

The Orkney Partnership

Working together for a better Orkney

Annual Report 2020 to 2021



Incorporating a progress report on Orkney's

Local Outcomes Improvement Plan 2019 to 2022

Welcome to The Orkney Partnership's Annual Report for 2019 to 2020

If there were ever any doubts about the strength of Orkney's community, they were dispelled in the weeks and months following the Prime Minister's announcement of the first lockdown in March 2020. The different agencies in the Partnership worked hard to protect everybody in the community. Central to our defence against the virus was NHS Orkney, and the community rallied round to protect the front-line delivery of their services. The virus hit the local economy, and the livelihoods of many Orkney residents. The Council and Highlands and Islands Enterprise distributed government grants to businesses and the self-employed, and the Council used its resources to top up the grants by just short of £0.9million.

The Coronavirus Community Support Hub at the Pickaquoy Centre was set up in days, distributing food parcels, medication and support to those in isolation, in partnership with community associations, community councils, the isles development trusts and online support groups. The whole community pulled together, with people checking that their neighbours were OK and had everything they needed.

Orkney's Local Resilience Partnership set up emergency co-ordinating groups in accordance with national guidance to manage the emergency response and, as we moved into recovery mode in

the second half of the year, these groups worked in tandem with the Partnership's delivery groups. Action plans were rewritten to generate synergy and prevent duplication. Orkney's business community led the creation of a new private/public sector initiative, the Economic Recovery Steering Group. This partnership generated the Aspire ORKNEY vision for Orkney's economic recovery, with progress towards net zero an underpinning principle.

Over the coming years, Orkney will face very significant challenges. During 2020-21, the Partnership reviewed its priorities and developed a new short term Community Plan for 2021-23. This will lead the Partnership's activity through the recovery period, with a focus on the key issues to be addressed in the aftermath of the pandemic: connectivity, community wellbeing and sustainable recovery.

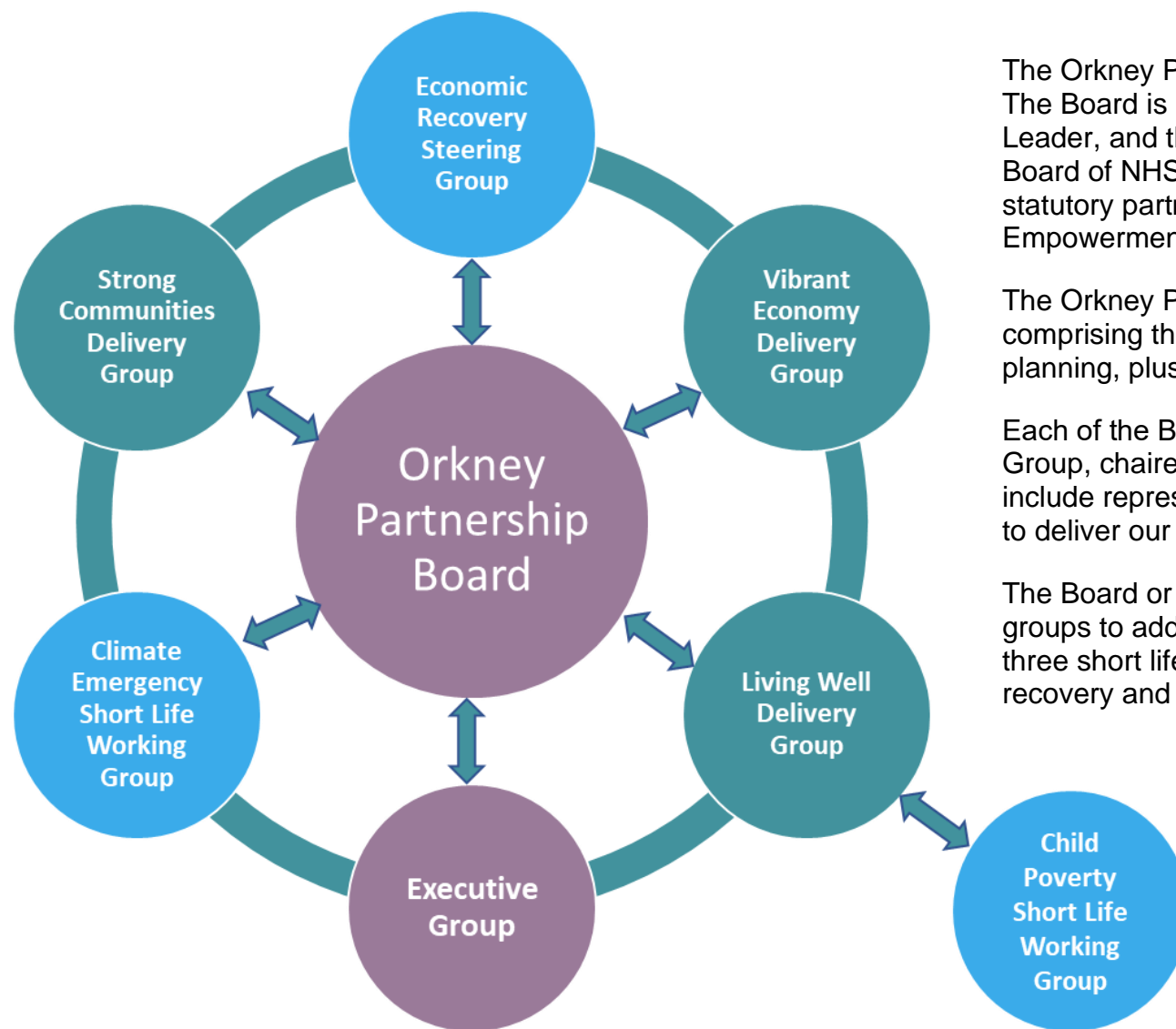
This report contains information on who is involved in the Partnership and what we did during 2020-21 to achieve our shared mission of "Working together for a better Orkney". Thank you for taking the time to find out more about the Partnership and our activities.

Councillor James Stockan
Chair
Orkney Partnership Board



Meghan McEwen
Vice Chair
Orkney Partnership Board

Our structure during 2020-21



The Orkney Partnership Board is at the centre of our structure. The Board is chaired by Councillor James Stockan, Council Leader, and the Vice Chair is Meghan McEwen, Chair of the Board of NHS Orkney. Membership is made up of all of the statutory partner organisations named in the Community Empowerment (Scotland) Act 2015, plus locally co-opted partners.

The Orkney Partnership Board is assisted by an Executive Group comprising the five partners with a duty to facilitate community planning, plus Voluntary Action Orkney.

Each of the Board's strategic priorities is assigned to a Delivery Group, chaired by a member of the Board. Delivery Groups include representatives of any organisation or group that can help to deliver our priorities.

The Board or Delivery Groups may create short life working groups to address specific issues. During 2020-21, there were three short life working groups focusing on child poverty, economic recovery and the climate emergency.

The Board regularly reviews and sometimes changes the Partnership's strategic priorities, to make sure they are still right for Orkney and to address any new challenges we need to tackle.

The membership of Orkney Partnership Board

Five partners have a collective duty to **facilitate** community planning



Other partners have a duty to **participate** in community planning



The Board also includes local and co-opted partners



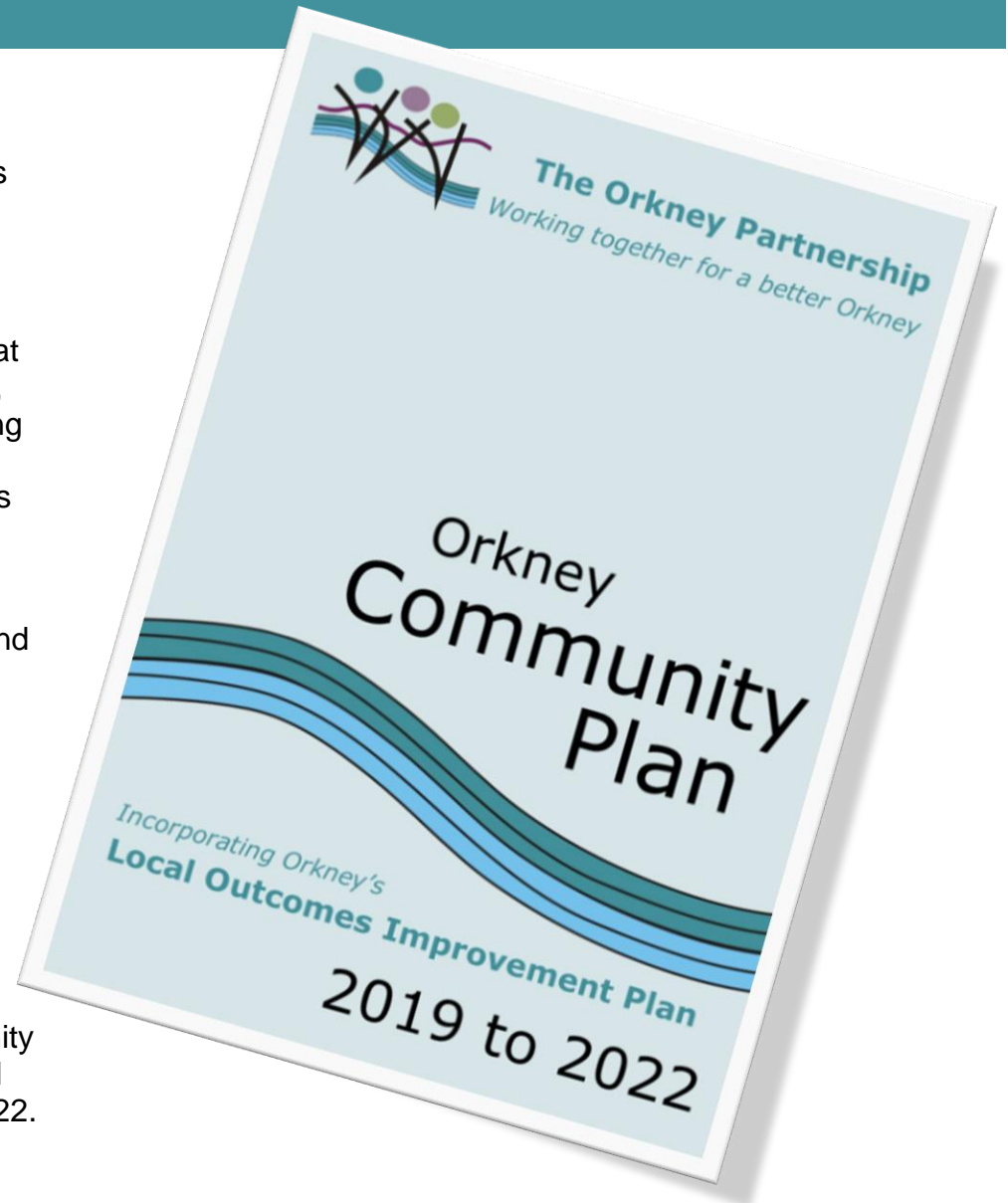
Orkney Community Plan

The Community Empowerment (Scotland) Act 2015 places a duty on community planning partnerships to prepare and publish a Local Outcomes Improvement Plan (often called the LOIP). The LOIP sets out the local outcomes that a partnership has prioritised for improvement.

The Orkney Partnership chooses to publish a Community Plan, which incorporates our LOIP. The plan for 2019-22 can be found on our website at www.orkneycommunities.co.uk/CommunityPlanning. For the 2019-22 plan, the strategic priorities selected by the Orkney Partnership Board were Living Well, Strong Communities and a Vibrant Economy. Each of these was assigned to a delivery group to decide, implement and report on the actions needed to make progress. The work of the delivery groups is reported publicly in this Annual Report.

The LOIP is usually a three-year rolling plan which is refreshed, updated and reissued every year. The Plan was due to be reviewed in March 2020, just as emergency measures were brought in to fight the Pandemic. Staff in many partner agencies, including those who support the Partnership, were re-deployed temporarily to support the community response to Covid-19. Reviewing the plan was therefore put on hold.

Later in 2020, the Orkney Partnership Board decided to develop a shorter term recovery plan to cover the two years 2021-23. Public consultation took place early in 2021 and a new community plan was developed. The strategic priorities selected for the new plan were connectivity, community wellbeing and sustainable recovery. The Community Plan 2021-23 will drive the Partnership's activity during the recovery period and initial progress will be reported on in our next Annual Report for 2021-22.



Our Strategic Priorities in 2020-21

The partners who make up the Orkney Partnership have responsibility for community planning, as set out in the Community Empowerment (Scotland) Act 2015. But partnership working more widely has a long history here in Orkney. The Orkney Partnership itself is only one part of a complex network of partnerships, ranging from bilateral arrangements between two agencies to multi-agency statutory partnerships like the Orkney Community Justice Partnership – itself a statutory partner in the Orkney Partnership.

The Orkney Partnership doesn't attempt to capture everything that happens in partnership, especially where it is working well. Instead, it focuses on a small number of strategic priorities which will make the most difference and where a collective effort or voice will achieve more than individual agencies can achieve on their own. The principle of prevention is central to our plan and, by focusing collaboratively on early intervention, we can improve long term outcomes for individuals, families and communities, especially those where inequality persists. In our Community Plan for 2019-22, these priorities were:



The Orkney Partnership Board tasked three delivery groups with delivering these priorities and the following pages describe their long-term vision and medium-term outcomes for each priority, along with a snapshot of some of the actions they took to ensure these outcomes were delivered.

The Covid-19 pandemic posed challenges for us all and the delivery groups reacted quickly to incorporate response and recovery into their plans. During 2020-21, our delivery groups worked alongside the Local Resilience Partnership's recovery groups which were created in accordance with Protecting Scotland, the national statutory process for managing emergency response and recovery. This enabled our groups to review their delivery plans and prioritise those actions that were most needed. Meanwhile, the new Economic Recovery Steering Group, driven by Orkney's business community, spearheaded dynamic and proactive decision making to safeguard the local economy.

Several of the indicators in the tables below were taken from the 2016 Place Standard survey of the ferry-linked isles. Satisfaction ratings for the Place Standard increase on a scale from 1 to 7 where:

1 = needs a great deal of improvement

7 = does not need a great deal of improvement

It was originally planned to repeat the 2016 survey in 2021 but this did not happen, in part due to lack of partner capacity and in part to avoid overlapping with other surveys taking place. In the interim, the Scottish Government commissioned and published the National Islands Plan (NIP) Survey. First conducted in October 2020 and published in 2021, the NIP survey includes much more detailed responses on the views of residents than does the Place Standard. It has other advantages: it is due to be repeated every two years, enabling longitudinal comparisons, it divides responses between the Ferry Linked Isles and the Mainland/South Linked Isles, and it has a high response rate from residents. The NIP survey will be used to source key performance indicators for the 2023-26 LOIP.

Strong Communities

Long term vision

	Orkney's communities and individuals are fulfilling their potential.	<p>At the beginning of the year, the focus of the Partners was to provide the practical support that residents needed during the lockdown. This included support for those whose mental health was affected by the pandemic and the isolation caused because of the steps taken to protect people.</p> <p>As the year moved on, the emphasis changed to recovery and working with the community to solve problems they faced.</p>
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Medium term outcomes

A.	Our communities have vibrant, innovative, sustainable and inclusive populations	<ul style="list-style-type: none"> Communities in the ferry linked isles have been supported to apply to the Islands Housing Fund to build houses. Westray, Papa Westray, North Ronaldsay, Shapinsay, Sanday and Stronsay have all received funding and are progressing their plans. During 2020-21, funding was secured to support lunch clubs, beginning April 2021. The Enhancing Wellbeing in Our Island Communities project was extended to run until March 2022 and include all age groups.
B.	Our communities have access to the services, facilities, and resources they require to enable them to lead, develop and innovate.	<ul style="list-style-type: none"> Information was collated on existing community development support to identify gaps in capacity and inequalities between islands. A support plan was developed, and immediate needs were addressed. Information and guidance have been disseminated to support communities to use the Community Empowerment Act for community asset transfers and participation requests. Funding was secured to establish an isles digital self-help network.
C.	Partners and communities share trusting relationships and understand their own and others' accountability, responsibility, and capacity.	<ul style="list-style-type: none"> VAO, on behalf of the Integration Joint Board, carried out a consultation in the West Mainland, to involve local communities in identifying the things that most needed change in their area. The second year of this project will focus on supporting communities to design solutions to those problems.

Key performance indicators

SC1	The total population of the Ferry Linked Isles is sustained (source: Census 2011 , LOIP 2021/23 and Census 2022 pending publication)			
	2018-19 Baseline (LOIP 2019/22)	2019-20	2020-21	Comment
	2,862 (2011 census)	Target: Maintain or improve	Target: Maintain or improve Estimate: 2,743	The 2022 census result is still pending but a local estimate as of January 2021 put the population at 2,743. The estimated figure indicates a small drop in the population, and a clearer picture will emerge once the census is published.
SC2	% of the population engaged in unpaid community activity (source: Scottish Household Survey results 2017 and 2019 and the latest version here)			
	2018-19 Baseline	2019-20	2020-21	Comment
	32% (Scottish average 28% in 2017)	Target: Maintain above Scottish average Actual: 37% (Scottish average 30% in 2019)	Target: Maintain above Scottish average	Orkney increased its lead on the Scottish average in the 2019 survey results. Figures for 2021 have not been published yet. Covid led to many activities being suspended but other volunteering taking place to support people through the pandemic, and it is not clear if this will have led to an overall increase in activity or a drop.
SC3	Satisfaction rating* for 'Facilities and amenities' for the Ferry Linked Isles (source: Locality PlanError! Bookmark not defined. Place Standard Consultation Results 2016)			
	2018-19 Baseline	2019-20	2020-21	Comment

	Actual: 5	Target: 5	Target: 5	<p>It was planned to repeat the 2016 Place Standard survey of the Ferry Linked Isles in 2021 but this did not happen, as explained above.</p> <p>In the National Islands Plan survey conducted in 2020, 83% of isles residents agreed that (before Covid lockdowns) there were places they could go to take part in sports and physical exercise and 97% agreed that there are physical spaces where the community can come together. This indicates that the target has been met.</p>
SC4	Satisfaction rating* for 'Housing and community' (source: Locality Plan Place Standard Consultation Results 2016)			
	2018-19 Baseline	2019-20	2020-21	Comment
	Actual: 3	Target: 3	Target: 4	<p>It was planned to repeat the 2016 Place Standard survey of the Ferry Linked Isles in 2021 but this did not happen, as explained above.</p> <p>In the National Islands Plan Survey conducted in 2020, 60% of isles residents said that there was not sufficient housing to meet need in their area, reinforcing anecdotal experience and indicating that this target has not been met.</p>
SC5	Satisfaction rating* for 'Work and local economy' (source: Locality Plan Place Standard Consultation Results 2016)			
	2018-19 Baseline	2019-20	2020-21	Comment
	Actual: 4	Target: 4	Target: 5	<p>It was planned to repeat the 2016 Place Standard survey of the Ferry Linked Isles in 2021 but this did not happen, as explained above.</p> <p>In the National Islands Plan Survey conducted in 2020, only 15% of isles residents agreed that jobs were available in their location to suit different interests, skills and ambitions, indicating that this target has not been met.</p>

SC6	Satisfaction rating* for 'Influence and engagement' (source: Locality Plan Place Standard Consultation Results 2016)																							
	2018-19 Baseline	2019-20	2020-21	Comment																				
	Actual: 4	Target: 4	Target: 5	<p>It was planned to repeat the 2016 Place Standard survey of the Ferry Linked Isles in 2021 but this did not happen, as explained above.</p> <p>In the National Islands Plan survey conducted in 2020, the percentage of isles residents who agreed that they could influence different organisations was as follows (percentage for the rest of Orkney is in brackets), indicating a perception of better engagement within individual isles but less influence on national governments.i</p>																				
				<table><tr><td>UK Government</td><td>3.5%</td><td>(8%)</td></tr><tr><td>Scottish Government</td><td>8.5%</td><td>(12%)</td></tr><tr><td>Orkney Islands Council</td><td>14%</td><td>(16%)</td></tr><tr><td>NHS Board</td><td>9%</td><td>(10%)</td></tr><tr><td>Community Council</td><td>50%</td><td>(30.5%)</td></tr><tr><td>Local organisations, e.g.</td><td>56%</td><td>(32.5%)</td></tr><tr><td>Development Trust</td><td></td><td></td></tr></table>	UK Government	3.5%	(8%)	Scottish Government	8.5%	(12%)	Orkney Islands Council	14%	(16%)	NHS Board	9%	(10%)	Community Council	50%	(30.5%)	Local organisations, e.g.	56%	(32.5%)	Development Trust	
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Living Well

Long term vision

	Our people are resilient and live well.	For most of the year, the resources of all the partners, including those directly supporting The Orkney Partnership, were focused on supporting people and keeping them safe. The Council accepted the award for Community Involvement from the Local Government Chronicle on behalf of everyone in the county for this work.
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Medium term outcomes

A.	People live in safe, warm, homely settings.	<ul style="list-style-type: none">• The Corporate Parenting Plan 2020-2025 was adopted by the Partnership, upholding the wellbeing of looked after children and those leaving care.• Orkney Care and Repair provided the OIC's 'Scheme of assistance', helping private homeowners and private tenants access a range of housing related assistance.• The Community Justice Partnership's annual report demonstrated how the unpaid work offenders did not only directly benefit the community but helped put many people on a better road, reducing the risks of reoffending and making Orkney safer.
B.	People have the support they need to adopt healthy lifestyles throughout their lives and take responsibility for their wellbeing.	<ul style="list-style-type: none">• The renewables industry has the potential to create good quality jobs. The launch this year of the Vibrant Economy Environment Charter, coordinates skills training across Orkney College and UHI, the Orkney Economic Recovery Group, and the Orkney Employability Partnership so residents have the skills they need to benefit from these opportunities.• The Council's Your Housing Options Guide was revised jointly with Orkney Housing Association Ltd. (OHAL).

Key performance indicators

LW1	Fuel poverty rates by local authority (source: Scottish House Condition Survey published 2015-17 Local Authority Data published 2019, next due February 2020). Plus the National Islands Plan Survey .			
	2018-19 Baseline (LOIP 2019/22)	2019-20	2020-21	Comment
	Actual: 30.5% (Scottish average 24.4%)	Improve	Improve	These figures have not been updated but it is clear that Fuel Poverty has grown. In 2021, 9% of Orcadians said they could not afford to heat their homes (NIPS).
LW2	Access to Child and Adolescent Mental Health Services - waiting period of 18 weeks or less from referral to treatment (source: Orkney Health and Care 2017-19 Strategic Commissioning Plan Refresh published 2017, 2019-2022 Plan due 2020)			
	2018-19 Baseline	2019-20	2020-21	Comment
	Target: 90% of children and young people will wait no longer than 18 weeks from referral to treatment by the CAMHS service. (NHS Delivery Standard)	Target: Meet standard	Target: Meet standard Actual: 100%	The target was exceeded with 100% children and young people being seen within the target time, but this can still mean a 4 month wait. The Integration Joint Board is now aiming to do better than the national targets (18 weeks wait) and significantly reduce waiting times.
LW3	Percentage of children at primary 1 at a healthy weight (source: Information Services Division Scotland published 2018, and Body Mass Index of Primary 1 Children in Scotland = School Year 2020/21).			
	2018-19 Baseline	2019-20	2020-21	Comment
	Actual: 75.1%	Target: Improve Actual: 77.2%	Target: Improve Actual: 73.7%	Orkney's percentage of P1s at a healthy weight improved as targeted in 2019-20, but declined in 2020-21, reflecting a national trend. The sample number of children measured in 2020-21 was lower than usual across Scotland, due to Covid-

				related school closures. Nevertheless, Public Health Scotland concluded that the evidence points to a genuine increase in obesity in this age group, a matter of both national and local concern.
LW4	Percentage of adults participating in some form of sport or exercise, including walking, in previous 4 weeks (source: Scottish Household Survey results 2017 and the latest version here)			
	2018-19 Baseline	2019-20	2020-21	Comments
	84%	Target: 84% Actual: 85% (2019)	Target: 88%	Figures for 2020 and 2021 have not been published yet but it may be that during the Lockdown, exercise increased as many people took daily walks. The National Islands Plan Survey found that 83.5% of people agreed that "...there are places I could go to take part in sports and physical exercise."
LW5	Satisfaction rating for 'Being and staying well' (source: Locality Consultations Orkney Island and Mainland Summary published by VAO 2017, next due 2020)			
	2018-19 Baseline	2019-20	2020-21	Comments
	5	5	5	This indicator was developed by NHS Orkney from a survey which has not been repeated, so no update is available.
LW6	Satisfaction rating for 'Health and care – getting help when I need it' (source: Locality Consultations Orkney Island and Mainland Summary published by VAO 2017, next due 2020)			
	2018-19 Baseline	2019-20	2020-21	Comments
	Island and West Mainland	4	5	This indicator was developed by NHS Orkney from a survey which has not been repeated, so no update is available.
	East Mainland	5	5	The NIPS found that 62% of Ferry Linked Isles residents said that they could access a hospital compared to 95% for the rest of Orkney.

Vibrant Economy

Long term vision

	Orkney has a vibrant economic environment	<p>Much of the Partners' efforts were focused on supporting the local economy during the Covid-19 lock downs, including the payments of grants to local businesses. The Council paid out grants from the Scottish Government of over £8m, topped up by nearly £0.9m from Council funds.</p> <p>In the second half of the year, partners began to focus on recovery with the establishment of the Economic Recovery Steering Group, a unique public/private partnership: five councillors, nine representatives of the Orkney business community and one from Highlands and Islands Enterprise made up the group. This led to the launch of the Aspire Orkney Vision which married economic recovery to the net zero agenda (https://www.aspireorkney.com/aspire-vision).</p>
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Medium term outcomes

A.	Orkney is a location of choice for people to live, work, learn, visit, and invest.	<ul style="list-style-type: none"> Partners have continued to lobby to improve the digital and mobile infrastructure, several trials have been run in Orkney and infrastructure is now in place. This helps residents of the ferry linked isles take up employment opportunities in The Mainland, and for all residents to take up opportunities across the world. The new bus fleet was commissioned which will greatly improve the accessibility and reliability of public transport in The Mainland, and isles linked by the Barriers.
B.	Orkney is widely recognised as a location for innovation and the application of experimental thinking in an island context.	<ul style="list-style-type: none"> The Marine Harbours Plan was finalised and is gearing Orkney up so the private and public sectors are in the best place to take advantage of the opportunities provided by the proposed offshore wind farms and other renewable initiatives. The Council commissioned an economic review from the Fraser of Allander Institute to highlight how the Orkney economy differs from the Scottish economy and that of other island groups in Scotland, and to consider the differential impact of national policy. The review was published in September 2020 and took account of the early impacts of the pandemic. The Economic Recovery Steering Group established a Data Think Tank to collate existing and new sources of data to gain knowledge of the workings of Orkney's economy and establish where it is most vulnerable, where support should be targeted.

		<ul style="list-style-type: none"> The joint bid to the Scottish Government for the Islands Deal was successful which will mean investment from the UK and Scottish governments of over £33million.
C.	Orkney's economy offers a broad range of employment opportunities in all localities.	<ul style="list-style-type: none"> Home working arrangements have been introduced across the county as a temporary response to Covid-19, organisations are learning the lessons to open-up employment opportunities for those on the ferry linked isles. De-facto work 'hubs' were established to allow staff who work on the ferry linked islands to continue to work for the Council and the NHS Board during covid. The Council submitted a joint bid with Orkney Construction Training Group so that the Kickstarter scheme could be offered to young people which gives them paid six-month employment training opportunities.

Key performance indicators

VE1	Employment rate (16-64 years) (source: NOMIS Official labour market statistics published 2019 , and 2021)			
	2018-19 Baseline (LOIP 2019/22)	2019-20	2020-21	Comment
	Actual: 88.7%	Target >85%	Target >85% Actual: 83.1% (2021 figure)	The figure for 2021 is a little under the target but considering the impact of the pandemic on employment at time of reporting, this is not unexpected.
VE2	% of 16-19 year olds participating in education, employment and other training and development activities (source: Skills Development Scotland, Annual Participation Measure 2019 and here)			
	2018-19 Baseline	2019-20	2020-21	Comment
	95.3% (2018)	Target: Maintain Actual: 95.4% (2019)	Target: Maintain Actual: 94.7% (2020)	The target was met in 2019 and only slightly below target in 2020, almost certainly due to the pandemic which caused disruption to young people's transition.

VE3	Modern Apprenticeships starts (source: Skills Development Scotland Making Skills Work for Orkney Islands 2018/19 and 2020/21)			
	2018-19 Baseline	2019-20	2020-21	Comments
	140 (16-19 years – 57 20+ years - 83) (Female 32, male 108)	Target; Improve Actual: 142 (16-19 years – 48 20+ years - 94) (Female 48, male 94)	Target: Improve Actual: 99 starts (16-19 years – 36 20+ years - 93) (Female 18, male 81)	The figure for 2020-21 is substantially below the target and it is believed that this is due to the disruption caused by Covid-19 and the Lockdown. The low number of females taking up the opportunity has been identified by the Local Employability Partnership as a matter of concern and is captured in the 2022 Action Plan (section 3.2).
VE4	Town Centre Vacancy rate Kirkwall (source: Scottish Local Authorities Economic Development Indicators Framework Report 2017-18 , and 2020/21)			
	2018-19 Baseline	2019-20	2020-21	Comment
	3.7%	Target: <5% Actual: 2.5%	Target: <5% Actual: 3%	The target was exceeded with occupancy rates of 97%.
-VE5	% premises unable to access 10Mbps/s Broadband (source: Scottish Local Authorities Economic Development Indicators Framework Report 2017-18 , and 2020/21)			
	2018-19 Baseline	2019-20	2020-21	Comment
	26.1%	Target: 20% Actual: 21%	Target: 15% Actual: 20%	The percentage unable to access 10Mbps Broadband was significantly over the target and represented the failing of R100, regarding which the Partnership has continued to lobby the Scottish Government.

VE6	Satisfaction rating* for 'Digital Connectivity' for the Ferry Linked Isles (source: Locality Plan Place Standard Consultation Results 2016 next due 2020)			
	2018-19 Baseline	2019-20	2020-21	Comment
	2.39	2.39	4	<p>It was planned that the 2016 Place Survey of the Ferry Linked Isles would be repeated but this did not happen, as explained above.</p> <p>The NIPS found that 29% of residents said they do not have a good connection at home.</p>

* Rating scale of 1 to 7 where:

1 = needs a great deal of improvement

7 = does not need a great deal of improvement

Our Vision: ASPIRE Orkney

To recover from the pandemic and build a better future, Orkney must **aspire** to be:



A
Ambitious

Value and harness the county's natural, cultural, and human resources

Take control of our own economic future

Take control of our demographic future

- Support population growth across the county for all ages.
 - Retain our young people through employment, education, and housing
 - Attract new talent
-

Innovate, experiment, improve



S
Sustainable

Commit unequivocally to an environmentally sustainable future

- Lead the transition to a net zero economy: when we get there, shout about it
-

Invest in sustainable enterprises and skills

- Create alternative career paths for those in environmentally damaging industries
-

Develop a circular economy that keeps more money in Orkney for longer

- Increase community empowerment and ownership
-



P
Prosperous

Aim high: become global leaders in the sectors we can truly excel in

- Create quality jobs. Make Orkney a Real Living Wage community. Improve conditions in important but typically low-wage sectors
-

Work to eradicate fuel poverty

Provide local investment opportunities

- Invest local authority funds locally
-

Campaign for increased Westminster and Holyrood funding

Discover and secure new ways of attracting inward investment into Orkney



I Inclusive

Make sure no one in our community is left behind.

- Create equal wellbeing in all areas of the county, including the isles. Embrace diversity, creating opportunities for all.
- Focus on eradicating child poverty and create a place where young people want to live and work.
- Recognise and celebrate the contribution older people make in our community to allow them to love later life.
- Increase investment in training, retraining and education.

Welcome new ideas and people wherever they come from

Increase transparency so everyone can understand and endorse decisions taken by their local authority and associated organisations



R Resilient

Step up scenario planning

- Plan for future changes and challenges
- Identify strategies to respond to forecast megatrends

Invest in robust technology and systems to help Orkney spring back from adversity

- Dramatically improve connectivity throughout the county
- Develop agile supply chains

Attract and retain a highly skilled, adaptable workforce

- Train for a future where flexibility and problem-solving are essential attributes
-



E Enterprising

Unite and utilise the different skills of the public, private and third sectors

- Link short-term, urgent action with long-term vision
- Challenging bureaucracy: focus on goals, not processes

Gather data, analyse it, act on it – and update it constantly

- Make bold, well-informed decisions in planning, training, and investment
- Seek out inward investors who share our vision

Invest in and support enterprises and organisations that embody the ASPIRE principles, whether private, third sector, voluntary or community

The Orkney Partnership

Our shared mission is: *Working together for a better Orkney*

Our shared values are:

Resilience
Enterprise
Equality
Fairness
Innovation
Leadership
Sustainability

In 2020 to 2021, our strategic priorities were:



We give regular updates on what we're doing, and we want anyone who's interested to be able to find out more. All the information in this report, and much more, can be found on our web pages at:

www.orkneycommunities.co.uk/CommunityPlanning



If you would like this report in a different language or format, or just require more information, please contact us at:

community.planning@orkney.gov.uk