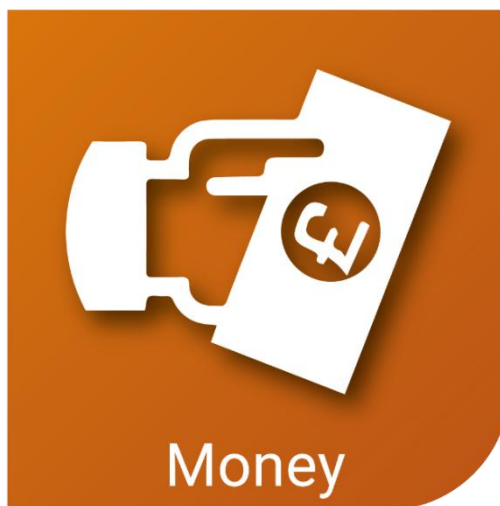
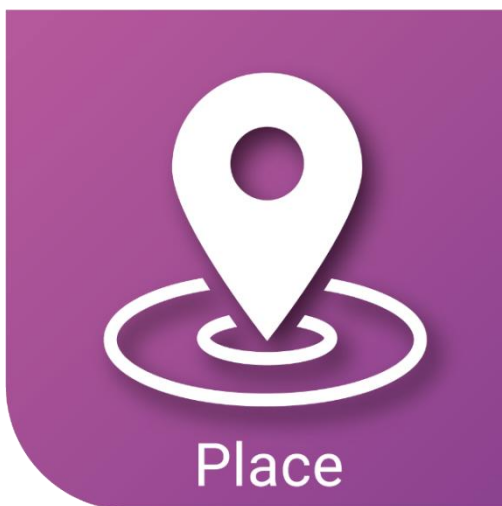


Shetland Partnership Delivery Plan 2023/2028

*Working together to improve the lives of
everyone in Shetland*





Contents

Shetland Partnership	2
Community Planning	2
Shetland's Partnership Plan.....	2
Delivery Plan, for 2023-28	3
Shetland's Challenges and Weaknesses in 2023	4
Community Challenges.....	4
Delivery Weaknesses	4
Shetland's Partnership Delivery Plan.....	5
.....	5
Place-Based Program of Change	6
Compassion	6
Mitigating and Adapting to Climate Change.....	7
Person-Centred Delivery of Support Services	7
Inclusive Growth.....	7
Supporting Framework.....	8

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Participation



People



Place



Money

Shetland Partnership

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 partner agencies, 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 – see below). However, SPP does not capture the full picture of community planning activity, as required by the Act. It also does not fully allow us to report effectively to the Shetland Community on our progress. This is the reason for the development of this supporting Delivery Plan.

Shetland's Partnership Plan

[Shetland's Partnership Plan 2018-2028](#) was adopted by community planning partners in June 2018. 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**"*

Our shared priorities:

- Participation
- People
- Place
- Money

Priority Outcomes



Participation: "People participate and influence decisions on services and use of resources"

The Shetland Partnership will be a successful partnership – between public agencies and with communities – helping to deliver improved outcomes for people across the Isles

Communities will feel empowered and the majority of people in Shetland will feel more able to influence the decisions that affect them and have a strong understanding of how and why decisions are taken

Staff from across the Shetland Partnership will be actively seeking to involve communities in decision making and service delivery; including identifying and involving those who do not often have their voices heard



People: "Individuals and families thrive and reach their full potential"

The number of disadvantaged people and households in Shetland will be considerably reduced as a result of people being enabled and empowered to address the issues they face and helping others to thrive in the same way

The Shetland Partnership will be prioritising prevention and working with households and communities to provide innovative solutions to the issues they face

Shetland will continue to be a safe and happy place, with more people feeling connected to their communities and benefitting from living in good places and keeping active



Participation



People



Place



Money



Place: “Shetland is an attractive place to live, study and invest”

People will be accessing employment, education, training and services in innovative ways designed to minimise the barriers to involvement for all

Shetland will be attracting and retaining the people needed to sustain our economy, communities and services

All areas of Shetland will be benefitting from a more resilient low carbon economy underpinned by a culture of innovation, inclusion and skills development

Communities will be actively involved in shaping their own future resilience, creating positive places that are economically, socially and environmentally sustainable



Money: “All households can afford to have a good standard of living”

Everyone will be able to access the support they need to maximise their income potential; including innovative, flexible and entrepreneurial employment opportunities throughout Shetland

Everyone will be able to access the support they need to minimise their outgoings with low income households benefitting from reduced bills

National governments will understand the additional costs for essential items for householders in Shetland reflecting this in welfare payments and other relevant schemes

Communities will be empowered to provide innovative solutions and support to help people maximise their incomes and minimise their outgoings from the support available

Delivery Plan, for 2023-28

The purpose of the Delivery Plan is to outline the key activity required to deliver our shared priorities. The Delivery Plan outlines the partnership improvement programs and projects that will deliver improvement to address Shetland's current challenges and weaknesses, in order to achieve the shared vision, priorities and outcome.

The first [Delivery Plan, for 2019-22](#) set out eight improvement projects, specific to each of the four priorities.

This second Delivery Plan builds on the work achieved through the first Delivery Plan, and learning about what worked, and what did not work so well. In addition, development has recognised how much has changed in Shetland since June 2019.

An assessment was made on progress against outcomes, indicators, improvement projects, the recommendations made by [Shetland's Commission on Tackling Inequalities](#), the [Locality Plan for Shetland's Communities with Small Populations](#) and [Shetland's Child Poverty Action Reports](#).

Development has focused on where the Shetland Partnership, including the Management & Leadership Team and Network, can make the most difference and add value.



Participation



People



Place



Money

Shetland's Challenges and Weaknesses in 2023

There are many reasons to be positive about life in Shetland. However, we have a number of challenges and weaknesses:

- A Reducing and Ageing Population resulting in insufficient workers
- Widening Inequalities resulting in relatively Poor Social Outcomes compared to other areas of Scotland

Community Challenges

- Climate Emergency
- Biodiversity Loss
- High Carbon Economy and Community
- High Cost of Living (energy, transport, childcare, food)
- Relatively High Levels of In-work poverty
- Increasing number of Low Income Households
- Imbalance between Supply & Demand for Housing
- Growing Levels of Food Insecurity & Potential for Reduced Food Security
- A Fragile Economic Base
- Community Polarisation over Issues

Delivery Weaknesses

- Recruitment Challenges
- Complex Evidence Base
- Inefficient Ways of Working
- Reducing Public Sector Spend
- Achieving Community-Led Conversations and Change
- An Ageing Asset Base
- Volunteer Overload
- Limited Local Ability to Act
- Centralisation of Services



Participation



People



Place



Money

Shetland's Partnership Delivery Plan

This section provides a summary, and more detailed information about delivery.

In the next 5 years we will:

Increase our Working Age Population across our Island and Reduce Inequalities

We will use the resources available to us to shift to:



EmPowered Shetland: To grow a skilled workforce, increase productivity and innovation, bring clear improvements to the island economy and local communities, with a focus on ensuring all households can benefit, through good wages for all. (Broadly Money Priority)



Person-Centred Delivery: To give everyone the opportunity to improve their lives and circumstances and to offer all the support they need to achieve that. (Broadly People Priority)



Compassionate Shetland: To build a compassionate, respectful Shetland without stigma and discrimination on any aspect of our lives. (Broadly People Priority)



Place-Based Approach: Working collaboratively with partners, including communities to identify ideas for change and better solutions (Broadly Place Priority)

Whilst also:



Shetland's Climate Change Strategy: To play our part in reducing man-made climate change and build a green economy while protecting the natural environment. (New Priority Area)

We will do this through:



Inclusive Growth Strategic Framework and Program of



Supported by: Place-based Program of Change



Shifting the Balance of Care Change Program



Shetland's Climate Change Strategy



Project to Reduce Stigma across our Communities



Participation



People



Place



Money

Place-Based Approach

The **Place-Based Program of Change** is the focus of this Delivery Plan. All partners recognise:

- Better solutions and better outcomes are achieved if communities are involved; and
- Collaboration is the only way to tackle wicked long standing issues.



A Program Initiation Document (PID), for a Program of work has been agreed by the Shetland Partnership Management & Leadership Team, signed off by Senior Managers of statutory partner organisations, as part of the approval process for this Delivery Plan.

In summary:

- Change in approach to day-to-day working: build trusting relationships across services and between services & communities
 - Through activity such as the Participation Hub, learning and insight webpages, training and leadership
- Project work and Service-Redesign: Islands with Small Populations / Recreate Scalloway / Nort Natters
 - Through activity such as Locality Profiles, Participation Hub, Discussions within 7 localities and follow-up, How to Guide to place-based working, Place-Standard Tool
- Capital Projects: School Estate, NHS Programme Initial Agreement, Options for Inter-Island Transport Connectivity, new Housing Developments
 - Through activity such as Mapping Project Portfolio, Prioritisation Matrix, Locality Profiles, Participation Hub, How to Guide to place-based working, Place-Standard Tool

The main resource for this is for staff across organisations to spend time building relationships with communities, in order to work together to improve outcomes for the people living in those communities. There is additional investment through the Council's allocation of the Shared Prosperity Fund.

This approach will facilitate delivery for the other programs and projects set out in this Delivery Plan.

Compassionate Shetland

"The greatness of a community is most accurately measured by the compassionate actions of its members."



We know that the greatest barrier to people within our community accessing help, is stigma.

No matter their circumstances, Shetland residents will be respected and supported by the community to fulfil their potential.

Delivering on: The Promise, Trauma-Informed Approaches, Community Justice, UNCRC, Diversity & Inclusion, Nurture and Stigmas associated with Substance Misuse, Mental Ill-health, Gender-based Violence, low-income households and Criminal Justice

Delivered through: new Project to be scoped and delivered

Key Contacts: Scott Gibson, Area Commander, Scottish Fire & Rescue Service / Lewie Peterson, SIC Partnership Officer

Resources: SIC investment into Partnership Officer, shift of resources within partner organisations, external funding



Participation



People



Place



Money

Shetland's Climate Change Strategy

We will do this by:

Being resilient to our changing climate.
Not adding to the greenhouse gases in the atmosphere.
Protecting and restoring our natural environment.
Optimising the opportunities of a sustainable, low carbon future.



Delivering on: Climate Change Emergency, Biodiversity Emergency, Just Transition, Good Food Nation

Delivered through: Shetland's Climate Change Strategy, Energy Strategy

Key Contacts: Susan Laidlaw, Director of Public Health, NHS Shetland / Claire Ferguson, SIC Team Leader, Climate Change

Resources: SIC investment into Climate Change Team, shift of resources within partner organisations, external funding

Person-Centred Delivery of Support Services

We will do this by:

Enabling wellness, and responding to need;
Our residents accessing early support;
Receiving strengths-based support; and
Finding no door is the wrong door.



Delivering on: NHS Strategic Delivery Plan, IJB Strategic Commissioning Plan, Children's Partnership Plan, NHS and SIC Digital Strategy (technology enabled health & care, innovative solutions for equitable access), Trauma-Informed Approaches, UNCRC

Delivered through: Shifting the Balance of Care Programme, Preventative and Proactive Care National Programme, Initial Agreement Programme (capital investment needed for health and care in Shetland), Realistic Medicine Approach, Community Led Support, Anchor for Families Model

Key Contacts: Brian Chittick, Chief Executive, NHS Shetland & Lucy Flaws, Acting Head of Planning

Resources: IJB, NHS, SIC commitment shifting resources, NHS Realistic Medicine funding, IJB Reserves

EmPowered Shetland

"growth that combines increased prosperity with greater equity; that creates opportunities for all; and distributes the dividends of increased prosperity fairly."

We will do this by:

Improving access to opportunity and reducing inequality.
Attracting and retaining the people needed to sustain our economy, communities and services.
Having accessible, good quality jobs.
Collaborating to progress projects and attract investment, and to support the provision of sufficient good quality housing, transport, childcare, digital infrastructure, business & industrial accommodation.

Priority Sectors: Energy, Space, Fishing & Aquaculture, Agriculture

Delivering on: Scotland's National Strategy for Economic Transformation, Community Wealth Building, Local Child Poverty Action Plan



Participation



People



Place



Money

Delivered through: Inclusive Growth Strategic Framework, HIE Strategy 2023-28, Local Housing Strategy, Regional Transport Strategy (in particular inter-island connectivity), R100, Shetland Energy Strategy (including affordable energy)

Key Contacts: Katrina Wiseman, Area Manager Highlands and Islands Enterprise and Neil Grant, Director of Development Services Shetland Islands Council

Resources: HIE resources, SIC Development Services, maximising external funding

Supporting Framework

The approach being taken in this Delivery Plan is based on creating an environment to enable the Priority Programs and Projects to be delivered as efficiently and effectively as possible, to achieve the outcomes set. This requires a number of different support projects and activities to be put in place. These are resourced by existing staff, within Partner Organisations, facilitated by the Council's Community Planning Team.

Supporting Framework	Delivery Mechanism
Evidence Base	Project
Demonstrating Impact: Monitoring & Evaluation Frameworks	Capacity Building Support
Community Participation & Views	Participation Hub
Strong, Honest & Trusted Relationships	As part of the Capacity Building/Projects
Understanding and Sharing Resources	As part of the Capacity Building/Projects
Effective Partnerships/ Agreements	Project
Integrated Impact Assessments	Project
Risk Register	MLT, Monitored 3 times a year
Regional & National Understanding	MLT/ Network: Using SPP and Delivery Plan
Effective communication	Project
Support to Embed Outcomes within Organisations & Partnerships	Link to Capacity Building Support

Contact



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Participation



People



Place



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