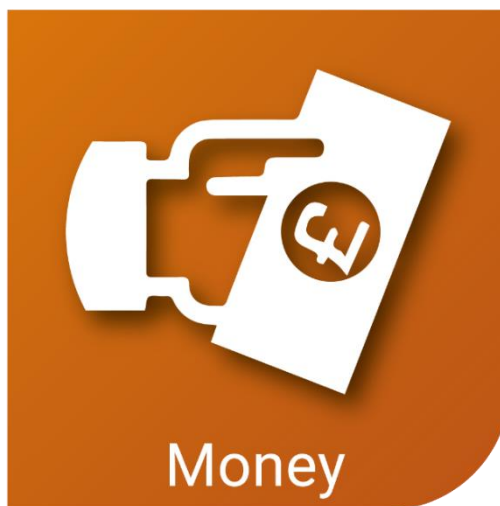
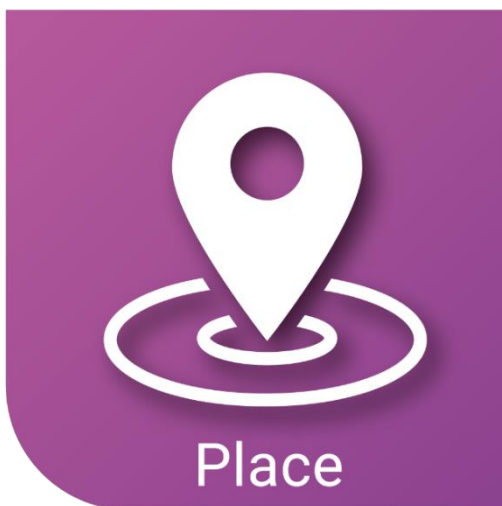


# Shetland Partnership Delivery Plan 2019-22

*Working together to improve the lives of  
everyone in Shetland*



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# Delivering Shetland's Partnership Plan

## Community Planning

Part 2 of the Community Empowerment (Scotland) Act 2015 (the Act) made [changes](#) to how community planning works. These changes included new duties on partner agencies, greater accountability to local communities and guidance on producing and updating local plans.

The Shetland Partnership has followed this guidance to produce Shetland's Partnership Plan (SPP – see below). However, SPP does not capture the full picture of community planning activity, as required by the Act. It also does not fully allow us to report effectively to the Shetland Community on our progress. This is the reason for the development of this supporting Delivery Plan.

## Shetland's Partnership Plan

[Shetland's Partnership Plan 2018-2028](#) was adopted by community planning partners in June 2018. It identifies a shared vision and four key priorities for all of us to work towards, both individually and collectively, to improve the lives of everyone in Shetland.

Our shared vision:

*“Shetland is a place where everyone is able to thrive; living well in strong, resilient communities; and where people and communities are able to help plan and deliver solutions to future challenges”*

SPP shows our understanding of the issues Shetland's people and communities face and sets out what we want to see change to deliver our vision. This Delivery Plan sets out *how* we are going to start working towards the improvements identified.

## 3 Year Delivery Plan

The purpose of the Delivery Plan is to outline the key activity required to deliver our shared priorities. The Delivery Plan outlines the partnership projects that will deliver improvement under each priority in the first three years of SPP and the strategic context for this work (a section of text for each priority and a diagram showing how it fits with local and national strategy).

The projects are specific to each of the four priorities in SPP, but are all linked and overlap with one another. Further details on the projects can be found in the tables in the centre pages (pages **6 and 7**).

The story of how the Delivery Plan has been developed can be found on the Shetland Partnership [website](#). The Delivery Plan will be reviewed and refreshed every three years throughout the lifetime of Shetland's Partnership Plan.

## Outcomes Improvement Framework

The Delivery Plan is one of a suite of documents and resources that sit alongside SPP and set out how delivery of the shared vision and outcomes will be supported. As well as the Delivery Plan, there is also the Outcomes Improvement Framework (OIF), which describes how the Shetland Partnership supports the delivery of improved outcomes in Shetland.

The projects described in the Delivery Plan will be the cornerstone of community planning activity over the next three years and provide the basis for most of the Shetland Partnership's reporting to partners and communities – as set out in the OIF.



Participation



People



Place



Money

# Delivering the Participation Priority

## Why is this a priority?

'Participation' is all about getting people more involved in community planning. Partly, this is because it is a legislative requirement. The changes to community planning under the Community Empowerment (Scotland) Act 2015 have changed the way that Community Planning Partnerships (CPPs), like the Shetland Partnership, are required to work with the people who live in their local area.

As the Scottish Government's [Guidance](#) on community planning describes it: "The participation of and with communities lies at the heart of community planning...CPPs and community planning partners must act to secure the participation of communities throughout". However, Participation is also a priority because people in Shetland have told us that they want to be more involved in the decisions that affect them and have more of a say in how services are planned and delivered.

According to [Scottish Household Survey](#) (SHS) data, 42% of people in Shetland said they wanted to be more involved in decision making in 2017. This is a slight increase on the 2016 figure included in SPP (41%). We can look at this in a number of ways. On the one hand, it is positive that such a large proportion of people in Shetland want to get more involved in making decisions that affect them. However, this also tells us that we could do better in providing opportunities for people to get involved in this way.

We have an improving picture in relation to the other main SHS measure for Participation – 32% of people said in 2017 that they felt they could influence decisions that affect them. This is significantly above the Scottish

average (23%), but still represents just a third of the population. We feel that, building from a position of relative strength, this figure could be improved through delivering the Participation Priority.

Indeed, we have a number of things going for us in Shetland that we can build on. A vibrant third sector, high levels of volunteering, active Community Councils and a better-than-average proportion of people who feel part of their community are all positive when it comes to improving participation. We want to link, develop and grow these aspects to ensure that Shetland is a place where everyone is able to get involved and public services are planned and delivered with and by communities, rather than for and to them.

The final reason that Participation is a priority is that it has the real potential to make people's lives better. The principle of empowering people and bringing communities, decision-makers and service providers closer together is that this results in better decisions being taken; resources being used more effectively and improved outcomes for communities.

Participation underpins everything that we do and links strongly with all the other Priorities in the Plan. In order to deliver the Participation priority, we will need to ensure that we hear the voices of those who experience disadvantage and perhaps are not always heard at present. It will also require harnessing the knowledge and talents of our communities to create and embed new ways of working. This means developing strong, positive relationships based on trust and mutual respect. We know that, for this to happen, community planning partners will have to make conversations with communities a normal and natural part of what we do.



Participation



People



Place



Money

## Participation Priority - Strategic Context

**The Shetland Partnership's Ambition**

To be a successful partnership delivering improved outcomes for people across the Isles

**Vision**

“Shetland is a place where everyone is able to thrive; living well in strong, resilient communities; and where people and communities are able to help plan and deliver solutions to future challenges”

**Priorities**



Participation



People



Place



Money

**Participation Priority**

**Shetland's Partnership Plan**

People participate and influence decisions on services and use of resources



**Outcome 1**

The Shetland Partnership will be a successful partnership – between public agencies and with communities – helping to deliver improved outcomes for people across the Isles

**Outcome 2**

Communities will feel empowered and the majority of people in Shetland will feel more able to influence the decisions that affect them and have a strong understanding of how and why decisions are taken

**Outcome 3**

Staff from across the Shetland Partnership will be actively seeking to involve communities in decision making and service delivery, including identifying and involving those who do not often have their voices heard

Strategic Context

Delivery

Supported by...

**'Participation' Outcome Improvement Projects**

**Transforming Participation**

*Innovative ways of working*

*Resources & tools*

*Skills, knowledge & confidence*

*Leadership & culture*

*e-participation & online portals*

**Key Local Plans & Strategies**

Shetland's Equality Outcomes and Mainstreaming Report

Shetland's CLD Plan 2018-2021

Community Justice Improvement Plan

Digital Strategy

Integrated Children's Plan

NHS Shetland Public Health Ten Year Strategy 2012-22

**Key Local Partnerships**

Learning Partnerships

CLD Partnership

Youth Participation Pathway

Third Sector Forum

**National Policies & Strategies**



Participation



People



Place



Money

## Delivering the People Priority

### Why is this a priority?

The 'People' priority is focused on trying to make sure that everyone is able to enjoy Shetland's good quality of life as much as possible. Shetland frequently finishes near the top in surveys of quality of life ([second in 2017](#)) and, for many, life in Shetland really is excellent. However, for a relatively small number of people and households, the survey results do not reflect the reality of their lives.

The evidence referenced in SPP shows that some people are disadvantaged. When we look at the historical trends on some of this data, we also see that there has not been a lot of improvement over the last several years. This indicates that some families and individuals are experiencing cycles of disadvantage and that we have to change how we work with them to make their lives better.

For example, while measures of 'absolute' child poverty do not tell the whole story, they are useful indicators of disadvantage. Numbers in Shetland are relatively low, but they have been stuck at the most recent figure of around 6% for over a decade. People who grew up in low income households may now be starting families of their own, with a possibility that they may still be experiencing the impacts of socio-economic inequality.

Alcohol and substance misuse have long been recognised as a significant factor in people experiencing poor outcomes in Shetland. Evidence indicates that 20% of people drink at a potentially harmful level in Shetland and that this figure has been above the national average for some time.

Furthermore, according to data from Shetland Women's Aid, 418 children were affected by domestic abuse in 2017/18. Although the

number of child protection cases in Shetland is small, the proportion of those cases we do have that involve drugs and alcohol is three times the national average.

We want to work with families, individuals and communities to help improve their experience of living in Shetland. This is because we obviously want to help everyone affected by the issues we have identified as far as possible, but also because [communities that are more equitable tend to do better overall](#).

Recognising that trends have not always shown improvement over time, we understand that we need to change the way we work in order to make improvements more lasting. Trying these new ways of working will include putting families at the centre of decisions about the services that they work with, something that is already starting with the 'Anchor' project.

Anchor and other initiatives under People will seek to shift how we work to focus on more prevention-based approaches. With more pressure on resources, it is essential that we work creatively to find lasting solutions to the issues that people face, preventing problems escalating whenever possible and breaking inter-generational cycles of poor outcomes.

However, we also clearly want to maintain and improve the things that make Shetland a great place to live for a large number of people. This will involve working closely with communities, helping people to feel connected to their community and creating safe, happy places to live.

This will also help more people who currently experience disadvantage through, for example, reducing stigma and helping people be more physically active.



Participation



People



Place



Money



## People Priority - Strategic Context

**Shetland Partnership's Ambition**

To be a successful partnership delivering improved outcomes for people across the Isles

### Vision

“Shetland is a place where everyone is able to thrive; living well in strong, resilient communities; and where people and communities are able to help plan and deliver solutions to future challenges”

### Priorities



Participation



People



Place



Money

**Shetland's Partnership Plan**

### People Priority

Individuals can thrive and reach their full potential



#### Outcome 1

The number of disadvantaged people and households in Shetland will be considerably reduced as a result of people being enabled and empowered to address the issues they face and helping others to thrive in the same way

#### Outcome 2

The Shetland Partnership will be prioritising prevention and working with households and communities to provide innovative solutions to the issues they face

#### Outcome 3

Shetland will continue to be a safe and happy place, with more people feeling connected to their communities and benefitting from living in good places and keeping active

Strategic Context

Delivery

Supported by...

**'People' Outcome Improvement Projects**

**Anchor: Early Action**

**Key Local Plans & Strategies**

Community Justice Plan 2017-20

Mental Health & Wellbeing Plan

NEW Diet and Healthy Weight Strategy

Active Shetland Strategy 2018-2023

Shetland Alcohol & Drug Strategic Plan

**Key Local Partnerships**

Community Safety & Resilience Board

Integrated Children & Young People's Group

Third Sector Forum

Health and Social Care Strategic Planning Group

**National Policies & Strategies**



Participation



People











Place



Money

## Improvement Projects and Programmes

This section outlines the Improvement Projects that have been identified under each priority, the aim of the project and a brief description of the work to be done and the resources identified to carry this out (a key is provided below). These projects will evolve constantly; up to date information can be found in ‘Project Charters’, detailed project planning documents hosted on the [website](#).

Project/ Programme	Aim	Description/ Resources Required
<p><b>Transforming Participation</b></p> 	To build on existing good practice and improve the quality and effectiveness of community engagement and participation	<p>‘The participation of and with communities lies at the heart of community planning’ and engagement should be shaped around the needs of the seldom heard. Closely linked to Shetland’s Community Learning and Development (CLD) Plan, this project is about: learning from what has worked well; sharing good practice, information and guidance through an online hub; and harnessing the knowledge, talents and capacity within partner organisations and the community to create and embed new ways of working.</p> 
<p><b>Anchor Early Action</b></p> 	To bring about positive changes in the lives of families in Shetland who are struggling, whilst also gathering relevant information in order to change service delivery in the future, assisting other families in the longer-term.	<p>Families and extended families, and front-line staff, are at the centre of the project. Their views and participation will be critical to ensuring an honest and transparent picture of real life challenges.</p> 
<p><b>Place-making and Locality Planning</b></p> 	To create positive places where communities are actively involved in shaping their own future, which benefit from innovations in low carbon and new technology, and which support industries that are regionally competitive.	<p>A programme of work to build-on and develop infrastructure, inclusive economic activity and community assets to help make better places. The activity in the first three years will be focused on two main ‘localities’: the ‘North Isles’ of Yell, Unst and Fetlar and the islands with populations below 100 people (Fair Isle, Papa Stour, Foula, Skerries and Fetlar).</p> 
<p><b>Talent Attraction</b></p> 	To develop strategic priorities and an action plan for recruitment and retention in Shetland.	<p>Formation of a Partnership-level working group to examine issues relating to recruitment and retention in Shetland, including attitudinal research, support those moving to Shetland, examining issues relating to hard-to-fill posts and working with Promote Shetland to develop and direct campaigns.</p> 

**Resources Required KEY:**



Funding (external or internal)



Staff/ Time



Data/ Research









Technology/ Digital



Land/ Buildings



# Improvement Projects and Programmes

Project/ Programme	Aim	Description/ Resources Required
<p><b>Skills &amp; Learning</b></p> 	<p>To better understand the challenges and opportunities in skills development and lifelong learning relating to Shetland's key economic sectors.</p>	<p>Bringing partners together to understand the skills challenges and opportunities across Shetland's key sectors. Getting a picture of the economic and labour market situation, trends in skills and qualification supply and employers' perspectives on the big skills issues affecting sector growth. In addition, ensuring that the local skills and training sector can deliver the services required in the most effective and sustainable way.</p> 
<p><b>Money-proofing Policies</b></p> 	<p>To ensure all of Shetland's strategic plans are aligned and delivered to support households to maximise their income and minimise their outgoings.</p>	<p>Developing a series of events that bring together policy influencers to align plans and gently challenge our current approach to strategic development and delivery to ensure they all consider and make changes that can positively affect people's lives. Also, commission new research to understand the link between the high cost of living and poorer outcomes for households and individuals.</p> 
<p><b>Right Information, Right Time</b></p> 	<p>To ensure Shetland's workforce has the knowledge, skills and confidence to routinely refer people to income maximisation and employability support services, as required.</p>	<p>Working to maximise the use of technology to ensure people get the right information and support at the right time, informed by those who need the information (i.e. people in the community and front line staff).</p> 
<p><b>Fair Food</b></p> 	<p>To move Shetland towards being an Equitable Food community.</p>	<p>The aspiration is that Shetland will be a community without Food Poverty. Initially, activity will focus on assessing what is already happening – strategically and operationally – as part of preparing a Food-Growing Strategy, in line with the legislative requirements of Part 9 of the Community Empowerment (Scotland) Act 2015. Other elements include linking engagement to the Voices for Equity project and a Lerwick-based trial of new approaches to reducing Food Poverty.</p> 

Resources Required KEY:



Funding (external or internal)



Staff/ Time



Data/ Research



Technology/ Digital



Land/ Buildings

## Delivering the Place Priority

### Why is this a priority?

'Place' is a priority for Shetland for a number of reasons. Firstly, there is a growing proportion of older people in our population (see Figure 1). This is not necessarily a problem in itself, older people can and do make an enormously valuable contribution to the economy and their communities; however, where the population balance is older, it will tend to be harder to sustain services and the economy. Increasing life expectancy may mean longer retirements for people, coupled with a reduction in the income tax take, this can present challenges for public services providing the services people may rely on in older age.

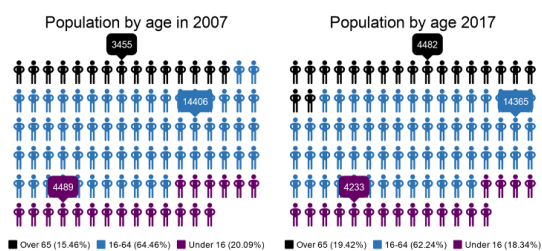


Figure 1: Changes in Shetland's Population age balance between 2007 and 2017.

There is a need for Shetland to attract and retain more people of working age to help maintain vibrant and resilient communities in the future.

Shetland's economy is strong and we are an important contributor to the Scottish and UK economy. Educational attainment is generally excellent and unemployment is very low.

Alongside this, though, there are difficulties recruiting to certain roles and some employers struggle to grow their businesses. Our economy is also reliant on a relatively small range of sectors; widening the

economic base may help Shetland become more resilient still. Shetland also has some of the highest carbon dioxide emissions per head in Scotland. This is due to a number of factors, but diversifying the economy to include more low-carbon industries could help to mitigate this and create opportunities for growth.

The Shetland Community have identified key priorities for improvement for 'their place', through the [Place Standard 2016](#). These are:

1. Public Transport
2. Work and Local Economy
3. Housing and Community

A majority also told us that they rate Shetland's natural spaces highly and recognised the need to protect these. Creating and sustaining good places will help to deliver these priorities for the community while preserving what they value about Shetland.

We have considered a range of evidence and feedback, which has helped to shape the ideas we are developing through this Delivery Plan. Key points include:

- Unpaid carers – 25% of people (29% of women) in Shetland act as unpaid carers, this is the highest rate in Scotland
- Underemployment – 23% of people in Shetland report being 'under-employed' (meaning they would like to work more hours if possible) – again, this is the highest rate in Scotland
- Second Jobs – 12.2% of people in Shetland have a 'second job' – joint highest in Scotland
- Future changes to our economy – local, national and international impacts on Shetland



Participation



People



Place



Money

## Place Priority - Strategic Context

**Shetland Partnership's Ambition**

To be a successful partnership delivering improved outcomes for people across the Isles

### Vision

“Shetland is a place where everyone is able to thrive; living well in strong, resilient communities; and where people and communities are able to help plan and deliver solutions to future challenges”

### Priorities



Participation



People



Place



Money

**Shetland's Partnership Plan**

### Place Priority

Shetland is an attractive place to live, work, study and invest

#### Outcome 1

People will be accessing employment, education, training and services in innovative ways designed to minimise the barriers to involvement for all

#### Outcome 2

Shetland will be attracting and retaining the people needed to sustain our economy, communities and services

#### Outcome 3

All areas of Shetland will be benefiting from a more resilient low carbon economy underpinned by a culture of innovation, inclusion and skills development

#### Outcome 4

Communities will be actively involved in shaping their own future resilience, creating positive places that are economically, socially and environmentally sustainable

**'Place' Outcome Improvement Projects**

**Talent Attraction**

**Place Making & Locality Planning**

**Skills and Learning**

**Key Local Plans & Strategies**

Skills Investment Plan

Transport Strategy

Local Housing Strategy

Local Development Plan

10 Year Plan

**Key Local Partnerships**

Developing Young Workforce

CLD Partnership

**National Policies & Strategies**

Strategic Context

Delivery

Supported by...



Participation



People



Place



Money

## Delivering the Money Priority

### Why is this a priority?

'Money' is a priority because of Shetland's high Cost of Living (CoL). The (MIS) shows that the cost of a standard 'basket of goods' can be significantly higher for some Shetland households. For example, a couple with two small children living in a rural part of Shetland could pay up to 30% more in living costs than people in a similar household elsewhere in the UK. What this means is that comparable households in Shetland could pay £50 a week more for their weekly shop than they would if they lived elsewhere.

The relatively high CoL in Shetland is driven by four main factors:

- Higher food costs
- Higher costs for household goods and their delivery
- Higher home energy costs
- Higher transport costs

These drivers are evident in the data collected and analysed by the Shetland Partnership when developing SPP. Fuel Poverty (where households spend more than 10% of their income on energy bills) affects 53% of households in Shetland. This is due to our climate; the types of housing that are most common in the Isles; and, the energy sources that are available locally. Food bank usage has also increased in Shetland, suggesting that some households are struggling with higher food costs.

Not every household in Shetland is struggling financially and our high employment rate, combined with slightly higher average earnings, does help to reduce the impacts of higher costs for many. However, for those who are affected by higher costs, it can have a knock on impact on other aspects of their lives, including their physical and mental

wellbeing. Measures of 'poverty' are not always useful in Shetland, as they do not take account of CoL. While around 10% of children are classed as living in 'relative' poverty, nearly half of the households in Shetland do not earn enough to 'live well' in that their income is not sufficient to cover the higher costs identified in the MIS study. This may mean that, even in households where adults are working and earning a decent wage, financial hardship may be a risk or already being experienced.

In-work poverty and financial hardship are a reality for some people in Shetland, as shown by [research](#) commissioned by the Shetland Partnership in 2016. As one participant in the study said: "I get paid on a Friday and it's gone on a Friday. Literally, I pay my rent, I pay my council tax, I pay my electric and that's it".

This is why we want to help people maximise their incomes and minimise their outgoings to reduce the impact of high living costs. Maximising income can be achieved through helping people to improve their employment prospects and reducing the number of people who are 'underemployed' (that is, people who would like to work more hours given the opportunity). It can also be done by ensuring that people claim all of the social security payments to which they are entitled.

Reducing outgoings can be delivered by supporting people to reduce their energy costs and fuel bills through, for example, energy advice and community food growing projects. Transport costs could also be reduced through innovative community-based solutions



Participation



People



Place



Money

## Money Priority - Strategic Context

**Shetland Partnership's Ambition**

To be a successful partnership delivering improved outcomes for people across the Isles

### Vision

“Shetland is a place where everyone is able to thrive; living well in strong, resilient communities; and where people and communities are able to help plan and deliver solutions to future challenges”

### Priorities



Participation



People



Place



Money

### Money Priority

All households can afford to have a good standard of living

#### Outcome 1:

Everyone will be able to access the support they need to maximise their income potential; including innovative, flexible and entrepreneurial employment opportunities throughout Shetland

#### Outcome 2:

Everyone will be able to access the support they need to minimise their outgoings with low income households benefiting from reduced bills

#### Outcome 3:

National governments will understand the additional costs for essential items for householders in Shetland reflecting this in welfare payments and other relevant schemes

#### Outcome 4:

Communities will be empowered to provide innovative solutions and support to help people maximise their incomes and minimise their outgoings from the support available

**Shetland's Partnership Plan**

Strategic Context

**'Money' Outcome Improvement Projects**

**Right Information, Right Time**

**Money proofing policies**

**Fair Food**

**Key Local Plans & Strategies**

On Da Level: Achieving a Fairer Shetland

Living Well in a High Cost Economy

Child Poverty Action Report

**Key Local Partnerships**

Fuel Poverty Action Group

CLD Partnership

Welfare Reform & Financial Resilience Group

Delivery

Supported by...

**National Policies & Strategies**



Participation



People



Place



Money

## Contact



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