

Shetland Partnership

Annual Report 2019/20



Participation



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A Shetland Partnership Report
September 2020

www.shetlandpartnership.org

The Shetland Partnership Annual Report 2019/20

The Shetland Partnership

The Shetland Partnership is the Community Planning Partnership for Shetland.

Community planning is about how public bodies work together, and with local communities, to design and deliver better services that make a real difference to people's lives.

The Partnership is made up of a wide range of public agency partners, and community and third sector bodies, who work together to deliver our collective ambitions for the future. Find out more at the [Shetland Partnership website](#).

Our Annual Report

This is our Annual Report for 2019/20. It provides an overview of what we have achieved this year, an update on long-term outcome measures and information about community involvement in community planning. The purpose of the report is to share information with communities and

partner agencies. The aim is to help everyone understand what we have been up to as a Community Planning Partnership in 2019/20.

What did we set out to do in 2019/20?

2019/20 focussed on delivery after a period of planning and development in relation to the Shetland Partnership Plan. We focussed on learning together, through the implementation of [Community Learning and Development Plan 2019-22](#), and through collaborative working on improvement projects.

We prioritised Place Making, developing Shetland's first locality plan as a result of the Islands with Small Populations Project, and we provided opportunities for service providers and communities to get to know each other better through initiatives such as the ANCHOR project and Voices for Equity.

You can read about these activities and others in the report below.

Our Duty Prepare a local outcomes improvement plan (LOIP) 	Did we achieve it? 	Progress report: The Shetland Partnership Plan outlining the agreed long term vision and priorities for Shetland was published in 2018. The plan is supported by a Delivery Plan, published in 2019, which provides a summary of the projects developed to deliver partnership aims over a period of three years, and the Outcomes Improvement Framework, which details how the partnership will monitor and report on the agreed outcomes. The Shetland Partnership meet regularly to review progress on these plans, review priorities and monitor outcomes.
Our Duty Carry out Locality Planning 	Did we achieve it?  (in progress)	Progress report As a result of the Islands with Small Populations project a Locality Plan has been created for the islands of Fair Isle, Fetlar, Foula, Papa Stour and Skerries. This is the first locality plan produced for Shetland. The plan outlines the ambitions and priorities for the islands, as identified by the island communities themselves. Consultation on the Locality Plan was completed in early 2020, and the plan has now been sent to all partners for adoption.
Our Duty Review and report publically on progress with the LOIP and Locality Plans 	Did we achieve it?  (ongoing)	Progress report: We are accountable to the Shetland Community for the work we do as a Community Planning Partnership and whether or not we are making a difference for the people of Shetland. This report is an important tool for helping people understand what we do, what we have achieved, and whether we are fulfilling our statutory duties. In this report you can find details of the work that has been carried out in 2019/20 as well as a data update, which describes how the outcome indicators included in Shetland's Partnership Plan have changed since the Plan was agreed.



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Data Update 2019/20 – Indicators

The Shetland Partnership monitors a number of ‘outcome indicators’ – facts, figures and evidence that tell us something about what life is like for people in Shetland. These indicators and their baseline level are included in Shetland’s Partnership Plan (Appendix 2, pages 16-20 in [the Plan](#)). Most of the indicators are updated once a year or

every two years; this makes the Annual Report the ideal place to share any changes in the measures. The graphic on page 3 provides a picture of how the measures that have been updated have shifted relative to where they were when the Plan was agreed in 2018.

Data Update 2019/20 – Analysis

Having monitored our indicators for three years it is now possible for us to begin to see some trends in the data emerging. While we will always expect some variation year upon year, there are some areas, which are particularly worth noting.

Carbon Emissions continue to drop, although we remain significantly above the Scottish average.

Children Living in Low income Families is an indicator which we continue to pay close attention to. Previously this measure had been monitored using HMRC data, however this data is no longer available. Instead, we are now monitoring outcomes based on data from the End Child Poverty coalition. This data is drawn from information provided by the DWP, and indicates that Shetland is part of a nationwide worsening trend. It is worth noting however that as a new data source this measure is not directly comparable to levels we have previously reported on.

Similarly, **Fuel Poverty** levels appear to have dropped significantly from the baseline. Current levels are reported at 27% in the 2018 Scottish House Condition Survey, compared to 53% in 2016. However, this drop is largely due to the Scottish Governments re-definition of

fuel poverty, and can therefore not be considered as comparable data.

In its response to the Scottish Government consultation on the revision of the measure Shetland Islands Council noted that the measure did not satisfactorily take into account the increased cost of living in remote and rural areas, and expressed concern that its adoption could under represent the significance of fuel poverty in the isles. As Scottish Government failed to act on the request that the remote and rural Minimum Income Standard be adopted as part of fuel poverty calculations, it is highly likely that the levels of fuel poverty in Shetland remain significantly higher than this figure suggests.

Other measures, such as the **ability to influence decision making**, and **satisfaction with local services** appear to be volatile, and have fluctuated considerably over the reporting period, suggesting that these measures are likely to be affected by the immediate situation in the community and other factors such as election cycles. Longer term data may be more useful in illustrating overall trends for these measures.



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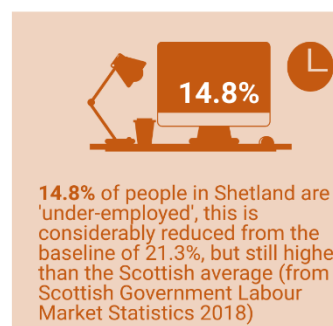
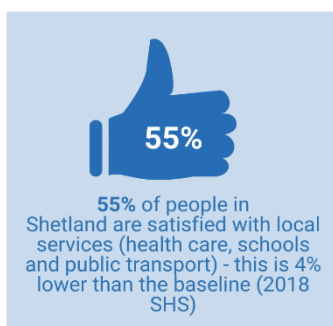
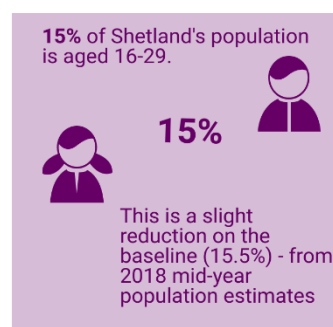
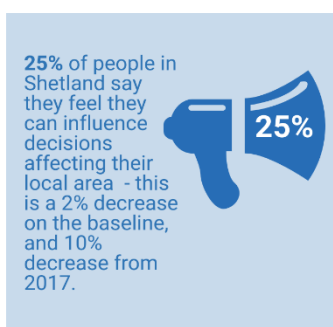
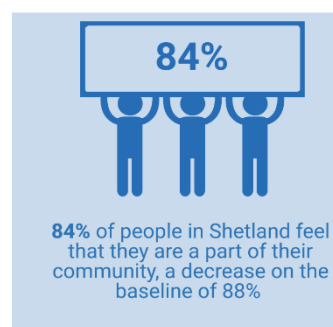
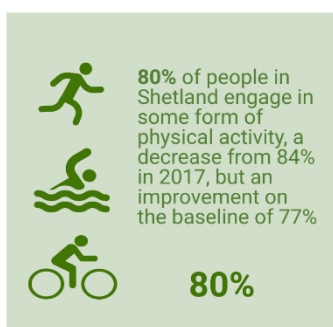
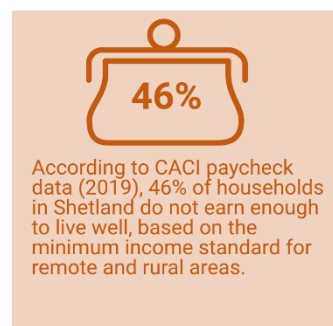
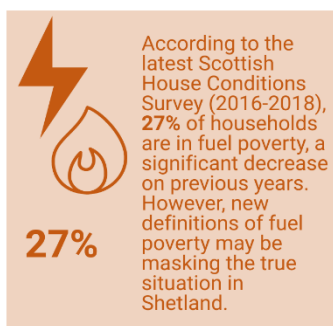
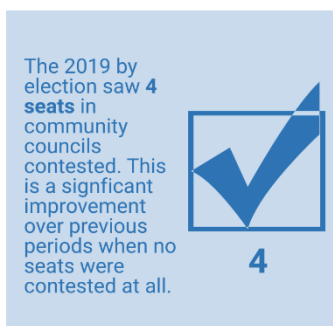
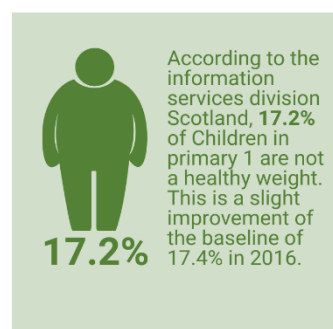
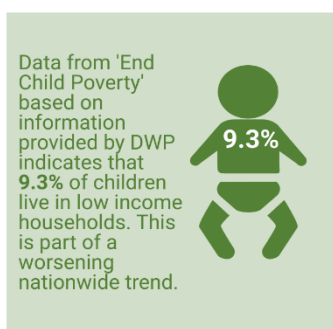
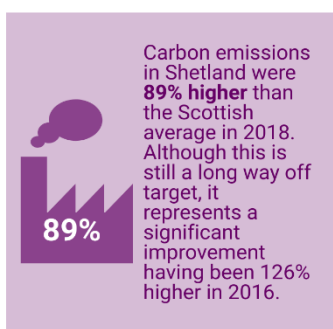
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Indicator	Baseline	3 Year Target	Latest value	Trend	Comment
Carbon emissions (<i>regional estimates of carbon dioxide emissions</i>)	Carbon emissions are 75% higher than the Scottish average (2015)	Carbon emissions are within at least 60% of the Scottish average	Carbon emissions are 89% higher than the Scottish average (2018)	—	Although below target, trend is improving having been 127% higher than Scottish Average in 2016.
Children living in low income families (<i>children living in families in receipt of Child Tax Credit, income less than 60% of median income or in receipt of IS (Income-Based) or JSA, divided by total number of children in area (by Child Benefit data)</i>)	5.7% of children live in low income households (2015)	No more than 3% of children live in low income households	9.3% of children live in low income households (2018/19)	↑	HMRC data not available. Data from 'End Child Poverty' is based on DWP data and indicates worsening trend nationwide and locally.
Community Council seats contested	None of the seats are contested (2015)	At least 10% of the seats are contested	4 seats contested (2019 by-election)	↑	2018 elections saw no contested seats, but 2019 by-election was much improved.
Fuel poverty (<i>households where in order to maintain a satisfactory heating regime, they would need to spend more than 10% of their household income - including Housing Benefit or Income Support for Mortgage Interest—on all household fuel use</i>)	53% of Shetland households in Fuel Poverty (2016)	No more than 35% of Shetland households in Fuel Poverty	27% of Shetland households in Fuel Poverty (2016-2018)	↓	While this outcome appears to have significantly improved, this is largely due to the Scottish Government having updated their standard for defining Fuel Poverty. However, Shetland Islands Council have noted that this definition did not take into account the Minimum Income Standard for Remote and Rural communities. As such these new measures are highly likely to be masking the true nature of the situation.



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Indicator	Baseline	3 Year Target	Latest value	Trend	Comment
Households in Shetland who do not earn enough to have an acceptable standard of living (<i>a minimum acceptable standard of living in Britain includes food, clothes, and shelter as well as having what you need in order to have the opportunities and choices necessary to participate in society</i>)	49% of households in Shetland do not earn enough to live well (2015)	No more than 35% of households in Shetland do not earn enough to live well	46% of households in Shetland do not earn enough to live well (2019)	↓	This measure appears to indicate an improving trend. However the minimum income standard for Shetland used to calculate 'living well' has not been updated since 2016, and so this figure may mask worsening standards for some families.
People who feel they can influence decisions affecting their local area (<i>% of people who agree with the statement 'I can influence decisions affecting my local area'</i>)	27% of people feel they can influence decisions (2016)	At least 35% of people feel they can influence decisions	25% of people feel they can influence decisions (2018)	↓	2017 figure was 32%, suggesting some volatility in this measure and also perhaps reflecting electoral cycles.
Population aged 16-29	15.5% of the population is aged 16-29 (2017)	At least 18% of the population is aged 16-29	15% of the population is aged 16-29 (2018)	↓	Slight downward trend, based on mid-year estimates. 2021 census will give accurate figures.
Positive destinations for school leavers (<i>Participation measure: 16-19 year olds are in education, employment, training and personal development</i>)	96.1% participation (2017)	At least 97% participation	97% participation (2019)	↑	Slight improvement on baseline, down very slightly from 2018.
Satisfaction with public services (<i>health care, schools, public transport</i>)	59% of people are satisfied with public services (2016)	At least 65% of people are satisfied with public services	55% of people are satisfied with public services (2018)	↓	10% below target and worse compared to baseline.



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CASE STUDY – VOICES FOR EQUITY

How building relationships across communities expands our understanding of child poverty

The Voices for Equity project matched 30 community and civic participants in 15 different learning relationships, to share experiences and perspectives on poverty and inequality. From their learning partner, civic participants learnt how life is when you need to start planning for Christmas in January, how it is to go to the foodbank for help to feed your children and how stressful it is to constantly look for ways to reduce your expenses. They learnt how living in poverty affected their learning partners' aspirations and choices in life and how they felt this had an impact on their children. Especially, the mismatch between the advice given on how to give your children a healthy lifestyle and the means and opportunities you have to follow these guidelines on a low income and how this affect you as a parent, was raised by many. How parents and families experienced geographical barriers, and how the stigma of living in poverty affects people was another important perspective raised by participants.

The free set-up gave participants the time and freedom they needed to develop close and trusting relationships with their learning partners, and it also allowed participants to speak about things important to them. This meant that conversations were led by the community participants, giving them the opportunity to discuss matters that were relevant to them.

The project was closely monitored and evaluated. Evidence shows that participants increased their knowledge and understanding of inequalities: civic participants who have lived in Shetland for many years said they gained new knowledge and insight into how it is to live in Shetland on a low income.

It is difficult to establish a direct causal link between discussions and specific actions, particularly as a change in actions can take time. However, civic participants all reported using their newfound insight and knowledge in their workplace and amongst other departments and policy influencers. The Voices for Equity method produced new types of evidence by involving people personally through new relationships across communities in Shetland. The outcome is for the increased knowledge and understanding gained through the relationships and conversations to lead to a change in approach, service delivery and priorities.

"When you are working with and for and in a community you need to fully understand the context of the many lives that make it up. By understanding and witnessing different points of view you build insight and understanding and are able to do a better job."

- Civic participant, Voices for Equity

The Voices for Change project will use the same methodology. It draws on the strong positive feedback from the Voices for Equity project, aiming to facilitate participation and explore how it can inform and shape renewal and development for Shetland in the wake of Covid – 19. To ensure that the focus stays on the future of Shetland, the project will prioritise bringing forward young peoples' voices and perspectives on matters important to them.



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Activity Update

Participation

What we said we'd do:

- The Shetland Partnership will be a successful partnership - between public agencies and with communities - helping to deliver outcomes for people across the isles
- Communities will feel empowered and the majority of people in Shetland will feel more able to influence the decisions that affect them and have a strong understanding of how and why decisions are taken
- Staff from the Shetland Partnership will be actively seeking to involve

communities in decision making and service delivery, including identifying those who do not often have their voices heard

Activity in 2019-20

Activity under the participation priority this year included

- Islands with Small Populations
- Voices for Equity
- Participatory budgeting events
- Community Conversations

Projects Update



Transforming Participation

Participation has been embedded into all activities across the Shetland Partnership in 2019/20. Projects such as Islands with Small Populations, and Voices for Equity have worked to improve relationships between service providers and communities, and to ensure that all voices, especially those who are normally underrepresented, are heard. Community conversations have

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What we said we'd do:

- The number of disadvantaged people and households in Shetland will be considerably reduced as a result of people being enabled and empowered to address the issues they face and helping others thrive in the same way
- The Shetland Partnership will be prioritising prevention and working with households and communities to provide innovative solutions to the issues they face

- Shetland will continue to be a safe and happy place with more people feeling connected to their communities and benefiting from living in good places and keeping active

Activity in 2019-20

- Anchor Project Board effective in ensuring Year 1 delivery of the Anchor Early Action System Change Project
- Year One Evaluation Report for Anchor produced and published, to inform wide-scale system change.



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Projects Update



Anchor: Early Action

In year one the priority for Anchor was to make substantial progress against the project's first objective of working with families and its second objective of recording and sharing the learning from family-led support. Anchor works with supported individuals to break-down the challenges they are facing as a family unit into issues for which specific action can be taken or support can be sought. Anchor works directly with families to support the family but, more importantly, so that it evidence can be gathered on where system change might be implemented to improve the outcomes for many more families.

The number of families supported has been relatively small, eight in total, but each engagement has generated a wealth of information that can support Anchor to achieve its overall goal of system change.

Place

What we said we'd do:

- People will be accessing employment, education, training and services in innovative ways designed to minimise the barriers to involvement for all
- Shetland will be attracting and retaining the people needed to sustain our economies, communities and services
- All areas of Shetland will be benefiting from a more resilient low carbon economy underpinned by a culture of innovation, inclusion and skills development
- Communities will be actively involved in shaping their own future resilience, creating positive places that are economically, socially and environmentally sustainable

Activity in 2019-20

In Feb 2020 a Place Delivery Group was convened to discuss and co-ordinate issues relating to the Place Priority.

Key contributors to the Place Priority over the previous year have been:

- Progress on the Islands Deal;
- Key development projects across Shetland (Cullivoe Industrial Estate and Marine, Foula Electricity, Shetland Food and Drink, tourism developments planned in Asta and Fetlar)
- The North Isles Fibre project is underway which will deliver high speed broadband for the improvement of public services in Yell and Unst;
- Key infrastructure projects such as the Shetland Energy Hub will deliver high quality jobs and progress the development of a low carbon economy.



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Projects Update



Place Making and Locality Planning

The Islands with Small Population Project (IWSP) has been used as the basis for developing the first locality plan for Shetland communities, following consultation with the partners and the communities of Fair Isle, Fetlar, Foula, Papa Stour and Skerries, looking at practical issues for community engagement and the development of achievable and productive solutions to improve services on the islands.

CASE STUDY: PROMOTE SHETLAND

Promote Shetland is the destination marketing organisation for Shetland, with the aim of promoting Shetland as a positive destination to live, work, visit, study and invest. In 2018 the Promote Shetland contract was awarded to NB Communication, who have been working to align the activities of the service to Shetland's Partnership plan and its outcomes. Activity has focussed heavily on the promotion of community events, and on exploring opportunities for younger people who wish to make a life in the islands.

An online portal at www.shetland.org, alongside mailing lists, social media accounts and various campaign activities have been delivered to attract new residents and encourage visitors alike.

Highlights from 2019/20 include:

1. Evolving coverage of Up Helly Aa season with increasing emphasis on the rural events and the strong community involvement behind each. The Lerwick Up Helly Aa continues to be a huge draw, internationally, and this is covered across multiple platforms, including live streaming of the evening procession. This was the busiest day of the year for website traffic. Other fire festivals are supported and promoted via pre-recorded videos and other coverage.
2. Establishing the 'Living & Working in Shetland' Facebook Group with the aim of providing a place for people to ask questions and be welcomed with helpful answers on all things 'Shetland'. From launch at the end of August to end March 2020 the group had grown to 1,465 members.
3. With the explicit aim of trying to provide inspiration to people who might consider living and working in Shetland, featuring a group of locals, both new and old, to discuss what it's actually like to live in Shetland as part of the 'Shetlanders' series. There are 19 stories on Shetland.org, videos on the Promote Shetland YouTube channel and these stories have been shared far and wide using the newsletter and social media. Most of the really positive anecdotal feedback comes from people who have watched a particular 'Shetlander' story and have been inspired to make the move to Shetland.



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Talent Attraction

The Promote Shetland service continues to provide a destination marketing platform encouraging people to live, work, study, visit and invest in Shetland, and develops initiatives to highlight Shetland as an attractive and productive destination.



Skills and Learning

The main activity under this project was engagement with Skills Development Scotland and other partners to develop skills and learning planning for Shetland – originally under the heading of the Shetland Skills Investment Plan, this became the Shetland Skills Charter to reflect the regional planning approach of SDS.

The Shetland Skills Survey was produced in 2018 which highlighted a number of issues relating to local training and recruitment, and engagement with local training providers.

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What we said we'd do:

- Everyone will be able to access the support they need to maximise their income potential; including innovative, flexible and entrepreneurial employment opportunities throughout Shetland
- Everyone will be able to access the support they need to minimise their outgoings with low income households benefiting from reduced bills
- National governments will understand the additional costs for essential items for householders in Shetland reflecting this in welfare payments and other relevant schemes
- Communities will be empowered to provide innovative solutions and

support to help people maximise their outgoings from the support available

Activity in 2019-20

- Ran a money-proofing event, and began to support interested organisations to review their policy and activity in order to reduce inequalities in Shetland
- Commissioned research to understand the relationship between Shetland's higher cost of living, and outcomes for families
- Trialled methods to increase benefit uptake, through the Anchor Project
- Supported development of a Fair Food Strategy for Shetland, with active participation from low income households, and community groups



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Projects Update**Money Proofing Policies**

The Shetland Partnership hosted a Money Proofing Event, bringing together policy influencers from across the Shetland Partnership Network. The purpose was to develop understanding of Money Proofing – assessing an organisation’s policies and service delivery to determine any changes that can be made in order to reduce inequalities in Shetland. This could range from charging policies to land use planning. The event led to at least two organisations committing to potentially extensive change in policy, both relating to a review of their charging policy to access their provision. One is currently on hold due to COVID-19, whilst the other has been delayed but is now progressing.

**Right Information, Right Time**

The Project Officers, employed through the Anchor Project, tested different approaches to increasing the uptake of benefit within two schools, and the wider community. This approach confirmed the need for trusting relationships and conversations in order to encourage people to apply for benefits, including Free School Meals. This approach is to be rolled out to all schools in Shetland.

**Fair Food**

Shetland’s Fair Food Strategy sets out how Shetland will move to become a food equitable community. There are three key strands:

- Delivery, including transfer of skills to grow and cook
- Access to land
- Embedding the outcomes in all policy.

Families living on a low income have been involved in developing the delivery phase, as we wanted to be sure that the project was designed in such a way as to ensure low income households could get involved in growing their own food.

Progress was put on hold, due to COVID. However, the pandemic lockdown also led to positives – more households started growing food for the first time, and there’s an appetite, amongst community groups, to stimulate more growing, within their communities. During lock-down, one Community Anchor Organisation decided to distribute three packets of easy to grow



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	<p>seeds, along with a voucher for pots and compost available through local shops, to all households. Feedback indicates that these packs were a real boost, and used by many. A local plant swap also started, through local shops.</p> <p>The strategy will ensure that households with children living in poverty, are able to benefit. Delivery will commence in the winter, in preparation for the outdoor growing season of 2021.</p>
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CASE STUDY: Scottish Improvement Foundation Skills

Scottish Improvement Foundation Skills (SIFS) is a teaching programme designed to introduce professionals to Quality Improvement concepts and help them to improve services and outcomes for communities. Quality Improvement is a key shared way of working, as described in the Shetland Partnership's [Outcomes Improvement Framework](#).

In 2019/20 the SIFS programme was offered to staff from across the Shetland Partnership, advertised through the monthly 'e-update'. Uptake was excellent and over 70 staff members received the training in 12 months.

The roll-out of SIFS across the Shetland Partnership will have positive impacts on all of the priorities in Shetland's Partnership Plan. Participants have been drawn from many different organisations and a hugely diverse range of service delivery areas.

Eight 'waves' of the SIFS programme were delivered in 2019/20. Each wave brought together between 6 and 12 staff members from different community planning partner agencies for 7 weekly teaching sessions. Learners applied Quality Improvement concepts taught on the course to their own projects, based on areas of their own work they want to improve. To date, over 70 staff members from across 6 different organisations (NHS Shetland, Voluntary Action Shetland, OPEN Peer Education Project, Police Scotland, Shetland Islands Council and Integration Joint Board) have completed the SIFS programme.

48% of SIFS graduates report that they are applying Quality Improvement concepts in their work. SIFS is a key component in building Quality Improvement capacity and culture to deliver improved outcomes for people in Shetland – in line with the Shetland Partnership's Outcomes Improvement Framework.

Next Steps

COVID 19 Response

The COVID-19 pandemic has led to disruption across the Shetland community, and has had a significant impact on the delivery of priorities throughout the Shetland Partnership. It is anticipated that much of the



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Partnership activity in 2020/21 will be focussing on continuing to support those in our communities who are most vulnerable to the effects of the COVID-19 pandemic, and to ensuring Shetland's continued recovery and renewal.

As part of the Shetland Emergency Response the Shetland Partnership, like so many others in our community, have been working tirelessly to support the Shetland community throughout this difficult time. While we will not know what the medium or long term impact of the pandemic will be for some time, its short term effects are being felt keenly by many already. It has been particularly heartening to see how members of our community have responded to this crisis, and developed new initiatives to support their communities during this difficult time.

While most of the impacts fall outwith the 2019/20 reporting period, the Shetland Partnership feel it is important to reflect on the activity already undertaken in response to the crisis, and to consider what its impact may be on the priorities identified in the Shetland Partnership Plan.

The Shetland Community Support Hub

The Shetland Coronavirus Support Hub (SCSH) was been set up to answer queries and offer support to people in Shetland who need assistance with daily living due to the COVID-19 pandemic.

The SCSH helps people with a range of issues whether they are shielding or not. This includes those in the groups above and people who may become vulnerable because of the pandemic and lockdown measures and who would benefit from some additional support. This could include people struggling financially because of recent redundancy or furloughing, people who are isolated and people whose normal sources of support have been disrupted.

The hub is manned by teams from Shetland Island Council's Community Development and Community Care and Social Work departments, and refers callers to a range of services provided by partner organisations, including the NHS Health Improvement Service, Shetland Food Bank, Shetland Citizens Advice Bureau and the Red Cross.

Developing the Partnership Alliance – Shetland Community Resilience Forum and Shetland Business Forum

The Shetland Partnership Alliance seeks to build relationships between communities and partner agencies by creating regular opportunities for conversations between representatives. Conversations allow partnership agency representatives to ask community bodies what they want to know about community planning and share relevant information based on this.

To support the initial response of the Covid19 pandemic and facilitate information sharing, two forums were established. A Business Resilience Forum and a Community Resilience Forum, both meeting weekly during the initial phase. The purpose of both forums was to provide updates on the public sector response to Covid19 and hear updates on business and community issues.

The purpose and remit of the Community Resilience and Business Resilience Forums have recently been reviewed in order to refocus the Forums on the recovery and renewal phase.

Community Led Support – Community Anchor Organisations

On 18th March, the Scottish Government announced an investment of £350 million to support local communities and households in



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the context of the Covid-19 pandemic. To get money to where it is most needed as quickly as possible, the Scottish Government recognised that anchor organisations, such as community councils and local development groups, which sit right at the heart of their communities, are ideally placed to co-ordinate activity and channel support where it is needed in local communities.

HIE and SIC's Community Development made contact with key organisations across Shetland and supported them to apply and secure funding for their communities.

The role of anchor organisations is to co-ordinate a community response to the impact of COVID-19 in their area, as appropriate to local needs: to provide a route through which other local community groups can access funds and support, in responding to the challenges they face now and as the pandemic progresses. This will be across a range of different themes such as:

- Providing and delivering food to those who cannot buy it for themselves or are unable to access it due to self-isolation
- Connecting services and volunteers to where they are needed
- Financial support for community organisations to increase or deliver new activity to meet additional demands for energy (e.g. fuel cards)
- Funding to support community organisations to deliver services in new ways in response to COVID-19, for example digital tools to enable people to remain connected
- Supporting vulnerable and socially isolated individuals and families through a range of measures.

Twenty-one Anchor Organisations in Shetland are now in receipt of funding and are working

hard to deliver a range of activity to meet local needs and circumstances.

While the pandemic has brought undoubted challenges, there have also been opportunities to test and learn from new ways of working, build new partnerships and identify gaps in knowledge or provision.

COVID-19 Impact

As part of the COVID-19 response the Shetland Partnership, and the Community Planning Support Team undertook a review of all partnership priorities in light of the pandemic, to ensure that our priorities remain the right ones for our community. While COVID-19 will undoubtedly have a significant social and economic impact on our community, we are confident that the priorities outlined in the Shetland Partnership Plan remain the right ones. However we do expect that the pandemic will have an impact on our ability to deliver our short and medium term goals.

We expect to see evidence of this impact in some of the measures which we use to monitor our performance, particularly those around Food Bank usage, unemployment levels and household income, all of which are likely to be negatively impacted. Conversely, we may see some improvement in measures around activity levels and community involvement, as more people explore active travel during lockdown, and become involved in community led responses to the pandemic. It is too early to determine what the long term effect of this crisis may be for our community, but we will continue to report on our progress in our annual report in 2021 and beyond.

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