

SHETLAND PARTNERSHIP BOARD
Bressay Room, Montfield, Lerwick
Wednesday 21 June 2017 at 10.00am

Present:

M Boden, Chief Executive, SIC
C Brown, Scottish Government (*by video conference*)
A Duncan, Integration Joint Board
M Eggle, Scottish Government (*by video conference*)
C Ferguson, Director of Corporate Services, SIC
G Howell, Shetland Arts
C Hughson, Executive Officer, Voluntary Action Shetland
R Hunter, Area Manager, Highlands and Islands Enterprise
G McDonald, Chief Superintendent, Police Scotland
M Murray, Scottish Fire and Rescue Service
R Roberts, Chief Executive, NHS Shetland
C Smith, SIC
G Smith, SIC
L Tulloch, Chief Inspector, Police Scotland
M Williamson, Integration Joint Board

Also in attendance:

B Hall, Partnership Officer, SIC
S Hunter, Executive Manager – Children's Resources, SIC
S Middleton, Partnership Officer, SIC
E Perring, Policy Manager
V Simpson, Executive Manager – Community Planning and Development, SIC
L Geddes, Committee Officer, SIC

Apologies:

M Bell, Convener, SIC
A Black, Chief Executive, SCT
F Burr, Scottish Fire and Rescue Service
N Grant, Director of Development Services, SIC
L Hall, Shetland Arts
I Kinniburgh, Chair, NHS Shetland
A Miller, Voluntary Action Shetland
R Thomson, SIC

16/17 Appointment of Chair and Vice Chair

Mr Boden, Chief Executive – Shetland Islands Council (SIC), welcomed those present to the meeting and sought nominations for the position of Chair.

Mr Duncan nominated Mr C Smith, and Mrs Hughson seconded.

There being no further nominations, Mr C Smith was accordingly appointed as Chair.

The Chair sought nominations for the position of Vice Chair.

Ms Hunter nominated Chief Inspector Tulloch, and Mr G Smith seconded.

There being no further nominations, Chief Inspector Tulloch was appointed as Vice Chair.

17/17 **Minutes of the Partnership Board – 29 March 2017**

The Partnership Board approved the minutes of the special meeting held on 29 March 2017 on the motion of Chief Inspector Tulloch, seconded by Ms Hunter.

18/17 **Matters arising/actions from previous meeting**

There were no matters arising from the minute, and the Partnership Board noted the updates from the Action Tracker.

19/17 **Corporate Parenting Strategy 2017-2020**

The Partnership Board considered a report by the Executive Manager – Children's Resources, which presented the Corporate Parenting Strategy 2017-2020.

The Executive Manager – Children's Resources summarised the main terms of the report, advising that it was a significant piece of work that had taken place over a number of months. It was ambitious in its reach, and aimed to provide a framework to allow transformational change. One of the priorities was to establish a corporate parenting board - comprising of elected members and community planning partners - which would give scrutiny and support.

Responding to questions, the Executive Manager – Children's Resources confirmed that the total number of looked after children in Shetland was currently 31. The table in Appendix 2 of the Strategy (page 27) related to educational tariffs, and one of the main pieces of work being carried out was to establish and close the attainment gap relating to looked after children. The data on page 28 of the Strategy related to the overall percentage of pupils with additional support needs, not just looked after children. It was hoped to produce data relating exclusively to looked after children in future.

It was noted that closing the educational attainment gap was a priority for the Scottish Government, and it was important to ensure that all school pupils could achieve their full potential. Given that the attainment gap relating to looked after children was wider; this was a key area for the Board to focus on.

It was pointed out that the Corporate Parenting Board membership was based on best practice, and that there would be a number of implementation groups reporting on progress to the Corporate Parenting Board.

The Board approved the recommendation in the report on the motion of Mr C Smith, seconded by Chief Inspector Tulloch.

The Partnership Board RESOLVED to:

- Support and take ownership of the Corporate Parenting Strategy
- Sign up to the Care Leavers Covenant by September 2017
- Support the premise that children and young people should be brought up in their families wherever possible

- Actively promote and protect the rights of looked after children and care leavers in their area of responsibility.

20/17 **Shetland Multi-Agency Anti-Bullying Framework**

The Partnership Board considered a report by the Lead Officer – Adult and Child Protection, on behalf of the Shetland Together Group, presenting the Anti-Bullying Framework.

The Executive Manager – Children’s Resources summarised the main terms of the report, advising that it was an overarching strategic policy which emphasised the importance of tackling bullying, and it provided a template to support organisations to develop and implement anti-bullying policies.

Mr Boden thanked those involved for putting the policy together, and said that it was important for organisations to bear in mind that while it was useful to have an understanding of the reasons for the behaviour by the perpetrators and to work with them to prevent this in future, it was also important to acknowledge the victims of such behaviour and not to blame the victims.

It was commented that the work carried out to produce the policy was a good demonstration of the organisations involved working together in partnership.

The Partnership Board agreed to:

- Accept, endorse and support the Anti-Bullying Framework, as part of the Local Outcome Improvement Plan C1.4: Deliver the Shetland Anti-Bullying Strategy, including the development of information and training on prejudice-based bullying and a relevant linked indicator
- Take responsibility for implementing the framework in their own organisations

21/17 **Development Partnership 10 Year Plan**

The Partnership Board considered the final draft of the 10 Year Plan to attract people to live, study, work and invest in Shetland.

Ms Hunter gave a presentation to the Board outlining the reasons for developing the 10 Year Plan; how its success would be measured; how its vision would be achieved; who would be responsible for leading on delivery; and what was required to resource the Plan. She highlighted the importance of business growth to sustain current levels of services, facilities and community participation; and the need to attract people to Shetland to achieve this, particularly as the proportion of the population in Shetland aged 50 and over was higher than the Scottish national average. All community planning partners had a role to play in achieving the aims of the 10 Year Plan, and there was a need for consistency about what was required for the community. Resourcing the plan may be challenging, given the current public sector funding environment. There was a need to target the private sector, as this sector offered the most opportunity for growth, and to foster an environment which would support entrepreneurs. An ambitious target had been set to create 700 new private sector jobs by 2028, and to grow the FE student population and increase apprenticeship registrations to help achieve a more balanced demographic profile. The Development Partnership would lead on delivery of the Plan, and a three-year action plan was being prepared which would measure progress and this would be reported annually to this

Board. Endorsement of the Plan was sought so that it could be finalised by the Development Partnership.

Ms Hunter then responded to questions, and the Board noted the following:

- The agriculture industry, and how it would be supported nationally following 'Brexit', was currently the subject of some discussion. Locally, the focus would be on supporting producers to bring new products on to the market.
- Availability of housing had been identified as one of the key barriers to attracting people to Shetland, along with the cost of travel. This was something that was being built into the Plan, and it was intended that the Plan could be used as a lobbying document to increase funding available for house building. To support the creation of high value private sector jobs, private sector housing development would have to be encouraged, as private development was not part of the local culture. Social housing was also important in Shetland, and the Council had been successful in securing £14million of finance recently, but the Plan focused on the development of private sector housing.
- Setting targets in relation to further and higher education whilst the Council's review of tertiary education had been ongoing had been a challenge. However the targets had been set taking into consideration the funding available from the Scottish Funding Council, and more work could be done to present the background data that had informed the Plan. There was no funding cap in relation to postgraduate students, so ambitious targets had been set in relation to this community, and account had been taken of opportunities that may become available in creative industries, decommissioning and others. The targets set would require more facilities and external funding, and a more commercial focus. However it was a good way of encouraging young people to relocate to Shetland, and it should be noted that young people were a crucial part of the volunteering community.
- The Plan had been prepared on the principle that the economy came first. Unless there was a solid business base, it would be difficult to continue to provide public services and volunteers if people did not come into communities to live. Therefore attracting people into communities was the first step, and they would then be available to take up voluntary roles. There was currently a high level of volunteering in Shetland and evidence that there was 'volunteer fatigue', so succession planning was very important.
- There was a focus on creating high value private sector jobs so that these people could contribute to the economy, and the work done to date suggested that 700 private sector jobs were required to sustain the economy and services. But it was recognised that there would be lower paid jobs, and some consideration may be given to looking at a wage level target.

During the discussion that followed, it was commented that there was a need to support, encourage and incentivise volunteering, and that some level of financial support would be required in order to do so. In the past, grant schemes had been available to community based voluntary organisations, but there were now no schemes to support such activity. Voluntary activity had to be sustained and supported, and consideration would have to be given to this in moving forward. There also required to be recognition of the value of external income that third sector organisations were successful in securing, and its value in economic terms. The value of young volunteers

was recognised locally, and Shetland had the highest level of young people achieving awards, so this should continue to be encouraged.

The provision of housing was also commented on, with it being suggested that creative solutions were required to encourage private sector housing development to attract a working age population to Shetland.

It was noted that achieving growth in student numbers would require more investment and that the colleges would not be sustainable without public sector support. More funding would be required from the Scottish Funding Council, as some of the areas proposed for development were considered as low tariff courses, although there was some potential to grow numbers without impacting on the cost of delivery. The development of research would require to attract funding or pay for itself, as it was currently heavily subsidised. It was suggested that there would be challenges in achieving the targets as what it was hoped to achieve was not in line with current government policy, so there would be a need to work with the government to help achieve something that would be sustainable locally.

It was suggested that it may be useful to include information relating to the forecasted trend in private sector jobs over the next ten years, and how this strategy would add to this trend, as the target did not recognise highly skilled jobs, or the fact that the job market may have moved in this direction regardless.

It was commented that in addition to attracting new people, it was also important to continue to support the people who already lived in Shetland and also to recognise that people may see living in Shetland as a part of a career path rather than a permanent location. This could be seen as a positive thing and young people could be encouraged to get into careers that they could come back to in Shetland later on, or people could use their career in Shetland as an opportunity to develop and move on. Encouraging recruitment in rural areas was something the NHS was heavily involved in, and there was evidence that people chose to work in rural areas because they already had experience of living in a rural area.

The Partnership Board agreed to endorse the 10 Year Plan, which will now be finalised by the Development Partnership, and noted that further detail will be provided in due course in terms of the background work that has gone into developing the actions and targets, and the risk of not delivering the aims of the 10 Year Plan.

22/17 Community Empowerment (Scotland) Act 2015, Part 2 Implementation

The Partnership Board considered a report by the Partnership Officer, Shetland Islands Council, outlining the approach to the implementation of Part 2 of the Act, and seeking agreement of the engagement plan.

The Partnership Officer summarised the main terms of the report, advising that the partners had come together to look at how to deliver Part 2 of the Act, and a project board had been formed. There were three strands involved in implementing Part 2 of the Act - governance was being reviewed in light of the new legislation, evidence was being gathered to produce locality profiles, and work was being carried out to produce a community participation strategy. All three strands were part of the Local Outcomes Improvement Plan (LOIP). At the moment, the focus was on getting locality profiles together, and a workshop to discuss locality planning, and the outcomes of the formal engagement exercise, would be held in late July/early August, with public consultation

taking place in September. The Board was being asked to consider if it was satisfied with the approaches that were being taken.

The Partnership Board noted the approach to implementation of Part 2 of the Act, and agreed the Engagement Plan set out in Appendix 2 of the report.

23/17 Chief Officers Group Report

The Partnership Board considered a report by the Lead Officer, Adult and Child Protection, which presented a report from the Chief Officers Group.

Mr Boden summarised the main terms of the report, advising that it was a positive report and that the creation of a Chief Officers Group had been worthwhile. Chief Officers had assured themselves, through a process of scrutiny and challenge, that processes were working well, but that it was always important to focus on continuous improvement. One area of challenge that had been identified related to long-term fostering and the length of time to get to a permanent solution. It was difficult to find foster parents locally, and the legal system that everyone worked in made it difficult for solutions to be achieved in a short time. Work was taking place with all partners to attempt to speed things up, and representations would be made to the government.

In response to a query regarding the Named Persons Scheme, he advised that this scheme had its merits, and had been welcomed and adopted.

The Partnership Board noted the report from the Chief Officers Group.

24/17 Shetland Partnership Performance Group 25 May 2017 - Chair's Report

The Partnership Board considered a report by the Chair of the Shetland Partnership Performance Group which outlined the main points from the meeting held on 25 May 2017.

Ms Hunter summarised the main terms of the report, advising that it had been recognised that there were difficulties in summarising progress using the current reporting mechanisms, so there was a need to review this. It had been suggested that there should be a shift to a more project-based and focused approach for the LOIP, so this was a work in progress which all partners were engaging in.

The Partnership Board noted the report.

25/17 Shetland Partnership Resources Group 25 May 2017 - Chair's Report

The Partnership Board considered a report by the Chair of the Shetland Partnership Resources Group (SPRG) which outlined the main points from the meeting held on 25 May 2017.

Ms Ferguson summarised the main terms of the report, advising that there had been a focus on aligning and combining budgets and other resources from across the Partnership to achieve outcomes. There had been challenges in terms of aligning the budget process, and this was something that would be looked at again. There were legislative provisions regarding the bringing together of budgets. The sharing of information for use by groups had been carried out, and this was an ongoing process that would require to be maintained and updated. Keeping the information up to date would be a challenge, and there were issues for some partners in that information from

national organisations had to be disaggregated to reflect the local picture. Sometimes there were limits as to how far this could be done, although there was no lack of willingness to do so.

The SPRG had taken these issues as far as it could as a group and, given the progress made to date, it was being recommended that the SPRG be wound up and any outstanding actions would be undertaken by partners and/or incorporated and achieved through the implementation of the Community Empowerment Act. This required a commitment from partners to provide and maintain data, and she highlighted the information provided by Skills Development Scotland on their website as an example of best practice which could be replicated.

Mr Boden paid tribute to those involved for what had been achieved, and suggested that given the importance of the work already carried out to encourage co-ordination of activity and joint commissioning between partners, that the Board also agree to endorse the principle of joint commissioning between partners wherever possible, in addition to the recommendations in the report.

Concern was expressed that the partnership still required to identify ways of producing information and using this information to jointly discuss budgets and priorities, using resources in a different way, and holding each other to account. This was something that would have to be taken account of in the governance review.

Ms Ferguson advised that discussions always commenced from the position that everyone was working together for Shetland. A key strand of this was locality working and resources were an integral part of that, but there was a danger in putting resource discussions into a dedicated place. The partnership should all be providing data, and supported in using this data as an integral part of its projects.

On the motion of Mr C Smith, seconded by Chief Inspector Tulloch, the Board approved the recommendations in the report with the addition that opportunities for joint commissioning between partners should be sought and supported wherever possible.

The Partnership Board:

- Noted the progress achieved by the SPRG during 2016/17
- Approved the proposals set out in paragraph 2.5 of the report, including the publication of resource information for 2016/17 in the Shetland Partnership Annual Report
- Agreed that Schedule 1 organisations and Shetland Charitable Trust will take responsibility for and action the publishing of information on their finance and staffing for Shetland on an annual basis, to be incorporated into future annual reports
- Agreed that information pertaining to Third Sector resources will be published on an annual basis within the Annual Report of Voluntary Action Shetland
- Agreed that the Shetland Partnership Resources Group will be wound up – any outstanding or ongoing actions will be included in the implementation of the Community Empowerment (Scotland) Act 2015

- Agreed to support and seek opportunities for Joint Commissioning between partners wherever possible

26/17 **Future Meeting Dates**

The following meeting dates were noted:

- 13 September 2017 at 10am
- 29 November 2017 at 10am
- 14 March 2018 at 10am

Before the meeting closed, Chief Superintendent McDonald thanked the Board for the opportunity to attend the meeting, commenting that it had been useful to see how the Board conducted its business, and the direction it was taking in moving forward. Joint resourcing would be an integral part of moving forward, and further discussions would be welcomed on this.

The meeting concluded at 11.45am

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C Smith
Chair