

Appendix 3. Income Generation and Savings Options Analysis

A3.1. Purpose

This appendix consolidates the findings from the income generation and savings research undertaken for the VMP and presents the full longlist of potential revenue and savings options. It draws on the following evidence sources:

- Collaborative Creative Conversations on Funding Tourism (CCC)
- Exploring Tourism Income Generation Virtual Roundtable (ETIG)
- One-to-one discussion with Shetland Islands Council (SIC)
- Internal Operational Review of Council services that support tourism (IOR)
- Our Orkney, Our Story community and industry engagement (OOOS)
- Scottish local authorities benchmarking analysis (SLAB)
- Targeted further research (TFR)

The appendix identifies all options emerging from the evidence base and provides an initial remit assessment and outline of practical and financial feasibility considerations. It does not evaluate options or determine priorities.

A3.2 Longlist of income generation and cost savings opportunities

The research identified a wide range of potential opportunities across infrastructure and service charging, commercial and retail activity, visitor access and ticketing, premium visitor experiences, and funding, governance and delivery mechanisms. The following longlist presents all ideas identified across the evidence base, including contributions from community and industry stakeholders, Council officers, other local authorities and targeted further research.

However, not all options fall within the Council's statutory powers, remit or appropriate sphere of influence, and some reflect community perceptions rather than verified operational feasibility. Some activities are already in place and may have scope to be optimised, while others are in development. The longlist is therefore not a set of recommendations.

The following table presents a longlist of income generation and savings options identified through the evidence base.

Table A3.1. Longlist of income generation and cost savings opportunities

Infrastructure and Service Charging				
Option		Brief description	Financial effect	Evidence Sources
1.	Public toilets use	Nominal mandatory charges or donation mechanisms at the high-volume sites and at new or upgraded facilities	income + savings	CCC; IOR; OOOS; SLAB, TFR
2.	Car parking	Charge at honeypot locations and sensitive sites	income + savings	CCC; ETIG; OOOS; SLAB; TFR
3.	Coach parking or drop-off	Charge at honeypot sites and town pinch points	income	CCC; ETIG; IOR; OOOS; TFR
4.	Group visits	Booking fee or invoiced per-person donations at key attractions (e.g., St Magnus Cathedral and museums)	income + savings	CCC; SIC; OOOS; SLAB; TFR
5.	Motorhome overnight stays	Charge for overnight stays at future aires sites	income + savings	CCC; ETIG; OOOS; SLAB, TFR
6.	Tourer management system access	Subscription fee, booking commissions and overnight stay charges via digital management platform for campsites and aires	income + savings	TFR
7.	Coach and motorhome waste disposal	Charge for use of existing motorhome waste disposal locations and future motorhome and coach sites	income + savings	CCC; ETIG; IOR; OOOS; SLAB; TFR
8.	Heavy vehicle access to B-roads	Charge for coach, motorhome and other heavy vehicle access to B-roads on key tourism routes (necessary local agricultural and service vehicles excluded)	income + savings	CCC; ETIG; IOR; OOOS; TFR

Commercial and Retail Activity

Option	Brief description	Financial effect	Evidence Sources
9. Retail offer development and enhancement	Optimised museums retail range, new St Magnus Cathedral (SMC) retail, joint online offer for museums, SMC and Orkney Library and Archive (OLA) and pop-up retail in key locations	income	CCC; SIC; IOR; OOOS; TFR
10. Café offer enhancement	Improvements to food and drink at Scapa Flow Museum	income	IOR; TFR
11. Council venue hire and events	Differential hire pricing for commercial vs community use of SMC, museums and OLA, and paid regular and special events and activities programme	income + savings	CCC; SIC; TFR
12. Community hall hire and events	Hire of community halls and paid community-run events	income	SIC; TFR
13. Voucher and gift card programmes	Experience vouchers and gift cards at participating Council and community venues	income	IOR; TFR
14. Orkney.com commercialisation	Sponsored listings and premium placement and booking commissions via Orkney.com	income + savings	CCC; SLAB; TFR
15. Family history consultancy	Paid consultancy for OLA family history research, itinerary planning related archive services	income + savings	SIC; TFR
16. Cycle hire optimisation	Improved and extended cycle hire offer at Council campsites and hostels	income + savings	IOR
17. Left-luggage service	Paid left-luggage service at libraries or visitor centres	income	IOR, TFR
18. Commercial meeting room leasing	Leasing of meeting rooms as office space (e.g. Stromness Library)	income + savings	IOR

Option	Brief description	Financial effect	Evidence Sources
19. Customised cruise visitor information	Invoiced donations for customised branded visitor information for cruise passengers at Stromness Library and other Council locations	income + savings	CCC; IOR; OOOS
20. Commercial visitor information services	Paid visitor information services and sponsored content delivered through visitor information centres	income + savings	CCC; SIC; IOR; OOOS; TFR
21. Community-run visitor centres and hubs	Retail, donations and commission on ticketing, booking and other services	income	CCC; SIC; IOR OOOS

Visitor Access and Ticketing

Option	Brief description	Financial effect	Evidence Sources
22. Orkney Card	Visitor pass bundling museums, attractions, transport and unified visitor giving, with revenue share across participating sites and optional visitor donation add-on for potential future community benefit fund	income	CCC; SLAB; TFR
23. Resident loyalty card	Resident-only discounts kept distinct from visitor products	income (indirect) + savings (indirect)	CCC; TFR
24. Heritage passport and stamp	Low-cost booklet or app encouraging multi-site visiting and upsell, with optional visitor donation add-on for potential future community benefit fund	Income	CCC; TFR; OOOS;
25. Central booking office	Commission-based physical and online booking for tours, transport and accommodation	Income	CCC; IOR; OOOS; TFR

Option	Brief description	Financial effect	Evidence Sources
26. Integrated travel and attraction bundles	Ferry or bus plus attraction entry bundles with revenue share, with optional visitor donation add-on for potential future community benefit fund	income	CCC; SIC; OOOS; TFR
Premium Visitor Experiences			
Option	Brief description	Financial effect	Evidence Sources
27. Scapa Flow boat tours	Standard Scapa Flow cruise to Hoy for Scapa Flow Museum and special private tour options	income	CCC; TFR
28. Community-led cruise shore excursions	Small-group, community-run experiences, with revenue share and optional visitor donation add-on for potential future community benefit fund	income	CCC; SIC; OOOS; TFR
29. Specialist cultural tours	Paid expert-led behind-the-scenes tours focused on conservation, craft and collections at SMC, museums and Council-owned heritage sites	income + savings	CCC; SIC; OOOS; TFR
30. After-hours heritage experiences	Paid early or late curated heritage access with expert interpretation at SMC, museums and Council-owned heritage sites	income	CCC; SIC; TFR
Funding, Governance and Delivery Mechanisms			
Option	Brief description	Financial effect	Evidence Sources
31. Orkney visitor donation scheme	Coordinated donation scheme with clear ring-fenced purposes across participating sites and services	income	CCC; SIC; OOOS; TFR
32. External funder engagement	Ongoing engagement with external funders to align access to multiple funding programmes to deliver VMP and STIDP priorities	income	CCC; ETIG; IOR; SLAB; TFR

Option	Brief description	Financial effect	Evidence Sources
33. Community-led tourism organisation	Future arm's-length organisation to deliver tourism projects and support community benefit	income + savings	CCC; TFR
34. Destination Management Organisation	Future community-led to coordinate destination management, strategic planning, industry alignment and long-term tourism leadership	savings	CCC; IOR; OOOS; SLAB
35. Targeted donations campaign	Coordinated campaign to improve giving prompts and persuasive messaging across physical sites (e.g., SMC, museums, heritage sites, local nature reserves), digital channels and printed materials, encouraging donations, legacies and sponsorship	income	SIC; IOR; OOOS; TFR
36. Cruise community contribution	Ring-fenced community contribution from visiting cruise ships	income	CCC; ETIG; OOOS; TFR
37. Cruise Ship Booking and Confirmation Policy review	Structured review of the Harbour Authority's <i>Cruise Ship Booking and Confirmation Policy</i> to optimise berth allocation and revenue.	income	IOR; OOOS; TFR
38. Operational management trust	Future arm's-length trust to manage Council-owned operational assets such as car parks and heritage sites	income + savings	CCC; OOOS; SLAB; TFR
39. Community asset transfers	The transfer of management or ownership of a public asset to a local charity, community trust, or social enterprise	savings	CCC; SIC; OOOS; TFR
40. Local authorities partnerships and collaborations	Collaboration with other local authorities to share costs and resource, improve access to external funding and maximise benefits	savings	CCC; ETIG; SIC; OOOS
41. Point-of-entry levy	Levy at arrival points, subject to enabling legislation	income	SLAB, TFR

A3.3 Remit assessment

Each of the income generation and savings options in Table A3.1 has been assessed against the Council's remit and statutory powers (see Section 2.2) to distinguish between options the Council could deliver directly, influence through partnership, support others to lead, or cannot undertake.

Category A: Within Council remit

Options the Council could directly implement through mandatory duties, permissive powers or regulatory powers

Category B: Council can influence

Options the Council cannot deliver alone but could influence through policy, negotiation, partnership or strategic alignment

Category C: Council can support

Options led by others where the Council could act as enabler, adviser or partner

Category D: Outside Council remit

Options the Council lacks statutory powers to deliver or that sit wholly with another organisation

Table A3.2. Council remit assessment

Infrastructure and Service Charging	
Option	Remit category
1. Public toilets use	A
2. Car parking	A
3. Coach parking or drop-off	A
4. Group visits	A
5. Motorhome overnight stays	A/C
6. Tourer management system	A/B
7. Coach and motorhome waste disposal	A
8. Heavy vehicle access to B-roads	A
Commercial and Retail Activity	
Option	Remit category
9. Retail offer development and enhancement	A/B
10. Café offer enhancement	A
11. Council venue hire and events	A
12. Community hall hire and events	C
13. Voucher and gift card programmes	C

Option	Remit category
14. Orkney.com commercialisation	B
15. Family history consultancy	B
16. Cycle hire optimisation at Council campsites	A
17. Left-luggage service	C
18. Commercial meeting room leasing	A
19. Customised cruise visitor information	A/B
20. Commercial visitor information services	C
21. Community-run visitor centres and hubs	C
Visitor Access and Ticketing	
Option	Remit category
22. Orkney Card	B/C
23. Resident loyalty card	B
24. Heritage passport and stamp	B/C
25. Central booking office	C
26. Integrated travel and attraction bundles	B/C
Premium Visitor Experiences	
Option	Remit category
27. Scapa Flow boat tours	C
28. Community-led cruise shore excursions	C
29. Specialist cultural tours	A/B
30. After-hours heritage experiences	A
Funding, Governance and Delivery Mechanisms	
Option	Remit category
31. Orkney visitor donation scheme	B
32. External funder engagement	B
33. Community-led tourism organisation	C
34. Destination Management Organisation	B/C
35. Targeted donations campaign	A
36. Cruise community contribution	A/B
37. Cruise Ship Booking and Confirmation Policy review	A
38. Operational management trust	B
39. Community asset transfers	B/C
40. Local authorities partnerships and collaborations	B

Option	Remit category
41. Point-of-entry levy	B

A3.4. Practical and Financial Feasibility

Each of the revenue and savings options will require detailed consideration of its practical and financial feasibility, including indicative costs to implement and operate, technical and infrastructure implications, staffing and governance implications, relevant stakeholder engagement, partner involvement (if applicable), and process and system requirements. These feasibility considerations provide a framework for assessing risks and delivery requirements, forming the basis for identifying which options can realistically be taken forward in the short, medium or longer term.