SHETLAND PARTNERSHIP

Partnership Guide

August 2015

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Contents

1
Introduction

2
Terms of Reference

10
Decision-making

11
Structure

12
Involving Communities

14
Contacts

Introduction

The Shetland Partnership is the Community Planning Partnership for the Shetland Islands Council area. It provides an overarching framework for partnership working in Shetland. Council's in each area of Scotland must lead on community planning, which has been a statutory duty since 2003.

Community Planning is about public, private and voluntary organisations working together, and with communities, to plan and deliver better services which make a real difference to people's lives.

Communities are at the heart of community planning, and it gives individuals and communities a say in how we deliver public services. This engagement is vital so that public services can improve.

In Shetland, where organisations work together and speak to each other every day, community planning in front line services happens very naturally. The partnership strengthens these good working relationships at a strategic level.

Any agency, multi-agency, community, private or third sector group can take part in the community planning process or specific projects. It is open to all organisations from the public, private, third and community sector, which are active in the area.

The Shetland Partnership develops the Shetland Community Plan, which is a long-term strategic vision for Shetland. Partners work together to deliver the overall purpose and the eight strategic objectives. These objectives provide the focus for the work of the thematic groups.

The partnership also works to promote the interests of Shetland with regional and national partners. Contributing to this is the development and adoption of Shetland's Single Outcome Agreement (SOA).

Terms of Reference

The partnership is unincorporated, which means it has no legal powers in itself. Shetland Islands Council – the lead agency for Community Planning in Shetland – supports and administers the partnership. Relevant Scottish Government legislation relating to Community Planning includes the Local Government in Scotland Act (2003) and the Community Empowerment Act.

Shetland Partnership

Under the Local Government in Scotland Act 2003, a local authority has to establish a Community Planning Partnership, made up of all the relevant public, private, voluntary and community bodies in its area. The Community Empowerment Act is bringing changes to Community Planning in Scotland, putting Community Planning on a statutory footing and giving a number of public sector agencies a commitment to take part. The agencies involved in Community Planning in Shetland are listed in Tables 1 and 2.

The role of the Shetland Partnership is to support and enhance community planning with particular regard for community engagement and partnership working.

The partnership also brings together those involved in working towards the outcomes of the community plan and single outcome agreement, to provide an effective link between strategic direction and coordinated planning. The partnership plays a key role in meeting the objectives and priorities detailed in the Community Plan and Single Outcome Agreement.

The Shetland Partnership hosts an annual Community Planning Summit, bringing together agency representatives and decision makers for themed discussions on issues relating to Shetland.

Remit

The Shetland Partnership will:

- Look after the interests of Shetland, promote Shetland and promote change.
- Engage in and discuss emerging priorities and needs drilling down into local issues taking into account national issues.
- Share and develop best practice.
- Act as a method of communication between the theme groups and sub-groups to ensure improved joint working, better delivery of shared outcomes and further development of the SOA.
- Champion partnership working and lead by example.
- Contribute to and support the work of the Board and Performance Group.
- Contribute to and support the delivery of the SOA.
- Receive annual update on progress on delivery of SOA.

Membership

The partnership does not have a fixed membership and summits are open to anyone involved in community planning at a strategic or thematic level, in local community planning or in a support role. The tables below have been divided into statutory partners (as defined by the Community Empowerment Act) and non-statutory partners.

Table 1: Community Planning partners with a statutory commitment to participate in Community Planning (from Community Empowerment Act 2015)	
Shetland Islands Council	College Boards
NHS Shetland	Scottish Natural Heritage
Integration Joint Board	Scottish Environment Protection Agency
HIE Shetland	Scottish Sports Council
Police Scotland	ZetTrans
Scottish Fire and Rescue Service	Skills Development Scotland
National Park Authorities	VisitScotland

Table 2: Non-statutory partners involved in the Shetland Partnership:	
Association of Community Councils	Promote Shetland
Care Commission	Royal Society for the Protection of Birds
Childcare and Pre-School Providers	Shetland communities and community groups
Citizen's Advice Bureau	Scottish Ambulance Service
Community Alcohol and Drugs Team	Scottish Civic Trust
Community Energy Scotland	Scottish Youth Parliament
Crown Office and Procurator Fiscal's Service	Shetland Amenity Trust
Department of Work and Pensions	Shetland Arts
Disability Shetland	Shetland Charitable Trust
Energy Saving Trust	Shetland Pre-School Ltd
Family Mediation	Shetland Recreational Trust
Historic Scotland	Shetland Children's Reporter and Children's Panel
Hjaltland Housing Association	Victim Support Shetland
KIMO	Visit Shetland
Lerwick Port Authority	Voluntary Action Shetland
Maritime and Coastguard Agency	Women's Aid

Shetland's Community Plan details the purpose, objectives and priorities of the Shetland Partnership. The outcomes link to the achievement of local and national outcomes in the Single Outcome Agreement 2013-16.

Chair
The Chair of the Board will chair the partnership summit. The Chair will have responsibility for the theme of the summit and for developing and leading the summit.

Schedule
The Shetland Partnership will hold a summit at least once per year

Reporting
The Shetland Partnership will make a report of the summit publically available

Shetland Partnership Board

The role of the Board is to set the strategic direction for community planning in Shetland.

Remit
The Board will:

- Set strategic direction and develop a shared purpose and joint priorities in the form of the Community Plan.
- Progress Shetland-wide policy and political discussion.
- Discuss and influence national policy
- Enable the targeting of public, third- and private sector resources towards shared outcomes.
- Explore and make the most of opportunities for joint working between partners where changes would lead to improved outcomes and efficiency.
- Cross-influence different agendas and individual organisational plans, by challenging the work of partnerships and assisting by moving work forward.
- Provide political and organisational leadership.
- Champion community planning and ensure ownership amongst and within partner organisations.
- Be responsible for community engagement and strengthening community involvement.
- Co-ordinate corporate and partnership activity in support of community planning.
- Direct the priorities and spending decisions of the partnership in line with the SOA.
- Carry out an annual review of Board progress and membership.

Membership
The membership of the Board will include representatives from the main providers of local services, who will be key decisions makers and chief officers: -

1. Leader, Convener and Chief Executive of Shetland Islands Council
2. Chair and Chief Executive of NHS Shetland
3. Area Commander, Police Scotland
4. Local Senior Officer, Scottish Fire and Rescue Service
5. Chair, ZetTrans
6. Integration Joint Board nominee
7. Chair and Chief Executive of Shetland Charitable Trust
8. Chair and Chief Executive of Voluntary Action Shetland
9. Area Manager, HIE Shetland
10. Skills Development Scotland
11. Shetland Islands Council members representing all ward areas in

Shetland (if not already represented under another heading)
12. Association of Shetland Community Councils nominee
13. Shetland Recreational Trust TBC
14. Shetland Amenity Trust TBC
15. Shetland Arts Development Agency TBC
16. Chair of the Performance Group
17. Scottish Government

In attendance
18. Executive Manager – Community Planning & Development, Shetland Islands Council
19. Senior Officers and chairs of thematic groups or sub-groups as invited

Board membership is as listed above, however partners can arrange a substitute member with appropriate authority to represent and take decisions on behalf of their organisation.

Chair
A representative from a partner organisation will chair the Board for the term of the Single Outcome Agreement 2013 – 2016 (until 2016)

A representative from a different partner organisation will be vice chair of the Board for the same term.

Meetings
The Board will meet at least four times per year. No business shall be dealt with at any meeting unless a quorum is present; the quorum for a meeting shall be eight members, present in person.

If a quorum is not present within 15 minutes after the meeting start time, or if, during a meeting, a quorum ceases to be present, the meeting shall be adjourned to a time and place as may be fixed by the Chair.

If the Chairperson is not present within 15 minutes after the meeting start time, the members shall elect someone from among themselves to act as Chair of that meeting.

A simple majority of the votes cast shall decide all questions arising at any meeting. Every member shall have one vote, which (whether on a show of hands or on a secret ballot) must be given personally. Anyone 'in attendance' will not have any voting rights.

If there are an equal number of votes for, and against, any resolution, the Chair shall be entitled to a casting vote.

If a secret ballot is demanded, it shall be taken at the meeting and shall be conducted in such a manner as the Chair may direct; the result of the ballot shall be declared at the same meeting.

The Board shall ensure that minutes are made of all proceedings at all meetings; a minute shall include the names of those present, and (if possible) shall be signed by the Chair of the meeting.

Reporting
The Board will report progress to the Scottish Government, The Shetland Partnership and the Shetland community annually. The Board will set dates for their meetings on an annual basis; meetings will be advertised and open to the public and media. The Board will make the minutes of their meetings publically available.

Shetland Partnership Performance Group

The role of the Performance Group is to oversee the development and support the delivery of the Single Outcome agreement (SOA) through coordination across all relevant groups and agencies involved in community planning.

Remit

The Performance Group will:

- Assume accountability for preparing and delivering the SOA.
- Monitor and review progress reports on the outcomes contained in the SOA determining remedial action where necessary. This will include:
  - Tackling structural, process or bureaucratic barriers and risks to the achievement of the outcomes that have been identified and not resolved.
  - Identifying and responding to emerging issues that affect the assumptions upon which the SOA outcomes are based.
- Develop core processes for reviewing, monitoring and evaluating performance on an annual basis particularly in relation to the SOA.
- Ensure that partners embed SOA monitoring through their planning, resourcing and performance management processes.
- Approve partnership strategies and actions plans within the context of the SOA, as appropriate.
- Ensure the cross cutting themes of community engagement and prevention/early intervention are adequately reflected in the SOA.
- Oversee financial reporting associated with the SOA.
- Represent the partnership in negotiations with the Scottish Government regarding the SOA.
- Scrutinise the performance of Thematic Groups and task themed groups within their delegated authority.
- Make links to existing partnerships to ensure common purpose and avoid duplication.
- Scrutinise the use of resources.
- Operate on the principle of consensus having no power to direct the staff or allocate the resources of any of the partner agencies without the agreement of all participating agencies within their delegated authority.
- Carry out an annual review of Performance Group progress and membership.

The Performance Group can form project task groups to carry out the work.

Membership

The membership of the Performance Group will be open to the most senior officers with a community planning remit from member organisations of the Shetland Partnership. Representatives from each Theme Group and officers with a remit for cross cutting issues such as equalities, community engagement as invited:

1. Chief Executive and / or nominated Director Shetland Islands Council
2. Chief Executive and / or nominated senior officer NHS Shetland
3. Area Commander, Police Scotland
4. Local Senior Officer, Scottish Fire and Rescue Service

5. Area Manager HIE Shetland
6. Chief Executive Shetland Charitable Trust
7. Chief Executive Voluntary Action Shetland
8. Chair, or nominee, from each Thematic Partnership (if not already represented under another heading)

In attendance

9. Partnership Officer – Community Planning & Development, Shetland Islands Council
10. Executive Manager – Community Planning & Development, Shetland Islands Council
11. Senior Officers and chairs of theme groups or sub-groups as invited

Chair

A representative from a partner organisation will chair the Performance Group for the term of the 2013 – 2016 Single Outcome Agreement (until 2016).

A representative from a different partner organisation will be vice chair of the Performance Group for the same term.

Meetings

The Performance Group will meet at least four times per year. No business shall be dealt with at any meeting unless a quorum is present; the quorum for a meeting shall be three members, present in person.

If a quorum is not present within 15 minutes after the meeting start time, or if, during a meeting, a quorum ceases to be present, the meeting shall be adjourned to a time and place as may be fixed by the Chair.

If the Chair is not present within 15 minutes after the meeting start time, the members shall elect someone from among themselves to act as Chair of that meeting.

A simple majority of the votes cast shall decide all questions arising at any meeting. Every member shall have one vote, which (whether on a show of hands or on a secret ballot) must be given personally. Anyone 'in attendance' will not have any voting rights.

If there are an equal number of votes for, and against, any resolution, the Chair shall be entitled to a casting vote.

If a secret ballot is demanded, it shall be taken at the meeting and shall be conducted in such a manner as the Chair may direct; the result of the ballot shall be declared at the same meeting.

The Board shall ensure that minutes are made of all proceedings at all meetings; a minute shall include the names of those present, and (if possible) shall be signed by the Chair of the meeting.

Reporting

The Performance Group will report progress on the SOA to the Scottish Government, the Shetland Partnership and the Shetland community annually. In addition, they will report progress to the Board every three months. Reports to the Board will include:

- Progress on the SOA.
- Barriers and risks to the achievement of the outcomes.
- Emerging issues that affect the assumptions upon which priorities and outcomes are based.

Thematic Groups

The role of the Thematic Groups is to develop and ensure delivery of the relevant policy areas and associated outcomes of the Single Outcome Agreement.

Each theme priority may have a number of thematic groups. These vary in size, life span and purpose. Some are short life to provide a project team to a specific piece of work; others are operating at a strategic level and are relatively self-sufficient e.g. the Community Safety and Resilience Board.

Where there is a key existing group for a theme, this group will assume responsibility for this role. Where there are several key existing groups within an SOA theme with equal responsibility for this role, representatives from these groups will form an overarching Thematic Group to ensure delivery of respective responsibilities, or agree a lead Thematic Group with appropriate cross-representation.

Remit

The Thematic Groups will:

- Put actions in place, which will help the Shetland Partnership, achieve the strategic objectives of the Community Plan and the outcome areas of the SOA.
- Oversee the implementation of the agreed actions.
- Gather necessary performance information and report progress to the Performance Group and to the strategic groups in their thematic area.
- Monitor and evaluate performance against the agreed outcome indicators, highlighting areas for improvement and development.
- Identify and respond to emerging issues that affect the assumptions upon which actions are based, and to barriers and risks to the achievement of the outcomes.
- Act as a conduit between existing sub-groups within their remit to ensure a clear line of sight between current strategies and plans and the SOA.
- Monitor the effectiveness of partnership working arrangements and amend or create and implement new partnership working opportunities to support delivery of the outcomes.
- Identify issues and areas for development that will help shape future work, both strategically and operationally.
- Support and develop information sharing on key issues for Shetland, including identifying areas for further research.
- Contribute to the development of future SOAs, which will include:
    - Gathering evidence and agreeing local context.
    - Determining local priorities.
    - Identifying outcomes and outcome indicators.
    - Cross-referencing between planning groups.
    - Developing models to support delivery.
    - Aligning agreed actions into corporate / business plans.
    - Reviewing and monitoring performance.
- Ensure engagement with Elected Members, Boards and communities is in place to support the development and delivery of local outcomes and to

monitor progress.
- Ensure equalities and sustainability are adequately addressed and become mainstreamed into their work and informing their actions.
- To carry out an annual review of theme group progress and membership.

The thematic groups responsible for each outcome area in the Single Outcome Agreement are listed in the table below:

Outcome area	Thematic Group with responsibility
a – children and young people	Integrated Children & Young People Strategic Planning Group
b – health	Health Action Team
c – adults and older people	Community Health and Social Care Directorate
d – safety	Community Safety and Resilience Board
e – economy	Development Partnership
f – fairer	Fairer Shetland Partnership
g – environment	Environment Partnership
balance/resourcing	Shetland Partnership Resources Group

Membership
Membership based on key representatives from organisations and services that have a responsibility for delivering on outcomes within the SOA.

Chair
Chaired by nominated agency representative(s).

Schedule
Meet at least 4 times a year.

Reporting
Thematic Groups will report to their respective committees and boards, but will also report progress to the Performance Group quarterly. Performance Group Reports will include:
- Progress against actions, objectives and outcomes.
- Barriers and risks to the achievement of the outcomes (unresolved).
- Emerging issues that affect the assumptions upon which actions are based.

Decision Making

Decision Making

The Board is the main decision-making body within the Partnership. The Performance Group, Thematic Groups and the Council's Community Planning & Development Service advise and inform the Board.

The Council's Community Planning & Development Service undertakes the Council's statutory duty to initiate and maintain Community Planning processes and conducts research on request for the Board and the Performance Group.

All agendas and minutes of Board meetings are posted on the Shetland Islands Council website at: http://www.shetland.gov.uk/coins/

The Thematic Groups take decisions on matters pertaining to their specialist areas, but may refer to the Performance Group or Board any matters on which they require guidance or support. The Board may seek guidance from the appropriate thematic groups on any relevant strategic issues.

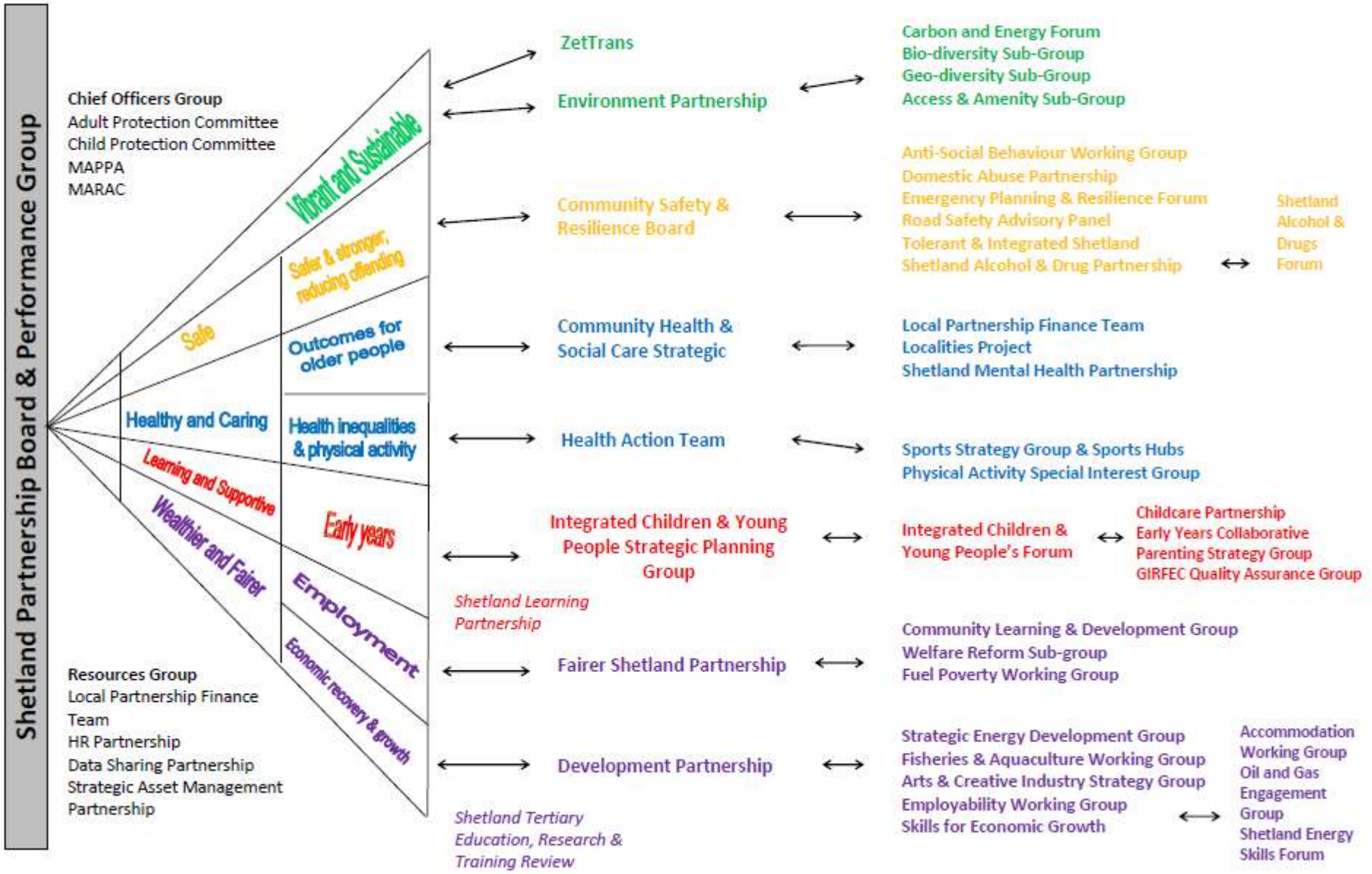
Within the council, actions and indicators arising from the SOA are included in the Corporate Plan and Directorate Plans where relevant. A number of Elected Members also sit on the Partnership Board as ward representatives or as representatives of bodies that participate in Community Planning (such as ZetTrans).

Within NHS Shetland, actions arising from the SOA will be included in the Local Delivery Plan, Corporate Action Plan and individual service plans, which are monitored monthly and reported formally through NHS Shetland's performance management and governance frameworks.

Other members of Shetland Community Planning Partnership are encouraged to embed actions arising from the SOA and Community Plan into their own organisational plans and scrutiny processes.

Performance and progress against the targets in the SOA is reported annually by the Shetland Partnership.

Shetland Partnership Strategic Group Structure



Involving Communities

Involving Communities

An understanding of how best to involve communities in community planning and decision making is crucial. To this end, the Shetland Partnership Board commissioned a research project in 2013 to explore how to strengthen community involvement in Shetland.

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 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 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 16th 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. Shetland Islands Council's Community Planning and Development Service are exploring 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.

2014 saw the publication of a series of policy proposals for improving community participation in Scottish democracy entitled 'Effective Democracy: Reconnecting with Communities'[1]. The Commission on Strengthening Local Democracy was established in 2013 as an independent body to address centralisation in Scottish democracy by putting more powers in the hands of communities. The culture the commission aims to challenge and change has three key characteristics; first, it was technocratic and bureaucratic rather than democratic and based on trying to get economies of scale and standardisation rather than responding to local diversity. Second, its design principle was top down and largely thought of local governance as a way of delivering nationally decided policy. Third, it treated citizens and communities as recipients of services, rather than as participants and co-producers of outcomes and democratic governance.

The Commission puts forward seven principles for building a stronger democracy:

1. The principle of sovereignty; Democratic power lies with people and communities who give some of that power to government and local government; not the other way round.
2. The principle of subsidiarity; decision should be taken as close to communities as possible, and the shape and form of local governance has to be right for the people it

[1] http://bit.ly/commissionlocal

serves.

3. The principle of transparency; democratic governance should be clear, understandable to communities with clean lines of accountability.
4. The principle of participation; all communities must be able to participate in the decision that effects their communities.
5. The principle of spheres not tiers of government; different spheres of democratic governance should have distinct jobs to do that are set out in competencies rather than depend on powers being handed down from higher levels of government.
6. The principle of interdependency; every sphere of governance has to support the other and none can be or should be self sufficient and self contained.
7. The principle of wellbeing; the purpose of all democratic governance is to improve outcomes for individuals and communities that empower it.

These recommendations and others from the Commission's report will be taken into consideration in strengthening community involvement here in Shetland and in the Partnership's development plans in the future.

In the meantime, the partnership has also developed a guide to ensure consistency in the way organisations involve local communities in Shetland. It is essential that an agency's relationship with communities is constructive and respectful. Therefore, this guidance is a reference and a learning source for those planning or wishing to carry out community engagement during the planning or delivery of services. It sets out the public and voluntary sector's approach to how dialogue and discussion with communities should take place, by establishing some guiding principles. The guide can be found at the link below.

http://www.shetland.gov.uk/policy/documents/CommunityConsultationEngagementGuide.pdf

Contacts

Contacts

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More information on community planning, the Shetland Partnership, and the community plan, can be found on our website:

http://www.shetland.gov.uk/communityplanning/community_planning.asp