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Edna Mainland
Direct Dial: 01595 744994

Our Ref: EM/TA48

Date: 22 June 2016

Dear Sir/Madam

You are invited to the following:

Shetland Charitable Trust
Room 12, Islesburgh Community Centre, Lerwick
Thursday 30 June 2016 at 10.00am

Apologies for absence should be notified to Lynne Geddes on 01595 744592.

Yours faithfully

(signed) Dr Ann Black
Chief Executive

AGENDA

- (a) Hold circular calling the meeting as read.
- (b) Apologies for absence, if any.
- (c) Declarations of Interest - Trustees are asked to consider whether they have an interest to declare in relation to any item on the agenda for this meeting. Any Trustee making a declaration of interest should indicate whether it is a financial or non-financial interest and include some information on the nature of the interest. Advice may be sought from Officers prior to the meeting taking place.
- (d) Confirm minutes of meeting held on 12 May 2016 (enclosed).

For Decision

1. Disclosure Exemptions – Charities SORP (FRS 102). Report enclosed.
2. Local Outcomes Improvement Plan 2016-20. Report enclosed.

For Information

3. Investment Review Report – Quarter to 31 March 2016. Report enclosed.
4. Small Grants Scheme - Approvals. Report enclosed.

The following items contain **CONFIDENTIAL** information

For Decision

5. Investment Manager Selection. Report enclosed.
6. Appointment of Directors to Shetland Heat Energy and Power Limited (SHEAP). Report enclosed.

For Information

7. Aged Debtors at 31 May 2016. Report enclosed.
8. Deeds Executed. Report enclosed.
9. Update from Chairs of Advisory Committees.

REPORT

To: Shetland Charitable Trust

Date: 30 June 2016

From: Chief Executive

Report: CT1606030

Disclosure Exemptions – Charities SORP (FRS 102)

1. Introduction

1.1 The Trustees Report and Consolidated Financial Statements to 31 March 2016 are required to be prepared under a new accounting standard, Charities SORP (FRS 102). It is a requirement of the new standard that Trustees be notified about, and do not object to, the use of the disclosure exemptions available.

2. Detail

2.1 In preparing the financial statements of Shetland Charitable Trust for the year ended 31 March 2016 the Trust has taken advantage of the disclosure exemptions allowed under UK Charities Statement of Recommended Practice (Financial Reporting Standard 102) – *The Financial Reporting Standard applicable in the UK and the Republic of Ireland*.

2.2 The exemptions applied are as follows:

- Disclose key management personnel information;
- Disclosure over financial instruments;
- Disclose related party transactions; and
- Cash Flow Statement and related notes.

The Trust proposes to adopt the disclosure exemptions of the Charities SORP (FRS 102) in the financial statements to 31 March 2016.

3. Financial Implications

3.1 There are no financial implications with the adoption of the disclosure exemptions.

4. Recommendations

4.1 Trustees are asked to approve the use of disclosure exemptions detailed in paragraph 2.2 above.

Reference: TA2
Date: 15 June 2016

Report Number:CT1606030

REPORT

To: Shetland Charitable Trust

Date 30 June 2016

From: Chief Executive

Report: CT1606031

Local Outcomes Improvement Plan 2016-20

1. Introduction

- 1.1 The purpose of this report is to ask Trustees to adopt and support the Shetland Partnership's Local Outcomes Improvement Plan (LOIP) 2016-20.

2. Background

- 2.1 Shetland Charitable Trust is a partner agency and active member of the Shetland Partnership. The LOIP 2016-20 sets out the activity of the Shetland Partnership to deliver the Shetland Community Plan.
- 2.2 The LOIP describes the priorities identified, by the Shetland Partnership, that will have the greatest benefit to Shetland and how the Partnership aim to deliver these over the next four years.
- 2.3 At their meeting of 10 March 2016 the Shetland Partnership Board endorsed the LOIP recommending it to partner agencies for them to adopt and support.

3. Present Position

- 3.1 Attached as Appendix 1 is the LOIP 2016-20. Trustees are asked to adopt and support the plan.

4. Financial Implications

- 4.1 There are no financial implications arising from this report.

5. Recommendations

- 5.1 Trustees are recommended to adopt and support the Shetland Partnership's Local Outcomes Improvement Plan (LOIP) 2016-20 attached as Appendix 1.

Shetland's Outcome Improvement Plan - DRAFT

Formerly known as the Single
Outcome Agreement (SOA)

March 2016

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Foreword

Ralph Roberts,

Chair, Shetland Partnership Performance Group

Chief Executive, NHS Shetland

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

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

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

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

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

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

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

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

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

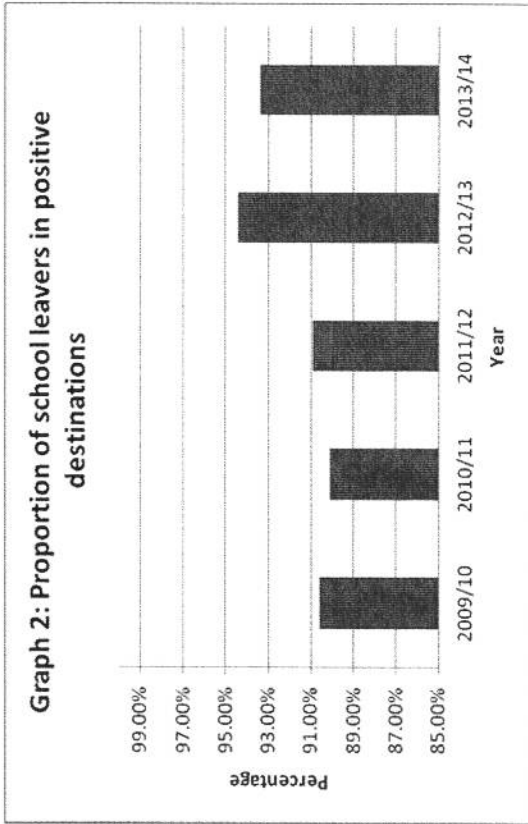
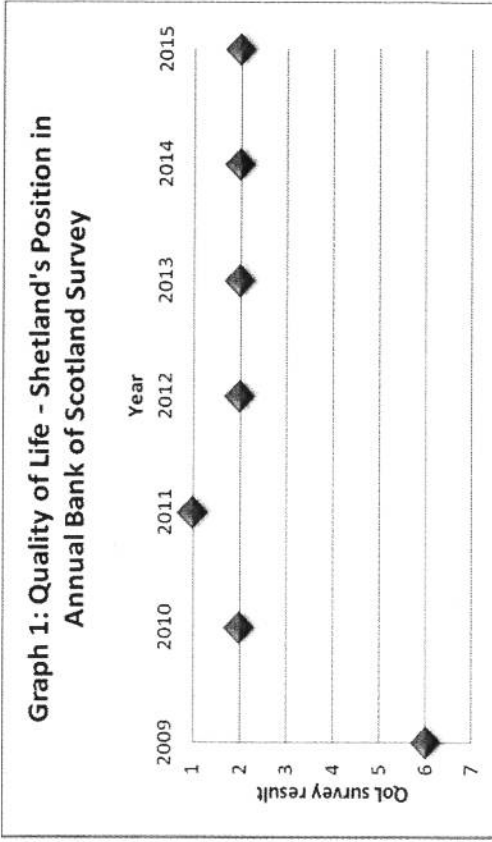
I hope you find this document helpful in describing the work planned for local Community planning and that you will remain committed to working in partnership and delivering on behalf of the Shetland Partnership.

Context

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

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

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/community/planning/documents/Dep.andsocialexclusionexecsummary-eperring.pdf>

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

http://www.shetland.gov.uk/youth_services/documents/Shetland20ReportOfFinal20Draft.pdf

¹² Joseph Rowntree Foundation (2013): <https://www.irf.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

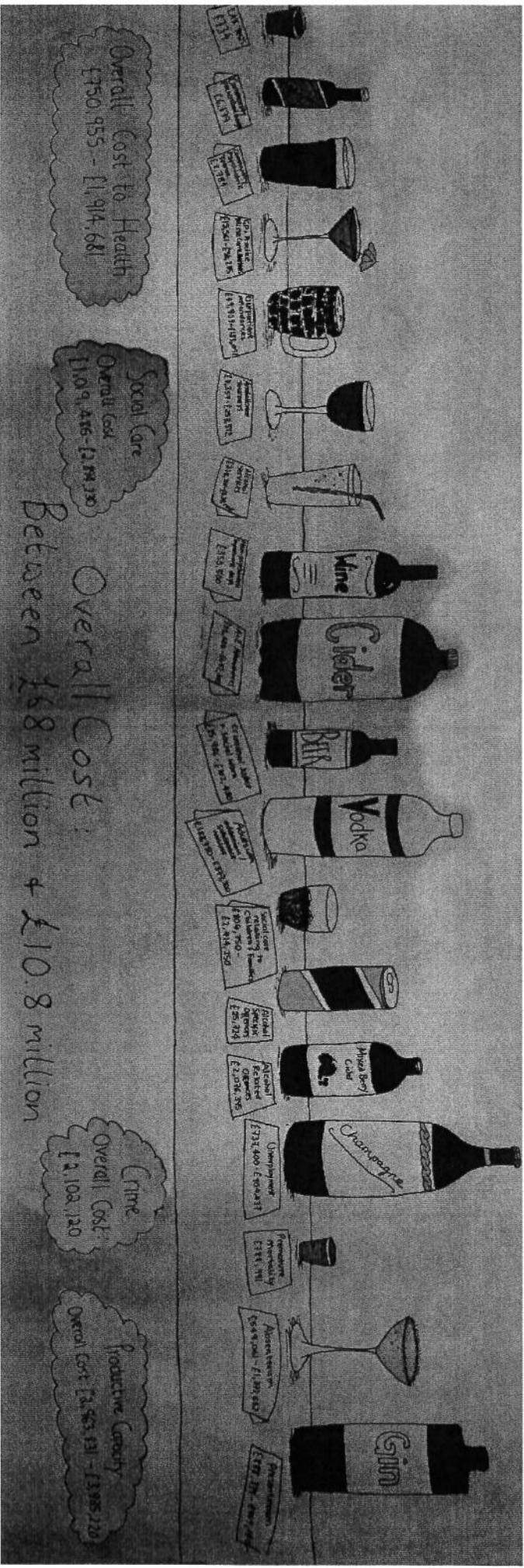


Figure 1: The costs of alcohol in Shetland per year (from Alcohol Focus Scotland¹⁴)

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>

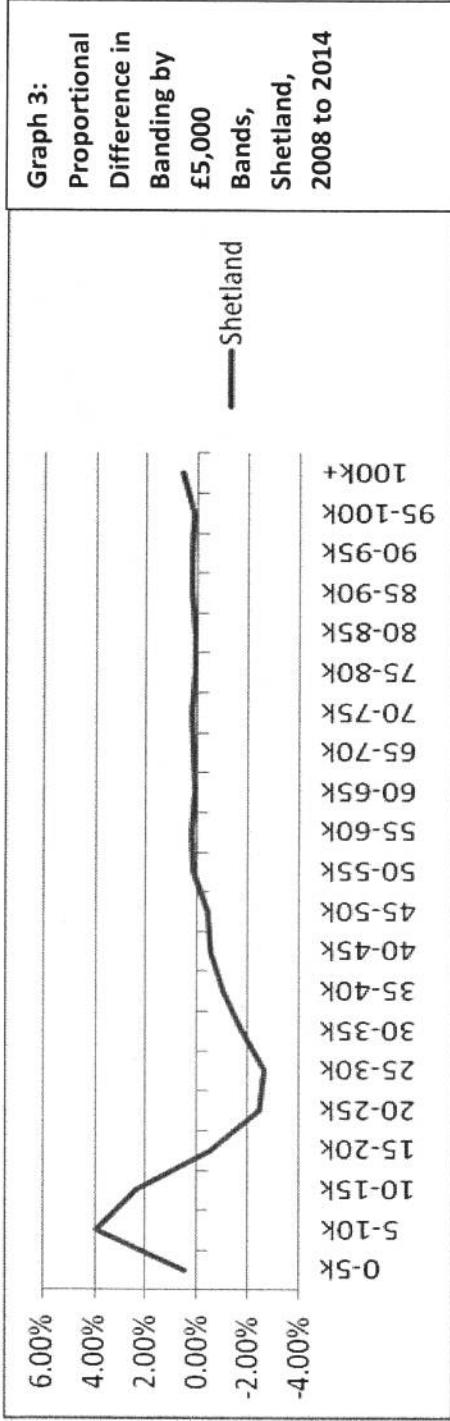
Outcome D

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

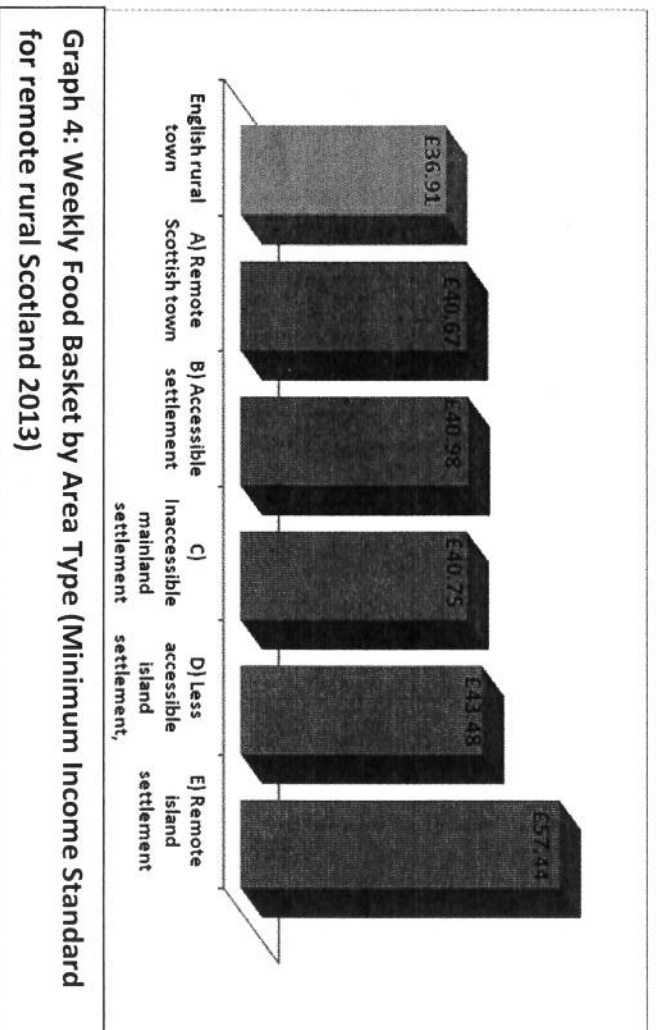
in low-very low income bands increased. There has been little change in the percentage of households with an overall income of £45,000 or more a year, but there has been a 2-3% shift in the number of households within, for example income bands £20,000-£30,000 to lower household incomes. This indicates 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 an 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=1bdbc4dc2-9521-4998-853b-e2cbdf9258d2>

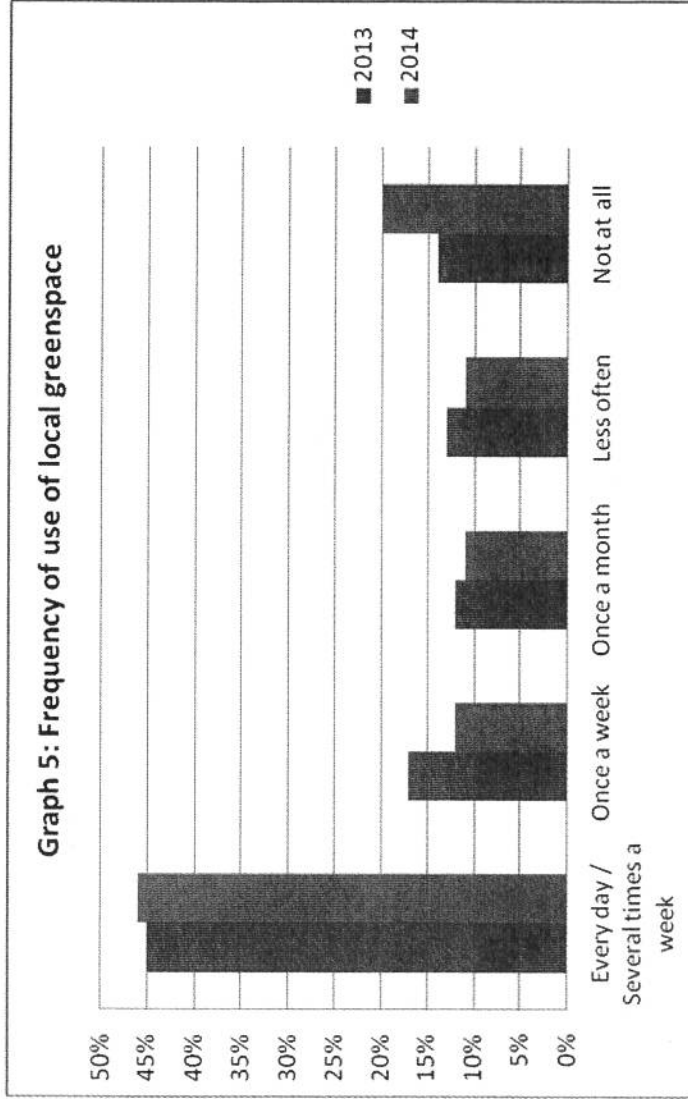
Outcome E:

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 LPIP 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 LPIP.

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	

To hear the voices of our children and young people.	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
	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	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	Schedule needed
To hear the voices of our children and young people.	% of schools with Pupil Councils	Baseline needed	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	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	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)	12% at P1 check at risk of overweight.	Annual
	22.6 (09/10)		
	21.8 (10/11)		
	23.4 (11/12)		
	21.2 (12/13)		
17.9 (13/14)			
27.1 (14/15)			

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. 		
<p>Improve mental health and resilience</p>	<p>We will support individuals to be part of their community, to reduce loneliness and increase community connectedness</p> <p>We will support wellbeing and resilience in communities through physical activity and sport (as above)</p>	<p>Development of specific programmes of work by April 2017</p> <p>Implementation across Shetland by April 2019</p> <p>Through Sports, Physical Activity and Health Strategy (as above)</p>	<p>TBC</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	<p>Identify and develop appropriate measures for Community Justice (i.e. reoffending, diversionary activities, community sentencing)</p> <p>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'</p>	April 2017	Community Justice Partnership
Build community resilience	<p>Develop up to two community resilience plans as a pilot (linking with Community Forum / Localities work)</p> <p>Develop multi-agency approaches to identifying the most vulnerable people in communities and putting in place measures to prevent harm</p>	April 2017	<p>Vaila Simpson, Shetland Islands Council</p> <p>Billy Wilson, Scottish Fire and Rescue Service</p>

<p>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</p>	<p>March 2018</p>	<p>Vaila Simpson, Shetland Islands Council</p>
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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.	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.	Implementation 2016-2025. 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>	
<p>Deliver the Shetland Skills Investment Plan</p>	<p>Skills Strategy group to oversee delivery 2016-19.</p>	<p>Dave McCallum (SDS) and Skills and Learning Strategy Group</p>	
<p>Understand the level and issues surrounding in-work poverty in Shetland</p>	<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>	<p>Emma Perring (SIC) and Development Partnership</p>	
<p>“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>	<p>Occupational Segregation Working Group set up September 2015.</p> <p>Action Plan to be developed by end June 2016.</p>	<p>Rachel Hunter (HIE) and Development Partnership</p>	

		Action plan to be ratified by Development Partnership September 2016.	
D3: Supporting the development of a digital, diverse and innovative business base.	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	Delivery of plan 2016-18.	June Porter (SIC) and Community Learning and Development Partnership
	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.	Rachel Hunter (HIE) Development Partnership
	Pilot one innovative leadership development	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.	Working group to be set up

	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

What indicator(s) will tell us how well we are delivering this priority?

New measures or is data currently available on current SOA indicator list?

How often will indicator be updated?

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	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	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

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

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
	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)
To protect and enhance our natural environment, and promote the social benefits it provides.	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)	Annual (issues of note reported quarterly) Annual (issues of note reported quarterly) Annual (rolling 5 year monitoring programme)
			99%	

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

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 change"¹⁸

'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.coproductionscotland.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/Depandsocialexclusionexecsummary-epping.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



NHS
Shetland **POLICE**
SCOTLAND



HIE
Highlands and Islands Enterprise
Iomairt na Gàidhealtachd 's nan Eilean



Shetland
Charitable Trust

ZeTrans
SHETLAND'S TRANSPORT PARTNERSHIP



Shetland College
University of the
Highlands and Islands



NAFC Marine Centre
University of the
Highlands and Islands

NB: Some logos to be changed/added

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REPORT

To: Shetland Charitable Trust

Date: 30 June 2016

From: Chief Executive

Report: CT1606032

Investment Review Report - Quarter to 31 March 2016

1. Introduction

1.1 The Trust's external investments are managed on its behalf by fund managers. The purpose of this report is to review investment performance for the quarter to 31 March 2016.

2. Detail

2.1 This report concentrates on the three-month period from January 2016 to March 2016. The report looks at the performance of the Trust's three fund managers, the overall investment performance relative to the markets, the physical movement of funds, any changes from the investment strategy, and any other relevant issues relating to the investments over the period.

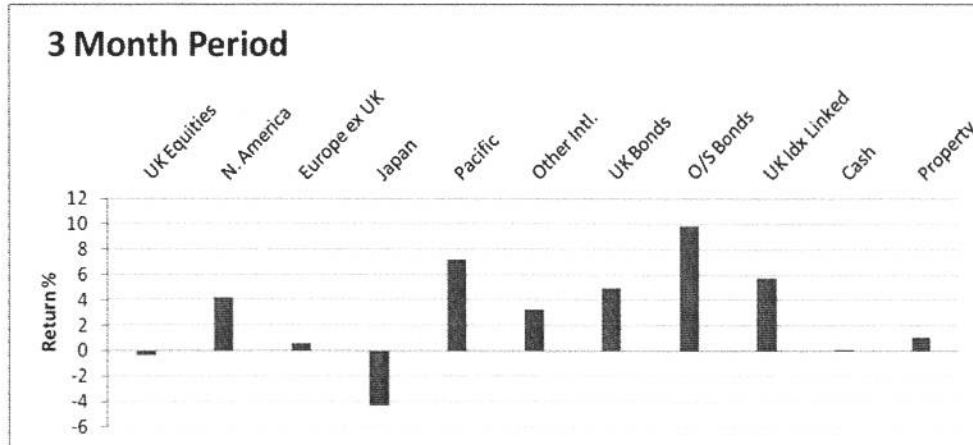
2.2 The Trust has three fund managers with total investments under management at the end of March 2016 of £200 million. The funds, type of mandate and market values at the end of March 2016 are as follows:

Manager	Mandate	% of Reserves	Market Value £m
BlackRock	Passive Equity	53%	106
Insight	Bonds	30%	60
Schroders	Property	17%	34

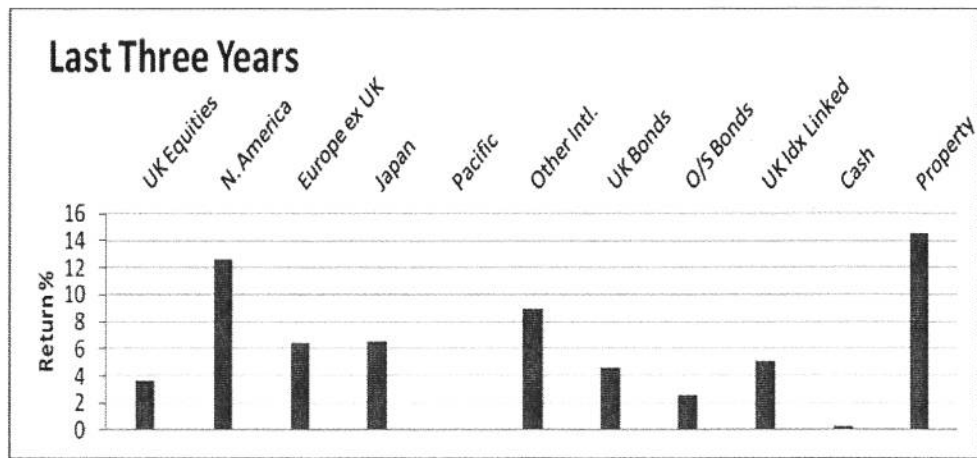
2.3 Individual fund manager performance is detailed later but there is the need to consider the effect of the markets themselves and of any cash withdrawals or injections into the funds. The following table shows the effect on the overall investments of these factors during the three month period.

	Investments
	£m
Market Value as at 31/12/2015	200
Additions / (Withdrawals)	(3)
Investment Return	<u>3</u>
Market Value as at 31/03/2016	<u>200</u>

- 2.4 The figures show an investment return of £3 million over the three month period, which equates to a 1.5% return. This increase in value is predominately due to the bond fund investments with Insight, which returned 4% in the quarter to March 2016.
- 2.5 There was a withdrawal of £3.3 million from the investments during the three month period to March 2016. This withdrawal was made from BlackRock and was required to meet the 6 month disbursements paid on 1 April 2016.
- 2.6 Equity markets had a poor start to the quarter in January as uncertainty over the number and frequency of possible future interest rate rises in America were debated. It was not helped by continued low oil prices and slowing growth in China. The equity markets did recover over February and March with some equity markets managing to achieve positive returns. The best investment class was bonds over the period. The investment markets performance by asset class over the three month period looks like this:



- 2.7 This is only a three month snapshot of how the various investment classes and sectors have performed and it shows how, in the short term, values do fall as well as rise. History shows that investments in these asset classes over the long term are very positive, which is the reason the investment strategy is based on a long term investment horizon. As an example of the differences in market returns over a slightly longer time period the following graph shows the same asset classes returns per annum over the last three years.

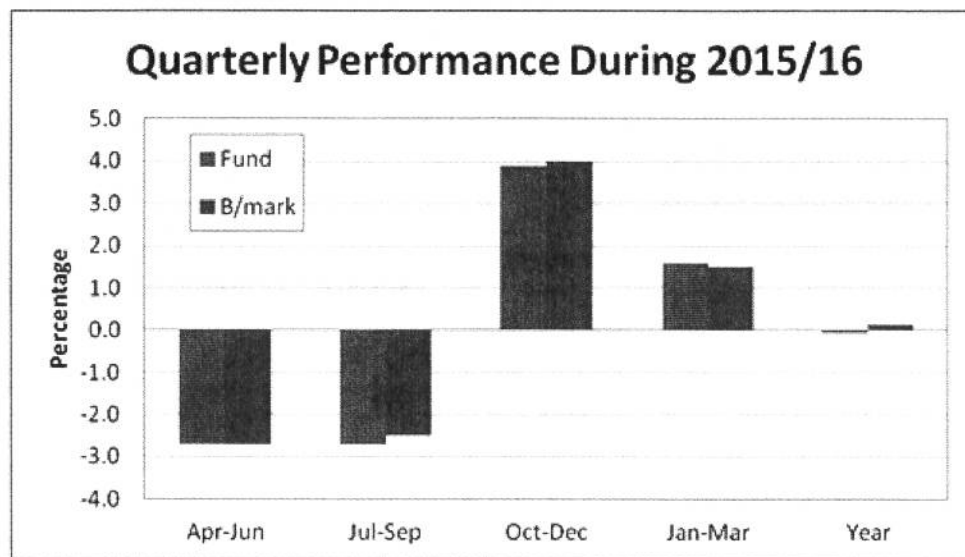


- 2.8 The fund manager has negligible influence over the market return but they may be required by the mandate agreement to invest into these markets. The main constituent of a fund's performance is the market return, where the fund is invested. A fund manager with an active mandate is asked to outperform a benchmark made up of market indexes, or cash plus a percentage return, whereas a fund manager with a passive mandate is aiming to match the market return.
- 2.9 In this environment the Trust's fund managers have, over the three month period to the end of March 2016, performed as follows:

Manager	Mandate and Benchmark	Fund Return	Benchmark Return	% Return Compared to Benchmark
BlackRock	Equity (Passive)	0.4	0.4	0.0
Insight	Bonds	4.0	4.0	0.0
Schroders	Property	1.2	1.1	0.1

- 2.10 The fund with BlackRock is invested passively in equities, so the fund is aiming to equal the benchmark return. BlackRock achieved this aim over the three month period in a low returning market environment producing a return of 0.4%, which is a reflection of the mixture of returns from the various markets the fund invests into.
- 2.11 Insight has a bond fund mandate which invests into UK Gilts, UK Corporate bonds and overseas bonds. All three sectors produced positive investment returns between 3% and 5% over the quarter to March 2016, with UK Gilts the best performing sector at 4.92%. Overall Insight produced a 4.0% return which equalled the benchmark return.

- 2.12 Schroders property mandate produced a return of 1.2% over the three month period, which was just above the benchmark by 0.1%. Schroders stated that the property market was relatively quiet in terms of transactions during the quarter compared to the last quarter of 2015.
- 2.13 The overall investment return for the Trust's investments for the three month period to the end of March 2016 was 1.6%, which was equal to the benchmark return.
- 2.14 This quarter's performance brings the full 2015/16 annual performance to -0.1% being 0.1% below the benchmark return. Over 2015/16 BlackRock returned -3.4% which was equal to the benchmark. Schroders returned 10.3% which was 0.3% below benchmark and Insight returned 1.0% which was 1.1% below benchmark.
- 2.15 The graph below details the Trust's investment performance relative to the benchmark for each quarter.



3. Financial Implications

- 3.1 The long term investments and their performance are important to the Trust and the achievements of its outcomes and objectives.
- 3.2 It is recognised that the actual investment performance each year will be different to what is expected or required however over the long term this will be monitored and reviewed to ensure that the Trust's external investments work towards meeting its long term objectives.
- 3.3 It is not likely that the Trust can expect a positive investment return from its investments every year but having robust governance and monitoring in place mitigates the financial risks and enables the

Trust to take action at appropriate times to address poor performance by the fund managers.

4. Recommendations

4.1 Trustees are asked to note this report.

Reference: IA7
Date: 15 June 2016

Report Number:CT1606032

REPORT

To: Shetland Charitable Trust

Date: 30 June 2016

From: Chief Executive

Report No: CT1606033

Small Grant Schemes - Approvals

1. Background

- 1.1 On 17 December 2015 Trustees approved its disbursements for 2016-2017 (Minute Reference 91/15). A budget of £30,000 was approved for the Arts Grant Scheme and £15,000 for Senior Citizens Clubs.
- 1.2 It is a requirement that all approvals are reported to subsequent Trust Meetings.

2. Arts Grant Scheme - £4,268

- 2.1 The following Arts Grants were approved by the Director of Development Services, in consultation with Shetland Arts, in the period 2 May 2016 to 14 June 2016: -

Name of Individual/Organisation	Grant Approved (£)
Mr Christopher Laurenson (on behalf of Amy Laurenson)	358
Mrs Shirley McKay (on behalf of Juliet Mullay)	665
Maddrim Media	598
Unst Festival Committee	2,250
Mrs Fiona Grieve (on behalf of Amber Grieve)	397

3. Senior Citizens Clubs - £2,353

- 3.1 The following Senior Citizens Club grants were approved by the Director of Community Health & Social Care, in the period 2 May 2016 to 14 June 2016: -

Name of Organisation	Grant Approved (£)
Nesting and Lunnasting Golden Circle Club	627
Walls & Sandness Senior Citizens Club	550
Shetland Probus Club	1,176

4. Recommendation

- 4.1 Trustees are asked to note the approvals listed in paragraph 2.1 and 3.1 above.

Ref: DA1
Date: 14 June 2016

Report No: CT1606033