Transforming Participation

'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.

Aim

To build on existing good practice and improve the quality and effectiveness of community engagement and participation

Why? To Address:

- Lack of shared standards easily understood by officers and the community
- Community engagement that is ineffective with poor outcomes, reducing the risk of duplication and limiting consultation fatigue
- To provide inspiration and ideas for new ways of working and embed new approaches
- To build knowledge, skills and capacity and share lessons learned
- Better, more responsive services and better outcomes for communities

How?

Improvement Changes

- An accessible hub of information and guidance providing opportunities to share success, challenges and ways to do things even better next time
- Provide a space to try out new ideas and test different approaches, building a network for peer support and a sense of 'not being alone'
- Confidence in and use of new ways of working increases
- Staff actively engage with portal and submit ideas and case studies for inclusion

Initial Activities

- Refresh the Participation Guide
- Create a Participation Toolkit
- Learn from existing good practice and create a portfolio of case studies and reflections
- Create and promote the online hub and network
- Create a space for information about different improvement methodologies and novel approaches on the online hub
- Carry out an assessment of training need in relation to participation, develop and deliver a development programme
- Develop a means of measuring extent of community participation activity and impact
- Develop a guide to e-participation

Resources Required

Risks

- Lack of willingness to work together and adopt a Shetland wide approach
- Lack of buy in from partners
- Delivery team not resourced by partner organisations – work not supported / prioritised

Participation

- Shetland Partnership – all partners
- Existing service user & equalities groups
- Community bodies and learning partnerships
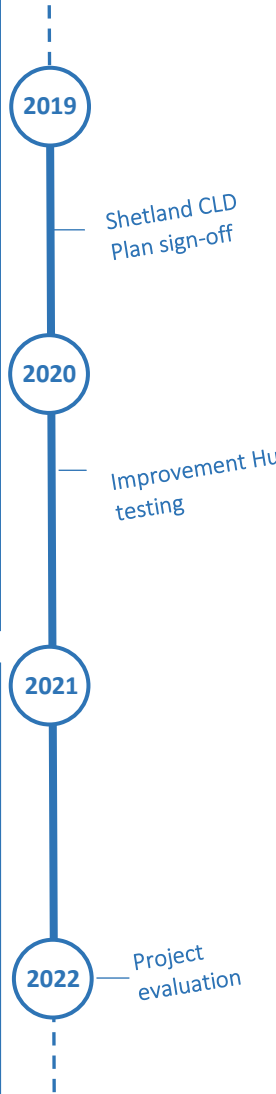
Outcomes

Medium Term:

- Increased confidence and skills in partner organisations and in the community
- Well known and easily understood resource available across all partnership organisations
- The number of people trained as trainers will be increased
- People are inspired and motivated to try new ways of working
- Service satisfaction rates in terms of responsiveness

Short Term:

- Build up a shared understanding of partner organisation needs and assets in relation to participation
- Research guides and start to develop agreed standards & priorities
- Research and develop understanding of participation methods and options

How do we know that a change is an Improvement?

- Levels of community participation activity increase
- Number and reach of people taking part in participation increases
- People who feel they can influence decisions affecting their local area increases
- Levels of satisfaction with participation processes improve
- Number of people accessing training relating to participation
- Number of participation improvement projects carried out
- Number of updates being submitted to portal from across the partnership
- Staff from partner organisations regularly accessing the portal for inspiration

2019 — Shetland CLD Plan sign-off

2020 — Improvement Hu' testing

2021

2022 — Project evaluation

RESOURCES REQUIRED

- Funding (external/internal)
- Staff/Time
- Data/Research
- Technology/Digital
- Land/Buildings

- 🟢 Resources secured
- 🟡 Resources identified
- 🔴 Resources not secured

Anchor Early Action

Anchor is about helping to bring about positive changes to people's lives and support families to make the best of life. The project will do this by working directly with families to help them identify what can make things easier for the individual and their family.

Aim
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.

Why?
To address systemic issues, which may be barriers to achieving the outcome, including:
- Inequality, poverty, isolation and loneliness
- Substance misuse
- Resources used for crisis intervention rather than prevention

How?
Improvement Changes
Anchor is a strength-based approach, and therefore:
- Considers the whole family when looking at individual problems
- Identifies and builds on strengths and resources that enable families
- Communicates a sense of hope
- Promotes empowerment and independence
- Allows families to thrive within their communities
- Supports families to ensure children receive the best opportunities in life

Initial Activities
- Develop relationships within Project Board to support delivery of Project Plan (ongoing)
- Appointment of Project Staff (complete)
- Communication to all stakeholders (ongoing)
- Roll out of Pilot in Sound School – communication to all parents, recruit volunteer families (started, May 2019)
- Develop data collection and recording framework (started, May 2019)
- Training and development to support culture change.

Resources Required

Risks
- Misunderstanding of purpose of project
- Complexity
- Inertia

Participation
- Signatory agencies:
  - Police Scotland
  - NHS Shetland
  - SIC
  - VAS
  - Shetland Women's Aid
  - Relationships Scotland
- Children and Families who volunteer to take part
- Sound School (Pilot)
- Partners in relevant universal and specialist services

Outcomes
Medium Term:
- Families enabled to become comfortable within their local communities.
- Data and evidence used to inform how resources can shift towards prevention and early action, rather than crisis intervention.

Short Term:
- Families empowered to make positive changes to their lives.
- Time for building relationships and trust is valued and invested.
- Families are involved in shaping the support they require.
- Children and adults are provided with opportunities that lead to better outcomes that will in turn improve their life chances, enabling and empowering them to succeed in line with their peers.
- A culture of learning, development and continuous improvement is enabled
- Experiences and data are captured in order to demonstrate to partners the successful progress towards key outcomes for families and local communities.

How do we know that a change is an Improvement?
- Key performance outcomes and indicators covering e.g.:
  - financial wellbeing
  - health and wellbeing
  - staying safe
  - appropriate housing
  - being connected and involved
- Project structure and processes in place to enable rapid learning

Timeline
- **2019** — Sound School Pilot
- **2020**
- **2021**
- **2022** — Project evaluation

RESOURCES REQUIRED
- Funding (external/internal)
- Staff/Time
- Data/Research
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Place Making & Locality Planning

A programme of work to build-on and develop infrastructure, 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).

Aim
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.

Why?
To Address:
- Depopulation in Remoter Areas
- Demographic imbalance
- Access to Employment/Underemployment
- Access to Services
- Maximising Community Assets
- Community Capacity Building
- Regional Competitiveness

How?
Improvement Changes
The 'Islands with Small Populations' (IWSP) initiative will develop a partnership-based approach to engaging with and addressing the specific concerns of Shetland's islands with fewer than 100 residents, including looking at how community assets can be enhanced and better used. The 'North Isles' have also been identified as having slightly poorer outcomes compared to other areas of Shetland. This requires community planning activity to identify actions to address these disparities.

Initial Activities
- 'Islands with small populations' event
- North Isles Fibre Broadband implementation
- Community engagement in Yell, Unst and Fetlar
- Research into Circular Economy initiatives with Zero Waste Scotland for Shetland
- Research and workshops with the construction industry to look at innovation within the sector to deliver on housing requirements

Resources Required

Risks
- Community buy-in
- Partner buy-in
- Brexit and access to regional funding

Participation
- Shetland Partnership – all partners
- Third sector organisations
- Community Councils
- Local Development Organisations
- Private sector

Outcomes
Long Term
- Improved relationships between partner agencies and communities
- Improvements in indicators listed above

Medium Term:
- Detailed understanding of community asset development/regeneration requirements
- Locality action plan for the North Isles in place

Short Term:
- North Isles Fibre broadband connectivity achieved
- Islands with Small Populations action plan in place

How do we know that a change is an Improvement?
- Community feedback
- Improved outcomes at locality level e.g.
  - Reduced fuel poverty
  - Lower cost of living
  - Reduction in number of children in low income families
  - Improved Place Standard scores
  - Higher proportion of working age people

2019 — IWSP Islands Event

2020 — Locality Planning action plan

2021

2022 — Project evaluation

Talent Attraction

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.

Aim
To develop strategic priorities and action plan for recruitment and retention in Shetland.

Why?
- Demographic changes (e.g. ageing population)
- Skills gaps

How?
Improvement Changes
Increased understanding of issues affecting recruitment of working age populations (particularly in relation to filling specialized/high-skilled job roles) and partnership working to implement solutions.

Initial Activities
- A coordinated approach to local talent attraction and retention of young people, particularly among community planning partners, will begin with investigation and understanding of the issues relating to recruitment and retention, including examining the approaches of other areas.
- Initial investigation and fact-finding will be utilized to develop a strategic approach which will be incorporated into recruitment approaches for local employers.

Resources Required

Risks
- Employer and partner buy-in
- Community buy-in

Participation
- Shetland Partnership – all partners (NB: initially, this will focus on the partners with the most acute recruitment issues)
- Promote Shetland
- Local employers
- Community Councils

Outcomes
Long Term
- Sustained growth in in-migration of working age population
- Increased retention of working age population

Medium Term:
- Partnership strategy to recruit and retain working age population developed
- Multi-faceted campaigns to attract working age population to Shetland in place
- Initiatives to promote local vacancies outside of Shetland developed

Short Term:
- Understanding of issues relating to recruitment and retention in Shetland developed

How do we know that a change is an Improvement?
- Increased in-migration
- Reduction in employers reporting recruitment difficulties and/or skills gaps
- Improved demographic balance (e.g. higher proportion of 'working age' population)

2019 — Understanding issues

2020 — Strategic approach developed

2021

2022 — Project evaluation

RESOURCES REQUIRED

- Funding (external/internal)
- Staff/Time
- Data/Research
- Technology/Digital
- Land/Buildings

- 🟢 Resources secured
- 🟡 Resources identified
- 🔴 Resources not secured

Skills & Learning

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.

Aim
To better understand the challenges and opportunities in skills development and lifelong learning relating to Shetland's key economic sectors.

Why?
To address:
- Recruitment challenges
- Skills gaps
- Demographic changes

How?
Improvement Changes
- Develop a strategic, evidence-based approach to local skills investment
- Ensure that the local tertiary education, research and training sector is as effective and efficient as possible, and has the resources to develop and promote local FE and HE provision

Initial Activities
- A co-ordinated approach to local skills issues and retention of young people, particularly among community planning partners, will begin with investigation and understanding of the issues relating to skills investment, including examining the approaches of other areas.
- Initial investigation and fact-finding will be utilized to develop a strategic approach which will be coordinated by a local skills partnership.

Resources Required

Risks
- Alignment with refreshed regional skills investment plan
- Employer and partner buy-in

Participation
- Lead Partners: SIC, SDS, HIE
- Promote Shetland
- Developing Scotland's Young Workforce
- Local employers

Outcomes
Long Term
- Increased retention of working age population
- More young people entering further and higher education in Shetland
- Fewer business reporting difficulty recruiting suitably skilled workers
- A higher proportion of Shetland graduates entering employment in Shetland

Medium Term:
- Merger of Shetland College, Train Shetland and NAFC Marine Centre finalised
- Incorporation of merged college strategic planning into community planning framework

Short Term:
- Partnership approach to local skills issues developed

How do we know that a change is an Improvement?
- Reduction in employers reporting recruitment difficulties and/or skills gaps
- Increase in enrolments in local FE, HE and training provision
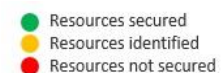
2019 — Understanding issues

2020 — Strategic approach developed

2021

2022 — Project evaluation

Money Proofing Policies

This is about making the best use of our existing resources and activity in order to reduce inequalities in Shetland associated with household income and outgoings. In the first year, this will focus on gently challenging our current approach to strategic development and delivery to ensure that all partners' plans consider and make changes that can positively affect people's lives. For example, how can the Council's car pool be used to enable low-income households to access more opportunities? What is the impact of World Book Day on our more vulnerable children and young people and their families? This also includes commissioning research to understand the links between the high cost of living and poorer outcomes for households and individuals.

Aim
To ensure all of Shetland's strategic plans are aligned and delivered to support households to maximise their income and minimise their outgoings

Why?
To Address:
- High Cost of Living
- Rise of In Work Poverty
- Silo Policy Making
- Assumed Deficit of Entrepreneurship Amongst Low Income Households
- Child Poverty Act Statutory Requirements
- Risk of Reputational Damage
- Child Poverty Act Statutory Requirements

How?
Improvement Changes
Develop a series of events that bring together policy influencers to develop their understanding of how their plans can have the greatest impact

Initial Activities
- Start engaging with Voices for Equity
- Engage key policy influencers (27th June 2019)
- Develop session (27th June 2019), to build understanding
  - Explore role of Voices for Equity
  - Scope out one year activity
  - Identify current examples of innovation / tests of change

Resources Required

Risks
Not prioritized by Influencers: involve CEOs in ensuring attendance

Participation
- Households with low incomes
- Policy Influencers
- Decision makers responsible for key policy areas

Outcomes
Medium Term:
- Transport, childcare, digital provision, skills and training developers will target provision to ensure low income households can increase their household income
- All services will review costs associated with access, in order to minimise household costs

Short Term:
- Policy influencers will have a detailed understanding of the experiences of people in Shetland living in low income households
- Plans will be reviewed and revised to align with these outcomes

How do we know that a change is an Improvement?
- Increased understanding amongst policy leads
- Plans demonstrate that the experiences of people living in low income households have informed their development
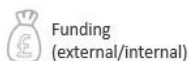
2019 — Year 1 Project implementation

2020 — Year 2 Project review

2021 — Year 3 Project review

2022

RESOURCES REQUIRED — Funding (external/internal) — Staff/Time — Data/Research — Technology/Digital — Land/Buildings

- Resources secured
- Resources identified
- Resources not secured

Right Information, Right Time

Any discussion about how we can improve outcomes for people, whether with people, front-line staff and managers, involves frustrations about knowing who or how people can get the support they need at that time. Busy front-line staff find it challenging to find this information, and for it to get up to date. This project seeks to explore and use technological solution(s) to this problem, working closely with families and front-line staff. As well as the technological solution, the project will also assess and address the skills, confidence and other barriers that staff may have in ensuring people get the support they need, as soon as possible.

Aim
- To ensure Shetland's workforce has the knowledge, skills and confidence to routinely refer people to income maximisation and employability support services, as required
- To ensure Shetland's people can access the support they need

Why?
To Address:
- High Cost of Living
- Rise of In Work Poverty
- Low Uptake of Benefits
- Assumed Deficit of Entrepreneurship Amongst Low Income Households
- Failing to get those most in need to the right service at the right time
- Child Poverty Act Statutory Requirements

How?
Improvement Changes
- Maximise use of technology to ensure people get the right information at the right time
- Be informed by those who need the information (i.e. people and front line staff)

Initial Activities
- Investigate technological feasibility
- Market Research: understand what front-line staff and the public would like and need
- Consider additional staff resource for development of technological solutions
- Review existing work
- Training and Capacity Building is key / 'culture' change e.g. people being comfortable speaking about money and reducing stigma
- Draft brief, involving ICT / Communications / Workforce Development

Resources Required

Risks
- Unable to secure additional staff resource (if required): strong business case of benefit, including market research
- Unable to secure funding for technological solution: strong business case of benefit, including market research
- Technology isn't a solution: detailed research at outset

Participation
- Lead agencies – SIC, HIE, NHS, CAB
- Households on low income
- Front Line Staff
- Community Facilities, such as shops / post people
- Fuel Poverty, Welfare Reform & Financial Resilience groups
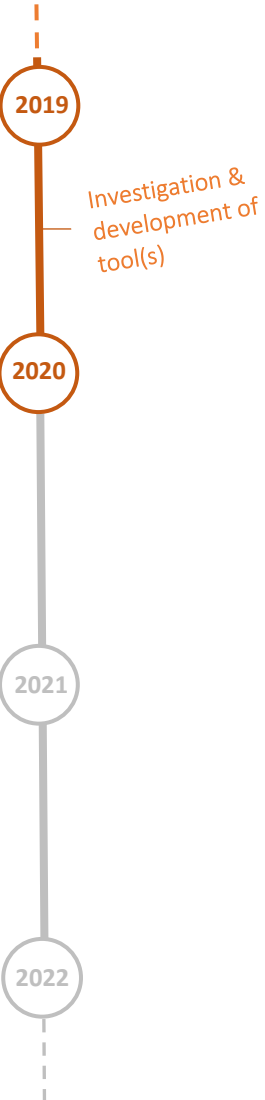
Outcomes
Medium Term:
- Households will receive individualized support to minimise household costs, maximise household income and move into economic activity or improved economic activity
- Reduce stigma associated with seeking support in all areas that can increase household income and reduce household costs

Short Term:
- Shetland's workforce have knowledge, skills and confidence to refer people to income maximization and employability support services via agreed local referral pathways as part of routine practice

How do we know that a change is an Improvement?
- Increased uptake of support services
- Reduced examples of case studies where people haven't received the right service at the right time

2019

2020

2021

2022

Investigation & development of tool(s)

RESOURCES REQUIRED

Funding (external/internal)

Staff/Time

Data/Research

Technology/Digital

Land/Buildings

- Resources secured
- Resources identified
- Resources not secured

Fair Food

In a rural community, with plenty of land and skills, this project is seeking to explore and encourage as many ways as possible to ensure that people throughout Shetland are able to access nutritious food. The work will be broad and will involve communities, community assets, skills and knowledge development. The aspiration is to be a community without Food Poverty.

Aim
To move Shetland towards being an Equitable Food community

Why?
To Address:
- High Cost of Living
- Rise of Food Poverty
- Welfare Reforms
- Resource Rich Community for Growing Food
- Risk of Food Bank becoming Institutionalized

How?
Improvement Changes
Those in food poverty involved from the outset

Initial Activities
- Write Strategy to meet legislative requirements
- Start engaging with those in food poverty
- Lerwick Based trial
- Assess what's already happening – strategic and operational

Resources Required

NB: emphasis and approach to food growing needs to change, rather than being anything additional.

Risks
- Communities, particularly the more vulnerable, are unable to get involved
- Unable to secure additional staff resources: strong business case of additional resource to support communities

Participation
- Voices for Equity / Anchor / Employability / Others
- Growing community, including Agricultural Group (Good Food Nation)
- Council CEO is sponsor

Outcomes
Medium Term:
- Everyone is able to access affordable nutritious food
- Reduce stigma associated with seeking support in all areas that can increase household income and reduce household costs

Short Term:
- Shetland Partnership embracing requirement on Council to produce and deliver a Food Strategy, which truly achieves a community response to the aim.
- Promote and support innovation, such as Fair Food

How do we know that a change is an Improvement?
- Reduced demand for food bank
- Increased growing

2019
September 2019 Detailed planning will commence

2020
April 2020 (statutory deadline) Legislative requirements will be in place

2021

2022
Project evaluation

RESOURCES REQUIRED
Funding (external/internal)
Staff/Time
Data/Research
Technology/Digital
Land/Buildings
Resources secured
Resources identified
Resources not secured