

# Shetland Partnership

## Supporting Framework



Participation



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A Shetland Partnership Document

October 2024

[www.shetlandpartnership.org](http://www.shetlandpartnership.org)

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# Improving Outcomes in Shetland

## Community Planning

Part 2 of the Community Empowerment (Scotland) Act 2015 (the Act) made [changes](#) to how community planning works. These changes included new duties on partners, greater accountability to local communities and guidance on producing and updating local plans.

The Shetland Partnership has followed this guidance to produce Shetland's Partnership Plan (SPP), which sets out the vision, priorities and outcomes for improvement over the ten years. This Supporting Framework provides a high-level description of how the Shetland Partnership will support the delivery of improved outcomes in Shetland, how progress will be monitored and reported to communities and partners.

This Framework also sets out how the Shetland Partnership uses structures and processes to support and uphold effective community planning. However, the way in which community planning is organised and supported is only part of what makes community planning effective. Positive relationships, behaviour and culture are equally (or perhaps even more) important in this regard.

## Outcomes, Improvement and Indicators

A note on language. 'Outcomes' in this case are the things that result from the work of Public Sector, Third Sector and Community bodies. An outcome is not the provision of a service or the delivery of a project, but the tangible difference it makes to the lives of service users through being provided or delivered.

Improving outcomes means making things better for people living in Shetland. 'Outcome indicators' are the measures used to assess how successful the Shetland Partnership is in improving peoples' lives in Shetland – how we measure improvement.

## Supporting Delivery of Shetland's Partnership Plan

This Supporting Framework is one of a suite of documents and resources that sit alongside [Shetland's Partnership Plan 2018-2028](#) and set out how the shared vision and outcomes will be delivered. These documents and resources have been developed since SPP was signed off in July 2018.

All of the documents and resources can be found on the Shetland Partnership's [website](#). Many of the elements described in this Supporting Framework are hosted on the website and links are provided where possible.

As new resources are developed, these will appear online. The website is always the best place to check for the latest information on community planning in Shetland.

## Community Planning Structures and Processes

Figure 1 on page 3, overleaf, shows how the elements described in the Supporting Framework fit together to help deliver effective community planning in Shetland. It shows that community planning is a cyclical process, which is not structured in a hierarchy and seeks to involve the community wherever possible.



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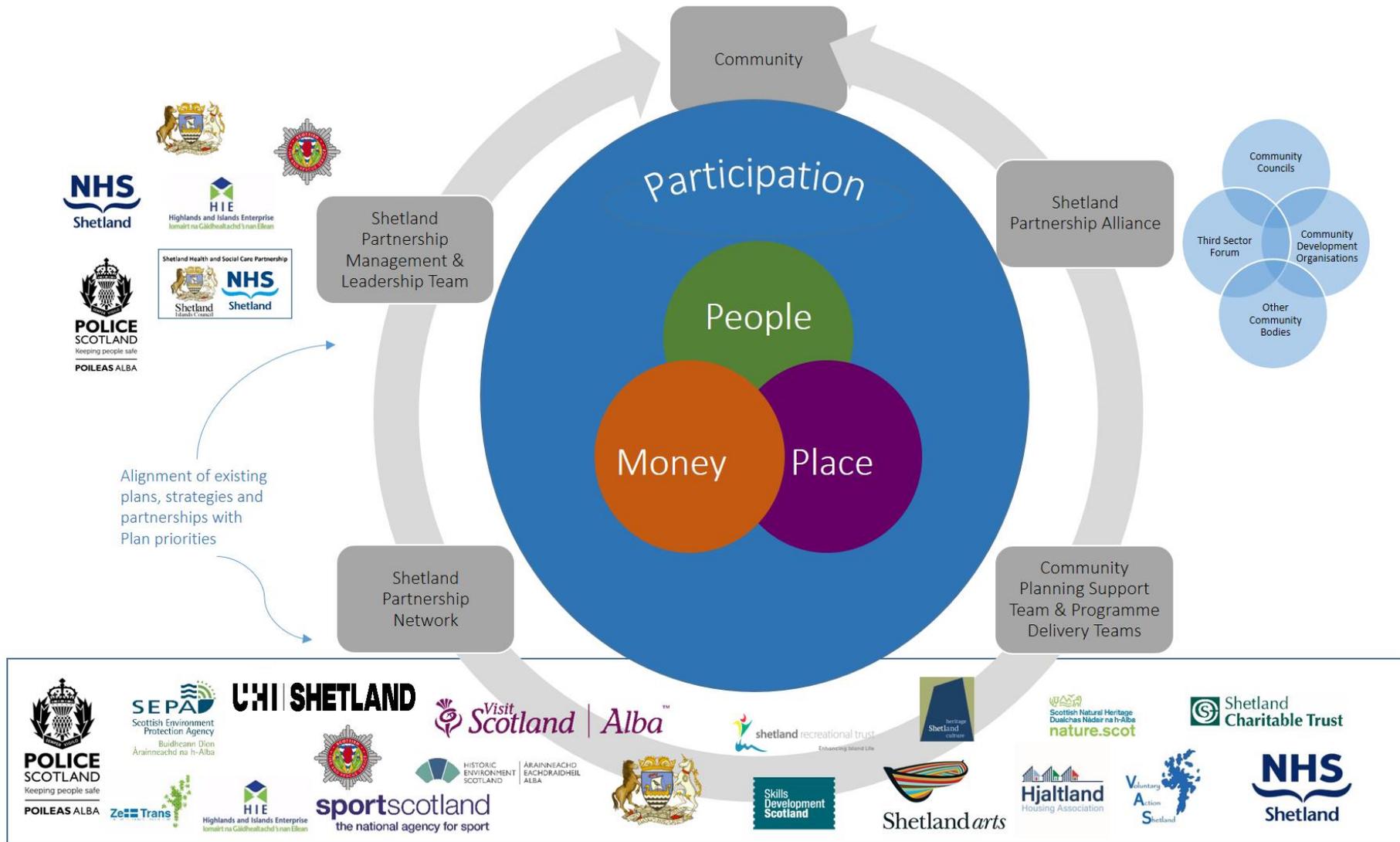
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Alignment of existing plans, strategies and partnerships with Plan priorities

## Plans

Community Planning in Shetland is supported by a series of Strategic Plans – Shetland’s Partnership Plan, the Delivery Plan and the Locality Plan. The Plans reflect our responsibilities under the Act and what we have learned through partnership working in Shetland to date.

### Shetland’s Partnership Plan

Shetland’s Partnership Plan 2018-2028 (SPP) was adopted by community planning partners in June 2018. It is the Local Outcomes Improvement Plan for Shetland. It identifies a shared vision and four key priorities for all of us to work towards, both individually and collectively, to improve the lives of everyone in Shetland.

Our shared vision:

“Shetland is a place where everyone is able to thrive; living well in strong, resilient communities; and where people and communities are able to help plan and deliver solutions to future challenges”

The four priorities:

	<b>People</b> Individuals and families can thrive and reach their full potential
	<b>Participation</b> People can participate and influence decisions on services and use of resources
	<b>Place</b> Shetland is an attractive place to live, work, study and invest
	<b>Money</b> All households can afford to have a good standard of living

SPP shows the Shetland Partnership’s understanding of the issues Shetland’s people and communities face and sets out what partners want to see change to deliver the vision. It does not, however, set out the activity that will deliver these improvements.

The Shetland Partnership have recognised that, in order to deliver improvements for people and communities in Shetland, specific pieces of work need to be planned and implemented alongside a more general change in the way we work – both in partnership with other agencies and with communities.

### Delivery Plan

The purpose of a Shetland Partnership Delivery Plan is to outline the activity required to deliver improvement to achieve the shared priorities. The Delivery Plan describes ‘the work’ of community planning; detailing what projects aim to achieve, their scope and who will be responsible for their delivery. Projects are selected based on their potential to deliver improvements across a number of priority areas and the extent to which they require a community planning approach (i.e. an approach that adds value through partnership working between agencies and with communities).

The first [Delivery Plan](#) was published in June 2019, covering the period 2019-2022.

A review was undertaken in early 2023, resulting in a second [Delivery Plan](#), for the period 2023-2028. This Plan puts a Place-Based Approach at the heart of community planning in Shetland, supporting the following four Improvement Programmes:

- EmPowered Shetland
- Climate Conscious Shetland
- Compassionate Shetland
- Person-Centred Support.



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## Locality Planning

Under the Empowerment Act, Community Planning Partnerships have a duty to carry out *Locality Planning*. This requires the Shetland Partnership to produce at least one plan for communities within Shetland that experiences different outcomes compared to others in the Isles.

[Locality Planning](#) is all about new ways of working, ensuring agencies and communities are working together to find appropriate local solutions to local challenges.

Locality Plans can be based on geographic areas, administrative boundaries or communities of interest (a group of people with shared characteristics). Locality Plans are documents that belong to the communities, are signed up to by partners, and delivered together.

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## Teams

There are a number of teams operating within the Shetland Partnership's structure, each with a particular responsibility for overseeing and delivering work relating to community planning.

### Management and Leadership Team

The [Management and Leadership Team](#) provides strategic leadership and oversight for community planning in Shetland, in line with [guidance](#) under Part 2 of the Act.

This includes scrutinising the overall delivery of progress against Shetland's Partnership Plan, Delivery Plan and Locality Plan and holding partners to account for this.

The Partnership collectively assesses data to determine the community or communities which experience poorer socio-economic outcomes. This resulted in the first [Locality Plan for Shetland's Islands with Small Populations](#), signed off by all partners and communities in 2020.

During the Spring of 2023, a further, thorough assessment of data was undertaken, confirming that these five islands remained the communities with more challenging socio-economic circumstances. [Shetland's Islands with Small Populations: Second Locality Plan](#) was signed off by partners and communities at the end of 2023.

Resolving service issues, and supporting community development are the key areas of activity. The process of development and delivery is informing the Shetland Partnership's approach to Place.

\*\*\*\*\*

The practice of scrutiny and holding to account extends to the collective working of the whole Shetland Partnership and the contributions individual partner agencies and partnerships make.

The Management and Leadership Team also helps to ensure effective community planning through facilitating participation by partner agencies and communities. This means that the Management and Leadership Team is responsible for overseeing that Community Planning is operating effectively and efficiently and that the Principles for Effective Community Planning are being upheld.

Membership of MLT is drawn from the five 'specified' partner agencies under the Act, who are responsible for ensuring community



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planning happens effectively and efficiently. Namely: Highlands and Islands Enterprise, NHS Shetland, Police Scotland, Scottish Fire and Rescue Service and Shetland Islands Council, along with the Integrated Joint Board. MLT act as a 'programme board' for delivery, taking responsibility for overseeing the full range of work being done in relation to community planning. For the current Delivery Plan, MLT act as the Programme Board for Shetland's Place-Based Approach and Working.

MLT take responsibility for reporting to partners and communities and ensuring that their voices continue to be heard and influence the ongoing development of delivery and community planning more widely. One of the key mechanisms for doing this is through the [Shetland Partnership Annual Reports](#).

## Network

The Shetland [Network](#) aims to help partners create a sense of shared ownership of community planning; a safe environment for honest and open conversations; and, a culture of innovation, ambition and collective bravery.

Network meetings bring together representatives of all 14 statutory community planning partner agencies and representatives of Voluntary Action Shetland, Shetland Charitable Trust, Shetland Amenity Trust, Shetland Arts Development Agency, Shetland Recreational Trust and Hjaltland Housing Association.

The Network offers opportunities for information sharing, developing ideas and building relationships in a supportive atmosphere. Partners are encouraged to raise issues for discussion and to organise and lead meetings where possible.

## Alliance

The Alliance is a virtual network of Shetland's Community Bodies within the wider Shetland Partnership. The Community Empowerment (Scotland) Act 2015 provides a framework to support community empowerment through Community Bodies. Examples of community empowerment set out in this legislation includes giving them rights to request participation in public decisions, buying or leasing land and buildings and taking a more active role in local development and management.

A Community Body, as set out in the legislation, will have certain characteristics:

- Not-for-Profit
- Open membership
- Main purpose is to promote the interests of a specific community
- Support for a specific geographical area
- Constituted in a legal form, and
- Governance structure and documentation.

Opportunities are sought to build the capacity of these bodies, to participate in the Shetland Partnership – whether long-term, Shetland-wide planning, or more local, through place-based working. Equally, capacity is built across services and organisations to be able to more fully involve community bodies in their activity, such as strategic planning and service re-design.

## Support Team

The Community Planning Support Team work across community planning to support teams and individuals to carry out their work effectively. This includes directly supporting meetings such as MLT and the Shetland Partnership Network and providing advice and support to all community planning partners.

Membership of the Community Planning Support Team is flexible and drawn from



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across partner agencies. While the core of the team is made up of staff from the Community Planning and Development service in Shetland Islands Council, including Community Learning

### Strategic Partnerships

The Shetland Partnership includes a wide range of strategic partnerships, which bring together staff from different agencies, third sector and community voices around specific issues. While community planning encourages and supports partnership working across the whole spectrum of activity, the Shetland Partnership takes a particular interest in the work of two key strategic partnerships.

The Shetland Community Justice Partnership (SCJP) exists to oversee the planning and delivery of community justice and to promote and strengthen the coordination of services in

and Development, colleagues from Public Health and others colleagues bring particular skills, experience and expertise.

Shetland, which will help in the desistance and/or reduction of offending or reoffending. Partnership working focuses on making the most of services and resources available, to deliver services that are joined-up and responsive to local need.

The Shetland Community Learning and Development Partnership is made up of a range of organisations that play a role in assessing need, planning, delivering, and evaluating Community Learning and Development (CLD) activity. The purpose of CLD is to empower people, individually and collectively, to make positive changes in their lives and in their communities, through learning.



## Framework

The approach taken in the Delivery Plan 2023-28 is based on creating an environment to enable the Place-Based Programme and Four Improvement Programmes to be delivered as efficiently and effectively as possible, in order to achieve the Shetland Partnership outcomes.

This requires a number of different support projects and activities to be put in place, and / or maintained. These are resourced by existing staff across partner organisations, primarily facilitated by the Community Planning Support Team.

### Evidence Base

The Shetland Partnership uses 21 [indicators](#) to monitor progress against outcomes in the Shetland Partnership Plan. Each indicator has a baseline and targets for improvement, against which progress can be monitored.

These are kept up-to-date online, with progress published on a yearly basis in the [Annual Report](#).

Areas of particular interest or concern are explored in more detail, with experts being called upon, such as Professor Donald Hirsch for the Minimum Income Standard for Remote Rural Scotland.

[Locality Profiles](#) are developed on a biennial basis for Shetland's seven localities, five islands with small populations (linking to the Locality Plan) and Bressay. These provide useful demographic, socio-economic, health and environmental data, to support conversations around place-planning and service redesign.

Profiles for those with Protected Characteristics are produced every four years, to tie in with the statutory duty of some

partners to produce Equality Outcomes Reports under the Public Sector Equality Duty.

The Community Planning Support Team is working across the Council's Development Directorate and Public Health, to have a consistent system for the use of data for strategic development and improvement activity. This includes the use of GIS and business intelligence tools.

### Demonstrating Impact

The development of long-term outcomes, and linking these with short- and medium-term outcomes, and ultimately the activity and resource required to achieve these outcomes, is a challenge, as is the effective monitoring of the impact on outcomes.

The Shetland Partnership is working to standardise the approach and language used to set and monitor outcomes, and improvement activity.

Each of the four Improvement Programmes are using a standardised approach, based on Logic Modelling, to define activity and monitor impact.

The SPP Indicators provide a means of monitoring the impact against the SPP Outcomes, which is complemented by the collection of case studies, shared in [Annual Reports](#).

### Community Participation

It is essential that community participation is done well, across the Shetland Partnership. To support this work, a toolkit to build understanding of participation and engagement types and different methods of participation is available on the [Shetland](#)



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[Partnership website](#). This is targeted at partner organisations and community bodies. It includes case studies of local community participation processes.

The aspiration is to enable individuals and community bodies to get more involved in participation processes run by partners, either collectively, or as individual organisations.

## Effective Communication

The purpose of the Shetland Partnership is to enable and encourage partners, community bodies and the wider community to participate in improving outcomes for Shetland and Shetland's local communities.

It is, therefore, important to: provide information, including how to be involved and about activity; share relevant data; create spaces for collaboration and policy making; and report on progress to achieve outcomes.

Reporting must strike a balance between allowing for accountability and keeping people up to date with what partners are doing, without being overly onerous. This balance requires a range of reporting mechanisms with consideration of the audiences for different kinds of information and the best means of reaching people.

## Programme Improvement Reporting

Programme Improvement Reporting describes the regular, short-term, sharing of improvement data generated by community planning Improvement Programmes. Each Programme has in place outcomes and logic models to set direction and monitor progress.

Programme Improvement Reports are presented to MLT at their regular meetings, where there is a particular issue to highlight (i.e. where something is impeding progress or additional resources are required) or where

approval or support is required to 'scale-up' activity.

## Performance Reporting

Performance Reporting describes how the monitoring of longer-term, large-scale outcome measures is shared with stakeholders. This is both ad-hoc throughout the year, as data becomes available, and compiled annually in the [Annual Report](#).

The Community Planning Support Team are responsible for monitoring long-term outcome measures and updating these as data becomes available – this is then shared each month as a news update on the Shetland Partnership website.

The Annual Report is prepared by the wider Community Planning Support Team with input from MLT and the Network. The Annual Report provides a yearly update on long-term outcome measures alongside detailed analysis, case studies and stories that demonstrate progress with community planning projects.

The Annual Report also contains detail on how community bodies have participated in community planning over the previous year and how this has contributed to improved outcomes.

The principle audience for the Annual Report is the Shetland community and, as a result, the report is prepared in an engaging and accessible way. The Annual Report is supported by additional materials such as short films, animations and infographics developed by people involved in community planning.

## Communication

Alongside the formal reporting described above, effective communication and creating space for conversations are also essential in



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making community planning work and encouraging a culture of trust and accountability. There are a number of ways that the Shetland Partnership communicates with partners and communities, these are described briefly below. Further detail can be found in the Communications Plan (in development).

The Shetland Partnership website provides a one-stop-shop for all information relating to the Shetland Partnership. It includes information on:

- Community Planning
- Partners
- Management & Leadership Team
- The Network
- The Shetland Partnership Plan
- Annual Reports
- Monitoring Progress using 20 indicators of change
- The current Delivery Plan, including Improvement Programmes
- Data, including Locality Profiles
- The Locality Plan.

News items are regularly shared with partners.

The Shetland Partnership Alliance is a virtual network of community bodies, alongside statutory partners, enabling conversations between partner agency representatives and community bodies. Key questions for conversation include asking community bodies what they would like to know in order to understand community planning better and hold the Shetland Partnership to account effectively.

The [Shetland Partnership Network](#) provides partners with a space to come together to collaborate around different topics, particularly those relating to the Improvement Programmes. It is an opportunity to come together to better understand the roles and responsibilities of partners, and also allows

them to discuss the future and identify things on the horizon that could affect Shetland and community planning locally.

Ultimately, everyone involved in community planning is encouraged to create opportunities for conversations and use these to help build relationships with colleagues and members of the community. Formalised processes will only go so far in creating and sustaining effective community planning, it is the informal links that will sustain partnerships and lead to improved ways of working to be benefit of Shetland.

## Impact Assessments

Legislative requirements mean that individual partners are responsible and have in place their own impact assessments. These are shared by partners, to support each other in meeting duties. The nationally developed Place and Wellbeing Assessment is used, as part of place-based approaches and working, with relevant information being used to inform the development of relevant impact assessments.

## Risk Monitoring

Risk Monitoring includes both risks to the Shetland Partnership – and effective community planning – and risks to Shetland. Management and Leadership Team to the successful delivery of projects and outcomes.

Management and Leadership Team have a Risk Register in place; this is reviewed on a four monthly basis. Mitigating actions are delegated as appropriate and reported back to MLT.

Risks to project delivery are monitored by Improvement Teams through *project risk logs*. Where necessary, risks will be reported to MLT for attention and decisions regarding mitigating action.



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## Effective Partnerships

The Shetland Partnership includes a wide range of strategic partnerships, which bring together staff from different agencies, third sector and community voices around specific issues.

Partnerships are a means to achieving collaboration. It is collaboration that is required to breakdown silos and support Public Sector Reform. Over the years, the number of Partnerships and forums has increased across Shetland's small context. It has been agreed that a Project will review the Partnership and Policy landscape across the wider Shetland Partnership. The purpose will be to streamline activity, freeing up time and improving understanding about roles and responsibilities.

## Regional & National Understanding

All partners recognise the value of ensuring that Regional and National partners have a good understanding of Shetland's current context. This leads to improved working relationships across different agents, and opportunities to achieve more.

The resources available through the Shetland Partnership website aim to support partners in developing this wider understanding.

## Support to Embed Outcomes within Organisations and Partnerships

External support has been accessed to support partners to develop a common understanding and language around setting outcomes, aligning resources to deliver on these, and to monitor progress.

This support is available to all partner organisations and community bodies. It is being embedded by establishing a network of mentors to provide ongoing support.

## Strong, Honest and Trusted Relationships

All processes put in place through the Supporting Framework are designed to develop strong, honest and trusted relationships; these are the key success factors in achieving Public Sector Reform, and enabling discussions around Shared Resources.

# Community Planning Calendar

Shetland Partnership Activity	Frequency
Management & Leadership Meetings	Scheduled as Monthly Usually held Bi-monthly
Shetland Partnership Network	Bi-monthly
Shetland Partnership Alliance	Virtual network, supported by wider Community Planning Support Team on an ongoing basis
Islands with Small Populations Events	Annual In Person Event Spring & Autumn Visits by MLT or reps to each island community
Risk Monitoring	Every 4 months, considered by MLT
Annual Report	Published by September 30 <sup>th</sup> each year
Evidence Base	21 Indicators updated on an annual basis, for Annual Report Locality Profiles published every two years



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## Contact



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For more information please see our website or call 01595 744537



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