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# Island Communities Impact Assessments

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## Template Form



**SHETLAND**  
ISLANDS COUNCIL

**Island Communities Impact Assessment**

***Shetland Islands Council Management Restructure 2026***

<b>PRELIMINARY CONSIDERATIONS</b>	<b>Responses</b>
<p>Please provide a brief description or summary of the policy, strategy or service under review for the purposes of this assessment.</p>	<p>The organisational structure and senior management positions in the Council have not been substantially reviewed since the introduction of the present service structures and posts in 2011. There have been some adjustments to managerial posts when vacancies have occurred to try to deliver ongoing financial savings. The review will include all Director to Assistant Team Leader roles</p>
<b>STEP 1 - Develop a clear understanding of your objectives</b>	<b>Responses</b>
<p>What are the objectives of the policy, strategy or service?</p>	<p>Purpose: It is important in any organisation to ensure that its senior management structure is kept under review. This is increasingly important in local government to ensure that the services delivered accurately reflect the changing operating context and the priorities that drive the organisation. It is critical to ensure effective responses to national and local policy and most importantly to the changing needs of the community.</p> <p>Objective aims: Members are clear on their concerns that there needs to be a far greater and much more robust focus on the strategic priorities of transport connectivity, affordable housing and the energy transition together with a heightened need to address the climate emergency. To support the delivery of the Council’s Strategic Priorities the Council’s Leadership Team must operate as a single entity without unnecessary silos and hierarchy. Activities need to be more effectively prioritised and appropriate decisions made quickly, by the right people at the right level within the organisation. There is a need to become more agile and flexible in order to prioritise resources effectively, work at pace and deliver the ambitious programme of change that the Council has put in train.</p>
<p>Do you need to consult?</p>	<p>Yes, with the staff group directly affected</p>
<p>How are islands identified for the purpose of the policy, strategy or service?</p>	<p>Shetland Islands as a whole</p>

## Island Communities Impact Assessment

### *Shetland Islands Council Management Restructure 2026*

What are the intended impacts/outcomes and how do these potentially differ in the islands?	Joined up delivery of better outcomes is essential, and this can only be achieved if limited resources are used in a flexible way. It is also essential to achieve a sustainable budget position as quickly as possible. The management restructure will ensure the most effective leadership team is in place to deliver sustainable services to the Shetland public within our unique Shetland context.
Is the policy, strategy or service new?	A new management structure to replace the current structure
<b>STEP 2 - Gather your data and identify your stakeholders</b>	<b>Responses</b>
What data is available about the current situation in the islands?	Employee data, post details for SIC as a whole
Do you need to consult?	Internally with affected staff
How does any existing data differ between islands?	Data is for SIC as a whole
Are there any existing design features or mitigations in place?	The new management structure will take account of service delivery requirements for Shetland as a whole. There is no intention of having any shared leadership arrangements beyond the current IJB/NHS partnership arrangements. The Scottish Government's Public Service Reform Strategy has been noted.
<b>STEP 3 - Consultation</b>	<b>Responses</b>
Who do you need to consult with?	Internally with affected staff and Trade Unions
How will you carry out your consultation and in what timescales?	Informally through proforma submissions and individual or group meetings with the Chief Executive. Trade Union consultation through HRPG. To be carried out November 2025 to February 2026. Formal consultation following Council agreement to proceed with the proposed new structure.
What questions will you ask when considering how to address island realities?	The questions regarding the structure will be in relation to what's working well now, what's not working well, what should be improved and how do you see your future within the organisation?
What information has already been gathered through consultations and what concerns have been	Recent 'Community Conversations' between the Council Leader, Members, Chief Executive and the public have highlighted community concerns around sustainable services particularly in relation to housing, public

**Island Communities Impact Assessment**  
**Shetland Islands Council Management Restructure 2026**

raised previously by island communities?	transport, energy developments and growing pressures on social care.
Is your consultation robust and meaningful and sufficient to comply with the Section 7 duty?	Yes
<b>STEP 4 - Assessment</b>	<b>Responses</b>
Does your assessment identify any unique impacts on island communities?	No. Considers Shetland as a whole, including island communities.
Does your assessment identify any potential barriers or wider impacts?	No
How will you address these?	
<p><b>You must now determine whether in your opinion your policy, strategy or service is likely to have an effect on an island community, which is significantly different from its effect on other communities (including other island communities).</b></p> <p>If your answer is <b>NO</b> to the above question, a full ICIA will NOT be required and <b><u>you can proceed to Step SEVEN.</u></b></p> <p>If the answer is <b>YES</b>, an ICIA must be prepared and <b><u>you should proceed to Step FIVE.</u></b></p> <p>To form your opinion, the following questions should be considered:</p> <ul style="list-style-type: none"> <li>• Does the evidence show different circumstances or different expectations or needs, or different experiences or outcomes (such as different levels of satisfaction, or different rates of participation)?</li> <li>• Are these different effects likely?</li> <li>• Are these effects significantly different?</li> <li>• Could the effect amount to a disadvantage for an island community compared to the mainland or between island groups?</li> </ul>	
<b>STEP 5 – Preparing your ICIA</b>	<b>Responses</b>
In Step Five, you should describe the likely significantly different effect of the policy, strategy or service:	

**Island Communities Impact Assessment**

***Shetland Islands Council Management Restructure 2026***

Assess the extent to which you consider that the policy, strategy or service can be developed or delivered in such a manner as to improve or mitigate, for island communities, the outcomes resulting from it.	
Consider alternative delivery mechanisms and whether further consultation is required.	
Describe how these alternative delivery mechanisms will improve or mitigate outcomes for island communities.	
Identify resources required to improve or mitigate outcomes for island communities.	
<b>STEP 6 - Making adjustments to your work</b>	<b>Responses</b>
Should delivery mechanisms/mitigations vary in different communities?	
Do you need to consult with island communities in respect of mechanisms or mitigations?	
Have island circumstances been factored into the evaluation process?	
Have any island-specific indicators/targets been identified that require monitoring?	
How will outcomes be measured on the islands?	
How has the policy, strategy or service	

**Island Communities Impact Assessment**  
**Shetland Islands Council Management Restructure 2026**

affected island communities?	
How will lessons learned in this ICIA inform future policy making and service delivery?	
<b>STEP 7 - Publishing your ICIA</b>	<b>Responses</b>
Have you presented your ICIA in an Easy Read format?	
Does it need to be presented in Gaelic or any other language?	
Where will you publish your ICIA and will relevant stakeholders be able to easily access it?	
Who will sign-off your final ICIA and why?	

ICIA's must be signed off by the staff member who completes it. They must then be approved and signed off by an executive manager or director. If an executive manager completes the ICIA, then the director should approve the ICIA.

ICIA completed by:	Jackie Watt
Position:	Team Leader – Workforce Development
Signature:	<i>J Watt</i>
Date complete:	20 February 2026

ICIA approved by (Executive Manager or Director):	Maggie Sandison
Position:	Chief Executive
Signature:	<i>M Sandison</i>
Date approved:	01/05/2026

**Island Communities Impact Assessment**  
***Shetland Islands Council Management Restructure 2026***

Once approved and both the signature boxes are complete, you should publish the ICIA in PDF format on the [Island Communities Impact Assessments](#) page of the Shetland Islands Council website. All services should have a staff member who can edit the website. If not, please contact Community Planning and Development.

Even if a full assessment is not required (where the answer to Step 4 is no), this should still be published.