

NHS Shetland

Meeting:	NHS Shetland Board Meeting
Meeting date:	13 February 2023
Title:	Shetland Partnership Delivery Plan 2023-2028
Agenda reference:	Board Paper 2023/24/63
Responsible Executive/Non-Executive:	Brian Chittick, Chief Executive
Report Author:	Brian Chittick, Chief Executive

1. Purpose

This is presented to the Board/Committee for:

- Awareness
- Decision

This report relates to:

- Partnership Working

This aligns to the following NHSScotland quality ambition(s):

- Safe
- Effective
- Person-centred

2. Report summary

2.1. Situation

This report is being brought to Board to ensure that it is sighted on the Shetland Partnership Delivery Plan 2023-2028. This Delivery plan over the next five years will be the main vehicle for the realisation of the Shetland Partnership Plan. The Partnership plan is one of the primary documents for strategic planning in Shetland.

Each partner organisation is expected to set out how it will help deliver the Partnership Plan thorough direct partnership working and as part of its own strategic planning arrangements. For NHS Shetland, partnership working will be covered in the Strategic Delivery Plan as a key priority area.

2.2. Background

- 2.2.1** The Scottish Parliament passed the Community Empowerment (Scotland) Act 2015 (hereinafter the Act) on 17 June 2015 and the Act received Royal Assent on 24 July 2015. The Act provides a legal framework to promote and encourage community empowerment and participation. Amongst other things, the Act creates new rights for community bodies and places new duties on public authorities.
- 2.2.2** NHS Shetland is one of a number of statutory community planning partners, and as such has a duty to:
- Co-operate with other partners in carrying out community planning;
 - Take account of the priorities and outcomes contained in the Partnership Plan in carrying out its functions; and
 - Contribute such funds, staff and other resources, as the Shetland Partnership considers appropriate to improve local outcomes in the Partnership Plan and secure participation of community bodies throughout community planning.
- 2.2.3** Having previously agreed the Partnership Plan, NHS Shetland is jointly responsible for ensuring the Shetland Partnership delivers on commitments in the plan, and individually responsible for how NHS Shetland acts as a partner to help ensure these commitments are fulfilled.
- 2.2.4** The Partnership Plan was published and agreed by partners in 2018. The purpose of a delivery plan is to outline the key activity required to deliver the shared priorities. It outlines the partnership improvement programmes and projects that will deliver improvement to achieve the shared vision, priorities and outcomes. The first delivery plan covered the period 2019-2022. Attached at Appendix 1 is the second delivery plan which covers the period 2023-2028.
- 2.2.5** The first delivery plan set out eight improvement projects specific to each of the priorities in the Shetland Partnership Plan (Participation, Place, People, Money), The second delivery plan builds on the work of the first plan but also acknowledges the changed strategic environment with the Cost of Living crisis and a post pandemic era.
- 2.2.6** Development has focused on where there is the greatest need for collaborative and partnership work to achieve the outcomes. The plan is designed to delivery on a place-based programme of change, facilitating existing significant improvement projects or programmes of work and working alongside communities to improve outcomes specific to each community (place).
- 2.2.7** The Programme aims to support all services and collaborative working with communities. However, in particular the Programme will support:

- A project to reduce stigma across our communities, building on good work over the last few years;
- Shifting the Balance of Care, and other changes across our people-facing services, aiming to shift to earlier intervention;
- The development of an Inclusive Growth Strategic Framework, shifting the emphasis of growth towards greater equity; and
- The mitigation and adaptation to climate change.

2.2.8 The Management and Leadership Team of the Shetland Partnership will take responsibility of being the Programme Board for the development and delivery of the plan.

2.3. Assessment

2.3.1. Quality / patient care

The Partnership Plan expressly seeks to address the needs of the whole community. It has a focus on tackling inequalities so in that respect is naturally biased towards investing in those individuals and families who face barriers to being able to thrive or reach their full potential.

Supporting delivery of the Partnership Plan, and this second Delivery Plan in particular, includes building partner and community capacity in order to secure community participation in community planning. This greater involvement of service users is designed to improve decision making, improve outcomes and enhance community empowerment.

2.3.2. Workforce

This second Delivery Plan identifies a need for the time of partner agency staff for the delivery of improved outcomes. It is generally accepted that this will always be in line with people's existing duties, accepting that this is likely to require flexibility, empowerment of staff and strong leadership.

2.3.3. Financial

This second Delivery Plan will impact on the resources of the Health Board. The primary impact will be on our staff and their way of working rather than a direct financial impact.

2.3.4. Risk assessment/management

Risks to community planning and to the delivery of shared priority outcomes are monitored by the Shetland Partnership.

The Management and Leadership Team hold a risk register in relation to community planning risks and take responsibility for monitoring and mitigating risk through this.

2.3.5. Equality and Diversity, including health inequalities

An Integrated Impact Assessment was undertaken as part of developing the Partnership Plan (included under Background Documents below). The main conclusion of the assessment was that most impacts were likely to be positive for people with protected characteristics and other locally-identified community groups; however, the emphasis on tackling inequalities through community planning was identified as a potential source of differential impacts where universal services may be affected.

This second Delivery Plan includes work to enable the integrated approach to assessing impact becoming more widely adopted across the Shetland Partnership.

As noted when the Partnership Plan was originally signed-off, Integrated Impact Assessments will be carried out for all community planning projects.

2.3.6. Other impacts

Environmental

A Strategic Environmental Assessment was completed for the Partnership Plan.

At the time of sign-off, it was noted that environmental impacts would be considered across all of the proposed activity in the Partnership Plan.

Further Strategic Environmental Assessments may be carried out on specific projects; however, the approach of testing ideas before scaling up should reduce the risk of adverse environmental impacts.

2.3.7. Communication, involvement, engagement and consultation

The Partnership Plan was developed in consultation with a wide range of organisations and stakeholders and dialogue has continued in the development of the supporting documentation.

2.3.8. Route to the meeting

This report has not been discussed at any other Committee Meetings.

2.4. Recommendation

- **Awareness**

For Members to note:

- the publication of Shetland's Partnership Plan Delivery Plan 2023-2028;
- the role of NHS Shetland as a community planning partner in the successful delivery of the plan; and
- the Management and Leadership Team of the Shetland Partnership (which includes the Board Chair and Chief Executive as members, is responsible for the delivery on the outcomes and priorities

- **Decision**

- That the Board agrees to contribute the necessary resources, along with other partners in order to achieve the outcomes as set out within the Shetland Partnership Delivery Plan 2023-2028.

3. List of appendices

The following appendices are included with this report:

Appendix 1: Shetland Partnership Delivery Plan 2023-2028

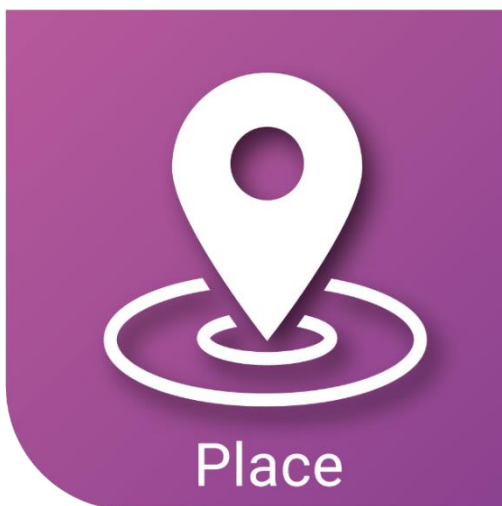
4. Background Documents:

The Shetland Partnership: <https://www.shetlandpartnership.org/>

Shetland Partnership Annual Report: <https://www.shetlandpartnership.org/annualreport>

Shetland Partnership Delivery Plan 2023-2028

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



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Participation



People



Place



Money

Shetland Partnership

Community Planning

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

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

Shetland's Partnership Plan

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

Our shared vision:

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

Our shared priorities:

- Participation
- People
- Place
- Money

Delivery Plan, for 2023-2028

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

The first [Delivery Plan, for 2019-2022](#) set out eight improvement projects, specific to each of the four priorities.

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

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

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



Participation



People



Place



Money

Shetland's Challenges and Weaknesses in 2023

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

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

Community Challenges

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

Delivery Weaknesses

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



Participation



People



Place



Money

Shetland's Partnership Delivery Plan

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

In the next 5 years we will:

Increase our Working Age Population across our Island and Reduce Inequalities

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



Inclusive Growth: good quality jobs, housing, transport, childcare and digital connections across Shetland
(Broadly Money Priority)



Person-Centred Delivery of Support Services



Greater Compassion



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

Whilst also:



Mitigating and Adapting to Climate Change & Delivering on Biodiversity Gain. (New Priority Area)

We will do this through:



Inclusive Growth Strategic Framework and Programme of Change



Shifting the Balance of Care Change Programme



Supported by: Place-based Programme of Change



Shetland's Climate Change Strategy



Project to Reduce Stigma across our Communities



Participation



People



Place



Money

Place-Based Programme of Change

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

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



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

In summary:

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

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

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

Compassion

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



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

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

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

Delivered through: new Project to be scoped and delivered

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



Participation



People



Place



Money

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

Mitigating and Adapting to Climate Change

We will do this by:

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



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

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

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

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

Person-Centred Delivery of Support Services

We will do this by:

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



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

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

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

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

Inclusive Growth

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

We will do this by:

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

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



Participation



People



Place



Money

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

Delivered through: Inclusive Growth Strategic Framework, HIE Strategy 2023-2028, Local Housing Strategy, Regional Transport Strategy (in particular inter-island connectivity), R100, Shetland Energy Strategy (including affordable energy)

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

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

Supporting Framework

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

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

Contact



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Participation



People



Place



Money