



**The Scottish
Government**

*“working together
for a better Orkney”*



ORKNEY
ISLANDS COUNCIL



SINGLE OUTCOME AGREEMENT

2008-2011

Approved by Council 24 June 2008

INTRODUCTION

Vision and priorities

Orkney Islands Council is fully committed to the strategic objectives of the Scottish Government, and the national outcomes which underpin this Single Outcome Agreement.

The Council is also fully committed to the vision, principles and priorities encapsulated in Orkney's community plan for 2007-2020: Orkney 2020—Our Vision. The eight priority themes of the community plan are the eight "local outcomes" which drive our SOA:

- § 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

The Council's own priorities for the next five years are set out in its new corporate strategic plan for 2008-13, which elected members have been working on since their election last year. These priorities are:

- § care for our older and other vulnerable people
- § sustainable communities
- § planning and affordable housing
- § transport networks
- § schools and community facilities
- § improved services and facilities through increased joint working

The Council plan has three main drivers: the community plan, the views of local residents (as canvassed in a residents' survey conducted in November/December 2007) and elected members' own political priorities. The Council plan is very practical and sets out the projects to which members will commit resources over the plan period, and their target outcomes. These specific commitments will be found in the SOA templates under "Required actions/commitments by local partners".

The activity of Orkney Community Planning Partnership (OCP) is guided by the community plan. Using its Fairer Scotland Fund resources, OCP has made a number of commitments for 2008-09 which will also be found in the relevant templates under "Required actions/commitments by local partners". OCP and the Council are now developing a longer-term strategy for the Fairer Scotland Fund, together with governance and accountability frameworks, which will support the incorporation of OCP member activity into Orkney's SOA from 2009-10 onwards.

A new model for public services

Alongside our community planning vision we have a number of specific drivers for change in the organisation of public services in Orkney:

- Forecast demographic changes in Orkney's population and consequent forecast rise in demand for health and social care services

- The opportunity presented by Orkney's *Joint Working in Orkney* programme, covering both shared services and potentially joint procurement of new school and hospital buildings
- The imperative for NHS Orkney to establish a more sustainable cost base via its *Shaping Up* programme
- The changing face of the workforce and increasing difficulty of recruiting to key posts
- The need to preserve local jobs, services and decision-making

The *Joint Working in Orkney* transformational pathfinder project is developing a cross-sectoral model for the delivery of public services in island authorities. The focus is on citizen-centred services, delivered seamlessly and integrated as fully as the Scottish Government and existing legislation permit us to do. We believe that the model addresses very important considerations with regard to the relationship between the reform of public services, the role of community planning, and their shared aim of building vibrant and sustainable communities, served by efficient, effective and fully joined-up public services. The significance of this development is reflected in the Council's mission: ***Working together for a better Orkney.***

We hope that the development of a shared Single Outcome Agreement over the next year will act as a catalyst to the *Joint Working in Orkney* programme. In leading the process, the Council will encourage members of Orkney Community Planning Partnership to identify the common ground in their individual missions, seek shared solutions to shared problems, and develop the capacity and confidence the Partnership needs to deliver its shared vision for Orkney.

1. Purpose of the Agreement

The purpose of the Single Outcome Agreement is to identify areas for improvement and to deliver better outcomes for the people of Orkney and Scotland, through specific commitments made by the Council and Scottish Government.

This document sets out the joint commitments between the Council and the Scottish Government to the delivery of an agreed set of outcomes.

Each party to this Agreement is mutually accountable for the delivery of the agreed outcomes. For the purposes of this Agreement, “mutually accountable” means that each party:

- will jointly take ownership and responsibility for their respective contributions to the agreed outcomes; and
- will be able to hold each other to account for the delivery of specific commitments they make to enable the delivery of the agreed outcomes.

This agreement reflects a new relationship between the Scottish Government and Local Government and one that the Council is committed to developing, against the backdrop of its priorities for the people of Orkney. The basis on which this agreement is being made is set out in the Concordat between the Scottish Government and COSLA. The components of the package under the Concordat are:

- Commitment from the Scottish Government that there will be no structural reform of local government during this Parliament;
- Introduction of Single Outcome Agreements for every Council;
- An overall funding package for the period 2008-09 to 2010-11;
- A significant reduction in the number of separate funding streams to local government;
- That local authorities will be able to retain their efficiency savings;
- Commitment from local authorities to deliver on a specified set of commitments from within the funding envelope provided;
- That a new performance reporting system will over time replace the myriad of existing systems and provide regular, timely and transparent reporting to local communities and the Scottish Government;
- Over and above requirements for this new performance reporting system, requirements associated with statutory requirements, any agreed transitional arrangements in moving to an outcomes based approach, ongoing statistical returns and formal inspections, local authorities will not be asked to submit any other monitoring returns or plans to the Scottish Government without prior agreement;
- An agreed response to the Crerar Review leading to improved performance management, increased self-assessment and more focused and proportionate external scrutiny; and
- Joint responsibility between local government and the Scottish Government for overseeing and monitoring the new relationship.

2. Scope of the Agreement

This Agreement covers all local authority services in Orkney, including those delivered by or with non departmental public bodies, agencies, businesses, the third sector and other partners.

Parties to this Agreement confirm their commitment to fulfil legal and policy obligations upon them in relation to Community Planning, Best Value, equalities and sustainable development.

Orkney's local outcomes are directly related to the eight aims of our Community Plan “Orkney 2020: Our Vision”. The Community Plan is firmly guided by local issues and informed by wide-reaching community engagement. Local agencies and organisations already work towards this together, when planning projects and activities.

The key word is “community”, and to try and ensure everyone was involved, consultation and engagement was undertaken with as many people, community and voluntary groups, and public

and private organisations as possible when writing the plan.

The CPP undertook a public consultation on the Community Plan during summer 2006. The aim of the consultation was to ascertain public and stakeholder views on the previous Community Plan for Orkney and highlight areas for change to be incorporated into its successor. At the same time a comprehensive programme of community engagement was contracted out by the CPP to Voluntary Action Orkney (VAO), an independent community development organisation serving the voluntary sector in Orkney. Starting with the most isolated island communities, VAO organised a series of meetings which sought to inform the local population about community planning, and discuss with them key local issues, using a “participative inquiry” methodology. 23 Community Engagement sessions were undertaken by VAO in the Isles, rural parishes and with communities of interest for the period 2005–07.

In drafting the community plan a number of multi-agency working groups were set up to develop each of the themed chapters. They used the community engagement and consultation findings, tempered by their own knowledge and experience, and linked to other key partnership plans to inform the content, making it an ideal basis for the SOA.

3. Governance

The Council, with its local partners, will ensure that corporate and joint governance and scrutiny arrangements are applied in support of their commitments under this Agreement and in full accordance with the principles of Best Value.

Parties to this Agreement confirm their commitment to fulfil all legal, policy and operational obligations upon them (including responsibilities introduced by the Concordat and any new obligations that may be agreed or introduced during the life of this Agreement).

4. Ongoing Development of the SOA

Transitional arrangements for the development of the 2008-09 Council SOA, and the 2009-10 SOA, incorporating Orkney Community Planning Partnership, were outlined in reports submitted to the Partnership's Steering Group on 5 February 2008 and the Council's Policy and Resources Committee on 12 February 2008. Further reports, to accompany the Council's draft SOA as submitted on 31 March 2008, were submitted to the Council's Policy and Resources Committee on 15 April 2008 and to the Partnership's Steering Group on 17 April 2008. The final draft SOA for 2008-09 will be submitted to meetings of the Partnership's Steering Group on 9 June 2008 and to the Policy and Resources Committee on 24 June 2008.

In order to allow time for the Partnership to be fully engaged in the process, and for procedures to be established between the Partnership and the Council regarding future governance and accountability arrangements to be applied to the SOA and the Fairer Scotland Fund, the Council and Partnership will develop their parts of the SOA as separate but fully compatible sections for 2008-09. The Partnership's SOA for 2008-09 follows the guidance received relating to performance management of the Fairer Scotland Fund. Fairer Scotland Fund activity for 2008-09 is included in the Council's SOA, so the Partnership's submission uses the same templates as the main SOA. It will be incorporated within the joint SOA during 2008-09. HIE in Orkney is providing some staff resource to help with the preparation of the Partnership's submission.

The timescale will allow for discussions between community planning partners as to how much of their core activity they might wish to include within the Orkney SOA. Potentially, the SOA could incorporate information on how all the main Partnership members will contribute towards the achievement of the Government's national outcomes. Because the Partnership operates on the principle of consensus, reaching this point may require an incremental process, but we are confident that our joint SOA will be more robust and deliverable as a result.

Orkney's community planning framework provides a very efficient mechanism for the dissemination of information to 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 PLG has already been briefed on the SOA process, and agreed at its meeting of 24 January 2008 to assist the Council in the preparation of Orkney's SOA. The participation of the PLG will greatly facilitate arrangements for the ongoing refreshment of community ownership of the SOA.

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 Framework. The purpose of the Strategic Planning Framework is to clearly specify the roles, responsibilities and processes which together make up these elements. In most respects, the Strategic Planning Framework reflects existing practice, however, it also seeks to clarify current and planned developments. It is through the Strategic Planning Framework that the Single Outcome Agreement will be embedded into existing arrangements, monitored and reviewed.

5. Local Context for the National Outcomes

Orkney consists of approximately 100,000 hectares spread over 70 or so islands and skerries, 19 of which are inhabited. A century ago, Orkney had a population of around 29,000; it is now around 19,500. Over the next ten years Orkney's population is predicted to age dramatically. The area has an outstanding natural environment, but quality of life can be adversely affected by rural poverty. Key pointers highlighted in the community plan include:

- § By 2031, 31% of Orkney's population will be over 65 compared with the Scottish average of 25%
- § At the last census in 2001, 67 people (0.3% of the population) identified themselves as being from a minority ethnic group; recent times have seen an increase in Orkney's multi-cultural community
- § House prices have risen substantially in recent years, increasing demand for affordable housing
- § People in Orkney have amongst the highest life expectancy in Scotland
- § Educational attainment in schools is strong and well above national averages
- § Unemployment is very low at 1.1%, less than half the Scottish average
- § The public sector remains Orkney's largest employer
- § Orkney is one of the safest places to live in the UK
- § There is a high demand for internal air and sea services, and the growing cost of Orkney's transport system will be difficult to sustain

Specific local contextual information is provided in the templates which form the major part of this SOA. This provides a profile of the local area drawing on indicators which are relevant to local priorities, and desired improvements.

Orkney's local outcomes are drawn directly from the eight key priorities of our Community Plan *Orkney 2020: Our Vision*. Other key local plans are detailed within the relevant templates demonstrating the links to "required actions/commitment by local partners for these outcomes".

The 15 National Outcomes map onto Orkney's local outcomes as shown at Table 1 below and in the flowchart at Annex 1.

Further details of local conditions and past performance trends may be found in the *Orkney Economic Review No. 22* (2007), published annually by the Council's Department of Development Services.

Table 1: 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.

6. Outcomes and Commitments

Details of Orkney's local outcomes and commitments are provided in the templates which form the major part of this SOA.

The flow chart attached at Annex 1 to this SOA demonstrates how the 15 national outcomes map onto Orkney's eight local outcomes.

Local outcomes for 2011, drawn from the Council Plan for 2008-13, are included on the templates, and these are expressed as targets where appropriate and linked to relevant national indicators.

Orkney Islands Council is currently working with consultants to establish a risk management strategy and risk register for the Council. The risk register will include the risk assumptions underpinning delivery of the local outcomes in the SOA, and the Council commitments associated with these outcomes. During the course of 2008-09, the register will be augmented to include the risk assumptions and commitments associated with the Fairer Scotland Fund.

7. Performance Management

The Council, with its local partners, will ensure that effective performance management arrangements are applied in support of their commitments under this Agreement and in full accordance with the principles of Best Value.

The Council's performance management arrangements are documented in the Strategic Planning Framework referred to at paragraph 4 above.

The risk management arrangements underpinning delivery of the SOA will be documented in the risk management strategy referred to at paragraph 6 above.

In the event of commitments under this Agreement not being fulfilled, nationally agreed arrangements for attributing and addressing the causes of non-delivery shall apply.

In the event of disagreements arising between parties to this Agreement, nationally agreed arrangements for resolving disputes and securing arbitration shall apply.

8. Public Reporting

In addition to performance reporting duties on Councils and Community Planning Partnerships under the Local Government in Scotland Act 2003, nationally agreed arrangements for reporting to stakeholders on progress made on the delivery of outcomes under this Agreement will apply.

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 is again under review. This review will be further informed by recommendations on PPR made as part of the Council's Audit of Best Value and Community Planning, and by a focus group on PPR to be convened through the new Orkney Forum (a citizens' panel).

The outcome of the review of PPR will be detailed in the Council's Strategic Planning Framework.

9. Single Outcome Agreement Templates

National Outcome 1 We live in a Scotland that is the most attractive place for doing business in Europe.	Local Context Orkney has 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 (Orkney Economic Review, 2007). Orkney Islands Council is exploring alternative options to capitalise on the islands' natural resources. 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. In addition, in 2007, Orkney Islands Council spearheaded the world's first ship-to-ship transfer of liquid natural gas at anchor. It is expected that this successful trial will lead to the generation of significant additional income for the Harbour Authority. Business start-ups in Orkney are higher than in Scotland as a whole. In 2005 there were 4.8 start-ups per 1000 population compared to 4.2 in Scotland. The Council is also linking with HIE in Orkney and Voluntary Action Orkney to support the further development of social enterprises. Work towards a Business Gateway is underway with Highlands and Islands Councils in joint discussion with the Scottish Government on delivery of the service, expected to be in place in the coming year. Productivity in Orkney is low compared to Scotland as a whole, partly due to Orkney's reliance on tourist businesses which have lower productivity as they are seasonal (HIE, 2007). Also, the prevalence of small firms is significant as they cannot achieve the economies of scale of large businesses found primarily in more urban areas of Scotland. The tourism industry is of great importance locally, and nationally, due to Orkney's world renowned attractions (see national outcomes 12 and 13). An estimated 127,000 visitors input around £26.5m to Orkney's economy (TNS 2004-05). The contribution Orkney makes as part of drawing visitors to Scotland in that respect is clear, but the Council supports the need for local tourism structures to protect such an important economic driver. 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). Orkney's Economic Strategy is currently undergoing Strategic Environmental Assessment. It's main aims which are increasing exports, business diversification and increasing local wages, will be progressed with community planning partners over the coming year.				
Local Outcome Orkney's people and businesses achieve their full potential on a long term, sustainable basis	Relevant Indicators	Frequency / Type / Source	Baseline (2006/07)	Local Targets & Timescales	
	1.1 Number of new business start ups	The Committee of Scottish Clearing Bankers reported annually in Orkney Economic Review	2005/06 – 82 2006/07– 82	Maintain	
	1.2 Gross Value Added for main industries	Office for National Statistics (lag in reporting) Total £million for Agriculture, forestry and fishing + Industry, including energy and construction + service activities	2003/04 – £228m 2004/05 – £243m	Increase	
	1.3 Net stock of VAT registered enterprises in a local authority area on an annual basis	Number of VAT registrations and de-registrations at local authority level is available on an annual basis from the Department of Business Enterprise and Regulatory Reform BERR statistics	2005/06 – 1,435 2006/07 – 1,420	Maintain	
	1.4 Average visitor spend in Orkney per person	TNS visitor survey for VisitOrkney	2004-05 – £209.40	Increase	
Required Actions/commitment by local partners for these outcomes	Council priority – sustainable communities Related actions from OIC corporate strategic plan 2008-13 <ul style="list-style-type: none">• Container Hub: planning work leading to consent applications• Support community development and Community Council activities Council priority – improved services and facilities through increased joint working Related actions from OIC corporate strategic plan 2008-13 <ul style="list-style-type: none">• Establish a single business gateway as a first step towards co-location with HIE in Orkney				

		<table><tr><th>Related plans and strategies:</th><th>Related community planning groups:</th></tr><tr><td>Economic Strategy for Orkney Smart, Successful Highlands and Islands Local Development Plan</td><td>Community Economic Development Orkney Group Orkney Local Social Economy Partnership</td></tr></table>	Related plans and strategies:	Related community planning groups:	Economic Strategy for Orkney Smart, Successful Highlands and Islands Local Development Plan	Community Economic Development Orkney Group Orkney Local Social Economy Partnership
Related plans and strategies:	Related community planning groups:					
Economic Strategy for Orkney Smart, Successful Highlands and Islands Local Development Plan	Community Economic Development Orkney Group Orkney Local Social Economy Partnership					
	Scottish Government required action/commitment to support delivery of local outcome	<ul style="list-style-type: none">• Commitment to work in partnership to progress the Scapa Flow Container Hub as part of the National Planning Framework• Help to solve infrastructure delays with utility companies to enable business growth• Development and implementation of the Government Economic Strategy• Support the need for local tourism structures in recognition of Orkney's unique attractions and the importance of tourism as an economic driver				

National Outcome 2	Local Context				
<p>We realise our full economic potential with more and better employment opportunities for our people.</p>	<p>Orkney has high employment and evidence of continuing growth, yet has a significantly lower average income. The lower productivity of businesses in Orkney is reflected in Orkney's average gross weekly earnings, which are 10% lower than the Scottish average. At 1.1%, unemployment in Orkney is very low at less than half the Scottish average (Office for National Statistics, 2007). Better paid, rather than more employment is therefore important. Fishing and farming remain a significant feature of Orkney's economy. Figures from 2007 (Orkney Economic Review, 2008) show that the decline in value to the local economy of fishing has recently slowed. The economic importance of agriculture locally is highlighted by a total workforce of 2,020 (more than 10% of the population) recorded in 2007. However, 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.</p> <p>The public sector remains our largest employer. The second largest is the 'distribution, hotels and restaurants' sector which reflects the dependence on tourism related employment within the Orkney economy. In 2007 67 cruise liners brought almost 30,000 visitors to the county, a significant boost to the retail and tourist trades. Sustainable development is important for Orkney industry – the Council has benefited financially from hosting the Flotta oil terminal, but with recent downturns in shipments, it does not contribute a net income due to the cost of providing port operations. We need to explore alternative options to capitalise on our natural resources, and create better paid employment such as a Scapa Flow container hub or other new industry (see national outcome 1), which would also attract new residents to the islands, aiding a desired increase in population. Energy is an important issue for Orkney, particularly in terms of potential for production. The Council is developing a Sustainable Energy Strategy for Orkney which is intended to ensure renewable energy resources are developed for the benefit of the local economy and communities. Related to this, the Council provides targeted assistance to business expansions in the knowledge and technology sector including renewables, agronomy and value added fields. This support aims to increase output per person, promote greater efficiencies, and create new jobs and new business activity in sectors with above average wage rates.</p> <p>Funding from the Fairer Scotland Fund in 2008/09 will be used to continue to provide opportunities for individuals requiring additional support to secure employment and become economically active.</p>				
	Local Outcome	Relevant Indicators	Frequency / Type / Source	Baseline (2006/07)	Local Targets & Timescales
	Orkney's people and businesses achieve their full potential on a long term, sustainable basis	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	2006 – 83.9 2007 – 83.7	Increase
		2.2 Median gross weekly earnings in £s for full time employees	Annual Survey of Hours and Earnings (ASHE) , available on SNS	2004 – £355.8 2005 – £423.6 2006 – £385.1	Increase
		2.3 Population	GROS mid year estimates	2005 – 19,590 2006 – 19,770	Increase
Required Actions/commitment by local partners for these outcomes	<p>Council priority – sustainable communities</p> <p>Related actions from OIC corporate strategic plan 2008-13</p> <ul style="list-style-type: none">• Develop and implement a Sustainable Energy Strategy for Orkney• Container Hub: planning work leading to consent applications• Support community development and Community Council activities• Investigate renewable energy capture in fixed links between islands <p>Activity supported by the Fairer Scotland Fund 2008/09</p> <ul style="list-style-type: none">• Orkney Re-use Centre – enhanced furniture project - £5,000• Supported employment - £20,000				

		<table><tr><th>Related plans and strategies:</th><th>Related community planning groups:</th></tr><tr><td>Economic Strategy for Orkney Smart, Successful Highlands and Islands Local Development Plan A Sustainable Energy Strategy for Orkney</td><td>Community Economic Development Orkney Group Orkney Local Social Economy Partnership</td></tr></table>	Related plans and strategies:	Related community planning groups:	Economic Strategy for Orkney Smart, Successful Highlands and Islands Local Development Plan A Sustainable Energy Strategy for Orkney	Community Economic Development Orkney Group Orkney Local Social Economy Partnership
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Economic Strategy for Orkney Smart, Successful Highlands and Islands Local Development Plan A Sustainable Energy Strategy for Orkney	Community Economic Development Orkney Group Orkney Local Social Economy Partnership					
Scottish Government required action/commitment to support delivery of local outcome	<ul style="list-style-type: none">• Commitment to work in partnership to progress the Scapa Flow Container Hub as part of the National Planning Framework• Recognition for the decrease in activity at Flotta oil terminal, and subsequent effects on the community• Recognition of island issues in relation to rural policy to mitigate impacts on agriculture• Continue provision of funding through the Fairer Scotland Fund• Development and implementation of the Government Economic Strategy					

National Outcome 3 We are better educated, more skilled and more successful, renowned for our research and innovation.	Local Context Educational attainment levels in Orkney are particularly high with Orkney achieving the second highest percentage of pupils in the last year of education with five or more Standard Grade Awards at level 1-3 in Scotland. 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 also progressing a substantial schools investment programme. Orkney's population is predicted to age dramatically over the next ten years (see National Outcome 6), the Council and its partners have recognised that a similarly substantial drop in the population of young people has meant that the existing working age population is not sufficient for Orkney's thriving economy. It is therefore increasingly important to ensure our young people have opportunities locally to learn and work, or return to work if they pursue further education elsewhere. The Council, via graduate employment schemes have provided professional opportunities for young people in the public sector. Orkney College also has a number of successful vocational courses developed around local needs such as hospitality, care, and trade apprenticeships (in line with the significant rise in employment in the construction sector over recent years). 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 Millenium 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. The presence of the European Marine Energy Centre reinforces Orkney's lead in renewable energy developments. The Council plays a central role in all these developments including targeted financial assistance to knowledge industries.				
	Local Outcome A learning culture in which everyone develops: Ø enthusiasm and motivation for learning Ø determination to reach high standards of achievement Ø an openness to new thinking and ideas	Relevant Indicators 3.1 Cumulative attainment of National Qualifications by all pupils in publicly funded secondary schools for S4-S6 (Specific NQ targets using attainment indicators 3,5 and 6 from Education SIP) 3.2 Percentage of P1-3 pupils in classes of 18 or less 3.3 Number of adults participating in literacy and numeracy learning 3.4 Number of adults participating in English for Speakers of Other Languages 3.5 Number of postgraduate research student registrations per academic year	Frequency / Type / Source SQA Examination Results 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 1+@ Level 7 or better by end S6 OIC Department of Education and Recreation OIC CLD service OIC CLD service Orkney College International Centre of Island Technology (ICIT) Heriott Watt Orkney Campus	Baseline (2006/07) 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% 2004/06 - 18.8% 2007/08 – 43% 2006/2007 – 145 2006/07 – 75 2006-07 – Orkney College: 1 FT MSc, 4 FT & 1 PT PhD 2007-08 – ICIT: 8 FT MSc, 5 FT PhD, 12 Distance Learning MSc	Local Targets & Timescales Maintain Maintain Maintain Maintain Increase to 31.6% Increase to 13.9% Maintain Maintain Maintain Maintain Increase to 100% by 2011 Increase Increase Increase
	Required Actions/commitment by local partners for these outcomes	Council priority – schools and community facilities Related actions from OIC corporate strategic plan 2008-13 <ul style="list-style-type: none">Build new fit for purpose schools via the Schools Investment Programme			

		<div>Related plans and strategies:</div> <div>Orkney Islands Council, Education and Recreation, Service Improvement Plan</div> <div>Integrated Children's Services Plan</div> <div>Orkney College Operational Plan</div> <div>Orkney Learning and Guidance Forum Action Plan</div>	<div>Related community planning groups:</div> <div>Orkney Learning and Guidance Forum</div>	
	Scottish Government required action/commitment to support delivery of local outcome	<ul style="list-style-type: none"> • Provide commitment and support to ensure successful delivery of the Schools Investment Programme • Continued student support for schemes such as travel expenses enabling young people from the Northern Isles to pursue further and higher education, in recognition of inequalities of access and expense • Support the University of the Highlands and Islands Millennium Institute in pursuit of University Status and to develop specialist research programmes capitalising on local potential. 		

National Outcome 4 Our young people are successful learners, confident individuals, effective contributors and responsible citizens.	Local Context The standard of education in Orkney is particularly high in Orkney (see National Outcome 3). To ensure an infrastructure fit for purpose is in place to continue this trend, the Council has secured government support for its Schools Investment Programme to build two new schools (Kirkwall Grammar School and Stromness Primary School), a new Halls of Residence for school pupils and a swimming pool. 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. Orkney's Integrated Children's Services Plan is based upon themes linked to the vision for all children in Scotland as embodied in this National Outcome: 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. An Orkney Youth Development Worker has been in post since 2005, working through schools, college and individuals to promote volunteering in the age group 16-25. The number of young people volunteering has increased by more than 100% in that time. 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. Orkney's work to involve young people in policy and planning has been commended (HMIe): Dialogue Youth, the Scottish Youth Parliament, and Youth conferences enable young people to contribute to local and national issues. Funding from the Fairer Scotland Fund in 2008/09 will be used to continue activity to engage with our young people to build confidence and self esteem, to encourage their participation in local democratic processes and to shape the future provision of services for their benefit.				
Local Outcome A learning culture in which everyone develops: Ø enthusiasm and motivation for learning Ø determination to reach high standards of achievement Ø an openness to new thinking and ideas	Relevant Indicators	Frequency / Type / Source	Baseline (2006/07)	Local Targets & Timescales	
	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	
	4.2 Number of youth volunteers	Voluntary Action Orkney Annual Report	2006 – 26 2007 – 56	Maintain	
	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 below the Scottish Average	
	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	2004/05 – 87% 2005/06 – 94% 2006/07 – 94%	Maintain	
Required Actions/commitment by local partners for these outcomes	Council priority – schools and community facilities Related actions from OIC corporate strategic plan 2008-13 <ul style="list-style-type: none">Build new fit for purpose schools via the Schools Investment Programme Activity supported by the Fairer Scotland Fund 2008/09 <ul style="list-style-type: none">Youth Development work on the outer isles - £36,000Orkney Young Scot (Dialogue Youth) - £63,000				

		Related plans and strategies:		Related community planning groups:	
				Orkney Learning and Guidance Forum	
	Scottish Government required action/commitment to support delivery of local outcome	<ul style="list-style-type: none">• Reexamine statutory requirements for risk assessment and risk management which are creating barriers to participation in youth activities• Continue provision of funding through the Fairer Scotland Fund			

National Outcome 5 Our children have the best start in life and are ready to succeed.	Local Context Orkney's Integrated Children's Service Plan includes a range of services for children and young people. The Triple P parenting programme, which is delivered by a multi-agency group, has been positively evaluated by parents and there is evidence of its positive impact on children's behaviour. Triple P, 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 (which is also an important enabler for freeing others into the workforce) Children and young people in Orkney record significant achievements (both formal, academic and informal, wider achievement) at school and through their involvement in the community. To ensure an infrastructure fit for purpose is in place to continue this trend, the Council has secured government support for its Schools Investment Programme. For children in pre-school and at school there are very good opportunities to learn about healthy lifestyles – all schools are in the process of achieving Health Promoting School accreditation.																												
Local Outcome A healthy and caring community with health and social care services for all who need them	<table><tr><th>Relevant Indicators</th><th>Frequency / Type / Source</th><th>Baseline (2006/07)</th><th>Local Targets & Timescales</th></tr><tr><td>5.1 Number of parents accessing Positive Parenting Programme courses</td><td>Orkney Childcare Partnership</td><td>2007/08 - 135</td><td>Increase</td></tr><tr><td>5.2 Proportion of women still breast feeding at 6 weeks or more</td><td>NHS Orkney - NHS Statistics</td><td>2006/07 – 70% (national target 50%)</td><td>Maintain</td></tr><tr><td>5.3 Number of registered childminders per 1000 population</td><td>Scottish Government/Care commission</td><td>2005/06 – 11.8 (best in Scotland)</td><td>Maintain</td></tr><tr><td>5.4 Proportion of pre-school centres receiving positive inspection reports</td><td>Scottish Government national indicator</td><td>2007 – 50% at VG+ 89% at G+ 89% at satisfactory</td><td>Minimum of 100% at VG+; 100% at G+ 100% at satisfactory</td></tr><tr><td>5.5 Percentage of pre-school pupils receiving new entitlement of 475 hours per annum</td><td>OIC Department of Education and Recreation</td><td>2007/08 – 0%</td><td>Increase to 100% by 2010</td></tr><tr><td>5.6 Number of schools with Health Promoting Schools status</td><td>OIC Department of Education</td><td>2007 – 7</td><td>Increase to 23 (all schools)</td></tr></table>	Relevant Indicators	Frequency / Type / Source	Baseline (2006/07)	Local Targets & Timescales	5.1 Number of parents accessing Positive Parenting Programme courses	Orkney Childcare Partnership	2007/08 - 135	Increase	5.2 Proportion of women still breast feeding at 6 weeks or more	NHS Orkney - NHS Statistics	2006/07 – 70% (national target 50%)	Maintain	5.3 Number of registered childminders per 1000 population	Scottish Government/Care commission	2005/06 – 11.8 (best in Scotland)	Maintain	5.4 Proportion of pre-school centres receiving positive inspection reports	Scottish Government national indicator	2007 – 50% at VG+ 89% at G+ 89% at satisfactory	Minimum of 100% at VG+; 100% at G+ 100% at satisfactory	5.5 Percentage of pre-school pupils receiving new entitlement of 475 hours per annum	OIC Department of Education and Recreation	2007/08 – 0%	Increase to 100% by 2010	5.6 Number of schools with Health Promoting Schools status	OIC Department of Education	2007 – 7	Increase to 23 (all schools)
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National Outcome 6	Local Context				
<p>We live longer, healthier lives.</p>	<p>The older age group in Orkney's population profile is predicted to increase dramatically over the next ten years. By 2031, 31% of Orkney's population will be aged 65 and over, compared with the Scottish average of 25% (General Register Office for Scotland, 2008). In the same period, our working age population is expected to fall, so we will have many more older people, with fewer people to provide the care and support that older people sometimes need. Results from the Council's local household survey (OIC, 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.</p> <p>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. New technologies such as Telecare and User Defined Service Evaluation Tool (UDSET) are being developed to improve user satisfaction and shift the balance of care from institutional to home-based care. Joint build projects are being explored for a replacement hospital, and new care home, potentially co-located, and both organisations 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.</p> <p>The Council also has a health improvement focus in terms of its work in Schools, and the Integrated Children's Service Plan, as well as active travel for all ages in the Local Transport Strategy. Over the coming year HEAT (Health, Efficiency, Access and Treatment) targets will be integrated as our well advanced joint health and care partnership work develops.</p>				
	Local Outcome	Relevant Indicators	Frequency / Type / Source	Baseline (2006/07)	Local Targets & Timescales
	A healthy and caring community with health and social care services for all who need them	6.1 Life expectancy at birth Life expectancy at 65	General Register Office for Scotland Life Expectancy	2004/06 - at birth: male – 76, female – 81; at 65: male – 16.5, female 19.9	Maintain
		6.2 Proportion of obese children in P.1	NHS Orkney School Health Department Planning & Reporting: NHS Orkney BMI Results 2006-2007	2003/04 – 18% 2005/06 – 10% 2006/07 – 11%	Decrease
		6.3 Increase the proportion of people needing care or support who are able to sustain an independent quality of life as part of the community, through effective joint working	Partnerships will utilise 16 community care measures to evidence achievement of this community care outcome indicator	New indicator Baseline to be established 2008/09	to be established 2008/09
		6.4 Percentage of delayed discharges within the six week delayed discharge planning period	Information Services Division Scottish Health Statistics Delayed discharge	2007/08 – 0	Maintain
		6.5 Early diagnosis and management of patients with dementia	NHS Orkney	New indicator Baseline to be established 2008/09	to be established 2008/09
		6.6 Number of suicides per 100,000 population	NHS Orkney GROS: causes of death	2005 – 8 2006 – 8	Decrease
		6.7 Cycling Scotland audit – cycling development score in local authority area	www.cyclingscotland.org three-yearly survey	Planning: 2005 – 46% 2008 – 58% Actions: 2005 – 40% 2008 – 54% Monitoring: 2005 – 14% 2008 – 23%	+10% +10% +27% By 2011/12

Required Actions/commitment by local partners for these outcomes	<p>Council priority – care for our older and other vulnerable people</p> <p>Related actions from OIC corporate strategic plan 2008-13</p> <ul style="list-style-type: none">• Create a minimum of 40 high dependency health and social care places, recruit and retain additional social care staff and develop integrated services for older people• Develop a range of housing with extra care to meet the needs of older people and those with a learning disability• Introduce and develop a meals-at-home service• Use routine case reviews to generate robust outcome data for service improvement using the User Defined Service Evaluation Tool (UDSET)• Develop a Telecare service to help older people and those with long term needs remain safe within their own homes, and support carers using a range of technology based on systems and sensors			
	<table><tr><th>Associated Strategies and Plans</th><th>Related community planning groups</th></tr><tr><td>Joint Community Care Plan Integrated Children's Services Plan Partnership in Practice Agreement Joint Mental Health Strategy Joint Health Improvement Strategy and Action Plan 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</td><td>Community Healthcare Partnership Healthy Communities Group Joint Future Forum Childcare Partnership Orkney Drug Alcohol and Smoking Action Team Integrated Children's Services Plan Steering Group</td></tr></table>	Associated Strategies and Plans	Related community planning groups	Joint Community Care Plan Integrated Children's Services Plan Partnership in Practice Agreement Joint Mental Health Strategy Joint Health Improvement Strategy and Action Plan 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
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Scottish Government required action/commitment to support delivery of local outcome	<ul style="list-style-type: none">• Work in partnership to achieve Orkney model of integrated health and care services across the public sector.• Facilitate appropriate mechanisms to develop joint health and social care structures which are fit for purpose in Orkney• Recognition of the inability of small authorities to transfer resources to direct payments due to small scale of existing services• Ensure that increased services in response to our ageing population is taken into consideration in relation to free personal care			

National Outcome 7 We have tackled the significant inequalities in Scottish society (cross-cuts all the national and local outcomes)	Local Context This national outcome cross-cuts all the national and local outcomes, and is reflected in the Council's values and community planning key principles which underpin everything we do: <ul style="list-style-type: none">• 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 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. A major issue in terms of equality in Orkney is that of access to services, and that is why this particular national outcome cuts across all others. Orkney Islands Council is looking forward to the introduction of the Single Equality Bill which will rationalise its statutory equality duties and enable the Council to concentrate on addressing local equality priorities. 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. One of the factors implicated in the migration from Orkney's outer isles to the Orkney mainland is geographical isolation whereby residents of the smaller isles have reduced accessibility to services on the mainland of Orkney and beyond. The cost of decentralised services on these smaller islands, such as schools, is necessarily high compared to areas of more concentrated population. The Scottish Index of Multiple Deprivation (SIMD) ranks areas in terms of deprivation related to geographical access to services. In Orkney, so far as this indicator is concerned, even the relatively accessible causeway linked islands of Burray and South Ronaldsay fall within the most geographically deprived 10% in Scotland. Although we have reservations around measuring rural deprivation in this way, it is currently the only method for doing so.							
Local Outcome Cross cuts all the local outcomes	Relevant Indicators	Frequency / Type / Source	Baseline (2006/07)	Local Targets & Timescales				
	7.1 People living in in the 5% and 15% most 'access deprived' datazones	Scottish Index of Multiple Deprivation	2006 – 5%:37%, 15%: 59%	Decrease				
	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%	Increase				
	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%	Increase				
Required Actions/commitment by local partners for these outcomes	<table><tr><td>Related plans and strategies</td><td>Related forums</td></tr><tr><td>OIC Race Equality Scheme OIC Gender Equality Scheme OIC Disability Equality Scheme</td><td>Orkney Equalities Forum</td></tr></table>				Related plans and strategies	Related forums	OIC Race Equality Scheme OIC Gender Equality Scheme OIC Disability Equality Scheme	Orkney Equalities Forum
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	<p>Scottish Government required action/commitment to support delivery of local outcome</p>	<ul style="list-style-type: none"> • Reduce social exclusion arising from geographical inequality • Establish an alternative methodology to SIMD to measure deprivation in remote and rural areas • Enable Isles representatives to contribute to national bodies with better communication links and VC facilities • Commitment to equality with Western Isles Council re. Road Equivalent Tariff
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National Outcome 8 We have improved the life chances for children, young people and families at risk.	Local Context The overall good quality of child protection services in Orkney has been evidenced by HMIE. However there are risks to children, young people and families of social exclusion, and funding from the Fairer Scotland Fund in 2008/09 will be used to continue to contribute to a multi-agency child protection project and additional support for learning through posts focusing on child protection, disability and occupational therapy. Within the Council, the need for improved support for looked after children has been recognised, in particular the need for children to remain in the locality – the Integrated Children's Service Plan has improving Orkney's performance as a corporate parent as one of its key priorities. In particular, the poor physical condition of Camoran Resource Centre (providing care for young people) is a concern. It is also important to ensure mechanisms are in place to protect vulnerable adults, and joint work is ongoing with health colleagues in this respect which will be developed over the coming year.				
Local Outcome A healthy and caring community with health and social care services for all who need them	Relevant Indicators	Frequency / Type / Source	Baseline (2006/07)	Local Targets & Timescales	
	8.1 Percentage of looked after children in community placements	Children Looked After Statistics, Scottish Government	2006/07 – 76%	Increase	
	8.2 Percentage of looked after young people leaving care who have a pathway plan	Children Looked After Statistics, Scottish Government	2006/07 – 27%	Increase	
	8.3 Children and Young People Experiencing Domestic Abuse: numbers accessing support services	Improving Outcomes for Children and Young People Experiencing Domestic Abuse, Reporting Template, Scottish Government Orkney Women's Aid Annual Report	2006/07 – 22 2007/08 – 30	Maintain	
	8.4 Respite care – total overnight respite nights for children provided per 1000 population	Audit Scotland	2005/06 – 117.0 2006/07 – 116.3	Maintain	
	8.5 Number of young people (aged 16-25) placed in temporary accommodation and accepted as homeless	HL1 Return (quarterly)	2007/08 – 25	Decrease	
	8.6 Positive internal and external evaluation of services to protect children	Scottish Government national indicator	2007 – all indicators satisfactory and above	Maintain	
	Required Actions/commitment by local partners for these outcomes	Council priority – planning and affordable housing Related actions from OIC corporate strategic plan 2008-13 <ul style="list-style-type: none">Develop a range of housing with extra care and support to meet the needs of older people and others with particular needs including homeless, young people leaving care and people at risk of offending Activity supported by the Fairer Scotland Fund 2008/09 <ul style="list-style-type: none">Support for Learning -£20,000			
Associated Strategies and Plans		Related community planning groups			
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	<p>Scottish Government required action/commitment to support delivery of local outcome</p>	<ul style="list-style-type: none"> • Preservation of support for Children and Young People Experiencing Domestic Abuse (CYPEDA) • Support for corporate parenting improving opportunities for looked after children to be resident in Orkney through provision of appropriate local facilities • Continue provision of funding through the Fairer Scotland Fund • Development of national contract for specialist residential provision, to ensure consistency and reasonableness in costings and demands on children's services budget • Development of national strategy for secure accommodation, to address overprovision and overpricing, and ensure a level and quality of services that better meets needs • Resolution of issues related to funding for kinship care allowances, especially perverse incentive to obtain looked after status to ensure entitlement to allowances
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National Outcome 9 We live our lives safe from crime, disorder and danger.	Local Context 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. The Orkney area had a crime rate of 294 per 10,000 of the population in 2004-05 compared to the Scottish rate of 863 per 10,000 of the population (Scottish Executive). 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). Orkney also has the joint lowest drug misuse rate in Scotland (University of Glasgow, 2004). However, excessive alcohol consumption is a significant factor in criminal convictions. Prevalence of road accidents tend to fluctuate due to the small numbers involved, but have recently been declining (number of fatal and serious casualties from road accidents is down as a three year average from 11 1999/03 to 9 2002/06). 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. 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 Risk Liaison Group. As planning authority, the Council is also responsible for ensuring that development of new housing, business and public spaces is safe and welcoming. Factors such as natural surveillance, well lit spaces and well managed public spaces (including shared pedestrian and traffic routes) are material planning considerations in the design of new development. To further aid the feeling of safe communities the Council is in the progress of implementing a street light replacement programme introducing white light sources which reduces residents fear of crime and increases drivers reaction times by up to 50%.																																
Local Outcome A community where everyone may live, work, visit and play safely, without undue fear or risk of harm	<table><tr><th>Relevant Indicators</th><th>Frequency / Type / Source</th><th>Baseline (2006/07)</th><th>Local Targets & Timescales</th></tr><tr><td>9.1 Percentage of offenders with custodial reconviction within 2 years of release from any kind of sentence</td><td>Recorded crime statistics</td><td>2003/04 – 7% 2006/07 – 2%</td><td>Maintain</td></tr><tr><td>9.2 % of adult residents stating they feel 'very safe' or 'fairly safe' when at home alone at night</td><td>Scottish Household Survey – results for all local authorities are available every two years and for the larger local authorities every year. SHS local authority analysis</td><td>2003/04 – 100% 2005/06 – 100%</td><td>Maintain</td></tr><tr><td>9.3 % of adult residents stating they feel 'very safe' or 'fairly safe' when walking alone in the local neighbourhood after dark</td><td>SHS local authority analysis</td><td>2003/04 – 97% 2005/06 – 96%</td><td>Maintain</td></tr><tr><td>9.4 Volume and rate of recorded crimes and offences per 10,000 population</td><td>Data will be extracted mostly from the Recorded Crime systems of individual police forces. Recorded crime statistics</td><td>2006/07 – Volume: 457 rate per 10,000 population: 251</td><td>Maintain</td></tr><tr><td>9.5 Level and frequency of alcohol consumption among children and young people: percentage of 13 and 15 year olds drinking once a week</td><td>SALSUS report – DASAT</td><td>2002 – 22% aged 13, 39% aged 15 2006 – 12% aged 13, 34% aged 15</td><td>Reduce</td></tr><tr><td>9.6 Children reporting they feel safe in school</td><td>OIC Education Department Schools Ethos Survey</td><td>2005 – 86% 2007 – 89%</td><td>Increase</td></tr><tr><td>9.7 Percentage of dwellings in the coastal or fluvial flood risk areas</td><td>SEPA/OS datasets Scottish Neighbourhood Statistics</td><td>2006/07 – 2.9%</td><td>Reduce</td></tr></table>	Relevant Indicators	Frequency / Type / Source	Baseline (2006/07)	Local Targets & Timescales	9.1 Percentage of offenders with custodial reconviction within 2 years of release from any kind of sentence	Recorded crime statistics	2003/04 – 7% 2006/07 – 2%	Maintain	9.2 % of adult residents stating they feel 'very safe' or 'fairly safe' when at home alone at night	Scottish Household Survey – results for all local authorities are available every two years and for the larger local authorities every year. SHS local authority analysis	2003/04 – 100% 2005/06 – 100%	Maintain	9.3 % 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	9.4 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	2006/07 – Volume: 457 rate per 10,000 population: 251	Maintain	9.5 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	Reduce	9.6 Children reporting they feel safe in school	OIC Education Department Schools Ethos Survey	2005 – 86% 2007 – 89%	Increase	9.7 Percentage of dwellings in the coastal or fluvial flood risk areas	SEPA/OS datasets Scottish Neighbourhood Statistics	2006/07 – 2.9%	Reduce
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9.7 Percentage of dwellings in the coastal or fluvial flood risk areas	SEPA/OS datasets Scottish Neighbourhood Statistics	2006/07 – 2.9%	Reduce																														
Required Actions/commitment by local partners for these outcomes	Council priority – sustainable communities Related actions from OIC corporate strategic plan 2008-13 <ul style="list-style-type: none">Identify and reduce flood risks via Flood Liaison and Advice Group and flood risk assessments																																

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	Scottish Government required action/commitment to support delivery of local outcome	<ul style="list-style-type: none">• Improved support for Local Authorities as Category 1 responders under civil contingencies legislation• Clarify how coastal/fluvial flood response will be dealt with in future to protect small, fragile rural communities which lack economies of scale• Adequate resourcing for delivery of community sentences• Development of evidence based strategic approaches to reducing alcohol use among young people• Support for research into prevalence of alcohol use as a factor in offending				

<p>National Outcome 10</p> <p>We live in well-designed, sustainable places where we are able to access the amenities and services we need.</p>	<p>Local Context</p> <p>Housing waiting list numbers and homelessness figures show that there is a need for help with housing in most areas of Orkney. 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 (see National Outcome 2). This reflects housing supply shortages, influenced by population growth which is outpacing the construction or renovation of houses. Good housing in the right locations supports economic development. We need to guide future development, and this means finding the best sites and ensuring that enough land is available by involving the local community via the planning system. Key to this, and ensuring that new developments are well-designed and sustainable, is revision of the Council's Local Development Plan. 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. Other Council-led activities such as the Stromness pierhead regeneration project demonstrate investment meeting this national outcome.</p> <p>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. Housing tenure patterns in Orkney are considerably different from Scotland as a whole, with more people owning their houses (72.11% compared to the Scottish average of 62.59%). The quality of housing is an issue in Orkney. Four percent of housing stock was found to be "below tolerable standard" compared to the Scottish average of 1% (National House Condition Survey, 2002). The escalating need for additional housing, particularly for new and incoming employees, ensures that the provision of more housing is one of the Council's key priorities. A particular focus for the Council is preventing homelessness through the active intervention of the Council's housing advice and information service.</p> <p>Internal transport links are also a particular financial and logistical challenge to accessing services. Orkney's geography presents a complex challenge for the provision of transport. The archipelago of islands 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. The Council has financial and commissioning responsibility for the provision of inter-isles ferry services, through its wholly-owned company Orkney Ferries, and for inter-isles air services, through a contract with a private operator. These services are vital for the economic and social sustainability of the isles. As such our infrastructure investments are based upon need, whether that need be on the isles, remote rural areas or in towns. This policy prevents fragile areas from being disadvantaged. However, there is long term investment required in terms of roads, as conditions deteriorate.</p>																												
<p>Local Outcome</p> <p>Everybody in Orkney has a suitable home</p>	<table><tr><th>Relevant Indicators</th><th>Frequency / Type / Source</th><th>Baseline (2006/07)</th><th>Local Targets & Timescales</th></tr><tr><td>10.1 Number of affordable homes</td><td>House completions data supplied by RSLs and local authorities to Housing Statistics Branch in Scottish Government http://www.scotland.gov.uk/Topics/Statistics/Browse/Housing-Regeneration/HSfS</td><td>New analysis due summer 2008</td><td>Increase</td></tr><tr><td>10.2 Rate of new house building: all sectors new build completions</td><td>Scottish Government National Indicator Housing Statistics for Scotland - New Builds</td><td>2005/06 – 84 2006/07 – 138</td><td>Increase</td></tr><tr><td>10.3 Number of households on the waiting list for a social rented tenancy</td><td>Local indicator – OIC Housing Division</td><td>April 2008 – 650</td><td>Decrease</td></tr><tr><td>10.4 Proportion of local authority housing stock in social rented sector failing the Scottish Housing Quality Standard</td><td>100% Stock Condition Survey Summer 2007</td><td>2007 – 82.6%</td><td>Decrease to 0% by 2015</td></tr><tr><td>10.5 Number of properties in the private sector considered to be Below Tolerable Standard</td><td>Condition survey every 5 years, and National House Condition Survey annually</td><td>2002 – 4%</td><td>Decrease</td></tr><tr><td>10.6 Percentage of households accepted as homeless considered to be in priority need</td><td>HL1 Quarterly</td><td>2007/08 – 79%</td><td>Increase to 91% by 2009 and 100% by 2012</td></tr></table>	Relevant Indicators	Frequency / Type / Source	Baseline (2006/07)	Local Targets & Timescales	10.1 Number of affordable homes	House completions data supplied by RSLs and local authorities to Housing Statistics Branch in Scottish Government http://www.scotland.gov.uk/Topics/Statistics/Browse/Housing-Regeneration/HSfS	New analysis due summer 2008	Increase	10.2 Rate of new house building: all sectors new build completions	Scottish Government National Indicator Housing Statistics for Scotland - New Builds	2005/06 – 84 2006/07 – 138	Increase	10.3 Number of households on the waiting list for a social rented tenancy	Local indicator – OIC Housing Division	April 2008 – 650	Decrease	10.4 Proportion of local authority housing stock in social rented sector failing the Scottish Housing Quality Standard	100% Stock Condition Survey Summer 2007	2007 – 82.6%	Decrease to 0% by 2015	10.5 Number of properties in the private sector considered to be Below Tolerable Standard	Condition survey every 5 years, and National House Condition Survey annually	2002 – 4%	Decrease	10.6 Percentage of households accepted as homeless considered to be in priority need	HL1 Quarterly	2007/08 – 79%	Increase to 91% by 2009 and 100% by 2012
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Local Outcome An effective and efficient transportation network that supports the economic vitality, community well-being and environmental integrity of all of Orkney	10.7 Percentage of road network in need of maintenance treatment	Audit Scotland	2004/05 – 21.1% 2005/06 – 30.5% 2006/07 – 42.1%	Decrease	
	10.8 Increasing public transport usage – total passenger numbers on buses, dial-a-bus, ferries, and air services	Annual reporting by OIC transportation service to Council.	2006/07 – Orkney Ferries: 317,900 2007/08 – Buses: 189,000; Dial-a-bus: 11,945; Interisles air services: 21,926	+3% by 2011/12	
	10.9 Increase proportion of journeys to work by active travel or public transport (adults 16+ not working from home – usual method of travel to work)	Scottish Household Survey – SHS local authority analysis	2005/06 – 24%	+2% by 2010/11	
	10.10 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	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)	2005/06 – 83% 2006/07 – 83 2006/07 – 72% June 2008: -Disabled: 56% -Over 60: 96% -Young People: 60%	+6% by 2011/12 Sustain at present levels +8% by 2011/12 +4% by 2011/12 +1% per annum +10% by 2011/12	
Required Actions/commitment by local partners for these outcomes	Council priority – planning and affordable housing Related actions from OIC corporate strategic plan 2008-13 <ul style="list-style-type: none">Secure the construction of sufficient affordable housing to meet current and future demand through development and implementation of the Local Housing Strategy 2009-14, informing Orkney's strategic housing investment submissionRevision of the Local Development Plan, including Kirkwall and Stromness Urban Design Frameworks (Masterplans), and review of Housing in the Countryside Policy				
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	Council priority – transport networks Related actions from OIC corporate strategic plan 2008-13 <ul style="list-style-type: none">Improving inter-isles connectivity –in accordance with the Scottish Transport Appraisal Guidance (STAG) studyIncreasing south isles ferry service capacitySecure the extension of Road Equivalent Tariff scheme to internal and external ferry services in OrkneyInvestigate renewable energy capture in fixed links between islands				

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	Scottish Government required action/commitment to support local outcome	<ul style="list-style-type: none">• Work in partnership to solve the problem of inter-isles connectivity and explore sustainable solutions such as fixed links• Extension of Road Equivalent Tariff scheme to internal and external ferry services in Orkney• Work in partnership to secure the provision of affordable housing• Plan mitigation for problems presented with removal of intentionality test in relation to homelessness						

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. 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. However, despite 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). 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. Funding from the Fairer Scotland Fund in 2008/09 will be used to continue activity to build the capacity of Islands Development Trusts. 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. As part of the Highlands and Islands, Orkney has one of the highest rates of volunteering in Scotland (Scottish Household Survey Annual Report 2007). The vibrant services provided by the paid voluntary sector are rooted in the islands' communities, contributing to inclusion, health, the economy and other wide-ranging benefits.				
	Local Outcome Orkney's people and businesses achieve their full potential on a long term, sustainable basis	Relevant Indicators	Frequency / Type / Source	Baseline (2006/07)	Local Targets & Timescales
		11.1 % of adult residents stating their neighbourhood as a 'very good' or 'fairly good' place to live	SHS local authority analysis	2003/04 – 98% 2005/06 – 98%	Maintain
		11.2 % given up time to help as an organiser /volunteer in the past 12 months	SHS local authority analysis	2003/04 – 41.8%	Maintain
		11.3 Total Outer Isles populations	NHS Orkney GP Registrations (Eday, North Ronaldsay, Rousay, Stronsay, Sanday, Shapinsay, Hoy and Westray)	April 2008 - 2583	Increase
		11.4 Total and proportion of Outer Isles population under 25	NHS Orkney GP Registrations (as above, aged 0-24)	April 2008 – 617 (23.9%)	Increase
Required Actions/commitment by local partners for these outcomes	Council priority – sustainable communities Related actions from OIC corporate strategic plan 2008-13 <ul style="list-style-type: none">• Support community development and Community Council activities• Develop and implement a Sustainable Energy Strategy for Orkney Activity supported by the Fairer Scotland Fund 2008/09 <ul style="list-style-type: none">• Local capacity building through Island Development Trusts - £25,000				
	Related plans and strategies:		Related community planning groups:		
	Economic Strategy for Orkney Smart, Successful Highlands and Islands Local Development Plan A Sustainable Energy Strategy for Orkney		Community Economic Development Orkney Group Orkney Local Social Economy Partnership		
Scottish Government required action/commitment to support delivery of local outcome	<ul style="list-style-type: none">• Long term commitment to support for third sector activity• Support for fragile, remote, rural communities through schemes such as Initiative at the Edge• Improve opportunities for Community Councils by making funding bid processes more user friendly• Continue provision of funding through the Fairer Scotland Fund				

National Outcome 12 We value and enjoy our built and natural environment and protect it and enhance it for future generations.	Local Context Orkney has an outstanding cultural heritage of archaeological sites and features. The heart of Neolithic Orkney is one of only four World Heritage Sites in Scotland, inscribed by the United Nations Educational, Scientific and Cultural Organisation (UNESCO). There are 339 Scheduled Ancient Monuments in Orkney, ranging from pre-historic, pictish, Norse, and up to the 20th century. There are 453 Listed Buildings in Orkney, of which 19 are Grade A and 301 Grade B. There are also more than 2000 other sites of archaeological interest listed on the Orkney Sites and Monuments Record. There are four urban (Kirkwall, Stromness, St Margarets Hope and Balfour) and two rural Conservation Areas (World Heritage Site and Eynhallow). Two areas have also been earmarked for major regeneration projects, after receiving Heritage Lottery Fund (HLF) Stage One Passes: the Stromness Townscape Heritage Initiative (THI) (£1.44m initiative aims to repair historic buildings, reinstate architectural details and bring vacant spaces back into use), and Scapa Flow Landscape Partnership. Orkney has an exceptional array of wildlife habitats with a wide range of local sites which are designated for conservation under European, national and local legislation. Including: 36 Sites of Special Scientific Interest (SSSI), 6 Special Area of Conservation (SAC), 13 Special Protection Area (SPA) and 1 Ramsar Site (SNH and JNCC). In addition to these nationally and internationally designated sites, Orkney has about 230 sites locally designated for their nature conservation importance. There are many rare and endangered species. A total of 83 different species (or species types) and 21 distinct habitats have been identified as being of importance in the Orkney Islands. The Orkney Hen Harrier Scheme is indicative of the efforts which have been made in recent years to preserve Orkney's biodiversity and native species. In response to a decline in hen harrier numbers, selected fields in the West Mainland have been left to grow long grass to provide cover for their main prey species: smaller birds and Orkney voles. The SNH-funded project began in 2003 and has five years still to run. Water quality in coastal waters is excellent, sea and freshwater lochs, and other watercourses in the area is generally high. Testing and monitoring of both coastal and harbour water bodies are being undertaken by the Council as Harbour Authority, in order to ensure the maintenance of good and very good eco system health, and promote biodiversity. More detailed actions on biodiversity are contained within the Biodiversity Action Plan (LBAP). It is important that all these things are protected and enhanced for the benefit of Orkney's residents and visitors and as such Revision of the Local Development Plan is a key Council project in relation to the built and natural environment.				
	Local Outcome A natural environment which is protected, enhanced and sustainably managed to combat climate change	Relevant Indicators 12.1 Grant scheme for repair of listed buildings – number of completed grant funded projects 12.2 Street cleanliness: overall cleanliness index achieved 12.3 Air quality: number of air quality management areas 12.4 Number of hen harrier chicks successfully fledged per year from 65 monitored nest sites 12.5 Raising awareness: No. of core paths with natural heritage interpretation information	Frequency / Type / Source OIC Development services Audit Scotland OIC Environmental Health Orkney Biodiversity Records Centre OIC interpretation boards and walks leaflets	Baseline (2006/07) Available 2009 2005/06 – 73 2006/07 – 74 2007 – 0 2007 – 75 2007/08 – 61	Local Targets & Timescales Increase Maintain Maintain Increase Increase
	Required Actions/commitment by local partners for these outcomes	Council priority – sustainable communities Related actions from OIC corporate strategic plan 2008-13 <ul style="list-style-type: none">Develop and implement a Sustainable Energy Strategy Council priority – planning and affordable housing Related actions from OIC corporate strategic plan 2008-13 <ul style="list-style-type: none">Revision of the Local Development Plan, including Kirkwall and Stromness Urban Design Frameworks (Masterplans), development briefs for key development sites, proposed Supplementary Planning Guidance on Design of New Development, and review of Housing in the Countryside Policy			

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Scottish Government required action/commitment to support delivery of local outcome	<ul style="list-style-type: none">• Work together with national bodies to protect, enhance and sustainably manage Orkney's built and natural environments of national and international importance.• Continue Historic Scotland support for World Heritage Site Management• Work with utility companies to reduce amount of untreated sewerage outfalls flowing into the sea					

National Outcome 13	Local Context				
We take pride in a strong, fair and inclusive national identity.	<p>A sense of place and history underpins the well-being of individuals and their community, and Orkney has a unique local identity. Celebrating and interpreting the uniqueness of a place and its heritage also brings an economic boost to Orkney through engaging with cultural tourists. The Council performs a unique role via its heritage service, and is committed to maintaining that service. Orkney College runs the highly successful degree course on cultural studies of the Highlands and Islands and hosts the Centre for Nordic Studies. Orkney also 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. Sport and recreation can help people improve their health and well being, but equally importantly, sporting culture, and the pride success in that brings also fosters social inclusion.</p> <p>Orkney has strong community support for all kinds of cultural activities, and agencies work together with groups and communities to value and develop local culture and identity. Orkney Arts Forum (OAF) has acted as a driver for increased arts activity, including the George Mackay Brown Writing Fellowship in 2007, a Highland 2007 music commission setting the words of Orkney dialect poet Robert Rendall, and the Tullimentan arts showcase event, which led to a regular arts programme on BBC Radio Orkney. OAF's new arts development plan "Developing Orkney Through the Arts" outlines priorities for the period 2008 – 2011, and emphasises the potential for arts development to benefit Orkney as a whole. Orkney Heritage Forum and Orkney Sports Forum are both currently developing new plans, and their contribution to other priorities such as learning, health, and regeneration will be expanded upon in the 2009-10 SOA.</p>				
	Local Outcome	Relevant Indicators	Frequency / Type / Source	Baseline (2006/07)	Local Targets & Timescales
Enhanced cultural activity enabling heritage, arts and sport to grow and thrive in Orkney	13.1 Visitor numbers to Orkney	TNS visitor survey for VisitOrkney	2004-05 – 127,000	Increase	
	13.2 Number of attendances per 1,000 population for swimming pools, other indoor sports and leisure facilities	Audit Scotland	2005/06 – 9,448 2006/07 – 9,543	Increase	
	13.3 Number of visits to/usages of Council funded or part funded museums in person per 1,000 population	Audit Scotland	2006/07 – 158	Increase	
	13.4 Festival ticket sales	St Magnus Festival Orkney Folk Festival	Tickets sold in 2007: 12,240 (49 events) Number of payments: 1,622 Tickets sold in 2008: 5,175 (24 events) Number of payments: 537	Increase	
Required Actions/commitment by local partners for these outcomes	Council priority – schools and community facilities Related actions from OIC corporate strategic plan 2008-13 <ul style="list-style-type: none">Provision of museum service to safeguard Orkney's cultural heritageBuild new leisure pool				
	Related plans and strategies:		Related forums:		
	Orkney's Heritage Development Plan Developing Orkney through the Arts – an Arts Development Plan for Orkney The Sport and Physical Activity Strategy		Orkney Heritage Forum Orkney Arts Forum Orkney Sports Forum		

	Scottish Government required action/commitment to support delivery of local outcome	<ul style="list-style-type: none">• Recognition of the unique history, culture and identity of the Northern Isles and their contribution to national culture and natural identity• Ensure the different cultures of different areas are honoured equitably (norse as well as gaelic)• Reduce barriers created by geography which disadvantage islanders from partaking in national events
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National Outcome 14 We reduce the local and global environmental impact of our consumption and production.	Local Context As part of the Local Transport Strategy SEA carbon dioxide emissions from air, sea and road travel to and within the Orkney Islands has been calculated from fuel consumption. In all cases emissions locally were comparatively less than Scottish averages. In general air quality throughout Orkney is very good, there are no significant threats to air quality standards, and no Air Quality Management Areas. This is broadly due to the fact that within Orkney there are few significant industrial processes on the islands and road traffic volumes are low. Orkney Islands Council has signed up to Scotland's Climate Change Declaration. The Council has produced a Carbon Management programme (in the process gaining a carbon trust award and energy efficiency accreditation) with a target to ensure the Council's carbon emissions are reduced by 11% by 2014. The Council was a key partner in the development, under SEPA's leadership, 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. The Council has met national waste strategy targets for waste reduction, diversion and recycling and delivering carbon and energy management improvements. Reducing waste generation and increasing recycling yet further is desirable to reduce the waste transported to Shetland for incineration. Given that transporting waste is very costly, options for sustainable waste solutions for the outer isles is under exploration.				
Local Outcome A natural environment which is protected, enhanced and sustainably managed to combat climate change	Relevant Indicators	Frequency / Type / Source	Baseline (2006/07)	Local Targets & Timescales	
	14.1 Council area's ecological footprint	REAP (Resource and Energy Analysis Program) Stockholm Environment Institute (SEI)	2007 – Ecological footprint (gha/cap): 5.72 Carbon footprint (t/cap): 12.93	Reduce	
	14.2 Proportion of municipal waste recycled	Audit Scotland	2005/06 – total tonnes: 2,190.2 (22.7%) 2006/07 – total tonnes: 2,469.3 (27.6%)	Increase to 40% by 2010	
	14.3 Total tonnes of biodegradable municipal waste landfilled	Audit Scotland	2005/06 – total tonnes: 865.8 (6.2%) 2006/07 – total tonnes: 758.0 (5.1%)	Maintain below 1400 tonnes	
	14.4 OIC carbon emissions	OIC carbon management programme	2004 – 28,510 CO2 tonnes	11% reduction by 2014	
Required Actions/commitment by local partners for these outcomes	Council priority – sustainable communities Related actions from OIC corporate strategic plan 2008-13 <ul style="list-style-type: none">Develop and implement a Sustainable Energy Strategy				
	Related plans and strategies		Related community planning groups		
	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 OIC Carbon Management Programme		Orkney Environment Partnership		
Scottish Government required action/commitment to support delivery of local outcome	<ul style="list-style-type: none">Support the creation of a world centre for renewables in Orkney, reducing transmission charges and increasing cable capacityEndorse innovative projects of national importance including continued support for the European Marine Energy CentreCommitment to work in partnership to progress the Scapa Flow Container Hub as part of the National Planning Framework as an efficient and least environmentally damaging mode of transporting goodsWork with the council to solve the problem of inter-isles connectivity and exploration of sustainable transport solutions				

National Outcome 15 Our public services are high quality, continually improving, efficient and responsive to local people's needs. (cross-cuts all the national and local outcomes)	Local Context 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: <ul style="list-style-type: none">• 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 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. 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 (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. 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 are building. In preparing the Council's Corporate Strategic Plan 2008-13, 6 key priorities have been identified which along with related projects/activities appear throughout this SOA. The priorities are: care for our older and other vulnerable people, sustainable communities, planning and affordable housing, transport networks, schools and community facilities, improved services and facilities through increased joint working. The last of these will contribute to efficiency savings – monitoring of which we are seeking to enhance. The Council has also recently undergone an Audit of Best Value and Community Planning; resulting improvement actions will be progressed through the Council's Corporate Improvement Plan. Community Planning infrastructure support from the Fairer Scotland Fund (match funded by NHS Orkney) will facilitate the development of a partnership SOA over coming months.				
Local Outcome Cross cuts all the local outcomes	Relevant Indicators	Frequency / Type / Source	Baseline (2006/07)	Local Targets & Timescales	
	15.1 Number of householders who agree or agree strongly that the Council provides high quality services	Scottish Household Survey SHS local authority analysis	2005/06 – 54%	Increase	
	15.2 Annual 2% efficiency target	Orkney Islands Council	Efficiency statements submitted annually	Maintain	
Required Actions/commitment by local partners for these outcomes	Council priority – improved services and facilities through increased joint working Related actions from OIC corporate strategic plan 2008-13 <ul style="list-style-type: none">• shared support services: joint working in Orkney pathfinder project• Joint build projects: Schools Investment Programme, new health and care facilities• Joint health and care services: care for older people, reduced hospital admissions and delayed discharge, integrated service for mental health and for people with a learning disability				

		<ul style="list-style-type: none"> • Establish a single business gateway • Work with Voluntary Action Orkney to secure new voluntary sector premises <p>Activity supported by the Fairer Scotland Fund 2008/09</p> <ul style="list-style-type: none"> • Community Planning infrastructure support - £20,000
	Scottish Government required action/commitment to support delivery of local outcome	<ul style="list-style-type: none"> • Work in partnership to remove barriers and achieve Orkney model of integrated services across the public sector • Implement Crerar recommendations to reduce the burden of regulation, inspection, and reporting • Recognise inequitable grant distribution due to lack of critical mass, resulting in lack of capacity to implement policy • Consolidation of legislation for continued support for the role of local returning officers and electoral administrators • Consider implications for islands councils when framing national legislation

Annex 1

ORKNEY SINGLE OUTCOME AGREEMENT FOR 2008-09

