up, or the Burial Grounds Officer could cover their duties.
- 14.3.** If one or more Burials Operatives are unable to work, trained staff could be deployed from another service, agency staff or a contractor hired.
- 14.4.** The intention will always be to meet the wishes of the deceased and their family with regards to place and location of burial, but if an event causes sustained inability to carry out burials in a burial ground, for example due to major flooding, coastal erosion, police incidents or falling masonry, burials may need to take place in an alternative Burial Ground until the issue is resolved. The distress that this could cause families is recognised and is a decision that would not be undertaken lightly.

Section 15 - Contingency Planning

- 15.1.** Please refer to the '2025 Burials Service - Contingency Plans for Excess Deaths' document held by the Burial Grounds Officer, for arrangements for an increase in burials due to additional deaths such as a sudden increase in winter deaths or a pandemic.
- 15.2.** Please refer to the '2023 Intensive Excess Deaths Plan (Mass Fatalities)' document held by Environmental Health and Safety and Resilience, for arrangements for an emergency event causing mass fatalities on Orkney. Please also see that document for details of other agencies likely to be involved.



Burial Grounds Customer Charter October 2025

Contents

Contents	2
Section 1 - Document Control and Council Approval.....	3
Section 2 - Contact Details	4
Section 3 - Our Burial Grounds.....	5
Section 4 - Introduction.....	6
Section 5 - Our Commitment to You	7
Section 6 - Ownership of Exclusive Right of Burial - Terms and Conditions.....	8
Section 7 - Memorial Safety.....	9
Section 8 - Visitor Guidance	10
Section 9 - FAQs	11

Section 1 - Document Control and Council Approval

Version Number / Date	V2 / 8 October 2025
Approved by Council	Development and Infrastructure Committee XX XXX 2025 (TBC)
Next Update Due	October 2026
Summary of Changes 08/10/2025	General update

Section 2 - Contact Details

Address	Orkney Islands Council, School Place, Kirkwall, KW15 1NY
Telephone	01856 873535
Email Addresses	burialgroundsofficer@orkney.gov.uk registrar@orkney.gov.uk
Website	https://www.orkney.gov.uk/our-services/law-and-licensing/births-marriages-deaths-and-burials/burial-services/

Section 3 - Our Burial Grounds

Orkney Islands Council is responsible for 50 burial grounds throughout the county, including grounds which are no longer in active use and heritage sites.

An interactive '[Burial Grounds Location Map](#)' and can be found on Orkney Islands Council website.

The list of our burial grounds throughout Orkney can be found in the Burial Grounds Management Plan.

Section 4 - Introduction

This document sets out various aspects of the maintenance standards for the public burial grounds managed by Orkney Islands Council.

The service level agreements of the Council are defined in relation to the burial grounds that it manages in the role of keeper, as defined in the Burial and Cremation (Scotland) Act 2016, including the legal responsibilities of the Council to maintain those sites.

This document also details the terms and conditions for owners of the Exclusive Right of Burial for lairs within those burial grounds, and specific guidance on the management and maintenance of memorials that are erected in our burial grounds.

The document ends with an extensive list of FAQs relating to burials and burial ground management.

Section 5 - Our Commitment to You

One of the main purposes of maintenance is to ensure all our burial grounds are pleasant and safe places for anyone visiting. This means we undertake regular health and safety inspections including memorials.

Burial ground maintenance includes grass cutting, maintaining pathways, entrances, boundaries, any vegetation or buildings that are owned by the Council, litter and pest control, further information can be found in our Burial Grounds Management Plan.

Any queries, comments, complaints or compliments about the maintenance of the burial grounds can be directed to the Burial Grounds Officer, please see the contact details in Section 2.

Section 6 - Ownership of Exclusive Right of Burial - Terms and Conditions

When someone requires a lair, they can buy a Certificate of Exclusive Right of Burial from the Burial Ground Clerk responsible for their choice of burial ground. A list of Orkney's Burial Ground Clerks can be found on the interactive ['Burial Grounds Location Map'](#) on the Orkney Islands Council website.

The holder of a Certificate of Right of Burial owns the rights to burial within the lair in perpetuity.

The right to a subsequent burial in the same lair may be possible subject to ground conditions for that specific lair.

Buying the Right of Burial for a lair means you agree to the following terms and conditions as an owner:

1. You agree to take ownership of the Right of Burial in the assigned lair, which is detailed on the Certificate issued with ownership.
2. If you wish to amend or cancel your ownership this can be discussed with the Burial Ground Clerk. The Right of Burial for a lair can be sold back to the Council for the price originally paid.
 - The owner shall not allow any person, other than members of their family, to be interred in the lair, except with the consent of the Council.
3. The owner must ensure the Burial Ground Clerk has relevant and current contact details throughout the term of ownership.
4. Lair grass cutting will be managed by Orkney Islands Council, in conjunction with Community Councils in some cases.
5. Ownership of the Right of Burial in a lair permits the owner to erect a memorial once a permit is obtained. The memorial must meet specified safety standards and be installed by a qualified, approved and insured specialist. Please see 'Section 7 – Memorial Safety' for further information.
6. Any other memorials, ornamentation, fencing or other objects are generally not permitted on the lair due to the grass maintenance required, the high risk of tributes being damaged in the process and the distress this would likely cause.

Section 7 - Memorial Safety

Memorial safety is especially important due to some serious accidents in burial grounds in other local authority areas.

The lair owner has the right to erect a memorial subject to it meeting safety standards (BS 8415:2018) and being supplied and erected by an appropriately qualified, approved and insured stonemason, who has received permission from the Council to undertake the work. The lair owner must ensure that the stonemason obtains a Memorial Permit for the installation from the Council – this ensures that the required safety standards are met and that the work is checked independently.

The memorial must have the lair location (section and lair number) inscribed on the left side of the memorial, at the expense of the person erecting the memorial.

Memorials remain the property of the owner of the Right of Burial, which means the owner must ensure they are maintained and safe to be in our burial grounds. Lair owners are therefore also liable for any incident or damage arising from failure to maintain, or any damage sustained to the memorial e.g. through vandalism or acts of nature

Memorials may need maintenance over time, for example cleaning, renovation, repairing, refitting or removal due to wear and tear, weather or ground movement. It is the lair owner's responsibility to ensure any work is undertaken by a qualified, approved person, and the Council is notified prior to and after completion of any work.

Orkney Islands Council has a responsibility to inspect every memorial and ensure it is made safe, as necessary. This includes checking memorials are secure with no risk of falling over and causing injury. If, during an inspection, a memorial is judged to pose an immediate danger, the Council will make safe at the time of inspection.

The Council will attempt to identify and notify the owner if the memorial on the lair is considered unsafe and requires attention. The owner has 21 days in which to respond to the notification, and three months in which to arrange appropriate work. The Council must be informed before and after the work is carried out. If the Council does not receive any communication from the owner after 21 days, or the required work has not been completed within three months of the notification, the Council will be entitled to carry out either the repair of the memorial, removal of memorial, or laying down of memorial and recover such costs from the lair owner.

Additional efforts to ensure that owners are aware of any potential issues may include working with the relevant Community Councils, and possibly local Funeral Directors, to attempt to trace the owners.

Further information regarding memorial inspection and safety can be found in the Burial Grounds Management Plan.

Section 8 - Visitor Guidance

People are welcome at our burial grounds at any time.

We ask visitors to be respectful and use bins, where provided, or take any litter home.

Visitors are not allowed to bring dogs into the burial grounds, unless they are assistance dogs on a lead.

Visitors are not allowed to bring vehicles into the burial grounds; a car parking area or roadside parking may be available. Visitors with a Blue Badge may drive into the burial ground, if necessary, please drive slowly, please only drive and park on the paths and take extreme care manoeuvring near memorials. Please report any accidental damage caused to the burial ground or memorials to the Burial Grounds Officer. The driver will be responsible for the cost of any necessary repairs. Please be aware that the Council accepts no liability for any vehicles in or parked next to burial grounds.

Burial Ground car parks are for legitimate users such as Funeral Directors and funeral attendees; Council staff; stonemasons; families and friends visiting graves; and for visitors researching their genealogy and local history. The use of Burial Ground car parks and nearby Council ground for overnight parking, camping and motorhoming is not permitted.

Please be aware some memorials may be unsafe, so take care and maintain a safe distance where possible.

Section 9 - FAQs

Who maintains the burial grounds?

The Council has overall responsibility for all the burial grounds, but some of the maintenance work is undertaken by contracted services either through the Council or the relevant Community Council.

When are the burial grounds open?

The sites have open access for visitors.

How do I purchase a lair?

You purchase the Right of Burial in a lair, not the lair itself. This can be done by contacting the relevant Burial Ground Clerk for your preferred burial ground.

When purchasing a lair does the ground belong to the lair owner?

No, it gives exclusive Right of Burial and erection of memorial only.

Who owns the lair?

The Council continues to own the lair. Purchasing a lair means purchasing the Right to Burial within a lair, not the land itself.

If a Right of Burial in a lair is not used, what happens to it?

The owner of the Right of Burial can sell the lair rights back to the Council at the original price paid through the Burial Ground Clerk for that burial ground.

Can I pass ownership to another person?

Yes, you can. This can be arranged by the Burial Ground Clerk responsible for the burial ground where the lair is located.

Can my family choose a specific lair within a burial ground?

This is not possible, except in very specific cases for which requests must come through to the Burial Grounds Officer for consideration.

Can I see a plan of the burial ground where I have a lair?

The Burial Ground Clerks have access to plans which they can show to anyone who owns, or is considering purchasing, a lair.

How do I arrange a burial?

This is normally done through the funeral directors, but families can arrange a funeral independently if they wish and can contact the relevant services direct (any religious organisation, Council Registrars etc).

Can cremated remains be buried in the burial grounds?

This can be accommodated by purchasing a Right to Burial Certificate from the Burial Ground Clerk. Cremated remains can also be interred in an existing lair, that is in use, with permission from the owner of the Rights of Burial in that lair.

Can pets be buried in the burial grounds?

Pets are not allowed to be interred in the burial grounds.

How long do floral tributes remain on a lair?

Flowers can be left on a lair for up to a maximum of one month. The Council has the right to remove any withered or deteriorated flowers, wreaths etc. Placing flowers and wreaths on a grave is done at the person's own risk and the Council is not liable for any loss or damage due to weather, wildlife, theft etc. Natural and artificial Christmas wreaths and tributes will be removed from lairs and disposed of from 26 January onwards. This is to allow the grass to recover and grass cutting operations to begin in spring. Burial Rights owners may wish to collect their Christmas tributes before 26 January.

How do I get a memorial erected?

Only a recognised, accredited specialist can be engaged to erect memorials in our burial grounds. The specialist should seek permission from the Council to erect memorials by contacting the Burial Grounds Officer. A [list of approved memorial masons](#) can be found on the Council website.

Who owns the memorial?

A memorial is owned by the owner of the Right of Burial in the lair where it is erected. The Council do not own any memorials on lairs.

Who is responsible for the memorial once it is erected?

The owner of the Right of Burial is responsible for the memorial including any future maintenance. If the memorial needs repairing due to weathering, damage etc. the owner must arrange this with a qualified specialist and notify the Council.

Can I be held responsible for my memorial?

Owners of the Right of Burial in a lair are held responsible for memorials on that lair, and for the cost of any remedial work required to make the memorial safe should it become damaged, weathered etc.

Can I inspect and fix my own memorial?

Members of the public are not allowed to inspect or carry out any works on memorials unless they are a qualified specialist who has received permission from the Council authorising them to undertake such work. This is because it is dangerous and specialised work which requires training. The Council must be notified if any work is to be carried out on a memorial within a burial ground.

Can I re-erect my deceased relatives' memorial?

Yes, this is possible. The Council must be informed and assured that a qualified specialist will undertake the work.

Why does the Council carry out safety inspections within its burial grounds?

The Council is required by law to ensure that the burial grounds are safe places to visit and work in, regular inspections help us to maintain that legal requirement.

What happens if a memorial is identified as unsafe?

Memorials are inspected by trained staff. Should a memorial be identified as dangerous, then the Council will make it safe immediately to prevent any accidents. This can include cordoning, staking and tying memorials as a temporary measure, or other methods deemed necessary such as ditching in (sheughing). The Council will try to contact the owners to notify them of this and their responsibilities to repair the memorial.

What happens to a memorial if there are no family, or owners cannot afford to carry out the repairs?

Staking and tying is a temporary measure. The Council would continue to inspect and monitor all memorials, and if necessary, stake and tie, sheugh, lay flat, or any other remedial work that would need to be carried out to any memorials which have not had repair work undertaken.

What if the owner cannot be traced and a memorial is unsafe?

The Council will make every reasonable effort to make the memorial safe.

Are memorials removed from the burial ground?

The Council does not remove memorials; however, the Council reserves the right to remove any dangerous memorials from a burial ground, if necessary, for safety.

Can I have more than one memorial or vase on a lair?

Please contact the Burial Grounds Officer to discuss this request.

Can I plant flowers or shrubs on a lair?

This is generally not permitted on lairs. Owners of older lairs which have vegetation are responsible for its maintenance, and the Council has the right to cut back or remove any vegetation if it is not being maintained by the lair owner.

Can I section off part of the lair with a fence or kerb?

This is not permitted.

Can I place a memorial bench or seat in the cemetery?

This is not permitted.

Why has the ground sunk on some lairs?

This is due to soil movement after the interment or other natural settling processes over time. The Council levels lairs after a period following an interment. Please contact the Burial Grounds Officer should your lair require levelling.

Can I walk my dog in the burial ground?

Dogs are not permitted unless they are assistance dogs on a lead.

Can I drive into a burial ground?

This is not permitted except for visitors with disability requirements, and for funeral vehicles such as the hearse and cortege.

Roads Management and Maintenance Plan 2023 - 2028
Coastal Erosion and Structures at Risk Procedure



Outer North Isles

Ro-Ro Service

Effective from 03 May - 27 September 2026

Orkney Ferries, Kirkwall, KW15 1LG
 Telephone: 01856 872044
 email: info@orkneyferries.co.uk
 www.orkneyferries.co.uk



Orkney Ferries

		Monday			Tuesday			Wednesday			Thursday			Friday			Saturday			Sunday***		
Kirkwall	dep	0700	0720	0740	0720	0700	0740	0700	0720	0740	0700	0720	0740	0720	0700	0740	0700	0720	North Ronaldsay	0840	0920	0900
Eday	arr						0855													0955		
Eday	dep						0905													1005		
Stronsay	arr	0840			0855			0840			0840			0900			0840			1040		
Stronsay	dep	0855			0910			0855			0855			0915			0850			1050		
Sanday	arr			0905			0925			0905			0905			0905	0925					1025
Sanday	dep			0915			0935			0915			0915			0920	0935					1035
Eday	arr	0930						0930			0930			0950			0955					
Eday	dep	0945						0945			0945			1005			1005					
Westray	arr		0845			0825			0845			0845			0825			0845			1045	
Westray	dep		0900			0840			0900			0900			0840			0900			1055	
Kirkwall	arr	1100	1025	1040	1050	1005	1100	1100	1025	1040	1100	1025	1040	1120	1005	1045	1120	1025		1230	1220	1200
Kirkwall	dep	1115	1035	1055		1300	1030	1115	1035	1055		1300			1040							
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		1200			1425			1200			1425			1205							
Westray	dep		1210			1435			1210			1435			1215*							
P. Westray	arr														1255**							
P. Westray	dep														1315**							
Kirkwall	arr	1440	1335	1415		1600		1440	1335	1415		1605			1505							
Kirkwall	dep	1600	1620	1640	1620		1640	1600	1620	1640	1600	1620	1500	1600	1620	1640	1600	1620	1640	1545	1620	1600
Eday	arr	1715						1715			1715			1715								
Eday	dep	1730						1730			1730			1730								
Stronsay	arr	1805			1800			1805			1805			1805			1740			1725		
Stronsay	dep	1815			1810			1815			1815			1815			1750			1740		
Sanday	arr			1805			1805			1805			1625			1805			1805			1725
Sanday	dep			1815			1815			1815			1635			1815			1815			1740
Eday	arr																1825			1815		
Eday	dep																1835			1825		
Westray	arr		1745						1745			1745			1745			1745			1745	
Westray	dep		1755						1755			1755			1755			1755			1800	
	arr	1955	1920	1940	1945	1715**	2005	1955	1920	1940	2000	1920	1800	1955	1920	1940	1955	1920	1940	1940	1925	1905

Vehicle bookings must be made at least 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.

*** On the following **SUNDAYS** there will be special excursions

North Ronaldsay: 7th June, 5th July, 19th July, 30th August

Papa Westray: 28th June, 2nd August

RO-RO Timetable 3 May – 27 Sept 2026 INCLUSIVE, excluding the following dates for special excursions, posters are on display
 advertising local events: **North Isles Sports - 20th June, Westray Regatta - 25th July, Sanday Show - 31st July, County Show - 8th August, Stronsay Massive Weekend - 15th & 16th August**

Vehicles must be available for boarding **20 minutes** before departure, passengers **10 minutes** before departure.

Please be aware that there may be a requirement to reverse on to the vessel.

For Conditions of Carriage of Passengers and Cargo see notices exhibited in the vessels, company premises and website - www.orkneyferries.co.uk

No Show Charges – Cancellations must be made at least **1 hour** prior to the scheduled departure from Kirkwall either by phone or email, or full charges may apply.

South Isles Ro-Ro Service

Effective from 03 May - 27 September 2026

Orkney Ferries, Houton, KW17 2RD
Telephone Houton: 01856 811397
Telephone: 01856 872044
email: info@orkneyferries.co.uk
www.orkneyferries.co.uk



Orkney Ferries

		Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday 1	Sunday 2
Longhope	dep	0625	0625	0625	0625	0625	0800	0800	0800
Lyness	dep		0650		0650				
Flotta	dep	0650	0710	0650	0710	0650	0830	0825	0825
Lyness	dep	0710		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	1150
Flotta	dep							1010	1155
Lyness	arr							1025	1210
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	1500	1630
Flotta	arr	1420	1420	1420	1420		1520	1520	
Flotta	dep	1425	1425	1425	1425		1610		
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

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

A - On Request Sailings.

Bookings must be made by 1630 on the day of departure.

Sunday 1 - effective as follows

03/05/26 to 07/06/26 and 16/08/26 to 27/09/26

Sunday 2 - effective as follows

14/06/26 to 09/08/26

Vehicles must be available for boarding **20 minutes** before departure,
passengers **10 minutes** before departure.

Please be aware that there may be a requirement to reverse on to the vessel

No Show Charges - Cancellations must be made at least **1 hour** prior to the scheduled sailing time either by phone or email or full charges may apply.

Rousay, Egilsay and Wyre

Ro-Ro Service

Effective from 03 May - 27 September 2026

Orkney Ferries, Tingwall, KW17 2HB

Telephone Tingwall: 01856 751360

Telephone: 01856 872044

email: info@orkneyferries.co.uk

www.orkneyferries.co.uk



Orkney Ferries

		Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Rousay	dep	0650A	0650A	0650A	0650A	0650A	0650A	
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	0910A
Egilsay	dep	0930	0930	0930	0930	0930	0930B	0930A
Wyre	dep	0950	0950	0950	0950	0950	0950	0950A
Rousay	dep	1005	1005	1005	1005	1005	1005	1005
Tingwall	dep	1040	1040	1040	1040	1040	1040	1040
Rousay	dep	1115	1115	1115	1115	1115	1115	1115
Tingwall	dep	1150	1150	1240	1150	1150	1150	1155
Rousay	arr	1215	1215	1305	1215	1215	1215	1215
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	

Vehicle bookings must be made at least one hour before departure from Tingwall except those marked **A**.

Please see below for further details

A - On Request Sailings **TO** and **FROM** Egilsay and Wyre. Bookings should be made before **1700** on the day before travel. For Sunday travel, bookings should be made before **1500** on Saturday.

B - On Request Sailings **TO** and **FROM** Egilsay and Wyre. Bookings should be made up to **1 hour** before departure from Tingwall by booking online or by calling during office opening hours.

Please note - passengers on this route **will** be required to reverse their vehicles on board

Vehicles must be available for boarding **20 minutes** before departure, passengers **10 minutes** before departure.

For Conditions of Carriage please see notices posted on vessels, company premises and website - www.orkneyferries.co.uk

No Show Charges - Cancellations must be made at least **1 hour** prior to the scheduled sailing time either by phone or email or full charges may apply.

Additional monthly Saturday evening late sailings will be available. These will be agreed with community representatives and will be published on our website and social media channels

Shapinsay Ro-Ro Service

Effective from 03 May - 27 September 2026

Orkney Ferries, Kirkwall, KW15 1LG
Telephone: 01856 872044
email: info@orkneyferries.co.uk
www.orkneyferries.co.uk



Orkney Ferries

		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 the departure
either online, or by phone during office opening hours**

* Slight alterations may be made to these sailings on the following Sundays in May, June, July and August to allow connections with other services. **Dates to be published once agreed.**

Please note - passengers on this route **will** be required to reverse their vehicles on board

Vehicles must be available for boarding **20 minutes** before departure, passengers **10 minutes** before departure.

For Conditions of Carriage please see notices posted on vessels, company premises and website - www.orkneyferries.co.uk

No Show Charges - Cancellations must be made at least **1 hour** prior to the scheduled sailing time either by phone or email or full charges may apply.

Graemsay and Hoy (Moaness)

Foot Passenger Service

Effective from 03 May - 27 September 2026

Orkney Ferries, Kirkwall, KW15 1LG

Telephone: 01856 872044

email: info@orkneyferries.co.uk

www.orkneyferries.co.uk



Orkney Ferries

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.

Passenger Only Service

		Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Stromness	dep	0730	0730	0730	0730	0730	0815 ^C	
Hoy (Moaness)	dep	0755	0755	0755	0755	0755		
Graemsay	dep	0810	0810	0810	0810	0810	0830 ^C	
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	1200 ^A		1200 ^A	1200 ^A			
Graemsay	dep	1230 ^A		1230 ^A	1230 ^A			
Hoy (Moaness)	dep	1240 ^A		1240 ^A	1240 ^A			
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					2130 ^B		
Graemsay	dep					2145 ^B		
Hoy (Moaness)	dep					2200 ^B		

All bookings must be made at least one hour before the departure either online, or by phone during office opening hours

A - Cargo sailings. Will have limitations on passenger numbers, therefore travel without a booking is not guaranteed. Sailings may be delayed as a result of cargo operations.

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

C - On request sailing. Must be booked online or over the phone by 1600 on Friday

For Conditions of Carriage please see notices posted on vessels, company premises and

No Show Charges - Cancellations must be made at least **1 hour** prior to the scheduled sailing time either by phone or email or full charges may apply.

Monday cargo to be booked by **1600** on previous Friday, otherwise all cargo must be booked before **1600** the day before sailing.
Cargo must be delivered to Stromness Pier no later than **1100** on the day of sailing.

Westray - Papa Westray

Passenger Service

Effective from 03 May - 27 September 2026

Orkney Ferries, Kirkwall, KW15 1LG

Telephone: 01856 872044

email: info@orkneyferries.co.uk

www.orkneyferries.co.uk



Orkney Ferries

Our service from Westray to Papa Westray is a **passenger only** service.

Passenger Only Service		Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Pierowall	dep	0745	0715	0745	0745	0715	0745	
Papa Westray	arr	0800	0730	0800	0800	0730	0800	
Papa Westray	dep	0805	0735	0805	0805	0735	0805	
Pierowall	arr	0820	0750	0820	0820	0750	0820	
Pierowall	dep	0850A	0815A	0920	0920	0815A	0920	0935
Papa Westray	arr	0905	0830	0935	0935	0830	0935	0950
Papa Westray	dep	0910A	0835A	0940	0940	0835A	0940	0955
Pierowall	arr	0925	0850	0955	0955	0850	0955	1010
Pierowall	dep	0930	0855			0855		
Papa Westray	arr	0945	0910			0910		
Papa Westray	dep	0950	0915			0915		
Pierowall	arr	1005	0930			0930		
Pierowall	dep	1010*	0940*	1000*	1000*	0940*	1000*	
Papa Westray	arr	1025	0955	1015	1015	0955	1015	
Papa Westray	dep	1030*	1000*	1020*	1020*	1000*	1020*	
Pierowall	arr	1045	1015	1035	1035	1015	1035	
Pierowall	dep	1055		1055				1115
Papa Westray	arr	1110		1110				1130
Papa Westray	dep	1115		1115				1135
Pierowall	arr	1130		1130				1150
Pierowall	dep	1235	1325	1235	1325			1315
Papa Westray	arr	1250	1340	1250	1340			1330
Papa Westray	dep	1255	1345	1255	1345			-
Pierowall	arr	1310	1400	1310	1400			-
Pierowall	dep		1455B			1510A		-
Papa Westray	arr		1510			1525		-
Papa Westray	dep		1515B			1530A		1530
Pierowall	arr		1530			1545		1545
Pierowall	dep	1600	1555A	1600	1600	1600	1600	
Papa Westray	arr	1615	1610	1615	1615	1615	1615	
Papa Westray	dep	1620*	1615A	1620*	1620*	1620*	1620*	
Pierowall	arr	1635*	1630	1635*	1635*	1635*	1635*	
Pierowall	dep	1640*		1640*	1640*	1640*	1640*	1640
Papa Westray	arr	1655*		1655*	1655*	1655*	1655*	1655
Papa Westray	dep	1700		1700	1700	1700	1700	1700
Pierowall	arr	1715		1715	1715	1715	1715	1715
Pierowall	dep	1815		1815	1815	1815	1815	1815
Papa Westray	arr	1830		1830	1830	1830	1830	1830
Papa Westray	dep	1835		1835	1835	1835	1835	1835
Pierowall	arr	1850		1850	1850	1850	1850	1850

**All bookings must be made at least one hour before the departure from Pierowall
either online, or by phone during office opening hours**

A - will **not** operate between 4th July and 17th August

B - Additional sailing from 5th July - 18th August inclusive

All sailings (with the exception of A/B) are scheduled to connect with the arrival and departure of the RoRo vessel at Rapness. Sailings requested outwith these times will be treated as hires and charged accordingly.

For Conditions of Carriage please see notices posted on vessels, company premises and website - www.orkneyferries.co.uk

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

* Sailings are on demand dependent on the previous scheduled service being at full capacity

No Show Charges - Cancellations must be made at least **1 hour** prior to the scheduled sailing time either by phone or email or full charges may apply.

North Ronaldsay Sailings Summer 2026

LOLO* Freight and Passenger Services

Effective from 03 May - 27 September 2026

Orkney Ferries, Kirkwall, KW15 1LG

Telephone: 01856 872044

email: info@orkneyferries.co.uk

orkneyferries.co.uk



Orkney Ferries

Tuesday 05 May 2026		
Kirkwall	dep	1030
North Ronaldsay	arr	1310
North Ronaldsay	dep	1340
Papa Westray	arr	1455
Papa Westray	dep	1525
Kirkwall	arr	1715

Saturday 09 May 2026		
Kirkwall	dep	0800
North Ronaldsay	arr	1040
North Ronaldsay	dep	1110
Kirkwall	arr	1350

Tuesday 12 May 2026		
Kirkwall	dep	1030
Papa Westray	arr	1220
Papa Westray	dep	1250
North Ronaldsay	arr	1405
North Ronaldsay	dep	1435
Kirkwall	arr	1715

Saturday 16 May 2026		
Kirkwall	dep	0800
North Ronaldsay	arr	1040
North Ronaldsay	dep	1110
Kirkwall	arr	1350

Tuesday 19 May 2026		
Kirkwall	dep	1030
Papa Westray	arr	1220
Papa Westray	dep	1250
North Ronaldsay	arr	1405
North Ronaldsay	dep	1435
Kirkwall	arr	1715

Saturday 23 May 2026		
Kirkwall	dep	0800
North Ronaldsay	arr	1040
North Ronaldsay	dep	1110
Kirkwall	arr	1350

Tuesday 26 May 2026		
Kirkwall	dep	1030
Papa Westray	arr	1220
Papa Westray	dep	1250
North Ronaldsay	arr	1405
North Ronaldsay	dep	1435
Kirkwall	arr	1715

Saturday 30 May 2026		
Kirkwall	dep	0800
North Ronaldsay	arr	1040
North Ronaldsay	dep	1110
Kirkwall	arr	1350

Tuesday 02 June 2026		
Kirkwall	dep	1030
North Ronaldsay	arr	1310
North Ronaldsay	dep	1340
Papa Westray	arr	1455
Papa Westray	dep	1525
Kirkwall	arr	1715

Saturday 06 June 2026		
Kirkwall	dep	0800
North Ronaldsay	arr	1040
North Ronaldsay	dep	1110
Kirkwall	arr	1350

Tuesday 09 June 2026		
Kirkwall	dep	1030
North Ronaldsay	arr	1310
North Ronaldsay	dep	1340
Papa Westray	arr	1455
Papa Westray	dep	1525
Kirkwall	arr	1715

Saturday 13 June 2024		
Kirkwall	dep	0800
North Ronaldsay	arr	1040
North Ronaldsay	dep	1110
Kirkwall	arr	1350

Tuesday 16 June 2026		
Kirkwall	dep	1030
Papa Westray	arr	1220
Papa Westray	dep	1250
North Ronaldsay	arr	1405
North Ronaldsay	dep	1435
Kirkwall	arr	1715

Friday 19 June 2026		
Kirkwall	dep	0800
North Ronaldsay	arr	1040
North Ronaldsay	dep	1110
Kirkwall	arr	1350

Tuesday 23 June 2026		
Kirkwall	dep	1030
North Ronaldsay	arr	1310
North Ronaldsay	dep	1340
Papa Westray	arr	1455
Papa Westray	dep	1525
Kirkwall	arr	1715

Saturday 27 June 2026		
Kirkwall	dep	0800
North Ronaldsay	arr	1040
North Ronaldsay	dep	1110
Kirkwall	arr	1350

Tuesday 30 June 2026		
Kirkwall	dep	1030
North Ronaldsay	arr	1310
North Ronaldsay	dep	1340
Papa Westray	arr	1455
Papa Westray	dep	1525
Kirkwall	arr	1715

Saturday 04 July 2026		
Kirkwall	dep	0800
North Ronaldsay	arr	1040
North Ronaldsay	dep	1110
Kirkwall	arr	1350

Tuesday 07 July 2026		
Kirkwall	dep	1030
North Ronaldsay	arr	1310
North Ronaldsay	dep	1340
Papa Westray	arr	1455
Papa Westray	dep	1525
Kirkwall	arr	1715

Saturday 11 July 2026		
Kirkwall	dep	0800
North Ronaldsay	arr	1040
North Ronaldsay	dep	1110
Kirkwall	arr	1350

Tuesday 14 July 2026		
	dep	1030
North Ronaldsay	arr	1310
North Ronaldsay	dep	1340
Papa Westray	arr	1455
Papa Westray	dep	1525
Kirkwall	arr	1715

Saturday 18 July 2026		
Kirkwall	dep	0800
North Ronaldsay	arr	1040
North Ronaldsay	dep	1110
Kirkwall	arr	1350

Tuesday 21 July 2026		
Kirkwall	dep	1030
North Ronaldsay	arr	1310
North Ronaldsay	dep	1340
Papa Westray	arr	1455
Papa Westray	dep	1525
Kirkwall	arr	1715

Friday 24 July 2026 ***		
Kirkwall	dep	0800
North Ronaldsay	arr	1040
North Ronaldsay	dep	1110
Kirkwall	arr	1350

Westray Regatta 25th July

Tuesday 28 July 2026		
Kirkwall	dep	1030
North Ronaldsay	arr	1310
North Ronaldsay	dep	1340
Papa Westray	arr	1455
Papa Westray	dep	1525
Kirkwall	arr	1715

Saturday 01 August 2026		
Kirkwall	dep	0800
North Ronaldsay	arr	1040
North Ronaldsay	dep	1110
Kirkwall	arr	1350

Tuesday 04 August 2026		
Kirkwall	dep	1030
North Ronaldsay	arr	1310
North Ronaldsay	dep	1340
Papa Westray	arr	1455
Papa Westray	dep	1525
Kirkwall	arr	1715

Friday 07 August 2026 ***		
Kirkwall	dep	0800
North Ronaldsay	arr	1040
North Ronaldsay	dep	1110
Kirkwall	arr	1350

County Show 8th August

Tuesday 11 August 2026		
Kirkwall	dep	1030
North Ronaldsay	arr	1310
North Ronaldsay	dep	1340
Papa Westray	arr	1455
Papa Westray	dep	1525
Kirkwall	arr	1715

Friday 14 August 2026***		
Kirkwall	dep	0800
North Ronaldsay	arr	1040
North Ronaldsay	dep	1110
Kirkwall	arr	1350

Tuesday 18 August 2026		
Kirkwall	dep	1030
North Ronaldsay	arr	1310
North Ronaldsay	dep	1340
Papa Westray	arr	1455
Papa Westray	dep	1525
Kirkwall	arr	1715

Saturday 22 August 2026		
Kirkwall	dep	0800
North Ronaldsay	arr	1040
North Ronaldsay	dep	1110
Kirkwall	arr	1350

Stronsay Massive Weekend 15th August

Tuesday 25 August 2026		
Kirkwall	dep	1030
North Ronaldsay	arr	1310
North Ronaldsay	dep	1340
Papa Westray	arr	1455
Papa Westray	dep	1525
Kirkwall	arr	1715

Saturday 29 August 2026		
Kirkwall	dep	0800
North Ronaldsay	arr	1040
North Ronaldsay	dep	1110
Kirkwall	arr	1350

Tuesday 01 September 2026		
Kirkwall	dep	1030
Papa Westray	arr	1220
Papa Westray	dep	1250
North Ronaldsay	arr	1405
North Ronaldsay	dep	1435
Kirkwall	arr	1715

Saturday 05 September 2026		
Kirkwall	dep	0800
North Ronaldsay	arr	1040
North Ronaldsay	dep	1110
Kirkwall	arr	1350

Tuesday 08 September 2026		
Kirkwall	dep	1030
North Ronaldsay	arr	1310
North Ronaldsay	dep	1340
Papa Westray	arr	1455
Papa Westray	dep	1525
Kirkwall	arr	1715

Saturday 13 September 2026		
Kirkwall	dep	0800
North Ronaldsay	arr	1040
North Ronaldsay	dep	1110
Kirkwall	arr	1350

Tuesday 15 September 2026		
Kirkwall	dep	1030
Papa Westray	arr	1220
Papa Westray	dep	1250
North Ronaldsay	arr	1405
North Ronaldsay	dep	1435
Kirkwall	arr	1715

Saturday 19 September 2026		
Kirkwall	dep	0800
North Ronaldsay	arr	1040
North Ronaldsay	dep	1110
Kirkwall	arr	1350

Tuesday 22 September 2026		
Kirkwall	dep	1030
North Ronaldsay	arr	1310
North Ronaldsay	dep	1340
Papa Westray	arr	1455
Papa Westray	dep	1525
Kirkwall	arr	1715

Saturday 26 September 2026		
Kirkwall	dep	0800
North Ronaldsay	arr	1040
North Ronaldsay	dep	1110
Kirkwall	arr	1350

*Passengers should be aware that the service in North Ronaldsay and Papa Westray is LOLO (lift on/lift off) only. This means there is a limit on vehicle weights and those travelling with a vehicle heavier than 8000kg are advised to contact our office to ensure that their vehicle can be safely lifted.

For conditions of carriage please see notices on vessels, company premises and website - orkneyferries.co.uk

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

All North Ronaldsay departures are entered into the booking system for an 0800 departure to allow bookings to be made. Passengers making a booking should be aware that their departure time will be subject to change.

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.

Orkney Islands Council (OIC)

Infrastructure and Organisational Development (IOD) Service Risk Register - October 2025

Risks by risk number

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

Cluster.	Risk number.	Risk.	Owner.
Managerial/Professional.	10.	Failure to progress strategic objectives.	Director of Infrastructure and Organisational Development.
Legislative/Regulatory.	11.	Climate Change.	Director of Infrastructure and Organisational Development.
Legislative/Regulatory.	12.	The Effective Management of Trees and Woodlands.	Director of Infrastructure and Organisational Development.
Financial.	13.	Finance and Reputational impact of liabilities falling to the Council from planning decisions issued without Section 75 legal agreements to secure decommissioning/site remediation works (major/higher impact environmental works e.g. wind turbines).	Director of Infrastructure and Organisational Development.

Risks by cluster

Cluster.	Risk Number.	Risk.	Owner.
Legislative/Regulatory.	7.	Health and Safety, accidents and incidents.	Director of Infrastructure and Organisational Development.
Legislative/Regulatory.	11.	Climate Change.	Director of Infrastructure and Organisational Development.
Legislative/Regulatory.	12.	The Effective Management of Trees and Woodlands.	Director of Infrastructure and Organisational Development.
Financial.	1.	Waste.	Head of Infrastructure Services.
Financial.	4.	Financial pressures across the Directorate - Fuel and inflationary costs.	Director of Infrastructure and Organisational Development.
Financial.	5.	Quarries, reduced income.	Head of Infrastructure Services.
Financial.	6.	Operational, insufficient funding.	Director of Infrastructure and Organisational Development.
Financial.	8.	Residual liability, property not in use.	Head of Property and Asset Management.
Financial.	9.	Discretionary services and affordability.	Director of Infrastructure and Organisational Development.
Financial.	13.	Finance and Reputational impact of liabilities falling to the Council from planning	Director of Infrastructure and Organisational Development.

Cluster.	Risk Number.	Risk.	Owner.
		decisions issued without Section 75 legal agreements to secure decommissioning/site remediation works (major/higher impact environmental works e.g. wind turbines).	
Managerial/Professional.	2.	Workforce Planning.	Director of Infrastructure and Organisational Development.
Managerial/Professional.	10.	Failure to progress strategic objectives.	Director of Infrastructure and Organisational Development.
Reputational.	3.	Major Capital Projects.	Director of Infrastructure and Organisational Development.

Risks by Owner

Owner.	Cluster.	Risk Number.	Risk.
Director of Infrastructure and Organisational Development.	Financial.	6.	Operational, insufficient funding.
Director of Infrastructure and Organisational Development.	Financial.	9.	Discretionary services and affordability.
Director of Infrastructure and Organisational Development.	Legislative/Regulatory.	7.	Health and Safety, accidents and incidents.
Director of Infrastructure and Organisational Development.	Managerial/Professional.	10.	Failure to progress strategic objectives.
Director of Infrastructure and Organisational Development.	Financial.	4.	Financial pressures across the Directorate - fuel and inflationary costs.
Director of Infrastructure and Organisational Development.	Managerial/Professional.	2.	Workforce Planning.
Director of Infrastructure and Organisational Development.	Reputational.	3.	Major Capital Projects, delay or failure.
Director of Infrastructure and Organisational Development.	Legislative/Regulatory.	11.	Climate Change.
Director of Infrastructure and Organisational Development.	Legislative/Regulatory.	12.	The Effective Management of Trees and Woodlands.
Director of Infrastructure and Organisational Development.	Financial.	13.	Financial and reputational impact of liabilities falling to the Council from planning decisions issued without Section 75 legal

Owner.	Cluster.	Risk Number.	Risk.
			agreements to secure decommissioning/site remediation works (major/higher impact environmental works e.g. wind turbines).
Head of Infrastructure Services.	Financial.	1.	Waste.
Head of Infrastructure Services.	Financial.	5.	Quarries, reduced income.
Head of Property and Asset Management.	Financial.	8.	Residual liability, property not in use.

Risks by rating

Risk Rating.	Owner.	Cluster.	Risk Number.	Risk.
16.	Director of Infrastructure and Organisational Development.	Legislative/Regulatory	11.	Climate Change.
16.	Head of Infrastructure Services.	Financial.	5.	Quarries, reduced income.
16.	Director of Infrastructure and Organisational Development.	Financial.	4.	Financial pressures across the Directorate - fuel and inflationary costs.
16.	Director of Infrastructure and Organisational Development.	Financial.	9.	Discretionary services and affordability.
15.	Director of Infrastructure and Organisational Development.	Financial.	6.	Operational, insufficient funding.
15.	Director of Infrastructure and Organisational Development.	Managerial/Professional.	10.	Failure to progress strategic objectives.
15.	Director of Infrastructure and Organisational Development.	Managerial/Professional.	2.	Workforce Planning.
12.	Director of Infrastructure and Organisational Development.	Legislative/Regulatory.	12.	The Effective Management of Trees and Woodlands.

Risk Rating.	Owner.	Cluster.	Risk Number.	Risk.
12.	Director of Infrastructure and Organisational Development.	Financial.	13.	Financial and reputational impact of liabilities falling to the Council from planning decisions issued without Section 75 legal agreements to secure decommissioning/site remediation works (major/higher impact environmental works e.g. wind turbines).
12.	Head of Infrastructure Services.	Financial.	1.	Waste.
9.	Head of Property and Asset Management.	Financial.	8.	Residual liability, property not in use.
9.	Director of Infrastructure and Organisational Development.	Reputational.	3.	Major Capital Project delay or failure.
8.	Director of Infrastructure and Organisational Development.	Legislative/Regulatory.	7.	Health and Safety, accidents and incidents.

Risk Prioritisation Matrix

			IMPACT				
			1.	2.	3.	4.	5.
			Insignifica nt	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

Title						Cluster		Owner	
01 - Affordability of Waste Collection and Disposal.						Financial		Hayley Green	
Likelihood	4	Impact	3	RAG	Yellow	Current Risk Score	12	Target Risk Score	4

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
Affordability of existing waste collection models.	The Council fails in the delivery of this service, waste is not collected.	<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 Strategy. Following the Council decision that a new facility is unaffordable, an Integrated Waste Strategy was developed, which identifies service improvements, efficiencies and opportunities for redesign.</p> <p>01.03 – The Service continues to review best practice and looking at examples from other places, both within Scotland and beyond.</p>

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
				01.04 - Recruitment for a Service Manager (Environmental Services) has been unsuccessful and this lack of resource continues to be a significant issue within a small team.

Title						Cluster		Owner	
02 - Workforce Planning.						Managerial/Professional		Hayley Green	
Likelihood	5	Impact	3	RAG	Amber	Current Risk Score	15	Target Risk Score	6

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
<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>Failure to retain staff.</p> <p>Staff morale falls leading to an impact on performance and ill health.</p> <p>Lack of proper training including career grade plans/apprenticeships</p>	<p>The Council does not have fully trained staff with the right skills, in the right place, at the right time, to deliver set priorities and/or statutory functions.</p> <p>Lack of career progression.</p> <p>Limited opportunity for succession planning.</p>	<p>The Council cannot manage with an untrained workforce. Existing workforce becomes demoralised; service standards drop; an increased risk of non-compliance with changes in legislation, practices etc.</p> <p>Lack of valuable experience and knowledge.</p> <p>Unable to deliver priority core work and services.</p>	Treat	<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 exceedingly difficult.</p> <p>At every possible opportunity (such as a staff member leaving) the Service Manager and Head of Service will review their staffing profile and</p>

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
<p>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>				<p>consider any reasonable changes.</p> <p>02.03 – A focus on Good Conversations for all staff from 2022/23 to date has significantly improved performance with feedback from staff who have conducted the Good Conversation framework that this is helpful for all involved.</p> <p>02.04 - updated October 2025 to incorporate key elements and mitigation from the Staffing and Workforce risk in the last Strategy Performance and Business Solutions Risk Register. This reflects that HR&OD are part of the new IOD Directorate.</p>

Title						Cluster		Owner	
03 - Major Capital Project Delay or Failure.						Reputational		Hayley Green	
Likelihood	3	Impact	3	RAG	Yellow	Current Risk Score	9	Target Risk Score	9

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
<p>The risk of insufficient financial and/or staff resources to meet current and future demand makes it difficult for the Council to realise its priorities e.g. Scale Wind, Islands Deal, Harbours Master Plan.</p> <p>Failure to spend grant funding due to tenders in excess of budget or similar issues.</p> <p>Reputational damage.</p> <p>Resources – financial and people, including loss of key staff and</p>	<p>Strategic high-level project programme slippage of being over budget.</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 major projects.</p> <p>Failure to deliver anticipated income or anticipated efficiency savings.</p> <p>Reputational harm.</p> <p>Impact on Service Delivery.</p>	Treat	<p>03.01 – Ensuring appropriate consideration of pressures during capital and revenue budget setting and most efficient use of existing resources.</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</p>

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
<p>difficulty in recruiting new members of the team on a timely basis.</p>				<p>has now been filled and this structural closer working is now in place.</p> <p>03.04 - New Capital Project Appraisal process has been developed to streamline the consideration of recommended projects and is now in use and getting very positive feedback from all involved.</p> <p>03.05 – The Capital Programme Board provides an effective gateway route for new Capital Programme items and provides the refreshed, streamlined framework but noting that changes in the levels of funding and borrowing available has restricted capacity.</p> <p>03.06 - A number of projects were removed from the capital programme following a recommendation by the Policy</p>

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
				<p>and Resources Committee in June 2024.</p> <p>03.07 - CLT have demonstrated flexibility and adjusted routine CLT meetings to sit as a special Capital Programme Board for urgent projects which require governance. This is proving highly effective.</p>

Title						Cluster		Owner	
04 - Financial Pressures across the Directorate - Fuel and Inflationary costs.						Financial		Hayley Green	
Likelihood	4	Impact	4	RAG	Amber	Current Risk Score	16	Target Risk Score	12

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
<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>	The Council has a large increase in costs which impacts on the services that are delivered across this Directorate.	Running costs of Council premises and associated energy efficiency impacted.	Tolerate	<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 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>

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
				<p>04.04 – Encourage lower fuel usage. Migration to low energy vehicles and other alternative fuels.</p> <p>04.05 – Capital project development of renewables to offset energy consumption (electricity rather than oil) through Council owned renewables project and properties.</p> <p>04.06 – cost of electricity has dropped with the current contract however the risk remains given the world financial situation.</p> <p>04.07 - Service considering Service Pressure Bids for the 2026/27 budget setting process.</p>

Title						Cluster		Owner	
05 - Reduced income from business activities from Quarries and associated budget overspend due to self-financed strategy which relies on income generation and continued supply.						Financial		Hayley Green	
Likelihood	4	Impact	4	RAG	Amber	Current Risk Score	16	Target Risk Score	12

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
<p>The Council Quarry has been a significant income resource which has been applied to a self-financing budget approach within IOD.</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 IOD 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>IOD self-financed budget strategy leading to overspend.</p>	Treat	<p>05.01 – The updated Business Plan covering the period 2024 – 2029 has been approved by Council. This Plan identifies opportunities around income generation and sets out the platform for the long term sustainability of the Quarry. The Quarry Manager continues to proactively engage with external markets.</p> <p>05.02 – Closer working arrangements with the Roads Operations team to ensure that the Quarry team fully understands future demand</p>

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
				<p>and can supply the appropriate product.</p> <p>05.03 – The pricing strategy has been reviewed to ensure that it remains competitive within the market whilst covering costs. This remains under close review given the dynamic conditions within the market. The external market is currently showing some signs of improvement.</p> <p>05.04 – External support for blasting procured and implemented in March 2023. This is a 3 year contract (with a 2 year extension clause) which will enable blasts to be planned and programmed in accordance with business needs and to ensure an appropriate supply of material to the market.</p> <p>05.05 – Ongoing discussions with the finance team to understand opportunities for</p>

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
				review of the quarry finance model.

Title						Cluster		Owner	
06 - Insufficient operational equipment and infrastructure funding, including support of the maintenance of current assets and infrastructure.						Financial		Hayley Green	
Likelihood	5	Impact	3	RAG	Amber	Current Risk Score	15	Target Risk Score	9

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
<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>	<p>Tolerate</p>	<p>06.01 – Funded asset management plans are in place for annual programmes for repair and replacement across roads, fleet, property and IT. The funding allocated for these programmes has been increased temporarily for 3 years commencing in FY 25/26, which will ease some of the pressure.</p> <p>06.02 – Capital programme planning and prioritisation focusing on repairs, renewals and additions that mitigate rising costs through the revised business focussed Capital Project Appraisal</p>

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
				<p>process and linked to the Asset Management Plan.</p> <p>06.03 – The Capital Programme Board provides an effective gateway route for new Capital Programme items and provides the refreshed, streamlined framework but noting that changes in the levels of funding and borrowing available has restricted capacity.</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 (pressure on funding the asset replacement).</p>

Title						Cluster		Owner	
07 - Health and Safety; accidents and incidents.						Legislative/Regulatory		Hayley Green	
Likelihood	2	Impact	4	RAG	Yellow	Current Risk Score	8	Target Risk Score	6

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
<p>The risk of not managing accidents and health and safety incidents.</p> <p>Particular operational vulnerabilities are:</p> <ul style="list-style-type: none"> • Hand and Arm Vibration Syndrome (HAVS); • quarrying accident; • lifting injury; • machinery injury; • heavy vehicle – moving injury; 	<p>The Council not supporting the wellbeing of staff.</p> <p>The Council fails to manage accidents and health and safety incidents appropriately.</p>	<p>An increase in the number of accidents/incidents; loss of productivity; loss of equipment; an increased risk of legal challenges; risk of financial claims and financial penalties.</p>	<p>Treat</p>	<p>07.01 – Council Occupational Health, Safety and Welfare Policy approved by Council in March 2025.</p> <p>07.02 – Control of Vibration Guidance drafted and under review at present.</p> <p>07.03 – Lone Working Policy and Guidance - being drafted at the moment but likely to be completed in January 2026.</p> <p>07.04 - Fire Safety Policy – is in review and likely to complete by December 2025.</p> <p>07.05 - Major Emergency Plan – this is overdue and awaiting commencement. In the</p>

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
<ul style="list-style-type: none"> • Waste related injury / contamination; • lone working; and • working at height and up ladders. 				<p>meantime, the current plan remains in place if required.</p> <p>07.06 – Training programme(s), reporting, implementing improvements.</p> <p>07.07 – Work Methods Safety meetings and reviews. Safety Management Systems and Audit.</p> <p>07.08 – 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>07.09 – Service Health and Safety Induction process and introduction of new Near Miss Process in Spring 2021.</p>

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
				<p>07.10 – Ongoing review of Health and Safety issues at various management forums including Heads of Service, works reps meetings and union meetings.</p> <p>07.11 – Access to People Safe MySOS devices (or equivalent devices) to services with a high level of lone working has been trialled and is being evaluated. Need to link this with the Lone Working Policy.</p> <p>07.12 – Use of Violence/ Unacceptable Behaviour Flagging process to alert staff of potentially challenging service users.</p> <p>07.13 – Promoting Positive Behaviour initiative to support staff in frontline roles.</p> <p>07.14 – Planning and Regulatory has reviewed their risk assessments and conflict</p>

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
				resolution training is being arranged for 2026.

Title						Cluster		Owner	
08 - Residual Liability for properties no longer in original use.						Financial		Hayley Green	
Likelihood	3	Impact	3	RAG	Yellow	Current Risk Score	9	Target Risk Score	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 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>	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 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,</p>

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
				<p>including bringing in external support to deliver this project given current lack of staffing resources within the Estates Team.</p> <p>08.05 - Landfill and ex-quarries – disused quarries have been made safe but there is a risk that they need to be remediated before they are disposed of as some have ongoing maintenance requirements.</p>

Title						Cluster		Owner	
09 - Affordability of Services and likelihood of reduction in spending on discretionary services.						Financial		Hayley Green	
Likelihood	4	Impact	4	RAG	Amber	Current Risk Score	16	Target Risk Score	12

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
<p>Political expectation that service levels will not change despite budget reductions.</p> <p>Discretionary services likely to be the focus for reductions in funding.</p>	Budget reductions below baseline service level requirement.	Budget overspends.	Treat	<p>09.01 – Ensure full awareness and understanding of consequences through the budget setting process.</p> <p>09.02 – Strong Corporate Leadership/Improvement Support Team Board approach to budget setting.</p> <p>09.03 – Follow through budget savings with service changes quickly and resolutely following decisions.</p> <p>09.04 – Service considering Service Pressure Bids for the 2026/27 budget setting process.</p>

Title						Cluster		Owner	
10 - Failure to progress strategic objectives due to the inevitable focus on day-to-day service delivery.						Managerial/Professional		Hayley Green	
Likelihood	5	Impact	3	RAG	Amber	Current Risk Score	15	Target Risk Score	12

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

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
				<p>critical or strategic outcome items.</p> <p>10.04 – Regular and open communication with Community Councils and Councillors, with visible senior leadership throughout.</p>

Title						Cluster		Owner	
11 - Climate Change.						Physical		Hayley Green	
Likelihood	4	Impact	4	RAG	Amber	Current Risk Score	16	Target Risk Score	12

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
<p>Council infrastructure impacted by extreme and unpredictable weather, resulting in increased costs of maintenance and weakened or disrupted delivery of services including travel disruption.</p> <p>Communities facing increased frequency of coastal flooding and increased volumes of surface water.</p> <p>Local economic production affected by climate impacts.</p>	<p>Extreme and unpredictable sustained weather (lightning, winds, tides) causes increased damage or wear and tear to Council infrastructure.</p> <p>Increased severity of coastal flooding leads to damage to property in coastal communities, while surface water levels impact transport 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>Weakened or disrupted delivery of Council services including transport, roads maintenance, property access and digital services.</p> <p>Reduced economic output in Orkney requires increased Council interventions.</p> <p>Failure to meet targets or reductions in funding of other Council Priorities to support initiatives.</p>	Treat	<p>11.01 – Declaration of Climate Emergency.</p> <p>11.02 – Council Plan has specific climate related goals including baseline review and Net Zero targets and milestones.</p> <p>11.03 – Orkney Local Heat and Energy Efficiency Strategy and the Carbon Management Plan.</p> <p>11.04 – Flood Risk Management Plan 2022 – 2028.</p> <p>11.05 – Resilience review and response to SEPA Flood</p>

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
<p>Transition to support climate response initiatives require significant capital investment.</p>				<p>Warnings as an Incident Management process.</p> <p>11.06 – Development of the Coastal Change Adaptation Plan is underway with expected completion towards the end of 2025/26.</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 – Cross-Council officer working group established, recognising that Climate Change impacts all Directorates.</p> <p>11.10 – Contractors appointed to complete an independent study into indicative Council</p>

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
				<p>transition pathways towards net zero, work started Autumn 2024. Due to conclude in Quarter 4 of 2025/26.</p> <p>11.11 – Report along with a proposed new Vision Statement, presented to Policy and Resources in September 2024 and approved.</p> <p>11.12 – The Council is a participant in the Strategic Territorial Partnership Board and therefore works across multiple authority areas, with a focus on decarbonisation.</p> <p>11.13 - Food security plan under discussion following a presentation to Elected Members by Professor Tim Lang. This is wider than IOD and includes external partners such as NHSO and UHI.</p>

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		Hayley Green	
Likelihood	3	Impact	4	RAG	Amber	Current Risk Score	12	Target Risk Score	12

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
The potential for falling trees or branches to cause injury to members of the public visiting the location or cause damage to neighbouring land/property.	<p>Lack of regular inspection of all trees in the ownership and/or control of the Council.</p> <p>Disease such as Ash Dieback affecting the structural integrity of a tree(s).</p>	<p>Injury to visiting members of the public and/or damage to neighbouring land and/or property, and/or damage to vehicles.</p> <p>Financial claims from third party if they suffer accident, injury, loss or damage.</p> <p>Reputational damage to Council.</p>	Treat	<p>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, the next survey is due to be completed by Christmas 2025.</p> <p>12.02 – Consider the establishment of a budget for the onwards maintenance and management of all trees in the ownership and control of the Council. This would be subject to a Service Pressure Bid and</p>

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
				<p>would be considered as part of the budget setting process.</p> <p>12.03 – Undertake any maintenance works e.g. felling trees/lopping 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>

Title						Cluster		Owner	
13 - Financial and Reputational impact of liabilities falling to the Council from planning decisions issued without Section 75 legal agreements to secure decommissioning/site remediation works (major/higher impact environmental works e.g. wind turbines).						Financial		Hayley Green	
Likelihood	3	Impact	4	RAG	Amber	Current Risk Score	12	Target Risk Score	16

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
Historic and future planning permissions issued without Section 75 Agreement/ bonded sums to secure funding to address decommissioning and remediation should this be required at a future date.	Insolvency or desertion of operator of a development/site without means to enforce planning conditions/remediation requirements.	Council is left with the burden of site remediation/ decommissioning.	Treat	13.01 - Work commenced in July 2025 to establish new procedure between Planning, Finance and Legal teams which will mean future planning decisions will only be issued when there is conclusion of appropriate agreement (most likely Section 75 Agreement) and establishment of a bonded sum to cover remediation costs should these be required at the end of the life of a development. We are aiming to have this in place by the end of 2025 at the latest.

Vulnerability	Trigger	Consequences	Options	Mitigating Actions
				13:02 - Capital Project Appraisal process to be checked to ensure that this requirement is built in.

Enterprise and Resources Risk Register – October 2025

Strategic Risks

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

Risks by rating

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

Risk Matrix

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

Risk Title: 01 – Continuity of staffing and knowledge.

Likelihood	3	Impact.	4	RAG	High	Current Risk Score	12	Target Risk Score	8
Owner	Director of Enterprise and Resources						Cluster.	Staffing	

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

Risk Title: 02 – Staff training and development

Likelihood	3	Impact	3	RAG	Medium	Current Risk Score	9	Target Risk Score	4
Owner	Director of Enterprise and Resources						Cluster	Staffing	

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

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

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

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

Risk Title: 04 – Airfield closure or non-conformity

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

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
<p>Insufficient plans in place to ensure delivery of training and exercises take place. The Council may not have sufficient funds to sustain assets, replace ageing assets and develop key assets.</p> <p>Difficulty of staff recruitment in some areas.</p>	<p>Failure to carry out training of staff.</p> <p>Insufficient resilience of staff – singleton post.</p> <p>Changed standards for runways, facilities and equipment.</p> <p>Material deterioration of runways.</p> <p>Shortage of staff to muster fire team for any island</p>	<p>Failure to provide a service to the outer islands of Orkney; airfields deteriorate; plant/vehicles deteriorate; scarce resources; reputational risk to Council; closure of islands airfields.</p> <p>Failure to monitor health due to lack of supplier or sufficient budget.</p>	Treat.	<p>04.01 – Ensure appropriate staff training in place and undertaken.</p> <p>04.02 - Regular communication with customers and stakeholders to articulate and manage expectations.</p> <p>04.03 - Actively seek customer/ stakeholder feedback and identify any improvements required.</p> <p>04.04 - Agreed brief/terms of reference/service standards with full understanding of customer and stakeholder requirements.</p> <p>04.05 - Co-ordinated public engagement across the Council and with partners/stakeholders where appropriate.</p> <p>04.06 – Fill vacant posts timeously where appropriate to ensure where possible services are operating at optimum staff complement.</p>

Risk Title: 05 – Major project delay or failure

Likelihood	5	Impact	3	RAG	High	Current Risk Score	15	Target Risk Score.	6
Owner	Director of Enterprise and Resources						Cluster	Financial	

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
<p>The risk of insufficient financial and/or staff resources to meet current and future demand makes it difficult for the Council to realise its priorities e.g. Scale Wind, Islands Deal, Harbours Master Plan.</p> <p>Failure to spend grant funding.</p> <p>Reputational damage.</p>	<p>Strategic high-level project programme slippage.</p> <p>Scale of project management business requirements associated with the Islands Deal.</p>	<p>Failure to deliver major projects.</p>	<p>Treat.</p>	<p>05.01 – Ensuring appropriate consideration of pressures during capital and revenue budget setting and most efficient use of existing resources.</p> <p>05.02 – Establish additional project specific staff and budget resources to ensure new project delivery where required (property and planning resource reviews and commitment to increase resource levels).</p> <p>05.03 – Implement recommendations relevant to the capital programme arising from the external review of the Planning Service</p> <p>05.04 – Seeking to conclude the planning for the next capital programme (period 2024 to 2029) and thereby adjusting resource levels to meet delivery demands.</p> <p>05.05 - Review of the level of support for the next stage of Islands Deal work beyond Strategic Outline Business Case. This would be</p>

Vulnerability.	Trigger.	Consequences.	Options.	Mitigating Actions.
				addressed via future Project Management Office committed resource across the partners.

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

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

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

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

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

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

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

Likelihood	5	Impact	5	RAG	Extreme	Current Risk Score	25	Target Risk Score	4
Owner	Director of Enterprise and Resources						Cluster	Financial	

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

Minute

Harbour Authority Sub-committee

Tuesday, 28 October 2025, 09:30.

Council Chamber, Council Offices, School Place, Kirkwall.



Present

Councillors Kristopher D Leask, Mellissa-Louise Thomson, Graham A Bevan, P Lindsay Hall, Ivan A Taylor, Duncan A Tullock and Heather N Woodbridge.

Clerk

- Katy Russell-Duff, Committees Officer.

In Attendance

- Gareth Waterson, Director of Enterprise and Resources.
- Douglas Manson, Acting Harbour Master.
- Bradley Drummond, Deputy Harbour Master.
- Shonagh Merriman, Service Manager (Corporate Finance).
- David Sawkins, Deputy Harbour Master (Strategy and Support).
- Stuart Bevan, Solicitor.

Declarations of Interest

- No declarations of interest were intimated.

Chair

- Councillor Kristopher D Leask.

1. Kirkwall Basin Pontoon Replacement

After consideration of a report by the Director of Enterprise and Resources, copies of which had been circulated, and after hearing a report from the Deputy Harbour Master, the Sub-committee:

Resolved to **recommend to the Council** that the Director of Enterprise and Resources should submit a Stage 2 Capital Project Appraisal in respect of the proposed replacement of pontoons at Kirkwall Basin to the Policy and Resources Committee.

2. 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:

2.1. 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 2025, attached as Annex 1 to the report by the Head of Finance, indicating a budget surplus position of £1,657,000.

2.2. The revenue financial service area statement in respect of the Scapa Flow Oil Port and Miscellaneous Piers and Harbours for the period 1 April to 30 September 2025, attached as Annex 2 to the report by the Head of Finance.

2.3. 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.

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 a report from the Service Manager (Corporate Finance), the Sub-committee:

Noted:

3.1. The summary position of expenditure incurred as at 30 September 2025, against the approved Miscellaneous Piers and Harbours revenue maintenance programme for 2025/26, as detailed in section 1.4 of the report by the Head of Finance.

3.2. The detailed analysis of expenditure figures and programme updates in respect of the approved Miscellaneous Piers and Harbours revenue maintenance programme for 2025/26, attached as Appendix 1 to the report by the Head of Finance.

4. 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:

4.1. The summary position of expenditure incurred as at 30 September 2025, against the approved Miscellaneous Piers and Harbours and Scapa Flow Oil Port minor capital improvement programmes for 2025/26, as detailed in section 1.4 of the report by the Head of Finance.

4.2. The detailed analysis of expenditure figures and programme updates in respect of the approved Miscellaneous Piers and Harbours and Scapa Flow Oil Port minor capital improvement programmes for 2025/26, attached as Appendix 1 to the report by the Head of Finance.

5. Conclusion of Meeting

At 10:13 the Chair declared the meeting concluded.

Signed: Kristopher D Leask.