Appendix A

shetland partnership
Community Plan
and
Single Outcome Agreement

Contents

- Introduction
- What have we done so far?
- National Context
- Scenario Planning
- Working Together
- New Structure / Shetland Partnership
- Our Priorities
- Implementation & Monitoring
- Contacts
Introduction

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. Shetland, with its ancient heritage, distinctive culture and geographical position, has a long history of community involvement in local government, the development of services and local projects. Community Planning aims to enhance this involvement.

Shetland Partnership is the local Community Planning Partnership for the Shetland Islands Council area. Partners have a responsibility to provide strategic leadership and to ensure that they reflect the priorities detailed in the community plan within the plans and strategies of their own organisation.

How we use available resources will be key to influencing our success over the next three years. Service and financial planning continues to take place against a challenging environment for public sector spending. All parts of the public sector will need to reduce spending plans and the targets within the single outcome agreement are reflective of this situation.

This community plan commits us to the achievement of identified and shared outcomes and targets. The new community plan and the associated single outcome agreement builds on our achievements to date and demonstrates how we will continue to bring about improvements in our communities and impact on the issues that affect them in the period 2012 – 2015.
What have we done so far?

Since the publication of the previous Community Plan in 2004 - The Shetland Resolution, there have been a great number of achievements and some of these are summarised below. For further information, view our Single Outcome Agreement annual reports at www.shetland.gov.uk/

Community consultation and engagement guide
The partnership has 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. These build on the National Standards for Community Engagement.

Community profiles
The Community Work Team, Shetland Islands Council, have developed a number of Community Profiles, to capture key data about each area of Shetland to inform services and service planning. For further information visit www.shetland.gov.uk/

Fairer Shetland - tackling poverty and inequalities
Shetland has allocated £265,000 to help tackle poverty and inequalities, through the Disadvantaged & Social Inclusion Fund. Some of this has been allocated to the Shetland Befriending Scheme, Shetland Community Bike Project, Voluntary Action Shetland to develop and deliver Parent Link Shetland, the Moving On Employment Project and Citizen’s Advice Bureau and some to assist individuals and families to achieve their outcomes.

Community Engagement
Poverty is Bad – Let’s Fix It!! - A youth led peer research approach designed to explore young people’s perceptions and experiences of poverty, social exclusion and inequality.

Single Outcome Agreement
Since 2009, the partnership has agreed a Single Outcome Agreement with the Scottish Government. It focuses on what we do together to deliver improved outcomes for people in Shetland.

Audit of Community Planning
Following an Audit of Best Value and Community Planning that took place in 2010/11, we agreed to create a new community engagement strategy based on principles of structured community engagement, revise the governance structures for community planning and to bring community planning within the Planning and Performance Management Framework. All actions identified relating to Community Planning have been successfully completed.
Community Planning in Action

Brucehall Terrace
Brucehall Terrace Extra Care Housing is an exciting new development managed between the Council’s Housing Service and Social Care Services. The aim of the project is to support tenants to remain as independent as possible, in the knowledge that staff are on hand at all times to provide appropriate care and support. Care and support on site is equivalent to that available in a residential care setting. The difference at Brucehall Terrace is that individuals continue to enjoy the benefit of holding their own tenancy.

Tenants are supported to maintain links with friends and relatives and to pursue their own interests. A core house on site provides a ‘hub’ where individuals can meet to enjoy social activities and organised events. The core house also provides a staff base to which there will be direct links for tenants at all times.

Poverty is Bad – Let’s Fix It!!
A youth led peer research approach designed and implemented to explore young people’s perceptions and experiences of poverty, social exclusion and inequality. The key messages, which need to impact on our ways of working, are:

- “Young people feel the lack of and expense of transport prevents them from accessing opportunities which leads to seeking excitement through alcohol and drugs.”
- “Young people feel the lack of transportation and its cost are factors leading to isolation, which can cause mental health and substance abuse issues.”
- “Young people in Shetland find it hard to be an individual due to peer pressure and adult judgement.”
- “Stigmatisation and labelling due to the ‘Shetland Grapevine’ have very negative impacts on young people.”
- “Young people feel there are limited career choices in Shetland.”
- “Shetlanders are not aware of poverty on the islands.”
- “Young people are not aware of support services.”
National Context

The Scottish Government’s purpose is sustainable economic growth.

Success is monitored using seven purpose targets: economic growth; productivity; participations; population; solidarity; cohesion; sustainability

The Scottish Government’s five national strategic objectives, which describe where the government will focus action, are:

- Wealthier & fairer
- Smarter
- Healthier
- Safer & Stronger
- Greener

Underpinning these are 16 key national outcomes, which set out what the government wants to achieve. The government tracks progress towards the outcomes using 50 national indicators.
Local Context

We have developed this community plan following our intensive scenario planning exercise in 2011. The scenario planning process was designed to explore and test alternative futures as a way of strengthening the strategic focus of the community planning partnership.

The process aimed to define key drivers for positive change in Shetland and use those to build a number of alternative futures that describe what life would be like in Shetland in 2030. This exercise mapped out an ambitious but achievable future for Shetland, and identified both potential opportunities and threats along the road to this future.

This community plan presents a shared policy response to the scenarios: it identifies a joint purpose, coupled with clear outcomes to define implementation both for partner agencies and for communities.

At the start of the process, a steering group representing public, community and private sector interests was established.

In order to build our knowledge of the present, information was gathered from the following sources.

- 27 interviews (involving a total of 37 people) with a variety of individuals chosen to represent different aspects of Shetland life, e.g. enterprise, energy, transport, health, voluntary sector, young people, local government, crofters, agriculture and aquaculture

- 15 group workshops (involving over 200 people), covering trade unions, public sector, cadets/apprentices, young people at school, fishing, tourism, construction, renewables, migrants, NHS, voluntary sector, community councils

- An e-survey, to which 448 people responded

This work provided very rich and detailed data including an overview of Shetland’s current economic, social and environmental conditions, future opportunities and uncertainties. It also identified Shetland’s key drivers for change:

Connectivity  Spirit / Culture  Energy Costs
Ageing Population  Population Migration  Reduction in Public Sector Funding
Degree of Control  Natural Resources  Community Funds (old and new)

We shared the data with partners at a scenario-building event, and reactions to these key drivers formed the potential scenarios, which could be realised in the area over the next 20 years.
Four scenarios were developed, all of which have informed the thinking behind this community plan.

- Got’n a Grip – describing strong local decision making and a good economic balance
- Joost da Wye o’ It – describing strong local decision making, but a lack of economic balance
- Keeping on Knappin – describing poor local decision making, but a good economic balance
- In a Right Slester – describing poor decision making and a weak economic balance

The first of these is aspirational; it represents the vision of what Shetland could be in the future if there is a good economic balance and strong local decision-making.

The next two scenarios describe futures where either local decision-making or economic balance is weak. Each scenario describes how depending on the balance between those two factors certain areas may improve but others will decline.

The last scenario describes an alternative, which is not so desirable where both factors are weak.

The combination of these scenarios has made partners aware of the signals that could suggest a less favourable direction, and so give early notice of the corrective action required to return to progress that is more positive. In addition, each scenario has enduring actions that we would want to do regardless.

For further information about scenario planning and the process in Shetland visit, http://www.shetland.org/2030/scenario-planning

Although our vision for Shetland is long term this community plan and single outcome agreement covers the period 2012-2015 and we will review it annually.
**Working Together**

The Shetland Partnership leads community planning in Shetland. The partnership brings together the major public and voluntary sector agencies in the area. Its members are:

**Statutory Partners**
- Shetland Islands council
- NHS Shetland
- Northern Constabulary
- Highlands & Islands Fire and Rescue Service
- HIE Shetland
- ZetTrans

**Non-statutory partners**
- Care Commission
- Childcare and Pre-School Provider (private, public and voluntary)
- Citizen’s Advice Bureau
- Community Alcohol and Drugs Team
- Community Energy Scotland
- Crown Office and Procurator Fiscal’s Service
- Department of Work and Pensions
- Disability Shetland
- Energy Saving Trust
- Family Mediation
- Historic Scotland
- Hjaltland Housing Association
- Lerwick Port Authority
- KIMO
- Maritime and Coastguard Agency
- Promote Shetland
- North Atlantic Marine Centre
- Royal Society for the Protection of Birds
- Shetland communities and community groups
Our Purpose
The purpose of the Shetland Partnership is:
To work together and with communities to make Shetland a place where people want to live, because of our quality of life, employment opportunities, our strong sense of community and our stunning environment.

Our Commitments
We will use resources efficiently and effectively and work together to improve our services especially in relation to priority areas such as:

Equalities
We will actively monitor equal opportunities, and adhere to statutory duties

Sustainability
We will make sustainable decisions and work to ensure that our actions meet our present needs without impinging on future generations

Community engagement
We will support the development of strong, active and inclusive communities that are involved in decision-making

Prevention and early intervention
We will work together to prevent problems for individuals arising in the first place, and to stop problems becoming more serious that are already evident

Our core values
Behind this purpose are a set of core values, which underpin the work of the partnership:

Accountability
We will regularly monitor performance and be accountable to the Shetland community by publicising the results.

Fairness
We will work together to close the opportunity gap between disadvantaged individuals or communities and the rest of Shetland, and will focus resources on the areas where exclusion is greatest.

Openness
We will work openly with each other and achieve progress through consensus

Partnership
We will work together and with the Shetland community in a smarter way to find new solutions and will encourage communities to recognise their important role in community planning work
New Structure

In order to ensure our Community Planning Partnership structure is robust and can deliver on our key priorities, we have developed the following new structure:

- **Dissolve the current Community Planning Delivery Group and replace with a Shetland Partnership Board, and a Performance Group.**

- The Partnership Board sets the strategic direction for community planning in Shetland. The membership includes all statutory partners, and key non-statutory partners, including representatives from the Voluntary Sector and the Charitable Trust. The Board meets at least four times a year.

- The role of the Performance Group is to oversee the development and support the delivery of the Single Outcome Agreement. Membership is open to the most senior officers from member organisations, and representatives from each theme group as invited. The Performance Group meets at least four times a year.

- **Existing strategic partnerships or a new Theme Group of representatives from a number of existing key partnerships will take lead responsibility for each theme. Their role is to develop and ensure delivery of the relevant policy areas and associated outcomes of the Single Outcome Agreement. Theme Groups will also be responsible for gathering necessary performance information and reporting progress to the Performance Group, and taking a lead role in the development of future Single Outcome Agreements.**

- **Establish a Community Engagement Network, who will ensure community engagement is at the heart of community planning. The Network will meet at least six times a year, and will be responsible for organising Shetland Partnership summits, and an annual Citizens Panel survey.**

- **Explore and clarify the options for deliver of community planning at a local level in Shetland, taking into account the role of existing LSDGs, Community Councils and other local groups. The Community Engagement Network will consider options and report to the Board within three months.**

- **The role of the overarching Shetland Partnership is to support and enhance community planning with particular regard for community engagement and partnership working. The partnership does not have a fixed membership, and summits are open to anyone involved in community planning.**

The Partnership structure is represented in the diagram on the following page. Further details about the Partnership governance arrangements and the role of each group can be found in the Partnership Guide.
SHETLAND PARTNERSHIP

SHetland Partnership Board

Performance Group

Wealthier & Fairer
Learning & Supportive
Healthy & Caring
Safe
Vibrant & Sustainable

LOCAL COMMUNITY PLANNING

Community Engagement Network

Local Community Planning Groups
E.g. Community Councils, LSDGs, Development Groups and others
Our Priorities

This community plan and single outcome agreement outlines the five priority areas that the partnership has developed through the scenario planning exercise.

Communities that are:
- Wealthier & Fairer
- Learning & Supportive
- Healthy & Caring
- Safe
- Vibrant & Sustainable

It also outlines the fourteen outcomes, i.e. results, which the partnership wishes to achieve in terms of quality of life and life opportunities for individuals, families and communities within Shetland.

These outcomes reflect our local circumstances and priorities but also support and contribute towards the Government’s sixteen national outcomes.

In order to ensure that we know we are making progress in delivering our outcomes, we have also detailed what we are going to do and how we measure success for each of our five priority areas.
## Communities that are wealthier and fairer

<table>
<thead>
<tr>
<th>Local Outcomes</th>
<th>How we will measure success</th>
<th>Examples of what we will do</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Shetland has sustainable economic growth with good employment opportunities</td>
<td>• Increase sustainable economic growth                                                       • Deliver economic benefits to Shetland through implementation of key economic development strategies across all sectors</td>
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<td></td>
<td>• Improve productivity                                                                        • Support growth through delivery of the Business Gateway service</td>
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<td></td>
<td>• Increase the number of businesses / start up rate                                            • Continue to develop and implement costed plan for the delivery of high speed data links to all communities in Shetland</td>
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<td></td>
<td>• Increase exports                                                                           • Map and market Shetland Marine resources</td>
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<td>• Improve digital infrastructure                                                              • Enable the local electricity grid to accept more renewable energy generation</td>
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<td></td>
<td>• Population growth                                                                          • Continue to work with Total E&amp;P and Petrofac to maximise employment and skills development opportunities during the construction phase of the gas plant</td>
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<td>• Increase economic participation                                                              •</td>
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<td></td>
<td>• Improve Shetlands reputation for products and services                                      •</td>
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<tr>
<td>2. We take pride in a strong, fair and inclusive society; and in our culture</td>
<td>• Sustain quality of life                                                                     •</td>
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<td></td>
<td>• Increase cultural engagement                                                                •</td>
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<td></td>
<td>• Public / Voluntary / Private sector balance                                                 •</td>
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<td>3. We have financial sustainability and balance across all sectors with</td>
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<td>efficient and responsive public services and a reduced reliance on the public sector</td>
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The Council’s Economic Development Service and Highland & Islands Enterprise Shetland are responsible for leading on this theme, supported by the Community Regeneration Partnership.

Economic Development intends to explore options on how to engage with industry, which will include consideration of re-establishing the former Industry Panels. The Tourism panel continues to meet and will ensure a representative view in this sector.

Shetland’s economy has remained relatively strong in the face of the recent national and international economic downturn. While employment in the isles is still dominated by the public sector, the combined fisheries sector (catching, processing and aquaculture) is the most significant sector in terms of economic output. Oil and gas developments continue to be a major factor in local economy, while retail and construction are significant contributors of employment and economic output. Unemployment remains at around 1.5% and is the lowest of any local authority in Scotland.
## Communities that are learning and supportive

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<th>Local Outcomes</th>
<th>How we will measure success</th>
<th>Examples of what we will do</th>
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| 4. We are more innovative and enterprising, and our skills increase and develop to match new employment opportunities | • Improve the skill profile of the population  
• Increase the proportion of graduates from HE, FE and adult education going onto positive destinations  
• Increase research and development spending  
• Improve knowledge exchange from higher and further educational research to business  
• Increase the proportion of positive pre-school inspection  
• Improve levels of educational attainment  
• Increase the proportion of positive schools inspections  
• Increase the proportion of young people in learning, training or work  
• Improve children’s services  
• Improve children’s dental health  
• Increase the proportion of healthy weight children  
• Increase physical activity | • Embed the GIRFEC ethos and values across agencies  
• Provide a range of appropriate, accessible parenting support services which meet the needs of parents and carers of children of all ages  
• Develop an approach and ensure that processes are in place to enable all vulnerable young people secure a positive destination  
• Develop an early years framework and implement it in practice by 2014  
• Work with partners to ensure that Curriculum for Excellence is fully implemented by 2014  
• Ensure the workforce in Shetland have the appropriate skills and experience to best meet children’s needs  
• Develop a systematic approach to quality assure the services we provide to support delivery of services  
• Review and utilise the 2011 Shetland Regional Accounts to develop local strategies and plans and report to Skills and Learning Partnership |
| 5. Our young people are successful learners, confident individuals, effective contributors and responsible citizens | | |
| 6. We have improved the life chances for children, young people and families at risk | | |
The Integrated Children & Young People’s Strategic Partnership and the Skills & Learning Partnership are responsible for leading on this theme.

Services for learners are provided in a number of establishments across Shetland. These include schools, colleges and learning centres. The voluntary and independent sectors make an essential contribution in delivering services too. Over the next three years, there will be continuing opportunities to work creatively across all sectors to encourage initiatives and build capacity.

After several years of relative stability, Shetland, like all other areas in Scotland is facing a number of serious challenges. Instead of public sector growth, we are now faced with significant financial pressures, which are likely to continue over a period of years. This is impacting on both statutory and voluntary agencies. This presents us with a challenge, which is to deliver better services and outcomes within the same or reduced resources. We see this as an opportunity to find creative ways of doing things differently and better. We also recognise that this requires clear and imaginative strategic leadership.

Overall, the standard of services for children, young people and adult learners in Shetland is high, as evidenced by positive inspection reports and service user feedback.
### Communities that are healthy and caring

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<th>Local Outcomes</th>
<th>How we will measure success</th>
<th>Examples of what we will do</th>
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</table>
| 7. We have reduced key risk factors for poor health outcomes | • Reduce premature mortality  
• Reduce the percentage of adults who smoke  
• Reduce the number of alcohol related admissions  
• Increase the proportion of over 65s who live in housing rather than hospital or care setting  
• Reduce income inequality between individuals (solidarity)  
• Reduce inequalities in economic participation between areas (cohesion)  
• Reduce the proportion of individuals living in poverty  
• Reduce the number of households living in fuel poverty  
• Reduce children’s deprivation  
• Reduce the percentage of adults who smoke in two most deprived SIMD quintiles in Shetland  
• Monitor the number of inequalities targeted successful smoking cessation attempts (at 4 weeks) against the local HEAT target | • Implement the Public Health and Health Improvement Strategy 2012-22, and the CHCP Agreement 2012-15. Examples of specific actions include:  
• Review and further develop pathways for services for people with alcohol problems  
• Undertake an assessment of the needs of young adults (16-25) in relation to tobacco control and smoking cessation  
• Strengthen our data collection and analysis of smoking status in primary care linked with information on deprivation to allow better targeting of interventions  
• Work with partners who work with potentially harder to reach communities (such as housing outreach, voluntary sector) to support smokers to access smoking cessation services  
• Continue the implementation of the Well North programme; along with parallel work in workplaces and other settings to raise awareness and increase preventative activities and early interventions to tackle the major causes of premature mortality  
• Continued action as part of the ‘Reshaping Care for Older People’ programme, specifically work on re-ablement and support to help individuals maintain their independence (not just older people)  
• Support the concepts and actions generated by the ‘Poverty is Bad – Let’s Fix It!!’ project, in particular to increase awareness and understanding of the issues of poverty, social exclusion and disadvantage in Shetland, including tacking the stigma associated with poverty, disadvantage and / or substance misuse |
| 8. We have supported people to achieve their full potential at all life stages – from birth and early years through working lives to old age | | |
| 9. We have tackled inequalities by ensuring the needs of the most vulnerable and hard to reach groups are identified and met, and that services are targeted at those most in need | | |
The Community Health and Care Partnership (and Health Action Team, which reports into the CHP Committee) are responsible for leading on this priority, along with the Fairer Shetland Partnership in relation to poverty and social exclusion.

As a population, Shetland is relatively healthy compared to the rest of Scotland. We have amongst the longest life expectancies and relatively low levels of the major diseases that kill prematurely. However, we know that within our generally healthy population, there are disadvantaged and vulnerable individuals and groups achieving poorer health outcomes compared to the rest of the community. We do also have significant problems with alcohol and obesity, and whilst we have already reduced smoking rates to amongst the lowest in Scotland, there are still people who are dying prematurely because of smoking related disease.

A major challenge for health and care services is the increasingly aging population; our aim is that people stay healthier for longer; by improving their health in earlier life, people are more likely to be able to stay in their own homes, remain active and involved in their communities and need reduced levels of health and social care.

The key to achieving improved outcomes in health and care is early intervention and prevention, starting in the early years and building resilience and independence throughout life.

In relation to poverty and social exclusion, UK Welfare Reform is resulting in a reduction in funding, provided through the benefit system. There will be a number of years of transition as people adjust to different expectations and levels of household income. The risk is that, as the income of some of the most vulnerable families in Shetland decreases, the demand for support services will increase dramatically. This includes debt advice, social housing, support employment services and social work.

Most households in Shetland are experiencing an overall reduction in household income (in real terms), and there are opportunities to assist individuals and households to cope with the increasing cost of heating and transport (Fuel Poverty and Transport Poverty).
Communities that are safe

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<th>Local Outcomes</th>
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<th>Examples of what we will do</th>
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| 10. Shetland stays a safe place to live, and we have strong, resilient and supportive communities | • Improve people’s perceptions about the crime rate and antisocial behaviour in their area  
• Reduce reconviction rates  
• Reduce crime victimisation rates  
• Reduce deaths, and serious and slight injuries on Shetland’s roads | • Progress work on Police & Fire reform as a Pathfinder authority  
• Support the Shetland Domestic Abuse Partnership to tackle the issue of domestic abuse throughout Shetland and to raise awareness of this issue with professionals and the wider community  
• Support the work of the Shetland Alcohol & Drug Partnership to assist in the delivery of services to address the issue of substance misuse throughout the Shetland community  
• Develop partnership working in relation to supporting young people to bring their dogs under control |

The Shetland Community Safety Partnership is responsible for leading on this priority. The Partnership is a multi-agency partnership that brings together representatives from a range of agencies who, by working together, aim to make Shetland a place where people can live, work and visit without fear for their own or others safety.

Key local issues are identified and prioritised through the analysis of information and intelligence, which comes from sources including Northern Constabulary, Shetland Islands Council and the Shetland community. This process is known as Strategic Assessment and allows partner organisations to target resources more effectively and respond more quickly to emerging trends.

There is a real and distinctive gap between perception of crime and the reality and tackling this is a key challenge in terms of community reassurance around actual levels for the Shetland Partnership.

The most prevalent crimes worried about in Shetland are antisocial/disorderly behaviour, theft and associated crimes, vandalism, physical abuse and drink/drug-related incidents. Community safety concerns include driving at excessive speed, drink driving, alcohol misuse and availability of alcohol to young people.
The clear priority stated by Shetland respondents for the local police and partner agencies is drugs (including drug dealing and drug related crime/behaviour). Followed by road safety/speeding and drink related crime/behaviour.
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<tbody>
<tr>
<td>11. We have strong voluntary and social enterprise sectors, with increased capacity to deliver services based on needs and aspirations of local communities</td>
<td>• Increase the role of the voluntary sector, social enterprise and community enterprise</td>
<td>• Deliver Participatory Budgeting Projects – Wir Community Wir Choice, Sound Choices, and You Choose</td>
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<td></td>
<td>• Improve access to suitable housing options for those in housing need</td>
<td>• Implement the Local Housing Strategy</td>
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<td>• Increase the number of new homes</td>
<td>• Complete the Local Development Plan</td>
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<td>• Improve people’s perceptions of their neighbourhood</td>
<td>• Deliver effective land supply for future development and in particular housing</td>
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<td></td>
<td>• Widen use of the Internet</td>
<td>• Implement review of NSWs service to establish how support to individuals and the community can be best delivered sustainable</td>
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<tr>
<td>12. We live in well-designed, sustainable places</td>
<td>• Minimise transport restrictions</td>
<td></td>
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<tr>
<td>13. Our internal and external transport systems are efficient, sustainable, flexible and affordable, meet out individual and business needs and enable us to access amenities and services</td>
<td>• Increase the proportion of journeys made by public or active transport</td>
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<td>• Improve the state of historic sites</td>
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<td></td>
<td>• Increase people’s use of outdoors</td>
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<td>• Improve the condition of protected nature sites</td>
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<td></td>
<td>• Increase abundance of birds: biodiversity</td>
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<td></td>
<td>• Improve the state of the marine environment</td>
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<td></td>
<td>• Reduce greenhouse gas emissions (sustainability)</td>
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<td>• Reduce Shetland’s carbon footprint</td>
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<td>• Reduce the amount of waste generated</td>
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<tr>
<td>14. We live and work in a renowned natural and built environment which is protected and cared for</td>
<td>• Increase the condition of protected nature sites</td>
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<td></td>
<td>• Increase abundance of birds: biodiversity</td>
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<td>• Reduce the amount of waste generated</td>
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<td></td>
<td>• Increase renewable energy production</td>
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<tr>
<td>15. We deliver sustainable services and make sustainable decisions, which reduce harmful impacts on the environment</td>
<td>• Reduce greenhouse gas emissions (sustainability)</td>
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</table>
A number of partnership groups and organisations have a key responsibility in this area including:

- Voluntary Action Shetland
- Housing Strategy Steering Group
- ZetTrans
- Scottish Natural Heritage
- RSPB
- Carbon & Energy Group
- Development Services
- Infrastructure Services

As there are several key existing groups and organisations with responsibility for this theme, a new overarching theme group will be established to take a lead on this priority and ensure delivery of the outcomes.
Implementation and monitoring

The local outcomes and measures of success identified in the community plan will link directly to the indicators, targets and actions in the Single Outcome Agreement and the Government’s strategic objectives.

Monitoring
To support this process the council is developing a new performance management framework, which will enable progress on the Single Outcome Agreement to be measured. It will also monitor activity, identify under-performance and the actions required to remedy this and demonstrate how these actions have influenced outcomes set out in the new community plan and the targets in the Single Outcome Agreement.

In addition, we will collectively monitor our progress against National Outcome 16 – Our public services are high quality, continually improving, efficient and responsive to local people’s needs.

Progress on our performance can be monitored on our website www.shetland.gov.uk/

Theme Groups
The chair of each theme group is responsible for reporting to the Performance Group, every six months on the actions linked to the theme for which they are responsible. The reports will include:

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

Partners have a responsibility to provide information to the Council’s Improvement Service to inform this process. This will allow the partnership to review and refresh targets and indicators.

The Board will also publish an Annual Performance Report to highlight the Shetland Partnership’s achievements and progress, and detailing any changes to targets and actions.

Action Plans
We will attach a Theme Group to each of the key priorities within this Plan. The Chair of each of the Theme Groups will develop an action plan, which details all actions that partners need to take to deliver on the outcomes laid out in this plan. The action plans will also detail a range of targets and indicators, clearly linked to the outcomes, to track progress. The plans will also highlight which partner is responsible for each of the actions and resources required. The Theme Groups are responsible for the delivery of actions identified in their respective action plan.
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: www.shetland.gov.uk/