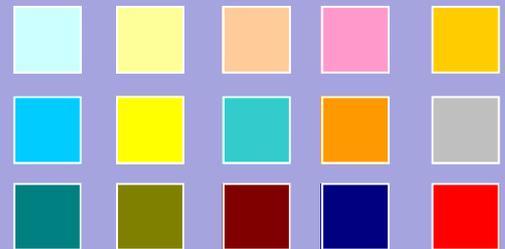


ORKNEY
ISLANDS
COUNCIL

2013 -
2018

Our Plan
Wur Plan



What we want to do for Orkney



plan [noun] a detailed proposal for doing or achieving something

Working together for a better Orkney is our mission statement. This is what we are doing and why we are doing it. It guides our actions and our decision-making.

‘Our Plan 2013-2018’ is not about describing everything we do as a Council.

It is also not about acknowledging every single area of excellence in Orkney. We already support excellence in many sectors, for example in the arts and culture, and the work going on in our schools.

What we describe on these pages is in addition to these ongoing commitments the Council already makes through its Service Plans and statutory responsibilities — these aren’t listed here but can be found on our website.

‘Our Plan 2013-2018’ goes beyond this to lay out our ambition and aspirations for Orkney, supporting opportunity and tackling the things we want to improve.

EQUALITY is at the heart of everything we do. For every priority and every target we will ensure equal opportunity and fairness are truly considered.



Convener Steven Heddle
Orkney Islands Council

Wur Plan

Convener's Introduction

Our Plan 2013-2018 is about what we want to do for Orkney. It describes our ambitions and where we want to put our efforts over the coming years. It is a result of the contribution of ideas and debate by all the Elected Members of this new Council.

We have called it "Wur Plan" or Our Plan because that is what it is. Within these pages we state what we consider to be the main areas of work, or priorities, to support Orkney and its folk over the next five years. We have set targets for each priority and for each of these we explain:

What we are going to do,
How we will do it, and
When we plan to do it.

These are our aspirations for the future. What we want to do in addition to providing statutory services.

Our Priorities

1. Care and support for those who need it
2. Promote successful, thriving communities
3. Housing to meet the needs of Orkney's people
4. A Low Carbon Orkney—Renewables, Energy and Opportunity
5. Orkney's Economic Development
6. Orkney's Transport Networks
7. What we need to do

Every Council wants to do its best for its people. We are the smallest local authority in Scotland, but in many ways we have some of the biggest ambitions. Orkney is already a global leader in wave and tidal renewable energy development and we want to grow this expertise. We want our communities and businesses to thrive. We want our folk to have the skills our businesses are looking for. We are planning for the best start in life for our young folk and looking at ways to support independence across all the generations. All this, and more, in times which are challenging, not only financially, but also for the growing demands on the services we provide.

The public sector is changing. It has to. We have to think differently about how to do things, how we source funding and how we work with other organisations. Working together makes us stronger than working alone. This is why what we plan forms an important part of our contribution to Orkney's Community Planning Partnership and the delivery of Orkney's Single Outcome Agreement.

The means to achieving all this will be the enthusiasm and dedication of those who work for the Council. Making sure we do the best for Orkney and all of its folk.

Chief Executive's Introduction

Our Plan 2013-2018 is ambitious. It will challenge us and drive what we do over the next five years and beyond.

What we do as a Council touches the lives of most people in Orkney. Much of the time you'll not notice it, which is how it should be. Our services are provided in the background, efficiently and there when they are needed.

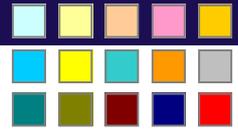
The same can be said about some of the work we will be doing to deliver 'Our Plan'. Our staff will be involved in negotiating or lobbying on behalf of our community, to get the best for our county in a wide range of areas. Or they will be working on designs and specifications long before you see any evidence of the project.

Our Plan is the result of not only our Elected Members considering what are the most important areas of work, but also of our staff looking at how it can all be done. Budgets are tight and it will be by doing things differently, and by working with other organisations, that we will be able to achieve what we set out to do.



Alistair Buchan
Chief Executive
Orkney Islands Council

ambition [noun] a strong desire to do or achieve something



Whit wur daean

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Our Plan Wur Plan

Working together for a better Orkney

Working together for a better Orkney is our mission statement. This is what we are doing and why we are doing it. It guides our actions and our decision-making.

Our Values

Our values are our beliefs and our principles. These are a guide for what is right and for how we should conduct the work that we do.

Promoting survival

to support our communities

Promoting sustainability

to make sure economic, environmental and social factors are balanced

Promoting equality and fairness

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

We value what Orkney does well

We are proud of Orkney.

We value our way of life and the way our communities pull together. We appreciate our history and Orkney's role in major events of the past but we look to the future and seek to innovate as Orcadians always have.

We value what Orkney does well. Our place in the world of renewables development, our way of life, our skills in sports, music, the arts, and our unique heritage and culture. And so much more. We also value our people who make all this happen, both in the community and within our workforce.

We want the world to know about us, for all the right reasons.

Being the best we can

As a Council we always work to be the best we can. We are doing this not only through the services we are expected to provide but also by working towards helping Orkney and its communities thrive. The core of Our Plan is about working towards the future, to making use of Orkney's strengths and working with our partners to influence changes which will benefit our folk and our communities. We have a greater strength by working together, Elected Members and Council staff, the Council and its partners, the Council and its communities.

In addition to this, the Council has a wide range of Statutory and Regulatory functions, which it delivers on a day to day basis. We will continue to deliver, and enhance where possible, these services throughout the lifetime of this Council.

value [noun] a judgement of what is important in life

Our Priorities— quick view

What we plan to do

Seven local priorities have been agreed by Elected Members.

Across the seven priorities are **33 targets** which we plan to deliver. Some are more complex than others. Some will require negotiation with, and support from, other organisations. We know it's ambitious, but that doesn't mean we shouldn't try.

In Our Plan, **15 themes** describe the areas of work which make up our priorities. These are shown in Our Plan as colour blocks.

Themes

	Attractive environment
	Culture
	Development policy
	Digital connectivity
	Economic development
	Education
	Energy
	Governance
	Health and wellbeing
	Housing
	Internal council processes
	Landscape protection
	Local community participation
	Renewables
	Transport

1 Care and support for those who need it

- 1.1 Improved care facilities in Orkney
- 1.2 Appropriate Care Support
- 1.3 Supporting our Children
- 1.4 A new Children's House
- 1.5 The Impact of Welfare Reform

2 Promote successful, thriving communities

- 2.1 Digital Communications Equality
- 2.2 Communities with small schools
- 2.3 Regenerating Kirkwall Town Centre
- 2.4 Mitigating risk from flood and coastal erosion
- 2.5 Local community participation
- 2.6 Orkney's cultural heritage
- 2.7 Planning for the growth of our communities

3 Housing to meet the needs of Orkney's people

- 3.1 Rented social housing
- 3.2 Affordable private housing
- 3.4 Improving housing stock
- 3.5 Support for independent living

4 A Low Carbon Orkney - Renewables, Energy and Opportunity

- 4.1 A Low Carbon Orkney - a green approach
- 4.2 Attracting investment, investors and companies
- 4.3 Making use of resources to capture energy
- 4.4 Managing development
- 4.5 Benefiting from our renewables resources
- 4.6 Ensuring we can compete
- 4.7 Renewables training, research and facilities

5 Orkney's Economic Development

- 5.1 A skilled workforce
- 5.2 The skills our businesses need - making the connections between employer and educator
- 5.3 Helping our businesses to adapt and grow
- 5.4 Infrastructure to support business growth

6 Orkney's Transport Networks

- 6.1 Integrated transport networks
- 6.2 Orkney's internal ferry and air services

7 What we need to do

- 7.1 Questions we will be asking
- 7.2 Integrated Public Services
- 7.3 Embedding Orkney Health and Care - Governance Arrangements
- 7.4 European Union Financial Support

Care and support for those who need it

What we want to do

We live in a community that always wants to do the best for its folk. And we all want to live happy and independent lives. Sometimes though, folk need a little bit of help to achieve this. This isn't about wrapping people up in cotton wool. It's about lending a hand and giving support when it is needed. It's also about recognising that although some people may not be able to be as independent as they would like, choices can be made that make life easier.



Which of the Orkney Community Planning Partnership Local Priorities do these contribute to?

Orkney's Economy

Education

Early Years

Health

Improving Life Chances

Community Safety

Orkney's Infrastructure

Strengthening Communities

Working Together

Note: A full list of the **National Outcomes** and **Local Priorities** can be found on page 42.

What we plan to do

Target 1.1 Improved Care Facilities in Orkney

We will improve and modernise care facilities and services in Orkney to provide the best possible health and care for generations to come.

Health and wellbeing	What	How	When
	<p>We will provide new, modern care facilities in Orkney.</p>	<p>Through an integrated approach to development of health and social care services in Orkney with our partners NHS Orkney.</p> <p>By providing appropriate residential, rehabilitation and community health and social care services in Kirkwall</p> <p>By setting out the requirements and costs to provide a replacement for St Peter's House in Stromness.</p>	<p>Completion by 2017.</p>

Target 1.2 Appropriate care support

We will be working with partners to seek and provide appropriate models of care and support to meet the growing demands of our population.

Health and wellbeing	What	How	When
	<p>We will ensure people are able to live as long as possible in their own homes and will encourage self care through a reablement model.</p> <p>(Reablement helps people learn or re-learn the skills necessary for day to day living, which have been lost through deterioration of health and/or increased support needs.)</p>	<p>By identifying advanced technologies to help support people to remain in their own homes.</p> <p>Through providing education and support to enable people to be supported in their own communities.</p>	<p>2013 onwards.</p>

care [noun] the provision of what is necessary for the health, welfare, maintenance, and protection of someone or something

What	How	When
<p>We will aim to provide services that meet 'assessed needs'.</p> <p>(Assessed needs are when we undertake an assessment of people's care needs and develop a plan for delivery.)</p>	<p>By meeting national timescales for completion of assessment following receipt of referral.</p> <p>By monitoring the number of recorded 'assessed needs' that have not been met.</p> <p>We will work to understand the key issues that affect recruitment and retention of staff, and find out what can be done to support staff in the care and support services.</p>	<p>2013 onwards.</p> <p>By March 2014 we will have analysed what key issues are affecting staff and will start to take action.</p>

Target 1.3 Supporting our children

Supporting our children - Early Years Framework: we will be ensuring local partners and practitioners (education, housing, police, health, social work and Third Sector) work together as effectively as possible to ensure every child has the best start in life.

What	How	When
<p>We will ensure Orkney's partner organisations are working together to implement the Scottish Government's Early Years Framework so that our children have the best start in life.</p>	<p>By working with the Orkney Community Planning Partners to consider the life chances of children and young people.</p>	<p>2013 onwards.</p>

EARLY YEARS FRAMEWORK

This framework is about giving all our children the best start in life and the steps the Scottish Government, local partners and practitioners in early years services need to take ensure this.

The earliest years of life are crucial to a child's development and future life chances. The Framework aims to prevent the inequalities in health, education and employment opportunities that are frequently passed from one generation to another. The focus of the work covers the period from pre-birth to the age of 8.

Target 1.4 A new Children's House

Provision of a new Children's House in Orkney - we will build a safe, well designed home, providing a positive environment for our looked after children in residential care.

Health and wellbeing	What	How	When
	<p>We will build a new Children's House for our looked after children in residential care.</p> <p>(Looked after children, are children who are in our care.)</p>	<p>By identifying a suitable site.</p> <p>We plan to start building on site in 2013.</p>	<p>To open in 2014.</p>

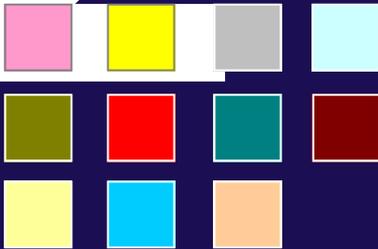
Target 1.5 The impact of Welfare Reform on members of our community

We will be providing guidance and support for those at risk from the changes brought about by the Welfare Reform Act 2012.

Health and wellbeing	What	How	When
	<p>We will set up easy to access services and advice for those affected by Welfare Reform.</p>	<p>By administering the Scottish Welfare Fund in Orkney i.e. Crisis Grants and Community Care Grants.</p> <p>By providing advice services to help people affected by Welfare Reform.</p> <p>By supporting people affected by Universal Credit - providing advice and pointing the way to the most appropriate services that can give support.</p> <p>By supporting people with housing issues or problems as a result of Welfare Reform.</p>	<p>Phased in as each change in Welfare Reform takes place - April 2013 to 2017.</p>

Well-being is important
This is why we want to provide the best possible care for people in Orkney

Priority



Promote successful, thriving communities

What we want to do

We want to focus on those things that make our communities tick. They can be quite small, but they have a heart and they exist because people want to live there. This doesn't mean that there aren't challenges to be faced, but there are also opportunities to be grasped. We can do this whilst still embracing the very things that make our isles, our landscape and our lifestyle so important to us.

Which of the Orkney Community Planning Partnership Local Priorities do these contribute to?

Equalities

Community Safety

Orkney's Infrastructure

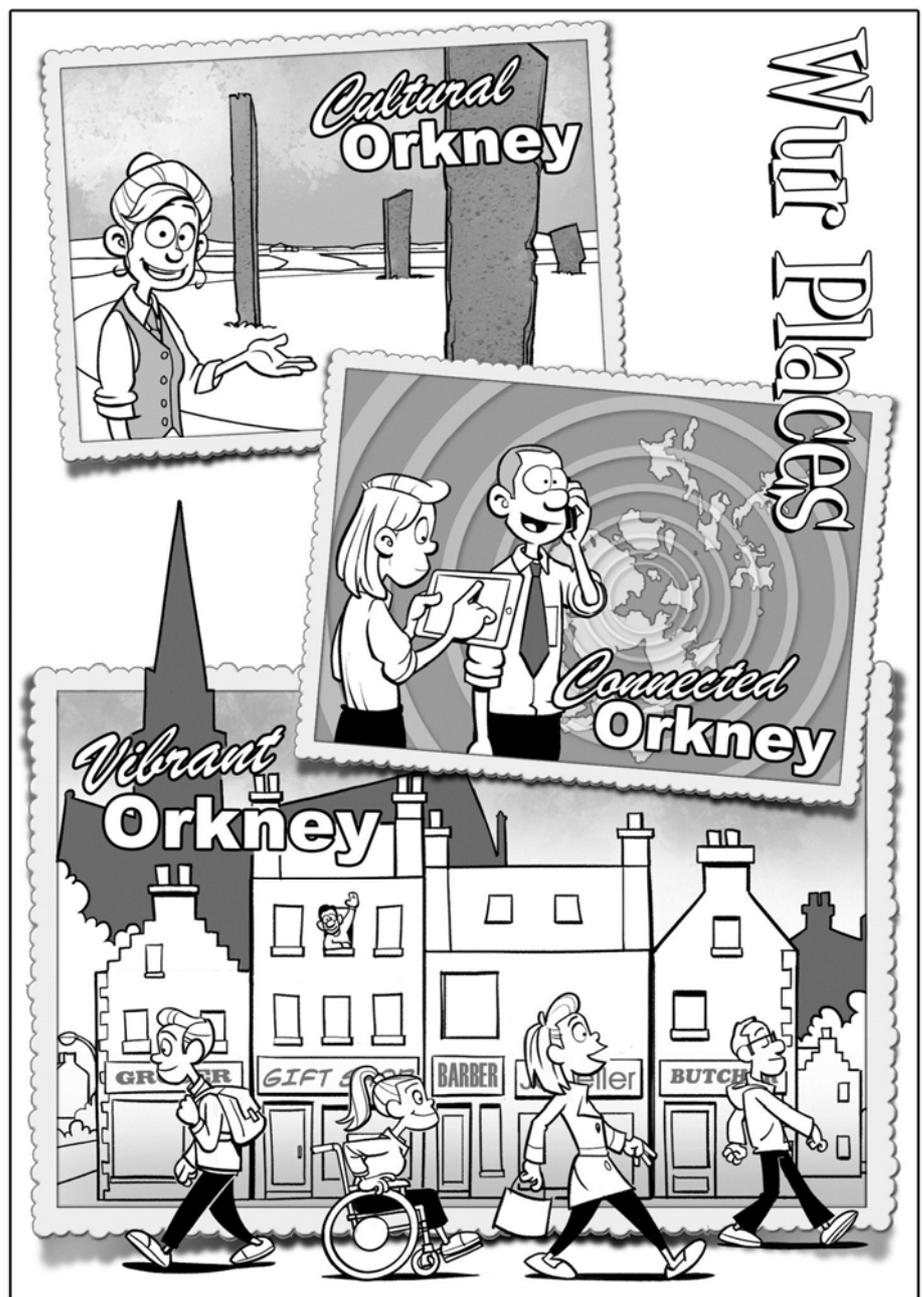
Strengthening Communities

Our Environment

Our Culture

Combatting Climate Change

Note: A full list of the **National Outcomes** and **Local Priorities** can be found on page 42



What we plan to do

Target 2.1 Digital Communications Equality

We will ensure our public services, businesses and communities have access to resilient, effective, high speed digital communications (including mobile 4G). This will include seeking the best possible investment by the Scottish and UK Governments and digital suppliers.

Digital Connectivity	<p>What</p> <p>We will make every effort to ensure Government commitments and the Broadband Delivery UK (BDUK) project deliver on their promises for high speed broadband which is resilient and pervasive for all of our communities.</p> <p>(Resilient and pervasive broadband is broadband that is reliable and widely available.)</p>	<p>How</p> <p>By working with partners (including Highlands and Islands Enterprise (HIE)) to get the best possible broadband solution in Orkney from the BDUK project, to ensure coverage for all our communities.</p> <p>By lobbying the Scottish and UK Governments to ensure at least 75% of homes in Orkney receive high speed broadband as a result of the BDUK project.</p>	<p>When</p> <p>Progress towards the 2015 implementation of BDUK.</p>
Digital Connectivity	<p>What</p> <p>We will support communities and hard to reach areas to achieve resilient broadband access and help them to access funding where it is available.</p>	<p>How</p> <p>By supporting rural communities to investigate or establish community broadband solutions. This will be led by Highlands and Islands Enterprise and Community Broadband Scotland and supported by our Economic Development Team.</p>	<p>When</p> <p>2013 ongoing.</p>
Digital Connectivity	<p>What</p> <p>We will work with partners to lobby the UK and Scottish Governments to support improved mobile phone connection in Orkney, including access to 4G services.</p>	<p>How</p> <p>By investigating the potential to use existing mobile masts to increase access, and provide 4G services and also to facilitate putting up new masts where possible. Our aim is to ensure mobile connectivity for all our communities.</p> <p>By lobbying the Scottish and UK Governments to maximise phone and high speed mobile internet connectivity availability across Orkney.</p>	<p>When</p> <p>2013 ongoing.</p>

Target 2.2 Communities with small schools

We will consider the sustainability of communities including those at risk from falling school rolls. This will include looking at the viability of schools, use of the buildings by the community, and housing policy to support families.

Education Housing	What	How	When
	<p>We will establish the criteria and conditions for the viability of schools in rural and island communities. This will include looking at the wider use of buildings by the community, and housing policy to support families.</p>	<p>By setting up a project team to determine the conditions required to make a school viable.</p> <p>(Note: this will need to await the outcome of the Commission on the delivery of Rural Education which may bring some changes to legislation).</p>	<p>By mid 2014.</p>

Target 2.3 Regenerating Kirkwall Town Centre

A thriving, attractive Kirkwall town centre - we will be promoting a vibrant shopping centre, optimised parking and an attractive harbour area.

Attractive Environment	What	How	When
	<p>We will develop and implement a Regeneration Strategy to coordinate development.</p> <p>We will develop a Place-making Strategy to ensure high quality safe environments for pedestrians, cyclists and cars. This will be linked to revisions to the Roads Development Guide.</p> <p>(Place-making: ensuring high quality safe environments for pedestrians, cyclists and cars.)</p>	<p>By coordinating and facilitating consultation with key groups with an interest in the regeneration of Kirkwall town centre.</p> <p>By working towards establishing a Conservation Area Regeneration Scheme/ Townscape Heritage Initiative in Kirkwall.</p> <p>By identifying a project team which will be responsible for taking this work forward.</p>	<p>From April 2013 with key dates:</p> <p>Place-making 2013/14.</p> <p>Conservation Area Regeneration - late 2013.</p> <p>Townscape Heritage Initiative 2014.</p> <p>Report to Committee in 2013 identifying the Kirkwall project team.</p>

Economic Development	What	How	When
	<p>Support the Business Improvement District* (BID).</p> <p>(*This is where businesses work together and invest collectively in local improvements.)</p>	<p>By engaging with the BID campaign on planning the project, ensuring coordination with our projects where appropriate.</p>	<p>BID commencing 2013 for five years.</p>

Target 2.4 Mitigating risk from flood and coastal erosion

We will identify risk from flood, coastal erosion and wave action including overtopping issues at Churchill Barrier No. 2, and prioritise the necessary improvements to protect high risk areas.

Landscape Protection	<p>What</p> <p>We will work with the Scottish Environment Protection Agency (SEPA) and Scottish Water in relation to the governance of Flood Management.</p>	<p>How</p> <p>By communicating and sharing information with partners and ensuring we have staff and equipment to enable us to respond to incidents.</p>	<p>When</p> <p>Ongoing.</p>
Landscape Protection	<p>What</p> <p>We will work in partnership with SEPA to deliver sustainable flood risk measures and put in additional funding bids for new opportunities where they arise.</p>	<p>How</p> <p>By ensuring we have the resources (or by seeking funding from other sources when the opportunity arises) to make improvements which will protect high risk areas. Phase 1 will address Kirkwall and St Margaret's Hope.</p> <p>By continuing to assess potential flood risks to communities and developing solutions where possible.</p> <p>By exploring external funding sources for St Margaret's Hope.</p>	<p>When</p> <p>2013 for Kirkwall and St Margaret's Hope.</p> <p>Ongoing.</p> <p>Ongoing.</p>
Landscape Protection Transport Infrastructure	<p>What</p> <p>We will finalise technical studies and develop solutions for the Churchill Barrier No. 2 overtopping, having considered energy capture.</p>	<p>How</p> <p>By managing the tender process and reporting findings and costs to Committee.</p>	<p>When</p> <p>By the end of 2013.</p>

Target 2.5 Local Community Participation

We will be supporting our communities to help themselves - developing Community Councils and supporting the Third Sector.

Council Processes Community Participation	<p>What</p> <p>We will continue to work with and support our Third Sector*.</p> <p>(*Not-for-profit and non-governmental and typically includes charities, community groups, social enterprises and voluntary organisations.)</p>	<p>How</p> <p>By exploring ways of sustaining a strong Third Sector in Orkney, for example through purchasing or contracting for the delivery of activity and services on our behalf.</p> <p>Through an Action Plan to take this work forward.</p>	<p>When</p> <p>End of 2013.</p> <p>End of 2015.</p>
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What	How	When
We will help Voluntary Action Orkney and associated voluntary organisations to find the right premises to help them deliver voluntary services.	Through a Joint Working Group which will look at the private sector property market and existing Council properties for suitable premises. The work will include looking at the options for funding the premises.	By the end of 2013.

What	How	When
We will devolve some council services to local communities to help them to thrive. This will be done primarily through Community Councils.	<p>Through the identification of opportunities for Community Councils to play a greater role in providing some Council services in their area. (We will produce a Feasibility Study and a Business Plan for this work.)</p> <p>By testing the Business Plan through a Pilot Project.</p> <p>If the Pilot Project is successful, we will do a full roll out of Community Council Managed Services.</p>	<p>We will be working to achieve completion of a Business Plan in 2013.</p> <p>The Pilot Project will be launched in 2013-2014.</p> <p>We expect full roll out of Services from 2015 onwards.</p>

What	How	When
Decentralisation (moving work away from a central location): where there is no significant cost impact, we will look at the options for some Council services and operational activities to be delivered within local communities.	<p>By establishing the criteria for determining if a service or role can be delivered efficiently in an alternative location.</p> <p>By examining the cost implications of decentralisation, for example, changes to Policy, infrastructure requirements and human resources costs and expenses.</p>	This work will be ongoing from 2013.

Target 2.6 Orkney's Cultural Heritage

We will safeguard Orkney's cultural heritage including: considering the Council's role in Heritage Centres; supporting war time heritage; supporting archaeological heritage and genealogy.

What	How	When
We will produce a strategy for further protecting Orkney's cultural heritage including, for example, consideration of Scapa Flow Visitor Centre and Museum and our museums.	By establishing a short-term Member/Officer Working Group to create a draft strategy to be considered by Elected Members.	Work starting in April 2013 with a strategy delivered by March 2014.

What	How	When
<p>We will make every effort to ensure Orkney has a high profile in the National Commemoration of World War I.</p>	<p>By ensuring Orkney's war time heritage is well promoted, for example, to visiting cruise liners.</p> <p>By identifying a project team to lead on work to promote World War I commemorations in Orkney and Orkney's archaeological heritage.</p>	<p>We will be working towards the World War I commemorations in 2014-2018, with funding bids in 2013.</p>

What	How	When
<p>We will develop new economic development and heritage tourism linked to Orkney's wide ranging heritage assets - for example possible archaeology centre and link to World Heritage Site Gateway Centre.</p>	<p>Through working with the Heart of Neolithic Orkney Steering Group.</p> <p>Closer liaison with Historic Scotland.</p> <p>By considering a possible Archaeology Centre/World Heritage Site Gateway Centre.</p>	<p>Creation of 'Gateway' initiative completed 2016.</p>

Human settlements in Orkney span over 8,000 years of history

Target 2.7 Planning for the growth of our communities

Revision of the Local Development Plan, including a review of the Housing in the Countryside Policy.

What	How	When
<p>We will create and implement a Delivery Plan for the Local Development Plan and Supplementary Guidance.</p> <p>(The Local Development Plan is a document that sets out how places should change and what they could be like in the future. It says what type of development should take place where, and which areas should not be developed, including areas for the protection of natural heritage.)</p>	<p>By establishing place-making (ensuring high quality safe environments for pedestrians, cyclists and cars) as part of the process.</p> <p>By developing a programme to take forward the Local Development Plan.</p> <p>By publishing a new Development Plan Scheme for future Plans.</p> <p>By establishing opportunities for more affordable housing in the countryside.</p>	<p>Programmed revision of the Plan will take place in 2013-2014.</p>

Housing to meet the needs of Orkney's people

What we want to do

Homes are important to all of us. It will always be a challenge to ensure that the right houses are there for everyone. This is a big task and we want to build on the work that has already been done. We are not saying we can solve this in the next five years, but it is important to keep working on this because we all want to have homes that are comfortable to live in.

Which of the Orkney Community Planning Partnership Local Priorities do these contribute to?

Employment

Equalities

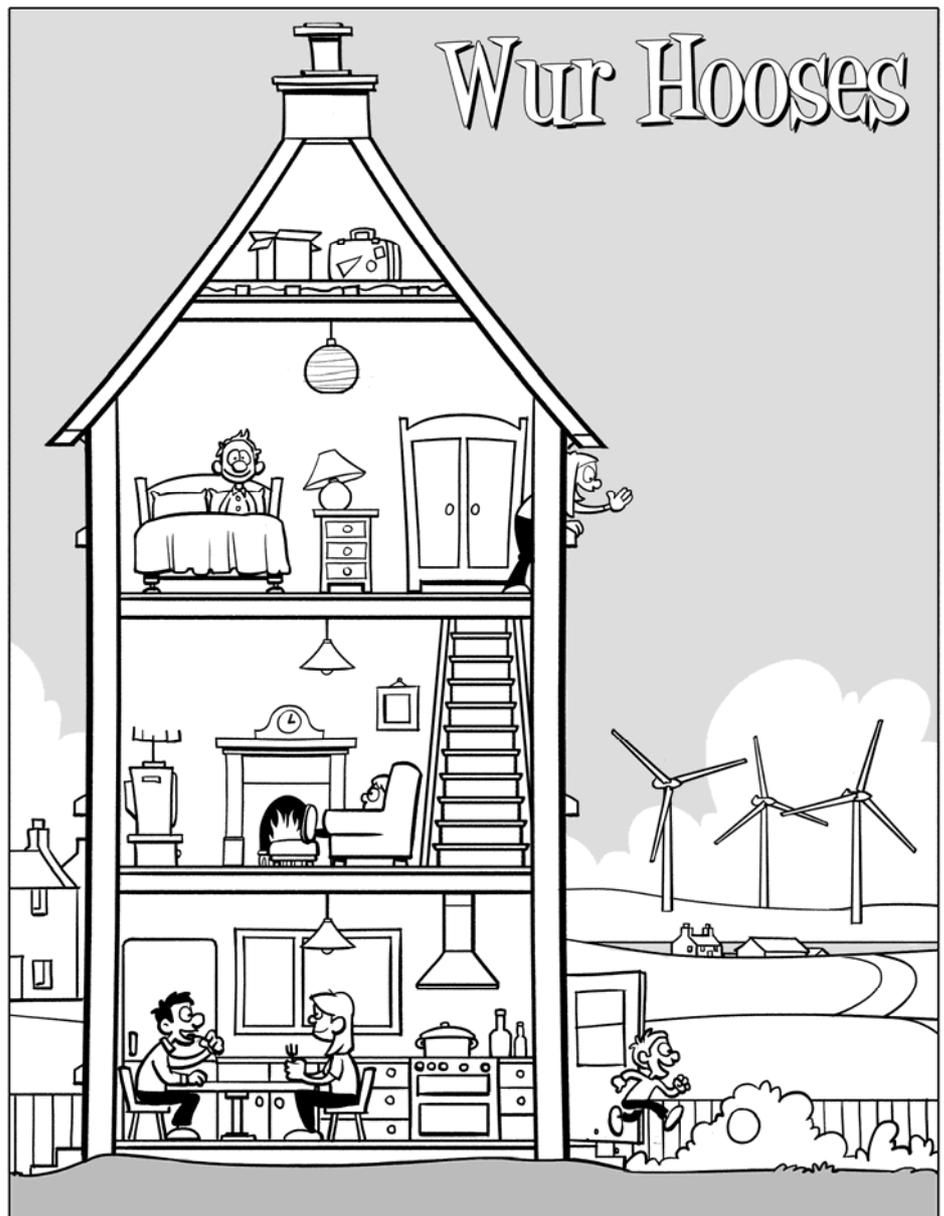
Orkney's Infrastructure

Our Environment

Our Culture

Combatting Climate Change

Note: A full list of the **National Outcomes** and **Local Priorities** can be found on page 42



What we plan to do

Target 3.1 Rented Social Housing

We will support the construction of affordable housing to meet demand - including the outer isles.

Housing	What	How	When
	We will support the construction of housing to meet local need.	By seeking and maximising external funding to support the building of affordable social housing by the Council and/or its partner agencies. Target: 35 homes a year.	Work will commence from April 2013.

Target 3.2 Affordable Private Housing

We will encourage and support the building of new homes to meet local demand.

Housing	What	How	When
	We will encourage the supply of sufficient houses to meet current and future demand.	By working with private sector providers to make the best of funding opportunities which lead to more new build accommodation.	Work will commence from April 2013.

Target 3.3 Improving Housing Stock

We will seek to improve the standard of existing housing stock (public and private) including: financial support for low income households; support for student accommodation and action on fuel poverty.

Housing	What	How	When
	<p>We will seek to ensure improvement in the whole housing stock, private and public sector, and the eradication of unfit housing and housing below the Tolerable Standard.</p> <p>We will continue to support the provision of student accommodation.</p> <p>(Tolerable Standard is a measure of housing quality. A house that falls below it is not acceptable as living accommodation.)</p> <p>We will support action to deal with fuel poverty in Orkney.</p>	<p>Through undertaking a Local House Condition Survey in 2013 to establish the extent of unfit and disrepair within the whole housing stock.</p> <p>Through identifying potential funding and methods of support for</p> <ul style="list-style-type: none">• low income families or those occupying unfit or sub-standard housing, for example grants or loans.• providing student accommodation. <p>By looking at ways to improve domestic heating and insulation in the housing stock, and providing support for home owners.</p>	<p>This work will commence in 2013-2014.</p>

What

We will look at ways to assist the provision of private student housing. We will seek to provide student accommodation to support the Marine Renewables Campus, and Orkney College and UHI.

How

Through the continuation of the Rent Guarantee Scheme and Student Accommodation List.

We will ensure requirements for purpose built student accommodation are included in the development of the Marine Renewables Campus Business Plan.

When

This work will be ongoing throughout the life of Our Plan 2013-18.

Target 3.4 Support for independent living

Supported housing to aid independent living: Extra Care Housing; Housing and educational support for the young and disaffected.

What

We will strengthen the Young Persons' Supported Accommodation Project and extend it to include move-on accommodation and support.

How

We will build 6 supported move-on accommodation units as the next step to independent living.

When

2014

What

We will develop housing and related services to meet the needs of older people to enable them to live independently.

How

Through joint working on the development of health and social care services and facilities in Orkney.

When

During 2014-2015.

The Council provides

892
homes
in Orkney

We are planning for more

January 2013 data

Hirstquoy Westray

The **first** council houses to be built in Orkney's North Isles in

40 years

"I'm delighted to be moving into one of the new houses along with my husband and kids, who are really excited about the move. The houses are absolutely great, with plenty of storage and in a lovely location at the top of the village.

Having these new houses available in Pierowall makes it a more attractive place to live, which I hope will keep folk on the island and keep the island alive."

Pari Drever

Who grew up in Westray and is one of the new tenants at 'Hirstquoy'



Our new council houses

building homes

123 Completed

23 Currently under construction

87 Due to be started in 2013/2014

New homes at **St Mary's**





A Low Carbon Orkney - Renewables, Energy and Opportunity

What we want to do

Orkney's folk have always been good at spotting opportunity. Right now is the time to look at encouraging our developing renewables industry to grow, provide jobs and bring much needed income into the Isles. We want to ensure that talent has a reason to stay and contribute to our economy. We want the best in the world to locate their renewables businesses with us and provide jobs for our folk. We also want to make sure that the growth is managed properly and to look at ways of reducing fuel poverty.

We have a lot to do, but we won't be doing it on our own.

Which of the Orkney Community Planning Partnership Local Priorities do these contribute to?

Orkney's Economy

Employment

Research and Training

Education

Early Years

Equalities

Improving Life Chances

Our Environment

Our Culture

Combatting Climate Change

Note: A full list of the **National Outcomes** and **Local Priorities** can be found on page 42.



What we plan to do

Target 4.1 A Low Carbon Orkney - a green approach

A Low Carbon Orkney - we will be making the best use of energy resources and opportunities, and looking at ways to help eradicate fuel poverty.

(**Fuel poverty** is defined as where a person needs to spend more than 10 per cent of their household income on fuel in order to heat their home to a satisfactory standard.)

Energy	<p>What</p> <p>We will develop and implement a Sustainable Energy Strategy for Orkney.</p>	<p>How</p> <p>By reviewing and updating the Carbon Management Plan.</p>	<p>When</p> <p>We will work on this from 2013 onwards.</p>
Energy	<p>What</p> <p>We will develop the Council's response to the Green Deal Initiative.</p> <p>(The Green Deal is a UK Government initiative designed to help businesses and home owners to use more green technologies in their properties.)</p>	<p>How</p> <p>By preparing a proposal on the Council's response to the Green Deal.</p>	<p>When</p> <p>Feasibility Study is to be completed early 2013, and a response in place by Autumn 2014.</p>
Energy	<p>What</p> <p>Working in partnership we will develop practical project ideas for energy storage/ alternative energy, for example, looking at district heating schemes, identifying alternative fuel supplies and addressing fuel poverty issues.</p>	<p>How</p> <p>By commissioning feasibility work into the various options/ideas.</p>	<p>When</p> <p>Project identification will take place during 2013, and we will start to work through the chosen options into 2014-2015.</p>

Target 4.2 Attracting investment, investors and companies

Developing our renewables future: we will be developing our expertise through a renewables team, maximising investment and ensuring we have land and infrastructure to support future development.

Renewables	<p>What</p> <p>We will put appropriate resources and strategies in place to work with investors and agencies involved in renewables.</p>	<p>How</p> <p>By making best use of cross-service teams in the Council on renewables issues and close working with partners such as HIE Orkney.</p>	<p>When</p> <p>We will work on this from 2013 onwards.</p>
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sustainable [adjective] able to be maintained at a certain rate or level

What	How	When
<p>We will capitalise on the Marine Energy Park designation for the Pentland Firth and Orkney Waters.</p>	<p>By participating in and championing the Pentland Firth and Orkney Waters Leadership Forum as the key means of governance.</p>	<p>From 2013 onwards.</p>
<p>(In July 2012 the Pentland Firth and Orkney Waters area was designated as a Marine Energy Park. The purpose of the park is to heighten the international profile of the region and its reputation as a world leader in marine energy.)</p>	<p>By working with the European Marine Energy Centre (EMEC) to establish links with device developers (wave and tidal).</p>	<p>From 2013 onwards.</p>
	<p>By establishing links with renewables leaseholders in Pentland Firth and Orkney Waters.</p>	<p>2013</p>
	<p>By working with Highlands and Islands Enterprise (HIE) on renewables development.</p>	<p>From 2013 onwards.</p>
	<p>By lobbying the UK and Scottish Governments on the powers for the Marine Energy Park.</p>	<p>From 2013 onwards.</p>
	<p>By establishing and implementing a marketing strategy for key renewables.</p>	<p>From 2013 onwards.</p>

What	How	When
<p>We will ensure the best use of the local supply chain businesses to support renewable energy generation.</p>	<p>By lobbying for increased grid connection, with affordable charges, to increase the potential export of energy from Orkney as soon as possible.</p>	<p>New cable: 2018 (or earlier if possible).</p>
	<p>Business Gateway will advise new companies on development and expansion.</p>	<p>Up to 2020 and beyond.</p>
	<p>By supporting training and skills for the renewables sector.</p>	<p>Up to 2020 and beyond.</p>
	<p>By investing in infrastructure where appropriate and affordable.</p>	<p>Up to 2020 and beyond.</p>

Target 4.3 Making use of resources to capture energy

We will explore renewable energy capture through fixed links and the Churchill Barriers.

Renewables	<p>What</p> <p>Fixed links (a built physical link between islands): we will review historic studies on fixed links and undertake an appraisal of opportunities to do this.</p>	<p>How</p> <p>By responding to ideas and proposals brought forward on fixed links, and by ensuring that we also link to transport strategies and encourage energy capture.</p>	<p>When</p> <p>By 2014 we will report to Policy and Resources Committee on our review into the studies on fixed links in Orkney.</p>
	<p>What</p> <p>We will develop a policy and capital programme (a document which describes projects, costs and when they will be done) for fixed links, if appropriate.</p>	<p>How</p> <p>Develop policy and programme if appropriate.</p>	<p>When</p> <p>2014</p>

Target 4.4 Managing development

We will develop a policy to deal with the development of renewable energy and associated infrastructure.

Renewables	<p>What</p> <p>We will produce a policy for how we deal with renewables development. We will also look at funding for renewables development.</p>	<p>How</p> <p>By completing the review of Wind Energy Guidance.</p> <p>Through the Local Development Plan review.</p> <p>By taking forward the Marine Spatial Plan for Pentland Firth and Orkney Waters.</p>	<p>When</p> <p>2013/2014.</p>
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Target 4.5 Benefiting from our renewable resources

We will explore Community Benefit from renewables development and look at the potential to be an energy company / agency.

Renewables	<p>What</p> <p>We will establish a policy for Community Benefit from renewables.</p>	<p>How</p> <p>By working with renewables leaseholders.</p> <p>By engaging in discussions with the Crown Estate Commission and developers and using our findings to develop policy.</p> <p>By exploring the potential to facilitate the establishment of an Orkney energy company or agency.</p>	<p>When</p> <p>Work will be ongoing from 2013 onwards.</p>
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What

We will establish a policy for the use of Renewables Community Benefit funds to benefit all of our communities.

How

By establishing a Community Benefit Policy.

When

2013 onwards.

Target 4.6 Ensuring we can compete

We will lobby the Scottish Government to address grid infrastructure issues associated with renewable energy.

What

We will maintain an effective lobbying programme with the Scottish Government and other agencies to ensure a further cable to enable energy export, deal with transmission charging cost issues and seek short term solutions to the export limits on our electricity grid.

How

By lobbying and maintaining pressure on the timely delivery of grid connections.

By lobbying and maintaining pressure to reduce island transmission charges.

By supporting measures which will provide short term solutions to the current electricity export constraints on Orkney's grid.

When

Work will be from 2013 and be ongoing, leading into 2018 (when increased cable capacity for export is expected).

Target 4.7 Renewables training, research and facilities

We will ensure a skilled workforce and training in Orkney to optimise opportunities in the renewables sector.

What

We will develop a business case which outlines the proposal for a Marine Renewables Campus in Stromness.

How

By seeking funding/partnership options for the development of a Marine Renewables Campus.

When

Presentation of the business case will be in the 1st Quarter of 2013. The project is expected to start 'on site' 1st Quarter 2014.

What

We will support links to education - exploring ways to ensure renewables training links with schools, colleges and investors based in Orkney.

How

By developing a strategy to ensure all partners contribute to the wider training of renewables sector opportunities.

When

Work will lead in to 2014.

We will support the Orkney College UHI Maritime Studies Department, plus fire fighting training for mariners.

New Businesses

First half of 2009

17

First half of 2012

40

“The amazing natural resources of Orkney have helped the farming industry become highly successful. And now its natural resources are providing another extremely dynamic industry in the form of renewable energy.

With new company numbers on the rise and the growth of an exciting industry, the future of Orkney looks promising.”

Peter Valaitis, Managing Director
Duport Business Confidence Reports

our energy future

3 Port Strategy

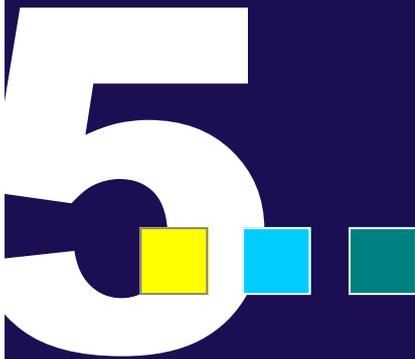
Lyness Hoy
Hatston Kirkwall
Copland's Dock Stromness

The Council's Three Port Strategy has led to the development of specialist facilities to support wave and tidal generation in Orkney. We want to ensure we retain Orkney's lead role in the sector as it moves to industrial scale manufacturing and deployment.

The Pentland Firth and Orkney Waters Marine Energy Park

The Pentland Firth and Orkney Waters is Scotland's first Marine Energy Park. Areas in Hatston and Lyness have been designated as Enterprise Areas, offering incentives for new renewables businesses to locate and invest in Orkney. The Marine Energy Park designation recognises that Pentland Firth and Orkney Waters area offers some of the best wave and tidal resources, facilities and expertise in the world.

Building on
our
strengths



Orkney's Economic Development

What we want to do

We know we need to be realistic in an economy that is suffering constant knocks. We are riding out tough storms but it's also important to think about opportunity and even growth for our businesses, workers and our economy. Although 'renewables' is on a lot of folk's lips, there are other sectors in Orkney which offer great opportunities. Our traditional industries are adapting and many look very different. Our businesses need the right conditions to trade and to grow. They also need folk with the right skills to help them to do this.



Which of the Orkney Community Planning Partnership Local Priorities do these contribute to?

Orkney's Economy

Employment

Research and Training

Equalities

Improving Life Chances

Our Culture

Note: A full list of the **National Outcomes** and **Local Priorities** can be found on page 42.

What we plan to do

Target 5.1 A Skilled Workforce

We will be providing support for our youth and long-term unemployed - providing skills training in vocational and professional areas to address disadvantage, to exploit economic opportunity and retain skills and population in Orkney.

Education	What	How	When
	As a socially responsible employer, we will lead by example and provide work experience, modern apprenticeships and graduate placements for Orkney's youth and long term unemployed.	Each year we will provide: 12 work experience placements 4 modern apprenticeships 4 graduate traineeships	The placements will cover the financial years 2013—2015.

Target 5.2 The Skills our Businesses Need - Making the Connections between Employer and Educator

Working together linking Secondary, Tertiary, Further and Higher Education (i.e. schools, Orkney College and the University of the Highlands and Islands (UHI)) with employers - to facilitate the development of training for local need and new employment sectors.

Education	What	How	When
	In consultation with employers and partners we will develop a strategy to ensure resources and training increase employability and meet skills demands. (Employability refers to an individual's capability (knowledge, skills and abilities) for gaining and maintaining employment.)	By working with Skills Development Scotland to develop the use of My World at Work in schools so that we support young people into career planning. By contributing to the improved coordination of services and through the Employability Strategic Group, develop a Youth Employment Action Plan.	From 2013 onwards. From 2013 onwards.

Education	What	How	When
	We will better match training to the needs of employers.	By working with employers and training partners to access and develop more training courses which prepare people for the jobs needed in Orkney.	From 2013 onwards.

10,600 of Orkney's folk are in employment

Target 5.3 Helping our businesses to adapt and grow

We will be providing support for traditional industries and sectors, understanding what is changing in their sectors (for example, Common Agricultural Policy (CAP) Reform) and helping them to adapt.

What	How	When
We will develop industry specific action plans, for example, for tourism, agriculture and fishing, to promote Orkney in these sectors at a national level.	By consulting with specific sector groups, for example local butchers, National Farmers Union etc.	Action Plans will be in place by the end of 2013.
	By continuing to offer support and services through Business Gateway to new and existing businesses.	2014
	By working with Highlands and Islands Enterprise (HIE) to encourage Small and Medium Enterprise (SME) growth in Orkney.	2014
	By continuing to lobby the UK Government, Scottish Government and Europe about CAP Reform and EU funding and to ensure a Highlands and Islands development categorisation of EU funding (which will benefit Orkney).	2014

379 organisations completed the **Orkney Business Survey 2012**

Business Gateway & Orkney Islands Council

Some interesting facts about those organisations ...

Nearly a **third** of businesses carry out staff training

91% stated they do not currently participate in any nationally funded training and apprenticeship scheme such as Modern Apprenticeships or other professional accreditation

Most businesses employ between **1 to 3 staff**

9% of businesses surveyed stated their turnover to be over £1m

20% of businesses surveyed stated their turnover to be less than £10k

Nearly **70%** of respondents believed there were opportunities to increase sales

Target 5.4 Infrastructure to support business growth

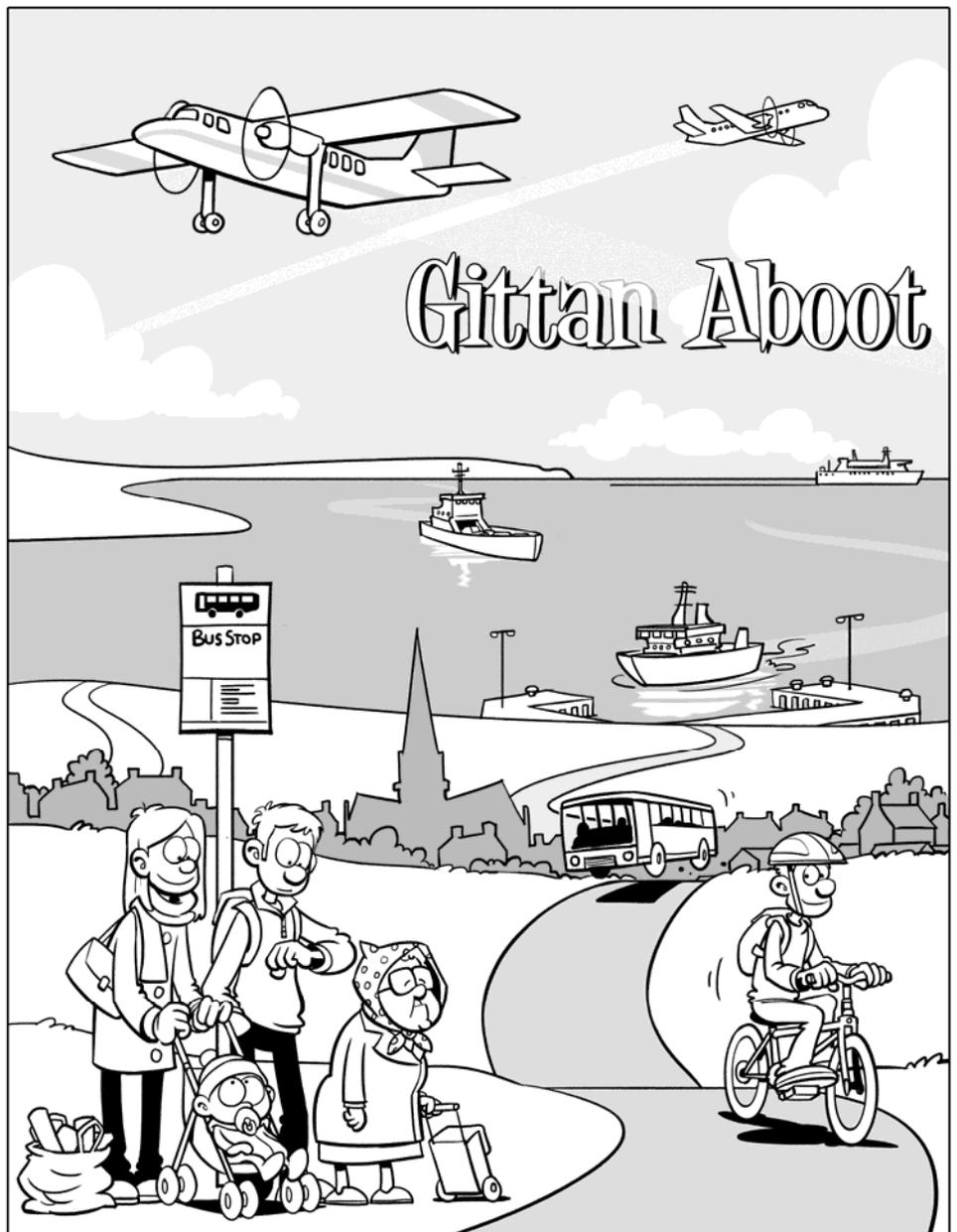
Action to aid business development, for example, a Council Strategic Land Bank; capital expenditure; teleworking facilities in Isles communities; inward investment; harbour infrastructure investment.

Economic Development	<p>What</p> <p>We will develop and progress opportunities as they arise and make strategic land purchases to support future business growth where appropriate.</p>	<p>How</p> <p>By pursuing opportunities for all types of infrastructure and reporting through Committee as appropriate.</p>	<p>When</p> <p>This work will be ongoing.</p>
Economic Development	<p>What</p> <p>We will develop and deliver a Harbour Infrastructure Plan, subject to available funding.</p>	<p>How</p> <p>By developing Orkney's harbour infrastructure to support business growth.</p> <p>By encouraging industry investment in infrastructure and harbours.</p> <p>By building on investment in harbour infrastructure through marketing what is available in Orkney.</p>	<p>When</p> <p>This work will be ongoing.</p> <p>This work will be ongoing.</p> <p>This work will be ongoing.</p>
Economic Development	<p>What</p> <p>We will support the delivery of locally based services.</p>	<p>How</p> <p>By working with Development Trusts and Community Councils to develop local opportunities (for example, Stronsay Fish Market) and local service delivery.</p> <p>Through a review of the policy to support the Service Sector.</p>	<p>When</p> <p>2014</p>
Economic Development	<p>What</p> <p>We will make the connections between development and transport strategy.</p>	<p>How</p> <p>By working with our partners (for example, Orkney Health and Care) to ensure best use of transport assets.</p>	<p>When</p> <p>A working lead in to 2016.</p>
Economic Development	<p>What</p> <p>Teleworking: we will ensure flexible working is a possibility by pressing for increased digital access.</p>	<p>How</p> <p>By lobbying Government agencies to ensure equal coverage from digital communications technology.</p>	<p>When</p> <p>From 2013 onwards.</p>

Orkney's Transport Networks

What we want to do

We know it's frustrating when public transport doesn't connect. We are looking at a means of getting around easily with buses that connect with ferries or flights at times that are useful, for example to be able to get to school, work or to hospital appointments. To do this we need to ensure our buses, ferries and aircraft are the right ones for the job and that the roads, harbours, piers and airstrips are maintained and suitable for our needs. We also want to encourage folk to use public transport, to reduce our carbon footprint and to protect Orkney's environment.



Which of the Orkney Community Planning Partnership Local Priorities do these contribute to?

Orkney's Infrastructure

Combatting Climate Change

Note: A full list of the National Outcomes and Local Priorities can be found on page 42.

What we plan to do

Target 6.1 Integrated transport networks

We will develop an integrated transport network including demand responsive transport.

Transport Infrastructure	What	How	When
	We will develop an integrated transport network including demand responsive transport.	<p>By reviving the Transport Forum to enable effective consultation regarding integrated public transport internally and externally.</p> <p>By undertaking an internal review of transport provision by the Council.</p>	<p>Transport Forum - from 2013 onwards.</p> <p>Transport Strategy work to lead into 2014.</p>

Target 6.2 Orkney's internal ferry and air services

We will ensure a robust, affordable and reliable ferry service based in the isles (wherever possible) with a strategy for ferry replacement, and fairer provision of ferry costs with the Scottish Government, whilst preserving the internal air service.

Transport Infrastructure	What	How	When
	We will refresh and implement the Scottish Transport Appraisal Guidance (STAG) priorities.	<p>By making effective progress with the Scottish Government on how ferries will be funded and operated, including the Scottish Ferries Plan.</p> <p>By prioritising staff time and resource to these issues.</p> <p>By refreshing STAG and commission study for ferry design option.</p>	<p>This is ongoing work during 2013 and beyond.</p> <p>2013</p>

Transport Infrastructure	What	How	When
	We will work with the Scottish Government Ferries Plan process.	By making effective progress with the Scottish Government on how ferries will be funded and operated, including the Scottish Ferries Plan.	This is ongoing work during 2013 and beyond.

Bus passenger trips in Orkney increased by **8%** in 2012

What

We will undertake a detailed appraisal of air services in Orkney to enable us to evaluate whether enhanced services could be a value for money benefit to integrated transport.

How

By prioritising staff time and resource to these issues.

By lobbying the Scottish Government.

By safeguarding essential transport when we plan and design new developments.

When

2013

This work is ongoing.

This work is ongoing.

What

We will undertake a study to find out what the opportunities and constraints are for providing island-based ferry services. This will include looking at the economic impact of doing this.

How

By completing the study on the economic impacts of basing ferry services in the isles.

When

2014



m.v. Varagen



m.v. Graemsay



m.v. Eynhallow



m.v. Thorsvoe



m.v. Earl Thorfinn



m.v. Shapinsay

Between
April 2011 and
March 2012

86,826
vehicles
&
337,818
passengers

travelled on
Orkney Ferries

A runway extension and night landing equipment recently installed at North Ronaldsay airfield has allowed Council solicitor **Michael Scott** to become the island's first daily commuter.

frequent flyer

“When I began working at the Council I was staying in Kirkwall throughout the week and only getting home at weekends. It was a long term goal of mine to find a way to continue to do the job I trained for and at the same time actually live on and actively participate in the day to day life of the island I have always thought of as home.

“The commute into work is fantastic – no other word for it. It takes me two minutes to get to the airfield, a fifteen minute flight takes me to the mainland and five minutes later I'm at my desk. Commuters in Edinburgh and Glasgow, and maybe even some in Orkney, would give their eye teeth for a commute like that.

“The availability of night flights has opened up huge opportunities not only for me but for the community and for anyone thinking of moving to one of Orkney's outer isles. Knowing that you can now get into work on the Mainland every day but still live out there, makes it a less daunting prospect for anyone considering a move.”

The Council funded:

- * **extended runways**
- * **landing lights**
- * **illuminated windsock**
- * **additional training**





What we need to do

What we need to do

Folk don't really want to hear how legislation will change the way we work or how we organise ourselves to deliver services and our Council Plan. For the folk who work in the Council, this is about what we do each day. This section is about some of the big things we'll be looking at over the life of 'Our Plan'. It's important to us because we want to do our best for you.

Which of the Orkney Community Planning Partnership Local Priorities do these contribute to?

Education

Early Years

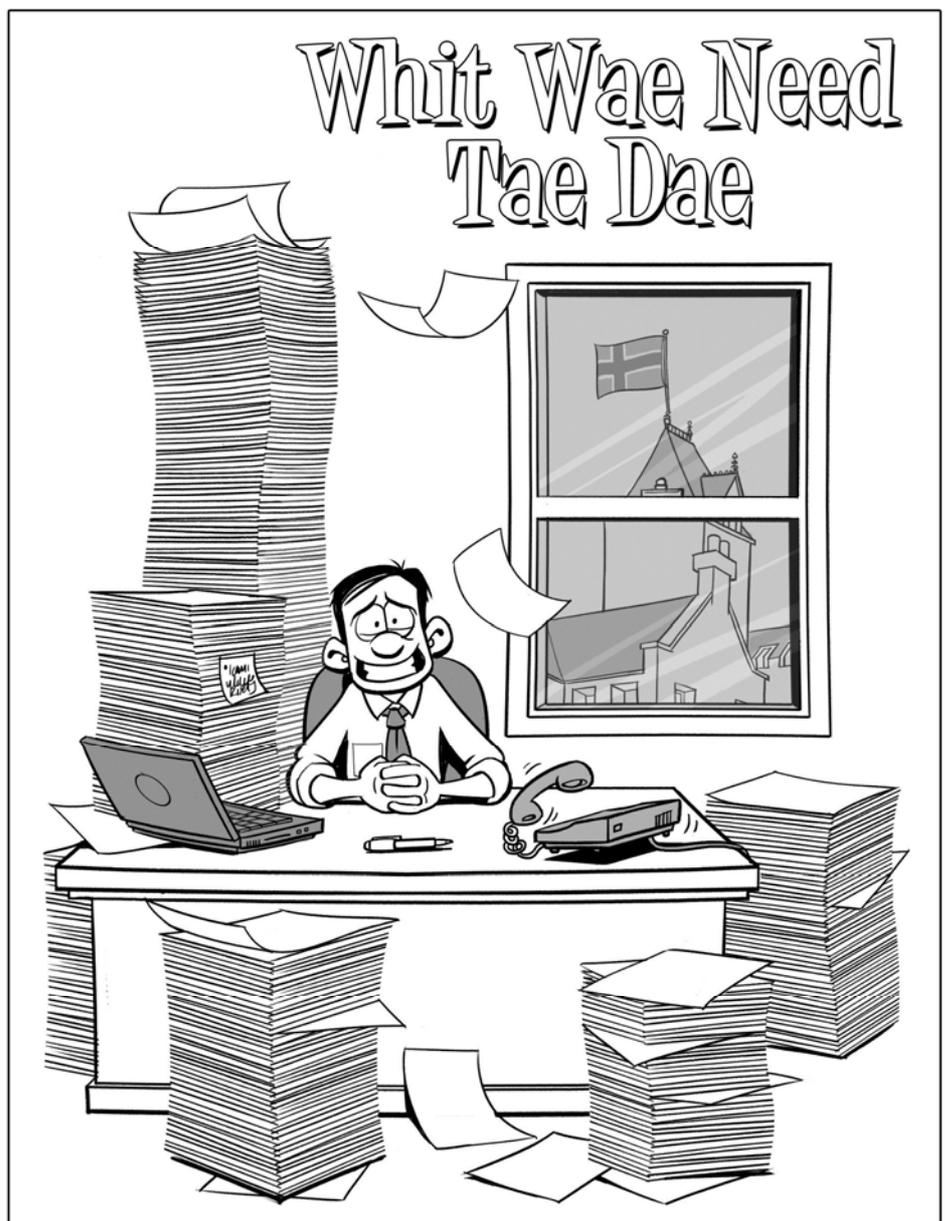
Health

Equalities

Orkney's Infrastructure

Working Together

Note: A full list of the **National Outcomes** and **Local Priorities** can be found on page 42.



What we plan to do

Target 7.1 Questions we will be asking: What do you make of that?

Legislation is a dry subject. When new legislation comes into force, we often simply get on with the job of making the changes asked of us. No fanfare, it's part of our work. However there are some pieces of legislation, in place or planned, which we think will have a bigger impact on our people, our communities, our businesses and our Council staff. We also think that some of these changes will have a cost. We need to prepare and we need to understand what these mean for Orkney and its people.

Referendum Bill (Programme for Government 2012-13)	Adult and Social Care Integration Bill (Programme for Government 2012-13)	Welfare Reform Act 2012 (UK Government)
Post-16 Education Reform Bill (Programme for Government 2012-13)	Children and Young People's Bill (Programme for Government 2012-13)	Workplace Pension Reform (The Pensions Act 2008: UK Government)
Procurement Reform Bill (Programme for Government 2012-13)	Social Care (Self-directed Support) (Scotland) Bill (Pr. for Govt. 2011-12)	Community Empowerment and Renewal Bill

Target 7.2 Integrated public services

We will develop a Governance Model and work towards the development of integrated public services to seek more cost effective use of public funds and provide better services for you.

Governance Internal Council Processes	<p>What</p> <p>We will develop opportunities for closer integrated working with other organisations in order to improve services for Orkney's people.</p>	<p>How</p> <p>By identifying areas where closer working and the alignment of resources (finances and people) can improve services and the lives of local people.</p> <p>By developing innovative integration proposals, learning from the experience of establishing Orkney Health and Care.</p>	<p>When</p> <p>Identification work to commence in 2013.</p>
	<p>What</p> <p>We will continue to ensure our joint workforce arrangements in Orkney Health and Care provide efficient services and cost effective use of public funds.</p>	<p>How</p> <p>By undertaking regular reviews to ensure we continue to deliver efficient and effective services.</p> <p>Whenever the opportunity arises, by developing new ways for our staff to work together.</p>	<p>When</p> <p>Ongoing.</p>

Target 7.3 Embedding Orkney Health and Care - governance arrangements

Orkney Health and Care governance arrangements - we will be strengthening our commitment to work together to ensure the effective delivery of services.

Health and Wellbeing	What	How	When
	To ensure the effective delivery of services, we will continue to work through those areas that need to be strengthened to support the governance arrangements of Orkney Health and Care.	<p>By providing induction training for Board Members.</p> <p>By identifying, reporting and acting upon areas which need to be strengthened.</p>	2013 onwards.

Target 7.4 European Union financial support

We will develop the potential for European Union (EU) funding opportunities and develop the EU Liaison Resource in the Council.

Internal Council Processes	What	How	When
	We will seek to ensure the best possible outcomes for Orkney in the next stage of European Union funding.	<p>By strengthening the capacity of the EU team to maximise funding for Orkney projects.</p> <p>By considering how we prioritise projects to maximise EU funding.</p> <p>By lobbying the UK and Scottish Governments on Orkney's interests in relation to EU funding.</p>	Early 2013.

68

PROJECTS

LEADER*

IN ORKNEY

NEARLY

£1.95m

AWARDED

OVER THE LAST

4

YEARS

[* part of the Scotland Rural Development Programme]

How we will know if we are succeeding

Why

We need to be able to judge our success and gain knowledge about the work we are doing. It is not enough to simply deliver our projects within a specified time.

We need to learn from the way we work and to apply what we learn to other projects and programmes. We need to do more of what we do well, and identify what needs to be changed if we haven't achieved what we set out to do.

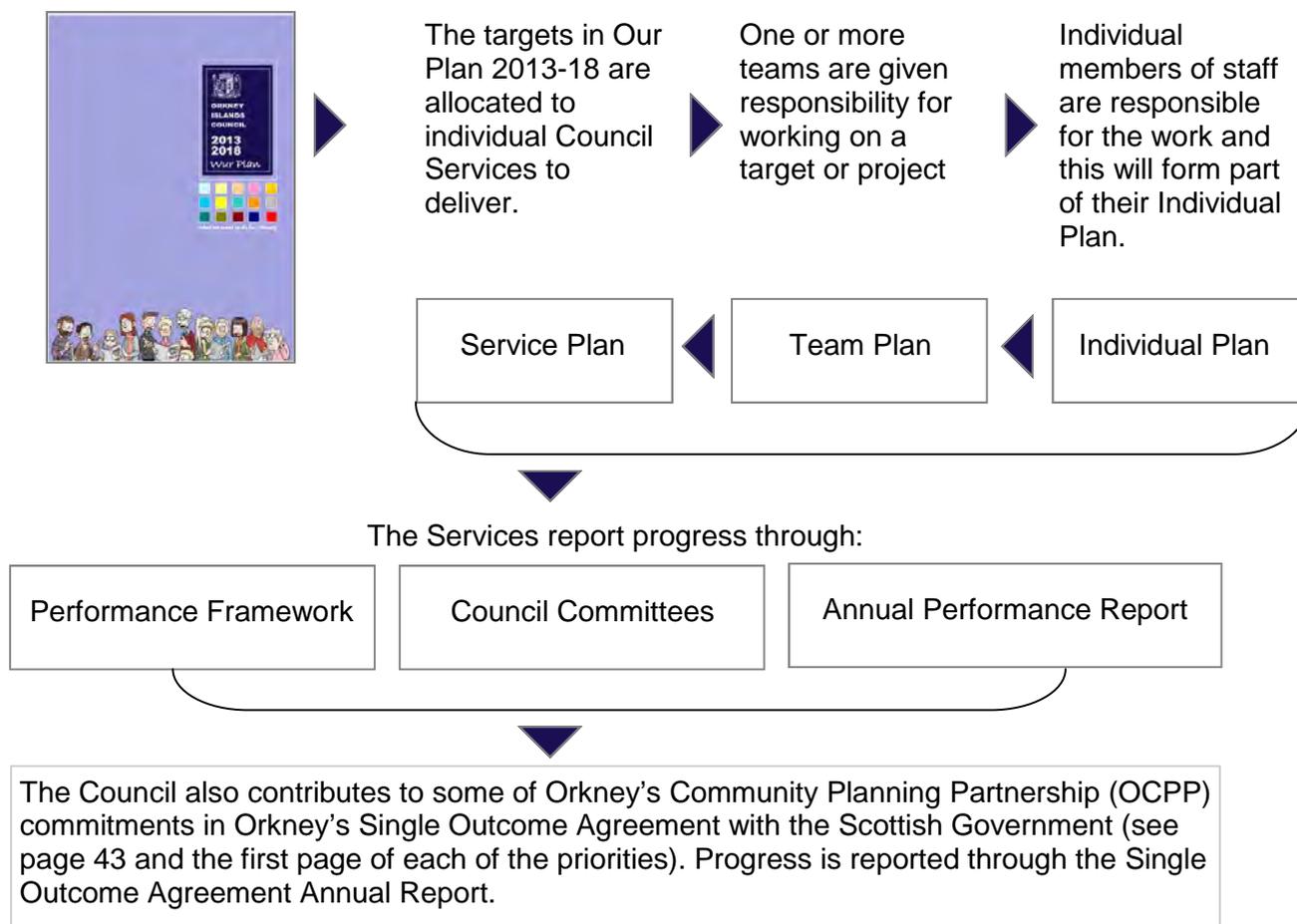
We also need to be able to act rapidly and respond to changes, such as in the economy, and we can only do that effectively if we know exactly where we are, what we are achieving and what still needs to be done.

How

We have a number of ways that we monitor and demonstrate how the Council is delivering its targets. Our performance framework describes this in detail.

We are not only accountable to you, the public, but also to the Scottish Government, our partners (through the Single Outcome Agreement and Community Planning Partnership), and our auditors. Many areas of our work, not only Our Plan 2013-18, require us to report on a regular basis what we are achieving. Some of the services we deliver are subject to formal inspections and we receive reports on how well we are doing and where we need to improve. We are also required to keep records and key statistics which are submitted for comparison with what we achieved in previous years and with the other 31 councils in Scotland.

The diagram below shows how we will monitor and report on Our Plan 2013-18.



Keeping a Balance

Why equality matters

equality [noun] the state of being equal, especially in status, rights or opportunities

Everyone has the right to be treated fairly, whether at work or when using services

All public authorities have statutory duties, which are legal requirements. The Equality Act 2010 introduced a single equality duty covering the nine protected characteristics of age, disability, gender assignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

Promoting equality is one of our six core values, and we are committed to ensuring services provide equal opportunities for everyone. We are also part of a strong Community Planning Partnership which works to tackle inequality in Orkney.

We aim to make our decisions in as fair a manner as possible and Our Plan 2013-18 was developed through a process which considered the needs and rights of many different members of our community. We value the contribution everyone makes to the distinctiveness of Orkney and want Orkney to be a community where we all have the opportunity to fulfil our potential.

Why our environment matters

environment [noun] the surroundings or conditions in which a person, animal, or plant lives or operates

Strategic Environmental Assessment (SEA): a method of considering and broadly evaluating the likely impact of a public plan, programme or strategy on the environment

The Environmental Assessment (Scotland) Act 2005 requires public plans that could have environmental effects to be either pre-screened or screened, in order to determine their likely effects. This is done with the aid of the Scottish Environment Protection Agency, Scottish Natural Heritage and Historic Scotland.

Our Plan 2013-18 has undergone pre-screening

Orkney's environment is as distinctive as its people. It is responsible for much of our cultural heritage and forms part of our future prosperity.

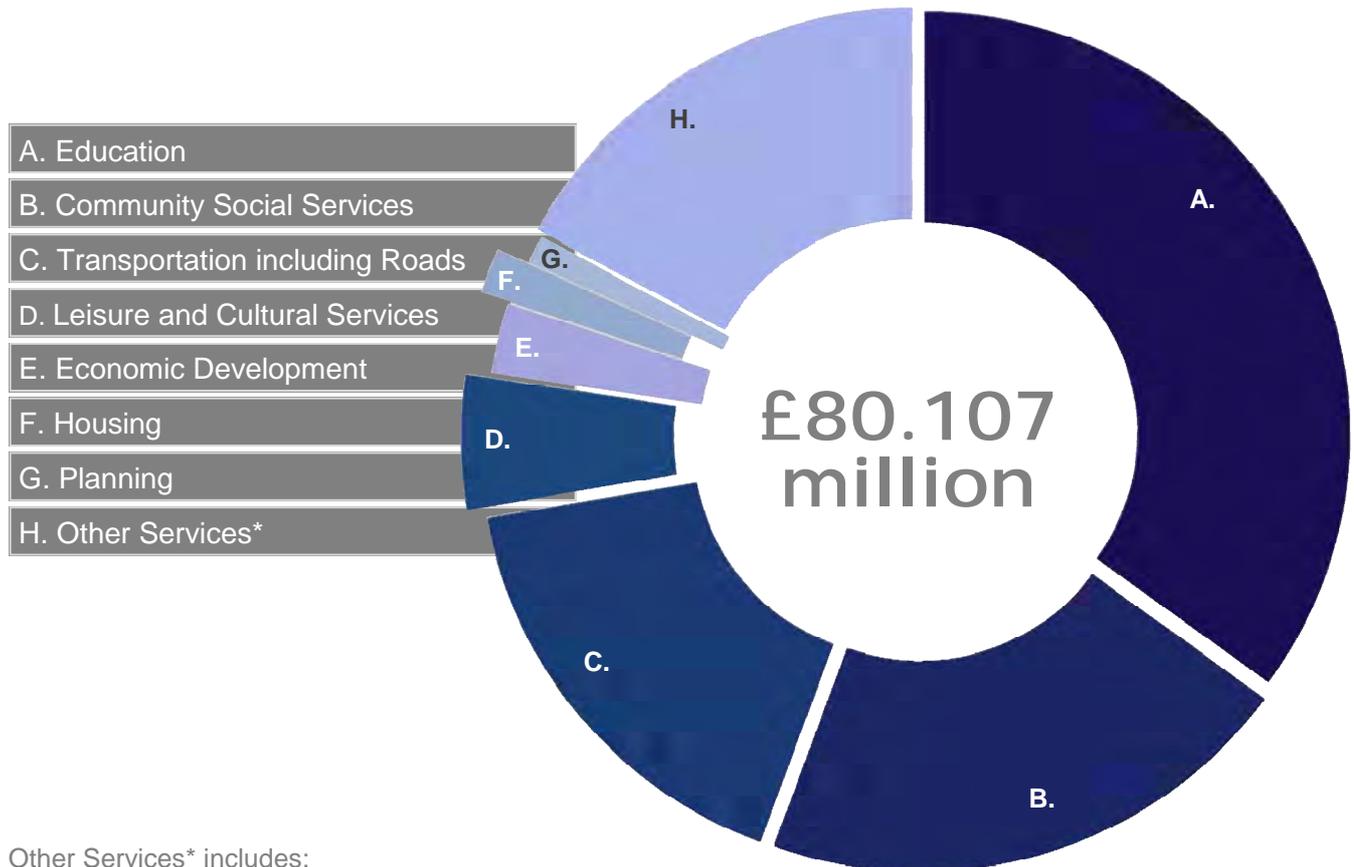
In some areas of this Plan we look specifically at environmental issues, for example in looking at protecting our landscape from erosion or at our management of renewable energy development.

Our environment is important, which is why we will always consider the potential impact our work may have on our much valued natural and historical assets.

Spending Money

How our budget breaks down

The Council provides many services to the people of Orkney. We commit our budget to these before we do anything in this Plan. These are things we are required to do by law and the vast majority of the Council budget is spent on them. The chart below shows where this money will be spent in 2013/14.



Other Services* includes:

- Law, Order & Protective Services
- Environmental Health and Trading Standards
- Operational Environmental Services

The Council is committed to ensuring that any extra money is targeted towards activity which will make the most difference to the local community. This is why we have identified our strategic priorities for the next five years. In real terms, budgets are declining, which means that we will have less each year with which to manage.

Our Priorities

1. Care and support for those who need it
2. Promote successful, thriving communities
3. Housing to meet the needs of Orkney's people
4. A Low Carbon Orkney - Renewables, Energy and Opportunity
5. Orkney's Economic Development
6. Orkney's Transport Networks
7. What we need to do

Listed below are the Scottish Government's **National Outcomes** and Orkney Community Planning Partnership's **Local Priorities**. Opposite are the **priorities** of Our Plan and how they contribute to these.

Scottish Government's Strategic Objectives		Orkney Community Planning Partnership Local Priorities		
WEALTHIER & FAIRER	SMARTER		HEALTHIER	STRONGER & SAFER
Scottish Government's National Outcomes				
1	We live in a Scotland that is the most attractive place for doing business in Europe	Orkney's Economy		
2	We realise our full economic potential with more and better employment opportunities for our people	Employment		
3	We are better educated, more skilled and more successful, renowned for our research and innovation	Research and Training		
4	Our young people are successful learners, confident individuals, effective contributors and responsible citizens	Education		
5	Our children have the best start in life and are ready to succeed	Early Years		
6	We live longer, healthier lives	Health		
7	We have tackled the significant inequalities in Scottish society	Equalities		
8	We have improved the life chances for children, young people and families at risk	Improving Life Chances		
9	We live our lives safe from crime, disorder and danger	Community Safety		
10	We live in well-designed, sustainable places where we are able to access the amenities and services we need	Orkney's Infrastructure		
11	We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others	Strengthening Communities		
12	We value and enjoy our built and natural environment and protect it and enhance it for future generations	Our Environment		
13	We take pride in a strong, fair and inclusive national identity	Our Culture		
14	We reduce the local and global environmental impact of our consumption and production	Combatting Climate Change		
15	Our people are able to maintain their independence as they get older and are able to access appropriate support when they need it	Health		
16	Our public services are high quality, continuously improving, efficient and responsive to local people's needs	Working together		

OUR PLAN 2013-2018 PRIORITIES

1	2	3	4	5	6	7
Care and support for those who need it	Promote Successful, thriving communities	Housing to meet the needs of Orkney's people	A Low Carbon Orkney - Renewables, Energy and Opportunity	Orkney's Economic Development	Orkney's Transport Networks	What we need to do
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ORKNEY
ISLANDS
COUNCIL

2013 -
2018

Our Plan
Wur Plan

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If you would like this document in any other language or in a different format please contact:

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