

## Shetland Partnership Single Outcome Agreement 2013

***Outcome A – Shetland is the best place for children and young people to grow up.***

What OBJECTIVE within this outcome is being addressed	ACTIONS	WHEN will action be completed	Status
Effective early intervention and prevention to enable all our children and young people to have the best start in life.	<p>Undertake an early years stock take.</p> <p>Introduce the Early Years Collaborative programme with at least 3 families supported in the first year.</p> <p>Identify those most at risk of not achieving the outcome and take steps to prevent that risk materialising.</p> <p>Work to help parents, families and communities to develop their own solutions, using accessible high quality public services as required.</p>	<p>June 2013.</p> <p>December 2013.</p> <p>April 2014</p> <p>April 2014</p>	Complete
Effective early intervention and prevention to get it right for every child.	<p>Present the policy for Getting it right for every child to NHS Shetland and Shetland Islands Council for strategic approval.</p> <p>Ensure that there is a Getting It right for every child assessment and plan where there is a need for integrated working to support individual children and young people and their families.</p> <p>Establishment of Early Years Getting it right for every child outreach group and develop a pathway from pre-birth where there are clear needs for routes into a coordinated pathway.</p> <p>Need to audit Getting it right for every child plans which are in place and ensure early intervention happens at</p>	<p>March 2013.</p> <p>October 2014.</p> <p>April 2014.</p> <p>March 2014.</p>	Complete

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What OBJECTIVE within this outcome is being addressed	ACTIONS	WHEN will action be completed	Status
	earliest possible stage.		

What INDICATORS will be improved in this Outcome Area				
Indicator	Baseline	1 year Target	3 year Target	10 year Target
Estimated percentage of children in primary 1 with no obvious dental decay experience	TBA	TBA	TBA	TBA
Proportion of young people with substance misuse	TBA	TBA	TBA	TBA
Children (pre birth to 8) referred to reporter on care and protection grounds	TBA	TBA	TBA	TBA
Proportion of looked after children in positive destinations	TBA	TBA	TBA	TBA
Children have reached all of the expected developmental milestones at the time of the child's 27-30 month child health review.	TBA	TBA	TBA	TBA
Proportion of School Leavers in positive destinations	90.90%	91%	92%	95%
Proportion of positive Children's	100%	100%	100%	100%

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Services Inspections			
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	<b>Resources (Money / Staff Time / Assets) aligned to delivering these actions across the Shetland Partnership</b>
	All agencies involved in Getting it right for every child will have staff time dedicated to attending the meetings regarding the assessments and planning process. We are in the process of jointly reviewing the Children’s Change Fund spend, with a view to future joint planning, We have done some work towards a more aligned approach to spending to support families living in poverty and our GIRFEC and Early Years work will in due course align staff and resources.
	Although the Integrated Children and Young Peoples Strategy Group does not have integrated budgets yet joint commissioning is being considered. In some areas this is further advanced e.g. Child Protection.

	<b>Description of how the Shetland Partnership is moving to early intervention and prevention for this outcome</b>
	<p>Our Integrated Children &amp; Young People’s Service Plan 2011-14 includes the following local outcomes:</p> <ul style="list-style-type: none"> <li>• To shift from crisis intervention to prevention and early intervention;</li> <li>• To shift from service provision, to building the capacity, resilience and wellbeing of children and young people, parents, families and communities; and takes responsibility for the Early Years theme.</li> </ul> <p>We have therefore used the SOA to highlight the key messages of the Early Years Framework and local action to implement it, recognising that effective interventions in the early years can also generate significant financial savings at later stages, across the range of public and voluntary sector services. The outcome indicators are chosen to measure this in the longer term, and the local Children’s Plan details the work programme and the shorter term measures we are using to show progress. Specifically, the Early Years Collaborative is being introduced to achieve a decisive shift in how we work with families to make best use of resources and to achieve a real change in the quality of children’s lives. We have included a key indicator for the Collaborative in our SOA indicator set.</p> <p>In addition we recognise that universal services should be strengthened to improve early identification and intervention to better meet the needs of vulnerable children and families, and so our other key SOA priority is on the implementation of Getting it Right for Every Child.</p> <p>Some of the actions in other priority areas contribute to achieving a shift to prevention and early intervention with young people, such as support to families on budgeting to prevent crisis, refocusing the Youth Strategy on early intervention (reflected through the Community Learning and Development strategy in the section on the theme of Balance), and links to actions in the Fairer priority on work with families and developing community resilience.</p>

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	The Children's Plan is in the early stages of looking at integration, we have agreed a policy statement and committed to further work on joint commissioning
	<b>Arrangements for Community Engagement and community capacity building to deliver for themselves on this outcome</b>
	The Shetland Children's Plan includes a priority on participation of children and young people, and there are a range of activities taken forward in partnership that are progressing this. Local strengths include Youth Voice; local involvement in national projects such as Youth Parliament and A Right wee Blether; strengthening the role of Pupil Councils; a local research project into the effectiveness of early intervention strategies through peer research with teenagers which secured the participation of young people in community planning process; and the participation of young people in revising the Youth Strategy which is planned for 2013/14.
	<b>Scottish Government actions/ commitments required to deliver these outcomes</b>
	Proportionate approach to Early Years Collaborative.
	Coherence in national policy on Children's Change Fund and associated priorities.

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### *Outcome B – We live longer healthier lives*

What OBJECTIVE within this outcome is being addressed	ACTIONS	WHEN will Action be completed	Status
Healthy and Caring: Reducing Health Inequalities and Increasing Physical Activity	<ol style="list-style-type: none"> <li>1. A series of targeted local campaigns based on results of Drink Better survey and using social marketing techniques, including Pub Award, which aims to ultimately change the drinking culture and drinking environment in Shetland</li> <li>2. Redesign of the local substance misuse service to increase efficiency and target work more closely to achieve required outcomes (including both voluntary sector and NHS services).</li> </ol>	<p>At least three campaigns to run throughout year from April 13 to March 14.</p> <p>Proposed structure for redesigned service to be agreed by end April 2013 and fully implemented by end March 2014.</p>	
Healthy and Caring: Reducing Health Inequalities and Increasing Physical Activity	<ol style="list-style-type: none"> <li>1. Implement action plan developed from results of Health Needs Assessment on Smoking and Young people (which will be completed by March 2013 and involves working with young people in Shetland to understand why some never smoke; some try it but do not continue and others take up the habit.)</li> <li>2. Working with partners to further develop pre-conceptual care services to target smokers before they become pregnant and support them to quit; including development of a service in Mossbank, based in the school, alongside antenatal and family services.</li> <li>3. Further development of incentive schemes, particularly aimed at the most disadvantaged smokers, based on evaluation of SRT voucher scheme (which will be completed and action plan in place by 1<sup>st</sup> April)</li> </ol>	<p>Implementation of action plan through 13-14</p> <p>Fully developed and implemented by end March 2014</p> <p>Fully developed and implemented by end March 2014</p>	
Healthy and Caring:	1. Deliver training to health and voluntary sector staff in encouraging	End March 2014	

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What OBJECTIVE within this outcome is being addressed	ACTIONS	WHEN will Action be completed	Status
Reducing Health Inequalities and Increasing Physical Activity	<p>patients / clients to be more active. Aim is to deliver training to 25% of primary care staff in first instance, by end March 2014.</p> <p>2. Implementation of Sports Strategy, including specifically: Develop local community sports hubs in Shetland to ensure that local organisations are working together effectively, sharing resources and minimising duplication by end March 2014, with the aim of increasing participation in sport and physical activity. (Sports Scotland initiative – 3 yr funded Hub co-ordinator post, working in partnership primarily with SIC and SRT; also community groups, NHS and voluntary sector)</p> <p>3. Implementation of Active Lives Strategy, focusing on the aims to ‘Maintain, create and provide environments that encourage and support physical activity Shetland –wide, making the best use of assets’: and ‘Improve partnership working on physical activity’.</p> <p>One specific action is :  ‘Engagement with the Shetland community to take action on working towards increasing physical activity’. We want to work in partnership through the Community Engagement Network to support local communities to make best use of their outdoor space through actions such as creating and improving paths; ‘green gyms’; improving access; and reducing other barriers to outdoor activity particularly for the most vulnerable and excluded groups in the community.</p>	<p>3 year initiative 2013-15</p> <p>Effective community engagement by end 2014; with at least two new specific local projects in progress by end March 2014</p>	

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What INDICATORS will be improved in this Outcome Area				
Indicator	Baseline	1 year Target	3 year Target	10 year Target
Physical activity levels	41%	44% by 2015	47% by 2019	50% by 2022
Number of alcohol related hospital admissions	689/100k	600/100k	500/100k	300 / 100k
Percentage of adults who smoke	15%	N/A	10% by 2015	5% by 2022

Resources (Money / Staff Time / Assets) aligned to delivering these actions across the Shetland Partnership	
	<p><b>Drugs and Alcohol</b>                      SDAP Funding for drug and alcohol services                      Alcohol and Drug Development Officer                      Licensing Board</p>
	<p><b>Smoking</b>                      Smoking cessation funding (as part of Effective Prevention Bundle allocated to NHS Shetland)                      NHS Shetland Health Improvement Team                      NHS Shetland Child and Family (including maternity ) services                      Staff time from partner organisations – SIC Environmental Health &amp; Trading Standards; Education and Youth Services: SYIS</p>
	<p><b>Physical Activity</b>                      NHS Shetland Health Improvement Team                      NHS Shetland primary and secondary care - staff time for training                      Voluntary sector – staff time</p> <p><b>Sports Hubs</b>                      Sports Scotland funding for co-ordinator                      SRT and SIC (Active Schools. Sports and Leisure) - staff time                      NHS Shetland Health Improvement Team – staff time</p>

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	<p>Voluntary sector – volunteer and staff time          Community groups – volunteer time          SRT assets</p> <p><b>Outdoor Activity</b>          Scottish Natural Heritage, Amenity Trust and other partners involved in the Environmental Action Team          SIC Planning staff, specifically Access Officer, and Environmental Health staff          SIC Community Development staff          Community Engagement Network          Community Councils – community councillor time          Voluntary sector – volunteer and staff time          Community groups and individuals – volunteer time          External funding for specific projects will be applied for as appropriate – e.g. from Lottery, national organisations</p>
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	<b>Description of how the Shetland Partnership is moving to early intervention and prevention for this outcome</b>
	<p>Early intervention and prevention is core to health improvement activity. Specific areas of work within this SOA include:</p> <ul style="list-style-type: none"> <li>• working in partnership to change drinking culture and environment in Shetland with the long term aim of preventing alcohol problems in the future</li> <li>• working with young people to understand motivations behind risk taking behaviour ,with smoking and not smoking as a key example</li> <li>• pre-conceptual work to change behaviour and maximise health before women become pregnant which links to our work on Early Years</li> <li>• working in partnership with communities and other organisations to promote physical activity, including both sport / ‘organised’ activity and less formal outdoor activity to increase access and make regular physical activity (in whatever form) the ‘norm’ for people in Shetland . This links with work on the environment and sustainability.</li> </ul> <p>Partnership working on prevention and health improvement is well established in Shetland through the Strategic Partnership of the Health Action Team and other programme specific strategy groups, and through joint training and development. Work to overcome barriers to change includes influencing policy through health impact assessment of strategies and policies, and contributing to the wider impact assessment work to address inequalities.</p> <p>In terms of physical activity, the focus of our work is to enable inactive people to become more active, rather than supporting those who are already ‘sporty’ or otherwise very active. This is clearly targeted on preventing problems associated with inactivity including obesity, diabetes and cardiovascular disease, as well as promoting mental health. Further development of partnership working links a much broader range of partners, in addition to those dedicated to physical activity or sport such as the Shetland Recreational Trust and Active Schools. This means working with partners such as Scottish Natural Heritage, Shetland Amenity Trust and the Council Planning Department to maximise the use of natural resources in Shetland and break down the barriers to physical activity.</p>



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	<p>These may be physical, such as lack of safe walking routes; lack of information about what is available; financial barriers and more subtle issues such as an individual's lack of confidence or self esteem. We want to particularly encourage families and younger people out doors, to be physically active together, to change culture and embed activity into people's lives.</p> <p>In other areas, we are shifting from dealing with problems to prevention and early intervention. A good example is smoking: in the past we have invested our efforts in a now very successful smoking cessation service, which has been focused within the NHS, alongside traditional health promotion partnerships for example with schools. The shift to prevention is a new focus to work more with young people to prevent smoking in the first place, but also intervene early and support them to give up smoking before it becomes an ingrained habit leading to lifelong addiction. This involves working through wider partnerships in education, youth services, trading standards and voluntary sector, and of course with young people themselves.</p>
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	<b>Arrangements for Community Engagement and community capacity building to deliver for themselves on this outcome</b>
	<p>Community engagement on tackling alcohol issues through Drink Better campaign and survey</p> <p>Community engagement with development of outreach child and family services in Mossbank</p> <p>Engagement with young people specifically as part of the Health Needs Assessment on smoking and young people.</p> <p>Extensive community engagement on the development of the Sports hubs – through development of local committees made up of community group representatives and local staff</p> <p>The third Physical Activity action is specifically about community engagement to support communities themselves to increase outdoor activity and use of outdoor space</p> <p>There are close links between all health improvement work and community engagement</p>

	<b>Scottish Government actions/ commitments required to deliver these outcomes</b>
	Continuation of Effective Prevention Bundle funding and SDAP funding
	Alcohol Minimum Pricing
	<p>Tax on 'soft' fizzy drinks</p> <p>Mandatory food labelling</p> <p>Requirement for publically funded (not just public sector) organisations that provide / sell food to follow appropriate nutritional guidelines</p>

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### *Outcome C – People are supported to be active and independent throughout adulthood and in older age*

What OBJECTIVE within this outcome is being addressed	What (SMART) ACTIONS will be implemented to improve this	WHEN will action be completed	Status
Developing Locality based resource allocation and management.	<p>We will recruit a Locality Development Manager.</p> <p>We will identify all current resources within identified localities and map current utilisation.</p> <p>Have locality based engagement events to identify best use of resources per locality</p> <p>Will have developed Locality Service Plans.</p>	PiD which highlights key milestones will be agreed by end of March 2013 and implemented throughout 13/14	
Addressing our housing needs.	<p>Work with a range of partners to provide housing support to vulnerable members of our communities, focusing on the importance of support at home to maintain residence in the community.</p> <p>To ensure that all available housing stock is adapted to maximise utilisation.</p>	March 2014	
Developing Self Directed Support Strategy	Recruit a Project Manager to embed legislation into a Shetland Strategy	March 2014	Complete – capacity was found within existing resources, so a Project Manager was not required
Developing Third Sector	<p>We will work with our third sector colleagues to develop a shared understanding of current and future needs in supporting people to remain active and independent.</p> <p>Through Reshaping Care Commissioning we will develop</p>		

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What OBJECTIVE within this outcome is being addressed	What (SMART) ACTIONS will be implemented to improve this	WHEN will action be completed	Status
	further plans that will support decommissioning tradition service models and invest in models of support managed by the third sector partnerships.		

What INDICATORS will be improved in this Outcome Area				
Indicator	Baseline	1 year Target	3 year Target	10 year Target
End of Life Care	90.60%	91%	93%	100%
Care at Home	54.50%	TBA	TBA	TBA

Resources (Money / Staff Time / Assets) aligned to delivering these actions across the Shetland Partnership
We will have two specific Project Posts that will be funded via Change Fund Money and through money we have and are to receive from Government to develop SDS Strategy.
Change Fund & SDS Money

Description of how the Shetland Partnership is moving to early intervention and prevention for this outcome
Our priority within the SOA is to move away from the historical focus of care in services for adults and older people, to increase independence through adulthood and in older age, with a focus on prevention / early intervention. By adopting and embedding a philosophy of reablement and enablement we also support the prevention of further dependency and early relapse. Prevention is core to the Community Health and Care Partnership Agreement in Shetland, and to the use of the Change Fund programme locally in looking at other ways to support people, and ways in which people can support themselves. For instance through natural networks of support, assistive technology, developing more accessible housing, redesigning overprovision to target to those in greatest need, and increasing income through developing a revised charging policy to support ongoing service provision. We are explicitly planning to reduce future demand in terms of care home capacity, and in changing the culture of expectation in public sector provision.

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	<p>We are currently looking at more assertive commissioning for Reshaping Care including models of Intermediate Care, supporting initiatives from the third sector, and anticipatory care planning. This aims to increase the independence of people who we are planning care for, through an element of prevention for all people with measurable outcomes such as avoiding hospital stays.</p> <p>We have identified a range of barriers to change including staff attitudes, the need for training on reablement, and translating the technical language to be more accessible to the public and other partners; for instance talking about getting folk back on their feet and reducing the intrusion of services into people's lives, making services more supportive and under the control of the individual.</p> <p>To support the change in culture from one of care to one of support, we are developing a local strategy on self directed support. We recognize some barriers to change, such as the challenge of giving up control from the statutory sector. Current work to overcome this includes working with the third sector, regaining trust and building relationships in some areas of service.</p> <p>Engagement with stakeholders will help us decide how much our current plans will be successful or whether there is more that needs to be done. We expect that communities will come up with their own solutions which will challenge us to think differently in our planning. For instance, engagement on the draft charging policy is planned with the community and external stakeholders such as Community Councils.</p> <p>This work is taking place in the context of Integration in line with government policy. The SOA builds on our strengths of joint commissioning through the CHCP Agreement, and jointly managed community health and care services. We are also considering further integration of governance arrangements, and joint budget setting between the NHS and Local Authority.</p>
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	<b>Arrangements for Community Engagement and community capacity building to deliver for themselves on this outcome</b>
	<p>We have funding some work this year to develop scope Community Capacity and will continue to work with Third Sector partners and Community Planning to maximise this.</p> <p>We are developing scheduled events throughout the year for various Community Engagement events.</p>

	<b>Scottish Government actions/ commitments required to deliver these outcomes</b>
	<p>SDS Strategy Reshaping Older Peoples Care Health &amp; Social Care Integration.</p>

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***Outcome D – Shetland stays a safe place to live, and we have strong, resilient and supportive communities***

What OBJECTIVE within this outcome is being addressed	ACTIONS	WHEN will action be completed	Status
Promote public confidence by decreasing the fear of crime	During the year Police Officers will report to, and contact prior to, or attend all community council meetings. Subsequently they will submit a community consultation form through to the Police Area Commander. The information contained in these forms will be used to identify community priorities.	March 2014	Complete – van deployed
	Develop, implement and use the police-funded Community Contact Van as a multi-agency contact point throughout the isles	June 2013	
	Police will continue to increase the number of licensed premise checks and high visibility patrols (statistics to evidence this work will be reported to the Shetland Community Safety Board)	Ongoing	
	Implement a Pub Watch Scheme to target the outcomes of alcohol abuse and antisocial behaviour.	March 2014	
	Tackle substance misuse by focusing resources on those involved in the supply and possession of drugs.	Ongoing	

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What OBJECTIVE within this outcome is being addressed	ACTIONS	WHEN will action be completed	Status
	<p>Work will include:</p> <ul style="list-style-type: none"> <li>• Increased positive drug searches</li> <li>• Increased educational/public awareness inputs</li> <li>• Increased tasking (searches and educational visits) of the Dogs Against Drugs resources to ensure the maximum use of this community-funded resource</li> </ul> <p>Increase access to substance misuse services and offender work programmes</p>	Ongoing	
Work with partners to support and contribute to reducing offending and prevent victimisation	<p>Domestic incidents will be reviewed on a daily basis as part of the Area Command (Shetland) and divisional (Highlands &amp; Islands) tactical process. They will be subject to a weekly audit by the North PPU Inspector and direct tasking from the Police Area Operational Inspector. This will ensure incidents of domestic abuse are identified, investigated and managed effectively in line with National Standards at an Area Command and Divisional level.</p> <p>The Shetland Domestic Abuse Partnership will implement the MARAC (Multi-Agency Risk Assessment Conference) process in Shetland. This will maintain the focus on protecting all victims of domestic abuse through the management of risk.</p> <p>Promote Victim Support Shetland through the Shetland Community Safety Board, partner agencies and the wider community to improve the support provided to victims of crime and major incidents</p> <p>Reduce 1 year reconviction rates by 5%</p>	<p>April 2013</p> <p>September 2013</p> <p>Ongoing</p>	<p>Complete – MARAC process now fully implemented in Shetland</p> <p>Complete – VSS presented to Shetland Community Safety Board. Promotion through social media ongoing</p>

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What OBJECTIVE within this outcome is being addressed	ACTIONS	WHEN will action be completed	Status
	<p>Promote early intervention/ preventative work with 16 &amp; 17 year olds who offend as part of the whole system approach.</p>		
<p>Keep people safe on our roads</p>	<p>The Shetland Community Safety Board and partner agencies will work to achieve the Scottish Government's road casualty reduction targets for 2020 as set out in <i>Go Safe on Scotland's Roads - It's Everyone's Responsibility</i></p> <p>Detection work, related to "road safety" will include:</p> <ul style="list-style-type: none"> <li>• Increase the number of people detected for drink/drug driving offences.</li> <li>• Increase the number of people detected for seat belt offences.</li> <li>• Increase the number of people detected for mobile phone offences</li> <li>• Increase the number of people detected speeding and driving inappropriately.</li> </ul> <p>Diversion work, related to "road safety" will include:</p> <ul style="list-style-type: none"> <li>• Partner agencies will positively engage with road users to promote road safety awareness. Events will include - display at the auto show (April 2013), display at the Scottish Cycle week event (June 2013), display at some country fairs, a minimum of four road safety awareness campaigns during the year.</li> <li>• Partner agencies, through the Shetland Community Safety Board, will implement the Driving Ambition educational programme before</li> </ul>	<p>Ongoing</p> <p>March 2014</p> <p>April 2013</p> <p>June 2013</p> <p>November 2013</p>	

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What OBJECTIVE within this outcome is being addressed	ACTIONS	WHEN will action be completed	Status
	the end of 2013		
Working with partners to reduce the number of deliberate fires in Shetland	<p>Work with partners in delivering key safety advice to identified or known at risk groups/areas</p> <p>Work closely with Police Scotland and within the agreed protocols when conducting fire investigations and where appropriate sharing the findings of investigations with key agencies and/or organisations</p> <p>Delivery of fire setting Intervention Scheme to reduce deliberate fire setting (one to one intervention scheme delivered by SFRS with appropriate individuals)</p>	March 2014	
Working with partners to reduce the number of accidental fires in Shetland	<p>Provide free home fire safety checks to any household within Shetland on request</p> <p>Proactively target known risk groups and offer free home fire safety checks through operational intelligence, safety assessments or partner referrals</p> <p>Conduct legislative Fire Safety Enforcement activities for all appropriate non domestic premises in line with the Scottish Fire and Rescue Service strategic objectives</p> <p>Deliver community and fire safety advice to identified 'at risk' groups/areas</p> <p>Conduct Post Domestic Incident Response activities following all significant domestic fires</p>	March 2014	



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What OBJECTIVE within this outcome is being addressed	ACTIONS	WHEN will action be completed	Status
	Conduct post fire audit activities following all non domestic fires within relevant premises		
Emergency Plans for Communities in Shetland – recognition that community members can provide the solutions themselves	Attend Community Council meetings to promote and help develop emergency plans for communities	Ongoing through 2013/14	
That the new National Contingency Plan for Marine Pollution from Shipping and Offshore Installations is fit for purpose	Ensure that members of the Community Safety Board and other interested parties and organisations (in Shetland) can respond to the consultation on the new National Contingency Plan when it is issued	2013	

What INDICATORS will be improved in this Outcome Area				
Indicator	Baseline	1 year Target	3 year Target	10 year Target
Recorded Crime Rates	300 per 10,000 pop	280	260	240
Perceptions about safety	99%	99%	99%	99%
Reconviction rates	22.40%	5% reduction	5% reduction	5% reduction
Deaths, Serious and Slight Injuries on Shetland's roads	46	TBA	TBA	TBA
Number of Fires	13	10% reduction	TBA	TBA

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Perceptions of Neighbourhood	97.60%	99%	99%
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	<b>Resources (Money/Staff Time/Assets) aligned to delivering these actions across the Shetland Partnership</b>
	<ul style="list-style-type: none"> <li>• 1 x F/T Community Safety Officer (SIC) and 1 P/T Interventions Officer (Police Scotland)</li> <li>• 1 x F/T Emergency Planning &amp; Resilience Officer (SIC)(Civil Contingencies element of GAE for Shetland is £73,000)</li> <li>• Representation at Strategic Level of Category 1 Responders (Police, Fire, Ambulance, NHS, Coastguard, SEPA &amp; SIC)</li> <li>• Representation and participation of Category 2 Responders (utilities, transport, port authorities &amp; voluntary organisations)</li> <li>• Fully equipped Emergency Response Centre, currently provided by the Shetland Islands Council</li> <li>• Community Contact Van</li> <li>• Dogs Against Drugs staff &amp; assets</li> <li>• Appropriately tasked police officers and police staff</li> <li>• 2 x P/T Neighbourhood Support Workers</li> <li>• 1 x F/T Antisocial Behaviour Co-ordinator</li> <li>• 1 x P/T Road Safety Officer (Education)</li> <li>• 1 x F/T Roads Engineer (Engineering)</li> </ul>
	<b>Description of how the Shetland Partnership is moving to early intervention and prevention for this outcome</b>
	<p>The core of much of the local work on making Shetland safer is prevention and early intervention. The Community Safety Board will have, as its driving force, the <i>Safer</i> strand of the Shetland Performance Framework, taking into account the principles of prevention, early intervention and partnership working. The Board engages with, and supports, a range of strategic partnerships that deliver on themes within the Safer strand: the Shetland Domestic Abuse Partnership, the Shetland Emergency Planning Forum, the Road Safety Advisory Panel and the Antisocial Behaviour Working Group, the Northern Community Justice Authority, the Shetland Alcohol &amp; Drugs Partnership and Adult and Child Protection Committees.</p> <p>Activity to make Shetland safer is clear in its focus and based on a good understanding of the local communities concerns through local strategic assessments.</p> <p>Partnership working on this theme aims to prevent harm in the short and long term through changing the culture of alcohol use in Shetland, through its Protection work with children and vulnerable adults, through work on antisocial behaviour (which links to the theme of Early Years) and through the SOA priorities of accident prevention, reducing offending and preventing victimization, and reducing the fear of crime.</p>

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	<p>The SOA actions link directly to improving outcomes, for instance in reducing the fear of crime through use of the Community Van to improve visibility and make services more accessible within local communities. Another example is in early intervention to reduce risks or prevent risks escalating, for instance implementation of the MARAC process throughout Shetland for high risk victims of domestic abuse, stalking and honour-based violence, and preventing secondary offending. Action on Domestic Abuse includes training of front-line staff which is commissioned and delivered in partnership, and focuses on early intervention in not only recognising victims but also risk assessment for protection from more extreme harm. The prevention work includes the rolling programme of work in schools and with young people on relationships and respect. The Respect programme is a perpetrator programme for DA working with perpetrators (while Women’s Aid support the victims and their children) to reduce risk of future harm. Other examples are reducing reoffending through diversion of young people through a multi-agency approach of intensive intervention; and victim support work to increase resilience.</p> <p>Barriers to progress that are recognized include the context of tightening budgets in the public sector, and protecting developments that need pump priming before the longer term benefits are delivered. Much of this work links to other priorities, particularly early years including pre-birth, and one of the local advantages is of a small system where staff are often working across themes.</p> <p>Joint use of resources on prevention and early intervention is well developed in some areas such as substance misuse and Protection work both of which are jointly commissioned. It is being developed in other areas such as the MARAC work, the Driving Ambition project which is interagency working with 16/ 17 yr olds, and there are other areas where the plan is led by police but increasingly delivered in partnership.</p>
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	<p><b>Arrangements for Community Engagement and community capacity building to deliver for themselves on this outcome</b></p>
	<p>There are 7 Elected Members sitting on the Community Safety Board – one from each Council ward, who will represent their area when discussing community safety and resilience issues.</p> <p>Chief Inspector is in the process of meeting every Community Council to discuss the Local Policing Plan 2013-2014 and seek their views on what issues face their areas for inclusion in the 2014-2015 Policing Plan.</p> <p>Further work is being done to develop new engagement arrangements with other, currently, less engaged sections of the community.</p> <p>Emergency Planning has delivered a report to the Association of Shetland Community Councils on Community Resilience. This strand of work will be progressed through the community workers with individual Community Councils supported by the Emergency Planning &amp; Resilience Service of the Council.</p>

	<p><b>Scottish Government actions/commitments required to deliver these outcomes</b></p>
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<p>Violence Against Women funding secured for 2012-2015 to develop and implement the MARAC process in Shetland</p> <p>The Scottish Government's Resilience Division is very active in the promotion of resilience, response and recovery. They support Resilience Partnerships (Shetland is a part of the North of Scotland Resilience Partnership) and through their publication <i>Preparing Scotland</i> supported with additional guidance on specific subjects, i.e. Community Resilience, Business Resilience, Care for People and their Ready Scotland website: <a href="http://www.readyscotland.org/are-you-ready/">http://www.readyscotland.org/are-you-ready/</a></p> <p>Commitment to maintenance of local police numbers</p>
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### Abbreviations

CJSW – Criminal Justice Social Work

MARAC – Multi-Agency Risk Assessment Conference

NCJA – Northern Community Justice Authority

SAS – Scottish Ambulance Service

SDAP – Shetland Domestic Abuse Partnership

SF&RS – Scottish Fire & Rescue Service

SIC – Shetland Islands Council

## Shetland Partnership Single Outcome Agreement 2013

***Outcome 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.***

What OBJECTIVE within this outcome is being addressed	ACTIONS	WHEN will action be completed	Status
A more diverse business base	<p>Create and implement a Renewable Energy Development Plan 2014-20, by March 2014, which will:</p> <ul style="list-style-type: none"> <li>• Provide a spatial and community context to the developing renewable energy industry;</li> <li>• Seek a balance between inward investment and indigenous community projects; and</li> <li>• Define Shetland’s proposition as a test site for RE developments</li> <li>• Key milestones:                             <ul style="list-style-type: none"> <li>○ Establishment of Shetland Energy Group with industry and community representation by September 2013.</li> <li>○ Community Benefit Policy finalised – Date TBC</li> <li>○ Plan is dependent on Interconnector delivery- end 2014.</li> <li>○ Measurement data/targets to be defined by 2015.</li> </ul> </li> </ul> <p>Create working group and develop a five year plan to attract people to Shetland to live, work, study and invest.</p> <ul style="list-style-type: none"> <li>• Key milestones                             <ul style="list-style-type: none"> <li>○ Create working group by June 2013</li> <li>○ Develop an evidence based on skills and people shortage in the private sector</li> <li>○ Tertiary Education Review end of July 2013</li> <li>○ Finalise plan by end December 2013</li> </ul> </li> </ul>	2020	





## Shetland Partnership Single Outcome Agreement 2013

Businesses start up rate (per 1,000 population)	4.5	4.5	5	5
Employment Rate	82.90%	85%	85%	85%
Proportion on out of work benefits (JSA or equivalent)	1.50%	1.5%	1.3%	1.2%
Average (Median) Earnings	£546.10	£560.84	£591.54	£712.82
Skill profile of the population (% of 16 - 64 qualified at NVQ1 level or above)	86.10%	87%	89%	92%
Skill profile of the population (% of 16 - 64 qualified at NVQ4 level or above)	31.40%	32%	35%	37%
Youth out of work Claimant Count	3.50%	3.00%	2.00%	1.20%
Number of New Homes	77	110	110	110
Number of Social Housing Completions	20	60	60	60
CO2 Emissions per Capita (tonnes)	8.84	8.5	8	7.5

	<b>Resources (Money / Staff Time / Assets) aligned to delivering these actions across the Shetland Partnership</b>
	All partners have committed staff time to the above objectives.
	HIE, SIC and Fairer Shetland Partnership resources committed to community capacity building and development.
	SIC resources committed to undertake studies and research to establish the evidence base e.g. Input/Output Study, Tertiary Education Review, and Housing Needs Demand Assessment.



## Shetland Partnership Single Outcome Agreement 2013

	<b>Description of how the Shetland Partnership is moving to early intervention and prevention for this outcome</b>
	<p><b>Economy and employment</b></p> <p>This section of the SOA is firmly based on prevention and early intervention. Without the actions included in the SOA, Shetland’s economy would remain narrowly focussed and vulnerable to external pressures and influences outwith our control, and Shetland’s remote communities would remain highly dependent on public sector subsidy. We would also expect to have a disproportionate number of young people and women out of work.</p> <p>Shetland has historically operated with strong partnerships between the public &amp; private sectors in a number of areas, looking not only to Scotland but also beyond. The SOA actions are clearly linked to positive outcomes in terms of recruitment both within the public sector and industry, developing a wider and more robust business base, preventing the loss of some business sectors, maintaining high employment, and attracting people to work and live in Shetland so increasing the population with a direct positive impact on the local economy. There are also key links to other key priorities such as sustainability and having a clear plan for renewable energy.</p> <p>The focus on prevention includes having the capacity locally to get into industries at an early stage ,for example technology industries , and needs a shift from seeing Shetland as a last resort place to work but rather as a valuable experience for professionals. There are areas within the SOA where plans need to be further developed on this, for instance working with Promote Shetland. If we collectively continue to fail to attract good quality people and are unable to recruit to key posts we will lose the capacity as a community to be at the forefront of development and have competitive advantage in key sectors.</p> <p>Some of the potential barriers to progress that have been identified include the need to focus to achieve change, given the range of issues facing the public sector, and the value of the SOA in giving key priorities to drive partnership working embedded in core business. For instance, we have made progress in single agencies aligning resources to the big priorities such as the SIC Change Management project, and the step change that is required is for the Community Planning Partnership to grasp this collectively.</p> <p>There is still work to be done in refining current plans, where actions need to be smarter, and where there needs to be further development to build on elements of good partnership working e.g. with the oil industry. There is further scope for exploring joint resources in partnership, and further community project planning to engage with partners. This exists to some extent in Local Plans e.g. spatial planning for wind turbines, with some elements needing more work as set out in the SOA. Key local priorities for success include developing local priorities for our remote &amp; fragile communities within Shetland, developing models for community benefit, and further work on controlling costs and releasing savings, though for the priority of economic development, the focus is on investment and maximising outcomes from limited resources.</p>
	<b>Arrangements for Community Engagement and community capacity building to deliver for themselves on this outcome</b>
	<p>Individual agencies (e.g. HIE; SIC Economic Development and SIC Community Development) within the Development Partnership already engage heavily with communities and businesses, however a forward agenda item is to map where partner are engaging and to assess whether any gaps exist. Supporting community capacity building is core to achieving the “More resilient and sustainable communities and community enterprises across Shetland” objective.</p>
	<b>Scottish Government actions/ commitments required to deliver these outcomes</b>

## Shetland Partnership Single Outcome Agreement 2013

	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
	Commitment from Scottish Government to resolve Shetland's historic housing debt (£40 million)
	Maintain and improve the existing ferry and air links between Shetland and mainland Scotland which are vital to Shetland's economy and design and specify those services in partnership with the Shetland Community.

## Shetland Partnership Single Outcome Agreement 2013

***Outcome 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***

What OBJECTIVE within this outcome is being addressed	ACTIONS	WHEN will action be completed	Status
To Support Households to Maximise their Income	<p>Support households through the changes and impacts resulting from Welfare Reform (see action plan, including communication, online assistance, money advice and work related support):</p> <ul style="list-style-type: none"> <li>- Detailed training complete;</li> <li>- Support establishment of financial inclusion products necessary for reforms.</li> </ul> <p>Developing a thrifty approach to reduce household bills:</p> <ul style="list-style-type: none"> <li>- Conclude first stage of Grow Your Own Project and prepare for rollout.</li> <li>- Rollout Come Dine with me Project.</li> </ul>	<p>October 2013</p> <p>December 2013</p> <p>September 2013</p> <p>September 2014</p> <p>June 2013</p>	
To Provide the Right Support at the Right Time to Enable Each Individual to Access Long-Term Employment Opportunities	<p>Provide clear information about the roles and responsibilities of organisations.</p> <p>Carry out an analysis of the employability pipeline and commit to identify and remove duplication, alongside establishing the best use of resources, implementing an outcomes monitoring framework and finding ways to fill identified gaps (e.g. lack of therapeutic or supporting employment workplaces).</p> <p>Review and develop proposals for improved employer engagement.</p>	<p>April 2013</p> <p>June 2013</p> <p>June 2013</p> <p>September 2013</p>	
To Work with Individuals to Improve their Life Chances	<p>Develop and Implement a LIFE type model to support the most vulnerable and chaotic families, requiring investment and changes to</p>	<p>January 2014</p>	

## Shetland Partnership Single Outcome Agreement 2013

What OBJECTIVE within this outcome is being addressed	ACTIONS	WHEN will action be completed	Status
	ways of working.  Support Poverty Sensitive Decision-Making within all agencies, through the Integrated Impact Assessment.	September 2013	
To Provide Opportunities to Develop Positive Community Connections, enabling people to feel part of their community take part in activities	Deliver Training to 50 Front-Line Staff.  Roll-out Pilot Projects to another 4 areas of Shetland.  Incorporate Tools into GIRFEC and WYFY.	End of March 2014  December 2013	Complete

What INDICATORS will be improved in this Outcome Area				
Indicator	Baseline	1 year Target	3 year Target	10 year Target
Proportion of total population who are income deprived	7%	7%	7%	7%
Proportion of households living in fuel poverty	38.50%	38.50%	38.50%	38.50%
Proportion of children in income deprived families	6.70%	6.70%	6.70%	6.70%
Percentage of Households Coping Well Financially	64.1	64.1	64.1	64.1
Percentage of Adults with some savings	83.2	83.2	83.2	83.2

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Proportion of School Leavers in positive destinations	90.90%	91%	92%	95%
Youth out of work Claimant Count	3.50%	3.00%	2.00%	1.20%

	<b>Resources (Money / Staff Time / Assets) aligned to delivering these actions across the Shetland Partnership</b>
	0.67 FTE of direct staff time.
	£165,000: SLAs with MOEP, Shetland Befriending Scheme, Shetland Community Bike Project, CAB, Parent Link Shetland / £50,000 for Community Development Organisations / £50,000 for early intervention support to individuals and families, particularly to support access to social opportunities.
	<b>Description of how the Shetland Partnership is moving to early intervention and prevention for this outcome</b>
	<p><b>Fairer</b></p> <p>The approach of the Fairer Shetland Partnership is very actively focussed on early intervention and prevention, and this includes:</p> <ul style="list-style-type: none"> <li>- The development of support to chaotic families;</li> <li>- The development of community connections;</li> <li>- The administration of a scheme to support individuals improve their life-chances through early intervention;</li> <li>- Work in partnership to reduce stigma in Shetland.</li> </ul> <p>These actions have clear links to positive outcomes – people feeling part of their community, improving their quality of life, and preventing crisis. Success is measured in the short term through impact measures such as on participation, e.g. involvement in out of school activities for 7-9 year olds, with clear longer term outcome measures as SOA indicators. We are applying the evidence of effective initiatives, such as the benefits of engagement in communities, i.e. social capital that improves quality of life. Developing children’s capacity in this helps prevent poor outcomes later in life, building skills that help strengthen communities themselves, reducing stigma, and giving communities permission to function in a more inclusive and collaborative way. Local programmes also focus on families in greatest need through a community based approach, which links to the Early Years priority, and local actions on these two themes are complementary.</p> <p>Our tendency has been to do good work on individuals with chaotic lifestyles, but we have not been effective historically in changing the underlying reasons and supporting whole families to bring about fundamental change in their quality of life. Our planned actions on early intervention are designed to overcome barriers for individuals and solve problems at a very practical level with a focus on shifting services to better meet needs, for instance supporting a childcare qualification to make a mother financially independent; using community minibuses to access youth clubs for children in remote areas whose families can’t afford transport. These interventions are designed to reduce future spend on services that has been achieved elsewhere.</p>

## Shetland Partnership Single Outcome Agreement 2013

	<p>- This work has been developed and is enacted in a fairly mature partnership. Having developed around the principles of shared resources, it is now taking a partnership approach on new challenges such as dealing with Welfare Reform. However for mainstream services which have the potential for impact on making Shetland a fairer place to live, we still have a long way to go - the challenge is to consider inequalities in everything that is done, and getting a focus on the 10% of the population in greatest need. This is being progressed through a strategic approach to Impact assessment of policies, and working within organisations to shift services in this direction with some success – there are an increasing number of examples where individual champions are integrating their work across the range of mainstream services.</p>
	<p><b>Arrangements for Community Engagement and community capacity building to deliver for themselves on this outcome</b></p>
	<p>EPIC project provided an opportunity for clients to have two days to comment on the approach and work of the Fairer Shetland Partnership. Feedback has been used to develop objectives and actions for 2013/14. Projects within the Thrifty Living Project include development of skills for growing and cooking food.</p>
	<p><b>Scottish Government actions/ commitments required to deliver these outcomes</b></p>
	<p>Continue to support approaches at the level of individuals and families, which are most effective within remote and rural areas.</p>
	<p>Recognise and assist re disproportionate impact of Welfare Reform on remote and rural areas.</p>

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***Outcome 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.***

What OBJECTIVE within this outcome is being addressed	ACTIONS	WHEN will action be completed	Status
Sustainability and balance are achieved through limiting harmful impacts on the environment by Partners using their resources efficiently	Develop and deliver a Carbon Management Plan for Shetland Islands Council and for each of the Shetland Partnership organisations. A publicly available Plan in place for all and action plans being implemented.	2015/16	
There is an agreed Plan to protect and enhance the environment in all its aspects	Review and implement the "Towards a Greener Shetland" Environmental Strategy. Publicly available plan in place for all and actions being implemented.	2015	
Shetland Islands Council and the Shetland Partnership actively engages with the community to achieve the necessary understanding of mitigation and adaption requirements under	Shetland wide audit/engagement exercise is delivered to assess the effects (both current and anticipated) of climate change in all of Shetland's communities	2014/15	

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the Climate Change (Scotland) Act 2009			
Identified effects of climate change are prepared for and tackled through concentrated partnership working	Local Climate Change Implementation Plan developed and delivered with detailed actions on mitigation and adaption for all partners Annual Statement of progress in reduction abatement, adaption and mitigation published	2015/2016	
Waste Reduction is being actively addressed and a reduced amount of waste is being sent to landfill	Development and implementation of a new Shetland Waste Strategy to strategically set direction for compliance with Zero Waste Regulations recognising waste as a resource and the role of green jobs within the community Development of recycling services to meet the needs of business to achieve Zero Waste targets	2014/19	
A good environment helps Shetland stays a safe place to live and we have a strong resilient and supportive community	Voar Redd Up takes place annually Dunna Chuck Bruck Campaign developed and local campaign launched to targets roadside litter. Deliver enforcement and education campaigns to reduce dog fouling and litter with reduced staff resources including joint litter/dog fouling enforcement with Northern Constabulary	2014	
Children and young people understand and value their environment (linked to Early Years and Physical Activity)	Eco School programme is included in all schools Development Plans and all schools become members of the programme.	2014	
We have the transport that people and businesses need (linked to economy and physical activity)	All partners produce Workplace Travel Plans and car share schemes where appropriate All Partners reduce the carbon generated by their fleet by the use of electric/biofuel/hydrogen vehicles or other carbon reduction measures	2015	



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<p>We live in well designed sustainable places which reduce the impact of climate change on our lives (linked to physical activity)</p>	<p>Increased use of Network of cycle paths/walking routes currently available</p> <p>Home Working Strategy agreed and implemented</p>	<p>2015</p>	
<p>Energy efficiency measures and renewable energy sources are included in all buildings to reduce carbon emissions, tackle fuel poverty and quality of life/health issues (linked to healthier and fairer)</p>	<p>Home Energy Efficiency Programme and ECO Obligation Funds are highly subscribed to by householders.</p> <p>Community Energy Projects developed and supported</p>	<p>2014</p>	
<p>Increase people's use of the outdoors (linked to health and physical activity)</p>	<p>Increase people's use of the outdoors by maintaining / increasing number of environmental events e.g. guided walks by Rangers / National Nature Reserve wardens, Shetland Nature Festival events, Da Voar Redd Up, community tree-planting days,</p> <p>10% increase in number of allotment site plots in use</p>	<p>2014</p>	
<p>Maintain good water quality in our burns and lochs (linked to economy)</p>	<p>Achieve good or better water quality in our burns, lochs and coastal waters.</p> <p>A healthy water environment is essential for sustainable aquaculture, provides recreational opportunities such as angling, and supports the diverse wildlife which makes Shetland such an attractive place to visit.</p> <p>Assess water courses and bodies and/ prescribe remedial action through Shetland and Orkney Water Framework Directive Area Advisory Group.</p>	<p>2027</p>	

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<b>What INDICATORS will be improved in this Outcome Area</b>				
<b>Indicator</b>	<b>Baseline</b>	<b>1 year Target</b>	<b>3 year Target</b>	<b>10 year Target</b>
Proportion of journey's made by public or active transport	16.60%	17.00%	17.50%	18%
CO2 Emissions per Capita (tonnes)	8.84	8.5	8	7.5
Waste collected per capita (kg)	597	580	560	540
% Waste recycled or composted	17.00%	15%	17%	20%
Number of people attending environmental events and key nature sites	12,400	13,000	53,000	63,000
Local Environmental Audit and Management System Index (LEAMS)	75	74	75	75
Proportion of water bodies in good or better condition	90%	90%	93%	94%
Eco-Schools	98% schools	100% schools	100% schools	100% schools

	<b>Resources (Money / Staff Time / Assets) aligned to delivering these actions across the Shetland Partnership</b>
	<p><b>Carbon Management/ Climate Change/Energy Efficiency and small scale renewables</b></p> <p>SIC funds the core Team but other aspects are monitored and managed through Resource Efficient Scotland, Shetland Amenity Trust, Scottish Natural Heritage, Royal Society for Protection of Birds, Scottish Environmental Protection Agency, North Atlantic Fisheries College, Scottish Agricultural College, the Community Engagement Network and other organisations assisted by voluntary/community groups and bodies. Assistance is in the form of part of</p>

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	<p>staff/volunteer time in each body.            Funding is obtained from Scottish Government (various funds) and from the Energy Company Obligation for energy efficiency work            Funding is also obtained from Zero Waste Scotland for upgrading recycling facilities            Community Group funding is obtained under the Climate Challenge Fund</p> <p><b>Towards a Greener Shetland Environmental Strategy</b>            The same partners are involved with a number of additional full time/part time and seasonal posts being supported. (Rangers Service, Biodiversity Officer, Geopark officer, Biological Records Centre staff, seasonal Bird wardens ) etc            A number of the outcomes for Health are delivered through these aspects thus linking into NHS staff time also.            Various funding sources available for project work e.g. SNH grants</p>
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	<b>Description of how the Shetland Partnership is moving to early intervention and prevention for this outcome</b>
	<p>This theme is fundamentally about Prevention and Early Intervention, and its links to other priorities are very often contributing to their actions on Early Intervention.</p> <p>The Carbon and Energy Forum is developing a cross sector intervention and mutual support strategy in relation to a low carbon economy. We have also re-established an Environment Partnership, (with SIC, SNH, SEPA, RSPB, SAT and other parties), reinvigorated through the process of developing the SOA to examine the environmental aspects not covered under the Carbon and Energy agenda. In particular the “Towards a Greener Shetland “strategy previously produced will be revised during 2013/14 to take forward this element of the SOA. SIC’s Carbon Management Plan will be available in 2013 and support will be offered to partners to deliver their own if needed.</p> <p>The public engagement work detailed for better understanding of climate change mitigation and adaptation requirements will highlight areas for early intervention. The development of a Climate Change Implementation Strategy will ensure that all areas are identified, analysed and appropriate measures developed to achieve sustainability. We are also enhancing our monitoring systems so that trends can be identified early enough to permit early cost effective intervention.</p> <p>The process of partnership working under this theme has been helped by engagement of national partners at a policy level through community planning, as well as seeing potential local benefits. Barriers to achievement include recognising that the environment is so diverse, and many of the organisations who have a stake in sustainability have different and potentially competing agendas with different objectives and targets. Limited funding and varying organizational arrangements can be seen to limit delivery. Local plans intend to deal with this, for instance rewriting key strategies gives an opportunity to bring these together into a more coherent approach. We recognize the challenge in doing this well, particularly in partnership and with appropriate community engagement, in a time of constrained resources. Some of the solution is seen to be through partnership working, identifying resources that can be used jointly,</p>

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	<p>and exploring efficiencies in infrastructure.</p> <p>Good examples of joint working on prevention locally include Shetland Environmental Education Partnership work in schools, the Shetland Nature Festival, and recognition that Community Planning is promoting a more joined up approach to bring these ventures together including links into other priority areas such as healthier and safer. Increasing people's use of and interest in the outdoor environment is an excellent example of how early intervention can reduce health problems and crime by encouraging people to become more active as well as strengthening communities. The partnership recognizes that early intervention is not only about influencing young people in their future habits, but also as much about changing behaviours across the whole population, including policy makers. The food production and tourist industries rely on a healthy environment. If we neglect our rich natural heritage, these sectors will ultimately suffer. The key challenge to produce a transformational shift in local culture is seen as working towards a conjoint agenda, getting a single and stronger voice on the environmental agenda, and making the most of the many environmentally aware people within the local community, to find common ground or early priorities within the range of environmental interests.</p>
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	<p><b>Arrangements for Community Engagement and community capacity building to deliver for themselves on this outcome</b></p>
	<p>The community wide audit and engagement process (mentioned above) of the level of understanding and effects (already known about and identified as ongoing) of climate change on Shetland will require considerable joint working during 2013/14. The details of how this is to be progressed are still under discussion. Only after the full audit is complete can mitigation and adaption measures be considered and the level of community capacity building required to deliver these be identified. We should be in a better position to measure this by 2014.</p> <p>The review of the "Towards a Greener Shetland" Environmental strategy will also require a level of community interaction and engagement. Whilst Shetland has a good basis of environmentally aware individuals their interlinking with and action in support of their communities in a unified and purposeful manner will require some consideration.</p>

	<p><b>Scottish Government actions/ commitments required to deliver these outcomes</b></p>
	<p>It is already a legislative requirement under Climate Change (Scotland) Act 2009 and the Waste Regulations of 2012.</p> <p>Government funding will be available under the National Retrofit Programme and the Energy Company Obligation for energy efficiency measure till 2023.</p> <p>Climate Challenge Funding is available for low carbon projects.</p> <p>Low carbon transport funds are also available.</p> <p>Sustainability reports will be required under BV2.</p> <p>It is already a duty to report annually under the Climate Change Declaration commitment. Indications are that there will be mandatory targets and a possible league table of local areas works towards compliance.</p> <p>Support fro waste to energy and district heating schemes to help address fuel poverty which is a particular issue in Shetland.</p>

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	Support other energy efficiency and home heating solutions which recognise the particular physical and environmental factors of Shetland.
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***Outcome 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.***

What OBJECTIVE within this outcome is being addressed	(SMART) ACTIONS	WHEN will action be completed	Status
Shared understanding of the financial, physical and human resources available across the Shetland Partnership.	The production of a straightforward overview of total resources across each main resource heading. Finance / Physical Assets / Workforces / IT etc. and how they are aligned with the delivery of Single Outcome Agreement priorities.	June 2013	
Ensuring that we are maximising efficiency and partnership opportunities in our arrangements and use of resources across partners in providing support services.	<p>Programme of examination / review / challenge of optimum resource usage in;</p> <ul style="list-style-type: none"> <li>• Financial Management</li> <li>• Asset Management</li> <li>• Procurement</li> <li>• ICT</li> <li>• Human Resources</li> <li>• Planning and Performance Management</li> <li>• Risk Management</li> <li>• Audit</li> <li>• Communications</li> </ul>	Programme agreed by June 2013. Delivered by December 2013	
Making sure that we are making the best choices in service delivery between public / private and third sector partners.	Screen all main services delivery areas to establish opportunities for more in depth investigation to access potential moves between public / private / third sector delivery models.	Programme agreed by June 2013. Delivered by December 2013	
Eliminating blockages that stop more efficient and	Review and analyse issues and obstacles to better partnerships / transfers of responsibilities	Reviews between September 2013 and March 2014	

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What OBJECTIVE within this outcome is being addressed	(SMART) ACTIONS	WHEN will action be completed	Status
effective use of private / third sector delivery options			
Building greater understanding between about what each other can do and needs, and greater capacity in the private and third sector to deliver.	<ul style="list-style-type: none"> <li>• Review Shetland Compact</li> <li>• Develop a joint action plan to implement any agreed changes following the Compact review</li> <li>• Develop and implement any further actions to improve understanding between sectors</li> <li>• Design and implement a programme to increase delivery capacity in private &amp; third sectors to include Third Sectors Organisations and Social enterprises being provided with consultancy/ one to one support in business planning and suitability</li> </ul>	Review of Compact by July 2013 Programme developed by September 2013. Delivery by September 2014	
Ensuring people interested in volunteering receive appropriate response support and information to their enquiries	<p>People interested in volunteering receive appropriate information and support</p> <ul style="list-style-type: none"> <li>• Local volunteering opportunities registered on MILO and promoted locally</li> <li>• Events attended to promote benefits of volunteering</li> </ul>	TBA	
Supporting the SALTIRE awards scheme for young volunteers	<p>Saltire Awards promoted to VIO and Schools</p> <ul style="list-style-type: none"> <li>• 6 Challenge awards</li> <li>• 30 Approach</li> <li>• 74 Ascent</li> <li>• 6 Summit</li> </ul>	TBA	
Greater consistency in the provision and practice of Community Learning and Development across Shetland, with services being	Undertake audit of CLD in Shetland in line with the proposed duty in forthcoming legislation. Project scope is still to be defined and agreed but could take account of three work streams - Investment in external provision; Review of Community and Learning Assets; and Audit of Community and Lifelong Learning Needs and Provision.	TBA	

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What OBJECTIVE within this outcome is being addressed	(SMART) ACTIONS	WHEN will action be completed	Status
delivered in line with local priorities, and focused on improving outcomes			
Ensure effective leadership is in place to support Community Learning & Development in Shetland	Develop effective strategic frameworks across the three national CLD priorities based on a shared vision and agreed outcomes  Develop CLD Strategic Plan	TBA	

What INDICATORS will be improved in this Outcome Area				
Indicator	Baseline	1 year Target	3 year Target	10 year Target
Skill profile of the population (% of 16 - 64 qualified at NVQ1 level or above)	86.10%	87%	89%	92%
Skill profile of the population (% of 16 - 64 qualified at NVQ4 level or above)	31.40%	32%	35%	37%
Population	23,000	23,200	23,600	24,400
Population Dependency Ratio	56.3	56%	56%	56%
Quality of life - Survey Results	1st Place	Top 3	Top 3	Top 3
Percentage of individuals Involved in Volunteering	34%	35%	36%	40%
Public / Voluntary / Private sector balance	Pub-38.4%, 3rd - 1.7%, Priv 59.9%	Pub-38.4%, 3rd - 1.7%, Priv 59.9%	Pub 37% 3rd 2.5% Priv 60.5%	Pub 34% 3rd 5% Priv 61%



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Satisfaction With Public Services	48.50%	50%	55%	66%
Influence Decision Making	29.20%	35%	45%	60%

	<b>Resources (Money / Staff Time / Assets) aligned to delivering these actions across the Shetland Partnership</b>
	Overall the total resources of the whole Shetland Partnership can be considered against this outcome and a straightforward overview of these by April / June 2013 is the objective in the first action
	Specifically management time and activity would need to be dedicated to the analysis, review and challenge of current arrangements and the development and implementation of improvements / changes. This would depend on the willingness of partners to dedicate staff and time to this task and will need to be the subject of further conversations.
	Shetland Compact review – staff time across VAS/SIC/Police/NHS
	Saltire awards promoted and supported – VAS/SIC/Third Sector
	CLD Audit – staff time across CP&D / Youth Services / VAS / Planning (GIS) / NHS Project plan will more fully determine any resource implications for the CLD Audit
	CLD Strategy – staff time CP&D / Youth Services / VAS / NHS and other partners in CLD subgroup

	<b>Description of how the Shetland Partnership is moving to early intervention and prevention for this outcome</b>
	<p>The focus for this priority on prevention and early intervention is captured in its key outcome to preserve the relatively strong local economy and to secure financial sustainability in the face of public sector funding reductions. The key to achieving this is seen to be more organic community led solutions across the range of service delivery, planning and producing services closer to communities, with a much tighter control of cost-effectiveness.</p> <p>Current actions are designed to make progress, but we recognise some challenges. We need a better understanding of the barriers which include capacity within the third sector, community groups and the private sector. Skill shortages are limiting the transfer of some services out of the public sector, and actions under some of the key priorities such as Independence through Adulthood and in Older Age, and Economy and Employment are designed to address this. There is an institutional constraint in agencies being risk averse, and an institutional inertia that slows the pace of change. The focus of the SOA and cross-cutting work across priorities and through partnerships is intended to produce a more coordinated approach to finding alternative solutions.</p> <p>To achieve a better balance across the public, private and third sectors, we will continue to build capacity through supporting the third sector to deliver and in strengthening communities, challenging the culture around dependency and a 'professional knows best' mentality. We don't yet have the metrics to know where the balance is or should lie, other than knowing that we have a public sector that heavily dominates the employment market compared to the independent sector, though there is a larger element of voluntary and informal activity within communities that we aim to build upon.</p>

## Shetland Partnership Single Outcome Agreement 2013

	<p>Partnership working for effective early intervention still needs to overcome some of the bureaucratic barriers that are seen to hinder progress, around obligations for accountability and following the public pound, with the need for more efficient governance arrangements. We have some specific local actions on this through Integration for health and care services, and review of the delivery options for a range of services. Combined with capacity building in the private and third sector these should allow opportunities to be identified and implemented as early as possible. We will get a better understanding through the community engagement processes under development, and develop further actions through the refresh of the Shetland Compact, the Community Learning and Development strategy, and updated Commissioning strategies in key areas.</p> <p>Actions within the SOA are not yet sufficient to entirely overcome these barriers, so are designed to help order our thinking, to engage with partners in a more mature relationship, to get an agreed analysis of ways forward, and to provide the evidence for future action. Some progress has been made already in the process of developing the SOA, and in looking at forthcoming government policy such as the Community Empowerment and Renewal Bill, Integration on Health and Social Care, and the Children’s Bill. The current constraints on resources is obliging us to do things differently, the next challenge is to do that in partnership.</p>
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	<b>Arrangements for Community Engagement and community capacity building to deliver for themselves on this outcome</b>
	Much of the understanding around the issues and opportunities for transfer between sectors could come from engagement with service users and communities. There are similar opportunities in community capacity building to take forward alternative models of service delivery. This would need to be designed and delivered as part of the review and challenge activities described above.

	<b>Scottish Government actions/ commitments required to deliver these outcomes</b>
	It may be necessary to develop new and innovative ways to engage with third sector and private sector partners locally that require flexibility in national arrangements to most effective.