

Item: 2

Enterprise and Infrastructure Committee 2 June 2026.

Winter Service Policy.

Report by Director of Infrastructure and Organisational Development.

1. Overview

- 1.1. This report presents the five yearly review of the Winter Service Policy for members' approval.
- 1.2. The previous Winter Service Policy was recommended for approval by the Development and Infrastructure Committee on 7 September 2021.
- 1.3. The Winter Service Policy sets out a route hierarchy, with Priority 1, 2 and 3 routes (P1, P2 and P3). The length of routes that are currently treated are:
 - i. P1 – 386km.
 - ii. P2 – 335km including P2S School routes.
 - iii. P3 – 243km (Snow clearance only).
- 1.4. This means that 73% of the road network is treated on a routine basis as Priority 1 and 2 routes.
- 1.5. The winter service budget for financial year 2026/27 is £1.120million, however the cost to deliver the proposed Winter Service Policy on an average winter is expected to cost £1.5million, rising to £2.5million on a very cold winter and even coming in over budget in a mild winter at £1.3million.
- 1.6. The cold spell in January 2026 has shown how valued the winter service is in its current form. Therefore, it is not deemed viable to lessen this to any significant degree without considerable community impacts.
- 1.7. Following a seminar with elected members in late January 2026 to discuss the options available, the revised policy has been drafted to reflect the strong feeling within the community.
- 1.8. It should be noted that, for the Roads Service to remain within budget, and deliver the expectations of the Winter Service Policy, the ability to deliver other routine tasks will be impacted.

2. Recommendations

- 2.1. It is recommended that members of the Committee:
 - i. Approve the Winter Service Policy, attached as Appendix 1 to this report.

3. Background

- 3.1. Winter Service provision is delivered through two documents, the Winter Service Policy and the Winter Service Plan.
 - i. **Winter Service Policy** – The policy document which specifies how we will treat the road network. This reflects national guidance, as far as reasonably practicable, and specifies salt spread rates, temperatures that initiate salt treatments, what constitutes a P1 or P2 route etc.
 - ii. **Winter Service Plan** – The annual operational plan which details where we will treat each winter and determines the route priority of each section in accordance with the approved Winter Service Policy.
- 3.2. The Winter Service Policy, which is reviewed every five years, reflects the recommendations in Well-Managed Highway Infrastructure: A Code of Practice 2016 to adopt a risk-based approach to winter service operations utilising recommendations within the National Winter Service Research Group (NWSRG) Practical Guide for Winter Service.
- 3.3. The Winter Service Plan is reviewed annually, including consultation with various stakeholders, and should be in place by the end of September to plan for the start of the winter season in November each year.

4. Consultation

- 4.1. Consultation was undertaken with the following stakeholders between January and April 2026:
 - i. Elected Members.
 - ii. Community Councils.
 - iii. Orkney Health and Care.
 - iv. NHS Orkney.
 - v. Scottish Ambulance Service.
 - vi. Police Scotland.
 - vii. Scottish Fire and Rescue Service.
 - viii. HM Coastguard.
 - ix. OIC Education.

- x. OIC Transport.
 - xi. OIC Housing.
 - xii. OIC Marine Services.
 - xiii. OIC Roads and Grounds Operations.
 - xiv. OIC Quarries.
 - xv. OIC Safety and Resilience.
- 4.2. Responses to this consultation, including comments from Roads and Grounds are attached to this report as Appendix 2.
- 4.3. There were clear concerns raised regarding the discrepancies between doctor surgeries on the Isles. Due to the proximity to the classified network, some Isles surgeries were treated as P1 routes, and some were not.
- 4.4. Given the modest increase in budget required to bring equity to the situation, the policy has been reviewed to include all surgeries on the Isles as P1 routes.

For Further Information please contact:

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Implications of Report

- 1. Financial:** Any additional costs from delivery of the Winter Service Policy will require to be contained within existing Service revenue budgets or come forward for consideration as an Unavoidable Service Pressure Bid as part of the budget setting process.
- 2. Legal:** The Council has a duty under the Roads (Scotland) Act 1984 to manage and maintain all such roads in their area as are for the time being entered in their “list of public roads”. Approving the recommendation will assist the Council in discharging this duty.
- 3. Corporate Governance:** In terms of the Scheme of Administration, the establishment and review of the winter service policy is a referred function of the Enterprise and Infrastructure Committee.
- 4. Human Resources:** There are no human resources implications.
- 5. Equalities:** An Equality Impact Assessment has been undertaken and is attached as Appendix 3 to this report.
- 6. Island Communities Impact:** An Island Communities Impact Assessment has been undertaken and is as Appendix 4 to this report.

7. **Links to Council Plan:** The proposals in this report support and contribute to improved outcomes for communities as outlined in the following Council Plan strategic priorities:
 - Growing our economy.
 - Strengthening our Communities.
 - Developing our Infrastructure.
 - Transforming our Council.
8. **Links to Local Outcomes Improvement Plan:** The proposals in this report support and contribute to improved outcomes for communities as outlined in the following Local Outcomes Improvement Plan priorities:
 - Cost of Living.
 - Sustainable Development.
 - Local Equality.
 - Improving Population Health.
9. **Environmental and Climate Risk:** Thousands of tonnes of salt are deposited on the road network each winter. This inevitably leads to environmental contamination through access into roadside drainage, and adjacent land. Salt usage is reduced as much as practicably possible through use of accurate forecasting and ensuring the implementation of national guidance.
10. **Risk:** A very cold winter has the ability to substantially affect other routine roads processes such as filling potholes and resolving defective drainage.
As is often experienced through the winter season, any vehicle breakdowns are likely to leave some communities without winter service provision.
11. **Procurement:** No adverse impacts envisaged.
12. **Health and Safety:** Although the Winter Service Policy aims to provide a safe and serviceable road network for all road users, it is also the responsibility of road users to drive to the present conditions.
13. **Property and Assets:** No adverse impacts envisaged.
14. **Information Technology:** No adverse impacts envisaged.
15. **Cost of Living:** There is the potential that some residents may be negatively affected as their local access roads will not be treated in the morning. This may affect their ability to access work, shops and other facilities.

List of Background Papers

None.

Appendices

Appendix 1 – Winter Service Policy 2026 – 2031.

Appendix 2 – Consultation responses.

Appendix 3 – Equality Impact Assessment.

Appendix 4 – Island Communities Impact Assessment.



Winter Service Policy 2026 – 2031

Director.

Infrastructure and Organisational Development.

June 2026.

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Document Control & Council Approval

Version Number/Date.	v1/June 2026.
Approved by Council.	General Meeting of the Council. TBC 2026.
Next Update Due.	September 2031.

Introduction

Winter Service Policy Statement 2026 - 2031

1. Orkney Islands Council aims to provide a winter service which allows the safe movement of vehicles and pedestrians on roads, and keeps to a minimum, delays caused by adverse winter weather.
2. The Council as Roads Authority will set the standards and level of service, make adequate budgetary provision to achieve the standards and approve a carriageway and footway hierarchy.
3. The operational management of the service will be provided by the Director, Infrastructure Services and Organisational Development. The service will be delivered using in-house resources and other contractors as appropriate.
4. The service will be provided in accordance with the aims and objectives of the Council Plan 2023-2028, The Roads Management and Maintenance Plan 2023 – 2028, the Infrastructure and Organisational Development Service Plans and this Winter Service Policy Statement.
5. The Director of Infrastructure and Organisational Development will prepare a Winter Service Plan defining a Carriageway and Footway hierarchy for winter treatment, which will be reviewed annually by the Council.
6. The standard of performance achieved, and all the fixed and variable costs incurred will be monitored annually and reported to the Director, Infrastructure and Organisational Development.
7. The Director of Infrastructure and Organisational Development will report to the Council annually on the standard of service achieved, the costs involved and where changes or improvements to the level of services should be considered.
8. The Director of Infrastructure and Organisational Development may in certain circumstances due to severe weather conditions or other conditions amend or suspend part of the Winter Service Plan to achieve the best service that the prevailing conditions will allow.
9. The Director of Infrastructure and Organisational Development may carry out trials whenever necessary on proposals to improve the service prior to the review.

A - Statement of Policies

1. The Service will be provided in accordance with this document and the current Winter Service Plan.
2. The Team Manager (Roads Support) shall amend the Winter Service Plan on an annual basis and shall submit a final copy before 1 October each year to the Service Manager (Roads and Grounds) for implementation.
3. This document reflects the recommendations in Well-Managed Highway Infrastructure: A Code of Practice 2016 to adopt a risk-based approach to winter service operations utilising recommendations within the National Winter Service Research Group (NWSRG) Practical Guide for Winter Service.
4. The Team Manager (Roads and Grounds Operations) is authorised to make such operational decisions as are necessary to perform the service as specified and as allowed for in Appendices 1 and 2 of this document. If circumstances arise which require further instruction such matters should be referred to the Service Manager (Roads and Grounds) or such other person appointed by the Director of Infrastructure and Organisational Development for this purpose.

B - Specification

1. General

This specification relates to the delivery of the winter service. Roads and Grounds will be required to follow the procedures and policies referred to as set out in this document.

The functions conferred by this document shall be exercised by the Director of Infrastructure and Organisational Development, or duly appointed representative.

The Team Manager (Roads and Grounds Operations) shall provide and maintain sufficient personnel, vehicles, plant, machinery, and equipment as are necessary for the proper and safe delivery of the service outlined in this document and the Winter Service Plan.

If insufficient resources are available from within the Roads and Grounds Section to ensure delivery of the service, the Service Manager (Roads and Grounds) shall notify this to the Head of Infrastructure Services who will identify resources available from within other sections of the Service, other Services of the Council or from external contractors.

The Service as specified will be delivered during the winter period, namely 1 November to 31 March the following year. The Team Manager (Roads and Grounds Operations) may decide to extend this cover outwith this period as necessary.

All charges incurred through the delivery of this Winter Service Policy will be covered by the relevant revenue budget code.

All materials laid down in accordance with the Specification remain the property of Roads Services.

2. Safety

Drivers should be instructed to take all possible precautions to protect their own safety and that of other road users.

High visibility clothing to BS EN 471 Class 3 must be worn by all personnel carrying out treatment to carriageway or footway.

All vehicles being actively used in winter service operations shall have warning beacons on at all times.

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

3. Route Planning for Carriageways and Footways

Route plans showing extent of cover for treatment are provided annually in the Winter Service Plan.

Carriageway routine treatment – Treatment to commence not earlier than 06:00 and no new routes to be started after 18:00.

Footway routine treatment – Prioritised treatment will be provided Monday to Saturday 06:00 to 16:00. A reduced service, subject to available resources, will be provided on all days observed by the workforce as local holidays.

Emergencies – 24-hour cover will be provided for emergencies notified via the Police only.

4. Route Hierarchy

It is recognised by the NWSRG that no Council has sufficient resources to treat all its road network. It is therefore necessary to establish, based on the risk-based approach, a Carriageway and Footway hierarchy which provides a resilient network to the best of the Council's ability given current resource levels.

The following indicators are used to establish the route priority of each section of carriageway, footway and cycleway across Orkney and will be reviewed annually. Consultation with the community will also take place annually and feed into this decision-making process.

Carriageway Hierarchy

This hierarchy excludes Islands where resources are not currently present. All roads on those Islands will be treated when resources allow. Increased Salt bin allocation will be considered on these Islands.

Salting and Snow Clearance Carriageways

Priority 1

- Primary routes.
- Important principal roads.
- Roads leading to important industrial establishments.
- Roads leading to the hospital.
- Roads leading to health centres.
- Roads leading to Police and Fire stations.
- Roads leading to schools.
- Roads leading to transport terminals.
- Selected bus routes.
- Important journey-to-work routes.
- Known trouble spots.

Priority 2

- Other known trouble spots (not on Priority 1).
- Remaining principal roads.
- Town centres.
- School bus routes (Priority 2S) treated on school days.

Priority 3 (Snow clearance only. Not normally treated unless snow is present for more than 48 hours).

- Minor side roads.
- Residential roads.
- No salting or gritting to be undertaken.

Footway and Cycleway Hierarchy

Footway treatment will apply to Kirkwall and Stromness only.

Salting and Snow Clearance Footway, Footpath and Cycleway

Priority 1

- Primary routes.
- Footways leading to the town centre.
- Footways leading to the hospital and other health centres.
- Footways leading to Police and Fire stations.
- Footways leading to schools.
- Footways leading to transport terminals.
- Important journey-to-work routes.

Priority 2

- Busy footways leading to Priority 1s from well populated areas.
- Other routes leading to schools.

Priority 3

- Other busy footways not included in Priority 1 or 2.

5. Car Parks

Public car parks including education and care establishments will be treated as per the Winter Service Plan.

When notified, car parks adjacent to cemeteries will be treated prior to any funeral. The adjoining public carriageway will also be treated if not already done so on that day.

6. Standards

The Team Manager (Roads and Grounds Operations) must ensure that sufficient resources are or can be made available in the light of the decisions made in accordance with Appendices 1 and 2 considering response times, treatment times, vehicle characteristics, treatment length and rate of spread.

The target response time is one hour. This is the mobilisation period for commencing winter service operations following receipt of a weather warning.

Salting and Gritting - Carriageways

Priority 1 Routes – on receipt of frost, ice, or snow warning but subject to judgement and local experience. Once treatment has commenced the target completion time for carriageway Priority 1s is 2 hours.

Priority 2 Routes – only when adverse conditions become apparent and when all Priority 1 routes have been completed. Priority 2s will not generally be pre-treated in the afternoon unless conditions become severe.

Priority 3 Routes – No salting or gritting to be undertaken.

Snow Clearance – Carriageways

Generally, should be started as soon as practicable and the need for it becomes apparent beginning with Priority 1 routes and then Priority 2 as equipment is available.

Under adverse weather conditions and when snow is drifting resources must be withdrawn from lower priority routes to preserve the integrity of the higher priority.

Priority 1 Routes – Should not remain impassable to heavy vehicles for more than 6 hours in rural areas or 4 hours in urban areas except under exceptional weather condition and when snow is drifting.

Priority 2 Routes – Should not remain impassable to heavy vehicles for more than 6 hours in urban areas or 24 hours in rural areas except under exceptional weather conditions and when snow is drifting.

Priority 3 Routes – To be made passable to heavy vehicles within 48 hours wherever possible after dealing with the higher priority routes and only when conditions are severe and likely to persist for several days. The priority of works should be areas with steep hills or where there is a higher number of vehicle movements.

Salting and Gritting – Footways, Footpaths and Cycleways

Priority 1 Routes – on receipt of frost, ice, or snow warning but subject to judgement and local experience.

Priority 2 Routes – only when adverse conditions become apparent and when Priority 1 routes have been completed. Priority 2s will not generally be pre-treated in the afternoon unless conditions become severe.

Priority 3 Routes – only when adverse conditions persist for more than 3 days and when Priority 1 and 2 routes have been completed. Priority 3s will not be pre-treated in the afternoon.

Snow Clearing – Footways, Footpaths and Cycleways

Generally, should be started as soon as practicable and the need for it becomes apparent beginning with Priority 1 routes and then Priority 2 as equipment is available.

Gaps will be formed in piled snow at roadsides at bus-stops and at crossing points.

7. Salt Bins

Salt bins will be deposited and maintained in locations such as known trouble spots, steep hills, dangerous bends, and densely populated areas not on priority routes, as set out in the Winter Service Plan. Additional bins may be instructed throughout the winter as deemed necessary.

The Council will provide salt bins, for self-help by members of the public only where the following criteria are met:

1. In general, where the location is not on a Priority 1 or 2 route.
2. The bin shall not obstruct pedestrians.
3. The location shall not obstruct junction sight lines.
4. In general, where the location is not within 200 metres of another salt bin location.
5. The location is within the boundary of the public road.
6. The Council will not provide bins in private roads or car parks or any other public or private property unless a service level agreement is in place.

Bins will only be located where they can be filled from a lorry and shall be replenished on a regular basis during the winter period, as resources permit.

The location of each bin will be recorded in an electronic database, with a unique identity code for each item.

Formal requests should be submitted to the Council's Roads Support team for consideration. Where the criteria for a bin are met the provision will be dependent on available resources.

8. Islands Services

The level of service for all main Ro-Ro connected islands will be the same as the Orkney Mainland where resources allow. This excludes islands where resources are not currently present.

Additional salt bins may be provided in consultation with the local Community Council during the annual Winter Service Plan review.

The local Community Council should liaise with the Team Manager (Roads and Grounds Operations) as quickly as possible where procedures are not being followed.

9. Personnel

The Team Manager (Roads and Grounds Operations) must ensure that, as a minimum, the following personnel are always on standby during the winter period:

- Duty Technician.
- Duty Officer.
- Duty Supervisor.
- One crew located on the Mainland and linking South Isles.
- One operative on each of the following islands: Hoy, Flotta, Rousay, Shapinsay, Stronsay, Eday, Westray and Sanday.

The Team Manager (Roads and Grounds Operations) will, in addition to the personnel noted above, ensure that an additional three crews are on standby on the mainland and linked isles for all local and public holidays, in particular 25/26 December and 1/2 January.

During these periods and in all circumstances other than an emergency the delivery of the service will be limited to between 06:00 and 18:00.

The Team Manager (Roads and Grounds Operations) will provide staff rotas, manpower plan, sources of manpower and methods of contact.

The Team Manager (Roads and Grounds Operations) will maintain an operations room for the use of operational staff. A copy of this Policy and the Winter Service Plan should be kept in the operations room.

In general vehicles will be single manned however if for reasons of safety or other operational reasons during periods of severe conditions it is necessary, double manning will be permitted.

The Team Manager (Roads Support) will amend the Winter Service Plan, incorporating any agreed changes following consultation, and present to the Service Manager (Roads and Grounds) by 1 October annually.

10. Training

The Team Manager (Roads and Grounds Operations) will ensure that all personnel engaged on winter service activities will be properly trained and are familiar with safe working practices.

The Team Manager (Roads and Grounds Operations) shall be responsible for training all winter service personnel and shall ensure that all employees are made aware, to whatever degree necessary for them to perform their functions, of the conditions, specification and operational statements relating to this document and the Winter Service Plan.

It is recommended that training be provided on the following issues. This is not an exhaustive list and will largely be based on local circumstances:

- The content and operation of both this Policy, and the Winter Service Plan.
- Route familiarisation.
- Driving in difficult and hazardous road conditions including duty of care to other road users.
- Circumstances where special safety considerations apply.
- Snow ploughing.
- Avoidance of spraying pedestrians, cyclists, where practicable with salt or slush when salting or ploughing.
- Avoidance of risks to pedestrians and cyclists when using vehicles in segregated or partially segregated areas and in treating footways.
- Ploughing and manoeuvring in restricted circumstances.
- Dealing with emergencies.
- Dealing with post ice and snow emergencies especially flooding.

In addition to such specific training, it will be necessary to ensure that all personnel are provided with information during operational periods on current network characteristics and constraints, including:

- Traffic management in place.
- Network unavailability.

A system of formal training records shall be maintained by the Team Manager (Roads and Grounds Operations).

11. Plant, Vehicles and Equipment

Roads and Grounds will maintain a fleet inventory highlighting location, capacity and characteristics of plant, vehicles, and equipment to be used in the delivery of the service.

12. Operational communication systems

The Team Manager (Roads and Grounds Operations) will provide and maintain operational communications systems as detailed in Table 1 below:

Table 1

Communications System	Method of Contact	Allocation
2 Way Radio	Radio Call Sign	All operational vehicles
Telephone Answering machine	Public Telephone System	Operations Room
Mobile Telephones	24-hour Contact/Message Relay Service	Duty Technician Duty Officer Duty Supervisor

A list of all radio call signs, radio paging numbers and telephone numbers shall be finalised no later than 1 October annually and distributed to all relevant personnel.

13. Weather Forecasts

Roads and Grounds will supply and maintain an approved ice prediction system covering the mainland and linked isles including thermal mapping and/or Route Based Forecasting to be used in conjunction with a weather forecasting service.

The forecasting service and a minimum 2-5-day prediction facility is to be directly transmitted into the ice prediction computer system.

The principal forecasts should be available no later than 14:00 each day with updates based on local sensor data transmitted no later than 05:00 the following morning.

The Roads and Grounds Operations Team shall provide, no later than 16:00 each day, a copy of the 24-hour forecast incorporating planned action, the 2-5-day prediction and the 24-hour temperature prediction graph. In addition, no later than 16:00 the following day a copy of the graph comparing the temperature prediction to actual temperatures will be provided.

14. Decision Making

The success or otherwise of winter service operations depends greatly on the judgement, enhanced by experience and local knowledge, of those who must make the decisions, however, it is essential that such judgements are also based on recognised and accepted good practice.

Decision making processes will follow the guidance documents provided by the National Winter Service Research Group.

The procedure for decision making is outlined in Appendices 1 and 2.

All decision-making procedures must be recorded and documented in an operational diary stored either electronically or in physical form.

15. Material standards and storage

Salt shall be supplied to Roads and Grounds by the Team Manager (Quarry) at Cursiter Quarry. All salt must be stored and delivered as per the Salt Specification in Appendix 3. Any deviation from this specification must be notified to the Team Manager (Roads and Grounds) as soon as reasonably practicable.

16. Treatment

Dry salting treatment will be used on all occasions. Should other treatment options be introduced through the life of this document, it must be ensured that the guidance provided in the National Winter Service Research Group guidance documents is followed.

Carriageway treatment will be undertaken as shown in Appendix 1.

Footway and cycleway treatment will be undertaken as shown in Appendix 2. It is noted by the NWSRG that there is considerably less research available regarding footway treatments when compared with carriageway treatments. Although recommended spread rates are issued by the NWSRG these are far less precise when compared with the carriageway treatments.

Road surface temperature has therefore been used as a guide as to when to treat footways and cycleways. If further research becomes available through the lifetime of this document, Appendix 2 will be updated where appropriate.

The spread rates indicated in Appendices 1 and 2 must only be used when salt moisture content is within the optimum range shown in Appendix 3, and when spreader performance is good and calibrated correctly.

Where moisture content falls out with the optimum range the effectiveness of the salt will be greatly reduced therefore consideration must be made for increasing the spread rate by 20%.

Following decisions taken according to the procedures outlined in Appendices 1 and 2, undertake the treatment in the locations depicted on the weather forecasts. The treatment should be undertaken lane by lane except on roads where low traffic and narrow width permit full width spreading.

The average speed for gritters should be 20mph and never exceed 25mph whilst operating.

During prolonged falls of snow, it is preferred to plough continuously from the onset to prevent build up and compaction by traffic. At all times once passage is achieved on Priority 1 routes, it must be maintained wherever possible and in preference to treatment of other routes when necessary.

17. Media Communications

A standard messaging service will be provided to the Council's Communications team and disseminated as required.

18. Performance Monitoring

The Team Manager (Roads Support) will monitor generally, winter maintenance performance and expenditure, against the agreed specification and budget, and will notify the Service Manager (Roads and Grounds) of any variations.

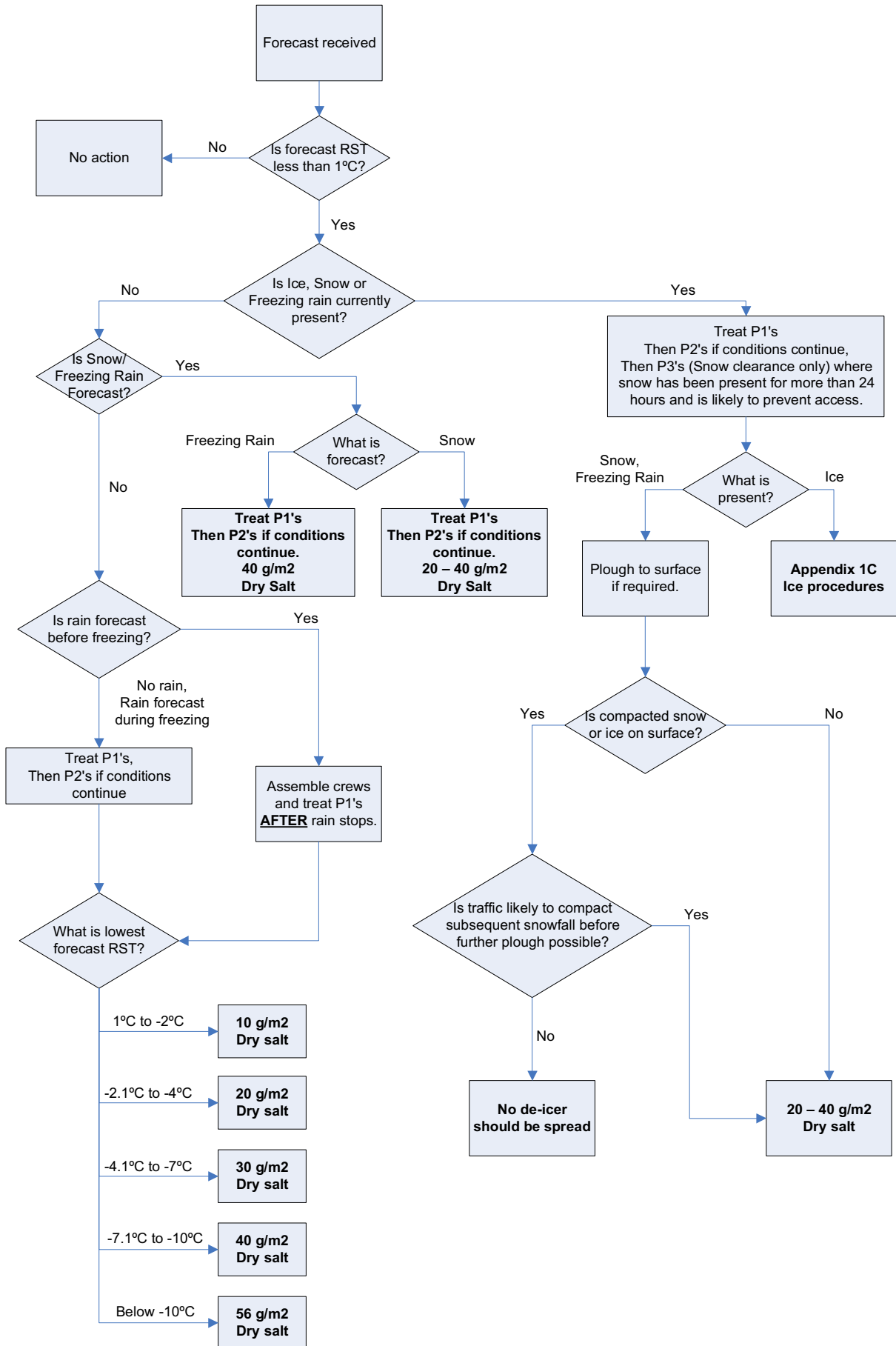
The Service Manager (Roads and Grounds) shall forward a report annually to the Head of Infrastructure Services detailing the performance of the service against the agreed specification and budget. This will include details of the accuracy of the forecasting and ice prediction systems and performance of OIC Quarries in relation to the supply of salt and grit in accordance with Appendix 3.

All activities carried out in accordance with this document will be summarised and recorded.

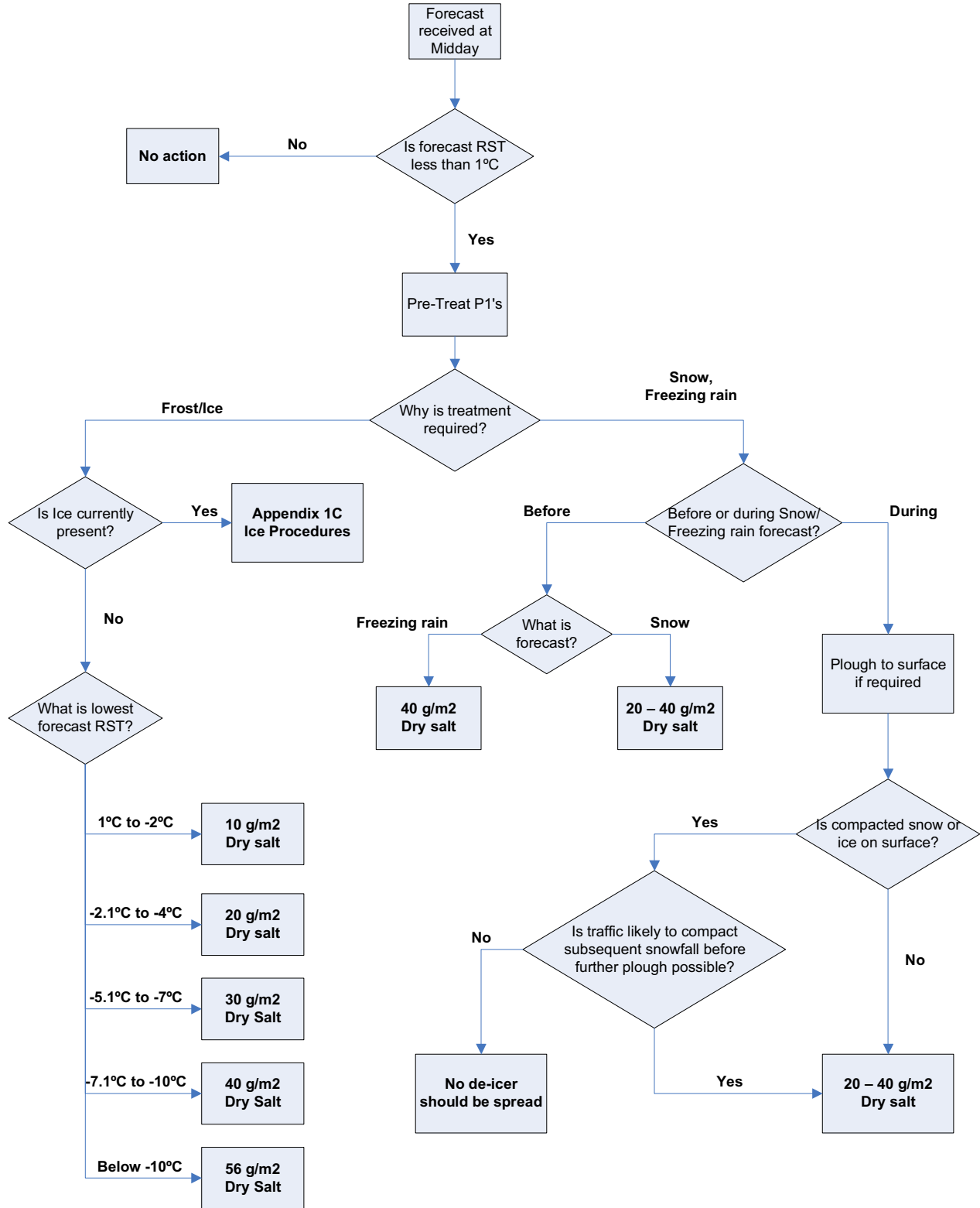
C - Appendices

- Appendix 1 – Carriageway Treatment Decision Making.
- Appendix 2 – Footway Treatment Decision Making.
- Appendix 3 - Salt Specification.

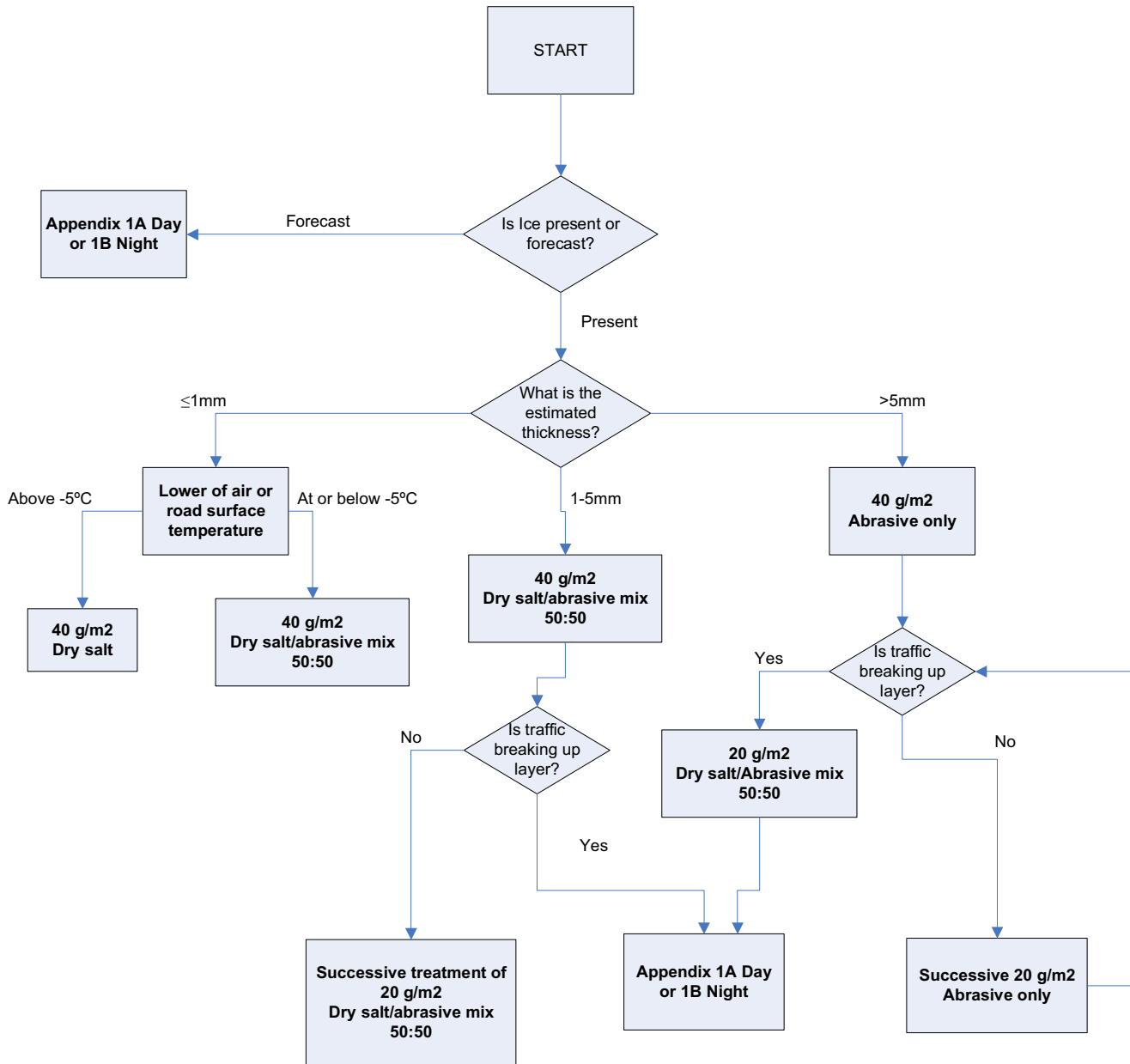
CARRIAGEWAY FORECAST PERIOD – DAY (06:00 – 18:00)



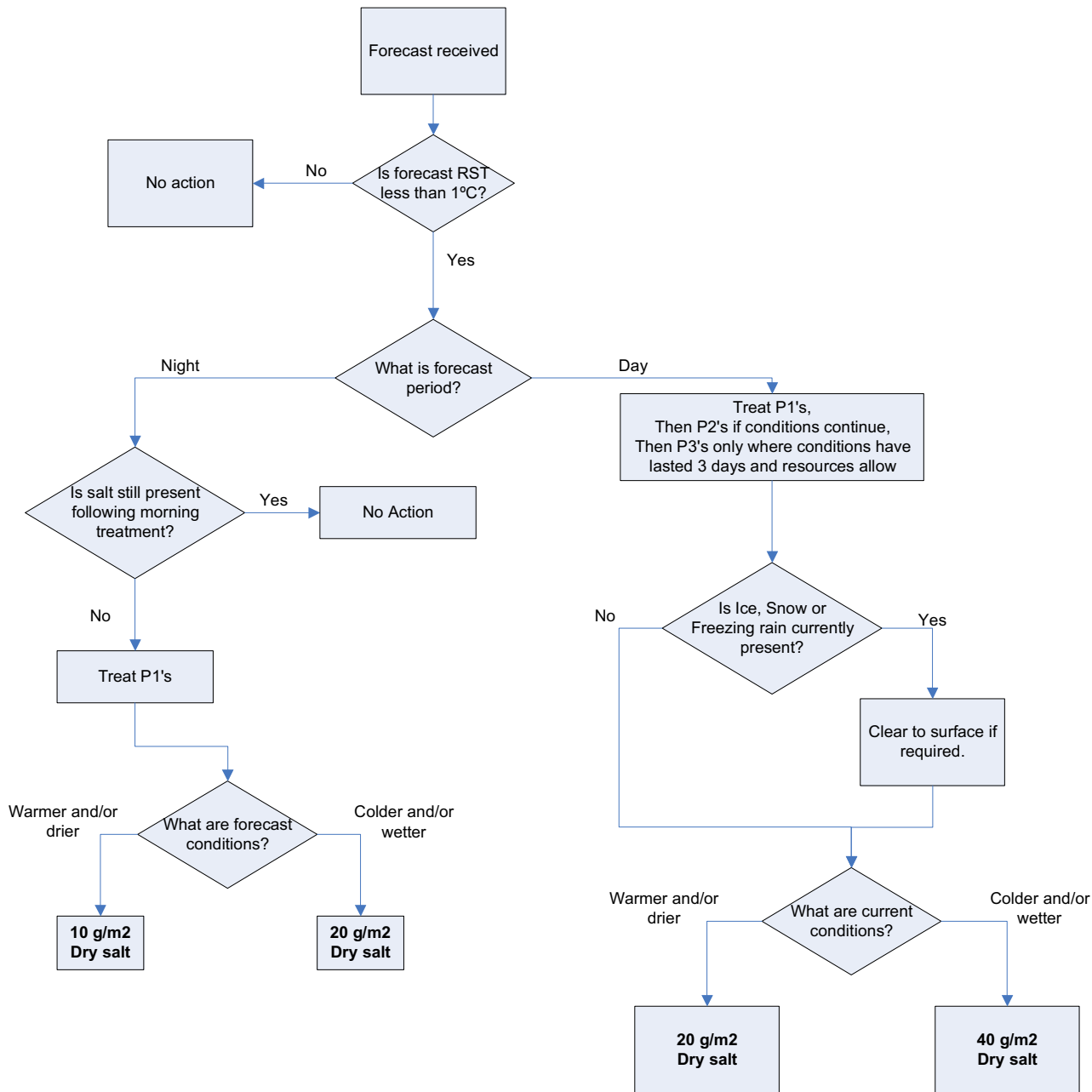
CARRIAGEWAY FORECAST PERIOD – NIGHT (18:00 – 06:00)



CARRIAGEWAY ICE PROCEDURES



FOOTWAY TREATMENT



Salt Specification

1. Supply of salt

Salt shall be fully compliant with BS 3247:2011 “Specification for salt for spreading on highways for winter maintenance”. Alternatives may be considered, upon approval.

Grade

Grading of the salt should be as per Table 1, below.

BS 410 test sieve	Percentage (m/m) passing test sieve
6.3 mm	100
2.36 mm	30 to 80
300 µm	0 to 20

Table 1 – Grading of salt. (BS 3247:2011)

Moisture content

The moisture content of all supplied salt shall be in accordance with BS3247:2011, and when sampled and tested on delivery shall not fall outside the optimum range identified in table 2. These moisture content values shall be consistent and representative of each delivered load. Alternative moisture contents may be considered, upon receipt of written request for approval.

Salt Type	Technology	Optimum Range
UK Rock Salt. Maximum fines content (<0.3mm particle size) is less than or equal to 7.5%	Dry Salting	1.5 to 4%
UK Rock Salt. Maximum fines content is above 7.5%	Dry Salting	2 to 4%

Should moisture content rise above 4%, the effectiveness of the salt is greatly reduced, therefore consideration must be made for increasing spread rates to compensate.

Chemical composition

The chemical composition of all salt supplied shall be in accordance with BS3247:2011 and as such, the following analysis upon delivery shall be as follows:

- Soluble chloride compounds (including sodium chloride (NaCl), magnesium chloride (MgCl₂), calcium chloride (CaCl₂) etc. expressed as sodium chloride): not less than 90%.
- Soluble sulphate compounds [expressed as calcium sulphate (CaSO₄)]: not more than 2.5%
- Material insoluble in water (at 20 ± 2°C): not more than 7.5%
- In addition to the above requirements, no substances should be present in such an amount as to be a hazard to human beings, animals (including fish) or plant life under normal conditions of use of the salt.

Alternative chemical compositions may be considered, upon approval.

Anti-caking additive

The minimum amount of anti-caking additive shall be used in order to prevent degradation of the quality of the salt and also ensure that after 18 months of covered/sheeted storage, all salt within a stockpile of at least 1 metre in height and the correct angle of repose shall remain loose and useable.

Full sampling and testing of the salt shall take place upon delivery as per the requirements of BS EN 932-1:1997 and BS 3247:2011. As such, the following test suite shall be completed, and results passed on to the Employer or its representative:

- Particle size analysis
- Moisture content analysis
- Concentration of anti-caking additive
- Chloride content

Samples taken for testing should be as representative as is practicable, (in accordance with BS EN 932-1:1997), and three test suites per shipment should be undertaken. This sampling and testing shall be undertaken at the Team Manager (Quarry)'s cost.

2. Salt storage

Storage shall be provided for the purposes of stockpiling salt for a duration to be agreed between the Team Manager (Quarry) and the Service Manager (Roads and Grounds) or a duly appointed representative.

Consideration shall be given to the following:

1. Access. The Storage Site shall be readily accessible by public highway. The storage site shall be accessible by any sized articulated lorry permitted to be used on public highway (without special order), with sufficient turning space provided. Consideration shall be given to the possibility of queuing vehicles.
2. The storage site shall be accessible on all days (with access provision on public holidays to be discussed between the Team Manager (Quarry) and the Service Manager (Roads and Grounds) or a duly appointed representative) between the hours of 05:30am and 18:30pm.
3. The storage site shall have a hard standing on all areas to be used for the stockpiling of salt. The hard standing shall be in good condition and shall not allow leachate from the salt stockpile to permeate the ground beneath.
4. Where the storage site is not directly on the coast, it shall have sufficient bunding to prevent leachate and run-off from the salt stockpile from polluting the surrounding environment.
5. The storage site should have interceptors to contain the leachate and run-off from the stockpile and other pollutants. Where interceptors are not present, a consent to discharge chlorides to the foul sewer network shall be provided to the Service Manager (Roads and Grounds) or a duly appointed representative.
6. The storage site shall have a secure boundary wall or fence to prevent any unauthorised access and any security issues arising from the use of the site for salt stockpiling.
7. The storage site should have provision for weighbridge facilities. The ticketing output from such facilities shall allow for the collection of information relating to:
 - Origin
 - Destination
 - Load (mass)
 - Customer
 - Haulier
 - Time and date

The Team Manager (Quarry) shall provide resources to staff at such weighing facilities.

The weight of all salt material extracted/removed from the storage site is to be obtained by the Team Manager (Quarry).

The Team Manager (Quarry) shall make available within 24 hours of receiving a request, provision for the reloading of vehicles making dispatches from the storage site. This shall include making available loading shovels and associated resources to be able to dispatch salt. Similarly, such provision shall be made available within 24 hours of receiving a request, for the stockpiling and profiling of salt delivered to storage site.

8. It is preferable for the salt to be stored within a building such as a salt barn or other suitable structure in order to protect the salt from the effects of the weather
9. All sites shall have requisite environmental and planning consents for the bulk storage of salt. These shall be sought by the Team Manager (Quarry) at their cost.

3. Sheeting

Where enclosed 'roofed' storage is not available, waterproof sheeting shall be provided and installed to protect the salt from the elements and the effects of leaching, run-off, and wind. Sheeting shall be of sufficient quality to protect the salt stockpile for two years but shall be maintained during that period.

The Team Manager (Quarry) shall ensure that sheeting shall be weighted down sufficiently so as to prevent the sheeting from coming free or blowing off. Any damage to sheeting caused by weather shall be repaired or replaced as soon as is practicable at the Team Manager (Quarry)'s cost.

The working face of each stockpile shall also be re-sheeted following stock removal or addition. The sheeting that is cut away at the time of excavation as well as off cuts from the installation process shall be disposed of efficiently and in a way, which minimises environmental impact.

Any material used for sheeting shall be designed specifically for the purposes of protecting bulk materials from wet conditions.

4. Transportation of salt

Once the salt has been stored, the Team Manager (Quarry) shall deliver salt as and when instructed in the OIC Winter Service Policy requirements from each of the locations to destinations specified by the Service Manager (Roads and Grounds) or a duly appointed representative. Vehicles transporting the material shall be fit for purpose to prevent loss of salt material or contamination to the salt material. Proof of delivery receipts shall be collated by the Team Manager (Quarry) from hauliers and provided to the Service Manager (Roads and Grounds) or a duly appointed representative by email within one week of dispatch.

5. Additional testing of supplied salt

The following test suite shall be available to the Service Manager (Roads and Grounds) or a duly appointed representative for the testing of any salt stockpile. Analysis shall be undertaken in accordance with BS3247:2011. Once analysis has been completed, results in the form of test certificates shall be passed on to the Service Manager (Roads and Grounds) or a duly appointed representative.

- Particle size analysis
- Moisture content analysis
- Concentration of anti-caking additive
- Chloride content

The Team Manager (Quarry) shall be responsible for the representative sampling of the stockpile to be sampled and will sample in accordance with BS EN 932-1:1997, as well as for the arrangement of courier services to transport test samples to the testing facility.

Additional analysis will be carried out monthly, during the winter season, from October to April.

6. Management of Storage Sites and provision of a logistics service

The Team Manager (Quarry) shall provide on-site resources (at the storage site) to monitor dispatches and deliveries and supervise the condition and security of the stockpile. On-site resources (the site supervisor) shall be provided during the operational hours at each storage site. Operational hours shall be defined as days of expected delivery and dispatch. In addition, the site supervisor shall undertake inspections of a frequency to ensure maintained security, quality of the salt and sheeting (site specific), and health and safety requirements of the storage site, the salt stockpile and the condition of the sheeting. Such inspections shall not be any less frequent than weekly and shall be carried out at all times throughout the year, irrespective of whether operational hours are affected.

The Team Manager (Quarry) shall, at the request of the Service Manager (Roads and Grounds), provide the following logistic service:

- Arranging distribution and advising distributors/receiving authorities of what loads are to be delivered and when
- Ensuring distributors book vehicles in and providing them with unique loading reference
- Monitoring vehicles arriving at stockpile for loading
- Managing daily collection of weighbridge tickets at stockpile
- Collecting and collating all Proof of Deliveries (PODs).

Reports on deliveries and dispatches taking place from the storage site shall be prepared on request for the Service Manager (Roads and Grounds) or a duly appointed representative. Such reports shall include elements relating to site security, sheeting condition, health and safety, environmental concerns and any other matters deemed relevant.

Salt will be supplied to Roads and Grounds by the Team Manager (Quarry) at Curister Quarry. In addition, the Team Manager (Quarry) will maintain a standby rota during the winter period.

Winter Service Policy 2026-31.
Comments Received during consultation.

Thank you to all consultees for your time reviewing, and responding, to this document.

Consultee	Consultee Comment	Roads Comment
<u>Elected Members</u>	No comments received.	
<u>Community Councils</u>		
Birsay	No comments.	
Eday	No comments.	
Evie and Rendall	No comments.	
Firth and Stenness	No comments, but members wished to ask OIC what the situation is if a member of the public clears parts of the road and causes damage either to the road or their machinery.	A member of the public undertaking unsanctioned work on the public road network would be liable for any damage caused. OIC would not cover any costs to machinery for unsanctioned work.
Flotta	Flotta CC has asked if consideration could be given to amending the P1 route in Flotta. At the moment, they observe that the gritter travels east as far as the corner at Lurdy (or as far as Stanger Head) before turning back and going back along the same route to the pier. They felt that many people were stranded and snowed in after the last snow and asked if the gritter could instead do a loop south, to take in the P2 routes, before returning to the pier. They argue that it wouldn't take much longer or much more grit, and they also pointed out that the school yard is still gritted despite the school not currently being open.	This consultation process focuses on how we will treat the road network. It determines things such as salt spread rates, temperatures that initiate salt treatments, overall route hierarchy, and what depth of snow is required before we'll plough. Individual specific road priority changes are not part of this consultation, but these comments will be carried over and considered as part of the upcoming consultation for the annual Winter Service Plan 2026/27. The access into the school will be changed to P3 to avoid unnecessary treatment whilst the school is closed.

Consultee	Consultee Comment	Roads Comment
	Wanted the P3's treated as well.	Current resource levels mean that P3 routes will continue to be treated only when adverse conditions persist for more than 3 days and only when P1 and P2 routes have been completed.
Graemsay, Hoy and Walls	No comments.	
Harray and Sandwick	<p>1. Priority 2S roads are not cleared early enough in the morning.</p> <p>2. Some roads were still single track over a week after the snow.</p>	<p>1. Treatment times will vary according to the weather conditions. Morning treatment starts from 06:00 and all P1 routes should be completed within 2 hours. P2 and P2S routes will then commence after that if required.</p> <p>2. During periods of extended snowfall and low temperatures, priority is given to clearing P1 routes and then subsequently P2 and P2S routes to maintain the integrity of higher priority routes. Roads Services continue to monitor the customer services portal for reports from the public. We would encourage members to report instances where they feel the policy is not being met so that we can investigate at the time.</p>
Holm	No comments.	
Kirkwall and St.Ola	<p>Kirkwall and St Ola Community Council would like to make the following comments with regard to the review of the Winter Service Policy:</p> <p>Comment 1: Section 4 -Route Hierarchy Could the priority 1 and 2 routes be subdivided or given a further ranking. There are inconsistencies with regard to Priority 2 and 3 routes Can priority 1 include the college (UHI) not just schools</p>	<p>1. East Road along the top of the UHI access is already a P1. The road into UHI needs to remain P2S so it does not get treated at weekends and school holidays.</p> <p>The locations of all salt bins around Orkney are shown on the Council's website and listed in the annual Winter Service Plan. These are updated as new salt bins are added.</p>

Consultee	Consultee Comment	Roads Comment
	<p>Section 6 - snow clearance - carriageways (page 9) Can priority 1 and 2 route section have urban and rural in the same order, so easier to read and compare</p> <p>Is the placement of the Salt bins shared with the general public? And information to use own shovel to take what is needed. Can the public let the council know when need to be replenished.</p> <p>Performance monitoring - page 15 - should this include usage or salt bins and replenishment?</p> <p>Comment 2: The elderly and infirm need a bit more input from the Roads Department. I have noticed too that there are lots of young people walk from KGS up Papdale Loan and along Annfield Crescent then walk along Easthill to the UHI and back in appalling conditions in icy conditions. Perhaps that could be considered.</p> <p>Comment 3: My main point is that there are inconsistencies with regard to Priority 2 and 3 routes. Some streets and roads on priority 3 are located where there are a number of older and disabled residents. A number of Kirkwall dwellers have voiced their concerns to me with comments such as " I cannot get out of my house when it is icy" or " I feel like a prisoner in this weather"</p> <p>I appreciate that there are staffing implications and availability of gritting machines. I do feel, however, that the appropriate department within the OIC needs to communicate with folk in Kirkwall so as they can get a better understanding of what is required.</p>	<p>Our operatives regularly check and top up the salt bin levels as part of their winter service duties. Any salt bins that need to be replenished can also be reported through the customer service portal. Salt bins usage and replenishment statistics is something we could look at including within the performance monitoring process.</p> <p>2. This footpath route from KGS to the college is already treated as a P2.</p> <p>3. To help provide the best level of service with the resources available, this policy incorporates recommendations within the National Winter Service Research Group (NWSRG) Practical Guide for Winter Service in adopting a risk-based approach to winter service operations. Unfortunately, it is not possible to prioritise treatment routes based on the age of a resident.</p> <p>4. The order of the Priority 1 locations listed in the Policy has no bearing on their priority within the route. The routes are set up to follow the most efficient path to treat all of these in the order they are encountered on the network.</p>

Consultee	Consultee Comment	Roads Comment
	<p>We do not have many really bad days of snow and ice in Orkney. When we do get the cold spells, surely the OIC should consider all the town folk and not have an arbitrary system which disadvantages many vulnerable people in Kirkwall.</p> <p>Comment 4: The priority ones should be ranked. Certainly, the hospital should be higher than industry. Most injuries and hospitalisations occur on untreated pavements. They should have a higher priority.</p>	
North Ronaldsay	Not a WSP comment in particular, but members are concerned about the lack of ongoing road repairs leaving roads in a dangerous state in general.	Roads Inspectors carry out inspections of the carriageways around Orkney in accordance with the Roads Management and Maintenance Plan. Members of the public are also encouraged to report defects on our customer service portal so they can be investigated.
Orphir	No comments but on-going query regarding treatment of Hobbister Brae – will chase separately.	
Papa Westray	No comments.	
Rousay, Egilsay and Wyre	No comments.	
Sanday	<p>Members are requesting the following changes.</p> <p>Oyce Road be changed from a Priority 3 to Priority 2, due to the Harbour Master living in that road.</p> <p>Rue Road be changed from a Priority 2S to Priority 2, due to one of the nurses living in that road.</p>	<p>This consultation process focuses on how we will treat the road network. It determines things such as salt spread rates, temperatures that initiate salt treatments, overall route hierarchy, and what depth of snow is required before we'll plough.</p> <p>Individual specific road priority changes are not part of this consultation, but these comments will be carried over and considered as part of the upcoming consultation for the annual Winter Service Plan 2026/27. However, it should be noted that roads are</p>

Consultee	Consultee Comment	Roads Comment
		treated in line with the hierarchy criteria set out in Section 4 of the policy, not the occupation of residents who live on the road.
Shapinsay	A member raised concerns that during the recent heavy snow fall in January, the lack of a snow plough on the island and roads being cleared with a tractor loader and small bucket had led to some roads being one track with no passing places. Noted that farmers had assisted with the clearing of many of roads. Request a snow plough for the front of the tractor on the island.	There were previously an HGV and plough attachment on the island. This matter relates to difficulties with ongoing recruitment of an operative with an HGV licence on Shapinsay. An audit will be carried out this year of all the ploughs and boards available to determine where they are best located.
South Ronaldsay and Burray	No comments.	
St Andrews and Deerness	No comments.	
Stromness	<ol style="list-style-type: none"> 1. Yorston Drive needs to be added to the plan. 2. The link path to Stromness Primary from Yorston Drive via the Millennium Forest should also be added to the plan. 	<p>Yorston Drive is not currently adopted and therefore not part of the Winter Service Treatment route at present. It is expected to be adopted sometime in 2026 and the map will be updated accordingly. As a residential street this road will be a P3.</p> <p>The link path is not going to be adopted by Roads and therefore will not be added to the route map.</p>
Stromsay	Members have asked if a review could take place of the classification given to roads leading to health centres/medical practices on the Isles when considering the Winter Service Policy 2026 –2031. Members have asked if this could be changed from priority 2 to priority 1.	Concerns have been noted from Stromsay residents, OHAC and other Community Councils regarding treatment of roads leading to health centres. Roads leading to health centres will now be treated as Priority 1 routes.
Westray	No comments.	

Consultee	Consultee Comment	Roads Comment
<u>Orkney Health and Care</u>	<p>We were at a Joint Isles Health and Care meeting (Community Council Chairs/Vice Chairs/Nominated Health and Care Lead and Isles Cllrs) and one of the things raised was that on Stronsay, the road to the Health Centre (the islands emergency care facility) is not a priority 1 road. The other one which was highlighted was that the nurses building on Flotta is on a priority 2 road.</p> <p>There was acknowledgment the predicament that the Roads Team have and when they make an exception for one area where the line is drawn/what's critical and not and that it is a complicated thing.</p>	Concerns have been noted from Stronsay residents, OHAC and other Community Councils regarding treatment of roads leading to health centres. Roads leading to health centres will now be treated as Priority 1 routes. This will include the nurses building on Flotta.
<u>NHS Orkney</u>	No comments received.	
<u>Scottish Ambulance Service</u>	No comments received.	
<u>Police Scotland</u>	No comments received.	
<u>Scottish Fire and Rescue Service</u>	No comments received.	
<u>HM Coastguard</u>	No comments received.	
<u>OIC Education</u>	No changes to make.	
<u>OIC Transport</u>	No comments received.	
<u>OIC Housing</u>	No comments received.	
<u>OIC Marine Services</u>	No comments received.	
<u>OIC Roads and Environmental Services Operations</u>	No comments received.	
<u>OIC Quarries</u>	No comments received.	
<u>OIC Safety and Resilience Manager</u>	No comments received.	



Equality Impact Assessment

The purpose of an Equality Impact Assessment (EqIA) is to improve the work of Orkney Islands Council by making sure it promotes equality and does not discriminate. This assessment records the likely impact of any changes to a proposal or changes by anticipating the consequences and making sure that any negative impacts are eliminated or minimised and positive impacts are maximised.

Should you have any questions or wish for your draft EqIA to be reviewed by our Equality, Diversity and Inclusion Adviser, please contact OD@orkney.gov.uk.

1. Identification of the Proposal or Change

Name of proposal or change being assessed.	Winter Service Policy
Responsible Service and Directorate.	Infrastructure Services Infrastructure and Organisational Development
Date of assessment.	29 April 2026
Is the proposal or change existing? (Please indicate if the service is to be deleted, reduced or changed significantly).	Review of existing policy. Minor changes being proposed. Service provision increasing slightly following consultation.

2. Primary Information

What are the intended outcomes of the proposal or change?	To provide a winter service which allows the safe movement of vehicles and pedestrians on roads, footways and cycleways, and keeps to a minimum, delays caused by adverse winter weather.
Is the proposal or change strategically important?	Strategic plans include major investment plans, new strategic frameworks or plans such as annual budgets, locality plans or corporate plans. Where a proposal is identified as strategic, evidence relating to socio-economic impacts and inequalities will be required in the relevant section No

State who is or may be affected by this proposal or change, and how?	All communities in Orkney will be affected.
How have stakeholders been involved in the development of this proposal or change?	Consultation was undertaken with various stakeholders between January and April 2026. List of stakeholders, and responses are detailed in Appendix 2 to the Committee report.
Is there any existing data and / or research relating to equalities issues in this policy area? Please summarise. E.g. consultations, national surveys, performance data, complaints, service user feedback, academic / consultants' reports, benchmarking.	No
Is there any existing evidence relating to socio-economic disadvantage and inequalities of outcome in this policy area? Please summarise. E.g. For people living in poverty or for people of low income. See The Fairer Scotland Duty Guidance for Public Bodies for further information.	This section is required for all proposals relating to strategic decisions.
Could the proposal or change have a differential impact on any of the following equality areas?	Please provide any evidence – positive impacts / benefits, negative impacts and reasons:
1. Race: this includes ethnic or national groups, colour and nationality.	No
2. Sex: a man or a woman.	No
3. Sexual Orientation: whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes.	No
4. Gender Reassignment: the process of transitioning from one gender to another.	No

5. Pregnancy and maternity.	No
6. Age: people of different ages.	Yes – May affect ability to access local services dependant on whether resident of a treated road or not.
7. Religion or beliefs or none (atheists).	No
8. Disability: people with disabilities (whether registered or not).	Yes – May affect ability to access local services dependant on whether resident of a treated road or not.
9. Marriage and Civil Partnerships.	No
10. Caring responsibilities	Yes – May affect ability to access properties dependant on whether resident of a treated road or not.
11. Socio-economic disadvantage.	Yes – Dependant on vehicle ownership, the ability to traverse the road network in persistent cold spells may be impacted.
12. Care experienced	No

3. Impact Assessment


Does the analysis above identify any differential impacts which need to be addressed?	Yes
Does the analysis above identify any potential negative impacts?	Yes or No. If Yes please complete the Equality Impact Assessment Action Plan below. Yes
Do you have enough information to make a judgement? If no, what information do you require?	Yes

4. Equality Impact Assessment Action Plan

Please complete the following action plan where you have identified any differential impacts or potential negative impacts in Section 3 of the Equality Impact Assessment.

Impact Identified	Action to be taken	Owner	How will it be monitored	Date Action to be completed
Age, Disability, Caring responsibilities and Socio-economic disadvantage – may be affected if resident on roads which are not treated.	As 73% of the road network is treated when conditions warrant, we are already operating at the limits of our available resources. Therefore, it is not possible to provide a winter service on all roads. We will review our communications over the winter season to better support residents on untreated roads in planning their journeys accordingly.	Service Manager (Roads and Grounds)	Weekly updates with the Communications Team are already established and will continue. These meetings will monitor the information shared with the public, ensuring it remains appropriate and reflective of current circumstances and conditions.	Ongoing.

5. Sign and Date

Signature:	
Name:	Matthew Wylie
Date:	29/04/26

Island Communities Impact Assessment


Winter Service Policy


Preliminary Considerations	Response
Please provide a brief description or summary of the policy, strategy or service under review for the purposes of this assessment.	To undertake review of the Winter Service Policy for the five-year period 2026-2031.
Step 1 – Develop a clear understanding of your objectives	Response
What are the objectives of the policy, strategy or service?	To provide a winter service which allows the safe movement of vehicles and pedestrians on roads, footways and cycleways, and keeps to a minimum, delays caused by adverse winter weather.
Do you need to consult?	Yes.
How are islands identified for the purpose of the policy, strategy or service?	Islands are defined as any inhabited island within Orkney, other than the Mainland.
What are the intended impacts/outcomes and how do these potentially differ in the islands?	To provide a winter service which allows the safe movement of vehicles and pedestrians on roads, footways and cycleways, and keeps to a minimum, delays caused by adverse winter weather.
Is the policy, strategy or service new?	Review of existing policy.
Step 2 – Gather your data and identify your stakeholders	Response
What data is available about the current situation in the islands?	Concerns have been raised regarding local health care facilities, which are not treated as P1 routes.
Do you need to consult?	Yes.
How does any existing data differ between islands?	Due to the location of Health Care Facilities on some islands, these are treated in some Isles and not others. The Policy has been updated to reflect the concerns raised so that all Health Care Facilities are treated as P1 routes.

Are there any existing design features or mitigations in place?	
Step 3 – Consultation	Response
Who do you need to consult with?	Consultation has been undertaken with various stakeholders, including Elected Members, Community Councils, Emergency Services and other OIC services.
How will you carry out your consultation and in what timescales?	Consultations are emailed out to all consultees with at least one month offered for responses.
What questions will you ask when considering how to address island realities?	No specific questions asked. Comments welcome on all aspects of the Policy.
What information has already been gathered through consultations and what concerns have been raised previously by island communities?	Concerns have been raised regarding local health care facilities which are not treated as P1 routes. Requests also been received for more roads to be treated on a frequent basis.
Is your consultation robust and meaningful and sufficient to comply with the Section 7 duty?	Yes.
Step 4 – Assessment	Response
Does your assessment identify any unique impacts on island communities?	Some concerns have been raised but these have been mitigated as much as practicably possible.
Does your assessment identify any potential barriers or wider impacts?	No.
How will you address these?	As 73% of the network is currently treated each morning when conditions warrant, it is not considered reasonable to substantially increase coverage on a frequent basis. It is simply not possible, and perhaps not justifiable to provide such a wide sweeping service when

	funding levels are so restricted. There is a requirement to focus on the priority road network.
<p>You must now determine whether in your opinion your policy, strategy or service is likely to have an effect on an island community, which is significantly different from its effect on other communities (including other island communities).</p> <p>If your answer is No to the above question, a full ICIA will NOT be required and you can proceed to Step 6.</p> <p>If the answer is Yes, an ICIA must be prepared and you should proceed to Step 5.</p> <p>To form your opinion, the following questions should be considered:</p> <ul style="list-style-type: none"> • Does the evidence show different circumstances or different expectations or needs, or different experiences or outcomes (such as different levels of satisfaction, or different rates of participation)? • Are these different effects likely? • Are these effects significantly different? • Could the effect amount to a disadvantage for an island community compared to the Scottish mainland or between island groups? 	
Step 5 – Preparing your ICIA	Response
In Step 5, you should describe the likely significantly different effect of the policy, strategy or service:	
Assess the extent to which you consider that the policy, strategy or service can be developed or delivered in such a manner as to improve or mitigate, for island communities, the outcomes resulting from it.	
Consider alternative delivery mechanisms and whether further consultation is required.	
Describe how these alternative delivery mechanisms will improve or mitigate outcomes for island communities.	

Identify resources required to improve or mitigate outcomes for island communities.	
Stage 6 – Making adjustments to your work	Response
Should delivery mechanisms/mitigations vary in different communities?	No.
Do you need to consult with island communities in respect of mechanisms or mitigations?	N/A.
Have island circumstances been factored into the evaluation process?	Yes.
Have any island-specific indicators/targets been identified that require monitoring?	No.
How will outcomes be measured on the islands?	Response times monitored equally across all of Orkney. Isles treatment times should be equal to the mainland.
How has the policy, strategy or service affected island communities?	Service provision has increased modestly, to improve the provision to local health care facilities.
How will lessons learned in this ICIA inform future policy making and service delivery?	
Step 7 – Publishing your ICIA	Response
Have you presented your ICIA in an Easy Read format?	Yes.
Does it need to be presented in Gaelic or any other language?	No.
Where will you publish your ICIA and will relevant stakeholders be able to easily access it?	Council's website as an appendix to the Committee report.
Who will signoff your final ICIA and why?	Lorna Richardson of Director of Infrastructure and Organisational Development, in accordance with Council policy.

ICIA completed by:	Matthew Wylie
Position:	Service Manager (Roads and Grounds)
Signature:	
Date complete:	29 April 2026

ICIA approved by:	Lorna Richardson
Position:	Director of Infrastructure and Organisational Development
Signature:	
Date complete:	1 May 2026