



NHS
Orkney



Orkney Community Planning Partnership

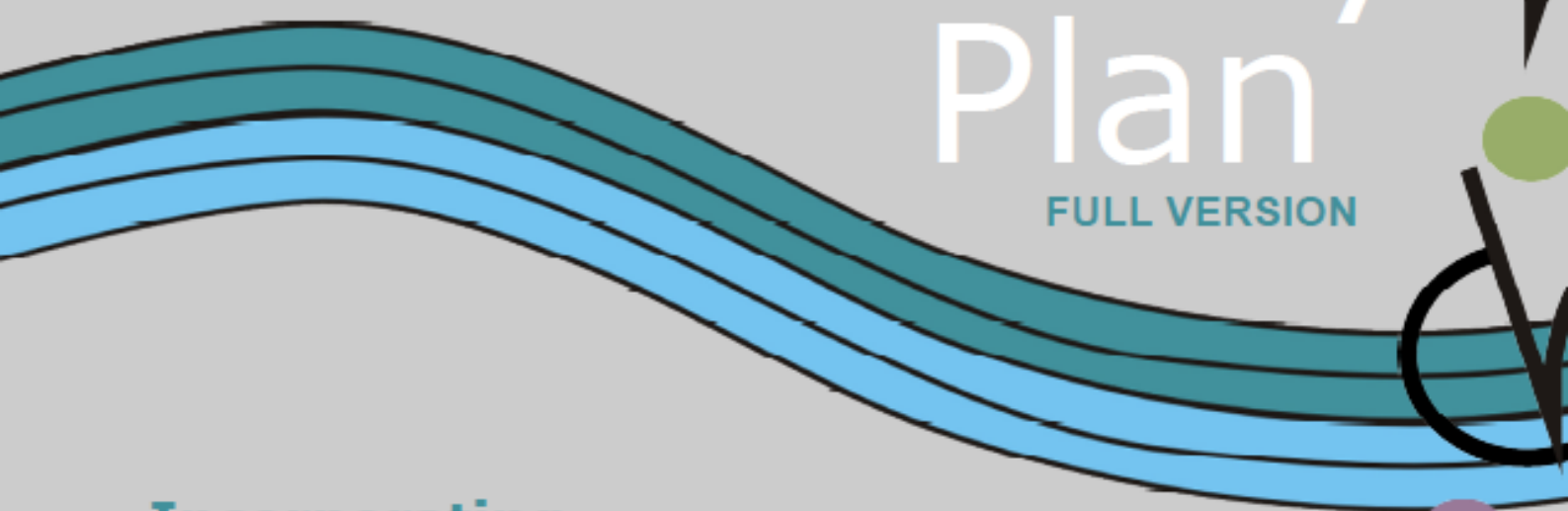
Orkney Community Plan

FULL VERSION

Incorporating

Orkney's Single Outcome Agreement

2011 to 2014



INTRODUCTION

This Plan has been produced by Orkney Community Planning Partnership as our commitment to the people of Orkney. In it, we set out what we hope to achieve over the next three years as our contribution both to Orkney's local priorities and to the 15 National Outcomes, which are the ambitions of the Scottish Government for the whole of Scotland. The Plan also includes our longer-term vision for Orkney, and some of the developments it describes will be part of our lives for decades to come.

Our Partnership has six values which guide everything we do:

- promoting survival
- promoting sustainability
- promoting equality
- working together
- working with communities
- working to provide better services

These values underpinned two previous documents which are brought together in this plan. One was Orkney's Community Plan, which set out our plans to address our local priorities up to 2020. The other was our Single Outcome Agreement (SOA) with the Scottish Government, which set out how we would contribute to the National Outcomes. It also included some "Asks", which were the actions we wanted the Government to take to help progress our local priorities. We have included some new "Asks" in the current Plan, which will continue to fulfil the function of an SOA.

This Plan is different to the Orkney Local Development Plan, which is due to be adopted in 2012. The Local Development Plan is produced by the Council and is concerned solely with land use strategy and planning. It will guide Council planning decisions for the next decade and is cited at relevant places in the current Plan. This Community Plan has a much wider brief. It is a Partnership Plan, compiled by the major public service agencies in Orkney and the Third (or voluntary) sector all working together. All of us will sign up to commit to the Plan and to do our part in making it happen.

In compiling this Plan we have made use of input received from the public through the Council's "Tough Times, Tough Choices" consultation and other consultation exercises carried out by partner agencies in recent years. We would welcome further comments and suggestions regarding the Plan, which may be emailed to communityplanning@orkney.gov.uk or posted to Community Planning, Orkney Islands Council, School Place, Kirkwall. This will help us to ensure that future plans continue to reflect the ambitions of Orkney residents for their community.

Stephen Hagan
Chair of the Steering Group
Orkney Community Planning Partnership

EXECUTIVE SUMMARY	4
WORKING TOGETHER FOR A BETTER ORKNEY	5
The outcomes we are aiming to achieve	5
Our values as a Partnership	6
Our commitment to the Single Outcome Agreement	7
How the Scottish Government can help: Orkney’s “Asks”	7
Signatories to the Agreement	9
Orkney’s population: trends and forecasts	10
NATIONAL OUTCOMES AND LOCAL PRIORITIES	13
1. Orkney’s Economy	13
2. Employment	17
3. Research & Training	20
4. Education	23
5. Early Years	26
6. Health	29
7. Equalities	33
8. Improving Life Chances	36
9. Community Safety	38
10. Orkney’s Infrastructure	41
11. Strengthening Communities	46
12. Our Environment	50
13. Our Culture	54
14. Combating Climate Change	57
15. Working Together	60
GOVERNANCE	62
Our commitment to Good Governance	62
i. Focusing on the purpose	63
ii. Promoting values	63
iii. Performing effectively	62
iv. Developing capacity`	64
v. Taking informed, transparent decisions	66
vi. Engaging stakeholders	66
References	68

EXECUTIVE SUMMARY

Orkney Community Plan has been adopted by Orkney Community Planning Partnership as its strategic framework, and will guide the Partnership's activity and development over the next decade and beyond. The Plan also functions as Orkney's Single Outcome Agreement with the Scottish Government. To this end, it contains performance targets covering the immediate period 2011-14, which the Partnership will monitor and report against to indicate its progress in meeting both the Scottish Government's 15 National Outcomes and Orkney's own local priorities. The Plan also contains a number of "Asks", which are requests made by the Partnership for Scottish Government consideration and/or action.

The Plan is structured around the main themes of the 15 National Outcomes, with local priorities aligned to each theme. One of Orkney's main priorities is the development of its fledgling marine renewables industry, which has the potential to transform our economy and provide significant numbers of new jobs in the longer term. Other economic development priorities include greater diversification, especially in the isles, and supporting Orkney's social economy, with its increasing range of not-for-profit enterprises. Farming and fishing remain at the heart of Orkney's economy and will need support to weather the changes taking place in European Aid structures. Connectivity is essential to the sustainability of all sectors of Orkney's economy, and we will keep pushing for better grid capacity and communication networks.

Orkney's transport infrastructure affects everybody. Maintaining – and improving where possible – our ferry links will be an active priority over the plan period. The Partnership will seek the best outcome for Orkney residents and visitors in the 2011 tendering exercise for external north isles ferry routes. Internally, the replacement of Orkney's ageing ferry fleet has been a high priority for a number of years.

The demographic profile of Orkney's population is set to change significantly in future years. The challenge of rising demand for services, against a background of reduced resources, has given rise to new ways of working in partnership and an emphasis on preventative measures which can help people to remain independent for longer. We plan to build an innovative "Campus of Care", incorporating new hospital premises alongside new social care facilities. For our younger population, Orkney's Schools Investment Programme is well under way, and we can already see the new Kirkwall Grammar School, Stromness Primary School, leisure pool and halls of residence taking shape.

The final part of this Plan is concerned with the governance of the Partnership. Orkney is widely held to be a model of good practice in community planning, but there is always room for improvement. Tough times are here to stay, and the Partnership must respond with imagination and innovation. Consequently, we are promoting a radical move towards a fully integrated partnership and offering to pilot a Single Public Authority model for the delivery of public services. This would see all of the major public sector service providers in Orkney merged into a single body, eliminating duplication in governance and freeing up resources for seamless front line service delivery. With the support of the Scottish Government and all members of the Partnership, we hope to see major progress being made during the lifetime of this Plan towards establishing the framework and arrangements which would allow the setting up of the Single Public Authority shortly thereafter.

WORKING TOGETHER FOR A BETTER ORKNEY

The outcomes we are aiming to achieve

The outcomes below are shared by Orkney Community Planning Partnership and the Scottish Government. They are National Outcomes, but are broad enough to accommodate our own local priorities. Our Plan is structured around these outcomes.

1. We live in a Scotland that is the most attractive place for doing business in Europe.
2. We realise our full economic potential with more and better employment opportunities for our people.
3. We are better educated, more skilled and more successful, renowned for our research and innovation.
4. Our young people are successful learners, confident individuals, effective contributors and responsible citizens.
5. Our children have the best start in life and are ready to succeed.
6. We live longer, healthier lives.
7. We have tackled the significant inequalities in Scottish society.
8. We have improved the life chances for children, young people and families at risk.
9. We live our lives safe from crime, disorder and danger.
10. We live in well-designed, sustainable places where we are able to access the amenities and services we need.
11. We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.
12. We value and enjoy our built and natural environment and protect it and enhance it for future generations.
13. We take pride in a strong, fair and inclusive national identity.
14. We reduce the local and global environmental impact of our consumption and production.
15. Our public services are high quality, continually improving, efficient and responsive to local people's needs.

The Orkney Community Plan has been compiled by all the members of Orkney Community Planning Partnership who sit on the Steering Group, the Partnership Liaison Group and the multi-agency thematic groups, with Orkney Islands Council acting as lead agency. Members of thematic groups have consulted with their own individual organisations where appropriate. The targets and indicators in the Plan have been agreed by consensus.

All members of Orkney Community Planning Partnership agree to use Orkney Community Plan as the starting point for their own strategic plans, and make sure there is a clear line of sight from this Plan to their own plans and outcomes.

Our values as a Partnership

Orkney Community Planning Partnership has six key values which guide the way we work together or independently. These values influence everything we do, and how we do it.

- **Promoting survival**

For Orkney, survival is about maintaining our fragile communities as viable places to live and work. Our smaller islands are distinctive and highly valuable assets, which need investment to secure their future. Young people often move away to study or travel, but we will ensure that we have a thriving community to which they will want to return.

- **Promoting sustainability**

Sustainability is about meeting our present needs without compromising the ability of future generations to meet their own needs. We all acknowledge our shared responsibility to protect Orkney's unique environment. We will ensure that future development in Orkney is sustainable and that economic, environmental and social factors are well balanced.

- **Promoting equality**

Promoting equalities means recognising that everyone has different needs, and taking positive action to ensure that everyone is able to contribute to society. We will do our best to provide equal opportunities to our most remote communities and hard-to-reach individuals, while respecting everybody's right to privacy.

- **Working together**

Partnership working is the most effective way to improve our community. We will improve co-ordination between public, private and voluntary organisations and will work closely together to prevent duplication of effort and find innovative solutions to shared problems.

- **Working with communities**

Each community in Orkney should be able to determine its own future. Orkney is unusual in that its communities are still very close knit, each with a distinctive local identity. We will engage actively with community councils, associations, groups and trusts to help them achieve their ambitions.

- **Working to provide better services**

Orkney's geography presents unique challenges to the agencies which provide local services. We try to meet needs as locally as we can, but inevitably some services will be available only in Kirkwall or on the Scottish mainland. We will be innovative in how we improve service planning and delivery, and help people to access the services they need, wherever they may be.

Our commitment to the Single Outcome Agreement

Orkney Community Plan encompasses Orkney's Single Outcome Agreement. This is a formal agreement between the Scottish Government and the public service providers within each community planning partnership in Scotland to work together towards shared outcomes. Not every member of the Partnership is a public body, but they may still be contracted to provide public services. The agreement covers:

- all public services which are the responsibility of those partners in Orkney Community Planning Partnership who are signatories to this Agreement,
- all local authority services in Orkney, including those delivered by or with non departmental public bodies, agencies, businesses, the third sector and other partners

All those members of the Partnership who are also signatories to Orkney's Single Outcome Agreement agree to commit their individual organisations to work in partnership towards the targets and outcomes set out in Orkney Community Plan for the three years from April 2011 to March 2014.

Co-ordination of the Single Outcome Agreement is a legal duty of the Council. The other signatories commit to fulfil all legal and policy obligations upon them in relation to community planning, equalities and sustainable development.

How the Scottish Government can help

In return for our commitment towards national priorities, Orkney Community Planning Partnership is asking the Scottish Government to take action on the five broad areas of policy below. These include specific examples where Scottish Government action would greatly enhance the ability of the Partnership to achieve both local and National Outcomes:

ORKNEY'S "ASKS"

1. Strengthen Orkney's infrastructure

- Strengthen Orkney's grid capacity to support its renewable energy industry
- Support Orkney's emerging marine renewables industry and the development of a marine campus
- Gain Scottish control of Scotland's shoreline and seabed from the Crown Estate
- Secure essential investment in Orkney's internal ferry network
- Continuous support towards remote and rural housing
- Extension of National Concessionary Travel Scheme to include ferry travel as essential in the same way that buses are

2. Improve connectivity

- Ensure equality of access to broadband in remote, rural areas
- Commit to filling in the "not-spots" in mobile telephone networks
- Restore business travel to the Air Discount Scheme
- Actively promote and facilitate the use of video conferencing (in central Scotland) to reduce the need for travel from outlying areas

3. Island-proof Government policy

- Ensure funding distribution criteria do not use urban measures such as the Scottish Index of Multiple Deprivation
- Acknowledge the de minimis cost of doing anything in an island community
- Extend the Road Equivalent Tariff scheme to Orkney
- Address differential fuel pricing and Renewable Transport Fuels Obligation issues
- Secure a reform of the Common Agricultural Policy and Common Fisheries Policy from 2014 which will better support vulnerable island areas

4. Support a community planning approach to public services

- Support the development of a Single Public Authority (SPA) for Orkney
- Ensure that the structure and operation of national and regional public bodies is compatible with local community planning and the SPA
- As funding reduces, ensure that the third sector is sufficiently resourced to work in partnership with the public sector to plan, deliver and develop preventative services

5. Streamline bureaucracy

- Acknowledge that budget cuts will have a significant effect on the administrative capacity of councils, and the continuing need to reduce unnecessary bureaucracy in line with the Crerar Review.

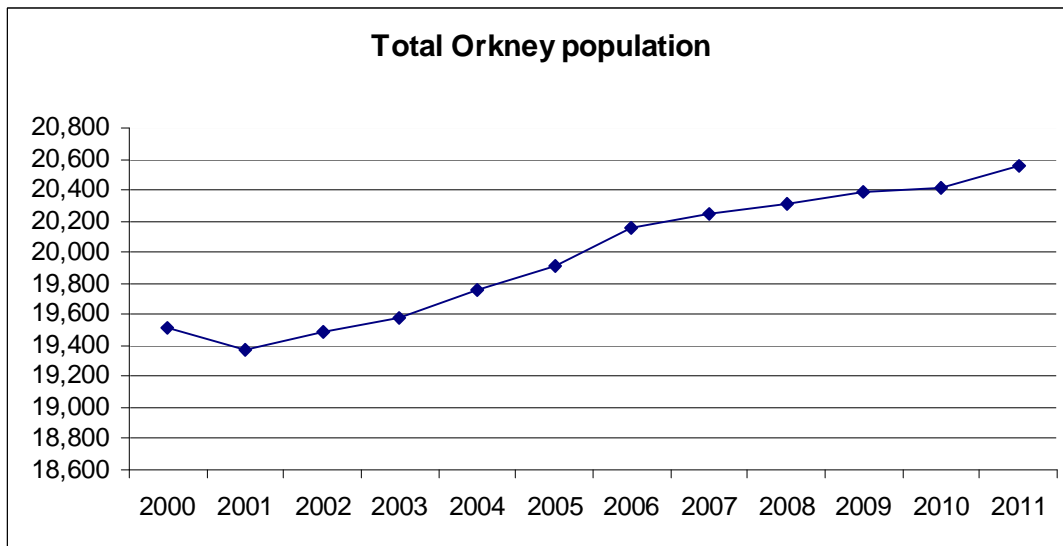
Signatories to the agreement

The undersigned confirm their commitment to Orkney's Single Outcome Agreement 2011-14.

Orkney Islands Council	Stephen Hagan, Convener and Chair of the OCPP
NHS Orkney	John Ross-Scott, Chair
Highlands and Islands Enterprise	Alex Paterson, Chief Executive
Northern Constabulary	Les Donaldson, Chief Inspector
Voluntary Action Orkney	Gail Anderson, Chief Executive
Highlands and Islands Fire and Rescue Service	David Clark, Group Manager
Skills Development Scotland	Joyce Slater, Team Leader
Scottish Natural Heritage	Lesley Cranna, Area Manager Northern Isles
HITRANS	Duncan MacIntyre, Chair
VisitScotland	Barbara Foulkes, Area Director
Job Centre Plus	Karen Johnstone, Area Manager
Orkney Housing Association Ltd	Sally Inkster, Chief Executive

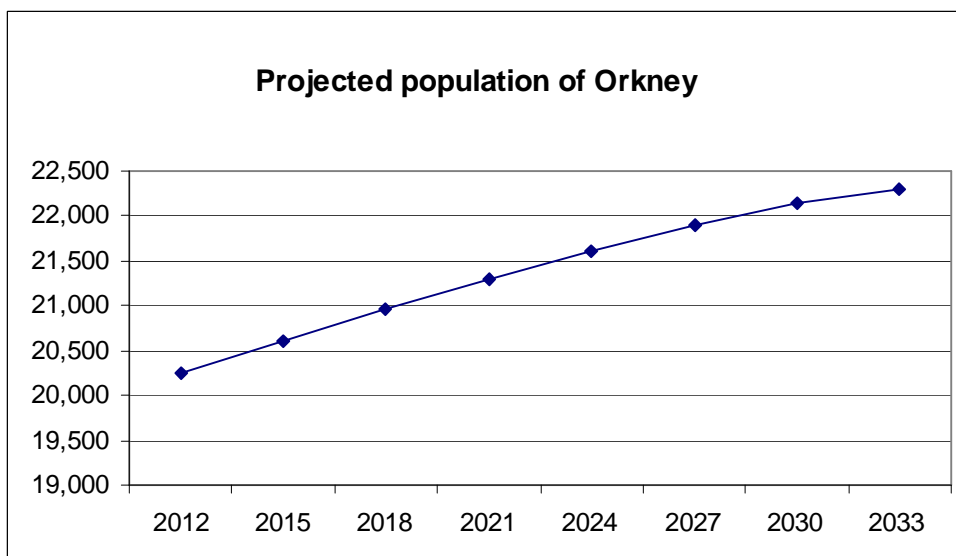
Orkney's population: trends and forecasts

Maintaining Orkney's population is vital to the sustainability of Orkney as a thriving and vibrant place to live, and is critical to the survival of our more remote communities. A century ago, Orkney's population stood at around 29,000. It now stands at around 20,560. The number of deaths has outnumbered births in Orkney for over 10 years, but the significant decline in population predicted at the end of the 1990s has been avoided due to the rapid rise in people migrating here.



Data source: NHS Orkney Practice Totals at 1 January 2011

The General Register Office for Scotland issues population projections based on existing trends and is currently estimating an Orkney population of 22,301 by 2033:

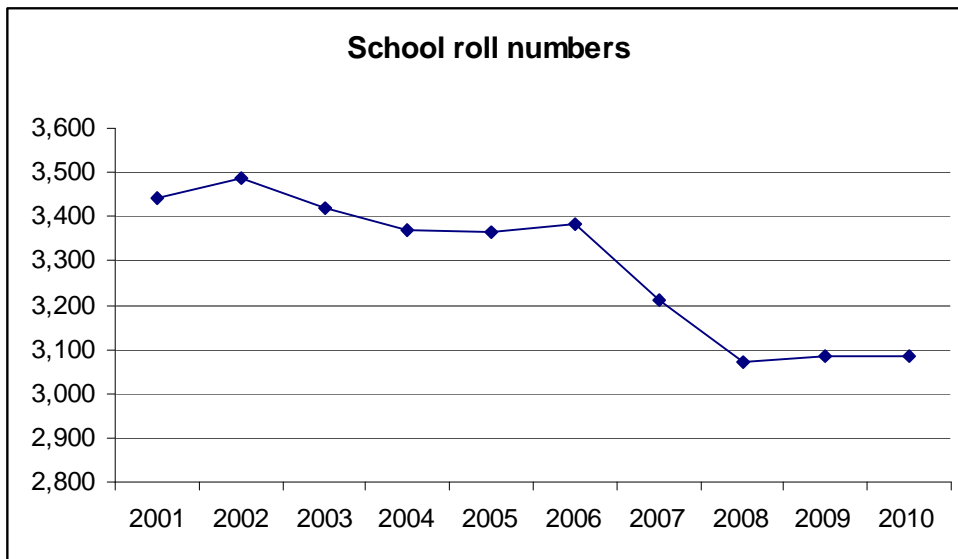


Data source: General Register Office for Scotland (2008-based)

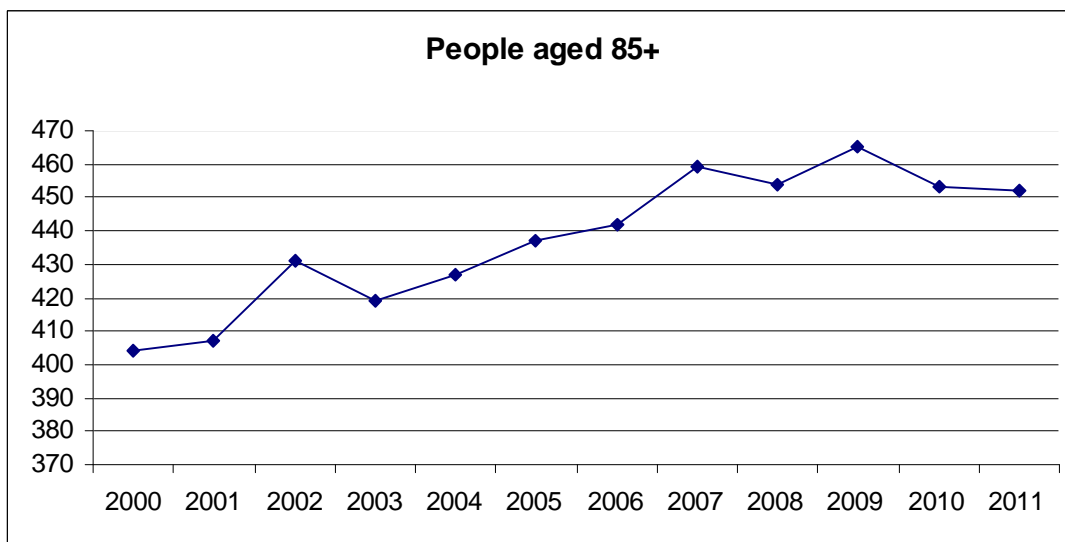
By way of comparison, the Orkney Population Change Study (2009) by Hall Aitken forecast that if current migration patterns continued, the population would increase up to 2015 and then start to decline again. By 2030 the total population would be slightly lower

than in 2007 at around 19,500. On current trends the number of annual births would drop by around 50 and the primary school-age population would decline from 1,480 to around 1,200. The report concluded that the population would need to increase to 23,000 to be sustainable for the purposes of the workforce, school roll, birth rates and service provision.

Recent trends have shown a decline in school age children, roughly matched by an increase in the population aged over 85:



Data source: Orkney Islands Council Education and Leisure Services

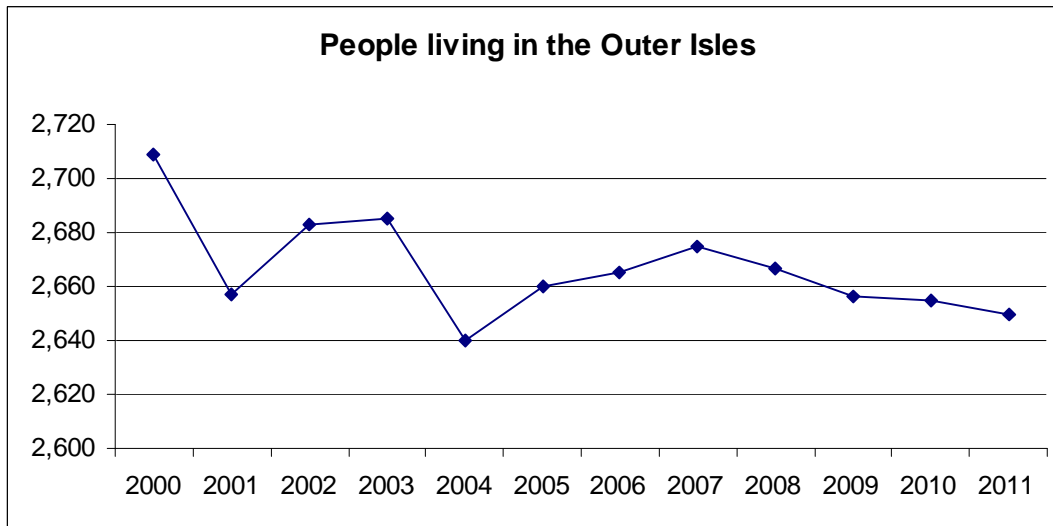


Data source: NHS Orkney Practice Totals at 1 January 2011

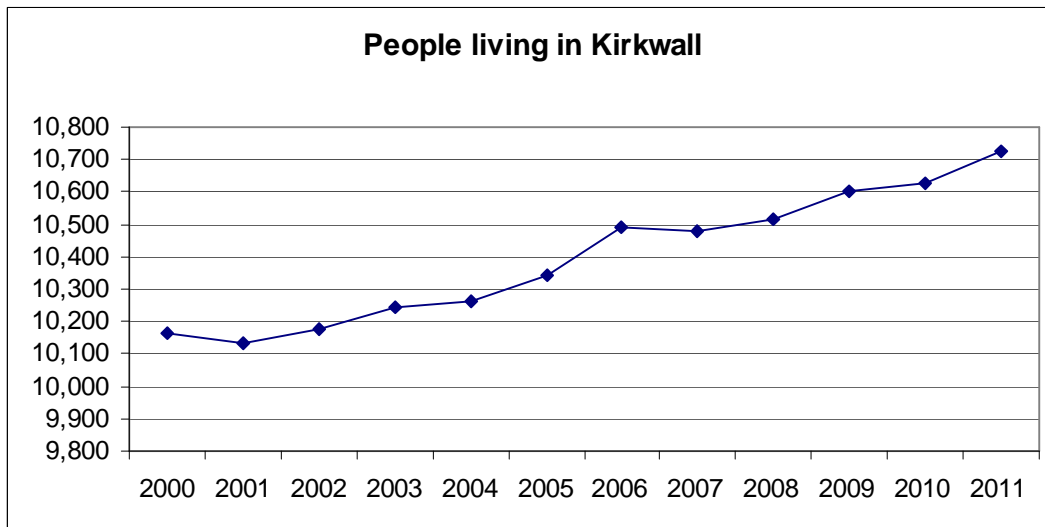
While the mainland population of Orkney has grown, almost all of Orkney's smaller islands experienced depopulation from 1991-2001 of between 2% and 36% (2001 Census). Residents of the smaller isles have limited accessibility to services on the mainland of Orkney and beyond. Internal population changes are taking place as a result of migration from the smaller islands towards the mainland of Orkney. The Orkney Population Change Study concluded that the Outer Isles of Sanday, Stronsay, Rousay,

Egilsay and Wyre were at risk in terms of their longer term sustainability. This was because of an ageing population profile, high levels of reliance on in-migration and low rates of economic activity.

Data collected by NHS Orkney, based on GP registrations, gives an indication of population movement in Kirkwall and the outer isles:



Data source: NHS Orkney Practice Totals at 1 January 2011



Data source: NHS Orkney Practice Totals at 1 January 2011

NATIONAL OUTCOMES AND LOCAL PRIORITIES

Orkney's Economy

National Outcome 1

We live in a Scotland that is the most attractive place for doing business in Europe.

Our local priorities

- Growing Orkney's businesses sustainably
- Connections and global markets
- Developing innovation, skills & learning
- Community development, leadership & entrepreneurship
- Moving towards a low carbon economy
- Provide sufficient business and industrial land across Orkney

Where are we now?

Orkney is a rural and island economy with a unique mix of opportunity and challenge. Our key industry sectors are agriculture, fisheries, tourism, food and drink, aquaculture, creative industries, energy and marine renewables, retail and construction. Primary production from agriculture and fisheries plays a significant role in the economy and must be carefully balanced with emerging new sectors, notably marine renewables which are of global importance. The main towns of Kirkwall and Stromness act as drivers of the rural economy and more diversification is needed to add value in other locations, especially the isles. Peripherality, distance to markets and the ever-increasing costs of transport and fuel are also major challenges.

Orkney has a history of innovation and co-operation which has been instrumental in establishing a well recognised knowledge base. This has been particularly relevant to the world leading renewable energy technologies that are being developed here. There is scope to commercially exploit and reap the wider benefits from research, development and knowledge now and as this industry becomes further established. Also of major significance is our social economy, with a range of voluntary and not-for-profit organisations along with co-operatives, social enterprises and community interest companies providing important functions and services locally. Business Gateway has been established by the Council and HIE in partnership to provide co-ordinated advice to small business start-ups, while sector-wide schemes aim to support sustainable economic development and diversification, raise the average wage rate, and overcome barriers to export.

There has been pressure in recent years for the major public sector bodies in Scotland to participate in online tendering and national procurement frameworks, which can disadvantage smaller local businesses. The Business Gateway can assist local suppliers to increase their e-business capacity and enable them to compete in the new marketplace.

Where are we going?

The Partnership has established a Strategic Economic Forum to share knowledge, promote local business and remove barriers to development. Our ambition is to ensure that all of Orkney's public services are working effectively with both the private and third sectors to support and develop a sustainable economy. This will be especially challenging in the tough economic conditions which are likely to prevail throughout the life of this Plan.

Orkney is fortunate to be surrounded by a huge wave and tidal resource. This resource, together with the presence of the European Marine Energy Centre (EMEC), the world's first grid connected wave and tidal test centre for marine energy devices, has enabled Orkney to position itself at the forefront of the developing marine (wave and tidal) energy sector. Orkney Islands Council and public sector partners have already invested significantly in infrastructure development associated with the sector and every opportunity will be taken to secure European funds for further investment to support local energy developers and their hinterland supply chain. We recognise that this is still a developing industry, and requires ongoing public sector support and collaboration to ensure long term benefits are secured for Orkney, Scotland and the UK.

The Orkney Local Development Plan addresses business and industrial land supply and identifies Strategic Development Areas to facilitate the development of key sectors, including renewables related development. Orkney Community Planning Partnership acknowledges the potential for environmental effects associated with the development of this industry and recognises that, where appropriate, these will be addressed at project level, in line with the requirements of the Environmental Impact Assessment (Scotland) Regulations 1999 and the Conservation (Natural Habitats, &c.) Regulations 1994 (as amended).

Reform of European Union aid structures - Common Fisheries Policy (CFP) and Common Agriculture Policy (CAP) may permanently impact Orkney's fishing and farming industries. Significant change has to be anticipated and where possible influenced in order to ensure that productive and sustainable farming is maintained in vulnerable island areas such as Orkney. Orkney Quality Food and Drink will continue to promote Orkney's world class brands at home and abroad. Adding value to Orkney produce before it leaves the county remains a high priority over the Plan period. The value of tourism to Orkney's economy is recognised, as are the opportunities for further sustainable development, and so the public agencies in partnership with the industry must find creative solutions to maintain growth whilst balancing the impacts of increasing visitor numbers.

Orkney has the highest concentration of craft jewellers in Scotland and their work is exported around the world. The creative industry sector also includes pottery, textiles and many other crafts. The recent rapid growth in internet trade has opened up opportunities for global marketing in this and many other sectors with obvious synergies with strong Tourism offering. To support Orkney's economic growth there must be parallel development of its connectivity. This includes efficient and economic transport links as well as infrastructure investments such as harbours, broadband & mobile and national grid connections.

How the Scottish Government can help

- Strengthen Orkney's grid capacity to support its renewable energy industry
- Support Orkney's emerging marine renewables industry and the development of a marine campus
- Gain Scottish control of Scotland's shoreline and seabed from the Crown Estate
- Ensure equality of access to broadband in remote, rural areas
- Restore business travel to the Air Discount Scheme
- Actively promote and facilitate the use of video conferencing (in central Scotland)
- Secure a reform of the CAP from 2014 which will better support vulnerable island areas

Outcomes and targets for 2011-14

1.1	Rate of active enterprise start ups per 10,000 adults (over 15 years old) (source: ONS IDBR available on www.sns.gov.uk)			
	2009 Baseline	2011-12	2012-13	2013-14
	39.4 Scottish avg 34.4	Match or exceed Scottish rate	Match or exceed Scottish rate	Match or exceed Scottish rate
1.2	Net stock of VAT and/or PAYE based enterprises in a local authority area on an annual basis (source: BERR statistics reported in Orkney Economic Review)			
	2010 Baseline	2011-12	2012-13	2013-14
	1,410	Maintain baseline	Maintain baseline	Maintain baseline
1.3	Private sector new house build completions (source: Scottish Government)			
	2010 Baseline	2011-12	2012-13	2013-14
	102	120	130	140
1.4	Total tourist days (excluding day-visitors) (source: Global Tourism Solutions)			
	2010 Baseline	2011-12	2012-13	2013-14
	686,940	700,000	715,000	730,000
1.5	Number of cruise ship passengers visiting Orkney (source: Marine Services)			
	2010 Baseline	2011-12	2012-13	2013-14
	25,440	26,000	26,500	27,000
1.6	Landings of Shellfish (source: Orkney Economic Review)			
	2009 Baseline	2011-12	2012-13	2013-14
	3,096 tonnes	3,189 tonnes	3,285 tonnes	3,384 tonnes

1.7	Breeding animals production (source: Scottish Government agricultural census)				
	2010 Baseline		2011-12	2012-13	2013-14
	Dairy cows	2,558	Maintain 2010 levels	Maintain 2010 levels	Maintain 2010 levels
	Beef cows	26,081			
Breeding ewes	43,660				

Employment

National Outcome 2

We realise our full economic potential with more and better employment opportunities for our people.

Our local priorities

- Generate better quality employment
- Attract inward investment
- Business expansion in targeted sectors
- Partnership action to support individual employability

Where are we now?

Orkney's largest business sectors are agriculture, fishing and tourism while the public sector remains our largest employer. The presence of EMEC places Orkney at the forefront of the development and testing of marine energy technologies. The growth of this sector is putting Orkney on the worldwide map and significant private and public sector investments continue to be made in both technology developments, the supply chain and vital infrastructure. Most notable of these used OIC, HIE and European funds in developing vital infrastructure at Lyness in Hoy and Hatston in Kirkwall enabling safe and effective access to and from test sites and maintenance/servicing of marine energy devices.

Historically, Orkney has experienced low levels of unemployment, but many jobs have been seasonal, part-time or poorly paid. Rather than simply increase the numbers in employment, our aim has been to improve job security and pay levels. Not only does this create a fairer society, but it provides more incentives for young people, who have gone away to study or work, to return to Orkney. It is also one of the drivers behind the Partnership's ambition to pilot the Single Public Authority concept in Orkney. Described further under National Outcome 15, a Single Public Authority concept would pull together public services to develop the seamless services that islanders need and want in a cost effective way whilst protecting our social and economic survival by keeping high quality jobs local.

The effect of the recent economic downturn is beginning to show locally, but difficult to quantify as yet. The retail and construction sectors have experienced redundancies and declines in business, but more recently we have seen signs of revival in the construction sector, aided by a number of large scale public sector projects scheduled for the next few years. The group which has been most affected by the recent downturn are the 18-24 year olds and there has been an increase in the number of young people who remain unemployed after 13 weeks.

There has been growth and development of employability services within Orkney of recent years. Due to the organic growth of such services, they are very much separate entities and operate independently of each other. There is therefore a need to break away from this scattergun approach and consider employability within a corporate,

mainstream framework which can deliver a more co-ordinated, one stop approach to service delivery in Orkney.

Where are we going?

Local investment in marine renewable infrastructure will make a long term difference to the business appeal of Orkney to a worldwide market. It is anticipated that the expansion of marine renewables will be Orkney's largest employment growth sector for the foreseeable future. There are significant opportunities for the ongoing development of the local supply chain throughout the testing phases of marine devices and already Orkney companies are significantly expanding their activities world wide in the areas of environmental and technical consultancies. EMEC itself is expected to continue to grow as it broadens its expertise and explores options to extend its services off site and world wide.

The level of international interest and engagement with the work of renewables is exceptional and offers increasing opportunities for inward investment that will be pursued during the life of this plan by Scottish Development International, HIE and OIC .

There are significant opportunities in the pipeline, and it is our job to ensure that the right training and educational opportunities are in place to enable current and future generations of Orkney's young people to take full advantage of them. Skills Development Scotland will work with the Council, Orkney College and other education providers in Orkney to ensure a co-ordinated approach.

Building upon the successes of joint working in the past, Orkney Community Planning Partnership aims to bring together all public services to deliver them through a Single Public Authority which would retain high quality local jobs and ensure that services meet the requirements of local service users.

The Employability Strategic Group is the thematic group connected to this National Outcome. The group brings together employability service providers to share information and create a joint working approach to shared problems. A Short Life Working Group has also been established to develop a joint strategy which will provide a range of employment supports and opportunities, especially for those furthest from the labour market. This will have the added benefit of reducing the need for, and costs of, social care services.

Outcomes and targets for 2011-14

2.1	Percentage economically active (proportion of working age population in employment, self employment or seeking work) (source: Scottish Economic Statistics , reported annually in Orkney Economic Review)			
	2010 Baseline	2011-12	2012-13	2013-14
	81.7% (Scottish rate 77%)	4% above Scottish rate	4% above Scottish rate	4% above Scottish rate
2.2	Total Job Seekers Allowance claimants as percentage of working age population (source: JobCentre Plus)			
	2011 Baseline	2011-12	2012-13	2013-14
	1.5%	1.7%	1.6%	1.5%
2.3	Number of volunteers moving into employment (source: Voluntary Action Orkney)			
	2010-11 Baseline	2011-12	2012-13	2013-14
	11	11	13	16
2.4	Number of people accessing employability services moving into employment (source: Voluntary Action Orkney (Connect), LifeSkills Orkney and Orkney Blide Trust)			
	Baseline 2010-11	2011-12	2012-13	2013-14
	38 (Blide not operating in this year)	78	85	117
2.5	Number of people placed in social enterprises and supported employment (source: Annual stats from Employability Orkney)			
	2010-11 Baseline	2011-12	2012-13	2013-14
	67	40	50	60
2.6	Number of 18-24 year olds unemployed after 13 weeks on the register (source: Job Centre Plus)			
	2011 Baseline	2011-12	2012-13	2013-14
	15 (in March 2011)	13	11	9
2.7	Percentage of people going through Modern Apprenticeship schemes gaining a recognised qualification (Skills Development Scotland)			
	2010/11 Baseline	2011-12	2012-13	2013-14
	71.8%	70%	70% or above	70% or above

Research & Training

National Outcome 3

We are better educated, more skilled and more successful, renowned for our research and innovation.

Our local priorities

- A learning culture open to new thinking and ideas
- Lifelong learning opportunities for all
- Support for Orkney-based research and innovation

Where are we now?

Growth in higher education is a noteworthy feature of Orkney in recent years. Orkney College UHI is a constituent college of the University of the Highlands and Islands, which gained full university status in February 2011. The College delivers a wide range of higher education, degree and postgraduate learning options in addition to its traditional base of further education. Research strengths include archaeology, agronomy and Nordic Studies. The Centre for Nordic Studies is a unique interdisciplinary regional academy of international significance. One of its leading specialisms is the culture and heritage of the communities of Orkney and Shetland, studied within the communities themselves.

There are over 30 partner organisations in the Orkney Learning and Guidance Forum (OLGF), whose aim is to integrate services by facilitating effective referral and signposting between Orkney learning and guidance practitioners. OLGf promotes learning as a lifetime activity. Orkney's existing working age population is not sufficient to sustain the local economy, so it is important to ensure young people have opportunities locally to learn while they work, or return to work if they pursue further education elsewhere. There are a number of training providers delivering successful vocational courses developed around local needs such as hospitality, care, and trade apprenticeships.

Where are we going?

Stromness hosts the International Centre for Island Technology (ICIT), a campus of Heriot-Watt University, which carries out advanced research, postgraduate training and consultancy in marine resource management and related issues. ICIT's areas of specialist interest include marine renewable energy, which is expected to bring significant direct and indirect economic benefits to Orkney over the coming years. EMEC, established by HIE in 2003, with funding from a broad consortium of public sector funders remains the world's only multi-berth, full scale, purpose-built, open sea grid connected test facility for both wave and tidal marine energy converters. EMEC now also offers nursery berths for both wave and tidal devices. There are more grid-connected marine energy converters deployed at EMEC than at any other single site in the world, and over 15 clients are signed up to deploy projects over the next few years. In the long term, it is anticipated that renewables maintenance may prove to be a significant local market opportunity.

There is a possibility that the old Stromness Academy building, currently shared by EMEC and ICIT, could be developed to create a “marine campus” to attract other academic units to Orkney and to help foster co-operation, rather than competition, among researchers working in the field across Caithness and Orkney. If funds could be raised, a new build campus might even be possible.

There are significant opportunities for the development of knowledge based marine renewables enabling the expansion of Heriot Watt activities in Orkney, involving UHI and other related collaborative links that could form an Orkney Renewables Campus. This will also build on the presence of EMEC and its international client base and create a single gateway entrance to the range of organisations engaged in renewables activity. This proposal is being actively explored over the lifetime of this Plan.

The Council has entered into a Service Delivery Agreement (SDA) with Skills Development Scotland (SDS) for 2011-12. At present this is bilateral but it is planned to expand the SDA to include the whole Community Planning Partnership from 2012-13. The SDA sets out how the Council and Skills Development Scotland (and other partners as appropriate) will address three key strands of activity:

- School leavers not entering positive and sustained destinations
- Unemployed people finding it difficult to enter or re-enter the labour market
- Any area not having the skilled workforce needed to realise its economic potential

Partner agencies will assist clients to identify their strengths and improve them in relation to the needs of the opportunities that most interest them. They will also work with businesses to identify employment opportunities and develop their workforce to help sustain economic development. SDS will promote Modern Apprenticeships, National Training Programmes and other assistance for businesses such as Flexible Training Opportunities, and will identify how future economic development plans could lead to helping people into, or back into, employment. A key issue for agencies in Orkney is encouraging community development by delivering services to rurally isolated communities through e-guidance and clinics.

Outcomes and targets for 2011-14

3.1	School Leaver Destinations: % of school leavers going into employment, further and higher education, volunteering or training (source: School leaver destination return)			
	2009-10 Baseline	2011-12	2012-13	2013-14
	93.9% (June 2009-May 2010)	87% (SDS Orkney target)	Maintain or improve on 87%	Maintain or improve on 87%
3.2	Number of adults participating in literacy and numeracy learning (source: Orkney College and Learning Link)			
	2010-11 Baseline	2011-12	2012-13	2013-14
	126	120	120	120

3.3	Percentage of achievements as a result of participation in national training programmes (source: Skills Development Scotland)			
	2010-11 Baseline	2011-12	2012-13	2013-14
3.3.1	Modern Apprentices: 71.8%	70%	Maintain or improve on 2011-12 for each sub-indicator	Maintain or improve on 2011-12 for each sub-indicator
3.3.2	Get Ready for Work: 48.8%	40%		
3.3.3	Training for Work: 28%	50%		
3.4	Community Learning and Development – percentage who reported learning new skills (source: OIC CLD evaluation)			
	2010-11 Baseline	2011-12	2012-13	2013-14
	63%	Maintain baseline	Maintain baseline	Maintain baseline

Education

National Outcome 4

Our young people are successful learners, confident individuals, effective contributors and responsible citizens.

Our local priorities

- Bringing the Curriculum for Excellence to life
- High standards in provision and achievement
- Active participation by young people in community and public life
- Positive transitions to further education, employment or training

Where are we now?

Orkney has a school population of approximately 3,000. There are two senior secondary schools, four junior high schools, 17 Primary Schools and a Halls of Residence, located in Kirkwall, to permit island pupils to attend Kirkwall Grammar School. The Council encourages wide community use of the school estate, recognising school buildings as a valuable community asset.

Orkney has fully embraced the Curriculum for Excellence and all of our education provision is grounded in its basic principles:

- Every child and young person is entitled to develop skills for learning, skills for life and skills for work, with a continuous focus on literacy, numeracy and health and wellbeing
- Learning is a lifetime activity that should be realised through developing skills for work and providing community learning opportunities.
- Every young person is entitled to support in moving into a positive and sustained destination. The growth in higher education and knowledge industries brings direct and indirect economic benefits.
- Understanding the needs of young people not in education, employment or training will increase their likelihood of making a positive transition.

Orkney has one of the highest rates of volunteering in Scotland, and our young people are keeping up the tradition. Working closely with schools and other partners, Voluntary Action Orkney promotes, recruits and supports young people aged 12 to 25 to volunteer. Young volunteers can gain nationally recognised Saltire Awards which acknowledge an individual's volunteering efforts and the contribution they make to their local communities.

Voluntary Action Orkney established the Connect Project in 2009 to reduce the barriers that can prevent vulnerable young people aged 16 to 19 from participating in the community and the workplace. Each young person is provided with one year's training and learning opportunities through one-to-one support and group work to promote physical and emotional well being and develop their confidence, employability and life skills.

Where are we going?

Construction work began in spring 2011 on the Schools Investment Programme, which will see a new Kirkwall Grammar School (KGS), Stromness Primary School and Halls of Residence completed by 2013. As part of the programme, Orkney will also benefit from a new swimming pool at the Pickaquoy Centre and a new arts theatre on the KGS site. The programme is being funded by a capital grant from the Scottish Government of £40m, and a further £1m to £1.5m each year for 30 years to support maintenance over the life of the buildings. The pool and arts theatre are supported through a mix of OIC, Government and European funding.

Community planning partners in Orkney recognise the need for multi-agency planning to help young people to bridge the gap between school and further education, employment or training. *Orkney Transition Planning Guidance* was issued in March 2011 and identifies three levels of transition planning: Level 1 is universal transition planning for all young people, Level 2 is transition planning for children and young people with additional support needs who require specific guided support to achieve a positive post-school destination, while Level 3 is for children and young people with significant and complex additional support needs which require a high level of planning, often with multi-agency input. A detailed plan for post-school provision will be in place at least six months before the expected school leaving date. At all levels, the young person is the most important person in the planning process and will be empowered and enabled to participate as fully as possible.

Outcomes and targets for 2011-14

4.1	Proportion of schools receiving positive inspection reports (Scottish Government national indicator). The 'positive' criteria are the core subset of Quality Indicators (QI) (source: HMIE inspection reports)			
	Baseline	2011-12	2012-13	2013-14
	Satisfactory or better: 94.4% <i>of which</i> Very Good + : 22.2% Good + : 72.2%	Satisfactory or better: 100% <i>of which at least</i> VG+ : 30% G+ : 70%	Satisfactory or better: 100% <i>of which at least</i> VG+ : 30% G+ : 70%	Satisfactory or better: 100% <i>of which at least</i> VG+ : 30% G+ : 70%
4.2	Number of youth volunteers (source: Voluntary Action Orkney)			
	2010-11 Baseline	2011-12	2012-13	2013-14
	165	170	175	185
4.3	Cumulative attainment of National Qualifications by all pupils in publicly funded secondary schools for S4-S6 (source: OIC Education and Leisure Services)			
	2005-2010 average Baseline	2011-12	2012-13	2013-14
	By end of S4			

4.3.1	English and Maths at SCQF Level 3 or better by end of S4: 95% (Scottish 2010/11: 93%)	Above Scottish average	Above Scottish average	Targets to be set following the expected change to the national data format.
4.3.2	5+@ Level 5 or better by end S4: 41% (Scottish 2010/11: 35.4%)	Above Scottish average	Above Scottish average	
By end of S5				
4.3.3	3+@ Level 6 or better by end S5: 30% (Scottish 2010/11: 26%)	Above Scottish average	Above Scottish average	
By end of S6				
4.3.4	3+@ Level 6 or better by end of S6: 37% (Scottish 2010/11: 35%)	Above Scottish average	Above Scottish average	
4.3.5	1+@ Level 7 or better by end S6: 19% (Scottish 2010/11 15%)	Above Scottish average	Above Scottish average	
Level 3 = Foundation Standard Grade/Access 3; Level 5 = Credit Standard Grade/Intermediate 2; Level 6 = Higher; Level 7 = Advanced Higher/Scottish Baccalaureate.				
4.4	The percentage of child population between 0 and 3 years old attending Parent and Toddler groups and bookbug sessions (source: Orkney Childcare Partnership)			
	2010-11 Baseline	2011-12	2012-13	2013-14
	72%	Sustain above 70%	Sustain above 70%	Sustain above 70%

Early Years

National Outcome 5

Our children have the best start in life and are ready to succeed.

Our local priorities

- To strengthen support for families, reduce risks and increase resilience for children and young people.
- To develop integrated assessment and planning to “get it right for every child”
- To develop joint performance information, evaluation and improvement planning

Where are we now?

Our first local priority (above) is for all children and every family in Orkney. Health, Education, Community Social Services, Childcare, Leisure and Recreation, Transport, Housing, Cultural services and voluntary organisations all have a part to play in enriching and strengthening family life. Providing safe homes, preventative services and a wide range of opportunities will help children and young people and counter adversity and disadvantage. These services are co-ordinated by the Services for Children and Young People Development Group (SCYPDG), a multi-agency thematic group of the Orkney Community Planning Partnership. The Orkney Childcare Partnership acts as a wider consultative body on family support services and services for younger children.

Orkney is investing in the future health and wellbeing of the community through partnership work in schools, the Integrated Children’s Services Plan, Sexual Health and Relationship strategy, the Childsmile initiative, and child and adolescent mental health work. Existing local services have been mapped on to the Scottish Government’s Early Years Framework which describes the strong evidence base for preventative services in the early years: support for young families, and early intervention where necessary, to prevent more acute problems arising as children grow up. For children in pre-school and at school there are very good opportunities to learn about healthy lifestyles in an environment where health and well-being are recognised as factors in all round success. Orkney has Scotland’s highest number of registered childminders by population, which is an important enabler for freeing parents in rural areas into the workforce as well as ensuring that accredited, good quality care is provided to our youngest citizens.

Agencies in Orkney have adopted the GIRFEC (Getting it right for every child) approach to working with individual children. GIRFEC is a child-centred approach which enables different practitioners to use one pathway to gather information and plan how best to help each child. It also helps those professionals who know the child best to co-ordinate support and involve others as necessary. The GIRFEC practice model uses the “My World” triangle to assess a child’s needs on three axes:

- how I grow and develop
- what I need from people who look after me
- my wider world.

Where are we going?

We will use GIRFEC over the SOA planning period to create a Single Local Care Plan document for every child who needs one, making life easier for children and parents who need services from more than one agency.

Orkney's Integrated Children's Services Plan, *Getting it right for Orkney's children and young people*, includes a range of services for children and young people. The well-established Triple P parenting programme, Home Start and Home Link services all work towards enhancing young children's well-being and resilience. The Plan also covers services for "Looked After" children and those in need of specialist services, which are described under National Outcome 8.

We are committed to quality improvement across all our services. Different agencies have different standards and requirements for their specialist services, but we want to develop a common approach to overall evaluation of our partnership work. The Services for Children & Young People Development Group has agreed a shared set of performance indicators that will help us see what difference we are making to the quality of life for children and young people in Orkney. This will help us to write Children's Services Plans which are based on sound evidence of how well we are doing and what we need to do better, and to set clearer targets against which we can measure our success.

Outcomes and targets for 2011-14

5.1	Number of parents engaging with Positive Parenting Programme courses (source: Orkney Childcare Partnership)			
	2010-11 Baseline	2011-12	2012-13	2013-14
	180	Maintain 3 year average of 150 per annum	Maintain 3 year average of 150 per annum	Maintain 3 year average of 150 per annum
5.2	SIMD Child Fluoride Varnishing (source: NHS Orkney)			
	2011-12 Baseline	2011-12	2012-13	2013-14
	0	30	40	60
5.3	Number of children's Healthy Weight Interventions (source: NHS Orkney)			
	2008-11 Baseline	2011-12	2012-13	2013-14
	46	20	40 accumulative total (20 for the year 12-13)	58 (3 year accumulative combined target) (18 for the year 2013-14)
5.4	Number of registered childminders per 1000 population between the ages 0-14 (source: Orkney Childcare Partnership)			
	2010-11 Baseline	2011-12	2012-13	2013-14

	14.3	12	12	12
--	------	----	----	----

Health

National Outcome 6

We live longer, healthier lives.

Our local priorities

- Promote health equality
- Make healthier lifestyle choices easier choices
- Shift the balance of care towards preventative measures to maintain health and independence
- Challenge discrimination, promote diversity, and prioritise safety and support for the most vulnerable
- Take positive action to minimise the harmful effects of drugs, alcohol and smoking

Where are we now?

In Orkney, life expectancy is higher than in many other parts of the country. However, Orkney's 2010 Health and Wellbeing profile published by the Scottish Public Health Observatory showed marked differences between the life expectancy of both men and women in different areas of Orkney. Health inequalities are also shared by groups of people who collectively experience other forms of discrimination and disadvantage, such as those with physical disabilities, learning disabilities, older people, those with mental health problems, looked after children and young care leavers and those who are homeless. Our challenge is to reduce the widening health gap by targeting preventative action accordingly.

Orkney's profile shows that the proportion of the population hospitalised for alcohol conditions is significantly worse (higher) than the Scotland average. We need to reduce the harm to the health of the people of Orkney caused through alcohol and substance misuse. An estimated 19% of adults smoke, which is significantly better than the Scottish average, but we still want to prevent children and young people starting to smoke in the first place. Sporting participation levels in Orkney are lower than the Scottish average, with 68% of adults participating in sporting activity in Orkney compared with 73% in Scotland. Data collected by school nurses within all Orkney schools tells us that 31% of Primary 7 children in 08/09 and 33% in 09/10 were overweight or obese. To prevent future ill-health, we need to increase levels of physical activity and reduce the rate of increasing obesity, particularly amongst children and those living in our most deprived communities.

Orkney Health and Care, and the community planning partnership's Healthy Communities Group have responsibility for the local health and well being agenda, and for overseeing locally agreed objectives. Orkney Health and Care is a partnership between Orkney Islands Council and NHS Orkney that provides the full range of social services previously provided by Orkney Islands Council, and community health services previously provided by NHS Orkney. NHS Orkney itself provides all clinical services, including acute, maternity and emergency care, supplemented by specialist services provided by mainland health boards such as NHS Grampian and NHS Highland.

The unpaid care workforce is the single largest provider of care to people with support needs in our communities. The 2001 Census identified 1,706 carers in Orkney of whom 1,227 (72%) give 1-19 hours of unpaid care per week, 151 (9%) give 20-39 hours of unpaid care per week, and 327 (19%) give over 40 hours of unpaid care per week. Many have a caring role 24 hours, 7 days a week. The current support offered to unpaid carers from various organisations in Orkney includes information provision, advice, and emotional and practical support, including respite.

Where are we going?

In December 2011, the Scottish Government announced funding of £70m to NHS Orkney to build a new hospital and dental facility. The new hospital will be designed and located alongside the new social care facilities for Kirkwall already planned and agreed by the Council, to create a shared “campus of care”.

In June 2011, the Healthy Communities Group published *Working together for better health, A Joint Health Improvement Strategy for Orkney 2011-14*. This Strategy highlights the local priorities listed above, and outlines the Partnership’s plans to address them. Other themes in the Strategy include mental health, injury prevention, early years and healthy ageing.

Orkney Health and Care launched a Service Delivery Plan in August 2011. Service priorities in the SOA planning period will include:

- future proofing any service change by prior assessment of future needs (for example, more people have ‘long term conditions’ and want to live at home)
- optimising independence and wellbeing for the people of Orkney regardless of age
- promoting and supporting a change agenda that is about prevention, choice, personalisation and partnerships
- supporting a performance management regime that empowers staff to make decisions and be accountable
- encouraging Orkney residents to work together with decision makers to create decisions or services which work for everyone.
- working in partnership with Voluntary Action Orkney within the Change Fund programme to enable older people to maintain their independence.

In October 2011, NHS Orkney approved a revision of their 2009 Clinical Implementation Plan, *Our Orkney, Our Health: Transforming Clinical Services*. Clinical models have been updated to reflect current national, regional and local policy direction, but NHS Orkney remain committed to achieving four things:

- improved outcomes for our patients following their care
- a better experience for our patients when using our services
- a high quality engaged workforce with opportunities to develop their skills and careers locally
- safe, effective and person centred services that are efficient, sustainable and affordable going forward

Key themes in the Plan include building services around patient need, safeguarding and improving patient safety, partnership working and whole system thinking, and providing services that are responsive, accessible and accountable. The plan reflects ambitions to develop better and more accessible person centred services that avoid or reduce the amount of time patients spend in hospital. It aims to shift the focus away from the hospital to communities and in doing so to develop integrated care pathways that deliver the best outcomes for patients, their families and Orkney.

The Orkney Carers Strategy 2011-14 aims to meet the needs of both adult and young carers. Our vision for Orkney is to ensure that all people with significant caring responsibilities feel recognised and valued, informed and involved, supported and healthy. As people live longer and resources become tighter, the number of unpaid carers will continue to rise and support services for carers will need to anticipate increased demand.

In August 2011, Audit Scotland published a National Audit report entitled *Transport for Health and Social Care*. This highlighted potential synergies between different service sector providers of non-emergency transport, which had already been identified in previous studies within Orkney. A working group has been established with participation from Orkney Health and Care, other Council and NHS Orkney services, Scottish Ambulance Service and Orkney Disability Forum to assess the potential for an integrated transport delivery model for Orkney.

Outcomes and targets for 2011-14

6.1	Life expectancy at birth (source: General Register Office for Scotland Life Expectancy)			
	2010-11 Baseline	2011-12	2012-13	2013-14
	Male: 75.5 years Female: 81.7 years Scottish average: Male: 74.8 years Female: 79.7 years	Maintain above Scottish average	Maintain above Scottish average	Maintain above Scottish average
6.2	The proportion of people aged 65+ who receive more than 10 hours per week of home care as a percentage of all people aged 65+ who have been assessed as having an intensive care need (source: Orkney Health and Care H1 return)			
	Sept 2011 Baseline	2011-12	2012-13	2013-14
	29%	35%	35%	35%
6.3	Proportion of community care service users who feel emotionally and physically safe (source: UDSET)			
	2010-11 Baseline	2011-12	2012-13	2013-14
	90.47%	Maintain or improve	Maintain or improve	Maintain or improve

6.4	General Acute Inpatient Discharges with an alcohol related diagnosis. (age standardised rate per 100,000 population) (source: NHSO Local Development Plan)			
	2010-11 Baseline	2011-12	2012-13	2013-14
	1,017	980	950	900
6.5	Number of people successfully quitting smoking (at one month) (source: NHSO Local Development Plan)			
	2010-11 Baseline	2011-12	2012-13	2013-14
	109	68	78	88

Equalities

National Outcome 7

We have tackled the significant inequalities in Scottish society.

Our local priorities

- Promote equal opportunities for all
- Ensure that everyone is enabled to participate in society
- Welcome and celebrate diversity
- Place equality at the heart of policy and practice.
- Raise acceptance of rights and responsibilities
- Secure access for all to national services

Where are we now?

Although it is now 10 years out of date, we can still glean some interesting insights into the characteristics of Orkney's population from the 2001 Census. We will update this information when the 2011 Census data becomes available.

2001 Census data for Orkney

Population living on the Orkney mainland	15,339	79.70%
Population living on the isles	3,906	20.30%
Total population	19,245	100.00%
Total male population	9,497	49.35%
Total female population	9,748	50.65%
Children (under 16)	3,840	19.95%
Retirement age and over	3,804	19.77%
Average (median) age of the total population	40	0.21%
Ethnicity:		
White Scottish	16,193	84.14%
Other white: British/Irish/Other	2,968	15.42%
All other (non-white) ethnic groups	85	0.44%
Religion:		
Church of Scotland	10,138	52.68%
Roman Catholic/Other Christian	2,202	11.44%
Other religion	175	0.91%
None	5,933	30.83%
No answer given	799	4.15%
People with a limiting long-term illness	3,354	17.43%
Carers (all people who provide unpaid care)	1,706	8.86%

General Register Office for Scotland, 2003

There are some distinctive features to promoting equalities in Orkney. Living in a rural community can make those who are socially excluded feel even more isolated. It is important that we ensure that the most remote communities and 'hard-to-hear' individuals feel included. We recognise that everyone has different needs, and take positive action to ensure all groups are able to contribute to society. We especially recognise the contribution that older people can make to our communities, and we do not view our increasingly ageing population as a burden.

In addition to the "protected characteristics" in the Equality Act 2010, peripherality—being on the edge—is an equality issue in Orkney because access to goods and services can depend very much on where you live. We are disadvantaged in accessing national services due to the high travel costs of crossing the water. Our attempts to use technology such as video conferencing as a way to maintain essential communication with Scottish Government and other local authorities are hampered by recipient sites not having access to the same technology.

Since it is difficult for anyone in Orkney to be anonymous, we must take care to be sensitive to those who value their privacy. Reporting equality statistics for Orkney can be difficult as numbers are very small, and we cannot publish any data which might potentially identify individuals. This can restrict our choice of indicators.

Where are we going?

Orkney Equality Forum forms an integral part of Orkney's community planning framework. Membership encompasses the main public and voluntary agencies, plus Orkney Disability Forum, Age Concern Orkney, Women's Aid Orkney, Kirkwall Council of Churches and the Procurator Fiscal. The group's remit includes:

- Engage actively with all minority and remote communities
- Challenge discrimination whenever it occurs
- Promote awareness, understanding and inclusivity
- Fulfil our Statutory duties in letter and spirit
- Strive towards best practice individually and in partnerships

Orkney Equality Forum has developed an Equality and Diversity Strategy, which expands on the local priorities listed above. This will form the core part of the Partnership's response to the new equality duties, with partner organisations free to adapt it for their own purposes by adding their own operational detail and action plans. The Strategy will be completed once the Scottish Government has passed legislation on specific duties for public sector, voluntary and other bodies with regard to the Equality Act 2010.

How the Scottish Government can help

- Ensure equality of access to broadband in remote, rural areas
- Commit to filling in the "not-spots" in mobile telephone networks
- Restore business travel to the Air Discount Scheme
- Actively promote and facilitate the use of video conferencing (in central Scotland) to reduce the need for travel from outlying areas

- Extend the Road Equivalent Tariff scheme to Orkney
- Address differential fuel pricing and Renewable Transport Fuels Obligation issues

Outcomes and targets for 2011-14

7.1	Number of hate crime incidents per 10,000 population (source: Northern Constabulary)			
	2010-11 Baseline	2011-12	2012-13	2013-14
	1.5	Maintain below 5	Maintain below 5	Maintain below 5
7.2	Equal opportunities policy – percentage of highest paid 5% of earners among council employees that are women (source: Audit Scotland)			
	2010-11 Baseline	2011-12	2012-13	2013-14
	28%	33%	33%	33%
7.3	Public Access – percentage of public service buildings that are suitable and accessible to disabled people (source: Audit Scotland)			
	2010-11 Baseline	2011-12	2012-13	2013-14
	53.45%	55%	56%	57%
7.4	Number of new people aged 60+ registered to volunteer in past 12 months (source: Voluntary Action Orkney)			
	2010-11 Baseline	2011-12	2012-13	2013-14
	12 new volunteers	13 new volunteers	15 new volunteers	17 new volunteers
7.5	Number of people with support needs enabled to volunteer (source: Voluntary Action Orkney Annual Report)			
	2010-11 Baseline	2011-12	2012-13	2013-14
	47	55	58	60

Improving Life Chances

National Outcome 8

We have improved the life chances for children, young people and families at risk.

Our local priorities

- To improve Orkney's performance as a corporate parent
- To improve access to specialist services for those who need them
- To challenge discrimination, promote diversity, and prioritise safety and support for the most vulnerable

Where are we now?

“Corporate Parenting” means the way that the Council and its partners provide everything a good parent should provide for “Looked After” children. Looked after children and young people are those who are subject to an order from a Children’s Hearing or who are staying in a foster home, at Camoran residential home, a regular/long term arrangement at Aurrída House or in specialist residential care outwith Orkney. For children and young people who have been “Looked After”, our aim as corporate parents is that their outcomes are as good as, or better than, those of their peers. The Partnership has the same vision and the same high aspirations for the children and young people and young adults it looks after, and those who have left care, as it does for all children in Orkney. Our children need to be safe, healthy, active, nurtured, achieving, respected, responsible, and included – at home, at school, and in the community. Responsibility is shared across the whole community planning partnership as the wider corporate family.

A range of specialist services are available for children, young people and families in need of additional support or protection. The Orkney Young Carers Service managed through Crossroads (Orkney) offers young carers a range of support services and also looks at raising awareness of young carers and their related issues. The Women’s Aid Children and Young Peoples Service and the Respect programme are helping young people understand domestic abuse issues, but there is a lack of knowledge about the impact of domestic abuse on children in Orkney. Domestic violence and the wider gender based violence are difficult subjects for staff to raise and NHSO staff are being trained to address this. Remote and rural communities can have difficulty in accessing services, and inequality of access is a recognised risk factor, with 67.3% of Orkney’s young people living in areas which are within the 15% most access deprived in Scotland.

Inequalities are a factor in many of the risks to which children and young people can be vulnerable. In some respects Orkney does better than Scotland as a whole. Only 6% of our young people are not in education, employment or training, and 7.4% of our children are looked after by the local authority in comparison to the Scottish average of 13.8%. Orkney’s teenage pregnancy rate is the lowest in Scotland and 14.1% of mothers smoked during pregnancy – much less than the national average of 22.6%. However, childhood immunisation uptake rates are lower than the national average and the rate of alcohol related and attributable hospital admissions for those aged between 15 and 24 is

considerably higher (data reported within the Orkney Joint Health Improvement Strategy).

Where are we going?

The Partnership's Joint Health Improvement Strategy, *Working together for better health*, recognises that addressing inequalities is fundamental to improving health outcomes for at-risk groups. The Strategy is owned by the Healthy Communities Group and cross-references with the Integrated Children's Services Plan. Both recognise the need for joint working to develop services which support families throughout the early years and ensure early intervention should it be required. By targeting support to those most in need the Partnership will seek to achieve the best possible outcomes for our most vulnerable children and young people.

Orkney Islands Council has committed £1.5m to developing high quality residential care for looked after children and through care/after care children. This will replace Camoran children's home which is outdated and not up to the standard which the Partnership would want to see as corporate parents.

Outcomes and targets for 2011-14

8.1	Percentage of looked after children in community placements (source: Children Looked After Statistics, Scottish Government)			
	2010-11 Baseline	2011-12	2012-13	2013-14
	72%	75%	80%	85%
8.2	Respite care – total overnight respite nights for children provided per 1000 population (source: Audit Scotland). (note: this indicator counts residential respite nights provided by Aurrida House or other providers)			
	2010-11 Baseline	2011-12	2012-13	2013-14
	128.48	120	120	120
8.3	Number of young people (aged 16-25) placed in temporary accommodation and accepted as homeless (source: quarterly HL1 Return) (note: relatively low numbers are considered positive)			
	2010-11 Baseline	2011-12	2012-13	2013-14
	23	28	33	38

Community Safety

National Outcome 9

We live our lives safe from crime, disorder and danger.

Our local priorities

- Ensure that everyone travelling in Orkney can do so safely
- Reduce the incidence of accidents and ill-health caused at work, in the home and during leisure activities
- Ensure a co-ordinated and effective response capability to any emergency occurring or affecting our community
- Reduce crime, other antisocial behaviour and the effect it has on our community

Where are we now?

Orkney continues to be one of the safest places to live in the UK with low crime rates and high detection levels. We have one of the lowest drug misuse rates in Scotland. However, excessive alcohol consumption is an issue for Orkney and a significant factor in criminal convictions, and alcohol is also a concern for road safety. A Youth Café has been running in Orkney since 2010, with the purpose of providing a safe place where young people can go and socialise away from alcohol at weekends. The Health Promotion service visits the Café regularly to answer questions relating to alcohol and substance misuse.

Reported rates of domestic abuse have been low in the past, but have been rising. Because it is difficult to know how many people are living with abuse, it is difficult to say whether this rise in women and children accessing services is a good outcome in terms of increased reporting, or a negative outcome in terms of increased domestic abuse.

The Orkney Road Safety Strategy provides a framework for continuing to reduce the levels of people killed or seriously injured on our roads. The identified major contributors to serious accidents are drink driving, speeding, not wearing a seatbelt and use of a mobile phone. Orkney's Joint Health Improvement Strategy 2011-2014 reported that Orkney's rate of road traffic accidents involving children and young people is much higher than the national average. This Strategy also identifies falls as the most frequent and serious type of accident for people over the age of 65 in Orkney and our rate of falls is much higher than the Scottish average rate.

Like other parts of Scotland, Orkney is facing rising sea levels. A strategic flood risk assessment was undertaken to inform the Orkney Local Development Plan, which seeks to avoid development in areas which are at high risk of flooding, and to ensure that flood risk management measures are put in place where this is necessary.

The Orkney Local Emergency Co-ordinating Group provides the vehicle for close partnership working and support of all the Category 1 and 2 responders by each other when responding to any type of emergency. This was demonstrated by the support during a communications and electrical outage on the northern isles of Orkney when emergency communication links were provided by a Category 1 responder who normally

provided another essential lifeline response. A practice now to be taken forward by Scottish Resilience.

Where are we going?

The Community Safety Partnership (CSP) and the Alcohol and Drugs Partnership form the main strategic thematic groups working towards this outcome. Membership of the CSP includes Northern Constabulary, the Council’s Criminal Justice section, Voluntary Action Orkney, the Procurator Fiscal and Children’s Reporter amongst many more public and third sector organisations involved with community safety. The Alcohol and Drugs Partnership membership includes representatives from the Council, NHS Orkney, Northern Constabulary and the Third Sector.

The local priorities identified above were derived from the CSP’s Strategy and they are the four key objectives of their work. The Road Safety Forum is a subgroup of the CSP and leads on the Road Safety Plan 2011-2015. Along with the Alcohol and Drugs Partnership Strategy 2009-2012, these three strategies spell out the multiagency plans for working towards our local priorities and contributing towards the National Outcome.

With the ever diminishing finances within public services the Group meet, train and exercise regularly on a multi-agency basis to ensure prudent and full use is made of any opportunity to work together and support each other. With the Police and Fire Service reform in progress it is intended to make use of all opportunities to support and respond to the local communities needs in an emergency by all responder agencies to ensure the maintenance of sustainable and safe communities wherever they are in Orkney thereby contributing fully to the National Outcome.

Outcomes and targets for 2011-14

9.1	Number of people slightly injured in road accidents (source: Northern Constabulary)			
	2010-11 Baseline	2011-12	2012-13	2013-14
	31	30	29	28
9.2	Percentage of adult residents stating they feel ‘very safe’ or ‘fairly safe’ when walking alone in the local neighbourhood after dark (source: SHS local authority analysis)			
	2009-10 Baseline	2011-12	2012-13	2013-14
	96%	Maintain above 96%	Maintain above 96%	Maintain above 96%

9.3	Volume and rate of recorded crimes and offences per 10,000 population (source: Recorded crime statistics – data will be extracted mostly from the Recorded Crime systems of individual police forces)			
	2010-11 Baseline	2011-12	2012-13	2013-14
	218	<250	<250	<250
9.4	Percentage of offenders with reconviction within 2 years of release from any kind of sentence (source: Annual Scottish Government Statistical Bulletin " Reconvictions of Offenders Discharged from Custody or given Non Custodial Sentences ") (note: there is a time delay in the reporting of this indicator)			
	2004-08 Average Baseline	2009-10	2010-11	2011-12
	35.1%	Maintain below 40% (below Scottish average)	Maintain below 40% (below Scottish average)	Maintain below 40% (below Scottish average)
9.5	Children feeling safe in school (source: OIC Schools ethos survey)			
	2010-11 Baseline	2011-12	2012-13	2013-14
	90%	Maintain rolling 3 year average of at least 90%	Maintain rolling 3 year average of at least 90%	Maintain rolling 3 year average of at least 90%
9.6	Women, children and young people receiving Women's Aid Orkney outreach and refuge services (source: WAO Annual Report www.orkneycommunities.co.uk/womensaid) (note: an increase is considered positive as more are families coming forward for support)			
	2010-11 Baseline	2011-12	2012-13	2013-14
	Women: 78 Children: 18 Total: 96	Women: 85 Children: 40 Total: 125	Women: 128 Children: 66 Total: 194	Women: 160 Children: 83 Total: 243
9.7	Accidental dwelling fires (source: Highlands and Islands Fire and Rescue Service quarterly performance report)			
	2009-11 Baseline	2011-12	2012-13	2013-14
	11 (3 year average)	5% reduction on baseline	7% reduction on baseline	10% reduction on baseline

Orkney's Infrastructure

National Outcome 10

We live in well-designed, sustainable places where we are able to access the amenities and services we need.

Our local priorities

- Make our amenities accessible to all
- Minimise our impact on the environment
- Secure full connectivity to national communication networks
- Integrate travel within Orkney and externally
- Protect and secure Orkney's ferry services
- Encourage walking and cycling
- Provide sufficient affordable housing
- Prevent and alleviate homelessness
- Reduce the energy requirements of houses in Orkney
- Provide housing which enables independent living

Where are we now?

Orkney's rural populations, small communities, and old buildings are assets which we need to protect. They are valuable to locals and they attract inward migration. But these assets create challenges in relation to housing provision and access to services. In Orkney, transport is about more than accessing services: in many cases transport provision is a lifeline service and is fundamental to our economic and social survival.

Thirteen of Orkney's 19 inhabited islands are dependant on public air or sea transport. The seas around Orkney are particularly exposed, essential journeys are long and both internal and external ferry services are impacted on by the weather. Orkney has participated actively in the recent Scottish Government consultation regarding the new contract for external ferry services between the Scottish mainland and the northern isles. Our internal ferry fleet, which the Council operates, is ageing and does not comply with modern standards for efficiency and access. It continues to be one of the Partnership's top priorities to secure funding for essential investment in this fleet.

Orkney's weather causes difficulties for both housing and transport. Windy and wet winters with few hours of daylight mean that rural houses in particular can be very exposed. With no mains gas on Orkney, heating can be expensive. The 2009 Scottish House Condition Survey found that 41% of Orkney's citizens were in fuel poverty (defined as spending more than 10% of disposable income on heating). Fuel costs for both heating and travel have risen significantly since the last survey and are unavoidable costs for most in Orkney. Improving the energy efficiency of Orkney's housing stock helps to reduce fuel poverty and contributes to national climate change targets. Active travel to improve health and reduce our carbon footprint is a national and local priority but in some parts of Orkney walking to work is simply not realistic. However, new paths have been put in place around Kirkwall under the Sustainable Travel Demonstration Town initiative, and walking groups established. In many parts of Orkney people are

able to work from home (mainly in farming) or to study through distance learning, although this is heavily dependent on the availability and quality of broadband and mobile services.

It is anticipated that inward migration linked to growth in the renewables sector will create further demand for housing in future. Our housing waiting list has been high for several years and is likely to continue to grow. Whilst Orkney has a higher than average level of home ownership, many people struggle to afford the level of deposit required. The Council has agreed a mortgage assistance scheme whereby it will act as guarantor for a part of the deposit.

Where are we going?

The Orkney Local Development Plan is under review with the Proposed Plan having been approved for consultation in April 2011. A further phase of consultation will be undertaken during 2012. The plan is a blueprint for the development of businesses, industries, homes and infrastructure and sets an ambitious vision for Orkney:

By 2030, Orkney will be a first choice location for people to live and work. Orkney will have nationally significant training and investment opportunities. Orkney will attract visitors from around the world to learn to admire its heritage and cutting edge business and industrial facilities. Above all, Orkney will be the place to enjoy an exceptional quality of life, a fulfilling career and a sustainable lifestyle.

The majority of new development is focused on existing settlements which can best accommodate growth, reduce the need to travel and encourage sustainable living. Many settlements are located on coastal locations and land allocations have been identified to avoid the risk of flooding. Land has also been protected for natural flood risk management. The Plan identifies strategic sites for development of renewable related infrastructure and promotes active travel, sustainable design and energy efficient measures.

The Council has benefited from the Kick Start programme and will commence the building of 150 new homes over the life of the Orkney Community Plan. However, there are concerns that future reductions in grants to housing associations may threaten Orkney Housing Association's development programmes. The Plan allows a generous supply of land to meet business and housing needs, with wider opportunities in the countryside through redevelopment of previously developed land.

The Partnership has established a Housing Forum and a Strategic Transport Forum to share knowledge and promote development. At the time of writing, the draft Local Housing Strategy 2011-2016 is under consultation, and addresses key housing priorities as listed above. The now outdated Local Transport Strategy 2007-2010 is currently under review by the Strategic Transport Forum.

How the Scottish Government can help

- Continued support towards remote and rural housing
- Secure essential investment in Orkney's internal ferry network

- Extend the Road Equivalent Tariff scheme to Orkney
- Address differential fuel pricing and Renewable Transport Fuels Obligation issues
- Restore business travel to the Air Discount Scheme
- Extension of National Concessionary Travel Scheme to include ferry travel as essential in the same way that buses are

Outcomes and targets for 2011-14

10.1	Rate of New Build Affordable Housing Starts (below market rent, meeting a specific local housing need, or low cost home ownership) (source: OHAL, OIPDL & OIC)			
	2010-11 Baseline	2011-12	2012-13	2013-14
	130 starts on site	100 site starts per year	100 site starts per year	100 site starts per year
10.2	Number of Households on Housing Waiting List (Common Housing Register) (source: Common Housing Register) – number on list annually as at 31 March)			
	2011 Baseline	2011-12	2012-13	2013-14
	675 at 31 March	Decrease by 50 households p/year	Decrease by 50 households p/year	Decrease by 150 by April 2014
10.3	Number of homeless households requiring permanent accommodation (source: OIC annual survey)			
	2010-11 Baseline	2011-12	2012-13	2013-14
	95	100	105	110
10.4	Number of applicants on Common Housing Register with evidenced housing need (having a priority pass) (source: Orkney Islands Council)			
	2011 Baseline	2011-12	2012-13	2013-14
	205 at August 2011 Of which - Bronze: 127 Silver: 24 Gold: 52 Platinum: 2	Decrease to 100	Decrease to 100	Decrease to 100

10.5	Proportion of Social Rented Housing failing the Scottish Housing Quality Standard (source: Local Authority and Registered Social Landlord Standard Delivery Plan)			
	2010-11 Baseline	2011-12	2012-13	2013-14
	77.6%	66%	57%	20%
10.6	Percentage of Households in Fuel Poverty (source: local surveys commissioned annually by OIC)			
	2010 Baseline	2011-12	2012-13	2013-14
	41% Scottish Govt target for 2016 is 0% (no fuel poverty)	Reduce in line with 2016 target	Reduce in line with 2016 target	Reduce in line with 2016 target
10.7	Percentage of road network in need of maintenance treatment (source: Audit Scotland)			
	2010-11 Baseline	2011-12	2012-13	2013-14
	24.2%	30%	30%	30%
10.8	Increasing public transport usage – total passenger numbers on buses (source: OIC Transportation Services)			
	2010-11 Baseline	2011-12	2012-13	2013-14
	304,879	+1% on 2010-11	+2% on 2010-11	+3% on 2010-11
10.9	Use of internal ferry transport per island (passengers) (source: OIC Transportation Services)			
	2010 Baseline	2011-12	2012-13	2013-14
	North Ron: 561 Papa Westray: 387 Westray: 43,382 Sanday: 28,682 Stronsay: 18,589 Eday: 10,434 Shapinsay: 69,904 Rousay: 53,518 Egilsay: 3,830 Wyre: 3,204	+1% on 2010-11	+2% on 2010-11	+3% on 2010-11

	Lyness: 64,920 Flotta: 11,066 Graemsay: 5,885 Hoy: 15,178 <u>Total – 329,540</u>			
10.10	Increasing Public Transport Usage – total passenger numbers of air services (source: OIC Transportation Services)			
	2010-11 Baseline	2011-12	2012-13	2013-14
	19,688 internal air	Maintain passenger usage levels	Maintain passenger usage levels	Maintain passenger usage levels

Strengthening Communities

National Outcome 11

We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.

Our local priorities

- Maintain our isles populations
- Support sustainable local development
- Support social enterprise
- Develop the role of the Third Sector

Where are we now?

As noted in our introduction, almost all of Orkney's smaller islands experienced depopulation from 1991-2001 of between 2% and 36% (based on Census data). Residents of the smaller isles have limited accessibility to services on the mainland of Orkney and beyond. Internal population changes are taking place as a result of migration from the smaller islands towards the mainland of Orkney. The Orkney Population Change Study, commissioned from Hall Aitken and published in 2009, concluded that the long term sustainability of the Outer Isles of Sanday, Stronsay, Rousay, Egilsay and Wyre was at risk. This was because of an ageing population profile, high levels of reliance on in-migration and low rates of economic activity. The report suggested that these islands would need significant economic stimulus to reverse these trends.

Many of Orkney's islands are taking positive steps to become more sustainable. There are 12 development trusts in Orkney, set up to tackle sustainability issues in Orkney's most vulnerable areas. Each of the development trusts has a volunteer board. Ten island communities have the support of a part time Community Development Officer (CDO). Development trusts have been the prime movers in a wide range of local developments, including heritage and visitor centres, gateway houses, youth hostels and drop-ins, local consultations and research. Energy efficiency surveys on several islands have been followed by insulation up-grading of numerous properties, while allotments and community gardens have been equipped with protective cultivation (polytunnel) facilities. One of the more unusual projects was a pilot fast ferry passenger service between the north isles, run by the Eday Partnership in 2010.

Alongside development trusts, community councils have an important role in economic development and community learning. Orkney's 21 community councils provide an effective, strong voice within each community area offering sound, local advice on a range of community issues. For specific projects they may work in partnership with development trusts and other community groups and associations, making the most of the limited number of volunteers available in a small community. In one community-led initiative, North Ronaldsay worked with Orkney Housing Association to develop a local lettings policy during the construction of two new houses close to the school. The tenancies of which were advertised nationally in 2010 to attract new families to the island and ensure the future of the school. Orkney's Local Housing Strategy 2011–2016

includes as a priority the need to “assist in the regeneration of small communities with fragile economies”.

In 2008 the Scottish Government proposed the creation of a single interface in each locality to bring together councils for voluntary service, volunteer centres and local social economy partnerships. That aspiration was achieved and Voluntary Action Orkney (VAO) became Orkney’s third sector interface. VAO’s main functions are to:

- Support and develop voluntary and community organisations
- Support and develop volunteering
- Support and develop social enterprises
- Build third sector relationships with community planning

VAO delivers a wide range of practical services to support and develop third sector activity, such as advice on appropriate legal structures and charitable status, training on a variety of topics, funding advice, recruitment of volunteers and office services, such as payroll. In addition to practical support, VAO ensures that the third sector is strongly represented within Orkney Community Planning Partnership. The Partnership is committed to supporting and developing an enterprising third sector and aims to ensure that the sector’s contribution is recognised, that it continues to grow in response to need and that it contributes to efficiencies in public service design and delivery to the benefit of Orkney’s communities.

Where are we going?

During the lifetime of this Plan, both HIE and the Council will seek to build on the success of phase one of the Community Account Management programme, which has seen the 10 island development trusts benefit from having part-time Community Development Officers (CDOs), producing and beginning to implement development plans for their islands. HIE and the Council have worked closely with the development trusts and other partners to support phase one, and in doing so have identified a need for further support, not just to continue the development of projects, but to strengthen the wider sustainability of the Trusts themselves. In phase two the role of the CDOs will continue and additional resource will be provided to the development trusts to enable them to implement effective policies and procedures, commensurate with their significantly increased level of financial responsibility. Those Trusts that are involved in more complex projects will be supported to work towards the achievement of a recognised quality standard for small organisations, while CDOs will have an opportunity to obtain a nationally recognised qualification in leadership.

HIE and Community Energy Scotland will be working with the development trusts involved in the installation of large community owned wind turbines to help them to formulate their plans and procedures for the use of the income that will be generated. Currently, Westray’s turbine is installed and operational, four more are installed and awaiting commissioning in Shapinsay, Stronsay, Hoy and Rousay/Egilsay/Wyre, while Eday and Sanday expect to have theirs installed and operational during the life of this Plan. Sanday is in a slightly different position and is working with a developer to ensure that the community can benefit from turbines located on the island.

Voluntary Action Orkney recently agreed a strategic plan which will shape their activity over the longer term, including the following priorities:

- To review, establish or revise structures for effective communication and collaboration with third sector organisations in order to strengthen representation within the community planning partnership and other forums and lead third sector involvement in reshaping public services
- To continue to work with Orkney Health and Care in the delivery and development of third sector services within the Change Fund programme for older people in Orkney and to explore opportunities for third sector involvement in similar programmes
- To work closely with Orkney Islands Council to achieve VAO's long term ambition to secure suitable premises for current and potential third sector tenants
- To build service delivery capacity and work with partner agencies to develop, strengthen and promote social enterprise activity in Orkney
- To identify income generating activities to ensure the sustainability of VAO's core third sector support services.

How the Scottish Government can help

- Secure essential investment in Orkney's internal ferry network

Outcomes and targets for 2011-14

11.1	% of adult residents stating their neighbourhood as a 'very good' or 'fairly good' place to live (source: SHS local authority analysis)			
	2009-10 Baseline	2011-12	2012-13	2013-14
	98%	Maintain 98%	Maintain 98%	Maintain 98%
11.2	Number of people newly registered to volunteer (source: VAO)			
	2010-11 Baseline	2011-12	2012-13	2013-14
	48	58 new in year	66 new in year	73 new in year
11.3	Number and proportion of Orkney residents living in the Outer Isles (source: NHS Orkney GP Registrations for Eday, North Ronaldsay, Rousay, Stronsay, Sanday, Shapinsay, Hoy and Westray)			
	2011 Baseline	2011-12	2012-13	2013-14
	2,650 12.9% of total population	Maintain or improve	Maintain or improve	Maintain or improve

11.4	Total external funding levered into communities via island development trusts and other Third Sector organisations (source: VAO monitoring records)			
	2010-11 Baseline	2011-12	2012-13	2013-14
	£1.59m	£1.50 m	£1.50 m	£1.50 m
11.5	Total external funding levered into communities via LEADER funds (source: LEADER records)			
	2010-11 Baseline	2011-12	2012-13	2013-14
	£730,512 (rounds 6, 7 & 8)	£705,011 (rounds 9 to 12)	£100,000 (rounds 13 & 14)	£0
11.6	Number of social enterprises (source: Highlands and Islands Enterprise)			
	2011 Baseline	2011-12	2012-13	2013-14
	28	28	31	34

Our Environment

National Outcome 12

We value and enjoy our built and natural environment and protect it and enhance it for future generations.

Our local priorities

- Maintain good environmental quality for water, air and land
- Conserve and, where appropriate, enhance biological diversity in Orkney
- Safeguard and, where appropriate, enhance Orkney's landscape, heritage and environment
- Ensure the sustainable management of Orkney's natural and cultural heritage

Where are we now?

The high quality of Orkney's environment plays a major role in the success of many of our industries, amongst which agriculture, tourism, fishing and aquaculture are high key contributors to the local economy. It is also vital to our health and sense of wellbeing, providing us with clean air to breathe and water to drink, as well as widespread opportunities for outdoor recreation, and a wealth of resources from which we can experience and learn about our natural and cultural heritage. The collective social and economic sustainability of the islands is heavily dependent on the continued health and diversity of the features which together make up "the environment" of Orkney.

Orkney's terrestrial and marine environments (land and sea) supports an exceptional range of habitats and species of international, national and local importance and also include features which illustrate the physical forces which have helped shape Orkney over time. Thirty six sites are designated nationally as Sites of Special Scientific Interest and 19 of these are also internationally recognised as Natura 2000 sites - one as Special Protection Areas and six as Special Areas for Conservation. A further network of locally designated areas makes an important contribution to the maintenance (support) of ecosystems and biodiversity in general throughout Orkney.

Orkney has more than 3,000 recorded archaeological sites and monuments, of which 353 are nationally protected as Scheduled Ancient Monuments (see National Outcome 13). Six outstanding archaeological sites in the West Mainland are collectively recognised as the UNESCO (United Nations Educational, Scientific and Cultural Organisations) inscribed World Heritage Site "The Heart of Neolithic Orkney" and people travel from across the world to visit these sites

Orkney's natural and cultural heritage assets make a considerable contribution to the diversity of its attractive landscapes, and together they illustrate how natural processes and human activity together have helped shape the islands as we see them today. Appreciation of the quality and value of Orkney's landscapes and built environment is fundamental to the safeguarding, collecting, preserving, conserving and interpretation of the islands' rich cultural heritage.

The future of Orkney's natural environment is dependent upon it being recognised and valued by the community, both for its contribution to our quality of life and as an economic and educational resource.

Where are we going?

The Orkney Local Biodiversity Action Plan (LBAP), first published in 2003 and revised in 2008 and 2011, identifies actions which we can take locally, and which will make a contribution to the conservation of those species and habitats identified as being "at risk" or "threatened" in the UK as a whole. The LBAP is dynamic in nature and evolves with time as new initiatives, threats and opportunities arise. The Plan is periodically reviewed and the LBAP Steering Group selects 10 Habitat Action Plans on which to focus during the following three years. The remaining Habitat Action Plans nonetheless, continue to be retained and remain relevant to the protection and enhancement of biodiversity in Orkney.

In a separate initiative, Orkney Islands Council is leading on a project to establish a source of wildflower seed of local provenance which will be used in habitat enhancement projects. One of the species which may benefit from the creation of additional wildflower foraging territory is the great yellow bumblebee, which was once widespread in the UK and is now found only in Orkney, the Western Isles and the north coast of Caithness and Sutherland.

SEPA (Scottish Environment Protection Agency) has identified six priority issues for engagement with community planning partnerships across Scotland:

- Limiting climate change and adapting to its impacts
- Reducing the risk of flooding and effectively managing its impacts
- Improving poor air quality in local areas
- Protecting the Scottish water environment and improving it to good status
- Reducing waste and promoting sustainable waste management
- Sustainable land use

SEPA representatives will work with their Orkney partner agencies to progress those parts of their agenda which are of local relevance. Further information on climate change, flood risk management and waste management will be found in the relevant sections of this Plan.

Environmental education and awareness-raising are integral to the promotion of sustainable development, particularly in an area like Orkney where peoples' lives are so closely connected with their surrounding environment. The international Eco-Schools programme engages children and young people in key issues including the environment, sustainability, global citizenship and the value of a low carbon future. Twenty-two of Orkney's schools are registered Eco-Schools, of which two are 'green flag' schools and five have gained their silver award.

Two areas are undergoing major regeneration projects after having received Heritage Lottery Fund Stage One Passes. The Stromness Townscape Heritage Initiative is aiming to repair historic buildings, reinstate architectural details and use vacant space,

while the Scapa Flow Landscape Partnership is focussing on the heritage of two World Wars in its outstanding land and seascapes.

The Ness of Brodgar is a thin strip of land, in the West Mainland of Orkney, separating the Harray and Stenness lochs. Until recently, the Ness was best-known for being the site of the Ring of Brodgar. But in 2002 all that changed. Archaeological excavations have subsequently revealed a large complex of ‘monumental’ Neolithic buildings, ‘artwork’, pottery, bones and stone tools. The sheer concentration of anomalies, and the variation, astonished the archaeologists and it is anticipated that the site will be of significant archaeological value to Orkney, particularly for tourism.

Sea-level rise and consequent coastal erosion has led to damage of, or immediate threat to at least a third of Orkney’s archaeological sites including Skara Brae, the stone-age village that is central to Orkney’s (and Scotland’s) tourism industry. Partner agencies in Orkney are working locally and with the government to reduce losses due to coastal erosion.

Outcomes and targets for 2011-14

12.1	Condition of World Heritage Site monuments: % of urgent conservation works completed (source: Management plan for World Heritage Area 2008-13)			
	2010-11 Baseline	2011-12	2012-13	2013-14
	86% (50 out of 58)	90%	targets to be reviewed based on updated condition surveys	targets to be reviewed based on updated condition surveys
12.2	Water: % of at risk water bodies at good ecological status (source: SEPA)			
	2008 Baseline	2011-12	2012-13	2013-14
	86% (59 water bodies)	86% (59 water bodies)	86% (59 water bodies)	86% (59 water bodies)
12.3	Percentage of agricultural land under management for biodiversity, through agri-environment schemes (source: SNH)			
	2006/10 average Baseline	2011-12	2012-13	2013-14
	9720ha (11% of agricultural land)	% of agricultural land under management for biodiversity should equal or exceed the mean of the previous five years	% of agricultural land under management for biodiversity should equal or exceed the mean of the previous five years	% of agricultural land under management for biodiversity should equal or exceed the mean of the previous five years

12.4	Percentage of SSSI features in favourable condition (source: SNH)			
	2010 Baseline	2011-12	2012-13	2013-14
	73% of SSSI features in favourable condition. (35 unfavourable features are seabirds with no feasible on-site management)	increase to 94% by taking into account those features where no on-site management is feasible	increase to 94% by taking into account those features where no on-site management is feasible	increase to 94% by taking into account those features where no on-site management is feasible
12.5	The number and productivity of Hen Harrier chicks reared in Orkney (source: RSPB)			
	2010 Baseline	2011-12	2012-13	2013-14
	80 occupied sites and 84 young were reared	The number of occupied sites and the productivity of Hen Harriers in Orkney should both equal the mean of the previous five years.	The number of occupied sites and the productivity of Hen Harriers in Orkney should both equal the mean of the previous five years.	The number of occupied sites and the productivity of Hen Harriers in Orkney should both equal the mean of the previous five years
12.6	No. of environmental awareness raising walks, talks, events and activities including those which raise awareness of the archaeological heritage/historic environment (source: Orkney Community Environment Awareness Network calendar)			
	2010-11 Baseline	2011-12	2012-13	2013-14
	529	Increase by 2% on baseline	Increase by 3 % on baseline	Increase by 5% on baseline

Our Culture

National Outcome 13

We take pride in a strong, fair and inclusive national identity.

Our local priorities

- The safeguarding, collecting, preserving, conserving, interpretation and enhancement of Orkney's heritage frames our cultural identity
- Value, develop and encourage excellence, innovation and participation in all artforms
- Value, develop and encourage sport and physical activity

Where are we now?

Orkney and Shetland bring a unique blend of Scandinavian and Scottish to the national identity. This is reflected in the historic environment and in the Orcadian dialect, a mix of Scandinavian and Scottish roots. Strong support in the community for Orkney's ancient heritage and for the intangible cultural heritage of language, society and genealogy mirrors the interest in these topics from outwith the islands.

The safeguarding, collecting, preserving, conserving, interpretation and enhancement of Orkney's heritage frames our cultural identity. Orkney has a disproportionately high concentration of heritage and visitor attractions, covering a wide range of activities across a diverse cultural landscape, from a World Heritage Site of Neolithic origins, well preserved iron-age brochs, a 12th Century Cathedral, lifeboat museum, World War I and II artefacts including Scapa Flow Visitor Centre and Museum and the Italian Chapel constructed and decorated by Italian prisoners of war, to small farmsteads of yesteryear. Historic Scotland look after 33 of the most important and inspirational places in Orkney, undertaking extensive conservation and maintenance work as well as visitor interpretation. Popularity brings pressure on our historic sites and tourism is actively managed both to protect Orkney's heritage and to optimise the visitor experience.

Orkney is a vibrant, forward thinking and exciting environment for the arts, with internationally respected organisations such as the Pier Arts Centre and the St Magnus Festival, a calendar of the highest quality events and festivals throughout the year, and large numbers of residents engaged in the arts across the professional, amateur and voluntary sectors. Annual events include the Orkney Folk Festival and Ceilidh weekend, and the Christmas and New Year men's and boys Ba' games. During the winter months Orkney's lack of daylight is compensated for by a proliferation of arts events which residents can both participate in and enjoy as audience members. Orkney Arts Forum has achieved an unusual degree of integration and is a model potentially transferable to other areas of Scotland. The arts will play an essential role in Orkney's future economic growth. Orkney's arts Development Plan – *Developing Orkney through the Arts* – emphasises the potential for the arts to shape, develop and improve quality of life and community well being.

It is important that the community values, develops and encourages sport and physical activity whether it be at a recreational, competitive or elite level. Sport and recreation

can help people improve their health and well being but equally importantly fosters social inclusion. Orkney’s Physical Activity and Sport Strategy (PASS) outlines five key themes: increase participation; access, provision and management; well trained workforce; strengthening pathways and improving performance; and planning and partnership. Work is ongoing to measure activity, and support Orkney’s broad range of local sporting clubs and organisations.

Where are we going?

In 2011, HIE commissioned a major study of Orkney’s unusually high levels of cultural heritage and contemporary arts activity, “The Story and the Fable”, from the cultural analyst Francois Matarasso. The study is taking a long view, looking back over 30-40 years at three distinctive aspects to Orkney’s position:

- The percentage of employment in the crafts and arts, especially in large businesses;
- The extent to which Orkney is promoted internationally through its arts and crafts; and
- The central influence of two international standard arts organisations (Pier Arts Centre and St Magnus Festival) for over a generation within one island community.

Matarasso is seeking to determine the impact of these three factors, and to consider whether they are reproducible in any way, through both the examination of official records and data (“the story”) and through conversations with a wide range of the people involved in Orkney’s cultural development since the 1970s (“the fable”). The study has been widely welcomed as an analytical mirror which will help us to understand what is happening in Orkney, how it has come about, and how it can be maintained through difficult times. It is anticipated that it will become a key driver of Orkney’s cultural strategy for the current Plan lifetime and beyond.

Because of its Norse heritage, Orkney’s cultural identity is very different from that of the Gaelic-speaking parts of Scotland. While broadly supportive of national cultural initiatives such as the Draft Gaelic Language Plan 2012-17 for Scotland, we will ensure that these are not imposed inappropriately on parts of Scotland where Gaelic is not part of the indigenous culture.

Outcomes and targets for 2011-14

13.1	Number of visits to/usages of Council funded or part funded museums in person per 1,000 population (source: Audit Scotland)			
	2010-11 Baseline	2011-12	2012-13	2013-14
	2617	Maintain 2010/11 baseline	Reduction in target by 12% (this is to take into account the expected closure of the Orkney Museum for 6 months for capital improvement	Maintain 2010/11 baseline

			works, anticipated for the winter of 2012/13)	
13.2	Number of heritage projects implemented through the Scapa Flow Landscape Partnership Scheme (source: Scapa Flow Landscape Partnership Project Team)			
	2010-11 Baseline	2011-12	2012-13	2013-14
	5 complete (49 projects proposed)	20 projects complete by end March	All projects complete by July 2012	N/A - Projects end July 2012
13.3	Number of physical visits to libraries per 1000 population (source: Audit Scotland)			
	2010-11 Baseline	2011-12	2012-13	2013-14
	6,931	7,250	7,500	7,750
13.4	Number of virtual visits to libraries (source: Orkney Library & Archive)			
	2010-11 Baseline	2011-12	2012-13	2013-14
	25,334	27,000	29,000	31,000
13.5	Number of children learning a musical instrument through the Orkney Schools Instrumental Service (source: OIC Education and Leisure Services)			
	2010-11 Baseline	2011-12	2012-13	2013-14
	22.4%	maintain at least 18%	maintain at least 18%	expect to fall if charging is introduced otherwise maintain at least 18%
13.6	Number of attendances per 1,000 population for swimming pools, other indoor sports and leisure facilities (source: Audit Scotland)			
	Baseline	2011-12	2012-13	2013-14
	6,470 (pools) 10,462 (leisure)	6,450 (pools) 8,855 (leisure)	6,700 (pools) 8,855 (leisure)	6,700 (pools) 10,005 (leisure)
13.7	Festival ticket sales (St. Magnus Festival and Orkney Folk Festival) (source: Orkney Islands Council)			
	2010 Baseline	2011-12	2012-13	2013-14
	<u>St. Magnus International Festival</u> : 13,677 <u>Orkney Folk Festival</u> : 5,397 Total: 19,074	<u>St. Magnus International Festival</u> : 14,000 <u>Orkney Folk Festival</u> : 5,397 Total: 19,397	<u>St. Magnus International Festival</u> : 14,000 <u>Orkney Folk Festival</u> : 5,397 Total: 19,397	<u>St. Magnus International Festival</u> : 14,000 <u>Orkney Folk Festival</u> : 5,397 Total: 19,397

Combating Climate Change

National Outcome 14

We reduce the local and global environmental impact of our consumption and production.

Our local priorities

- Ensure Orkney uses energy as efficiently as possible, and has a sustainable energy supply to meet its future needs
- Develop Orkney's renewable energy resources whilst minimising adverse impacts on the environment
- Reduce Orkney's carbon footprint
- Promote the waste hierarchy of reduce, reuse and recycle

Where are we now?

Orkney's islands and settlements are particularly vulnerable to the effects of climate change. Current thinking is leaning strongly towards climate change being the root cause of the seabird breeding failures that have become a feature of recent summers. We can all help to reduce Orkney's contribution to climate change by: reducing energy use; using energy more efficiently; generating our own energy from the islands' wealth of renewable sources; and managing natural stores of carbon more effectively. Orkney Islands Council, along with all 32 Scottish councils, signed Scotland's Climate Change Declaration in 2007, and in the longer term it is hoped that the wider Partnership may be able to sign the declaration. The Council has had a Carbon Management Programme since May 2007, which covers all emissions resulting from heating and power within the Council's building stock and emissions from transport links including the internal ferry fleet, north isles air links, school transport and road vehicle fleet. Replacement windows have been fitted throughout the older Council offices, while motion sensors and other automated devices have been installed across the Council estate to reduce energy usage.

There is a need to safeguard the sustainable use and management of Orkney's natural resources. Orkney has extensive renewable energy resources of wind, wave and tide and has the potential to be self sufficient in energy production, whilst also contributing to national targets. The sustainable development of renewable energy resources, adding value where possible for the benefit of the local economy and local communities, must be balanced by the need to protect Orkney's unique natural environment. At the same time Orkney must ensure that its own energy supplies are secure and affordable. During 2010, the council received 97 planning applications (12% of all applications) for renewable energy developments, mainly small scale single wind turbines. Single 6kw wind turbines have been installed at the primary schools in North Walls, Flotta, Sanday and Firth. On average the four machines provide around 65,000kWh of electricity every year saving the schools over 28 tonnes of emissions every year. During 2011 a further six turbines are being installed at schools and leisure facilities throughout the county.

Orkney's area waste planning process promotes the waste hierarchy of reduce, reuse and recycle. Orkney's municipal solid waste is shipped to a highly efficient energy from

waste plant linked to a district-heating scheme in Lerwick. The Council has met national targets for waste reduction, diversion and recycling and for carbon and energy management improvements. Further reduction in waste generation is desirable to reduce the waste transported to Shetland for incineration. Given Orkney's isolated location, self-sufficient waste management solutions for the outer isles can help to minimise the economic and environmental costs of transporting waste to the mainland and beyond.

The Schools Investment Programme will provide a new secondary school in Kirkwall, a new primary school in Stromness, new halls of residence and a major upgrade to the sports centre to include a swimming pool. All four buildings have been designed to be 'A' rated under the Simplified Building Energy Model assessment and to meet the BREEAM (British Research Establishment Environment Assessment Model) 'Excellent' standard. The schools project uses heat pump technology and building-integrated renewable energy systems including solar water heating and photovoltaic panels to generate electricity on site. Council housing under construction also features renewable energy technology and high levels of insulation. The Council is currently involved in a large scale trial of ground source heat pumps as an upgrade in existing council housing, which will help tackle fuel poverty as well as reducing the county's carbon emissions.

Where are we going?

In December 2009, the Council approved a Sustainable Energy Strategy for Orkney, which prioritised the need to strengthen the National Grid connection to Orkney in order to accommodate the planned significant increase in generation of renewable energy. With Orkney's grid infrastructure at capacity it is proving increasingly difficult to bring forward new renewable energy projects in Orkney that can be connected to the National Grid. A pilot project, "Orkney's Electric Future", intended to boost local demand for locally produced renewable electricity, is being developed to overcome this constraint during which time efforts will be focused on the necessary investment and strengthening of the grid connection to mainland Scotland. Core areas for development will be optimising heating in domestic and non-domestic properties, energy storage and electrification of transport.

The Council's Transport section is working on a number of initiatives which tie into the Climate Change Scotland Act delivery plan:

- 'eco-driving' initiatives;
- sustainable transport modes including the promotions of cycling and walking;
- the use of public transport in preference to use of a personal motor vehicle;
- the promotion of electric and low-carbon vehicles in publications;
- smarter measures and integration of transport systems;
- investigating the possibility of a car sharing club in Orkney.

On behalf of Orkney Community Planning Partnership, the Council has purchased two electric vehicles with a grant from Transport Scotland, and has undertaken to investigate the establishment of a vehicle charging infrastructure. The two vehicles are being operated as part of the regular environmental services fleet and are also made available for public demonstrations.

In November 2011, the Council purchased the Churchill Barriers, and the seabed on which they stand, from the UK Ministry of Defence. The potential for renewable energy capture from fixed links is a long-term prospect which it is hoped to explore over the coming years.

Outcomes and targets for 2011-14

14.1	The productivity of kittiwakes monitored at sample plots throughout Orkney (source: RSPB)			
	2010-11 Baseline	2011-12	2012-13	2013-14
	0.31 young reared per pair	Average of 1.0 young reared per pair	Average of 1.0 young reared per pair	Average of 1.0 young reared per pair
14.2	Percentage of municipal and non-municipal waste recycled or composted (source: Audit Scotland)			
	2010-11 Baseline	2011-12	2012-13	2013-14
	29.3%	31%	35%	39%
14.3	Waste shipped to Shetland (source: OIC weighbridge data)			
	2010-11 Baseline	2011-12	2012-13	2013-14
	10,335 tonnes	10,250 tonnes	9,500 tonnes	9,000 tonnes
14.4	Total biodegradable municipal waste landfilled (source: Audit Scotland)			
	2010-11 Baseline	2011-12	2012-13	2013-14
	650 tonnes	< 650 tonnes	< 650 tonnes	< 650 tonnes
14.5	OIC carbon emissions (source: OIC carbon management programme)			
	2009-10 Baseline	2011-12	2012-13	2013-14
	22,680 tonnes CO ₂	Reduction towards 2014 target	Reduction towards 2014 target	11% reduction by 2014
14.6	NHS carbon emissions (source: NHS Orkney)			
	2010-11 Baseline	2011-12	2012-13	2013-14
	785 tonnes CO ₂	759 tonnes CO ₂	737 tonnes CO ₂	714 tonnes CO ₂

Working Together For A Better Orkney

National Outcome 15

Our public services are high quality, continually improving, efficient and responsive to local people's needs.

Our local priorities

- Encourage innovative partnership approaches to service provision
- Pilot the Single Public Authority model for integrated service provision in Orkney
- Shift resources towards preventative services

Where are we now?

This National Outcome cross-cuts all the national and local outcomes and is reflected in the Partnership's key values, which underpin everything we do. Community planning places great value upon local delivery of local services, run by individuals with a personal stake in the local community. There is increasing national pressure to merge services with those of neighbouring authorities, but in Orkney we see our future in joint working between community planning partners within our natural boundary. A common thread running through our "Asks" of the Scottish Government is the need to recognise that in terms of national governance, one size does not fit all. Policies designed to work in an urban environment are rarely well suited to a rural or island community.

We want our public services to be easy to access and efficiently delivered to all of Orkney's communities. To achieve this we actively seek to prevent any duplication of effort and to improve co-ordination between different public, private and third sector organisations. As a small islands community, we are all accustomed to working closely together. This is a strength upon which we have built via our first Single Outcome Agreement, and in many areas of provision it is now routine practice for any discussion of service provision to take a partnership approach. We aim to widen the scope of joint service provision, and expect innovative models such as social enterprises and co-production to take an increasingly prominent role.

Where are we going?

Orkney already has some success in merging services, with the creation in the past few years of the Business Gateway, and Orkney Health and Care, both of which required specific pieces of legislation. To improve public services beyond this point will require a step change in how we perceive and provide services. In a radical move, the Partnership is developing a model for integrated service provision for islands communities, referred to locally as the Single Public Authority. This concept takes community planning to its logical conclusion by creating a single body to provide the majority of public services needed by a community. The islands authorities are ideally placed to pilot such a model, and have together worked up a proposal to the Scottish Government to create three such bodies, one for each island group. The proposal was endorsed by the report of the Christie Commission in June 2011 which recommended proceeding to one or more pilots. Elected members and officers are now working with the Scottish Government to develop the model further

Another important message from the Christie Commission was the urgent need across all areas of Scotland to shift resources towards preventative services, in order to reduce demand for acute services. This will be essential if services are to be maintained at a time of shrinking budgets and tough choices. The Partnership has taken a positive approach to preventative services, with much of the Fairer Scotland Fund budget from 2008-11 invested in projects with a significant preventative element, such as job coaching, training and counselling services for those furthest removed from the labour market. Engagement with young people has also been given a high priority, culminating in the establishment of the Youth Cafe in Kirkwall. Very early interventions are proven to be most cost-effective, and the Early Years Framework is well embedded across the Partnership. However, it is arguable that the greatest challenge facing Orkney over the next 25 years is how we are going to support our aging population, and the Partnership will need to be equally imaginative in coming up with preventative strategies in this area.

Just as we ask the Scottish Government to “island-proof all Government policy”, so we recognise that policies which work on mainland Orkney will not necessarily be a good fit on the outer isles. The Partnership will ensure that a pre-requisite in the design of all new ways of working is the need to cater for service users in all parts of Orkney.

How the Scottish Government can help

- Ensure funding distribution criteria do not use urban measures such as Scottish Index for Multiple Deprivation
- Acknowledge the de minimis cost of doing anything in an island community
- Support the development of a Single Public Authority (SPA) for Orkney
- Ensure that the structure and operation of national and regional public bodies is compatible with local community planning and the SPA
- Acknowledge that budget cuts will have a significant effect on the administrative capacity of councils, and the continuing need to reduce unnecessary bureaucracy in line with the Crerar Review.
- As funding reduces, ensure that the third sector is sufficiently resourced to work in partnership with the public sector to plan, deliver and develop preventative services

Outcomes and targets for 2011-14

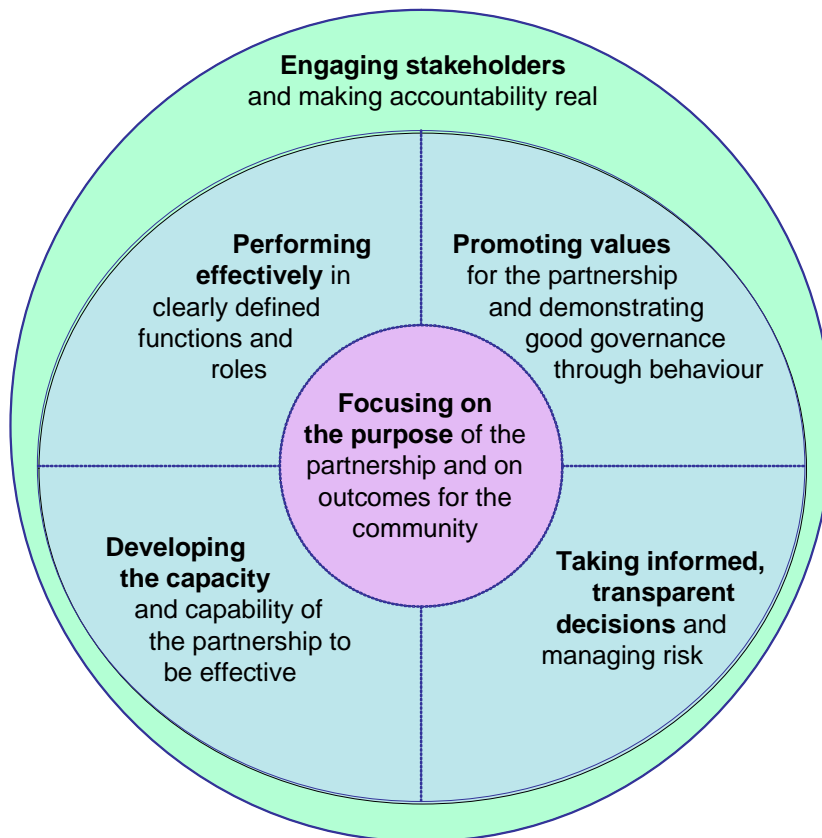
15.1	Percentage of adults who agree or agree strongly that the Council provides high quality services (source: Scottish Household Survey local authority analysis)			
	2010-11 Baseline	2011-12	2012-13	2013-14
	77%	maintain above 70%	maintain above 70%	maintain above 70%
15.2	Percentage of customers who consider their enquiry to have been handled satisfactorily, well or very well (source: OIC Customer Services survey)			
	2010-11 Baseline	2011-12	2012-13	2013-14

	97%	90% or more	90% or more	90% or more
15.3	Percentage of Voluntary Action Orkney members satisfied with quality of services (source: VAO)			
	2010-11 Baseline	2011-12	2012-13	2013-14
	82%	87%	89%	92%

GOVERNANCE

Our commitment to good governance

Orkney Community Planning Partnership is committed to the Good Governance Standard for Public Services, as adapted for partnerships. The Standard comprises six core principles of good governance:



The Independent Commission on Good Governance in Public Services , The Good Governance Standard for Public Services, OPM and CIPFA, 2004 (adapted for partnerships)

Focusing on the purpose

The shared purpose and target outcomes of Orkney Community Planning Partnership are as set out in this Plan.

Promoting values

All members of Orkney Community Planning Partnership share six core values, which underpin this Plan:

- Promoting survival
- Promoting sustainability
- Promoting equality
- Working together
- Working with communities
- Working to provide better services

"Working together for a better Orkney" is the mission of Orkney Islands Council, and has also been adopted by the Partnership. "Caring for the people of Orkney" is the mission of NHS Orkney.

The Partnership expects all partner organisations to adhere to the seven Nolan principles of conduct underpinning public life:

- Selflessness
- Integrity
- Objectivity
- Accountability
- Openness
- Honesty
- Leadership

Performing effectively

The Partnership has a well established governance structure, with a Steering Group at the centre, approximately 17 inter-agency thematic groups and a Partnership Liaison Group to facilitate communication and co-operation between all partners. The Steering Group meets five times a year, while other groups meet quarterly or as required. Thematic groups vary in size, lifespan and purpose, from short life project teams to established strategic forums. The membership and terms of reference of the Steering Group and the Partnership Liaison Group are set out in the Partnership Guide which is available on the Partnership website at:

<http://www.orkneycommunities.co.uk/COMMUNITYPLANNING/>

The Orkney Plan does not replace the individual governance arrangements of each community planning partner. However, all partners will seek to ensure that their own governance arrangements are compatible with this Plan with regard to partnership working, performance reporting and accountability.

Responsibility for monitoring and reporting progress against each of the National Outcomes is assigned to the most relevant thematic group. All indicators are clearly defined, and reporting lines established, prior to inclusion in the Plan. Members of the Partnership undertake to monitor those indicators which are relevant to their own activity, and to report to the Council, as lead authority, any data necessary for the compilation of performance reports to the Scottish Government and the local community.

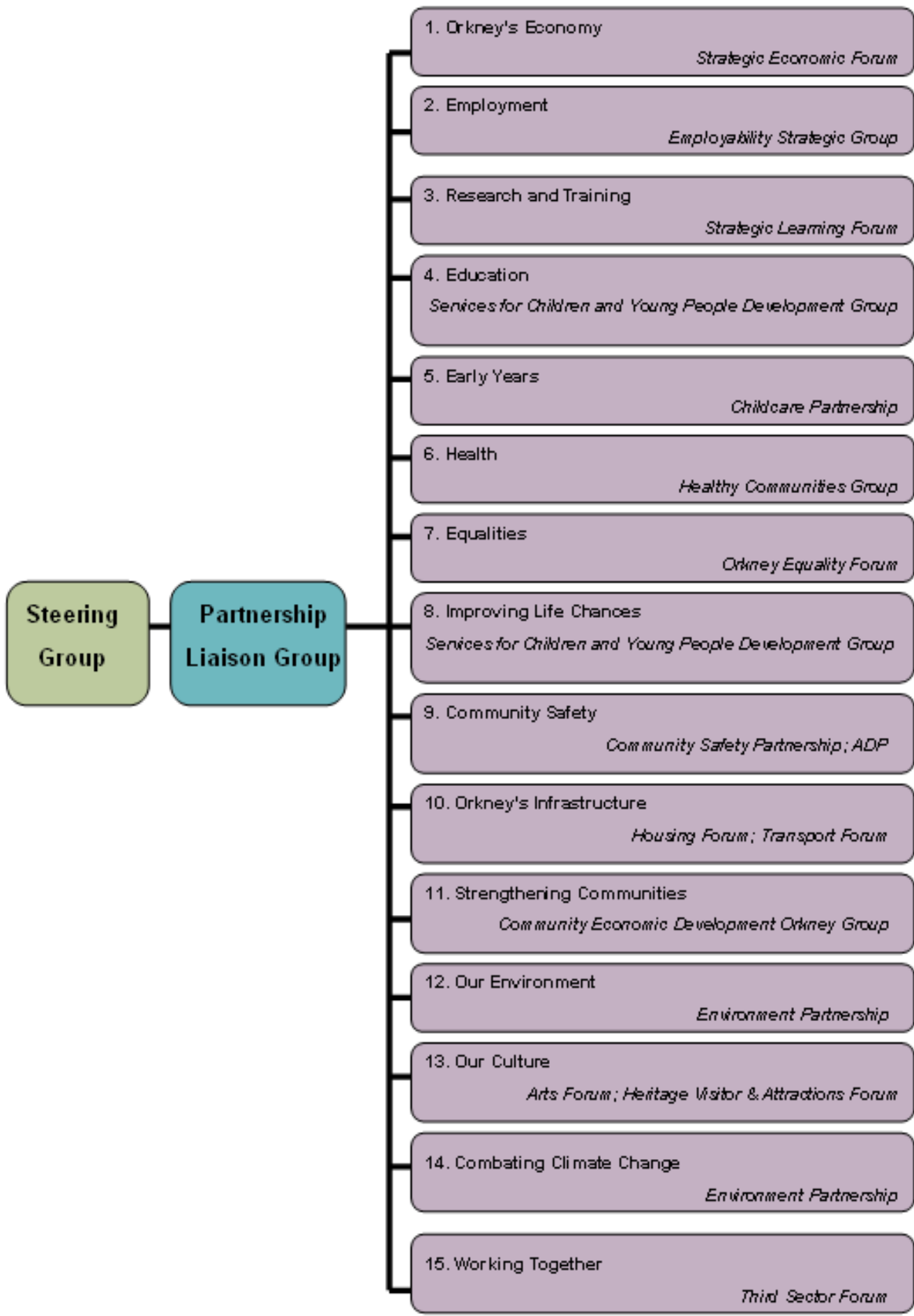
Developing capacity

Orkney Community Planning Partnership is continuing to develop its capacity to work in partnership. The Council and Highlands & Islands Enterprise have together created a shared Business Gateway to provide advice and support for growing businesses in Orkney. NHS Orkney and the Council have established Orkney Health & Care, a partnership which delivers community health and social care services.

The Partnership, alongside Shetland and the Western Isles, is developing the concept of the Single Public Authority as a future model for the delivery of public services. In order to maintain local jobs and good public services, Orkney needs to retain control over delivering its own. Building upon the successes of joint working in the past, Orkney Community Planning Partnership aims to bring together all public services to deliver them through a Single Public Authority. Orkney Community Planning Partnership has demonstrated a successful way of working together for some time and would like to merge together to form a Single Public Authority for each island group. This would give them the capacity to develop the seamless services that islanders need and want in a cost efficient way.

Orkney Community Planning Partnership aims to support and enable members of the Partnership to participate in the Orkney Plan, in proportion to their capacity. Should any local partner or partners be unable to fulfil their commitments, the Steering Group may invite other members of the Partnership to offer support, in order that all partners may contribute to the outcomes in the Plan.

The structure of the Partnership is presented on the next page and shows how a thematic group contributes towards at least one of the National Outcomes and can report up towards the Steering Group.



Taking informed, transparent decisions

The OCPP Steering Group is the main decision-making body within the Partnership. It is advised and informed by the Partnership Liaison Group and managed by the Council's Corporate and Community Strategy unit. The Partnership Liaison Group is not a decision-making body: its role is to facilitate communication between the Steering Group and the inter-agency thematic groups. All agendas and minutes of the Steering Group and Partnership Liaison Group are posted on the OCPP website at www.orkneycommunities.co.uk/communityplanning

The thematic groups take decisions in their specialist areas within the delegated authority of their individual members, and may refer to the Steering Group any matters on which they require guidance. The Steering Group may seek guidance from the appropriate thematic groups on any relevant strategic issues. Many of the thematic groups also post their agendas and minutes on the OCPP website.

The Orkney Community Plan, in its formal capacity as the Single Outcome Agreement, is scrutinised by the Council's Policy and Resources Committee, and by the respective Boards of other members of the Steering Group, prior to agreement and adoption by the Steering Group. Any changes made during the life of the Plan will be agreed by the Steering Group prior to adoption.

Members of the Partnership embed actions arising from the Single Outcome Agreement into their own organisational plans and scrutiny processes. Progress against the targets in the Plan is reported to the Committees and Boards of OCPP partners.

Orkney Community Planning Partnership has developed and adopted a joint Risk Register and associated Risk Management Action Plan. Both are reviewed and updated annually.

Engaging stakeholders

In the winter of 2010 Orkney Islands Council ran its largest ever engagement exercise 'Tough Times, Tough Choices'. The purpose of this exercise was to ask the public for ideas about how to save money and how to prioritise the services which were most important to them. Engagement was made with 700 people during 20 public meetings, 276 blog posts and including e-mails and letters in all 1769 responses from the public were made. A video clip question and answer style 'Voxur' unit was also used to engage with minority groups, children and young people and those who were unable to express their views at meetings. In addition to these activities, the public were kept informed of developments by mailshots to all households and a live debate from the Council Chamber took place on BBC Radio Orkney. Special arrangements were also made for children and young people where the Convener visited some schools and discussed issues with pupil councils.

We have used the findings from the Tough Times Tough Choices engagement in preparing this Plan. The key findings of the consultation were:

- That Care, Education and Transport were the top three services regarded as most important.

- There were mixed views regarding school mergers, or the potential for fewer staff and larger classes.
- Transport generated significant interest and the majority opposed a reduction in the present levels of service.
- In relation to roads services, the majority of respondents were in favour of cuts as opposed to maintaining budgets.

Throughout this Plan are comments from the public raised during the Tough Times, Tough Choices engagement.

Orkney Community Planning Partnership has adopted a joint Community Consultation and Engagement Strategy and adheres to guidelines which follow the 10 National Standards for Community Engagement:

1. Involvement: we will identify and involve the people and organisations who have an interest in the focus of the engagement
2. Support: we will identify and overcome any barriers to involvement
3. Planning: we will gather evidence of the needs and available resources and use this evidence to agree the purpose, scope and timescale of the engagement and the actions to be taken
4. Methods: we will agree and use methods of engagement that are fit for purpose
5. Working together: We will agree and use clear procedures that enable the participants to work with one another effectively and efficiently
6. Sharing information: we will ensure that necessary information is communicated between the participants
7. Working with others: we will work effectively with others with an interest in the engagement
8. Improvement: we will develop actively the skills, knowledge and confidence of all the participants
9. Feedback: we will feed back the results of the engagement to the wider community and agencies affected
10. Monitoring and evaluation: we will monitor and evaluate whether the engagement achieves its purposes and meets the national standards for community engagement

Communities Scotland, 2005

Progress against the Single Outcome Agreement is reported formally to the Scottish Government every year. A more accessible summary report is published locally and widely distributed.

The Single Outcome Agreement element of this Orkney Community Plan does not alter the accountability of individual community planning partners to their relevant Scottish Government directorates. Should any partner experience conflict between their obligations under the SOA and to their Government directorate, the matter will be referred to the Steering Group and may subsequently be referred to the Scottish Government for resolution.

References

- Orkney 2020: Our Vision
<http://www.orkney.gov.uk/Files/Council/Publications/2007/CP07MAY28.pdf>
- Draft Orkney Economic Strategy (2011-16). Contact stuart.allison@orkney.gov.uk for a copy.
- Orkney's Integrated Children's Service Plan (2010-11)
<http://www.orkneycommunities.co.uk/COMMUNITYPLANNING/index.asp?pageid=1033&msg=Content%20Updated>
- Joint Health Improvement Strategy (2011-2014)
<http://www.orkneycommunities.co.uk/COMMUNITYPLANNING/documents/Resources/Final%20JHIS.pdf>
- Orkney Carers Strategy 2008-2011
<http://www.ohb.scot.nhs.uk/images/pdf/OHB89%20Carers%20in%20Orkney%20Complete%20Final%20version.doc>
- Draft Orkney Equality and Diversity Strategy. Contact marie.love@orkney.gov.uk for a copy.
- Community Safety Strategy (2010-11)
<http://www.orkneycommunities.co.uk/COMMUNITYPLANNING/documents/Community%20Safety%20Forum/CS%20Strategy%202010%20Final.pdf>
- Draft Local Housing Strategy (2011-16)
http://www.orkney.gov.uk/Files/Housing/Strategy%20and%20Policy/Local_Housing_Strategy_Consultative_Draft_2011-2016.pdf
- Local Transport Strategy (2007-2010). Contact laura.cromarty@orkney.gov.uk for a copy.
- Voluntary Action Orkney Operational Plan 2011-12. Contact enquiries@vaorkney.org.uk for a copy
- A Sustainable Energy Strategy For Orkney (December 2010)
<http://www.orkney.gov.uk/Service-Directory/S/Sustainable-Energy-Strategy.htm>
- Disability Equality Scheme 2010-13 http://www.orkney.gov.uk/Files/Council/Council-Policies/Disability_Equality_Scheme_2010-2013.pdf
- Orkney Alcohol and Drugs Partnership Strategy 2009-12
<http://www.orkneycommunities.co.uk/OADP/>
- Orkney Gender Equality Scheme 2010-13
http://www.orkney.gov.uk/Files/Council/Publications/2007/Gender_Equality_Scheme_2010to13_web.pdf

- Highlands and Islands Enterprise Operating Plan 2011-14 <http://www.hie.co.uk/about-hie/policies-and-publications/operating-plan.html>
- Heart of Neolithic Orkney World Heritage Site Management Plan (2008-13) <http://www.historic-scotland.gov.uk/orkney-management-plan-foundation.pdf>
- Northern Community Justice Authority Area Plan (2008-11). Contact NorthernCJA@aberdeenshire.gov.uk for a copy
- Orkney Physical Activity and Sports Strategy (2008-13) http://www.orkney.gov.uk/Files/Active_Schools/Orkney_s_Physical_Activity_and_Sport_Strategy_2008_-_2013_web.pdf
- Road Safety Plan (2011-15) http://www.orkney.gov.uk/Files/Council/Council%20Services/Development%20and%20Environment%20Services/Road_Safety_Plan_2011.pdf
- The Orkney Local Biodiversity Action Plan (2008-11) http://www.orkney.gov.uk/Files/Planning/Biodiversity/Local_Biodiversity_Action_Plan_2008-2011.pdf
- Developing Orkney through the Arts (2008-11) <http://www.orkneycommunities.co.uk/ORKNEYARTSFORUM/documents/Developing%20Orkney%20Through%20the%20Arts/Developing%20Orkney%20Through%20the%20Arts.doc>
- Orkney Health and Care Service Delivery Plan (2011/12) <http://www.orkney.gov.uk/Files/Social-Care-and-Health/Service%20Delivery%20Plan%20summaryGM.pdf>
- NHS Orkney Clinical Improvement Plan
- Draft Gaelic Language Plan 2012-15