

**THIRD ANNUAL WORKSHOP ON
POVERTY, SOCIAL EXCLUSION AND DISADVANTAGE IN
SHETLAND**

**ACHIEVING EFFECTIVE AND EARLY INTERVENTION –
REDUCING DISADVANTAGE AND IMPROVING SOCIAL
INCLUSION IN SHETLAND**

30th September 2011

Shetland Museum and Archives

Workshop Report

1 Introduction

This report draws together information received at an event held with representatives of the public, voluntary and community sector with an interest and remit for tackling poverty, deprivation and social exclusion in Shetland.

The event was held on 30th September 2011, and was attended by 51 people representing 17 organisations (see Appendix A). A further 39 people tendered their apologies. The event was facilitated by Emma Perring, from Shetland Islands Council (SIC) and Dr John McKendrick, of Glasgow Caledonian University.

The purpose of workshop was on how Shetland can best ensure that future decisions on reducing services will have minimum impact on those people who are currently struggling to maintain a good quality of life. The workshop was held within the context of a fragile UK economy and changes to national benefits.

The debate and actions from the event will be used, along with other research and policy, to develop Shetland's Fairer Framework for 2012/13. This document sets out how Shetland will deliver on the Fairer outcomes set out in Shetland's Single Outcome Agreement.

2 Welcome

Cllr Cecil Smith, Chair of Social Services Committee for Shetland Islands Council, welcomed everyone to the event by highlighting that reducing inequalities is one of the communities and the Council's key priorities.

Today was an opportunity to focus on how this can be achieved, within the financial climate being faced and the benefit changes which are upon us; as well as being an opportunity to meet new people, make new connections and stimulate future projects and developments.

Cllr Smith welcomed Dr John McKendrick, from the Institute for Society and Social Justice Research at Glasgow Caledonian University, to Shetland. Dr McKendrick has worked alongside the Scottish Government over recent years, assisting in understanding poverty in Scotland. He has been instrumental in assisting rural Community Planning Partnerships (CPPs) in making the case to the Scottish Government, to develop rural indicators of deprivation which are complementary to the Scottish Index of Multiple Deprivation (SIMD).

Also welcomed were Darinka Asenova and Claire McCann, from Glasgow Caledonian University. They are being funded by the Joseph Rowntree Foundation to work on a project that examines how local authorities can develop decision-making to better protect disadvantaged individuals and communities from severe and ongoing cuts in spending. Their visit to Shetland was to gather information in order to use Shetland as a case study in their work.

3 An Update from Last Year and the Plan for Today

Emma Perring thanked everyone for attending, and set the context for the day.

The event was a follow up from the workshop held in 2010; the focus of this had been on 'Equal Societies are Better Societies', with the conclusions being around measures to ensure Early Intervention and Poverty Sensitive Decision Making. The purpose of the 2011 event was therefore to focus on the action required in these two areas.

She asked everyone to consider the following quotes, which had also been used to set the context the previous year:

"Early intervention sits at the heart ..of addressing inequalities."

"Resources should shift towards early intervention services."

"This is a transformational agenda."

Executive Summary, Equally Well Review

"Giving every child the best start in life is crucial to reducing health inequalities across the life course. The foundations for virtually every aspect of human development – physical, intellectual and emotional – are laid in early childhood. What happens during these early years (starting in the womb) has lifelong effects on many aspects of health and well-being – from obesity, heart disease and mental health, to educational achievement and economic status.... Later interventions, although important, are considerably less effective where good early foundations are lacking."

Strategic Review of Health Inequalities in England, *Fair Society, Healthy Lives*

"An open partnership.... is a more likely route to achieve the best results for our communities in this time of reducing resources. We must secure the recent gains, such as single outcome agreements and reduced ring-fencing, and not revert to old ways of working."

COSLA Briefing for Elected Members Spending Review, 2010

"Very large sums of public money are expended on a small number of recipients and much of the funding is channelled into repairing social problems rather than preventing them"

"The best service is no service."

Problem, purpose, power, knowledge, time and space, Total Place final research report, July 2010

Therefore the challenge of the day was to be able to develop actions which meant we could hold our nerve and work towards early intervention and prevention during this time of public sector funding reduction.

Ms Perring also provided a summary of what has been achieved through the Fairer Shetland Partnership since October 2010 (more information is available at Appendix B):

- Delivery of Services through the Voluntary Sector:
 - CAB: part-fund Money Advice Service to reduce the burden of debt on households;
 - Befriending: to developing social networks for those who are disadvantaged;

- Moving On: developing employability skills and routes into sustainable employment and therefore positive outcomes, through the job crew project;
 - Shetland Community Bike Project: developing employability skills and routes into sustainable employment;
 - Parenting Service: preventative service, using volunteers to build the confidence of parents;
 - Grants and Support to growth of Community Development Organisations (e.g. Northmavine Community Development Company, Unst Partnership, Bluemull Development Company), delivered through Economic Development Unit and Community Development, SIC and Highlands and Islands Enterprise.
- Support development of person-centred tools and processes (GIRFEC / WYFY) with funding available to assist delivery for elements that are critical to a person achieving their positive outcomes.
 - Linking employability services into these tools.
 - Developing one-stop-shop for voluntary and supported employment opportunities with the SIC.
 - Assisting with projects to tackle fuel poverty, such as lobbying, providing evidence to Office of Fair Trading, and promoting support and services available.
 - Development and Implementation of Shetland Card: improving access to services and opportunities for those in poverty and reducing issues of stigma.
 - Supporting young people to research poverty and social exclusion in Shetland, in 2011, and then to involve them in implementing projects.
 - Ensuring budgetary decisions consider the impact in the short, medium and long term, on those who are disadvantaged and excluded.

Please contact Emma Perring (emma.perring@shetland.gov.uk) if you have any further questions about any of the above.

4. Achieving Effective and Early Intervention in the Context of Reducing Public Sector Spend and Benefit Changes: Emerging Challenges for Shetland, Scotland and the UK

Dr John McKendrick, began the presentation by posing the following question:

‘Why does poverty persist at such high levels throughout Scotland when so much attention has been paid by academics, local practitioners, local state and the Scottish Government to tackling poverty over the years?’

In summary the presentation covered:

- **Definitions of Poverty:**
 - Poverty means ‘not having enough’ ... what does ‘not having enough’ mean
 - Not having as much as others?
 - Not having enough for what you want?
 - Not having enough for what you need?
 - Not having as much as most of the others?
 - Absolute Poverty
 - Level of resources needed to sustain physical survival
 - Relative poverty
 - Unable to take part in activities which are an accepted part of daily life
 - Material deprivation
 - Specific necessities to which an individual or household may or may not have access (e.g. social activities)
 - Poverty is not the same as Inequality
 - Poverty defines an unacceptable level of inequality
 - Poverty is a benchmark, inequality describes relative values
 - Even when poverty is understood to be *relative poverty* it differs from inequality in that it defines the point (benchmark) at which this inequality is unacceptable (the condition being described as poverty)
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 - Poverty is not the same as Deprivation
 - In some applications, ‘deprivation’ describes more severe conditions than poverty, e.g. not all people experiencing poverty might be described as being malnourished, i.e. deprived of food
 - In some applications, ‘deprivation’ describes a broader condition that is less severe than poverty, e.g. not all people living in multiply deprived areas can be described as experiencing poverty.
- **Shetland’s Poverty in the Scottish Context:**
 - According to the Scottish Index of Multiple Deprivation, Shetland ranks favourably;
 - However, there are issues with this tool in rural areas, and Shetland does have 8.5% of the population who are income deprived and 15% of households are in relative poverty.
- **UK and Scottish Policy to tackle Poverty:**
 - UK Child Poverty Target (1999-2020)
 - UK goal to eradicate child poverty within a generation
 - House of Commons Scottish Affairs Committee *Poverty in Scotland* report
 - Social Justice Milestones (1999-2004)

- Ten long-term Targets and twenty-nine Milestones across five population groups
- Closing the Opportunity Gap (2004-2007)
 - Three Aims, Six Objectives and Ten Targets
- Achieving Our Potential (2008 ...)
 - Aim to Reduce income inequalities
 - Aim to Provide opportunities for economic participation
 - Involve partners in addressing poverty
 - Economic prosperity and reducing income inequality
- Scottish Government Economic Strategy
 - Solidarity Golden Rule - To Improve Social Equity
 - to increase overall income and the proportion of income earned by the three lowest income deciles as a group by 2017.
 - Cohesion Golden Rule - To Improve Regional Equity
 - to narrow the gap in participation between Scotland's best and worst performing regions by 2017.
- **What might tackling poverty locally actually mean?**
 - Enabling people not living in poverty to increase the opportunities for more people to live a poverty-free life
 - Reducing the number of people living in poverty
 - Preventing people on the margins of poverty from falling into poverty
 - Enabling people living in poverty to increase their chance of living a poverty-free life
 - Protecting those living in poverty from the worst excesses of living with poverty
- **What is the problem with aiming to reduce the numbers living in poverty?**
 - Nothing (in principle, or for those with control over the key levers)
 - The local state (and indeed the Scottish Government) cannot control this
 - Reducing numbers tends to be interpreted as a work-first approach and ...
 - Work, per se, does not eradicate poverty
 - (Job) supply is insufficient to meet demand
 - Local state is scaling back on the number it employs
- **Why should ameliorating poverty be at the core of a local strategy?**
 - It is already what you do
 - It would give more explicit acknowledgement of tackling poverty activity
 - More likely to engender wider internal support for tackling poverty
 - It may, by default, become the most important function of the current tackling poverty interventions of the local state
 - Rising demand for core services
 - Contraction of activity in employment/employability
 - It is within the realm of local control
 - No confounding/intervening factors (it could be argued)
- **New thinking and the implications for tackling poverty:**
 - Early intervention
 - Preventative spend
 - Making work pay (*relative to benefits*)
 - Person-centred services
 - Mainstreaming
 - Outcome focus / Single Outcome Agreements
 - Big Government
 - Big Society
 - Resilient State

In summary, given past experiences of tackling poverty in Scotland, the focus of local strategies should be on reducing the impact of poverty on people's lives. The presentation also re-iterated that Shetland's approach, of working towards early intervention, preventative spend, person-centred approaches and employability are the best approach.

5. Group Work

Emma Perring introduced the next stage of the workshop. Each table was asked to spend 15 minutes answering each of the following questions:

- What does 2012/13 hold for Shetland?
- What do we need to be doing?
- What do we need to be doing differently?
- What do we need not to be doing?

And focusing on the following themes:

- Fuel Poverty;
- Drug and Alcohol and Reconviction Rates;
- Benefit Changes;
- Reducing Inequalities; and
- Early Intervention / Prevention Rather Than Cure.
-

The flip charts were displayed on the back wall for the remainder of the workshop, and people were asked to read through them and add further ideas and comments.

The information provided by each table (A to F) is set out in full in Appendix C. A summary for each question is set out below:

5.1 What does 2012/13 hold for Shetland?

- Welfare reform and the introduction of Universal Credit for October 2013
- Increased fuel / transport costs leading to increased Fuel Poverty / Transport Poverty
- Further marginalisation of those already at the margins: increased inequality, vulnerability, substance dependency, domestic violence, crime, anti-social behaviours, homeless presentations (particularly young people)
- Employment opportunities vs contraction in public sector employment (will there be depopulation / brain drain?)
- Reduction in income (real terms), due to increased prices and stand-still salaries
- Reduction in public sector spending: reduction in services / redesign of services / increased pressure on volunteering:
 - Opportunities to do things differently and be innovative (e.g. increased partnership working / decentralisation / volunteering)
 - Working out what needs to be protected
 - Uncertainty and fear

5.2 What do we need to be doing?

- Raise awareness of poverty, disadvantage and exclusion in Shetland, and de-stigmatising the outcomes, such as homelessness and substance misuse, and ensure we are a society that looks after the vulnerable
- Do what we can to keep wage rates high enough for those on a low income and promote how to live at minimum cost (1950's is the future)
- Break the cycle of generational poverty: unemployment / crime / homelessness

- Be able, together, to cope with the changes upon us (benefits, reduction in funding, changes to economy)
- Promote positive change, solution-focused and asset-based approaches
- Consolidation and rationalisation of services (deal with over provision), and move away from across the board cuts
- Early intervention / Proactive, in a way that is:
 - empowering, rather than interfering
 - focuses on outcomes not inputs
 - targets those in need (and not on funding patterns)
 - removes barriers
 - person-centred (WYFY / GIRFEC) – working for the customer (communicating, listening, learning, sharing information and resources openly)
- Real community consultation and participation to better understanding community needs, and support genuine community development and creative thinking: linking services, developing community projects and social enterprises
- Economic:
 - Develop apprenticeships
 - Focus on young people & working age population
 - Support development of more commercial sector jobs
 - Encourage opportunities for businesses in all areas of Shetland, inc. outer isles
- Housing:
 - Scheme for private housing stock to reduce under – occupancy
 - More housing – affordable / young people housing / shared tenancy / economically active families
 - Improving housing stock – insulation / range of solutions to reducing energy costs
 - Give people responsibility for getting housing to energy rating standard
- Transport:
 - Alternative transport - increasing walking / cycling and alternatives to public transport to best meet needs to population
 - Streamline transport – agencies sharing facilities/ transport – buses / van / cars
 - Train network

5.3 What do we need to be doing differently?

- Engaging with the private sector in terms of employment practise and poverty
- Target funding, by consolidating services and collaborating more
- Be more proactive with regards to impending changes – benefits
- Tackle the reduction in public sector funding in a planned way
- Change aspirations and expectations to match resources available
- Teach / pass on saving skills to school children
- Ensure information is accessible, and reaches the right people, and that we mean what we say

- Target support, taking a holistic and integrated approach, which empowers individuals, families and communities to support themselves and understand the balance between rights and responsibilities
- Ensure people don't fall through the net – that WYFY is effective
- Continue to raise awareness about early intervention
- Ensure people feel part of the community
- Address child care and local transport issues

5.4 What do we need not to be doing?

- Protecting our own services and areas of responsibility – tribalism results in isolation – instead we need to focus on people and outcomes
- Wasting resources (time and money) and duplicating services, instead we need to prioritise need and deliver on that need. There is a danger of funding streams dictating what services we provide
- Avoiding tough decisions, instead we need to be considered, yet decisive – particularly to avoid slash and burn
- Losing sight of what is really good and giving up
- Crisis management, instead we need early intervention
- Focusing on fear, negativity, scare mongering, apportioning blame, but instead to focus on the positives (asset-based approaches)
- Disempowering people and communities, by not listening, interfering, labelling and believing we know best
- Be complacent – the 15% still exists – we have homeless / drug & alcohol / poverty

6. Introduction to Poverty Sensitive Decision Making and Budgeting

Dr John McKendrick, set out the rationale for poverty sensitive decision making and budgeting (PSDMB), including the ability to assist in mainstreaming methods to tackle poverty and disadvantage and to provide evidence of impact.

Examples of where these tools can be used are:

- Central purpose and strategy
- Budget allocation
- Policy formulation
- Implementation
- Policy Appraisal (*monitoring/evaluation*)

However, there are issues to this approach, including:

- How is poverty to be understood?
 - Which groups
 - Which dimensions
 - What constitutes poverty
- Challenges over measurement, for example:
 - Baseline data required
 - Acknowledge unintended negative consequences
 - Attribution of direct impact
 - Acknowledge external factors
 - Difficulty with extent of change (rather than direction of change)
- Whether there is capacity to appraise
 - More demanding in terms of skills required
 - Risk it becomes an administrative burden
- Process
 - This will not affect positive change, per se
 - More effective if integral to a strategy
 - More effective if embraced by all public bodies
 - Implementation-effect time lag and the political cycle
 - Multiple levels of decision making in organisations

Poverty sensitive decision making holds out the promise of doing much more effectively what we are already committed to do. However, it is (in my opinion) fine in theory ... but it is unproven in practice. (My hunch) is that it should initially be championed and piloted by those authorities who are firmly committed to tackling poverty – those for which there is a strong and shared commitment to this goal.

7. Workshop on Poverty Sensitive Decision Making and Budgeting (PSDMB)

The aim of this workshop was to identify the main challenges to Shetland introducing an effective approach to using poverty sensitive budgeting and decision-making.

Part 1: Initial Evaluation and Role Primer / Part 2: Evaluation of Resources

Identification of the strengths and weaknesses of some resources that have been designed to assist with PSBDM:

- Child Poverty Impact Assessment (designed by Save the Children Wales)
- Poverty Impact Assessment (currently being used by one local authority in Scotland)
- Scottish Poverty Impact Assessment Tool (not being used, but drafted as a possible tool that could be used by National Government in Scotland)

Strengths: ability to comprehensively consider PSDMB, and think through the implications and assist with ensuring positive change.

Weaknesses: time consuming, adds to the paper work, not always user-friendly or aimed at front-line, can be irrelevant or abstract questions.

General comments:

- There is a danger of it being box ticking – a balance is required
- There will be issues around compliance
- This agenda is more about hearts and minds, than forms: if people believe it, they'll do it (vs. compliance if people don't believe in it)
- It needs to be supported by the will to really alleviate poverty and deprivation for it to result in outcomes
- There would need to be clarity on:
 - what the process is there to achieve
 - at what stage and level it is done (ensuring that it is relevant to the decision, e.g. child poverty for education and that the process begins at an early enough stage)
 - links to corporate objectives / Integrated Impact Assessment and EQIA / SIC Committee Reports
 - what happens to the information that is gathered

Part 3: Making this work for Shetland

Identify the steps to be taken to make PSBDM work in Shetland

1. Ensure a common understanding of the issues (throughout the community) and what we want to achieve
2. Ensure a common understanding and buy-in to the process – so that there is accountability
3. Have a robust baseline in place, against which impact can be measured

Identify ways in which the resources could work better in Shetland

- Come with practical schemes and get staff/managers involved
- Create opportunities for people to access things they can't afford – unlock skills, volunteering, spare tools, equipment furniture
- Help people to help themselves where they want to be - local personalized services
- Sharing of resources and information.
- Make leisure centre's free for kids
- Transport improvements: link to leisure centre's /getting to work / Dial a ride

Part 4: Priority actions for Shetland re PSDMB and Other Priorities

- Reach people's hearts and minds (not through forms) and reach the unconverted by raising awareness in the community and reducing stigmas associated with poverty
 - This will ensure the community sees it as a priority and help develop political will
 - This will make the process credible
- Local meaning of poverty: within the context of individuals/families e.g. GIRFEC/WYFY focussed interventions (+being "good" nose)
- Need to know baseline data in order to be clear about outcomes – what difference has service/policy made
- Integrated awareness of overall impact of cuts and/or universal service increases
- Bring it to the fore- front of all services/service managers i.e. raise awareness of the impact that service delivery has/can have on poverty
 - Council must embed within the community plan: make poverty core in the planning process and extend to other orgs i.e. NHS, CPPS, Trust – that it is a priority
 - Needs to be effective, relevant and utilised not written and put in a drawer
- Tailored content, so it becomes part of policy on anything - data collected clear and concise / accurate interpretation

- Reduction/amalgamation of groups working in the same areas.
 - More effective
 - Needs based (in context of the 'big picture')
 - Evidenced by impact assessment.
- Flexible solutions linked to flexible budgets for local priorities which are often different because we are remote and rural.

- Involve the private sector in solutions
- Poverty pot - interest free - loans go out - higher interest - money comes in - creates a poverty pot
- Working in partnership – combining resources. Stop duplication / Flexibility – openness – efficiency.
- Eradicate fuel poverty (by 2016)

8. Summing Up and Thanks

Maggie Dunne, Executive Manager, Environmental Health and Trading Standards, SIC thanked everyone for attending, particularly John's contribution.

She also mentioned the parallel piece of work being undertaken to develop actions for 2012/13, which is the research into deprivation and inequalities in Shetland, being undertaken by young people. She visited them earlier in the day, and was very pleased to see the amount of commitment and energy, and how solution-focused it was.

9 Next Steps

The initial output is this workshop report, to which people are invited to comment.

This report will be used, alongside the key messages and actions from the young people's research project 'Poverty is Bad – Let's Fix It!!' and current policy, to develop the Fairer Shetland Framework for 2012/13. This framework will also set out how Shetland will address the Child Poverty Act.

In summary, as a result of the event, this framework needs to consider and address the following:

We need to be able to develop actions that mean we can hold our nerve and work towards early intervention and prevention during this time of reduced public sector funding.

Why does poverty persist at such high levels throughout Scotland when so much attention has been paid by academics, local practitioners, local state and the Scottish Government to tackling poverty over the years?

Given past experiences of tackling poverty in Scotland, the focus of local strategies should be on reducing the impact of poverty on people's lives. This re-iterates that Shetland's approach, of working towards early intervention, preventative spend, person-centred approaches and employability, is appropriate. But more can be done and we are not there yet.

Use the actions and priorities identified as part of the morning workshop, to develop the Fairer Shetland Framework for 2012/13, in the context of national and local policy.

How to ensure poverty sensitive decision making, given the feedback about existing tools and appraisal processes: that such tools only work if they are fit-for-purpose, and local issues of poverty are understood by those responsible for the services.

10 Feedback and Evaluation

The majority of comments were positive, valuing the mix of people and level of discussion. There is now a need to ensure action is taken as a result. A full list of comments is an Appendix E.

Challenges remain about the implementation of tools to assist with poverty sensitive decision making and achieving early intervention whilst fire-fighting.

Appendix A - ATTENDANCE

Caroline Adamson, Co-ordinator, Shetland Community Bike Project
Darinka Asenova, Glasgow Caledonian University
John Bulter, Staney Hill Community Association
Idamay Brill, Housing, SIC
Elsbeth Clark, NHS Health Promotion
Marc Coyne, Adult Learning, SIC
Michael Craigie, Transport Planning, SIC
Phil Crossland, Director of Infrastructure, SIC
Cllr Allison Duncan
Maggie Dunne, Environmental Health and Trading Standards, SIC
Pete Ellis, Sandwick Community Council
Karen Eunson, Shetland College
Hannah Eynon, Unst Partnership
Brendan Hall, Graduate Placement, SIC
Wendy Hand, Voluntary Action Shetland
Maree Hay, Northmavine Community Development Company
Nancy Heubeck, SIC Service Manager, Adult Learning
John Hunter, Shetland's Credit Union
Thelma Hughson, Citizen's Advice Bureau
Les Irving, Manager, Citizens Advice Bureau
Karen Johnstone, JCP
Carol Jones, Adult Learning, SIC
Rod Keay, Housing, SIC
Victor Kushnirenko, Housing, SIC
Susan Laidlaw, NHS Shetland
Tim Large
Brenda Leask, Co-ordinator, SIC Bridges Project
Colleen MacDonald, Revenues, SIC
Claire McCann, Glasgow Caledonian University
John McKendrick, Glasgow Caledonian University
Shona Manson, Family Mediation
Linda Massie
Cllr Caroline Miller
Isobel Mitchell, Adult Protection, SIC
Denise Morgan, Criminal Justice, SIC
Kellie Naulls, Co-ordinator, Moving-On
Emma Perring, SIC
Linda Robertson, Skills Development Scotland
Laura Saunders, CHCP Project Manager, Community Care, SIC
Tracey Saunders, Energy Unit, SIC
Sally Shaw, Community Care, SIC
James Shepherd, Shetland's Credit Union
Margaret Simpson, Vocational Training Manager, TrainShetland
Cllr Cecil Smith
Hazel Sutherland, Head of Finance, SIC
Ann Thomson, Citizen's Advice Bureau
Robert Thomson, Fetlar Development Company
Shona Thompson, Schools Service, SIC
Anna Sutherland, Policy Officer
Neil Watt, Sport and Leisure, SIC
Sylvia White, Citizen's Advice Bureau

Apologies received from:

Gordon Anderson, Homelessness Outreach Worker, Housing Service
Denise Bell, Human Resources, SIC
Ann Black, General Manager, Shetland Charitable Trust
Amanda Brown, Shetland Befriending Scheme
Susan Brunton, Legal Services, SIC
Alistair Buchan, Chief Executive, SIC
Helen Budge, Director of Children's Services, SIC
Andy Carter, Manager, Skills Development Scotland
Cllr Sandy Cluness
Elaine Falconer, Shetland Pre-School Play
Christine Ferguson, Director of Community Care, SIC
Colleen Flaws, Shetland Befriending Scheme
Murial Forbes, Annsbrae, SIC
Cllr Betty Fullerton
Neil Grant, Director of Development, SIC
Andrew Hall, Revenues, SIC
Cllr Andrew Hughson
Catherine Hughson, Voluntary Action Shetland
Rosemary Inkster, Shetland Childcare Partnership
Norma Laurenson, NHS Shetland
Sandra Laurenson, SIC
David Leslie
Shirley McKay, Criminal Justice, SIC
Michael Mann
Maurice Mullay, Gilberwick Together
Martha Nicolson, Resources, Children Services, SIC
Mhari Pottinger, Highlands and Islands Enterprise
Eleanor Robertson, Family Services, SIC
Elizabeth Robinson, NHS Shetland, Health Promotion
Tavish Scott, MSP
Janet Seery, SIC Housing
Cllr Josie Simpson
Vaila Simpson, Community Planning and Development, SIC
Melanie Smith, Health Promotion, NHS
Edna Mary Watson, NHS Shetland
Ruby Whelan, Community Care, SIC
Whiteness Community Council
Gwen Williamson, Volunteer Centre
Cllr Jonathan Wills

Appendix B: Fairer Shetland Achievements, April 2011 Onwards

Priority Areas, Indicative Actions and Projects

A) WE ARE MAXIMISING HOUSEHOLD INCOME

- Increase uptake of national and local benefits
 - Continue to provide benefit checks and advice, and undertake campaigns to improve uptake (out-of-work and in-work benefits);
 - Increase levels of out-reach work;
 - Ensure sufficient time is available to assist with other funding sources, such as hardship funds;
 - Increase financial capability of those on benefits;
 - Online resource being developed – practical action planning around financial inclusion, which can be used by anyone, including front-line staff
- Reduce levels of debt
 - Continue to provide one-to-one support for debt
 - Continue to assist those experiencing bankruptcy
 - Debt services continues to be provided by CAB, with financial support for bankruptcy fund provided through Fairer Scotland
 - Taking an increasingly proactive approach by introducing financial capability training into all front-line delivery (links with Making the Most of Your Money and online resource, underway)
- Establish Shetland's living wage, to be updated on a regular basis
 - Minimum Income Standard is more appropriate, and Shetland research refresh involving young people is underway

B) WE ARE INCREASING EMPLOYMENT OPPORTUNITIES AND EMPLOYABILITY

- Ensure the Shetland economy can provide sufficient and varied job opportunities for the requirements of the population (including rural employment, job progression and reduced underemployment). This is also a Skills and Learning Partnership, key priority, work is progressing to better link unemployed with employment opportunities in Shetland.
- Ensure services assist in removing physical barriers to employment, such as transport, childcare and providing decentralised employment opportunities: ongoing awareness raising / networking, plans for Impact Assessment.
- Improve the health of individuals: in particular addressing mental health issues and substance misuse;
 - Part-funding of mental health focused post with Moving-On Employment;
 - Ongoing work with Shetland Alcohol and Drug Partnership and joint funding of Bike Project.
- Provide people with the appropriate skills and attitudes to obtain and maintain employment;
 - Employability skills delivered by a number of agencies.
- Provide supported volunteering and employment opportunities, including to
 - Provide employment placements with appropriate levels of support and opportunities for positive long-term employment:
 - Funding to Moving-On Employment Project to part-fund Job Crews (other 50% funded by ESF): continued high number of clients and success rate;
 - Funding to Shetland Community Bike Project to part-fund work with employability.
 - Increase the number of supported employment placements in large public sector organisations:
 - One Stop Shop Approach of SIC and increased commitment from Directors to ensuring places are available for people.

C) WE WORK WITH PEOPLE AS INDIVIDUALS TO IMPROVE THEIR LIFE CHANCES

- Enable everyone in contact with a service to have a lead professional, identified by the person: all front-line staff to be able to identify and work with people to improve their quality of life (following the key principles) with one action plan. This will require:
 - 0 Multi-agency use of assessment tool and delivery and incorporation of training to all front-line staff: underway as part of WYFY / GIRFEC and current focus on employability area / employability pipeline;
 - 0 Funding to be freed up to fill gaps that cannot be met in any other way.

- Provide particularly vulnerable individuals with high-intensity programmes:
 - 0 Continue to provide support for young people, with a focus on employability;
 - 0 Ensure this support is provided throughout Shetland, to ensure that young people in remote areas do not feel isolated;
 - Funding to Shetland Befriending Scheme to reduce poverty and social exclusion by working with young people;
 - 0 Provide these programmes for other age groups, with chaotic lives;
 - Investigation into LIFE project.
 - 0 Provide support to vulnerable parents.
 - Parenting Strategy nearing approval;
 - Parenting Service development in partnership with Voluntary Action Shetland.

- Expecting all services to take responsibility for improving quality of life: for example
 - o **Learning** centres in rural areas and life-long learning opportunities, taking a proactive approach to reaching 'hard to reach' learners;
 - 0 Ensuring a good school experience for everyone: all young people leaving formal **education** system with skills for life, skills for learning and skills for work;
 - 0 More effective provision of **transport**, especially for more remote areas
 - 0 Affordable **childcare** to enable parents to work flexibly;
 - 0 Taking a proactive approach to understand the skills required for a prosperous and diverse **economy**;
 - 0 Continue to tackle **fuel poverty** with resources available, through promotion and improved referral;
 - 0 To challenge **community** groups, developing intergenerational work, and to assist disempowered individuals to be involved in the political process;
 - 0 When the Climate Change legislation is implemented at a local level, efforts are made to ensure the financial burden is limited on those in poverty; and
 - 0 **Procurement**: to introduce community benefit clauses into public sector contracts, such as to take on skill seekers, and requesting energy suppliers to provide cheaper alternatives to fuel cards.

All services must follow the key principles and provide outreach services. This can be achieved by:

- 0 Developing understanding;
- 0 Poverty proofing services; and
- 0 Working proactively at the area level, through Local Service Delivery Groups.

D) WE PROVIDE OPPORTUNITIES TO IMPROVE QUALITY OF LIFE

There are a number of gaps in Shetland's ability to improve people's quality of life:

- improve access to IT to reduce and remove the digital divide: seek external funding for lap tops for poorer households
- support a Credit Union: set up and running;
- provide a fund to enable people to access social activities that they cannot currently afford: some interest. This will be more readily achievable with the Shetland Card.

E) PROMOTION

- Shetland having a collective understanding of the issues around quality of life, including
 - 0 Using the media to assist rather than be sensationalist, avoiding labels being attached;
 - 0 Keeping understanding updated.
- Ensure Shetland's agenda is recognised at the national level by participating in the national Rural Poverty Network, and Poverty Network, and other relevant events – development rural poverty indicators, in partnership with the Scottish Government, and Glasgow Caledonian University: <http://www.scotland.gov.uk/Topics/Built-Environment/regeneration/pir/learningnetworks/cr/publications/ruralnumbersnotenough>

Appendix C: Workshop 1

This Appendix provides a bullet point summary under each of the questions asked, combined for each of the Tables, A to F. Comments made have been loosely grouped, to assist with analysis.

Workshop 1: What does 2012/2012 hold for Shetland?

- Welfare reforms – benefits
- Introduction of Universal Credit Oct 2013
- Household fuel prices up / Increased fuel poverty
- Transport costs increasing

- Increase in young people moving away from home & not having the skills to do so
- 16/18 year old homeless presentation – no hardship allowance
- Increase in young people leaving school with poor literacy skills
- Increase in anti-social behaviours
- Increase in crime / addictions – loss of wellbeing
- Increase in vulnerability – alcohol / domestic violence
- Drug / alcohol dependency
- Increased health inequalities
- Folk who are already marginalised will become more so

- More barriers to life long learning / education
- Job opportunities (TOTAL etc)
- Less jobs
- Poor employment practise
- Less money in the local economy
- Brain Drain – less graduates coming back or coming back to less than worth?
- Depopulation
- Perception of less money – worse than it really is – do we really know how this will affect us?
- Risk of folk leaving island – island will become vulnerable
- Make for a more stayed approach – less risk taking – job changing
- Good news –
 - Gas plant – jobs opportunities for LT U/E & young U&E
 - Viking
 - Construction
 - Oil rig decommissioning
 - Tidal projects
 - Interconnector
- Renewables – good / bad Loss of skills and knowledge
- High inflation – household goods
- Salary incomes decreasing or stand still at best

- Huge challenges – noticeable impact
- Instability / change
- Opportunity for innovation / change
- Different opportunities – doing things in new ways – increased partnership working
- Uncertainty / fear

- National government changes
- Council election May 2012

- Spending cuts / less money - SIC/NHS
- Restructuring of Council – impact on staff & services
- Significant reduction in public funds – 25% in Council budgets by <March 2014
- Increased demand on voluntary sector at a time of reduced funding
- Island allowance taken away
- Reduction in services – council / schools / grass cutting / youth services
- Re-design of services
- Continued lack of specialist services
- What do we need to do to protect? / What do we need to do to prevent?
- Strategic plans? Priorities
- Opportunity to work differently - sharing resources – working with communities
- Decentralisation
- More volunteers throughout Shetland – not just Lerwick & surrounding area.
- SIC opportunities also more widely available throughout islands – support rising fuel costs

Workshop 1: What do we need to be doing?

- Realistic knowledge that 15% poverty exists / homelessness: it exists!
- De stigmatising – raising awareness
- Being honest and open about what's happening
- Drugs / alcohol – do we really know what's going on? Seems to be less drug users about
- Education
- Revisit 'living wage' agreements / schemes
- Low cost living promotion – 1950's is the future
- Role models – do we need to tackle this
- Break the cycle of Generational Culture – unemployment / crime / homelessness
- Promote happiness
- Start believing in human nature
- Revolution – common sense
- Place less emphasis on the past and concentrate more on what's right for the future
- Not panic
- Be more transparent
- Being more ready to cope with change e.g. speed of benefit changes
- Planning the how/what?
- Remove rather than create barriers
- Challenging national policy – needs to relate locally
- Moving away from across the board cuts
- Be realistic – things need to change / culture change needed? / Do we need to pay for some things?
- More Shetland wide focus – less Lerwick centred – going to the people
- Be aware of our surroundings
- Supporting each other & Shetland as a whole
- Ensuring that we have a civilised society that looks after the venerable
- Invest time to new strategies
- Promote positive change
- Sustainability – smart spending
- Council need to let go and allow & support local communities
- Look to local solutions
- Be aware of change – be aware of how we can support

- Early intervention
 - Early intervention v interfering
 - Proactive
 - Being *good* nosey
 - Focusing on outcomes not inputs
 - Targeting but need to make sure we are targeting people in need
 - Make services available to those who need it most – but don't always shout loudest
 - Dealing with areas where over provision exists – targeting better
 - Base money allocation on need – not funding patterns
 - Work out how to reach hard to reach families
 - With you For you / GIRFEC – continue the approach
 - Progress WYFY referral process
 - Possible co-location – or not?
 - More open discussion – honesty – should be working for the customer
 - More communication between agencies
 - Improve communication
 - Talk
 - Listen
 - Learn
 - Creating effective partnership – sharing / resources etc
 - Consolidation and rationalisation of services
 - Don't create lots of individual projects – need co-ordinated approach
 - Promote ourselves better – different projects
 - Create and support
 - Sharing of relevant information – far and between staff as well – networking web-site – so if someone has query someone from that area can answer
 - Sign posting
 - Concessions
 - Exploring ways to promote independence
 - Make better use of integration of services we already have
-
- Consultation
 - Real community consultation – choices?
 - Better understanding community needs
 - Support more involvement of community group of social enterprises
 - Look at doing this differently
 - Remote working and use this to increase community participation
-
- Focus on our local priorities
-
- Develop apprenticeships
 - Focus on young people & working age population
 - Home grown talent – local people / local solution
 - More commercial sector jobs
 - Encouraging opportunities for businesses in all areas of Shetland - particularly outer islands
-
- Developing shared approach (e.g. Social enterprise hotels)
 - Encouraging regeneration – more creative thinking
 - Link service provision – transport / employment opportunities
 - Looking at alternative ways to harness energy – community projects

- Scheme for private housing stock to reduce under – occupancy
- More housing – affordable / young people housing / shared tenancy
- Build more housing to encourage an increase in population, particularly for economically active families
- Improving housing stock – insulation
- Find range of solutions to reducing energy costs
- Give people responsibility for getting housing to energy rating standard
- Look at alternative transport - increasing walking / cycling and alternatives to public transport to best meet needs to population
- Streamline transport – agencies should be sharing facilities/ /transport – buses / van / cars
- Train network

Workshop 1 - What do we need to be doing differently?

- Engaging with the private sector in terms of both employment practise & poverty
- Ensure money is targeted to the right place (reduced waste)
- Stop being ‘funding stream’ driven – focus on local needs
- How good are we at securing external funding? Do we need streaming, understand better.
- Clear messages from local govt
- Consolidating services / agencies to increase quality & become financially efficient
- Refining / reviewing & re-organisation of the voluntary sector
- Have a plan – transparency – for cuts & job losses
- Sharing resources
- Flexible thinking around all services
- Pooling funds
- More collaboration between services, communities and agencies – Shetland PLC
- Go back to basics
- Raise awareness
- Be open to change
- More proactive with regards to impending changes – eg benefits
- Need to look at strategic decisions to manage immediate changes
- Ensuring that we use all resources effectively and efficiently
- Make sure that decisions taken are for the benefit of Shetland as a whole rather than individual areas
- Make sure that decisions are needs based
- Changing aspirations and expectations to match resources available
- Teach / pass on saving skills to school children
- Safeguard jobs & services
- Sustained communities to support and sustain themselves
- Earlier consultation – encourage different ways to consult – community groups to encourage all to contribute
- Pass on the right information
- Make information accessible
- Mean what we say
- Positive targeting – empowerment
- Making it easy for folk to get support

- Family support – holistic
 - Integrated approach – services / people working together
 - Encouraging / enable individuals to help / support themselves
 - Folk to feel like they are part of the community
 - Listen to families / communities & needs
 - Re-education – balance between rights and responsibilities
 - Make all aware of positives of early interventions – may cost more at start
 - Looking at a structure between agencies to ensure cuts don't fall through the net (WYFY)
 - Removing contradictions in current process – WYFY linked to eligibility criteria
 - Early diagnosis of health / mental issues (SEBN)
 - School to look at training of teachers on identification of potential problem
 - How we support people to gain qualifications
 - How do we identify problems / worries
-
- Child care
 - Local transport / Use of transport

Workshop 1 - What do we need not to be doing?

- Work in silo's
 - Protecting our own – think customer / client
 - Get tribal
 - Working in isolation (GIRFEC)
 - Isolation – in work / in community
 - Stop protecting individual services – concentrate on being personal
 - Stop focusing on money but people
-
- Wasting resources
 - Waste time
 - Wasting money
 - Eradicate duplication
 - Go for money (funding streams) if we do not need it – do not create perceived needs
 - Be forced into partnership to attract money – need for national charities to front bids
-
- Avoiding tough decisions
 - Avoiding priority need!
-
- Losing sight of what is really good
 - Give up
 - Reinventing the wheel – maybe just tweak
 - No relaxation of sourcing of funding
-
- Changing decisions for no good reason – Anderson High School / fixed links
 - Shouting louder with same message & giving in to those who shout
 - Stop employing consultants
 - Changing minds (SIC)
 - Making hasty decisions and revisiting decisions already made
 - Stop 'guessing' the impact of services
-
- Crisis management
 - Slash & burn

- Stop fire fighting - early intervention – crisis point
- Focusing on fear and negativity
- Scare mongering
- Morons in charge – need to go now – blocking change
- Stop looking back
- Scared
- Fighting with ourselves
- Not always focus on the negatives
- Apportioning blame
- Keep negative thoughts out – support SIC
- Writing off corporate debt
- Red tape
- Bringing everything to Lerwick
- Ignoring local views – listen to communities
- Disempowering people / communities
- Stop interfering – if happy leave me alone
- Raising unrealistic expectations
- Believing that we know best
- Stop labelling people
- Be complacent – the 15% still exists
- Denying that problems exist e.g. homeless / drug & alcohol / poverty

Appendix D: Workshop 2

Strengths and Weaknesses of Impact Assessments - General

Strengths

- Comprehensive
- Identify positive changes
- Allow to make changes to existing policy
- Require evidence
- Enabled specific strategies to be evaluated
- Structured
- Makes you think

Weaknesses

- Time consuming – too lengthy
- More paper work
- Not always user friendly – prescriptive, rigid
- Need to have a knowledge of poverty and policy to be meaningful
- Too academic and abstract
- Not aimed at front line staff
- Can have some irrelevant questions/too detailed
- Can be difficult to understand terminology
- Difficult to relate to being on the ground
- Not person-centred

General comments

- Danger of box ticking not objective – fill it in as learned response
- Hearts and minds – if people believe it, they'll do it (equalities and environment)
- Process should be relevant to the decision, e.g. child poverty for education as directly relevant to decision
- At what level do you do it?
- What do you want to achieve?
- Need to decide corporate objectives and focus on delivering that outcome rather than fill in a form
- What happens with information that is gathered?
- Links with Equality forms and Shetland's Integrated Impact Assessment
- The forms to complete on committee reports
- Compliance - not believing in it
- Balance required between too much information and too 'tick boxy'
- Need to be supported by the will to really alleviate poverty and deprivation
- Around when these assessments should be undertaken
- Should have any poverty impact assessment tool in mind before strategy/policy written/updated

Identifying Steps Required to Make Impact Assessments work in Shetland

- How do you know the impact on poverty – if you don't know what poverty is, don't know the experience of living on benefits
 - Stigma/hidden poverty – recovery event was a way of assisting with people's understanding
 - When you recover you talk about it be brave to get up and admit you are poor.
 - Ongoing not one off
 - Understanding the relationship and links within poverty/inequality/health
 - Raising awareness in community
 - Raising awareness in decision makers
 - Media campaign
 - Speak easy – poverty in Shetland
 - Get the ones who don't come to attend these events
 - Clarity of outcomes
 - Ask the people, feedback
 - Define local meaning of poverty
 - Understand community/individual expectations
 - Become poverty aware in a way that it informs all service provisions
 - Raise public awareness – as widely as possible, if require for public to bring pressure on political framework to raise this as a priority. This is early intervention and spend to save
 - Identify definition of poverty on local level
 - Clear picture and definition label of "poverty" at local level
 - Stop putting "poverty label on (change attitude)
-
- Need to know current impact
 - Need to know baseline before you know how to achieve where we are aspiring to go
 - Gather baseline of poverty in Shetland from all relevant sources. Need to think widely about possible sources
 - Tangible evidence
 - Local stats – pulled together to get clear local picture – starting point for decision making up to date
-
- Accountability for PSBDM – for meeting outcomes.
 - Multi agency impact assessment not one officer who fills it in – challenge policies and services to be policy sensitive
 - Integrated awareness of overall impact of cuts/universal service increases.
 - Establish if it is a priority with budget holders. SIC/NHS/VAS/independent 3rd sector (Scenario Planning exercise and new Comm. Plan.)
 - More interaction between agencies
 - Commitment and support to PSBDM
-
- Come with practical schemes and get staff/managers involved
 - Create opportunities for people to access things they can't afford – unlock skills, volunteering, spare tools, equipment furniture
-
- Help people to help themselves where they want to be
-
- Sharing of resources and information.
-
- Make leisure centre's free for kids
 - Keeps them coming, early intervention
 - Diversionary, parents spend while child attends

- Transport improvements: link to leisure centre's /getting to work / Dial a ride
- Best housing in Europe
- Basic infrastructure in place
- Local, personalised service
- Central Government funding to be admitted locally

Three Priorities for Shetland

Priorities

- Reach people's hearts and minds (not through forms) and reach the unconverted.
- Raise awareness in community
 - Practical to reduce stigma
 - Theory
- Engage the private sector

Priorities

- Political will
- Clear mind
- Community need to see it as priority
- PSBDM – Part of policy on anything
- Sustainability
- A cross agency, not just Council
- Information sharing
- What would the information do? Need to know the follow on plan.
- People of Shetland must have trust, a tick box procedure is not credible.
- Accountability.
- SIC credibility out window, need to do something to gain trust and respect.
- Difficulty front line services and service managers.

Priorities

- Tailored content – PSBDM part of policy on anything - data collected clear and concise / accurate interpretation
- Poverty pot - interest free - loans go out - higher interest - money comes in - creates a poverty pot
- Working in partnership – combining resources. Stop duplication / Flexibility – openness – efficiency.

Priorities: Assuming Poverty is High Priority

- Reduction/amalgamation of groups working in the same areas.
 - More effective
 - Needs based (in context of the 'big picture')
 - Evidenced by impact assessment.
- Flexible solutions linked to flexible budgets for local priorities which are often different because we are remote and rural.

Priorities

- Integrated awareness of overall impact of cuts and/or universal service increases
- Need to know baseline data in order to be clear about outcomes – what difference has service/policy made
- Local meaning of poverty: within the context of individuals/families e.g. GIRFEC/WYFY focussed interventions (+being "good" nose)

Priorities

- Eradicate fuel poverty (by 2016)
- Get rid of the myth and get a better understanding of poverty issues
- Bring it to the fore- front of all services/service managers i.e. raise awareness of the impact that service delivery has/can have on poverty
 - Council must embed within the community plan: make poverty core in the planning process and extend to other orgs i.e. NHS, CPPS, Trust – that it is a priority
 - Needs to be effective, relevant and utilised not written and put in a drawer

Appendix E: Comments About The Event

- Brill.
- More information supplied prior to the event e.g. forms we must need time to briefly look at.
- Good mix of people.
- Excellent – great to hear such a broad perspective.
- Good balance of lecture/group work.
- Thank you an excellent event and good partnership working excellent speakers.
- Now action !
- Good to discuss with multi agency approach.
- Clients involved next time.
- Excellent day very informative thanks.
- Still wondering how we get the resources on early intervention while fire fighting?
- Thought provoking, good discussion.
- List of attendees, follow up session before 2012, action.