



**Policy and Resources Committee
Shetland Islands Council**

**18 April 2016
20 April 2016**

Shetland's Local Outcomes Improvement Plan 2016-20

Report Number: DV-28-16-F

Report Presented by Chief Executive

Chief Executive's Department

1.0 Summary

- 1.1 This report presents the background to the development of the Local Outcomes Improvement Plan (LOIP) and outlines the decision required by the Policy and Resources Committee and the Council.
- 1.2 The LOIP is a shared expression of ambitions and related commitments for communities in Shetland. So every community planning partner should agree its content.
- 1.3 By agreeing the LOIP, partners are jointly responsible for ensuring the Shetland Partnership delivers on the commitments in the plan. The Council is individually responsible for how they act as partners to help ensure these commitments are fulfilled.
- 1.4 The Shetland Partnership Board endorsed the draft LOIP 2016-20 at its meeting of 10 March 2016.

2.0 Decision Required

- 2.1 That the Policy and Resources Committee RECOMMENDS that the Council RESOLVES to:
 - 2.1.1 Sign up to Shetland's Local Outcomes Improvement Plan 2016-20; and
 - 2.1.2 Support its implementation as a statutory Community Planning partner.

3.0 Detail

- 3.1 Up until now, the 'action plan' for delivering Shetland's Community Plan has been known as the Single Outcome Agreement (SOA). The current Community Plan 2013-20 (see background documents) had an SOA that ran from 2013, with annual reviews and a significant update scheduled for 2016.
- 3.2 As such, the Shetland Partnership agreed in March 2015 to initiate a development process that would deliver a new Single Outcome Agreement for the period 2016-20 some 12 months hence.
- 3.3 This process would be based on a series of five workshops, themed around the Scottish Government's 5 National Outcomes, which also cover the outcomes of the Community Plan – namely: Healthier; Safer, Wealthier and Fairer, Greener and Smarter.
- 3.4 Three development priorities were also identified; these would form the basis for discussions in the workshops. The development priorities were:
 - Developing a smaller number of evidence-based priorities to provide the focus for Community Planning in Shetland.
 - Developing priorities that seek to address inequalities in Shetland.
 - Developing priorities that require Partnership Working – i.e. they cannot be achieved by any one partner.
- 3.5 Concurrent with planning the workshops, detail emerged on the content of the Community Empowerment (Scotland) Act 2015 – this legislation received Royal Assent in July 2015 and makes a number of provisions regarding Community Planning.
- 3.6 A requirement for Community Planning Partnerships to facilitate the creation of Local Outcomes Improvement Plans (LOIPs) was included among these provisions; these are intended to take the place of Single Outcome Agreements.
- 3.7 As such, the development process was able to take account of these provisions, to a degree, and the development workshops became the first step in the drafting of the LOIP 2016-20.
- 3.8 Evidence presented by Thematic Groups from across the Shetland Partnership led to a number of priorities being identified for each Outcome Area and these, together with actions (to deliver priorities), indicators (to measure progress towards delivering priorities and outcomes) and contextual information have been included in the LOIP document.
- 3.9 The LOIP also includes a section on 'Ways of Working' – these are approaches and philosophies that partner agencies are encouraged to promote and use when designing and delivering services to support progress towards achieving priorities and outcomes; they include: prevention, intergenerational working and co-production.

- 3.10 The LOIP was discussed at the Shetland Partnership Board on 3 December 2015 and at the Shetland Partnership Summit, which took place on the 18 February 2016 and brought together delegates from across the Shetland Partnership, partner agencies and community groups to carry out quality assurance on the priorities, actions and indicators as presented by Thematic Group representatives.
- 3.11 Following this, the LOIP was brought to the meeting of the Shetland Partnership Board on 10 March 2016, where it was discussed before being endorsed and recommended to partner agencies.
- 3.12 The LOIP 2016-20 is presented at Appendix A.

4.0 Implications

Strategic

- 4.1 Delivery on Corporate Priorities - As the Action Plan for delivering the Community Plan, the LOIP is strategically important for the Council as a key Community Planning Partner and as the lead agency for Community Planning.

Four of the five top priority policy areas set out in the Corporate Plan are also well supported by the LOIP – helping to deliver the LOIP will help the Council deliver on these; namely:

- Increase the supply of affordable housing in Shetland.
- Improve high-speed broadband and mobile connections throughout Shetland.
- Support older people across Shetland so they can get the services they need to help them live as independently as possible.
- Provide quality transport services within Shetland, and push for improvements in services to and from Shetland.

- 4.2 Community/Stakeholder Issues - The Shetland Partnership Summit offered an opportunity for delegates to comment on the LOIP and provide Quality Assurance in the sense that the priorities identified 'ring true' for the wider Shetland Community. The LOIP also sets out the Shetland Partnership's approach to community involvement during the course of the plan, an approach designed to deliver improved outcomes through compliance with the Community Empowerment (Scotland) Act 2015.

- 4.3 Policy and/or Delegated Authority - The LOIP will support the development of Council policy where appropriate, not least by virtue of the development process which has used an evidence-based approach to identify priorities.

In terms of Section 2.2.1(2) of the Scheme of Administration and Delegations, the Policy and Resources Committee has referred authority to advise the Council in the development of its strategic objectives, policies and priorities. However, approval of any plan which is part of the Strategy Framework requires a decision of the Council.

- 4.4 Risk Management - As noted above, the LOIP supports a number of the Council's top priorities and, as such, there is a risk associated with the non-delivery of these priorities should the Council not adopt and support the LOIP as a Community Planning Partner. There are also risks associated with the Council's relationship with Community Planning partners should the Council not make the decision outlined above. However, there is also a risk that the LOIP would conflict with the aims of the Council if this process of recommendation and adoption was not followed through; as such, the scrutiny of the Policy and Resources Committee is an exercise in risk reduction.
- 4.5 Equalities, Health and Human Rights - The LOIP is a high-level document that supports policy development and has, therefore, not been subject to a formal Integrated Impact Assessment. In saying this, however, it should be noted that reducing inequalities has been a central aim in developing the LOIP and that many of the priorities identified are specifically intended to improve outcomes for groups who may otherwise be disadvantaged or marginalised.
- 4.6 Environmental - The LOIP supports Community Planning environmental priorities under the 'greener' theme, these include: adapting to and mitigating climate change; protect and enhance our natural environment and promote the benefits to society (including health) it provides; and, resource and energy efficiency.

Resources

- 4.7 Financial - It is expected that the collective resources of partners will be used to deliver the LOIP. Directorate and service planning arrangements will detail any financial resource implications arising from the LOIP where necessary, within the terms of the Medium Term Financial Plan.
- 4.8 Legal - As noted, the Community Empowerment (Scotland) Act 2015 requires Community Planning Partnerships to produce a LOIP. The LOIP will require further review in line with statutory guidance once issued. The Council's role as a Community Planning Partner and lead agency for Community Planning, could be subject to challenge were the LOIP not adopted and supported.
- 4.9 Human Resources - None known, however Directorate and service planning arrangements will detail any Human Resources implications arising from the LOIP where necessary.
- 4.10 Assets and Property – None.

5.0 Conclusions

- 5.1 The LOIP 2016-20 has been developed through a robust and wide-ranging development process; this has resulted in a focused set of priorities that will form the basis for Community Planning for the remaining lifespan of the Community Plan. These priorities support many of the Council's own strategic priorities and the Council has a key role as a Community Planning Partner and as the lead agency for Community Planning in helping to deliver the LOIP.
- 5.2 The Policy and Resources Committee is asked to recommend that the LOIP is adopted, and its implementation supported, by Shetland Islands Council as a Community Planning Partner.

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List of Appendices

Appendix A – Shetland's Local Outcomes Improvement Plan 2016-20

Background documents:

Shetland's Community Plan -

<http://www.shetland.gov.uk/communityplanning/documents/CommunityPlan2013FINAL.pdf>

END

Shetland's Outcome Improvement Plan – DRAFT

Formerly known as the Single
Outcome Agreement (SOA)

March 2016

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Foreword

Ralph Roberts,

Chair, Shetland Partnership Performance Group

Chief Executive, NHS Shetland

Welcome to the Shetland Partnership's Local Outcomes Improvement Plan (LOIP) 2016-20 – this sets out the activity of the Shetland Partnership to deliver the Shetland Community Plan¹. The LOIP describes the priorities we have identified that will have the greatest benefit to Shetland and how we are going to deliver these over the next four years.

But first, a brief word on terminology. Up until now, the 'action plan' for the Shetland Partnership was termed the 'Single Outcome Agreement' (SOA) and, since the inception of the Community Plan in 2012/13, the Shetland Partnership has had a Single Outcome Agreement that was reviewed annually². The LOIP is similar to the SOA, with a few crucial differences. SOAs were agreements drawn up between local partners delivering services in Shetland and the Scottish Government; the LOIP is a local plan drawn up between partners and *communities*. Also, the LOIP is specifically designed to bring together the efforts of Community Planning partners to address *inequalities*, both in Shetland as a whole and in any communities that are particularly disadvantaged – this can include both geographical communities and communities that share common interests or characteristics.

Creating a LOIP for their local area is a responsibility that has been given to Community Planning Partnerships by the Community Empowerment (Scotland) Act 2015. This is a piece of legislation that has big implications for the Shetland Partnership helping to shape the development of the LOIP and helping guide our approach to securing community participation in Community Planning. Since the Shetland Partnership had already committed to reviewing our SOA at this stage of the Community Plan, the new legislation and the chance to produce the LOIP has come at a perfect time.

¹ <http://www.shetland.gov.uk/communityplanning/documents/CommunityPlan2013FINAL.pdf>

² http://www.shetland.gov.uk/communityplanning/community_planning.asp

We have come a long way since the Community Plan was launched, and our progress has also helped shape our thinking about how to develop the LOIP and what should be included in it. The section 'Shetland in Context' sets out some of the progress we have made and how this has played into developing our work for the next four years. The Shetland Partnership has matured and developed in this time and we have new ideas about how best to add value to Shetland life through Community Planning. This includes the greater emphasis on addressing inequalities and the desire to create a more focused strategic plan through the LOIP.

We remain committed, however, to the original outcomes outlined in the Community Plan. The LOIP is more focused than the SOA, the total number of outcomes has been reduced from the original eight outlined in the Community Plan to 5 in this document. The LOIP also reflects a greater focus on a smaller number of key priorities for the Shetland Partnership to work towards.

The section 'Shetland Partnership Outcomes – What We Will Do' details the specific priorities and actions that the Shetland Partnership is focusing on in 2016-20 to achieve the outcomes of the Community Plan. The section 'Community Planning in Shetland – Ways of Working' details approaches across the Partnership that will enhance the work of partner organisations and improve the participation of communities in Community Planning.

We will continue to develop our thinking and approaches to Community Planning and, in this respect, the LOIP can be seen as marking a transition between the previous approach, focused on the SOA and contributions from partner agencies, to a new approach focused on delivering improved outcomes on behalf of an empowered Shetland Community.

I hope you find this document helpful in describing the work planned for local Community planning and that you will remain committed to working in partnership and delivering on behalf of the Shetland Partnership.

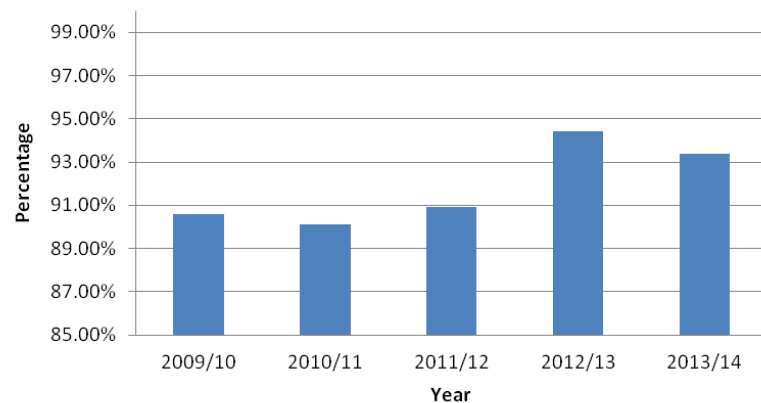
Context

This section gives some background to the Shetland Partnership's progress towards achieving our outcomes since 2013, which helps to explain why we have decided on the priorities we have identified for the next four years. The data and evidence presented here shows where we need to improve or change our approach in order to achieve the outcomes of the Community Plan and will, therefore, help us focus our efforts on the key priorities we need to be working together to deliver.

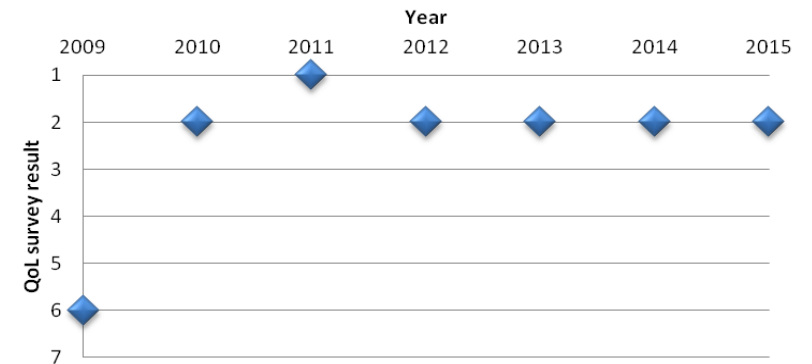
The Shetland Partnership has been working for the last three years to better understand Shetland as a place. Gathering evidence across a range of indicators has allowed for the analysis of trends to demonstrate how well we are achieving the

outcomes set out in the Community Plan.

Graph 2: Proportion of school leavers in positive destinations



Graph 1: Quality of Life - Shetland's Position in Annual Bank of Scotland Survey



Many of these trends are positive and, in general, Shetland remains a very good place to live and the majority of the people who live here experience a good quality of life - in 2015 Shetland was again ranked in the top 3 for Quality of Life in Scotland (Graph 1)³. Our children and young people are also generally experiencing positive outcomes – 93.4% of our school leavers in 2013/14 went on to positive destinations against a backdrop of strong performance since 2009 (Graph 2). The methodology for measuring this has now changed, broadening to include all those who are ‘participating’ in activity post-school; however, Shetland still performs very well with 95.1% classed as participating in the first half of 2015/16⁴. People in Shetland also

³ <http://www.lloydsbankinggroup.com/Media/Press-Releases/2016-press-releases/bank-of-scotland/orkney-retains-the-title-for-best-rural-quality-of-life/>

⁴ <https://www.skillsdevelopmentscotland.co.uk/media/35877/shetland-briefing-151127-digital.pdf>

consistently report that they feel safe in their community (99% according to latest Scottish Household Survey data from 2014⁵).

The Shetland Partnership uses data such as the indicators presented above to determine how to best meet the needs and achieve positive outcomes for the people of Shetland through Community Planning. Generally, as demonstrated in the cases above, Shetland performs well across a number of key measures. We therefore have had to look a little deeper into the available information and also include case studies, stories and other information sources when determining our priorities.

The development process for the LOIP 2016-20 has involved a series of five workshops themed around the Scottish Government's 5 National Outcomes, which are also covered by the outcomes of the Community Plan. The themes were:

Wealthier and Fairer

Smarter (Learning and Supportive)

Greener

Safer

Healthier (Healthy and Caring)

Each workshop involved the relevant thematic group (see our Partnership Guide⁶) presenting relevant data to show areas where we were performing well and where we could improve under each theme. Having heard the available evidence, members of the Shetland Partnership attending the workshop then got the opportunity to discuss what the priorities should be for delivering the outcomes in the Community Plan.

Priorities have also been informed by the work of Shetland's Commission on Tackling Inequalities, an initiative established by the Shetland Partnership Board in summer 2015. The Commission has looked at a variety of evidence demonstrating where inequalities exist in Shetland under a number of categories. Given that reducing inequalities and the negative outcomes that result is a key element in designing the LOIP, this information has been invaluable in helping to define where the Shetland Partnership should focus their efforts collectively and as individual partners.

⁵ <http://www.gov.scot/Topics/Statistics/16002/LATables2014/ShetlandIslands2014>

⁶ <http://www.shetland.gov.uk/communityplanning/documents/PartnershipGuide.pdf>

The Shetland Partnership's Annual summit, held in February 2016, also provided a valuable opportunity to involve a wide range of partners, stakeholders and community representatives in helping to shape the LOIP. During this event, delegates heard presentations from the Improvement Service⁷ and the Commission on Tackling Inequalities⁸ before entering workshops to discuss the priorities identified under each outcome – as introduced by Thematic Groups⁹. These discussions have formed part of the quality assurance process for the LOIP as a whole and have helped to ensure that the Shetland Partnership and the wider community have been able, to an extent, to take ownership of the activities that this Plan will guide for the next four years.

Each Community Plan outcome area now has a small number (generally 3) of defined priorities that the Shetland Partnership is working to deliver over the next 4 years and the 'Shetland Partnership Outcomes – What We Will Do' section of this document outlines what these priorities are, what actions are planned to achieve them and what data we will use to measure progress. An example from each outcome area is set out below to show how this evidence has been used and why the priorities have been selected.

Outcome A

Priority: Ensuring that the needs of our most vulnerable children and young people are met

As demonstrated by Graph 2, Shetland is a very good place for the majority of our children to grow-up and the chances of progressing from school to employment, further/higher education and training are high. Recognising this, there is a need to re-focus on those of our children and young people who do not attain these positive outcomes and develop targeted strategies to help this more vulnerable group. In the first instance, there is a need to identify who these children and young people are to allow partners to work together to develop bespoke, family-based solutions to the often complex issues they face.

The Shetland Partnership wants to work together as agencies and with families to ensure that the most vulnerable children and young people in Shetland can thrive.

⁷ <http://www.shetland.gov.uk/communityplanning/1.ShetlandCommunityPlanningOutcomesPresentation-Feb2016.pptx>

⁸ <http://www.shetland.gov.uk/communityplanning/documents/2.CommissionPresentation-ShetlandPartnershipSummit-Feb2016.ppt>

⁹ <http://www.shetland.gov.uk/communityplanning/documents/3.ThematicGroupsPresentation-ShetlandPartnershipSummit-Feb2016.ppt>

Outcome B

Priority: Improve mental health and resilience

The key action in relation to this priority focuses on reducing loneliness and stigma to improve the outcomes of people with poor mental health and help prevent poor mental health in the first place. Research into deprivation and social exclusion in Shetland (2006)¹⁰ and peer-research carried out by young people in Shetland (2011)¹¹ both demonstrated a link between people feeling part of their community and their mental health and wellbeing. Stigma, associated with people being 'labelled' in negative ways within their community, was seen as a major factor in exacerbating poor outcomes for individuals and families. Further research at a national level¹² indicates that loneliness (a mismatch between relationships we have and the relationships we want), increases the risk of depression; can lead to a 64% increased risk of developing clinical dementia; increases the risk of high blood pressure; and, is an equivalent risk factor for early death to smoking 15 cigarettes a day.

Shetland's Commission on Tackling Inequalities has also come to the conclusion that this is an area that should be prioritised, based on the evidence outlined above. The Shetland Partnership aims to prevent the negative consequences of loneliness and stigma through raising awareness of the issues and helping communities develop their own solutions through *co-production*. Please see page **XX** in the 'Ways of Working' section for an example of how this may proceed.

¹⁰ Research into Deprivation and Social Exclusion in Shetland (2006):

<http://www.shetland.gov.uk/communityplanning/documents/Dep.andsocialexclusionexecsummary-eperring.pdf>

¹¹ Poverty is Bad – Let's Fix It!! (2011):

http://www.shetland.gov.uk/youth_services/documents/Shetland20Report0Final20Draft.pdf

¹² ¹² Joseph Rowntree Foundation (2013): <https://www.jrf.org.uk/report/loneliness-resource-pack>

Outcome C

Priority: Reduce the harm caused by alcohol

The misuse of alcohol is a common factor in a number of areas that impact negatively on the quality of life of people in Shetland. Alcohol contributes to harm to people and property through vandalism, anti-social behaviour, drink-driving, violence (domestic and non-domestic) and fires (deliberate and accidental). There is a distinct overlap between mental health and substance use/misuse; ongoing audits of suicide and sudden deaths in Shetland show that alcohol is almost always a factor – either a significant quantity has been used immediately prior to death, or there has been a history of unhealthy drinking patterns. Almost 1 in 10 cases in Accident and Emergency are alcohol related, and of these, a third have Mental Health issues¹³. Alcohol and drugs are the top cause for child protection referrals in Shetland, and resulted in 11 registrations on the Child Protection Register in 2013/14.

All of the above outcomes have negative impacts on individuals, families and communities in Shetland. The Shetland Partnership aims to change the culture in relation to alcohol in Shetland to reduce problem drinking. This culture change will include empowering licensees and vendors to refuse alcohol to those who have already had enough and to help communities and families assist those who may be at risk of harm through alcohol misuse.

¹³ Scottish Community Safety Network, SOA development workshop presentation November 2015



Figure 1: The costs of alcohol in Shetland per year (from Alcohol Focus Scotland¹⁴)

Not only will this result in better outcomes for people living in Shetland, it will also represent a significant saving to public services locally – as demonstrated in figure 1 the costs associated with alcohol misuse are enormous when considered as a whole. There are significant benefits to reducing the harmful impacts of alcohol, for example, research shows that every £1 spent on young peoples' drug and alcohol interventions brings a benefit of £5-£8¹⁵.

¹⁴ <http://www.alcohol-focus-scotland.org.uk/media/61624/The-Cost-of-Alcohol-Shetland-Islands.pdf> . Illustration by Jill Hood

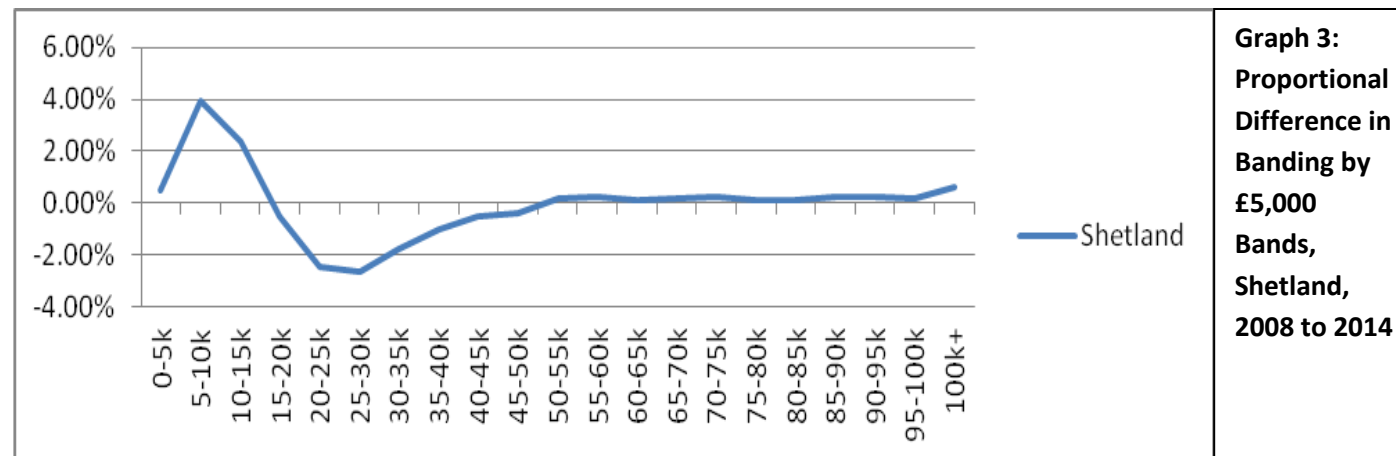
¹⁵ National Treatment Agency for Substance Misuse(2014): <http://www.nta.nhs.uk/uploads/why-invest-2014-alcohol-and-drugs.pdf>

Outcome D

Priority: Make the best use of existing assets, infrastructure and human capital for sustainable economic development

Shetland's economy has been in rude health for a number of years now and, where the previous SOA emphasised maximising economic growth, this Plan seeks to consolidate economic prosperity for Shetland while sharing the benefits of this more widely in society. Graph 3,

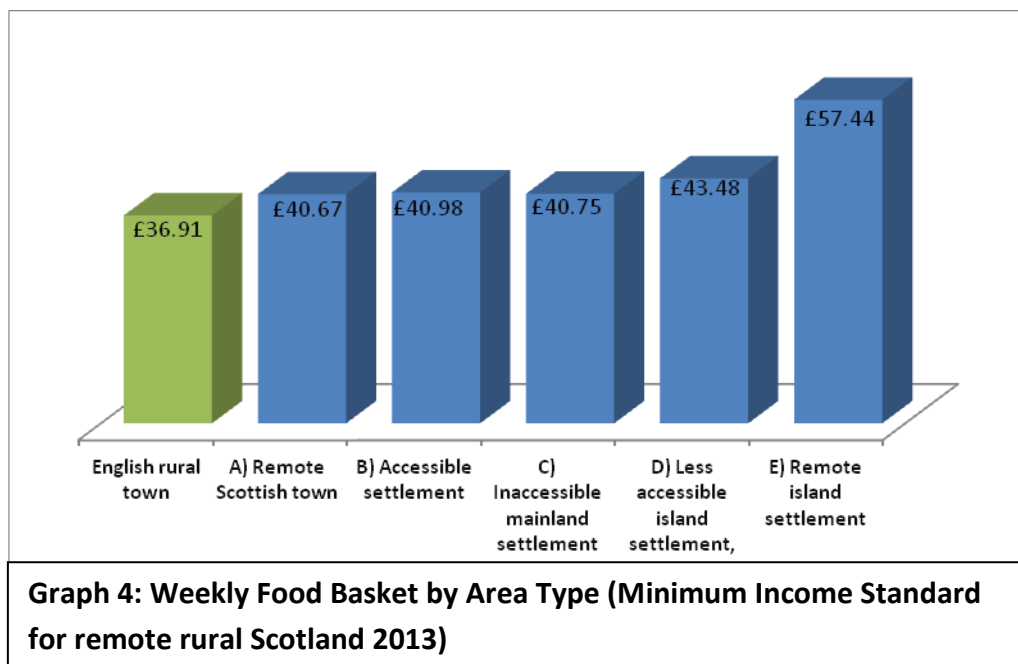
opposite, shows the proportional difference in pay-banding in Shetland for the period 2008 to 2014. It demonstrates that, during a period where the overall Shetland economy was performing well, the proportion of people earning in the low-middle income bands decreased while the proportion of people



**Graph 3:
Proportional
Difference in
Banding by
£5,000
Bands,
Shetland,
2008 to 2014**

in low-very low income bands increased. There has been little change in the percentage of households with an overall income of £45,000 or more a year, but there has been a 2-3% shift in the number of households within, for example income bands £20,000-£30,000 to lower household incomes. This indicates that, whilst employment levels are high, earnings are reducing for those earning a typical household income – this raises the prospect of ‘in-work’ poverty, where the money a household brings in is not sufficient to avoid the negative outcomes associated with poverty despite employment being available to householders. Gender segregation (unequal distribution of men and women) in the workplace may also be a factor and it is thought that this results in a higher proportion of underemployment, part-time and lower paid employment for female workers compared to males.

This is exacerbated further by the high cost of living in Shetland, as demonstrated by the Minimum Income Standard¹⁶ – this report shows that living costs (such as food, energy, transport) are significantly higher in Shetland than in England. For example:



- For a single person living in a Northern Isles town, such as Lerwick, their weekly budget is 33.3% higher than for an equivalent person living in urban UK and 23.4% higher than for a person living in an English rural town;
- For a single person living remotely from a town in the Northern Isles, such as in Hillswick, their weekly budget is 74.1% higher, and 40.8% higher for their urban and rural England counterpart;

Graph 4, opposite, gives an example of the disparity of costs for people living in different areas by analysing a typical weekly food basket.

The priorities in this outcome area have been heavily influenced by the Commission on Tackling Inequalities. The Shetland Partnership wants to maintain strong economic performance while reducing inequalities by targeting approaches and resources where they can most benefit the groups who are currently disadvantaged.

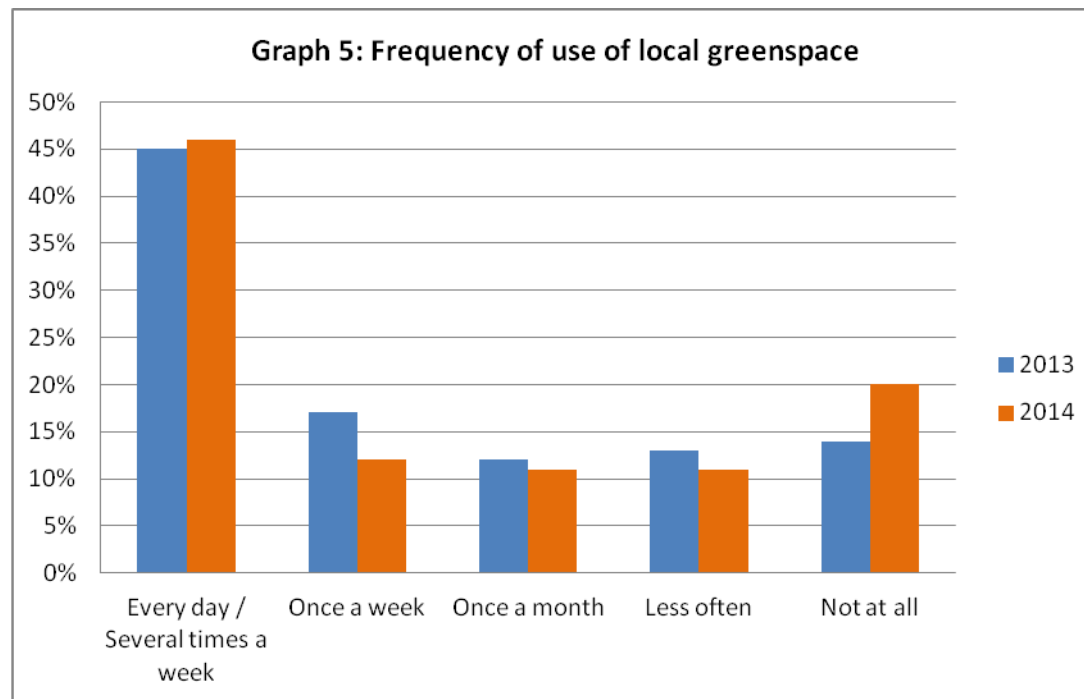
¹⁶ <http://www.hie.co.uk/common/handlers/download-document.ashx?id=1bdb4dc2-9521-4998-853b-e2cbdf9258d2>

Outcome E:

Priority: To protect and enhance our natural environment and promote the benefit to society (including health) that it provides

Shetland is renowned for its natural environment. This is an important contributing factor in what makes Shetland a good place to live and the diversity of wildlife and landscape in Shetland are a significant draw in terms of tourism and the economic benefits this brings. However, Shetland remains vulnerable to environmental degradation and losing the benefits that the natural environment can bring to individuals and communities if we do not act to protect and enhance the assets we have. People in Shetland tend to be more satisfied with local green-space (89% vs. 76%) and access it more often (46% vs. 37%) than the Scottish average; however, the proportion of people who never access local green-space is increasing locally (Graph 5)¹⁷. We would like to reverse this trend; the social benefits and benefits to physical and mental health of people accessing their local natural spaces are considerable.

Communities who value the amenity of their local environment are also likely to be happier communities and people will be less likely to engage in crimes such as vandalism. These communities are places where people want to live and are more resilient as a result. Physical activity through outdoor access is an important source of exercise for a wide range of people and can prevent issues such as obesity and heart disease as well as helping to keep older people active into older age and better able to support themselves. Active travel – cycling or walking to work and school – also ties



¹⁷ <http://www.gov.scot/Topics/Statistics/16002/LATables2014/ShetlandIslands2014>

in with this, keeping people fit while protecting the environment by reducing the emissions of carbon dioxide and other pollutants from vehicles. The Shetland Partnership wants to maximise the opportunities for people to access the natural environment in Shetland, while taking measures to ensure that harmful impacts are minimised.

Common Themes

There are two common themes running through the priorities set out in the LOIP of **equity** and **resilience**. Equity refers to making life better for everyone in Shetland by targeting the most vulnerable and disadvantaged in our communities and helping them achieve positive outcomes. Resilience is about helping people and communities to sustain positive outcomes and allowing them to face challenges as they arise. The Shetland Partnership will continue to support and develop these themes and they may form the basis for discussion with communities when developing future plans to look beyond this LOIP.

Shetland Partnership Board Priorities

Community Planning in Shetland aims to make Shetland the best place to live and work by helping to create communities that are:

Wealthier and Fairer

Learning and Supportive

Healthy and Caring

Safer

Greener

The LOIP demonstrates the priorities for the Shetland Partnership as a whole; however, the Shetland Partnership Board has also taken the step of identifying 3 (or 4) top priorities that we will seek to deliver by 2020. These priorities represent the areas where we really need to focus activity to improve the lives of people in Shetland and where we can make the most difference by working together.

They are:

- Making the best use of existing assets, infrastructure and human capital for sustainable socio-economic development.
- Ensuring the needs of our most vulnerable children and young people are met.
- Supporting the development of a digital, diverse and innovate business base.

Shetland Partnership Outcomes – What We Will Do

Outcome A Shetland is the best place for children and young people to grow up			
Priority	Actions	Timeline	Responsible Officer and/or Group
To ensure the needs of our most vulnerable children and young people are met.	Identification of vulnerable children and young people across the partnership.	August 2016.	ICYPSPG
	Build resilience and self esteem of the most vulnerable and improve outcomes for them using preventative, family-based approaches	December 2019.	ICYPSPG
	We will have an electronic system to support staff working with GIRFEC in Shetland having embedded the new GIRFEC process.	April 2017.	ICYPSPG

	Deliver the Looked After Children Strategy.	March 2018.	ICYPSPG
	Development of nurturing communities.	April 2019.	ICYPSPG
	Ensure there are facilities for meeting needs for short term care and respite.	April 2017.	ICYPSPG
To hear the voices of our children and young people.	Bring together different strands of work on engagement so that children and young people in Shetland are appropriately involved and their voices are better heard. E.g. Pupil Councils, Youth Voice, Members of Scottish Youth Parliament	August 2016.	ICYPSPG
	Monitor and measure the impact of the children and young people's voices being heard and feedback to them. Increase the number of children and young people's views recorded in GIRFEC and looked after children plans.	April 2018.	ICYPSPG

To support children and young people to develop physical competence and confidence from the earliest age	Support pre-school years to reach daily targets for physical activity by encouraging active play, and active travel at home and in care settings.	April 2018	ICYPSPG
	Support active schools and partners to engage all school aged children in sports and physical activity including targeting those most in need.	April 2017	ICYPSPG

Indicator (s) – linked to priorities				
Priority	Indicator	Baseline (with date)	2020 Target	Update Schedule
To ensure the needs of our most vulnerable children and young people are met.	% of pupils gaining 5+awards at level 5.	50% in 2012/13	55%	Schedule needed
To ensure the needs of our most vulnerable children and young people are met.	Every LAC has an Individual Education Plan.	Choose starting point.		Quarterly
To ensure the needs of our most vulnerable children and young people are met.	LAC Reviews are carried out within required timescales.	Can choose which figure to start at.		Quarterly
To ensure the needs of	Primary and secondary	Can ONLY use Shetland		On INSIGHT website, local

our most vulnerable children and young people are met.	exclusion rates?	wide figures because of low numbers.		measure for Attainment V's Deprivation.
To ensure the needs of our most vulnerable children and young people are met.	Proportion of pupils entering positive destinations.	93.4% in 2013/14	95%	Schedule needed
To hear the voices of our children and young people.	% of children and young people's views being recorded in GIRFEC and looked after children plans.	Baseline needed	Targets needed	Schedule needed
To hear the voices of our children and young people.	% of schools with Pupil Councils	Baseline needed	100%	Schedule needed
To support children and young people to develop physical competence and confidence from the earliest age	Participant sessions	39,376 in 2014/15	To be agreed	Annual
To support children and young people to develop physical competence and confidence from the earliest age	Distinct participants	55% of school population were distinct participants in 2014/15	75%	Annual

Indicators – related to outcome			
Indicator	Baseline (with date)	2020 Target	Update Schedule
% of children at P1 check at risk of overweight or obesity	19.3 (08/09) 22.6 (09/10) 21.8 (10/11) 23.4 (11/12) 21.2 (12/13) 17.9 (13/14) 27.1 (14/15)	12% at P1 check at risk of overweight.	Annual

Outcome B

We live longer healthier lives and people are supported to be active and independent throughout adulthood and in older age

Priority	Actions	Timeline	Responsible Officer and Group
Increase physical activity (amongst those least active)	<p>We will encourage and enable the inactive to be more active and we will encourage and enable the active to stay active throughout life through the development of a local Sport, Physical Activity and Health Strategy which will include:</p> <ul style="list-style-type: none">• Improving our active infrastructure – people - i.e. volunteering capacity and places – including footpaths; indoor and outdoor facilities (e.g. leisure centres)• Building on localities based models, including Sports Hubs and health improvement locality working, to increase physical activity; targeting those who can most benefit (e.g. walking groups and chair-based exercise for older people; decrease	Development of a local Sport, Physical Activity and Health Strategy by March 2017 and ongoing implementation to 2022	Sport, Physical Activity and Health Strategy Group

	<p>costs of sport & leisure activities for poorer families)</p> <ul style="list-style-type: none"> • Improving opportunities to participate, progress and achieve in physical activity including sport. • Using 'return on investment' work to inform the development of the Strategy. 		
Improve mental health and resilience	We will support individuals to be part of their community, to reduce loneliness and increase community connectedness	Development of specific programmes of work by April 2017	TBC
	We will support wellbeing and resilience in communities through physical activity and sport (as above)	<p>Implementation across Shetland by April 2019</p> <p>Through Sports, Physical Activity and Health Strategy (as above)</p>	

People are the key assets in their community	We will support individuals to be part of their community, to reduce loneliness and increase community connectedness (as above)	Development of specific programmes of work by April 2017 (as above)	TBC
	We will develop self-management capacity and resources within the community; for people with long term conditions; older people and other vulnerable groups.	Implementation of specific programmes by April 2017	
	We will support people to live as independently as is appropriate for each individual, in their own communities, through all partners working together with individual communities; utilising WYFY and local asset based approaches	Implementation of specific programmes by April 2017	

Indicator (s) – linked to priorities				
Priority	Indicator	Baseline (with date)	2020 Target	Update Schedule
Physical activity	Physical Activity Levels	41% in 2011	50% by 2022	Annual
Mental health	Suicide Rate*	24.8/100K (2008-2012)	13/100K (2018-2022)	Annual
People are in the key	Suggested: 90% of all WYFY plans include	TBC	TBC	Annual

assets their community	assessment of and planning for social inclusion (?)			
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*small numbers mean we do fluctuate year on year but the trend over the last 10 years is reducing and we are below the Scottish average.

Indicators – related to outcome			
Indicator	Baseline (with date)	2020 Target	Update Schedule
Smoking prevalence : reduce percentage of adults who smoke	22.4% in 2012	5% by 2022	Annual in Sept
Alcohol related hospital admissions	477/100K (2014)	300/100K	Annual
Reduce premature mortality (from CHD among under 75s)	63.9 per 100,000 in 2013*	64.7 per 100,00 European Age Standardised rate	Annually in Jan

Outcome C

Shetland is a safe place to live for all our people, and we have strong, resilient and supportive communities

Priority	Actions	Timeline	Responsible Officer and/or Group
Keeping People Safe	Carry out an analysis to understand the increase in reported domestic abuse incidents and the drivers behind this for comparison against national rate	March 2017	Domestic Abuse Partnership
	As part of the Implementation of the revised Domestic Abuse Strategy (2017-22), undertake a review of the Domestic Abuse Partnership and its associated sub-groups to ensure that preventing gender based violence is resourced and supported jointly across the partnership	March 2017	Domestic Abuse Partnership
	Consider how to approach working with perpetrators, linking with work on Community Justice to reduce reoffending	March 2018	Domestic Abuse Partnership

	Deliver the Shetland Anti-Bullying Strategy, including the development of information and training on prejudice-based bullying and a relevant linked indicator	March 2018	Lindsay Tulloch, Shetland Together
Reduce the harm caused by alcohol	Reduce the harm caused by alcohol through the delivery of the Shetland Alcohol and Drugs Partnership strategic plan	March 2018	Shetland Alcohol & Drugs Partnership
	Refresh and deliver Drink Better Strategy and action plan	March 2017	Shetland Alcohol & Drugs Partnership
	Working with licensees & vendors , supporting and empowering them to refuse alcohol to drunk customers	March 2018	Community Safety and Resilience Board
	Continue support for OPEN Peer Education with Young people including input from Police Youth Volunteers	March 2018	Shetland Alcohol & Drugs Partnership
Improve Community Justice outcomes for those at risk of offending or reoffending, victims,	Deliver the Community Justice Transitional Plan	April 2017	Community Justice Partnership

families and communities	Identify and develop appropriate measures for Community Justice (i.e. reoffending, diversionary activities, community sentencing	April 2017	Community Justice Partnership
	Prioritise support for a campaign to reduce stigma in communities, developing community-based solutions in relation to Community Justice which support full participation, and improved outcomes for victims, persons who have been convicted of offences and their families'	April 2020	Community Justice Partnership
Build community resilience	Develop up to two community resilience plans as a pilot (linking with Community Forum / Localities work)	April 2017	Vaila Simpson, Shetland Islands Council
	Develop multi-agency approaches to identifying the most vulnerable people in communities and putting in place measures to prevent harm	March 2018	Billy Wilson, Scottish Fire and Rescue Service

	Carry out analysis of unintentional harm data (deaths, emergency hospital admissions, SFRS data, water safety incidents and A&E attendance data) to develop our understanding of this in Shetland and to link with the Building Safer Communities Programme	March 2018	Vaila Simpson, Shetland Islands Council
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Indicator (s) – linked to priorities				
Priority	Indicator	Baseline (with date)	2020 Target	Update Schedule
Keeping people safe	Domestic abuse reporting	Pending completion of action above	Pending completion of action above	Pending completion of action above
	Anti-bullying strategy indicator	Pending completion of action above	Pending completion of action above	Pending completion of action above
Reduce the harm caused by alcohol	No. of alcohol related A&E attendances	706 (2014/15)	Decrease by 20%	Annual data
	No. of problem drinkers	12.2% (2014/15)	10%	Annual data
Community Justice	Community Justice indicator	Pending completion of action above	Pending completion of action above	Pending completion of action above
Community Resilience	Unintentional Harm statistics	Pending completion of action above	Pending completion of action above	Pending completion of action above

Outcome D - WEALTHIER AND FAIRER

Shetland has sustainable economic growth and all our people have the chance to be part of island life.

Priority	Actions	Timeline	Responsible Officer and Group
D1: Attracting more people to Shetland to live, work, study and invest.	Develop a 10 year plan to attract people to live, work, study and invest	Final Draft of Plan to be presented to SPB end March 2016. Implementation 2016-2025.	Rachel Hunter (HIE) and Development Partnership
	Develop and deliver the Local Housing Strategy, supporting SPB's ambition, where feasible, to attract more people to live, work, study and invest in Shetland.	New Local Housing Strategy estimating completion by September 2016.	Anita Jamieson (SIC) and Development Partnership
	Develop and deliver a refreshed Transport Strategy, supporting SPB's ambition, where feasible, to attract more people to live, work, study and invest in Shetland.	The Transport Strategy Refresh is being developed alongside the Shetland Inter Island Transport Study (SIITS) reflecting the significance of the relationship between the two. The SIITS will complete Stage 1 in June 2016 and the Transport Strategy Refresh will be concluded at the same time.	Michael Craigie (SIC) and Development Partnership
D2: Make the best use of existing assets, infrastructure and human capital for sustainable socio-	Develop a shared policy approach in relation to fostering resilient rural communities and sustainable community assets	Working group to be set up by end April 2016	Vaila Simpson (SIC) and Development Partnership

economic development		<p>Desktop research to be carried out by end June 2016</p> <p>Action plan and timescales to develop a shared approach to be developed by end August 2016</p> <p>Action plan to be ratified by Development Partnership September 2016</p>	
	Deliver the Shetland Skills Investment Plan	Skills Strategy group to oversee delivery 2016-19.	Dave McCallum (SDS) and Skills and Learning Strategy Group
	Understand the level and issues surrounding in-work poverty in Shetland	<p>Establish cross agency project group-April 2016</p> <p>Data gathering – June 2016</p> <p>Project development and delivery commencing Winter 2016/17</p>	Emma Perring (SIC) and Development Partnership
	“Fair Islands” (working title). Project to address gender balance, gender segregation and stereotyping in Shetland in order to encourage more women and girls into non-traditional sectors	<p>Occupational Segregation Working Group set up September 2015.</p> <p>Action Plan to be developed by end June 2016.</p>	Rachel Hunter (HIE) and Development Partnership

		Action plan to be ratified by Development Partnership September 2016.	
		Delivery of plan 2016-18.	
	Identify groups at most risk from “digital exclusion” and use existing resources to address gaps identified to enable barriers to access and lack of know-how to be overcome	Community Learning and Development Partnership Review March 2017	June Porter (SIC) and Community Learning and Development Partnership
D3: Supporting the development of a digital, diverse and innovative business base.	Ensure partners working on broadband projects co-ordinate to ensure that superfast broadband is available to all premises by 2020	2020.	Neil Grant (SIC) Development Partnership
	Investigate how mobile connectivity could be improved across Shetland.	Plan to be developed by 2020 –	Douglas Irvine (SIC) Development Partnership
	Develop an action plan to support the development and growth of the creative industry sector in Shetland	Baseline information on the creative industry sector to be complete by end June 2016. Action plan to reach final draft stage by end September 2016. Action plan to be endorsed by Development Partnership by December 2016. Deliver of three year action plan to 2019.	Rachel Hunter (HIE) Development Partnership
	Pilot one innovative leadership development	Working group to be set up	Lead officer TBC

	programme across the business base	by September 2016. Programme development 2016-2017 Programme delivery from mid 2017.	(Development Partnership)
	Promote the business benefits of the living wage to the private and third sector.	Promotional campaign to be developed by end March 2017. Promotion to be embedded in HIE/Business Gateway interactions with clients until 2020.	Rachel Hunter (HIE) and Development Partnership
	Develop a plan to develop up to three Island Innovation Zones in Shetland.	Plan to be developed by end December 2017.	Douglas Irvine (SIC) and Development Partnership

Indicator (s) – linked to priorities <i>What indicator(s) will tell us how well we are delivering this priority?</i> <i>New measures or is data currently available on current SOA indicator list?</i> <i>How often will indicator be updated?</i>				
Priority	Indicator	Baseline (with date)	2020 Target	Update Schedule
D3	Business start-up rate (per 1,000) population	4.5 (2012-13)	5	Annually – calendar year. Scottish Clearing Bank Data.
D2	Proportion on out of	1.5% (2012/13)	1.3%	Annual average DWP

	work benefits (JSA or equivalent)			
D2	Youth out of work claimant count	3.5% (2012/13)	2%	Annual data DWP
D1	Number of new homes	SIC HOUSING TO COMPLETE		
D3	No of Shetland businesses formally signed up to Living Wage accreditation schemes (Scottish Business Pledge or Living Wage Foundation)	3 (2016)	12	Data available on following websites: https://scottishbusinesspledge.scot/your-pledge/pledge-wall/ http://www.livingwage.org.uk/employers
D2	% difference between male and female gross weekly earnings	23.4% (2015)	18.3%	Extracted from NOMIS data- annual data.
D1 D2	Number of FE/short course students enrolled at Shetland's Colleges	5367 (2012/13)	5903	Source: Shetland in Statistics 2014. <i>NB 2020 Projection subject to conclusion of SIC Tertiary Education Review</i>
D1 D2	Number of HE students enrolled at Shetland's Colleges	279 (2012/13)	307	Source: Shetland in Statistics 2014. <i>NB 2020 Projection subject to conclusion of SIC Tertiary Education Review</i>
D2	No of Modern Apprentices in training in Shetland	309 (September 2015)	362	SDS WEBSITE https://www.skillsdevelopmentscotland.co.uk/in-your-area/shetland-islands/

Indicators – related to outcome			
Indicator	Baseline (with date)	2020 Target	Update Schedule
% of premises able to link to superfast broadband	33% (2015)	100%	HIE Data NB. This is a Scottish Govt target.
<i>NB The Shetland Skills Investment Plan and 10 Year Plan will have more detailed indicators</i>			

Outcome E

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

Priority	Actions	Timeline	Responsible Officer and/or Group
1. Mitigate, and adapt to, climate change	Protect and restore blanket bog. Map indicative areas of active blanket bog to establish baseline (SBRC)	3 peatland restoration projects in place by end 2015. No net loss of active blanket bog – ongoing. Blanket bog mapping repeat every 10 years.	Juan Brown, Environment Partnership
	Adopt National Flooding Plan with identified actions for local implementation	December 2016	Mary Lisk, Environment Partnership
	Raise awareness of climate change through engagement with communities in Shetland to inform a Local Action Plan	April 2017	Mary Lisk, Environment Partnership

	Develop Local Action Plan for recognised effects of climate change on Shetland using public consultation to define scope of actions needed	April 2019	Mary Lisk, Environment Partnership
	The Environment Partnership and Carbon Management Board will support partners to improve their environmental/ sustainability/ carbon/ climate change data gathering processes and reporting; encouraging collective responsibility and holding each other to account	March 2017 (Review Annually)	Mary Lisk, Environment Partnership/ Carbon Management Board
2. To protect and enhance our natural environment, and promote the benefits to society (including health) that it provides.	Publish and implement Shetland Environment Strategy	Publish – June 2016 Implement – ongoing Review – annually	Juan Brown, Environment Partnership
	Protect our aquatic environment (achieve Water Framework Directive Area Advisory Group water quality targets)	97% water bodies in good or better condition by 2015, 98% by 2020. Ongoing actions by partners	Juan Brown, Environment Partnership
	Develop online interactive map as single point of information to promote the natural environment and help people access nature	Launch 'Shetland Map' by end 2016	Juan Brown, Environment Partnership

	Maximise the opportunity for, and promote benefits of, active travel and access to nature	Timetable for actions and targets within 'access and amenity, chapter of Environment Strategy Ongoing – all	Juan Brown, Access and Amenity Sub-group
3. Resource and energy efficiency	Consider approaches to developing a Sustainable Energy Action Plan for Shetland; aiming to deliver, for example: <ul style="list-style-type: none"> • A programme of energy efficiency works in all partners properties to include where appropriate the use of renewable energy • Agree a Shetland standard for all partners in procurement of materials • Investigating the potential for small-scale, low-carbon, dispersed, community based district heating schemes and other community-based solutions to increase the heating options available in Shetland • Sustainable Energy solutions that maximise Community Empowerment 	Scoping of Plan by April 2017	Mary Lisk, Carbon Management Board
	Develop a new Shetland Waste Strategy to include increasing recycling in Shetland (both commercial and domestic) to support the national waste strategy targets	April 2019	Mary Lisk, Environment Partnership

Indicator (s) – linked to priorities				
Priority	Indicator	Baseline (with date)	2020 Target	Update Schedule
Mitigate, and adapt to, climate change; Resource and energy efficiency	Carbon Emissions	34, 500 t CO ² (2007/8)	42% reduction	Annual
To protect and enhance our natural environment, and promote the social benefits it provides.	Proportion of water bodies in good or better condition (Water Framework Directive Area Advisory Group targets)	89% (2013)	98%	Annual (issues of note reported quarterly)
	All biodiversity category targets are met	2 out of 10 category targets not met (seabirds and waders).	All category targets	Annual (issues of note reported quarterly)
	Favourable Condition of nature sites	96% of all features of protected nature sites (where there is on-site control) in favourable condition (or recovering due to management) (Jan 2015). % of Local Nature Conservation Sites in favourable condition. 100% of geological sites in favourable condition.	98% (by March 2018) 90% (ongoing) 99%	Annual (issues of note reported quarterly) Annual (issues of note reported quarterly) Annual (rolling 5 year monitoring programme)

	Scottish Household Survey responses to 7 'greenspace' questions (there will be a time-lag associated with these data)	Responses to 5 questions better than national average, 2 average (2013).	Responses to all questions better than national average.	Annual (but likely about 2 years behind).
	Number of people attending environmental events and key nature sites	48,721 (2014)	53,000	Annual (issues of note reported quarterly)
Resource and Energy Efficiency	Fuel Poverty	53% (2014)	less than 50%	Annually

Community Planning in Shetland – Ways of Working

This section describes how we are going to support Community Planning outcomes through ways of working – these are not specific actions but rather approaches and philosophies that will allow us to work together effectively to deliver better outcomes with and for communities in Shetland.

Community Involvement

Participation of individuals and communities has always been a key element of community planning, and now even greater emphasis has been given to ensuring this is at the heart of Community Planning through the Community Empowerment Act 2015.

The Strengthening Community Involvement project was initiated by the Shetland Partnership Board to explore ways in which community involvement in Shetland can be strengthened. The consultation for this project provided a vision for how public agencies in Shetland will work together and with communities by bringing together Councillors, Community Councillors and representatives of constituted groups e.g. Parent Councils or Community Development Organisations, on a regular basis to speak about issues arising from the community or on the community planning agenda.

This would enable elected representatives to share issues within an area and allow communication with agencies to be streamlined. It would also provide a clear framework within which community involvement in Shetland could function effectively. Community Forums could be responsible for planning for the future, resolving issues and scrutinising delivery of the Local Outcomes Improvement Plan in their area.

Communities could also have the opportunity to develop a local plan if needed. The Community Empowerment Act 2015 proposes that locality plans are for smaller areas where there are significantly poorer outcomes than elsewhere in the local authority area, or in Scotland generally. The local plan would feed into the Shetland Community Plan. It would be owned, developed and updated by the community. If it was agreed that a local plan was not needed, any issues identified at the Forum would inform the Shetland Community Plan. It should be noted that some communities in Shetland already have development plans; for example, Northmavine and Fair Isle.

Each Community Forum would be linked with and report to the Shetland Partnership Board (SPB), which has responsibility for involving communities in establishing the needs of communities in an area and addressing them. Each Forum would be supported by a senior manager from the SPB, who would provide a champion role for the process and be able to unlock any barriers that might exist.

This would ensure three ties of community involvement in Shetland:

- Developing and sustaining two-way communication directly with communities - day-to-day discussions and information sharing within communities, including visiting schools, working outside, meeting groups, which enables agencies to be able to key into what communities are thinking and facing
- More formal dialogue, such as at Community Forum level, where elected representatives come together to raise issues and respond to agency requests
- Strategic decision-making bodies utilising structures for involvement and the views of communities to inform their work

The Community Forum approach will be tested as a pilot project in the South Mainland of Shetland during 2016/17. The pilot will help to develop the Forum idea and set out the ethos and rationale for Shetland's approach to community involvement and ensure links with the locality work of the Integrated Joint Board.

Co-production and Community Connections

The Shetland Partnership is encouraging an approach to service planning and delivery that employs *co-production* at its heart. Co-production means: "delivering public services in an equal and reciprocal relationship between professionals, people using services, their families and their neighbours. Where activities are co-produced in this way, both services and neighbourhoods become far more effective agents of change¹⁸"

'Community Connections' is about assisting people to make connections within their communities, allowing them to build better relationships

¹⁸ New Economics Foundation, referenced by Scottish Co-Production Network <http://www.coproductionsotland.org.uk/about/what-is-co-production/>

and more fully take advantage of the opportunities living in Shetland can bring. Research¹⁹ into poverty and social isolation in Shetland has shown that people experience a poor quality of life when they do not feel part of the community in which they live and this is made worse by issues of socio-economic inequality. Physical barriers to inclusion such as access to social opportunities in more remote areas for those without a car have been recognised as problematic, but more subtle barriers such as stigma (real or perceived) are also known to have an impact.

There has been success in helping some individuals and families make better connections with their communities through, for example linking up people who could provide transport to nursery or football training for young children. This has allowed children to participate more fully in the opportunities present in their community while allowing parents to connect with other parents and build friendships and support networks. This is accomplished largely by members of the community once the initial connections are facilitated by agency staff and is an excellent example of co-production. The Shetland Partnership will be encouraging all partner agencies to work hard to develop these sorts of community based solutions to improve outcomes for people in Shetland in a way that is sustainable and relatively low cost.

The Shetland Partnership and Partner Agencies will seek to maximise opportunities for co-production whenever possible and employ the Community Connections model as a means of improving outcomes for families and communities.

Intergenerational working

Bringing people from different generations together can have wide ranging benefits for communities, families and individuals:

“Intergenerational practice aims to bring people together in purposeful, mutually beneficial activities which promote greater understanding and respect between generations and contributes to building more cohesive communities. Intergenerational practice is inclusive, building on the positive resources that the younger and older have to offer each other and those around them”²⁰

The Shetland Partnership encourages all partners to take an approach of ‘generations working together’ to address the challenges and realise opportunities in Shetland. Partners should seek opportunities to bring together people of different age groups together to share and exchange

¹⁹ Research into Deprivation and Social Exclusion in Shetland (2006):

<http://www.shetland.gov.uk/communityplanning/documents/Dep.andsocial'exclusionexecsummary-eperring.pdf>¹⁹

Poverty is Bad – Let’s Fix It!! (2011):

http://www.shetland.gov.uk/youth_services/documents/Shetland20Report0Final20Draft.pdf

²⁰ Beth Johnson Foundation (2009), referenced by Generations Working Together <http://generationsworkingtogether.org/about/intergenerational-practice/>

skills, experience and perspectives in a way that increases community cohesion and has mutual benefits across generations.

Integrated Impact Assessment

Shetland's Integrated Impact Assessment is a tool to systematically analyse a new or existing policy or service to identify what impact, or likely impact, it will have on different groups within the community. The assessment identifies any negative and positive impacts on vulnerable groups including those affected by poverty and those covered by equality legislation. If negative impacts are identified, action can then be taken to reduce or remove them, such as by making reasonable changes to how a particular group receives a service.

The Integrated Impact Assessment tool was developed by broadening out the scope of the Equality Impact Assessment previously used by the Council. This means that the actual and potential effects of a proposed policy on communities, individuals, vulnerable groups, local economic conditions and the environment is considered as an integral part of the policy development. This allows potential effects to be removed or mitigated against before the policy is approved.

Collaborative Leadership

The Christie report was published in 2011 and set the context for public service reform. A key message was that public services need to get much better at delivering outcomes, moving to prevention and tackling inequalities, all in the context of less money. The complex and interrelated nature of these issues mean that they can only be addressed through collaboration. And the scope of this collaboration should extend towards increasingly involving citizens in co-designing and co-producing services. The Scottish Leaders Forum Conference in November 2014 reaffirmed the central importance of collaboration, creativity and citizen involvement in public service design and delivery.

Collaborative leadership is about the delivery of results across boundaries between different organisations. David Archer and Alex Cameron, in their book *Collaborative Leadership: How to succeed in an interconnected world*, say “Getting value from difference is at the heart of the collaborative leader’s task...they have to learn to share control, and to trust a partner to deliver, even though that partner may operate very differently from themselves.”²¹

²¹ Archer, David; Cameron, Alex (2008). Collaborative leadership – how to succeed in an interconnected world.

Leaders and teams who, in the course of their everyday work, are seeking to deliver better outcomes through collaboration can be supported to develop their skills, knowledge and expertise in this area by the Enabling Collaborative Leadership Programme offered through Workforce Scotland.

Early intervention / prevention

Since the Christie Commission Report²², there has been an expectation, through the operational activity and strategic planning of public agencies, to move resources to prevention and early intervention.

The Christie Commission was established in 2010 by the Scottish Government to develop recommendations for the future provision of public sector services. These recommendations were within the context of a predicted reduction in public sector spending and a realisation that doing less of the same thing was not going to achieve the savings required in the timescales required and without significant negative impact on services and outcomes for people and communities. The recommendations were based on a belief that with the right planning and delivery, better outcomes can be achieved with less money; the beginning of the prevention and early intervention agenda.

An aspect that can get lost is the link between the report and tackling inequalities, but essentially they are all interlinked. To target resources to those who are struggling or not achieving at an early enough stage to break the cycle of disadvantage will improve the life-chances of individuals and save public sector resources.

The Shetland Partnership is aiming to work more effectively together in ways that emphasise preventing poor outcomes from occurring, rather than treating the symptoms when they do occur. This is reflected in many of the priorities described in the previous section; however, partners represented on the Shetland Partnership will also be carrying this message out in their day-to-day work to ensure that the required decisive shift to prevention can happen across Shetland.

Working together

In order to deliver all the Shetland Partnership's priorities for 2016-20, all partners will be required to work together. This may seem an obvious statement from a Community Planning Partnership; however, as the Shetland Partnership has evolved since 2013 it has been

²² <http://www.gov.scot/resource/doc/352649/0118638.pdf>

recognised that a more explicit commitment to partnership working was required for the next 4 years. This has helped us provide a smaller, more focused list of priorities and will hopefully make the process of scrutiny and performance monitoring easier for the Shetland Partnership Board.

It also demonstrates more clearly where the Shetland Partnership 'adds value' to the community in Shetland – solving the problems that can only be solved by agencies working together and with communities. In some cases this is about helping the relatively small number of people who do not currently experience good outcomes and in others it is about working more closely together to help make reducing resources go further.

Sharing resources

In line with the Scottish Government's Agreement on Joint Working and Resourcing, the Shetland Partnership will draw upon the totality and breadth of Partners' resources in order to improve local outcomes for communities and to ensure that the individual and collective decisions of partners are in the best interests of communities and the public sector as a whole.

The Agreement placed clear expectations on key partners such as local authorities, NHS Health Boards and Public Bodies to commit to shared budget and resource planning and to demonstrate this commitment through engagement with Community Planning and through their own formal budget making and accountability arrangements.

The Shetland Partnership Resources Group has been established to co-ordinate shared budget and resource planning to deliver the Shetland Partnership's LOIP 2016-20 and to achieve the aims of the Community Plan.

Health Inequalities

Reducing the harmful impacts of inequalities on people and communities has been a key focus for the development of the LOIP, a key element of this is *health inequalities*. Health inequalities describe the disparity of health outcomes experienced by those who are socio-economically disadvantaged compared to those who are more affluent. Factors such as diet, smoking, alcohol, mental health and low physical activity can impact on everyone's health but have the greatest effect on those who are most disadvantaged.

The Shetland Partnership has now sought to embed an approach to reducing health inequalities across the LOIP in an effort to address the complex factors that contribute to health outcomes through all Partnership activities. This is demonstrated in some of the priorities that have been identified in a range of outcome areas – such as ‘Increase physical activity (amongst those least active)’ in outcome B and ‘reduce the harm caused by alcohol’ in outcome C. However, it is hoped that this will

The Shetland Partnership will seek to address health inequalities through all of its activities and by embedding an approach to reducing harmful impacts to health across all of the outcomes in the LOIP

Assessing & Improving Our Performance

The information set out in the 'Context' section has been of use in defining priorities; however, we need to keep monitoring trends and collecting information to inform our progress and ensure we are doing the right things to improve outcomes. This section sets out some of the processes we have in place to help us do this.

LOIP indicators

The indicators linked to the Shetland Partnership's priorities, as set out in the 'Shetland Partnership Outcomes – What We Will Do' section, will be used to monitor how well we are progressing towards delivering these priorities and achieving our outcomes. In some cases, these indicators are still to be established and actions have been planned to collect and analyse data as necessary to inform progress. Progress will be reviewed annually, actions redefined and targets adjusted where necessary. Indicators and progress against actions are monitored quarterly by the Shetland Partnership Performance Group.

Community Outcomes Profile

We are continually working to improve our understanding of Shetland as a place to allow for the most effective planning and decision making across the Shetland Partnership. To this end, the Shetland Partnership are working with the Improvement Service to develop tools that will allow us to look deeper still into data and evidence to enhance our understanding. This 'Community Outcomes Profile' will have a specific focus on inequalities, providing a 'dashboard' of information that tells us how well we are doing in relation to a range of outcomes. This may include looking at smaller geographic scales than the Shetland-wide level we currently tend to use; or, defining communities across Shetland according to shared characteristics and planning appropriately to best meet their needs.

The profile(s) we develop will help us in our ongoing efforts to better understand where the Shetland Partnership can add most value and also guide us in developing our approach to working with communities as set out in the Community Empowerment (Scotland) Act 2015.

Our Commitment to Community Planning

SHETLAND PARTNERSHIP



NB: Some logos to be changed/added

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**Policy and Resources Committee
Shetland Islands Council**

**18 April 2016
20 April 2016**

Corporate Risk Register

Report No: CRP-07-16-F

Director of Corporate Services

1.0 Summary

- 1.1 Risk management is an integral part of every aspect of the Council's activities. All committees receive updated risk registers for services within their remit for review on a quarterly basis. The purpose of this report is to present the Corporate Risk Register to Policy and Resources Committee.
- 1.2 The Council has agreed to review the Corporate Risk Register annually and this report also fulfils that requirement. The report highlights changes made to the Risk Register and identifies key risks facing the Council at this time.

2.0 Decision Required

- 2.1 That the Policy and Resources Committee and Council RESOLVE to
 - 2.1.1 NOTE the changes to the content of the Corporate Risk Register;
 - 2.1.2 NOTE key risks facing the Council at this time and the action taken to mitigate those risks; and
 - 2.1.3 COMMENT and ADVISE the Chief Executive and senior managers of their views and any changes required.

3.0 Detail

- 3.1 The Shetland Islands Council adopted a Risk Management Strategy and associated documents in June 2015 [*min. ref. SIC 38/15*]. At that

meeting, it was agreed that risk registers would be reported to the relevant functional committees on a quarterly basis.

- 3.2 At Policy and Resources Committee of 25 November 2015 [*min. ref.75/15*] it was agreed that the Corporate Risk Register be presented on a quarterly basis to Policy and Resources Committee. There is also a requirement to present the Corporate Risk Register to the Council annually.
- 3.3 Risk management is an integral part of all service activity and risks relating to any proposal to the Council or one of its committees are set out in individual reports
- 3.4 Corporate Management Team comprising the Chief Executive, all Directors, Chief Social Work Officer (CSWO), Section 95 Officer, Monitoring Officer and Executive Manager Executive Services meets quarterly as the Risk Board for the Council. The Risk Board considers reports from each department at each meeting and reviews the Corporate Risk Register.
- 3.5 Corporate Management Team also discusses risks at their normal weekly meetings as an integral part of the discussion of each agenda item, ensuring a shared understanding of the main risks facing the Council at a corporate and strategic level. All the information on risks from these discussions is used to ensure that the Corporate Risk Register is kept up to date.
- 3.6 Consideration of the Corporate Risk Register by the Council and Policy & Resources Committee on its behalf is important to make sure that Members are aware of the strategic and corporate risks facing the Council and to enable Members to contribute to the assessment and management of those risks.
- 3.7 Two new risks have been added to the Corporate Risk Register, namely:
- 29 - Malicious cyber-attack which could happen at any time. The Council has a host of security systems and approaches in place. However, an attack, successful or otherwise, can always happen. It may be impossible to tell whether there has been an attack, or what any attack has looked at/ has taken or copied. Any attack could result in compromised or damaged systems or reputation, data leak, loss of data or system downtime. This risk is estimated as being Unlikely x Major (Medium) with a target of Rare x Significant (Low);
 - 30 - The Council handles significant quantities of data including confidential and personal data on a daily basis. It is expected to be an exemplar of good practice and to maintain high standards of security and confidentiality at all times. Information management is managed within the legislative framework as set out by the Information Commissioner. Uncontrolled release of data could expose the organisation to a range of impacts - reputational damage or action against the organisation by the Information Commissioner, financial loss/ fine, negative media

coverage and reputational damage, possible disciplinary action, stress for staff, loss of confidence in Services. Unlikely X Major (Medium) with a target of Rare x Major (Medium). This risk has already been partly mitigated, i.e. it is less likely to happen following staff attending workshops and briefings last year which were delivered by the Information Commissioner's Office.

3.8 The following changes have been made to the risks within the Corporate Risk register:

- 13 – Lack of compliance with contract standing orders – The Infrastructure Service has carried out a significant amount of work to ensure that all procurement exercises comply with relevant requirements. Going forward, the only substantial tender exercises planned for 2016/17 have systems in place to ensure compliance with standing orders and EU procurement legislation. Hence Current Risk Profile is reduced from High to Medium and target reduced from Medium to Low;
- 14 – Risk that integration does not result in improved outcomes – Director, Community Health and Social Care revised the text to articulate “Shetland's Integration Joint Board has delegated authority for the strategic planning of services, and the responsibility for directing delivery to achieve those strategic aims”. Current Likelihood has risen from Unlikely to Possible (Profile remains Medium);
- 15 – Lack of compliance with policies – details reviewed and revised to that which is shown in appendix 1;
- 16 – Management capacity to deliver the benefits of integration – Risk has been reviewed by Director, Community Health and Social Care, with Current risk moving up from Unlikely to Possible, and with an increase in potential impact from Significant to Major should it happen. This has changed the Current Profile from Medium to High;
- 17 – HIAL/ Sumburgh Airport – While the impact of this risk, should it happen, would be Extreme, the Likelihood changed in 2015 from Possible to Unlikely;
- 18 – Recruitment/ retention of semi/skilled staff. This risk has been revised to set out the root causes and now includes issues such as the small local labour pool, occupational segregation and restrictions under national pay structures. Following significant work to manage this risk, the Current Likelihood has now moved from Likely to Possible, with Current Profile remaining Medium. Target has reduced from Medium to Low.
- 19 – Difficulty in recruiting professional staff – This risk has been deleted because of similarities with ORG 18 (above);
- 20 – Failure to deliver on Medium Term Financial Plan – Likelihood moved from Possible to Unlikely in May 2015 but with

impact remaining at Extreme, the Current Risk Profile remains High;

- 21 – Capacity to invest in infrastructure – The narrative around this risk has been revised to articulate that it is around the Council's capacity to invest, and risk ownership has moved from Chief Executive to Director, Corporate Services. The Current frequency has moved from Possible to Likely and the Current Profile remains High;
- 22 – STERT – Consequences were revised in May 2015 to articulate the potential for a “negative reaction in press and public”;
- 24 – Harm to a vulnerable adult. Details expanded to include, “A transition group is being established to manage clients moving from Children Services to Adult Services”;
- 25 – Risk of harm to a child being exacerbated due to a failure to act quickly or to the extent required. Likelihood changed from Likely to Possible, and Profile remains High;
- 26 – Failure to accommodate looked-after children – Current Profile is High. Target Profile was identified in June 2015 as Possible and Significant giving a target Profile of Medium;
- 28 – AHS build – Following financial closure on the agreement to construct the new Anderson High School, many of the most significant risks are now contracted out. There is still potential for the project to over-run but the bulk of the risks and the controls sit with the contractors. If the Council requests any changes to agreed plans, this could have a financial impact. Current and target Severity has therefore been revised down from Extreme to Significant, with the Profiles changed from High to Medium;

4.0 Implications

Strategic

- 4.1 Delivery On Corporate Priorities – Our Plan 2016, in its 20 by 20 states that:-
- High standards of governance, that is, the rules on how we are governed, will mean that the Council is operating effectively and the decisions we take are based on evidence and supported by effective assessments of options and potential effects.
 - We will be working in a more effective way, allowing us to cope with reduced resources. Processes that add no obvious value will have been replaced with more proportionate approaches based on effectively managing risks.
 - Our approach to managing the risks we face will have resulted in a more risk-aware organisation that avoids high risk activities.

- 4.2 Community /Stakeholder Issues – A robust approach to risk management and consideration of risks at all levels of the Council is essential if we are to be confident that the potential negative impacts on the Community/Stakeholders, are identified and reduced as far as practicable.
- 4.3 Policy And/Or Delegated Authority – Policy and Resources Committee requires the Corporate Risk Register to be reported periodically as per report IA-25-15 [*min. ref.75/15*]. The Risk Management Strategy forms part of the Policy Framework contained in Section A of the Constitution – Governance, which states that the management body for the Risk Management Strategy lies within the remit of the Policy and Resources Committee. Ensuring the proper management of the Corporate Risk Register is therefore a delegated matter for the Policy and Resources Committee. The Council has agreed to receive the Corporate Risk Register annually.
- 4.4 Risk Management – Risk management is a continuous and cyclical process which requires that risk information be presented periodically to Members and senior decision-makers. The systematic consideration of risk is an integral part of a good service management. The Council's Risk Management Strategy and the processes that flow from the strategy ensure that the Council at all levels actively manages risks in order to mitigate negative impacts and promote positive risk taking.
- 4.5 Equalities, Health And Human Rights – By actively managing risks the Council ensures that negative impacts on the Community / Stakeholders, are anticipated and reduced as far as practicable.
- 4.6 Environmental – Strategic Environmental Impact Assessments are used as required and risks to the environment are considered by each service area for reports to committee or the Council in order to make sure negative impacts on the Community / Stakeholders, are identified and reduced as far as practicable.

Resources

- 4.7 Financial – There are no financial consequences arising directly from this report. Comprehensive risk management practices prevent unnecessary expenditure.
- 4.8 Legal – Sound risk management will reduce the risk of challenge and the Council's liability.
- 4.9 Human Resources – Risk management protects staff across the Council, promoting best practice.
- 4.10 Assets And Property – Risk assessment linked to insurance is required for the Council's estate and all activities in this regard.

5.0 Conclusions

- 5.1 This report presents the Current Corporate Risk Register and highlights the changes to risk data since last reported to Policy & Resources Committee.
- 5.2 The report identifies the key risks facing the Council currently and notes that there are a number of issues that may have a significant financial impact on the Council over the next 3 – 5 years.

For further information please contact:

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8 April 2016

List of Appendices

Appendix 1 – Corporate Risk Register as at 24 March 2016

Background documents:

Report IA-25-15-F2 – Agenda item 3 –

<http://www.shetland.gov.uk/coins/Agenda.asp?meetingid=4755>

Agenda item 1 - <http://www.shetland.gov.uk/coins/Agenda.asp?meetingid=4779>

END

Shetland Islands Council

Risk & Details	Frequency	Current Severity	Risk Profile	Current and Planned Control Measures	Probability	Target Severity	Risk Profile	Assigned To
Level	Corporate							
<i>Corporate Plan</i>	<i>A2. Young People - Vulnerable Children and young people's opportunities</i>							
ORG0025 - Physical - People / Property - Other - Child Protection - Children's Services deliver a range of services across a wide geographic area and all service users need to be safe. Children's Social Work manage high risk, complex situations in their work with families. Often it requires significant resource provision to mitigate risks and ensure the safety of a child or young person. A crisis or escalation of a complex situation (often unanticipated) can put a child at increased risk of harm. A failure to act quickly or to the extent required because of restricted resources can result in the child being exposed to potentially more harm or to harm for a longer period of time, resulting in harm to the child, impact on services and financial impact	Possible	Major	High	• Robust systems and procedures in place.Preventative measures, effective communications and information sharing to ensure that any changes or increased risk are identified quickly.	Unlikely	Major	Medium	Helen Budge Shetland Islands Council
ORG0026 - Economic / Financial - Other - Failure to appropriately accomodate looked-after children, off-island placement. There are circumstances when the Children & Families Team is required to accommodate children and young people away from home. Currently, there is a shortage of foster placements and residential placements in Shetland. On occasion this results in placements being sought away from Shetland, which is undesirable and which comes at a high cost to the Local Authority. There are however situations whereby the assessed needs of a child or young person are such that they require a specialist service that is not available in Shetland, such as secure accommodation or a parenting assessment unit.	Likely	Significant	High	• Working to identify and develop alternative and flexible solutions which includes development of fee-paid foster carers and ensuring a second residential property becomes operational	Possible	Significant	Medium	Helen Budge Shetland Islands Council
<i>Corporate Plan</i>	<i>B2. Older People - Independant Living</i>							

ORG0024 - Communications failure - Risk of harm to a vulnerable adult - Shetland has an increasing older population and an increase in people with a learning disability reaching older age. Statutory services will need to have oversight of an increasing number of vulnerable adults to prevent harm occurring. A transition group is being established to manage clients moving from children to adult services	Possible	Major	High	• There are well established mechanisms in place to support the detection of risk with an active Adult Protection Committee overseeing the work. There is good multi-agency working with formal arenas to discuss individual cases causing concern.	Unlikely	Major	Medium	Simon Bokor-Ingram Shetland Islands Council
<div>Corporate Plan</div> <div>F1. Our "20 by '20" - Leadership & Management</div>								
ORG0013 - Professional Errors and Omissions - Lack of compliance with standing orders on procurement, particularly in Ports and Harbours and Ferries Service. Internal Audit has previously identified widespread non-compliance issues, including potential breach of EU procurement regs. This issue is already live with Audit Scotland and risk damaging the Council's reputation as well as the potential for financial loss.	Possible	Minor	Medium	• The Council's Contract Standing Orders have been updated in order to make them more fit for purpose including streamlining them to minimise the scope for breaches that are material. Updated standing orders, monitoring, training and information. Procurement sessions held with the majority of Executive Managers during 2014. Further work on awareness raising and monitoring is ongoing across the Council.	Unlikely	Minor	Low	Maggie Sandison Shetland Islands Council
ORG0015 - Professional Errors and Omissions - Lack of compliance with policies leading to a poorly run organisation with costly consequences. The Council could still improve further compliance with council policies and procedures. These include Standing Orders, Health & Safety, Risk Management, Insurance, Financial Regulations, Travel & Expenses, Employee Review & Development, managing poor performance and attending mandatory training events	Possible	Extreme	High	• CMT has been sending out a strong message on compliance with policies which is having an effect, particularly with regard to budgetary control and financial management. However, there is still an issue of non-compliance in a number of other areas which has yet to be addressed. Some policies and processes need to be reviewed in order to ensure that compliance across the organisation is more achievable.	Possible	Significant	Medium	Mark Boden Shetland Islands Council
ORG0016 - Professional - Other - Management capacity to deliver the benefits of health and social care integration. Significant effort is required to continue driving the integration agenda and to realise the benefits, and adequate management capacity and skill is required to achieve this. Locality working will require further drive and effort to achieve a shift in structure that delivers front line benefits to residents.	Possible	Major	High	• There is a joint management structure in place. The shift will be a collective approach from a cohesive management team. Pilot project creating wider shared understanding for staff and managers of options for change.	Possible	Significant	Medium	Simon Bokor-Ingram Shetland Islands Council

ORG0022 - Professional - Other - Failure to deliver major STERT review on time and on budget.	Unlikely	Significant	Medium	<ul style="list-style-type: none"> There are project management arrangements in place which have been enhanced and strengthened recently. Both the Council and the NAFC Marine Centre Board confirmed their commitment to the next steps towards integration on 24 Feb and 3 March respectively. Project timescales are however challenging. 	Unlikely	Minor	Low	Neil Grant Shetland Islands Council
ORG0028 - Professional - Other - Failure to deliver major AHS build project on time and on budget. Complex project involving several external parties, following a methodology not previously used by the Council Design Build Financial Model (DBFM) which increases the risk of the project going off track. However, financial close was achieved in July 2015, and construction has commenced. A lack of understanding of DBFM, project management failure or partner failure can lead to project delay and/or budget rises, negative reaction in press and public. Project completion is currently timetabled for Sept 2017	Possible	Significant	Medium	<ul style="list-style-type: none"> Project risk register in place which is closely monitored and managed 	Unlikely	Significant	Medium	Mark Boden Shetland Islands Council

Corporate Plan

F13. Our "20 By '20" - Workforce Planning

ORG0018 - Demographic change - Recruitment & Retention of some technical/ skilled/semi-skilled staff - The distant and remote nature of Shetland means that there is a small labour pool and therefore limited skills locally which is a greater challenge due to occupational segregation in areas such as ferries and social care. The national pay structures also place restrictions on our ability to match salaries of larger organisations.	Possible	Minor	Medium	<ul style="list-style-type: none"> HR continually reviews the council's HR policies and processes to maximise the successful recruitment and retention of our workforce. Support is also provided to managers to ensure effective people management that encourages staff retention within service areas. 	Unlikely	Minor	Low	Denise Bell Shetland Islands Council
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Corporate Plan

F4. Our "20 By '20" - It Equipment & Systems

ORG0029 - Malicious damage/ vandalism/sabotage - Malicious cyberattack could happen at any time. ICT and SIC have a host of security systems and approaches in place. However, an attack, successful or otherwise, can always happen. It may be impossible to tell whether there has been an attack, nor what any attack has looked at/ taken/ copied.	Unlikely	Major	Medium	<ul style="list-style-type: none"> • Anti-virus and firewall defences, ICT security policy, Message Labs scan all incoming e-mail. Corporate anti-virus installed on all servers and workstations. Corporate firewalls Surecloud monitoring server appliance - Operations Bridge to monitor network activity and check open server ports 	Rare	Significant	Low	Susan Msalila Shetland Islands Council
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Corporate Plan

F5. Our "20 by '20" - Standards of Governance

ORG0014 - Policies - effect of - ORG0014 - Policies - effect of - Health & Social Care Integration. Shetland's Integration Joint Board has delegated authority for the strategic planning of services, and the responsibility for directing delivery to achieve those strategic aims. Board has been established and core constitutional documents approved. The risk is that the outcomes for the individuals and communities does not improve within a new framework.	Possible	Significant	Medium	<ul style="list-style-type: none"> • A Strategic Plan is in place for 15/16, and a plan for 2016/17 has been developed that sets out service delivery matched to available funding. • Performance indicators have been developed to complement the national core suite of indicators. Joint governance arrangements are in place with NHS Shetland that bring together scrutiny of both clinical and social care activity. . • The Chief officer for the IJB is the Director of Community Health and Social Care, who is a member of a national group of Chief Officers and information from the meeting/ activities of the group will ensure that the Council is kept up to date with developments so that these can be fed back to a wider audience. 	Unlikely	Minor	Low	Simon Bokor-Ingram Shetland Islands Council
ORG0017 - Legal - Other - Legal – Other – Issues with HIAL/Sumburgh Airport 09/27 runway extension project. The Council is being pursued in court by HIAL in connection with the Council's role in the Sumburgh runway extension project. If HIAL are successful it will result in significant financial loss and reputational damage.	Unlikely	Extreme	High	<ul style="list-style-type: none"> • Council engaged external legal advisers who will defend the case in court unless HIAL cease the action or a settlement is agreed 	Unlikely	Extreme	High	Neil Grant Shetland Islands Council

ORG0021 - Physical - People / Property - Other - Issues around the SIC's capacity to Investment in the Council's infrastructure - The Council invested heavily in infrastructure at the time when the oil industry was taking off. This infrastructure was funded from income generated from the oil industry. That infrastructure is now aging and will need to be replaced, however, the financial situation is now tighter which will mean that it will be challenging to finance this.	Likely	Extreme	High	• The current Asset Investment Plan focuses on the maintenance of existing assets in order to prolong their useful economic lives. This should mitigate against the risk of immediate failure. In order to address the longer term replacement of assets, a Borrowing Policy was approved by Council on 11 December 2013.	Likely	Major	High	Christine Ferguson Shetland Islands Council
ORG0030 - Breach of Legislation - Data Protection, Human Rights, Employment Practice, Health and Safety etc - The Council handles significant quantities of data including confidential and personal data on a daily basis. It is expected to be an exemplar of good practice and to maintain high standards of security and confidentiality at all times. Information management is managed within the legislative framework as set out by the Information Commissioner. Uncontrolled release of data could expose the organisation to a range of impacts - reputational damage or action against the organisation by the Information Commissioner. Financial loss/ fine. Negative media coverage and reputational damage. Possible disciplinary action, stress for staff. Loss of confidence in Services.	Unlikely	Major	Medium		Rare	Major	Medium	Jan R Riise Shetland Islands Council

Corporate Plan

F8. Our "20 by '20" - Efficient

ORG0020 - Economic / Financial - Other - Failure to deliver on Medium term Financial Plan - The Council's reserves have decreased by 60% since the turn of the century due to an over reliance on them to meet the funding gap between income and expenditure. The Council continues to operate unsustainably and without intervention, the Council would eventually run out of reserves altogether.	Unlikely	Extreme	High	• The Financial Management arrangements of the Council have been strengthened with the introduction of the MTFP and more rigorous budgetary control.	Unlikely	Major	Medium	Mark Boden Shetland Islands Council
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**Policy and Resources Committee
Shetland Islands Council**

**18 April 2016
20 April 2016**

Commissioning and Procurement Strategy Review

CRP-08-16-F

Report by Director Corporate Services

Corporate Services

1.0 Summary

- 1.1 This report presents an update on the work being undertaken to review the Council's policies and strategies on commissioning and procurement, in particular those relating to the third sector. One of the aims of the review is to review existing policies and procedures to ensure that they comply with all relevant legislation and guidance including changes in EU Regulations that take effect in 2016/17 and Scottish Government guidance in this regard.
- 1.2 The review has also focussed on developing a high level process that will allow more than one strategic partner to jointly commission and procure services. This builds on the work done in 2008 to introduce a joint commissioning and procurement strategy for Shetland's Community Health and Care Partnership (CHCP). The draft strategy document, now called the "Commissioning and Procurement Framework" (the Framework), is attached at Appendix 1 and includes specific details that will apply to services commissioned by Shetland's Health and Social Care Partnership Integration Joint Board (IJB).
- 1.3 The Framework has been developed in discussion with NHS Shetland and Shetland Charitable Trust through the Shetland Partnership Resources Group and the views of service providers in the Third Sector and commissioning officers have been sought and taken into account.
- 1.4 Work is in hand to incorporate guidance from the Scottish Government and to circulate the draft Framework to partner agencies and other stakeholders for comments before being presented formally to partner agencies and the Shetland Partnership Board. In the meantime, this report seeks approval of the Framework at Appendix 1 as a working draft for the Council.

2.0 Decision Required

That the Policy and Resources Committee RECOMMENDS that the Council RESOLVES to:

- 2.1 NOTE the progress made in reviewing the Council's policies and strategies on commissioning and procurement presented in this report;
- 2.2 APPROVE the Commissioning and Procurement Framework document [Appendix 1] as part of the Council's Strategic framework documents, as set out in Part A of the Council's Constitution, to be managed by the Policy and Resources Committee;
- 2.3 AGREE that the Framework be implemented with immediate effect for use by the Council and delegate authority to the Director of Corporate Services, or her nominee, to update the Framework as required in light of guidance from the Scottish Government and any comments received from partner agencies and stakeholders; provided that where this constitutes a material change to the Framework and the processes described in the Framework, a further report will be presented to Policy and Resources Committee; and
- 2.4 AGREE that the implementation and use of the Framework should be kept under review with regular updates regarding the commissioning and procurement of services presented to functional Committees and the IJB as part of the Planning and Performance Management Framework (PPMF) reports.

3.0 Detail

Background

- 3.1 The first Joint CHCP Commissioning Strategy was approved by the Council in 2008 (Min Ref SIC 88/08). The Strategy was included in the CHCP Agreement and updated annually providing an action plan indicating development objectives and information regarding Service Level Agreements (SLAs) in place including the dates when they would come to an end and plans for the commissioning of services thereafter.
- 3.2 The CHCP Commissioning Strategy was renamed the CHCP Procurement Strategy following recognition of the entire CHCP Agreement as the "Joint Commissioning Strategy" for the CHCP in December 2014 (Min Ref 73/14).
- 3.3 For 2015/16, the CHCP Agreement was replaced with the Community Health and Social Care Directorate Plans which form part of the Strategic Plan for the IJB. The IJB approved the 2015/16 Strategic Plan on 20 November 2015 and assumed full responsibility for the functions delegated to the IJB under the terms of the Public Bodies (Joint Working) (Scotland) Act 2014 (Min Ref IJB 11/15) from that date. The IJB Approved the Strategic Plan 2016-19 on 4 February 2016 (Min Ref IJB 03/16). The Strategic Plan does not include the current Joint

Procurement Strategy, however, the joint procurement process has been updated and reissued for use by Council officers acting in a commissioning role pending the conclusion of this review.

- 3.4 The Integration Scheme of the IJB refers to the joint procurement process and the Framework, once approved, will be included in the Supplementary Documentation to the Integration Scheme. The joint commissioning and procurement processes have been used routinely by the Council and the Health Board to procure care and support services from the Third Sector, effectively pooling resources and negotiating an SLA on behalf of the partners. Examples include joint commissioning services for substance misuse and recovery services and independent advocacy services. More recently this approach has been used to purchase services from Shetland Islands Citizen's Advice Bureau and a briefing note on this piece of work is attached at Appendix 2.
- 3.5 EU regulations on procurement are changing. The new regulations come into force on 18 April 2016. The regulations make a number of changes with regard to care and support services including:
- No distinction applied to "Part B" services
 - A new "light touch" regime applies to care and support services
 - A much higher EU threshold where an EU procedure would have to be considered - £589,148
- 3.6 Scottish Government guidance on the Procurement of Care and Support Services (Best Practice) is reflected in the draft strategy document attached at Appendix 1. Training on the new regulations in general and on the guidance was recently provided in Shetland. The training was attended by staff from across the Council, NHS Shetland and other public sector organisations.
- 3.7 In addition to the duties listed at 3.5 above, the Council is required to prepare and publish a "Procurement Strategy" by 31 December 2016, setting out the Council's purchasing intentions for 2017/18 in relation to all regulated procurements. This will include those for care and support services.

Proposals

- 3.8 It is proposed that the Commissioning and Procurement Framework at Appendix 1 is approved by the Policy and Resources Committee as the single high level policy and strategy for use by the Council in all commissioning and procurement activities including those undertaken jointly with one or more strategic planning partners.
- 3.9 The Framework sets out the main stages of the commissioning and procurement processes, including the criteria for deciding whether or not to outsource public sector services and the process to be followed when outsourcing services. The Framework provides links and references to detailed policy and procedural documents and templates that apply.

- 3.10 The Framework complies with all relevant legislation and guidance including changes in EU Regulations that take effect in 2016/17 and Scottish Government guidance.
- 3.11 The Framework will be presented separately to Shetland NHS Board (the Health Board) with regard to the specific aspects of the process that refer to the commissioning and procurement arrangements set out in the Integration Scheme for the IJB¹.
- 3.12 The Framework will also be presented to the Shetland Partnership Board recommending that all Shetland's Community Planning Partners adopt the Framework to support joint strategic commissioning and procurement.
- 3.13 In implementing the Framework, it is proposed that the processes are made available on-line as a system whereby all commissioning and procurement processes will start with the Framework which will be linked to all other policies, processes and templates including the individual Standing Orders of partner agencies as appropriate.
- 3.14 Further work is required to implement the Framework. For example:
 1. To develop the system on-line;
 2. To review and update all detailed process documentation;
 3. To provide additional templates and checklists to be used for joint commissioning processes;
 4. To include references and links to other policy requirements such as Building Better Business Cases, decomposition of outcomes and project management methodologies/PRINCE2; and
 5. To link the procurement processes to national frameworks e.g. Scotland Excel, and the Scottish Government's Procurement policy notes and related guidance
- 3.15 It is proposed that a project manager is appointed initially for six months, in order to undertake the work required including training and developing the "Procurement Strategy" (see paragraph 3.7 above).

4.0 Implications

Strategic

- 4.1 Delivery On Corporate Priorities –
 The proposals in this report support the vision of "Our Plan 2016-2020".
'By the end of this plan (2020), we want to be known as an excellent organisation that works well with our partners to deliver sustainable services for the people of Shetland'.
 The proposals contribute to "**Our 20 by '20** Things we aim to achieve", including:
 - *"High standards of governance, that is, the rules on how we are governed, will mean that the council is operating effectively and the*

¹ Ref Shetland's H&SCP Integration Scheme 2015;
http://www.shetland.gov.uk/Health_Social_Care_Integration/Integrationscheme.asp

decisions we take are based on evidence and supported by effective assessments of options and potential effects.”

- *“Our arrangements for buying goods and services will be considered to be efficient and provide ongoing savings.”*
- *“We will be an organisation that encourages creativity, expects co-operation between services and supports the development of new ways of working.”*

4.2 Community /Stakeholder Issues –

Staff from the Council and the Health Board have worked together to develop the Framework and there have been two workshops; one for those staff and agencies involved in commissioning services and the other for commissioned services. Invitations for the second workshop were sent to organisations in the Third Sector who are currently involved in providing services that contribute to the outcomes of Shetland’s community planning partners. There was also an advertisement in the Shetland Times inviting any organisation with an interest in providing services to come along. The focus was on services rather than building contracts or contracts for the purchase of commodities.

4.3 Policy And/Or Delegated Authority –

The Integration Joint Board (IJB) approved the joint Strategic Commissioning Plan 2015-18 on 20 November 2015 and thereby assumed responsibility for the functions delegated to it by the Council and the Health Board.

However, the proposals in this report are to do with how the Council procures services and although specific aspects regarding procurement on behalf of Shetland’s Health and Social Care partnership are included, these refer to the process that the Council will follow and comply with the IJB’s Integration Scheme and Strategic Plan therefore this report does not require a decision of the IJB.

Policy and Resources Committee has referred authority to advise the Council in the development of its strategic objectives, policies and priorities. The Council has reserved authority to determine and approve the overall goals, values and strategy framework documents.

4.4 Risk Management –

There are risks to the Council if commissioning and procurement policies are not kept up to date by incorporating changes to reflect changes in statutory regulations and guidance or there is a failure to comply. Changes in EU regulations and associated guidance from the Scottish Government, which take effect in 2016, have been considered in the proposals in this report.

There are risks where there is a lack of clarity in terms of the processes that must be followed in procurement exercises. The Council may be exposed due to the actions of other partners where a procurement exercise is carried out on behalf of, for example, Shetland’s Health and Social Care Partnership. The Framework at Appendix 1 includes the requirement to fully appraise options including risks before undertaking any procurement exercise.

- 4.5 Equalities, Health And Human Rights – The proposals in this report support the responsibilities of the Council with regard to equalities, health and human rights by proposing a Commissioning and Procurement Framework that is open and transparent and includes stakeholder engagement in the development of service need to achieve agreed outcomes.
- 4.6 Environmental – Environmental issues are considered as an integral part of the assessment of needs and impacts in the commissioning cycle, which is included in the Framework.

Resources

- 4.7 Financial – All commissioning and procurement activities require appropriate budget provision within approved budgets whether capital or revenue.
The proposal to appoint a project manager on a temporary basis to complete the detailed work required to implement the Framework would be funded from within existing Cost Pressure and Contingency budget, Funding for Change, Code GRF1530.
- 4.8 Legal –
The proposals in this report form part of the work required to implement new EU regulations and Scottish Government guidance on procurement.
- 4.9 Human Resources – The appointment of a project manager on a temporary basis would follow an internal recruitment exercise in the first instance looking at a secondment as a development opportunity for an appropriately qualified member of staff. The post would be advertised across the Council and the Health Board.
- 4.10 Assets And Property – The Framework is consistent with the Council's policies and procedures on the management of assets and property and will promote the Building Better Business Cases methodology.

5.0 Conclusions

- 5.1 The draft Commissioning and Procurement Framework presented in this report complies with the changes in EU regulations on procurement and the Scottish Government guidance in this regard.
- 5.2 The Framework is designed to be used by the Council acting either on its own or on behalf of a number of partners and will be proposed to community planning partners for them to use similarly when commissioning and procuring goods and services on behalf of one or more partners.

For further information please contact:

Christine Ferguson
Director Corporate Services

Email: christine.ferguson@shetland.gov.uk
Telephone: 01595 74 3819

8 April 2016

List of Appendices

Appendix 1 – Commissioning and Procurement Framework 2016
Appendix 2 – Briefing Note - Prioritising and Streamlining Funding to Shetland
Islands Citizen's Advice Bureau (SICAB)

Background documents:

Shetland's Health and Social Care Partnership Integration Scheme 2015
http://www.shetland.gov.uk/Health_Social_Care_Integration/Integrationscheme.asp

Health and Social Care Partnership Strategic Plan 2015-18
Health and Social Care Partnership Strategic Plan 2016-19
http://www.shetland.gov.uk/Health_Social_Care_Integration/StrategicPlan.asp

END



***Shetland's partners
delivering for outcomes***

Commissioning and Procurement Framework

2016 – 2020

Ref: CF/CB/MD

March 2016

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Commissioning and procurement in partnership

Introduction

The purpose of this document is to create a commissioning and procurement framework that can be signed up to by Shetland's Community Planning partners, thereby enabling us to deliver better outcomes for our community in a more efficient manner.

The framework has been designed to enable community planning partners to adopt the strategy and its processes so that they can purchase services in a modern way whilst providing opportunities, where appropriate, to work together on shared agendas.

The strategy sets out an approach to commissioning and procurement that will provide a robust system whereby any one of Shetland's Community Planning Partners can commission and procure services on behalf of a number of Partners in order to meet shared outcomes provided there are no legal or other policy constraints that would invalidate this approach.

Specifically, the strategy provides a process for the Council, NHS Shetland and Shetland's Health and Social Care Partnership Integrated Joint Board (IJB) to commission and procure services to address local needs.

The strategy takes account of changes to EU and Public Procurement legislation and ensures current processes are up to date and fully compliant.

Key principles

The Commissioner

For each project or service that is commissioned, one agency will be identified as the Commissioner.

Where more than one agency are working together in a partnership arrangement, one of the partners will be designated as the Commissioner and the process will be underpinned by a partnership agreement.

For health and social care services delegated to the IJB under the terms of the Public Bodies (Joint Working) (Scotland) Act 2014, the IJB commissions services directing service delivery through the Council and the Health Board. For these service areas either the Council or the Health Board will act as the Commissioner as described in this strategy.

The Commissioning Officer

For each area of work, an officer will be identified who will have the role of Commissioning Officer. The Commissioning Officer will be responsible for making sure this strategy and all relevant linked policies and processes are followed. They or their nominee will be the designated contact for the Commissioner in all interaction with the service provider.

The Service Provider

The Service Provider must be able to demonstrate a range of key principles including:

- Quality of service
- Accessibility of service
- Affordability of service

- Cost and value for money
- Sustainability and resilience
- Knowledge of the needs of different service users
- Customer satisfaction

Procurement

When designing and delivering services careful consideration must be taken by the Commissioning Officer to determine whether to deliver services “in-house” or whether to “outsource” services. The rationale for outsourcing services will be based on the following criteria:

- *Better* : outsourcing would achieve a better outcome
- *Cheaper* : outsourcing would achieve cash savings, or attract external funding with no loss of service functionality or quality
- *Something the partners cannot do themselves*: for example, independent advocacy services or specialist technical services.

In terms of “*Better*” the Commissioning Officer will give serious consideration to the quality of service to be delivered. An evaluation of “in house” versus “outsourced” service delivery shall be undertaken to determine what is the best fit for service users and which produces the better outcomes. Consideration may include but not limited to service location, method statement, qualifications and previous experience.

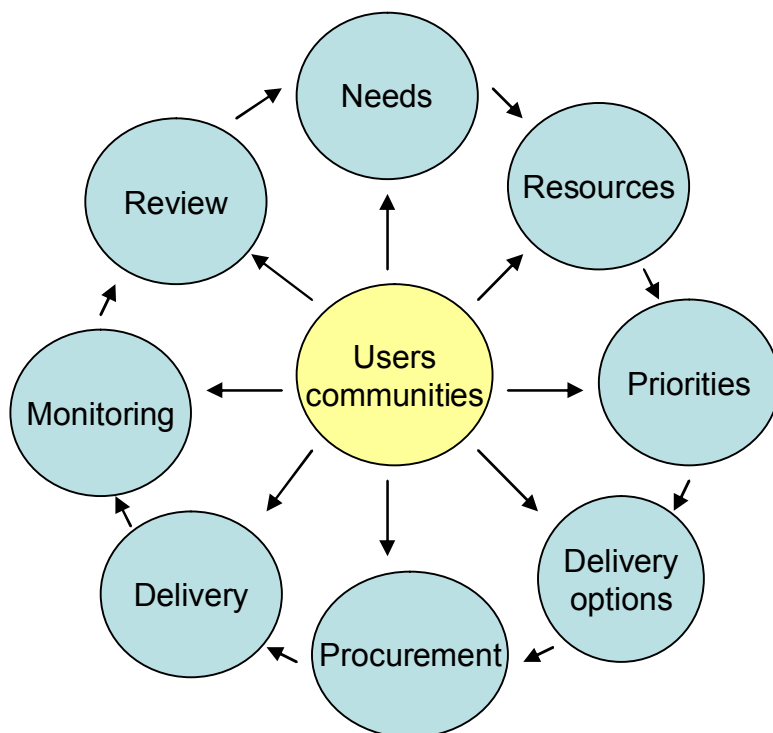
In terms of “*Cheaper*” the Commissioning Officer will give serious consideration to the cost of the services to be delivered. A comparison of “in house” provision versus “outsourced” service delivery shall be undertaken with the rationale to “outsource” services based on achieving significant efficiencies i.e. a minimum of 15% cash savings achieved. Consideration may include but not limited to the use of voluntary effort, attracting external funding, and/or fundraising potential.

The Commissioning Cycle

An essential part of commissioning and procurement is the requirement to continually monitor results and assess local needs. This ensures that services are prioritised, designed and delivered to meet those most in need, and in line with local and national strategies.

The commissioning cycle ensures that services are needs based, address local priorities and that change is implemented as and when required. Outcomes must be closely monitored and evaluated, and Commissioning Officers should engage with service users, stakeholders and the local community when carrying out service reviews.

The following diagram illustrates the commissioning cycle:



Integrated Impact Assessments and Inequalities

In a climate of reducing resources it is essential that services are shaped in such a way as to benefit and include the most vulnerable people in our community.

Commissioning Officers should carry out an Impact Assessment to determine if the service positively contributes towards tackling inequalities and poverty. Where possible, services should be planned, designed and delivered with communities.

Key priorities that will contribute to tackling inequalities are:

- Improved employment prospects
- Reducing household bills
- Better targeting of resources
- Reducing loneliness and stigma
- Innovative use of technology

Evidence can be found here: <http://www.shetland.gov.uk/equal-shetland/evidence.asp>

Roles and Responsibilities

Commissioning Officers shall determine whether a service should be considered for outsourcing. Prior to outsourcing Commissioning Officers must ensure that the procurement process complies with EU regulations and Scottish Government guidance, as well as meeting the Council's own Contract Standing Orders procedures and Following the Public Pound requirements. Depending on the nature of the service, outsourced services may also be subject to examination from other external bodies such as the Care Inspectorate.

Commissioning Officers must decide what community needs or service requirement they are seeking to address; what type of service they want to purchase; and what outcomes they want the service to deliver seeking authority from the Commissioner and any partners as required.

Commissioning Officers must consider and monitor how the outcomes will be measured, evidenced and reported to the Commissioner and any partners as appropriate.

Commissioning Officers will lead the preparation of Service Specifications to ensure that outsourced services operate in an effective, efficient and appropriate manner.

The Commissioning Officer will be responsible for negotiating any contract for service delivery, where that is the chosen procurement route, and for any reports required in this regard.

Support available

When undertaking a procurement exercise the Commissioning Officer should seek support and advice from the Commissioner's support services to ensure consideration is given to the following aspects:

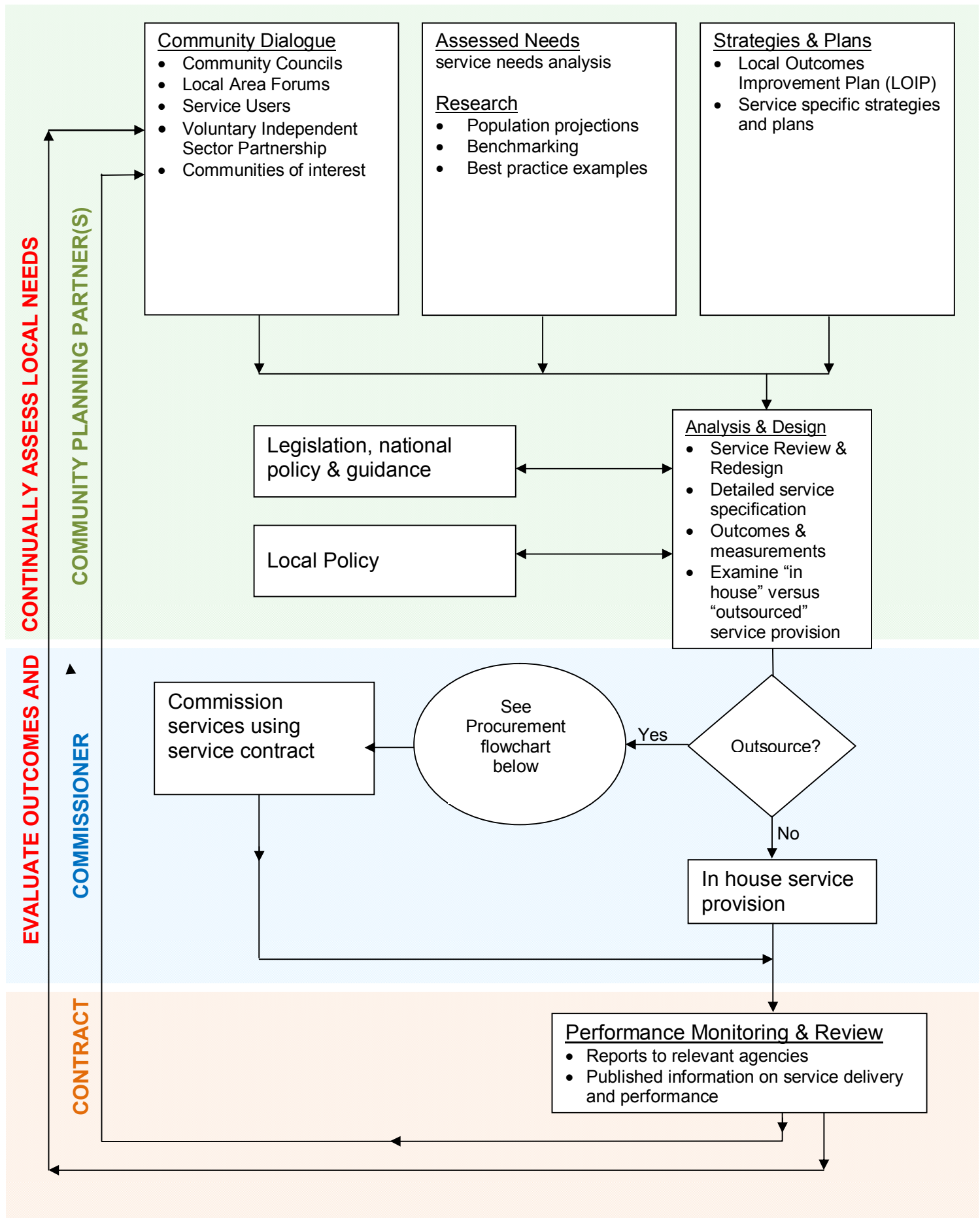
- Governance & Law,
- Procurement and contracts compliance;
- Human Resources; and
- Finance.

The Council's Grants Unit can assist with the preparation of contracts using a standard pro forma and will support Commissioning Officers with monitoring requirements such as gathering service performance reports and financial information. Assistance with Impact Assessments is available from the Council's Community Planning & Development service.

However overall responsibility lies with the Commissioning Officer who will ensure that outcomes are delivered and that adequate evidence of outcomes delivered is received from Service Providers.

Commissioning Process

The following diagram summarises the commissioning process for any service area. The diagram showing additional detail for the Commissioning Process for services as directed by the IJB is appended at Appendix 1.



Commissioning Process - checklist

From the Commissioning Process there are a number of steps to be carried out by the Commissioning Officer. These are summarised as follows:

- Carry out detailed needs assessment
- Design service specification and identify outcomes required
- Seek appropriate agency/committee approval
- Prepare business case
- Compare “in house” and “outsourced” in terms of quality & cost of service
- Do market research – check suppliers’ list and advertise for expressions of interest
- Follow procurement process flowchart and ensure compliance with current legislation and regulations
- Agree tender
- Award contract
- Publish contract details
- Monitor contract performance
- Publish information on service delivery and performance
- Evaluate results & outcomes

Considerations for contracts for the Provision of Health and Social Care services from Third Sector providers

Health and Social Care services estimated between £50,000 - £589,000 and constituting a regulated contract, shall be let in accordance with Procurement Reform (Scotland) Act 2014.

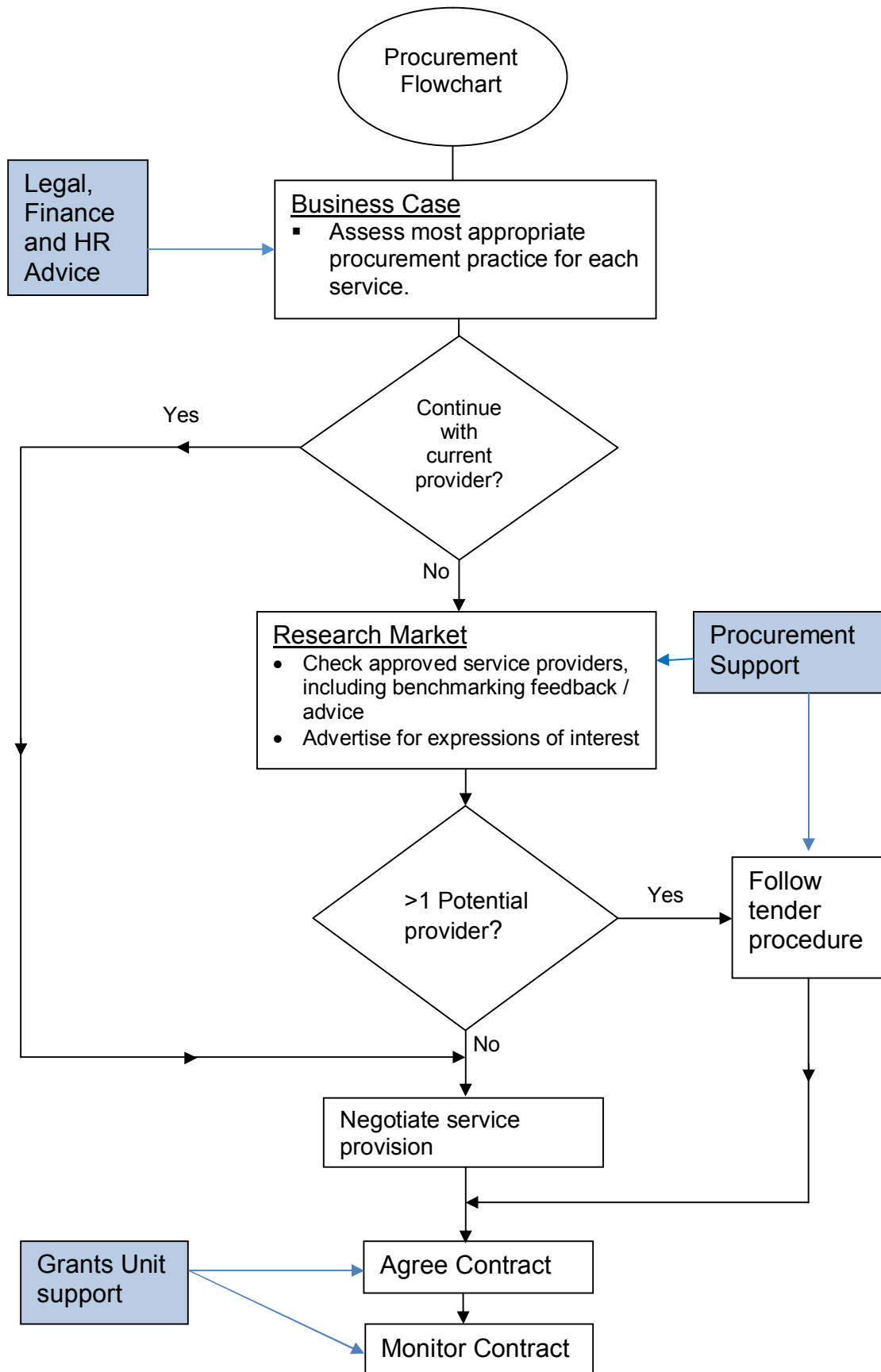
The Commissioner can choose not to advertise on a contract by contract basis, subject to certain criteria and options being full considered and evaluated.

Contracts will be for 4 years unless otherwise indicated in the service specification.

Contracts will be advertised in line with procurement regulations.

Service providers must meet living wage and pension requirements.

Procurement Flowchart



Useful contacts:

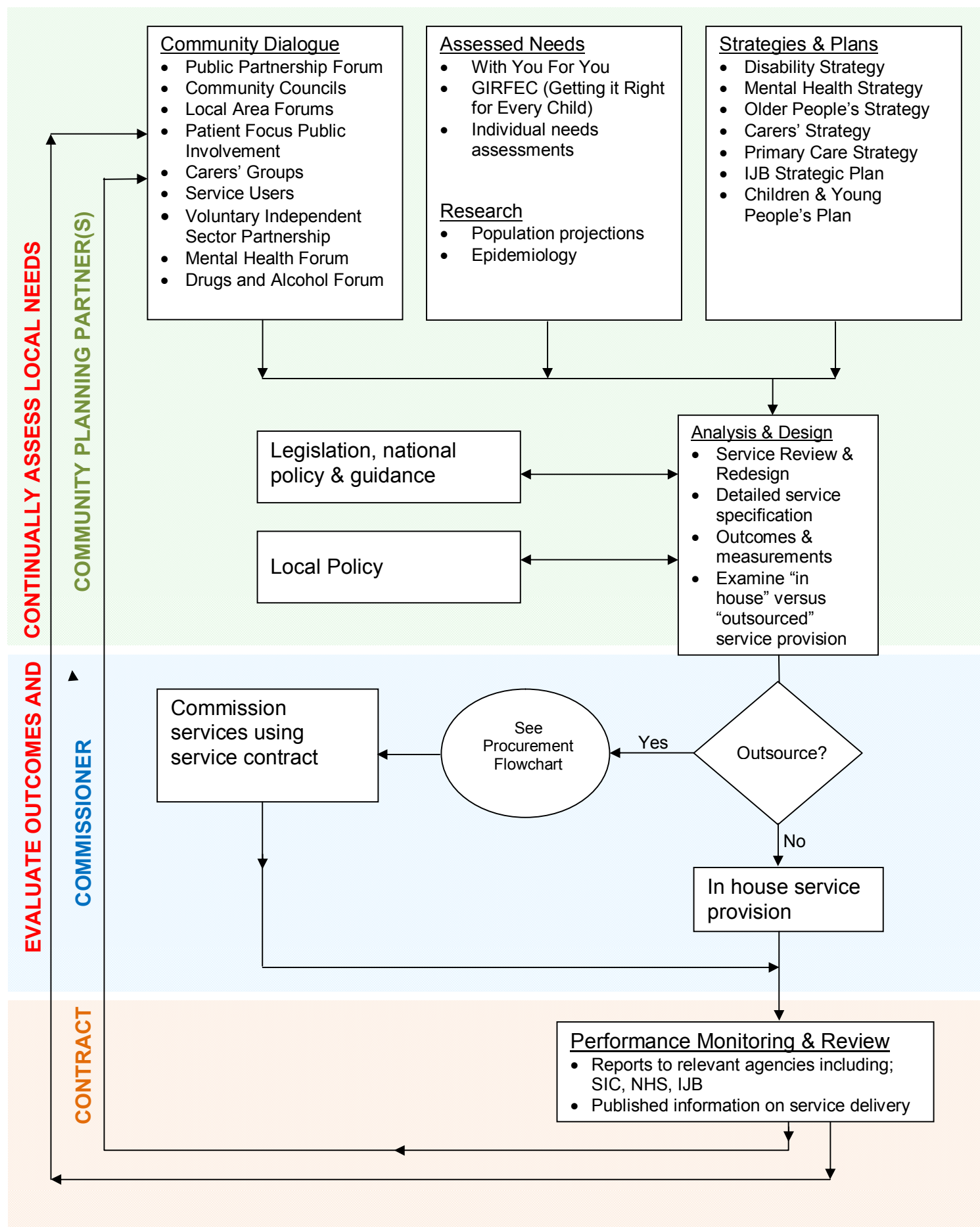
Department/service area	Contact	Telephone extension
Governance & Law	Jan Riise	4551
Human Resources	Denise Bell	4577
Finance	Hazel Tait	4612
Procurement	Colin Black	4595
Grants Unit	Michael Duncan	3828
Community Planning & Development	Anna Sutherland	4510
NHS Procurement	Karl Williamson	74 3301
NHS Human Resources	Lorraine Allinson	743071

Glossary

Commissioning	The cycle of assessing needs, exploring options for service delivery, providing or purchasing services, monitoring and reviewing against outcomes.
Commissioning Officer	This is the Lead Officer responsible for each outsourced contract. They will typically be a Strategic Director or Executive Manager.
Outsourcing	To have an external supplier of goods and services arranged and managed under the terms of a contract.
Procurement	Purchase or buying of goods and or services.

Commissioning Process for Health and Social Care Services

The following diagram shows the Commissioning Process for Health and Social Care services as directed by the IJB.



Prioritising and Streamlining Funding to Shetland Islands Citizen's Advice Bureau (SICAB)

Work began in the autumn of 2015 to ensure sufficient funding was available to enable SICAB to provide the services most needed by the Shetland community, at this time.

There were a number of reasons for this, including:

- Scottish Government funding for debt and money advice, channelled through the Big Lottery Fund, was ending, with no scope for SICAB to source that amount of funding from other sources.
- 5 separate SIC budgets were being used to fund the Bureau, along with a Shetland Charitable Trust (SCT) grant; many of the services paid for were not considered core Bureau activity, and weren't delivered by other CABs in Scotland.
- Continued changes as a result of Welfare Reforms and increasing numbers requiring debt and money advice.

The work was initiated by the Chief Executive, and involved Budget Responsible Officers from 5 SIC services, SCT and SICAB. It was led by Community Planning and Development.

Council officers came together to prioritise the services delivered by SICAB, whilst SICAB's Board undertook a similar process. Representatives from the three agencies came together to negotiate how the available pot of funding should be used to fund services from April 2016 onwards.

As a result a set of generalist and specialist services have been defined, providing universal generalist advice for core CAB services, including consumer advice, tax, benefits, employment, utilities and immigration, and specialist financial health services, including money advice, debt and the development of money management skills. The Council was able to access ESF funding, augmenting the existing budget.

National and local monitoring frameworks were drawn together to provide one monitoring and evaluation framework, focused on outcomes.

Factors in ensuring this was a success were that:

- Officers were prepared to pool their budgets, in principle, and together prioritise need, across the Council;
- The dialogue and working relationships between all those involved were open, positive and constructive.

4

NOTICE OF MOTION

Submitted to Shetland Islands Council on

20/4/16

Received 07/04/16 16:35

Proposal is for Council to reinstate the requirement for elected members to be present at all tender bid document openings and for councillors to commit to fulfilling this role.

W Fox
The W.F.

Ge/L+L
Michael Cheef

Stan Lamb

Michael

AD Cowie

Andriamason

Chishant

Amanda Westhead

J. Brown

R. Henderson



Education and Families Committee	11 April 2016
Employees JCC	14 April 2016
Shetland College Board	14 April 2016
College Lecturers JCC	14 April 2016
Policy and Resources Committee	18 April 2016
Shetland Islands Council	20 April 2016

College Integration – Progress Update and Next Steps

Report No: DV-22-16-F

Report Presented by: Director of
Development Services

Development Services Department

1.0 Summary

- 1.1 On the 24 February 2016 the Shetland Island Council delegated authority to the Director of Development Services to progress joined up governance, an integrated management structure, further collaboration and stability funding as the next steps in moving towards a single governance and delivery model for “Tertiary Education¹, Research and Training in Shetland”.
- 1.2 This report provides an update on progress and plans to take those actions forward and seeks decisions on actions to support that.

2.0 Decisions Required

- 2.1 That the Committees note the information contained in this report, concerning the proposed next steps as set out in sections 3 to 9, comment on those areas within their remit, and inform Council of their views; and
- 2.2 That the Shetland College Board **RESOLVE** to nominate three members, and three substitutes, for appointment to a “Colleges Integration Liaison Group” which will be a reference group for this stage of the project, provide an interface between the Shetland College Board and the SFTCT and provide advice and support to the Director of

¹ In this document the sole use of “Tertiary” includes Tertiary Education, Research and Training unless otherwise stated

Development Services and the Interim Joint Principal of Shetland College, Train Shetland and the NAFC Marine Centre following their appointment.

- 2.3 That the Policy and Resources Committee **RESOLVES**, having taking account of the views of Committees, to approve the proposal to amend the Council's Constitution – Part C – Section 2.8 to include Train Shetland within the remit of the Shetland College Board as set out in Appendix 2; and
- 2.4 **RECOMMENDS** that the Council approve the proposals detailed at 2.2 and 2.3.

3.0 Progress and Plans for Each of the Work Streams

- 3.1 The action areas must be all be progressed together for better joined up working. Development of one or another on its own is not likely to succeed.
- 3.2 Details of the timetable and milestones to take matters forward for the four recommendations approved in February, and ensure that Communications and any “legacy” items are properly addressed are set out in the attached Project Plan – Appendix 1.
- 3.3 This stage focuses on moving joined up governance ahead, initially through the establishment of a “Colleges Integration Liaison Group” and including Train Shetland within the remit of the Shetland College Board and progressing management integration through the appointment of an Interim Joint Principal for Shetland College, Train Shetland and the NAFC Marine Centre.
- 3.4 Carrying through on these initial steps and having a clear timetable and specific actions agreed for the remainder of the stage should create the circumstances where stability funding can brought forward.

4.0 Governance

- 4.1 The due diligence processes have identified that full integration as an independent body or under a joint committee or board with directive powers across Shetland College and the NAFC Marine Centre is not possible at this stage due to substantive legal and financial obstacles.
- 4.2 It may be possible to identify arrangements that could allow further formal integration of decision making through a joint board type arrangement, however that will require significant internal and external research and investigation. That should be progressed but should not stop more immediate actions being made. Time lines and milestones for this work are included in Appendix 1.
- 4.3 In technical terms the Interim Joint Principal will be responsible to both organisations. How straightforward that is for them will depend on how well the needs of the organisations can be brought together. An arrangement where three members of Shetland College Board and

three members of the NAFC board were appointed as a “College Integration Liaison Group” is proposed to assist with that. That group would replace the “Strategy Group” which has supported the project up to now.

- 4.4 A “College Integration Liaison Group” would not have any formal decision making powers assigned to it, but would discharge a communications and engagement function up, down and between the two organisations and provide a focus for the Interim Joint Principal and the College Management team to consult with and obtain input and opinion at a political governance level. Successful collaboration depends on consensus and agreement being possible; there would be an expectation that the Liaison Group would contribute to building that consensus and helping resolve contentious matters as far as that was possible. Appointments therefore need to be made to the group understanding its constraints but also understanding the attributes required to contribute to its likelihood of success.
- 4.5 That Liaison Group would also have to actively promote the identification and development of the next steps that would get the most benefit out of our colleges working more closely together. The group would need to lead, along with the management team, on the identification of further collaboration areas such as a joint curriculum, the investigation and resolution of issues like property and the development of the best structure for the senior management team. They would have to support the Interim Joint Principal and the management team in their work and provide a bridge to, from and between the two Boards.
- 4.6 The technical authority for decision making and implementation must continue to lie with the formal structures of the Council and SFTCT/NAFC and with the delegated authority of the officers they employ. However the advice and advocacy of an effective liaison group would clearly have a very significant role in policy and option development, opinion forming and communications.
- 4.7 The general level of authority delegated by Shetland Islands Council to Shetland College Board is a matter that needs to be reviewed for a number of reasons. However it is not a fundamental blockage or prerequisite for the development of better liaison in the short term. Work needs to be done on Shetland College Board delegated authority, but that is probably a medium term action complementing the examination of any options for more formal joint political arrangements. Time lines and milestones for this work are included in Appendix 1.
- 4.8 It is however possible to change the Council’s Scheme of Delegation immediately to include Train Shetland in the remit of the Shetland College Board. That would simplify reporting, improve accountability and at the same time allow Train Shetland’s interests to be properly included in the responsibilities of Shetland College Board as they considered further detailed integration actions. The proposed change is set out in Appendix 2.

5.0 Management Integration

- 5.1 Proposals for the recruitment of an Interim Joint Principal of Shetland College, Train Shetland and NAFC Marine Centre are set out in detail on an accompanying report to this cycle of meetings.
- 5.2 A time line and milestones for further management integration actions are included in Appendix 1.

6.0 Collaborative Working

- 6.1 A Collaborative Agreement for the treatment of Further Education credits has now been formalised between Shetland Islands Council and the NAFC.
- 6.2 The identification of priority areas for further collaboration is a key task for the Colleges Integration Liaison Group, cross College management and the project team to work on.
- 6.3 Potential areas might include;
 - Joint Curriculum
 - Sharing rooms and resources
 - Aligned reporting on FE & HE Credits
 - Joint business development
 - Joint marketing
 - Aligned student and business communications
 - Aspects of support service operations
 - Quality assurance systems
 - Etc
- 6.4 It will be important for the liaison group and management to strike the right balance between making valuable progress in as many areas as possible and not overloading the capacity of available staff.

7.0 Finance

- 7.1 The Project has been tasked with “establishing as much confidence as possible about Medium Term Funding from all of the key public funding bodies for Tertiary Education in Shetland”.
- 7.2 Provision for a sum of £261,000 in addition to the NAFC core grant will be made available during 2016/17 as change and stability funding which will enable the agreed integration steps to take place, which will be provided on a yet to be agreed structure to support the change programme.
- 7.2 Following completion of the key actions described in this report, i.e. the establishment of a College Integration Liaison Group, the agreement and initiation of the Interim Joint Principal appointment process and the endorsement of the follow up time lines and milestones. It will be possible to make an application to the Council’s Change Fund and

other sources at an appropriate point to provide “Business Stabilisation” funding to stabilise the financial position of individual institutions through to the point where medium term actions are implemented.

- 7.4 I would anticipate the change fund application being made in May 2016 and covering the period from April 2017 through to the end of March 2018.

8.0 Communications

- 8.1 In order to successfully deliver this project it is essential that all key stakeholders are engaged in the process throughout. Good communication is crucial both locally, regionally and nationally to assist in good design and implementation.
- 8.2 A Project Board and a Project Team with experience and expertise in local Further Education has been established using PRINCE 2 project management processes. In addition the following groups need to be communicated with regularly and clearly:
- Student/Learners - Through Shetland College, Train Shetland and NAFC student engagement arrangements
 - Businesses - Through the relevant community planning groups.
 - Staff at Shetland College, NAFC and Train Shetland, and Unions through; Line Management, the Staff Stakeholders Group and JCC are as required.
 - Other Council services including Finance, Legal, Capital Programme & HR through the Project Team.
 - Shetland Learning Partnership Project Board through the Project Executive and SLP Project Manager.
 - Director colleagues and Chief Executive at CMT through Project Executive updates
 - College Board/Education & Families Committee/Shetland Islands Council/NAFC Trustees through College Integration Liaison Group and regular reports on progress to relevant committees and boards.
 - UHI/Skills Development Scotland/SFC through circulation of highlight and other appropriate progress reports and direct contact where required by the Project Manager

9.0 Legacy Issues

- 9.1 A number of significant issues have emerged during this project that requires attention, although they may not be specifically related to the work being undertaken on four main recommendations. It is very important that these issues are not forgotten about as they central to long term arrangements.

- 9.2 They include the properties used by Shetland College, Train Shetland and the NAFC Marine Centre, the costs of both rents and operations and the options for change.
- 9.3 They also include the pension costs associated with more radical organisational change and the options for avoiding or moderating those costs if an independent integrated college remains an aspiration.
- 9.4 Deciding how these, and any other significant issues, should be progressed will be another key task for the Colleges Integration Liaison Group, Cross College Management and the project team to work on.

10 Implications

Strategic

- 10.1 Delivery on Corporate Priorities – “Our Plan” sets out a vision for Shetland where there are opportunities for people with all levels of skills, and there will be a close match between the skills that businesses need and those that the trained workforce have.

Key projects to make that happen over the coming years are;

- Building the new Anderson High School and Halls of Residence to provide an excellent learning environment as part of an efficient and effective schools service;
- Shetland Learning Partnership developing opportunities for young people to gain workplace experience and vocational qualifications while at school, giving them the skills they need to get jobs or continue into further education, and;
- The Shetland Tertiary Education, Research and Training project creating an effective model to provide excellent services to all continuing learners.

Through these projects, and our other actions, we are determined that all people, old, young and children, and particularly those from vulnerable backgrounds, will be getting access to the learning and development opportunities that allow them to best fulfil their potential.

- 10.2 Community/Stakeholder Issues – Staff, Students, Business and local, regional and national partners have been engaged with and consulted throughout this process. Implementing the recommendations of this review will require further consultation and engagement with partners including integration of any new governance arrangements with the Shetland Community Planning Partnership.

10.3 Policy and/or Delegated Authority –

Employees JCC and College Lecturers JCC

To consider and offer recommendations on proposals requiring a Council decision, which affects or may affect the terms and conditions of employment of employees.

Shetland College Board

Support the operation and management of Shetland College and to monitor progress against the Council's approved strategic direction for Shetland College.

Education and Families Committee

Advise the Policy and Resources Committee and the Council in the development of service objectives, policies and plans concerned with service delivery within the functional areas relating to skills development and lifelong learning.

Policy and Resources Committee

Advise the Council in the development of its strategic objectives, policies and priorities, and to be responsible for the development of cross departmental change including for example customer management, workforce deployment and asset management and health and safety matters.

Shetland Islands Council

Determining the overall Goals, Values and Strategy Framework Documents or matters of new policy/strategy or variation of existing policy/strategy and establishment of any body to be part of the political management framework and all appointments to or removal from those bodies, are matters reserved to the Council.

- 10.4 Risk Management – The review project has followed Prince 2 best practice. All associated risk management arrangements will be recorded and managed in the Council's Risk Register system. The prime risk identified in recent assessments has been the length of time this area has been under review and the continuing negative effects uncertainty creates.

- 10.5 Equalities, Health and Human Rights – The review has sought to ensure any equalities implications of proposals have been identified and considered.

- 10.6 Environmental – None.

Resources

- 10.7 Financial – Provision for a sum of £261,000 in addition to the NAFC core grant will be made available during 2016/17 as change and stability funding which will enable the agreed integration steps to take place, which will be provided on a yet to be agreed structure to support the change programme.

Following completion of the key actions described in this report, i.e. the establishment of a College Integration Liaison Group, the agreement and initiation of the Interim Joint Principal appointment process and the endorsement of the follow up time lines and milestones. It will be possible to make an application to the Council's Change Fund and other sources at an appropriate point to provide "Business Stabilisation" funding to stabilise the financial position of individual institutions through to the point where medium term actions are implemented.

It is anticipated the change fund application being made in May 2016 and covering the period from April 2017 through to the end of March 2018.

- 10.8 Legal – Legal advice on potential integration has been provided by Shetland Islands Council throughout the review with further specialised input from the solicitors Anderson Strathern, Scottish Funding Council, Education Scotland - HMIE and the University of the Highlands and Islands. It is anticipated that all these sources of advice will continue to be available during further development of the model and into any implementation phase.
- 10.9 Human Resources - HR information and advice has been provided by Shetland Islands Council throughout the review, with further specialised input from the Scottish Funding Council and the University of the Highlands and Islands. It is anticipated that all these sources of advice will continue to be available during any implementation phase. There have been opportunities for informal consultation with all affected staff through the stakeholder engagement process and this will continue. Formal staff consultation will take place in line with existing procedures of both organisations. Agreement will be reached between all parties on the processes to be used in restructuring and recruitment.
- 10.10 Assets and Property – There are no direct Asset and Property implications in this report. Further work is being undertaken to establish whether it is possible to find ways to reduce both rental and other operating costs. Progress on this matter will be reported in future meetings.

11.0 Conclusions

- 11.1 In any change process there needs to be a balance between taking the time required to make sure things are done properly and delaying action unnecessarily beyond the time needed to do things properly. Progress also needs to be made across all of the action areas together for things to progress overall.
- 11.2 The stage plans for the next few months strike that balance by taking practical steps forward on joined up governance and the key role in an integrated management team. Taking those steps together should create the circumstances where stability funding can be sought.

For further information please contact:

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Tel: 01595 744968
Email: nrj.grant@shetland.gov.uk
Date Cleared: 6 April 2016

Appendices

Appendix 1 – Project Plan

Appendix 2 – Shetland College Board Delegation Changes

Background Documents

A full set of background documents for this project can be found at

<http://portal.shetland.uhi.ac.uk/ster/SitePages/Home.aspx>



PROJECT PLAN

Project: Colleges' Integration Project.

Release:

Date: 11.3/16

PRINCE2

Author: Project Manager – Angela Sutherland
Project Assurance – John Smith
Executive – Neil Grant
Project Assistant – Amy Taylor
Project Critical Assistance – Sandra Laurenson

Owner: Neil Grant

Client: SIC and STFCT

Document Ref:

Version No: V1.2

1 Plan History

1.1 Document Location

This document is only valid on the day it was printed.

The source of the document will be found at this location –

*O:\Directorate\Development\Meetings\STERT\College Integration Project
File\Plans\Project Plan*

1.2 Revision History

Date of this revision:

Date of next revision:

Revision date	Previous revision date	Summary of Changes	Changes marked
		First issue	

1.3 Approvals

This document requires the following approvals.

Signed approval forms should be filed appropriately in the project filing system.

Name	Signature	Title	Date of Issue	Version

1.4 Distribution

This document has been distributed to:

Name	Title	Date of Issue	Version

2 Plan Description

This Project Plan follows a decision by Council on 24 February 2016 to proceed with the 4 recommendations of the Integration Proposal Report in regards to integrating the management structure of Shetland College, Train Shetland and NAFC.

- Jointed up Governance
- Integrated Management Team
- More Collaboration
- Stability Funding

On the 3 March 2016 SFTCT agreed to proceed with the initial stages, More Collaboration, Stability Funding and Jointed up Governance. They would like to have a clearer plan on how an Integrated Management Team will work and establish an Interim Joint Principal in the First Instance.

SFTCT and the Council will be given an opportunity to approve and delegate authority for this phase by way of a Stage Plan which will be presented to Council and SFTCT before Tier Two is implemented.

3 Plan Prerequisites

Both the Council and SFTCT must support the project and continue to agree next stages.

4 External Dependencies

SFC, UHI, HIE, Skills Development Scotland and OSCR need to approve changes.

5 Planning Assumptions

None

6 Lessons Incorporated

To Follow – Lessons to be learned from NHS / SIC aligned working.

7 Monitoring and Control

This Project Plan will be monitored by the Project Manager and Project Assurance weekly and updated before each end stage, where it will be monitored by the Executive, SFTCT and Council. There will be weekly Project Board Meetings and Monthly Project Strategy Meetings where the plans will be scrutinised.

8 Budgets

A Change Budget of c£300K will be made available for the purposes of stabilising the Colleges during the period of change, to fund external advisors or overtime by key SIC staff. SFC has also granted £60K for the purposes of Integration.

9 Tolerances

The tolerances for each stage will be determined by the Council and will be requested in Stage Plans.

The timing of each stage will tend to follow the cycle of the Council's meetings, however, we have been given permission to hold Special Council Meetings if necessary.

Each Work Package will be given tolerances which should be met.

A schedule has been created which sets out the overall project timescale and tolerances.

A Work Stream Schedule will be created using Project Manager giving detailed timelines.

10 Product Descriptions

The Products of the Project can be found listed on the Work Package Tracker.

1) Governance

The project needs to bring together the two existing college boards and align them in order to effectively provide more unified decision making arrangements which the proposed Interim Joint Principal will report into.

The project needs to help Stakeholders come to an agreement and define how the Interim Joint Principal will be appointed and employed.

The Project will create a written Agreement on Aligned Governance which will include best practice, membership, Delegated Authority, meeting frequency, Performance Management of the Interim Joint Principal Etc.

2) More Collaborative Working

The Project will produce a Joint Collaborative Working Agreement on sharing resources (including staff) and working together more closely and effectively for the benefit of Shetland, its learners, communities and businesses. This Agreement will form the basis of further agreements on collaborative working as and when new opportunities for collaboration present themselves.

The Project will produce a Joint Collaborative Agreement on the sharing of Credits.

3) Stability Funding

The Project will have an approved budget of c£300K for the purposes of introducing changes for integration and collaborative working and for stabilising the colleges during the period of change.

The stability funding has been divided into milestones which are attached to achieved changes.

The stability funding is planned to continue for up to one year.

4) Integrated Management Team

The Project will facilitate the recruitment of a single Interim Joint Principal across Shetland College, Train Shetland and NAFC through the process of a joint panel, with a desire to have the Joint Principal in situ by August 2016.

Once the Interim Joint Principal is in post, the structure and Job Descriptions for the Second Tier of management will be created with the help of the Interim Joint Principal and approved by Stakeholders.

5) Communications

6) Legacy Issues

11 Schedule

Stage 1 – 18/4/16

Outline plan for Governance for Colleges' Integration Liaison Group
Recruitment Panel Approved by Council and NAFC
Aligned College Boards' members chosen
Recruitment panel members chosen

Through a series of work stream, work group, Project Board, Strategy Group and Stakeholder meetings the Project will bring together ideas and reach agreement on aligned boards' governance under the name of Colleges' Integration Liaison Group, a recruitment panel and aligned boards' membership. This will then be presented to Council and SFTCT for approval and Delegated Authority for the next stage.

Job Description and sizing complete 14/4/16
Job Internally advertised 20/4/16

Stage 2 – 23/5/16

Interim Joint Principal selected and start date confirmed
Outline agreement on Governance

Using the agreed process approved by Council and NAFC and Delegated Authority provided, the Interim Joint Principal will be recruited and the next stages of the Project Plan will be aligned to the start date of the Interim Joint Principal.

By a series of work stream, work group, Project Board, Strategy Group and Stakeholder meetings the Project will reach an outline joint agreement on how the aligned governance will work, create protocol documents to provide future guidance and assist L & G to create an Agreement for the process of Aligned governance of the two boards for Shetland College and NAFC. Governance Structures will require approval of the Council and SFTCT.

With the assistance of the Interim Joint Principal, Project Board, Strategy Group and Stakeholders and unions through various meetings, a strategy for recruitment of tier two, the management structure and job descriptions will be created and agreed. This will then be presented to the Council and SFTCT for approval of next stage.

Stage 3 – 20/6/16

Council and NAFC mandate to recruit Tier Two.
Recruitment process, job descriptions, management plan for Tier Two agreed.
Joint Collaborative Working Agreement Final

Plan

Date: 12 April 2016

Through the process of work streams, work group, Project Board, Strategy Group and Stakeholder meetings the Project will reach an outline agreement on Joint Collaborative Working and this agreement will be drafted by SIC L&G with the aim of creating a document which will serve as a general agreement on working collaboratively. The Joint Collaborative Working Agreement will require approval of the Council and SFTCT.

NB this date may slip depending on start date of Principal.

Stage 4 – 30/8/16

Tier 2 Start Work

Joint Curriculum Created

Management Structure Finalized

Rapid Improvement Events

Rapid Improvement Events will take place with Key staff to find efficiencies, resolve issues and find consensus.

Any structural gaps that occur due to the management restructuring will need to be analysed and quickly filled and it is anticipated that the Interim Joint Principal and Integrated Management Team will perform this task.

NB this stage date may be brought forward depending on start date of Principal, arrangement of a Special Council Meeting and SFTCT agreement

Stage 5 – 31/11/16

Creation of Joint Strategic Plan

Joint Curriculum Agreed

The Joint Strategic Plan and Joint Curriculum will be created primarily by the Interim Joint Principal and the Integrated Management Team, using the Joint vision as guidance.

End Stage – August 2017

Joint Strategic Plan implementation started

Joint Management Structure in place and tested

Joint Curriculum implemented

Collaborative working implemented and tested

Aligned Governance Boards in place and tested

Joint Service financially stable and no longer in need of stability funding

The desired deadline for having a new Interim Joint Principal in place is by the start of the new academic year, however, it could be sooner if one is found who can start sooner or later if progress is delayed for any reason.

Tier 2 change is planned to be the first task of the Interim Joint Principal.

The Interim Joint Principal may require specific change management projects to be undertaken or require assistance on specific tasks but as this cannot be prejudged. We

Colleges' Integration Project

Plan

Date: 12 April 2016

are expecting that the Interim Joint Principal will want changes made; we can only note at this stage that it is likely and allow space and time for this occurrence in the schedule.

There may be one academic year from (August 2016 to 17) where significant curriculum change may not be fully achievable due to existing curriculum demands.

The position of Joint Principal is Interim. A fixed period of 18 months is required to ensure stability and change fully embedded

Also see Attached Schedule and Project Manager Worksheet.

Timeline

11/4/16	Strategy Board Meeting Education and Families Committee	Communication
14/4/16	Employers JCC	Communication
14/4/16 SFTCT Shetland College Board Meeting	College Lecturers JCC Agreement to create recruitment panel and members selected Agreement to create Colleges Integration Liaison Group and members selected	Communication Governance
18/4/16 Policy and Resources Meeting	Authority to create recruitment Panel and members selected Authority to create Colleges Integration Liaison Group and members selected	Communication Governance
20/4/16 Council Meeting	Stage 2 Approval sought	Communication
20/4/16 Job description and sizing complete	Job advertised internally for one week, to ring- fenced employees. Interim Joint Principal recruited or job advertised externally	Collaborative Working
23/5/16	Aligned governance protocol of Liaison Group documented Interim Joint Principal recruited (N.B. start date will effect rest of schedule) HR strategy for tier two recruitment planned	Governance Collaborative Working
20/6/16	Integrated management structure and Job descriptions for 4 Tier Two positions created Joint Collaborative Working Agreement draft in completion stage ready for council and SFTCT mandate to proceed Council and SFTCT mandate to recruit Tier Two sought	Collaborative Working Communication
30/9/16	Tier Two recruited	Collaborative Working
30/11/16	Creation of Joint Strategic Plan for sustainability and growth based on Joint Vision	Legacy
30/12/16	Joint curriculum created Internal communication strategy created and implementation applied	Collaborative Working

c Jan 2017	Interim Joint Principal 6 month milestone	
30/2/17	A single voice promoting Shetland Tertiary Education, Training and Research in place. Authority sought for long term strategic plan from Council and SFTCT	Legacy Communication
30/4/17	Implementation of long term strategy which reduces the reliance of all three entities on Shetland Island Council deficit funding with the ultimate goal of financial independence. Joint curriculum advertised	Legacy Collaborative Working Finance
C June 2017	Interim Joint Principal 12 month milestone	
30/8/17	Joint Curriculum implemented Shared resources process fully working Improved student activity	Collaborative Working Legacy
30/11/17	Improvement in research funding and activity Reduction in deficit funding reflected in budget forecast	Finance
30/12/17	Joint requirements for accommodation understood and a joint plan for accommodation in 2020 created	Collaborative Working Legacy
C Jan 2018	Interim Joint Principal 18 month milestone	

12 Table of Resource Requirements – by Work Stream type

See attached Work Stream Tracker.

Glossary

Joint	– across Shetland College (including Train Shetland) and NAFC.
Integrated	– Joined together between Shetland College (including Train Shetland) and NAFC.
Aligned Governance	- Representatives of two separate boards working together in a liaison group.

2.8 Shetland College Board

(proposed changes in italics and bold)

- 2.8.1 To support the ~~Principal~~ **Senior Management** of Shetland College **and Train Shetland** in carrying out his/her **their** roles and to monitor progress against objectives which have been set by the Council in relation to the following -
- a Strategic direction for Shetland College **and Train Shetland**
 - b Ascertaining the needs of users and promoting access between school, work and higher education
 - c Resources to support the learner
 - d Staffing to meet needs and provision for staff development and career review
 - e Quality assurance and improvement
 - f Sound financial management
 - g Liaising with UHI Millennium Institute and other appropriate learning bodies