



Item	Description	Report	Item taken by	ACTION
1	Welcome, apologies, and declarations of interest		Chair	Note
2	Minutes 21 April 2016		Chair	Approval
3	Finance Management Accounts	Attached	KM	Note
4	General Manager's Report Local Outcomes Improvement Plan (LOIP) 2016 – 2020 Estates Operations Programming Numbers Funding Staffing	Attached	GH	Approval Note Note Note Note Note Note
5	Board Recruitment & Training		Chair	Note
6	Any Other Business as agreed by the Chair at the start of the meeting		Chair	
7	Date/time of future meetings			Note
7a	Future SADA Board Meetings: Thursday 25 August, 5.30pm		Chair	

The Board may decide that on grounds of confidentiality particular items should be considered in private. Any such items will be noted in separate "closed" minutes for approval at the next Board meeting

Shetland Arts Development AgencyProfit & Loss by Department (Advanced Budget and Variance)

Period From: Month 1, April

Year: 2017

Department: From '1' to '999' (inclusive)

Period To: Month 1, April

Chart of Accounts: SADA Default Layout of Accounts

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>
Sales			
Ticket Sales	26,540.31	49,416.75	(22,876.44)
Education and Training	7,020.83	9,166.67	(2,145.84)
Retail	3,623.81	4,426.42	(802.61)
Food and Beverage	45,196.95	44,083.33	1,113.62
Foyer	9,589.72	13,750.00	(4,160.28)
Box Office Commission	195.83	0.00	195.83
Gallery Commission	0.00	87.92	(87.92)
Hire of Rooms and	6,765.00	9,107.50	(2,342.50)
Screen Advertising Income	1,448.85	1,166.67	282.18
Gift Vouchers	(363.25)	0.00	(363.25)
Sponsorship	12,400.00	2,316.67	10,083.33
Donations	12.00	166.67	(154.67)
Grant Funding - SIC	0.00	627.67	(627.67)
Grant Funding - SCT	57,906.50	57,906.50	0.00
Grant Funding - Creative	20,833.33	21,833.33	(1,000.00)
Other Grants - Trusts and	250.00	10,118.74	(9,868.74)
Operating Lease Income -	7,500.00	7,500.00	0.00
Other Income	0.00	175.00	(175.00)
Memberships Received	956.25	0.00	956.25
Internal Recharges	0.00	(0.01)	0.01
	<u>199,876.13</u>	<u>231,849.83</u>	<u>(31,973.70)</u>
Purchases			
Food and Beverage	23,500.70	13,500.00	(10,000.70)
Foyer Purchases	4,439.70	6,416.67	1,976.97
Retail Purchases	1,893.49	2,354.59	461.10
Direct Costs	331.09	125.00	(206.09)
	<u>30,164.98</u>	<u>22,396.26</u>	<u>(7,768.72)</u>
Direct Expenses			
Gross Salaries and Wages -	64,514.88	66,531.67	2,016.79
Gross Wages - Casual	17,404.60	13,811.84	(3,592.76)
Employers NI	5,528.03	3,871.84	(1,656.19)
Employers Pensions	7,011.01	5,474.08	(1,536.93)
Recruitment Expenses	218.00	833.33	615.33
Employee Expenses	779.68	0.00	(779.68)
Training and Protective	435.68	1,875.00	1,439.32
Trustee Expenses	0.00	83.33	83.33
Programme Costs - Project	24,197.62	44,039.10	19,841.48
Marketing Costs - Project	2,080.40	5,308.34	3,227.94
Licences	3,609.66	2,115.83	(1,493.83)
Film Transport	589.96	583.33	(6.63)
	<u>126,369.52</u>	<u>144,527.69</u>	<u>18,158.17</u>
Gross Profit (Loss):	<u>43,341.63</u>	<u>64,925.88</u>	<u>(21,584.25)</u>

Overheads

Shetland Arts Development AgencyProfit & Loss by Department (Advanced Budget and Variance)

Period From: Month 1, April

Year: 2017

Department: From '1' to '999' (inclusive)

Period To: Month 1, April

Chart of Accounts: SADA Default Layout of Accounts

	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>
Travel, Subsistence and Motor Expenses	3,880.90	6,779.16	2,898.26
Rent, Rates and Insurance	0.00	100.00	100.00
Heat and Light	5,010.18	5,551.33	541.15
Operating Leases - Rent and Repairs and Maintenance	8,701.81	6,482.25	(2,219.56)
Print, Postage and Stationery	8,969.80	11,359.09	2,389.29
Telephone	11,304.86	14,533.41	3,228.55
Computer Costs	496.33	358.33	(138.00)
Marketing Costs - Strategic	623.64	999.17	375.53
Website Costs	1,870.00	1,926.08	56.08
Subscriptions	571.36	2,592.59	2,021.23
Consumables	13.98	2,366.67	2,352.69
Sundry	243.49	156.16	(87.33)
Legal and Professional Fees	1,859.83	591.67	(1,268.16)
Till Differences	0.00	27.00	27.00
Bank Charges and Interest	1,741.98	5,710.67	3,968.69
Loan Interest	48.49	0.00	(48.49)
	1,139.85	1,375.00	235.15
	348.34	333.33	(15.01)
	<u>46,824.84</u>	<u>61,241.91</u>	<u>14,417.07</u>
Net Profit (Loss):	<u>(3,483.21)</u>	<u>3,683.97</u>	<u>(7,167.18)</u>

Date: 20/06/2016
Time: 08:26:39

Shetland Arts Development Agency
Balance Sheet

Page: 1

From: Month 1, April 2016
To: Month 1, April 2016

Chart of Accounts:

SADA Default Layout of Accounts

	<u>Period</u>	<u>Year to Date</u>	
Fixed Assets			
Property	0.00	12,162,597.74	
Office Equipment	0.00	428,216.62	
Furniture and Fixtures	0.00	241,143.55	
Investments	0.00	1.00	
Pianos	0.00	42,800.00	
Artwork	0.00	2,862.00	
		0.00	12,877,620.91
Current Assets			
Stock	0.00	45,361.00	
Debtors	32,350.20	133,675.59	
Deposits and Cash	(4,776.02)	(172.35)	
Bank Account	223,481.39	265,032.28	
VAT Liability	4,477.23	0.00	
		255,532.80	443,896.52
Current Liabilities			
Creditors : Short Term	258,153.42	622,761.64	
Payroll Taxation	18,197.96	35,145.02	
Wages	(17,422.71)	(8,770.13)	
VAT Liability	0.00	37,489.80	
		258,928.67	686,626.33
Current Assets less Current Liabilities:		(3,395.87)	(242,729.81)
Total Assets less Current Liabilities:		(3,395.87)	12,634,891.10
Long Term Liabilities			
Creditors : Long Term	348.34	91,739.65	
Pension Liability	0.00	1,236,000.00	
		348.34	1,327,739.65
Total Assets less Total Liabilities:		(3,744.21)	11,307,151.45
Capital & Reserves			
Capital & Reserves	0.00	12,743,168.43	
Funds	0.00	(196,272.77)	
Defined benefit pension fund	0.00	(1,236,000.00)	
P & L Account	(3,744.21)	(3,744.21)	
		(3,744.21)	11,307,151.45

Commentary on Management Accounts

April 2016

Summary

The results for the month show an overall deficit of £3,483.21. The main reason for this was income not reaching the levels expected but this will be discussed in more detail below.

It should be noted that this is the first month of the new format management accounts from the new accounting system. As it is the first month there are still tweaks to be made as the year progresses.

When reviewing the new format management accounts it should be remembered that the budget figures have not been profiled this year, they are split equally over 12 months which is not realistic in some cases. The required information was not available from the prior accounting system to profile the budgets accurately.

Sales

The largest and key variance in income is that ticket income was £22,876 less than budget. The main reason for this was cinema ticket sales. It was a very quiet month and the films that were released did not do as well as had been expected. Given the budgeted growth in cinema income in the year this is an area that will be monitored closely. It is not expected to see any significant increase in ticket sales until the summer when the kids films are released.

The ticket sales were also less than budgeted due to it being a quiet month for SADA events in the auditorium. The only event held in the month was the Scottish Ensemble Duos concert. There were external hires such as the folk festival in the month which made use of the space and also generated significant income for other areas of the business.

Due to the low cinema sales in the month there was also a corresponding variance in the foyer sales which were £4,160 behind budget. It is expected that this will also pick up in the summer months.

Another significant variance was in the Other Grants – Trust and Foundations. This was behind budget by £9,868. This is where the target of £100,000 of new grant funding for the Creative Opportunities team sits. As it is only the first month of the year they have only just started the bid process. It should also be noted that should this income not be found the corresponding expenditure in the budget will also not be incurred.

The sponsorship income was £10,083 over budget for the month of April and this is due to £10,000 worth of sponsorship for the Pelagic Sculpture project being released against a matching purchase invoice in the month. As this project was underway at the start of the year and was expected to cost SADA nothing it was not included in the budgets.

Purchases

The main variance here is the overspend of £10,000 in the food and beverage purchases. This overspend was entirely in the Mareel cafe bar. It is difficult to pinpoint the exact reason for this overspend. Due to the folk festival happening over the end of the month no stock take was undertaken at the cafe bar or Kiosk making it difficult to ascertain if there was a lot of stock held which would reduce the purchases for the month. It was ensured that a stock check was done at the end of May so a more reliable figure will be available in the next month's management accounts.

Direct Expenses

There was an overall overspend of £4,769 on salary and wages in the month. This is partly due to the accrual made for holiday pay to March 2016 not being enough for the amount paid. Payment was also made to a number of staff to zero their TOIL hours.

The programme costs were £19,841 under budget. This is mainly due to the budget not being profiled. This budget will be spent when activity takes place so for example there will be a significant amount of expenditure in August when Fiddle Frenzy takes place.

Overheads

The largest overspend in the month was on Heat and Light. It is hoped that the new electricity contract will help to reduce these costs going forward so the budget was done on a cost saving basis. The new contract only came into effect at the start of the financial year so these costs will be monitored closely.

There were a number of under spends in the month but on reviewing these they are due to it only being one month figures. A more balanced picture should emerge by the end of the first quarter.

General Manager's Report

Date 18/6/2016

Board Decisions Required

Adoption of the Local Outcomes Improvement Plan (LOIP) 2016 - 2020

The LOIP sets out the activity the Shetland Partnership plans to deliver the Shetland Community. The LOIP describes the priorities that have been identified that will have the greatest benefit to Shetland and how the partners are going to deliver these over the next four years.

Shetland Arts was invited to join the partnership last year and is represented by Lorraine Hall (Chair) and Graeme Howell (General Manager). The LOIP 2016 - 2020 and the Partnership Guide which includes the terms of reference and membership are attached as Appendix 1 and Appendix 2 respectively.

Decision Required

All members of the partnership have been asked to formally adopt the LOIP 2016 - 2020.

For Information

Estates

- **Bonhoga**
 - Ongoing issues with drainage
 - Re focussed shop offer is now up and running
- **Mareel**
 - Bonhoga at Mareel opens 24 June
 - Pop up markets have begun
- **The Garrison**
 - Insurance claim being made over internal damage from water ingress
 - Condition survey completed for SCT
- **The Booth**
 - Increased dialogue with WASP over ongoing maintenance issues

Operations

- Negotiations ongoing with SIC on next year's Shetland College SLA, meeting arranged with new principal.
- First Creative Scotland Creative Review undertaken
- Screenplay launch set for Wednesday 6 July
- uAttend clocking system has been purchased to better manage time cards etc
- Press cuttings April 17 - June 18 2016 attached (appendix 6)
- Box Office procurement process underway, 11 systems submitted application, 3 to be reviewed - MONAD, Ticketsolve and Tessitura
- Lorraine Hall and I had supper with the Chair and Chief Exec of HiE
- Review of event management plans underway
- New EDI policy and action plan adopted (appendix 3 and 4)
- Successful negotiations with OSCR to remove Shetland Arts from the ALEO list
- Teachers launch for Screenplay held on 9 June

Programming

- Partnership between Mind Your Head (Shetland), Shetland Arts and the Scottish Mental Health Arts and Film Festival planned for October
- Classical Season 16/17 Programmed
 - 2 solo piano concerts from Neil Georgeson
 - 1 song recital from Neil Georgeson with Ann Dennis
 - Hebrides Ensemble
 - McFalls
 - Dunedin Consort
- The End - Jack Webb Company
- Adam Holms
- World Music Day - Bar Events

Numbers

	May 16	April 16	March 16	Feb 16
Concerts / Screenings / Exhibition days	338	347	360	336
Audience attendances	11,392	15,048	11,538	11,479
Development Sessions	85	71	136	148
Participations	752	715	1,825	1,525

15/16 Numbers by Venue

	Concerts, Screenings, Exhibition days etc	Audience attendances	Development Sessions	Participations	Practitioners supported	Groups supported	Micro businesses supported	Total Voluntary hrs
Bonhoga	570	26,723	12	195	22	0	5	0
The Garrison	45	6,915	78	1,460	204	44	0	22
Mareel Other	743	51,748	1,159	13,575	1,352	76	36	297
Mareel Cinema	2,740	73,822	16	971	71	1	1	1,449
Other Shetland	23	1,609	365	4,488	451	120	29	159
Online	0	0	17	18	0	1	0	0
National	1	200	22	877	0	7	0	0
Totals	4,122	161,017	1,669	21,584	2,100	249	71	1,927

Funding

- **Creative Scotland**
 - Took part in the Creative Learning Review consultation
 - Meeting with EDI team
- **Shetland Charitable Trust**
 - Positive Q4 monitoring visit (appendix 5)
- **Highlands and Islands Enterprise**
- **Shetland Islands Council**
- **Other**
 - Bid to Postcode Lottery to cover Audio Visual costs

Staffing

- Shane Laurenson has joined the finance team
- FOH/Cafe Bar review/restructure is underway

DRAFT

Shetland's Outcome Improvement Plan – DRAFT

Formerly known as the Single
Outcome Agreement (SOA)

March 2016

Contents

Foreword

Context

Shetland Partnership Board Priorities

Shetland Partnership Outcomes – What We Will Do

Community Planning in Shetland – Ways of Working

Assessing & Improving Our Performance

Our Commitment to Community Planning – sign up page

Contacts

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.

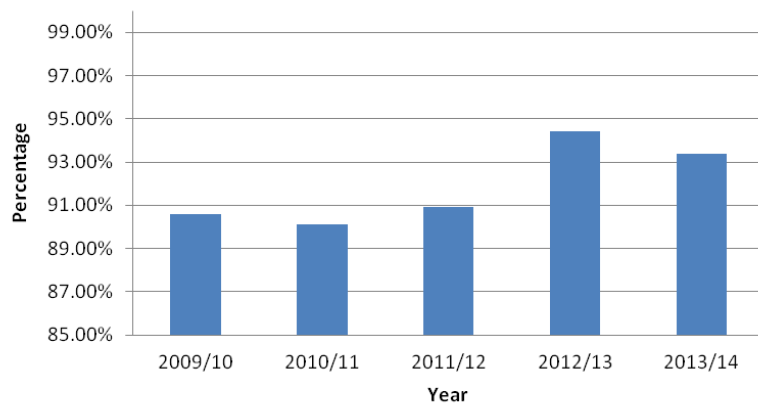
Context

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.

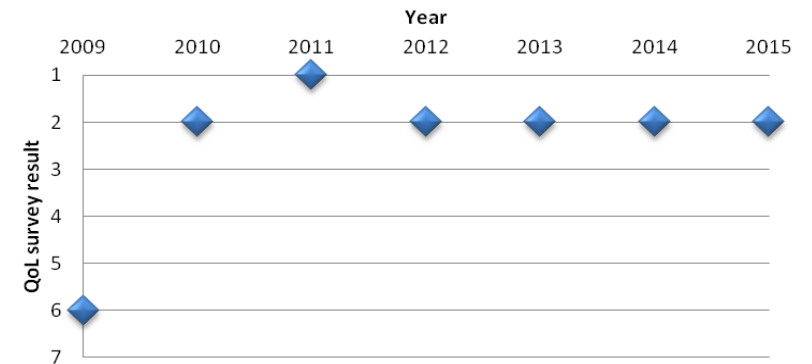
The Shetland Partnership has been working for the last three years to better understand Shetland as a place. Gathering evidence across a range of indicators has allowed for the analysis of trends to demonstrate how well we are achieving the

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

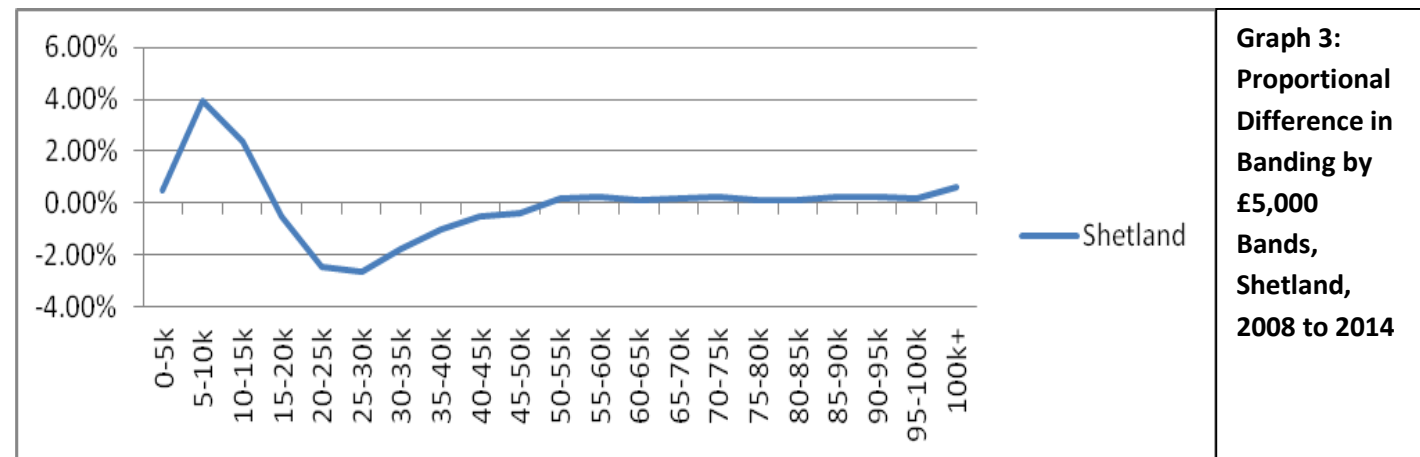
¹⁵ National Treatment Agency for Substance Misuse(2014): <http://www.nta.nhs.uk/uploads/why-invest-2014-alcohol-and-drugs.pdf>

Outcome D

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

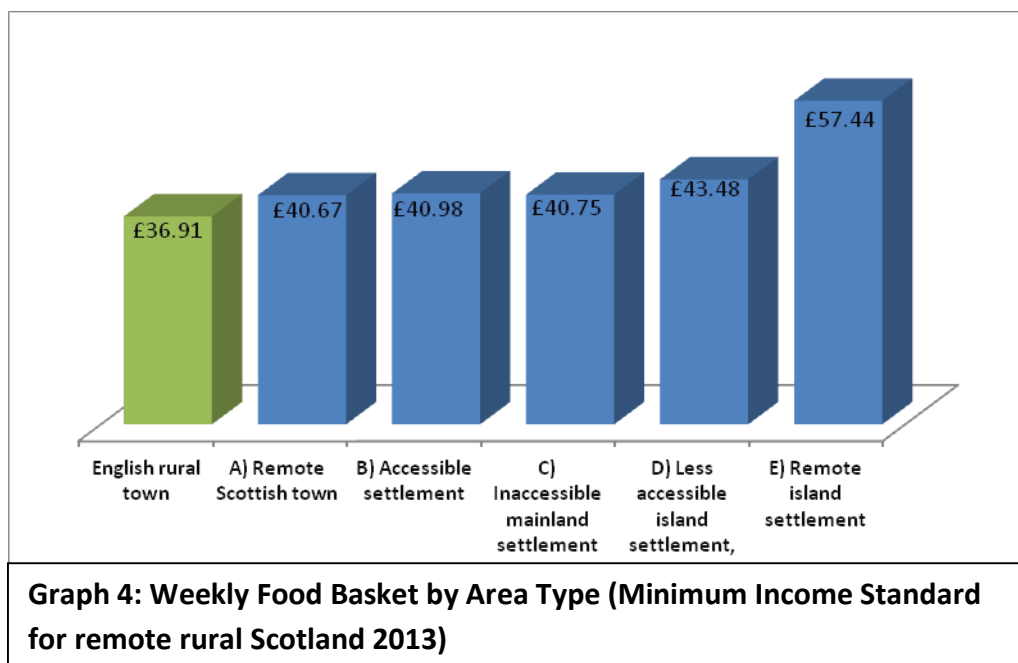
Shetland's economy has been in rude health for a number of years now and, where the previous SOA emphasised maximising economic growth, this Plan seeks to consolidate economic prosperity for Shetland while sharing the benefits of this more widely in society. Graph 3,

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



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.

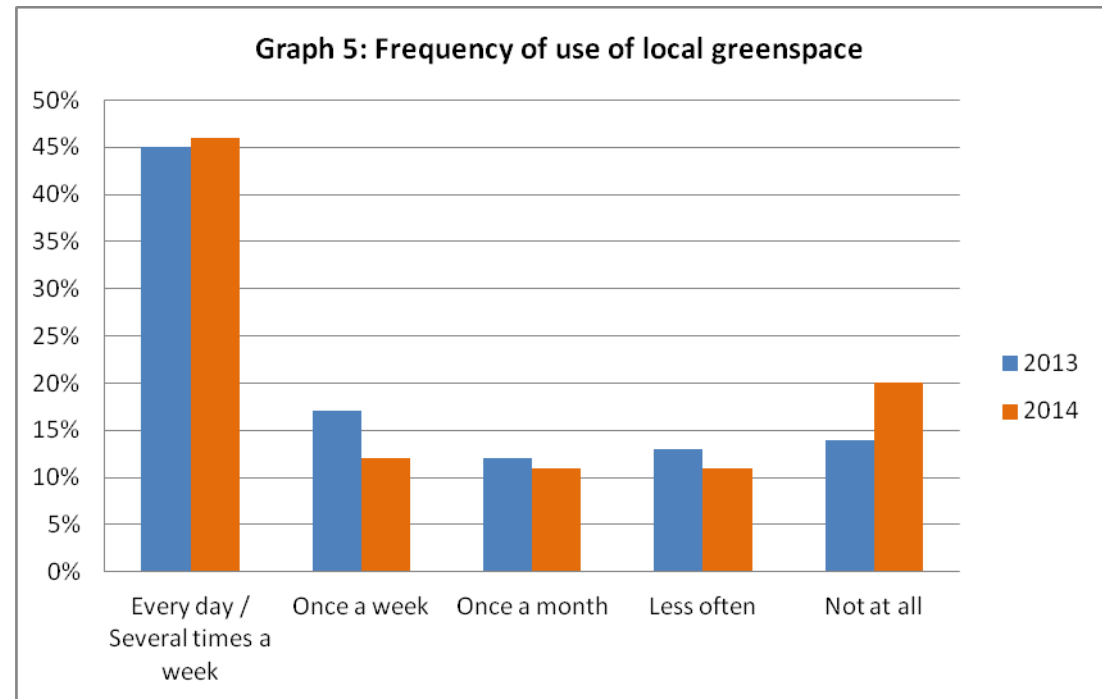
¹⁶ <http://www.hie.co.uk/common/handlers/download-document.ashx?id=1bdb4dc2-9521-4998-853b-e2cbdf9258d2>

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	<p>Consider approaches to developing a Sustainable Energy Action Plan for Shetland; aiming to deliver, for example:</p> <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

Contacts

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SHETLAND PARTNERSHIP

Partnership Guide

August 2015





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Introduction

The Shetland Partnership is the Community Planning Partnership for the Shetland Islands Council area. It provides an overarching framework for partnership working in Shetland. Council's in each area of Scotland must lead on community planning, which has been a statutory duty since 2003.

Community Planning is about public, private and voluntary organisations working together, and with communities, to plan and deliver better services which make a real difference to people's lives.

Communities are at the heart of community planning, and it gives individuals and communities a say in how we deliver public services. This engagement is vital so that public services can improve.

In Shetland, where organisations work together and speak to each other every day, community planning in front line services happens very naturally. The partnership strengthens these good working relationships at a strategic level.

Any agency, multi-agency, community, private or third sector group can take part in the community planning process or specific projects. It is open to all organisations from the public, private, third and community sector, which are active in the area.

The Shetland Partnership develops the Shetland Community Plan, which is a long-term strategic vision for Shetland. Partners work together to deliver the overall purpose and the eight strategic objectives. These objectives provide the focus for the work of the thematic groups.

The partnership also works to promote the interests of Shetland with regional and national partners. Contributing to this is the development and adoption of Shetland's Single Outcome Agreement (SOA).

Terms of Reference

The partnership is unincorporated, which means it has no legal powers in itself. Shetland Islands Council – the lead agency for Community Planning in Shetland – supports and administers the partnership. Relevant Scottish Government legislation relating to Community Planning includes the Local Government in Scotland Act (2003) and the Community Empowerment Act.

Shetland Partnership

Under the Local Government in Scotland Act 2003, a local authority has to establish a Community Planning Partnership, made up of all the relevant public, private, voluntary and community bodies in its area. The Community Empowerment Act is bringing changes to Community Planning in Scotland, putting Community Planning on a statutory footing and giving a number of public sector agencies a commitment to take part. The agencies involved in Community Planning in Shetland are listed in Tables 1 and 2.

The role of the Shetland Partnership is to support and enhance community planning with particular regard for community engagement and partnership working.

The partnership also brings together those involved in working towards the outcomes of the community plan and single outcome agreement, to provide an

effective link between strategic direction and coordinated planning. The partnership plays a key role in meeting the objectives and priorities detailed in the Community Plan and Single Outcome Agreement.

The Shetland Partnership hosts an annual Community Planning Summit, bringing together agency representatives and decision makers for themed discussions on issues relating to Shetland.

Remit

The Shetland Partnership will:

- Look after the interests of Shetland, promote Shetland and promote change.
- Engage in and discuss emerging priorities and needs drilling down into local issues taking into account national issues.
- Share and develop best practice.
- Act as a method of communication between the theme groups and sub-groups to ensure improved joint working, better delivery of shared outcomes and further development of the SOA.
- Champion partnership working and lead by example.
- Contribute to and support the work of the Board and Performance Group.
- Contribute to and support the delivery of the SOA.
- Receive annual update on progress on delivery of SOA.

Membership

The partnership does not have a fixed membership and summits are open to anyone involved in community planning at a strategic or thematic level, in local community planning or in a support role. The tables below have been divided into statutory partners (as defined by the Community Empowerment Act) and non-statutory partners.

Table 1: Community Planning partners with a statutory commitment to participate in Community Planning (from Community Empowerment Act 2015)

Shetland Islands Council	College Boards
NHS Shetland	Scottish Natural Heritage
Integration Joint Board	Scottish Environment Protection Agency
HIE Shetland	Scottish Sports Council
Police Scotland	ZetTrans
Scottish Fire and Rescue Service	Skills Development Scotland
National Park Authorities	VisitScotland

Table 2: Non-statutory partners involved in the Shetland Partnership:

Association of Community Councils	Promote Shetland
Care Commission	Royal Society for the Protection of Birds
Childcare and Pre-School Providers	Shetland communities and community groups
Citizen's Advice Bureau	Scottish Ambulance Service
Community Alcohol and Drugs Team	Scottish Civic Trust
Community Energy Scotland	Scottish Youth Parliament
Crown Office and Procurator Fiscal's Service	Shetland Amenity Trust
Department of Work and Pensions	Shetland Arts
Disability Shetland	Shetland Charitable Trust
Energy Saving Trust	Shetland Pre-School Ltd
Family Mediation	Shetland Recreational Trust
Historic Scotland	Shetland Children's Reporter and Children's Panel
Hjaltland Housing Association	Victim Support Shetland
KIMO	Visit Shetland
Lerwick Port Authority	Voluntary Action Shetland
Maritime and Coastguard Agency	Women's Aid

Shetland's Community Plan details the purpose, objectives and priorities of the Shetland Partnership. The outcomes link to the achievement of local and national outcomes in the Single Outcome Agreement 2013-16.

Chair

The Chair of the Board will chair the partnership summit. The Chair will have responsibility for the theme of the summit and for developing and leading the summit.

Schedule

The Shetland Partnership will hold a summit at least once per year

Reporting

The Shetland Partnership will make a report of the summit publically available

Shetland Partnership Board

The role of the Board is to set the strategic direction for community planning in Shetland.

Remit

The Board will:

- Set strategic direction and develop a shared purpose and joint priorities in the form of the Community Plan.
- Progress Shetland-wide policy and political discussion.
- Discuss and influence national policy
- Enable the targeting of public, third- and private sector resources towards shared outcomes.
- Explore and make the most of opportunities for joint working between partners where changes would lead to improved outcomes and efficiency.
- Cross-influence different agendas and individual organisational plans, by challenging the work of partnerships and assisting by moving work forward.
- Provide political and organisational leadership.
- Champion community planning and ensure ownership amongst and within partner organisations.
- Be responsible for community engagement and strengthening community involvement.
- Co-ordinate corporate and partnership activity in support of community planning.
- Direct the priorities and spending decisions of the partnership in line with the SOA.
- Carry out an annual review of Board progress and membership.

Membership

The membership of the Board will include representatives from the main providers of local services, who will be key decisions makers and chief officers: -

1. Leader, Convener and Chief Executive of Shetland Islands Council
2. Chair and Chief Executive of NHS Shetland
3. Area Commander, Police Scotland
4. Local Senior Officer, Scottish Fire and Rescue Service
5. Chair, ZetTrans
6. Integration Joint Board nominee
7. Chair and Chief Executive of Shetland Charitable Trust
8. Chair and Chief Executive of Voluntary Action Shetland
9. Area Manager, HIE Shetland
10. Skills Development Scotland
11. Shetland Islands Council members representing all ward areas in

Shetland (if not already represented under another heading)

12. Association of Shetland Community Councils nominee
13. Shetland Recreational Trust TBC
14. Shetland Amenity Trust TBC
15. Shetland Arts Development Agency TBC
16. Chair of the Performance Group
17. Scottish Government

In attendance

18. Executive Manager – Community Planning & Development, Shetland Islands Council
19. Senior Officers and chairs of thematic groups or sub-groups as invited

Board membership is as listed above, however partners can arrange a substitute member with appropriate authority to represent and take decisions on behalf of their organisation.

Chair

A representative from a partner organisation will chair the Board for the term of the Single Outcome Agreement 2013 – 2016 (until 2016)

A representative from a different partner organisation will be vice chair of the Board for the same term.

Meetings

The Board will meet at least four times per year. No business shall be dealt with at any meeting unless a quorum is present; the quorum for a meeting shall be eight members, present in person.

If a quorum is not present within 15 minutes after the meeting start time, or if, during a meeting, a quorum ceases to be present, the meeting shall be

adjourned to a time and place as may be fixed by the Chair.

If the Chairperson is not present within 15 minutes after the meeting start time, the members shall elect someone from among themselves to act as Chair of that meeting.

A simple majority of the votes cast shall decide all questions arising at any meeting. Every member shall have one vote, which (whether on a show of hands or on a secret ballot) must be given personally. Anyone 'in attendance' will not have any voting rights.

If there are an equal number of votes for, and against, any resolution, the Chair shall be entitled to a casting vote.

If a secret ballot is demanded, it shall be taken at the meeting and shall be conducted in such a manner as the Chair may direct; the result of the ballot shall be declared at the same meeting.

The Board shall ensure that minutes are made of all proceedings at all meetings; a minute shall include the names of those present, and (if possible) shall be signed by the Chair of the meeting.

Reporting

The Board will report progress to the Scottish Government, The Shetland Partnership and the Shetland community annually. The Board will set dates for their meetings on an annual basis; meetings will be advertised and open to the public and media. The Board will make the minutes of their meetings publically available.

Shetland Partnership Performance Group

The role of the Performance Group is to oversee the development and support the delivery of the Single Outcome agreement (SOA) through coordination across all relevant groups and agencies involved in community planning.

Remit

The Performance Group will:

- Assume accountability for preparing and delivering the SOA.
- Monitor and review progress reports on the outcomes contained in the SOA determining remedial action where necessary. This will include:
 - Tackling structural, process or bureaucratic barriers and risks to the achievement of the outcomes that have been identified and not resolved.
 - Identifying and responding to emerging issues that affect the assumptions upon which the SOA outcomes are based.
- Develop core processes for reviewing, monitoring and evaluating performance on an annual basis particularly in relation to the SOA.
- Ensure that partners embed SOA monitoring through their planning, resourcing and performance management processes.
- Approve partnership strategies and actions plans within the context of the SOA, as appropriate.
- Ensure the cross cutting themes of community engagement and prevention/early intervention are adequately reflected in the SOA.
- Oversee financial reporting associated with the SOA.
- Represent the partnership in negotiations with the Scottish Government regarding the SOA.
- Scrutinise the performance of Thematic Groups and task themed groups within their delegated authority.
- Make links to existing partnerships to ensure common purpose and avoid duplication.
- Scrutinise the use of resources.
- Operate on the principle of consensus having no power to direct the staff or allocate the resources of any of the partner agencies without the agreement of all participating agencies within their delegated authority.
- Carry out an annual review of Performance Group progress and membership.

The Performance Group can form project task groups to carry out the work.

Membership

The membership of the Performance Group will be open to the most senior officers with a community planning remit from member organisations of the Shetland Partnership. Representatives from each Theme Group and officers with a remit for cross cutting issues such as equalities, community engagement as invited:

1. Chief Executive and / or nominated Director Shetland Islands Council
2. Chief Executive and / or nominated senior officer NHS Shetland
3. Area Commander, Police Scotland
4. Local Senior Officer, Scottish Fire and Rescue Service

5. Area Manager HIE Shetland
6. Chief Executive Shetland Charitable Trust
7. Chief Executive Voluntary Action Shetland
8. Chair, or nominee, from each Thematic Partnership (if not already represented under another heading)

In attendance

9. Partnership Officer – Community Planning & Development, Shetland Islands Council
10. Executive Manager – Community Planning & Development, Shetland Islands Council
11. Senior Officers and chairs of theme groups or sub-groups as invited

Chair

A representative from a partner organisation will chair the Performance Group for the term of the 2013 – 2016 Single Outcome Agreement (until 2016).

A representative from a different partner organisation will be vice chair of the Performance Group for the same term.

Meetings

The Performance Group will meet at least four times per year. No business shall be dealt with at any meeting unless a quorum is present; the quorum for a meeting shall be three members, present in person.

If a quorum is not present within 15 minutes after the meeting start time, or if, during a meeting, a quorum ceases to be present, the meeting shall be adjourned to a time and place as may be fixed by the Chair.

If the Chair is not present within 15 minutes after the meeting start time, the members shall elect someone from among themselves to act as Chair of that meeting.

A simple majority of the votes cast shall decide all questions arising at any meeting. Every member shall have one vote, which (whether on a show of hands or on a secret ballot) must be given personally. Anyone 'in attendance' will not have any voting rights.

If there are an equal number of votes for, and against, any resolution, the Chair shall be entitled to a casting vote.

If a secret ballot is demanded, it shall be taken at the meeting and shall be conducted in such a manner as the Chair may direct; the result of the ballot shall be declared at the same meeting.

The Board shall ensure that minutes are made of all proceedings at all meetings; a minute shall include the names of those present, and (if possible) shall be signed by the Chair of the meeting.

Reporting

The Performance Group will report progress on the SOA to the Scottish Government, the Shetland Partnership and the Shetland community annually. In addition, they will report progress to the Board every three months. Reports to the Board will include:

- Progress on the SOA.
- Barriers and risks to the achievement of the outcomes.
- Emerging issues that affect the assumptions upon which priorities and outcomes are based.

Thematic Groups

The role of the Thematic Groups is to develop and ensure delivery of the relevant policy areas and associated outcomes of the Single Outcome Agreement.

Each theme priority may have a number of thematic groups. These vary in size, life span and purpose. Some are short life to provide a project team to a specific piece of work; others are operating at a strategic level and are relatively self-sufficient e.g. the Community Safety and Resilience Board.

Where there is a key existing group for a theme, this group will assume responsibility for this role. Where there are several key existing groups within an SOA theme with equal responsibility for this role, representatives from these groups will form an overarching Thematic Group to ensure delivery of respective responsibilities, or agree a lead Thematic Group with appropriate cross-representation.

Remit

The Thematic Groups will:

- Put actions in place, which will help the Shetland Partnership, achieve the strategic objectives of the Community Plan and the outcome areas of the SOA.
- Oversee the implementation of the agreed actions.
- Gather necessary performance information and report progress to the Performance Group and to the strategic groups in their thematic area.
- Monitor and evaluate performance against the agreed outcome indicators, highlighting areas for improvement and development.
- Identify and respond to emerging issues that affect the assumptions upon which actions are based, and to barriers and risks to the achievement of the outcomes.
- Act as a conduit between existing sub-groups within their remit to ensure a clear line of sight between current strategies and plans and the SOA.
- Monitor the effectiveness of partnership working arrangements and amend or create and implement new partnership working opportunities to support delivery of the outcomes.
- Identify issues and areas for development that will help shape future work, both strategically and operationally.
- Support and develop information sharing on key issues for Shetland, including identifying areas for further research.
- Contribute to the development of future SOAs, which will include:
 - Gathering evidence and agreeing local context.
 - Determining local priorities.
 - Identifying outcomes and outcome indicators.
 - Cross-referencing between planning groups.
 - Developing models to support delivery.
 - Aligning agreed actions into corporate / business plans.
 - Reviewing and monitoring performance.
- Ensure engagement with Elected Members, Boards and communities is in place to support the development and delivery of local outcomes and to

- monitor progress.
- Ensure equalities and sustainability are adequately addressed and become mainstreamed into their work and informing their actions.
- To carry out an annual review of theme group progress and membership.

The thematic groups responsible for each outcome area in the Single Outcome Agreement are listed in the table below:

Outcome area	Thematic Group with responsibility
a – children and young people	Integrated Children & Young People Strategic Planning Group
b – health	Health Action Team
c – adults and older people	Community Health and Social Care Directorate
d – safety	Community Safety and Resilience Board
e – economy	Development Partnership
f – fairer	Fairer Shetland Partnership
g – environment	Environment Partnership
balance/resourcing	Shetland Partnership Resources Group

Membership

Membership based on key representatives from organisations and services that have a responsibility for delivering on outcomes within the SOA.

Chair

Chaired by nominated agency representative(s).

Schedule

Meet at least 4 times a year.

Reporting

Thematic Groups will report to their respective committees and boards, but will also report progress to the Performance Group quarterly. Performance Group Reports will include:

- Progress against actions, objectives and outcomes.
- Barriers and risks to the achievement of the outcomes (unresolved).
- Emerging issues that affect the assumptions upon which actions are based.

Decision Making

Decision Making

The Board is the main decision-making body within the Partnership. The Performance Group, Thematic Groups and the Council's Community Planning & Development Service advise and inform the Board.

The Council's Community Planning & Development Service undertakes the Council's statutory duty to initiate and maintain Community Planning processes and conducts research on request for the Board and the Performance Group.

All agendas and minutes of Board meetings are posted on the Shetland Islands Council website at:
<http://www.shetland.gov.uk/coins/>

The Thematic Groups take decisions on matters pertaining to their specialist areas, but may refer to the Performance Group or Board any matters on which they require guidance or support. The Board may seek guidance from the appropriate thematic groups on any relevant strategic issues.

Within the council, actions and indicators arising from the SOA are included in the

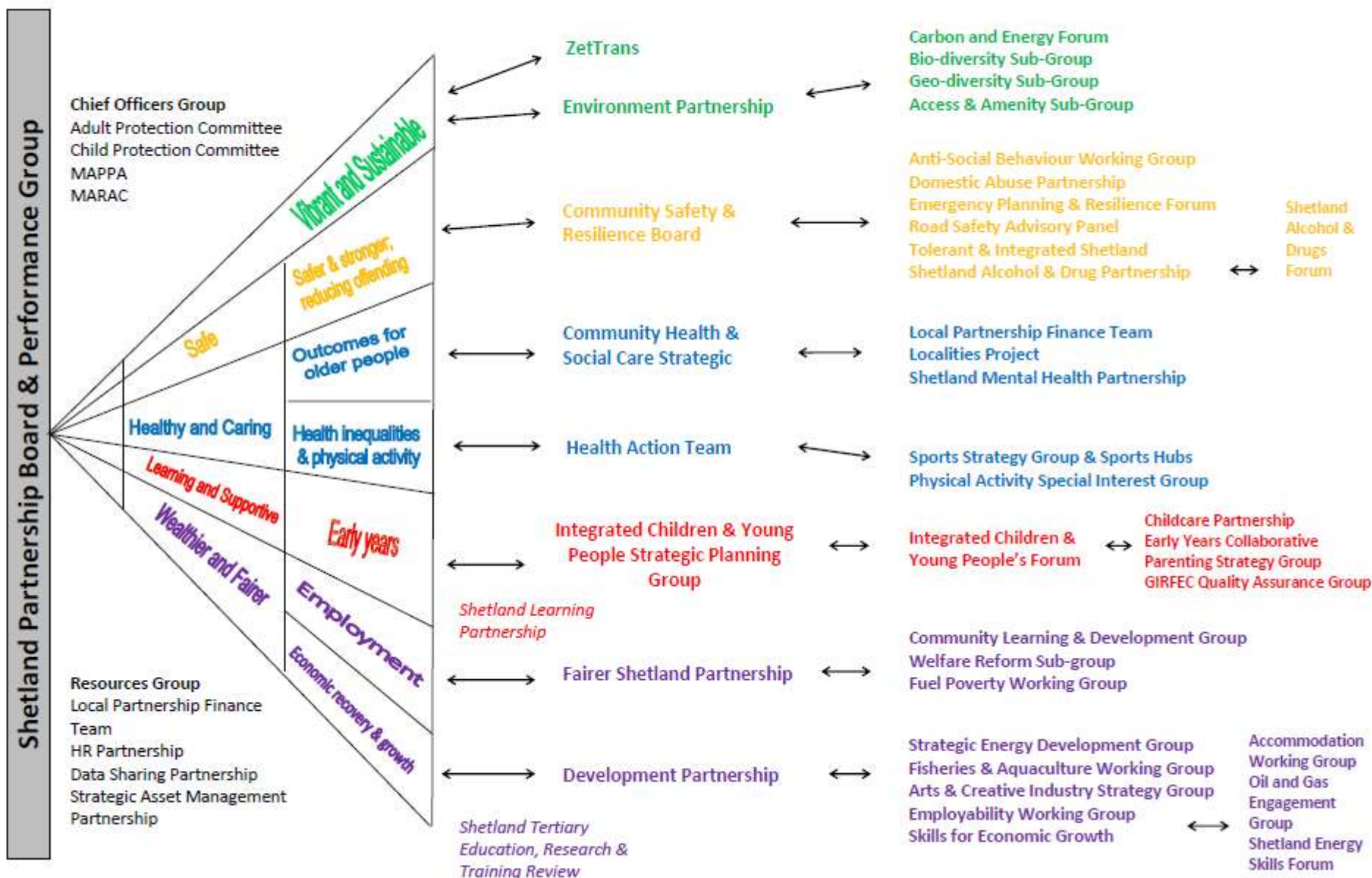
Corporate Plan and Directorate Plans where relevant. A number of Elected Members also sit on the Partnership Board as ward representatives or as representatives of bodies that participate in Community Planning (such as ZetTrans).

Within NHS Shetland, actions arising from the SOA will be included in the Local Delivery Plan, Corporate Action Plan and individual service plans, which are monitored monthly and reported formally through NHS Shetland's performance management and governance frameworks.

Other members of Shetland Community Planning Partnership are encouraged to embed actions arising from the SOA and Community Plan into their own organisational plans and scrutiny processes.

Performance and progress against the targets in the SOA is reported annually by the Shetland Partnership.

Shetland Partnership Strategic Group Structure



Involving Communities

Involving Communities

An understanding of how best to involve communities in community planning and decision making is crucial. To this end, the Shetland Partnership Board commissioned a research project in 2013 to explore how to strengthen community involvement in Shetland.

This research draws from a broad evidence-base, involving consultation with a wide range of agency representatives, elected Council members and community council representatives. The report describes the conditions under which communities and agencies are working well together to plan and deliver services in Shetland and those instances where there is less effective community involvement. There are a number of lessons to be learned but the aim must be for community involvement to be effective and meaningful and a crucial element in strategy development, service planning and decision-making.

There are a number of recommendations in the report as to how this aim may be achieved. The report was presented to the Shetland Partnership Board on 16th May 2013 and the recommendations endorsed by partners. The Shetland Partnership Board also agreed to take on a leadership role in delivering strong community involvement in the future. Shetland Islands Council's Community Planning and Development Service are exploring how best to implement the recommendations – priorities will include: making better use of existing structures in Shetland (such as Community Councils), developing a clear process for community involvement, exploring methods for both formal and informal engagement with

communities and involving hard-to-reach members of the communities.

2014 saw the publication of a series of policy proposals for improving community participation in Scottish democracy entitled 'Effective Democracy: Reconnecting with Communities'¹. The Commission on Strengthening Local Democracy was established in 2013 as an independent body to address centralisation in Scottish democracy by putting more powers in the hands of communities. The culture the commission aims to challenge and change has three key characteristics; first, it was technocratic and bureaucratic rather than democratic and based on trying to get economies of scale and standardisation rather than responding to local diversity. Second, its design principle was top down and largely thought of local governance as a way of delivering nationally decided policy. Third, it treated citizens and communities as recipients of services, rather than as participants and co-producers of outcomes and democratic governance.

The Commission puts forward seven principles for building a stronger democracy:

1. The principle of sovereignty; Democratic power lies with people and communities who give some of that power to government and local government; not the other way round.
2. The principle of subsidiarity; decision should be taken as close to communities as possible, and the shape and form of local governance has to be right for the people it

¹ <http://bit.ly/commissionlocal>

serves.

3. The principle of transparency; democratic governance should be clear, understandable to communities with clean lines of accountability.
4. The principle of participation; all communities must be able to participate in the decision that effects their communities.
5. The principle of spheres not tiers of government; different spheres of democratic governance should have distinct jobs to do that are set out in competencies rather than depend on powers being handed down from higher levels of government.
6. The principle of interdependency; every sphere of governance has to support the other and none can be or should be self sufficient and self contained.
7. The principle of wellbeing; the purpose of all democratic governance is to improve outcomes for individuals and communities that empower it.

These recommendations and others from the Commission's report will be taken into consideration in strengthening community involvement here in Shetland and in the Partnership's development plans in the future.

In the meantime, the partnership has also developed a guide to ensure consistency in the way organisations involve local communities in Shetland. It is essential that an agency's relationship with communities is constructive and respectful. Therefore, this guidance is a reference and a learning source for those planning or wishing to carry out community engagement during the planning or delivery of services. It sets out the public and voluntary sector's approach to how dialogue and discussion with communities should take place, by establishing some guiding principles. The guide can be found at the link below.

<http://www.shetland.gov.uk/policy/documents/CommunityConsultationEngagementGuide.pdf>

Contacts

Contacts

If you would like any further information or advice, please contact:

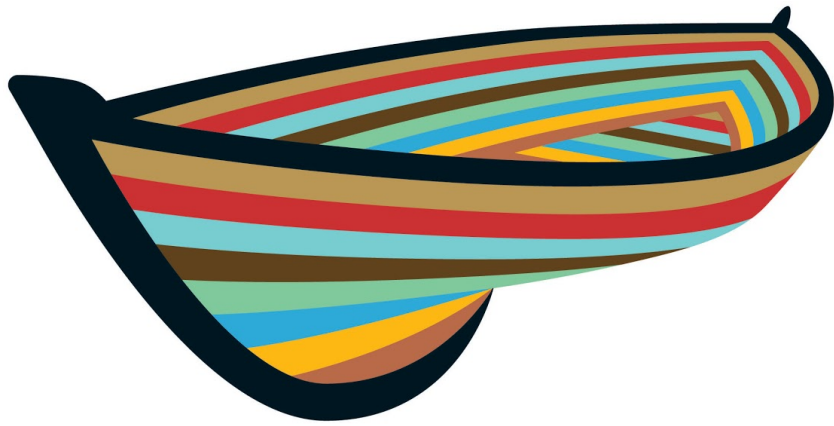
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More information on community planning, the Shetland Partnership, and the community plan, can be found on our website:

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



Shetland *arts*

Equality, Diversity and Inclusion Policy & Action Plan Narrative

Draft 17/4/2016

Published

Date for Review

Workforce Policy

Shetland Arts Development Agency is committed to encouraging equality and diversity among our workforce, and eliminating unlawful discrimination.

The aim is for our workforce to be truly representative of all sections of society and our customers, and for each employee to feel respected and able to give their best.

The organisation - in providing goods and/or services and/or facilities - is also committed against unlawful discrimination of customers or the public.

The policy's purpose is to:

- provide equality, fairness and respect for all in our employment, whether temporary, part-time or full-time.
- not unlawfully discriminate because of the Equality Act 2010 protected characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race (including colour, nationality, and ethnic or national origin), religion or belief, sex (gender) and sexual orientation.
- oppose and avoid all forms of unlawful discrimination. This includes in pay and benefits, terms and conditions of employment, dealing with grievances and discipline, dismissal, redundancy, leave for parents, requests for flexible working, and selection for employment, promotion, training or other developmental opportunities.

The organisation commits to:

- encourage equality and diversity in the workplace as they are good practice and make business sense.
- create a working environment free of bullying, harassment, victimisation and unlawful discrimination, promoting dignity and respect for all, and where individual differences and the contributions of all staff are recognised and valued.
- take seriously complaints of bullying, harassment, victimisation and unlawful discrimination by fellow employees, customers, suppliers, visitors, the public and any others in the course of the organisation's work activities.

This commitment includes training managers and all other employees about their rights and responsibilities under the equality policy. Responsibilities include staff conducting themselves to help the organisation provide equal opportunities in employment, and prevent bullying, harassment, victimisation and unlawful discrimination.

All staff should understand they, as well as their employer, can be held liable for acts of bullying, harassment, victimisation and unlawful discrimination, in the course of their employment, against fellow employees, customers, suppliers and the public.

Such acts will be dealt with as misconduct under the organisation's capability procedures, and any appropriate action will be taken. Particularly serious complaints could amount to gross misconduct and lead to dismissal without notice.

Further, sexual harassment may amount to both an employment rights matter and a criminal matter, such as in sexual assault allegations. In addition, harassment under the Protection from Harassment Act 1997 – which is not limited to circumstances where harassment relates to a protected characteristic – is a criminal offence.

SADA will undertake to:

- make opportunities for training, development and progress available to all staff, who will be helped and encouraged to develop their full potential, so their talents and resources can be fully utilised to maximise the efficiency of the organisation.
- ensure decisions concerning staff being based on merit (apart from in any necessary and limited exemptions and exceptions allowed under the Equality Act).
- review employment practices and procedures when necessary to ensure fairness, and also update them and the policy to take account of changes in the law.
- monitor the makeup of the workforce regarding information such as age, gender, ethnic background, sexual orientation, religion or belief, and disability in encouraging equality and diversity, and in meeting the aims and commitments set out in the equality policy.

Action Plan for Audiences, Participants and Practitioners

Shetland Arts completed the first draft of the EDI Action Plan in March 2016 with a view to providing guidance on our interaction with audiences, participants and practitioners.

The EDI Action Plan aims to ensure that Shetland Arts is *“more successful creatively, recognising the rich artistic and creative opportunities that diversity and inclusion offers, as well as being more economically viable and sustainable... [and] to invigorate the ways we all work, and to strengthen equality, diversity and inclusion in the production, presentation and enjoyment of arts and culture in Scotland.”* (Creative Scotland, 2016)

Historical context

Shetland Arts was formed in 2006 and at the time of inception adopted several key engagement policies and strategies from the Shetland Islands Council, including EDI policy.

Furthermore, Shetland Arts are currently partners on a range of initiatives which include elements of EDI and these partnership policies have provided ‘broad brushstrokes’ with general ambitions, rather than specific and actionable points for Shetland Arts to aim toward.

Although Shetland Arts has always maintained a commitment to EDI, this is the first time we have drafted a specific action plan with measurable Key Performance Indicators.

Process

1. With a focus on EDI, we reviewed current legislation; local partnership policies and strategies; and Creative Scotland policies and strategies.
2. We contextualised and cross referenced the aims and objectives of our own core Trust Deed to see how our current and planned activity could support the wider EDI requirements and goals identified.
3. We completed a SWOT analysis of our current activity based on our literature review:
 - Strengths included: Support for activity for all age groups, disabled accessibility for venues and activities, provision of activities for numerous niche participant groups
 - Weaknesses included: gender imbalance in many activities, challenges for rural communities to access activity, perceived lack of engagement with community groups
 - Opportunities included: programming more activity in rural areas, celebrating non-indigenous cultures through programming activity, holding a variety of engagement events to facilitate discussion with the local community
 - Threats included: difficulty in reaching a widely geographically distributed population (compounded by challenges with travel links), wide variation of income levels among

population (and challenges to accessing activity that require participation fees), challenges in making activity accessible to people in complex social situations.

4. The **EDI Action Plan** was then created based on SMART Targets (achievable within the remit of our Trust Deed) which could help address the outcomes of the earlier process.
5. The Policy and Action Plan were circulated to Creative Scotland and Shetland Arts staff in April 2016 for comment (with a view to Board approval and adoption in May 2016).

Monitoring and Review

The EDI Action Plan will feed into our annual programme of work and KPIs will be monitored quarterly. Monitoring will include assessing how the EDI Policy and Action Plan are working in practice, and considering and taking action to address any issues.

The EDI Action Plan and EDI Policy will be reviewed annually.

Key referenced documents and materials

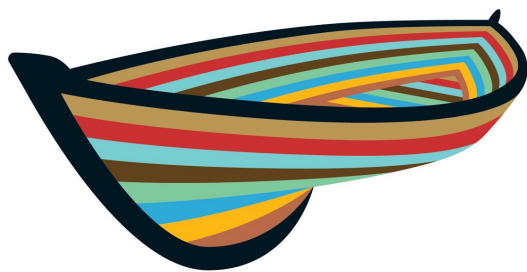
- Shetland Community Plan [2013 - 2020]
www.shetland.gov.uk/communityplanning/documents/CommunityPlan2013FINAL.pdf
- A Fairer Shetland - A Framework for Tackling Poverty, Disadvantage and Social Exclusion in Shetland [2013/14]
www.shetland.gov.uk/communityplanning/documents/Framework_Final_201314.pdf
- Arts Focus Survey – How are we doing? [Shetland Arts 2011]
- Hunger and poverty amid economic boom [Shetland News 2014]
www.shetnews.co.uk/news/9892-hunger-and-poverty-amid-economic-boom
- Child poverty map shows shocking levels of hardship across Scotland [Child Poverty Action Group]
www.cpag.org.uk/content/child-poverty-map-shows-shocking-levels-hardship-across-scotland-0
- Equality, Diversity and Inclusion Toolkit [Creative Scotland 2016]
- Shetland Arts Development Agency Trust Deed (summary) [Shetland Arts 2006]
www.shetlandarts.org/images/2009/06/SADATrustDeed-PurposesoftheTrust.pdf
- Shetland Commission on Tackling Inequalities
www.shetland.gov.uk/equal-shetland/default.asp
- Shetland Cultural Strategy [2009 - 2013]
www.shetland.gov.uk/community_planning_dev/documents/CulturalStrategyDigital.pdf

Shetland Arts Equality, Diversity and Inclusion Action Plan 2016 (Draft)

Shetland Arts Trust Deed objective	Objective (specific)	Target (measurable)	Lead Officer	KPI (achievable / measurable)	Timeline (timed)	Risk (likelihood x impact) (1 low, 5 high)	Mitigating action required
Trust Deed 4: improve access to the arts and create opportunities for individuals, geographical communities and communities of interest, at all levels of expertise and ability, to participate in and enjoy a diverse range of arts activity through performance, exhibitions and educational activities;	Geographic: To ensure access to a range of product across Shetland that is accessible locally	Establish a rural touring network that builds upon the success of the existing Shetland Halls	Graeme Howell	10 of 15 regions of Shetland actively engaged in the rural touring network	01/04/2017	(2x5) 10	Engagement with Hall committees
				25 rural (non Lerwick) events	01/04/2018	(2x5) 10	Review programme quarterly and adjust as necessary
				1250 audiences	01/04/2018	(3x3) 9	Increase marketing and audience engagement
	Diversity: To ensure a diverse range of activities for audiences and participants	Ensure non-indigenous cultures are celebrated through programming of activity	Bryan Peterson	6 events that celebrate BAME cultures	Annual Program	(2x3) 6	Review programme quarterly and adjust as necessary
				12 events that cater specifically for patrons with disabilities	Annual Program	(2x3) 6	Review programme quarterly and adjust as necessary
				12 events that celebrate LGBTI culture	Annual Program	(2x3) 6	Review programme quarterly and adjust as necessary
Trust Deed 5: create opportunities for personal development through arts activities;	Opportunities: To ensure our activities are accessible to people in complex situations	Work with Through Care and After Care, Moving On and Mind your Head to ensure clients are given the opportunity to develop through access to the arts	Graeme Howell	Provide 3 opportunities a year for work experience or employment for clients of support agencies	Annual Program	(3x4) 12	Engagement with support agencies
				Provide 10 subsidised opportunities to clients of Through Care and After Care	Annual Program	(3x4) 12	Engagement with support agencies
	Personal Development: To ensure our activities are equally relevant to male and female participants	Work toward an equal balance of male and female participants on our education programmes	Bryan Peterson	50/50 gender split on all formal and informal education courses	01/04/2020	(3x4) 12	Engagement with target groups; review of content and marketing activities
Trust Deed 6: promote a culture of lifelong learning through a community development approach within the arts;	Lifelong Learning: To ensure people of all ages are catered for in our programme of activities	We will provide events and activities for Shetland residents, whatever age they are	Bryan Peterson	10 workshops for old people (over 65)	Annual Program	(2x3) 6	Review programme quarterly and adjust as necessary
				10 workshops for young people (Under 16)	Annual Program	(2x3) 6	Review programme quarterly and adjust as necessary
				30 events targeted at old people (Over 65)	Annual Program	(2x3) 6	Review programme quarterly and adjust as necessary
				30 events targeted at young people (Under 16)	Annual Program	(2x3) 6	Review programme quarterly and adjust as necessary
	Community Development: To ensure the we respond to the wishes and needs of the community	To hold a series of open engagement events each year	Graeme Howell	4 open forum	Annual Program	(3x3) 9	Review programme quarterly and adjust as necessary
				4 online surveys	Annual Program	(3x3) 9	Review programme quarterly and adjust as necessary

Bold targets are the specific targets for the Creative Scotland EDI plan

Grey targets are part of Shetland Arts broader EDI work and not specific Creative Scotland targets



Shetland *arts*

2015 - 2016: Quarter 4

Report of activity relating to Priority Areas of Activity Statements

Notable variances between Target and Actual KPIs

Case Study: Shetland Youth Theatre production of Gargantua

Case Study: The Creativity Care Swap Returns Home

Key Performance Indicator Statistics (appendix)

Priority Area 1: Youth Arts

This includes the groundbreaking work we do with Shetland Youth Theatre and the support of groups such as Maddrim Media and the Shetland Young Promoters Group. It will include innovative projects designed to increase the engagement of young people in the arts, such as Youth Arts Panels, and exchange programmes with organisations outwith Shetland, encouraging Shetland youth to engage with and help shape cultural events in Shetland.

Q4 in numbers

5 Concerts / Screenings / Exhibition days
618 Audience attendances
43 Development Sessions
786 Participations

A major focus of Youth Arts activity was Shetland Youth Theatre's production of Gargantua (see Case Study below).

Shetland Young Promoters Group staged their 5th annual Battle of the Bands at the Lerwick Legion on 25th March. 8 bands performed for the chance to win the prestigious title and awards including a day in the Mareel recording studio, a video made by Keiba Club and a gig at the Heavy Metal Buffet 2016. The winners, by way of a unanimous decision by the judges, were 'Satire Division'.

Stage 1 Drama workshops for 7-11 year olds were directed by John Haswell this quarter, with 18 young participants creating a performance over 8 weeks. The workshops were based around the story of an old tree in a forest, and the children devised a selection of tales which were performed for family and friends. The feedback from the workshops was very positive, with most children really enjoying the opportunity to make up their own stories.

Priority Area 2: Education & Learning

Programme of activities aimed at skills development for creative industries practitioners as well as evening classes aimed at increasing accessibility and participation in creative activities. The Gallery Education Programme will work with schools to encourage access to and engagement with our exhibition programme. We will also facilitate peer review and support by and for practitioners at all levels of participation and a range of formal learning opportunities in partnership with UHI.

Q4 in numbers

6 Concerts / Screenings / Exhibition days
148 Audience attendances
246 Development Sessions
2489 Participations

The Bonhoga Education Programme, supported by Children & the Arts and SIC Creative Links sprang to life in Q3, delivered over five Shetland Schools (Baltasound, Fetlar, Sandwick, Whalsay and Aith), by lead artist Amy Gear. A research group from each school visited the gallery to work with Amy on the beginning of the project which will culminate in a huge collaborative exhibition of work at Bonhoga in June/July. Amy then visited each school to

deliver follow-up workshops with all ages from 5-15. Visit the project blog for more info www.shetlandarts.org/projects/the-art-world

A highlight of the music and film formal education programme was the informal student concert in Mareel's auditorium. Student's undertook all tasks during the run up and on the night - project management, promotion, live sound, recording and performing.

Music and film courses were involved in numerous ways with the Shetland Youth Theatre production of Gargantua (see Case Study below).

Shetland Arts continued as a member of the development team for the University of the Highlands and Islands new Contemporary Film Making degree course which will be ready for delivery in the 2016/17 academic year.

Priority Area 3: Arts & Well-being

We will continue to lead in our partnership work in space2face, the restorative justice and arts programme. We will continue to advocate and support the provision of arts and cultural activities for older people in care settings, in partnership with Alzheimer Scotland, local and national arts professionals and Shetland Island Council's Social Care staff. This work will be in line with, and contributing to, international research in these areas.

Q4 in numbers

31 Concerts / Screenings / Exhibition days
310 Audience attendances
55 Development Sessions
203 Participations

Arts in Care workshops were conducted in a variety of settings this quarter. Supported Living and Outreach clients received two series of workshops with Jen Hadfield, Jane Cockayne and Amy Colvin in Mareel and Islesburgh Community Centre, and some of their work will be exhibited in Mareel's Feature Space from mid-July. Amy Colvin and Genevieve White also worked with clients from Annsbrae. Participants had fun exploring different art forms and expressing their creativity, and all of the workshops were very well received.

The Arts in Care project for 2016/2017 got underway this quarter, with Genevieve White appointed as the Lead Artist for the year. Genevieve will hire five Delivery Artists to develop and deliver workshops in care settings across Shetland in 16/17.

The Art in Care "Great Creativity Swap" can to an end in March with all created works returning to their origins (see Case Study below).

Shetland Arts continued to support the innovative 'space2face' Restorative Justice project with a series of workshops which provide a constructive way for offenders to confront the effects of their actions and also to make amends with their victims.

Priority Area 4: Development & support

The support of individuals and groups is integral to our work and includes arts practitioners and creative industries micro businesses, audience development and our formal and informal education work. It also includes staff and volunteer development.

Q4 in numbers

37 Development Sessions
814 Participations

Round 2 of the 2015/16 Visual Arts & Crafts Awards was completed at the end of February. There was an increased number of applicants for this round, with 21 submissions. 12 of the applicants were awarded the full amount they requested, and 6 were awarded a partial grant.

The quarter saw the continuation of work in support of individual artists, creative groups and Creative Industry businesses, in terms of creative practice, funding and financial advice, and providing freelance opportunities on numerous projects.

Mareel hosted a Creative Industries Conference in March, a joint venture between HIE, SADA, SIC and UHI with 100 attendees from a wide range of creative industry sectors.

Priority Area 5: Programme, Commissioning & Curation

This will include the programming of our cinema (in partnership with City Screen), gallery, theatre and auditorium (a range of local, national and international promoters including Shetland Folk Festival, and DF concerts); Wordplay and Screenplay, our highly successful book and film festivals; the Shetland International Guitar Festival, curated by Martin Taylor; and Fiddle Frenzy, curated by Bethany and Jenna Reid. We will also develop creative residencies in partnership with local and national bodies (including Scottish Chamber Orchestra, National Theatre of Scotland, Scottish Book Trust) and extend our regional, national and international reach through the development of a variety of festivals and events, including a Northern Isles Book Festival, in collaboration with key partners in Orkney and Shetland and the hosting of a one off Nordic/Tartan Crime Noir Conference in November 2015.

Q4 in numbers

1019 Concerts / Screenings / Exhibition days
38851 Audience attendances
94 Development Sessions
1389 Participations

Full event listings can be found at <http://issuu.com/shetlandarts>

Mareel's cinema screens were busy this quarter with films including Room, The Revenant, Dad's Army, Kung Fu Panda 3 and Zootropolis. 'Alternative Content', live theatre or

performances recorded for cinema screenings, included a screening of Branagh's 'A Winter's Tale' and a concert by German operatic tenor, Jonas Kaufmann.

Regular screenings for specific audiences continued to be popular, including autism friendly, baby friendly and 'Silver Screenings' for older audiences.

Notable music events in Mareel included sell out performance by The Lone Bellow (promoter - Ragged Wood); over 500 tickets sold across the two Fiery Sessions concerts (promoter - Shetland Arts), showcasing local Shetland traditional music on Up Helly Aa day; the second in the series of Scottish Ensemble visits with Quintets on 26th February (promoter - Shetland Arts). These concerts are programmed to build an audience in the lead to Scottish Ensemble residency in Shetland, 22 - 25th June 2016.

March was a very busy month for local talent at Mareel, including a full day workshop of BBC Ten Pieces, involving over 100 local musicians. The largest ever Shetland Schools Music Festival, 14-17th March, featured primary age performers and groups from across Shetland schools with well over 100 participants. Shetland Youth Theatre also performed two very well received shows of Gargantua at Mareel on 11th and 12th March, prior to their visit to Inverness.

Local promoter Atlantic Edge Music Services promoted two very successful shows celebrating the music of Hank Williams, curated by musician Dean Owens and featuring local musicians and bands.

The 2016 Exhibition Programme at Bonhoga began with a high profile exhibition by well-known British artist David Mach and included a successful and well-attended talk at Mareel by the artist himself. This exhibition was followed by an exhibition by photographer Marc Wilson charting landscapes across Europe marked by the ghostly remains of WW2 defences. Both exhibitions were complemented in the accompanying spaces (Mareel and Bonhoga) by work from local artists Avril Thomson (painting and drawing) and Richard Shucksmith and Brydon Thomason (wildlife photography).

Priority Area 6: Recording, Broadcast and Intellectual Property

Maximising Mareel's digital production facilities (principally for music and video recording and broadcast), we will provide opportunities for musicians and producers to generate revenue and Intellectual Property. Shetland Arts will continue to create, protect and monetise its own Intellectual Property assets in partnership with Shetland Arts Intellectual Property Community Interest Company.

Q4 in numbers

43 Development Sessions
277 Participations

Mareel's recording studio has been busy in the first 3 months of 2016. We have had two main projects on the go: The Revellers have been recording on an ad hoc basis for the past year and have been in regularly, adding more tracks and editing existing work.

In December the Small Hours, another local band, started a new album session and during the first quarter they have continued this work with more recording sessions, editing the existing work and starting the mixing process.

Alongside the studio recording projects we have continued to make multi-track recordings of live performances in the auditorium. Some performers request mixes of these and some have expressed interest in obtaining the multi-track sessions.

Music students also made extensive use of the recording studio and media production facilities to work on their various educational projects.

Notable variances between Target and Actual KPIs

	Target	Actual	% Achieved
Concerts / Screenings / Exhibition days	3,000	4,122	137.4
Audience attendances	160,000	161,017	100.6
Development Sessions	1,300	1,669	128.4
Participations	9,000	21,584	239.8

The increased number of Development Sessions and Participations can in part be attributed to more robust reporting methodologies and mechanisms. Previously numbers had been collated on a quarterly basis but this has been increased to a monthly basis with the result of data collection efficiencies. Furthermore, the metric now being collected is discrete 'participations' rather than 'participants', which had been problematic due to individual participants participating in numerous activities.

The increased number of Concerts, Screenings and Exhibition Days can in part be attributed to a new exhibition space coming into use in the upstairs foyer of Mareel.

This level of overdelivery is currently under review and will probably decrease more in line with target numbers due to the impact of Shetland Charitable Trust funding cuts over the next four years.

Case Study: Shetland Youth Theatre's production of Gargantua



Shetland Youth Theatre's 2016 production was 'Gargantua', written by Carl Grosse, was presented as part of 'Connections', Britain's largest youth theatre festival. The play is a homage to 1950's B Movies, and what it lacks in subtlety, it makes up for in noise! The world trembles with fear as Hugh Mungus, a 220 foot tall baby, wreaks havoc in revenge for the cruelty inflicted by the sinister Janus Technologies.

The 20 strong company of young actors attended 27 rehearsals over 10 weeks to pull the show together, which featured music created by Shetland College **NC & HNC Music students** based at Mareel, and pre-recorded music videos by the **Vocational Pathways Video Production students**. Another aspect key to the performance was the live video work helmed by **Maddrim Media**, with production management and vision mixing by Shetland Arts' **Technical Theatre Creative Apprentice**.

"Gargantua was such a fun performance. Usually the projects we film are fixed and blocked out entirely but Gargantua was much bigger considering we had to film around 20 or so other actors. We were constantly on our toes and learning new things. Filming live acting was a big challenge and one that was really rewarding." - Logan Nicolson, Maddrim Media



"Leading on the Technical Production was a great experience for me, particularly because it was the first big production I've been in charge of. I learned a lot about sound, lighting and video and the trip to Inverness to see the facilities at Eden Court was amazing." - Liam Brannan, Shetland Arts Technical Apprentice

"Composing and recording music for a theatre production was a new experience for me. It was certainly a challenge, but a very rewarding one. A real-world project to test the practical skills we've learned at college" - Neil Adams, HNC Music student

This epic was presented in the main auditorium at Mareel on Friday 11th & Saturday 12th March 2016. Both performances were well attended and were received with great acclaim by the audience:

"I thoroughly enjoyed the performance, it was produced so professionally. Some amazing ideas and methods to get the giant baby as a giant stage presence! Fantastic. Thank you for teaching and inspiring those kids."

The SYT members then travelled to Inverness to perform their production of 'Gargantua' at the Highlands and Islands Connections Festival.

Connections began 21 years ago, and this is the 12th time Shetland Youth Theatre has participated. The festival was formed to give young people opportunity to experience professional theatre-making, and to allow them access to the very best of new writing for theatre.



Eden Court Theatre hosted the festival for the Highlands and Islands with nine companies contributing a four day celebration of drama. Shetland Youth Theatre had the largest cast of all the theatre companies present, and probably the largest age range. However, the young cast upheld Shetland Youth Theatre's reputation of being one of the most progressive, experimental and talented youth theatre groups in the country and received a standing ovation for the show.

"I really enjoyed it and gained lots of experience, I really enjoyed socialising with other performers and getting feedback on the show." SYT participant

Throughout the festival participants also attended workshops to develop theatrical practice, and made many personal and professional connections. However, Gargantua director John Haswell remarked that what was most striking was "the tremendous sense of fun and celebration."



"I would just like to say thank you to you for making this event happen. (My daughter) had a wonderful time in Inverness, and her enthusiasm for everything she took part in during the trip is very evident."

"...it was absolutely incredible and I had so much fun there meeting everyone and talking about the performances, it was just amazing."

Case Study: The Great Creativity Care Swap Returns Home

By Genevieve White, freelance lead artist of the Arts in Care project.

Earlier this year I undertook the responsibility of collecting the works of art from last years' art in care home workshops (and subsequent swap) and returning the work to its place of origin.



The purpose of this project was twofold. First of all, I wanted the workshop participants to be reunited with work they had created and hoped that in seeing their artwork, memories of the activities they had taken part in last year would be unlocked.

Secondly, I wished to talk with carers about the arts workshops which had taken

place last year (evaluating successes and pinpointing areas which could be improved upon) and gauge interest in the workshops Shetland Arts will be offering later on this year. As I will be the main point of contact for the care homes in this project, I wanted to take time to have a chat with carers and reassure them that they could come to me with any questions or issues.



I have now visited all of the care homes, and have returned the artwork to its place of origin.

Where appropriate, I have installed it in a communal place. Wherever possible, I spent time talking to the people who may participate in future workshops. Some of these people were already familiar to me from workshops I had delivered, and it was a real pleasure to see them again, reminisce about the work we had done together and play some light hearted drama games (photos attached).

As well as the pleasure derived from seeing participants' memories jogged through our meetings, the visits undertaken throughout the care swap have been really useful in terms of allowing me to plan effectively for our future workshops. Seeing the layout of the various care homes (I was not initially familiar with all of them), meeting carers and learning about the various different routines of



the different care homes has been very helpful and will help to inform the artist training day due to take place in June too.

Through this visit, I also received a very important piece of evaluation from a woman with dementia who had participated in a workshop I co-delivered last year. She wrote this on a card which she gave me:

"Our eyes were able to see what your eyes saw, and we thank you for the light! And the new appreciation! Thank you!"

I have included this here, because it says a lot to me about what this project has achieved so far, and will, I am sure, continue to achieve.