www.hie.co.uk

WORKER ACCOMMODATION DEMAND IN SHETLAND

EXECUTIVE SUMMARY

August 2015

Steve Westbrook Economist

A B Associates

Sandy Anderson
Community, Social and Economic Development

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

Executive Summary

The Brief: The main objectives of the study were to provide an overview of the Shetland economy and key drivers; to quantify the supply and demand for worker accommodation; and to produce proposals for ways in which the needs identified might be addressed.

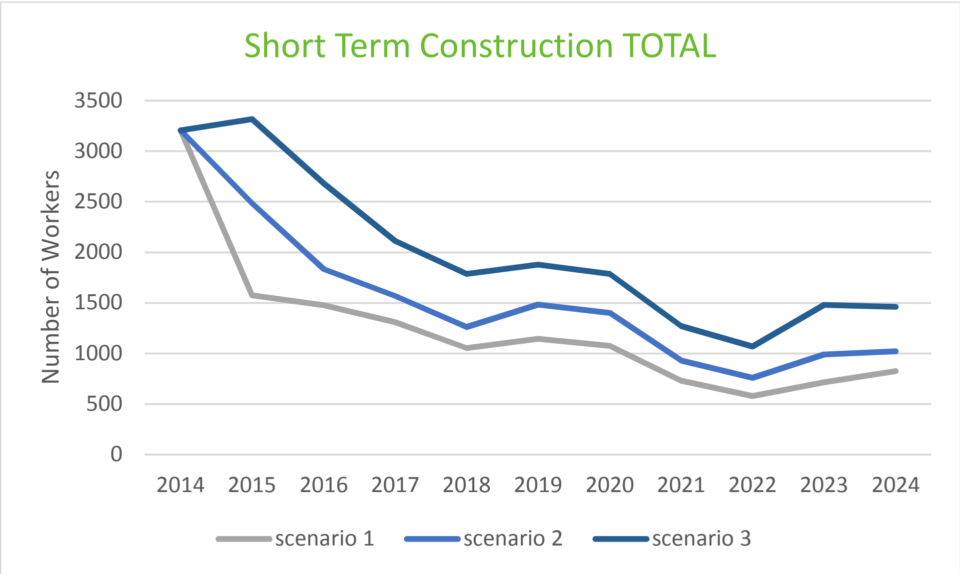
Economic Overview: It is clear from a review of the key indicators that the Shetland economy is currently in a strong position, with employment, output, and population growing, high economic activity levels, and very low unemployment. There is evidence of wage inflation, house price and rent inflation, and a shortage of labour. There is, however, some uncertainty as to how long the current high level of activity might last, which is reducing confidence to invest; there is evidence that business growth and new developments are being constrained by some of the impacts of success; the public sector is contracting and has limited resources. Housing growth has not matched economic activity growth.

Key Drivers: The key drivers for worker accommodation demand are expected to continue to be oil and gas plus further investments in energy infrastructure, accommodation, housing, and public sector projects, whilst other sectors have potential for growth, including fisheries and aquaculture, tourism, and creative industries.

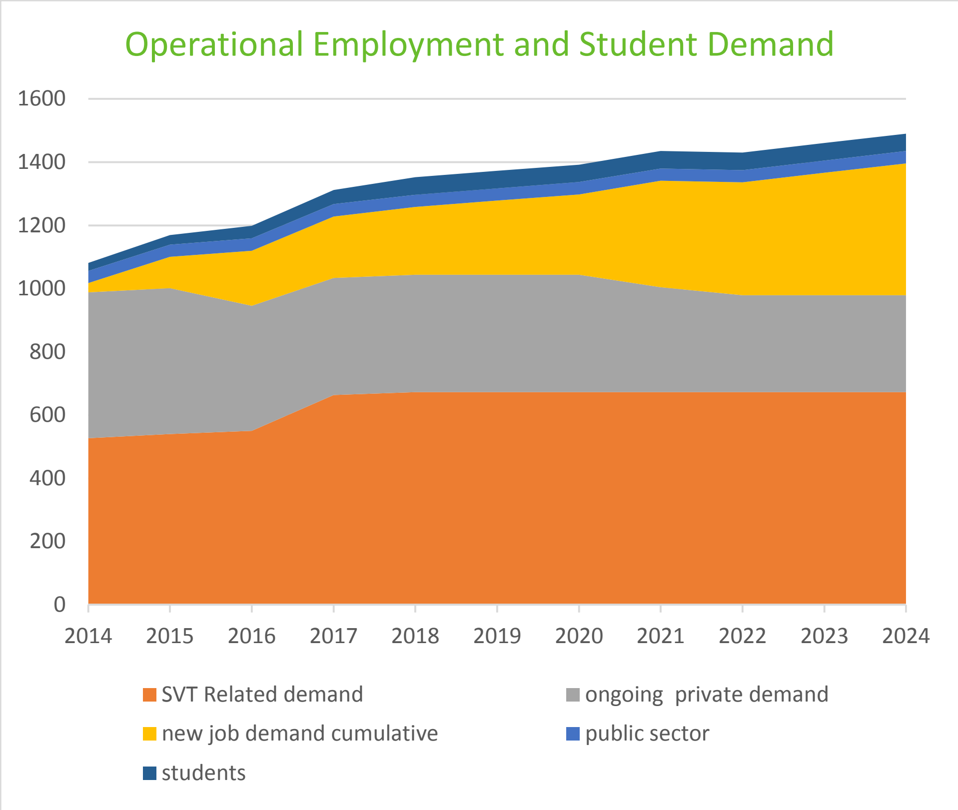
Key Messages raised during the consultation stage include:

1. Businesses are being constrained by a shortage of labour and accommodation.
2. The public sector is also struggling to recruit either locally or from outside Shetland, partly due to accommodation issues.
3. The big issue is the availability and cost of private housing to rent or buy.

Demand: Eight different categories of workforce demand were identified and assessed, and three demand scenarios created to span the range of estimates and variables.



The key conclusion from the analysis of short term worker employer demand is that, while there will be a significant drop from the current Sullom Voe Terminal influenced peak of over 3,000, there is likely to be a continuing demand for workers who will need accommodation of between 500 and 1,500 per annum up to at least 2024.



Ongoing operational demand and demand due to new jobs is expected to maintain the pressure on accommodation over the next 10 years due to the need to recruit people from outside Shetland in both the private and public sectors. These trends are illustrated above.

Supply: In recent years, worker accommodation demand has been met through a mix of facilities that include hotels, self-catering and rented houses, barges and ships, and Sella Ness accommodation block, with a likely similar mix over the next few years.

Solutions: Given the very varied sources and durations of demand, more than one solution will be required to maximise the benefits to Shetland from improving worker accommodation supply. A range of accommodation types need to be provided through a number of different vehicles. The businesses that need accommodation for their workers, whether temporary or longer term, have an interest in securing accommodation, but efforts are also required by the public agencies to achieve the best result for the Shetland community as a whole through negotiation, the planning process, accessing external funding, acting as a broker to encouraging more housing to be built, and providing support where appropriate to businesses.

Conclusions and Recommendations: The key **conclusions** from this study are:

(a) that the strong demand for employees and worker accommodation is likely to be maintained throughout and probably beyond the next 10 years, albeit at a lower level than the current peak which is being met by barges and flotels; and

(b) that the pressure on accommodation, particularly private rented housing**, will not be short lived**.

Thus, a top priority for action is considered to be providing more small housing units for incoming private sector workers. It is estimated from this study's analysis that this could be in the order of **24-**

70 per annum over 5 years, **plus 35-40** for public sector workers. This increased supply is on top of new affordable housing provision required by the Shetland population. Without more housing, businesses will continue to be constrained from growing and achieving their potential, and new businesses will find it more difficult to become established due to the cost and availability of labour. If more houses are built then the population can grow and the age structure will become less skewed if younger people can find affordable accommodation. Also if key worker housing can be built for incomers, it will help to relieve the pressure on the housing stock and on the social housing need.

Short Term Construction demand is likely to continue largely to be provided for, at least in the short term, by the industry through Sella Ness, barges and ships, and other short term provision.

The shift to rotational operation staff at the Sullom Voe terminal is a key issue for the Shetland economy and community, with potentially significant economic impacts through loss of income (estimated at £12m per annum) if BP meet their needs through the proposed new 120 bed hotel at Brae; and social ramifications through the loss of people resident in the community. It would be desirable, in terms of socio economic benefits, for the majority of the workforce to be resident in Shetland.

Finally, if benefits are to be maximised from this future phase of high activity, it is critical that there is even closer coordinated action among the stakeholders to help achieve the vision for Shetland as set out by the Community Planning Partnership. Otherwise the benefits could be limited and short term, with Shetland left to pick up the legacy of temporary facilities, being unable to realise other development potential, and being left with a static and ageing population.

A range of **recommendations** for action have been put forward that should help to maximise the benefits to Shetland from the high demand for currently non-resident workers and achieve the vision of a vibrant and growing community.

1. **Planning and Coordination**

- Cooperation and coordination are considered vital to maximise the benefits to Shetland. This means the public agencies working closely with the private sector to monitor needs and take actions, with agreement on the solutions and way forward. Therefore, it is suggested that at least two high level joint public/ private working groups should be established:- (a) to plan for accommodation needs in a coordinated way, and (b) to encourage training and local recruitment and grow the construction sector.

2. Development of Delting/North Mainland

- Produce a strategy and vision for the development and regeneration of Delting/North Mainland, including the location of any new accommodation and facilities, to address the development pressures and problems in the area.

3**. Worker Accommodation**

- Prepare the way for additional new housing by identifying and agreeing suitable sites.
- Support new private housing developments, especially small flats, to meet new incoming worker demand – in the order of 24-70 units p/a over 5 years, on top of striving to meet the already identified local affordable housing need of 53-72 units per annum. If the private sector is unable to provide these houses, the public sector needs to consider alternative vehicles.
- Create accommodation for around 35-40 new public sector key workers – some with shared facilities, and some self contained, to give options. This could be through conversion of existing premises or new build, and in partnership and cooperation with the private sector.
- Pursue different models for delivery of accommodation, including public/private partnerships with mixed funding sources and shared risks.
- Support the concept of a locally owned and managed high quality workers accommodation village in Lerwick and/or expansion of the Sella Ness facility – subject to developer interest.
- Support new budget hotels as well as a smaller 4/5* hotel.

4. Student Accommodation

- Provide accommodation for at least 30 additional students over the next 5 years. This could be considered in conjunction with providing accommodation for incoming public sector workers.
- Investigate the feasibility of using existing buildings at the old Anderson High School site to provide an immediate solution.

5. Lobbying and Funding

- Make representations to Government at the highest levels about the worker accommodation problem and the special case for funds to build more houses, since there is strong national interest in terms of government policy and oil revenues and thus in not constraining the developments in Shetland and ensuring that any negative impacts are mitigated.
- Keep to the fore the need to improve transport services (and their affordability) to and from Shetland to complement accommodation measures.

6. Other Proposals

- Increase the capacity of the construction sector in Shetland, including setting up an apprenticeship recruitment and subsidy scheme to encourage more local recruits into the construction and engineering sectors.
- Set up a scheme to recruit and train more local people to take up operational oil related jobs at SVT.
- Reinforce the campaign to attract more people to come to Shetland to live and work and invest.

If these actions are taken it will help to address the accommodation needs identified and ensure that benefits from the strong economic activity in the islands are maximised for the wider and longer term benefit of Shetland.

It is important to appreciate that worker accommodation demand scenarios will change as certain projects are delayed due to the international oil price trend, new projects currently unforeseeable are brought forward, and new opportunities emerge for Shetland. Therefore, the quantified demand

and supply analysis in this report should be reviewed both periodically, and whenever a major new project is mooted, or an existing plan cancelled, delayed or modified.

Our analysis has focused on housing and other accommodation requirements related to the demand for employees in Shetland exceeding the capacity of residents to take up this work. Other needs relate to the more general issue of housing supply matching aspirations and opportunities for population growth in Shetland – across the islands and in specific locations.

www.hie.co.uk

Highlands and Islands Enterprise
Iomairt na Gàidhealtachd 's nan Eilean

www.hie.co.uk

WORKER ACCOMMODATION DEMAND IN SHETLAND

August 2015

Steve Westbrook Economist

A B Associates

Sandy Anderson
Community, Social and Economic Development

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

Contents

Appendices

1. Review of Key Indicators
2. Maps of West Shetland 27th and 28th Licencing Rounds

Tables

Figures

1. Introduction

1.1 Brief

The brief sets out the following three main objectives for the study:-

- Present an overview of the Shetland economy and outline the key growth opportunities, with a focus on the main development projects planned over the short (1-2 years), medium (5 years) and long-term (10 years), giving due cognisance to the scale of planned projects and further inward investment opportunities that could significantly impact on the provision of worker accommodation.

- Identify and map out the future demand for worker accommodation over the next ten years in Shetland. Consider the accommodation provision that will be required and compare this to the current situation, identifying the main gaps in provision.

- Provide recommendations on the future investment and infrastructure requirements to address the gap in the provision of worker accommodation in Shetland and the role of private developers and the public sector to meet these demands. This will involve presenting various options to address both the temporary and permanent requirements over time.

1.2 Methodology

In order to address these three objectives it has been necessary to adopt a range of approaches to the different tasks and outputs. The current position of the key components of the Shetland economy has been established as well as a review undertaken of the accommodation sector. This required desk based research as well as collection of primary data and consultation with the key stakeholders.

The key drivers for growth in the local economy have been reviewed and highlighted, especially those that will require construction and engineering works and thus a demand for workers' accommodation. These activities cover the oil and gas sector and decommissioning work as well as renewable energy and other public infrastructure such as schools, harbour works, upgrading water schemes, a new power station, heritage and tourism projects, and house building. It was also important to consider the sectors where there might not be future substantial infrastructure projects, but where there is a demand for migrant workers and also thus for their accommodation, such as tourism, fish processing, and building companies.

The quantification of likely demand for worker accommodation over the next 10 years was undertaken through discussions with representatives of the agencies and the main sectors. These discussions also provided an opportunity to consider various options to address the strategic requirements and mitigate any negative effects.

Over 50 interviews face to face or by phone were completed during the survey (see **4.1** for more detail on those interviewed).

Our analysis used a range of forecasting and foresighting techniques. The data gathered during the survey and consultation stage were systematically brought together to form the basis of projections of likely demand and supply over the next 10 years. Given the degree of uncertainty and number of variables, three scenarios were produced based on different probabilities of projects going ahead and their timing – to reflect a most likely situation with high and low possibilities on either side of that.

Our projections of the supply of accommodation has been limited to existing and known projects to enable the gap between future supply and demand to be clearly highlighted and options to be considered on how best to fill that gap.

The likely impacts, both positive and negative, on the Shetland economy (spanning its industry sectors) and the local community (e.g. access to housing) have been analysed from the information gathered as well as from our own knowledge and understanding of the key issues from other work. This relied on qualitative assessments supported by quantification where figures are available. Account has been taken at community level of increases or decreases in population and changes in housing demand expected to occur due to demographic or other factors relatively independent of workforce housing demand.

This analysis, in conjunction with the projections of demand for workers' accommodation and of the supply options, provides the evidence to explore the need for actions and how policies and actions could be developed in order to influence what happens in the future. Therefore, a number of alternative scenarios were constructed from the study findings. Appropriate action can manage and reduce uncertainties, plan for a positive legacy, and maximise the longer term benefits from expected workforce demand.

2. Overview of the Shetland Economy

2.1 Economic Context

On the basis of the main economic indicators, the Shetland economy is currently very buoyant, with a significantly higher labour demand than can be met by the resident available workforce.

A review of the key indicators is included in **Appendix 1** which shows that the Shetland economy is currently in a strong position with employment, output, earnings, and population growing, high economic activity levels, and very low unemployment. There is evidence of wage inflation, house price and rent inflation, and a shortage of resident labour. There is also some uncertainty as to how long this may last which is reducing confidence to invest. There is evidence that business growth and new developments in some sectors are being constrained by some of the impacts of success; the public sector is contracting and lacks resources; and the availability and cost of transport are also causing problems.

2.2 Analysis of Key Sectors and Drivers and Development Projects

The key sectors in the local economy, based on the most recent Input/Output results[1], are the public sector, fisheries, energy, construction & engineering, and tourism.

Fisheries, which includes catching, processing, and aquaculture, accounts for 10% of total employment directly, 17% inclusive of the multiplier, and nearly 30% of Gross Value Added (GVA). It is thus a key driver in the local economy, and it is important that it is not damaged by the current boom conditions.

Energy Sector: With regard to **oil and gas,** there is a push to start extracting more oil and gas from the West Shetland licencing areas, which has created a demand for onshore infrastructure to support offshore extraction activity. There is expected to be sufficient oil and gas to keep the Sullom Voe terminal operating through to 2040 and beyond. This activity and confidence has brought new oil and gas companies into the islands and led to the need for a complete refurbishment of the terminal, creation of a new Gas Sweetening plant (BP), and a new gas plant for Total for the Laggan/Tormore fields.

In addition there are other players considering options for using Shetland such as Chevron who are looking to exploit their finds West of Shetland, e.g. Rosebank. However the recent fall in the price of oil may dampen down the likely activity level over the next year or two (and possibly beyond as companies strive to reduce their operating costs).

West of Shetland is seen by some as a "key zone for new oil". A report by Hannon Westwood (energy consultants) in 2008 suggested that the area accounted for 50% of the new UK reserves in 2007, i.e. 942m barrels of oil equivalent. In 2009, Faroe

[1] Shetland Regional Accounts 2013, Hutton Institute and A B Associates for Shetland Islands Council, 2013

Petroleum announced new strikes at Glenlivet and Tornado Fields, with further exploration ongoing at Ann Marie, Cardhu, and Lagavulin. This is in addition to Total's activity at Laggan and Tormore with a gas pipeline into SVT, Chevron at Rosebank/Lochnagar Fields some 100 miles north west of Shetland, and BP at Clair and Schiehallion Fields. Some of the main discoveries West of Shetland are summarised in Table 2.1 below.

Table 2.1: West of Shetland Activity

Fields	Company	Discovery Date	Gas/Oil
Active Fields			
Clair	BP +	1977	oil/gas
Schiehallion/Loyal	BP	1993	oil
Foinaven	BP	1992	oil
Discoveries under Development			
Laggan/Tormore	Total	1986	gas/oil
Rosebank/Lochnagar	Chevron	2004	gas
Discoveries not yet Developed			
Glenlivet	Faroe/Dong	2009	gas
Tornado	Faroe	2009	oil
Tobermory	Total	1999	gas
Solan/Strathmore	Premier Oil	1990s	oil
Victory	Texaco	1977	gas
Torridon	Chevron	1985	gas
Suilven	Conoco	1996	gas
Cambo	Hess	2002	oil
Laxford	Total		gas
Active Exploration			
Cardhu	BP		
Lagavulin	Chevron		
Ann Marie (Faroe sector)	Eni		
Brugdan (Faroe sector)	Statoil		
60 + licences active			

Sources: various reports and websites

Some of the key relevant facts about West of Shetland are:-

- 30 + companies with an interest in West of Shetland
- 60 licences West of Shetland
- 20 undeveloped discoveries
- Potentially 40 + wells
- Potentially 15 + years of gas production
- Potentially 800km of new pipelines
- Over 2 trillion cu ft of gas discovered
- Over 4 trillion cu ft of undiscovered potential
- 3-4 billion barrels of oil in West of Shetland fields that could be recovered by 2035

There is an expectancy that the active lifespan of West of Shetland activity is well beyond 25 years, and could be 30-40 years. This has been the pattern in the North

Sea where the life of Sullom Voe Terminal, based on North Sea oil/gas, was expected to be 25 years maximum, but could now be 45 years +, with further extension through West of Shetland fields.

Government tax breaks for companies working in deep water West of Shetland could help to bring forward more developments in this area. A number of new areas West of Shetland have been included in recent licensing rounds through to November 2014 (see **Appendix 2** for Maps of 27th and 28th Licencing Rounds). Thus there seems little doubt that there will be more activity West of Shetland, with the potential for spin offs in Shetland, especially through ongoing movement of people and goods offshore, even if there are short term delays in some fields due to oil prices.

A second dimension of the oil and gas sector is **Decommissioning** of the infrastructure in fields that have reached the end of their life. Shetland is well placed to attract some of this business, and Lerwick Port Authority and One Peterson have been preparing onshore infrastructure to put themselves in position to compete for this businesses. Considerable investment has been made at the Greenhead Base and Dales Voe, and it is anticipated that projects could start within the next 5-10 years. The timing is dependent on oil prices because if the oil price is high it is likely to prolong the life of fields, but if the price is low then fields could be closed sooner. The current low prices, if maintained for any length of time, could bring forward the timetable.

Photo of Dales Voe Base

Image: Lerwick Port Authority

Photo of Greenhead Base

Image: Lerwick Port Authority

A third area is **renewable energy** which has the potential to become a driver. It is still in its early stages but there could be major development of onshore wind (Viking and other projects in Yell, West Mainland and South Mainland as well as in Lerwick), and tidal and wave devices. However, wave & tidal might not develop to any significant extent until beyond the next 10 years and is certainly dependent on an interconnector being in place with spare capacity.

Tourism: At a much lower gross level (around £16m in 2012/13), the tourism sector is considered to have potential for further growth given the range of attractions, events, and activities available in Shetland, and the limited extent of marketing in recent years to tourist visitors. Marketing has not been necessary in the recent past for many of the accommodation establishments due to the very strong business and worker accommodation markets.

Table2.2: Value of the Tourism Sector

	2000	2006/7	2012/13
Output	£12M	£15.3M	£16.2M

Source: Visitor surveys

Creative Industries: This is a growth sector nationally with evidence of increased activity and potential in Shetland. There has been a resurgence in interest and activity, especially in textiles and other crafts, which is supported by new developments and activities such as Mareel (the new arts centre); with a new UHI Chair of Creative Industries having been established in Shetland. A number of courses are being launched by UHI, such as in music, which could generate demand for student accommodation. The range and quality of craft goods being produced has grown significantly and the annual craft fair was the largest ever in 2014.

Public Sector: Traditionally the public sector has been a significant driver in remote rural economies through its promotion of capital projects, its spend on operational activities, and the salaries that it pays. This has become less so with constraints on public spending and reductions in the sector's labour force (e.g, SICs employment has fallen by around 500 in the last few years). Nonetheless, it is still a significant spender and employer, although capital programmes have been cut.

Infrastructure projects have been and should continue to be another driver in the economy for increasing construction and engineering activity. Projects are expected to come from a range of sectors and activities, and include public sector projects and utilities as well as housing and community projects. These are covered in more detail in the following sections.

In summary, the main drivers include the following:-

- ***Fisheries and Aquaculture***
    - Range of infrastructure
- ***Energy***
    - Oil and gas– SVT onsite Gas Sweetening Plant, maintenance, refurbishment
    - SVT offsite HQ , hotel
    - Chevron Rosebank development
    - Offshore activity West of Shetland
    - Decommissioning
    - New Power Stations – Lerwick and SVT
    - Wind energy, especially Viking Energy
    - Interconnector cable for electricity
- ***Transport***
    - Airport and Harbours
- ***Tourism***
    - Heritage projects – Scatness
    - Accommodation – new hotels, refurbishments
- ***Public Sector***
    - SIC – Anderson High School, Eric Gray Centre, social care
    - Hjaltland Housing Association
- ***Other Private Sector investments***
    - Construction and engineering projects
    - Housing – new and conversions
    - Sella Ness work camp extension
    - Energy Recovery Plant/District Heating Scheme investment
    - Shetland Recreational Trust, UHI/College accommodation

In **conclusion,** the key drivers summarised above will continue to generate demand for worker accommodation, especially oil and gas, followed by decommissioning, energy investments such as the power stations, wind energy and the interconnector, public sector investment and house building. Other sectors expected to grow include fisheries and aquaculture, and the provision of accommodation itself.

3. Recent/Current Accommodation Supply and Demand

This section provides some background on the current situation and covers the full range of recent/current demand for and supply of worker accommodation in Shetland.

Shetland has a long history of relatively high numbers of business visitors (especially compared with the other island groups) who come to the island for a few days or longer periods. This demand has risen to significant peaks at different times in the past, e.g. relating to the herring fishery, the construction of SVT, the "corrosion under insulation" project at SVT, and more recently, the development and refurbishment of SVT, the TOTAL project, and other major public infrastructure projects.

The accommodation provided to meet these peaks has ranged from the "gutters huts"(for herring processing workers) to the work camps at Toft and Sella Ness. Although facilities within the temporary accommodation provided have improved a little through time, it is interesting that some of the older facilities have provided a lasting legacy by remaining in use far beyond their original function, and have indeed been subsequently modernised and converted into office use at North Ness. The legacy from the SVT camps at Toft and Firth has not been as long, though use was made of the main service blocks for a number of years.

Temporary Construction Workers

The main demand in recent years has been from oil related activity, with maintenance and new investments at SVT as well as capital projects such as the new Mid Yell School and Sumburgh Head refurbishment.

Table 3.1: Temporary Construction Workers

	2012	2013	2014
BP SVT maintenance/refurbishment	400	400	660
Total Laggan/Tormore Gas Plant	1,500	2,100	2,500
Sella Ness Accommodation Block/Moorfield Hotel	40	40	
Other projects	30	30	30
Total	1,970	2,570	3,190

Source: own research

It is clear that demand has risen significantly over the last few years. Before this, demand was very much lower and could fluctuate quite widely from year to year depending on what capital projects were underway.

Offshore Workers

A further source of demand for short term accommodation has come from offshore workers who are passing through Shetland and transferring from fixed wing to helicopters, and from crew changes for oil related vessels. This can generate peaks for beds in the order of 60-100 for helicopters at one time for one or two nights. The demand is very weather dependent and occurs primarily in the summer six month period. This can arise from Scatsta or Sumburgh traffic as well as smaller numbers from Lerwick and Scalloway harbours.

The numbers of helicopter and fixed wing passengers passing through Scatsta and Sumburgh have been as follows:-

Table 3.2: Passengers Numbers at Scatsta and Sumburgh Airports 2001-2013

	2001	2006	2010	2012	2013
Scatsta					
Helicopters	n/a	n/a	n/a	139,671	137,206
Fixed wing	n/a	n/a	n/a	164,809	161,102
Total passengers	**247,000**	**255,000**	**279,000**	**304,480**	**298,308**
Sumburgh					
Helicopters	41,311	18,198	10,051	5,731	15,477
Charter fixed	14,824	9,727	10,160	144,836	196,756
scheduled	112,146	125,326	131,184		
Total passengers	**168,281**	**153,251**	**151,395**	**150,567**	**212,233**

Source: HIAL and NATS websites and press releases

These figures show a steadily rising demand through Scatsta, with a more erratic pattern through Sumburgh. An overall estimate of over 300,000 passenger movements at Sumburgh for 2014 would suggest that throughput is still rising[2]. A recent study of Offshore Helicopter Services for HIE concludes that Sumburgh airport should be in a strong position to further develop helicopter transport facilities.[3]

Underlying Visitor Demand

The underlying demand from shorter term visitors has largely been met through Shetland's wide range of "tourist" or "visitor" accommodation, i.e. hotels, guest houses, B&Bs, and self-catering. Provision has been as follows:-

Table 3.3: Visitor Bedspaces 1996-2015

	1996	2006	2010	2015
Hotel	596	545	551	550
Guest house	170	185	199	206
B&B	208	168	109	108
Self-catering	421	437	542	564
Hostel, bods	125	99	139	213
Sub total	1,515	1,434	1,540	1,641
Camp/caravan	162	230	237	233
Total	1,677	1,788	1,777	1,874

Source: Visit Shetland Guides and SIS; Shetland Accommodation Occupancy Surveys

Over the last 10-15 years, the overall level of registered accommodation has remained relatively stable, although there have been some fluctuations, most notably a fall in B&B spaces and an increase in self-catering spaces. The fall in B&B

[2] HIAL press release Feb 2015

[3] Offshore Helicopter Services in the North of Scotland , Frontline for HIE , 2014

spaces may be partly due to retirals, partly to some guest houses being taken over by companies for their workers, and partly through some providers no longer participating in the VisitScotland network. In addition, there are known to be bedspaces available in non-member properties. It is estimated these could amount to a further 15% of bedspaces to bring total bedspaces to around 1,900 in 2015 (excluding camping/caravanning). The numbers of visitors in recent years gleaned from visitor surveys are as follows:-

Table 3.4: Visitor Numbers 2000-2012/13

	2000	2006/7	2012/13
Business	20,573	22,099	26,541
Holiday	17,737	24,774	26,706
Visiting Friends and Relatives	8,869	13,081	11,412
Sub total	47,179	59,954	64,655
Yachts and cruise ships	18,473	44,327	46,041
Total	**65,652**	**104,281**	**110,696**

Source: Visitor Surveys 2000, 2006/7 2012/13; Cruise ship figures include passengers and crew (25,470 and 17,565 respectively in 2006, and 26,477 and 18,000 in 2013). The estimate for cruise ships in 2012/13 was based on passenger figures from Lerwick Port Authority, plus the same proportion of crew as in 2006. It should be noted that the number of cruise ship passengers rose dramatically to 43,056 in 2014, which would give an overall total of 72,334 (passengers and crew). The 2012/13 yacht figure was an estimate based on 520 yachts with an average crew of 3.

The number of holiday visitors travelling annually to Shetland by boat or plane is around 26,000 and these visits are concentrated in June, July and August, with most others in May and September. The majority of the visitors in 2012/13 were from the ABC1 social group (69%). This was broadly equalled by the number of business travellers, who are more spread throughout the year.

Operational Staff Accommodation

The public agencies traditionally provided some accommodation for incoming key workers, e.g. Police, NHS and SIC. The provision was greatly increased in the 1970's to meet the needs of the growing economy, including the oil and gas industry and the growth in public services in response to increasing population and responsibilities.

External funding and loans were secured to help provide some of this housing, such as at Nederdale (Scottish Special Housing Assoc), Moorfield in Brae (SIC), and Firth and Mossbank (SIC). These were on top of the provision of houses for teachers, especially in rural areas. BP also provided housing for some of their key workers, e.g. alongside Moorfield in Brae and in Voe, as did Bristows in the South Mainland.

The NHS have built up a stock of accommodation that is usually fully utilised, and only partly meets their needs. In addition they rent other accommodation, especially for visiting services or other temporary contracts.

Table 3.5: NHS Accommodation in 2014

	2014
Hostel type bedspaces	28 bedspaces
Houses	7 houses with 21 bedrooms
Flats	6 flats to accommodate 11 persons

Source: NHS

The Police have also had houses for staff throughout the isles, though some of these have been sold over the years, e.g. at Scalloway and Dunrossness. This means that they now have a shortage of accommodation and are looking to obtain more to help in staff recruitment.

Some businesses in the private sector have also provided housing for workers from outside Shetland. This has been the case with fish processing, especially where there have been seasonal peaks, but also more recently for year round core staff e.g. Saga and then Scottish Seafarms and Shetland Catch who have become more dependent on migrant workers. Also, oil related businesses in the 1970s and 80s provided housing, e.g. for helicopter pilots, and more recently other companies reliant on workers from the south, e.g. Technip, have done so.

Housing Stock and Housing Market

Since the 1980s, many of the houses originally provided for a specific purpose have come onto the open market, while the Local Authority stock has shrunk due to sales and fewer new builds. For example, in the 10 years to 2005 an average of 60 local authority houses were sold each year[4]. The Local Authority no longer provides dedicated key worker housing for incoming workers, although they are eligible to apply for a house within the general stock.

Hjaltland Housing Association has been a key provider of new affordable housing for the local market. No houses have been created specifically for incomers or key workers, since the priority and funding is for social housing.

Table 3.6: Housing Stock in Shetland, Sales and Prices 2006-2013/14

	2006	2010	2012	2013/14
SIC/HHA housing stock	2,198	2,220	2,284	2,383
Private housing stock	8,002	8,370	8,526	8,600
Total stock	10,165	10,590	10,810	10,983
No of house sales	276	201	237	218
Mean sales price Shetland	£98,415	£114,424	£120,533	£133,715
Mean sales price Scotland	£144,112	£163,356	£158,491	£162,266

Source: Shetland in Statistics 2013, Scottish Neighbourhood Statistics, Scottish Assessors Association. Around 5% of the housing stock is vacant at any one time and 1-2% of units are estimated to be second homes. The 2011 Census recorded 9,950 households with residents.

Table 3.6 also shows that the number of house sales per annum has been relatively steady while there has been a significant increase in prices compared with the national picture (+35% as against 12%) between 2006 and 2013/14.

[4] Scottish Neighbourhood Statistics

Table 3.7: House Completions in Shetland 2006-2013

	2006	2007	2008	2009	2010	2011	2012	2013
Social housing	43	16	6	83	22	72	13	30
Private housing	131	111	94	90	70	84	69	45
Total	174	127	100	173	92	156	82	75

Source: www.gov.scot/Topics/Statistics/Browse/Housing-Regeneration/HSfS/NewBuildAllSector

The number of new house completions in Shetland has varied from less than 100 to over 170 in recent years, averaging at around 122. The current Local Housing Strategy[5] identifies an overall housing supply target (including affordable and private housing) of an estimated 1,230-1,420 homes required over a ten year period. This is equivalent to 123-142 homes per year.

Completions in the private sector, in particular, have recently fallen, possibly due to a combination of factors such as access to finance, difficulty of getting a builder, and cost increases.

In relation to the social rented sector, the Local Housing Strategy identifies a need for 53-72 additional affordable housing units each year for the next 10 years. An average of 36 houses pa were completed in the social housing sector between 2006 and 2013. Since adoption of the strategy the average is 38. In 2014/15 the Council completed 10 units at Brae, and Hjaltland Housing Association completed 57 units in Tingwall and Lerwick, with a further 38 units due for completion by March 2015. Beyond 2015, the Housing Investment Plan currently contains proposals for a further 80 additional units up to March 2020[6]. This would give a total of 185 new affordable houses over a 6 year period - an average of 31 per year. This reflects the funding available from the Scottish Government.

At the same time SIC and Hjaltland Housing Association are working to maximise external funding for new build housing and also to stimulate future housing supply through a range of incentives and initiatives, such as a rent to buy or developer incentives.

The SIC is focussed on meeting its statutory duties (e.g. regarding homelessness). Its resources are stretched in meeting these responsibilities, and as a result the need for accommodation for migrant and temporary workers is generally seen as a matter for the private sector.

There is also a recognition that currently the housing market in Shetland is skewed. There is little house building, other than self build, at a time when the construction sector is buoyant and not using its land bank for development. Much of the private rental market in Shetland is directed at the corporate sector. This makes it very difficult for local people to get on the housing ladder – or even to find accommodation they can afford. This is especially true of those who don't qualify for social housing and can't easily afford to buy a property.

[5] Shetland's Local Housing Strategy 2011-2016.
[6] Strategic Housing Investment Plan 2015/16 – 2019/20. Shetland Islands Council.

The 2001 Census showed 508 households living in private rented accommodation[7] – excluding those renting from their employer or a relative. Figures from the 2011 Census suggest there were 856 privately rented households (8.6% of the total)[8]. This is significantly more than the number of properties registered by landlords in 2011, although it includes those renting from relatives and employers. The number of properties registered by private landlords in Shetland has increased by 60% in recent years (see Table 3.8 below).

Table 3.8: Private Rented Property in Shetland 2011-2014

year	number
2011	495
2012	580
2013	679
2014	794

Source: SIC register of private landlords

Anecdotal evidence is available on rent levels but reliable evidence is hard to come by, although the SIC did carry out a survey in 2008 which showed that the average monthly rental on long term lets was £400-£500 excluding Council Tax and utility costs. Data from Rent Service Scotland[9] suggests rents for a 2 bed property in the Highlands and Islands Rental Market Area rose from £503 to £532 per month between 2010 and 2014. This is the market area used as the benchmark for Housing Benefit purposes, which means that in Shetland the current assumed rent for a 2 bedroom property is £109.62 per week.

Discussion with local providers suggests that while rental values depend on the quality of the property and the specific demand at the time, recent actual rents for 2 bedroom properties in Lerwick have been in the region of £1,250 per month, while a family house in the Brae area might cost in the region of £3,000. In recent years, there has been increased interest in the buy to let market in Shetland, with investors attracted by the potential returns. This puts extreme pressure on local people wishing to rent properties privately. The Local Housing Strategy concludes that "private rented housing in Shetland is largely unaffordable for households on average incomes"[10]

There has been a notable increase in private developments in Lerwick to provide one bed facilities, such as the conversion of two ex-Council offices in St Olaf Street, Leog on Hillhead, flats above the Marlex, and redevelopment of the Malcolmson bakery site, as well as in housing and chalet activity around Brae. The Sumburgh Hotel is expanding its accommodation through acquisition of property to add to its existing portfolio (which includes serviced apartments in Lerwick).

[7] Scottish Neighbourhood Statistics
[8] Census 2011 table KS402SC - Tenure
[9] www.gov.scot/Publications/2014/11/2313
[10] Local Housing Strategy 2011-2016, para 11.15

A new type of business started in Shetland in the last few years which is to manage and rent property. Traditionally this has been limited to a few individuals with their own properties and the solicitors who help clients buy and sell properties. Two new businesses are now offering a full range of services to property owners who wish to rent out their properties. They have over 100 properties on their books.

There have not been many houses in Shetland registered for **Multiple Occupation (HMOs)**. 49 licences were issued between 2003 and 2010 but only 6 HMOs were actually in place in 2010. Currently there are 16 active properties with licences (which are valid for 3 years), however 4 are sheltered accommodation and 1 is student accommodation, thus leaving 11 for workers. These provide space for over 100 people. Around 30% of these are for NHS staff.

Migrant Workers

Over the past 20 years there have been increasing numbers of migrant workers coming to Shetland from outside the UK to fill essential jobs in fish catching, processing, aquaculture, tourism, construction, and other services such as shops.

In the early 2000s, 280 migrant workers registered at the Job Centre in Shetland. This represented 2% of the working age population (source ONS). However this is not the full picture as a migrant worker can register for work in any Job Centre in the UK and move to another area without any record kept. There is no wholly accurate way of calculating the actual numbers of migrant workers in Shetland at any one time as there are no records of the numbers moving in and out of Shetland.

Between 2004/5 and 2006/7, 360 National Insurance numbers were issued to non UK nationals in Shetland (compared with 290 in the Western Isles and 180 in Orkney). In 2006/7, 170 were issued. Most of these migrants were aged between 18 and 34 (73%), and 75% came from the A8 states (i.e. the EU accession countries).

Table 3.9: NINo Registrations in Shetland, 2004-2013

Year	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	Total
Registration	86	105	146	173	160	159	113	104	108	194	1,348

Source: Dept of Work and Pensions NINo registrations (National Insurance Numbers)

The numbers in Table 3.9 represent an average of 135 p/a. but it is not clear how many stayed and for how long? And how many more have come in after registering elsewhere in the UK? This information is not available. A guesstimate, informed by the results of a survey in Orkney[11] and the total numbers registered, suggest that the number of migrant workers in Shetland could be between 700 and 1,000 at any one time, depending on the numbers staying or leaving and those moving from other areas. This assumes that the proportion of non locally registered migrant workers is similar in both island groups.

The 2011 Census showed 1,172 people living in Shetland but born outside the UK. 727 of these had lived in the UK for less than 10 years and 529 for less than 5 years.

[11] Employer Study into the Impact of Migrant Workers in Orkney, Orkney Islands Council and HIE Orkney, 2007

Not all of these will be migrant workers, but these figures do support the above guesstimate.

Student Accommodation

The number of students from outside Shetland enrolled at Shetland College is quite low, although there are more at NAFC.

Shetland College does not provide any accommodation for students whether from outside Shetland or from the remoter parts of Shetland who need to stay in Lerwick while attending a course. NAFC provides 29 bedspaces in 25 bedrooms on their site in Scalloway which are used mainly by cadet students. The demand for accommodation from students at both campuses could grow in the future as more Higher Education courses are developed, such as in creative industries and summer schools. In common with elsewhere in Scotland, however, annual FE enrolments have fallen in recent years due largely to significant FE funding cuts by the Scottish Government.

Table 3.10: Students Enrolled at Colleges in Shetland 2006-2014

	2006/7			2012/13			2013/14			2014/15		
Students	FT	PT	T	FT	PT	T	FT	PT	T	FT	PT	T
Shetland Coll												
FE	71	1,281	1,352	66	1,220	1,286	53	966	1,019	70	749	819
HE	84	132	216	90	251	341	88	191	279	93	102	195
Short courses							0	1,417	1,417			
NAFC												
All students	n/a	n/a	806	n/a	n/a	794	n/a	n/a	1,045	n/a	n/a	n/a

Source: Shetland College and NAFC

Increased future demand could be for 20 beds for Shetland College and another 5-10 for NAFC. A study was carried out by UHI into the feasibility of providing accommodation for 25-30 students that included NHS, SIC, and Police trainees as well as UHI. There was a proposal from the UHI to provide some accommodation through a private sector special service provider, but this did not proceed as the guarantees required were considered too onerous. There were also issues about the flexibility of use of the accommodation during student holidays.

4. Analysis of Future Accommodation Supply and Demand

4.1 Analysis and Methodology

In order to help quantify accommodation supply and demand a survey was carried out through interviews (some face to face, but largely by phone or through emails), of a range of employers and public agencies. The initial target for 35-40 interviews was exceeded, with 54 interviews in total undertaken across the following sectors:-

Table 4.1: Record of Interviews

Sector	Number of interviews	Numbers contacted
Public Agencies	11	11
Oil and Gas and Decommissioning	9	11
Construction and Engineering	8	8
Tourism	8	9
Transport	6	9
Fish Processing	3	6
Housing and Property	3	4
Infrastructure and Other Developments	6	6
Total	54	64

The sample was chosen to focus on the key sectors and businesses which are (or will be likely to be) driving demand, such as oil and gas, construction and engineering as well as other sectors being affected by accommodation issues such as transport, tourism, and fish processing; and the public sector that is facing similar difficulties recruiting staff. The information received from this process was supplemented by data from a variety of other sources as well as our local knowledge, in order to come up with some credible estimates of demand and supply.

From this analysis, it seems certain that there will continue to be strong demand for short term worker accommodation over the next 10 years (and beyond). Less certain is the level of demand, when it will occur, and how long it will last.

4.2 Analysis of the Survey Responses

The key messages raised during the interviews are summarised below.

1. Businesses are being constrained by a shortage of labour, especially skilled trades, and accommodation.
2. The public sector is also struggling to recruit either locally or from the south, with the latter mainly due to accommodation availability.
3. The big issue is seen as the cost and availability of private housing to rent or buy.
4. A degree of uncertainty in the oil and gas sector is making businesses cautious about expanding and taking on permanent staff in case of a downturn - the recent reduced price of oil having increased caution.

5. More effective cooperation and coordination between the public and private sectors are considered vital to finding solutions to the pressure on accommodation that will provide lasting benefits to Shetland

4.3 Demand 2015-2024

Eight different categories of demand for accommodation were identified and considered separately, as requirements tend to be different. These categories are:-

1. Short term construction demand
2. Ongoing maintenance at SVT
3. Offshore workers
4. Oil related operational/rotational employment
5. Other operational employment in the private and public sectors
6. Migrant workers
7. Students
8. Business travellers

Our estimates for the demand for accommodation have been derived from the survey we carried out, supplemented by data from other sources. Three scenarios are put forward to reflect the range of possible demand and levels of uncertainty, especially in relation to capital projects. Our main assumptions are summarised in Table 4.2.

Demand from tourists and other non business visitors is also relevant to demand for certain accommodation types and we also considered this – both currently and in the future with potentially increased tourism.

Table 4.2: Demand Scenarios

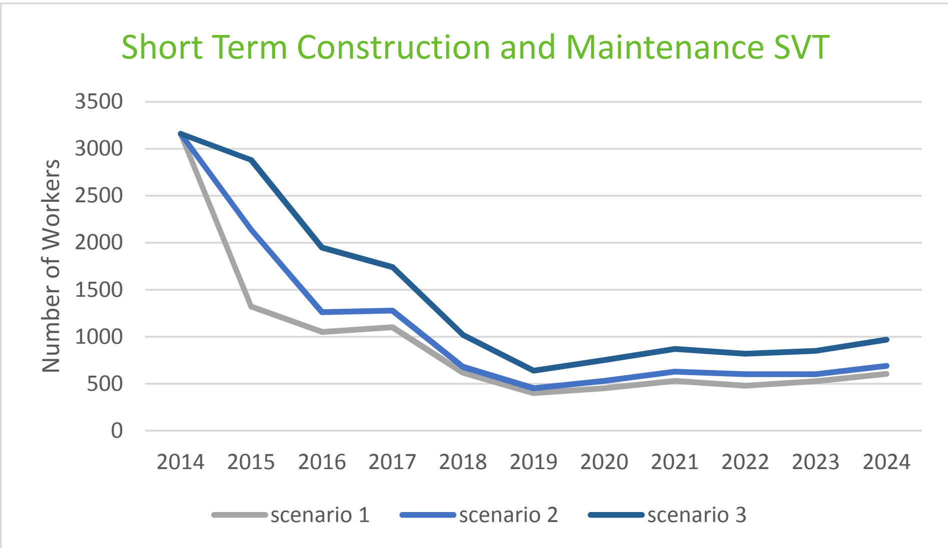
Assumptions	Scenario 1	Scenario 2	Scenario 3
1.Estimate of demand from capital projects	Lower end of range	Mid range	Higher end of range
2.Timing of projects	Some assumed to slip	Most assumed to be on schedule	All projects on schedule
3.Allowance for less certain and new projects	None included	A few projects included	Several projects added (but more could emerge)
4.Price of oil	Price remains low and depresses demand for new developments, but decommissioning brought forward	Oil price rises sufficiently so that projects remain on schedule	Oil price recovers to former high level thus more demand offshore but decommissioning possibly postponed

5.Students	Limited new demand	Demand up by 50% from Scenario 1	Demand doubles from Scenario 1 over the next 5 years
6. Migrant workers	Number of migrant workers falls	Number of migrant workers remains at recent level	Number of migrant workers increases
7.Business travellers	Decrease in demand	Stays at same level	Increase in demand

Construction and Maintenance Demand (1 and 2 above)

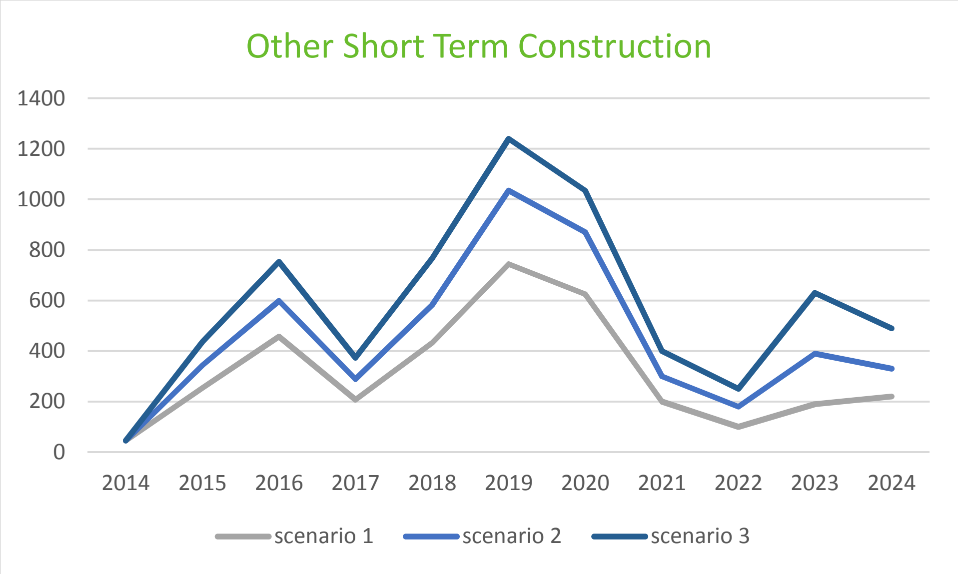
The first Figure below shows the demand from works at SVT, the second picks up the demand from a range of other projects throughout Shetland, and the third brings the data together in one graph. The SVT labour demand projections include maintenance, refurbishment, etc, where carried out by contractors rather than BP or TOTAL staff.

Figure 4.1: Short Term Construction and Maintenance Demand SVT 2014-2024



The notable feature in Figure 4.1 is the steep drop between now and 2019 followed by a more steady baseline pattern for the remaining period of between 500 and 1,000 workers across the three scenarios. The mid range scenario suggests the demand for accommodation could be maintained at a level in excess of 500 per annum.

Figure 4.2: Other Short Term Construction Projects 2014-2024



The data in Figure 4.2 have been derived from the expected demand for short term construction accommodation from a wide range of construction projects across all sectors on the islands (see indicative list on Page 7).

The irregular pattern in Figure 4.2 is much influenced by the short term nature of specific construction projects, especially those expected to come together in 2018-20.

Figure 4.3: Total Short Term Construction and Maintenance Demand 2014-24

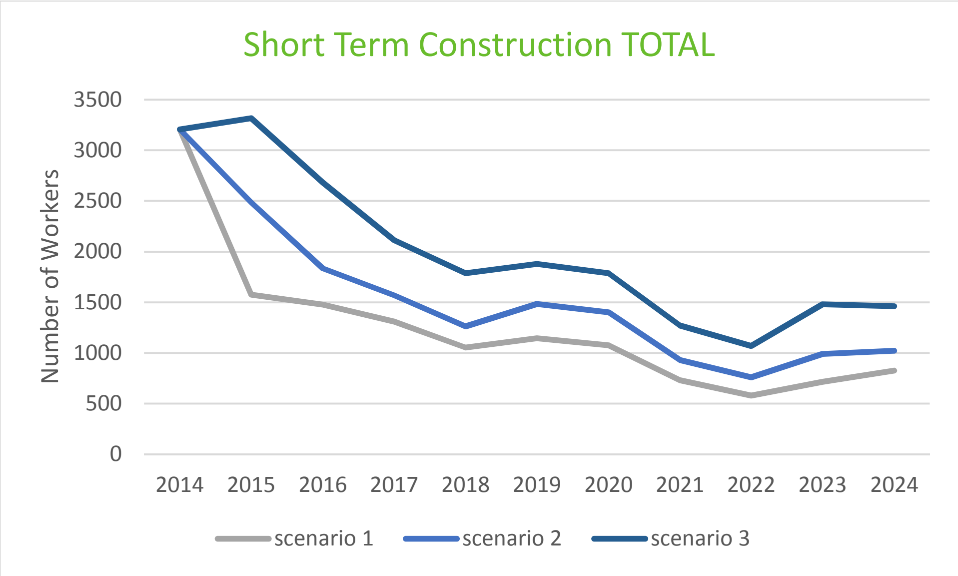


Figure 4.3 brings the data together from SVT (new build, maintenance, and refurbishment) and other capital projects (public and private) throughout the isles, i.e. it includes all those in categories 1 and 2 listed at the beginning of section 4.3.

19

Three broad demand phases are evident, although there could well be significant new projects in the latter part of the ten year period not currently identifiable. Projections made in 2004 would have been unlikely to have predicted the actual 2014 demand!

1. 2015-2016: 1,500-3,300 workers
2. 2017-2021: 700-2,000 workers
3. 2022-2024: 500-1,500 workers

Figure 4.3 shows that while accommodation demand is likely to fall from the current peak, it is likely that significant levels of demand will be maintained, levelling out at between 500 and 1,500 (which is a broad range – itself an important study finding)

The estimates embodied in Figure 4.3 are based on a range of main construction projects expected over the next ten years. They do not include most of the smaller projects which are expected to be undertaken by local contractors, although it is possible that local contractors may be able to take on more major work and reduce the need for external contractors. Without a more detailed analysis of the construction and engineering sectors it is difficult to be more precise about their capacity and the likely level of future work on smaller projects, although there is known to be a backlog of projects as well as the recent level of planning applications being maintained. Thus, while the local contractors may be able to make more of a contribution to some of the major projects, this is not expected to reduce accommodation demand significantly. Indeed, in general, local contractors would be likely to find themselves recruiting from outside Shetland to carry out any significant subcontracting work on major projects, or for their own housing and commercial building work.

The demand from short term construction workers is generally for work camp style accommodation, hotels and rented accommodation. There are expectations of increasing standards for camp style accommodation, as evidenced by provision in other parts of the world and by the negative reaction of workers to sharing at Sella Ness which led to an industrial dispute and strike action. Work camp accommodation and facilities generally need to be of at least similar quality to a budget hotel.

Offshore Workers (3)

The demand for oil and gas workers moving to and from offshore installations is much more unpredictable and intermittent. Some estimates have been made based on known bednights per annum and could be in the order of 3-4,000 per annum over the next few years. The demand here is primarily for budget hotel type accommodation, although it is difficult to translate the demand for bednights into bedspaces required based on the data available. 4,000 bednights would equate to approximately 200 occupied beds for a working year.

There is evidence from a recent study that there could be a growth in the short to medium term in the demand for helicopter services and movements due to the development of over 20 new oil fields around Shetland [12]

The study also highlights the fact that there is inadequate support infrastructure at the moment, such as overnight accommodation in or close to Sumburgh airport, which could limit new development.

Furthermore it is expected there will be a need for additional fuelling and training facilities as projects are developed around Shetland. As a result, one of the five development options put forward in the report suggest that the agencies should work with the private sector to attract investment in new accommodation, among other facilities.

Oil Related Operational /Rotational Employment (4)
Oil related operational demand is from additional operational staff requirements and from the move to rotational staff at SVT (up to around rotational 350 workers expected), where the immediate plan is to provide accommodation in two hotels. However, this may not be the most economic solution for the industry and may not meet all the demand. It therefore has to be assumed there could be more demand for housing, which could be a preferable solution from the perspective of maximising benefits to Shetland with the increased scope for rotational staff to be replaced by permanent residents over time – with population benefits in local communities.

Operational Employment and Migrant Workers (5 and 6)
The "private" operational demand in Figure 4.4 is spread across the whole private sector, with the main concentrations in construction and engineering, fish processing, transport, and tourism. Housing is the main requirement for meeting this demand, ranging from shared accommodation to single person and family units.

This demand is both ongoing and from new jobs that are likely to be created. Currently there are estimated to be around **460** workers, many of whom are considered currently to be in inadequate or unsustainable accommodation (both in terms of price and facilities). This demand includes migrant workers but does not include SVT related jobs such as at Sella Ness, Moorfield hotel, and the power station that aggregate to around another 170; or the jobs on the SVT site.

Some of these jobs relate to short term contracts, e.g. in construction and engineering, but as shown elsewhere there is already unsatisfied demand and other development projects that are likely to maintain demand for similar skills. In ten years time, this category of demand is estimated to be around the 300 level. If more satisfactory accommodation is not available in the right locations it could be increasingly difficult to retain or recruit staff; thus constraining opportunities for local companies.

[12] Offshore Helicopter Services in the North of Scotland , Frontline for HIE , 2014

In addition to this, there is estimated to be **new demand** from new developments that will require to recruit workers from outside Shetland. These include jobs in transport, energy projects, the accommodation and tourism sectors, aquaculture, services, creative industries and other new businesses. This new demand is likely to be spread across the next ten years and could amount to around **400** jobs. Some of these workers may be housed in accommodation vacated by some of the short term construction workers, or through a drop in demand for oil related work, or by businesses providing space for some of their workers, but there are still likely to be substantial numbers seeking accommodation. This demand could be reduced by some local recruitment, but given the ongoing overall demand for employees, a limited labour pool, and full employment, this is not likely to be significant. Thus, there is clearly a demand for further accommodation provision beyond that providing for ongoing demand if new workers are to be attracted to Shetland to realise the potential that businesses envisage over the next ten years.

Even if it is assumed there may be some local recruitment to meet this 400 employee demand (25% or 100), some accommodation is provided, e.g. by hotels (for 100), and some of the accommodation used by the more temporary construction activity becomes available (50 units or 150 workers), there could still be a need for additional accommodation for 200 from new job demand and 150 from ongoing demand based on conservative estimates and assumptions, i.e. **350** in total. This could translate into 120 to 350 housing units depending on occupancy assumptions, or **24 to 70** per annum over a five year period. This additional housing provision would meet at least some of the expected need and relieve pressure on the private rented sector and social housing stock.

These demand figures are considered to be at the low end of the scale and if this level of units is provided there should be more than sufficient demand to fill them. It should also be stressed that the figures are a most likely scenario with the possibility of demand being higher or lower, though the latter is considered much less likely. It is also worth stressing that the analysis is still based on a partial analysis of the local economy and a fuller analysis could reveal further demand not so far identified. It should also be noted that no multiplier effect has been added. It would be reasonable to assume if more workers are domiciled there could be a knock on effect with further employment demand in a range of population based services. Thus these figures should provide considerable comfort to any prospective developer in relation to demand and the likelihood of achieving high occupancy rates very quickly.

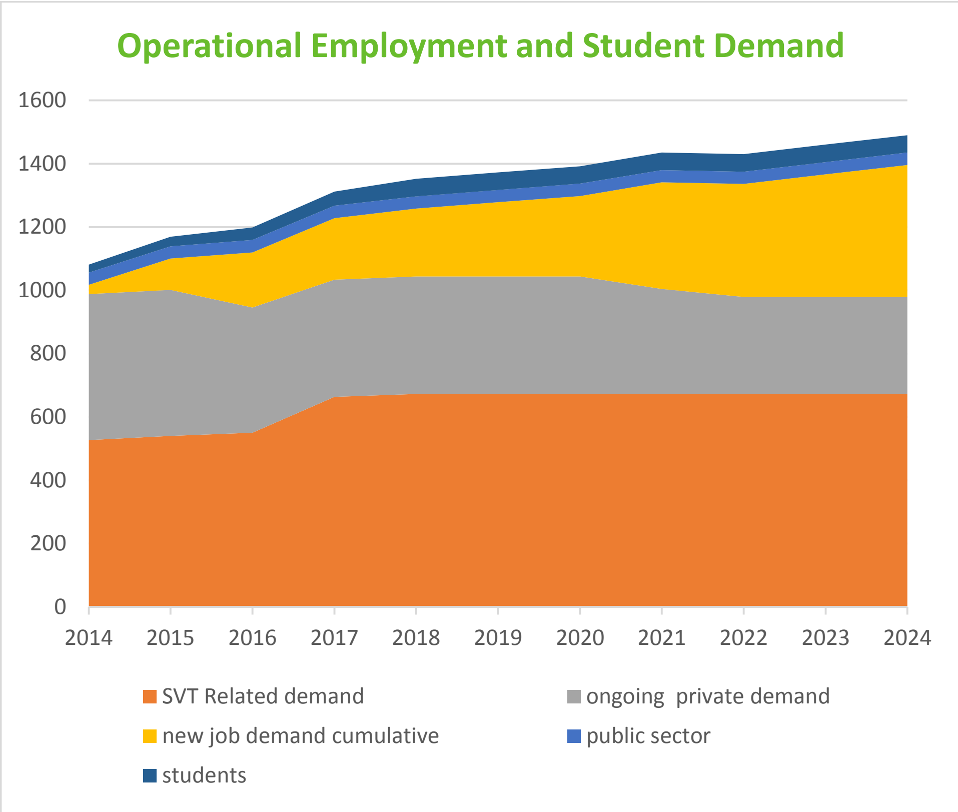
Public sector demand relates to recruitment demand for employees from the south, and applies across the sector. Our demand projection is based on annual recruitment figures and estimates from discussions with those in the sector, and has been estimated at **35-40** new workers per annum.

Figure 4.4 summarises the demand for operational employment over the next 10 years in relation to accommodation. The "SVT related demand" includes all the operational jobs (up to 670) arising from its operation including the power station and accommodation as well as rotational jobs. The ongoing private demand reflects the current and continuing demand in other sectors for external workers (300 to 460 over the period), while "new job demand" is the estimated new private sector jobs per annum added together through time (400). The public sector figure reflects the need to seek external recruits each year (35-40).

Students (7)

The demand for additional student accommodation is based on discussions with both Colleges and their plans for developing various courses that could attract students from outside Shetland, such as cadets at NAFC and creative industries at Shetland College. Our estimate for demand comes to around 25-30 additional bedspaces in hostel/rented housing accommodation over and above the current level of around 25. These are included in Figure 4.4 below.

Figure 4.4: Operational Employment and Student Demand (mid range scenario 2) 2014-2024



Business Travellers and Holiday Visitors (8)

It is assumed that the underlying demand from business travellers will be maintained and will focus on hotel and self-catering type accommodation. Holiday visitors are likely to focus on the traditional accommodation of bed and breakfast and self-catering, though there could be increased demand for quality and budget hotel bedspaces.

Conclusions

The key conclusion from this analysis of worker accommodation demand is that while there will be a significant drop in the peak demand from short term construction work which has largely been SVT generated, there is expected to be continuing demand at a substantial level from both short term construction workers and longer term operational staff in both the private and public sectors, as well as from business travellers. This means continuing demand for "camp style accommodation" for short term construction workers, as well as a significant demand for housing (owned or rented) for operational staff needs, to enable local businesses and the public sectors to recruit successfully from outside Shetland. Such housing provision will itself generate yet further new construction worker demand.

4.4 Supply of Accommodation and Potential Solutions 2015-2024

4.4.1 Current and Future Supply

Accommodation provision to meet demand to-date has included:

Demand	Current solutions
1.Short term construction	These workers are accommodated in the Sella Ness work camp and flotels as well as across a range of visitor accommodation
2.Annual maintenance SVT	These are accommodated in rented houses, hotels, and barges
3.Offshore workers	These are accommodated mainly across a number of hotels
4/5/6.Operational workers	Some public agencies offer a relocation package plus limited accommodation for rent e.g. NHS and Police. SIC only has a relocation package Private companies either rent houses or buy them and rent to employees Companies with employees on rotation are providing their own hotel accommodation, e.g. Total
7.Students	Only NAFC provides some accommodation
8.Business travellers	These are accommodated primarily in hotels and self catering

It has been possible to quantify some of the above provision, especially the visitor accommodation, work camps and flotels. However, it has not been possible to obtain robust figures for the amount of property that is currently rented out for worker accommodation or is likely to be available.

The oil industry aims to cover most of its operational demand through the two hotels for rotational/operational staff, plus Sella Ness and barges for refurbishment work, plus use of some private rented and visitor accommodation for maintenance workers.

As noted earlier, house building is currently mainly one offs, with little evidence of much speculative building, and with new provision aimed at corporate market private rentals. Businesses have effectively been taking property out of the market and squeezing the supply that is available for the local population.

The private sector has been responding with these new developments, but data are not readily available to quantify approvals or provide any detail on completions, and considerable research into all recent cases would be required.

The private sector also has proposals for at least three new hotels, a work camp in Lerwick, and more accommodation at Sella Ness.

The public sector has been continuing to build houses for local need (see chapter 3 for more detail).

Our best estimates of what could be available or is in use, plus plans for known additional accommodation, are summarised in the following diagrams:-

Figure 4.5a: Supply of Accommodation 2014-2024

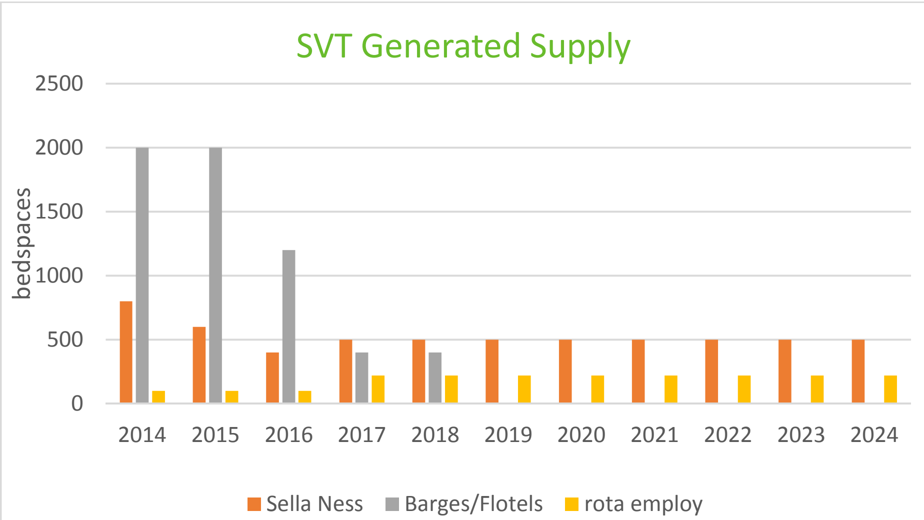
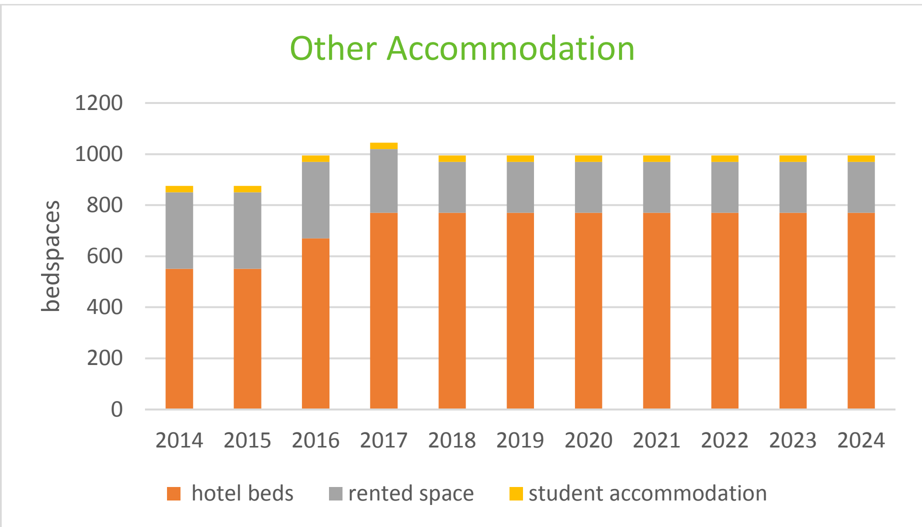


Figure 4.5b: Supply of Accommodation 2014-2024



The main demand for short term accommodation has been met to-date through the barges and ships and an accommodation block at Sella Ness; the creation of a hotel in Brae for operational requirements; the use of hotels, self-catering, and

25

rented properties for maintenance workers; and the use of rented houses for operational staff across a number of sectors.

However, gaps remain in supply, both for meeting local needs and for new worker accommodation. This is reflected in the escalation of prices for properties and rental levels, as well as the difficulties companies and the public sector are encountering in trying to recruit staff from outside Shetland.

The local housing stock has been under pressure, with many properties taken out of the market for use by businesses or for renting to contractors. It has not been possible to put a precise figure on the number of houses taken out of the market, but it could be up to 300 on top of previous norms for privately rented property (based on the difference between the number registered in 2014 as against 2011, i.e. 800:500). This increase represents around 3% of Shetland's total housing stock.

Table 4.3: Gaps between Supply & Demand

Supply and Demand	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
STC demand *[1]	3,206	2,484	1,833	1,568	1,262	1,484	1,400	930	760	1250	760
STC supply *[2]	2,800	2,650	1000	900	900	500	500	500	500	500	500
Rotational demand*[3]	120	330	290	340	350	350	350	350	350	350	350
Rotational supply*[4]	100	100	100	220	220	220	220	220	220	220	220
Ongoing job demand*[5]	461	461	396	371	371	371	371	331	306	306	306
Company rented units operational ongoing demand*[5]	150-300	150-300	150-300	120-230	120-230	120-230	120-230	120-230	120-230	100-200	130-200
Operational new jobs*[5]		29	109	184	204	224	307	327	357	387	417
Rented house supply*[6]											
Public sector demand*[7]	39	39	39	39	39	39	39	39	39	39	39
Supply*[7]											
Hotel bedspaces*[8]	550	550	550	670	720	770	770	770	770	770	770
Student demand*[9]	25	30	40	45	50	50	50	50	50	50	50
Student supply*[9]	25	25	25	25	25	25	25	25	25	25	25

- *[1] Short Term Construction demand is the mid range figure from all construction projects
- *[2] STC supply is an estimate for barges, ships and Sella Ness. Any shortfall is likely to be met through further flotels, unless more accommodation is provided on shore
- *[3] Rotational demand for both Total and BP could increase to around 350. This could include some existing as well as new staff, e.g. for the new Gas Sweetening Plant
- *[4] Rotational supply from two hotels. This may need to be supplemented by other accommodation to meet demand, though a few may still be resident in Shetland and may not need accommodation if allowed to travel home while on shift.
- *[5] Rented house ongoing operational demand comes from across all sectors, with some related to SVT activity. It is based on total demand from around 460 workers now and falling to around 350 over the following 5 years and finally to nearer **300** per annum. This could give rise to a demand for 100 to 300 rented units (depending on occupancy assumptions). Given the wide range of factors that could influence demand and the fact

that some properties housing short term construction workers may become available over the next few years, it would be sensible to err on the side of caution initially and assume that 50 units housing up to 150 could become available, reducing the demand for new to **50-150**.

- *[5]Rented house demand from new workers is estimated be around **400** over the next ten years. The figures shown are cumulative totals per annum. After an allowance for some local recruitment and accommodation provided by employers, this is likely to leave demand for **200** spaces that could translate into **70-200** units.
  In total this would mean a demand for rented accommodation in the order of **120-350** units.
  It should also be noted this does not include around 170 new jobs arising from SVT operations which are assumed to be accommodated by employers or be on rotation, thus in hotels
- *[6] Rented house supply: the supply of houses is difficult to pin down as it is price elastic and some are being used to meet short term construction demand. There is evidence that 300 have come onto the market in recent years (see Table 3.8), though several of these are considered poorer quality properties and may not be in suitable locations. It is possible that some of this demand may be accommodated in private rented accommodation released by short term construction workers (it is assumed that 50 could become available). Otherwise new rented properties are needed to meet this demand.
- *[7] Public Sector Supply and Demand: Currently all available properties are in use. The demand identified is additional. It is assumed that public sector employment will not fall much further and will remain relatively stable.
- *[8]Hotel bedspaces assume some new facilities do come on stream in the next few years to meet the demand from business travellers and offshore workers
- *[9] Student Supply and Demand: Currently there are 25 spaces in use by NAFC. The demand shows a growth of a further 25.

The supply side figures should be treated with some caution as they are based on current provision plus some known proposals.

There are proposals to meet the demand as described above but are they enough? Are they targeted at the right market?; and will they maximise the benefit to Shetland in the longer term? These questions will be addressed in the next section.

4.4.2 Future Solutions

Given the very varied sources of demand, no single solution will maximise the benefits to Shetland, though it is clear that some would be more beneficial than others. Thus it is useful to consider the optimal provision that would give the maximum or best legacy for Shetland.

The Short Term Construction Workforce: There will continue to be significant fluctuations in demand between years and between summer and winter. Duration could be from several weeks to several years depending on the scale of the project – although the composition of on-site workforces could vary over the period of a contract. Workers could fit into several types of accommodation from B&B, hotel, and self-catering to onshore work camps, accommodation village, and flotels. Facilities onshore owned and run by a local company are likely to give the best return to the local economy through investment in services and facilities, spin off for local companies, and retention of profits and income from running the facilities.

The impact of the Sella Ness accommodation block was estimated to be between £2.6m and £7m per annum in gross output terms, between £500,000 and £3m in gross wage income and between 26 to 130 gross job years[13]. There is also similar impact evidence from other facilities around the world.

For the purposes of this study it is assumed that the capacity of Sella Ness is reduced from its initial 800 in twin bedded rooms to around 400 sole occupancy rooms. This would bring it line with the standard of facilities at similar work camps. It is also assumed that there could be a small extension to the facilities (+100 beds).

To meet high peaks, flotels are likely to be the easiest solution for the industry, and these may have to be accepted in the short term.

Annual Maintenance: This demand arises for at least 6 months of each year, primarily from SVT, with hotels, self-catering accommodation and rented houses used, as well as Sella Ness and barges. Modular accommodation could equally serve this need. An accommodation village could be a solution for this demand as well as operational demand (subject to developer interest), and would leave a legacy for other uses such as housing for the local population, or as a venue for hosting sporting events and conferences – although SVT and other workforce demand is likely to be sustained over the medium to longer term. The potential market for events and conferences would need to be explored separately.

Offshore Workers: They have an irregular pattern of demand with short term peaks of a few days. Given this, it is difficult to see any alternative to budget hotel beds (e.g. in Lerwick or Sumburgh), or reasonably good quality accommodation village/camp provision such as digstogo, stayover, Atco, Snooze Box, or other prefabricated units. Alongside this demand, helicopter pilots on rotation will have intermittent demand that could be met from rented houses, if they are not domiciled in Shetland.

Operational Worker Requirements: It would be desirable for all operational workers (private or public sector) to be domiciled in Shetland - with their families where applicable. This would maximise the income circulated in the local economy and improve the viability of local facilities and services, as well as boost the resident population. In outlying areas in particular, there is spare capacity in schools, leisure facilities, and other public and private services (e.g. local shops).

If no families are involved, single person accommodation, e.g. in the form of one bedroom flats, studio flats or HMOs (i.e. en suite rooms with shared kitchen and laundry facilities) should be an acceptable alternative for several categories of workers, including migrants who would not wish to move their families to Shetland.

If workers are on a rotational system it is still desirable for them to become resident in Shetland rather than stay in a hotel. A study in Australia identified a net loss of

[13] Socio Economic Impact of Sella Ness Accommodation Block, A B Associates for Total, 2010

$15m annually in worker spend with 400 workers in camps rather than resident.[14] If this methodology were applied in Shetland, lost income to the local economy from the projected 350 non-resident rotational staff could amount to £12m per annum.

Given the different durations of operational jobs, a mix of permanent housing types would be the optimal solution for this category of demand.

The lack and cost of accommodation are seen as key problems for businesses and the public agencies who need to recruit workers from outside Shetland. Thus, more accommodation is considered critical to addressing a problem which has become increasingly evident for a number of years.

Students: The requirements for students are not as high as for workers, and they are usually willing to share facilities, either in a shared house, or a hostel with their own bedrooms and shared kitchen and other facilities. However, mature students from outside Shetland might prefer more independent facilities. Small 1 bedroom flats or bedsits could be rented by students, operational workers, or local people subject to price. There have been VAT issues where property built as student accommodation has been used by other people. HMRC did have a concession for student accommodation with no VAT payable for new builds, and it was possible for HE institutions to rent out these rooms during vacation periods to non students and still benefit from zero rating. However, as from 1st April 2015, it would appear that these concessions have been withdrawn for new builds.

Several options were discussed with Shetland College and each could be considered for additional student accommodation:-

- Convert unused space at the College into accommodation.
- Extend the new AHS hostel
- Use the old AHS hostels: The Bruce Hostel may not be possible due to structural issues, but the Janet Courtney has space for up to 90, though more recently it has only accommodated around 60 pupils.
- An undeveloped site to the east of Shetland College

Of these options the one which may be most easily and economically realised could be the use of the old AHS hostels, once they are vacated by the school. It would also appear that this would be a preferred site for the students, given its location closer to facilities, rather than a site at the College.

Business Travellers: These workers usually stay for periods of days rather than weeks, and are looking for value for money and/or good quality hotel or B&B accommodation, or semi serviced self-catering with office facilities.

[14] In House Report for Mid Western Regional Council, and Socio Economic Impacts of proposed temporary accommodation in Singleton for FIFO workers, SGS Economics and Planning , May 2013

Conclusions

It is clear that most demand other than from short term construction workers could be met through either small housing units and flats (with or without shared facilities) or family housing, whilst short term peaks of construction work could be met by a combination of onshore and floating work camps - although there would still be a need for more traditional visitor accommodation for business travellers and offshore workers, which could include more budget hotel accommodation. These solutions are summarised in the following table as actions that would help maximise economic and social benefits to Shetland.

Table 4.4: Summary of Demand for Accommodation and Possible Solutions

Demand for Accommodation	Possible Solutions to maximise benefits
1. Short term construction and maintenance work Continuing future demand through a range of new developments; with peaks in particular years and for periods during some years	• Expand/upgrade Sella Ness and/or • Create a new accommodation village in Lerwick • This would reduce the need for flotels and the pressure on rented property (unless more is built to rent)
2. Rotational staff (as an alternative to BP's plan to build a 120-bed hotel in the Brae area).	• Build more houses in Delting/North Mainland • Give priority to Firth Mossbank • Or Create a games type accommodation village (subject to developer interest)
3. Operational staff Public Sector Private Sector Migrant workers	• Conversions or new build houses to provide 35-40 units for incoming key workers • Conversions and new build in the order of 24-70 p.a. over 5 years for incoming workers • Investigate Modular or prefab units with manufacturers and developers
4. Students	• Reuse existing building such as Anderson High School (AHS) hostels, or • Investigate unused space in the College, or • Build new accommodation using modular systems • Consider integrating with housing development
5. Offshore workers	• Support proposals for a new budget hotel and/or a modular accommodation village
6. Business travellers	• Support new quality hotel bedspaces and/or aparthotel

4.5 Approaches and Options

4.5.1 Approaches

The process of reviewing what options might be possible for tackling the worker accommodation needs in Shetland was aided through our consultation with the key stakeholders and a workshop session held with members of the Accommodation Working Group. It is clear that the local public sector has limited resources to act alone and that the way ahead lies in close cooperation with industry, and with outside agencies and funding sources, to provide appropriate additional accommodation. In looking ahead the Accommodation Working Group has a key role to play in monitoring the situation, identifying actions needed and getting the respective organisations and businesses fully engaged in developing and delivering solutions.

Action could be taken through:

- Expanding the capacity of the local construction sector through new training schemes and incentives (e.g. for apprenticeships).
- Recruiting and training more local staff to reduce reliance on itinerant workers. While it is recognised there are some existing schemes in this area it is suggested they need to be revisited in the light of the data and evidence presented in this report.
- Producing a vision for the development of the North Mainland/Delting and reassessing the benefits of another hotel development in Brae (which BP plans to build) primarily for oil and gas rotational staff
- Encouraging workers to take up residence in Shetland – promoting Shetland as a good place to live
- Attracting funding from industry and from outside Shetland to provide the necessary infrastructure
- Pressing government for funds for worker accommodation, on the basis that developments in Shetland are in the national interest, and driven by national incentives to the oil industry to develop West Shetland resources. In the future, both decommissioning and the Viking wind farm are major developments that will also be of national value.

4.5.2 Delivery Options

It is critical to consider who is to provide these solutions. An onus is clearly on the businesses who need the accommodation, but the public agencies can also play important roles in achieving the best result for the Shetland community as a whole through negotiation, the planning process, accessing funding, acting as a broker to get more housing built, and providing support where appropriate to businesses.

How could more housing be delivered?

Firstly, what are the options for the vehicles for delivery?

- Private sector development: The private sector could either build on spec or with some occupancy guarantees. The government has a Small Developer Scheme for speculative developments that provides help to buy, especially in remoter locations. However no local builders are part of that scheme.
- Private sector companies needing accommodation could come together and help finance housing either through providing capital or guaranteeing occupancy with a developer; or build houses and agree to hand them over to a local agency in good order when/ if no longer required.

- Shetland Enterprise Investment Fund: This has been set up to exploit long term investment opportunities in Shetland. It aims to access up to £500m and to target a diverse range of asset backed projects in the energy sector and infrastructure, including accommodation. The return on investment required may mean this option is not feasible, however.
- Shetland Leasing and Property Company: SLAP might have been another vehicle for investment in property developments, since they are essentially a property company; but their investment requirements are such that they are not likely to be a feasible option either.
- Public sector developer: SIC, NHS, Police, and HHA could combine to raise funds and build to at least meet their own key worker housing needs. This has already been under discussion. Any houses built for other workers should be on basis of guarantees to underwrite the cost to avoid what happened in the 1970s which left the SIC with a substantial debt.
- Joint venture: between private and public for key worker housing. This could be using the National Housing Trust model or be independent from it. The former involves setting up a Limited Liability Partnership (LLP) that includes several partners such as the Council, developer, and Scottish Futures Trust. An agent can be set up to manage and run the properties.
- Special Purpose Vehicle: set up to design, build and manage property along the lines of the UHI proposal for student accommodation.

Secondly, what are the different types of building solutions?

- Refurbish existing buildings such as Quendale House and the AHS, e.g. the Janet Courtney hostel.
- New build conventional homes – a mix of semi-detached, terraced, and detached.
- New build flats or micro homes, especially in Lerwick
- Modular homes in the form of an accommodation village with some shared facilities, or pod type housing
- Onshore work camp facility.
- New hotel beds.

Thirdly, what are the possible sources of funding?

- The industry that needs the accommodation - potentially from savings (e.g. from not operating a Fly in Fly Out (FIFO) system).
- Commercial sources, e.g. financial institutions
- Public loans or grants
  - Central government, local government, housing association, or development agency

Another factor that will need to be considered is the availability of sites and land for any of the accommodation identified. This could be a constraint on delivery and therefore needs to be taken into account at an early stage.

4.5.3 Solutions from Around the World

Shetland is not unique in needing accommodation solutions to large scale developments in remote locations. There are oil and mining developments in other countries, in particular, where creative solutions have been developed in conjunction with local communities. There are interesting examples in Canada (oil sands workers) and Australia, such as Stayover accommodation for Ausco mining with private eco-friendly rooms within modular structures. Accommodation tends to be prefabricated, transportable, self-contained, single person quarters, often called "dongos", and there is a substantial micro housing movement in the USA.

There are also many examples where communities and these industries have not been able to agree on the best way forward. For example, at the Chevron Wheatstone gas project in Western Australia the local community are wanting a new 300 bed village built in the main town of Onslow to maximise local benefits, but Chevron want to use a construction camp which is on the gas plant site 65 minutes away for their operational workforce. The local politicians are planning to lobby Chevron in the US to get Chevron Australia to change its mind. Interestingly, Chevron has set up a $250m community fund to build new infrastructure such as power, water, hospital, and desalination plant. Chevron are also building 50 new houses in the town for some of their workers.

4.6 Impacts of Different Scenarios and Courses of Action

Given the degree of uncertainty about what is likely to happen and when, three demand scenarios have been constructed to aid analysis, especially for short term construction demand. These have been described in Table 4.2. Having established possible levels of demand, it is now appropriate to consider the wider socio economic effects from the expected demand and the actions that could or should be taken to maximise benefits to Shetland, and mitigate potential negative impacts.

As a result three "what if" Scenarios or Options have been created, based on different levels of action/intervention to assess the likely outcomes from each and determine which is likely to provide optimal benefits for Shetland.

Scenario 1, Leave it to the industry and market forces: Under this scenario the public sector would take a reactive though supportive role; there could be some house building and conversions; ships and barges will be brought in to meet industry needs as they arise; another hotel could be built in Brae to meet FIFO operations; and a new budget hotel might be built in Lerwick.

However, with non-intervention, the community could be left to pick up future costs such as infrastructure repair and renewal, reputational damage to Shetland, a constrained tourism sector, and negative impacts on other sectors; without some of the potentially longer term benefits or legacy, e.g. in terms of ongoing revenue and income for Shetland businesses, improved facilities, and an enhanced population level and improved age structure.

There would undoubtedly still be benefits to some sectors, and to Shetland, but these would be likely to be at the lower end of the scale as well as shorter lived.

Scenario 2, Some Engagement: This would be as Scenario 1, but with some engagement or intervention through planning controls and efforts to encourage those businesses needing accommodation to minimise any negative effects and with some provision of key worker housing.

As a result there should be more significant benefits than under Scenario 1 but still with potentially negative effects and costs as well as constraints on other sectors.

Scenario 3, More Active Engagement: This would aim to maximise benefits to Shetland through the public sector being proactive in supporting onshore facilities, promoting Shetland and domiciling operational workers, lobbying for funding for worker accommodation, increasing the capacity of the construction sector, and developing plans for Delting.

This Scenario should generate the greatest level of benefits and income in the community and a lasting legacy, reduce disruption to the economy and community, and lead to an increase in the resident population and an improved age structure – with the higher population, especially in rural and remoter areas, helping to sustain local public and private services (including primary schools, leisure facilities, shops, etc).

The decision on which scenario to pursue and the courses of action to be taken should relate to what the aspirations are for the size, type, and composition of the Shetland community over the next 10-20 years, e.g. an aspiration to increase the population to 25,000 would seem a plausible aim.

The current objectives and vision for Shetland are set out in the Community Planning Partnership and Single Outcome Agreement. The vision is for Shetland to be a vibrant and prosperous community where "the economy is healthy, competitive and diverse with secure transport links". Some of the more specific objectives include:-

- A more diverse business base through:-
    - Creating and implementing a Renewable Energy Development Plan
    - Creating a working group and developing a 5 year plan to attract people to live, work, study and invest in Shetland
    - Ensuring New Generation Broadband is available to 75% of the Shetland population by 2016
    - Developing masterplans for SIC ports
    - Working in partnership to maximise returns from community assets and overcome barriers to employment and development
    - Identifying skills and trade shortages and developing action plans to help the unemployed and underemployed to access training

- More resilient and sustainable communities and community enterprises across Shetland
- Sustaining high rates of employment

This vision and these objectives could be more difficult to achieve (e.g. attracting people to Shetland and creating more sustainable communities) unless the current issues associated with worker accommodation and domiciling of operational staff are well understood and addressed.

5. Conclusions and Recommendations

5.1 Conclusions

The key findings from this study are that strong demand for employment and worker accommodation are likely to be maintained throughout and probably beyond the next 10 years, albeit at a lower level than the current short term construction peak which is being met by barges and flotels; and that the pressure on accommodation for operational needs, particularly housing, will not be short lived, but continuing (though varying from year to year).

Thus a top priority for action is considered to be providing more housing for incoming operational workers in both the public and private sectors, as well as attracting more people to live in Shetland to contribute towards meeting the demand. Without more housing, businesses will continue to be constrained from growing and achieving their potential, and new businesses will find it more difficult to become established due to the cost and availability of labour. If more houses are built then the population can grow and the age structure can become less skewed if younger people can find affordable accommodation. Also if key worker housing can be built it will help to relieve the pressure on the housing stock and the social housing need.

It is also clear that if no or limited action is taken then there could be significant missed opportunities and costs to the economy and the community both in the short and longer term, through potential income and turnover going out of the islands, income and turnover not realised due to constraints on expansion and new developments, and a need for more infrastructure maintenance.

Specific conclusions include:-

- Short Term Construction demand is likely to continue largely to be provided for, at least in the short term, by the industry through Sella Ness, barges and ships, and other short term provision. There is also likely to be some use of hotels and rented houses.
- The shift to rotational operation staff at the Sullom Voe terminal is a key issue for the Shetland economy and community with significant economic impacts through the loss of income (£12m per annum) where these workers are not permanent residents, and social ramifications (eg reduced primary school rolls) through the loss of people with families resident in the community. It would be desirable for the majority of the rotational workforce to be resident in Shetland.
- Underlying ongoing demand for more hotel bedspaces and work camp facilities is the subject of proposals by the private sector, and this could be facilitated by the public sector.

- The need for ongoing and even closer cooperation and coordination among the key stakeholders is considered inescapable if the accommodation and labour issues are to be tackled successfully in the best interests of Shetland.
- There is a need for more strategic planning and control of new developments, as well as the identification of land for new development, including housing, especially in Delting and Central Mainland/Lerwick, in order to manage the demand for new developments in relation to local needs and facilities. These suggestions have come from a number of people in both the public and private sectors, and have arisen from (a) the perceived need to respond to development pressures for various types of accommodation and direct them to locations that make the best use of facilities and services and minimise costs to the public sector, (b) the need to address some of the problems in the area and achieve more balanced development; (c) the need to take account of issues such as access; and (d) the opportunity to attract other services and facilities and to help make communities more sustainable.
- Action is required to address related issues such as training and the capacity of the Shetland construction/engineering sector to help secure longer term benefits to the economy and community.

Finally, if benefits are to be maximised from this next phase of high activity, it is critical that a strong vision is maintained, with coordinated action at the highest level by the stakeholders. Otherwise benefits could be limited and short term, and slip away, with Shetland needing to pick up the legacy of temporary facilities no longer required, and being left with a static and ageing population.

5.2 Recommendations

The conclusions summarised above suggest that a range of actions should be considered, and a range of recommendations for action are put forward below that should help to maximise the benefits to Shetland from the high demand for currently non-resident workers and achieve the vision of a vibrant and growing community.

Actions
1. Planning and Coordination • Ongoing cooperation and coordination are considered vital to maximise the benefits to Shetland. This means the public agencies working closely with the private sector to monitor needs and take actions, with agreement on the solutions and way forward. Therefore, it is suggested that at least two high level joint public/ private working groups should be established:- (a) to plan for accommodation needs in a coordinated way, and (b) to encourage training and local recruitment and grow the construction sector
2. Development of Delting/North Mainland • Produce a strategy and vision for the development and regeneration of Delting, including location of any new accommodation and facilities, to

address the development pressures and problems in the area.
3. Worker Accommodation • Prepare the way for additional new housing by identifying and agreeing suitable sites. • Support new private housing developments, especially small flats, to meet new incoming worker demand – in the order of 24-70 units p/a over 5 years, on top of striving to meet the already identified local affordable housing need of 53-72 units per annum. If the private sector is unable to provide these houses, the public sector needs to consider alternative vehicles. • Create accommodation for around 35-40 new public sector key workers – some with shared facilities, and some self contained, to give options. This could be through conversion of existing premises or new build, and in partnership and cooperation with the private sector. • Pursue different models for delivery of accommodation, including public/private partnerships with mixed funding sources and shared risks. • Support the concept of a locally owned and managed high quality workers accommodation village in Lerwick and/or expansion of the Sella Ness facility – subject to developer interest. • Support new budget hotels as well as a smaller 4/5* hotel.
4. Student Accommodation • Provide accommodation for at least 30 additional students over the next 5 years. This could be considered in conjunction with providing accommodation for incoming public sector workers. • Investigate the feasibility of using existing buildings at the old Anderson High School site to provide an immediate solution.
5. Lobbying and Funding • Make representation to Government at the highest levels about the worker accommodation problem and the special case for funds to build more houses, since there is strong national interest in terms of government policy and oil revenues and thus in not constraining the developments in Shetland and ensuring that any negative impacts are mitigated. • Keep to the fore the need to improve transport services (and their affordability) to and from Shetland to complement accommodation measures.
6. Other Proposals • Increase the capacity of the construction sector in Shetland through setting up an apprenticeship recruitment and subsidy scheme to encourage more local recruits into the construction and engineering sectors. • Set up a scheme to recruit and train more local people to take up operational oil related jobs at SVT. • Reinforce the campaign to attract more people to come to Shetland to live and work and invest.

If these actions are taken it will help to address the accommodation needs identified and ensure that benefits from the strong economic activity in the islands are maximised for the wider and longer term benefit of Shetland.

It is important to appreciate that worker accommodation demand scenarios will change as certain projects are delayed due to the international oil price trend, new projects currently unforeseeable are brought forward, and new opportunities emerge for Shetland. Therefore, the quantified demand and supply analysis in this report should be reviewed both periodically, and whenever a major new project is mooted, or an existing plan cancelled, delayed or modified.

Our analysis has focused on housing and other accommodation requirements related to the demand for employees in Shetland exceeding the capacity of residents to take up this work. Other needs relate to the more general issue of housing supply matching aspirations and opportunities for population growth in Shetland – across the islands and in specific locations.

Appendices

1. Review of Indicators in the Shetland Economy

2. Maps of West Shetland 27th and 28th Licencing Rounds

Appendix 1: Review of Key Indicators in the Shetland Economy

Demographics

The total usually resident population rose by 5.4% in the decade 2001 to 2011 from 21,988 to 23,167 according to the Population Census, as compared with 7.5% growth in the Highlands and Islands.

Table 2.1: Population Change 2001 - 2011

	2001	Number change	% change	2011
Shetland	21,988	+1,179	+5.4	23,167
Highlands and Islands	433,524	+32,588	+7.5	466,112
Scotland	5,062,011	+233,392	+4.6	5,295,403

Source: 2001 and 2011 Population Censuses

Since 2011 the population has stayed at a similar level, with the mid year estimates for 2012 and 2013, from the National Records of Scotland, being 23,210 and 23,200 respectively. In recent years, however, some of the remoter areas have experienced a decline, such as Unst and Fetlar.

Shetland has an ageing population in common with most areas but has a marginally younger age structure than the Highlands and Islands, e.g. with 18.8% of its population under 16 compared with 17.3% in the Highlands and Islands, and 17.1% in Scotland as a whole. However for the 16-29 age group the position is reversed, with 16.1% in Shetland compared with 18.3% in Scotland[15] .

The latest official projections, which are based on the 2012 figures, show a possible further growth of 8.4% over the next 25 years to 25,147. The increase in the population of pensionable age is expected to increase by 44%, one of the highest rises in Scotland[16].

The 2011 Census identified 9,950 households in Shetland with an average of 2.3 residents per household. Around a third of all households were single person households and the trend towards more smaller households is expected to continue, thus creating a demand for more housing even if the population remains static. The number of households is projected to increase by 17% between 2012 and 2037[17]

Economic Activity

According to the Census in 2011, 78% of the population aged 16 to 74 in Shetland were economically active compared with 71.3% in Highlands and Islands and 69% for Scotland. A much higher proportion of the economically active were actually in employment than in both the Highlands and Islands and Scotland. The total population of working age 16-64 was estimated to be 14,824, or 63.9% of the 2012

[15] National Records of Scotland 2012 population estimates
[16] NRS press release 14.5.14
[17] NRS 2012 based demographic projections

population. This is higher than the proportion in the Highlands and Islands (62.4%), though lower than Scotland as a whole (65.4%)[18].

Unemployment

Unemployment levels in Shetland are amongst the lowest in the UK and are the lowest in the Highlands and Islands, with a rate of 0.5% in December 2014 compared with 2.3% for Scotland as a whole.

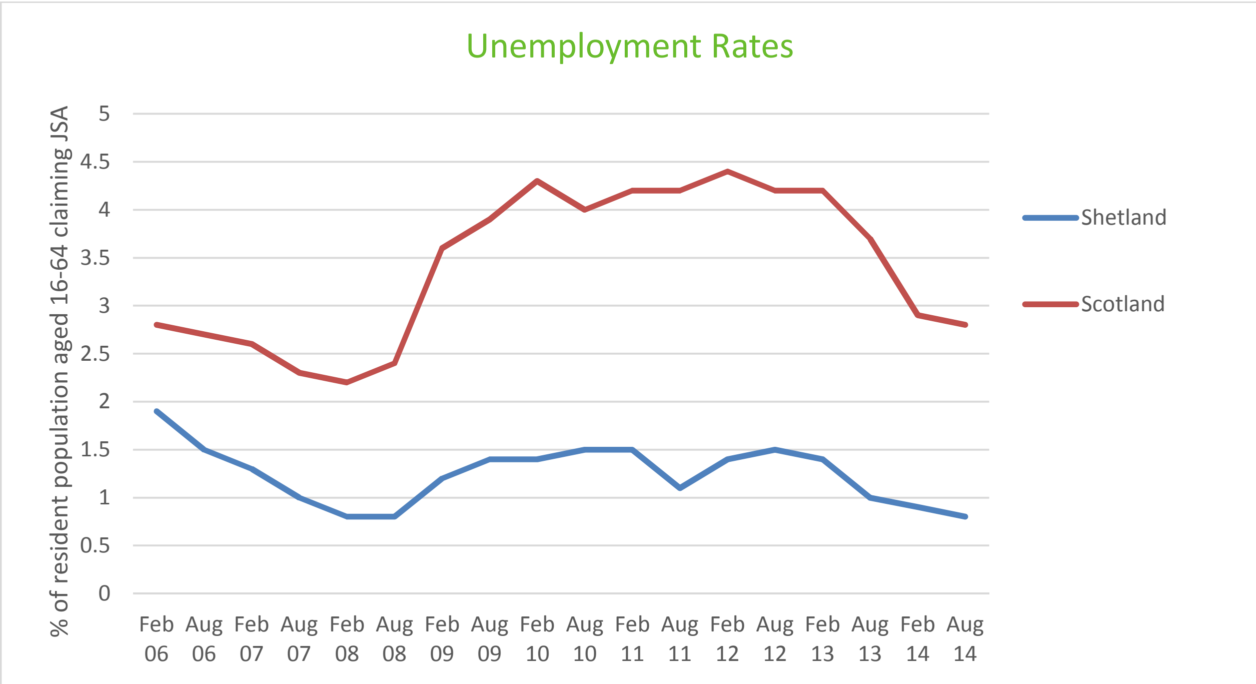
Table 2.2: Unemployment in Shetland and Scotland 2001-2014

	2001	2006	2010	2011	2012	2013	2014
Jan	266	260	185	217	221	213	136
July	178	207	206	180	231	161	103
% Shetland	1.3	1.5	1.4	1.3	1.5	0.9	0.8
% Scotland	3.3	2.7	4.0	4.3	3.8	3.1	2.8

Source: ONS based on % 16-64 of population claiming job seekers allowance; %s are annualised figures

Figure 2.1 illustrates the trends in unemployment rates for Shetland and Scotland between 2006 and 2013. Percentage values are based on the resident population between the ages of 16 and 64 who claimed Job Seekers Allowance during this period.

Figure 2.1: Unemployment Rates, Shetland & Scotland 2006 – 2014



Source: ONS NOMIS

Employment

The number of jobs in Shetland has been growing and the most recent data from a Shetland Islands Council (SIC) survey in 2011 indicated a total number of jobs in

[18] NRS 2012 population estimates

Shetland of 13,586, an increase of 1,342 from the total of 12,244 in 2007 – although it is important to note that these figures do not represent all jobs. For example, they do not include agricultural employment, which is likely to be around 400 if only including full time and part time employees and occupiers who are full time or more than 50% part time. Also, the SIC survey of jobs is difficult to compare with figures for people resident and economically active, because some people have more than one job, and due to people living outside Shetland but working in Shetland on rotation.

Table 2.3 below illustrates the changes in the main employment sectors in Shetland over the 1981-2011 period which shows a general increase in overall employment numbers through time, with significant fluctuations in construction. The 1971 Census, prior to the Sullom Voe Terminal, showed a much lower employment total of 6,433.

Table 2.3: Employment in Shetland 1981-2011

	1981 SIC	1991 SIC	1997 SIC	2000 SIC	2007 SIC	2011 SIC
Primary	938	1,258	1,465	1,055	1,136	1,247
Manufacturing	940	1,121	1,322	1,052	906	1,072
Construction	906	817	946	1,375	893	841
Services	6,189	5,817	8,125	8,416	9,309	10,426
Self Employed*	1,452	1,691	-	-	-	-
TOTAL	**10,425**	**10,704**	**11,858**	**11,898**	**12,244**	**13,586**

Source: Shetland in Statistics, *Figures for Self Employed are included within Primary, Manufacturing, Construction and Services from 1997 onwards

A more detailed breakdown of Shetland's employment by sector reveals that the main growth sectors between 2007 and 2011 were fisheries, energy, manufacturing, other services and health, education and social work. The other sectors remained fairly static. It also shows that the bulk of the growth has been in part time employment. These trends are illustrated in Table 2.4.

Table 2.4: Employment in Shetland by Sector, 2007 and 2011

	Full-Time		Part-Time		Total		FTE*	
	2007	2011	2007	2011	2007	2011	2007	2011
Fisheries & Agriculture	956	1,070	209	354	1,165	1,424	1,026	1,188
Energy	315	390	18	39	333	429	321	403
Manufacturing	381	520	163	146	544	666	435	569
Construction	827	778	66	63	893	841	849	799
Accom & Catering	340	334	432	412	772	746	484	471
Business Services	450	266	136	206	486	472	395	335
Health, Education & Social work	508	692	444	906	952	1,598	656	994
Public Administration	1,824	1,834	2,372	2,499	4,196	4,333	2,615	2,667
Transportation & Com	713	728	265	233	978	961	801	806
Wholesale & Retail	824	734	550	665	1,374	1,399	1,007	956
Other	263	303	288	414	551	717	359	441
TOTAL	**7,301**	**7,649**	**4,943**	**5,937**	**12,244**	**13,586**	**8,949**	**9,628**

Source: Economic Development, SIC. *FTE = Full-Time Equivalent jobs, 3PT jobs = 1FTE.

It is difficult to compare these locally generated figures with external data due to differences in definitions and samples. For example, the Population Census for 2011 gives a total of 12,627 in employment which is a count of those in employment, which will inevitably be lower than a job count. The number of jobs (employees and working proprietors, excluding agriculture) from the Business Register and Employment Survey shows a total in 2012 of 13,400, which represents 7,128 per 10,000 adults as compared with 5,519 in the Highlands and Islands and 5,540 for Scotland. This reflects the higher activity levels in Shetland as well as non-residents working in Shetland. The equivalent figure for 2013 is 13,900, which suggests the growth trend has continued. Of particular interest to this study is the change in the proportion of construction jobs from 7.5% in 2011 to 11% in 2013[19].

Output & Gross Value Added (GVA)

Shetland's total output has fluctuated over the last 15 years as shown in Table 2.5 below. In particular, significant increases in real terms were achieved in fish catching, the aquaculture industry, manufacturing, the transport & communications sector, and public services.

Table 2.5: Total Output (£ million) by Sector in Shetland, 1996/97 – 2010/11

	YEAR		
SECTOR	1996-97	2003	2010-11
Agriculture	18.859	16.184	18.450
Fish Catching	34.517	44.265	70.900
Aquaculture	57.597	108.014	156.266
Extraction industries	108.245	82.145	58.542
Manufacturing	117.723	109.251	158.934
Construction	98.825	73.700	77.714
Wholesale & Retail	53.819	52.733	69.240
Accommodation & Catering	11.988	12.554	22.389
Transport & Communications	80.865	94.954	153.088
Public Services	97.913	167.261	205.734
Other Private Services	93.814	109.071	100.162
TOTAL OUTPUT	**774.164**	**870.132**	**1,091,419**

Sources: Shetland Input-Output Study 1996-97; 2003; 2010-11, A B Associates Ltd. Figures have been adjusted for inflation to 2010 prices using ONS RPI all items index

The extraction industries experienced a decline in output in real terms between 1996 and 2011, while the construction sector declined in the first period and grew marginally in the second.

In terms of GVA, both Shetland and Scotland have shown a consistent increase in total and per head of population over the last 10 years or so. Table 2.6 shows the total Workplace GVA for Shetland and Scotland between 1997 and 2012.

[19] Annual estimates of employees from the Business Register and Employment Survey 2013

Table 2.6: Workplace GVA for Shetland & Scotland, 1997 – 2013

Year	Total Shetland (£m)	Total Scotland (£m)	Per head* Shetland (£)	Per head* Scotland (£)
1997	327	63,810	13,321	12,553
1998	339	66,506	14,917	13,099
1999	332	66,071	14,758	13,027
2000	321	69,726	14,487	13,772
2001	342	74,280	14,879	14,668
2002	366	77,940	15,584	14,385
2003	377	82,863	16,623	16,349
2004	439	88,038	17,150	17,316
2005	456	92,866	19,886	18,173
2006	427	99,551	20,502	19,394
2007	446	103,028	19,949	19,928
2008	461	108,130	20,528	20,783
2009	460	108,660	20,175	20,769
2010	501	108,344	21,732	20,589
2011	496	111,535	21,326	21,045
2012	487	111,819	20,984	21,420
2013	524	117,116	22,578	21,982

Source: ONS, Dec 2014. These figures are based on current basic prices.
*Per head data refers to per head of population.

The figures above show that Shetland's GVA per head of population has been consistently close to and sometimes ahead of the Scotland average. If comparison is made with the other Highlands and Islands regions, Shetland has consistently outperformed them all. Accurate measurement of GVA for regions of Scotland is inherently difficult, however, so the figures should be treated with caution.

Other Factors

There are still problems and fragility issues in Shetland due to the short term nature of the current high levels of construction work, public sector cuts, and the underlying problems due to extreme peripherality, insularity, and geography which result in a high cost of living and a high level of fuel poverty. Also, the current boom in construction/engineering, while benefiting many companies and individuals, is having a negative knock on effect on other sectors through wage inflation, loss of workers, and the increasing cost of construction projects and housing.

The table below tracks average house prices in Shetland, and shows a substantial increase in prices (before inflation) between 2008 and 2014 - although these figures need to be interpreted with care due to sample sizes and the effect of either high or low transaction numbers in a given period.

Table: 2.7: House Price Trends 2004-2014

Annual data	2004	2013	2014		04-14
Av price Scotland	£115,056	£154,387		£157,476	+37%
Av price Shetland	£74,995	£119,475		£128,621	+72%
Quarterly data		2nd Quarter	2nd Quarter	3rd Quarter	
Av price Shetland		£137,655	£126,089	£159,116	
Detached		£158,874	£139,167	£182,660	
Semi detached		£111,283	£90,004	£128,845	
Terraced		£127,457	£98,069	£136,540	
Flatted		£120,993	£134,638	£130,125	

Source: Registers of Scotland

Wages

The gross annual mean rates of pay in Shetland tend to be lower than in Scotland while the median levels are higher, with median rates (given below) considered the better indicator. The provisional results for 2014 are not given as the Shetland figures do not seem plausible (which can be the case with small sample surveys such as ASHE).

Table 2.8: Median Gross Annual Pay for All Employees, 2011 and 2013 (£)

a) 2011	Male	Female	Total
Shetland	27,734	n/a	22,593
Scotland	25,259	16,325	20,400
UK	26,293	16,175	21,093

Source: 2011 Annual Survey of Hours and Earnings (ASHE), by workplace

b) 2013	Male	Female	Total
Shetland	29,782	n/a	22,767
Scotland	26,427	17,258	21,586
UK	27,169	17,000	21,905

Source: 2013 ASHE by workplace

Shetland individuals had higher rates of pay than the averages for Scotland and the UK both weekly and annually. The figures by residence also show higher median rates for Shetland than for Scotland or the UK, especially in 2013.

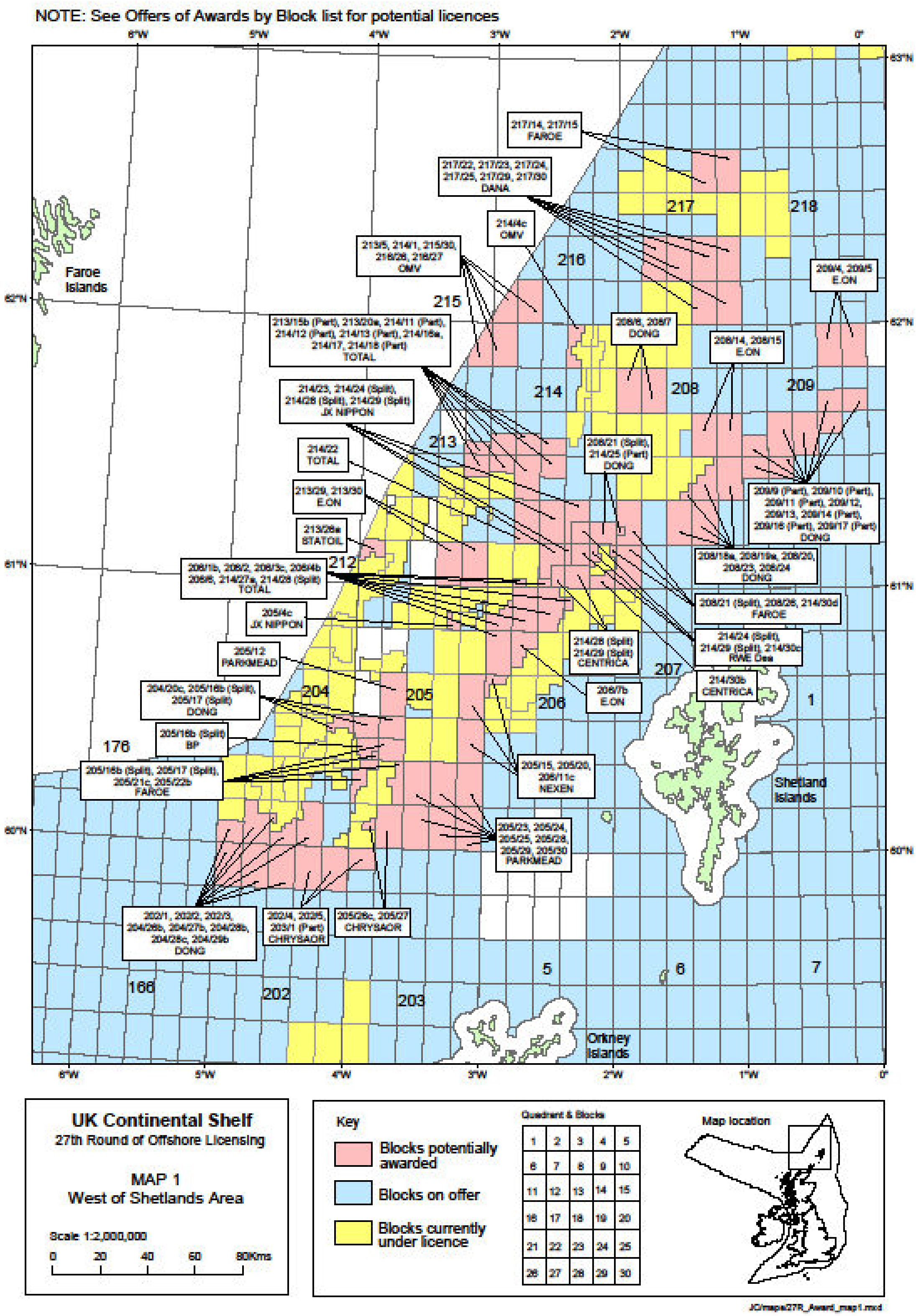
Table 2.9: Gross Weekly Median Full Time Pay Rates (£s)

	2006	2007	2008	2009	2010	2011	2012	2013
Shetland	384.4	446.0	461.2	506.5	502.2	545.7	546.1	585.8
Scotland	427.9	440.9	462.9	472.2	486.9	490.6	498.3	508.0

Source: ONS – ASHE, by residence

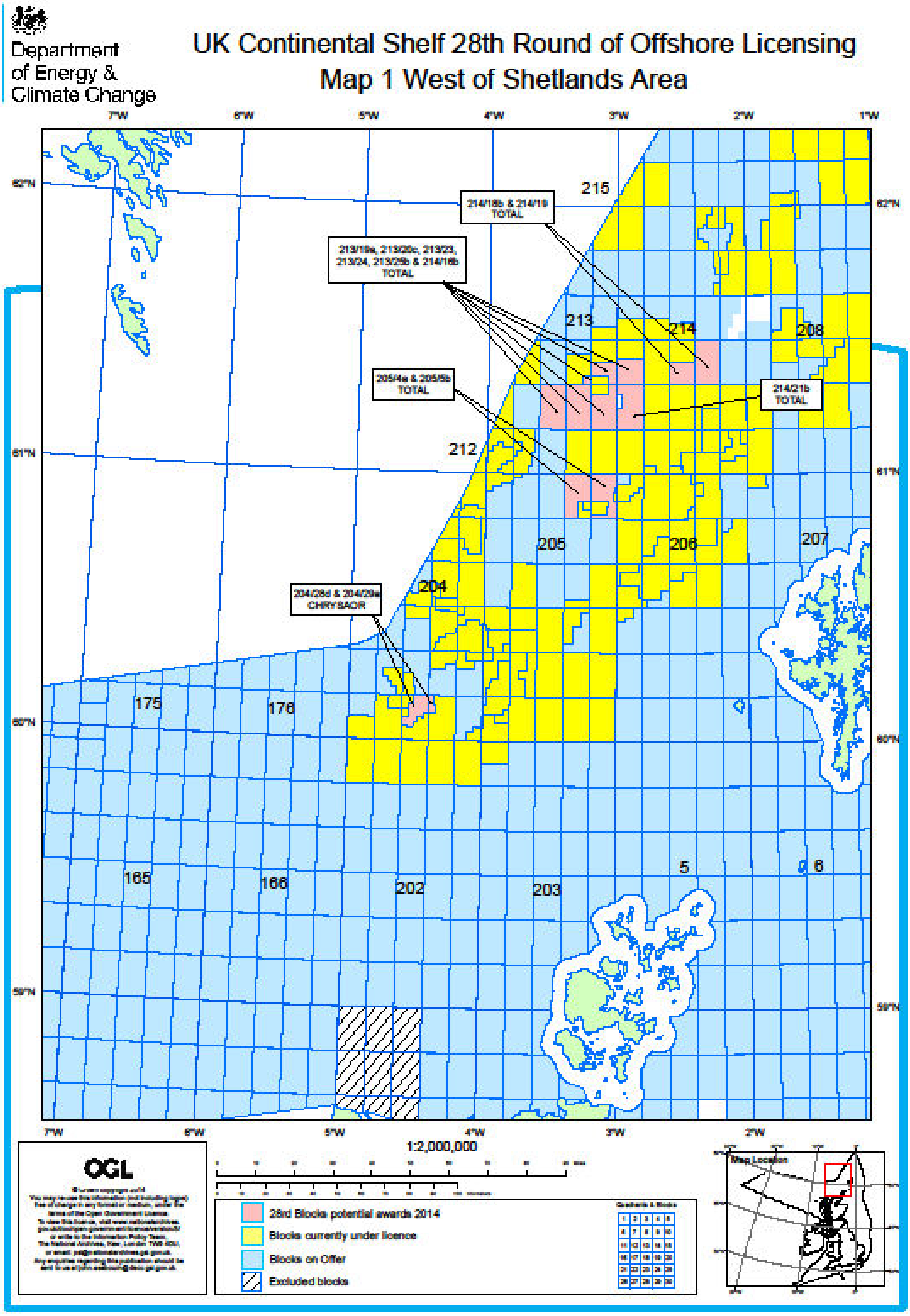
The figures in Table 2.9 show rates of pay in Shetland rising to 15% above the national average in 2013 from 10% below in 2006. If workplace rather than residence figures are used, the median in Shetland in 2013 rises to £600.9 (18% higher).

Appendix 2: Maps of West Shetland 27th and 28th Licencing Rounds



47

NOTE: See Offers of Awards by Block list for potential licences



48

www.hie.co.uk

Highlands and Islands Enterprise
Iomairt na Gàidhealtachd 's nan Eilean

Shetland LIFE Steering Group
Community Safety Board Briefing Note

Issue/Topic:	Shetland LIFE
Author:	Elizabeth Robinson
Date of meeting:	Thursday 10th September 2015

The purpose of this briefing note is to provide the Shetland Community Safety Board with concise, clear and easy to read information about the issues you/your respective Partnership/Working Group are responsible for. Please ensure that the briefing note is no longer than one page long.

Background:
The LIFE Model is a whole-family approach to supporting the most vulnerable and chaotic families within a community. Originally developed in Swindon, it is a tried and tested whole-family model which has achieved significant change in increasing positive outcomes for families and a reduction in the costs of these families to the public sector.
LIFE offers a developmental approach where families are supported to develop their capabilities to think about change, build a plan for a better life, develop skills around relationships, working and learning, health and living in their community, and sustaining independence.

Current Situation:
A steering group was established in 2014. Over the last 6 months the project officer has been exploring the number of families in Shetland who would potentially benefit from a whole family approach, looking at the quantity of resources currently spent on supporting families, the effectiveness of current support, and how we can use existing resources to build skills and capacity to work in a more holistic, family focused way.

A workshop was held in June 2015, involving the managers keen to explore how their staff resources could be used in a different way to improve outcomes for families. The services involved and represented at this workshop were: Housing Service, SIC; Children and Families Social Work, SIC; Employability Services, SIC; Youth Services, SIC; Health Improvement, NHS; and Family Mediation. The workshop allowed services to share some of their current difficulties faced by families and the context in which current service provision was not allowing for sustained change to improve life circumstances.

Examples included families where all the older children in a family had made extensive use of support services after not achieving in school, and there was nothing to suggest that the younger children wouldn't be doing exactly the same.

Scope of project
The project will seek to involve families with the following characteristics:

- Supported by a number of services, without evidence of having improved outcomes over a long period of time (10-20 years)
- Low to medium social work involvement (i.e. cases opened and closed on a frequent basis)
- Interventions by services have tended to be crisis intervention
- Willingness to be involved.

The project will run within existing resources.

Key Considerations:
A Project Plan will go to the Steering Group to be agreed in September 2015.
The plan then is to move to the implementation phase – to start with 1 family and using the Getting It

Right For Every Child (GIRFEC) philosophy and approaches, to build up to the stage where we are 'Getting It Right for Every **Family'**. There have been and remain mixed views on the benefit of trialling a different approach when working with whole families, and the potential diverting of the energy currently going into rolling out GIRFEC. The Steering Group sees LIFE as an extension/embellishment of GIRFEC, perhaps even as a fast-stream for developing our use of GIRFEC with particularly problematic families, and to use it to prompt different ways of working with those families with the most needs.

It has been agreed that the project should be flexible, based on an improvement model of delivery, starting small, with staff responding and adapting approaches where necessary, so that we, as agencies, learn the most effective ways of working to improve outcomes for vulnerable parents and children.

Next steps:
Sept 2015: Formal approval for project via Integrated Children and Young Peoples Strategic Planning Group, and Health and Social Care Strategic Management Group. Agree the roles and remits of staff involved, governance arrangements, monitoring and reporting frameworks, professional supervision and management routes. Agree potential time commitments.
October 2015: Team engagement and development.
November 2015: Identify one family with which to engage, and begin programme.

Conclusions:
We are aware that timescales have slipped as we had intended to be at the implementation stage of the project by now. We will work hard to have implementation back on track by the end of 2015.

Community Safety and Resilience Board **10th September 2015**

Community Justice Redesign

Item: 8

Author: Lizzie Coutts – Lead Officer, Community Justice Redesign, SIC

1.0 Purpose

1.1 The purpose of this report is to inform the Community Safety & Resilience Board (CSRB) about the work that has been undertaken by the Community Justice Working Group (CJWG); and to seek agreement from the CSRB to the working group's final recommendations.

2.0 Background

2.1 In June the Shetland Partnership Board agreed to recommendations for a lead officer in relation to the redesign of community justice; to the establishment of a working group of key partners to provide support to the lead officer; and that the working group would report progress to the Shetland Partnership Board, through the CSRB.

2.2 In addition to supporting the lead officer, the short-life working group was formed to start discussions around the topic of transition, to make a series of recommendations to the CSRB for the use of transitional funding, and to look at the following issues with regard to the development of a Community Justice Partnership: remit of the partnership; governance arrangements and reporting structure; membership; and structure of business.

3.0 Recommendations

3.1 It is recommended that the Community Safety and Resilience Board resolve to:

3.1.1 Recommend to the Shetland Partnership Board the Terms of Reference for the new Community Justice Partnership, as outlined in Appendix A, with the proviso that membership be further clarified following the Community Justice Awareness event in September;

3.1.2 Recommend to the Shetland Partnership Board that the Community Justice Partnership report directly to the Shetland Partnership Board as outlined in paragraph 5.2;

3.1.3 Recommend to the Shetland Partnership Board the transitional funding proposal outlined in Appendix B;

3.1.4 Agree to the disestablishment of the CJWG.

Key Issues

4.0 Terms of Reference

4.1 Full terms of reference for the Community Justice Partnership are attached in Appendix A.

4.2 The following were identified as key considerations by the CJWG in the writing of the terms of reference:

4.2.1 The Community Justice (Scotland) Bill 2015, and associated Government guidance places an expectation on Community Planning Partnerships to leverage resources from their full range of partners in the delivery of community justice services. In view of this the CJWG were keen to ensure the Community Justice Partnership's remit capture the joint-resourcing ethos, and to highlight that improved community justice outcomes can be achieved by changing the ways in which we work together across services and agencies, not just through the use of additional resources**.**

4.2.2 In order to develop an effective and efficient local community justice system it will be essential to reduce the risk of disconnect between the use of resources and the priorities set by the Community Justice Partnership. The Community Justice Partnership was therefore considered the most appropriate body to oversee the process of resource allocation, including the disbursement of any additional funding that comes into the local authority, in relation to community justice.

4.2.3 With regard to funding in particular, the working group acknowledged that the Community Justice Partnership would need to be aware of the totality of Community Justice funding in Shetland, and of the funding streams coming into Shetland in relation to community justice, but agreed that further discussion on making any recommendations on the use of Section 27 funding would have to take place with the Northern Community Justice Authority, before Section 27 funding was included or excluded from the remit or the Community Justice Partnership. This is because Section 27 funding is allocated primarily for Community Justice Social Work, and it may not be appropriate for the Community Justice Partnership to make any recommendations on the use of this funding.

4.2.4 In line with the forthcoming legislation and the Governments recommendations for the involvement of the third sector, community based organisations, communities and service users, the working group considered a broad range of partners to be invited to sit on the new Community Justice Partnership. The consensus was that recommendations for membership should be left as broad as possible at this stage and will be further clarified following an awareness raising event planned for September to which prospective statutory and non-statutory partners will be invited.

5.0 Proposals for reporting structure:

5.1 The Group was asked to look at and comment on options for reporting structures for the Community Justice Partnership:

- Option 1: the Community Justice Partnership would be a sub-group of the CSRB and report through them to the Shetland Partnership Board;
- Option 2: the Community Justice Partnership would report directly to the Shetland Partnership Board; and
- Option 3: the Community Justice Partnership would report to the Shetland Partnership Board through the Shetland Partnership Performance Group.

5.2 In view of the scale of the redesign project, its importance and significance in relation to Community Planning, the working group recommends option 2.

5.3 The Community Justice (Scotland) Bill assigns responsibility and decision making powers in relation to the strategic planning and delivery of Community Justice to the local Community Planning Partnership. This is a significant change in role and responsibility for the Shetland Partnership Board, and will require a complete review of the governance arrangements for the Shetland Partnership. For information the governance review will be taken forward by a multi-agency working group, led by the Council, reporting directly to the Performance Group.

5.4 Although locally it has been determined that the Community Justice Partnership will have primary responsibility for progressing the community justice agenda on behalf of the Shetland Partnership Board, it is recommended that the Shetland Partnership Board take ownership of this work, at least in the initial transition stages by directly overseeing the implementation of duties and responsibilities in the Bill.

5.5 It was also proposed, based on the model in place within the Shetland Alcohol and Drugs Partnership (SADP), that an operational Community

Justice Forum be established. The Forum would sit underneath the Community Justice Partnership to co-ordinate and deliver on operational priorities, keep the partnership informed and act as a conduit for the views of service providers, service users and those in need of services. Concern was expressed that this may lead to duplication of effort as it was likely that membership of a new Forum would mirror that of the pre-existing Shetland Alcohol and Drugs Forum (SADF). It was therefore suggested that in the interest of partnership working and reducing duplication that the future Community Justice Partnership look into developing a joint-forum with the SADF. However, this proposition will need to be considered in greater detail in consultation with the SADP at a later date.

6.0 Transitional Funding

6.1 Within the limitations set out by the Scottish Government in the transitional funding letter distributed to all LAs (Appendix C) the CJWG was asked to comment on a draft proposal for how the ring fenced transitional funding is to be used locally. As there were no objections put forward by the CJWG, it is recommended that the CSRB recommend the funding proposal as outlined in Appendix B to the Shetland Partnership Board.

7.0 Closing remarks

7.1 The submission of this report outlining the working group's recommendations to the Board concludes the work of the CJWG. It is therefore recommended that the CSRB agree to the disestablishment of the group to make room for the new Community Justice Partnership.

For further information please contact:

Lizzie Coutts

Lead Officer, Community Justice Redesign – Community Planning & Development,

Shetland Islands Council

01595 744527

lizzie.coutts@shetland.gov.uk

25/08/2015

Appendices:

Appendix A Community Justice Partnership Terms of Reference

Appendix B Community Justice Transitional Funding

Appendix C Letter to Chief Executive – Transitional Funding 2015/16

Shetland Community Justice Partnership - Terms of Reference (ToR)

1. Strategic Objective:

To coordinate and oversee the delivery of community justice in Shetland on behalf of the local Community Planning Partnership – The Shetland Partnership Board (SPB)

2. Role and Remit:

2.1 To consider any decisions made by the Scottish Government in relation to Community Justice Redesign.

2.2 To engage and liaise with a broad range of partners and maintain an appropriate membership representative of the statutory community justice partners indicated in government guidance (see page 3).

2.3 To review national and local strategic priorities and agree community justice priorities for Shetland – in accordance with the national strategy and the national performance framework.

2.4 To exchange information, promote best practice and support partnership working to find joint solutions to common issues, whilst removing duplication of effort between partner agencies.

2.5 To produce and publish, in consultation with Community Justice Scotland, community bodies, and other appropriate persons, a local improvement plan for the delivery community justice in Shetland.

2.6 To monitor and review progress and performance in relation to delivery of the Local Improvement Plan.

2.7 ~~Make recommendations as to how Section 27 grant funding will be used by the local authority.~~ This point regarding section 27 grant funding is to be discussed further with the Northern Community Justice Authority (NCJA).

2.8 To consider options for mapping both the distribution and use of resources in relation to community justice and implement a joint resourcing approach to progress shared priorities.

2.9 To receive regular reports on the use of all community justice funding streams and how they are being used to support the delivery of national and local outcomes as detailed in the Local Improvement Plan.

2.10 To oversee the allocation of any additional funding that comes into the local authority in relation to community justice.

2.11 To report regularly to the local Community Planning Partnership – the Shetland Partnership Board – and to Community Justice Scotland where appropriate.

2.12 To comply with the duty to cooperate as outlined in the Community Justice Scotland (Bill).

3. Membership:

3.1 The Chair will be elected from the Partnership and will rotate every three years.

3.2 The Vice-Chair will be elected from the Partnership and will be of a different agency to the Chair.

3.3 At minimum – and as far as reasonably *practicable* – membership will comprise of at least one representative from each of the named Statutory Community Justice Partners (*as indicated in Scottish Government Guidance*). In addition, CJP membership will include any partner or stakeholder identified as having a particular contribution to make. Its members are:

<u>Statutory Partners:</u>

- the Local Authority
- NHS Shetland
- Police Scotland
- The Scottish Fire and Rescue Service
- Skills Development Scotland
- Joint Integration Board
- The Scottish Courts and Tribunals Service
- Scottish Ministers

<u>Non- Statutory Partners:</u>

- Community Representatives - including;
    - service users
    - community based organisations; and
    - the wider community
- Third Sector Organisations;
- Voluntary Action Shetland;
- Crown Office and Procurator Fiscals Service (COPFS);
- The wider Judiciary;
- Criminal Justice Boards;
- Academic institutions;
- Local employers;
- The Department for Work and Pensions; and
- Any other community bodies the CJP sees as appropriate.

3.4 Membership is flexible – Additional members will be co-opted for agreed periods, as required, to assist the partnership in its business.

4. Meetings:

4.1 The Community Justice Partnership (CJP) will meet no less than quarterly to discuss matters relating to community justice, in particular the transition agenda, and to ensure that work in this area is progressed.

5. Reporting and Information Sharing:

5.1 The CJP will report directly to the local Community Planning Partnership – the Shetland Partnership Board – but on an agency basis will individually report to their respective Boards/Committees as appropriate.

5.2 The SPB will be responsible for monitoring the activities of the CJP and ensuring progress against the targets set.

Community Justice Transitional Funding

Income			**£**	**50,000.00**
Salary costs	£	28,220.00	£	21,780.00
Training	£	3,000.00	£	18,780.00
Travel	£	4,000.00	£	14,780.00
Subsistence	£	1,000.00	£	13,780.00
ICT Equipment	£	4,000.00	£	9,780.00
Hire/Rent of Property	£	500.00	£	9,280.00
Consumables	£	450.00	£	8,830.00
Miscellaneous	£	130.00	£	8,700.00
Advertising	£	500.00	£	8,200.00
Printer / Copier Paper	£	100.00	£	8,100.00
Photocopier Charges	£	100.00	£	8,000.00
Conference Fees	£	3,000.00	£	5,000.00
Unallocated	£	5,000.00	£	-
	£	**50,000.00**		

Justice Directorate
Community Justice Division

T: 0131-244 5476
E: Stephen.Harper@scotland.gsi.gov.uk

The Scottish Government
Riaghaltas na h-Alba

LEGACY 2014
XX COMMONWEALTH GAMES SCOTLAND

Chief Executive of Local Authorities

CC Directors of Finance Local Authorities; Community Planning Partnership Managers; Community Justice Authority Conveners and Chief Officers

13 March 2015

Dear Chief Executive

NEW MODEL FOR COMMUNITY JUSTICE - TRANSITIONAL FUNDING 2015/16

I am writing to inform you of the ring fenced funding of £50,000 that has been approved to financially assist the work to help facilitate the transition to the new model for community justice in Scotland. The aim of this funding will be to support partners to build their capability and capacity to work together on the achievement of improved outcomes for community justice.

The funding will form part of a redeterminant to the LG Finance Settlement for 2015/16 and will be paid February 2016. The Scottish Government's intention is for this fund to be available for 3 years, ending 2017/18. However, this position will be reviewed at the end of 2015/16 in light of the outcome of the next UK Comprehensive Spending Review that is expected to take place following the May 2015 Parliamentary election. This is in line with other public funding decisions.

The three years of transition funding is intended to provide partners with sufficient time to take on their community justice role as well as make arrangements amongst key partners to share capacity and resources for this work going forward.

The aim of the funding is to:

- encourage core partners to co-operate with each other on planning for and delivering improved outcomes for community justice, delivering lasting change to take forward into the new model which will be fully operational from 01 April 2017;
- actively involve the Third Sector, Community Based Organisations, communities and service users, including offenders and victims, in the planning and delivery of

community justice within their areas, in accordance with procurement rules and local needs and circumstances;

- secure the partners' contribution of community justice funds[1], information, staff and other resources as is required to meet the outcomes noted in their local plan to deliver community justice outcomes;

- helping partners and CPPs establish local partnership arrangements for the strategic planning and delivery of community justice during the financial year 2015/16 for those to come into effect by the end of that financial year;

- prepare by January 2016 a transitional plan for the delivery of Community Justice, to be developed in partnership with CJAs pending the introduction of the new duties on partners to prepare Community Justice plans arising from the proposed Community Justice (Scotland) Bill and to prepare and submit a report to Scottish ministers on how they have delivered against this plan;

- liaise with the relevant Community Justice Authority (CJA) to consider which existing partnerships and jointly funded services will be taken forward under their CPP.

The above approach is consistent with the principles of co-production, which underpin the Government's vision for asset-based and person-centred services.

There remains much work to be done to reduce reoffending in Scotland. It is imperative, therefore, that CPPs, partners and CJAs continue to work together on the planning and delivery of community justice during the transition period. The Scottish Government will continue to support CJAs, partners and CPPs in their working together and during the transition.

A transition workstream has been set up under the Redesign of Community Justice Project to support a successful transition to the new model and they will wish to oversee that the transitional funding is securing lasting change. To support this and to facilitate the sharing of good practice we would welcome high level information on how resources have been deployed along with success stories around collaboration and partnership working and any barriers you may have experienced. We would welcome this high level information by the end of May 2016.

Please contact Stephen Harper (tel:0131 244 5476) if you have any queries or wish to discuss.

Yours sincerely

S. Harper

STEPHEN HARPER

[1] This will require contributions beyond the Social Work (Scotland) Act 1968, section 27 funding allocated primarily for CJSW.

St Andrew's House, Regent Road, Edinburgh EH1 3DG
www.scotland.gov.uk

Agenda Item

9

Community Safety & Resilience Board

Report Title - Performance Against Local Policing Plan 2014-2017.	
Presented by –TCI Lindsay Tulloch- Area Commander, Shetland	

1.0 Overview/Introduction

1.1 To provide an update to Committee Board on the progress with reference to the objectives outlined in the Shetland Islands 2014-2017 Policing Plan.

2.0 Background Detail & Content

2.1 Performance 2014-2017

A summary of the current performance against the 2014-2017 Shetland Islands Policing Plan objectives is at Enclosure 1. The period covered by the report is 1 April–31 July 2015.

2.2 CONTEST

Operation CONTEST is the UK Governments Counter Terrorism Strategy and looks at reducing the threat we face from terrorism so that people can go about their lives freely and with confidence. The CONTEST strategy continues to gather momentum within the Highland and Islands Division. This area of work spends a lot of time looking at ways to engage with the community in order to prevent any terrorism activity taking place. Examples of this include working with High Schools and Colleges in the area in an effort to look at up to date issues and encourage debate around such things as the Extreme Right Wing.

In relation to the PREVENT strand of CONTEST which deals with individuals, ideology's and institutions there has been individuals identified as displaying views which have caused concerns, this has resulted in liaison between the Police and other partners to address any concerns or risk.

Plans are in place in Shetland to deliver WRAP (Workshops in raising awareness of Prevent) sessions to public facing staff looking at issues surrounding vulnerabilities and radicalisation. Also, being planned are ACT Now (All Communities Together Now) sessions. Each session places the participant in the shoes of the counter terrorism unit and looks at a number of community issues and challenged thinking in relation to extreme groups.

At a national level the Scottish Government produced the Prevent Duty Guidance for Scotland. This has been looked at a locally and discussed at the Divisional CONTEST board. This duty will place an onus on all partners and will involve the sharing of information and addressing any concerns identified within any organisation. It will also involve the signing of an Information Sharing Protocol with the police as discussions may take place around vulnerable individuals, or people of concern, that may be identified. Further more; there will be a requirement for certain bodies to undertake staff training and work in partnership and link in to the single national strategic lead for Prevent in their sector, institution or organisation.

2.3 Information Sharing Protocols

Within the Specialist Crime Division, Safer Communities- Interventions Unit we are provided with strategic policy and tactical support which aims to divert and deter individuals away from Serious Organised Crime based on the Scottish Strategy document 'Letting our communities flourish'.

With Interventions we aim to deter individuals through measures to protect communities, businesses and the public sector from Serious Organised Crime. Communities suffer when groups of this nature establish a foothold with the public, private and third sector through illegal activities. Interventions have to be creative and continually explore vulnerable areas that could be targeted by such groups.

On 30th September, 2015 Inspector Henderson will be travelling to Shetland to meet with various representatives in the community with a view to developing Information sharing protocols. These are continuously developed between Police Scotland and various partners with a view to ensuring that Serious Organised Crime Groups are not awarded public sector contracts or funding grants by local authorities, it also serves to protect private / third sector bodies and enables such organisations to target harden themselves against such groups.

3.0 Proposal/Expected Outcome

3.1 Members note and scrutinise the progress made against the objectives set within the Shetland Islands Local Policing Plan 2014-2017.

4.0 Risk Management Implications

4.1 Professional. None.

4.2 Political. Should the objectives within the Shetland Local Policing Plan not be met there is a risk that there will be a failure in achieving the relevant elements of the Shetland strategic objectives and Single

Outcome Agreements; this may negatively impact on the Board's reputation in respect to its ability to deliver its objectives and to hold the Local Policing Commander to account.

4.3 Social/Demographics/Community/Customer/Stakeholder Issues. Should the objectives within the Shetland Policing Plan not be met there is a risk that the quality of life for Shetland's residents will be negatively impacted.

4.4 Financial/Economical. None

4.5 Legal. None

4.6 Physical. None

4.7 Contractual. None

4.9 Technical. None

For further information please contact:
Name: Temporary Chief Inspector Lindsay Tulloch (Area Commander) or Sergeant Judy Hill (Performance Support)
Contact information: lindsay.tulloch@scotland.pnn.police.uk – judy.hill@scotland.pnn.police.uk
Date: 26 August 2015

Enclosure 1: Performance report against Policing Plan Objectives- April 2015- July 2015

END

PERFORMANCE AGAINST SHETLAND ISLANDS LOCAL POLICING PLAN 2014/2017
April 2015- July 2015

PRIORITY 1 – Road Safety

GO SAFE ON SCOTLAND'S ROADS ITS EVERYONE'S RESPONSIBILITY- SCOTLAND'S ROAD SAFETY FRAMEWORK TO 2020

Target	2015 Milestone % reduction	2020 target % reduction
People killed	30%	40%
People seriously injured	43%	55%
Children (aged <16) killed	35%	50%
Children (aged <16) seriously injured	50%	65%

(In addition to the above there remains a 10% reduction target in the slight casualty rate to 2020)

Note: All statistics are provisional and should be treated as management information. All data sourced from Police Scotland internal systems are correct as at published date.

Target	Baseline 5 Year Average	YTD 2014/15	YTD 2015/16	*YTD Variation*	Context/Narrative
Reduce the number of people killed on the roads in Shetland.		1	1	=	There has been 1 fatal collision during this reporting period: 1. Collision occurred on A970 at Cunningsburgh and involved 2 vehicles. The driver of one of the vehicles sustained fatal injuries. (Averages will be included in future reports)
Reduce the number of people seriously injured on the roads in Shetland.		1	0	- 1	(Averages will be included in future reports)
Reduce the number of children (aged<16) killed/seriously injured on the roads in Shetland.		0	0	0	(Averages will be included in future reports)
Increase the number of people detected for drink/drug driving offences.	13.4	17	19	+ 2	Includes failure to provide a specimen.
Increase the number of people detected for speeding.	29.8	39	26	- 13	

Increase the number of people detected for mobile phone offences.	8.6	5	11	+ 6	
Increase the number of people detected for seat belt offences.	15.0	2	15	+ 13	
Conduct a Driving Ambition Campaign at each of the High Schools within a 12 month period.	Driving Ambition is scheduled to be carried out with S5 and S6 pupils in Anderson High School and Brae High School in September and October 2015. This includes inputs from Scottish Fire and Rescue Service, Scottish Ambulance Service, Elaine Skinley- Shetland Islands Council Road Safety Officer and a mechanic from Jim's Garage on vehicle maintenance. Feedback from pupils who have attended previous events has been very positive.				
Participate in all Police Scotland Road Safety Campaigns.	In this reporting period the following campaigns have been ongoing: Scottish Road Safety Week- this campaign aims to provide leadership and a focal point for awareness-raising about road safety, and particularly around the need to keep children safe. During the campaign we joined with other partners such as Road Safety Scotland, Scottish Fire and Rescue and local authorities to provide practical advice for parents, carer and schools. The week focused on child pedestrians, cyclists and safety when travelling in the car. Continued Work is ongoing with Shetland Island's Council Road Safety Officer and over the coming months there will be further focus around vulnerable road users including cyclists and joggers as well as focus around speeding outside schools. In addition to this plans are underway to appoint Junior Road Safety Officers who have been nominated by Primary Schools. Summer Drink & Drug Drive Campaign.				
Trunk Road/Divisional Policing Units to conduct a targeted motorcycle campaign each Spring.	Motorcycle Campaign- Operation Zenith runs between April and September and its focus is safe and responsible motorcycling, reducing the number of casualties resulting from road collisions and improving driver/rider behaviour and awareness. In June the Divisional Road Policing Unit travelled to Shetland for the 'Simmer Dim' Bike Rally.				

PRIORITY 2 – The Supply, Abuse and Misuse of Drugs

Target	Baseline 5 Year Average	YTD 2014/15	YTD 2015/16	*YTD Variation*	Context/Narrative
Over a 3 yearly period conduct a programme of illegal drug awareness activities with all students at each of the High Schools and Junior High Schools in Shetland.	A range of initiatives are taking place in schools. A working group has been set up within the Shetland Alcohol and Drugs Partnership specifically in relation to New Psychoactive Substances. This group is looking at education and awareness raising including work with the media.				
Increase the number of **positive** stop searches/ confiscations for those possessing drugs.	Police Scotland is undergoing a testing phase on an enhanced stop and search database which went online on 1 June 2015. Validation and testing of the data is ongoing and data collected for June 2015 will be published in the coming weeks. Regular updates on local stop and search data will also form part of future reports				
Increase the number of offences reported for the supply or being concerned with the supply of drugs.	6.0	5	12	+ 7	
Increase the number of detections by the 'Dogs against Drugs' assets.			19		In this reporting period 4,629 people have been scanned by the Drugs Dog at points of entry into Shetland. The dog has been deployed over 353 times within Shetland and there have been 19 detections with dog involvement. In addition to this the drugs dog and handler have carried out 8 educational visits and presented to over 162 people.

PRIORITY 3 – Protecting People

Target	Baseline 5 Year Average	YTD 2014/15	YTD 2015/16	*YTD Variation*	Context/Narrative
Increase in reporting of sexual crimes.	6.8	10	16	6	
Meet the Police Scotland detection rate target for Sexual Crimes.	**TARGET FOR 2015/16- 90%**		50%	- 40%	Small numbers of crimes affect this figure and a small number of detections can lead to a significant increase in detection rate.
Increase in reporting of domestic abuse incidents.	33.2	46	40	- 6	
Meet the Police Scotland detection rate target for domestic abuse.	**TARGET FOR 2015/16- 82%**		96.4%	+ 14.4%	
Increase in reporting of Hate crimes.		5	3	- 2	
Meet the Police Scotland detection rate target for Hate crimes.	**TARGET FOR 2015/16- 90%**		66.7%	- 23.3%	Small numbers of crimes affect this figure and a small number of detections can lead to a significant increase in detection rate.
In support of the Shetland Community Safety Board play an active role in preventative initiatives and campaigns.	There is ongoing work in schools and communities in relation to safe internet use by young people. Also included is education and awareness raising relating to protection from Child Exploitation Online.				

PRIORITY 4 – Antisocial Behaviour and Alcohol Related Disorder

Target	Baseline 5 Year Average	YTD 2014/15	YTD 2015/16	*YTD Variation*	Context/Narrative
Licensed Premises Checks	2252	736	628	- 108	Without doubt by working collectively and constructively with licensees we are better placed to achieve our primary focus of keeping people safe. We have been working hard to ensure that visits are meaningful and our relationships with licensees are positive. During this reporting period we have had officers from the Divisional Liquor and Civic Licensing Department travel to Shetland and carry out inspections of various establishments. Those officers found that on the whole the premises' inspected were well run and where there were any shortcomings licensees were responsive to ensuring that issues were resolved. *Averages are full year.
Conduct an annual test purchasing operation.	Recruitment is ongoing for new Test Purchasers and plans are in place to conduct a Test Purchasing operation in Shetland over the coming year.				
Contribute to the Antisocial Behaviour Working Group initiatives and campaigns.	Operation Notebook and Operation Respect are both well embedded in the Shetland Islands Area. These Operations provide a focus on tackling antisocial behaviour ensuring that offenders are robustly dealt with within a multi-agency setting resulting in fewer repeat victims.				
Increase the number of **positive** stop searches/ confiscations for those possessing alcohol.	Police Scotland is undergoing a testing phase on an enhanced stop and search database which went online on 1 June 2015. Validation and testing of the data is ongoing and data collected for June 2015 will be published in the coming weeks. Regular updates on local stop and search data will also form part of future reports				
Reduce the number of Section 38 Criminal Justice and Licensing (Scotland) Act 2010 Offences.	28.0	20	47	+ 27	

Reduce the number of Breach of the Peace offences.	26.8	11	16	+ 5	
Reduce the occurrences of common assault	54.8	56	61	+ 5	
Reduce the number of premises currently escalated to Stage 3 noisy behaviour through Operation Notebook.	There are no currently no premises at Stage 3 in Operation Notebook. Continued positive multi-agency working has meant that identified issues are being resolved prior to escalation.				
Number of antisocial behaviour contracts in place.			2		
Reduce the incidents of vandalism	52.6	44	27	- 17	Includes Malicious Mischief

PRIORITY 5 – Emergency/Major Incident Response and Resilience

Target	Baseline 5 Year Average	YTD 2014/15	YTD 2015/16	*YTD Variation*	Context/Narrative
Annually review and exercise, in partnership with relevant partners, major incident/facility response plans.	Planning is in place for a number of exercises to be held over the coming year.				
Number of officers and staff, against an identified skills/training matrix, for dealing with a major incident.	All officers are completing familiarisation visits at the TOTAL Gas Plant and Sullom Voe over the coming months. In addition to this, officers at supervisory ranks are undertaking Police Incident Officer Training. This now forms part of the first line manager's course at the Scottish Police College.				
Identify a location for a multi agency incident room.	At present the Police Station can be utilised as the primary multi-agency major incident room. Should this be the subject of the incident for business continuity, the council building at 20 Commercial Road will be available, however depending on the scale of the incident, the Town Hall with its IT infrastructure would be the fallback option.				

HMICS

HM INSPECTORATE OF CONSTABULARY IN SCOTLAND

Independent Assurance Review
Police Scotland – Call Handling
Interim Report

September 2015

Improving Policing Across Scotland

Produced for Her Majesty's Inspectorate of Constabulary in Scotland by
APS Group Scotland, 21 Tennant Street, Edinburgh EH6 5NA

PPDAS55870 (09/15)

A report of an inquiry directed by Scottish Ministers under section 74(1) of the Police and Fire Reform (Scotland) Act 2012 and laid before the Scottish Parliament under section 78(3) of that Act

Published by HMICS, September 2015

ISBN: 978-1-910165-21-8

SG/2015/126

www.hmics.org.uk

HM Inspector of Constabulary in Scotland

HM Inspectorate for Constabulary in Scotland (HMICS) is established under the Police and Fire Reform (Scotland) Act 2012 and has wide ranging powers to look into the '*state, effectiveness and efficiency'* of both the Police Service of Scotland (Police Scotland) and the Scottish Police Authority. [1]

We have a statutory duty to ensure that the Chief Constable and the Authority meet their obligations in terms of best value and continuous improvement. If necessary, we can be directed by Scottish Ministers to look into anything relating to the Authority or Police Scotland as they consider appropriate. We also have an established role in providing professional advice and guidance on policing in Scotland.

- Our powers allow us to do anything we consider necessary or expedient for the purposes of, or in connection with, the carrying out of our functions.
- The Authority and the Chief Constable must provide us with such assistance and co-operation as we may require to enable us to carry out our functions.
- When we publish a report, the Authority and the Chief Constable must also consider what we have found and take such measures, if any, as they think fit.
- Where our report identifies that the Authority or Police Service is not efficient or effective (or best value not secured), or will, unless remedial measures are taken, cease to be efficient or effective, Scottish Ministers may direct the Authority to take such measures as may be required. The Authority must comply with any direction given.
- Where we make recommendations, we will follow them up and report publicly on progress.
- We will identify good practice that can be applied across Scotland.
- We work with other inspectorates and agencies across the public sector and co-ordinate our activities to reduce the burden of inspection and avoid unnecessary duplication.
- We aim to add value and strengthen public confidence in Scottish policing and will do this through independent scrutiny and objective, evidence-led reporting about what we find.

Our approach is to support Police Scotland and the Authority to deliver services that are high quality, continually improving, effective and responsive to local needs. [2]

This assurance review is an inquiry directed by Scottish Ministers under section 74(1) of the Police and Fire Reform (Scotland) Act 2012 and laid before the Scottish Parliament under section 78(3) of that Act.

[1] Police and Fire Reform (Scotland) Act 2012, Chapter 11
[2] HMICS Corporate Strategy 2014-2017, May 2014

Contents

Page

Our Review

1. This assurance review has been directed by the Cabinet Secretary for Justice following the tragic incident involving the deaths of John Yuill and Lamara Bell. This review sits alongside the independent investigation being undertaken by the Police Investigations and Review Commissioner (PIRC) into that specific incident.

2. The background to this review, the objectives and methodology are outlined within the Terms of Reference,[3] which was published on 22 July 2015. At that time, HMICS committed to providing Scottish Ministers with a full report by the end of October 2015 and this Interim Report by the end of August 2015, including any recommendations and improvements that we consider might be necessary.

3. This Interim Report is solely intended to provide an update on the progress of our review, including a summary of our activities, our emerging findings and key areas of interest where we will now seek further assurance. We have made one interim recommendation to Police Scotland on the future direction of police Contact, Command and Control centres across Scotland. This Interim Report does not constitute a complete set of findings, as our inspection activity is still ongoing and evidence continues to be collected and assessed to further inform our final report. It should be noted that further evidence may emerge which contradicts or changes the findings set out in this interim report.

4. The Cabinet Secretary for Justice clearly set out expectations of the areas to be reviewed by HMICS, namely:

   - the **capacity** of the systems and the human resource available within the control centres to manage, receive, answer and prioritise calls;
   - the **capability** of the systems and the suitability of the training provided to those who manage, receive, answer and prioritise calls; and
   - the **process** within the control room to ensure that all calls are handled and dispatched appropriately.

5. We have sought to meet these expectations by objectively assessing the state, efficiency and effectiveness of the processes for call handling within Police Scotland and the associated procedures for governance, management, resourcing, training and quality assurance.

6. We will provide a final and more comprehensive report by the end of October 2015. This will detail our methodology and approach, explain the call handling process in plain English and outline our key findings, conclusions and any recommendations for improvement that we may identify. It will provide assurance on whether the service provided to the public is effective, whether call handling processes are working effectively and efficiently within Police Scotland and comment on the future plans for development of the national approach for police Contact, Command and Control.

[3] Terms of Reference for HMICS Assurance Review - Police Scotland Call Handling

7. HMICS acknowledges that this review is being undertaken whilst Police Scotland continues to pursue reform on a national level, the complexity and challenge of such change is recognised.

Our Activities

8. Our review commenced with a pre-review planning and preparation phase. This included the development of review tools, identification of key documents and liaison with Police Scotland, police staff associations and key stakeholders. It also involved the design and launch of an on-line public questionnaire and the detailed design and scoping of our call handling audit.

9. This phase was followed by three weeks on initial fieldwork with a team of inspectors visiting Govan, Motherwell, Dundee, Aberdeen, Inverness and Bilston Glen sites. During these visits we have :

   - interviewed 45 staff
   - conducted 29 focus groups involving approximately 180 staff
   - observed daily and weekly management meetings
   - conducted general observation of service centre staff and processes

10. We also made a formal information request for documents to Police Scotland which included:

    - strategies, policies, guidance and standard operating procedures
    - agendas, minutes and internal memoranda and emails
    - briefings and presentations
    - action and improvement plans
    - ICT specifications and plans for development
    - training materials
    - quality assurance and quality control processes
    - staffing structures and management reporting

11. This request has since been followed by a number of individual follow up enquiries for specific documents which have been highlighted to us during our fieldwork. Over 1500 documents have been provided alongside statistical, performance and benchmarking information. We are currently reviewing these documents and all supporting information to inform our findings and identify relevant evidence for our final report.

12. HMICS launched a public online questionnaire on the 29 July 2015. This questionnaire was closed on 23 August 2015. A total of 3826 questionnaires were completed, with 46% being completed by members of the public, 2% by elected representatives, 46% by officers and police staff and 7% by others. Feedback from the questionnaire has informed the key lines of enquiry used during our fieldwork. The data is undergoing detailed analysis. We will report on the themes identified from the questionnaire in our final report.

13. HMICS has sought views from all local authorities across Scotland and is currently undertaking an analysis of the responses received to date.

14. HMICS also commenced a detailed audit of 1,500 calls made to the police via the emergency 999 and non-emergency 101 numbers from across Scotland. This involves listening to calls, assessing how well they were handled, reviewing computer systems and records to ensure they accurately reflect the contents of the call and concerns of the caller, and assessing whether the calls were appropriately prioritised. This work is being undertaken separately from our fieldwork and will be used to provide specific assurance within our final report over the quality of call handling and accuracy of recording across Scotland.

15. We have maintained regular liaison with the Police Investigations and Review Commissioner (PIRC) throughout the initial phase of our review to ensure the exchange of relevant information and the integrity of the ongoing PIRC investigation. This liaison will continue through the remainder of our review and the publication of our final report.

16. We have provided initial feedback to Police Scotland and briefed both the Scottish Police Authority and the Scottish Government on the basis of the interim evidence we have obtained from our activities so far. We have highlighted our emerging findings and shared our initial recommendation in respect of the future direction of police Contact, Command and Control across Scotland.

Emerging Findings

17. HMICS has found that staff at all levels in the division are strongly committed, in often challenging circumstances, to providing a good service to the public. They continue to be committed to doing a good job and demonstrate considerable flexibility in their working practices whilst endeavouring to meet call demand. HMICS has been impressed by the engagement of Contact, Command and Control staff with our review process.

18. HMICS has examined the latest call handling performance statistics from Police Scotland. Whilst these performance figures do not in themselves provide a comprehensive view of the effectiveness and efficiency of call handling or the quality of service to the public, they illustrate that force targets[4] for answering both 101 (non-emergency) and 999 (emergency) calls are currently being met across the main sites in Govan, Motherwell and Bilston Glen.

19. These figures have improved over the previous few months and continue to show a positive trend, however HMICS notes that there have been significant issues with poor performance in the recent past. We will therefore be examining both the quality and accuracy of the information now being used.

20. Performance in the North (Dundee, Aberdeen and Inverness) is currently falling below the force target for answering 101 (non-emergency) calls. HMICS acknowledges that a number of mechanisms have been put in place by Police Scotland to support call handling in the north, but pressure of call demand on remaining staff remains unacceptably high, with overflow calls being routinely diverted from Dundee and Inverness to the sites in Govan, Motherwell and Bilston Glen.

21. HMICS recognises the constraints facing Police Scotland as a result of significant staff shortages in Dundee, Aberdeen, Inverness and Bilston Glen. HMICS does however consider that the current practice of diverting unanswered 'overflow' calls to the sites in Govan, Motherwell and Bilston Glen is creating additional risk by passing incidents back to the north Area Control Rooms in the absence of a single national Command and Control system.

22. We consider that this will not be fully resolved until (i) the service centres in Govan, Motherwell and Bilston Glen are fully functional with the full complement of trained staff supported by stable systems and processes which are capable of taking the additional call demand from the north and (ii) the new Area Control Room in Dundee is fully operational. However, we believe strongly that the service centres in Dundee, Aberdeen and Inverness should be maintained and staffed appropriately until these key elements are fully in place.

23. HMICS notes that Business Continuity Planning across the sites has been tested regularly, and although reliant on legacy force plans, has proven to maintain service and performance during periods of down time.

[4] Police Scotland Grade of Service Targets are 90% of 101 (non emergency) calls answered within 40 seconds and 90% of 999 (emergency) calls answered within 10 seconds.

Key Areas of Interest

24. This Interim Report does not constitute a complete set of findings, as our inspection activity is still ongoing and evidence continues to be collected and assessed to further inform our final report. However as a result of our initial review, we have identified the following key areas of interest where we will now seek further assurances:

- Overall **workforce planning**, including resource modelling and call demand management.
- **Staff communication** and **engagement** in the context of major change and cultural differences across legacy areas.
- The effective and timely **assessment of risk and vulnerability** in prioritising calls and dispatching appropriate resources.
- Development of a balanced set of measures of performance which reflect both call processing as well as **quality of response and customer focus**.
- The effective use of **risk management** in both project management and day to day business.
- The communication of the purpose and **use of 999 and 101 to the public**.
- Stability of current **ICT systems** used in Contact, Command and Control and the capacity of Police Scotland **network infrastructure**.
- Access to and the effectiveness of **key supporting information systems** including Address Gazetteer and internal directories.
- Development of a consistent **training model**, linked to clear competencies, a quality assurance approach for staff, continuous professional development and appraisal system.
- Documentation and understanding of consistent well defined **processes and procedures.**
- Development of an underpinning **quality assurance framework**.
- Effective and efficient processes for **transfer of calls** between service centres across the country.
- Clear articulation of the **future vision** for Contact, Command and Control and the impact of this model on local policing and other operational areas.
- The effective management of '**business as usual'** day to day operations of the division and the delivery of a **major change programme**.
- Clarity of **governance and oversight** and **accountability for key decisions**.

25. These key areas of interest will provide a focus for our evidence gathering in the next stages of our review and may inform any key findings, areas for improvement or recommendations within our final report.

Interim Recommendation

26. HMICS recommends that Police Scotland should consolidate and stabilise their staffing, systems, procedures and processes in both the East and West service centres and area control rooms. While this is being progressed, detailed planning for the previously agreed end-state model should continue, with consideration given to accelerating the recruitment of staff and early commissioning of the North Area Control Room.

27. To support this recommendation, HMICS notes the following:

- Contingency planning should deliver flexibility around the retention of service centre staff in Aberdeen, Inverness and Dundee to ensure these centres are maintained and staffed appropriately until the other key elements of the end-state model are fully in place. This should minimise operational risk and reduction in the quality of service to the public should there be delays to the project. Should it be necessary to retain specific staff beyond 31 March 2016, the Scottish Police Authority should provide that any Voluntary Redundancy/Early Retirement offers are honoured.

- Governance and independent assurance processes must also be put in place to guarantee that sustainable resourcing, systems, training and processes are fully tested and ready prior to any transfer of functionality from Aberdeen, Inverness and Dundee.

- Detailed and independently assured stage plans will be required to demonstrate the key milestones, dependencies and timescales to deliver the end-state model, including the relocation of services from Aberdeen, Inverness and Dundee.

28. HMICS notes that the consequences of any delay to the planned programme of delivery will have an impact on the achievement of savings and may result in additional risk. Police Scotland must at every stage evaluate the impact of such delays, provide assurance and seek appropriate approvals to manage this process.

29. HMICS also notes that in order to effectively manage this change process and effectively learn the lessons from previous stage implementations, Police Scotland are likely to require to secure additional resources. This should be subject to the development of a business case and associated scrutiny and approval.

30. As this is an Interim Report, HMICS will not make further recommendations at this stage.

Next Stage of Assurance Review

31. HMICS will now commence the second stage of fieldwork. This will involve additional interviews with senior management and corporate support services within Police Scotland. Additional sessions will be made available to staff to ensure all that who wish to do so, have an opportunity to engage with the review team. We will also:

- visit sites at Stirling, Glenrothes and Pinnacle House in Glasgow to engage further with staff there.

- complete our detailed audit of a sample of call handling records from across Scotland and analyse the results, conducting any follow-up activity required.

- complete our detailed analysis of the themes emerging from the responses to our online questionnaire.

- complete our review of the information and documentation provided by Police Scotland and other key stakeholders in order to further strengthen our evidence base gathered during fieldwork.

- complete our benchmarking exercise, examining good practice elsewhere in policing and other emergency services. We will visit both the Scottish Fire and Rescue Service and the Scottish Ambulance Service. This will provide us with comparators in terms of performance and processes.

HMICS will then review all the evidence collected from differing sources and produce a final report which will be provided to Scottish Ministers by 31 October 2015. Ministers will then lay the report before the Scottish Parliament and it will be published on the HMICS website.

Derek Penman QPM
HM Inspector of Constabulary in Scotland
31 August 2015

HMICS HM INSPECTORATE OF CONSTABULARY IN SCOTLAND

HM Inspectorate of Constabulary in Scotland
1st Floor, St Andrew's House
Regent Road
Edinburgh EH1 3DG

Tel: 0131 244 5614

Email: hmic@scotland.gsi.gov.uk
Web: www.hmics.org

About Her Majesty's Inspectorate of Constabulary in Scotland

HMICS operates independently of Police Scotland, the Scottish Police Authority and the Scottish Government. Under the Police and Fire Reform (Scotland) Act 2012, our role is to review the state, effectiveness and efficiency of Police Scotland and the Scottish Police Authority. We support improvement in policing by carrying out inspections, making recommendations and highlighting effective practice.

ISBN: 978-1-910165-21-8

Community Safety Board

Agenda Item

11

Report Title:	Performance against the Local Fire & Rescue Plan for Shetland
Presented By:	Area Manager Billy Wilson, Local Senior Officer for Shetland

1.0	**Overview/Introduction**
1.1	To provide an update on performance against the SFRS Local Plan for the first quarter of 2014-15.
2.0	**Background Detail & Content**
2.1	The Quarterly Performance Report, attached as Appendix 1 to this report, reflects the performance outcomes outlined within the Fire and Rescue Plan for the Shetland Islands, and provides performance information for the period 1 April to 3 June 2015.
3.0	**Proposal/Expected Outcome**
3.1	Members note the Quarterly Performance report for the period 1 April to 3 June 2015; as outlined in section 2 of this report.

For further information please contact:
Name: Billy Wilson, Local Senior Officer for Shetland
Contact information: 01463 227000.
E-mail Billy.Wilson@firescotland.gov.uk

Date: 27August 2015

END

Quarterly Performance Report

Quarter 1 2015-2016 (1 April to 30 June)

MEÐ LÖGUM SKAL LAND BYGGJA

Shetland Islands Council

SCOTTISH FIRE AND RESCUE SERVICE

SCOTTISH FIRE AND RESCUE SERVICE

Working together for a safer Scotland

DISCLAIMER

The figures included in this report are provisional and subject to change as a result of quality assurance and review. The statistics quoted are internal management information published in the interests of transparency and openness.

The Scottish government publishes Official Statistics each year which allow for comparisons to be made over longer periods of time.

CONTENTS **PAGE**

INTRODUCTION

This performance report provides information on our prevention, protection and operational response activities within the Shetland Islands over the period Quarter 1 2015-2016, (April-June 2015).

The Scottish Government provides an overarching vision for public services. This vision is supported by 16 National Outcomes which demonstrate commitment to creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable growth. The Scottish Fire and Rescue Service (SFRS) can make a significant contribution to improving these outcomes in the Shetland Islands by contributing to the Community Planning arrangements across the area.

The national priorities for the SFRS are set out in the Fire and Rescue Framework for Scotland 2013.

The SFRS Strategic Plan 2013-2016 outlines how the SFRS will deliver against these priorities and the outcomes against which this delivery can be measured.

The priorities contained within the Shetland Islands Local Fire and Rescue Plan 2014-2017 reflects the Community Planning Partnership & Single Outcome Agreement (SOA). The SOA includes a range of key themes focused on delivering improved outcomes for the communities in the Shetland Islands.

The aims of the local Fire and Rescue Service in Shetland are to reduce deaths, injuries and damage to property from fires and other emergency events. We aim to achieve this by working in partnership, being pro-active and targeting our prevention and protection activities to where they are most required, based on evidence.

The Scottish Fire & Rescue Service will publish its new Strategic Plan in April 2016. We will take the opportunity to renew the Local Fire & Rescue Plan for Shetland, also taking into account the changes to Community Planning and replacement of the SOA with the Local Outcomes Improvement Plan.

Performance Summary

We measure how well we are meeting our priorities using 6 key indicators, depicted below

Key performance indicator	Apr to (& incl.) Jun					RAG rating
	2011/12	2012/13	2013/14	2014/15	2015/16	YTD
All accidental dwelling fires	3	2	1	2	6	Red diamond
All accidental dwelling fire casualties (fatal & non-fatal (	0	0	0	0	2	Red diamond
All deliberate fires	0	2	0	1	0	Green circle
Non domestic fires	3	4	1	5	2	Green circle
Special Service Casualties - All	2	3	3	2	2	Green circle
False Alarm - UFAs	19	17	13	16	13	Green circle

RAG rating - KEY		
	RED DIAMOND	10% higher than the previous YTD period, or local target not achieved.
	YELLOW TRIANGLE	Up to 9% higher than the previous YTD period, or local target not achieved.
	GREEN CIRCLE	Equal to or improved upon the previous equivalent quarter (or YTD period), or local target achieved.

Progress on local fire & rescue plan priorities

Priority 1 – Local Risk Management and Preparedness

Fire Appliance Availability

The following bar graphs indicate the operational availability of fire appliances across Shetland during April, May and June 2015. The lower half of each bar indicates the average day-time availability of a fire appliance from 8 am to 6pm across the month.

The upper half of each bar indicates the average night-time availability of a fire appliance from 6 pm to 8am across the month. Blue portions of a bar indicate the percentage of time when a fire appliance was operationally available. Red portions of a bar indicate the percentage of time when a fire appliance was operationally unavailable.

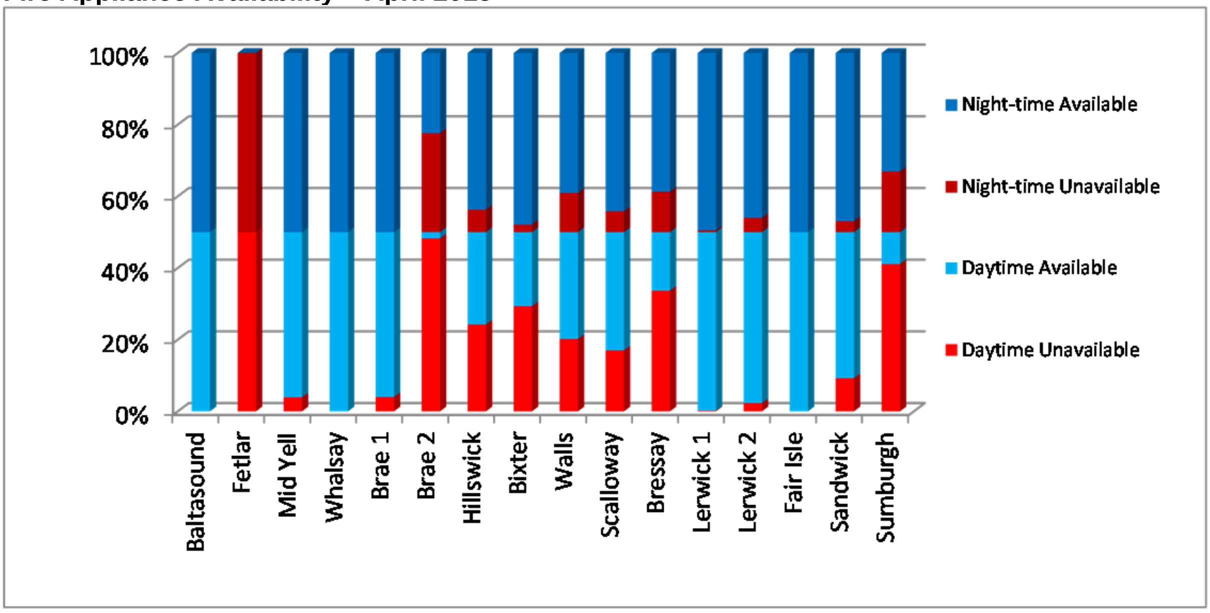
To ensure Safe Systems of Work; SFRS policy stipulates that an appliance cannot mobilise with less than 4 suitably competent fire-fighters.

The key factor affecting appliance availability in Shetland is the low staff establishment at a number of stations, therefore as soon as any individual from a unit becomes unavailable, the appliance availability is affected.

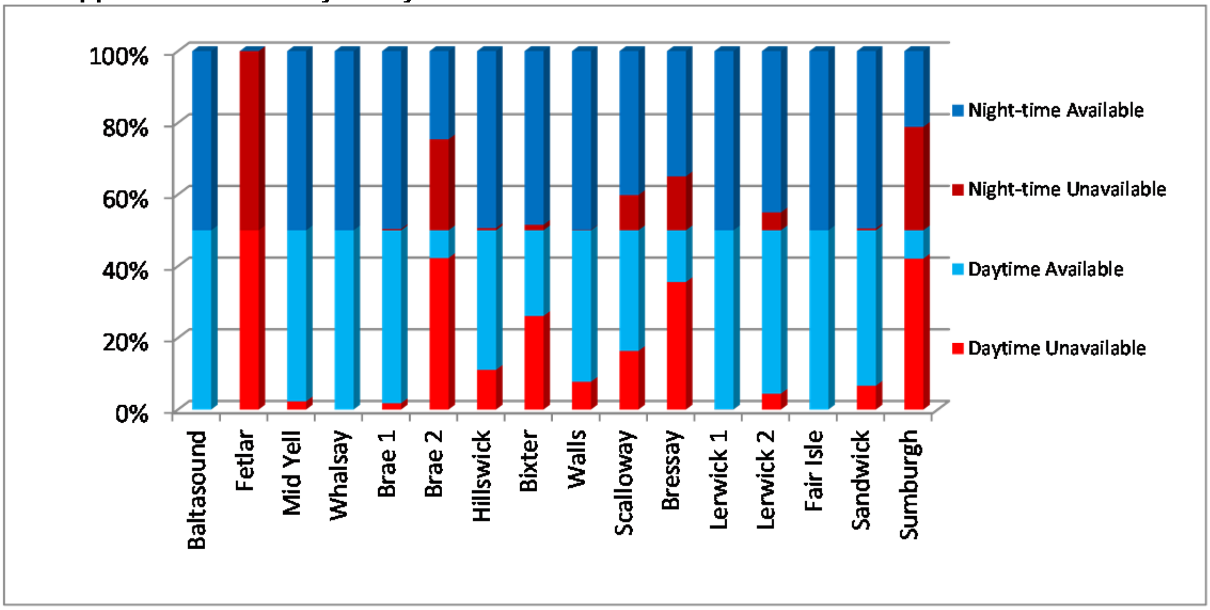
As can be seen from the table below, this potentially can have the greatest impact on Brae, Sumburgh, Bressay, Bixter, Hillswick, Walls and Scalloway.

Maintaining 100% fire appliance availability at these stations is currently proving a challenge due to the station establishment numbers and fire-fighters main employment requirements which takes personnel out with the station turnout area for periods of time.

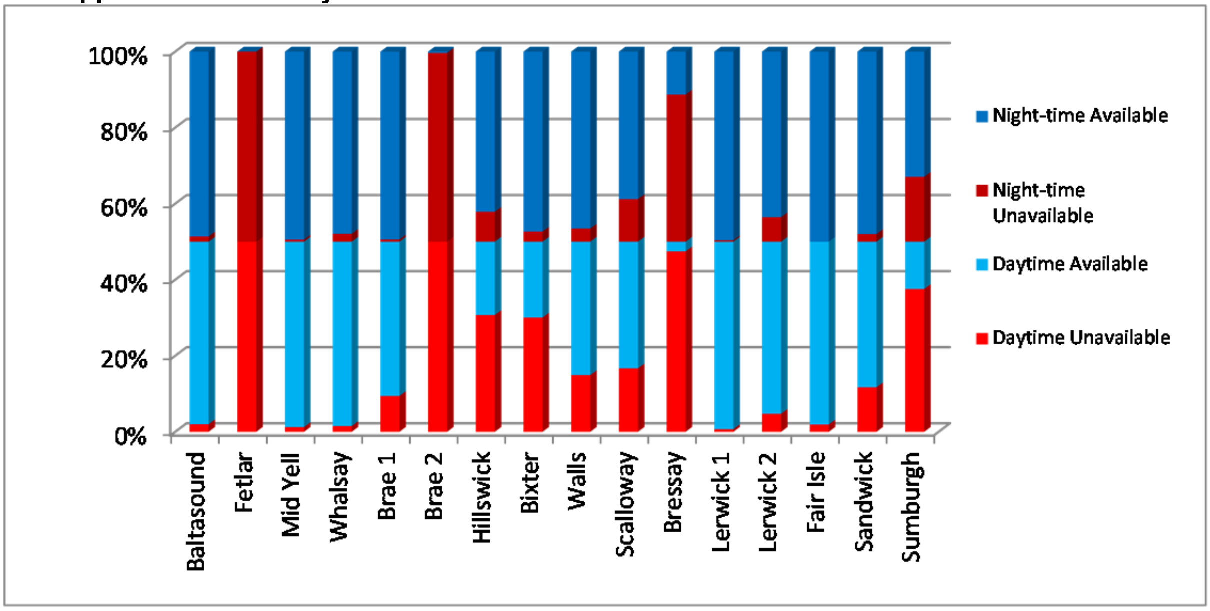
Fire Appliance Availability – April 2015



Fire Appliance Availability – May 2015



Fire Appliance Availability – June 2015



Fire Station Staffing & Recruitment

Historically recruitment within Shetland has been challenging. The Service is confident that improvements to the recruitment process will provide for a more positive experience for potential candidates and that this will have an overall impact on station crewing levels.

As part of this new approach, SFRS has engaged with Local Councillors, Community Councils and local media. We have also actively undertaken additional awareness by utilising banners and visiting households and businesses at local station level in an effort to encourage members of the community to join the service.

Following on from the recruitment campaign held during May and June a total of 15 applicants have progressed from the two pre selection test days and are now in the medical assessment stage of the process.

Four individuals successfully completed the initial trainee course from the previous campaign and are now operational at their respective stations, these being, Scalloway, Sumburgh, Hillswick and Yell.

Fire Station Staffing and Recruitment April to June 2015

Council Ward	Fire Station	Staffing Apr 2015	Staffing Jun 2015	Staffing Change	Full Staffing Compliment	Difference from Compliment	Recruit Applicants
North Isles	Baltasound	9	9	→	12	-3	0
	Fetlar	3	3	→	12	-9	1
	Mid Yell	9	10	↗	12	-3	0
	Whalsay	10	10	→	12	-2	1
Shetland North	Brae	9	8	↘	20	-11	1
	Hillswick	6	7	↗	12	-6	2
Shetland West	Bixter	9	8	↘	12	-3	0
	Walls	7	7	→	12	-5	0
Shetland Central	Scalloway	7	8	↗	12	-5	3
Lerwick North & Lerwick South	Bressay	7	7	→	12	-5	0
	Lerwick	19	19	→	20	-1	1
Shetland South	Fair Isle	6	7	↗	12	-5	0
	Sandwick	13	13	→	12	+1	1
	Sumburgh	7	8	↗	12	-5	2

Retained Duty System Recruitment Process Review

SFRS has reviewed the RDS recruitment process to ensure a smooth and more efficient experience for potential candidates and one which is geared towards the needs of our communities. In addition, the new process makes it easier for us to target specific stations which are most in need of RDS cover.

The new process also means that candidates hoping to serve in remote communities will be able to go through the application process with fewer long distance trips than has previously been the case; reducing the time, inconvenience and expense incurred by applicants and their employers.

Below is a timeline of the process:-

1. Advert placed on My Job Scotland, remains live for three weeks.
2. Initial screening of candidates and Districts contacted for shortlisting, this is a two week process
3. Candidates invited for online tests, given one week to complete.
4. Successful candidates invited to attend practical selection tests, where ever possible these are held over a one day period and include fitness, medical tests and interview. This is a two week process.
5. For those that are successful there is an administrative process which includes Disclosure Scotland and reference gathering. This is approximately a three week process.
6. Successful candidates offered course dates and locations.

In Shetland this process has been enhanced by the use of local media such as News Papers and Radio. I am also pleased to report that if there are sufficient successful applicants in Shetland that the Task and Task Management (Initial Training) Course will be held in Lerwick, I, again reducing the impact on individuals.

The SFRS sees the new process as one which potential candidates will find a much more positive experience than the previous, and indeed having run two successful campaigns to date, I am pleased to say that this is the feedback SFRS is receiving.

Operational Risk Intelligence Gathering and Review

Operational Risk Intelligence is a key factor in safeguarding both Fire-fighter and Community safety. The Control of Major Accident Hazards is a series of regulations which control the activities on high-risk use or storage of certain chemicals or compounds. All of the SFRS Site Specific Plans (SSPs) for sites on Shetland have been reviewed and are in place. These have now been updated and communicated to relevant personnel with the documents having been uploaded onto the onboard computer system on each fire engine.

These plans are being enhanced by the addition of digital mapping and three dimensional views of the sites to assist attending fire and rescue crews.

Additional to the Site Specific Plans, three individuals in Shetland have had specific training for the collection of information and the completion of Tactical Information Plans (TIPs). These TIPs form the basis of gathering local information relating to specific premises that do not fall within the legislation required for a more detailed SSP. The information gathered from a TIP is again uploaded onto the fire engine computer system for use by operational personnel

Priority 2 - Reduction of 'All accidental dwelling fires'

The tables below represent the number of accidental dwelling house fires that occurred in Shetland Tolerances are set in context of the number of previous incidents by reporting period and, where there has been an increase in overall incidents, the colour coding is identified with the application of the red, amber and green (RAG) system.

Trend lines also identify the number of incidents over the reporting 5 year period, both by month and by reporting quarter, it is disappointing to note an increase in the quarter to date, each incident has been scrutinized.

Accidental dwelling fires can have devastating effects on our community. The SFRS is committed to keeping people safe in their homes. We share information with partners to make sure that the right people get the right information they need, particularly those who are vulnerable due to age, isolation or addiction.

Home Fire Safety Visits

70 Home Fire Safety Visits were undertaken during quarter 1, (70/300 for the current financial year). Visits have been undertaken by both operational staff and a dedicated Community Safety Advocate. During these visits a total of 19 smoke detectors were fitted to the properties.

The Service operates a dual approach to HFSV; gross number of visits and points risk rating. This ensures that those at highest risk from fire are targeted ahead of lower risk groups. This quarter saw a concerted effort from staff to work towards delivering the target set for HFSV's, 32 of the 70 HFSV's were delivered to higher risk groups, which demonstrates we are targeting the more vulnerable groups in Shetland as per the Prevention and Protection Strategy.

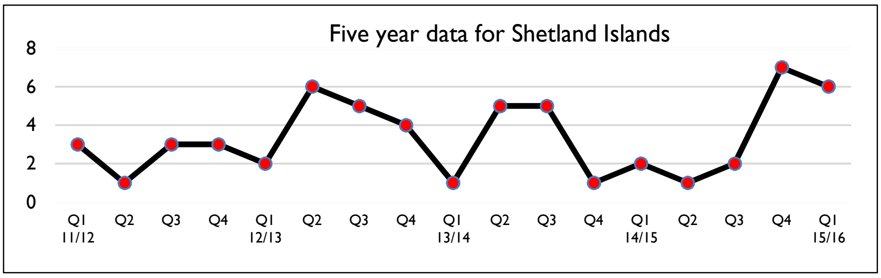
Domestic Dwelling Fire Safety Partnership Working

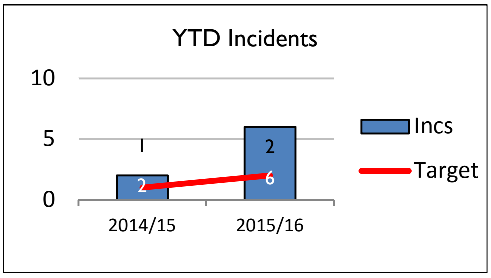
Our local CSA continued to engage with partner organisations to help in driving down the risk from fire to those most vulnerable in the community.

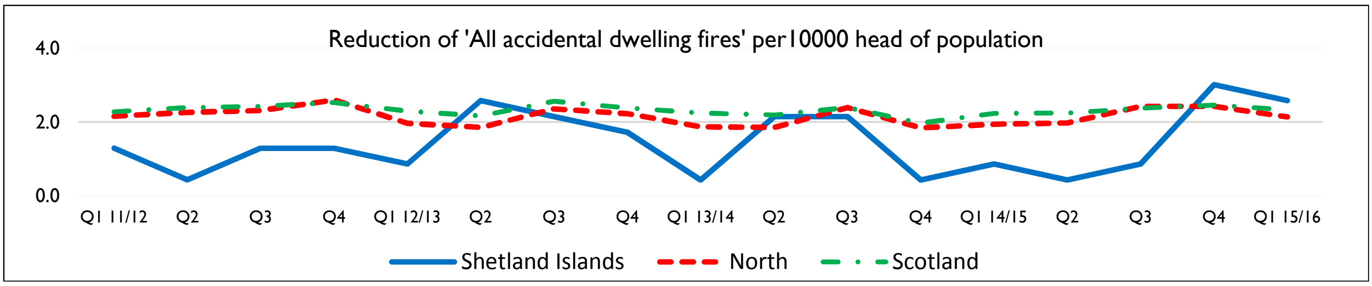
Domestic Dwelling Fires

6 reportable dwelling fires occurred during the quarter, an increase of 2 in the previous quarter, but overall the figure remained the same as the previous year. SFRS initiated its Post Domestic Incident Review policy on each occasion, offering home fire safety visits to neighbouring properties and engaging with our partners in social services to help reduce the risk of fire for those residents affected

Priority 2 - Reduction of 'All accidental dwelling fires' cont.../



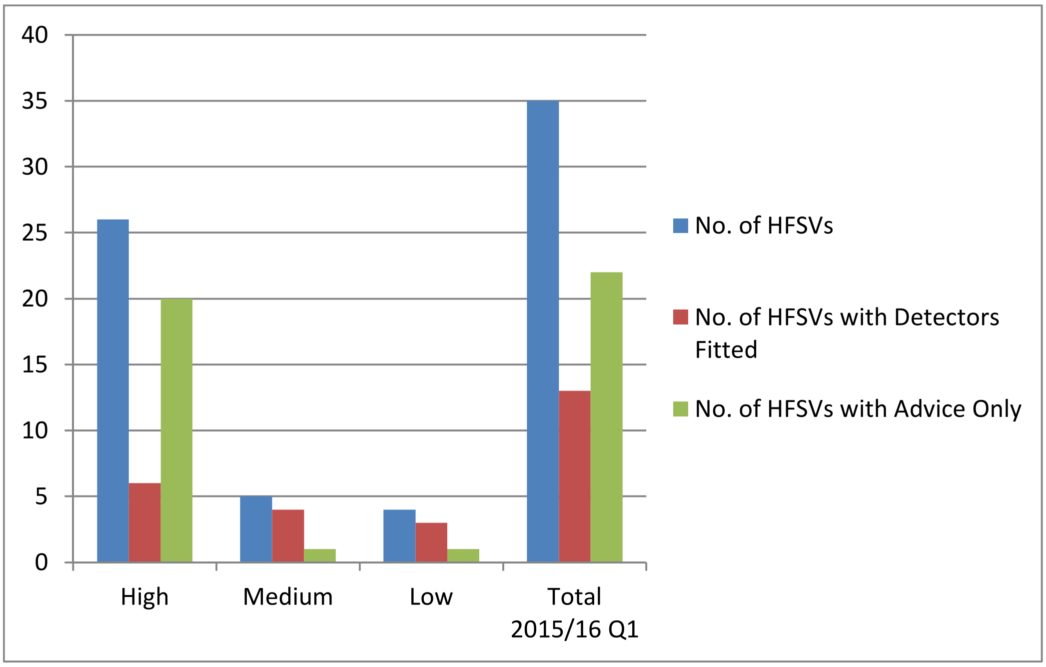




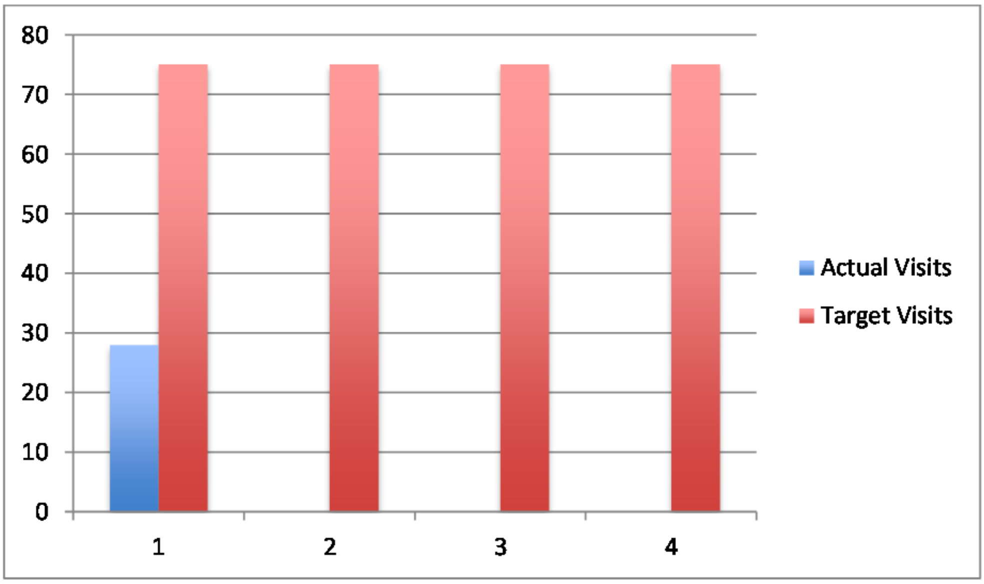
YTD ward ave. for Shetland Islands - 1	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Shetland Islands	3	2	1	2	6	
North Isles (Shetland)	0	0	0	0	2	
Shetland North	1	0	1	1	0	
Shetland West	0	0	0	0	2	
Shetland Central	0	0	0	0	0	
Shetland South	1	1	0	0	1	
Lerwick North	0	1	0	1	1	
Lerwick South	1	0	0	0	0	

HFSV Total for Shetland Committee - 2015/16 Q1

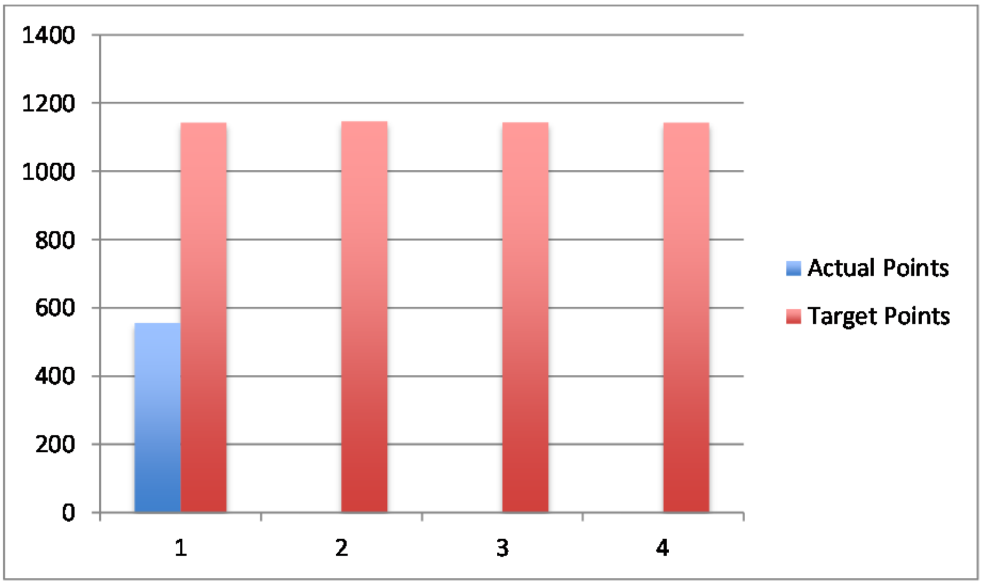
	CSET Risk			
	High	Medium	Low	Total 2015/16 Q1
No. of HFSVs	**26**	**5**	**4**	**35**
No. of HFSVs with Detectors Fitted	6	4	3	**13**
No. of HFSVs with Advice Only	20	1	1	**22**



CSE QUARTERLY VISITS 2015/16



CSE QUARTERLY POINTS 2015/16



12

Priority 3 - Reduction of 'All accidental dwelling fire casualties (fatal & non-fatal (incl. p/c's))'

Home Fire Safety for Vulnerable Residents

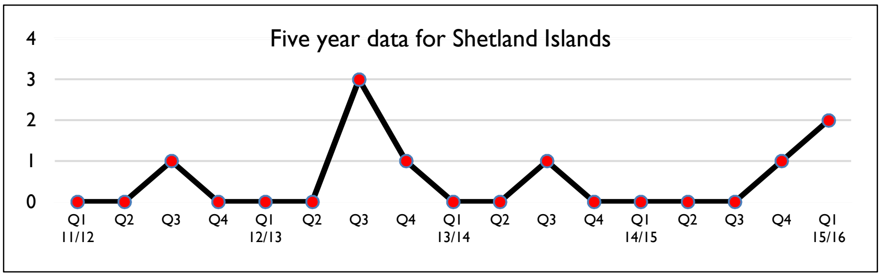
The Shetland Community Safety Advocate and staff from P&P have continued to engage with our partners to target our work towards the most vulnerable in the community.

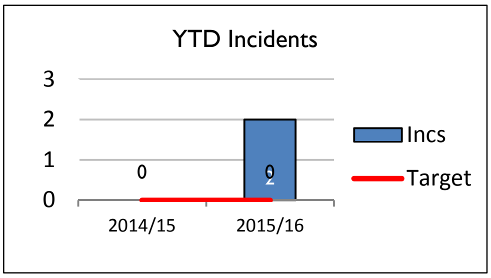
Home Fire Safety Education for Schools/Children

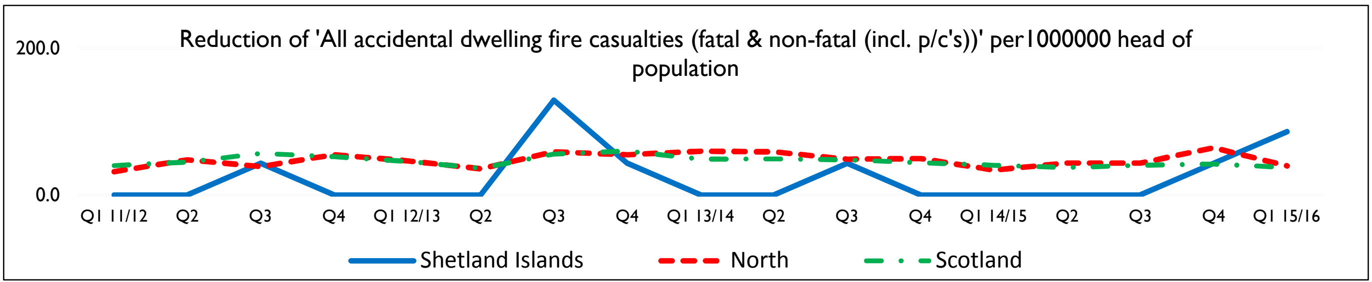
Operational staff at stations carried out visits to schools and other groups, where the fire safety message has been delivered.

Staff continue to use and become familiar with the Community Safety Engagement Toolkit, (CSET), which in addition to being a recording mechanism for these activities, tracks activity across the SFRS. Over time, this will allow for the sharing of community safety engagement good-practice across Scotland.

Three accidental fires were recorded this quarter.



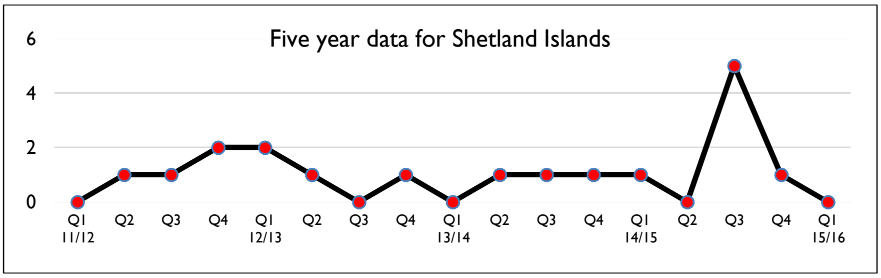


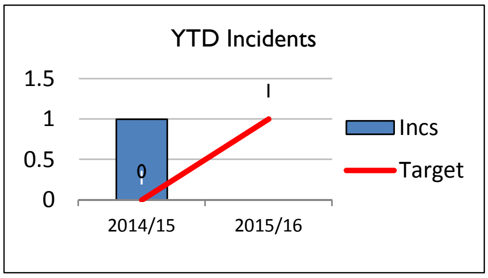


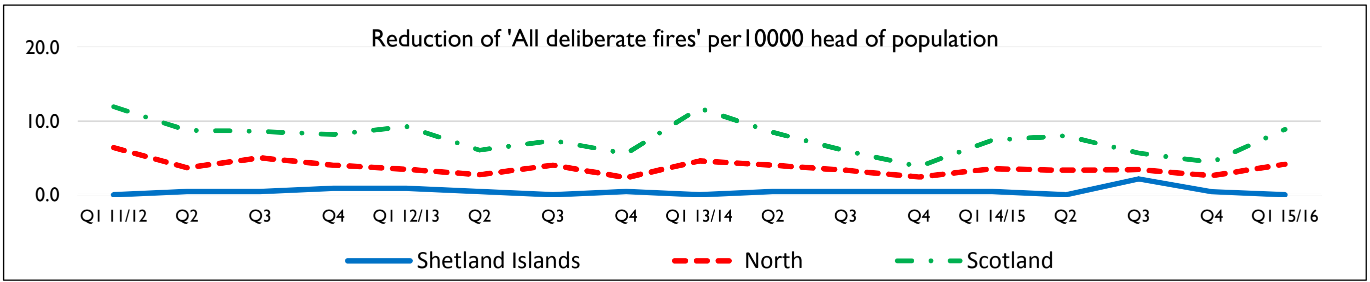
YTD ward ave. for Shetland Islands - 0	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Shetland Islands	0	0	0	0	2	
North Isles (Shetland)	0	0	0	0	0	
Shetland North	0	0	0	0	0	
Shetland West	0	0	0	0	1	
Shetland Central	0	0	0	0	0	
Shetland South	0	0	0	0	1	
Lerwick North	0	0	0	0	0	
Lerwick South	0	0	0	0	0	

Priority 4 - Reduction of 'All deliberate fires'

Regrettably three fires this quarter was recorded as attributable to deliberate fire setting. In the main, deliberate fire setting in Shetland has not been a significant problem, and although the numbers are still very low in comparison to the rest of Scotland, it is an area where we are constantly working with other agencies to reduce these types of incidents.







YTD ward ave. for Shetland Islands - 0	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Shetland Islands	0	2	0	1	0	
North Isles (Shetland)	0	0	0	0	0	
Shetland North	0	1	0	1	0	
Shetland West	0	0	0	0	0	
Shetland Central	0	0	0	0	0	
Shetland South	0	1	0	0	0	
Lerwick North	0	0	0	0	0	
Lerwick South	0	0	0	0	0	

Priority 5 - Reduction of 'Non domestic fires'

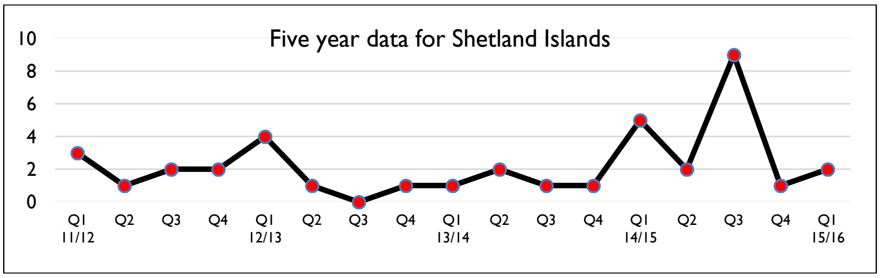
Legislative Fire Safety Enforcement Audits

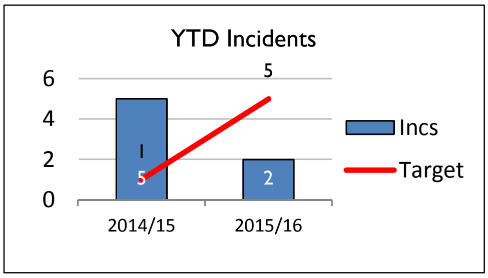
The Service will continue to undertake Legislative fire safety audits which are managed by a Fire Safety Enforcement Team based in Inverness. Progress against the annual fire safety enforcement targets, set out in the prevention and protection plan, are indicated below. It is pleasing to note that the deployment of the enforcement team in this quarter has resulted in the achievement of the targets as set out in our Prevention and Protection Plan.

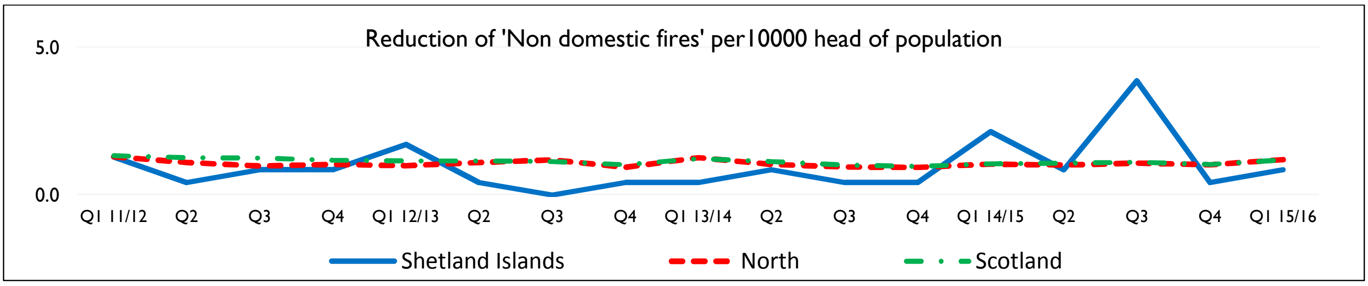
The team of FSEOs will continue to deliver the SFRS Fire Safety Enforcement Strategy through the auditing of all mandatory premises within the Shetland Islands area.

Post Fire Audits

It is now SFRS policy that a post fire audit will be implemented following a fire in any building which is deemed to be a “relevant premises” under the Fire (Scotland) Act 2005. This examines whether the “duty holders” of the premises were adequately complying with their fire safety responsibilities.







YTD ward ave. for Shetland Islands - 0	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Shetland Islands	3	4	1	5	2	
North Isles (Shetland)	0	1	0	0	0	
Shetland North	2	2	0	1	1	
Shetland West	1	0	0	0	0	
Shetland Central	0	0	0	0	0	
Shetland South	0	0	0	2	0	
Lerwick North	0	0	0	2	1	
Lerwick South	0	1	1	0	0	

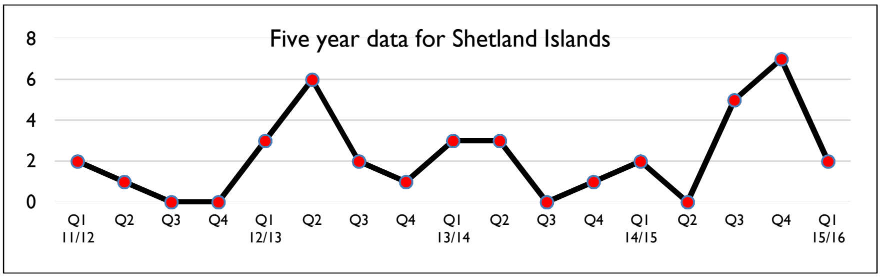
Priority 6 - Reduction of 'Special Service Casualties - All'

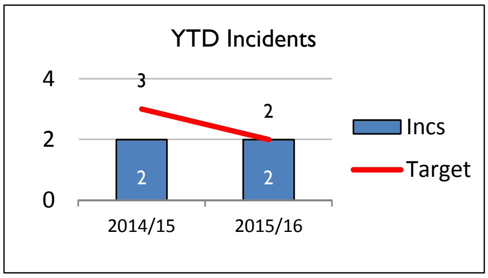
Special Service incidents involves an operational response to a range of emergency activities including life critical road traffic collisions, flooding events, industrial accidents and in support of other emergency service colleagues at larger multi-agency non-fire related events.

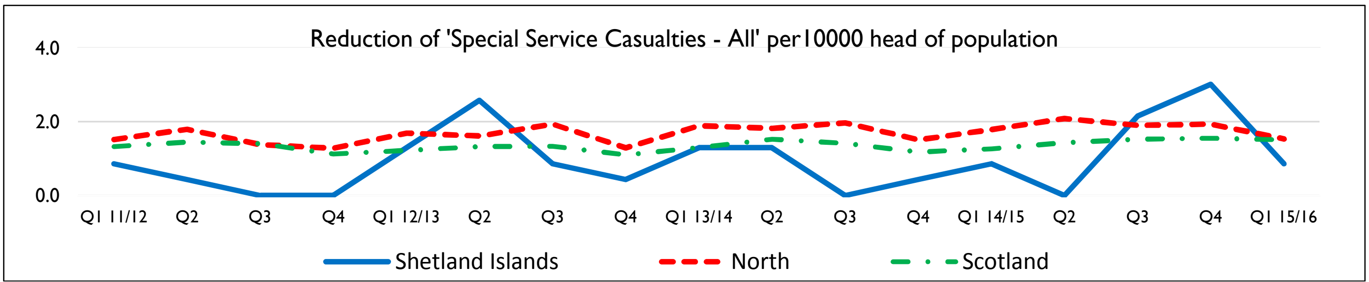
The most common type of special service is as a result of a road traffic collision involving, in most cases, a response from all three emergency services. The Service is working in partnership with other emergency response colleagues and partner agencies.

Road safety activities in the area include e.g. Driving Ambition, which has a focused message of road safety, targeting key groups in the reduction of road related incidents as identified in Scotland's Road Safety Framework to 2020.

http://www.scotland.gov.uk/Resource/Doc/286643/0087268.pdf







YTD ward ave. for Shetland Islands - 0	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Shetland Islands	2	3	3	2	2	
North Isles (Shetland)	0	0	0	0	0	
Shetland North	0	1	1	1	1	
Shetland West	1	2	0	0	0	
Shetland Central	0	0	0	0	0	
Shetland South	1	0	2	1	1	
Lerwick North	0	0	0	0	0	
Lerwick South	0	0	0	0	0	

Priority 7 - Reduction of 'False Alarm - UFAs'

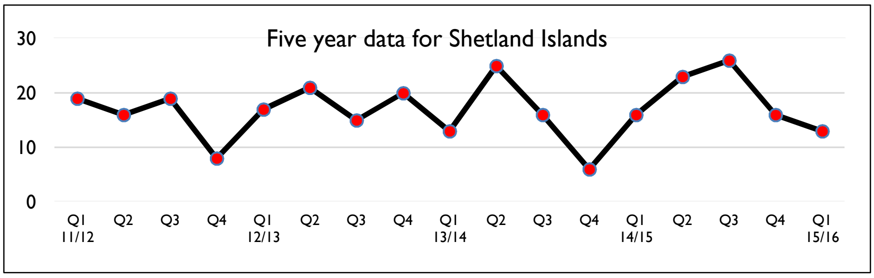
The Service responds to a number of false alarms over the reporting year, a number of which are unwanted fire alarm signals (UFAS). While we attended a decreased number of UFAS during Quarter 1, we continue to work closely with duty holders to reduce the number of UFAS events.

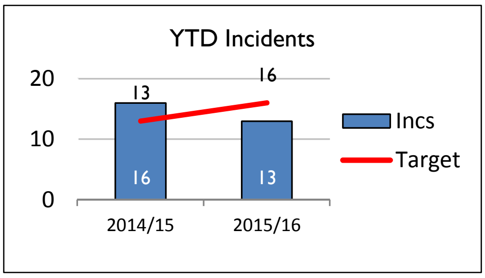
In addressing the number of UFAS incidents across Scotland, the Scottish Fire and Rescue Service (SFRS) introduced a national UFAS Reduction Procedure on 1 December 2014. The key aim of this procedure is the implementation of a standard management model to reduce the number of unwanted alarm signals across all areas of Scotland. This will be achieved in a number of ways:

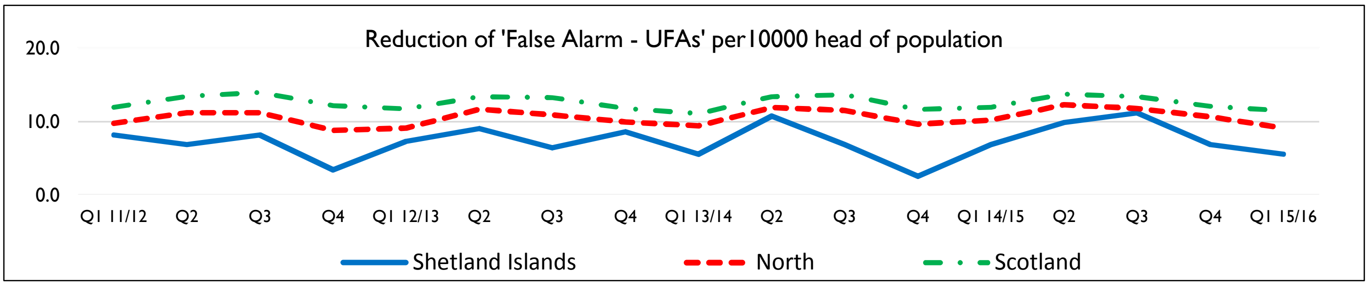
- Working more closely with responsible 'duty holders' post UFAS events to review, and where appropriate, improve management arrangements within premises

- Effectively managing an appropriate response to repeat UFAS calls from known premises

SFRS recognises that high levels of Unwanted Fire Alarm Signals can have a significant impact on our staff and their full time employers. The recent appointment to the Prevention and Protection team based in Inverness will see the examination of this issue with the future development of plans to improve the overall picture in Shetland.







YTD ward ave. for Shetland Islands - 2	2011/12	2012/13	2013/14	2014/15	2015/16	Sparklines
Shetland Islands	19	17	13	16	13	
North Isles (Shetland)	0	0	0	0	0	
Shetland North	1	1	0	0	0	
Shetland West	0	0	0	1	0	
Shetland Central	4	0	1	0	0	
Shetland South	2	1	2	2	3	
Lerwick North	7	9	4	11	6	
Lerwick South	5	6	6	2	4	

4. Glossary

Primary Fire
Primary fires include all fires in non-derelict buildings and outdoor structures or any fires involving casualties or rescues or any fires attended by five or more appliances.

Secondary Fires
Secondary fires are the majority of outdoor fires including grassland and refuse fires unless they involve casualties or rescues, property loss or if five or more appliances attend. They include fires in derelict buildings but not chimney fires.

Accidental Dwelling Fires
Building occupied by households, excluding hotels, hostels and residential institutions. In 2000, the definition of a dwelling was widened to include any non-permanent structure used solely as a dwelling, such as caravans, houseboats etc. Caravans, boats etc. not used as a permanent dwelling are shown according to the type of property. Accidental includes fires where the cause was not known or unspecified.

Fire Fatality
A person whose death is attributed to a fire is counted as a fatality even if the death occurred weeks or months later.

Fire Casualty
Non-fatal casualties, injured as a direct result of a fire attended by the service. Includes those who received first aid at the scene and those who were recommended to go for a precautionary check. Does not include injuries to fire service personnel.

Deliberate Fire
Fires where deliberate ignition is suspected.

Special Services
Special Services are non-fire incidents requiring the attendance of an appliance or officer. The Fire (Scotland) Act 2005 placed a statutory duty on FRS to attend fires and road traffic accidents. It also included an additional function order that covers non-fire incidents such as rescues from collapsed buildings or serious flooding.

CPP
Community Planning Partnership.

SOA
Single Outcome Agreement.

RTC
Road Traffic Collision

UFAS
Unwanted Fire Alarm Signals

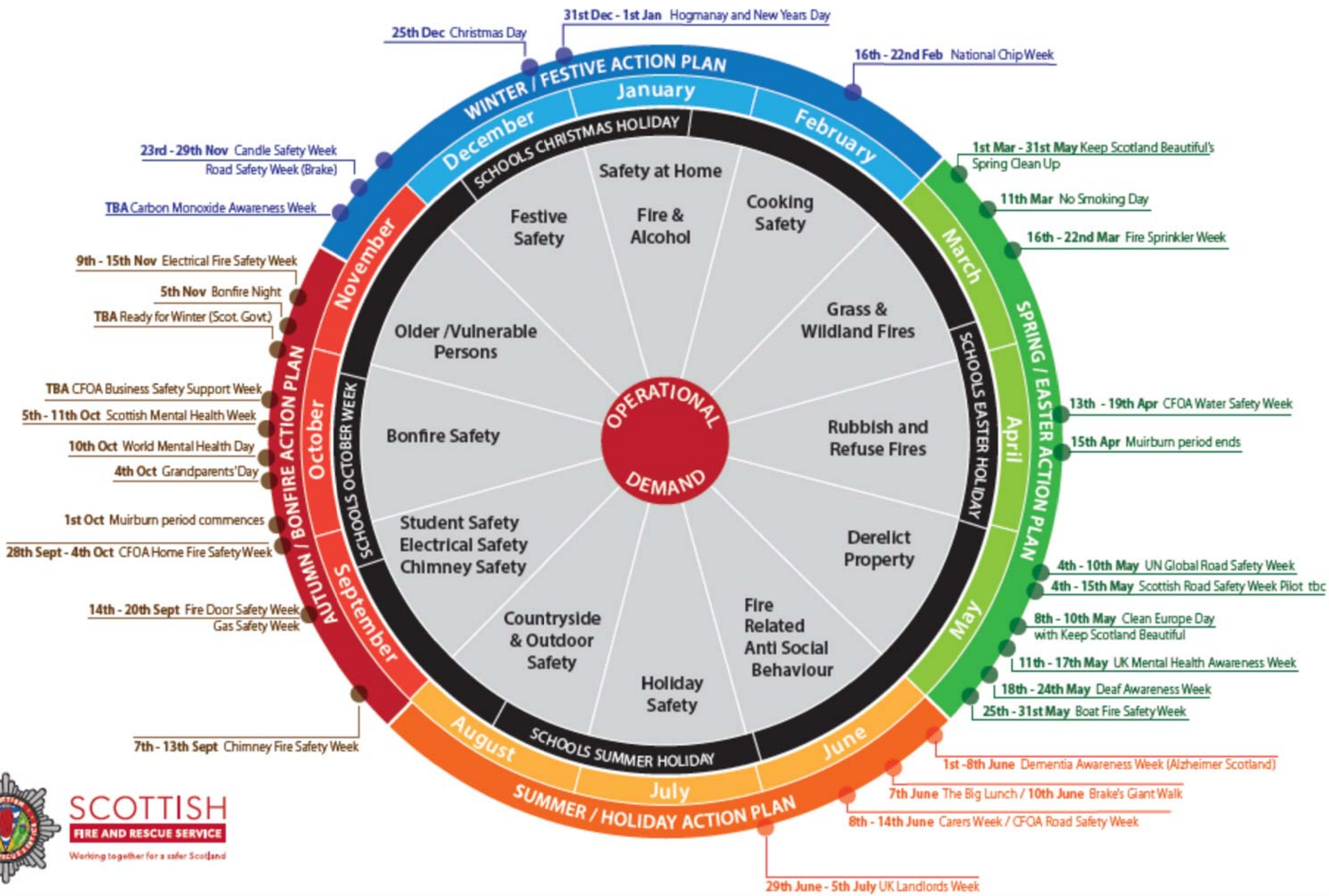
RDS
Retained Duty System – Staff who are employed on a retained (part time basis) and provide an emergency response within a local area

CRU
Community Response Unit – staff who provide a specific role within a local area e.g. attending RTC or Wildfire type incidents

CFS
Community Fire Safety - CRU staff providing a local prevention and protection role and deliver fire safety advice and information

PDIR
Post Domestic Incident Response – A targeted delivery of key home fire safety advice and information to the local community and residents following a dwelling house fire

Seasonal Community Safety Calendar 2015



SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

Shetland Alcohol & Drugs Partnership
Community Safety Board Briefing Note

Issue/Topic:	Alcohol and Drug Partnership (SADP)
Author:	Karen Smith
Date of meeting:	

The purpose of this briefing note is to provide the Shetland Community Safety Board with concise, clear and easy to read information about the issues you/your respective Partnership/Working Group are responsible for. Please ensure that the briefing note is no longer than one page long.

Background:
SADP met on 15.06.15, the meeting scheduled for August was cancelled. The next meeting is scheduled for Oct.

Current Situation:
The new service (Substance Misuse Recovery Service) is now fully staffed. The numbers engaging in treatment are: -
129 clients;
67 drugs
62 alcohol.
CADSS are awaiting decisions on a number of funding bids. These decisions, due in Sept, will impact on the future direction of CADSS.
SADP has submitted its Delivery Plan (2015 – 2018) to the Scottish Government. The Strategy and Annual Report will be submitted in September.
SADP budget allocation has been announced, there is a decrease of £4,835 from the previous allocation. Through the redesign of services we have been able to manage this without any impact on direct service delivery.

Key Considerations
Over previous years SADP has had a 3 year indicative budget. Due to Scottish Government integration all ADPs are now only being given annual notifications of spend. This may impact on future planning.

Conclusions:

Shetland Domestic Abuse Partnership
Community Safety Board Briefing Note

Issue/Topic:	Domestic Abuse & Gender-Based Violence
Author:	Dr Susan Laidlaw SDAP Acting Chair
Date of meeting:	CSRB – 9th September 2015

Background:
The Shetland Domestic Abuse Partnership (SDAP) is a formal multi-agency approach to addressing domestic abuse and other forms of violence against women. The Partnership feeds into the Shetland Community Safety & Resilience Board (CSRB), the key strategic partnership with responsibility for the *Safer* strand of the Single Outcome Agreement (SOA).

Current Situation:

Capacity within the Partnership
Capacity within the Partnership to implement the Domestic Abuse Action Plan continues to improve. There is currently an acting Chair and we now have some officer support from Community Development. We also now have input from the NHS Shetland Public Health Department to collect and collate data and will soon have elements of our training programme available on line which will reduce the amount of face to face training required.

MARAC
The SDAP continues to support the implementation of the Multi Agency Risk Assessment Conference (MARAC) process. A fourth year of funding has been awarded from the Government's Violence against Women and Children's Fund to run up to the end of March 2016. The Co-ordinator post currently sits within the Adult and Child Protection Team, which does provide a better level of support and sustainability than the previous arrangements. However, the Steering Group is in discussion with Safer Highland with a view to transferring the arrangements for MARAC co-ordination to Highland in the future as this will further improve sustainability. In the last quarter (April – June 2015) there were 10 cases discussed at MARAC (including one male) with 12 children affected . Five people were referred by the Police and five by Women's Aid.

Rape and Sexual Assault Short Term Working Group
This multi-agency group continues to work on identifying the needs of people in Shetland who have been affected by sexual assault and reviewing how best to meet those needs, including potential changes to the way services are currently delivered.

Strategic Planning
As reported in the last update, the current Domestic Abuse Strategy and Action Plan run until March 2016. We are therefore undertaking a needs assessment and review of current funding and services to inform a new Strategy for 2016, which will include the longer term funding requirements for MARAC. This work will also identify how Domestic Abuse work fits within the Health and Social Care Integrated Partnership and Community Planning / Community Safety structures in terms of both service delivery, support and resources; and Governance arrangement s.

Key Considerations:

- Development of a new strategy that is informed by local need and evidenced based practice to tackle domestic abuse and other forms of gender based violence in Shetland.
- This will include the longer term future of MARAC

Conclusions:

Work on a new Strategy and Action Plan will identify the capacity required with SDAP, and the services need in Shetland in the context of decreasing funding; and different structures and ways of working.

In the meantime, the work of the MARAC is being prioritised, to ensure that the individuals at highest risk due to domestic abuse in Shetland are identified and helped to keep safe.