

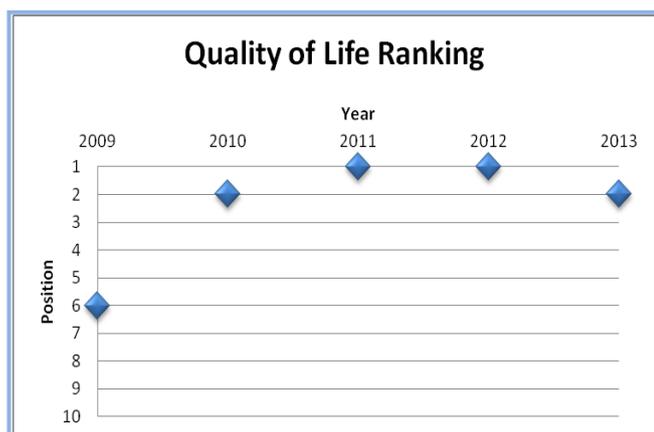
This report summarises what we have been doing in Community Planning in the last year and aims to give an overall picture of where Shetland is performing well and where we will be looking to improve in the coming years. The report outlines the Shetland Partnership’s progress in achieving the aims of the Community Plan and actions and indicators that support this (the Single Outcome Agreement) and gives some examples of Community Planning in action.

Shetland 2013/14 – the overall picture

The Shetland Partnership monitors a number of indicators to determine how well we are performing against the aims of the Single Outcome Agreement and community plan. These indicators do not tell the whole story and for some we do not get new information every year, however, they do give a useful indication of where Shetland is doing well and where we want to improve.



Shetland remains an excellent place to live, ranked as the 2nd best place to live in Scotland in the Bank of Scotland’s annual Quality of Life Survey (see graph below).



Shetland is also a safe place to live with reported crimes down in 2013/14 and 96% of people agreeing that they feel safe in their community. Shetland’s economy also continues to perform strongly and is the standout area in terms of our indicators. The employment rate is 85.5%, 14% higher than the rate for Scotland as a whole and up from 83% in 2012; in the last year, there has also been a corresponding decrease in the number of people receiving out-of-work benefits (from 1.5% to 1%). Average earnings are also on the increase (from £546.10 to £585.80), as is the number of females who are economically active (from 79.7% to 82%).

Our children and young people also appear to be benefitting from a buoyant economy, with Youth out-of-work claims down and more children leaving school to positive destinations (94.4% from 90.9% in 2011). However, it should also be noted that the number of people with qualifications is declining with a slight decrease in the number of people qualified to NVQ level or above. The business start up rate has also declined, possibly due to more people being employed by larger organisations.

In order to capitalise on Shetland’s strong economic performance, we are working to enhance opportunities in sectors such as decommissioning and the creative industries, and with industry to identify the skills they need. There is also an aim to increase the availability of housing and build more new homes. These actions are designed to ensure that economic activity is enhanced and sustained in Shetland for the long term.



The Shetland Partnership also acknowledges that care must be taken to make sure that the current boom in the private sector does not increase inequality within and between communities and equalities will remain at the forefront of Community Planning in years to come. Partners are also aware that whilst the wider Shetland economy is performing well, public sector spending is generally being reduced. To help alleviate this, the Shetland Partnership will continue to work towards a more sustainable balance in Shetland's economy and encourage partners to share resources, assets and knowledge to achieve our outcomes.

Shetland Partnership Outcomes – progress and Community Planning in action

This section goes into more detail about the outcomes detailed in the Community Plan and Single Outcome Agreement; describing some of the work that has gone towards achieving those outcomes in 2013/14. This includes actions, projects and initiatives carried out by the Shetland Partnership's Thematic Groups and through Shetland Islands Council's Community Planning and Development (CP&D) team.

Progress against actions is reviewed every three months by the Shetland Partnership Performance Group and, at the end of the 2013/14 financial year, the overall status was good with around 60% of the actions rated as 'green' (meaning completed, on-time or on-track) and around 25% rated 'amber' (meaning that they are likely to be completed but are experiencing some issues). Two actions were rated 'red' (meaning they have not been completed on-time or are unlikely to be completed) and the strategic groups responsible for these actions are taking steps to address this through the 2014/15 SOA. The progress at the end of 2013/14 is summarised over the following pages for each outcome, together with some examples of Community Planning in action from the past year.

Outcome A: Shetland is the best place for children and young people to grow up

Work on this outcome continues to focus on Early Years and Getting it Right for Every Child. This includes a strong focus on prevention, working with families and working in partnership to give all children the best start in life. The Early Years Collaborative is a good example of Community Planning for children, families and young people in action and is becoming well established in Shetland; Box 1 contains more details.

BOX 1: The Early Years Collaborative – Community Planning for Children and Families

The Early Years Collaborative (EYC) is a national Community Planning initiative that brings together partners from social services, health, education, police and the third sector to improve outcomes and reduce inequalities for babies, children, mothers, fathers and families to ensure that all children have the best start in life and are ready to succeed. The objectives of the EYC include delivering tangible improvements in outcomes for children, reducing inequality and helping to shift resources towards early intervention and prevention.

The Shetland EYC is being managed through the Integrated Children and Young Peoples Strategic Planning Group (ICYPSPG), which includes partners from health, children's services and the third sector. In 2013/14 great strides have been made and the Shetland Early Years Collaborative is becoming well established. Initially, 3 projects were planned for implementation in 2013/14; however, as of early 2014 this target had been met and exceeded with 7 projects in progress under the EYC banner and more on the way. The Shetland EYC have also held a series of workshops with staff from key partner agencies.

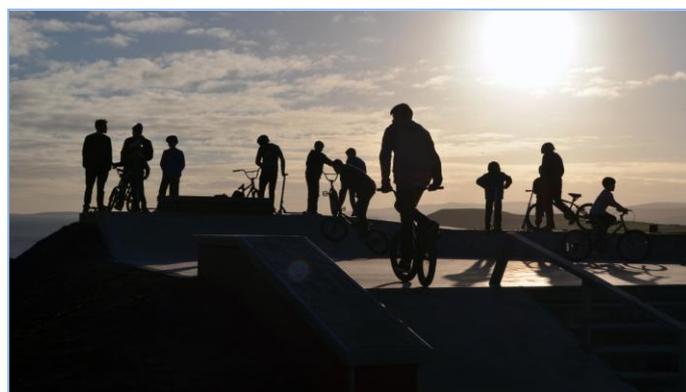
Under the EYC programme, families are supported in a number of ways:

- Antenatal Parenting Programme – cross-agency support for vulnerable families before children are born, allowing agencies to improve the knowledge and confidence of parents to-be, to ensure the best start in life for children
- Busy Dads – aims to enhance the relationship between fathers and their preschool children, allowing them to participate more fully in their children's upbringing and contribute to achieving improved outcomes. The next step in the improvement journey for this group is to increase the parenting skills of a number of males in a parenting role for a child identified as vulnerable.
- EYC Transport Project – transport is a key issue for many parents of young children and babies in Shetland. Partners had initially looked at providing public transport solutions for families who were not able to access activities due to lack of transport; however, it was soon realised that communities can and do find their own solutions to these issues and this has led to a number of families sharing transport in their community to support families to access opportunities. This has parallels with the Community Connections project, discussed on page 5.

The focus of the EYC is on supporting workers to learn how to constantly improve what they do to meet the specific needs of children and families they work with by learning from each other and recognised experts in an area, and using the improvement methodology to evidence that what they are doing works. This way of working will continue to be developed by all partners in 2014/15 as part of the Shetland Partnership's commitment to improving outcomes, prevention and early intervention.

Outcome B: We live longer healthier lives

Work on this outcome in 2013/14 focused on three main health improvement areas: alcohol, smoking and physical activity. 'Drink Better' has seen a number of campaigns run in Shetland over the past year to encourage people to reassess their relationship with alcohol; the results of these campaigns will be used to better inform and target



audiences for future campaigns. Joint working has led to an increase in the number of referrals from maternity and fertility services to specialist smoking cessation services to help support those trying for a baby to quit smoking before becoming pregnant. Community Sports Hubs have been developed in Unst, Yell, Whalsay, Brae and West Mainland with the aim of encouraging more people to become physically active. These Hubs provide the focus for a number of activities including sports coaching and involving young people as Young Ambassadors for sport and physical activity. Hubs will continue to be developed in other areas of Shetland and work will expand to include intergenerational working among all ages. Another project that has the potential to realise significant health benefits through physical activity is the Shetland Skatepark, see Box2.

BOX 2: Shetland Skatepark

After many years trying to identify a suitable site, and a lot of fundraising, Shetland Skatepark Association finally opened Shetland's only purpose built, high quality skatepark at the Knab in Lerwick in May 2014. The skatepark provides a safe but challenging environment in which children, young people and indeed people of all ages and abilities can develop their skills and improve their physical health and well being.

Outcome C: People are supported to be active and independent throughout adulthood and in older age

2013/14 was a busy year with significant progress made in relation to the Integration of Health and Social Care services and work on the national policy initiatives Self Directed Support and Reshaping Care for Older People. Work is also progressing on developing new models of service delivery based around geographic localities in Shetland. During 2013/14 Dementia Care emerged as a priority for Community Planning in relation to this outcome, Box 3 gives some details of early-stage work in this area.

BOX 3: Dementia Care and Community Planning

In 2013/14 an audit of Dementia Care in Shetland identified a need to plan more activity in this area through Community Planning. Initiatives to support this include working with communities and community enterprises to help create 'dementia friendly' communities better able to support those who suffer from dementia. Work is ongoing and a new section has been included in the Single Outcome Agreement for 2014/15 specifically focused on Dementia Care.

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

Highlights from the past year in this outcome area include the deployment of the new community safety van, which is used as a multi-agency contact point throughout the isles, and positive impacts in relation to road safety: Seat belt detections increased by 88.9% from 27 in 2012/13 to 51 in 2013/14; Mobile phone offence detections increased from 21 in 2012/13 to 28 in 2013/14 an increase of 33.3%; The number of offenders caught for speeding offences increased by 3.5% from 2012/13 to 2013/14. Helping to create and sustain strong, resilient and supportive communities is a key area of work in both Community Safety and Community Planning and Development, Box 4 gives some examples of how communities are becoming resilient and finding their own solutions to issues.

BOX 4: Building strong, resilient and supportive communities through community planning

Many communities in Shetland are developing resilience while facing challenges linked to reduced levels of public spending and the changes to services this has led to. SIC Community Planning and Development continue to play a key role in assisting communities to access funding and develop their own solutions to issues they encounter. Some examples from the last year include:

West Burrafirth Community Broadband: Disillusioned with waiting for national broadband providers to supply an adequate broadband service, the community of West Burrafirth took matters in to their own hands. With the help of CP&D, they formed a community group and applied for National Lottery funding to work in partnership with Shetland Broadband on community owned broadband provision. Following a successful funding application and installation of transmitters and receivers, the community now enjoys some of the fastest broadband in Shetland which is having positive outcomes for local employment, study and leisure.

Bridgend Outdoor Centre Trust (BEOCT): This project reflected the identified need to expand and improve the Centre's facilities and was assisted by CP&D. Funding was secured for investment in new facilities and site enhancements, more effective marketing, an extended opening season and two new part-time paid posts have also been created. The BEOCT is currently developing Phase 2 of this project – which could see further infrastructure improvements – to continue the economic and social development of the thriving Bridge End community.

Bressay Community Development Association (BCDA): The BCDA was formed in 2013 in response to reduced public sector service levels and the impacts this has had on the community. The Association, with the assistance of CP&D, has developed a Local Action Plan to set out the priorities for the community and has begun to look at ways that the local community can deliver services for themselves. One such example is a local skip scheme, replacing the service previously operated by the Council.

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.

Many of the actions that contribute to achieving this outcome are long term, being delivered over periods of several years to address key issues in relation to Shetland's economic development. Progress on actions in 2013/14 includes: establishing a Strategic Energy Development Group to help plan and oversee future energy development in Shetland; consultation with Community Planning partners to develop a 5 year plan to attract more people to Shetland to live, work, study and invest (one of the priorities from our Community Plan); and, work on new Community Planning initiatives to identify skill and trade shortages in Shetland and support the unemployed and underemployed to access them. Enhancing employability is a key concern for Community Planning; Box 5 contains some examples of work in this area.

BOX 5: Employability

Work Club - Connecting learning, skills and jobs

The Work Club was launched by Adult Learning (Part of CP&D) to help people get back into employment, into their first job or to make a career change. The Club takes place every Wednesday in Islesburgh Community Centre from 1.00pm to 3.00pm. Folk can just drop in for help and advice on CV writing, completing application forms and interview practice. Free computer / internet access is provided to help folk search for vacancies. Personalised support is offered to help individuals to sell themselves and recognise their qualities. This can include mock interviews to help build confidence. On average 5 people drop in each week, many referred by Job Centre Plus, with evidence suggesting that many are now moving in to employment.

YES scheme – Supported Employment

The Scottish Government has recently established a short-life scheme, as part of the Youth Employment Scotland (YES) Fund. This provides 'fully funded transitional employment opportunities for the most vulnerable job seekers who are 24 or under and are at risk of becoming economically excluded'. The scheme provides money to fund placements for young people not in employment and faced with complex barriers to employment (such as involvement with criminal justice services) to undertake work for a fixed period and gain valuable experience, skills and knowledge to enhance their employability. Shetland Islands Council has recently used funding from the scheme to offer placements to 12 young people across the local authority in settings suited to their interests and skills. Overall co-ordination of the scheme has been through CP&D with support from Youth Services and Human Resources. Whilst there have been challenges for both the local authority and the young people involved, the overall picture is that those on the scheme are improving their confidence and skill levels, enhancing their employability and moving closer to longer term employment.

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

The Fairer Shetland Partnership have been working on solutions to a number of challenges in relation to this outcome including: reducing the impacts of welfare reform, helping households to maximise their income and helping people to access long-term employment opportunities. Whilst these actions continue, there were a number of successful high-impact projects completed through joint working in relation to inequalities in 2013/14 – one example, the Community Connections project, is explained in more detail in Box 6.

BOX 6: Community Connections – an example of prevention and early intervention from Shetland

The Community Connections project is an example of innovative work on prevention and early intervention, carried out through partnership working in Shetland. Building on research into poverty and isolation in Shetland, a project was established with the aim of preventing individuals and households from the negative impacts of isolation by assisting them in developing connections within their community. The importance of social interaction and activities in preventing downward spirals into poverty was at the centre of the project.

Physical access is a barrier to people being included in social interactions and activities around them in a remote area such as Shetland. However, there are also more subtle barriers, such as stigma and the desire of people within communities not to pry into other people's lives. The project was developed in through training of frontline staff to help them identify young people who were not experiencing the same opportunities as their peers and develop solutions to enable these young people to participate.

Some examples of positive outcomes:

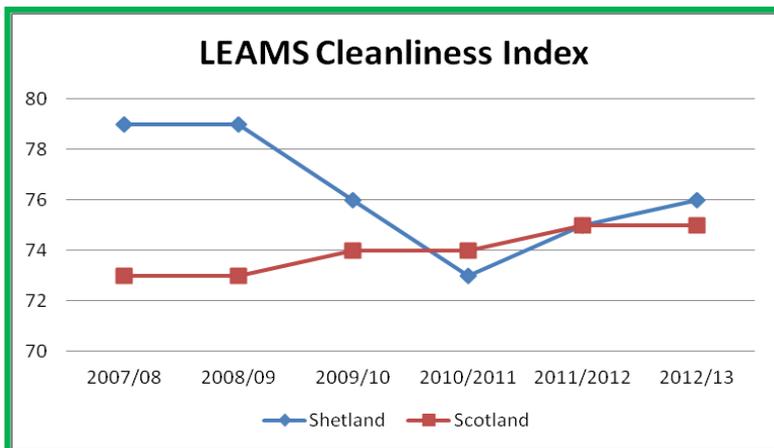
One young boy in a community had expressed an interest in football. He was one of the youngest members of a large family and was not seen within the community, out of school. It was important to find a way to support him to attend the local club, without affecting the pride of the mother. The Youth Worker identified a mother within the community who was willing and able to offer to pick the boy up from home. Since attending football, the school have noticed he has become more social and is socialising more in the community. He feels valued within the community and his confidence has grown as a result. Both the boy and mother have created and improved connections within their local community.

A Health Visitor was supporting a family to enable a child to access nursery provision. Due to their circumstances, they were eligible for a Shetland scheme to assist with the transport cost to access nursery; the Health Visitor had completed the application form on behalf of the family. However, instead she decided to explore the development of Community Connections, and asked a group of mothers in the community if they could assist in taking the child to nursery. They were delighted to help and the child now gets taken to nursery along with peers. The mother has been able to create friendships with the other mothers, reducing her own isolation and enabling her to develop her own Community Connections. In addition, there has been a direct saving to the local authority.

Overall, those working with individuals and families have been able to problem-solve together, particularly around how best to approach young people and their families, so that they feel comfortable. Staff involved have noticed a reduction in the input required by them to support vulnerable individuals and families, as they become more connected within their communities.

Outcome G: 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.

The Environment Partnership, with membership drawn from a range of partner organisations across Shetland, has a wide remit covering carbon and energy, biodiversity, geodiversity and access and amenity. 2013/14 has seen the Environment Partnership begin to develop an Environmental Strategy, to help all partners reduce negative environmental impacts and reap the benefits of Shetland’s stunning natural environment. Other successes in relation to this outcome include an increase in the number of people attending environmental sites and events, funding of £400,000 allocated for home efficiency improvements to help reduce fuel poverty and all Shetland schools being registered on the Eco-Schools programme to help children and young people understand and value their environment.



One of the indicators the Environment Partnership uses to measure success is the LEAMS index; this measure combines a number of criteria to give an overall score for the cleanliness of the environment in a local authority area. The graph above shows Shetland’s score as compared to the Scottish average and indicates that we are currently above average; we will be striving to maintain and improve this standard in future to protect and enhance Shetland’s stunning environment.

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.

During 2013/14 the responsibility for delivering this outcome was reviewed and it was decided this outcome was closely linked to guidance on Joint Working and Resourcing, which falls within the remit of a new group – the Shetland Partnership Resources Group (SPRG). The role of the SPRG includes: considering how to share resources within the Shetland Partnership to achieve the outcomes of the SOA; how to shift resources towards prevention activity; and, how to maximise efficiency through joint working, sharing assets and resources. The SPRG is pulling together information across the partnership in a number of different areas, for example, workforce development and asset management. The key priority to date has been Health & Social Care Integration, which will be significant progress towards a step change in joint working. Joint working and resourcing is an important area for Community Planning as a whole and has important implications for achieving both local and national Community Planning outcomes; it is a key priority in helping to address the realities of reduced public spending.

BOX 7: “Got’n a Grip – Striking the right balance” The Shetland Partnership Summit, Lerwick 21st August 2013

The theme of the 2013 Shetland Partnership Summit aimed to revisit and build on the outcomes of 2011’s scenario planning exercise, in which communities and partners contributed to the development of scenarios for Shetland’s future and steps that could be taken to achieve more favourable outcomes. The most favourable of these scenarios was entitled ‘Got’n a Grip’ and described a situation where there is more of a balance between public, private and third sector (rather than a dominant public sector) and resources are used more effectively as a result.

Delegates from across the Shetland Partnership and beyond heard presentations from partners in all sectors on the challenges and opportunities that lie ahead. The outlook was largely positive with partners keen to explore closer partnership working, whilst acknowledging that this is a critical time for Shetland in terms of re-balancing the economy and making better use of resources; as Councillor Gary Robinson put it, “we have one chance to get this right”. There then followed a series of presentations dealing with the reality of reduced public spending; an opportunity to highlight excellent work already being done in partnership across sectors and with communities to make more efficient, effective use of resources and improve outcomes. The afternoon featured a series of workshops where delegates were asked to discuss the question ‘Looking forward - are we getting the right balance?’ and to reflect on where they felt Shetland was now in relation to the Got’n a Grip scenario devised two years previously. Lively discussion identified many things that delegates felt the Partnership was getting right and many things that were not working so well. Crucially, suggestions were also made as to what needs to change; these included:

- Enhancing the role of Community Councils in community engagement with partners
- Strengthening private-public sector partnerships
- Avoid becoming introspective and pulling back from partnership work; when times are hard there is an even greater need to share resources, skills etc
- Put in place infrastructure to allow folk to do more for themselves
- ‘Opening the cupboard door wider’ – sharing problems, using the skills we have, involving communities in forming policy
- Look more into the future - 5 years ahead rather than now

A summary report from the day can be found at:

<http://www.shetland.gov.uk/communityplanning/documents/Gotagripreportfinal.pdf>

More detail on progress in 2013/14 towards achieving the aims of the Single Outcome Agreement can be found at http://www.shetland.gov.uk/communityplanning/community_planning.asp

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