

leadership

working together

**Shetland
Partnership**

**sound
decision making**

best use of resources

Our Community Plan

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SHETLAND PARTNERSHIP























Plus other parties (see Partnership Guide)

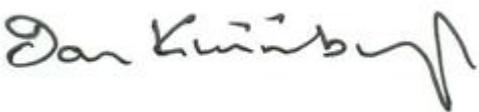
Foreword

Community Planning is about public, private and third sector organisations working together, and with communities, to plan and deliver better services which make a real difference to people's lives. Shetland, with its ancient heritage, distinctive culture and remote geographical position, has a long history of community involvement in local government, the development of services and local projects. Community Planning in Shetland is with communities, for communities, by communities.

The Shetland Partnership is the local Community Planning Partnership for Shetland. Partners are drawn from across the public, private and third sectors in Shetland and have a responsibility to provide strategic leadership and to ensure that they reflect the priorities detailed in the Community Plan within their own organisations.

How we use available resources will be key to influencing our success in the short- to medium-term. Service and financial planning continues to take place against a challenging environment for public sector spending and creating a balance across all areas is a key priority for Community Planning. Strengthening community involvement through Community Planning will help to ensure that available resources are used effectively and sound decisions are taken for the benefit of Shetland.

This Community Plan is linked to a 'Single Outcome Agreement' (SOA) that outlines key targets and indicators against which we will measure our success in making a difference to peoples' lives. Community Planning in Shetland will build on our achievements to date and this Community Plan demonstrates how we will continue to bring about improvements in our communities and impact on the issues that affect them in the period 2013 – 2020.



Ian Kinniburgh
Chair Shetland Partnership Board

Shetland in Context

Shetland has a unique character, a uniqueness born from geographic isolation, the need for self-sufficiency and the coming together of differing social and cultural influences. The key characteristic of Shetland's geography is proximity to the sea, and over the centuries this has presented Shetlanders with opportunities to exploit and challenges to overcome. Shetland's position at a similar distance from Aberdeen and Bergen has meant that Shetland's culture and heritage has drawn heavily on influences from Scotland and Scandinavia, while remaining clearly distinct from both. Shetland has always required that local challenges be met with local solutions. It is important that this unique character, reflected in Shetland's culture, heritage, economy, landscape and community, is fully recognised in a Community Planning process which ensures that decisions are taken and resources used in a way that most benefits Shetland.

Shetland is situated 338km from Aberdeen, covers 1468km² in area and has over 2700km of coastline. Lying at the interface between the Northern North Sea and North Atlantic makes for a sometimes harsh climate but also affords us a privileged position as a hub for energy interests as well as fishing and aquaculture. Our remoteness makes us reliant on transport links but has also led to the development of strong, safe communities with a rich heritage, language and culture that are a product of

Norse, Scottish and many other influences. Community planning in Shetland reflects these challenges and opportunities and aims to build on that which makes Shetland unique while also developing resilience for the future.

The 2011 census figures give the total population of Shetland as 23,200, an increase of 5.5% from 2001 (21,988)¹. The population's age profile is 18% under 15, 64% 15-64 and 18% aged over 64². The number of people aged over 64 has increased by over 20% since 2001³. This indicates that there will be an increasing proportion of older people in the future (see Tables 1 and 2) and this is reflected in our Community Planning objectives.

The increase in population since 2001 has likely been influenced by Shetland's strong economic performance in that time. Between 2003 and 2011 Shetland's economic output has grown by 3.5% annually on average, from around £860M per year to over £1BN⁴. This growth can be traced to expansion in both the private and public sectors, with fisheries and aquaculture identified as key growth areas in the private sector.

Chart 1 (page 6) shows Shetland's economic output by sector, the large contribution from fishing and aquaculture is clear. Chart 2 (page 6) shows Shetland's employment by sector with the high level of employment in the public sector evident. Achieving a more balanced

Shetland in Context

economy by sustaining growth in the private sector and promoting economic resilience and diversity are key priorities for Community Planning in Shetland. This is reflected in local economic priorities such as renewable energy and broadband development, which seek to promote control of local resources.

The long-term strategic direction for

Shetland is informed by factors such as those described above and by our communities' understanding of where we are now and where we want to get to. This has been developed following a scenario-planning exercise carried out in 2011.

Table 1: Shetland Population Projections ('000)

	2010	2015	2020	2025	2030	2035
0-15	4.3	4.3	4.3	4.1	3.8	3.5
16-29	3.4	3.5	3.1	2.9	2.9	2.9
30-49	6.3	5.7	5.4	5.2	5.0	4.7
50-64	4.6	4.9	5.1	5.1	4.7	4.3
65-74	2.1	2.6	2.8	2.9	3.2	3.3
75+	1.7	1.9	2.3	2.9	3.4	3.8
All Ages	22.4	22.9	23.0	23.1	22.9	22.5

Source: GROS Sub-national Population Projections 2010

Table 2: Shetland Population Projections (%)

	2010	2015	2020	2025	2030	2035
0-15	19.1	18.7	18.5	17.7	16.5	15.5
16-29	15.3	15.1	13.7	12.6	12.6	13.0
30-49	27.9	25.0	23.5	22.5	21.7	21.1
50-64	20.7	21.5	22.0	21.9	20.4	19.0
65-74	9.5	11.2	12.3	12.6	13.9	14.7
75+	7.4	8.3	10.1	12.5	14.8	16.9

Source: GROS Sub-national Population Projections 2010

Shetland in Context

Chart 1: Shetland Economic Output by Sector 2010-11

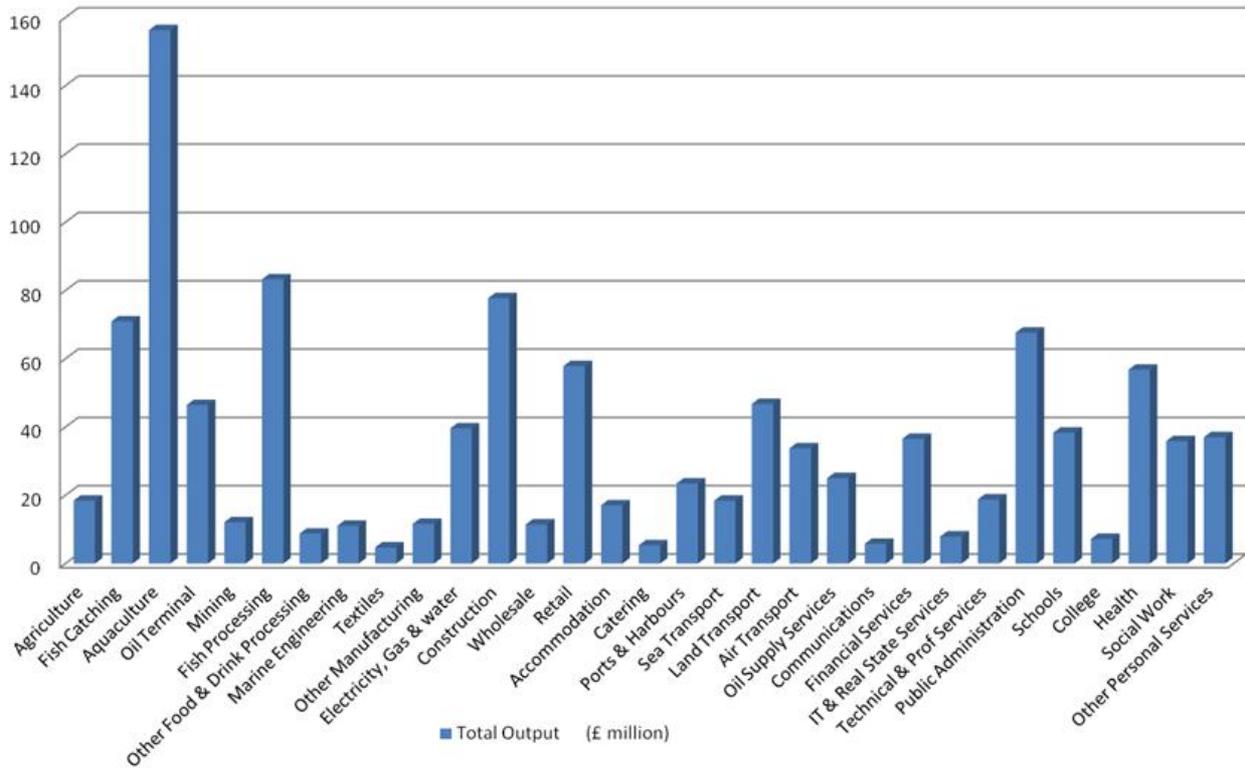
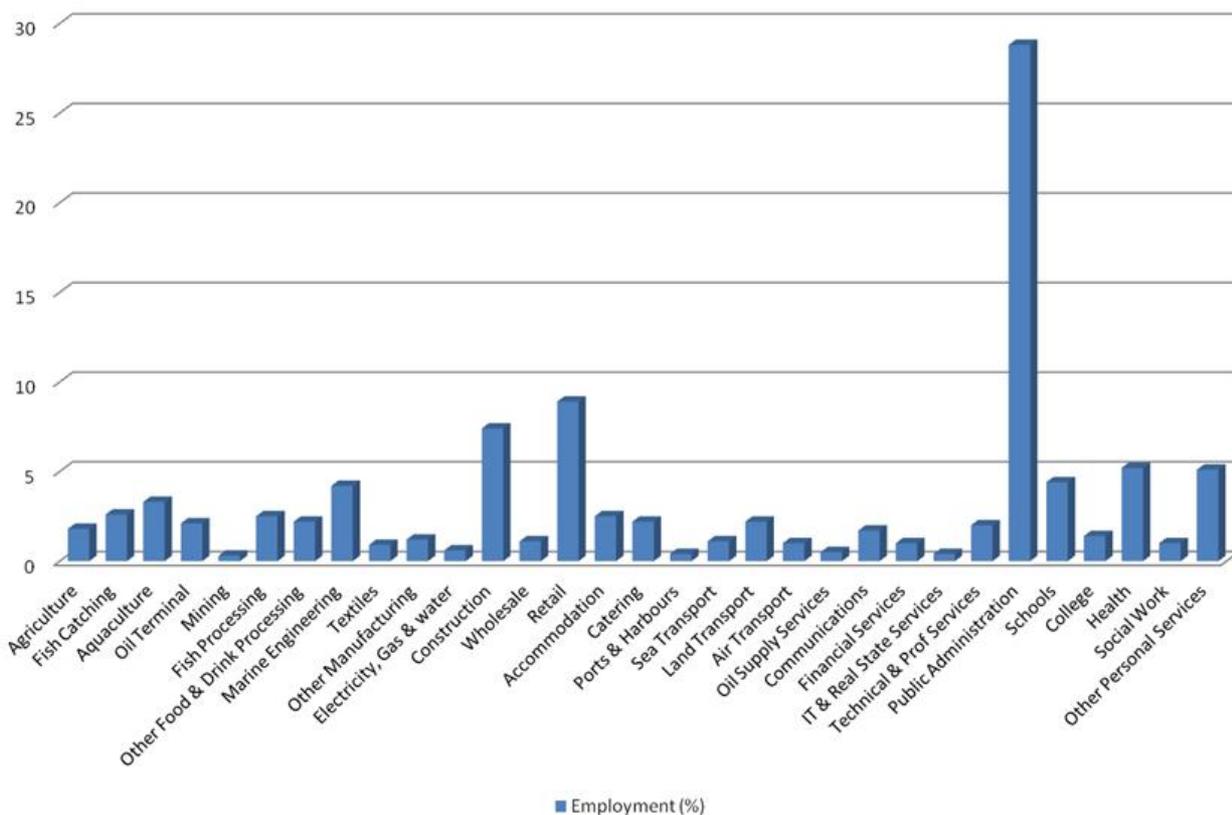


Chart 2: Shetland Employment by Sector 2010-11



Scenario Planning

The scenario planning process was designed to explore and test alternative futures as a way of strengthening the focus of the Community Planning partnership.

The process aimed to define key drivers for positive change in Shetland and use those to build a number of alternative futures that describe what life would be like in Shetland in 2030. This exercise mapped out an ambitious but achievable future for Shetland, and identified both potential opportunities and threats along the road to this future.

In order to build our knowledge of the present, we gathered information from the following sources:

- 27 interviews
- 15 group workshops
- An e-survey, to which 448 people responded.

This work provided very rich and detailed data including an overview of Shetland's current economic, social and environmental conditions, future opportunities and uncertainties.

The data was shared with partners at a scenario-building event and potential scenarios that could be realised in the area over the next 20 years were developed. Four scenarios were described, all of which have informed the thinking behind this Community Plan.

They are:

- Got'n a Grip – describing strong local decision making and a good economic balance
- Joost da Wye o' It – describing strong local decision making, but a lack of economic balance
- Keeping on Knappin – describing poor local decision making, but a good economic balance
- In a Right Slester – describing poor decision making and a weak economic balance

Got'n a Grip is the scenario that the Shetland Partnership is working towards, ensuring that sound decisions are made, which will in turn lead to the most effective use of the available resources and balance across all sectors in Shetland.

The scenario planning process has been extremely valuable in setting the strategic direction for Shetland in the future; this is discussed in more detail in the following section 'Our Priorities'.

More information about Scenario Planning can be found at: <http://www.shetland.org/2030/scenario-planning>

Our Priorities

Our priorities reflect the Shetland context (our geography, demographics and economy), the outcomes from the Scenario Planning exercise in 2011 and the Scottish Government's objectives for Community Planning. This section lays out the priorities of the Shetland Partnership and gives an indication of what people can expect from Community Planning in Shetland in the future.

Community Planning in Shetland aims to make Shetland the best place to live and work by helping to create communities that are:

Wealthier and Fairer

Learning and Supportive

Healthy and Caring

Safe

Vibrant and Sustainable

We will do this by focusing on certain key outcomes such as:

- Ensuring that Next Generation Broadband is available to 75% of Shetland's population by 2016 – helping to boost social connectivity and economic activity throughout Shetland and helping economic development and service delivery in some of Shetland's remoter areas.
- Developing a 5-year plan aimed at attracting people to Shetland to live, work, study and invest – increasing further our already high level of economic activity and participation.

- Implementing at least one bold and innovative project to help the most vulnerable families in Shetland improve their life chances – helping to reduce inequalities in our society.

In order to achieve the above outcomes we also need to make sure that we achieve balance and efficiency across all the services involved in the Partnership and Shetland as a whole, to reduce the impacts that reduced public spending would otherwise have on our communities. Good economic balance is evidently important, describing a situation where the public, private and third sectors work in harmony to deliver services, jobs and economic growth. In the short-term this means that Community Planning is directed towards encouraging a dynamic private sector and strong third sector to help mitigate some of the potential impacts of reduced public spending. Designing efficient and responsive public services is also a key component of striking a balance in this area and this can be achieved through involving communities in service planning and design.

We will therefore also focus on:

- Improving efficiency and balance across all sectors in Shetland – allowing us to achieve the same or more with fewer resources and maintain Shetland's high-level of performance relative to many national comparisons and indicators.

Our Priorities

These outcomes and others, listed in the table below, constitute the shared strategic vision for Shetland developed by the Shetland Partnership and will form the basis for discussions at Shetland Partnership Board meetings to allow for a shared understanding of all perspectives while continuing to develop the vision for Shetland.

Technical information relating to all of these outcomes can be found in the SOA together with the indicators that will be used to measure success in achieving the aims they represent. The SOA also contains details of how the Shetland Partnership is using prevention and early intervention to achieve outcomes. The SOA outcomes are described in more detail in the following section 'Shetland Partnership Outcomes'.

SOA Outcome	Description
a	Shetland is the best place for children and young people to grow up
b	We live longer healthier lives
c	People are supported to be active and independent throughout adulthood and in older age
d	Shetland stays a safe place to live, and we have strong, resilient and supportive communities
e	Shetland has sustainable economic growth with good employment opportunities and our people have the skills to match, good places to stay and the transport people and businesses need
f	We have tackled inequalities by ensuring the needs of the most vulnerable and hard to reach groups are identified and met, and that services are targeted at those most in need
g	We deliver all our services in an environmentally sustainable manner to safeguard and enhance our outstanding environment which underpins all our actions and our economic and social well-being
h	We have financial sustainability and balance within each partner; and a better balance between a dynamic private sector, a strong third sector and efficient and responsive public services

Our Priorities

Involving communities in Community Planning is another priority as this is a key element in ensuring that outcomes are achieved and that measurement of success is based on sound evidence – this also forms a key element in the Single Outcome Agreement, asking partners how they will use community engagement and capacity building to achieve outcomes. The scenario planning exercise has been extremely valuable with regard to involving communities, helping the Partnership set the strategic direction for Community Planning and define the outcomes described above; however, there is clearly a need to sustain the involvement of communities in the process to ensure that outcomes still accurately reflect their needs and that the development of policy translates to meaningful action and tangible results for the people of Shetland.

The Partnership also recognises the importance of involving not only physical communities, defined by geographical boundaries, but also communities of interest – people who are linked by common interests or circumstances. An understanding of how to best involve communities in planning and decision making is therefore crucial. To this end, the Shetland Partnership Board commissioned a research project in 2013 to explore how to strengthen community involvement in Shetland. Further details of this research and its outcomes are included in the section ‘Community Planning in Shetland’.

Developing a rigorous, evidence-based approach to Community Planning that accurately responds to the needs of communities will help to ensure that the priority areas listed above, together with the outcomes described in the Single Outcome Agreement, are achieved through sound decision making and effective use of resources – two crucial priorities that emerged from the Scenario Planning process.

Shetland Partnership Outcomes

SHETLAND IS THE BEST PLACE FOR CHILDREN & YOUNG PEOPLE TO GROW UP

Where are we now?

We want to transform how we support and improve the lives of children and young people in Shetland and we aim to do this by focussing on the early years. Improving the early years experience for children is key to enabling some of the most difficult problems such as poverty, poor health, poor attainment and anti-social behaviour to be addressed and preventing future problems arising. Some of these areas are covered under other outcomes but they need to be linked to one another too.

The majority of families with children and young people are not experiencing problems like those listed above and so this outcome will focus on considering the minority who are experiencing difficulties. Getting it right for every child (GIRFEC) is a new approach to identifying and meeting the needs of children and young people; it puts the wellbeing of children and young people at the centre. A common coordinated approach for assessment, planning and action across all agencies is used to address needs. We will use GIRFEC to ensure that all children and young people become successful learners, confident individuals, effective contributors and responsible citizens.

What we want to achieve:

- Effective early intervention and prevention to enable all our children and young people to have the best start in life
- Effective early intervention and prevention to get it right for every child

During the term of the Single Outcome Agreement (by 2016), we will:

- Undertake an early years stock take
- Introduce the Early Years Collaborative programme with at least three families supported in the first year
- Identify those most at risk of not achieving the Objective and take steps to prevent that risk materialising
- Work to help parents, families and communities to develop their own solutions, using accessible high quality public services as required
- Ensure that there is a GIRFEC assessment and plan where there is a need for integrated working to support individual children and young people and their families
- Establishment of Early Years GIRFEC outreach group and develop a pathway from pre-birth where there are clear needs for routes into a coordinated pathway
- Audit GIRFEC plans which are in place and ensure early intervention happens at earliest possible stage

Shetland Partnership Outcomes

WE LIVE LONGER HEALTHIER LIVES

Where are we now?

Health affects every aspect of our lives, and every aspect of our lives can in turn affect our health and wellbeing. These include our own biology and genetics; our environment; our behaviour and our ways of thinking about things and dealing with things. Environmental and social factors such as education; housing; employment; crime; having enough money; being part of a community social groups and relationships; and access to services all influence physical and mental health.

Mental wellbeing is a particularly complex risk factor linked with other risk factors. So, for example, work on tackling alcohol problems and increasing physical activity aims to also improve mental health and wellbeing. Shetland now has a significantly high suicide rate, particularly amongst men, and we need community action to tackle the very complex risk factors involved. Whilst we have not included a specific mental health and wellbeing action in the Single Outcome Agreement, there is considerable work in this area which is being brought together in a Shetland Mental Health Strategy and we have a local Choose Life (suicide prevention) Action Plan.

We have an overarching Public Health Ten Year Strategy which covers work programmes for a range of health and wellbeing issues but focuses on the three

biggest 'health behaviour' risk factors for poorer health: smoking, excess alcohol consumption and obesity (affected by both diet and physical activity). We aim to continue to reduce these risk factors using different ways of working with partners and communities, and innovative, sustainable approaches. One of the Government priorities for Community Planning is physical activity, and we think there is scope for us to really increase our work in this area, and work with an increased range of partners to tackle the barriers to physical activity.

In Shetland, as in the rest of Scotland, these risk factors, along with inequalities and poverty, have the biggest influence on health outcomes. However, they are all influenced by environment and life circumstances, it is not just about an individual's choice of behaviour. The reality for many people is that it is extremely difficult to make the 'healthy' choice. Also, it is often more difficult for people who are disadvantaged in some way through, for example, poverty, social exclusion, mental health issues, substance misuse or other factors. This is one reason why we have health inequalities between different individuals and groups of people in Shetland.

Shetland Partnership Outcomes

The focus of this section is therefore on health behaviours - the things that we do ourselves that can affect our health - specifically smoking, drinking alcohol and physical activity. But actions to improve health and to reduce health inequalities do not just belong to the 'healthier' section; they cut across all themes.

What we want to achieve:

- Reduce key risk factors for poor health outcomes
- Tackle health inequalities by ensuring the needs of the most vulnerable and hard to reach groups are identified and met, and that services are targeted at those most in need

During the term of the Single Outcome Agreement (by 2016), we will:

- Continue the Drink Better Campaign aimed at changing the drinking culture and drinking environment in Shetland
- Redesign the local substance misuse (drugs and alcohol) service
- Work with young people to help them avoid smoking, and to stop earlier if they have already started
- Help women who are planning pregnancy, and their partners, to stop smoking earlier
- Further develop 'incentive schemes' to help people stop smoking
- Work on helping people to increase their physical activity, by training staff, developing Community Sports Hubs and increasing opportunities

- Work with local communities to increase physical activity by making the better use of the outdoor environment and facilities in Shetland and reducing barriers
- Make sure we are prioritising working with the most disadvantaged and vulnerable people in the Shetland community
- Reduced the rate of alcohol related admissions to 300 / 100,000 population by 2022 (from 600 / 100,000)
- Reduced the percentage of the Shetland population who smoke to 5% by 2022 (from 15%)
- Increased the percentage of the population who take the recommended amount of physical activity to 50% by 2022 (from 41%)

Shetland Partnership Outcomes

PEOPLE ARE SUPPORTED TO BE ACTIVE AND INDEPENDENT THROUGHOUT ADULTHOOD AND IN OLDER AGE

Where are we now?

We are not just experiencing an 'aging population' we are also seeing more people living into adult and older age with disability and long term health conditions. We therefore need to take steps as a community to ensure that everyone can remain active and independent for as long as possible.

There are three national initiatives that will help support and shape how we achieve our aims in this area;

- Reshaping Care for Older People: this is a Scottish Government policy that aims to anticipate the needs of older people on an individual basis and help prevent future problems arising
- Integration of Health & Social Care Services: this is a nation-wide shift in how care for older people is provided and aims to combine the efforts and resources of Health Boards and Councils to allow care to be provided in the home as much as possible
- Self Directed Support: this is a Scottish Government Act that offers people a range of options for how their care is delivered; this can include direct payments so a person can arrange their own care, the person directing the available support, the local authority arranging the support or a mixture of all options

Building on an established history of joint commissioning and close integration between health and social care, we will prioritise prevention and early intervention to best meet the needs of adults and older people in Shetland. This will include working within the initiatives listed above as well as developing more accessible housing for older people and working closely with the third sector to help build capacity through volunteering and improve support in communities.

Shetland Partnership Outcomes

What we want to achieve:

- Develop locality-based resource allocation and management
- Develop more accessible housing and work with partners to provide housing support
- Embed national legislation in support services throughout Shetland
- Develop the Third Sector

During the term of the Single Outcome Agreement (by 2016), we will:

- Recruit a Locality Development Manager
- Identify all current resources within identified localities and map current usage. Have locality based engagement events to identify best use of resources per locality
- Provide housing support to vulnerable members of our communities and work with partners to develop accessible housing
- Recruit a Project Manager to embed legislation into a Shetland Strategy
- Work with our third sector colleagues to develop a shared understanding of current and future needs in supporting people to remain active and independent
- Develop further plans that will support decommissioning traditional service models

Shetland Partnership Outcomes

SHETLAND STAYS A SAFE PLACE TO LIVE, AND WE HAVE STRONG, RESILIENT AND SUPPORTIVE COMMUNITIES

Where are we now?

Shetland is a safe place to live. 99% of Shetland residents describe the area within a 15 minute walk from their home as “very safe” or “fairly safe” and we are committed to maintaining this level of safety by working together to keep people safe on our roads, at sea, in the air, at work at school and at home.

A focus on prevention allows us to reduce risks. Partners work hard to prevent unsafe behaviour and threats to people and property. This includes efforts to respond after an event has occurred to prevent it happening again, such as reducing criminal re-offending. Prevention is best achieved through close partnership working between key community safety partners and the communities they serve. We aim to work closely with communities to allow us to best provide for their needs and address their safety concerns. In 2012, the Shetland Community Safety Partnership carried out their second Strategic Assessment, which provides an overview of the community safety priorities of the Shetland community and has helped the Partnership establish clear, evidence-based priorities for 2012-2013. We also work with communities to share safety advice and key messages about behaviour and risk to ensure that people in Shetland have a clear understanding of how to keep themselves and their families safe.

There were a number of transport and oil-related major incidents in the late 1980’s and early 1990’s which lead to the formation of the Shetland Emergency Planning Forum. Emergency Planning is a key element in keeping Shetland safe and aims to make communities more resilient to anticipate, respond to and recover from future major incidents.

What we want to achieve:

- Working together to keep people safe on our roads, at sea, in the air, at work at school and at home

During the term of the Single Outcome Agreement (by 2016), we will:

- Have representatives from the Police and Fire and Rescue Service attend community council meetings and community engagement events
- Develop Emergency Plans for communities in Shetland
- Ensure the National Contingency Plan for Marine Pollution from Shipping and Offshore Installations is fit for purpose
- Increase the number of licensed premise checks and high visibility patrols
- Increase access to substance misuse services and offender work programmes
- Review domestic incidents on a daily basis

Shetland Partnership Outcomes

- Focus on protecting all victims of domestic abuse through the management of risk
- Promote Victim Support Shetland
- Reduce 1 year reconviction rates by 5%
- Increase the number of people detected for drink/drug driving offences
- Increase the number of people detected for seat belt offences
- Increase the number of people detected for mobile phone offences
- Increase the number of people detected speeding and driving inappropriately
- Positively engage with road users to promote road safety awareness
- Implement the Driving Ambition educational programme
- Reduce the number of deliberate fires within Shetland
- Reduce the number of accidental fires within Shetland
- Provide free Home Fire Safety Checks on request to any household in Shetland and proactively target identified or known 'at risk' groups
- Respond to the consultation on the new National Contingency Plan

Shetland Partnership Outcomes

SHETLAND HAS SUSTAINABLE ECONOMIC GROWTH WITH GOOD EMPLOYMENT OPPORTUNITIES AND OUR PEOPLE HAVE THE SKILLS TO MATCH, GOOD PLACES TO STAY AND THE TRANSPORT PEOPLE AND BUSINESS NEED

Where are we now?

Despite the current strong position of the local economy, there are serious risks in the immediate- and short-term. National economic conditions mean that the public sector continues to face significant cuts, which will lead to job losses and reductions in service provision, potentially leading to a large increase in the numbers out-of-work, and a disproportionate impact on women and young people. Public sector cuts will also impact on private business through a reduction in high value contracts available to businesses in sectors such as construction and business services.

The economic base, while maintaining a high level of economic output, is narrow, with half of Shetland's output directly attributable to fisheries and the public sector, and other sectors heavily reliant on these for trade. There is a clear need therefore to expand and diversify the business base and to develop key infrastructure to mitigate the risks identified above. Developing the labour market is crucial to this process, as the limited labour market in Shetland is a key barrier to economic growth. With the potential for public sector cuts leading to new entrants into the job market, agencies must ensure that they are in a position to assist individuals and businesses, by ensuring that services are easily

accessible and understandable, and that roles within strategic partnerships are clearly defined.

Our unemployment and economic activity rates are the best in Scotland. The main challenge is to sustain these high rates of employment over the period of this plan. There are significant opportunities for skills development, particularly in engineering disciplines for energy supply chain businesses. The development of next generation broadband will allow for new areas of business development, particularly in finance and business services and creative industries, and new opportunities for those in remoter rural communities.

Increasing the resilience of our most remote and rural communities' forms a key part of our aims for Shetland's economy. Despite the economy being relatively buoyant, many of the communities' outwith the main population centres are economically fragile. These communities are dependent on aquaculture, tourism and a declining public sector, with few other employment opportunities available. Communities working in partnership with public and private sector bodies will be key to delivering change. Shared planning of critical infrastructure improvements will be key to the advancement of our most remote and rural areas. These include

Shetland Partnership Outcomes

digital connectivity and physical connections such as fixed links, road, ferry and air connections as well as projects to support community renewable energy projects in the future.

What we want to achieve:

- A more diverse business base
- More resilient and sustainable communities and community enterprises across Shetland
- Sustained high rates of employment

During the term of the Single Outcome Agreement (by 2016), we will:

- Create and implement a Renewable Energy Development Plan 2014-20
- Create a working group and develop a five year plan to attract people to Shetland to live, work, study and invest
- Complete a Review of Tertiary Education and develop an implementation plan
- Commitment to deliver Next Generation Broadband to at least 75% of the Shetland population by 2016
- Support Shetland community to lobby National Grid to install 650MW (or larger) interconnector by 2018

Shetland Partnership Outcomes

WE HAVE TACKLED INEQUALITIES BY ENSURING THE NEEDS OF THE MOST VULNERABLE AND HARD TO REACH GROUPS ARE IDENTIFIED AND MET, AND THAT SERVICES ARE TARGETED AT THOSE MOST IN NEED

Where are we now?

The impact of the global recession on Shetland is uncertain, but good community planning is required to minimise its impact. UK Welfare Reform is resulting in a reduction in funding, provided through the benefit system, for many families and individuals. As the income of some of the most vulnerable families in Shetland decreases, the risk is demand for support services will increase dramatically. This includes debt and money advice, social housing, supported employment services and social work.

Most households in Shetland are experiencing an overall reduction in household income (in real terms), and there are opportunities to assist individuals and households to cope with the increasing cost of heating and transport. The Minimum Income Standard for Remote and Rural Scotland was published in July 2013, and provides useful information about the cost of living in Shetland – this is discussed in more detail in the ‘Community Planning in Shetland’ section.

Inequalities in Shetland can be extreme, due to the high average earnings for those in employment and the high cost of living for essential items. Families and individuals affected are often characterised by isolation and issues

associated with stigma. Although Shetland has a low unemployment rate, for those on benefits and low income, the cost of travel makes access to employment particularly challenging. It is now understood, locally and nationally, that the best way to tackle poverty and social exclusion in a rural area, such as Shetland, where it is dispersed, is to provide an individual, outcome focused approach.

All areas within the SOA have a responsibility for reducing inequalities. However, this area focuses on specific areas that need additional attention, with particular attention paid to young people. The Fairer Shetland Framework can be found at: <http://www.shetland.gov.uk/communityplanning/deprivationandsocialexclusion.asp>

What we want to achieve:

- To support households to maximise their income
- To provide opportunities to develop positive community connections, enabling people to feel part of their community take part in activities
- To work with individuals to improve their life chances
- To provide the right support at the right time to enable each individual to access long-term employment opportunities

Shetland Partnership Outcomes

During the term of the Single Outcome Agreement (by 2016), we will:

- Support households through the changes and impacts resulting from Welfare Reform
- Support establishment of financial inclusion products necessary for reforms
- Progress the Community Connect projects such as: delivering Training to 50 Front-Line Staff; rolling-out Pilot Projects to another 4 areas of Shetland; Incorporating Tools into GIRFEC and With You For You
- Provide clear information about the roles and responsibilities of organisations supporting employability
- Develop and Implement an innovative service delivery model to support the most vulnerable and chaotic families

Shetland Partnership Outcomes

WE DELIVER ALL OUR SERVICES IN AN ENVIRONMENTALLY SUSTAINABLE MANNER TO SAFEGUARD AND ENHANCE OUR OUTSTANDING ENVIRONMENT WHICH UNDERPINS ALL OUR ACTIONS AND OUR ECONOMIC AND SOCIAL WELL BEING

Where are we now?

The environment in which we live is the context for all of our activities. Sustainable development requires a balance between the objectives of the economy, the environment and society. The environment is therefore more fundamental in importance than its reflection in just one strategic objective implies.

There is a clear link between a quality environment and a high quality of life.

Delivering sustainable services and decisions is a core part of the Shetland Partnership's role in implementing its duties under Part 4 of the Climate Change (Scotland) Act 2009. The Act sets out clear and ambitious targets for emissions reduction, and other climate change provision, including actions required towards mitigation and adaptation. The public sector has a crucial leadership role in delivering these targets and in acting sustainably. These duties came into force on 1 January 2011.

All our services are dependent on a stable environment where the effects of climate change (flooding, coastal erosion, changes in biodiversity) are kept in check by mitigation and adaptation measures. Without planned resilience to these

changes all our actions are at risk.

Adaptation and mitigation of climate change and a structured move to a low carbon economy is dependent on the development of new skills to meet future challenges. These skills can give us economic advantage, delivering regeneration and creating jobs in these difficult economic times.

Key economic sectors such as agriculture, aquaculture and fishing overtly rely on a clean and healthy environment.

Shetland's outstanding natural heritage is fundamental to the tourist industry, and also is a key attribute in attracting people to live and work in the Isles. Many people are employed in the environment sector itself.

Open greenspace and access to nature is important to children and helps them to keep physically active. Outdoor learning can help deliver the Curriculum for Excellence and help young people to learn about the world and build confidence. People feel safer if they get to know their neighbourhood as a clean and pleasant place with little evidence of graffiti, dog fouling, littering and other evidence of anti social behaviour. Access to the countryside with all its volunteer led leisure activities enhances life and strengthens communities.

Shetland Partnership Outcomes

Poor and degraded local environments are associated with health inequalities. Local environmental improvements can encourage better mental and physical health through physical activity and contact with nature – for example through walks to health, amenity areas and allotments.

Promoting interest in the nature and providing an accessible, rich natural environment, will help achieve health targets. This is particularly key to members of society who are not inclined to partake in conventional sport.

Older people are particularly well placed to benefit from a rich environment. Encouraging participation in outdoor activities leads to improvements in physical and mental health and wellbeing. Greenspaces and place-making can provide a safer and welcoming environment for older people. Retired people have more leisure time and have greater potential to engage in outdoor activities such as walking, birdwatching and photography, a fact reflected by current age profiles of local natural history groups and tourists visiting Shetland specifically to explore our outstanding natural heritage.

Fuel poverty and household income deprivation are intrinsically linked to energy costs and energy efficiency levels of homes. These impact most on young families and those in later years. The

availability of sustainable transport is critical in strengthening communities which in turn effects the carbon emissions of the area. Work to improve renewable energy generation and increased uptake of energy efficiency measures is of direct consequence in delivering a society where life chances have been enhanced.

A Healthier, Smarter, Wealthier & Fairer and Safer & Stronger and truly Sustainable Shetland as well as a Greener Shetland can only be achieved by clearly recognising the integral role played by the environment and its provision of the context for all activity in all sectors.

What we want to achieve:

- Protect and enhance Shetland's environment in all its aspects
- Safeguard the biodiversity which underpins the economic and social fabric of Shetland
- We will work to help Shetland mitigate and adapt to the harmful effects of climate change, and reduce impacts through improved energy efficiency, the use of renewable energy sources and waste reduction
- Ensure people understand and value their environment; including the impact of their behaviour on the environment and the benefits the environment can bring in terms of health, wellbeing and the economy

Shetland Partnership Outcomes

During the term of the Single Outcome Agreement (by 2016), we will:

- Review and implement the 'Towards a Greener Shetland' Environmental Strategy
- Help all Partners to develop and deliver a Carbon Management Plan
- Draw-up a Local Climate Change Implementation Plan
- Develop a Shetland Waste Strategy
- Reduce dog fouling and litter with reduced staff resources
- Support the Eco-School programme
- Increase use of Network of cycle paths/ walking routes
- Implement the Home Energy Efficiency Programme and ECO Obligation Funds
- Help to develop Community Energy Projects
- Increase the number of people attending environmental events and visiting key nature sites
- Achieve good or better water quality in our burns, lochs and coastal waters

Shetland Partnership Outcomes

**WE HAVE FINANCIAL SUSTAINABILITY AND BALANCE WITHIN EACH PARTNER;
AND A BETTER BALANCE BETWEEN A DYNAMIC PRIVATE SECTOR, A STRONG
THIRD SECTOR AND EFFICIENT AND RESPONSIVE PUBLIC SERVICES**

Where are we now?

Overall Shetland’s economy has remained relatively strong in the face of the issues experienced in the national and international economies; however, we have a high proportion of employment in the public sector (39%) at a time when the public sector is receiving less money from national government. Public spending and employment is therefore likely to be reduced and it is important to the overall wellbeing of the islands that private and third sector activity expands wherever possible to mitigate the economic impacts from this reduction. Public sector resources and employment will continue to be highly significant going forward but in the long run, what we spend must be in line with available resources.

Private and third sector activity and growth needs to be sustainable and profitable, taking maximum advantages of our areas of relative economic advantage and strong traditions of local activism and involvement. Ultimately the resources and talents of all sectors need to be harnessed in partnership so they can complement each other effectively.

The Third Sector (Voluntary / Community / Social Enterprise) is very active and significant in Shetland. There are approximately 1000 voluntary and community groups in Shetland, around

300 of those are registered with the Office of the Scottish Regulator (OSCR) as charities. There is a strong tradition of self-help and volunteering and almost all community and social activity in the rural areas relies on volunteers to make it happen. However, there are also a number of challenges currently facing the third sector, many of them similar to those experienced by the public sector, but also including volunteer overload and increasing changes in legislation.

Achieving a balance will, therefore, be difficult but the rewards of maintaining service delivery and keeping people economically active are great; hence why this is a priority outcome area for the Shetland Partnership.

Shetland Partnership Outcomes

What we want to achieve:

- Develop a shared understanding of the financial, physical and human resources available across the Shetland Partnership
- Ensure that we are maximising efficiency and partnership opportunities in our arrangements and use of resources across partners in providing support services
- Make sure that we are making the best choices in service delivery between public / private and third sector partners
- Eliminate blockages that stop more efficient and effective use of private / third sector delivery options
- Ensure people interested in volunteering receive appropriate response support and information to their enquiries, including supporting the SALTIRE awards scheme for young volunteers
- Greater consistency in the provision and practice of Community Learning and Development across Shetland, with services being delivered in line with local priorities, and focused on improving outcomes

Agreement (by 2016), we will:

- Produce a straightforward overview of total resources across each main resource heading
- Develop a programme of examination / review / challenge to ensure optimum resource usage across all areas
- Screen all main services delivery areas to establish opportunities for more in depth investigation
- Review and analyse issues and obstacles to better partnerships / transfers of responsibilities
- Develop a Joint Commissioning Strategy
- Review the Shetland Compact and develop a joint action plan to implement any agreed changes
- Develop and implement any further actions to improve understanding between sectors
- Local volunteering opportunities registered on MILO and promoted locally
- Attend events to promote benefits of volunteering
- Made sure the Saltire Awards are promoted to VIO and Schools

During the term of the Single Outcome

Community Planning in Shetland

Building on a strong historic tradition of communities and agencies working together, Community Planning has been formally established in Shetland since the publication of the Shetland Resolution (an earlier version of the Community Plan) in 2004. This section details some examples of how Community Planning works in Shetland, some of the outcomes achieved through Community Planning and ongoing work to enhance Community Planning in Shetland.

Prevention and Early Intervention

The Shetland Partnership has developed a number of key policy areas that will improve outcomes and reduce future demand on services in our communities through prevention and early intervention.

Our strengths lie in historical partnerships with business for economic growth, in the work in recent years on integration of adult and older people's services, and more recently in planning for environmental sustainability and for transformational change in early years. In some policy areas such as substance misuse through the Shetland Alcohol and Drug Partnership (Healthier), anti-poverty work through the Fairer Shetland Partnership (Fairer), Protection for vulnerable adults and children (Safer), we can demonstrate a strong foundation of partnership working with joint commissioning of resources, joint working with shared posts, and priorities for spending on prevention and early intervention.

The process of developing the 2013 SOA has allowed for an appraisal of strengths and weaknesses in relation to prevention and early intervention and each SOA outcome includes a description of how the Shetland Partnership is moving to early intervention and prevention for this outcome.

To further enhance the prevention agenda, an event was hosted in June 2013 by Shetland Islands Council Community Learning and Development (CLD) staff to explore prevention in the Shetland context. During the event, participants from across Shetland were given the opportunity to discuss the future of preventative practice and policy in Shetland; building on the foundation of knowledge, understanding and delivery already in place. The event led to a number of priorities for developing prevention through CLD that will be carried forward in future CLD planning; these included:

- improve research to inform planning
- list all ongoing projects with details like name, target group etc. and improved networking
- better joined up working and long term planning - think of the next generation

Community Planning in Shetland

Strengthening Community Involvement

This research draws from a broad evidence-base, involving consultation with a wide range of agency representatives, elected Council members and community council representatives. The report describes the conditions under which communities and agencies are working well together to plan and deliver services in Shetland and also those instances where there is less effective community involvement. There are a number of lessons to be learned but the aim must be for community involvement to always be effective and meaningful and a crucial element in strategy development, service planning and decision-making.

There are a number of recommendations in the report as to how this aim may be achieved. The report was presented to the Shetland Partnership Board on 16 May 2013 and the recommendations endorsed by partners. The Shetland Partnership Board also agreed to take on a leadership role in delivering strong community involvement in the future. A working group has been set-up to explore how best to implement the recommendations - priorities will include: making better use of existing structures in Shetland (such as Community Councils), developing a clear process for community involvement, exploring methods for both formal and informal engagement with communities and involving hard-to-reach members of the communities.

Similarly to our commitment to prevention and early intervention, each SOA outcome also contains a section detailing how community engagement and building capacity within communities will allow them to 'deliver for themselves' in relation to that outcome.

Minimum Income Standard

The Shetland Partnership was among the project sponsors for a recent report into 'a minimum income standard for remote rural Scotland'⁵. This calculates how much it costs for people to live at a minimum acceptable standard in remote rural Scotland. It builds on research elsewhere in the UK on the Minimum Income Standard (MIS), which is based on the minimum budgets required by various types of household. Such research involves detailed discussions with members of the public about what should go into a minimum household 'basket' of goods and services, supported where relevant by expert knowledge, for example on nutritional and heating standards.

The research considered living costs in remote rural Scotland in the context of the fragility and sustainability of local communities, and the desirability of pensioners, working-age adults and families with children, on a range of incomes, to be able to live satisfactory lives there.

Community Planning in Shetland

The minimum income that households require for an acceptable standard of living in Shetland is well above what is needed in the rest of the UK. In many cases it is also higher than in other parts of remote rural Scotland, although this can vary considerably according to family type and the accessibility of different communities within Shetland. In general, costs in Shetland are only slightly higher than those of comparable areas in other Scottish island groups, with small additions due to the impact of a more severe climate on heating fuels, in some cases additional delivery charges for household goods and higher fares paid on occasional ferry trips to the Scottish mainland.

The minimum living costs of a household living in Lerwick are estimated to be one-third above those of a household in a city for a working age household and one quarter above for a pensioner. The working age household has similar costs to one in a remote town on the Scottish mainland, but pensioner costs are about 12% higher.

Factors driving additional costs for households in Shetland compared to the rest of the UK include:

- Higher prices in supermarkets and other stores than those charged in urban areas
- Longer commuting distances, compounded by higher petrol prices
- Higher heating costs, driven by lack of access to mains gas and the severe climate
- The additional cost of occasional trips to the mainland
- Delivering charges for goods ordered from elsewhere
- For pensioners, additional costs of buying clothes and other goods through catalogues (the calculations assumed that pensioners do not necessarily have the internet giving access to online deals)

Remote small settlements in Shetland can have additional costs associated, for example, with:

- Additional ferry costs for inter-island travel
- The additional cost of buying groceries in more expensive local stores
- Higher heating bills associated in some cases with older housing. For a household without children, who may be able to live more cheaply in a flat in a town, the lack of this option in a small settlement adds to living costs

In areas of Shetland within about two hours of Lerwick, where residents might be expected to do a monthly shop at a supermarket with local top-ups, the overall cost of living is 15-20 per cent more than in Lerwick for working age households. In the most remote parts, households depending entirely on local shopping can expect to spend 25-30 per cent more overall than in Lerwick.

Community Planning in Shetland

For pensioners living in remote island areas, the additional cost of local shopping can be partly offset by very limited travel. The study found that in such remote communities, life can centre around whatever local activities and services are available, which cuts travel costs. On an island off the Mainland, this can make a minimum pensioner budget very similar to that of Lerwick. This is an illustration of how additional remoteness does not always result in higher costs: sometimes the cost is borne in more limited opportunities and isolation.

Table 3, below, shows examples of minimum weekly household budget requirements, contrasting the costs between the most remote parts of Shetland, Lerwick and a typical UK urban setting.

The minimum income standard is a good example of the value of evidence in Community Planning and promises to be a valuable tool for understanding the needs of people and communities in Shetland.

Table 3: Examples of minimum weekly household budget requirement, excluding rent and childcare

	UK urban	Lerwick	Most remote part of Shetland
Single person	£198	£264	£345
Couple with two children	£463	£597	£769
Pensioner couple	£238	£300	£334

Community Planning in Shetland

Integrated Impact Assessment

Public Sector Agencies in Scotland have a commitment to ensuring that all new or revised policy and practice is subject to an Equality Impact Assessment that assesses the impact of proposed changes on groups with protected characteristics – such as age, gender and disability⁶. Environmental Impact Assessments must also be carried out whenever policy or service changes have potential environmental consequences⁷.

In Shetland an Integrated Impact Assessment has been developed that widens the scope to include consideration of the actual and potential effects of organisation's activities on communities, local economic conditions, individuals, vulnerable groups and the environment. Including sections on equalities, health, poverty, economy, culture, environment, stakeholders, staff and assets, the Integrated Impact Assessment is a tool to be used whenever activities are undertaken that may have an effect on people, the economy or the environment.

The integrated nature of the assessment allows for more informed decision making by providing a framework to understand the complex reality that may result from a given course of action. The Integrated Impact Assessment uses prompts to open up discussion of impacts in key areas to help uncover consequences, whether intended or not, and balance conflicting needs and issues.

Recent work for the Joseph Rowntree Foundation⁸ supports the use of locally developed tools to minimise the social impacts of service reforms at this time of reduced public spending. Equality Impacts alone are insufficient as they only include consideration of groups with protected characteristics, frameworks such as the Integrated Impact Assessment allow for more comprehensive assessments of the risks to all potentially disadvantaged groups.

Although developed internally within Shetland Islands Council other partners were involved in the development of the framework and the Integrated Impact Assessment promises to be a valuable tool for Community Planning. The Integrated Impact Assessment helps to minimise risk by offering a better understanding of consequences both internal to organisations and in the Shetland community. This in turn will lead to more effective service design and improved decision making.

Community Planning in Scotland

The Scottish Government's five national strategic objectives, which describe where the government will focus action, are:

Wealthier and Fairer

Smarter

Healthier

Safer and Stronger

Greener

Community Planning in Scotland is intended to support these action areas and this is reflected in the overlap between the strategic objectives listed above and the priorities for Community Planning in Shetland – see 'Our Priorities'.

The aims of Community Planning in Scotland are:

- making sure people and communities are genuinely engaged in the decisions made on public services which affect them; allied to
- a commitment from organisations to work together, not apart, in providing better public services⁹

There are two further key principles in addition to the two main aims outlined above:

- Community Planning as the key overarching partnership framework helping to co-ordinate other initiatives and partnerships and where necessary acting to rationalise and simplify a cluttered landscape

- the ability of Community Planning to improve the connection between national priorities and those at regional, local and neighbourhood levels¹⁰

The Single Outcome Agreement associated with this Community Plan represents an agreement between the Scottish Government and the public sector organisations within the Shetland Partnership to work towards shared goals. The Single Outcome Agreement also covers those members of the Partnership who are not public organisations but may still be involved in delivering public services – such as third or private sector partners.

Audit Scotland have recently published findings relating to how well Community Planning Partnerships in Scotland are performing; the report, entitled 'Improving Community Planning in Scotland'¹¹ also contains guidance to improve the impact of Community Planning in demonstrable ways. This guidance has helped us to develop the Shetland approach to Community Planning; the way in which we assess and monitor our performance is discussed in the next section – 'Assessing and Improving Our Performance'.

Assessing & Improving Our Performance

Community Planning in Shetland is overseen by the Shetland Partnership Board and it is this group that sets the strategic direction for Shetland. Within the Shetland Partnership there is a 'Performance Group' formed of senior officers from organisations that are part of the Partnership. It is their job to develop and support the delivery of the Single Outcome Agreement, which means getting regular progress reports on how we are performing in relation to the key outcome areas outlined in the section 'Shetland Partnership Outcomes'.

Assessing how we are performing involves gathering information on 'indicators' that tell us whether what we are doing is making a difference to the lives of people in Shetland. These indicators will generally be in the form of targets; for example, a certain amount of economic growth in a year or a percentage increase in the number of people who feel safe in their community. Our performance will be measured by us reaching or exceeding these targets.

We are also constantly seeking to improve our performance and key to this will be listening to and understanding the needs of communities. Seeking the views of people living and working in Shetland will help us improve by ensuring our targets and indicators are relevant, gathering information that our indicators may not cover and learning about suggested ideas, projects or investments that could have benefits.

More information about our performance and how we measure it can be found in the Shetland Partnership Guide at: <http://www.shetland.gov.uk/communityplanning/documents/PartnershipGuide.pdf>

Our Commitment to Community Planning

The Shetland Community Plan and Single Outcome Agreement have been compiled by all the members of the Shetland Partnership who sit on the Partnership Board, the Performance Group and the associated thematic groups. In accordance with national Community Planning policy, Shetland Islands Council acts as lead agency and has a legal duty to co-ordinate the Single Outcome Agreement.

Members of thematic groups responsible for outcome areas have consulted with their own individual organisations where appropriate. The targets and indicators in the Single Outcome Agreement have been agreed by consensus by each thematic group.

All members of the Shetland Partnership agree to use the Shetland Community Plan and Single Outcome Agreement as the starting point for their own strategic plans, and make sure there is a clear link from this Plan to their own plans and outcomes.

All members of the Shetland Partnership agree to commit their individual organisations to work in partnership towards the targets and outcomes set out in Shetland's Community Plan and Single Outcome Agreement.

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Shetland Partnership