



ORKNEY COMMUNITY PLANNING PARTNERSHIP
SINGLE OUTCOME AGREEMENT 2009-11



INTRODUCTION

Orkney Community Planning Partnership is pleased to present its first Single Outcome Agreement with the Scottish Government.

OCPD has worked towards shared local outcomes ever since the publication of its first community plan in 2003. The local outcomes in the present SOA were adopted in 2007 with the publication of the Partnership's most recent community plan, *Orkney 2020—Our Vision*. OCPD welcomes the commitment of the Scottish Government to support Orkney's local outcomes, and the opportunity presented by the SOA for Orkney to demonstrate its reciprocal support for Scotland's national outcomes.

Community planning has been a way of life in Orkney since long before its manifestation as a statutory duty. The small scale of Orkney, co-terminosity of agency boundaries and shared challenges mean that partner agencies are well used to working together. It has proved relatively straightforward to reach consensus on the form and content of our shared SOA. All partners recognise the advantages of participating in a national agreement which will raise awareness of some of the unique challenges we face in Orkney, and suggest ways in which mutual co-operation with the Government might help to resolve them.

OCPD acknowledges that the accountabilities of the local partners to this agreement are not all the same. Embedded in the SOA are specific commitments which will be the primary responsibility of particular members, notably Orkney's principal public sector bodies. The Council is accountable for delivery of the Local Government Concordat, and specific targets relating to elements of the Concordat will be found in the SOA. Similarly, NHS Orkney is committed to its Local Delivery Plan, and certain of its HEAT targets have been selected for inclusion in the SOA. All partners, however, confirm their commitment to the broad principles of the SOA.

We recognise that the entire SOA process is a work in progress. Orkney's SOA will no doubt change and improve over time in response to local and national imperatives. Nonetheless, our first SOA is an important stage in the development of Orkney Community Planning Partnership. We are confident that it will help us all to work in partnership to achieve Orkney's local outcomes and to make a significant contribution to the achievement of Scotland's shared national outcomes.

Stephen Hagan
Chair
Orkney Community Planning Partnership Steering Group

SIGNATORIES TO THE AGREEMENT

The undersigned confirm their commitment to Orkney's Single Outcome Agreement 2009-11.

Orkney Islands Council	Stephen Hagan, Convener
	Alistair Buchan, Chief Executive
NHS Orkney	John Ross-Scott, Chair
	David Piggott, Interim Chief Executive
Highlands and Islands Enterprise	Sandy Cumming, Chief Executive
Northern Constabulary	David Miller, Chief Inspector
Voluntary Action Orkney	Gaynor Jones, Chief Executive
Highlands and Islands Fire and Rescue Service	David Clark, Group Manager
Skills Development Scotland	Joyce Slater, Locality Manager
Scottish Natural Heritage	John Uttley, 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

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1. PURPOSE OF THE AGREEMENT

- 1.1 All parties to this Single Outcome Agreement agree that the strategic priorities of Orkney Community Planning Partnership shall be Orkney's local target outcomes, as stated in both the Single Outcome Agreement and Orkney's community plan, *Orkney 2020—Our Vision*:
- A healthy caring community with health and social care services for all who need them
 - Everybody in Orkney has a suitable home
 - An effective and efficient transport network that supports the economic vitality, community well-being and environmental integrity of all Orkney
 - A natural environment which is protected, enhanced and sustainably managed to combat climate change
 - Orkney's people and businesses achieve their full potential on a long term, sustainable basis
 - A learning culture in which everyone develops: enthusiasm & motivation for learning; determination to reach high standards of achievement; an openness to new thinking and ideas
 - Enhanced cultural activity enabling heritage, arts and sport to grow and thrive in Orkney
 - A community where everyone may live, work, visit and play safely, without undue fear of risk or harm
- 1.2 The table on page 6 of this Agreement demonstrates how Orkney's local outcomes contribute to the Scottish Government's 15 National Outcomes.
- 1.3 All OCPP parties agree to use the Single Outcome Agreement as the starting point for their own strategic plans, and to ensure that there is a clear line of sight from the Single Outcome Agreement to their own plans and target outcomes.
- 1.4 All parties to this Agreement agree to commit their individual organisations to work in partnership towards the targets and outcomes set out in Orkney's Single Outcome Agreement for 2009-11.
- 1.5 Orkney Community Planning Partnership recognises that the Single Outcome Agreement forms part of the Concordat between the Scottish Government and local government, and acknowledges that the following elements in the Concordat should contribute to the better delivery of public services by all community planning partners:
- a national outcome approach
 - greater local freedom
 - reduced ringfencing of funds
 - less monitoring and reporting
 - better partnership working

How Orkney's local outcomes relate to the 15 national outcomes

Community plan local outcomes	Scottish Government national outcomes : Assessment of relevance (X – primary relevance (see annex 1), X – other links)														
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
A healthy caring community with health and social care services for all who need them					X	X	X	X							X
Everybody in Orkney has a suitable home							X			X		X			X
An effective and efficient transport network that supports the economic vitality, community well-being and environmental integrity of all Orkney	X	X					X			X					X
A natural environment which is protected, enhanced and sustainably managed to combat climate change							X					X		X	X
Orkney's people and businesses achieve their full potential on a long term, sustainable basis	X	X	X				X				X				X
A learning culture in which everyone develops: enthusiasm & motivation for learning; determination to reach high standards of achievement; an openness to new thinking and ideas			X	X	X		X								X
Enhanced cultural activity enabling heritage, arts and sport to grow and thrive in Orkney						X	X						X		X
A community where everyone may live, work, visit and play safely, without undue fear of risk or harm							X	X	X		X				X

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.

- 1.6 In accordance with the Scottish Government's working guidance on outcome-based approaches for Scottish public bodies, all public body parties to this Agreement agree to:
- Focus activity and expenditure on achieving real and lasting benefits for people
 - Create the conditions to release innovation and creativity to deliver better outcomes
 - Align their activity to connect explicitly to the Government's purpose targets and national outcomes

2. SCOPE OF THE AGREEMENT

2.1 This Agreement covers:

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

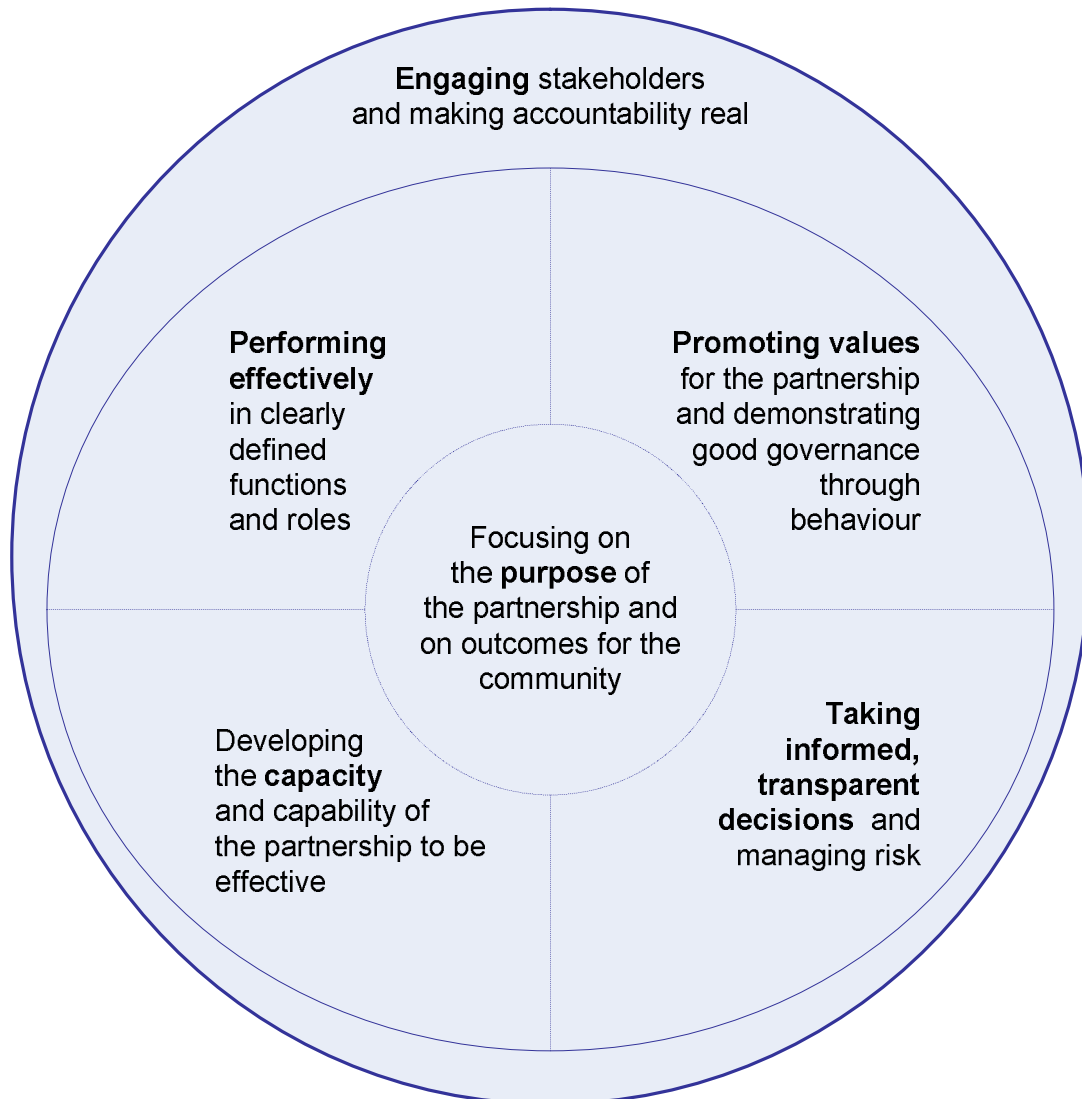
2.2 The Council acknowledges that the co-ordination of the Single Outcome Agreement falls within its statutory duty to lead community planning in Orkney. All public sector parties to this Agreement confirm their commitment to fulfil all legal and policy obligations upon them in relation to Community Planning, Best Value, equalities and sustainable development.

2.3 The targets and local outcomes in the Single Outcome Agreement 2009-11 have been agreed by consensus. The Single Outcome Agreement is a three-year rolling plan, and it is anticipated that some of the targets will change each year. Periodically, the local outcomes contained in the SOA and the community plan will be reviewed and may be revised. The SOA may also need to be reviewed and revised if the Scottish Government should change the 15 national outcomes which form part of the National Performance Framework.

2.4 This Single Outcome Agreement 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. A consultation draft of the OCPP SOA was completed in December 2008 and made available to community planning partner organisations, Council and NHS Orkney staff, Council elected members, community councils and the public. Comments and suggestions were invited and have been incorporated, as appropriate, in the final draft.

3. GOVERNANCE

- 3.1 All parties to this Agreement are committed to the Good Governance Standard for Public Services developed by the Independent Commission on Good Governance in Public Services in 2004, adopted by CIPFA and SOLACE in 2007, and adapted here 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

- 3.2 The shared purpose and target outcomes of Orkney Community Planning Partnership are set out in the community plan, *Orkney 2020—Our Vision*, and in Section 1 of this Agreement. The Council is fully committed to the Partnership's purpose which is at the core of its own corporate strategic plan for 2008-13. The Partnership's purpose and targets are also very much in

accordance with the NHS report *Delivering for Remote and Rural Healthcare* (Remote and Rural Steering Group, May 2008).

Promoting values

- 3.3 All members of Orkney Community Planning Partnership share the values established in *Orkney 2020—Our Vision*:
- Promoting survival
 - Promoting sustainability
 - Promoting equality
 - Working together
 - Working with communities
 - Working to provide better services
- 3.4 "Working together for a better Orkney" is the mission of Orkney Islands Council, and "Caring for the people of Orkney" is the mission of NHS Orkney.
- 3.5 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

- 3.6 The Partnership has a well established governance structure, with a Steering Group at the centre, approximately 20 inter-agency thematic groups and a Partnership Liaison Group to facilitate communication and co-operation between all partners. The Steering Group meets monthly, and the Single Outcome Agreement is a standing item on its agenda. 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 first published by the Partnership in 2007 and revised in early 2009 to accommodate the Single Outcome Agreement.
- 3.7 The Single Outcome Agreement sits above, and does not replace, the individual governance arrangements of each community planning partner. However, all partners will ensure that their governance arrangements are adjusted if necessary to accommodate the implications of the SOA for partnership working, performance management and accountability.

Developing capacity

- 3.8 Orkney Community Planning Partnership is developing its capacity to work in partnership. The Joint Working in Orkney programme has been developing the best way to deliver shared support services between the Council, NHS Orkney and possibly other partners, and is due to implement the first phase of the programme in April 2009. NHS Orkney and the Council have been working in liaison with the Scottish Government on the potential for a shared Community Health and Social Care Partnership. The Council has been working with Highlands and Islands Enterprise to develop a shared Business Gateway. There is scope to strengthen joint working with the third sector in order to develop capacity, and this has started on specific joint initiatives. These and other parallel developments will provide a strong governance structure to underpin future partnership working.
- 3.9 The emphasis of Orkney Community Planning Partnership is to support and enable members of the Partnership to participate in the Single Outcome Agreement, proportionately to their capacity. Should any local partner or partners be unable to fulfil their obligations under this Agreement, the matter will be referred to the Steering Group for resolution. The Steering Group may request any members of the Partnership to offer support to, or accept assistance from, other members of the Partnership in order that all parties may contribute to the Agreement.

Taking informed, transparent decisions

- 3.10 The OCPP Steering Group is the main decision-making body within the Partnership. It is advised and informed by the Partnership Liaison Group and by the Council's Policy Unit. The PLG is not a decision-making body, but is regularly delegated relevant tasks, for example assessing bids to the Fairer Scotland Fund against the fund criteria. The Council's Policy Unit undertakes the Council's statutory duty to initiate and maintain community planning processes and conducts research on request for the Steering Group. All agendas and minutes of Steering Group meetings are posted on the OCPP website at www.orkneycommunities.co.uk/communityplanning
- 3.11 The inter-agency thematic groups take decisions on matters pertaining to their specialist areas, but 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.
- 3.12 Scrutiny of the Agreement and of any significant changes proposed to it will be conducted by the Council's Policy and Resources Committee, and by the respective Boards of other members of the Steering Group. All changes will be agreed by the Steering Group prior to adoption.
- 3.13 Within the Council, actions arising from the SOA will be included in the Corporate Improvement Plan and/or the individual service plans of Council

services. Service plans are scrutinised by the Council's service committees, and progress against the Corporate Improvement Plan and service plans is monitored regularly by the Corporate Management Team and the committees according to a schedule set out in the Strategic Planning and Performance Framework. Scrutiny of the schedule itself, and ensuring that it is adhered to, is undertaken by the Council's Monitoring and Audit Committee.

- 3.14 Within NHS Orkney any actions arising from the SOA will be included in its Local Delivery Plan and individual service plans, which are monitored monthly and reported formally through NHS Orkney's governance frameworks.
- 3.15 Other members of Orkney Community Planning Partnership will be encouraged to embed actions arising from the SOA into their own organisational plans and scrutiny processes.
- 3.16 Performance and progress against the targets in the SOA will be reported regularly to the Committees and Boards of all OCPP partners.

Engaging stakeholders

- 3.17 Orkney Community Planning Partnership aims to follow the ten National Standards for Community Engagement developed by Communities Scotland:
 - 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
- 3.18 Following considerable research and review of local consultation and engagement activity, the Partnership is publishing a local strategy and practical guidelines for use by all members of the Partnership. This resource will be available by 1 April 2009 and will ensure that all engagement with stakeholders in the SOA adheres to best practice guidelines.

Accountability

- 3.19 The Single Outcome Agreement does not alter the accountability of individual community planning partners to their relevant Scottish Government directorates. In the event that any partner should 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 Orkney's Scottish Government SOA liaison director for resolution.

Fairer Scotland Fund

- 3.20 Orkney Community Planning Partnership distributed its Fairer Scotland Fund resources for 2009-10 by means of a challenge fund. Applications were invited from all sectors of the community and assessed against the five principles of the Fairer Scotland Fund, the eight National Outcomes related to the FSF and the local outcomes in the SOA. The following areas of activity were selected for support in 2009-10:

Project	Applicant	Project description	£ offered
Rousay ferry hire	Rousay, Egilsay, Wyre and Gaireay Community Council	To hire the ferry MV Eynhallow six times in 2009-10 to provide transport home for islanders following community events, thereby freeing up community council funds for more diverse local projects.	2,400
Papay water scheme	Papa Westray Community Council	To provide a supply of clean, potable mains water to the north end of the isle and improve water capacity throughout the whole system.	34,308
Development trusts	Stronsay Development Trust on behalf of 12 development trusts	Capacity building funding to ensure the continuation of the development trusts and enable them to progress their development plans.	31,500
Fast Boat	Eday Partnership as lead applicant	To run a pilot inter-island transport scheme to support social and economic sustainability in the outer islands (May-September 2009).	20,148
Family group conferencing	Relationships Scotland - Orkney	To provide support for up to 20 families to help them find solutions to family issues and to enable them to make appropriate decisions and plans regarding the wellbeing of children.	45,000
Hi-FiReS	Highlands & Islands Fire and Rescue Service	To continue the HI-FiReS interactive programme for 12-15 year olds, proving training and development activities principally through Fire and Rescue related activities.	8,000

Project	Applicant	Project description	£ offered
Three Step model	Employability Orkney	To develop a "Three Step Business Model" to break the cycle of clients moving between agencies without progressing towards sustainable employment by providing a structured and supported route for those actively seeking recovery and employment.	45,600
Assistive Technologies	Orkney Library and Archive (OIC)	The project will facilitate access to library, IT and learning facilities for members of the community with disabilities. The purchase of specialised equipment combined with staff training will enable equitable service provision.	6,800
Stepping Stone project	Voluntary Action Orkney	To provide dedicated space and two staff to deliver tailored, personal and skills development and training to up to 20 young people in difficult circumstances who have left school with few or no qualifications.	77,200
Volunteer centre	Voluntary Action Orkney	Volunteer Centre core activity.	12,000
Supported learning	Orkney College	To provide a range of supported learning experiences for pupils in secondary schools who are considered to be in need of an alternative curriculum to that currently provided.	20,000
Hoy enterprise worker	Island of Hoy Development Trust	A dedicated community enterprise worker to push forward the island's wind energy project.	5,000
All projects			307,956

3.21 From 2010-11, the ring-fencing surrounding the Fairer Scotland Fund will be removed. The Council and Partnership are developing joint arrangements for the future distribution of, and accountability for, the FSF in Orkney.

Review of governance arrangements

3.22 Orkney Community Planning Partnership will review its partnership governance arrangements and practice against the Standard on an annual basis, at the same time as the SOA itself is reviewed for its annual report. Any changes will be recorded in the next revision of the Partnership Guide.

4. ONGOING DEVELOPMENT OF THE SOA

- 4.1 The process of developing future iterations of the Single Outcome Agreement will be owned by Orkney Community Planning Partnership and managed by the Council's Corporate Management Team in accordance with the Council's statutory duty to lead community planning in Orkney.
- 4.2 Changes to this Agreement may be made only by agreement of the Steering Group of Orkney Community Planning Partnership, preferably by consensus but if necessary by majority vote.
- 4.3 All members of the Steering Group will seek the agreement of their individual organisations to any relevant significant changes to this Agreement prior to the submission of those changes to the Steering Group.
- 4.4 Orkney's community planning framework provides an effective mechanism for the dissemination of information to and from partners, consultation and feedback. This is the primary purpose of the Partnership Liaison Group, which comprises representatives of the thematic groups associated with each of the key priorities of the community plan. The thematic groups have contributed most of the detail contained within the templates at section 6.4 of this Agreement. They will be invited every year to review their contributions to the Agreement and propose changes as appropriate.
- 4.5 The participation of the PLG will be a key factor in the future improvement and development of the Single Outcome Agreement.

5. PERFORMANCE AND RISK

- 5.1 All parties to this Agreement will develop effective performance and risk management arrangements in support of their commitments under this Agreement. Public sector partners will ensure that these are applied in full accordance with the principles of Best Value.

Performance management

- 5.2 The individual elements that make up Orkney Islands Council's strategic and service level planning, performance monitoring and management, and public performance reporting arrangements, are detailed in a single document, the Council's Strategic Planning and Performance Framework. The purpose of the document is to clearly specify the roles, responsibilities and processes which together make up these elements. Relevant parts of the National Performance Framework have been incorporated into the most recent edition of the Strategic Planning and Performance Framework, issued in February 2009, and the Single Outcome Agreement has been embedded into scheduled planning, monitoring and reporting arrangements.
- 5.3 Any significant actions required to fulfil commitments undertaken by the Council in this Agreement will be included in the Council's Corporate Improvement Plan and, if appropriate, cascaded to departmental service

plans and balanced scorecards. As specified in the Strategic Planning Framework, performance will be monitored via periodic scheduled reports to the Council's Corporate Management Team, Policy and Resources Committee and relevant service committees.

- 5.4 Within NHS Orkney any actions arising from the SOA will be included in its Local Delivery Plan and individual service plans, and will be monitored monthly and reported formally through NHS Orkney's governance frameworks.
- 5.5 Any significant actions required to fulfil commitments undertaken by other parties to this Agreement will be included in their own action plans and performance monitored via their usual channels.
- 5.6 During the first year of this Single Outcome Agreement, Orkney Islands Council on behalf of the Partnership will establish a system to collect and collate performance information from partner agencies relating to the SOA.

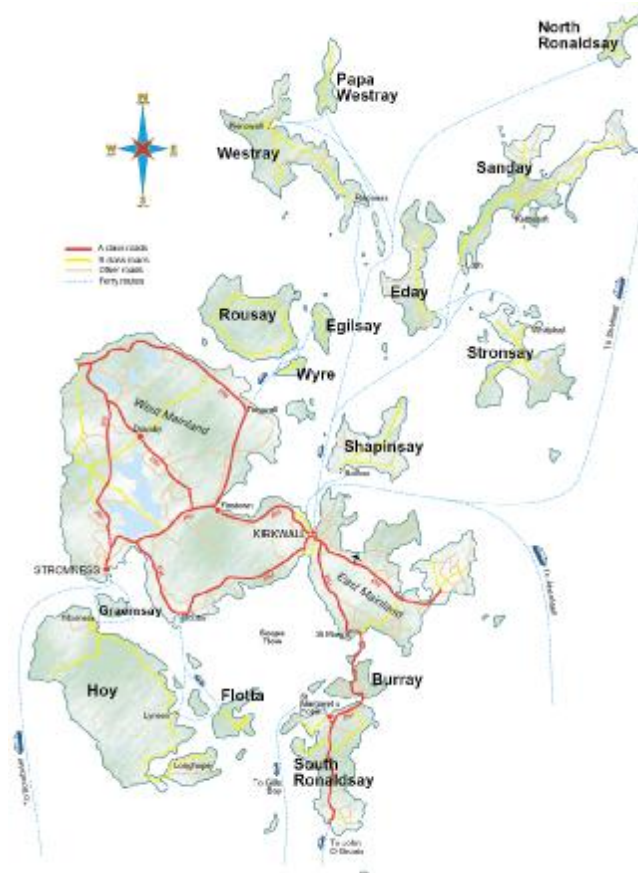
Risk management

- 5.7 Orkney Islands Council is currently working with consultants to improve its risk management strategy and corporate risk register, and develop service risk registers. The Council's corporate risk register includes generic risks relating to working in partnerships, and the actions planned to mitigate these risks. The service risk register for OIC Corporate Services addresses specific risks relating to changes in national government direction, and the establishment of shared support services with NHS Orkney, both of which are significant risk factors for the SOA. There are specific risks associated with all of the areas of work included in the SOA, which are addressed individually in the council's service risk registers and in the risk management arrangements of partner agencies.
- 5.8 As soon as the arrangements for the future (post-2010) management and distribution of the Fairer Scotland Fund have been agreed between OCPP and the Council, the Council's corporate risk register will be augmented to include the identified risks and mitigating actions associated with the Fund.
- 5.9 NHS Orkney monitors its HEAT targets using the RAG (red/amber/green) system. The actions outlined in the SOA which NHS Orkney commits to deliver will be monitored and reported in the same manner. Any aspects which give cause for concern will be escalated to the relevant Executive Lead for action and to provide updates on corrective actions taken to ensure targets are met.
- 5.10 During the lifetime of this Single Outcome Agreement, Orkney Community Planning Partnership will consider the establishment of a shared risk register and risk management strategy to address identified risks to the collective ability of the Partnership to achieve the local and national outcomes undertaken in the Agreement.

6. REPORTING

- 6.1 Orkney Islands Council undertakes, on behalf of Orkney Community Planning Partnership, to review and report to Orkney's communities on progress in implementing the Single Outcome Agreement.
- 6.2 All parties to this agreement undertake to monitor those indicators contained in the SOA which are relevant to their own activity, and to report to the Council, on request, any data necessary for the monitoring of progress and the compilation of performance reports to the Scottish Government and the local community.
- 6.3 Orkney Islands Council regularly reviews its public performance reporting (PPR) approach in the light of evolving best practice. With the new PPR requirements brought about by the SOA, the Council's approach to PPR has been reviewed during 2008-09. This review has been informed by recommendations on PPR made as part of the Council's Audit of Best Value and Community Planning, and advised by a multi-agency sub-group of the Partnership Liaison Group which was convened to implement the recommendations arising from a Partnership Best Value Review of community consultation and engagement. The outcome of the review of PPR will be detailed in the next edition of the Council's Strategic Planning and Performance Framework.
- 6.4 The annual September report on the Single Outcome Agreement will be compiled in accordance with guidance awaited from the High Level Steering Group. Public performance reports, in a more accessible format, will be prepared in parallel with the annual reports submitted to the Government.

7. INTEGRATED AREA PROFILE



The local outcomes of Orkney Community Planning Partnership are set out in paragraph 1.1 of this document, and this section will describe the reasoning and evidence behind their selection.

Orkney's community plan, *Orkney 2020—Our Vision*, sets out the six key principles which guide the work of all members of the Partnership:

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

Survival is a very real issue to a remote island community. A century ago, Orkney had a population of around 29,000, and until the turn of the last century there was a steady decline to just under 20,000. The natural growth rate of the population (births less deaths) has been negative for a decade, but the significant decline of Orkney's population predicted at the end of the 1990s has been avoided due to a rise in inward migration. Forecasts are now predicting a significant increase in the population in the foreseeable future:

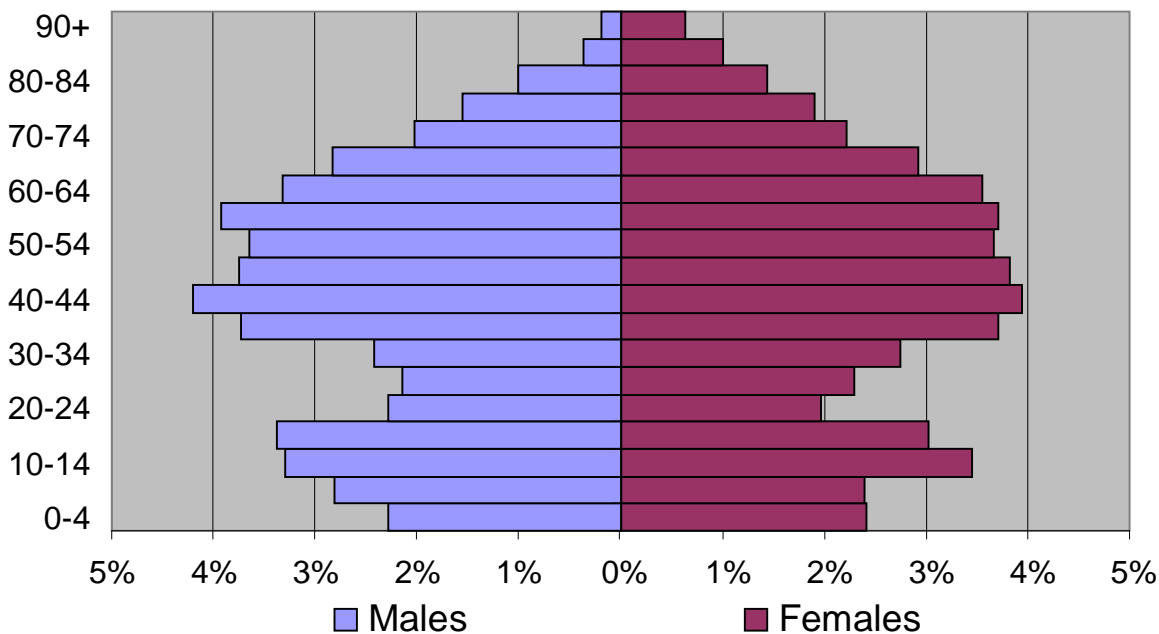
Figure 1 Population Projections for Orkney

Population Estimates	
2007	19,958
2008	20,139
2009	20,266
2010	20,403
2015	21,067
2020	21,679
2024	22,111
2031	22,686

Source: GROS Projected population of Scotland (2006-based)

The population currently displays the classic “waistband” effect caused by young people moving away to pursue higher education or careers:

Figure 2 Estimated population by age and gender, Orkney 2006



Comparison of population figures for Orkney and Scotland demonstrates that Orkney has a lower percentage of young people and a higher percentage over 45, and the gap is set to widen:

Figure 3 Population of Orkney and Scotland by Age and Sex

	Orkney			Scotland		
	% Persons	% Males	% Females	% Persons	% Males	% Females
0-14	16.6	17.1	16.2	16.7	17.7	15.8
15-29	15.1	15.9	14.3	19.1	20.1	18.2
30-44	20.7	21.0	20.4	21.6	21.6	21.7
45-59	22.5	23.1	22.1	20.7	21.0	20.4
60-74	16.8	16.6	17.1	14.4	13.9	14.8
75+	8.1	6.3	9.8	7.5	5.7	9.1
Total	100.0	100.0	100.0	100.0	100.0	100.0

Source: GROS Mid-Year Population Estimates

Figure 4 Predicted population changes (per cent) 2006 to 2021

	All ages	Children 0-15	Working age*	Pensionable age*
Scotland	4	-2	3	13
Orkney	10	-3	7	29

* Pensionable age is 65 for men, 60 for women until 2010; between 2010 and 2020 pensionable age for women increases to 65

Figure 5: Predicted Orkney population 2021

year	All ages	Children 0-15	Working age*	Pensionable age*
2006	19,770	3,579	11,908	4,283
2021	21,790	3,480	12,781	5,529

* Pensionable age is 65 for men, 60 for women for 2006 figures and 65 for the 2021 predictions.

Source: GROS Projected population of Scotland (2006–based)

Although the mainland population of Orkney has grown, almost all of Orkney’s smaller islands experienced depopulation between 1991 and 2001, of between 2% and 36% (2001 Census). Depopulation of these islands has given cause for concern for a number of years and initiatives are under way to reverse this trend. This has resulted in a number of plans and actions to help regenerate the isles, some of Scotland’s most isolated communities.

A major piece of research on population change in Orkney¹ was commissioned in 2008 by Orkney Islands Council, HIE and Orkney DASAT, and reported in April 2009. The study examined the motivations and experiences of stayers, returners, in-migrants and leavers. It confirmed that the recent reversal in Orkney’s population decline was due to in-migration, particularly on some of the isles, and found that contrary to the general view, there were higher proportions of children and lower proportions of retired people among Orkney’s in-migrants than among the long term resident population. However, recent in-migrants included a high level of non-working individuals, partly due to the difficulty, in a limited market, of couples finding two suitable jobs at the same time. The study will contribute to the future strategic planning of services to Orkney’s changing population.

The forecast changes to Orkney’s age profile—notably more older people and fewer young people—will present major challenges to all public services, particularly health and social care. This challenge lies behind the first of Orkney’s local outcomes:

1. A healthy caring community with health and social care services for all who need them

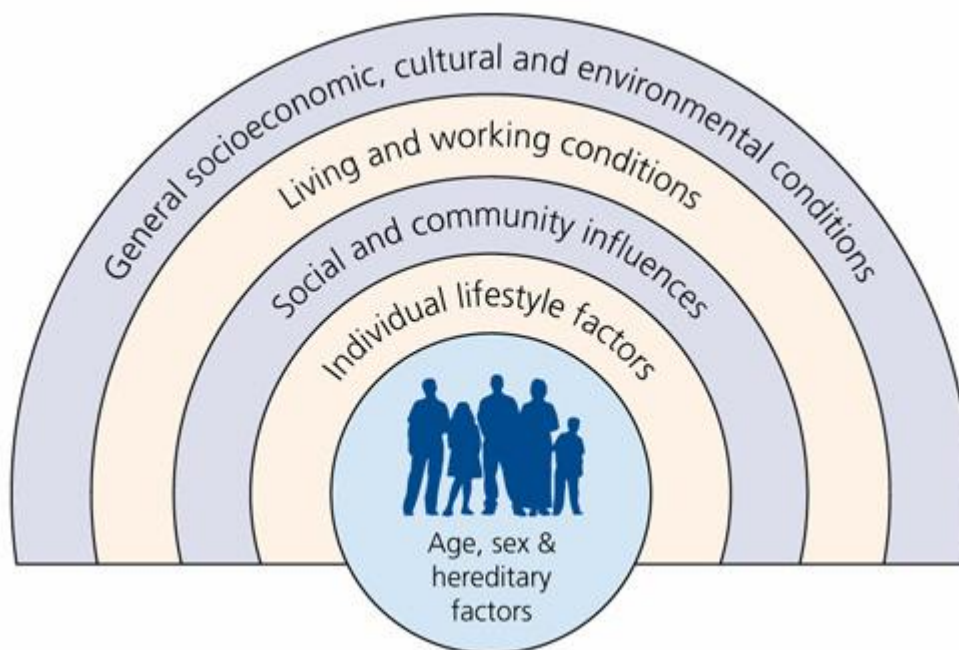
“Health promotion is the process of enabling people to increase control over, and to improve, their health. To reach a state of complete physical mental and social wellbeing, an individual or group must be able to identify and to realize aspirations, to satisfy needs, and to change or cope with the environment. Health is, therefore, seen as a resource for everyday life, not the objective of living. Health is a positive concept emphasizing social and personal resources, as well as physical capacities. Therefore, health promotion is not just the responsibility of the health sector, but goes beyond healthy lifestyles to wellbeing.”

World Health Organization, Definition of Health Promotion, Ottawa Charter

¹ Orkney Population Change Study, Hall Aitken, April 2009

Most of our residents enjoy good health with male and female life expectancy better than the Scottish average. Indeed, Orkney has amongst the highest female life expectancy of all 40 Community Health Partnerships in Scotland. An overarching priority is addressing inequalities in health in all our communities and in those facing remote and rural deprivation and poor access. Further key priorities are mental health and wellbeing, tobacco use, obesity, sexual health and the effects of alcohol on individuals and communities. A focus for the future will be further developing anticipatory care and empowering communities to improve and sustain their health.

Figure 6: What determines health?



Based on Dahlgren, G., Whitehead, M (1991); Policies and Strategies to Promote Social Equality in Health, Stockholm: Institute of Futures Studies

An estimated 21.7% of adults smoke, which is significantly lower than Scotland as a whole (27.3%). There have been 23 recorded alcohol related deaths in the last five years, and the proportion of the population hospitalised for alcohol related and attributable causes is significantly higher than the Scottish average. By contrast, the proportion of the population hospitalised for drug related conditions is significantly lower than average.

For coronary heart disease, and emergency admissions, the proportions of the population hospitalised are significantly lower than the Scotland average. The road traffic accident casualty rate, and the rate of unintentional injuries among older people in the home, are both slightly worse than average. However, expected years of life in good health are significantly better than Scotland for both males (70.3 compared with 66.3) and females (76.1 compared with 70.2). The area is either significantly better than, or not significantly different to, Scotland for all mental health & function indicators; for example, the rate of psychiatric hospital patients is less than half the Scottish average.

Compared with Scotland, Orkney has a significantly higher percentage of lone pensioner households, but a lower percentage of providers of unpaid care for over 20 hours a week

(2001 Census). There is a significantly higher than average percentage of older people with intensive care needs cared for at home, rather than in residential care homes/long-stay hospital beds (42.0% compared to 29.2% Scotland-wide). Results from the Council's local household survey (2008) show that whilst 89% of people felt that caring for the needs of older people was important, only 54% were satisfied with the service. A joint build programme is under way which will see the establishment of up to 40 new care places, provided through residential accommodation and supported housing facilities, the development of a new hospital and a range of accommodation for people with learning disabilities.

Childhood immunisation uptake is currently lower than the Scottish average but work is being done locally to ensure that the administrative processes to collect and collate the local data are improved. A lower percentage of mothers smoke during pregnancy (16.0%) than Scotland-wide (24.3%). Over two-thirds of primary 1 children are free of significant dental decay, the best CHP figure in Scotland. Orkney is investing in the future health and wellbeing of the community through the partnership's work in Schools, Integrated Children's Service Plan, Sexual Health and Relationship strategy, Childsmile work and Child and Adolescent Mental Health work. For children in pre-school and at school there are very good opportunities to learn about healthy lifestyles, and all schools are in the process of achieving Health Promoting School accreditation.

Orkney's Integrated Children's Service Plan includes a range of services for children and young people. The Triple P parenting programme, Home Start and Home Link services all work towards enhancing young children's mental health and resilience. Orkney has Scotland's highest number of registered childminders by population, ensuring day care is provided by trained, regulated and supported professionals. This is an important enabler for freeing others into the workforce as well as securing a good quality of experience for children. An analysis of early years work already demonstrates strengths in range and quality of play opportunities, family learning opportunities, engagement and empowerment. More coherent leadership arrangements have been established within the community planning process and the local strategy is being reviewed and aligned with the Early Years Framework, with an intention to refocus on early intervention and targeted support projects.

The third sector in Orkney has a recognised role in care and support to people and provides a range of services including Homeaid, Good Day calls, Carer Assessments and support, mental health drop in and befriending services, community transport, advocacy, community care alarms, supported accommodation and volunteering, the latter particularly for those suffering from substance misuse and/or mental health problems. The Council and NHS Orkney are working with third sector partners to progress innovative services which contribute towards equitable local access. New technology includes the introduction of Telecare into people's own homes and the User Defined Service Evaluation Tool (UDSET) which captures information on service user's satisfaction.

The forecast changes to Orkney's demographic profile and the need to ensure the community's future sustainability will create additional challenges for Orkney's housing providers, leading to Orkney's second local outcome:

2. Everybody in Orkney has a suitable home

Orkney's geography creates distinct communities including relatively small populations in its inner and outer islands. Ensuring these communities receive housing services tailored to meet their particular needs presents a challenge for the Council and its partners.

The increasing demand for housing is reflected in the occupancy rates of housing in Orkney. Although lower than the Scottish average, there is a general trend of increased occupancy in recent years. Orkney has one Registered Social Landlord (Orkney Housing Association Ltd) operating within the local authority area, a significant number of private rented properties and, at 72% one of the highest levels of owner occupation in Scotland (compared to the Scottish average of 63%). The Private Sector House Condition Survey in 2008 revealed that 5.8% of Orkney's housing was below the tolerable standard, with a further 6.2% showing signs of serious disrepair. The cost of bringing the County's Housing up to standard is estimated at £34 million. One third of Orkney's households are experiencing fuel poverty, the second highest level in the Country.

Demand for rented housing remains high, with more than 600 people on the Common Housing Register, and homeless presentations, whilst declining over the past 2 years, remain a matter of concern. A particular focus for the Council is preventing homelessness through the active intervention of the Council's housing advice and information service. Average house prices in Orkney, as elsewhere, have risen dramatically in recent years, placing home ownership beyond the reach of many local people. House prices locally rose by an incredible 91% between 2002 and 2006, well beyond the national average of 65% (Communities Scotland, 2007) whilst average weekly wages increased by just 8% between 2004 and 2006. Orkney Housing Association completes on average 50 new affordable homes per year for rent and low cost home ownership.

Providing enough housing of the correct tenure, and in the right locations, supports economic development and sustains communities. This means ensuring that enough land is available in locations which are accessible to a range of essential services and local amenities. The planning system provides the mechanism for engaging local communities and establishing a strategic framework for directing new development to meet these objectives. Key to this, and to ensuring that new developments are well-designed and sustainable, is revision of the Council's Local Development Plan. Early work has been done to undertake Kirkwall and Stromness Urban Design Frameworks (Masterplans). Work to review the range of issues and options which will affect future development patterns in Orkney is also underway, including a review of Housing in the Countryside policy. In addition to the rate of new house building, the Council as planning authority is aiming to ensure that new buildings are of a high quality design, including factors such as energy efficiency appearance of buildings and the accessibility of services. Other Council-led activities such as the Stromness pierhead regeneration project demonstrate investment meeting this local outcome.

Orkney's geography also presents a complex challenge for transport providers, leading to the community plan's third local outcome:

3. An effective and efficient transport network that supports the economic vitality, community well-being and environmental integrity of all Orkney

Transport is crucial to the sustainability of Orkney. The archipelago lends itself to a 'hub and spoke' provision of services with internal and external ferry and air services, and bus

services. The nature of scattered rural housing means that providing an efficient public bus network is difficult, making car ownership unavoidably high. The Council is responsible for inter-isles ferry and air services, with the latter provided through a Public Service Obligation contract with a private operator. Many aspects of public service delivery impact on transport, for example timetable changes due to working time directives and the increased use of air transport for teachers, which has a knock on effect of reducing the availability of seats on flights to communities. These services are vital for the economic and social sustainability of the isles.

Lifeline external ferry services are subsidised by the Scottish Government-financed Public Service Obligation for the Northern Isles and provided by private operators, and as such use modern up-to-date ferries. Recent STAG analysis found that the internal ferry services are using vessels with an average age in excess of nineteen years, with poor accessibility and limited capacity – these vessels transport all items needed for an outlying island to survive, and return with exports from that island that enable remote businesses to operate. Outside normal operating hours, the internal ferry service may be called upon to provide emergency back-up for the transportation of urgent medical cases from outlying islands—mainly those without airstrips where an air ambulance could land—to the Orkney Mainland. Road Equivalent Tariff (RET) trials are currently being undertaken on Western Isles ferry routes and it is anticipated that once the results are known, any benefits will be made available to both internal and external ferry operators serving Orkney.

The third sector contributes to community well-being through the provision of Orkney Disability Forum's community transport services, notably Dial-A-Bus. A pilot computer based booking system is being introduced by Orkney Dial-A-Bus.

A number of other current transport issues impinge on Orkney's sustainability:

- Innovative approaches to transport connectivity are being considered across Orkney
- Kirkwall was recently named as one of seven towns to be awarded the funding and support package to become a Sustainable Travel Demonstration Town. The Scottish Government will provide £762,000 in total for the three year project which will bring together the active travel and health agendas.
- Recent increases in visitor numbers (particularly from cruise liners) have raised the issue of sustaining a balance between access to and preservation of heritage sites

The balance between economic and environmental sustainability calls for careful management in Orkney, summed up in our next local outcome:

4. A natural environment which is protected, enhanced and sustainably managed to combat climate change

Orkney's rich and distinctive natural heritage has been shaped by the underlying geology, the oceanic climate and by its land use history. The dramatic coastline of cliffs, rocky shores and shallow bays rises through gently undulating farmland, interspersed with lochs and wetlands, to heather clad hill tops. This landscape supports an exceptional range of habitats and species of international, national and local importance. Much of this land is designated for conservation – through European designations such as Orkney's six Special Areas of Conservation (SACs) and 13 Special Protection Areas (SPAs); national designations including 36 Sites of Special Scientific Interest (SSSIs); plus a network of sites designated for their value at a local level. A substantial proportion of the economy is

dependent on a healthy natural heritage, including agriculture, tourism, outdoor recreation, fishing and aquaculture.

Managing Orkney's land for biodiversity benefits, as well as economic benefits, is key to Orkney's sustainable future. Of particular importance is management that restores, conserves, enhances and connects habitats and species for which Orkney is a significant stronghold and also identified as a priority in UK, Scottish and Orkney Local Biodiversity Action Plans. In addition management is required to restore or maintain the special features of Orkney's nationally and internationally important nature sites (SSSIs, SACs, SPAs, and Wetlands of International Importance or Ramsar sites). Environmental education and awareness raising are recognised as fundamental to sustainable development.

Orkney's long and intricate coastline is a key feature of the county's natural environment and is vulnerable to sea level rise and coastal erosion. Maintaining and enhancing coastal habitats such as saltmarsh, machair, sand dunes, and vegetated shingle is important in terms of their intrinsic value, but also in providing crucial natural sea defences. Actions for these habitats are prioritised in the current Orkney Local Biodiversity Action Plan.

Orkney has many small lochs and water courses, a number of which do not meet the size criteria for inclusion in Water Framework Directive classification. It is a key priority of local partners such as SEPA, SNH and RSPB to prioritise these small water bodies for action. Of Orkney's larger water bodies, it is anticipated that by 2015, lochs will show a significant improvement. SEPA will assess improvements to the water environment by ongoing monitoring.

In general air quality throughout Orkney is very good, there are no significant threats to air quality standards, and no Air Quality Management Areas. Orkney Islands Council has signed up to Scotland's Climate Change Declaration and the Council has a Carbon Management programme with a target to ensure the Council's carbon emissions are reduced by 11% by 2014.

Orkney's coast and seas are essential to the future of the outstanding sea bird colonies of the islands. 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. There is no short-term solution to this problem but, by ensuring that any other unnecessary pressures on seabirds are minimised—for example, by means of the measures being proposed in a Marine Bill—it is hoped that, should a solution to global warming be found, conditions will be in place for the seabirds to recover.

Orkney is heavily dependent on fossil fuels for the operation of its crucial transport links on and between the islands, while the dispersed nature of the community means a high dependence on private cars. Traditional industries in Orkney also depend on fossil fuel sources of power. Orkney therefore has a special interest in the development of alternative fuels and energy sources. Meanwhile, promoting energy efficiency is helping to reduce Orkney's carbon footprint. The Orkney Energy Agency and Keep Orkney Warm are centres of expertise, advice and assistance on energy efficiency matters. The third sector contribute further through the Isles Development Trusts, particularly their work on renewable energy.

Waste management is an important part of the sustainable use of natural resources. Being a geographically remote area, with a highly dispersed population, the costs of collecting segregated waste and accessing national markets for recycle are extremely high, and the logistics particularly complex. The Council was a key partner in the development of the Orkney and Shetland Waste Plan, and it has achieved the highest level of waste diversion from landfill amongst Scottish local authorities, with most household waste going to the waste-to-energy plant in Shetland. Reducing waste generation and increasing recycling yet further is desirable to reduce the waste transported to Shetland for incineration. Options for more sustainable waste solutions for the outer isles are under exploration. A community driven initiative, Orkney ZeroWaste, has been set up to promote the elimination of waste at source.

Orkney has very extensive renewable energy resources of wind, wave and tide and has the potential to be self sufficient in terms of energy production and contribute to national targets. Renewables will be a major contributor to another local outcome:

5. Orkney's people and businesses achieve their full potential on a long term, sustainable basis

The economic downturn prevailing across Scotland will inevitably affect Orkney too. Already the Kirkwall branch of Woolworths has closed, with the loss of 38 jobs, despite being one of the most profitable in the UK. Since the start of January 2009, Orkney's JobCentre Plus has seen an increase in new registrations, but vacancy numbers are healthy and the numbers moving into work are as good or better than last year. The local Partnership Action for Continuing Employment (PACE) group ensures local agencies deal with potential/proposed redundancies quickly and effectively. The building trade has experienced a sharp decline in new business, which the Council plans to mitigate by buying up new unsold houses to help meet its target of supplying 100 additional units of social housing per year until 2013. Orkney's Tourism Strategy Group is putting considerable effort into the local market for national events such as the 2009 Homecoming, and in promoting Orkney as a first destination for UK holidaymakers cutting back on foreign travel. In general the Partnership is cautiously optimistic regarding Orkney's prospects of weathering the downturn. There is no room for complacency, however; a view reflected in the Steering Group's recent decision to set up a Task Force to co-ordinate local action in response to the recession.

Orkney has—relatively at least—a growing economy compared to Scotland as a whole. However, oil shipments through the Flotta terminal, a mainstay of the local economy for the last 30 years, have been falling steadily for some years, and Orkney is exploring alternative options to capitalise on the islands' natural resources. There is a great deal of potential for business opportunities in the field of renewables. Orkney is at the forefront of world wave and tidal energy research with the European Marine Energy Centre. Other plans include promoting Scapa Flow as a possible base for an international container trans-shipment hub, which will contribute to the long-term sustainability of Scotland's maritime economy. Both these opportunities are acknowledged in the Scottish Government's National Planning Framework document. There is a requirement for the Council to make provision for the Container Hub through the Local Development Plan. In 2007, Orkney Islands Council spearheaded the world's first ship-to-ship transfer of liquid natural gas at anchor, a successful trial which could generate significant additional business.

Business start-ups in Orkney are higher than in Scotland as a whole. A total of 434 new businesses have been set up in Orkney during the past 5 years (data is not available on the inevitable failures or closures during the same period). Fishing and farming remain a significant feature of Orkney's economy, and key growth sectors include quality food and drink, tourism, shipping and renewables. The Council's Environmental Health, Trading Standards, and Development Management services maintain excellent relationships with the local business community, including contributing to developing these important key growth sectors. The third sector contribute to sustainable economic growth through their commitment to support and develop social enterprises through Orkney's Local Social Enterprise Partnership (LSEP). Work towards a shared Business Gateway is underway, and expected to be in place in the coming year. The local tourism industry is of national importance due to Orkney's world renowned attractions, and an estimated 127,000 visitors annually input around £26.5m to Orkney's economy (TNS 2004-05). There is local concern that the exclusion of Orkney from the Road Equivalent Tariff (RET) pilot scheme will disadvantage its economy, and it is hoped that the scheme will be extended at the earliest opportunity.

While unemployment in Orkney is very low at 1.1%, and less than half the Scottish average (Office for National Statistics, 2007), productivity is low compared to Scotland as a whole, partly due to Orkney's reliance on seasonal tourist businesses (HIE, 2007). Consequently, Orkney's average gross weekly earnings are 10% lower than the Scottish average. Small firms cannot achieve the economies of scale of large businesses, while Orkney's geography creates distance from markets. The Council provides financial assistance to new business start-ups in manufacturing for export, tourism facilities, and goods and services where the market is primarily outwith Orkney. The main aims of Orkney's Economic Strategy—increasing exports, business diversification and increasing local wages—will be pursued over the SOA period.

The economic importance of agriculture locally is highlighted by a total workforce in 2007 of 2,020 (more than 10% of the population) but almost all breeding herd sizes have decreased between 2006-07. There has been a significant rise in employment in the construction sector over recent years, but with recent economic downturns this is expected to halt rapidly. The public sector remains Orkney's largest employer. Maintaining local delivery of public services is considered vital, but there are recruitment difficulties with regard to specialist posts. The second largest employment sector is 'distribution, hotels and restaurants' which underlines Orkney's dependence on tourism related employment.

Ensuring the continued success and vitality of our town centres is also an important objective for Orkney. Kirkwall and Stromness town centres in particular offer a range of shops and services and a unique environment which is an attraction for Orkney residents and tourists alike. The establishment of Town Centre Partnership Groups in both towns is seen as an opportunity to ensure a shared sense of purpose and enterprise to ensure the continued health of these town centres. Kirkwall Town Centre Partnership is exploring the possibility of establishing a Business Improvement District for central Kirkwall. This would act as a mechanism for drawing in additional funding and investment to the town centre, and in developing working partnerships between all stakeholders in the town centre.

There is a keen nucleus of local partners whose priorities are to enhance employment opportunities for all. An employability forum comprising the public sector, third sector and individuals is seeking to increase the level of opportunities for employment and volunteering

for disadvantaged people. Third Sector organisations can lobby on behalf of those that are unable to do so themselves and can have a role in challenging what is happening and encouraging change. They also contribute to encouraging individuals to return to work and provide tax credit and employment advice. Orkney's Employability Strategic Group has identified a need to measure the level of current employment of workers with disabilities, and to promote the benefits of a diverse workforce to the public sector and in turn demonstrate good practice to other local employers.

The Partnership's value of [promoting equality](#) applies to all of its local outcomes, but particularly to Orkney's people achieving their full potential. 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. This means working to promote equal opportunities for all, at the same time recognising the potential impact of discrimination based on age, disability, gender, ethnic origin, religion and beliefs, language, sexual orientation or income. Orkney Community Planning Partnership relaunched its Equalities Forum in 2008 and embarked on a local programme of awareness-raising and promotion of equality and diversity. An early success was the well-attended Diversity Conference held in March 2009, with representation from the Equalities and Human Rights Commission, the Black Leaders Network, LGBT Youth and local groups.

The Council has increased its capacity to address equalities with the appointment of a Policy Officer (Equalities) in April 2009. A major part of the brief for this new post is to assist services to mainstream equalities considerations as part of their everyday business. An indicator of Council progress is the newly obligatory inclusion of information on equality impacts in committee reports relating to new or changing policies, plans or procedures.

Many local organisations actively campaign on equality issues and are the drivers for implementation and improvement of equalities legislation. One example of this is challenging the image of our growing older population as a 'burden'. Older people in Orkney are indispensable to many local organisations, as demonstrated by volunteering statistics.

A major equality issue in Orkney is access to services. The Scottish Index of Multiple Deprivation (SIMD) ranks even the relatively accessible causeway-linked islands of Burray and South Ronaldsay within the most geographically deprived 10% in Scotland. Aspects of health and social care are provided only on the Scottish mainland, requiring those in need to travel for medical treatment. On the isles, all of these challenges are magnified by their separation from the Orkney mainland. Other factors that affect equitable access to services are low income, lack of broad range of properly paid employment opportunities/training, low literacy/numeracy levels, poor health, disability, family circumstances/background and negative attitudes to specific groups, whether real or perceived.

It is anticipated that the Single Equality Bill will facilitate rationalisation of the statutory equality duties of partners and enable them to concentrate on addressing local equality priorities. In support of this, Orkney Equalities Forum is seeking to explore methods of recording incidents of discrimination, to monitor people from minority groups accessing services, identify the barriers that prevent people from accessing services through consultation, and to increase accessibility to public services by improving physical access and communication. Equalities issues in rural areas present distinctive challenges, which the Partnership will continue to explore with support from the Highlands and Islands

Equalities Forum, the Equalities and Human Rights Commission and the Scottish Human Rights Commission.

Equality of opportunity is a central tenet of Orkney's next local outcome:

6. A learning culture in which everyone develops: enthusiasm & motivation for learning; determination to reach high standards of achievement; an openness to new thinking and ideas

Educational attainment in Orkney is strong, with the second highest percentage in Scotland of pupils in the last year of education achieving five or more Standard Grade Awards at level 1-3. The Education Service Improvement Plan aims to maintain these high standards whilst meeting new Scottish Government manifesto commitments, and developing wider achievement measures. The Council is progressing a substantial schools investment programme which will deliver 21st century premises for two of Orkney's largest schools by 2012.

There are over 30 partner organisations in the Orkney Learning and Guidance Forum (OLGF), whose aim is to integrate services by working in partnership to facilitate effective referral and signposting between Orkney learning and guidance practitioners. Careers Scotland, the Scottish University for Industry and key skills elements from Scottish Enterprise and Highlands and Islands Enterprise were brought together to form Skills Development Scotland in Orkney. A key issue for all these agencies in Orkney is encouraging community development by delivering services to rurally isolated communities through e-guidance and clinics.

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 and 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.

The growth in higher education, which brings direct and indirect economic benefits, is a noteworthy feature of the economy in recent years, both at Orkney College (part of the UHI Millennium Institute) and at Heriot Watt's Stromness Campus. These two institutions focus on areas of strength in the local economy, including agronomy, archaeology, cultural studies, Nordic studies and renewable energy.

Orkney's Integrated Children's Services Plan is based upon themes linked to the Government's vision for all children in Scotland: safe, nurtured, healthy, achieving, active, respected and responsible, and included. The plan seeks to address issues raised in evaluation, and sustain services that are already helping to deliver good outcomes. Young people were consulted extensively in preparing the plan by Orkney Young Scot, who have also enabled the involvement of young people in local and national forums including the Scottish Youth Parliament. The Education Authority in its commitment to implementing a Curriculum for Excellence will provide support to develop cross-curricular projects, professional learning opportunities, collaborative projects, and build e-learning links.

The Education Authority will also pilot a system of early identification of pupils at risk of disengagement from education, employment or training. The third sector contribute to

supporting this group through youth development provision and volunteering opportunities as alternatives to mainstream education. The Partnership is targeting Fairer Scotland Fund resources towards initiatives designed to deliver "More Choices, More Chances" to young people.

Orkney's identity is inseparable from its cultural heritage, which makes a significant contribution to its economic sustainability and warrants a local outcome of its own:

7. Enhanced cultural activity enabling heritage, arts and sport to grow and thrive in Orkney

Orkney and Shetland bring a unique blend of Scandinavian and Scottish to the national identity. This is reflected in the historic environment which for most people in Orkney represents the place in which they live, 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.

Local support for heritage, arts and sport is backed up by multi-voiced partnerships across institutions and agencies, locally, nationally and internationally. 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. The outer-isles have small but fascinating visitor centres, scenic wonders like the Old Man of Hoy, a famous sea stack, magnificent cliff scenery, seascapes and wide open skies. Other fascinating sources include oral history, geneology, stories by the fireside, old customs, crafts and festivals often connected to Orkney's Norse heritage, all with potential for future development.

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. The museums managed by the local authority have secured Museums Accreditation status and many other museums are working towards accreditation. The Orkney Library and Archive records, retains and preserves much of our cultural heritage. Orkney College's Centre for Nordic Studies is a focal point for the study of Orkney's cultural and linguistic heritage. Current local projects include an archive of traditional Orkney song, and the EU funded storytelling/living history project "Sagalands", plus the planned 2011 Islands Year of Culture. Annual events include the Orkney Folk Festival and ceilidh weekend, and the Christmas and New Year's men's and boys Ba' games. The third sector in Orkney is a key contributor and supporter of the arts, music, leisure and community organisations that enrich the lives of residents.

Orkney recently launched their Physical Activity and Sport Strategy (PASS) for the period of 2008 – 2010. The overall vision is to have "a community which values, develops and encourages sport and physical activity whether it be at recreational, competitive or elite level". In order to achieve its vision, PASS outlines five key themes: Increase Participation; Access, Provision and Management; Well Trained Workforce; Strengthening Pathways and Improving Performance; and Planning and Partnership.

Orkney continues to be 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. The arts will play an essential role in Orkney's future economic growth. Orkney's new 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. Priorities of the plan include major capital developments such as the creation of a new theatre as part of the new Kirkwall Grammar School and the inclusion of a Writers' Centre in the new Stromness Library. 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.

Scotland is an outward looking, sea-faring, coastal nation, and the archaeology of Orkney reflects this. For at least eight thousand years, Orcadian identity has been formed by Orkney's people, living and working in its landscapes and seascapes through time. Orkney's archaeological resource is of international importance, and its place in the centre of a maritime world stretching from the North Sea to the North Atlantic is attested by cultural connections linking Orkney at different times to Ireland, Brittany, Iceland, Norway, the Low Countries or Canada. An outstanding example is the area of the UNESCO inscribed World Heritage Site "The Heart of Neolithic Orkney".

Orkney has more than 3,000 recorded archaeological sites and monuments, two rural conservation areas – the Heart of Neolithic Orkney World Heritage Site and Eynhallow - plus four urban conservation areas: Stromness, St Margarets Hope, Balfour Village, and Kirkwall. Orkney has over 10% of all listed buildings in Scotland. The sunken German fleet (WW1) is internationally important and an essential focus of Orkney's sport diving industry. 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. Orkney is seeking to work locally and with government to reduce losses due to coastal erosion. Orkney has a strong research base through the Council's archaeology service and Orkney College.

8. A community where everyone may live, work, visit and play safely, without undue fear of risk or harm

Orkney is one of the safest places to live in the UK, with some of the lowest crime rates and highest detection rates in the country. In 2007-08, Orkney had a crime rate of 210 per 10,000 of the population compared with the Scottish rate of 749 per 10,000 of the population (Scottish Government). In a 2007 police survey 98.5% of respondents in Orkney rated the area within 15 minutes of their home as very safe or fairly safe (Northern Constabulary, 2007). While Orkney has one of the lowest drug misuse rates in Scotland, excessive alcohol consumption is a significant factor in criminal convictions.

To maintain or improve this quality of life, Orkney will reduce crime rates by developing multi-agency harm reduction measures utilising the skills of partner organisations, more effective recording, reporting and sharing of information, where lawful and appropriate, and implementing these structures through partnership working. OCPP supports the Northern

Community Justice Authority in its efforts to ensure that nationally approved offending behaviour programmes designed for use in the community take account of the specific needs of rural and island areas.

Road accidents statistics tend to fluctuate due to the small numbers involved. Orkney has achieved a reduction in fatal and serious injuries arising from road traffic collisions—meeting two of the three national targets for 2010—and now needs to reach the third target of reducing the slight casualty rate.

Flooding and coastal erosion as a result of severe weather in recent years is a reminder that incidences of flooding may in future become more frequent in Orkney. SEPA's Indicative River and Coastal Flood Map (Scotland) indicates areas which are at risk of flooding and will enable effective planning. The Council ensures new developments are flood risk assessed, and has also established a multi-agency Flood Liaison and Advisory Group (FLAG). A working group which will liaise with the FLAG is being set up to take forward issues relating to the Peedie Sea and lower Kirkwall area ahead of the Flood Risk Management (Scotland) Bill. As planning authority, the Council is also responsible for ensuring that development of new housing, business and public spaces is safe and welcoming. Within the home, Highlands and Islands Fire and Rescue Service have carried out in excess of 500 Home Fire Safety Risk Assessments locally using the Fire Service Emergency Cover software, referrals from partner agencies and local knowledge, and provided replacement electrical goods.

Third sector organisations work with some of the most marginalised and at risk groups in Orkney. The local Domestic Abuse Forum is developing a local strategy joining up the relevant plans in respect of violence against women. The Third Sector is leading the way in the use of alternative communication methods to reach young people at risk, and provide a range of inclusive services which are complementary to statutory provision, including befriending, young carers, young people's advocacy, volunteering, domestic abuse services/Respect Programme, counselling, home visiting scheme, mental health services, Samaritans and supported social clubs.

The overall good quality of child protection services in Orkney has been evidenced by Her Majesty's Inspectorate for Education. The need to improve support for looked after children is recognised, in particular the need for children to remain in the locality – the Integrated Children's Service Plan prioritises "improving Orkney's performance as a corporate parent". It is also important to ensure mechanisms are in place for adults in need of protection, and joint work is ongoing in this respect. A key action from the Council Plan 2008-13 is to develop a range of housing with extra care and support for those with particular needs including older people, homeless, young people leaving care and people at risk of offending.

The Council has an important regulatory role to play in relation to community safety: controlling antisocial behaviour, traffic management, public health, itinerant traders, dangerous or defective buildings, as well as ensuring building standards. These regulatory services work closely with the Northern Constabulary and other partners in areas of mutual concern.

Orkney has a number of inter-agency forums concerned with safety:, including the Community Safety Partnership, the Local Emergency Co-ordinating Group, the Road Safety

Forum and Orkney DASAT (Drug, Alcohol and Smoking Action Team). A recent example of partnership working was the production of a learning DVD on school bus safety, targeting both children and drivers, which has achieved wide penetration both locally and outwith Orkney, and will therefore contribute to achieving both local and national outcomes.

8. OUTCOMES AND COMMITMENTS

National Outcome 1 - We live in a Scotland that is the most attractive place for doing business in Europe.				
<p>Local context: Access to finance is difficult in the current climate, which threatens business sustainability. Orkney has already witnessed a detrimental effect on the retail sector with a number of job losses and a joint team (from HIE and Job Centre+) has established procedures to deal with this locally. The Council is accelerating its capital programme to support local industry, and has met with building contractors to discuss local action, as well as alleviating some trade pressures by buying up new unsold houses to help meet its social housing targets (see National Outcome 10).</p> <p>Orkney's strategic location and wealth of natural resources are a key contributor to Scotland's success in global markets. Orkney is at the forefront of world wave and tidal energy research with the European Marine Energy Centre. Orkney itself and Scapa Flow in particular are in an important strategic location, and plans include promoting Scapa Flow as a possible base for an international container trans-shipment hub, which is featured within Scotland's National Planning Framework and will contribute to the long-term sustainability of Scotland's maritime economy.</p> <p>Productivity in Orkney is low compared to Scotland as a whole, partly due to the seasonality of the tourism trade, but also the prevalence of small firms, lack of economies of scale, and our geographical distance from markets. The tourism industry is of great importance locally, and nationally, due to Orkney's world renowned attractions (see national outcomes 12 and 13). Orkney's Tourism Strategy Group is putting considerable effort into the local market for national events such as the 2009 Homecoming, and in promoting Orkney as a first destination for UK holidaymakers cutting back on foreign travel (www.visitorkney.com/celebrate). These key industries are dependent on an underlying healthy natural environment. Fishing and farming remain a significant feature of Orkney's economy. Ensuring the sustainability of primary industries underpins key growth sectors which include quality food and drink, tourism, shipping and renewables.</p> <p>Orkney's Economic Strategy centres around increasing exports, business diversification and increasing local wages. Business start-ups in Orkney are higher than in Scotland as a whole. Work towards a Business Gateway is underway with Highlands and Islands Enterprise and the Council is also linking with HIE in Orkney and Voluntary Action Orkney to support the further development of social enterprises. The Council provides schemes of financial assistance to new business start-ups in eligible sectors (manufacturing for export, tourism facilities, and goods and services where the market is primarily outwith Orkney).</p>				
Local Outcome/s	Indicator/s (noting frequency / type / source)	Baseline	'Progress' target/s	'End' target/s & timescale/s
Orkney's people and businesses achieve their full potential on a long term, sustainable basis				
Orkney's fragile communities have a sustainable economic base	1.1 Rate of new business start ups - VAT registrations per 10,000 adults (ONS IDBR available on www.sns.gov.uk)	2004 – 37 2005 – 44 2006 – 36 2007 – 31	Match Scottish rate (35 in 2007)	Match Scottish rate
Orkney's economy is fully integrated within the global economy	1.2 Gross Value Added per head (by NUTS 3 area at current basic prices – ONS www.statistics.gov.uk)	2003 – £12,070 2004 – £13,333 2005 – £13,754 2006 – £14,640	2009/10 – Increase to 82.5% of Scottish rate	2010/11 – Increase to 85% of Scottish rate
A culture of enterprise which provides the right economic conditions for businesses to achieve dynamic and sustainable growth	1.3 Net stock of VAT registered enterprises in a local authority area on an annual basis (BERR statistics reported in Orkney Economic Review)	2004 – 1,420 2005 – 1,400 2006 – 1,435 2007 – 1,425	Maintain baseline – 1,425	Maintain baseline – 1,425

	1.4 Maximise grid export capacity for renewable energy	2007 – 35 meg	2009/10 – 40 meg	2010/11 – 45 meg
<p>Brief links to relevant plans or other commitments of the local partners to support delivery of these outcome/s</p> <p>Economic Strategy for Orkney Orkney Islands Council Corporate Strategic Plan 2008-13 Highlands and Islands Enterprise Operating Plan 2008-11 Local Development Plan (currently under review) Scottish Government Economic Strategy Rural priorities for Orkney and Shetland (Scottish Rural Development Programme)</p>				

National Outcome 2 - We realise our full economic potential with more and better employment opportunities for our people.

Local context:

Orkney has high employment but low average income so generating better paid employment is important. The public sector remains our largest employer, and maintaining local delivery of public services is critical in relation to service improvement and public focus (see National Outcome 15). There are recruitment and retention difficulties in some professions, particularly health and social care, and it is important that local learning and development support these needs. The economic importance of agriculture and tourism is significant, but brings challenges in relation to sustainability, underemployment, and seasonality of employment. The effect of the recent economic downturn is beginning to show locally, but difficult to quantify as yet. The retail and construction sectors have demonstrated redundancies and declines in business; since the start of January 2009, Orkney's JobCentre Plus has seen an increase in new registrations, but vacancy numbers are healthy and the numbers moving into work are as good or better than last year.

Sustainable development is important for Orkney industry and new industry is crucial to creating that sustainability. We need to explore alternative options for sustainable use of our natural resources, and create better paid employment through targeted assistance to business expansions in the knowledge and technology sector including renewables, agronomy and value added fields or other new industry (see national outcome 1).

Changing demographics mean we need to attract more people of working age to live and work here. New industry would also attract new residents to the islands, aiding a desired increase in population. The outer isles have formed a number of development trusts to tackle issues related to the sustainability of our smaller, more remote communities. To give the best chance of attracting new employment opportunities it is essential that the cost of travel within and to Orkney is not a deterrent to attracting inward investment.

*The **Fairer Scotland Fund** will provide £20,148 to support a pilot inter-island transport scheme to support social and economic sustainability in the outer islands, the most fragile communities in Orkney. Since internal ferry services moved to a hub and spoke system 16 years ago island communities have become isolated from each other and opportunities for joint working to address social isolation, population retention and the sustainability of services such as shops, bakeries, trades businesses have been lost, leading to leakage from the outer isles to mainland contractors. Eday Partnership will manage the project on behalf of 4 island development trusts; an innovative project, developed and managed by a community partnership, it will support other island based community businesses and social enterprise.*

We must work in partnership to increase opportunities for employment and volunteering for disadvantaged people, encouraging individuals to return to work. There is a keen nucleus of local partners whose priorities are to enhance employment opportunities for all which comprises the public sector, third sector and individuals, promoting the employability agenda through the creation of social enterprises to address barriers to employment, and work with those who are unable to access the labour market through, for example, mental health issues or disabilities.

*The **Fairer Scotland Fund** is providing £45,600 to Employability Orkney to develop a "Three Step Business Model" to break the cycle of clients moving between agencies without progressing towards sustainable employment, by providing a structured and supported route for those actively seeking recovery and employment. Adults with barriers to employment are valued citizens who want to work; through joint working, the service will be making early interventions to tackle the causes of poverty for vulnerable individuals by improving employability.*

Local Outcome/s: Orkney's people and businesses achieve their full potential on a long term, sustainable basis	Indicator/s <i>(noting frequency / type / source)</i>	Baseline	'Progress' target/s	'End' target/s & timescale/s

A culture of enterprise which provides the right economic conditions for businesses to achieve dynamic and sustainable growth	2.1 Percentage economically active (proportion of working age population in employment, self employment or seeking work) (Scottish Economic Statistics Reported in Orkney Economic Review annually)	2004 – 86.5% 2005 – 86.5% 2006 – 83.9% 2007 – 83.7%	2009/10 – 5% above Scottish rate	2010/11 – 5% above Scottish rate
	2.2 Median gross weekly earnings as a % of Scotland's median earnings (Annual Survey of Hours and Earnings (ASHE) , available on SNS)	2004 – 91.1% (£355.8) 2005 – 103.4% (£423.6) 2006 – 90.0% (£385.1)	2009/10 – 90.0%	2010/11 – 90.0%
Orkney's fragile communities have a sustainable economic base	2.3 Population (GROS 2006-based mid year estimates)	2004 – 19,500 2005 – 19,590 2006 – 19,770 2007 – 19,860	Maintain projected increase: 2009 – 20,266 2010 – 20,403	Maintain projected increase: 2010/11 – 20,539
	2.4 Total Job Seekers Allowance claimants (NOMIS – October, annually)	2005 – 1.2% 2006 – 1.3% 2007 – 1.0% 2008 – 0.9% (Scottish average 2.6%)	2009/10 – 2% below Scottish rate	2010/11 – 2% below Scottish rate
	2.5 Number of social enterprises (Local Social Economy Partnership circulation list)	2008 – 60	2009/10 – 60	2010/11 – 60
	2.6 Number of volunteers moving into employment (Voluntary Action Orkney)	2007/08 – 11	2009/10 – 11	2010/11 – 11
	2.7 Number of opportunities available through social enterprises and supported employment (Annual stats from Employability Orkney)	2007/08 – 40	2009/10 – 45	2010/11 – 55
	2.8 Impact on numbers of Incapacity Benefit customers into employment (Jobcentre Plus)	Feb 2008 – 705	2009/10 – 5% decrease on live register	2010/11 – 5% decrease on live register
<p>Brief links to relevant plans or other commitments of the local partners to support delivery of these outcome/s</p> <p>Economic Strategy for Orkney Local Development Plan (currently under review) Leader Local Development Strategy Isles Development Plans Employability Orkney Business Plan Workforce Plus Strategy Condition Management Programme</p>				

National Outcome 3 - We are better educated, more skilled and more successful, renowned for our research and innovation.

Local context:

All learners should expect high quality learning opportunities. Educational attainment levels in Orkney schools are particularly high and the Council's Education Service aims to maintain these high standards whilst meeting new Scottish Government manifesto commitments, and developing wider achievement measures. The Council is also progressing a substantial schools investment programme. There are over 30 partner organisations in the Orkney Learning and Guidance Forum which aims to integrate services by working in partnership and ensure learning is for all. A key issue for all these agencies in Orkney is encouraging community development by delivering services to rurally isolated communities through e-guidance and clinics.

Learning is a lifetime activity that should be realised through developing skills for work and providing community learning opportunities. Using technology to make learning more accessible to all is important for those disadvantaged by geography, income or disability (see National Outcome 7 also). Learning should be relevant and encourage participation in economic and community activities. It is therefore increasingly important to ensure people have opportunities locally to learn and work, or return to work. The Orkney Learning and Guidance Forum represents organisations delivering information, advice and guidance to the local community. A number of training providers offer successful vocational courses developed around local needs such as hospitality, care, and trade apprenticeships. Third sector organisations create and support opportunities for everyone to learn through community activity and volunteering; many of these organisations harness the skills and experience of older people to sustain service delivery.

The growth in higher education and knowledge industries brings direct and indirect economic benefits. Both Orkney College (part of the UHI Millenium Institute) and Heriot Watt's Stromness Campus focus on areas of strength in the local economy, including agronomy, archaeology, cultural studies, nordic studies and renewable energy.

Local Outcome/s A learning culture in which everyone develops enthusiasm and motivation for learning, determination to reach high standards of achievement, and an openness to new thinking	Indicator/s <i>(noting frequency / type / source)</i>	Baseline	'Progress' target/s	'End' target/s & timescale/s
Learning is for all	3.1 Cumulative attainment of National Qualifications by all pupils in publicly funded secondary schools for S4-S6 (OIC Department of Education and Recreation) 5+@ Level 3 or better by end S4 5+@ Level 4 or better by end S4 5+@ Level 5 or better by end S4 1+@ Level 6 or better by end S5 3+@ Level 6 or better by end S5 5+@ Level 6 or better by end S5 1+@ Level 6 or better by end S6 3+@ Level 6 or better by end S6 5+@ Level 6 or better by end S6	Best 3 year rolling average: 2005/07 - 96.9% 2005/07 - 89.1% 2005/07 - 43.8% 2005/07 - 48.3% 2005/07 - 28.7% 2005/07 - 12.6% 2004/06 - 52.2% 2003/05 - 36.0% 2005/07 - 23.3%	Maintain best 3 year rolling average figure: 96.9% 89.1% 43.8% 48.3% Increase to 31.6% Increase to 13.9% 52.2% 36.0% 23.3%	Maintain best 3 year rolling average figure: 96.9% 89.1% 43.8% 48.3% Increase to 31.6% Increase to 13.9% 52.2% 36.0% 23.3%

	1+@ Level 7 or better by end S6)	2004/06 - 18.8%	18.8%	18.8%
Learning is for life	3.2 Number of adults participating in literacy and numeracy learning (OIC CLD service/Learning Link/Orkney College)	2006/07 – 145 2007/08 – 132	2009/10 – 150	2010/11 – 150
	3.3 Number of adults participating in English for Speakers of Other Languages (OIC CLD service/Learning Link/Orkney College)	2006/07 – 75 2007/08 – 78	2009/10 – 80	2010/11 – 80
	3.4 Number of further and higher education students at Orkney College UHI (Orkney College)	2007/08 – <u>Further Education:</u> mainstream – 264 short courses – 2633 <u>Higher Education:</u> full-time – 103 part-time – 198	2009/10 – <u>Further Education:</u> mainstream – 290 short courses – 2650 <u>Higher Education:</u> full-time – 100 part-time – 200	2010/11– <u>Further Education:</u> mainstream – 290 short courses – 2650 <u>Higher Education:</u> full-time – 105 part-time – 200
	3.5 Number of postgraduate research student registrations per academic year (Orkney College and International Centre of Island Technology (ICIT) Heriott Watt Orkney Campus)	2007/08 – <u>Orkney College:</u> 1 FT MSc, 5 FT & 1 PT PhD <u>ICIT:</u> 8 FT MSc, 5 FT PhD, 12 Distance Learning MSc	2009/10 – <u>Orkney College:</u> 0 FT MSc, 7 FT & 3 PT PhD <u>ICIT:</u> 3 FT MSc, 5 FT PhD, 12 Distance Learning MSc + 12 continuing	2010/11 – <u>Orkney College:</u> 0 FT MSc, 8 FT & 3 PT PhD <u>ICIT:</u> 8 FT MSc, 5 FT PhD, 20 Distance Learning MSc
	3.6 Number of adult learners registered through Learndirect Scotland learning centres (Orkney College/Support Training)	2008/09 – 322	2009/10 – 350	2010/11 - 350
	3.7 Number of achievements as a result of participation in national training programmes (Skills Development Scotland)	2007/ 2008 – Skillseekers/Modern Apprenticeships: 54 Get Ready for Work: 25 Training for Work: 7 Total: 83	2009/10 – Skillseekers/Modern Apprenticeships: 54 Get Ready for Work: 25 Training for Work: 7	2010/11 – Skillseekers/Modern Apprenticeships: 54 Get Ready for Work: 25 Training for Work: 7
	3.8 Percentage of resident population that are borrowers from public libraries (Audit Scotland)	2004/05 – 37.7% 2005/06 – 34.7% 2006/07 – 32.4% 2007/08 – 31.2%	2009-10 – 32%	2010-11 – 33%
	Brief links to relevant plans or other commitments of the local partners to support delivery of these outcome/s Orkney Islands Council, Education and Recreation, Service Improvement Plan Integrated Children's Services Plan Orkney College Operational Plan Orkney Learning and Guidance Forum Action Plan			

National Outcome 4 - Our young people are successful learners, confident individuals, effective contributors and responsible citizens.

Local context:

Transferable qualities and skills should be developed alongside traditional literacy and numeracy skills. In Orkney attitudes are influenced by a strong sense of community and shared values which should be acknowledged, nurtured and developed to encourage active citizenship. The number of young people volunteering has increased greatly over recent years and Orkney Young Scot (Dialogue Youth), the Scottish Youth Parliament, and Youth conferences have enabled young people to contribute to local and national issues. There is extensive participation by children and young people in sports, arts, environmental and cultural activity, and the Children’s Services Development Group is working on ways to capture and raise the profile of their positive contribution.

We work to involve young people in policy and planning. Orkney’s Integrated Children’s Services Plan is based upon themes linked to this National Outcome. The plan seeks to address issues raised in evaluation and sustain services that are already helping to deliver good outcomes (see National Outcome 5).

Understanding the needs of young people not in education, employment or training will increase their likelihood of making a positive transition. The More Choices, More Chances Strategy in Orkney funded a number of projects in 2007-08 to establish good practice in working with this group. The Education Authority intends to pilot a system of early identification of pupils at risk of disengagement and the Council’s Community Learning & Development service supports the involvement of young people in community projects and youth services. We also want to safeguard the fact that Orkney has very low youth crime rates.

*The **Fairer Scotland Fund** will provide Voluntary Action Orkney with £77,200 for the Stepping Stone project, to provide dedicated space and two staff to deliver tailored, personal and skills development and training to up to 20 young people in difficult circumstances who have left school with few or no qualifications. Following the success of short term projects in addressing many of the issues faced by young people aged 16-19 and needed more choices, more chances, and drawing on the experience, skills and resources of partnership agencies, the project will address the issues affecting these young people and reduce barriers such as homelessness, bullying, and substance misuse that prevent them from taking a productive place in the community and workplace.*

*Orkney College will also receive £20,000 from the **Fairer Scotland Fund** for supported learning, providing a range of supported learning experiences for pupils in secondary schools who are considered to be in need of an alternative curriculum. The project offers these pupils one to one attention or small group work in an alternative environment (generally horticulture, small construction projects or art and design). The project assists them to focus on their interests and the staff assist the individuals to develop skills and enhance their confidence and self esteem.*

Local Outcome/s A learning culture in which everyone develops enthusiasm and motivation for learning, determination to reach high standards of achievement, and an openness to new thinking and ideas	Indicator/s <i>(noting frequency / type / source)</i>	Baseline	‘Progress’ target/s	‘End’ target/s
Learning is about the whole person	4.1 Proportion of schools receiving positive inspection reports (Scottish Government national indicator. The ‘positive’ criteria are the core subset of Quality Indicators (QI) This information is available from HMIE inspection reports.)	2005/08 11% at VG+ 52% at G+ 87% at satisfactory	No evaluations of weak or less in key indicators Minimum of 30% at VG+; 70% at G+ 100% at satisfactory	No evaluations of weak or less in key indicators Minimum of 30% at VG+; 70% at G+ 100% at satisfactory

	4.2 Number of youth volunteers (Voluntary Action Orkney Annual Report)	2006/07 – 26 2007/08 – 36	2008/09 – 64 2009/10 – 75	2010/11 – 85
	4.3 Numbers of children referred to a Hearing on offence grounds, as a percentage of the child population (Scottish Children’s Reporter Administration)	2004 – 1.9% 2005 – 1.9% 2006 – 2.0% 2007 – 1.3% (Scottish Average 2.9%, 3.1%, 3.1% 3.0%)	Maintain 30% below the Scottish average	Maintain 30% below the Scottish average
Learning is promoted as the shared responsibility of the whole community	4.4 Percentage of school leavers going into employment, education or training (Scottish Government ScotXed programme – information is collected twice a year. School leaver destinations) (Skills Development Scotland – Careers Scotland)	2004/05 – 87% 2005/06 – 94% 2006/07 – 94% 2007/08 – 92%	2008/09 – 94% 2009/10 – 94%	Maintain 94% (highest rate in Scotland)
	4.5 The percentage of child population between 1 and 3 years old attending Parent and Toddler groups (Orkney Childcare Partnership)	2007/08 – 73% 2008/09 – 78%	Maintain over 70%	Maintain over 70%
	4.6 Number of School children having an outdoor learning experience through Rangers, Field Teacher, Outdoor Education (Orkney Community Environmental Awareness Network)	2008 – 2470	Maintain above 2400	Maintain above 2400
Brief links to relevant plans or other commitments of the local partners to support delivery of these outcome/s				
Orkney Islands Council, Education and Recreation, Service Improvement Plan Integrated Children’s Services Plan Orkney College Operational Plan Orkney Learning and Guidance Forum Action Plan				

National Outcome 5 - Our children have the best start in life and are ready to succeed.

Local context:

We are working to enhance young children’s mental health and resilience and parents’ capacity to meet developmental needs. Infant mental health sessions, the Triple P parenting programme, Home Start, Home Link, Women’s Aid Children’s Service and delivery of the Respect Programme in schools all contribute to the achievement of this. Orkney’s Integrated Children’s Service Plan sets out local multi-agency quality evaluation and target-setting for all services for children and young people, ensuring health, social care, learning and community wellbeing are addressed in an integrated way. For children in pre-school and at school there are very good opportunities to learn about healthy lifestyles, and all schools are in the process of achieving Health Promoting School accreditation. 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 (see National Outcome 2), and ensures that accredited, good quality care is provided to our youngest citizens.

Lead agencies are currently reviewing this area of work to ensure a close alignment of local priorities and activities with the Early Years Framework. The first challenge will be to establish clear strategic leadership within community planning arrangements. As a first step, Fairer Scotland Funding and Childcare Partnership Funding has been specifically directed at new early intervention and targeted support projects (Incredible Years and Webster Stratton programmes, and Family Group Conferencing – see National Outcome 8). The Integrated Children’s Services Plan identifies the local implementation of GIRFEC, which should encourage capacity-building in universal services, and the promotion of family resilience and inclusion, as key targets.

Local Outcome/s A healthy and caring community with health and social care services for all who need them	Indicator/s <i>(noting frequency / type / source)</i>	Baseline	‘Progress’ target/s	‘End’ target/s
Awareness of wider influences on health and wellbeing is raised	5.1 Number of parents accessing Positive Parenting Programme courses (Orkney Childcare Partnership)	2007/08 - 135	400 over 3 years	Maintain 3 year average of 150 per annum by 2015
	5.2 Number of children completing Respect Programme (Womens Aid Orkney)	2007/08 – 84	2008/09 – 311 2009/10 – 400	2010/11 - 450
	5.3 Proportion of women still breast feeding at 6 weeks or more (NHS Orkney - NHS Statistics)	2006/07 – 60% (national target 50%)	2009/10 – 63%	2010/11 – 65%
	5.4 % 3-5 year olds registered with a dentist (NHS Orkney)	2007/08 – 55.1%	2009/10 – 76%	2010/11 – 80%
	5.5 Number of Healthy Weight Interventions (NHS Orkney)	New target 2008/09 – 2	2009/10 – 40	2010/11 – 81
	5.6 Number of registered childminders per 1000 population (Scottish Government/Care commission)	2005/06 – 11.8 2007/08 – 13.8 2008/09 – 13.8 (best in Scotland)	Maintain above 10	Maintain above 10
	5.7 Number of schools with Health Promoting Schools status (OIC Department of Education)	2007 – 7 2008 – 12	2009 – 16 2010 – 20	Increase to 23 (all schools)

Brief links to relevant plans or other commitments of the local partners to support delivery of these outcome/s

[Orkney Islands Council, Education and Recreation, Service Improvement Plan](#)

[Integrated Children's Services Plan](#)

[Childcare Partnership Strategy and Plan](#)

[Joint Mental Health Strategy](#)

[NHS Orkney Local Delivery Plan and Service Redesign Plan](#)

[Health and Homelessness Action Plan](#)

[DASAT Strategy](#)

[Domestic Abuse Strategy](#)

National Outcome 6 - We live longer, healthier lives.

Local context:

An overarching priority is addressing inequalities in health in all our communities and those facing remote and rural deprivation and poor access. We will ensure that good quality, innovative services are available to everyone by tackling the challenges of providing specialised services locally using telemedicine and consultancy. Technological developments are being explored to help support independent living. For example, Telecare and User Defined Service Evaluation Tool (UDSET) are being developed by the Council to improve user satisfaction and shift the balance of care from institutional to home-based care. The Council is working very closely with NHS Orkney to progress joint projects for more efficient, integrated, sustainable services and new fit for purpose health and care facilities, including the development of a Community Health and Social Care Partnership. Joint build projects are being explored for a replacement hospital, and new care home, potentially co-located.

We want to make healthier lifestyle choices easier choices. Key priorities are tobacco use, obesity, sexual health and the effects of alcohol on individuals and communities. A focus for the future will be further developing anticipatory care and empowering communities to improve and sustain their health. Statutory and third sector services will work together to promote health improvement, to help decrease pressure on health services. Individuals will be supported to adopt healthier lifestyles, and encourage a shared responsibility for wellbeing. Orkney has a health improvement focus in terms of its work in Schools, Environmental Health and the Integrated Children's Service Plan, as well as active travel for all ages through the Local Transport Strategy, and the Orkney Core Paths Plan which will enhance outdoor access provision for people with all abilities and for a range of activities, including walking, cycling and horse riding.

The older age group in Orkney's population profile is predicted to increase dramatically over the next ten years so it is important we shift the balance of care and raise awareness of wider influences on health and wellbeing. All sectors are working to progress partnership projects for more efficient, integrated, sustainable services. The Third Sector has a recognised role, at a preventative stage, in supporting people in the community to remain in their own homes and communities for longer through delivery of a range of services that are responsive to their needs. For example, Home Aid, Good Day Calls, carer support, advocacy, mental health, befriending, counselling and talking therapy, community transport, community alarms, and provision of advice and information.

Our healthcare should contribute to challenging discrimination, promoting diversity, and prioritising safety and support for the most vulnerable. The Council and NHS Orkney are working with the Scottish Government's Joint Improvement Team to develop joint health and care services for older people, and integrated services for mental health and people with a learning disability centred upon community support and lifestyle opportunities. The Third Sector also contributes to this work through the development of innovative methods to build self confidence and self esteem which encourages people to have full involvement in their communities. The Third Sector is committed to ensuring that people will have a range of support services enabling them to stay well and safe in their own homes and communities. In addition, volunteering, improves well being and general health.

We must take positive action to minimise the harmful effects of drugs, alcohol and smoking. There have been 50 recorded alcohol related deaths in the last five years, and the proportion of the population hospitalised for alcohol related and attributable causes is significantly worse (higher) than the Scottish average. The Orkney Drug, Alcohol and Smoking Action Team has a particular focus on changing cultures, prevention and education.

Local Outcome/s A healthy and caring community with health and social care services for all who need them	Indicator/s (noting frequency / type / source)	Baseline	'Progress' target/s	'End' target/s & timescale/s
Promotion of health equality	6.1 Life expectancy at birth (General Register Office for Scotland Life Expectancy)	2004/06 - male – 76.0, female – 81.2 2005/07 - male – 74.9, female – 81.5 (Scottish average: 74.8, 79.7)	2009/10 – Maintain above Scottish average	2010/11 – Maintain above Scottish average
	6.2 Reduce inequalities in rate of smoking during pregnancy	2006 – 17.1%	2009/10 – 15%	2010/11 – 14%
	6.3 Number of inequalities targeted cardiovascular Health Checks (NHSO LDP Annex 2 H8)	New target	2009/10 – 116	2010/11 – 120
Healthier lifestyle choices are easier choices	6.4 Mortality from CHD among under 75s	2007 – 233.5	2009/10 – 200	2010/11 – 175
A shift in the balance of care and raised awareness of wider influences on health and wellbeing	6.5 The proportion of people aged 65+ who receive more than 10 hours per week of home care	2008/09 – 240 service users over 65 receiving home care of which 60 receive 10+ hours (25% service users, 1.6% total over 65s)	2009/10 – 240 service users over 65 receiving home care of which 60 receive 10+ hours (25% service users, 1.6% total over 65s)	2010/11- 243 service users over 65 receiving home care of which 61 receive 10+ hours (25% service users, 1.7% total over 65s)
	6.6 Percentage of delayed discharges outwith the six week delayed discharge planning period (Information Services Division Scottish Health Statistics Delayed discharge)	2007/08 – 0	2009/10 – 0	2010/11 – 0
A community which challenges discrimination, promotes diversity, and prioritises safety and support for the most vulnerable	6.7 Proportion of community care service users who feel safe, supported and included (UDSET)	2007/08 – People who reported feeling: Safe – 84% Supported – 88% Included – 60%	2009/10 – Safe – 85% Supported – 90% Included – 70%	2010/11 – Safe – 85% Supported – 90% Included – 73%
	6.8 Staff trained in suicide prevention (NHSO LDP Annex 2 H5)	2007/08 – 27%	2009/10 – 37%	2010/11 – 50%
The harmful effects of drugs, alcohol and smoking are minimised through positive action	6.9 General Acute Inpatient Discharges with an alcohol related diagnosis. (age standardised rate per 100,000 population)	2007/08 – 1003	2009/10 – 988	2011/12 – 953
	6.10 Number of screenings and alcohol brief intervention in line with sign 74	New target	2009/10 – 305	2010/11 – 577
	6.11 % of population successfully quitting smoking (at one month)	2008/09 – 17	2009/10 – 92	2010/11 – 200

Brief links to relevant plans or other commitments of the local partners to support delivery of these outcome/s

[Joint Community Care Plan](#)

[Carers' Strategy](#)

[Integrated Children's Services Plan](#)

[Partnership in Practice Agreement](#)

[Joint Mental Health Strategy](#)

[NHS Orkney Local Delivery Plan and Service Redesign Plan](#)

[Health and Homelessness Action Plan](#)

[DASAT Strategy](#)

[Joint Older People's Strategy](#)

[Active Schools Partnership Agreement 2008-11](#)

[VAO Operational Plan](#)

[Orkney Disability Forum Business Plan](#)

[Age Concern Orkney – 'Safe and Happy at Home'](#)

[Enable Scotland](#)

[Orkney Blide Trust](#)

[Core Paths Plan](#)

National Outcome 7 - We have tackled the significant inequalities in Scottish society.

Local context:

This national outcome cross-cuts all the national and local outcomes, and is reflected in one of the key principles of the community plan which underpins everything we do: **promoting equality** – to encourage services to provide equal opportunities for everyone

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 marginalised individuals feel included. Third Sector services are specifically designed to meet the needs of socially disadvantaged people, and central to third sector equalities work is the promotion of positive images of the most disadvantaged in our communities in order to challenge and change prevailing attitudes. One example of this is challenging the image of our growing older population as a 'burden'. Older people in Orkney are indispensable to many local organisations, as demonstrated by volunteering statistics.

A major issue in terms of equality in Orkney is that of access to services. Nearly 60% of people in Orkney live in one of the 15% most deprived areas related to geographical access to services according to the Scottish Index of Multiple Deprivation (SIMD). The measure is unsuitable as an outcome indicator as trying to reduce the percentage could imply isles depopulation, which contradicts local (in many cases successful) developments reversing population decline in the outer isles.

*One clear example is the island of [Papa Westray](#) – it currently has a population of around 70, which seems to have stabilised after halting a decline. Available clean water is a fundamental requirement for us all; however, in recent years there has been increased pressure on the only (private) water supply as new housing is built, old houses re-occupied, school, fire and medical facilities upgraded and tourism businesses developed. Although these developments are welcomed, the Papay Private Water Scheme has been forced to refuse any new connections. **The Fairer Scotland Fund** is providing £34,308 to the Papa Westray Community Council to pay for half the cost of providing a supply of clean, drinkable mains water to the north end of the island, and improvements to water capacity throughout the whole system.*

We must work towards providing an environment that is welcoming and has addressed the perceived barriers that some may feel exist. Inward migration is an important feature in maintaining the population of the islands and attracting investment and skills to build the local economy. Over 50% of those seeking employment in Orkney are geographically isolated and disadvantaged in accessing training and employment opportunities. The Orkney Employability Forum has identified a need to measure the level of current employment of workers with disabilities, and to promote the benefits of the diverse workforce to the public sector and in turn demonstrate good practice to other local employers.

Third sector organisations work to empower disadvantaged people to feel enabled to ask for the services they need and apply a creative and flexible approach to inclusive access. Whilst access to transport is a barrier in Orkney other factors that affect equitable access to services are: low income, lack of broad range of properly paid employment opportunities/training, low literacy/numeracy levels, poor health, disability, family circumstances/background and negative attitudes to specific groups, whether real or perceived. Local statutory services are committed to meeting their equalities duties and have established routine assessment of plans and policies for equalities impact. Equalities issues in rural areas have been recognised to present distinctive challenges, which the Orkney Equalities Forum will continue to explore to inform a partnership strategy with support from the Highlands and Islands Equalities Forum and the Equalities and Human Rights Commission.

*The **Fairer Scotland Fund** is providing £6,800 to the Orkney Library and Archive for assistive technologies. The project will facilitate access to library, IT and learning facilities for members of the community with disabilities. The purchase of specialised equipment combined with staff training will enable equitable service provision, contributing to a reduction in barriers to employability.*

Local Outcome/s Cross cuts all local outcomes	Indicator/s (<i>noting frequency / type / source</i>)	Baseline	'Progress' target/s	'End' target/s & timescale/s
promoting equality – to encourage services to provide equal opportunities for everyone	7.1 Number of racists incidents per 1000 population, (Northern Constabulary)	2005/08 – 0.2 (13 incidents)	Maintain below 0.4	Maintain below 0.4
	7.2 Equal opportunities policy – percentage of highest paid 5% of earners among council employees that are women (Audit Scotland)	2004/05 – 18.3% 2005/06 – 28.7% 2006/07 – 29.6% 2007/08 – 33.8%	2009/10 – 39%	2010/11 – 44% (Scottish average)
	7.3 Public Access – percentage of public service buildings that are suitable and accessible to disabled people (Audit Scotland)	2005/06 – 41.9% 2006/07 – 48.1% 2007/08 – 48.2%	increase by 2.5% per annum	2010/11 – 55%
	7.4 those in the 60+ age group that have given up time to help as an organiser/volunteer (SHS)	2003/04 – 30% 2005/06 – 73%	2009/10 – 76%	2010/11 – 80% (Scottish Average)
	7.5 Learning centre users as % of the population (Audit Scotland)	2004/05 – 8.8% 2005/06 – 13.4% 2006/07 – 35.0% 2007/08 – 39.4%	2009/10 – 41%	2010/11 – 42%
	7.6 Number of people with support needs enabled to volunteer (Voluntary Action Orkney Annual Report)	2007/08 – 26 2008/09 – 30	2009/10 – 35	2010/11 - 40
<p>Brief links to relevant plans or other commitments of the local partners to support delivery of these outcome/s</p> <p>Public sector Race, Gender and Disability Equality Schemes Voluntary Action Orkney Business Plan Employability Orkney Business Plan Workforce Plus Strategy Orkney Disability Forum, Age Concern, Blide Trust, Crossroads, Advocacy Orkney and Citizens Advice Bureau plans</p>				

National Outcome 8 - We have improved the life chances for children, young people and families at risk.

Local context:

The need for improved support for looked after children has been recognised. In particular the need to develop services to provide individualised local services for children with complex education and care needs, wherever possible. One of the key priorities of the Integrated Children's Service Plan is improving Orkney's performance as a corporate parent. A strengthened fostering service, and redesign/rebuild of residential care is also required.

Joint work is ongoing to ensure mechanisms are in place to also protect vulnerable adults. A key action from the Council Plan 2008-13 is to develop a range of housing with extra care and support to meet the needs of older people and others with particular needs including young people leaving care and people at risk of offending. A pilot for two supported accommodation projects is being developed by Housing Services and the third sector for 16-25 year olds who need assistance to develop independent living skills, and supervision of their tenancies, these will be opening in 2009.

Third sector Organisations are leading the way in the use of alternative communication methods to reach young people. The Third Sector actively supports a range of services that help children and young people and families at risk and which deliver to categories of need that often statutory services are unable to provide. For example, befriending, young carers, young people's advocacy, volunteering, domestic abuse services/Respect Programme, youth counselling, home visiting scheme, mental health services, Samaritans, and supported social clubs.

*The **Fairer Scotland Fund** is providing £45,000 to Relationships Scotland – Orkney for Family Group Conferencing, an effective way of working in partnership with children and their families to provide support for up to 20 families, to help them find solutions to family issues, and to enable them to make appropriate decisions and plans regarding the wellbeing of children through early intervention and tackling disadvantage.*

Local Outcome/s A healthy and caring community with health and social care services for all who need them	Indicator/s (noting frequency / type / source)	Baseline	'Progress' target/s	'End' target/s & timescale/s
A community which challenges discrimination, promotes diversity, and prioritises safety and support for the most vulnerable	8.1 Percentage of looked after children in community placements (Children Looked After Statistics, Scottish Government)	2005/06 – 69% 2006/07 – 76% 2007/08 – 90%	Three year rolling average of 80% 2008-11	Three year rolling average of 85%
	8.2 Percentage of looked after young people leaving care who have a pathway plan (Children Looked After Statistics, Scottish Government)	2005/06 – 20% 2006/07 – 27% 2007/08 – 50%	Improve 15% per year to 95%	Rolling three year average of 95%
	8.3 Children and Young People Experiencing Domestic Abuse: numbers accessing support services (Orkney Women's Aid Annual Report)	2006/07 – 22 2007/08 – 30	2008/09 – 26 2009/10 – 30	2010/11 – 34
	8.4 Respite care – total overnight respite nights for children provided per 1000 population (Audit Scotland)	2005/06 – 117.0 2006/07 – 116.3 2007/08 – 121.8	Maintain 115 or above	Maintain 115 or above
	8.5 Number of young people (aged 16-25) placed in temporary accommodation and accepted as homeless (HL1 Return (quarterly))	2007/08 – 25 2008/09 – 33	2009/10 – 40	2010/11 – 35

	8.6 Percentage of children removed from child protection register due to an improvement in their home situation (Integrated Childrens Service Plan)	2007/08 – 45%,	Three year average of 50% by 2010	60%
<p>Brief links to relevant plans or other commitments of the local partners to support delivery of these outcome/s</p> <p> Integrated Children's Services Plan Partnership in Practice Agreement Joint Mental Health Strategy NHS Orkney Local Delivery Plan and Service Redesign Plan Health and Homelessness Action Plan Child Protection Committee Work Plan DASAT Strategy </p>				

National Outcome 9 - We live our lives safe from crime, disorder and danger.

Local context:

Everyone travelling within Orkney should be able to do so safely. Road accidents statistics tend to fluctuate due to the small numbers involved, however Orkney has achieved a reduction in fatal and serious injuries arising from road traffic collisions. Effort needs to continue to maintain or reduce this further and to reach the third target of reducing the slight casualty rate.

A number of factors can contribute to a reduction the incidence of accidents and ill-health caused at work, in the home and during leisure activities. The NHS Healthy working Lives initiative helps partner agencies come together to create a much healthier, motivated workforce. As planning authority, the Council is responsible for ensuring that development of new housing, business and public spaces are safe and welcoming. Factors such as natural surveillance, well lit spaces and well managed public spaces are material planning considerations. A street light replacement programme is being implemented introducing white light sources which reduces residents' fear of crime and improves drivers' reaction times by up to 50%.

It is essential to ensure a co-ordinated and effective response capability to any emergency occurring or affecting our community. The flooding and coastal erosion as a result of severe weather in recent years is a reminder that incidences of flooding may in future become more frequent in Orkney (see also National Outcomes 12 and 13). SEPA's Indicative River and Coastal Flood Map (Scotland) indicates areas which are at risk of flooding and will enable effective planning. The Council ensures new developments are flood risk assessed, and has also established a Flood Liaison and Advisory Group.

Reducing crime, other antisocial behaviour and the effect it has is fundamental to our community wellbeing. UK wide, Orkney is one of the safest places to live, with some of the lowest crime rates and highest detection rates in the country. Orkney has one of the lowest drug misuse rate in Scotland, however, excessive alcohol consumption is a significant factor in criminal convictions. Rates of reporting of domestic abuse and convictions are also low, but lead agencies share concerns about the extent of unmet need and underreporting, and the need to raise the profile of available support services. To maintain or improve this quality of life, Orkney strives to reduce crime rates by developing multi-agency harm reduction measures utilising the skills of partner organisations. Orkney Islands Council supports the Northern Community Justice Authority in its efforts to ensure that nationally approved offending behaviour programmes designed for use in the community take account of the specific needs of rural and island areas.

There are strong links between this National Outcome and others such as 4, 5 and 11. Third sector organisations work with some of the most marginalised and at risk groups and endeavour to keep individuals and others safe from harm through delivery of domestic abuse services, counselling, befriending, supported volunteering, youth volunteering, mental health drop in service and working to improve safety at home.

*The **Fairer Scotland Fund** is providing £8000 to the Highlands and Islands Fire and Rescue Service to continue the HI-FiReS interactive programme for 12-15 year olds, providing training and development activities. The course has been designed to help young people who are at risk of offending, absent from school, displaying a lack of self-confidence of self esteem, and encourages young people to make the most of their physical and mental capabilities and to become a caring member of their communities. The scheme also raises awareness of the role of the Fire and Rescue Service and other linked agencies.*

Local Outcome/s We live our lives safe from crime, disorder and danger	Indicator/s (noting frequency / type / source)	Baseline	'Progress' target/s	'End' target/s & timescale/s

Everyone travelling within Orkney can do so safely	9.1 Slight casualty rate, expressed as the number of people slightly injured per 100 million vehicle kilometres (Northern Constabulary figures: 4 year average)	2003-07 – 30.1	2009-10 – 26.4	2010-11 – 26.1
A reduction in the incidence of accidents and ill-health caused at work, in the home and during leisure activities	9.2 Casualties from fire (fatal and non-fatal) (Highlands and Islands Fire and Rescue statistics annual).	2004-05 – 2 fatal; 0 non-fatal 2005-06 – 0 fatal; 6 non-fatal 2006-07 – 0 fatal; 2 non fatal 2007-08 – 0 fatal; 2 non-fatal 2008-09 – 0 fatal; 0 non-fatal	2009-10 – 0 fatal; 2 non-fatal	2010-11 – 0 fatal; 0 non-fatal
A co-ordinated and effective response capability to any emergency occurring or affecting our community	9.3 Participation by locally based Category 1 & 2 responders in local, strategic and national training, exercises and events to test preparedness locally (Orkney Local Emergency Coordinating Group)	2007/08 – 1 multi-agency exercise and 2 table top exercises carried out	2009/10 – 1 multi-agency exercise and 3 table top exercises.	2010-11 – 1 multi-agency exercise and 4 table top exercises.
	9.4 Number of multi-agency Flood Liaison Advisory Group meetings held annually promoting sustainable flood management.	2008/09 – 2	2009/10 – 2	2010/11 – 2
Crime, other antisocial behaviour and the effect it has on our community is reduced	9.5 % of adult residents stating they feel 'very safe' or 'fairly safe' when walking alone in the local neighbourhood after dark (SHS local authority analysis)	2003/04 – 97% 2005/06 – 96%	Maintain above 96%	Maintain above 96%
	9.6 Volume and rate of recorded crimes and offences per 10,000 population (Data will be extracted mostly from the Recorded Crime systems of individual police forces. Recorded crime statistics)	Rate per 10,000 population: 2005/06 – 295 2006/07 – 251 2007/08 – 210	Maintain below 250	Maintain below 250
	9.7 Level and frequency of alcohol consumption among children and young people: percentage of 13 and 15 year olds drinking once a week (SALSUS report – DASAT)	2002 – 22% aged 13, 39% aged 15 2006 – 12% aged 13, 34% aged 15	2009 – Decrease to 9% aged 13 27% aged 15	2010 – Decrease to 7% aged 13 20% aged 15
	9.8 Percentage of offenders with reconviction within 2 years of release from any kind of sentence (Annual Scottish Government Statistical Bulletin " Reconvictions of Offenders Discharged from Custody or given Non Custodial Sentences ")	2002-03 – 24% 2003-04 – 34% 2004-05 – 22%	Maintain below 45%	Maintain below 45%
	9.9 Children feeling safe in school (OIC Schools ethos survey)	2003 – 90% 2005 – 90% 2007 – 92%	Maintain rolling 3 year average of at least 90%	Maintain rolling 3 year average of at least 90%
	9.10 Women, children and young people receiving Womens Aid Orkney outreach and refuge services (WAO Annual Report www.orkneycommunities.co.uk/womensaid)	2005-6 – Women 38; Children 38 2006-7 – Women 52; Children 58	2009-10 – Women 60; Children 67	2010-11 – Women 69; Children 77

Brief links to relevant plans or other commitments of the local partners to support delivery of these outcome/s

[Community Safety Strategy & action plan for Orkney](#)

[Emergency Planning and Response in the Highlands and Islands](#)

[Northern Community Justice Authority Area Plan](#)

[Local Youth Crime Action Plan](#)

[Child Protection Committee Work Plan](#)

[Strategy to Combat Domestic Abuse](#)

[DASAT Strategy](#)

[Road Safety Plan for Orkney](#)

[Domestic Abuse Strategy](#)

[Antisocial Behaviour Strategy](#)

National Outcome 10 - We live in well-designed, sustainable places where we are able to access the amenities and services we need.

Local context:

This National Outcome represents two major local priorities for Orkney – housing and transport.

Maintaining up to date information on housing demand ensures an adequate supply of affordable housing. Demand for Rented Housing remains high, with more than 600 people on the Common Housing Register, and Homeless Presentations remain a matter of concern. In pursuit of homelessness targets a range of policy decisions (based on age) have been implemented to phase out priority need by 2012. Focusing on the prevention of homelessness, a new homelessness strategy, a revised advice and information strategy and also a temporary accommodation strategy have been developed and HomePoint accreditation has been achieved for Council homelessness and housing advice services. Average House Prices in Orkney, as elsewhere, have risen dramatically in recent years, placing home ownership beyond the reach of many local people. The proportion of older people within the local population is set to increase significantly over the next two decades, creating additional challenges upon Health Housing and Social Care providers. The overall population is set to increase, through inward migration, and the need to ensure an adequate supply of affordable housing for Key Workers and others essential to ensure the community's future sustainability is paramount.

We will work towards housing that is fully accessible, above the tolerable standard, energy efficient and contributes to a high quality built environment. The Private Sector House Condition Survey in 2008 revealed that 5.8% of Orkney's Housing was Below the Tolerable Standard, with a further 6.2% showing signs of Serious Disrepair. The cost of bringing the County's Housing up to standard is estimated at £34 million. One third of Orkney's households are experiencing Fuel Poverty, the second highest level in the Country. In addition to the rate of new house building, the Planning Authority is aiming to ensure that new buildings are of a high quality design, including factors such as energy efficiency appearance of buildings and the accessibility of services.

Identifying land suitable for housing development in the right locations and in sufficient quantity is crucial to meet future housing needs. Key to this, and ensuring that new developments are well-designed and sustainable, is revision of the Council's Local Development Plan, including Kirkwall and Stromness Urban Design Frameworks (Masterplans), and review of Housing in the Countryside Policy. This includes ensuring new developments take into account designated landscapes, sea level rise and coastal erosion.

Housing is vital to assist in the regeneration of Orkney's towns, villages, and Isles. Orkney, because of its geography, has distinct communities including relatively small populations in its inner and outer islands. Ensuring these communities receive Housing Services tailored to meet their particular needs remains a challenge. Ensuring the Local Development Plan delivers a sustainable pattern of development will be achieved through the development of a model for sustainable settlement planning that is appropriate to the Orkney context and which will lead future land allocations and promote efficient building layout and design.

Orkney's geography presents a complex challenge for the provision of transport and ensuring travel opportunities meet the needs of the whole community. The archipelago lends itself to a 'hub and spoke' provision of services with internal and external ferry and air services, and bus services. The nature of scattered rural housing means that providing an efficient public bus network is difficult, making car ownership high. Fuel is a major factor in the cost of travel and HITRANS and HIE are developing recommendations as a result of research undertaken into fuel costs and bio-fuel introduction. The provision of safe and efficient external and internal ferry services is essential for Orkney to continue as a sustainable community and in order for the social, commercial and tourism industries survive. The internal ferry services transport all items needed for an outlying Isle to survive, and return with "exports" from that Isle that enable remote business to operate. Once the results of the Road Equivalent Tariff (RET) trials currently being undertaken on Western Isles ferry routes are known, any benefits should be made available to both internal and external ferry operators serving Orkney.

There is a need to integrate various means of travel around Orkney. The Council has financial and commissioning responsibility for the provision of inter-isles ferry and air services, the latter provided through a Public Service Obligation contract with a private operator. External ferry services are subsidised by the Scottish government financed Public Service Obligation for the Northern Isles. Various studies in relation to these lifeline services in terms of competition and capacity issues and with ageing ferries are ongoing locally, and nationally. HITRANS is contributing to the Smart Card based integrated ticketing pilot being pioneered by the Council to support the concessionary fares system and entitlement card. Work is also ongoing to improve integrated bus services for health and social care service users.

Promoting accessibility for all is essential. The internal ferry services are using vessels with an average age in excess of nineteen years, in need of replacement at the very least for accessibility reasons, to be fit for purpose. The HITRANS Regional Transport strategy has identified this as an urgent need. The Council and HITRANS have worked to improve the accessibility of the local bus fleet, and delivering Real Time Passenger Information for the bus network. Many aspects of public service delivery have a particular impact on transport among islands. For example, timetable changes due to McCrone time directives and the increased use of air transport for teachers.

Increasing levels of active travel and reducing traffic in sensitive areas will help promote sustainability. Ensuring a balance between access to and preservation of heritage sites is a new challenge as our visitor numbers (particularly from cruise liners) have increased. The Heart of Neolithic Orkney World Heritage site Management Plan aims to improve visitor reception and environmentally sustainable transport options for accessing the site. Kirkwall was recently named as one of seven towns to be awarded the funding and support package to become a Sustainable Travel Demonstration Town bringing together the active travel and health agendas.

Local Outcome: Everybody in Orkney has a suitable home	Indicator/s (noting frequency / type / source)	Baseline	'Progress' target/s	'End' target/s & timescale/s
An adequate supply of affordable housing	10.1 Rate of New Build Affordable Housing Starts (Annually - Starts on site - data supplied by OHAL, OIPDL & Local Authority)	To be established April 2009	100 Site Starts per annum	300 Site Starts
	10.2 Number of Households on Housing Waiting List (Annually – number on list as at 31 st March – Common Housing Register)	April 2008 – 642 applicants	Decrease by 82 per annum	Decrease to 150 by April 2014
	10.3 Number of homeless households requiring temporary accommodation (Quarterly – HL1 – Local Authority)	2007/8 – 99 households	2009/10 – Decrease by 15%	2010/11 – Decrease by 30%
Housing that is fully accessible, above the tolerable standard, energy efficient & contributes to a high quality built environment	10.4 Percentage of housing stock that is Below Tolerable Standard or in Serious Disrepair (Annually – National House Condition Survey Data – Scottish Government)	2008 Orkney Private House Condition Survey – 5.8 BTS & 6.2% Serious Disrepair	2009/10 – Reduction by 0.5% in number of housing BTS / Serious Disrepair	2010/11 – Reduction by 1.0% in number of housing BTS / Serious Disrepair
	10.5 Proportion of Social Rented Housing failing the Scottish Housing Quality Standard (Annually – Local Authority and Registered Social Landlord Standard)	2007 Stock Condition Survey, 600 out of 800 Local Authority properties	Decrease to: 2009/10 – 525 2010/11 – 450	Decrease to 0 by 2015.

	Delivery Plan)	failing to meet standard.		
	10.6 Number of Disability Grants Awarded as percentage of total applications received (Annually – Local Authority Improvement & Repair Grant Data)	To be established May 2009	2009/10 – 50%	2010/11 - 100% of received applications awarded.
	10.7 Percentage of Households in Fuel Poverty (Annually – Local Surveys commissioned by OIC)	2008 Private Sector House Condition Survey & Housing Needs Survey – 33%	30% reduction (down to 22%) by 2010	0% (no fuel poverty) by 2016
Land suitable for housing is identified in the right locations and in sufficient quantity to meet needs	10.8 Number and location of potential Housing Sites (Annually – Local Development Plan)	2008/9 – 861 (plus windfall) Housing land audit in progress	2009/10 – to be confirmed following housing land audit	2010/11 – to be confirmed following housing land audit
Regeneration of Orkney's towns, villages and Isles is assisted	10.9 Number of new build affordable housing starts in towns, villages and isles communities (Annual – Strategic Housing Investment Plan – Local Authority)	To be established following housing land audit	at least 10% of the planned housing units to be in regeneration areas	at least 10% of the planned housing units to be in regeneration areas
Local Outcome: An effective and efficient transportation network that supports the economic vitality, community well-being and environmental integrity of all of Orkney	Indicator/s <i>(noting frequency / type / source)</i>	Baseline at 2006-07	'Progress' target/s	'End' target/s & timescale/s
Travel opportunities meet the needs of the whole community	10.10 Percentage of road network in need of maintenance treatment (<i>Audit Scotland</i>)	2004/05 – 21.1% 2005/06 – 30.5% 2006/07 – 42.1% 2007/08 – 24.5%	Maintain 30% annually	2010/11 – 30%
Integrated means of travel around Orkney	10.11 Increasing public transport usage – total passenger numbers on buses, dial-a-bus, and air services (<i>Annual reporting by OIC transportation service to Council</i>)	2007/08 – <u>Buses</u> : 189,000; <u>Dial-a-bus</u> : 13,418 <u>Inter-isles air services</u> : 21,926	+1% by 2009/10 +2% by 2010/11	+3% by 2011/12
Reduced traffic in sensitive areas				
Accessible transport for all	10.12 Increase proportion of journeys to work by active travel or public transport (<i>adults 16+ not working from</i>	2003/04 – 22% 2005/06 – 24%	+1% by 2009/10	+2% by 2010/11

Increased levels of active travel	<i>home – usual method of travel to work, Scottish Household Survey – SHS local authority analysis)</i>			
	<p>10.13 Use of public transport by target groups (those with disabilities, those over 60, young people 16-18, isles residents) – concessionary pass entitlement cards issued as a % of those entitled to cards and trip rates by concessionary travel pass holders</p> <p><i>(Percentage of 60+ population using bus: Average ferry trips per year per Isles resident: Dial a bus Users (Over 60 and disabled) trips used as a proportion of total trips available: Proportion of Valid NEC holders: (Annual reporting by OIC transportation service to Council)</i></p>	<p>2005/06 – 83% 2006/07 – 83</p> <p>2006/07 – 72% June 2008: -Disabled: 56% -Over 60: 96% -Young People: 60%</p>	<p>2009/10 +2% Sustain</p> <p>+4%</p> <p>+2% +1% p.a. +5%</p>	<p>+6% by 2011/12 Sustain at present levels +8% by 2011/12</p> <p>+4% by 2011/12 +1% per annum +10% by 2011/12</p>
<p>Brief links to relevant plans or other commitments of the local partners to support delivery of these outcome/s</p> <p>Local Development Plan (currently under review) Local Housing Strategy Housing Land Audit Fuel Poverty Strategy Homelessness Strategy Orkney Housing Association Ltd - Strategy & Development Funding Plan</p> <p>Orkney Local Transport Strategy 2007-2010 Road Safety Plans for Orkney 2009-2012 Core Paths Plan</p>				

National Outcome 11 - We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.

Local context:

Our local emphasis on strong communities centres around sustainability. Despite a lengthy decline and births being outnumbered by deaths, inward migration to Orkney has caused the population to stabilise and, recently, to increase slightly from 19,730 in 1996 to 19,770 in 2006 (GROS 2007). Although the mainland population of Orkney has grown, between 1991 and 2001, almost all of Orkney's smaller islands experienced a depopulation of between 2% and 36% (2001 Census) which has resulted in a number of plans and actions to help regenerate the isles, some of Scotland's most isolated communities. We will continue to track NHS statistics which indicate that this decline has been reversed on all but two islands.

We want to help communities help themselves to become more sustainable. Our well established and very well supported Community Council network is fundamental to this. Orkney has one of the highest rates of volunteering in Scotland (Scottish Household Survey Annual Report 2007). The vibrant services provided by the Third Sector which are rooted in the islands' communities have a role in challenging what is happening and encouraging change. These organisations, including development trusts, are given local support to grow and develop. They are also supported to engage with and influence community planning, improve relationships with statutory agencies, have services purchased or supported by the statutory sector and develop greater partnership working. Establishment of a Business Improvement District for central Kirkwall by developing local partnerships and establishing new funding mechanisms for improvements will also aid town centre regeneration.

*The **Fairer Scotland Fund** will support several projects intended to strengthen communities:*

- § *12 Development Trusts across Orkney (covering 35% of the total population) will share £31,500 capacity building funding to enable them to progress their development plans and provide potential to lever in considerable additional partnership funding – this is an example of how communities can come together to secure the future of the most vulnerable communities in Orkney.*
- § *Rousay Egilsay, Wyre and Gairsay Community Council will receive £2400 to provide transport home for islanders following community events, to maximise social inclusion through joint working by community groups and therefore improving the sustainability of four island communities.*
- § *The Island of Hoy Development Trust will be funded £5,000, a 50% contribution towards a dedicated community enterprise worker to push forward the island's wind energy project, potentially bringing major economic benefits, and promoting renewable energy.*

*Voluntary Action Orkney will also receive £12,000 from the **Fairer Scotland Fund** to support volunteering core activity. The Volunteer Centre provides opportunities to 159 volunteers across Orkney as well as running youth development services, additional support needs projects, support for volunteers with alcohol issues, befriending services for older people, and volunteer management and support to 61 volunteer involving organisations. In total 293 volunteers will continue to be supported by the centre.*

Local Outcome/s Orkney's people and businesses achieve their full potential on a long term, sustainable basis	Indicator/s (noting frequency / type / source)	Baseline	'Progress' target/s	'End' target/s & timescale/s
Orkney's fragile communities are empowered to develop a sustainable economic base	11.1 % of adult residents stating their neighbourhood as a 'very good' or 'fairly good' place to live (SHS local authority analysis)	2001/02 – 98% 2003/04 – 98% 2005/06 – 98%	Maintain 98%	Maintain 98%

	11.2 % given up time to help as an organiser /volunteer in the past 12 months (SHS local authority analysis)	2001/02 – 37% 2003/04 – 42% 2005/06 – 59%	2009/10 – 70%	2010/11 – 78% (Scottish average)
	11.3 Number and proportion of Orkney residents living in the Outer Isles (NHS Orkney GP Registrations (Eday, North Ronaldsay, Rousay, Stronsay, Sanday, Shapinsay, Hoy and Westray))	Apr 2005 – 2637 (13.3%) Apr 2006 – 2625 (13.1%) Jul 2007 – 2664 (13.2%) Apr 2008 – 2680 (13.2%)	2009/10 – increase to 14%	2010/11 – increase to 15%
	11.4 Total external funding levered into communities via island development trusts and other Third Sector organisations (VAO monitoring records)	2007/08 - £532,488	2008/09 – £136,000 2009/10 – £334,000	2010/11 – £450,000
<p>Brief links to relevant plans or other commitments of the local partners to support delivery of these outcome/s</p> <p>Economic Strategy for Orkney Local Development Plan A Sustainable Energy Strategy for Orkney Isles Development Plans VAO Operational Plan</p>				

National Outcome 12 - We value and enjoy our built and natural environment and protect it and enhance it for future generations.

Local context:

Appreciation of Orkney’s landscape and built environment is fundamental to the safeguarding, collecting, preserving, conserving and interpretation of Orkney’s heritage. Orkney has more than 3,000 recorded archaeological sites and monuments in the archipelago, many of these are of national or international importance (see National Outcome 13). An outstanding example of this would be the area of the UNESCO inscribed World Heritage Site “The Heart of Neolithic Orkney”. Two other areas have been earmarked for major regeneration projects after having received Heritage Lottery Fund Stage One Passes: The Stromness Townscape Heritage Initiative (THI) aiming to repair historic buildings, reinstate architectural details and use vacant space, and the Scapa Flow Landscape Partnership, focussing on the heritage of two World Wars in its outstanding land- and sea-scape. Grant schemes are available to assist with costs of repairs to Listed Buildings, and buildings in Conservation Areas to offset the increased cost of the necessary traditional conservation materials and skills. 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. Orkney is seeking to work locally and with government to reduce the losses due to coastal erosion.

Orkney maintains good environmental quality for water, air and land. There are many small lochs and water courses, a number of which do not meet the size criteria for inclusion in Water Framework Directive classification; it is a key priority of local partners such as SEPA, SNH, OTFA and RSPB to prioritise these small water bodies for action. Orkney has a National Scenic Area and other important nationally and locally designated landscapes in need of protection. In general air quality throughout Orkney is very good, there are no significant threats to air quality standards, and no Air Quality Management Areas. Orkney’s coast and seas are essential to the future of the outstanding sea bird colonies of the islands. 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 want to protect and enhance biological diversity in Orkney by conserving, enhancing and connecting key habitats and species and increasing the number of SSSIs in favourable condition. Of particular importance is management of habitats and species for which Orkney is a significant stronghold and also identified as a priority in UK, Scottish and Orkney Local Biodiversity Action Plans. Uptake of biodiversity Rural Priorities in the Scottish Rural Development Plan will help deliver this priority. Management is required to restore or maintain the special features of Orkney’s nationally and internationally important nature sites (SSSIs, SACs, SPAs, Ramsar sites) in order to reach the Scottish Government’s target of 95% in favourable condition by 2010. Orkney’s long and intricate coastline is a key feature of the county’s natural environment and is vulnerable to sea level rise and coastal erosion (which also links to National Outcome 10). Maintaining and enhancing coastal habitats is important in terms of providing crucial natural sea defences. Actions for these habitats are prioritised in the current Orkney Local Biodiversity Action Plan.

Involving more people in protecting, enhancing and enjoying the natural heritage will raise community awareness of the natural environment and environmental issues. The future of Orkney’s natural environment is dependent on its being appreciated and valued by the community, both for its contribution to our quality of life and as a resource. Environmental education and awareness raising are fundamental to sustainable development, particularly in an area like Orkney where peoples’ lives are so closely connected with their surrounding environment.

Local Outcome/s A natural environment which is protected, enhanced and sustainably managed to combat climate change	Indicator/s (noting frequency / type / source)	Baseline	‘Progress’ target/s	‘End’ target/s & timescale/s

The safeguarding, collecting, preserving, conserving and interpretation of Orkney's heritage	12.1 Condition of World Heritage Site monuments (Management plan for World Heritage Area 2008-13)	Actions identified as 'urgent' in the original condition survey for each WHS monument	2009/10 – 50% urgent conservation works completed	2010/11 – 60% urgent conservation works completed 2011/12 – 90% urgent conservation works completed
	12.2 Percentage of listed buildings at risk (Buildings At Risk Register)	2008/09 – 46	2009/10 – 5% decrease on baseline per annum	2010-11 – 5% decrease on baseline per annum
Good environmental quality for water, air and land maintained	12.3 Water: % of at risk water bodies at good ecological status (SEPA)	2008/09 – 82%	86% by 2015	87% by 2027
	12.4 Air quality: number of air quality management areas (OIC Environmental Health)	Historically - 0	Maintain - 0	Maintain - 0
	12.5 Land: % of agricultural land under management for biodiversity through agri-environment schemes; % of SSSI are under assured management (SGRIPD and SNH)	§ Agri-environment schemes 2004/08: avg 10534ha (11% of agricultural land [Total area – 93,501.71ha]). § Area of SSSI under assured management 2007/08: 14261ha (60% of total area [23,644ha])	§ % of agricultural land under management for biodiversity should equal the mean of the previous five years. The % of SSSI under assured management should be maintained at 60% of total area.	§ % of agricultural land under management for biodiversity should equal the mean of the previous five years. § The % of SSSI under assured management should be maintained at 60% of total area.
Biological diversity in Orkney is protected and enhanced	12.6 The % of SSSI features in favourable condition (SNH)	2008 – 77% of SSSI features in favourable condition. 32 of unfavourable features (16.5% of total features) are seabirds with no on-site management feasible	2009/10 - increase to 94% by taking into account those features where no on-site management is feasible	2010/11 - increase to 95% by taking into account those features where no on-site management is feasible
	12.7 The number of Hen Harrier chicks reared in Orkney and productivity (Orkney Biodiversity Records Centre)	2003-2007 - 71.4 reared, 1.12 chicks per occupied site	The number and productivity of Hen Harrier chicks reared in Orkney should equal the mean of the previous five years	The number and productivity of Hen Harrier chicks reared in Orkney should equal the mean of the previous five years
Better community awareness of the natural environment & environmental issues	12.8 No. of environmental awareness raising walks, talks, events and activities (Orkney Community Environment Awareness Network calendar)	Apr-Sept 2008 – 292	2009/10 – 5% increase	2010/11 – 10% increase
	12.9 Percentage of schools achieving bronze Eco Schools	2007/08 – 30% (7 schools)	2009/10 – 35%	2010/11 – 40%

award			
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Brief links to relevant plans or other commitments of the local partners to support delivery of these outcome/s

Orkney Environment Partnership - Environmental Strategy and Action Plan

Orkney Sustainable Energy Strategy

[Local Biodiversity Action Plan](#)

[Local Development Plan](#) (currently under review)

[Heart of Neolithic Orkney World Heritage Site Management Plan](#)

[Rural priorities for Orkney and Shetland \(Scottish Rural Development Programme\)](#)

[Orkney and Shetland Draft Area Management Plan](#) "Having your say on our water environment"

[Orkney Woodland Strategy](#)

Scapa Flow Landscape Partnership Strategy

[Natural Heritage Futures – Orkney and Northern Caithness](#)

National Outcome 13 - We take pride in a strong, fair and inclusive national identity.

Local context:

Orkney has a unique local identity formed by Orkney's people, living and working in its landscapes and seascapes through time. The strength of feeling for our cultural life in our small communities is what enables our multi-voiced partnerships to come together. Engaging with cultural tourists also brings an economic boost to Orkney (see National Outcomes 1 and 2). There is a desire to increase the number of collaborative, interdisciplinary projects to build on our cultural strengths as we look towards the 2010 Islands Year of Culture.

The safeguarding, collecting, preserving, conserving and interpretation of Orkney's heritage frames our cultural identity. There is a disproportionately high concentration of heritage and visitor attractions in Orkney across a diverse cultural landscape (see area profile). Historic Scotland is responsible for looking after 33 of the most important and inspirational places in Orkney, but all across Orkney are museums, heritage centres, and other organisations that offer an excellent, wide-ranging and comprehensive view of our heritage. These partners are brought together in the Orkney Heritage, Archaeology and Visitor Attractions Forum. Popularity brings pressure on our historic sites from tourism, and methods of managing visitors are being discussed in partnership. Orkney's archaeology collection has been recognised through the Scottish Government's Significance Recognition Scheme. The Northern Isles bring a unique blend of Scandinavian and Scottish to the national identity. Orkney College runs the highly successful degree course on cultural studies of the Highlands and Islands and hosts the Centre for Nordic Studies. It has been recognised that there is a need at a national level to support Scotland's intangible cultural heritage, such as Orkney song, dance, stories, language, society and genealogy.

Orkney has a culture which values, develops and encourages artistic excellence, innovation and participation in all artforms. Orkney continues to be 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. The new arts development plan for Orkney – Developing Orkney through the Arts – demonstrates a shift in thinking both within the arts community and in Orkney as a whole, that the arts have the power to shape, develop and improve quality of life and well being within communities. A number of projects will help in the delivery of many of the strands of the plan, in terms of improving the local environment, supporting our artists, presenting the best of Orkney to the rest of the world, bringing the best to Orkney, and enabling skills development and learning whilst improving links and joint working. The Arts play a huge part in keeping Orkney a vibrant place both to visit and to live in throughout the year as during the winter months Orkney's lack of daylight is compensated for by the proliferation of arts events and facilities which residents can enjoy, and large numbers of residents are engaged in the arts across the professional, amateur and voluntary sectors.

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 (see National Outcome 6), but equally importantly, sporting culture, and the pride success in that brings also fosters social inclusion. Orkney recently launched their Physical Activity and Sport Strategy (PASS) for the period of 2008 – 2010. In order to achieve its vision the strategy 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 the broad range of local sporting clubs and organizations.

Local Outcome/s Enhanced cultural activity enabling heritage, arts and sport to grow and thrive in Orkney	Indicator/s <i>(noting frequency / type / source)</i>	Baseline	'Progress' target/s	'End' target/s & timescale/s

The safeguarding, collecting, preserving, conserving and interpretation of Orkney's heritage	13.1 Number of visits to/usages of Council funded or part funded museums in person per 1,000 population (Audit Scotland)	2006/07 – 2393 2007/08 – 2544	2008/09 – 5% increase year on year	2010/11 – 15% increase on baseline
	13.2 Number of museums reaching and maintaining museums accreditation status (OIC Museums Service)	2007/08 – 4	2008/09 – 4 2009/10 – 4	2010/11 – 4 (or 7 if include independents)
	13.3 Number of heritage projects implemented through the Scapa Flow Landscape Partnership Scheme	49 projects proposed	2010/11 – 60% implemented	2011/12 – 100% implemented
A culture which values, develops and encourages artistic excellence, innovation and participation in all artforms	13.4 Number of visits to libraries per 1000 population (Audit Scotland)	2006/07 – 6295 2007/08 – 6892	2009/10 – 7500	2010/11 – 8000
	13.5 Number of children learning a musical instrument through the Orkney Schools Instrumental Service (OIC Education and Recreation Department)	2007/08 – 526 (18%)	2009/10 – maintain at least 18%	2010/11 – maintain at least 18%
A community which values, develops and encourages sport and physical activity whether it be at a recreational, competitive or elite level	13.6 Number of attendances per 1,000 population for swimming pools, other indoor sports and leisure facilities (Audit Scotland)	2005/06 – 5,510 (pools) 9,448 (leisure) 2006/07 – 5,899 (pools) 9,543 (leisure) 2007/08 – 6,051 (pools) 9,161 (leisure)	2009/10 – 6236 (pools) 9402 (leisure)	2010/11 – 6293 (pools) 9402 (leisure)
	13.7 Primary School and Secondary School participation rates in organised class sessions (Active Schools)	2007/08 – primary 2547, secondary 676; total males 1765, total females 1458	2009/10 – increase primary and secondary participation by 10%	2010/11 – increase primary and secondary participation by 10%
Brief links to relevant plans or other commitments of the local partners to support delivery of these outcome/s				
<p>Orkney's Heritage Development Plan</p> <p>Developing Orkney through the Arts – an Arts Development Plan for Orkney</p> <p>Heart of Neolithic Orkney World Heritage Site Management Plan</p> <p>Orkney's Physical Activity and Sport Strategy</p> <p>Natural Heritage Futures – Orkney and Northern Caithness</p>				

National Outcome 14 - We reduce the local and global environmental impact of our consumption and production.

Local context – briefly summarising evidence from the Area Profile; demonstrating the local relevance of this National Outcome; and summarising progress and achievements in 2008-09:

Orkney's islands and settlements are particularly vulnerable to the effects of climate change due to their low lying nature. In Orkney there is a need for all sectors of the community, from individuals to agencies, to reduce their 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.

There is a need to safeguard 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 terms of energy production, and contribute to national targets. The sustainable development of renewable energy resources, for the benefit of the local economy and local communities, must be balanced by the need to protect Orkney's unique natural environment. Orkney's coast and seas are essential to the future of the outstanding sea bird colonies of the islands. 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. Raising community awareness of climate change and the need for all sectors of the community to make a contribution to reducing carbon emissions is necessary; the Council has signed up to Scotland's Climate Change Declaration and produced a Carbon Management programme shortly due for revision in line with national targets.

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, which forms the cornerstone of the Area Waste Plan (AWP). The Council has met national waste strategy targets for waste reduction, diversion and recycling and also on delivering carbon and energy management improvements. Stabilising, or if possible reducing waste generation and increasing recycling yet further is desirable to further reduce the waste transported to Shetland for incineration. Given Orkney's isolated location, self-sufficient waste management solutions for the outer isles are preferable - to minimise the economic and environmental costs incurred by transporting waste to the mainland and onward to Scotland.

Promotion of energy efficiency and all forms of sustainable local renewable energy can help to reduce Orkney's carbon footprint. The Energy Efficiency Advice Centre and Keep Orkney Warm are the main centres of expertise, advice and assistance for householders, businesses and organisations on energy efficiency matters. Orkney is currently heavily dependent on fossil fuels for the operation of its crucial transport links on and between the islands, plus the dispersed nature of the community means a high dependence on private cars. Orkney therefore has a special interest in the development of alternative fuels, but at a local level Orkney also needs an effective bus service; to encourage walking and cycling as alternatives to short car journeys (see National Outcome 10).

Local Outcome/s A natural environment which is protected, enhanced and sustainably managed to combat climate change	Indicator/s <i>(noting frequency / type / source)</i>	Baseline	'Progress' target/s	'End' target/s & timescale/s
Safeguard sustainable use and management of Orkney's natural resources	14.1 Per capita CO2 emissions in the Local Authority area (DEFRA)	2005 – 9.9 2006 – 10.0	2009/10 – 9.1	2010/11 – 8.2 (Scottish average)
	14.2 Climate change: The productivity of Kittiwakes monitored at sample plots throughout Orkney (RSPB)	The mean productivity for the past five years is 0.22	Average of 1.0 young reared per pair.	Average of 1.0 young reared per pair.

Promote the waste hierarchy of reduce, reuse and recycle	14.3 % of municipal and non-municipal waste recycled or composted (Audit Scotland)	2006/07 – 27.6% 2007/08 – 28.7%	2009/10 – 33.5% 2010/11 – 37.0%	Increase to 50% by 2020
	14.4 Waste Shipped to Shetland (OIC – monthly – weighbridge data, total tonnes shipped)	2006/07 – 9,982 2007/08 – 9,814	2009/10 – 9,635 2010/11 – 9,235	Reduce waste to Shetland to 5000 tonnes
	14.5 Total tonnes of biodegradable municipal waste landfilled (Audit Scotland)	2005/06 – 865.8 (6.2%) 2006/07 – 758.0 (5.1%) 2007/08 – 231.0 (1.6%)	< 750 tonnes	< 750 tonnes
Promote energy efficiency and all forms of sustainable local renewable energy	14.6 OIC carbon emissions (OIC carbon management programme, tonnes CO2)	2004 – 28,510 CO2 tonnes	2008/09 – 23,161 2009/10 – 22,906 2010/11 – 22,655	11% reduction by 2014
	14.7 Total final energy consumption (kWh)/£GVA (BERR)	2005 – 2.2 2006 – 2.1	2009/10 – 1.9	2010/11 – 1.8 (Scottish average)
<p>Brief links to relevant plans or other commitments of the local partners to support delivery of these outcome/s</p> <p>Orkney Environment Partnership – Environmental Strategy and Action Plan Orkney Sustainable Energy Strategy Local Biodiversity Action Plan Orkney and Shetland Area Waste Plan Local Development Plan (currently under review) OIC Carbon Management Programme</p>				

National Outcome 15 - Our public services are high quality, continually improving, efficient and responsive to local people's needs.

Local context – briefly summarising evidence from the Area Profile; demonstrating the local relevance of this National Outcome; and summarising progress and achievements in 2008-09:

This national outcome cross-cuts all the national and local outcomes, reflected in the Council's values and community planning key principles which underpin everything we do:

- **promoting survival** - to support our growing communities
- **promoting sustainability** - to make sure economic, environmental and social factors are balanced
- **promoting equality** - to encourage services to provide equal opportunities for everyone
- **working together** - to overcome issues more effectively through partnership working
- **working with communities** - to involve community councils, community groups, voluntary groups and individuals in the process
- **working to provide better services** - to improve the planning and delivery of services through performance management

We want services to be easy to access, and efficiently delivered to all of Orkney's communities. To do this we need to prevent any duplication of effort and improve coordination between different public, private and third sector organisations. However, in meeting local needs, our geography provides unique challenges (see National Outcome 7). Community planning places great value upon local delivery of local services, run by individuals with a personal stake in the local community. As a small islands community, we are all accustomed to working closely together. This is a strength upon which we are building via the joint Single Outcome Agreement, and delivering via the Joint Working in Orkney, Community Health and Social Care Partnership and other projects.

Local Outcome/s: Cross cuts all the local outcomes	Indicator/s (noting frequency / type / source)	Baseline	'Progress' target/s	'End' target/s & timescale/s
	15.1 Percentage of adults who agree or agree strongly that the Council provides high quality services (Scottish Household Survey local authority analysis)	1999/00 – 56.1% 2000/01 – 62.0% 2005/06 – 54.0% (Scottish average 43%)	2009/10 – maintain above 50%	2010/11 – maintain above 50%
	15.2 % of customers who consider their enquiry to have been handled satisfactorily, well or very well (OIC Customer Services survey)	2008 – Very well 84% Well 7% Satisfactory 5%	2009/10 – +1%	2010/11 – +2%
	15.3 NHS Orkney operating within their agreed revenue resource limit; operate within their capital resource limit; meet their cash requirement (NHSO Annual report)	2007/08 – Amber (performance is equal to nationally acceptable standards)	2007/08 – Amber (performance is equal to nationally acceptable standards)	2007/08 – Amber (performance is equal to nationally acceptable standards)

Brief links to relevant plans or other commitments of the local partners to support delivery of these outcome/s

- [Orkney 2020: Our Vision](#)
- [OIC Corporate Strategic Plan 2008-13](#)
- [NHS Orkney Local Delivery Plan and Service Redesign Plan](#)
- [VAO Operational Plan](#)

9. ASKS

Orkney Community Planning Partnership has reviewed all the "asks" which the Council submitted in its 2008-11 SOA, together with requests for additional "asks" put forward by other members of the Partnership. These have been crystallised into five broad areas of policy, with a number of specific examples for each where Scottish Government action would greatly enhance the ability of the Partnership to achieve both local and national outcomes.

1. Island proof all Government policy

The Scottish Government has stated its intention to assess all new and proposed Government policy for any differential impacts which might disadvantage rural, remote and/or island areas. This approach is welcomed, but we feel there is still a gap between theory and practice, as evidenced by some recent examples:

- Private sector housing grants dependent on the number of flats in an area
- LEADER allocation dependent on population x land area
- Distribution schemes still using the Scottish Index of Multiple Deprivation (SIMD) in rural areas (e.g. Active Schools)

All of these examples discriminate against rural and remote areas. Flats are rare in rural areas, therefore the private sector housing grant formula will automatically favour urban recipients. Remote islands will always score low on both population and land mass, making the LEADER formula doubly disadvantageous. The Government has already acknowledged that the SIMD does not measure dispersed deprivation, such as it found in rural areas, but only pockets of urban deprivation. We know that 77% of those in poverty in Scotland live *outwith* the 15% "most deprived" datazones identified by the SIMD (Tackling Poverty Team, Scottish Government, July 2008). The Government has proposed to create an alternative methodology for rural areas, which is welcomed, as is the recently published social research report on rural poverty.¹ *The Experience of Rural Poverty in Scotland*. Orkney will continue to offer any assistance that may be required with the development and island-proofing of policy..

2. Enable NHS Governance to support partnership working

Orkney Islands Council and NHS Orkney have been developing partnership working over the past few years in a number of areas, notably:

- Community Health and Social Care Partnership
- Shared support services
- Single Outcome Agreement

Over this time, it has become apparent that there are administrative barriers—largely for historical reasons—which can cause some difficulty when working with multiple Scottish Government directorates. We acknowledge and welcome the

¹ *The Experience of Rural Poverty in Scotland*, EKOS Ltd, Scottish Government Social Research, 2009

Government's readiness to modernise, but feel that some areas of the administration may need help to support the rapidly developing partnership agenda and in doing so agree a mutual understanding which facilitates the direction of travel and pace of change.

Every health board is required to create a Community Health Partnership and has the option of creating a joint CHSCP with a local authority. Despite the statutory framework and a number of precedents, this is proving a lengthy process, with the highest risk identified as the implementation of shared governance and accountability. Improved joining-up at Government level would greatly facilitate the process.

The difficulty sometimes lies in UK or European legislation, an example being the shared support services project which originated as an Efficient Government initiative. In order to satisfy procurement legislation, a simple plan to pool resources has generated an extra layer of complexity with the need to create a Special Purpose Vehicle to supply services to both partners. While procurement legislation is a reserved matter, there is scope for the Scottish Government to campaign for the same degree of rural proofing of UK and European policy as we are asking it to undertake directly.

3. Structure public services around a community planning approach

This "ask" is related to the previous request concerning NHS governance, but is a more general request that when designing public services the Government should keep in mind the need for these services to interact with local communities and be able to align their activity with the 32 single outcome agreement areas. In practical terms, this might mean:

- Not creating any more regional quangos
- Giving more local autonomy to local representatives of national bodies
- Local resourcing of SOA and other policy development to encourage local solutions

We have already seen the difficulties which have emerged with the consolidation of the local enterprise companies into two regional bodies, which are nonetheless still statutory partners in community planning and hence in SOAs. Highlands and Islands Enterprise has succeeded in maintaining a distinct presence in Orkney, but we are only one of seven SOA areas with which it must engage, while Scottish Enterprise has to engage on an individual basis with 25 SOAs. It is self-evident that a national or regional body will find it easier to promote national outcomes than to commit to individual contributions to multiple local SOAs.

The tendency to concentrate resources for policy development on national quangos, invariably based in major centres of population, not only draws resources away from rural areas but also reduces their visibility. The arguments which Scotland has made for increased subsidiarity can be applied equally well to its more remote, yet equally independently minded communities, and similar benefits could be expected to accrue. Local solutions not only make local outcomes easier to achieve, but ensure that local resources are more effectively utilised and more likely to be able to

contribute towards shared national outcomes too. As the Local Government Association in England has recently noted: “In time of recession, the need for the devolution of economic decision-making to sub-regions/functional economic areas becomes more obvious, and more urgent”.²

4. Streamline bureaucracy

The Crerar review of inspection and reporting in the public sector raised many hopes of a swift reduction in the level of bureaucracy imposed upon public sector authorities. Nearly two years after Crerar reported, we have yet to see any significant benefits. Areas where change might be expected include:

- rationalization of local authority performance reporting
- a reduction in the burden for smaller authorities proportionate to their size
- review of the process for conducting Strategic Environmental Assessments (SEAs) and how it is applied

The Concordat similarly raised hopes that Single Outcome Agreements would replace the existing plethora of plans and reports required from community planning partners. Recent changes announced in the 2008 Direction for Statutory Performance Indicators shift the emphasis from reporting on a prescribed set of indicators to writing a detailed self-assessment every year (duplicating elements of the Best Value Audit) which incorporates a self-selected range of local indicators (duplicating elements of the SOA). The requirements on small councils are exactly the same as on large councils, exacerbating the diseconomy of scale in rural areas where one officer may play many roles which would be spread across several others elsewhere. Streamlining this and other bureaucracy in line with Crerar's recommendations would free up capacity which could then be concentrated on delivery of the SOA.

5. Strengthen infrastructure in remote rural areas

The sustainability of remote, rural and especially island communities is crucially dependent on lifeline infrastructure services. The cost of daily transport for business, residents and visitors is high. Essential journeys are long, and frequently involve sea crossings using ferries that are not of modern standards or fit for purpose. It is rarely commercially cost-effective to supply communications such as broadband to remote communities so they are typically last in the queue despite the obvious benefits. The Highlands and Islands operate at only 80% of Scotland's average Gross Value Added – a huge gap from the norm and an even greater one from more affluent areas. Modernising the transport network is vital to bridging that gap in order that the region can contribute to delivering the overall economic growth in Scotland desired by the Government.

HITRANS has recently completed a Regional Transport Strategy which aims to deliver a more successful Highlands and Islands through increasing the competitiveness of the region. Economic sustainability and growth is a core purpose to which all of HITRANS's local authorities and community planning partners are

² *From recession to recovery: the local dimension*, PACEC, Local Government Association, November 2008

committed. The Strategy identifies how improvements in transportation across the Highlands and Islands can directly support the Government in achieving its national purpose across a number of national outcome areas.

“Sustainable communities” and “transport networks” are both key priorities of the Council and are highlighted in the Council Plan for 2008-13. Opportunities for positive Government intervention have been identified through both the Regional Transport Strategy and the Council Plan, with the Partnership’s top priorities being:

- Agreement on how to fund essential investment in Orkney’s internal ferry network
- Addressing differential fuel pricing and Renewable Transport Fuels Obligation (RTFO) issues while supporting the retention of a strategic rural filling station network
- Extending the Road Equivalent Tariff scheme to Orkney
- Supporting Orkney’s international Container Hub project
- Ensuring equality of access to information and communication technology in remote, rural areas
- Ensuring that Orkney has access to sufficient grid capacity to support its emerging renewable energy industry
- Supporting any national research into renewable energy capture in fixed links between islands

We ask that the Scottish Government fulfil its side of this Single Outcome Agreement by addressing all of the issues summarised below, thereby enabling Orkney Community Planning Partnership to achieve our local outcomes and contribute to Scotland’s national outcomes.

SUMMARY OF ORKNEY'S "ASKS" OF SCOTTISH GOVERNMENT

1. Island proof all Government policy

- 1.1 Ensure funding distribution criteria do not use typically urban measures
- 1.2 Discontinue use of the Scottish Index of Multiple Deprivation in funding formulae which affect rural/island areas

2. Enable NHS Governance to support partnership working

- 2.1 Remove barriers to Community Health and Social Care Partnership
- 2.2 Remove barriers to shared support services
- 2.3 Remove barriers to implementing the Single Outcome Agreement

3. Structure public services around a community planning approach

- 3.1 Do not create any more regional quangos
- 3.2 Give more local autonomy to local representatives of national bodies
- 3.3 Implement local resourcing of SOA and other policy development to encourage local solutions

4. Streamline bureaucracy

- 4.1 Rationalize local authority performance reporting in line with Crerar recommendations
- 4.2 Reduce the burden for smaller authorities proportionate to their size
- 4.3 Review the process for conducting Strategic Environmental Assessments

5. Strengthen infrastructure in remote rural areas

- 5.1 Agree how to fund essential investment in Orkney's internal ferry network
- 5.2 Address differential fuel pricing and Renewable Transport Fuels Obligation issues while supporting the retention of a strategic rural filling station network
- 5.3 Extend the Road Equivalent Tariff scheme to Orkney
- 5.4 Support Orkney's international Container Hub project
- 5.5 Ensure equality of access to information and communication technology in remote, rural areas
- 5.6 Ensure that Orkney has access to sufficient grid capacity to support its emerging renewable energy industry
- 5.7 Support any national research into renewable energy capture in fixed links between islands