



Meeting(s):	Shetland NHS Board	9 September 2020
Report Title:	Shetland's Islands with Small Populations Locality Plan	
Reference Number:	Board Paper 2020/21/38	
Author / Job Title:	Maggie Sandison – Chief Executive, Shetland Islands Council	

1.0 Decisions / Action Required:
<p>1.1 That Shetland NHS Board:</p> <p>1.1.1 APPROVES Shetland's Islands with Small Populations Locality Plan; and</p> <p>1.1.2 AGREES to contribute the necessary resources, along with other partners, in order to achieve the outcomes; and</p> <p>1.1.3 NOTES that work is ongoing to develop a mechanism that ensures delivery on the outcomes and priorities, and continues to involve the island communities.</p>
2.0 High Level Summary:
<p>2.1 The Community Empowerment (Scotland) Act, 2015, places a statutory duty on community planning partners to produce a Locality Plan. This Plan needs to cover an electoral ward or an area with no more than 30,000 people. A Locality Plan should be produced in close consultation with the communities it covers.</p> <p>2.2 Shetland's Islands with Small Populations – Locality Plan, Final Consultative Draft, is included at Appendix 1 for approval.</p> <p>2.3 By agreeing the Plan, NHS Shetland is jointly responsible for ensuring the Shetland Partnership delivers on commitments in the plan, and individually responsible for how the Council acts as a partner to help ensure these commitments are fulfilled.</p>
3.0 Corporate Priorities and Joint Working:
<p>3.1 Shetland's Islands with Small Populations Locality Plan is a significant milestone for strategic planning in Shetland. For the first time, there is a clear direction for these communities, which has been agreed across agencies and communities, alongside a commitment to deliver. It does not encompass all services but its success relies heavily on the continued success of universal service provision, such as health and care, education and transport.</p>

3.2 However, the Plan is merely a marker, recognising the significant involvement of communities and partners, in its development; in particular, the developing relationships between those living in the island communities and those responsible for delivering services.

4.0 Key Issues:

4.1 The Community Empowerment (Scotland) Act 2015 (the Act) provides a legal framework that promotes and encourages community empowerment and participation. It creates new rights for community bodies and places new duties on public authorities.

4.2 The Act places Community Planning Partnerships (CPPs) on a statutory footing and imposes duties on them around the planning and delivery of local outcomes, and the involvement of community bodies at all stages of community planning. Tackling inequalities is a specific focus, and CPPs have to produce Locality Plans at a more local level for areas experiencing particular disadvantage.

4.3 These Plans need to cover an electoral ward or an area with no more than 30,000 people. A Locality Plan should be produced in close consultation with the communities it covers. Locality Plans should enable communities and partners to find innovative solutions to key local challenges. They should be a 'live' document that belongs to the community, is signed up to by partner agencies, and is delivered together.

4.4 NHS Shetland is a statutory community planning partner, and as such has a duty to:

- a. co-operate with other partners in carrying out community planning;
- b. take account of the priorities and outcomes contained in Shetland's Partnership Plan in carrying out its functions; and
- c. contribute such funds, staff and other resources as the Shetland Partnership considers appropriate to improve local outcomes in the Plan and secure participation of community bodies throughout community planning.

4.5 The Islands with Small Populations Project was initiated by the Shetland Partnership in 2016. Since that time there has been active involvement from partners and communities. This culminated in the first Annual Isles' Event, in September 2019.

4.6 It has been recognised throughout the course of this project, that the approach to using data and evidence to identify local need in partnership with each community is 'locality planning' in action. The project was initiated before the legislation relating to Locality Planning came into force; however, when reviewing the Islands with Small Populations Project it was clear to see that the work to date, and steps required to embed activity, met the legislative requirements of a Locality Plan.

4.7 In addition, the approach draws heavily on the principles of the Islands (Scotland) Act, 2018, which brings in legislation to underpin the Scottish Government's objective of ensuring that there is a sustained focus across Government and the public sector to meet the needs of island communities, now and in the future.

4.8 Shetland's Islands with Small Populations Locality Plan is structured around the five outcomes identified by communities and services, linking achievements and next steps to each of the Shetland Partnership Priorities.

- 4.9 It draws together: data, achievements (including case studies), discussions (including outputs from the Isles' Event) to identify the steps required to embed activity across the Partnership and its respective organisations, and the priorities for each Island.
- 4.10 Following on from work over the last few years, there was a formal consultation process with island communities and partners, during the summer. This was postponed from spring, due to lockdown. The priorities of this plan have been reviewed and where necessary refocused, to achieve key actions for the islands, and to support them through the ongoing pandemic, and into recovery. This is in line with the Council's Recovery and Renewal Framework, of learning and resetting policy and activity in light of the pandemic (Work Strand 2). The Plan will be reviewed in the summer of 2021, to reflect the ever-changing situation with COVID-19.
- 4.11 The Management and Leadership Team of the Shetland Partnership agreed to this Final Draft Consultative Plan approved for being circulated for sign-off by partner agencies and communities, on 20 August 2020. It had been hoped to hold a Shetland Partnership Network meeting, involving partners and communities, as part of this process. However, Network meetings have not yet resumed, following the lockdown.
- 4.12 All partner organisations, and the communities, are now considering the Plan, and have been asked to formally sign-off the Plan, by 6 October 2020.
- 4.13 This Locality Plan does not supersede the ambition to produce a Locality Plan for Yell, Unst and Fetlar – as originally agreed by the Shetland Partnership in 2018. Indeed, there is an excellent opportunity to learn from the work with smaller islands to reinvigorate locality planning in Yell, Unst and Fetlar, with Fetlar providing a link across the two work-streams.
- 4.14 Attention will now be given to putting in place an effective mechanism for action, including a clear delivery plan with detailed timeframes and a group to oversee activity. This must ensure that outcomes and priorities are achieved.

5.0 Exempt and/or Confidential Information:

5.1 None.

6.0 Implications:

6.1 Service Users, Patients and Communities:	There has been active engagement with communities and partner agencies, since the start of the Islands with Small Populations Project commenced in 2016.
6.2 Human Resources and Organisational Development:	Human Resources – the Board should deploy all reasonable resources to best effect to deliver on the priorities in the plan; therefore, no direct implications but change in how resources are deployed should be expected. For example, many of the workforce are now working from home, demonstrating that it is possible for an employee who previously worked in a desk-

	<p>based post, in Lerwick, could live and work on one of our more remote islands.</p> <p>Organisational Development – capacity building to improve community participation, and support the cultural shift required to achieve the outcomes.</p>
<p>6.3 Equality, Diversity and Human Rights:</p>	<p>There are no specific issues to highlight.</p>
<p>6.4 Legal:</p>	<p>The Community Empowerment (Scotland) Act 2015 requires each Local Authority along with other Schedule 1 partners, to carry out planning for the area of the local authority for the purpose of improvement in the achievement of outcomes resulting from, or contributed to, by the provision of services delivered by or on behalf of the local authority or Schedule 1 partners.</p> <p>The Act lists local authorities as a Statutory Community Planning Partner. In this regard, NHS Shetland has specific legal responsibilities, including facilitating community planning, producing Locality Plan(s) and taking all reasonable steps to ensure the Community Planning Partnership conducts its functions effectively and efficiently.</p> <p>NHS Shetland must also co-operate with other partners in carrying out community planning; take account of the Shetland Partnership Plan in carrying out its functions and contribute such funds, staff and other resources as the CPP considers appropriate to improve local outcomes and secure participation of community bodies.</p> <p>Failure to approve and publish a Locality Plan would be non-compliant with this legislation.</p> <p>In addition, by agreeing the Locality Plan, statutory partners are jointly responsible for ensuring the Community Planning Partnership delivers its commitments in the plan and individually responsible for helping to ensure these commitment are fulfilled.</p>
<p>6.5 Finance:</p>	<p>There are no direct financial implications arising from this report, and the Locality Plan will need to be delivered within existing resources or by utilising external funding.</p> <p>Approval of the Locality Plan may require a shift in resources from those that are universally provided, to improving people's outcomes where there is evidence that current arrangements could be improved.</p> <p>Approval of the document does not in itself constitute approval of a shift in resources. However, there is a requirement on each partner to resource the Locality Plan – it cannot be just be an aspirational list of actions and activity; it needs to become an</p>

	integral driver that changes how we work to support our more remote islands.	
6.6 Assets and Property:	There are no specific issues to address with regard to assets and property.	
6.7 ICT and New Technologies:	There are no specific issues to address with regard to ICT and technology. However, there is a need to harness the opportunities available from the use of new technology.	
6.8 Environmental:	<p>A Strategic Environmental Assessment has been completed for Shetland's Partnership Plan: "Generally, the Vision, Priorities and associated outcomes and targets scored well in the assessment with 32% of assessments predicted potentially positive effects and 62% predicted no effects. None of the assessments predicted a potentially significant adverse effect.</p> <p>Environmental impacts are considered across all of Shetland's Partnership Plan proposed activity, including this Locality Plan.</p>	
6.9 Risk Management:	<p>The key risks around delivery of this Locality Plan will be in connection with changing the way that we work. There is a strong change in focus to increase the responsibility of communities and strengthen their remit in being able to be involved in the design of services to meet community needs, as well as holding public sector organisations to account for delivering what they set out to do. The Plan cannot be just a document on a shelf; it is the contract between local public sector agencies and these island communities. It must have proportionate resources allocated to it to deliver on the priorities and progress on delivery needs to be open, transparent and effective.</p>	
6.10 Policy and Delegated Authority:	<p>The Community Empowerment (Scotland) Act 2015 requires the Council to produce, along with other partners, Locality Plans for geographic communities or communities of interest, and to ensure that they are delivered and resourced.</p>	
6.11 Previously Considered by:	n/a	

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Appendices:

Appendix 1 – Shetland's Islands with Small Populations Locality Plan

Background Documents:

The Shetland Partnership and Shetland Partnership Plan

<http://www.shetland.gov.uk/communityplanning/ShetlandPartnership.asp>

Part 2 of the Community Empowerment (Scotland) Act 2015 -
<http://www.legislation.gov.uk/asp/2015/6/contents/enacted>

Part 2 Community Planning Guidance, December 2016 -
<http://www.gov.scot/Publications/2016/12/8801>

[Strategic Environmental Assessment of Shetland's Partnership Plan](http://www.shetland.gov.uk/communityplanning/StrategicEnvironmentalReport.asp)
<http://www.shetland.gov.uk/communityplanning/StrategicEnvironmentalReport.asp>

Shetland's Islands with Small Populations – Locality Plan

Working together to improve the lives of everyone living in Fair Isle, Fetlar, Foula, Papa Stour and Skerries



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Participation



People



Place



Money

About This Plan

The Purpose

The production of this document marks a significant milestone in the project to support Shetland's Islands with Small Populations. It is however merely a marker; with the significant work focusing on the continuing development of relationships between all those involved in living within and the people responsible for delivering services in these island communities.

This Plan summarises the activities and achievements of the Islands with Small Populations Project: celebrating successes and highlighting any points learnt from mistakes along the way. In so doing, it sets out the next steps required to ensure our Islands with Small Populations are central to The Shetland Partnership's plans and future delivery.

It is a Locality Plan as defined under Part 2 of the Community Empowerment (Scotland) Act, 2015¹. Locality Plans should enable communities and partners to find innovative solutions to key local challenges. They should be a 'live' document that belongs to the community, is signed up to by partner agencies, and is delivered together.

Locality planning is all about new ways of working, ensuring agencies and communities are working together to find local solutions to local challenges. Therefore, the focus is on the doing, rather than the Plan, itself. The Plan builds on a wider Partnership Plan for Shetland that has been developed by the Shetland Partnership - *Shetland's Partnership Plan*.

The Content

This Plan provides a summary of the Islands with Small Populations Project, which began in 2016.

The vision and outcomes for this Plan, as defined by the communities and services, are set out. A monitoring framework, including baseline information is provided.

Finally, within the outcomes framework, achievements and any points of learning are set out, and next steps identified.

What is the Shetland Partnership?

The Shetland Partnership has led the development of this Locality Plan. The Partnership is made up of a wide range of Public Agency partners and community bodies who work together to deliver our collective ambitions for the future. The Partnership and key partners within it have a statutory duty to produce a Partnership Plan for Shetland and ensure that it is delivered and resourced. This duty is laid out in Part 2 of the Community Empowerment (Scotland) Act 2015.

The Partnership signed-off their Partnership Plan in July 2018, identifying four key priorities for Shetland – 'Participation', 'People', 'Place' and 'Money'.

More information about community planning and the Shetland Partnership can be found at: www.shetlandpartnership.org or get in touch at shetlandpartnership@shetland.gov.uk

¹ <http://www.legislation.gov.uk/asp/2015/6/contents/enacted>



Participation



People



Place



Money

The Story So Far

Elected Members, Shetland Partnership partners and island communities, through consultations and forums such as the Commission on Tackling Inequalities, were increasingly expressing concerns and raising issues about Shetland's more remote island communities. These communities, of Fair Isle, Fetlar, Foula, Papa Stour and Skerries, are all remote from Lerwick and all have populations of fewer than 100. The populations were generally declining and ageing more rapidly than elsewhere in Shetland, whilst service providers were finding it challenging to recruit sufficiently qualified staff.

In the autumn of 2016, the Shetland Partnership agreed that resources be used to develop a structure to improve relations and working arrangements between the partners of the Shetland Partnership, and between the Shetland Partnership and these island communities.

Towards the end of 2017, island communities shared their thoughts and ideas with staff from within the Council's Community Planning and Development Service. All those managers across organisations who have responsibility for delivering services, from emergency to water, from education to housing - were asked to share any challenges they faced and opportunities they saw.

Work began on holding discussions with services to resolve service issues that the communities were facing, and had often been facing for a number of years. This helped to build momentum and trust in the project.

A second visit to the islands happened in the early summer of 2018. On each occasion, another service was encouraged to visit, alongside Community Planning and Development. The purpose was to check that the project was progressing as they would wish, and to encourage more services to get involved, and to hear and experience service issues, first hand.

These visits were only part of the picture; communication channels between services and communities, often with the support of the relevant Community Councils, were strengthened. Representatives of most of the communities were able to attend a Shetland Partnership Delivery Planning event in January 2019 – their role being to assist in island-proofing the Shetland Partnership Delivery Plan.

In September 2019, a long-held ambition – to bring representatives of the five communities together to share experiences, discuss priorities and look for shared priorities – was achieved.

The approach draws heavily on the Community Empowerment (Scotland) Act 2015 and the Islands (Scotland) Act 2018². The former is designed to ensure communities have greater influence and control over things that matter to them: committing government and public services to engage with, listen to and respond to communities, with communities having increased opportunities to develop and deliver services and initiatives that will have a positive impact on the outcomes of those living within the communities. The Islands Act brings in legislation to underpin the Scottish Government's objective of ensuring that there is a sustained focus across Government and the public sector to meet the needs of island communities, now and in the future.

A final consultation on the Plan, itself, was planned for March 2020, but postponed in light of the global pandemic. An online and virtual consultation process was subsequently run with communities and organisations, during the summer of 2020. The priorities of this plan have been reviewed and where necessary refocused, to achieve key actions for the islands, and to support them through the ongoing pandemic, and into recovery. The Plan will be reviewed in the summer of 2021, to reflect the ever changing situation with COVID-19.

² <http://www.legislation.gov.uk/asp/2018/12/enacted>



Participation



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The Future

“The people living within Shetland’s Islands with Small Populations can thrive and are actively influencing decisions on services and the use of resources.”

The Shetland Partnership is committed to supporting islands with small populations to develop their strengths, to help local people create new opportunities and to assist, where possible, to overcome challenges posed by geographical remoteness. The Partnership recognises the unique contribution that these island communities make and that strong, resilient communities are essential to improving the wellbeing of people living on the islands and the success of Shetland as a whole. The Shetland Partnership’s aim is to build on the diverse range of resources, opportunities and skills of small population island communities, and see every community reach its full potential.

This will happen by achieving the following:

- A. Communication** between agencies and communities is clear, considerate and effective and **relationships** are trusting, such that challenges can be teased out and constructively overcome.
- B.** Issues with **operational service delivery** are resolved in a timely and considerate manner.
- C.** Communities and agencies will work together when **redesigning services**, where possible improving outcomes for communities and reducing public sector spend.
- D. Action to increase the working age population** of islands is ambitious and holistic, resulting in a step change for the islands’ sustainability.
- E.** All **national and local policy** considers the impact of implementation on Shetland’s island communities, mitigating negative impacts, where possible.

The outcomes, above, contribute to the Priorities of Shetland’s Partnership Plan:

Shetland Partnership Priorities	Contribution
Money	The most significant impact of delivery will be to increase the median income of households within these island communities.
Participation	The concept of Locality Planning and the Islands with Small Populations Project is driven by the need to better hear and understand the needs of communities, in order for agencies to work alongside communities and empower them to achieve their aspirations. This locality planning process is all about developing and embedding new forms of participation.
People	By improving the connection between the people living in these communities and the people delivering services, opportunities will arise to ensure improved outcomes.
Place	Delivery will ensure that our islands with small populations are able to benefit from ensuring Shetland is an attractive place to live, work, study and invest.

Monitoring Impact

The Shetland Partnership is responsible for ensuring that this Plan is delivered, in a timely manner. They will monitor activity through a quarterly update of the Delivery Plan.

The following will be used to measure impact, with information gathered on an annual basis³. They are based on the Model for Improvement Framework. All projects required to achieve identified actions will put in place their own monitoring mechanisms, as necessary.

Outcome Measures

- Population Change:
 - Annual Count (July)
 - Acknowledges changes in population by week, or season
- Population Balance: age (under 18 / working age / 65+)
 - Annual Count (July)

Balancing Measures

- Median Income
- Economic Base:
 - Number of Jobs
 - Type of Jobs
 - Voluntary Positions
- Community Morale:
 - Annual Survey circulated to each household (July)

Process Measures

- Percentage of Island Impact Assessments completed on new policies / service reviews
- Percentage of service re-design exercises involving island communities
 - Annual Survey circulated to each partner (July)
- Number of households with access to affordable 4G and Superfast Broadband (300MBps+)⁴



Island Proofing in Action: Rachel Hunter, HIE & SRO for the Money Priority, consulting with Kenny Gear, Foula, and Ian Best, Fair Isle, on proposed activity set out in Shetland's Partnership Plan. Delivery Planning event, January 2019.

³ Gathering data and activity is the responsibility of Community Planning and Development, SIC

⁴ Baseline will be gathered later in 2020



Participation



People



Place



Money

Baseline Data

The data below, provides a baseline of key facts, aspirations and challenges. It was collected in 2017, and has been updated with the most recent data available (please refer to sources for dates).

Islands with Small Populations

Key Facts



people live in Fair Isle, Fetlar, Foula, Papa Stour and Skerries



Top priorities according to Island Communities (Place Standard)

1. Public Transport / Work and Local Economy
2. Facilities & Amenities / Housing & Community



fewer people. In contrast the Shetland population grew by 5% in the same decade



the annual median income is 34% lower than the Shetland average and 29% lower than the Scottish average



all 5 communities are considered fragile compared to other areas of Shetland and the Highlands and Islands



the cost of living is 29% - 64% higher than the UK average



60% for a couple with two young children

64% for a single person



34% for a pensioner couple

populations are falling and ageing at a faster rate than the rest of Shetland

SOURCES: Anecdotal (Community), 2020; Place Standard 2016, SIC; Review of Fragile Areas, 2014, Highlands and Islands Enterprise; MIS for Remote Rural Scotland, 2015, HIE; Islands' Development Plans, 2011-2015, Median Income, CACI 2019

Priorities for the Future



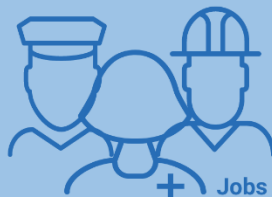
People

be dynamic, sustainable and viable



Infrastructure

maintain control of our future, working with others



Jobs



Housing



Participation



People



Place



Money

Achievements, Ongoing Challenges and Next Steps

The Collective Plan, below, is relevant to all islands and partners. Following on from this is an Individual Plan for each island and partners.

Collective Plan

This provides information on the outcome and subsequent objectives, followed by achievements to date, with some case studies included, and next steps. These next steps will form the basis of the Delivery Plan for this Locality Plan.

A. Communication between agencies and communities is clear, considerate and effective and **relationships** are trusting, such that challenges can be teased out and constructively overcome.

Objectives:

- To ensure island communities and services managers are **clear on lines of communication and responsibility for operational issues**.
- To establish **regular meetings** between individual communities and partners. This will include important information for visits and sharing information between partners.
- To enable the **five island communities to come together** to discuss priorities and agree ways of working together for shared opportunities.
- To ensure this outcome is supported by other Shetland Partnership / Partner priorities.

Achievements:

- Increase in number of discussions and communications between islanders and services
- Improved communication between the Isles and a number of Council Services and other organisations
- Evidence of trusting relationships built and building
- Most Isles now have in place regular meetings / opportunities for discussion, with an increasing number of services taking part in these

Online Meetings as a result of COVID 19

One of the benefits of the restrictions has been that meetings have become online by default. For some of the islands, this has meant that attendance has been higher than under pre-COVID19 conditions. The lack of travel time and greater availability of people, means that Councillors and officers have been more available to attend community and Community Council meetings.

Fetlar Drop-In Sessions

A model of communication and consultation with services was tested in Fetlar, during the winter of 2019. This has been repeated on two further occasions, on a six monthly basis. It has proved popular, and will become a regular event, as circumstances allow.

The event is hosted by the Community Council, and organised by the Community Involvement and Development Officer and Community Council Clerk. All members of the community are invited to the Hall, to have discussions with visiting services. The discussions are informal, and allow time to explore specific issues. The CIDO invites representatives of services, felt to be of particular importance to the community, at any one time. Those who have attended include: Council's Director of Infrastructure Services, Director of Health and Care, Executive Manager of Community Care, Director of Development, RSPB Manager. As this Drop-In becomes known, other organisations are fitting into the routine, in order to streamline consultation events for the Isle.



Participation



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The organisations' representatives stay on for one of the regular Fetlar Community Council meetings.

Partnership Response to Fair Isle Bird Observatory Fire

On the 10th March 2019, the internationally famous Fair Isle Bird Observatory was destroyed by fire. Within a day, the Council's Chief Executive, on behalf of the Shetland Partnership, contacted the Fair Isle Bird Observatory Trust, to offer any support required – from immediate crisis support, to longer-term help to re-build. A single point of contact, in the form of the Community Involvement and Development Officer, was put in place, so that anyone from the community or FIBO would only need to make contact once before getting the necessary housing, planning, or welfare support.

Isles' Event

Early on in the Islands with Small Populations project, the Isles had a desire to meet with each other – to share challenges, experiences and opportunities. Many are common to them all, but geography means that many islanders do not know each other, and have never met.

The logistics of doing this involved detailed transport planning, with weather always a factor in getting folk from all five islands together. The first attempt, in June 2019, was postponed, as it was agreed that it was important to get representation from all the islands. On 6th September 2019, 14 islanders, from the five islands; 12 senior managers from 7 different partner organisation; 8 Ward Councillors, and the NHS Board Chair, spent a valuable few hours together – hearing about life on each of the islands, discussing common themes, and agreeing some next steps. Feedback was very favourable, and all of the outputs from discussions have been used to inform this Locality Plan.

There is an aspiration to continue to meet, on an Annual basis. The next schedule meeting is to coincide with the signing of this plan. This may need to be a virtual meeting.

However, there is yet to be a consistent approach across organisations and islands.

Next Steps:

- Improved responsiveness from across the Council and partners to reflect on how services welcome customers / communities to their service:
 - Island Proof the Communications Strategy of each partner organisation (for example, the Council's Customer First Strategy and Charter)
- Establish Champions for each Island, within each Directorate of the Council (Infrastructure, Childrens, Health and Care, Development, Corporate), and key partner organisations, building on the Infrastructure model – i.e. the creation of a virtual Island Desk
 - The role will be defined, but will include regular communication (including visits when possible), in order to understand and develop relationships, such that the Isle community knows to contact them on any issue relating to their Directorate / organisation.
- Confirm role of the Community Involvement and Development Officer: regular and ongoing relationship with community, and a fall back, should the Champions not be responsive.
- Support development of role of Community Councils, based on the Mainland.
- Annual Isles' Event.



Participation



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B. Issues with operational service delivery are resolved in a timely and considerate manner.

Objectives:

- To explore a **monitoring system** for ensuring that operational issues are resolved, where possible, and that communities have a clear understanding of why certain issues cannot be resolved, with signposting to other solutions.
- To **explore and agree an effective way for removing Bulky Waste**, including cars, from the islands; whilst also putting in place systems to ensure each island community is able to **recycle waste**.
- To **explore and resolve issues relating to transport**, including needs to amend timetabling.

Achievements, to date:

- Foula: Bulky Waste Removal reinstated, Harbour Dredging
- Skerries: Bulky Waste Removal
- Fetlar: Resolved number of outstanding confusions about service provision
- Papa: Pier improvements

Bulky Waste Removal

In 2018, after complaints from local residents, Skerries Community Council wrote to several agencies including SEPA, the local Coastguard and the SIC asking for help with clearing up bulky waste around the isle. A local salmon farm had recently gone into liquidation and a quantity of large debris had been left afloat and along the shoreline. In addition to this there were a number of old cars and other unsightly rubbish strewn across the Isle.

Representatives of SIC Infrastructure Services visited Skerries soon after this and agreed to having a load of old cars removed on the ferry. Along with this the community identified other items that could be uplifted and skipped for removal. By 2019 there was a considerable improvement in the appearance of the isle.

The project is ongoing and Shetland Islands Council are working with the Crown Estate to get more bulky waste removed from the shoreline and waters around Skerries in the future.

Old Papa Stour Pier

The Old Pier in Papa Stour was no longer in use by the Council, so had fallen slightly into disrepair, but was still used and valued by the community. The metal ladder and railings on the pier had become dangerous so there was a fear that the pier may be closed. Following an approach by a community member the Council and community began exploring the possibility of a Community Asset Transfer for ownership of the Old Papa Pier. Research showed it was best not to take ownership but the process demonstrated the important role the pier played in the ongoing life of Papa Stour Residents – for transport, freight links and visiting vessels.

The case was made to Ports & Harbours to retain the pier in a safe state as it was key to transport and freight links and also for visiting vessels. Within a few weeks the ladder and railings were replaced, bringing the pier into a condition that was safe to use. This has made it possible for islanders to continue to bring in equipment and supplies at times to suit them via their own boats and it has also enabled visiting vessels to continue to stop by, from time to time. It has proven very important for ongoing crofting activity in Papa Stour.

Outstanding service issues are highlighted in the Individual Plans, below.



Participation



People



Place



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Next Steps:

- Ensure these service issues now become the responsibility of the relevant person within the Champions network, see under A.
- Provide training to Isle communities on relevant legislation, such as Community Asset Transfer, Participation Requests and Planning regulations.

C. Communities and agencies work together to **redesign services and use of resources**, where possible improving outcomes for communities and reducing public sector spend.

This outcome includes the development and delivery of a series of sub-projects, with the aim of ensuring the needs of the island communities can be met, in a way that supports the islands within the context of reducing public sector resources and current demographics. This can only be achieved with a co-production type approach.

Objectives:

- To explore and progress, where feasible, the redesign of services and use of resources, across islands with island-specific outcomes. For example:
 - Community Resilience: for the provision of airstrip cover, fire cover, First Responder and other services to community confidence for health and safety, without burden.
- To enable agencies to share plans for redesign and change in order to improve co-ordination and move towards integration.
- To develop and share a register of the quality and use of agency and community owned assets.

Achievements, to date:

- Community Maintenance Post, Fetlar
- 4G provision, Fair Isle
- Papa Stour community has access to School, for community events and connectivity

Papa Stour School Access

The School is currently mothballed, but has power, is heated and internet enabled. The community had no building available for community activity, such as events or meetings. Whilst some members of the community had to travel away from Papa on a regular basis to attend meetings, as there wasn't the connectivity to attend remotely.

The community made representation to the Council's Schools' Service. Following negotiations with themselves and the ICT Service, it was agreed that this was potentially possible for the community to have access to the school building. A mutually agreeable set of letting conditions and agreed arrangements for access was drawn up. SIC Guest internet was enabled so anyone experiencing internet issues could go to the school to get a connection. This was also very helpful for visitors to the Isle.

Access has helped to support community development in Papa Stour as it has provided a base for consultations and meetings. It has also allowed people to keep in touch with family and work via the internet connection. The community has plans to develop this opportunity further, once restrictions allow.



Participation



People



Place



Money

Community Maintenance Post, Fetlar

An assessment of income and employment data demonstrated that many of the public sector roles required in Fetlar, were undertaken by people employed to work across the three North Isles, not living on Fetlar. Many of these roles sat within the Infrastructure Service of the Council. The Executive Manager for Building and Waste Services began work on creating a part time, Community Maintenance Post. He worked with colleagues across the Council and Health and Care Services, in order to draw together all tasks that could be undertaken by the post holder.

In addition to providing a first line check, inspection and maintenance support service to all Council facilities and houses, the post holder may get involved in basic ICT support, supporting the library service and offering support calls to members of the community who may be vulnerable, in order to provide a rapid response from statutory services. The post is a pilot, which may be replicated across other islands, and more remote areas of the Mainland.

Next Steps:

- Ensure these service issues now become the responsibility of the relevant person within the Champions network, see under A.

D. Action to increase the working age population of islands is ambitious and holistic, resulting in a step change for the islands' sustainability.

Achievements, to date:

- Fair Isle Electricity
- Foula Electricity

Fair Isle Electricity Scheme

Fair Isle is not connected to the national grid and is responsible for its own island electricity network. Prior to 2018, islanders did not have access to 24 hour power. There was some wind generation but the turbines dated from the 1980s and their operational life was limited. Islanders relied heavily on diesel generators and fuel for these has to be shipped at significant expense, followed by hard volunteer labour to pump the fuel.

Following feasibility and technical studies, initially funded by Scottish Water, plans for a new Fair Isle grid took shape. FIEC accessed LCITP development funds to finalise plans and consultancy support to help with the project management of this large and logistically challenging capital project. A partnership approach of funders was key to helping realise the £3.5 million project. A new system encompassing 3 60KW turbines and a 45KW solar array plus battery storage was commissioned in late 2018.

For the first time islanders (many of whom are elderly) have access to reliable 24 hour power. Energy costs are lower and much more affordable by all. Fair Isle has a much reduced carbon footprint. Provision of 24 hour power is a springboard for future island development, encouraging new population and enterprise. During the construction phase island business were able to benefit by providing for workers and acting as sub-contractors. Two staff who came to work on the turbine scheme have now become permanent island residents.

However, there is a danger that these can be undertaken in isolation from other initiatives, and have not resulted in a step change for each islands' sustainability.



Participation



People



Place



Money

Next Steps:

Link together Housing, Transport, Connectivity and Jobs, in order to increase the population of each island. Actions required include:

- Explore how **housing** constraints can be reduced or removed.
- Ensure **transport** links are resilient, and fit for purpose.
- Ensure **connectivity** is of a standard to meet service and employment needs.
- Explore and achieve opportunities for **employment**:
 - Sustainable fishing opportunities, including through securing island-only fisheries, for example through the island-proofing of fisheries legislation;
 - Public sector roles and tasks required on Isle are undertaken by Isle residents, as a default;
 - Tourism, including through joint promotion of the isles;
 - De-centralisation of office-based posts, from Lerwick;
 - Maximise opportunities through the de-carbonisation agenda;
 - Maximise economic activity from land, for example, the potential to island-proof crofting legislation.
 - Better understand skills required within each community.
- Work with Promote Shetland to increase knowledge of the Isles as places to visit and live

NB: at the moment there is anecdotal evidence that the precarious nature of health care provision is impacting on people's decisions to move to the islands.

E. All **national and local policy** considers the impact of implementation on Shetland's island communities, mitigating negative impacts, where possible.

This would place a requirement on Shetland Partnership partners to have regard to island communities in exercising their functions. This would require them to island-proof their new or revised policies, strategies and services where these decisions will have an impact on small population island communities, in line with the Islands (Scotland) Act, 2018. This will help to ensure public service arrangements are fully aligned with the island communities' current and future needs and aspirations. This will be balanced alongside each public sector's own responsibilities to provide safe, quality and effective services on a sustainable basis.

Guidance will be developed, led by Community Planning and Development, SIC, involving the Shetland Partnership and island communities. However, the process of island-proofing will only be successful if those responsible for the development and delivery of policy, strategy or services have a good understanding of the issues faced by island communities. The Shetland Partnership will include information in their annual report, on the impact of island-proofing on their functions and activities. As part of island-proofing the Shetland Partnership will ensure partners:

- Identify the potential direct or indirect consequences that new or revised policy, strategy or services might have for small population island communities, and therefore whether there is a particular need for differential application;
- Ensure that a proper assessment of those consequences, if likely to be significant, is undertaken; and
- Adjust policy and service proposals, where appropriate, to help ensure they address the needs of small population island communities.



Participation



People



Place



Money

Off Grid Island Network

Following some research work on island energy needs, commissioned by HIE, it became apparent that off grid islands faced unique challenges and also that much time and other investment was going into trying to address these. Hence, it was suggested these off grid communities come together to share their experiences, expertise, explore the potential for collaboration.

Representatives from the community based energy companies agreed it would be a good idea to come together to exchange knowledge and HIE put in place a facilitator to get the ball rolling. The shared conversations (via phone conference) highlighted a number of common challenges such as system maintenance, customer terms and conditions, insurance, future investment and financial modelling. Potential solutions and areas for action were also identified and led to an ongoing programme of work amongst these off grid communities. A further outcome was the inclusion of the off grid islands in the, "Clean Energy for EU Islands" programme, <https://euislands.eu/> providing further opportunity for learning about future decarbonisation solutions, access to wide ranging expertise and experience from across Europe and resources. A representative from Foula Electricity Trust attended the first Clean Energy Summit in Stockholm last year, benefiting from the knowledge sharing and networking.

The Scottish off grid communities finally met together in person, in Glasgow in late 2019 along with industry experts, academics, Scottish Government, HIE, SIC, Highland Council, Community Energy Scotland. Future decarbonisation was the key agenda item. Importantly, the event highlighted the unique nature of these community's energy supply now and into the future to policy makers and researchers as well as enabling islanders to build relationships, access expertise and develop networks for future use. Both Foula and Fair Isle were represented at the event.

Next Steps:

To develop and implement Island Proofing, within Shetland, in line with the Scottish Government's Island Community Impact Assessments. Accountability for this rests with the Place Priority Board.

Environmental Impact and Climate Change

As with all Shetland Partnership activity, environmental impacts are considered, with negative impacts mitigated. A Strategic Environmental Assessment has been completed for the Shetland Partnership Plan.



Participation



People



Place



Money

Island Plans⁵

Fair Isle

Key Facts

54

full time residents

29%

of the population is over 65 years old; in contrast to 18% of the Shetland population

There are over 50 paid jobs in Fair Isle, most of which are part-time and some are seasonal. Roles are predominantly service-based, with others in tourism. In addition many people have crafts, and may be self-employed in knitting or other crafts. There are vacant positions available.

6%

more people since 1961. Shetland population grew by 30% in the same period

9

There are at least 9 voluntary organisations, with an estimated 54 volunteer roles

There are five primary / nursery children and three secondary children

There are five primary / nursery children and three secondary children

8%

the annual median income is 8% higher than the Shetland average and 16% higher than the Scottish average

SOURCES: Anecdotal (Community), 2020; MIS for Remote Rural Scotland, 2015; HIE; Islands' Development Plans, 2011-2015; Median Income, CACI 2019

Challenges

Housing - the lack of available housing is the biggest constraint

Population - There is a need to attract families who wish to engage with the community. There is particular need around the cover of roles within the fire service

Tourism - There is concern about the future of tourism in light of COVID-19

The Future

Priorities for Improvement

- Fair Isle Bird Observatory Rebuild (Led by Fair Isle Bird Observatory Trust)
- Housing: improvements to 2-3 currently uninhabited homes / linked with affordable rent policy (Led by Community and Landowner)
- Approved Ferry Project delivered (Public Sector)
- Tourism Development Plan (Led by Community)
- Ensuring all members of the community are heard (Led by Community)

⁵ Small populations means data should be used with caution: useful indicators, stimulating discussion and solutions, but the context and nuances need to be explored with communities. This is particularly the case in the pandemic.

Fetlar



Key Facts



full time residents



23%

of the population is over 65 years old; in contrast to 18% of the Shetland population



there are 31 jobs in Fetlar, of which 24 are full-time, 5 are part-time and 2 are seasonal. Some residents commute or stay away from the isle to work, and 1 role is performed by someone who commutes to the isle. Roles are predominantly service based, with others in agriculture or tourism & hospitality



temporary residents - some of whom are resident for half of the year or more, and others who visit for weekends, holidays and occasions



At least **20**

voluntary roles, across a range of different committees



fewer people since 1961. In contrast the Shetland population grew by 30%

the average annual median income is 38% lower than the Shetland average and 33% lower than the Scottish average

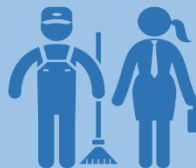


SOURCES: Anecdotal (Community), 2020; MIS for Remote Rural Scotland, 2015, HIE; Islands' Development Plans, 2011-2015; Median Income, CACI 2019

Challenges



Healthcare - challenges with NHS progressing actions e.g. prescriptions and leaflet on what to do in an emergency



Jobs - insufficient employment opportunities based on the isle

The Future



Priorities for improvement in Fetlar

- Resolve outstanding NHS actions: prescriptions, information leaflet on what to do in an emergency, social care issues (NHS Shetland)
- Ferry Succession Planning (Led by Council)
- Attracting new residents: e.g. promotion of Fetlar: to visit, to stay for a while, to live (Community, with Promote Shetland)
- Understand potential of Local Lettings Policy – linking to ferry succession and attracting new residents (Community)
- Growing Project (Led by Community Community)
- Explore Commuter Ticket on Ferry (Public Sector / Community)
- Tourism: Links with other Isles + North Isles Golden Triangle (Community, with Visit Scotland)
- Decentralise Office Based Posts (Public and Private)



Participation



People



Place



Money

Foula



Key Facts



36 full time residents, and three families of temporary residents



there are 2 full time jobs and 28 part-time jobs, some of which are very small. There are also 12 relief roles to cover these. All roles are in services. This is in addition to 9 crofters, tourist accommodation providers, for example. Some residents travel off island for work, on occasion



16% of the population is over 65 years old; in contrast to 18% of the Shetland population



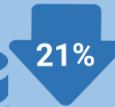
5 children currently at school in Lerwick - meaning around 12% of the islands residents are only home some weekends or holidays



9 voluntary roles, including the airstrip, Electricity Trust and Community Council



fewer people since 1961. In contrast the Shetland population grew by 30%



21% the annual median income is 21% lower than the Shetland average and 16% lower than the Scottish average

SOURCES: Anecdotal (Community), 2020; MIS for Remote Rural Scotland, 2015, HIE, Islands' Development Plans, 2011-2015; Median Income, CACI 2019

Challenges



Healthcare - communication and provision of cover



Connectivity - improvements are vital to the ambition of the island



Infrastructure - improvements needed at the pier

The Future

Priorities for Improvement



- Connectivity / 4G (Public, Private and Government)
- Resolve outstanding NHS actions and improvements in health care provision (NHS Shetland)
- Keep Electricity Scheme developments progressing, including internet connection at compound (Community and Public)
- Progress Decarbonisation Plan (Led by Community)
- Maintaining Community Resilience and ability to respond to COVID 19 in order to protect the community (Led by Community)
- Improve facilities at the pier, e.g. toilet / freight store (Led by Public Sector)
- Maximising employment opportunities for Foula, by using local people to undertake tasks (Public Sector)
- Explore housing demand, in tandem with employment opportunities (Community)



Participation



People



Place



Money

Papa Stour



Key Facts



6 full time residents



73% fewer people since 1961. In contrast the Shetland population grew by 30%



22 temporary residents - largely crofters resident in the isle during spring and summer.



4 voluntary roles undertaken by members of the community - these include looking after the kirk and the local Stofa monument



22% the annual median income is 22% lower than the Shetland average and 17% lower than the Scottish average



there are 6 part-time posts in Papa Stour, all within the service sector, such as Water, Refuse, Mail

SOURCES: Anecdotal (Community), 2020; MIS for Remote Rural Scotland, 2015, HIE; Islands' Development Plans, 2011-2015; Median Income, CACI 2019

Challenges



Connectivity - Mobile and Broadband provision is poor



Transport - need for additional ferry run and issues with connections between ferries service and bus routes making access an issue for those without their own transport

The Future



Priorities for Improvement

- Reinstatement of return ferry on Monday and flexibility of double-runs, in lieu of flights (Public Sector)
- Examination of integration of bus and ferry, including early departures of service from Viking on a Wednesday (Public Sector)
- Improved connectivity, for community and individual resilience (Public, Private and Government)
- Repair and refurbish Papa Stour Kirk, for the purpose of providing a community hub for island activities and tourist facilities, also to generate income for the community (Led by Community)
- Explore employment opportunities, in tandem with transport provision (including public sector tasks carried out by people living on the Isle) (Led by Public Sector)
- Support new people moving to the Isle (Led by Community)
- Clarification of emergency procedure, if there was an accident (Public Sector) and provision of a defibrillator and training (Led by Community)



Participation



People



Place



Money

Skerries



Key Facts



full time residents



41%
of the population is over 65 years old; in contrast to 18% of the Shetland population



fewer people since 1961. In contrast the Shetland population grew by 30%

35



temporary residents - home owners and families who stay during weekends, holidays or for occasions



there are 24 employees in Skerries, a mixture of part time and full time. Roles are predominantly service based, but also include fishing, crofting and hospitality/tourism



the average annual (median) income is 44% lower than the Shetland average and 68% lower than the Scottish average



40

voluntary roles, across a range of different committees

SOURCES: Anecdotal (Community), 2020; MIS for Remote Rural Scotland, 2015, HIE; Islands' Development Plans, 2011-2015; Median Income, CACI 2019

Challenges



Healthcare - communications and staffing present challenges to the delivery



Connectivity - Mobile and Broadband provision is poor



Transport - In the event of poor weather cancelled ferries do not run the following day. The linkspan for the ferry has been broken for some time

The Future

Priorities for Improvement



- Connectivity / 4G (Public, Private and Government)
- Resolve outstanding NHS actions (NHS Shetland)
- Repair Ferry Terminal Link Span (Public Sector)
- Develop tourism, including infrastructure to support this (Led by Community)
- Connections of bus and ferry resolved (Public Sector)
- Ferry not running on the following day, if poor weather (Public Sector)
- Explore feasibility of the ferry being based in Skerries (Public Sector / Community)



Participation



People



Place



Money