



Orkney 2020: Our Vision

**Orkney's Community Plan
2007-2020**



VISION: *An Orkney where we all have a place within a caring community, living in a healthy environment and supported by a thriving economy.*

MISSION: *To ensure that local organisations work together and with communities to improve the quality of people's lives, provide better services, and create a shared vision for the future to which we can all subscribe*



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INTRODUCTION

What is community planning?

Community planning is about ensuring that organisations work together, and with communities, to improve the quality of people's lives through more effective delivery of services. Here in Orkney we are very good at working together, as there is a sense of community which succeeds in making things happen. Community planning is something which happened in Orkney long before it was given the name. Nonetheless it became a legal duty under the Local Government in Scotland Act 2003.

What is the Community Plan?

The Community Plan is a shared vision for the future, to make sure that our collective efforts are focussed on shared goals for Orkney. The key word is "community", and to try and ensure everyone was involved, the Community Planning Partnership consulted and engaged with



as many people, community and voluntary groups, and public and private organisations as possible when writing this plan. The Community Plan is a long-term vision for how we can improve the quality of life

within Orkney, and its aims and objectives are used as the starting point for related plans and strategies. Local agencies and organisations can then work towards this together, when planning their own projects and activities. It makes sure we don't forget the bigger picture.

Background – the Orkney Community Planning Partnership

The Community Planning Partnership is led by a Steering Group with membership from Orkney's principal agencies – Orkney Islands Council, NHS Orkney, Highlands and Islands Enterprise Orkney, Northern Constabulary and Voluntary Action Orkney. A wide range of other agencies, and community and voluntary sector organisations also belong to the partnership. The Steering Group takes advice from the other organisations when deciding how best to do things in Orkney.

The Partnership (with help from schools and community councils) published its first Community Plan "Orkney 2020" in 2003. Its successes were reported in the leaflet "Making things happen" in 2006. A Regeneration Outcome Agreement (with Communities Scotland - the Scottish Executive agency tasked with ensuring decent housing and strong communities) was also established in 2005 to help us deliver the plan. The plan pulled together ideas put forward by all the representative groups of what we would like to see happening in Orkney in the future. Ever since, all sorts of groups have been working together for the community benefit, helping to make Orkney the dynamic and attractive place it is.

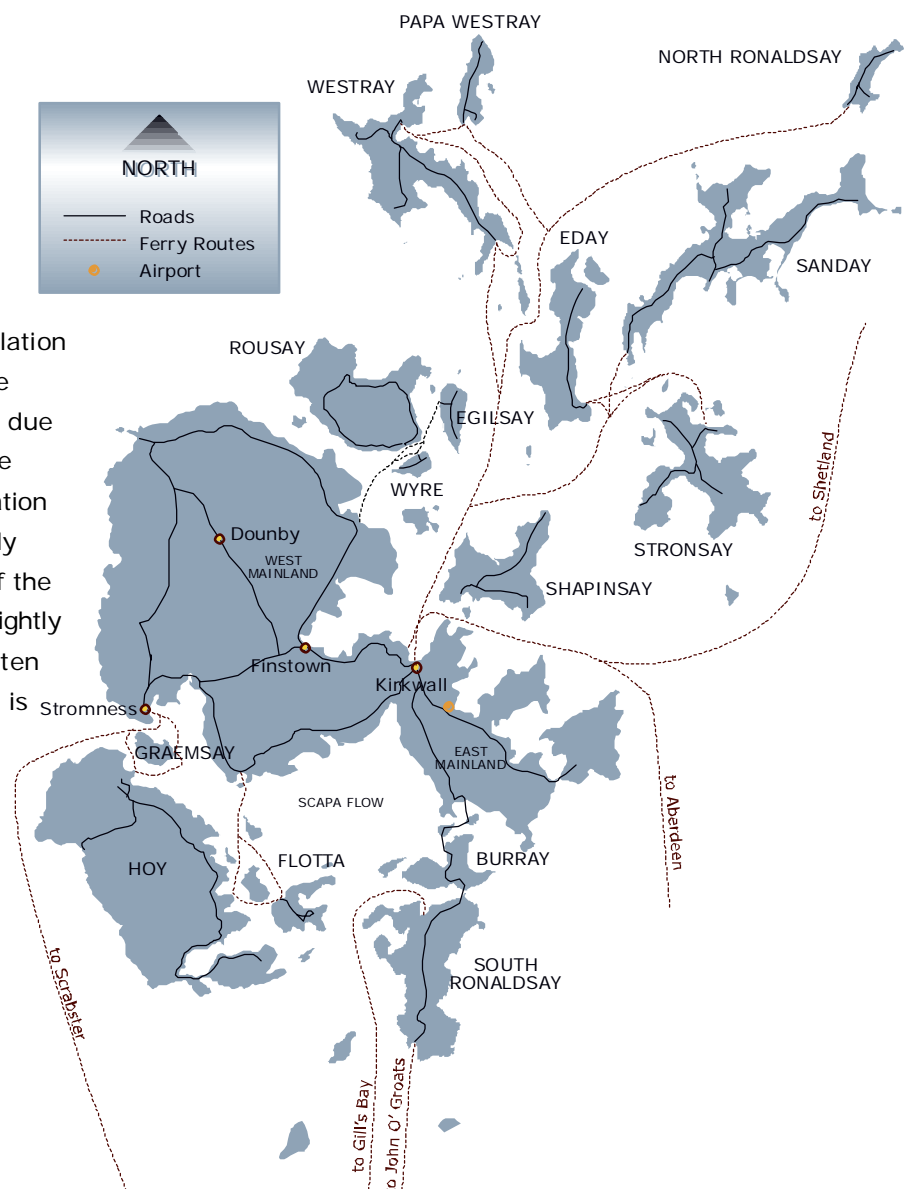
LOCAL CONTEXT

Orkney consists of approximately 100,000 hectares spread over 70 or so islands and skerries, 19 of which are inhabited. The sea separates Orkney from the Scottish mainland; Orkney's mainland and island communities are also separated from each other. Yet it is the sea which has contributed to self-sufficiency, a fascinating history, and helped to create a unique local culture and strong sense of community.

A century ago, Orkney had a population of around 29,000. It is now around 19,500. In the last 10 years, births have been outnumbered by deaths. However, the significant decline in population predicted at the end of the nineties has been avoided due to the recent rise in people migrating here. The population is expected to remain fairly stable for the remainder of the decade, and then decline slightly until 2024. Over the next ten years Orkney's population is also predicted to age dramatically. We must prepare to meet the needs of an increasingly diverse population too, as Orkney's workforce becomes increasingly international and multi-cultural.

Orkney has amongst the highest life expectancy in Scotland, and the area has an outstanding natural environment with

clean air and water, fine scenery, unique cultural heritage, safe surroundings, and diverse wildlife. However, health and quality of life can be adversely affected by rural poverty, caused by a range of factors including under-employment, low wages, high cost of living, lack of affordable housing, fuel poverty, and isolation from access to services.

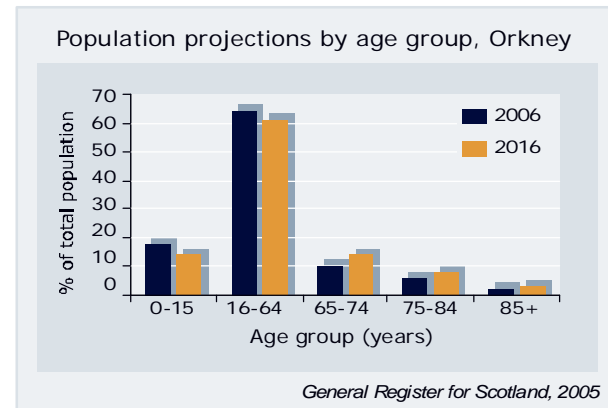


- By 2024, 30% of Orkney's population will have reached pension age compared with the Scottish average of 23% (General Register Office for Scotland, 2005). Our working age population is expected to fall, creating a demographic imbalance.
- At the time of the last census in 2001 67 people (0.3%) of the population recorded themselves as being from a minority ethnic group. But recent times have seen an increase in the numbers of migrant workers from Eastern European countries who represent an increase in Orkney's multi-cultural community.
- In Orkney house prices continue to rise with a 17.6% increase recorded in 2005/06 (General Register Office for Scotland, 2006). This means demand for affordable housing continues to grow well beyond the ability of both private and public sectors to supply.

Population Estimates for Orkney	
2006	19,779
2007	19,837
2008	19,831
2009	19,826
2010	19,811
2015	19,686
2020	19,439
2024	19,108

(Office for National Statistics, 2005)

- People in Orkney have amongst the highest life expectancy in Scotland at 76.5 years for men and 80.5 for women (Office for National Statistics, 2004).
- Educational attainment in schools is strong, consistently higher than comparable local authorities, and well above national averages (HM Inspectorate of Education, 2005).



- Unemployment in Orkney is very low at 1.6%, around half the Scottish average.
- The public sector remains Orkney's largest employer. We have seen a significant rise in employment in the construction sector over recent years, and figures from 2002/03 (Office for National Statistics) show that the decline in value to the local economy of traditional local industries such as agriculture and fishing has halted. However, oil shipments through the Flotta terminal continued to fall during 2005 (Orkney Economic Review, 2007).
- 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. In a 2005 police survey 98.1% of respondents in Orkney rated the area within 15 minutes of their home as very safe or fairly safe (Northern Constabulary, 2005).
- There is high demand for internal air and sea services, especially in the summer months. In particular there has been a rapidly increasing number of commercial vehicles, passengers and cars carried on Orkney Ferries. The huge cost of the whole transport system has also been growing at a level difficult to sustain.

SIX KEY PRINCIPLES

There are 6 key principles which guide our work:

Promoting survival

Survival is about maintaining fragile communities as places where people can live and work. There is likely to be more of a decline in population on the isles and more remote mainland areas over time, where communities are already threatened.

In the last 50 years there has been a steady drift away from the isles towards the towns on mainland Orkney. So although the mainland population of Orkney has grown, between 1991 and 2001, Orkney's smaller islands experienced depopulation of between 2% and 36% (2001 Census).

We need to recognise that our smaller islands are a distinctive and highly valuable asset, and these communities need investment to secure their future. Continued support for Initiative at the Edge areas, and other community-led projects is important to this. A vital element in the survival of communities is also the engagement of young people. Young people will always want to move away, to study or travel, and we should encourage them to do so. Our challenge is to ensure that they can return to live and work in a thriving community.

Promoting sustainability

Sustainability is about meeting our present needs, without compromising the ability of future generations to meet their needs. We want to enhance our quality of life over time, whilst at the same time trying to prevent problems being created elsewhere as a result.

In many areas of public service in Orkney there are competing interests pulling in different directions. For example, the development of tourism for economic gain will not benefit Orkney in the long term if the environment – the very thing which attracts tourists in the first place – is damaged in the process. It is only when everyone's interests are properly balanced that development can be sustained. This is what the community planning process will try to achieve.

By pulling together ideas, knowledge and experience we can change attitudes, improve our understanding of the key issues, and alter our behaviour so that we can all preserve and conserve Orkney's future.

Promoting equalities

Living in a remote 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-reach individuals feel included. This means working to promote equal opportunities regardless of age, disability, gender, origin, religion and beliefs, language, sexual orientation or income.

Inward migration is an important feature in maintaining the population of the islands and attracting investment and skills to build the local economy. Meeting the needs of migrants to the islands and a large annual influx of tourists from all over the world is another growing challenge.



Promoting equalities means recognising that everyone has different needs, and taking positive action to ensure certain groups are able to contribute to society. Since it is difficult for anyone in Orkney to be anonymous, we also have to be sensitive to those who value their privacy. We must learn from different communities and develop relationships to meet their needs.

Working together

No single organisation can be responsible on its own for improving the communities where we live, work or visit. 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 voluntary organisations.

Improving communication between community planning partners will have a number of benefits:

- shared understanding of local issues
- tackling bigger problems and working together to find solutions
- opportunities to pool resources, bring in outside funding, save money or add value to what we're doing
- better services through sharing good practice and improving efficiency

Community planning places great value upon local delivery of local services, run by individuals with a personal stake in the local community. This has always been an important value for island communities, but has been challenged recently by the trend towards centralisation of services on the Scottish mainland. Instead of joining up services with other regions, we are exploring the creation of partnerships for local joint working. As a small islands community, we are all accustomed to working closely together. This is a strength upon which we should build.

Working with communities

The involvement of local people in the planning process is at the heart of community planning. If we want to know how the shoe fits, we need to ask the people wearing it, not those who made it.

Orkney is unusual nowadays in that its communities are still very close knit. Local schools, churches, community centres, shops, and social gatherings give each community its distinctive identity. The voluntary sector is rooted in these communities, and we recognise the thriving level of activity which achieves wide ranging benefits. Our task is to make sure that we capitalise on this, and build relationships with established community councils, associations, groups, and trusts.

Each community in Orkney should be able to participate in determining its own future. People need to see a common vision for their future, recognise a project as being of interest and concern to them, and have the time and energy to get involved.

To make community engagement effective all community planning partners should work to certain key principles when planning engagement:

- fairness, equality and inclusion in involving people
- clear sense of purpose
- effective methods for achieving change
- learning from experience
- building on the skills and knowledge of all those involved
- providing accurate and timely information and feedback.

We will use the national standards for community engagement (Communities Scotland, 2005), which are based on these principles, to guide our work.

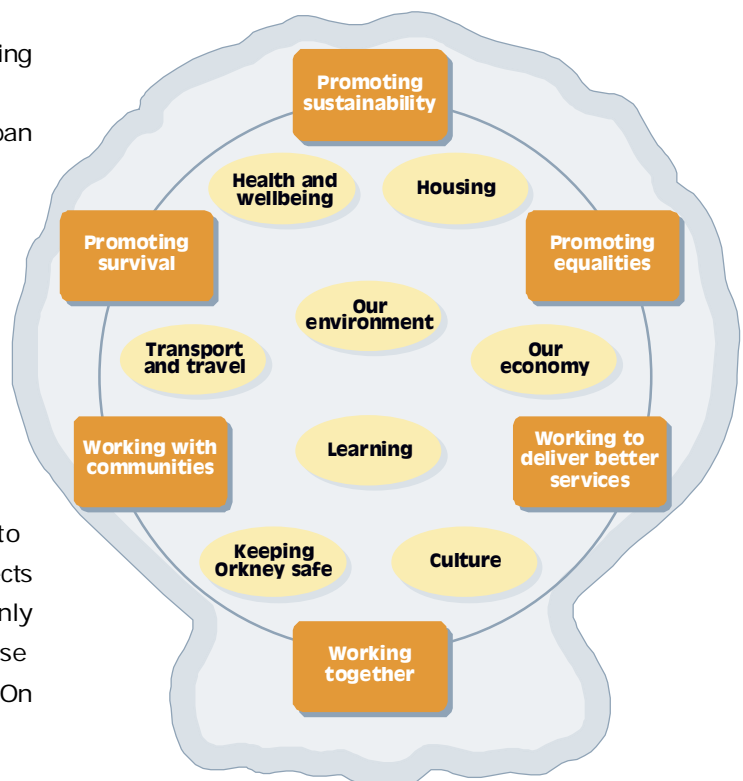
Working to deliver better services

Our need for services, including everything from pre-school education to refuse collection, differs little from any other urban or rural area of Scotland. However, in meeting local needs, our geography provides unique challenges.

Firstly, service providers are dependent upon Orkney's transport links for the supply of everything from medical supplies to groceries. Secondly, it is becoming more and more difficult for employers to attract key professionals to live and work in Orkney. And thirdly, 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.

Some compromises are inevitable. We can try to deliver local services which meet as many needs as possible, and ensure they are available to everyone. We can support social enterprise and community interest companies to help us to do that. Where services cannot be delivered locally, we must do our best to help people access them in other ways.

The following pages contain the 8 priority themes around which the community plan is based. These priorities have been agreed by the community planning partner agencies, and reflect the issues raised in consultation with all the members of the community who have contributed their views during the planning process.





HEALTH AND WELLBEING

Our aim: A healthy and caring community with health and social care services for all who need them

Our key objectives:

► Promote health equality

We need to work towards equitable access to adequate and reliable health services and facilities for all who need to use them.

Services will be regularly reviewed, taking into account local need and priorities. We need to ensure that good quality, innovative services are available to everyone in our islands and parishes, and work with local

communities to develop solutions.



We will tackle the challenges of meeting needs for specialised services, using telemedicine and

consultancy to support local delivery wherever possible. Technological developments will also be explored to help enable independent living, and we must build local expertise to help people with specific mental, physical and personal challenges.

► Make healthier lifestyle choices easier choices

Statutory and voluntary services will work together to promote health improvement, which will help decrease pressure on health services. Individuals will be supported to take personal responsibility for, and become experts in, their own health. Support and resources will be provided to help resolve health, personal and family difficulties. We will work with the community to enable

Issues raised by local people

- Maintaining isles health and care services
- Ensuring sufficient local care for older and other vulnerable people
- Tackling substance misuse including alcohol
- Improving dental services
- Improving mental health and wellbeing services
- Improving access to occupational health and physiotherapy services
- Providing health, care, leisure and sports facilities close to home
- Investigating alternative therapies

individuals to adopt healthier lifestyles, and encourage a shared responsibility for wellbeing through raising awareness of prevention, health protection and self-help.

► Shift the balance of care and raise awareness of wider influences on health and wellbeing

Shifting the balance of care from centralised residential and hospital services, towards home based treatment and support, is an important national policy. We will provide further opportunities to sustain the most vulnerable people in independent living, with security for them and for their carers. Services for carers, and support for local networks and neighbourhood activities are also vital. Access to learning opportunities, economic opportunities, good quality housing, cultural activities and transport are essential to promoting well being and preventing poor health.





Key challenges for Community Planning Partners

- Planning for an ageing population
- Developing sustainable and accessible health services across our communities
- Encouraging personal responsibility for health and wellbeing
- Shifting the balance of care towards providing health and social care services at home

► Challenge discrimination, promote diversity, and prioritise safety and support for the most vulnerable

Promoting and protecting the wellbeing of the whole community will be a priority.

The protection of children and adults, and the prevention of all forms of abuse, must be underpinned by active efforts to promote social inclusion and community participation.

To ensure the rights of all children and adults are upheld, their voices must be heard. Self advocacy and advocacy services will be promoted and supported, consultation for service development and improvement will be extended, and close inter-agency working will continue.

► Take positive action to minimise the harmful effects of drugs, alcohol and smoking

To enable individuals, families and communities in Orkney to reduce the risk of harm to themselves and others from substance misuse, we will focus on:

- Changing cultures - reducing drug and alcohol related crime, reducing binge drinking, and establishing non-smoking as the norm.
- Prevention and education – reducing risk to young people, including harm from the substance misuse of others, particularly the family.
- Provision of services – helping people to combat their addiction by reducing waiting times and ensuring adequate and inclusive treatment and support services.
- Protection and controls – reducing the availability of harmful substances, and strengthening our response to harmful effects.



Related Plans and Strategies	Related Forums
<ul style="list-style-type: none"> ● Community Care Plan ● Integrated Children's Services Plan ● Partnership in Practice Agreement ● Mental Health Strategy ● Joint Health Improvement Strategy and Action Plan ● NHS Orkney Local Delivery Plan and Service Redesign Plan ● Health and Homelessness Action Plan 	<ul style="list-style-type: none"> ● Community Healthcare Partnership ● Healthy Communities Group ● Joint Future Forum ● Childcare Partnership ● Orkney Drug Alcohol and Smoking Action Team



HOUSING

Our aim: To ensure that everybody in Orkney has a suitable home

Our key objectives:

- **Maintain up to date information on housing demand and ensure an adequate supply of affordable housing**

Waiting list numbers, homelessness figures and input from community engagement indicate there is a need for assistance with housing in most areas of Orkney. We have a basic need to house our workforce, key workers in particular. Our challenge is to be able to identify solutions based on the nature of housing need, the house type, tenure and location. This is especially challenging in rural parishes and the islands where normal statistical analysis may not be meaningful. We will continue to work with all of Orkney's communities to establish a practical, cost effective method of analysing the housing shortfall in each area.

We will work towards securing sufficient resources to assist those who are unable to meet their own housing needs. To do this we will aim to increase the provision of social rented homes and promote a range of options for low cost home-ownership.

- **Work towards housing that is fully accessible, above the tolerable standard, energy efficient and contributes to a high quality built environment**

Any new housing, whether built in existing settlements or in the countryside, must be

located, sited and designed in a way that is sensitive to the Orkney landscape and natural environment. Housing should also meet the needs of its occupants in terms of fuel efficiency, comfort and capacity.

By providing assistance, including grants, loans and advice, the Community Planning Partnership will aim to ensure that all houses, whether in the public or private sectors, achieve the tolerable standard of fitness and energy efficiency, are suitable for those with particular needs and are designed to fit the Orkney setting.

Issues raised by local people

- Need for renovation of ruins
- Need for more affordable housing
- Conflicting views on planning policy
- Encouragement of energy efficiency

- **Identify land suitable for housing development in the right locations and in sufficient quantity to meet future housing needs**

We need to guide the future development of housing in Orkney. This means finding the best sites and ensuring that enough land is available to cope with Orkney's future housing needs. This is done via the Planning system through the production of a Development Plan (formerly the Orkney Structure Plan and the Orkney Local Plan).

We will ensure that our Development Plan is kept up-to-date and that sufficient land is identified to meet long-term needs. We will also ensure that the local community is fully involved in its revision.

Key challenges for Community Planning Partners

- Identifying suitable land, siting and design for development, sensitive to the landscape
- Lack of capacity in the construction industry
- Identifying and meeting the demand for housing
- Involving the community in development planning

► Assist in the regeneration of Orkney's towns, villages, and Isles

Good housing in the right locations supports economic development and can also help urban and rural regeneration.

In Kirkwall and Stromness there are a number of sites with potential for redevelopment. Housing may form a key

element of any redevelopment undertaken on these sites. On the more fragile Isles the provision of new housing assists in the regeneration of small communities with fragile economies and falling populations.

We will work in partnership with the communities affected to identify what role



the provision of new housing can make to revitalising particular sites, settlements, or islands.

Related Plans and Strategies	Related Forums
<ul style="list-style-type: none"> • Development Plan • Local Housing Strategy • Fuel Poverty Strategy • Homelessness Strategy • Orkney Housing Association Ltd - Strategy & Development Funding Plan 	<ul style="list-style-type: none"> • Housing Development Forum • Local Development Plan Forum



TRANSPORT AND TRAVEL

Our aim: An effective and efficient transportation network that supports the economic vitality, community wellbeing and environmental integrity of all of Orkney

Our key objectives:

► **Ensure travel opportunities meet the needs of the whole community**

Travel needs change over time, and demand for travel usually responds to what travel opportunities are made available. If we widen roads or provide more ferry services, invariably more people will travel more often, and the roads and ferries will fill up.

We recognise that due to financial or other constraints, the desires of the Orkney community are sometimes beyond what is currently provided, or can be provided, in the transportation network. This is true



within Orkney and of our external links. To meet the needs of the whole community, we are looking to take into account everyone's needs around the County, and to plan for a transportation network that supports the development of Orkney as a whole.

► **Integrate various means of travel around Orkney**

In Orkney we rely upon many means of travel – ferry, plane, car, bus, foot and bike – to get us to where we need to go. It is

Issues raised by local people

- Revised timetables for work and leisure opportunities
- Evening/night public transport
- Research into fixed links
- Keeping travel costs down
- Making services and travel information more accessible

important that all of these means of travel integrate well, so that we can all get about with ease. However, this is difficult in rural areas where services are sparse.

The quality and accessibility of journeys is only as good as the weakest part of that journey, be it access to inter-isles ferries which is not always possible for less physically able people or the bus network that does not presently use low-floor vehicles right across the network. We seek to ensure smooth and accessible travel, including from one form of travel to another.

► **Promote accessibility for all**

This refers to the five A's of accessibility – physical **A**ccessibility, **A**vailability, **A**ceptability, **A**wareness and **A**ffordability.

Key challenges for Community Planning Partners

- Meeting high demand for internal air and sea services
- Reducing dependency on cars
- Increasing rural public transport provision
- Making vehicles and ferries more accessible
- Managing growing infrastructure costs
- Maintaining, improving, and integrating links with mainland Scotland



OUR ENVIRONMENT

Our aim: A natural environment which is protected, enhanced and sustainably managed to combat climate change

► **Maintain good environmental quality for water, air and land**

Clean air to breathe, clean water to drink and healthy soils to support our crops are fundamental to our lives. Good environmental quality for our water, air and land must be achieved and maintained:

- **Water:** we will protect the quality of groundwater, freshwater and coastal waters through the delivery of river basin management plans for Orkney.
- **Air:** we will guard against negative effects of air pollution on health and the environment by promoting the best techniques and choices in travel and industry and by carrying out air quality assessments.
- **Land:** we will protect land quality by influencing land use, monitoring and responding to contamination and ensuring that land is used sustainably.

► **Protect and enhance biological diversity in Orkney**

Biodiversity includes the whole variety of life on earth, from the smallest seed to the

largest whale. Biodiversity helps to make Orkney special - imagine cliffs without sea birds or hills without purple flowering heather. It also provides the essentials of



life – air, food, clothing, health and relaxation. Yet throughout the world, human activity is causing extensive loss of species and damage to the habitats they live in.

We can care for our biodiversity by:

- managing land and water for wildlife benefits as well as economic benefits
- preventing further loss of natural and semi natural habitats
- maintaining and enhancing populations and ranges of our native species
- ensuring development does not damage valuable wildlife habitat
- getting more people involved in protecting their local wildlife and habitats.

Key challenges for Community Planning Partners

- Promoting biodiversity
- Setting a good example in terms of energy efficiency and waste awareness
- Promoting sustainable renewable energy development
- Promoting sustainable farming and fishing practices

► **Safeguard sustainable use and management of Orkney's natural resources**

Natural resources form the backbone of our economy. However, they need to be used and managed in a way that ensures their availability for future generations and without causing irreversible damage to the environment.

Issues raised by local people

- Encourage better farming practices
- Protecting the landscape with sensitive development
- Preventing coastal erosion and rising sea levels
- More information on energy efficiency
- More recycling and less fly-tipping

In order to achieve this we need to work towards:

- farming practices which will benefit the water and soil quality and allow biodiversity to flourish
- sustainability of fish and shellfish stocks in healthy seas
- sustainable mineral extraction which minimises impacts on the environment
- responsible tourism whereby visitors can enjoy our wildlife and landscapes without damaging them
- reduced and efficient use of resources by businesses, organisations and consumers.



► **Promote the waste hierarchy of reduce, reuse and recycle**

Preventing and managing waste is at the heart of sustainable development and the European Community Strategy for Waste establishes a hierarchy

of waste management options. This waste hierarchy needs to be adopted by everyone in Orkney - organisations, businesses and individuals:

- Reduce – reduction in the generation of waste and use of natural resources.
- Re-use – this involves items being used again for the same or different purposes.
- Recycle/ Compost - to process and use again in place of new materials
- Recover - incinerate and recover energy for uses such as district heating system.
- Disposal to landfill – only an option if none of the other options are available.





► **Promote energy efficiency and all forms of sustainable local renewable energy**

Climate change is probably the biggest environmental issue facing our planet. It will affect us all, wherever we live. Each of us needs to change the way we use energy because burning fossil fuels is one of the major contributors to climate change. Also, resources of fossil fuels such as coal, oil, and gas are running out.

We can combat climate change in two ways – by everyone using less energy and by using alternative forms of renewable energy.

Saving energy:

- improve energy efficiency of our homes, businesses and public buildings (using the Energy Efficiency Advice Centre for free advice and help)
- use less energy in our daily lives at work and at home
- reduce emissions from transport and promote the use of alternative fuels.



Using renewables:

- promote community development and ownership of renewable energy installations such as wind turbines
- promote domestic use of all microrenewables technology
- research and develop a broad array of technologies appropriate to local conditions and needs, including marine energy technology at the European Marine Energy Centre
- ensure renewable energy developments are well designed and sited to minimise their impact on the natural environment.





► **Raise community awareness of the natural environment and environmental issues**

We all benefit greatly from our natural environment, every time we use its resources, or simply take a walk in the fresh air. This means we all have a part to



play in looking after it. To help people take responsibility for their natural environment and resources we must:

- involve more people in protecting, enhancing and enjoying the natural environment
- ensure everyone understands the importance of safeguarding biodiversity
- raise awareness of the causes and impacts of climate change and how each of us can reduce our contribution to global warming
- promote waste management and energy conservation in all sectors of the community
- recognise that decisions and actions taken locally have global impacts.

Related Plans and Strategies	Related Forums
<ul style="list-style-type: none"> • Orkney Environment Partnership - Environmental Strategy and Action Plan • Orkney Sustainable Energy Strategy • Local Biodiversity Action Plan • Orkney and Shetland Area Waste Plan • Development Plan 	<ul style="list-style-type: none"> • Orkney Environment Partnership



OUR ECONOMY

Our aim: Help the people and businesses of Orkney to achieve their full potential on a long term, sustainable basis

Our key objectives:

- ▶ **Empower Orkney's fragile communities to develop a sustainable economic base**

We will assist fragile communities to identify their strengths and to exploit sustainable economic development opportunities.

Working in partnership with our communities, we aim to involve all communities in shaping their future.



To do this we must ensure that the supporting infrastructure and services are in place by:

- developing further integrated internal transport improvements
- expanding the availability of digital communication and
- developing innovative means of providing services throughout remote areas

Community enterprise and sustainable economic development will be encouraged and supported to ensure that no communities in Orkney are excluded from the benefits of employment.

- ▶ **Ensure that Orkney's economy is fully integrated within the global economy**

Equipping Orkney's businesses to compete in global markets will help create links with other regions, growth of new industries and increased co-operation between businesses and between sectors. We will do this by:

- maintaining, developing and promoting the Orkney brand and its reputation
- ensuring that transport services, for both people and freight are frequent, reliable and affordable
- ensuring that there is access to digital information and communications throughout Orkney so that businesses, communities and individuals can remain connected and competitive.
- promoting Orkney as an attractive location in which to live, work and invest, to attract newcomers and people returning to Orkney.
- promoting Scapa Flow as an established deep water, safe marine facility and exploring its safe and sustainable use as a transcontinental crossroads and possible container trans-shipment hub.

Issues raised by local people

- Jobs to keep young folk in the Isles
- Good IT links crucial
- Renewable energy – research and development
- Promote local quality produce and suppliers
- Seek migrant workers
- Decentralise jobs over all the islands
- Problem of shipping costs

Key challenges for Community Planning Partners

- Incomes below the national average
- High self employment, multiple and seasonal employment
- Skills shortages and difficulties in recruitment and retention of staff
- Threats to traditional industries
- Creating better IT links and infrastructure
- High transport and shipping costs

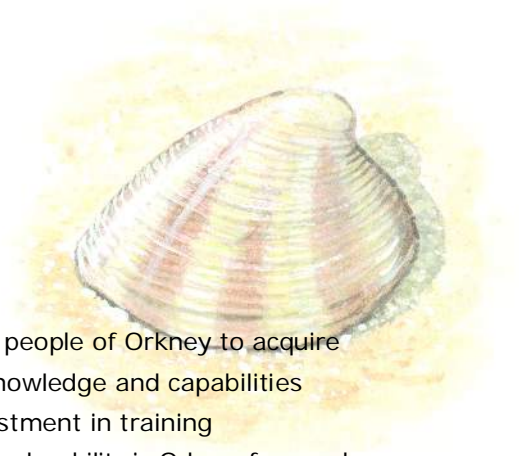
It is essential for us to broaden employment opportunities and increase the number of high quality jobs available locally. This can be done by encouraging and supporting development in emerging industries such as marine renewables, and the academic sector.

► **To encourage a culture of enterprise which provides the right economic conditions for businesses to achieve dynamic and sustainable growth**

Greater entrepreneurial dynamism and creativity can be promoted through encouraging business start-ups in key high value sectors, supporting business development in the fragile islands, and encouraging diversification. We will help businesses flourish, by:

- enabling the people of Orkney to acquire new skills, knowledge and capabilities through investment in training
- developing employability in Orkney for people with additional support needs
- maximising the use of e-business to ensure that Orkney's businesses remain competitive and able to respond to key opportunities
- increasing research and development work locally
- developing renewable energy production and its export, examining issues such as grid upgrade and connection charges for remote areas.

All development should be appropriate and controlled in order to limit its social and environmental impact. We will encourage businesses to use new technologies both to improve energy efficiency and to increase profitability.



Related Plans and Strategies	Related Forums
<ul style="list-style-type: none"> • Economic Strategy for Orkney • Smart, Successful Highlands and Islands • Local Development Plan 	<ul style="list-style-type: none"> • Orkney Local Economic Forum • Orkney Local Social Economy Partnership



LEARNING

Our aim: A learning culture in which everyone develops:

- *enthusiasm and motivation for learning*
- *determination to reach high standards of achievement*
- *an openness to new thinking and ideas*

Our key objectives:

► Ensure learning is for all

Learners of all ages should expect a high quality education irrespective of gender, ethnicity, religion, ability, disability, social background, or location. Learning opportunities have a vital role to play in combating discrimination and disadvantage, and supporting social inclusion. The learning demands of the 21st Century are very different from those required in former times. Among the core skills required is the skill of learning itself.



The reality and complexity of global, social, scientific and technological change requires more than knowledge and understanding. Safe access to the huge volume of information and knowledge available through new technologies plays a key role in learning at school, at home and in the community as a whole.

Issues raised by local people

- Access to learning for everyone using open/distance learning
- Lifelong learning helping people move with the times
- Provide opportunities for young people to stay in Orkney and continue their learning

► Make learning about the whole person

Learners of all ages should expect opportunities to develop a range of traditional skills, including literacy and numeracy, alongside transferable qualities and skills. For example: ambition, confidence, self-esteem, inter-personal skills and respect for others, creativity and a healthy life style. Attitudes are influenced by a strong sense of community and shared values which must be acknowledged, nurtured and developed.



Key challenges for Community Planning Partners

- Sustaining high levels of educational attainment
- Attracting more people to make local courses more sustainable
- Reducing barriers to learning such as childcare, cost and transport
- Promoting career development in local industry

► Encourage learning for life

Learners of all ages should expect to access a range of learning opportunities that are relevant and encourage participation in economic and community activities.

Learning is a lifetime activity that can be realised through developing skills for work and providing community learning opportunities. In providing access to training and learning to, we can help everyone make a positive contribution to society and achieve economic wellbeing.



► Promote learning as the shared responsibility of the whole community

Learners of all ages should expect learning opportunities to be available through all our establishments, including training providers, learning centres, libraries, schools, community education centres, the further and higher education college, and the work place. This reinforces the importance of community engagement and partnership working, and will encourage active citizenship by helping people to have a say in decisions which affect them.

Related Plans and Strategies	Related Forums
<ul style="list-style-type: none"> • 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 • Not in Education, Employment or Training (NEET) Strategy 	<ul style="list-style-type: none"> • Orkney Learning and Guidance Forum • Not in Education, Employment, or Training (NEET) Strategy and Operations Groups



CULTURE

Our aim: Enhanced cultural activity enabling heritage, arts and sport to grow and thrive in Orkney

Our key objectives:

- **The safeguarding, collecting, preserving, conserving and interpretation of Orkney's heritage**



A sense of place and history underpins the health and wellbeing of individuals and their community. Celebrating and interpreting the uniqueness of a place and its heritage also brings an economic boost

Issues raised by local people

- Pressure on volunteers to run activities
- Development of wartime heritage sites
- Better accessible facilities for arts events
- Promote festivals
- Create cycle paths for safety

to Orkney through engaging with cultural tourists. Co-operative working with the wider heritage sector ensures the safeguarding and collecting of appropriate materials.

- **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 and festivals, and large





Key challenges for Community Planning Partners

- Meeting new legal responsibilities on cultural entitlements for everyone
- Making national aims work in a local context
- Securing sufficient skills and resources to support first-class cultural services

► A community which values, develops and encourages sport and physical activity whether it be at a recreational, competitive or elite level

It is crucial on many levels for Orkney's community to be physically active. Sport and recreation can help people improve their health and well being. Equally importantly, Orkney has strong community

numbers of residents engaged in the arts across the professional, amateur and voluntary sectors, both as providers and as audiences. The arts are not merely incidental to civilised life, but central. Participation can help Orkney to thrive.



support for all kinds of activities, so agencies must work together with groups and communities to value and develop sporting culture.

Related Plans and Strategies	Related Forums
<ul style="list-style-type: none"> • Orkney's Heritage Development Plan • Developing Orkney through the Arts – an Arts Development Plan for Orkney • The Sport and Physical Activity Strategy 	<ul style="list-style-type: none"> • Orkney Heritage Forum • Orkney Arts Forum • Orkney Sports Forum



KEEPING ORKNEY SAFE

Our aim: A community where everyone may live, work, visit and play safely, without undue fear or risk of harm

Our key objectives:

- **Ensure that everyone travelling within Orkney can do so safely**

We need to plan proactively to reduce the hazards and avoid risks particularly in relation to road safety. We will do this by using the Four E's approach: **E**ducation, **E**ngineering, **E**ncouragement and **E**nforcement.

We also aim to improve the perceived and actual safety and security of all travel, when using the various means of travel that make up Orkney's transport network.

- **Reduce the incidence of accidents and ill-health caused at work, in the home and during leisure activities**

We should all take responsibility for community safety, so we will raise awareness of accident prevention within the community and with relevant groups and agencies. We will do this by actively promoting and encouraging good practice, providing information and assistance where appropriate and planning ahead to reduce risks.

Key challenges for Community Planning Partners

- Maintaining the low levels of crime and antisocial behaviour in Orkney
- Raising the profile of community safety work to help target problems creatively

Issues raised by local people

- Problems with drink and drugs, and road safety
- Orkney is in general a safe place to live – we need to safeguard that

- **Ensure a co-ordinated and effective response capability to any emergency occurring or affecting our community**

Orkney has role as a major player in the oil industry, and provider of distinctive transport services, as well as being home to lengthy coastlines open to the elements, which means that there is always a threat of accidents or emergencies. There are



many agencies locally which deal with emergencies, and to do this effectively we have to co-ordinate all these agencies within Orkney. Helping local communities and businesses work towards increasing their resilience to accidents and emergencies is also very important.



► **Reduce crime, other antisocial behaviour and the effect it has on our community**

We have an obligation to reduce crime, and fear of crime locally. This includes reducing the risk of crime, antisocial behaviour, domestic abuse, neglect or bullying of children and adults.

We can do this if we work and plan



together, using intelligence, and problem solving approaches. We would rather

prevent crime, but when the need arises we must also have robust multi-agency plans in place to deal swiftly and effectively with incidents when they occur.

Related plans and strategies	Related Forums
<ul style="list-style-type: none">• Community Safety Strategy & Action Plan for Orkney• Emergency Planning and Response in the Highlands and Islands	<ul style="list-style-type: none">• Community Safety Forum• Orkney Local Emergency Coordinating Group

WHAT HAPPENS NEXT

Writing this plan has been a constructive process for the Community Planning Partnership. We must now work together to deliver it. The important part is what happens next – how we make it happen.

In everything we do we will champion our 6 fundamental principles:

- **promoting survival** – to protect our fragile communities
- **promoting sustainability** - to ensure what we do now doesn't compromise the needs of future generations
- **promoting equality** – encouraging service provision which achieves equal opportunities for everyone
- **working together** - more effectively in partnership to tackle issues
- **working with communities** - to involve community groups, voluntary groups and individuals in the process, and
- **working to provide better services** – encouraging service providers to develop action plans which deliver their services in accordance with the objectives of the community plan.

Resources

Agencies working in the public and not for profit sectors have increasing demands upon the resources available to them, as expectations of service delivery grow. The Community Planning Partnership must therefore work together – sharing assets, coordinating resources, and aligning service planning to the shared priorities in the community plan. This will help us make the best use of the limited funding available and enable us to attract external initiative

funding from sources such as European, Scottish Executive, Communities Scotland, and the Big Lottery to progress new projects.

Monitoring, Evaluation, and Reporting

Reporting on performance offers a means of communicating what we are trying to achieve and the impact that it is having on improving the community.

All the community planning partners will monitor progress against their own projects and targets contained in the related plans and strategies detailed under each theme.

This information will be collated by the Community Planning Partnership so we can measure performance against the broader aims and objectives of the community plan, and develop a performance management framework.

Progress will be reported regularly, and this information will be available through the community planning website, via public performance reporting, and through articles in the press.

Orkney Community Planning Partnership's website:

www.orkneycommunityplanning.org.uk is a community resource which is updated regularly to report on community planning activities. It provides answers to FAQs, documents including the community plan and performance reports, community engagement reports, and minutes of the OCPP Steering group and other multi-agency forums. The website is also used for consultation and debate via its discussion board.

HOW TO GET INVOLVED

If you would like further information, or wish to become more involved in helping to deliver the Community Plan, please contact:

Policy Unit, Chief Executive's Department
Orkney Island Council
School Place
Kirkwall
Orkney
KW15 1NY

Telephone: 01856 873535

Email: communityplanning@orkney.gov.uk



More information on community planning, the partnership, and the community plan, plus an online discussion board, can also be found on our website:

www.orkneycommunityplanning.org.uk



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Alternative Format

If you would like to obtain a copy of this document in an alternative format please use the contact details above.

Impact Assessment

This plan has been subject to Strategic Environmental Assessment and Equalities Impact Assessment. As a result, the plan has been prepared to make sure significant negative effects on equality or the environment in Orkney have been identified and mitigated.

PHOTOGRAPHS:

Page:		
Front cover	<i>Eynhallow Sound</i>	Doug Houghton
1	<i>Playpark</i>	Adele Watts, Firth Primary
2	<i>County Show</i>	Orkney Photographic
6	<i>Coast and starfish</i>	Christine Skene
8	<i>Marengo centre</i>	Orkney Photographic
8	<i>North Isles sports</i>	Orkney Photographic
9	<i>Brough of Birsay</i>	Castlequoy Graphics and Design
10	<i>Aerial view of Kirkwall</i>	Orkney Photographic
11	<i>Citadel development, Stromness</i>	Castlequoy Graphics and Design
12	<i>Hrossey and cruise liner</i>	Orkney Photographic
13	<i>Take-off</i>	Andrew Heron
13	<i>Ro-ro ferry Tingwall</i>	Orkney Islands Council
14	<i>Guillemots, Noup Head</i>	Orkney Photographic
15	<i>Lobster</i>	Helen Hadley
15	<i>Wind turbines, Stronsay</i>	Orkney Photographic
16	<i>Scilla</i>	Christine Skene
16	<i>Harvest time</i>	Fiona MacNab
17	<i>Bag the bruck</i>	Fiona MacNab
18	<i>Albert Street, Kirkwall</i>	Orkney Islands Council
19	<i>Wind turbines, Stronsay</i>	Orkney Photographic
20	<i>Reading together</i>	Firth Primary School
20	<i>School outing, Stromness</i>	Castlequoy Graphics and Design
21	<i>Sports day, Stromness</i>	Castlequoy Graphics and Design
22	<i>Young fiddlers</i>	Orkney Photographic
22	<i>Ring of Brodgar</i>	Orkney Photographic
23	<i>Artwork</i>	Christine Fay, S6 KGS
24	<i>Police visit</i>	Flotta Community School
25	<i>RNLB Margaret Foster and Oscar Charlie</i>	Jennifer Rynie
Shell drawings throughout	<i>Banded wedge shell, otter shell, wavey hatchet shell, rayed trough shell, striped venus, coo shell, canoe shell, cockle</i>	Iain Ashman

Designed by Castlequoy Graphics and Design, Stromness - April 2007

