



Got'n a Grip – Striking the right balance

The Shetland Partnership Summit, Lerwick 21 August 2013

Ian Kinniburgh, Chair of the Shetland Partnership Board, welcomed more than 60 public, private and third sector delegates to the Summit. Delegates had gathered to consider opportunities to make more effective use of resources in the face of continuing financial pressure and a reducing public sector. Mr Kinniburgh was optimistic about the future, reporting that much progress has been made since

the 2011 *scenario planning* exercise. There is now more focus on partners working together to make better use of our resources - people, buildings, knowledge and budgets, in order to achieve better outcomes for Shetland communities.

The national picture

Colin Brown from the Scottish Government gave an overview of the Government's ambitions for Community Planning. Effective Community Planning is at the heart of public sector reform. The government expects an increasing pace of service integration and focus on prevention, building services from the bottom up. He spoke about the forthcoming Community Empowerment and Renewal Bill and the challenges that this will bring. He urged partners to think holistically and develop services *with communities not for communities*. He said that "*interesting discussion is to come about how island communities play a part in a modern Scotland. Ministers have an open door for ongoing discussion*". Mr. Brown commended Shetland on the way we were approaching Community Planning.



Local priorities and challenges

Gary Robinson, Leader of the Shetland Islands Council outlined the Council's top priorities -delivering a new Anderson High School and a balanced budget. Good progress is being made on both, a medium term financial plan is in place and the Audit Commission has released the Council from 'special measures'. A more affordable solution is in place for the new school with 2/3rds Government funding. Cllr Robinson reported that recovery is still fragile and the Council is still some way from being 'out of the woods'. In the past, the Council got involved in almost every part of the community but this displaced the private and voluntary sectors. There

is now a need to re-balance resources and work with Community Planning partners to ensure Shetland's needs are met in a more effective and efficient way. Further national cuts are on the way from central government and this will require continued careful management of resources. He concluded by saying that "*we have one chance to get this right*".

Gussie Angus, Chair of Voluntary Action Shetland outlined the priorities of Voluntary Action Shetland; supporting and developing the 3rd sector, acting as the 3rd sector interface with community planning, volunteer development and social enterprise development. VAS funding is modest, and with the contraction of public funding, the voluntary sector is getting involved in a growing range of work, including a lead role in the Early Years Collaborative and in Re-Shaping Care. However this work is not cost neutral



and requires careful planning and management. The sector is keen to work closely with community planning partners to further develop its role and service levels agreements. Mr Angus also asked that we look outside Shetland to learn from other areas – for instance is there potential for Third Sector involvement in Community Transport? The Voluntary Sector faces challenges over its finance, capacity, demand and delivery. Social exclusion is a big and growing issue in Shetland. On a positive note, Shetland has the largest volunteering community in Scotland, the Charitable Trust funds 90% of voluntary sector work and we

have the biggest number of SCIOs in Scotland per head of population. But some organisations are struggling to recruit volunteers and there is increasing regulation involved. **Mr Angus asked “is it time to look at how we consolidate some of the voluntary/third sector groups?”**

Sandra Laurenson, Chief Executive of the Lerwick Port Authority reported that the LPA is seeing record levels of business due to a huge resurgence in oil/gas activity around Shetland with knock-on benefits for local business, freight and ferries. Business from other sectors is fairly stable. Planning ahead there is a need for more quays to accommodate bigger vessels. Planning processes can be frustrating and repetitive; however it is helpful if LPA plans ‘fit’ with local community plans in order to access external funding. Ms Laurenson warned of ‘over-consultation’ and the need for meaningful engagement. The growth in business

has direct effect in the ‘supply chain’ There are direct training needs for energy sector, housing is under a great deal of strain because of increased demands from incoming workforce and banks not lending to local people for new builds. The future five years are likely to be busy for the LPA and beyond that there is likely to be 30 years decommissioning work. **Ms Laurenson concluded that there had been no better time to rebalance Shetland’s economy.**



The Shetland Community Plan 2013 – 2020

Ralph Roberts, Chief Executive of NHS Shetland, and Vice Chair of the Shetland Partnership Performance Group launched **the Shetland Community Plan**, the high level document which summarises Shetland Partnership’s vision for the next 7

years. The plan outlines how the public, private and third sectors will work together to make a real difference to people and communities. The Community Plan is complemented by the Single Outcome Agreement, the performance management document which tells us how well we are achieving these goals. Key outcomes that the plan wants to achieve are improved broadband, population growth; one bold project to improve life chances; and efficiency and balance across sectors. The plan has been developed with feedback from the community, but there is ongoing need to develop community involvement and community ownership of the plan

The Realities of Reduced Public Spending

Christine Ferguson Director of Corporate Services, Shetland Islands Council talked about the Community Health and Care Partnership CHCP and the progress that had been made since 2002 when the NHS and SIC appointed a joint manager. The Board and the Council have a clear determination and a common purpose for health and wellbeing. The CHCP Agreement is very much a living document which underpins the work of the Partnership. Open and honest dialogue is essential for good partnership as is challenge and debate. Ms Ferguson reported that

“Coming together is a beginning, keeping together is progress, working together is success.” Henry Ford

partnership work is not always easy and quoted Henry Ford. She outlined some of the achievements of the partnership to date – a joint Occupational Therapy Service which has brought about savings and better outcomes for service users, a new Independent Living Centre which will form a key part of preventative measures and resources centre for tele-health, equipment etc. The third sector plays a key part in Health and Community Care, delivering alcohol and drugs services, advocacy, support for carers and takes a lead role in re-shaping care. One of the main features of success of the partnership had been sharing resources and the partnership is now working towards joint budget setting.



Sarah Taylor, Director of Public Health, spoke on behalf of the Alcohol and Drugs Partnership. In Shetland in many ways **we have created a dependency on services, we are very risk averse, we need to change that.** Dr Taylor talked about the importance of joint commissioning of services. The partnership puts all its money on the table and agrees what needs to be done and how to spend it. This has resulted in better services than 10 years ago and better outcomes. The partnership is meeting national targets and importantly, fewer young people are drinking to excess or experimenting with drugs. Challenges that the partnership faces are redesigning services and increasing its focus on recovery. **Partnership work provides better value than doing things separately.**

Emma Perring, Policy Manager for the Shetland Islands Council talked about Employability and the early stages of partnership work to clarify roles and identify gaps in provision through an employability pipeline. Initial work has found that there is duplication in services, that assessments are diverse and don't focus on moving clients on, that services and customers are unclear about roles and responsibilities and that there are issues around work placements. Despite being a relatively new tool, the partnership has already supported partners to gain funding, and is working on integrating employability into the WYFY tools and developing a common monitoring tool. Lots more to do re resources, assessment, work placement etc. **The pipeline approach should enable the right support at the right time to move people on and into employment.**



Maree Hay from the Northmavine Development Company talked about how NCDC faced the reality of reduced public funding and how the company did something different about it. NCDC is a community development company which has a couple of trading arms to generate income. For every £1 received in public funding £7 is generated in the community. The company is used to doing more for less, for instance Hillswick shop cost £24K to refurbish the shop with 40 folk volunteering their time. The company is working towards self-sufficiency with an 'exit' plan and business plan in place to achieve self-sufficiency. However they found themselves with a £13K shortfall for the year and came up with a novel proposal for bridging the gap. The *Glusstonberry Festival* was born! with 2 aims: to cheer folk up and to raise money. Huge amounts of time and voluntary effort went into the organisation with a lot of learning, paperwork and hoops to jump through along the way **"we learned new skills, juggling is another one"**. The event met its targets with fantastic support from the community. A novel way to adapt to reduced public funding.

<http://glusstonberry.com/>

Delegates' attention was also drawn to some upcoming events related to community planning issues and priorities. The first was in response to a question from Councillor Alan Wishart, who asked whether mental

health, and particularly suicide awareness and prevention, were being adequately prioritised in community planning. Since 2000 in Shetland, 43 lives have been lost to suicide and in recent years Shetland has seen between one and seven suicides a year. **Suicide Prevention Week** will run from the 9th to the 14th of September during which a Roadshow will tour Shetland promoting the Choose Life 'Read between the lines' campaign as well as encourage members of the public to talk about what they think will make a difference in Shetland regarding suicide prevention. A **Planning Event** will also take place on the 2nd of October for professionals to come together and discuss analysis of information relating to suicide prevention.

Delegates were also asked to note the date of the planned conference on '**A Minimum Income Standard for Remote Rural Scotland**' to be held on the 3rd of October. The MIS calculates how much it costs for people to live at a minimum acceptable standard in remote rural Scotland and the findings of a recent report into this will be discussed in the context of the Community Plan and Single Outcome Agreement to inform and develop understanding around the implications for Shetland.

Looking forward – are we getting the right balance?

Afternoon workshops provided a 'hands on' opportunity for delegates to consider opportunities to do things differently, working together to make the best use of the range of resources available whether that is buildings, transport, human resources, or financial resource. Following the workshops, Chief Inspector, **Angus MacInnes** hosted feedback and discussion about the workshops. A summary of the workshops is attached to this brief report.



And Finally... We asked which of the 4 scenarios used in the scenario planning exercise in 2011, most reflected where community planning is at present. Delegates posted post it notes, commenting on their opinions about the shape of Shetland's future. Most comments were positive – "starting to move in the right direction" "Got'n a grip, but can't get complacent" "we need to make sure we walk the walk and don't just talk

the talk" "getting a grip, not yet got'n" "we need to remain focussed on using the resources we have more effectively" "starting to get a grip, but we CAN'T get complacent. Overall feeling was yes, progress has been made since scenario planning, but as Councillor Robinson said "we've still a piece to go." and at this stage we need to keep going....so we don't end up as "joost the wye o it" or in a "right slester"

Ian Kinniburgh thanked everyone for coming and enthusiastically participating in the discussion. The next steps are for everyone to take today's discussion and put it into action. Mr Kinniburgh urged delegates to do different things and do things differently – embrace change, share knowledge and understanding, take risks and empower people to do things. He said, "We think we are good at doing what we think is the *right thing*, but do we really understand what the community want? **The Community Planning Partnership should be about doing what it says on the tin**"

Are we getting the right balance? 4 groups looked at what is working well at the moment, what doesn't work so well and what needs to change to allow us to get there?

What are we getting right?		
Pooled resources such as Shetland Drugs and Alcohol Partnership	N Alliance an initiative which pools resources to enable CPD across 7 local authorities	Scalloway young people's consultation led to local initiatives and social cohesiveness
What's in the cupboard? equipment from range of services pooled at new Independent Living Centre	PACE – a one stop shop that pulls CAB, JCP, employers and training providers together when a business closes	Mossbank school is developing as a Community School - building is already there, but better used
Bridges project , not working harder, but working smarter	Partnership between NHS and SIC	voluntary effort in the community
Island psyche – geographical advantage	Early Years collaborative	Community led initiatives
What isn't working so well?		
New AHS being built, new power station being planned, but local building firms are going under	Should work from a blank canvas to develop proposals rather than tweak what is currently in existence	Not good enough at identifying what we should be consulting on. Consulting isn't about telling people about what's already been decided. We need to share information from consultations. Statutory consultations have too much red tape
If the right people are involved and help shape a proposal then consultation should be a formality after that	Lots of talking but not enough action	Link between community planning and communities – need to involve communities
Duplication of roles between agencies	Effort to attract funding can detract from service delivery we shouldn't base provision around short term external funding	We don't genuinely engage young people yet in formulating decisions etc.
We tend to be reactive rather than proactive	Don't take enough risks – challenge more	We should concentrate on how to spend money rather than how to make cuts

What needs to change to allow us to get there?

Role of Community Councils – underutilised, need better means of communicating with Council officials	Look more into the future 5 years ahead rather than now	Less ‘initiatives’ more core funding , say no to money driven projects
Meaningful consultation	Private sector and public sector partnerships should be strengthened	Stop being territorial and thinking we need to solve the problems ourselves
Avoid becoming introspective and pulling back from partnership work when times are hard – even more need to share resources, skills etc.	Involve communities in developing solutions e.g. asking parents, private nurseries and health visitors to work out ways of delivering 600 hrs of childcare, give them the parameters/essentials	Opening the cupboard door wider – sharing problems, using the skills we have, involving communities in forming policy
Pooling resources on a wider scale – a ‘single cheque approach’	Mapping what we do , how we could work better together	Put in place infrastructure to allow folk to do more for themselves

Influencing change – here are a few of the commitments that participants made

I / we will....

Promote the Community Plan to staff

Get a better understanding of each partners organisations

Be braver, more risk tolerant

Develop strong leadership

Rather than create new bodies, look at existing organisations and how they can do things better

Explore joining up systems e.g. payroll, HR, ICT etc

Assume we will work together unless there is a good reason not to do so.

For more information about Community Planning in Shetland check out the Community Planning web pages at <http://www.shetland.gov.uk/communityplanning/>

or contact Vaila Simpson, Executive Manager of Community Planning and Development, Shetland Islands Council Telephone 01595 743888 or e mail : vaila.simpson@shetland.gov.uk