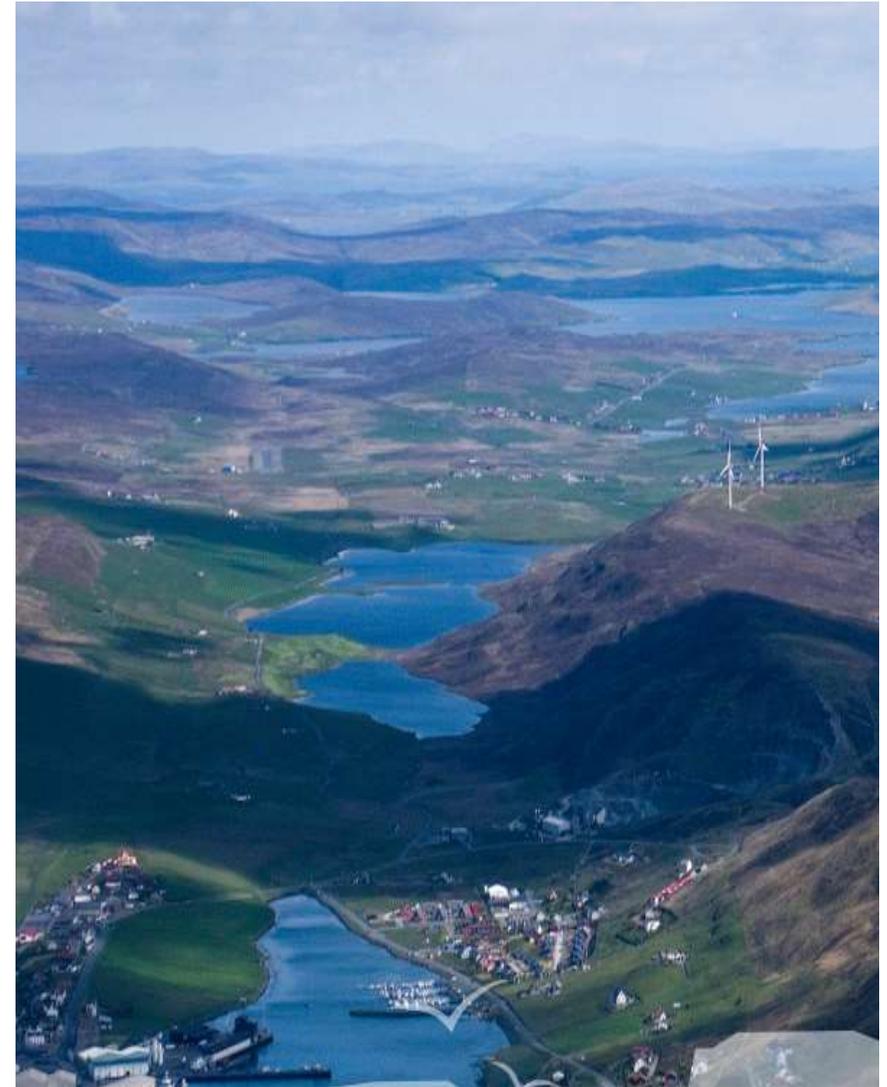


# SHETLAND ISLANDS LOCAL HOUSING STRATEGY

2022-2027



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Shetland Islands  
Local Housing Strategy 2022-2027



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Arneil Johnston  
50 Scott Street  
Motherwell  
ML1 1PN

## 1 Introduction to the Shetland Islands Local Housing Strategy

The Housing (Scotland) Act 2001 places a statutory duty on local authorities to prepare a Local Housing Strategy (LHS) supported by an assessment of housing need, demand and housing provision. Scottish Government Guidance was published in 2019 to assist local authorities with the preparation of Local Housing Strategies.

The Local Housing Strategy sets out the strategic direction, policies and plans that will enable Shetland Islands Council and partners to deliver high quality housing and housing services to meet the needs of local people in all housing tenures. The LHS also sets out the important contribution that housing makes to improving health and wellbeing, creating connected and sustainable places, tackling climate change, supporting economic growth and reducing poverty across Shetland.

This LHS builds on the progress of the 2016 LHS and sits at the heart of all housing planning arrangements and partnership activities in Shetland. It is an ambitious strategy, setting out what homes and communities should look and feel like in Shetland over the next five years and beyond. This vision includes improving access to suitable, affordable and energy efficient housing for all Shetlanders, in homes that meet the individual needs of each household, and which are well connected to local services, jobs and communities.

The LHS has been developed with the backdrop of the Covid-19 pandemic and also the UK exit from the European Union, both of which have had significant impacts on Shetland's economy and communities. The Local Housing Strategy therefore comes at a crucial

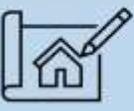
time and by aiming to support inclusive growth and tackle inequalities, will be instrumental in improving outcomes for everyone in Shetland.

### 1.1 Local Housing Strategy Purpose

The LHS sets out the vision of Shetland Islands Council and local partners for the future of housing across all tenures and types of housing provision. The strategy aligns to national housing priorities by maximising investment opportunities for Shetland, taking into account Shetland's unique geographic and housing system context. The main purpose of the strategy is to:

- set out a shared understanding of need and demand for all types of housing, and for housing services now and in future
- provide clear strategic direction for housing investment including the development of new homes as well as investment in existing housing
- set out actions and targets to improve the quality, condition and energy efficiency of homes in Shetland
- provide a strong contribution to the integration of housing, health and social care services to enable independent living and improved wellbeing outcomes
- set the framework to prevent homelessness wherever possible and to resolve homelessness quickly and effectively when it does occur
- focus on the priorities and outcomes required to achieve the LHS vision.

In meeting the requirements of the LHS Guidance, the strategy must be:



- Evidence based & informed by the latest housing system insight
- Developed in collaboration with partners, stakeholders & residents
- Forward looking and delivery focused
- Based on public service reform principles: prevention, collaboration, people development & innovation
- Informed by extensive and inclusive consultation
- Clear, concise & easy to read
- Clear on the links to previous LHS priorities

## 1.2 Local Housing Strategy Vision and Priorities

The vision for housing in Scotland places housing firmly at the center of other national objectives including tackling poverty and inequality, creating and supporting jobs, meeting energy efficiency and fuel poverty targets, tackling the climate emergency and creating connected, successful communities.

The LHS vision also places housing at the centre of major ambitions for Shetland including:

- improving housing access, choice and reducing inequality
- providing homes in sustainable places where connectivity to jobs and local services is easy
- ensuring everyone finds it easy and affordable to heat their home
- supporting people to live independently and well at home.

<sup>1</sup> Shetland will attract people of all ages to live, work, study and invest, Shetland Partnership Plan 2018-28

Coproduced with LHS delivery partners, stakeholders and local residents, the Local Housing Strategy vision for Shetland is that:



**"Everyone in Shetland has access to a home which is connected, energy efficient and meets individual needs"**

To achieve this vision and realise the wider ambitions set out in the Place Principle of the Shetland Partnership Plan<sup>1</sup>, the following four LHS priorities have been defined:

<b>LHS Priority 1:</b> Increasing housing supply & promoting place making	<b>LHS Priority 2:</b> Improving house condition, energy efficiency & tackling poverty	<b>LHS Priority 3:</b> Improving access to specialist housing provision & enabling independent living	<b>LHS Priority 4:</b> Preventing & alleviating homelessness through housing options, information & support
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The evidence, key issues and actions for each LHS priority are set out in Sections 4 to 7 of this Local Housing Strategy.

Guiding the delivery of the LHS are the principles set out by the Christie Commission on the Delivery of Public Services in Scotland. These include commitments to collaboration, efficiency and innovation, prevention, and tackling inequality.

The LHS Steering Group will build on the strong partnerships already in place, recognising that achieving LHS priorities will require a

collective effort from delivery partners, stakeholders, communities, and the people of Shetland.

### 1.3 Local Housing Strategy Consultation and Engagement

The Housing (Scotland) Act 2001 requires that local authorities consult on their LHS, and the statutory Equality Duty on public bodies requires the involvement, consultation and engagement of a wide a range of local residents, tenants and communities of interest as possible.

A range of consultation opportunities have been provided throughout the course of developing this LHS, with opportunities for early engagement to help ensure local people, communities and wider stakeholders share views on the most pressing housing challenges facing Shetland, as well as generating ideas for change and improvement. As housing system research and analysis emerging during LHD production, the views of partners and stakeholders were sought on the emerging key housing issues that should be prioritised for action.

**A diverse range of partners, stakeholders and subject matter experts participated in developing the Shetland Island LHS 2022-27. An extensive consultation and engagement programme has been undertaken to collect a range of views and enable this feedback to systematically inform the development of the LHS. These include:**

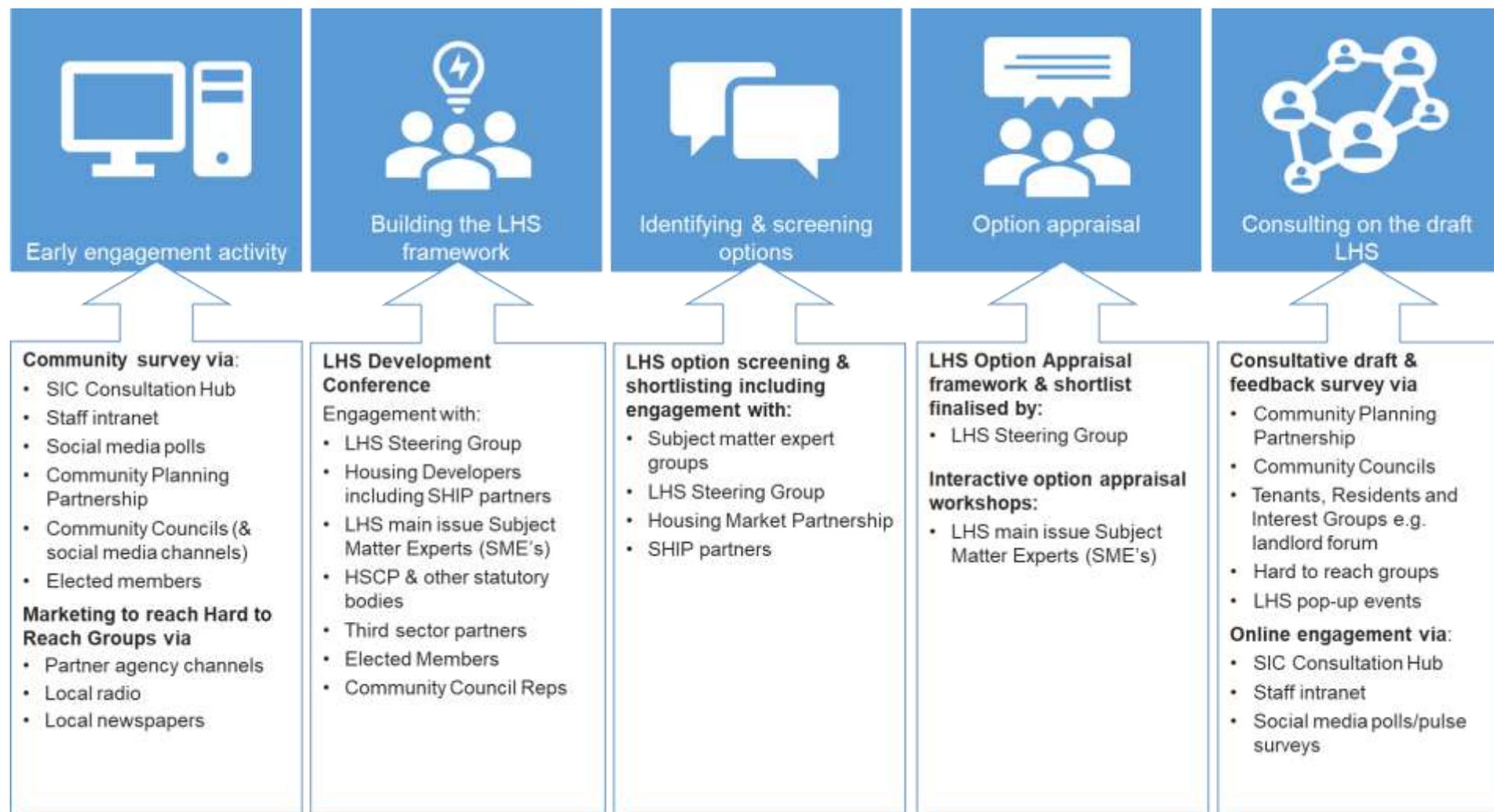
- **LHS early engagement survey:** A survey to inform the new Local Housing Strategy was made available to communities and residents across Shetland, enabling them to express their views on which local housing issues 'matter most'. The survey was open for a 6-week period from 22/09/21 – 28/10/21. The early engagement survey was heavily promoted on social media, via the

local press and radio and channelled locally through community councils. The survey was made available in a range of formats including online, via telephone and freepost options.

- **Stakeholder conference:** To encourage and enable widespread participation, the full day conference was held digitally via Microsoft Teams. A total of 58 partners and stakeholders attended the event, including representatives from public, private, third and community sectors. The purpose of the conference was to co-produce an LHS vision, agree the main housing issues that form the basis of LHS priorities and generate ideas and innovation as a basis for LHS actions. A conference report summarising the outcomes from the day can be accessed in Appendix A.
- **Options identification workshops:** Four half-day workshop sessions were held, to inform the definition of key LHS priorities together with a range of viable options for addressing them. Workshop participants were specialist stakeholders and subject matter experts from across the Council and partner organisations.
- **Option appraisal workshops:** Four half-day workshop sessions were held to systematically appraise LHS options. The outputs from these sessions from the basis of the LHS Action Plan and Outcome Framework.
- **Strategic engagement:** Mechanisms were put in place, as part of the LHS consultation plan to ensure the LHS is fully aligned with local strategies, policies and plans. These include partnership working around the Housing Contribution Statement, the Local Development Plan and the Shetland Net Zero Route Map.
- **Strategic governance:** The LHS development process has been commissioned by the LHS Steering Group which provides a multi-agency governance framework for the development and implementation of the LHS. Representatives includes partners

from Housing Services, Planning, SIC's Development Directorate, Community Planning & Development, Education, Transport Planning, Economic Development, Hjaltland Housing Association and NHS Shetland.

The Covid-19 pandemic had a significant impact on the development and delivery of the LHS Consultation Plan. A creative approach was deployed to ensure that a range of alternative engagement and consultation opportunities were available in the absence of face-to-face opportunities. The advancement of virtual consultation methods has been effective in providing new ways to engage with people not able to attend in-person events, and to expand the digital audience of the LHS. The extent and nature of the LHS Consultation Plan can be summarised as follows:



## 2 Local Housing Strategy Context

It is important that the LHS supports and helps deliver national housing outcomes and targets, whilst also reflecting the needs and priorities of local people through the Shetland Partnership Plan.

The LHS is therefore set within the wider Community Planning framework for the Council and its partners. On this basis, the LHS defines the housing contribution to local strategic priorities and provides a framework for meeting the targets set out in Scotland’s first national Housing Strategy: ‘Housing to 2040’. The national and local strategic framework that will support and enable LHS delivery is set out in more detail below.

### 2.1 Strategic Context for Housing in Scotland

#### Housing to 2040

Housing to 2040 is Scotland’s first ever long-term national housing strategy providing a vision for what housing should look like and how it will be provided to the people of Scotland, no matter where they live and what point in their life they are in. The strategy is developed around four key themes:

- 1 More homes at the heart of great places
- 2 Affordability and choice
- 3 Affordable warmth and zero emissions
- 4 Improving the quality of all homes

Housing to 2040 makes a commitment to increasing housing supply by setting an ambition to deliver 100,000 affordable homes over the next ten years up to 2031/32, with at least 70% of these homes for social rent. The strategy also sets out a specific vision for rural and island communities to guide policy and investment:



*I live in a remote area and it is great to know there are good housing options for everyone here, from farmers and crofters to young people and those seeking to move to the area to set up home and bring employment and new opportunities to the area.*

*Housing supports much needed skilled workers living and staying in my community; and local people and businesses are building the new homes*

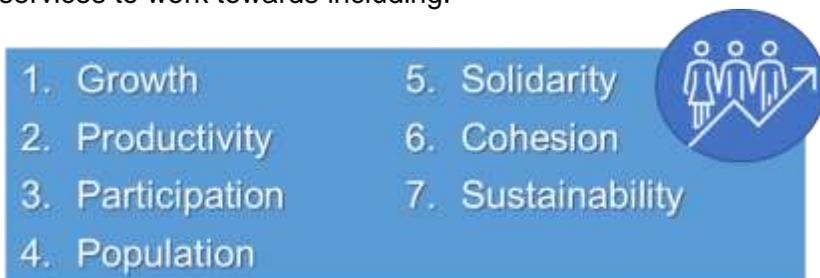
The vision for rural and island communities set out in housing to 2040 is underpinned by a range of strategic commitments aligning economic and population strategy ambitions to housing ambitions:

#### What will the 2040 vision for rural and island settings deliver?



### National Performance Framework

The Scottish Government’s National Performance Framework provides a vision for ‘A Scotland that is *wealthier and fairer, smarter, healthier, safer and stronger and greener*’. It provides a framework which includes seven high level targets for public services to work towards including:



LHS outcomes in Shetland align well to the National performance Framework Vision and make strong contributions to the targets set under the growth, participation, population, cohesion and sustainability elements of the framework.

### Fourth National Planning Framework (NPF4)

The Scottish Government are currently preparing a new spatial plan for Scotland that will look ahead to 2050. The fourth National Planning Framework (NPF4) will set out a vision for what Scotland, as a place, could and should look like in 2050. This will include national planning policies and provide a plan for future development in Scotland. Driven by the overarching goal of addressing climate change, this long-term strategy is expected to focus on achieving four key outcomes:

1. Net zero emissions
2. A wellbeing economy
3. Resilient Communities

### 4. Better, Greener Places

The LHS has been informed by the concepts and aims set out in NPF4. Concepts such as the 20 minute neighbourhood, use of the Place Principle, prioritising brownfield development and a fabric first approach to decarbonising homes and communities; all feature within the action plans to deliver Shetland LHS priorities.

Furthermore, informed by the Housing Need and Demand Assessment (HNDA) produced in 2021, Shetland Islands Council set a ‘minimum all tenure housing land requirement’ (MATHLR) following Scottish Government consultation with local authorities on the spatial strategy for NPF4. The MATHLR took into consideration:

- Housing Need & Demand Assessment evidence including cross tenure housing estimates
- housing delivery targets arising from the Rural and Islands Growth Deal and Strategic Housing Investment Plan
- local strategic drivers for housing delivery, as well as historic evidence of the rate of housing completions in Shetland.

MATLHR targets set a minimum threshold for housing land allocations within the Local Development Plan.

**The proposed Minimum All Tenure Housing Land Requirement set for Shetland for the next 10 years is 850 units.**

Setting the MATLHR does not impact on the requirement for setting Housing Supply Targets within the Local Housing Strategy, based on the housing estimates produced within the HNDA. In preparing this Local Housing Strategy there has been close partnership working between housing and planning colleagues to ensure that

housing delivery and land use planning principles are informed and well aligned.

## 2.2 Strategic Context for Housing in Shetland

It is important that the LHS should be closely aligned with the Shetland Partnership Plan (2018-28), as well as supporting a range of other local plans and strategies which set out ambitions for the people of Shetland.

### Shetland Partnership Plan (2018-28)

Shetland’s Partnership Plan is a plan for all partners and communities in Shetland. It identifies a shared vision and priorities for all to work towards, both individually and collectively, to improve the lives of everyone in Shetland.

The key focus of the Plan is to reduce inequality of outcome in Shetland, setting out a range of priorities and outcomes which tackle the issues that mean some people and groups have a poorer quality of life than others. Tackling housing inequality through the Local Housing Strategy is therefore central to the delivery of the Shetland Partnership Plan by ensuring homes:

- are well connected to local jobs and services through placemaking
- reduce housing induced poverty through improving affordability and tackling fuel poverty
- offer the amenity and support needed to help households with health, disability or support needs to live independently and well in their community

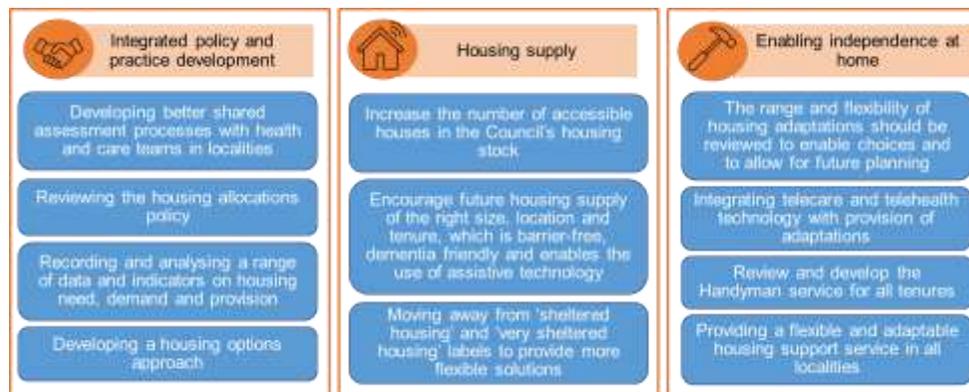
- support people facing housing crisis to keep their home or find suitable alternative housing without the need to become homeless.

The LHS vision has been aligned to the shared vision in the Partnership Plan: *“Shetland is a place where everyone is able to thrive; living well in strong, resilient communities; and where people and communities are able to help plan and deliver solutions to future challenges”*; and to the shared ‘Place’ principle:

*“Shetland is an attractive place to live, work, study and invest”.*

### Joint Commissioning Plan

The Housing Contribution Statement (HCS) sets out the role of housing services in meeting health and social care outcomes and is a key element of the Joint Commissioning Plan in Shetland. It serves the key link between the Joint Commissioning Plan and the Local Housing Strategy. The current Shetland Island’s HSCP Joint Commissioning Plan spans 2019-2022 and sets out a number of actions and priorities which support the better integration of housing, health and care services, including:



### Shetland Net Zero Route Map

Shetland Islands Council are currently working on the development of a Shetland Islands Council Net Zero Route Map and a Shetland Net Zero Route Map. The development of the route maps will form a framework and a plan for how the Council and Shetland will reach net zero greenhouse gas emissions.

There are 6 sectors within the emerging net zero route maps, one of which is public and residential buildings. The LHS will form a significant part of the public and residential buildings sector, setting out housing's contribution to reducing CO2 emissions and decarbonising domestic fuel. It is intended that the development of a Local Heat and Energy Efficiency Strategy, which sets out the measures homeowners and landlords will take to improving the energy performance of Shetland's homes, will form a major component of this work.

### Shetland Local Development Plan

The Council adopted the Shetland Local Development Plan (LDP) in September 2014 and work is now well underway to develop a new LDP by December 2022. As well as monitoring the impact of the 2014 Plan, the Council has also conducted a call for sites – the process through which developers and landowners submit potential future development sites for consideration. The Council has also carried out extensive consultation and engagement on a Main Issues Report which outlines the main land use planning issues arising in Shetland now and in the future.

In preparation for the Local Housing Strategy, a Housing Need & Demand Assessment was carried out, providing analysis of how the housing system in Shetland is operating, plus a range of housing estimates which set out need and demand for housing in Shetland

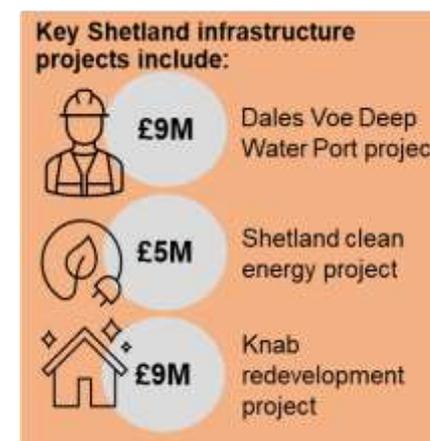
over the next 10-20 years. The Local Housing Strategy will utilise these estimates to set Housing Supply Targets as the basis for allocating land for housing within the new Local Development Plan.

The LHS is also instrumental in delivering a number of key LDP priorities aligned to the new National Planning Framework, including tackling climate change, promoting placemaking and supporting the delivery of a wellbeing economy.

### Rural & Islands Growth Deal

Research into the economic impact of Brexit on local authorities defines Shetland as the second most vulnerable Council area in Scotland. To mitigate the economic challenges faced by Shetland, a £335M Island Growth Deal was announced by the UK and Scottish Governments in March 2021.

The Deal, founded on £100M of public investment, will drive a 10 year economic development programme for Orkney, Shetland and the Outer Hebrides with a focus on the transition to net zero and supporting the creation of sustainable, thriving communities. Key investment priorities include net zero carbon energy and infrastructure, innovation, tourism, skills, creative industries, food and drink, aquaculture and housing.



**The Knab Redevelopment project places housing and place at the heart of Shetland's economic strategy.**

The Shetland Knab Redevelopment project aims to go beyond creating a simple housing regeneration project by delivering a mixed-use site that embeds living and ageing well, wellbeing and a dynamic use of public space. The masterplan vision for the site is to develop a new, future looking community which links well with Lerwick town centre and delivers community facilities as well as up to 140 modern homes. The site offers an opportunity to diversify tenure options to meet different housing needs, including mid-market rents, first time buyer options, downsizing options and technology based assisted living. The vision also aims for the delivery of energy efficient, net zero, affordable housing that meets and ideally surpasses building standards.

The Knab development will enhance the range of housing options in Lerwick and will provide local infrastructure that supports Shetland's ambitions on place. It will set an ambitious standard for how Shetland and its communities will develop over the coming decades; ensuring 'People' and 'Place' are at the forefront of all that Shetland builds for its future. The Knab Redevelopment project will be supported with investment of up to £9.1M from the Scottish Government.

### 3 Equalities Impact and other Assessments

The Council has a statutory obligation to ensure that all its functions and activities are exercised in full compliance with the requirements of the Equalities Act 2010 and the Fairer Scotland Duty. Equality is at the heart of Local Housing Strategy, aligned to the vision of the Shetland Partnership Plan to reduce inequality of outcome for all people living on Shetland. The LHS aims to deliver housing and housing services that meet the needs of everyone who lives, works or visits Shetland, ensuring that it is an attractive place to live, work study and invest.

As the LHS vision sets an ambition that **‘Everyone in Shetland** has access to a home which is connected, energy efficient and meets individual needs’; improving equality of housing opportunity inherently runs as a golden thread through every LHS action point.

An Integrated Impact Assessment (IIA) has been completed for the Shetland Local Housing Strategy and is available in Appendix B. The Integrated Impact Assessment (IIA) reviews social, economic and environmental impacts together to ensure that LHS actions and outcomes are sustainable in the widest sense. Some strategy actions can have different impacts on different people in the Shetland community, which can make it harder for them to use a service or to be part of their community. The IIA has assessed LHS proposals to evaluate how they affect different groups within the community.

The IIA confirms that the LHS has been developed in full accordance with the principles of equality and diversity and actively promotes inclusion. It acknowledges the crucial role of housing and

housing services in the delivery of improved outcomes to all people and communities in Shetland.

Shetland Island Council and partners will continue to monitor and report on the social, economic, environmental and equalities impact of the LHS over the next five years. If any negative impact on a particular section of the Shetland community is identified, appropriate action will be implemented to redress the situation with the LHS Action Plan.

Furthermore, an Island Communities Impact Assessment (ICIA) has been completed for the Shetland Local Housing Strategy and is available in Appendix C. The Scottish Parliament passed the Islands (Scotland) Act in 2018. The Island Communities Impact Assessment sections of the Act came into force in 2020, placing new duties on Shetland Islands Council to consider the impact of policies, strategies and services on an ‘island community’. The ICIA supports analysis of the needs of different island communities, enabling an assessment of how LHS actions and outcomes will affect them. The ICIA provides a framework to reduce any negative impacts so that everyone on Shetland can benefit from the LHS.

The ICIA confirms that the LHS has been developed in full accordance with the requirements of the Islands (Scotland) Act in 2018 and actively promotes equality of opportunity in all island communities. The ICIA confirms that LHS outcomes are unlikely to have an effect on an island community, which is significantly different from its effect on other communities (including other island communities on Shetland). It acknowledges the crucial role of housing and housing services in the delivery of improved outcomes to all people and communities in Shetland.

## 4 Shetland Islands Profile

A complex mix of factors and issues influence the operation of the housing system in the Shetland. Informed by analysis of the local housing system, the LHS develops a framework for improving housing outcomes for everyone in Shetland by tackling housing system imbalances. Key housing system drivers such as population, household and the structure of Shetland’s economy are set out below.

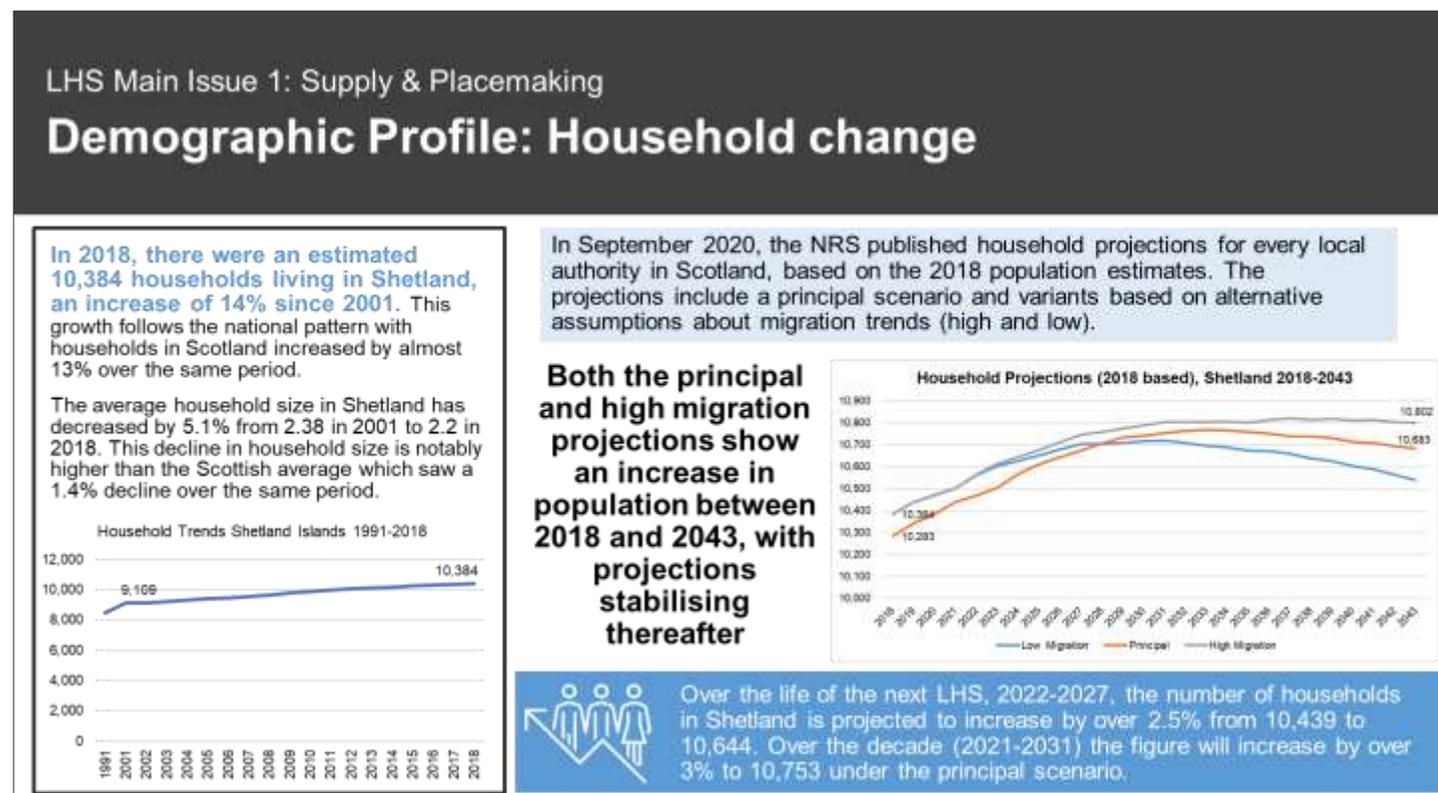
### 4.1 Population and Households

Despite sustained growth between 2000 and 2010, population numbers in Shetland have plateaued and in recent years have shown marginal decline. This trend is set to continue over the next 10 years with a 1% decline by 2028.

Despite static population numbers in Shetland, the number of households living in the area has increased by 14% since 2001 (the same rate of household growth as is Scotland). In 2018, there were an estimated 10,384 households living in Shetland.

Recent household projections produced by the National Records of Scotland estimate

that the number of households living in Shetland will continue to grow over the next decade. Over the next 10 years, household numbers will increase by 3% ensuring a relatively stable household base without migration into Shetland. The high migration scenario increases this growth to 3.4%. This increase will drive a future need for new homes across Shetland, accelerated by a growth in smaller households.



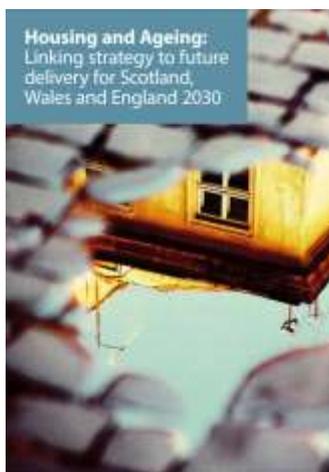
## 4.2 Shetland's Ageing Population

The average age of the population of Shetland is projected to increase significantly as people live longer.

The working age population is projected to decrease by almost 6% in the next 10 years whilst the 65+ age cohort will increase by almost 22%. More specifically, there is a projected increase of the 66-84 population of 25% and growth of 115% in the 85+ age group. This will inevitably lead to an increasing demand for housing or housing support for older people in Shetland in the next 10-20 years.

These projections will have a major impact on the sustainability of the local economy and will necessitate housing, health and care interventions that enable the growing population of older people to live independently and well.

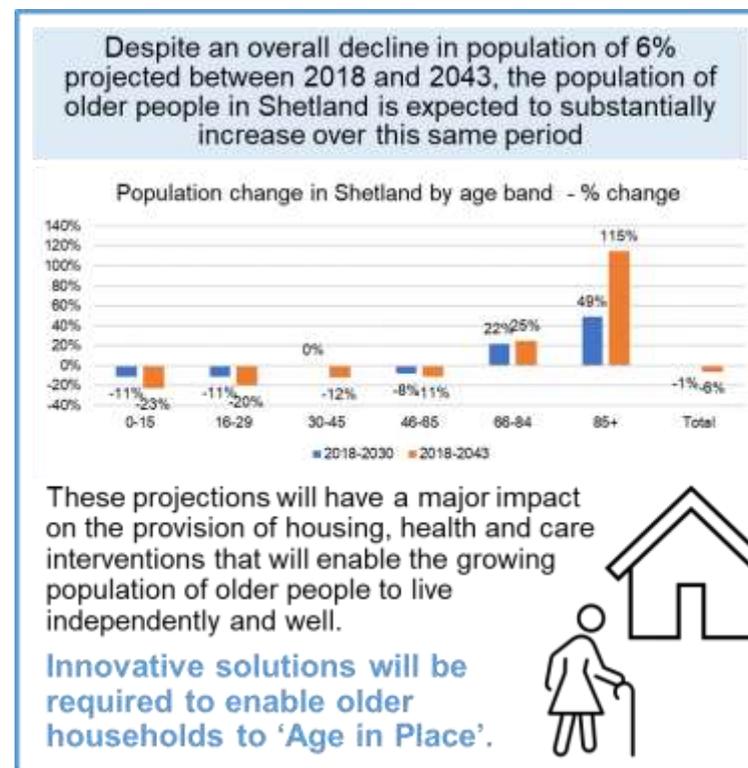
### Innovative solutions will be required to enable older households to 'Age in Place'.



The report "Housing and Ageing: Linking Strategy to future delivery for Scotland, Wales and England 2030", recommends that housing should play a central role in the provision of services for older people.

It also calls for new adaptable and affordable housing to be built; investment in early intervention; and meaningful consultation with older people. It makes the point that by 2030 there will be over 600,000 people aged 75 or over in Scotland. As a result, we will need to ensure there is suitable housing and services for individuals to continue living independently at home, maintaining their connections with people and place.

There is increasing recognition that planning for housing in later life is about **ageing in place** and staying in the home of your choice for as long as possible. Increasing the supply of accessible housing is a fundamental part of promoting independence, flexibility and social inclusion. This can only be achieved by building accessible dwellings or by adapting the existing housing stock to meet the needs of Shetland's older people as they age.



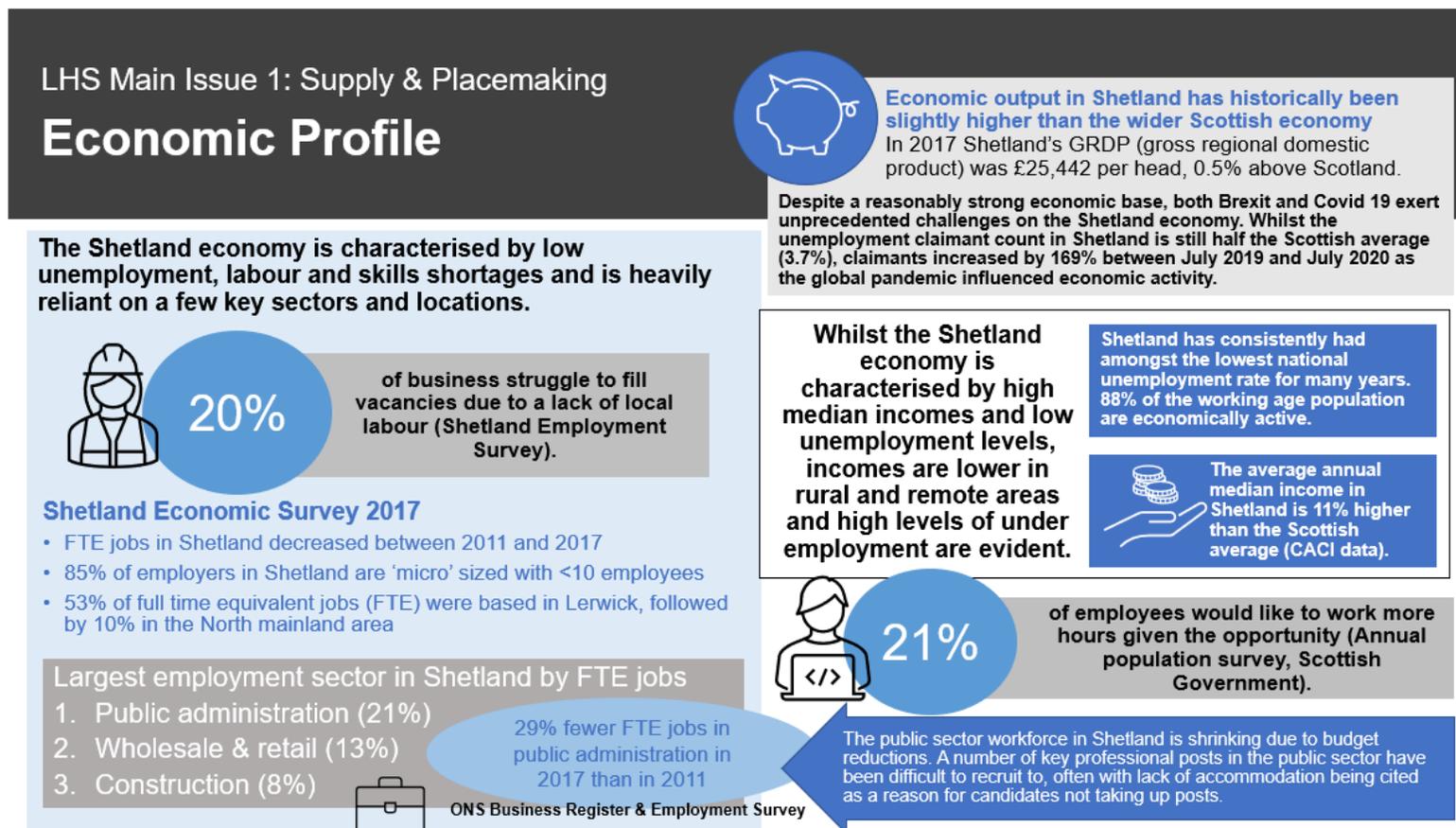
### 4.3 Shetland's Economy

The Shetland economy is characterised by low unemployment, labour and skills shortages, and is heavily reliant on a few key sectors and locations. Despite low unemployment rates, full time jobs in Shetland have been declining for a number of years and there is evidence of under employment - 21% of employees would like to work more hours given the opportunity.

Whilst the average annual median income in Shetland is 11% higher than the Scottish average, incomes are lower in rural and remote areas.

Despite a relatively strong economic base, both Brexit and Covid-19 are exerting unprecedented challenges on the Shetland economy. It is important that housing investment is maximised as part of Shetland's economic strategy. Housing and economic growth are fundamentally linked, and a lack of suitable housing can be a barrier to key sectors of the economy being able to recruit and retain staff to grow their businesses and in turn grow the local economy.

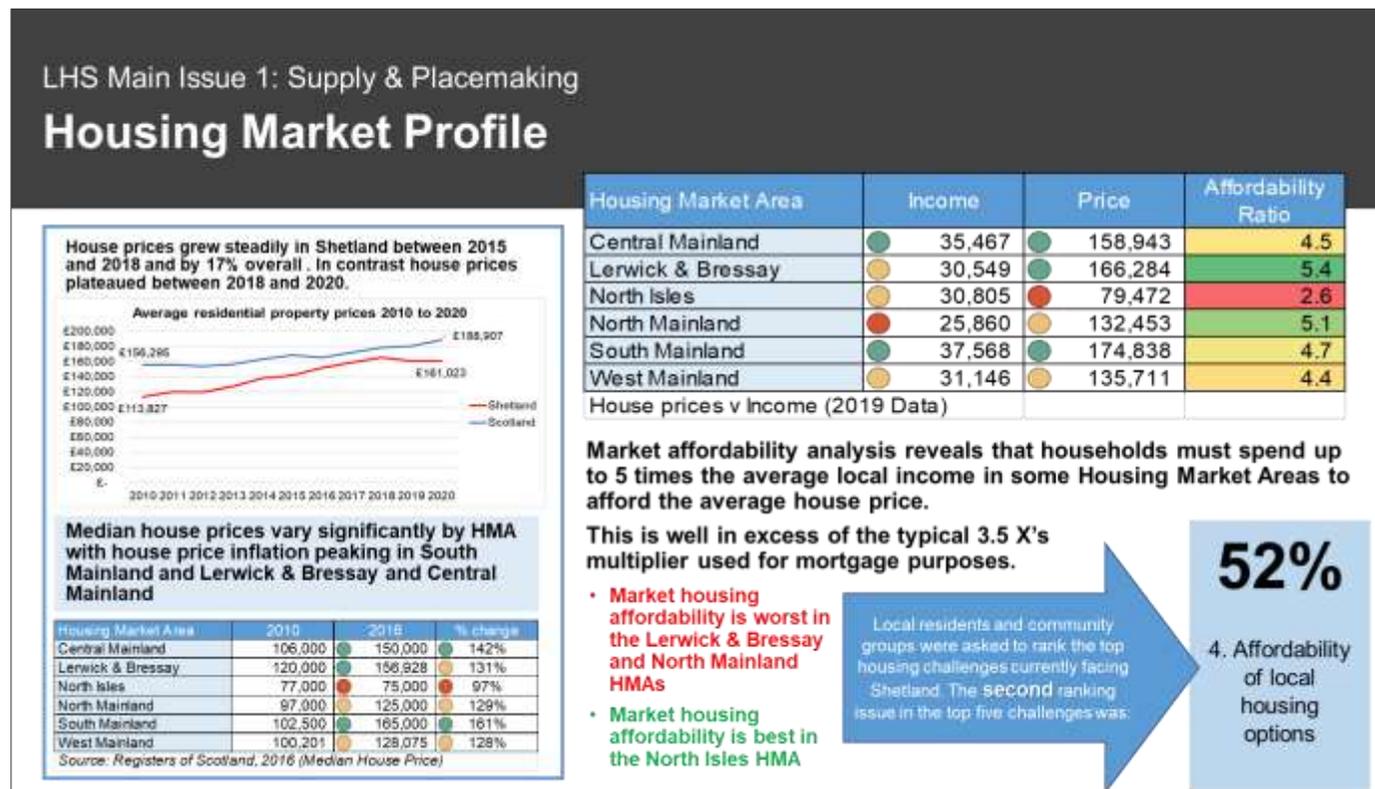
The capacity of the housing construction sector will also have a major impact on the ability to achieve Shetland's economic ambitions and to deliver the scale of housing output required to meet housing need and demand.



#### 4.4 Shetland's Housing Market

Whilst the Shetland housing market has shown positive growth over the last 5 years, housing market performance is patchy at a sub-market area level.

House prices have grown steadily in Shetland by 17% over the last 10 years. Median house prices vary significantly by Housing Market Area with house price inflation peaking in South Mainland, Lerwick & Bressay and Central Mainland at over £150,000 per property. Market affordability analysis reveals that households in Shetland must spend up to 5 times the average local income to afford the average house price, well in excess of the typical 3.5 times income multiplier required to secure mortgage lending.



Analysis of housing affordability in Shetland reveals there are clear affordability pressures locally, particularly for those on low household incomes. A significant proportion of households in Shetland (38%) earn less than <£25,000 per annum despite a lower quartile income which is above the Scottish national average.

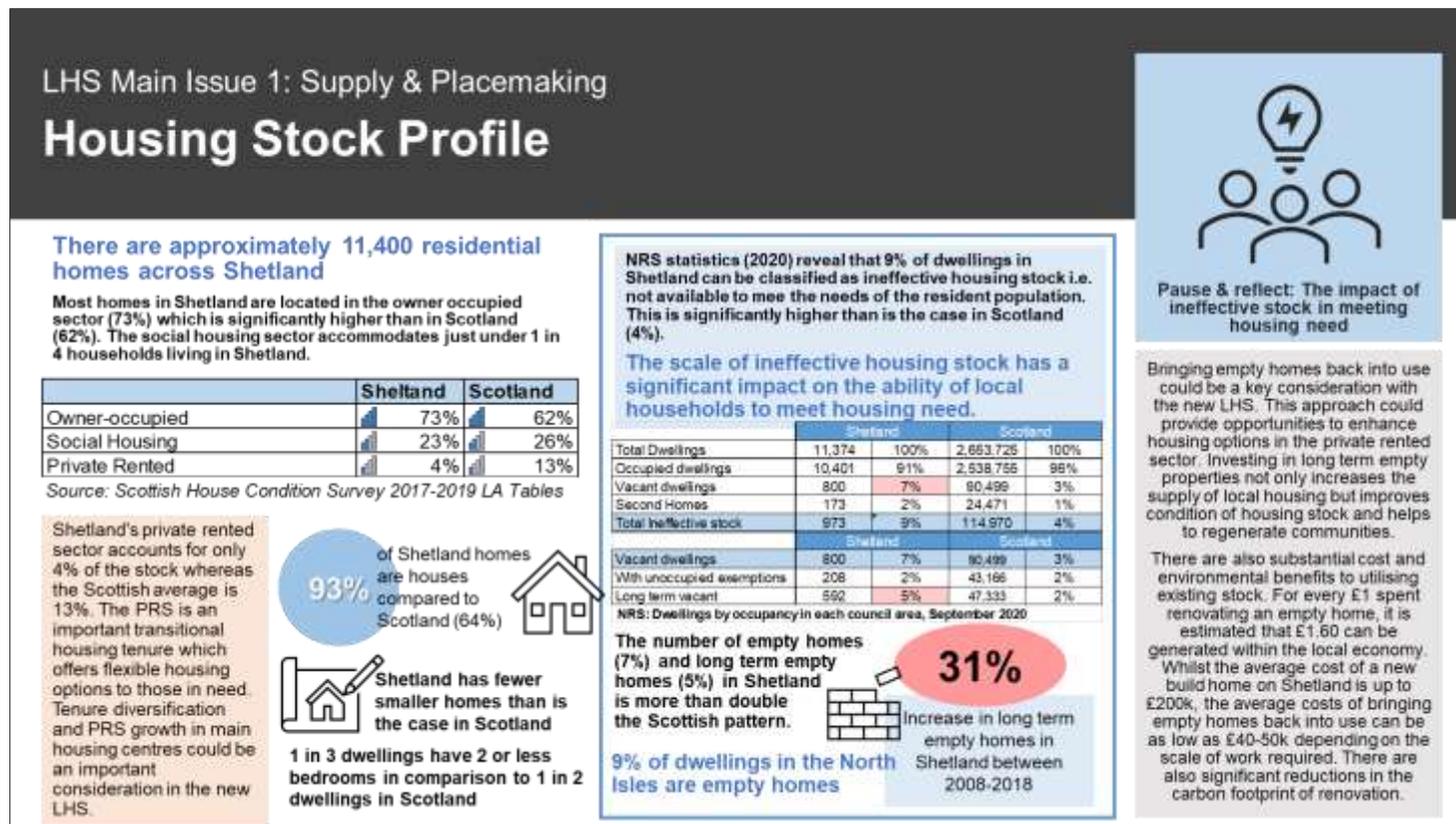
Incomes are lower in rural and remote areas and high levels of under employment are evident. This will drive housing affordability pressures.

Whilst Council rents are affordable for 4/5 households in Shetland, market rents are only affordable to 3/5 households. Market rents are out of reach for those households on lower incomes including those earning minimum or living wage levels. More than 40% of households in Shetland cannot afford to access the housing market, even at market entry level.

## 4.5 Shetland's Housing Stock

There are over 11,000 dwellings in Shetland to meet the needs of the local population. 73% homes in Shetland are located in the owner-occupied sector, which is significantly higher than in Scotland (62%). The social housing sector accommodates just under 1 in 4 households living in Shetland.

Shetland has fewer smaller homes than is the case in Scotland. A third of homes in Shetland have 2 bedrooms or less compared to 50% in Scotland. The projected growth in smaller households in Shetland creates an increasing mismatch between households and homes, fuelling a need to develop smaller properties in well-connected places and sustainable communities.



Shetland's private rented sector accounts for only 4% of the stock, much lower than the Scottish average at 13%. The PRS is an important transitional housing tenure which offers flexible housing options to those in need. Growing the private rented sector and offer a wider range of tenure options in main housing centres is an important consideration for the local housing strategy. New housing tenures could include low-cost home ownership, shared equity, shared ownership and mid-market rent options. Creating a more accessible and flexible range of housing options could also be instrumental in attracting and retaining essential workers supporting the delivery of Shetland's economic ambitions via the Islands Growth Deal.

## 5 LHS Priority 1: Increasing Housing Supply & Promoting Place making

The LHS is an all-tenure strategy which considers current and future housing need, setting a strategic vision for housing across both public and private sectors. Providing the right size, type and tenure of housing, in sustainable, well-connected places is a fundamental aspect of Local Housing Strategy delivery and crucial to the delivery of the Shetland Partnership Plan and Islands Growth Deal.

Aligned to increasing housing supply and placemaking, the LHS is required to provide evidence and policy direction in relation to:

- the extent and nature of housing need and demand across Shetland
- delivering a generous supply of housing land aligned to the Local Development Plan and Housing Supply Targets
- the strategic direction for housing investment in Shetland, including the Strategic Housing Investment Plan (for affordable housing) and the delivery of intermediate housing through the Island Growth Deal
- powers and mechanisms to help households and landlords make best use of existing homes
- efficient and innovative ways of building and financing the development of new homes.

Informed by analysis of the main issues and housing system drivers, LHS Priority 1 focuses on ***'Increasing housing supply and promoting placemaking'*** in Shetland by:



Chapter 4 sets out the evidence base and outlines what Shetland Island Council and partners doing to address the main challenges to increasing supply and promoting placemaking. It concludes with LHS priority actions for partnership, investment and delivery activity.

### 5.1 LHS Priority 1: What's our Starting Point?

LHS analysis suggests that the key issues which drive the need for action, investment and partnership to increase housing supply and promote placemaking in Shetland are as follows:

<p><b>Affordable housing pressure</b></p> 	<p>There are 2,551 units of affordable housing across Shetland, with around 8% becoming available for letting each year. Demand for affordable housing in Shetland clearly outstrips supply with roughly 4 applicants for every social tenancy that becomes available. The number of waiting list applicants to available homes shows major pressures for 1-bedroom homes across Shetland.</p>
<p><b>Housing need</b></p> 	<p>If we assume that local housing requirements will be based on a growing population scenario, Shetland will require additional housing in the region of 929 units over the next 10 years. Almost 43% of this additional housing requirement is for affordable housing.</p>

<p><b>New supply</b></p> 	<p>Over the last 5 years (from 2015-2019), the total number of housing completions across Shetland totalled 390 comprising of 261 market completions and 129 affordable homes. The Housing Supply Target for the past 5 years was 710. There is a significant shortfall in private and affordable housing completions against housing supply targets.</p>
<p><b>Placemaking</b></p> 	<p>The delivery of the Housing &amp; Community Place standard is a key priority for Shetlanders. Shetland Islands Council is currently working with the Scottish Futures Trust and Hub North Scotland to develop a place-based model which joins up the planning and delivery of economic and social infrastructure investment including housing, planning, net zero, transport and Covid recovery.</p>

A key challenge in increasing housing supply in Shetland is the cost of building new homes.

### Development Costs in Shetland

**The cost of building in Shetland is recognised to be significantly higher than the Scottish average**

The Scottish Government's analysis of new build development costs in Scotland, sets a regional location factor to adjust affordable housing grant rates. These factors range from 0.84 in Midlothian to 1.34 in Shetland – the highest in Scotland.

According to Scottish Government analysis.

**The cost of affordable housing development is 34% higher in Shetland than elsewhere in Scotland**



£215k\*

In fact, recent tender returns for Hjaltrand HA suggest that current development costs are **up to 45% higher** than benchmarks for the Scottish mainland at £215,000 per unit (including works, land and professional fees)

\* Taken from latest 2 projects to attain Scottish Government approval

Despite new subsidy rates for affordable housing, the cost of development in Shetland will continue to be extremely challenging without making the case for further subsidy. This could be essential in meeting supply targets.

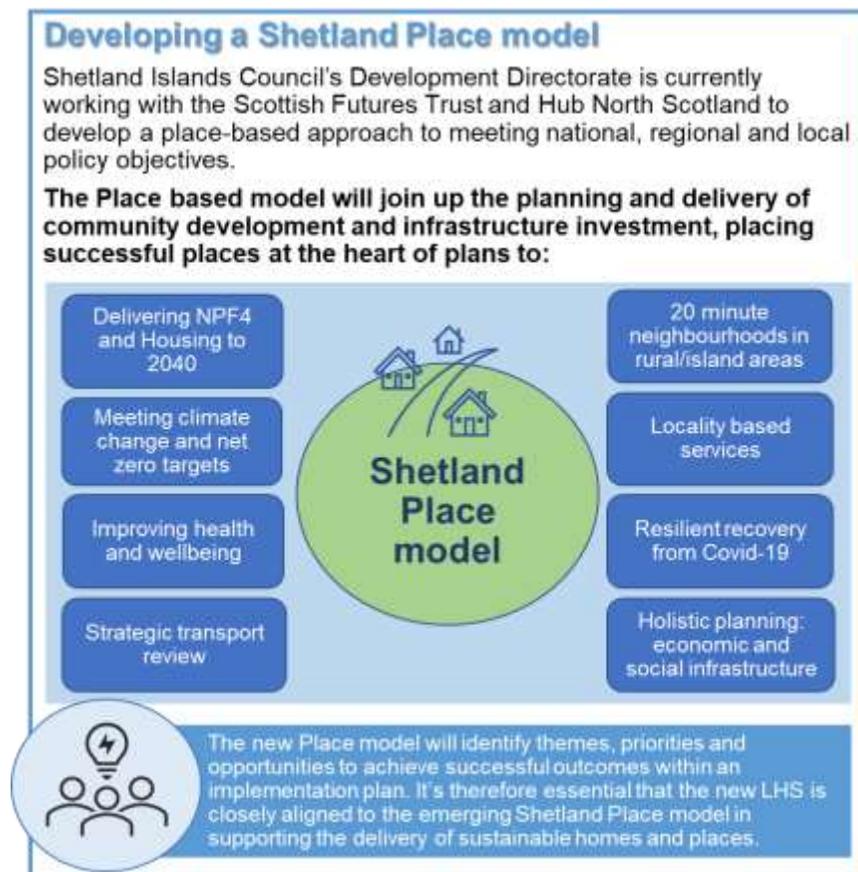
The Strategic Housing Investment Plan is the delivery plan for meeting affordable housing supply targets across Shetland. Over the next 5 years, the Strategic Housing Investment Programme in Shetland will deliver 316 affordable homes supported by over £19M of funding from the Scottish Government. Opportunities to maximise other funding streams will also be pursued including the Rural & Islands Fund, the Infrastructure Fund, the Island Deal and 2nd Homes CT Fund.

The 5-year Housing Supply Target set in the 2014 Local Development Plan for Shetland was 710 homes. Analysis of total housing completions in Shetland over the past 5 years shows a significant shortfall in meeting Housing Supply Targets in both private and affordable housing delivery. A key consideration in setting Housing Supply Targets within the new LHS will therefore focus on removing constraints and building capacity to increase the delivery of housing supply across all tenures in Shetland.

Shetland Islands Council's Development Directorate is currently working with the Scottish Futures Trust and Hub North Scotland to develop a place-based model which joins up the planning and delivery of economic and social infrastructure investment including housing, planning, net zero, transport and Covid recovery. It is essential that the new LHS is closely aligned to the emerging Shetland Place model, supporting the delivery of sustainable homes and places.

The LHS aligns to this emerging place framework in a shared commitment to community led-place making and land assembly. This approach will enable the design and delivery of housing solutions which reflect the needs and context of each place through co-production with residents and communities. This framework will be important in island communities, including islands with small

populations, ensuring that housing planning and development is aligned to transport, connectivity and jobs to increase the working age population and support island sustainability.



## 5.2 LHS Priority 1: What do Residents, Partners and Stakeholders Think?

Informed by resident feedback and housing system analysis, partners and stakeholders came together to define the major barriers that need to be overcome in the Shetland LHS to increase housing supply and promote placemaking. Key local challenges which drive the need for future partnership, investment and delivery activity include:



## 5.3 LHS Priority 1: Our Actions

Partners and stakeholders co-produced a range of options and ideas to proactively address the challenges associated with increasing housing supply and promoting placemaking in Shetland. The following priority actions have been identified to enable the Council and partners to deliver LHS Priority 1 Outcomes over the next 5 years:



Deliver the Strategic Housing Investment Plan in partnership between SIC, HHA, Scottish Government, Developers and landowners



Develop a coherent, multi-agency workforce strategy for the construction sector in Shetland ensuring that skills development supports capacity for investment in new and existing homes



Use master planning sites (Knab/Staneyhill) to understand the optimum development mix to increase tenure options using learning outcomes to improve development planning across Shetland



Maximise investment via the SHIP and other sources (e.g. Rural & Islands Housing Fund; Housing Infrastructure Fund) to deliver Housing Supply Targets



Encourage and support the delivery of a community-led place model in the design and development of new build housing and existing stock, and where required, align housing with transport, connectivity and jobs



Work with partners to identify procurement and partnership mechanisms which enhance access to development finance and explore housing construction innovation



Enable the delivery of affordable/mixed tenure housing development including mid-market, shared equity, serviced plots, self-build and options for intergenerational housing projects



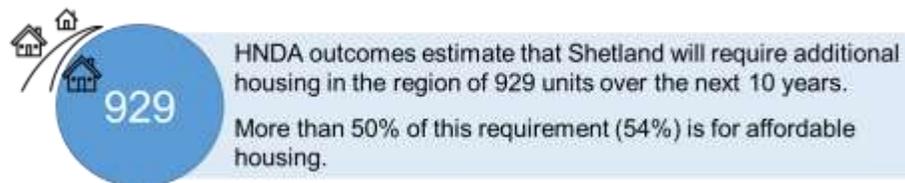
Ensure the housing component of the Island Growth Deal delivers positive outcomes for economically active households and supports local businesses to attract and retain staff, including the growth and development of the private rented sector

## 5.4 Shetland Islands Housing Need & Demand Assessment

To produce the evidence required to calculate local housing and land requirements over the next 20 years, the Council worked in partnership with the Centre for Housing Market Analysis (CHMA) to produce a Housing Need & Demand Assessment which was submitted to and assessed by the CHMA in 2022.

The Scottish Government has developed an HNDA calculation tool. The tool produces an estimate of the additional housing units needed locally. The HNDA tool works by projecting forward the number of new households who will require housing in Shetland. This is based on household projections produced by the National Records of Scotland (NRS). The number of existing households who need to move to more suitable housing is also included. Economic scenarios are then applied to calculate housing affordability so that total housing estimates can be split into housing tenures.

Three HNDA scenarios were developed based on the 2018 household projections published by NRS. The preferred HNDA scenario was based on the NRS principal projection with 0.25% growth for next 10 years, to reflect the economic impact of the Islands Growth Deal on housing delivery in Shetland.



Housing estimates split by housing tenure are detailed below:

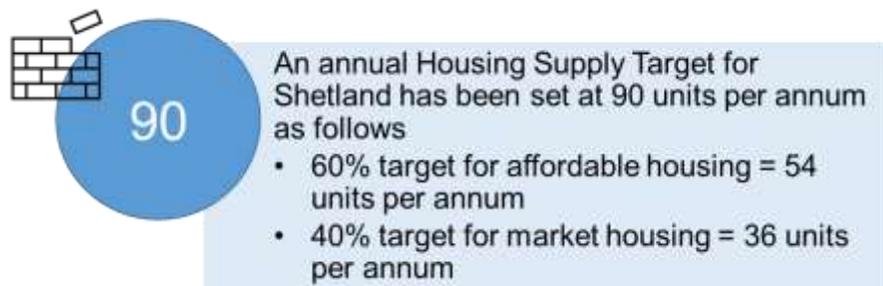
	Total Requirements by Tenure				
	Social rent	Below market rent	Market rent	Market housing	Total
2021-25	425	35	118	150	728
2026-30	20	23	68	89	201
	Average Annual Requirements by Tenure				
	Social rent	Below market rent	Market rent	Market housing	Total
2021-25	85	7	24	30	146
2026-30	4	5	14	18	40

## 5.5 Setting Housing Supply Targets

The outcomes of the Shetland Islands Housing Need & Demand Assessment (HNDA3) provides a statistical estimate of how much additional housing will be required to meet all future housing need and demand in the area. The housing estimates produced by the HNDA provide the starting point for setting a Housing Supply Target (HST) within the Local Housing Strategy.

The Housing Supply Target (HST) sets out the estimated level of additional housing that can be delivered on the ground and informs the definition of the Housing Land Requirement within the Local Development Plan (LDP).

Appendix D provides the background to the methodology applied and evidence considered to set the Shetland Islands Council HST for the period of the new Local Housing Strategy, 2022-2027. The HST should cover all housing tenures and set out the expected split between market and affordable housing for the next 10 years.



The HST has been derived from HNDA housing estimates and takes into full consideration the full range of factors that may influence housing delivery on the ground including historic completions, available resources and policy considerations. The HST has been disaggregated by housing market sub-area, taking into account a range of practical considerations that will influence housing delivery on a spatial basis.

This includes evidence that in more rural HMAs (including islands with small populations), housing development is focused on self-build development on windfall sites, with historic completion rates indicating this accounts for 63% - 75% of all new homes. To enable the delivery of more housing and protect the character of rural and island communities, a broad tenure split of 40% affordable housing / 60% market housing is assumed in the North Isles, North Mainland and West Mainland HMAs to reflect the unique dynamics of housing delivery.

Housing Supply Targets for each Housing Market Sub-area are as follows:

Shetland Housing Supply Targets 2021-30	Annual HST = 90	% Affordable Housing	% Market Housing
Central Mainland (14%)	<b>13</b>	60%	40%
Lerwick & Bressay (47%)	<b>42</b>	60%	40%
North Isles (9%)	<b>8</b>	40%	60%
North Mainland (11%)	<b>10</b>	40%	60%
South Mainland (14%)	<b>12</b>	60%	40%
West Mainland (5%)	<b>5</b>	40%	60%
<b>Shetland Total</b>	<b>90</b>		

The HST therefore provides a strong starting point for determining the Housing Land Requirement within the Shetland Local Development Plan.

## 6 LHS Priority 2: Improving House Condition, Energy Efficiency & Tackling Poverty

The LHS provides the strategic framework for improving the quality and energy efficiency of homes across Scotland, driving improvement in housing induced poverty and proactively tackling fuel poverty.

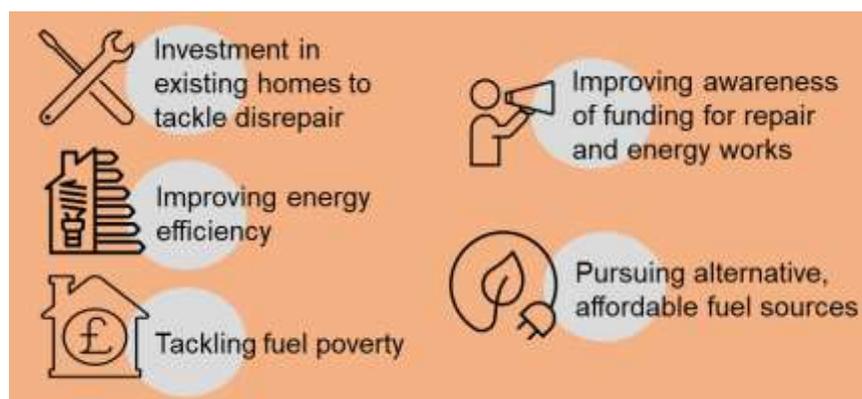
The LHS has a significant role to play in enabling Shetland to meet the ambitious energy efficiency and climate change targets set by the Scottish Government. It sets out how affordable warmth can be achieved through investment in housing condition and energy improvements; sets a road map for reducing domestic carbon emissions. LHS also sets a framework for improving the condition and quality of housing across all tenures, setting out the mechanisms and support to enable landlords and owners across Shetland to invest in repair and maintenance.

Aligned to improving house condition, energy efficiency and tackling poverty, the LHS is required to provide evidence and policy direction in relation to:

- the strategy for delivering energy efficiency standards including the Energy Efficiency Standard for Social Housing (EESH2) and targets for private sector homes in the Heat and Buildings Strategy
- tackling fuel poverty
- driving housing's contribution to climate change
- improving the condition of all homes by meeting housing quality and repairing standards

- supporting private owners and landlords to invest in housing repair and maintenance through the Scheme of Assistance.

Informed by analysis of the main issues and housing system drivers, LHS Priority 2 focuses on '**Improving house condition, energy efficiency and tackling poverty**' in Shetland by:



Chapter 5 sets out the evidence base and outlines what Shetland Island Council and partners doing to address the main challenges to improving housing condition, energy efficiency and fuel poverty. It concludes with LHS priority actions for partnership, investment and delivery activity.

### 6.1 LHS Priority 2: What's our Starting Point?

LHS analysis suggests that the key issues which drive the need for action, investment and partnership to improve housing condition, energy efficiency and fuel poverty levels in Shetland are as follows:

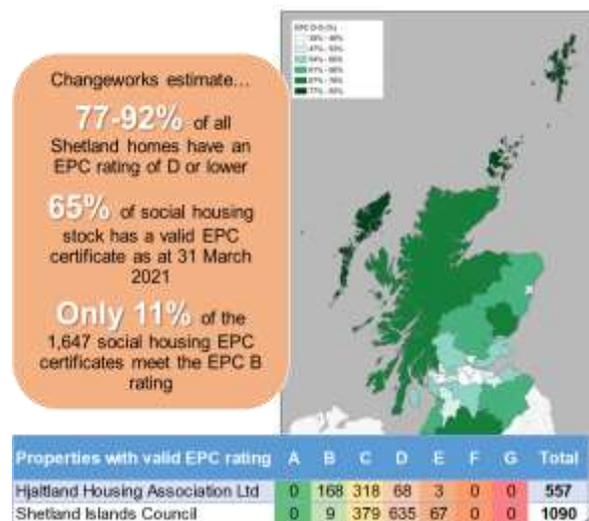
<p>House condition</p> 	<p>The Scottish House Condition Survey suggest that 59% homes in Shetland have some element of disrepair. This is 12% lower than the Scottish average.</p> <p>However, 30% of Shetland's homes are in urgent disrepair, which is higher than the national average.</p> <p>100% of HHA stock and 76% of SIC stock met the Scottish Housing Quality Standard with Council stock significantly below the national average for the sector (91%).</p>
<p>Support for private sector owners and landlords</p> 	<p>Most Shetland households (73%) live in private sector housing. SIC's Scheme of Assistance offers advice and support for private sector owners and landlords. There are two key elements to the Scheme: (i) advice and information; and (ii) financial assistance.</p> <p>For the six years to 2018/19 £5.3M of SG grant has been made available to Shetland to fund energy efficiency programmes. In 2019/20 110 EE installations were completed.</p>
<p>Fuel poverty</p> 	<p>According to the Scottish House Condition Survey 2017-19, 31% of households in Shetland are estimated to be fuel poor compared to 24% in Scotland. Furthermore, 22% of households are estimated to be in extreme fuel poverty compared to 12% nationally.</p> <p>This is lower than the Domestic Fuel Affordability Study carried out in Shetland in 2015 which estimated fuel poverty levels at 53%. In this research, North Isles had the highest incidence of fuel poverty over the six localities at 64%.</p>
<p>Energy efficiency</p> 	<p>The Scottish Government's Heat in Building Strategy set targets are that all homes should have an EPC rating of band C by 2033. It is estimated that 77-92% of all Shetland homes currently have an EPC rating of D or lower.</p> <p>Targets for the social housing sector are more stringent with all homes required to meet an EPC B by 2032. Currently just 11% of homes in the sector meet Band B.</p> <p>Furthermore, all homes that use high emission oil, LPG and solid fuels in Shetland have to convert to zero emissions heating by 2030.</p>

<p>Climate change</p> 	<p>8% of Shetland's CO2 emissions are estimated to come from the domestic sector.</p> <p>There has been a 65% reduction in the emissions from domestic electricity since 2005, with emissions from other domestic fuels remaining fairly static over the same period.</p> <p>Renewable electricity installation has been a contributing factor on lowering CO2 emissions. Shetland's renewal electricity installations mostly come from onshore wind and Shetland has the second highest rate of installations per household in Scotland.</p>
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The Scottish Government's Heat in Buildings Strategy, published on 7 October 2021, outlines a pathway to net-zero emission homes and buildings in Scotland by 2045. The Strategy includes an overarching ambition for all homes to achieve at least EPC Band C by 2033 where feasible and cost effective.

In the social housing sector, the ESSH2 milestone (Energy Efficiency Standard for Social Housing) is that all homes in the sector will meet EPC B or be as energy efficient as practically possible by 2032. The Scottish Government is delivering a Social Housing Net Zero fund that will assist social landlords meet some of the costs associated with this target. In addition to these energy targets, by 2030, the vast majority of homes that use high emission oil, LPG or solid fuels will have to convert to zero emission heating.

The following map, produced by Changeworks, shows the extent and distribution of cold homes across Scotland, with Shetland showing the highest proportion of homes with an EPC rating of D or lower. Furthermore, statistics from the latest Annual Return on the Charter from the Scottish Housing Regulator show that around 2/3rds of homes in the social housing sector have a valid EPC rating, with just 11% meeting the EPC rating of B.



Housing investment and improvement programmes will require to be carefully reviewed to incorporate the costs arising from Heat in Buildings and ESSH2 targets.

Both homeowners and landlords are encouraged to pursue a 'fabric first' approach to housing maintenance that maximises the performance of the components/materials that make up the building fabric before consideration of relying on energy saving products or renewable technologies to meet energy standards. This approach could be instrumental in making progress in improving the energy efficiency and condition of homes across Shetland.

## 6.2 LHS Priority 2: What do Residents, Partners and Stakeholders Think?

Informed by resident feedback and housing system analysis, partners and stakeholders came together to define the major barriers that need to be overcome in the Shetland LHS to improve housing condition, energy efficiency and fuel poverty. Key local challenges which drive the need for future partnership, investment and delivery activity include:

<p><b>Key issue:</b></p> <p>Funding is essential to meet energy standards in the private housing sector (the predominant tenure in Shetland) to ensure costs do not exacerbate existing housing affordability pressures</p>	<p><b>Key issue:</b></p> <p>Households in private sector housing need clear information, advice and assistance to access grant funding opportunities as well as support to source reliable contractors</p>	<p><b>Key issue:</b></p> <p>There is limited capacity in the local construction sector to deliver energy improvement works due to competing construction pressures and a limited number of skilled contractors in this field</p>
<p><b>Key issue:</b></p> <p>Shetland's starting point for meeting energy and climate change targets is extremely challenging given the scale of owner occupation, higher than average disrepair and number of homes with EPC band D or lower ratings</p>	<p><b>Key issue:</b></p> <p>The incidence of fuel poverty in Shetland is higher than Scotland and the removal of LPG and oil source heating, while positive for climate change, could have a worsening impact on already high fuel poverty levels</p>	<p><b>Key issue:</b></p> <p>There is limited understanding of the impact of alternative low carbon fuel sources and heating technologies on household cost and energy performance</p>

## 6.3 LHS Priority 2: Our Actions

Partners and stakeholders co-produced a range of options and ideas to proactively address the challenges associated with improving housing condition and energy efficiency. The following priority actions have been identified to enable the Council and partners to deliver LHS Priority 2 Outcomes over the next 5 years:



Develop and deliver a fuel poverty strategy to reduce the incidence of fuel poverty across Shetland



Overhaul the capital investment programme for Shetland Islands Council stock to adopt a Fabric First approach



Continue to help improve the energy efficiency, condition and accessibility of homes in Shetland by improving public awareness of all forms of advice, support and grant funding



Develop and deliver an EESSH2 strategy to progress compliance with statutory requirements and targets



Develop and deliver a Local Heat and Energy Efficiency Strategy (LHEES) for Shetland to improve energy efficiency across the domestic sector



Increase capacity and improve skills in the Shetland construction sector to develop workforce capability to achieve energy improvement targets



Target support under the Scheme of Assistance to owners of Below Tolerable Standard stock or those who cannot afford the cost of essential repairs



Prepare and implement a housing net zero plan, aligned to the Local Heat and Energy Efficiency Strategy and Shetland Net Zero Route Map

## 7 LHS Priority 3: Improving Access to Specialist Housing Provision & Enabling Independent Living

The LHS has a key role to play in meeting national health and wellbeing targets in Shetland through the delivery of the Housing Contribution Statement (HCS). The HCS sets out housing contribution to achieving the integration of health and social care services and aligns directly to the Strategic Commissioning Plan of the Health and Social Care Partnership (HSCP) in Scotland.

The LHS plays a significant role in improving public health in Shetland by setting the framework for delivering accessible homes, wheelchair homes and specialist forms of provision such as supported accommodation for key client groups. The LHS also sets the framework for enabling people to live independently and well for as long as possible through investment in property adaptations, technology, care and support services.

Aligned to improving access to specialist housing and enabling independent living, the LHS is required to provide evidence and policy direction in relation to:

- targets for delivering more wheelchair, accessible and specifically designed homes
- mechanisms to enable existing homes to be adapted to meet the changing needs of households via the Scheme of Assistance and investment programme of social landlords
- need for specialist housing provision across a range of key client groups
- the delivery of preventative housing support services to promote independent living

- maximising the use of technology enabled care in homes across Shetland.

Informed by analysis of the main issues and housing system drivers, LHS Priority 3 focuses on ***‘Improving access to specialist housing and enabling independent living’*** in Shetland by:



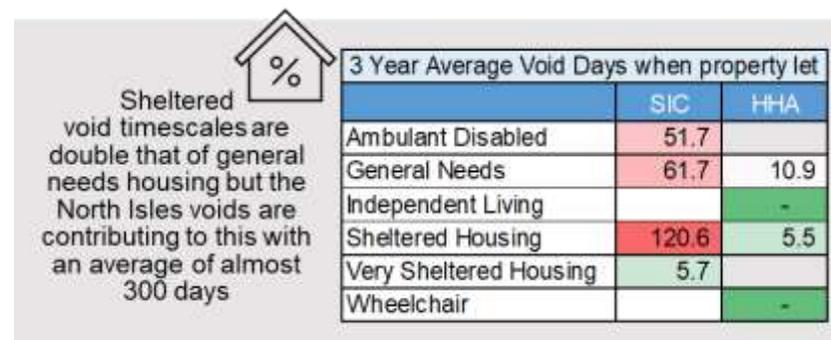
Chapter 6 sets out the evidence base and outlines what Shetland Island Council and partners are doing to address the main challenges to increasing specialist housing and promoting independent living. It concludes with LHS priority actions for partnership, investment and delivery activity.

### 7.1 LHS Priority 3: What's our Starting Point?

LHS analysis suggests that the key issues which drive the need for action, investment and partnership to improve access to specialist housing and promote independent living in Shetland are as follows:

<p>Specialist housing profile</p> 	<p>There are 546 units of specialist housing stock held by the Council and Hjaltland HA across Shetland, representing 21.4% of all homes in the social housing sector.</p> <p>53% of specialist stock is 1 bedroom. 56% of specialist housing provision is sheltered/ very sheltered.</p> <p>SIC sheltered housing stock has an average void rate double that of the average for general needs lets.</p>
<p>Specialist housing requirements</p> 	<p>Based on evidence from the Common Housing register, it is estimated that approximately 150 households may require specialist forms of housing across Shetland.</p> <p>Based on evidence from the CHR at March 2021, 11 applicants require wheelchair accommodation. The average wait on the CHR for wheelchair housing applicants was 1.3 years.</p> <p>Applying a 3.5% target to the 316 SHIP target for 2021-2026 would deliver 11 wheelchair accessible homes.</p>
<p>Aids &amp; adaptations</p> 	<p>Hjaltland HA operates a One Stop Shop that provides services to private sector homeowners to receive assistance with disabled adaptations as well as repairs and maintenance to their properties. Since 2017, £723,000 of funding has enabled 106 Private households to carry out adaptations across Shetland.</p> <p>Both SIC's and HHA's average time to complete adaptations (14 days in 2019/15 days in 2020) is significantly below the Scottish average for 2019/20 (41 days) and 2020/21 (58 days).</p>
<p>Housing for older people</p> 	<p>With a population change of over 25% for the 65+ age group to 2030 and 35% to 2043 there will be an increasing demand for housing or housing support for older people in the next 10-20 years.</p>
<p>Homecare and Telecare</p> 	<p>There is a growing population of households receiving care and support services to enable them to remain at home. Over the last three years, the number of households receiving care at home has increased in every category including Homecare (353), Telecare(756) and Personal Care (300).</p> <p>The role of technology enabled care in meeting the needs of the growing population of older people in Shetland is a key question for the LHS.</p>

There are 546 units of specialist housing stock held by the Council and Hjaltland HA across Shetland representing just over 21% of the total social housing sector stock. Much of this stock is sheltered housing, followed by ambulant disabled properties. Despite the growing population of older people in Shetland, there are questions over the current model of sheltered housing provision and its effectiveness.



The King Harald Street development is a first step in testing the concept of a 'Homes for Life' housing option in Shetland. This will also inform and influence future provision of innovative, flexible supported accommodation, moving away from traditional generic 'labels' on types of accommodation to modern, accessible accommodation benefiting from latest technology and innovation to allow tenants to maintain their independence.



Investment in aids and adaptations makes a significant contribution to ensuring that households with health conditions and disabilities can live independently and well in their own homes for as long as possible.

Both Shetland Islands Council and Hjaltland HA provide property aids and adaptations to improve the accessibility and suitability of tenants' homes.

Over the last 2 years, £369,000 has been invested in property adaptations by Shetland Islands Council (£304,337) and Hjaltsland HA (£64,954). SIC meets the full cost from the Housing Revenue Account and HHA receives Scottish Government Stage 3 grant funding, supplementing this with their own budgetary contribution.

## 7.2 LHS Priority 3: What do Residents, Partners and Stakeholders Think?

Informed by resident feedback and housing system analysis, partners and stakeholders came together to define the major barriers that need to be overcome in the Shetland LHS to improve access to specialist housing and promote independent living. Key local challenges which drive the need for future partnership, investment and delivery activity include:

<p><b>Key issue:</b> </p> <p>There is a limited supply of specialist housing in Shetland and this is a barrier to enabling households with health and disability needs to live independently and well.</p>	<p><b>Key issue:</b> </p> <p>There is a lack of incentives and options to enable downsizing with under occupation often leading to property disrepair.</p>	<p><b>Key issue:</b> </p> <p>Shetland's ageing housing stock makes normal adaptations and accessibility measures challenging.</p>
<p><b>Key issue:</b> </p> <p>Shetland's geography presents challenges in providing support in more rural/island areas. This is exacerbated by skills shortage in the social care/health sector. A lack of home care workers exacerbates this.</p>	<p><b>Key issue:</b> </p> <p>There is increasing demand for supported housing options from: older people; young people with complex needs; ageing carers; and substance users with advancing needs.</p>	<p><b>Key issue:</b> </p> <p>A lack of very specialist housing provision, coupled with and leads to out of area placements for client groups with complex needs.</p>

## 7.3 LHS Priority 3: Our Actions

Partners and stakeholders co-produced a range of options and ideas to proactively address the challenges associated with improving access to specialist housing and promoting independent living in Shetland. The following priority actions have been identified to enable the Council and partners to deliver LHS Priority 3 Outcomes over the next 5 years:



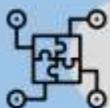
Set targets to increase the supply of wheelchair and accessible homes aligned to robust evidence of unmet housing need



Increase the supply of homes that are available to accommodate key workers in the health and care sectors



Consider core and cluster provision through new build or repurposing existing buildings, to provide effective and efficient supported housing for all key client groups



Assemble and share current and trend information/analysis on unmet needs for specialist housing to improve multi-agency planning and future projections



Develop a strategy that supports vulnerable young people to prepare for independent living and sustain tenancies in areas they want to live



Develop a more flexible range of housing options for key client groups aligned to a review of the sheltered housing model, which enable independent living



Promote and encourage delivery of inter-generational housing and flexible care models for mixed use client groups through the SHIP and masterplan sites at Staneyhill and Knab



Enhance partnership working, intelligence sharing and pooling of resources to provide strategic solutions to develop specialist housing models and improved housing outcomes

## 8 LHS Priority 4: Preventing & Alleviating Homelessness through Housing Options, Information & Support

The LHS provides the overarching framework to realise Shetland’s ambition for Rapid Rehousing, by ensuring those who experience homelessness access sustainable and settled housing as quickly as possible.

Tackling homelessness and preventing housing crisis is a key housing priority both nationally and in Shetland. Ensuring that households in Shetland have good awareness of local housing options and are empowered to find the right home to meet their needs, is at the centre of a proactive and preventative model of housing information, advice and assistance. Equally, enabling households to sustain their current home through the provision of person-centred housing support services is at the heart of preventing homelessness.

Aligned to preventing and alleviating homelessness, the LHS is required to provide evidence and policy direction in relation to:

- delivering housing information, advice and assistance within a housing options model of homelessness prevention
- reducing reliance on temporary accommodation by improving access to settled housing via the Rapid Rehousing model
- providing support services, which meet the housing and underlying needs to enable housing sustainment
- innovative ways of extending the range of housing options available to households who may be facing housing crisis.

Informed by analysis of the main issues and housing system drivers, LHS Priority 4 focuses on **‘Preventing and alleviating homelessness in Shetland through housing options, information and support’** by:



Chapter 7 sets out the evidence base and outlines what Shetland Island Council and partners doing to address the main challenges in preventing and alleviating homelessness. It concludes with 2022-27 LHS priority actions for partnership, investment and delivery activity.

### 8.1 LHS Priority 4: What’s our Starting Point?

LHS analysis suggests that the key issues which drive the need for action, investment and partnership to improve the approach to preventing and alleviating homelessness in Shetland are as follows:

<p><b>Homelessness profile</b></p> 	<p>In 2020/21, 85 households made a homeless application in Shetland, down 17% on the previous year. The average time to discharge the homeless duty from application to final outcome in 2020/21 was 67 weeks, which is almost twice the Scottish average.</p> <p>Most homeless applicants are single males, fuelling demand for smaller properties in Lerwick.</p>
<p><b>Homelessness prevention</b></p> 	<p>In 2019/20, 153 households approached the SIC Housing Service to discuss homelessness or potential homelessness with the majority of this group already experiencing housing crisis (68%).</p> <p>Just 10% approach the service for assistance about a future housing problem, much lower than the proportion in Scotland at 38%. This indicates a need to encourage engagement at an earlier stage to enable prevention interventions to be more successful.</p>
<p><b>Temporary accommodation</b></p> 	<p>In 2020/21, there were 80 placements in temporary accommodation at a cost to Shetland Islands Council of £429,000.</p> <p>The average length of stay in temporary accommodation was 379 days, which is almost double the length of stay in Scotland (at 199 days). Shetland has the 3rd longest length of stay of all Scottish local authorities.</p>
<p><b>Housing support profile</b></p> 	<p>About 60% of homeless applicants in Shetland have no identified support needs, which means that the majority of homeless households in Shetland simply need access to settled housing to resolve their homelessness.</p> <p>Over the last 5 years, approximately 15% of homeless households have presented with moderate to high support needs and have required housing support to ensure that a lasting, sustainable outcome is achieved in settled housing. Over the same period, each year between 20-30% of homeless applicants have been provided with housing support under the Council's statutory support duty.</p>

As part of the national 'Ending Homelessness Together Action Plan' (2018), all local authorities in Scotland were required to submit a Rapid Rehousing Transition Plan (RRTP) to Scottish Ministers by

31st December 2018. The vision behind Rapid Rehousing is to empower local authorities to pursue transformational change to eradicating homelessness across Scotland through a 'housing first and housing fast' approach. In Shetland, the principles of the Rapid Rehousing Transition Plan (July 2021) reflect the updated recommendations of the Homelessness & Rough Sleeping Action Group (HARSAG) namely:

- a person-centred approach
- prevention of homelessness
- prioritising settled accommodation for all
- responding quickly and effectively when homelessness happens
- joining up planning and resources to tackle homelessness.

Actions within Shetland's Rapid Rehousing Transition Plan include:



A key aspect of tackling homelessness in Shetland will focus on utilising the Strategic Housing Investment Plan (SHIP) to prioritise addressing the imbalances in demand and supply which prolongs homelessness for households in temporary accommodation. Actions such as focusing on the delivery of smaller housing units will ensure the right size of homes in the right places and speed up access to settled housing.

## 8.2 LHS Priority 4: What do Residents, Partners and Stakeholders Think?

Informed by resident feedback and housing system analysis, partners and stakeholders came together to define the major barriers that need to be overcome in the Shetland LHS to improve the approach to preventing and alleviating homelessness. Key local challenges which drive the need for future partnership, investment and delivery activity include:

<p><b>Key issue:</b></p> <p>Prevention challenges around funding and multi-agency working lead to delays in accessing support services to enable housing sustainment</p>	<p><b>Key issue:</b></p> <p>Better multi-agency working, and decision making is crucial so that risks to housing sustainment are identified and mitigated early</p>	<p><b>Key issue:</b></p> <p>There is a need to raise public awareness of prevention services and to promote housing information and advice in Shetland encouraging early action to avoid crisis</p>
<p><b>Key issue:</b></p> <p>A major priority is to reduce the use and length of stay in temporary accommodation in Shetland by creating more settled housing options for single people</p>	<p><b>Key issue:</b></p> <p>It is important that temporary and settled tenancies enable access to social networks and local support services to encourage and enable housing sustainment</p>	<p><b>Key issue:</b></p> <p>Working within the legislation, we need to find creative and person-centered ways to manage allocation and homelessness duties to enable rapid rehousing principles</p>

## 8.3 LHS Priority 4: Our Actions

Partners and stakeholders co-produced a range of options and ideas to proactively address the challenges associated with preventing and alleviating homelessness in Shetland. The following priority actions have been identified to enable the Council and partners to deliver LHS Priority 4 Outcomes over the next 5 years:



Review local domestic abuse procedures to ensure compliance with the Domestic Abuse (Protection) (Scotland) Act 2021 and deliver a training plan for all frontline housing staff and partners



Ensure that the RRTP vision is aligned to the SHIP, the housing allocations policy and all other Corporate and partner strategies to speed up access to sustainable settled housing options



Improve awareness of and access to financial inclusion and debt advice services, enabling early action for those at risk of or experiencing housing crisis



Increase understanding and meet the housing needs of people who use drugs and alcohol by improving partnership working between the Recovery Hub, housing support services and other partners



Develop a communication plan and social media strategy to raise public awareness of housing options advice and homeless prevention services, building on the housing options education programme in schools



Review, update and promote access to housing options information and advice, embedding person centred, trauma informed approaches in prevention activity, including a multi-agency roll out of the housing options training toolkit



Improve multi-agency working to identify households at risk and proactively prevent homelessness by coordinating case management processes and improving communication/referral pathways



Enable the development of community led support services/social networks for those at risk of homelessness in all areas of Shetland including remote and rural areas

## 9 Delivering Local Housing Strategy Outcomes

### 9.1 LHS Implementation Framework

The actions set under each LHS Priority, will be developed into a series of detailed action plans which set specific, timescales, resources and partner responsibilities to guide implementation and delivery and to provide a strong basis for monitoring LHS progress.

Aligned to each LHS Priority Action plan, a range of LHS Outcome measures will be developed to track change over time including baseline indicators and delivery targets. The LHS Outcome framework will provide a strong basis for evaluating LHS impact across Shetland.

LHS Outcomes will be best delivered through a strong partnership network. The LHS Implementation Group is a new mechanism to stimulate and co-ordinate this partnership activity based on the LHS Steering Group assembled to coordinate LHS Development. The LHS Implementation Group includes partners from Housing Services, Planning, SIC's Development Directorate, Community Planning & Development, Education, Transport Planning, Economic Development, Hjaltland Housing Association, NHS Shetland plus key third sector and community partners.

The objectives of the Group are as follows:

- to track progress and measure impact via the LHS Monitoring and Evaluation Framework
- to ensure that LHS outcomes are linked effectively into other strategic plans across the Shetland Partnership Planning framework
- to consider investment priorities and maximise shared resources

- to exchange information and planning data
- to review outputs from housing related research and insight, making recommendations to inform LHS implementation.

The LHS Implementation Group will link into a number of existing partnership forums which plan, implement and deliver housing related investment and activity. The activity across this network will be coordinated by the LHS Implementation Group to ensure partnership, investment and collaboration maximise opportunities to deliver LHS outcomes.

### 9.2 Monitoring and Evaluation

The LHS evaluation framework will clearly set outcome targets for each LHS priority, together with the high level inputs, indicators and timescales that will underpin successful delivery. Following the launch of the LHS, a set of Action Plans will be developed. The Action Plans will set out in detail the delivery programme required to achieve each of the outcomes in the LHS; to drive implementation and facilitate monitoring and review against milestones.

The LHS will be monitored annually against each Action Plan, to track progress and to enable remedial actions to be pursued to ensure the milestones set out are achieved, and to seek assurance that services/partners are on track to deliver specific LHS workstreams.

The LHS Action Plans will be reviewed annually by the LHS Implementation Group. In addition to strategic monitoring, partners will be responsible for monitoring the progress of related housing plans including the SHIP, the Local Heat and Energy Efficiency Strategy, the Housing Contribution Statement and the Rapid Rehousing Transition Plan.

### 9.3 Resources

The Outcome Actions outlined within this LHS have significant resource requirements, however, it is an ambitious plan that aims to be delivered during a potentially challenging economic period not only in Scotland but across UK and globally. These challenges come at a time when there is an increased need for public services and demand for affordable housing.

The 2022/23 Local Government Finance Settlement for Shetland is £77.81m (excluding specific ring fenced funding), is £5.15m less than the core funding received for 2021/22, with savings in addition to this, the Council’s resources to deliver the LHS Outcome Actions are outlined below:

LHS Priority 1: Housing and Placemaking	LHS Priority 2: House Condition, Energy Efficiency and Fuel Poverty	LHS Priority 3: Promoting Independent Living	LHS 4 Priority: Homeless and Housing Options
<ul style="list-style-type: none"> <li>• Housing Revenue Account (HRA)</li> <li>• Scottish Government AHSP</li> <li>• Council Tax 2<sup>nd</sup> Homes</li> <li>• Local Authority Borrowing, PWLB</li> <li>• Private Developers</li> </ul>	<ul style="list-style-type: none"> <li>• Scottish and UK Government Funding Initiatives Public Utilities</li> <li>• NHS Funding</li> <li>• Registered Social landlord (RSL) Funding</li> <li>• Private Sector owners and landlords</li> <li>• Private Sector lenders</li> </ul>	<ul style="list-style-type: none"> <li>• Social Work Services from General Fund</li> <li>• HSCP Funding</li> <li>• NHS</li> <li>• Mental Health Service Funding</li> <li>• Learning Disability Service Funding</li> <li>• Voluntary Organisations</li> </ul>	<ul style="list-style-type: none"> <li>• Homeless Services from General Fund</li> <li>• Partnerships</li> <li>• Private Sector Landlords</li> <li>• Private Developers</li> <li>• Voluntary Organisations</li> <li>• RRTP fundings (Scottish Government)</li> </ul>

In addition to delivering LHS Outcome Actions, resources comprise elements such as, organisational capacity (staff), time and assets (land, existing housing stock and Council buildings).

#### Affordable Housing Supply Programme (AHSP)

Shetland Islands’ affordable housing supply programme is supported by grant subsidy from Scottish Government’s Affordable Housing Supply Programme. Based on SHIP Projections for 2021-2026 the total investment in affordable housing will be £19.6M over the lifetime of this SHIP.

#### The estimated number of affordable housing completions delivered by the SHIP is 316.

The total minimum level of Resource Planning Assumption (RPA) funding for the Affordable Housing Supply Programme in Shetland for 2021-26 is £25.895M. The Scottish Government has not yet announced RPA levels for future years, but the Council anticipates that these grant aid levels will continue as a minimum, given the abundant housing programme in Shetland Islands.

The Scottish Government’s SHIP Guidance advised Council’s to forward plan and over-programme by a slippage factor of +25% across each of the five years of the SHIP. The SHIP therefore sets out a planning assumption of £5.179M per annum, which is reviewed annually alongside Scottish Government.

#### Aids and Adaptations

Shetland Islands Council and Hjaltland Housing Association Ltd receive an allocation of funding from Scottish Government’s Affordable Housing Supply Programme to fund Stage 3 Adaptations. Equipment and adaptations make an important

contribution to supporting older people and disabled people to live safely, comfortable and independently at home.

Investment in aids and adaptations makes a significant contribution to ensuring households with health and disabilities can live independently and well in their own homes for as long as possible. The funding allocation for 2019-21 was £370k (£185k on average per annum) with 295 applications being received during this period and 155 adaptations being completed in the social rented sector. Shetland Islands Council meets the full cost from the Housing Revenue Account, whilst Hjaltland Housing Association receives SG Stage 3 grant funding and supplements this with their own budgetary position.

Over the same period (2019/20-2020/21), £255k of disabled adaptation grants were approved via Scheme of Assistance assisting 38 household in private sector housing. This equates to an annual average of £127k of funding for private sector aids and adaptations.

### Local Housing Strategy Resource Projections

The resource requirements to deliver the LHS Outcome Actions are shared across a number of lead partners, including the Scottish Government, Shetland Islands Council, Hjaltland Housing Association, Shetland Health and Social Care Partnership as well as the independent and private sectors and other public bodies.

It is difficult to predict the level of Scottish Government Funding to be allocated to local authorities over the next five years, however, the 2022/23 baseline position provides an opportunity to outline requirements against potential funding availability.

Shetland Islands Council General Fund budget for 2022/23 is £140M. £1.4M from this budget can be attributed to housing related expenditure in the year as detailed in the table below:

Shetland Islands Council General Fund Expenditure (2022/23)	
Source: General Fund Budget Allocation 2022/23	
Council General Fund Spend by Category	Total projected expenditure (2022/023) £
Homelessness and Temporary Accommodation	£337,000
Rapid Rehousing	£52,000
Resettlement Scheme	£45,000
Housing Support Services	£687,000
Private Sector Housing (including Scheme of Assistance)	£262,000
Private Landlord Registration	£12,000
<b>Total 2022/23 General Fund Resources towards LHS Activity</b>	<b>£1,395,000</b>

Shetland Islands Council as a social housing landlord manages collection of rent and investment in housing stock through the Housing Revenue Account (HRA) and prepares an HRA Business Plan. The Business Plan enables the Council to plan for and deliver services including housing management, repairs, maintenance and improvement works to ensure good quality homes for our tenants.

HRA revenue expenditure in 2022/23 is expected to be in the region of £5.7M including the delivery of housing services (940k) and routine property repairs and maintenance (£3.35M).

In 2022/23, the Council decided to freeze HRA Rents at 2021/22 levels, with the 30-year HRA Business Plan updated to reflect this decision. The HRA is expected to achieve a net revenue surplus of £1.64M. This will offset total planned capital expenditure of £4.98M, with the remainder being met from the HRA ring-fenced reserve.

The delivery of housing and related services within the Shetland Islands supports the local economy, employment in the public, private and independent sectors alongside the valuable impact of private sector new build.

## 10 Delivering Local Housing Strategy Outcomes

The options identified to deliver each LHS strategic priority have been designed through the ongoing LHS process and in collaboration with stakeholders. A full option appraisal was undertaken as part of the LHS process which arrived at and prioritised the actions required to deliver LHS outcomes.

High scoring options have been marked green and will be taken forward as a priority within this Action Plan. Options marked amber and red although included and acknowledged as contributing to improving and shaping services for the future will be given less focus in terms of resourcing as priorities to be delivered.

-  Green actions are high scoring options to be taken forward as an immediate priority within the LHS
-  Amber actions will contribute to the improvement of housing and housing services in Shetland as a medium term priority
-  Red actions will contribute to the improvement of housing and housing services in Shetland as a longer term priority

Full details of these actions are contained in the outcome tables.

LHS Outcome 1: Housing and Placemaking						
Supporting National Priorities, Plans and Targets and links to Local Improvement Plan/Locality Plans and Local Authority Plan Outcome: 2022 HNDA2/3, Planning Advice Note (PAN) 2/2010: Affordable Housing and Land Audits, Shetland Local Development Plan, Scottish Planning Policy (SPP), 'A Place to Stay, A Place to Call Home: a Strategy for the Private Rented Sector in Scotland', Public Health Priority, Scotland's National Performance Network, Creating Places –A Policy Statement on Architecture and Place for Scotland, Designing Streets, Green Infrastructure: Design and Placemaking, Planning Advice Note 77: Designing Safer Places, Community Empowerment Act 2015, Place Standard, Town Centre First Principle						
Action No.	Action(s) and Commitments for Delivery of Outcome	Baseline	Indicator or Measure	Milestone	Target/End Point	Action Lead /Coordinator
1.1	Deliver the Strategic Housing Investment Plan in partnership between SIC, HHA, Scottish Government, Developers and landowners	Newbuild Completions 2021/22	Annual Newbuild Completions Effective Land Supply Wheelchair Target Achieved Robust and Credible HNDA	<ul style="list-style-type: none"> <li>Annual SHIP Approved</li> <li>More Homes Division Liaison Meetings</li> <li>Regular RSL Progress Meetings</li> <li>Identification of wheelchair requirements</li> <li>Newbuild Completions</li> <li>Meet HSTs</li> <li>Identify mismatch of supply and demand in social rented housing to inform investment priorities</li> <li>Maximise partnership opportunities to access housing infrastructure funding streams</li> </ul>		
1.2	Contribute to development of a coherent multi-agency workforce strategy for the construction sector in Shetland,	Existing construction workforce Existing construction education and	Employment within construction sector Education and development opportunities available in construction sector	<ul style="list-style-type: none"> <li>Identify and scope affordable housing projects where skills development opportunities can be explored as a Community Benefit aspect of procurement</li> </ul>		

	ensuring that skills development supports capacity for investment in new and existing homes Number of individuals completing	development opportunities Number of skills development opportunities in construction sector provided through Community Benefits	construction education or development opportunities Community Benefits contribution to skills development within construction sector	<ul style="list-style-type: none"> <li>Contribute to creation, development, and implementation Multi-Agency Workforce Strategy</li> </ul>		
1.3	Use master planning sites (Knab/Staneyhill) to understand the optimum development mix to increase tenure options using learning outcomes to improve development planning across Shetland	Effective Land Supply 2022/23	Annual HSTs delivered via Effective Land Supply	<ul style="list-style-type: none"> <li>Lead on strategic planning for housing in Shetland</li> <li>Contribute to development of proactive Master Planning Approach to Land Assembly with partners</li> <li>Land available for both affordable and private sector HSTs through HLA Effective Land Supply</li> </ul>		
1.4	Maximise investment via the SHIP and other sources (e.g. Rural & Islands Housing Funds: Housing Infrastructure Fund) to deliver Housing Supply Targets	Effective Land Supply 2022/23	Annual HSTs delivered via Effective Land Supply	<ul style="list-style-type: none"> <li>Annual SHIP Approved</li> <li>More Homes Division Liaison Meetings</li> <li>Regular RSL Progress Meetings</li> <li>Identification of wheelchair requirements</li> <li>Newbuild Completions</li> <li>Meet HSTs</li> <li>Identify solutions to mismatch of supply and demand in social rented housing to inform investment priorities</li> </ul>		

				Maximise partnership opportunities to access housing infrastructure funding streams		
1.5	Encourage and support the delivery of a community-led place model in the design and development of new build housing and existing stock, and where required, align housing with transport, connectivity and jobs	Existing Planning Applications meeting 20 Minute Neighbourhood requirements  In Islands with small populations: Existing planning applications which link housing proposals with transport, digital connectivity and jobs	Number of Planning Applications meeting 20 Minute Neighbourhood requirements	<ul style="list-style-type: none"> <li>Identify and scope out opportunities for alignment within Economic Development Proposals</li> <li>Contribute to implementation of new place model in Shetland</li> <li>Contribute to development and implementation of Economic Strategy for Shetland</li> <li>Contribute to and implementation of Locality Plan for Islands with Small Populations</li> </ul>		
1.6	Work with partners to identify procurement and partnership mechanisms which enhance access to development finance and explore housing construction innovation	Existing procurement arrangements	Improved access to Development Finance  Participation in innovative housing construction projects  Number of procurement partnerships developed and implemented	<ul style="list-style-type: none"> <li>Research procurement partnership models and carry out feasibility study on options available</li> <li>Develop and implement procurement opportunities that enhance opportunities and innovation</li> <li>Consider feasibility of local procurement frameworks</li> </ul>		
1.7	Enable the delivery of affordable/mixed tenure housing development including mid-	Current housing completions by tenure Effective Land Supply	Annual Number of housing completions by tenure	<ul style="list-style-type: none"> <li>Continued Engagement with communities, including use of appropriate tools</li> </ul>		

	market, shared equity, serviced plots, self-build, and options for intergenerational housing projects			<ul style="list-style-type: none"> <li>• Carry out Affordability Analysis along with further housing needs and aspirations analysis</li> <li>• Explore AHP as delivery mechanism for Shared Equity Housing</li> <li>• Carry out feasibility study to determine viability of wider range of affordable housing options</li> <li>• Continue to develop model to deliver MMR and other tenures</li> </ul>		
1.8	Ensure the housing component of the Island Growth Deal delivers positive outcomes for economically active households and supports local businesses to attract and retain staff, including the growth and development of the private rented sector	Island Growth Deal Allocation £ Number of economically active households Number of local businesses	Growth Deal Spend Number of economically active households Number of local businesses	<ul style="list-style-type: none"> <li>• Deliver housing components of Island Growth Deal</li> <li>• Consider feasibility of Build to Rent models to deliver high quality, energy efficient market rent options</li> <li>• Carry out feasibility study and evaluate findings</li> </ul>		
1.9	Develop an Empty Homes Strategy to enhance and grow the private rented sector, including landlord support and incentive	Evidence base of scale of Empty Homes	Annual number of empty homes brought back into use Annual number of empty homes Number of landlords provided with support Number of landlords provided with incentives	<ul style="list-style-type: none"> <li>• Development and implementation of Empty Homes Strategy</li> </ul>		

LHS Outcome 2: House Condition, Energy Efficiency and Fuel Poverty						
Supporting National Priorities, Plans and Targets and links to Local Improvement Plan/Locality Plans and Local Authority Plan Outcome: Local Heat and Energy Efficiency Strategies (LHEES), Sustainable Housing: Fuel Poverty and Climate Change Advice Note, Scottish Government's Energy Efficient Scotland Route Map, Fuel Poverty (Targets, Definition, and Strategy) (Scotland) Act 2019, Climate Change Strategic Outline Programme, Scottish Housing Quality Standard, Energy Efficiency Standard for Social Housing, Scottish Social Housing Charter						
Action No.	Action(s) and Commitments for Delivery of Outcome	Baseline	Indicator or Measure	Milestone	Target/End Point	Action Lead /Coordinator
2.1	Develop and deliver a Shetland Fuel Poverty Strategy to reduce the incident of fuel poverty across Shetland	Current advice, assistance, and information available to households in relation to fuel poverty No of households in fuel poverty Average incomes Average fuel prices	No of households in fuel poverty	<ul style="list-style-type: none"> <li>Review advice and information available at present and improve energy efficient and fuel poverty advice</li> <li>Identify full range of energy and carbon reduction measures available and resources required to deliver these</li> <li>Contribute to improve understanding of fuel poverty in Shetland (extent, nature, and location) to enable better targeting of resources through Net Zero Route Map</li> <li>Consult and engage tenants and residents on development of fuel poverty strategy</li> <li>Develop and implement fuel poverty strategy</li> </ul>		
2.2	Review investment requirements for social housing to	Current position in relation to Fabric First Stock Profile SQHS	Annual Return on Charter EEESH and SHQS Performance	<ul style="list-style-type: none"> <li>Review Capital Investment Plans</li> </ul>		

	achieve EEESH2 standards	EEESH Net Zero Targets Annual	Annual Investment Capital Programme	<ul style="list-style-type: none"> <li>Identify requirements in relation to EEESH, SHQS and Net Zero Targets</li> <li>Identify resource requirements</li> <li>Develop route map for EEESH compliance</li> <li>Agree Fabric First Approach and engage tenants in process</li> <li>Develop and implement Fabric First Approach</li> </ul>		
2.3	Continue to help improve the energy efficiency, condition, and accessibility of all homes in Shetland by promoting all forms of advice and support and maximising funding	Current advice, assistance, and information available to households in relation to fuel poverty, condition and accessibility Record of initiatives and funding opportunities	No of households provided with advice and information Number of initiatives promoted	<ul style="list-style-type: none"> <li>Review and revise advice and information available at present</li> <li>Provision of energy efficiency advice and information</li> <li>Delivery of initiatives and funding opportunities</li> </ul>		
2.4	Contribute to development and delivery of a Local Heat and Energy Efficiency Strategy (LHEES) for Shetland to improve energy efficiency in the domestic sector	Current LHEES measures	LHEES Measures received	<ul style="list-style-type: none"> <li>Understand current energy efficiency measures available along with uptake within domestic sector</li> <li>Engage and consult tenants and residents in relation to development of LHEES Strategy</li> <li>Develop and implement LHEES Strategy</li> </ul>		

2.5	Increase capacity and improve skills in the Shetland construction sector to develop workforce capability to achieve energy improvement standards (linked to 1.2)	Current workforce training and skill sin relation to energy improvement standards	Additional training and development opportunities in relation to energy improvement standards	<ul style="list-style-type: none"> <li>• Identify training needs and resources required to deliver</li> <li>• Develop and implement training programme (potential for integrated skills employment programme for house building and repair programmes)</li> <li>• Agree energy improvement standards</li> </ul>		
2.6	Assist with Short Term Lets registration requirements	Current registration requirements Number of Short Term Lets Registered	Number of Short Term Lets Registered Promotional Campaigns Number of Landlords Supported	<ul style="list-style-type: none"> <li>• Contribute to development and implementation new Short Term Lets Registration Scheme</li> </ul>		
2.7	Target support under the Scheme of Assistance to owners of Below Tolerable Standard stock or those who cannot afford the cost of essential repairs	BTS and Disrepair Levels within private sector from SHCS Scheme of Assistance support (advice/assistance/financial)	Improved understanding of barriers Annual Numbers of BTS and Disrepair Levels reduced within private Sector Number of BTS properties assisted through Scheme of Assistance	<ul style="list-style-type: none"> <li>• Explore feasibility of carrying out house condition survey within private sector alongside qualitative research into barriers for owners/landlords</li> <li>• Develop services to ensure that advice, support, and enforcement is targeted to reduce:                             <ul style="list-style-type: none"> <li>&gt;The number of occupied sub-standard houses</li> <li>&gt;The number of properties failing the Repairing Standard</li> <li>&gt;The number of houses below the Tolerable Standard</li> </ul> </li> </ul>		

				<ul style="list-style-type: none"> <li>• Create support package under Scheme of Assistance to address BTS</li> <li>• Develop and implement criteria for provision of support</li> </ul>		
2.8	Prepare and implement a housing net zero plan	Current specifications and processes	Technical specifications and evaluations	<ul style="list-style-type: none"> <li>• Contribute to development and implementation of SIC Net Zero Route Map</li> </ul>		
2.9	Undertake a robust Stock Condition Survey for SIC stock	Current Asset Management Plan/Strategy 30 Year Business Plan Previous Stock Condition Survey	30 Year Business Plan Updates Annual Review of Strategy Action Plan Annual Return on Charter	<ul style="list-style-type: none"> <li>• Procure/commission Stock Condition Survey</li> <li>• Carry out Stock Condition Survey to ensure robust baseline information</li> </ul>		
2.10	Evaluate and pilot alternative affordable energy solutions such as community trusts, district heating systems and what works best in a variety of geographical locations	Current affordable energy provision opportunities available by geographical location Households with energy technologies	Number of households where alternative affordable energy solutions put in place Alternative affordable energy solutions available by geography Households making use of technologies	<ul style="list-style-type: none"> <li>• Review advice and information available</li> <li>• Identify full range of energy and carbon reduction measures available and resources required to deliver these</li> <li>• Evaluate, pilot schemes and monitor impact</li> <li>• Promoting opportunities for renewable heating measures and new technologies to householders</li> </ul>		

LHS Outcome 3: Promoting Independent Living						
<b>Supporting National Priorities, Plans and Targets and links to Shetland Partnership Plan Outcome:</b> Public Health Priority, National Health and Wellbeing Outcomes, 2022 HNDA, Good Mental Health for All, Keys to Life, Age, Home and Community –The Next Phase, Scottish Strategy for Autism, Race Equality Action Plan, Site Standards -Scottish Government guidance on minimum sites standards and site tenants' core rights and responsibilities, Scottish Social Housing Charter, Improving the lives of Gypsy/Travellers 2019-21, Foundations for well-being: Reconnecting Public Health and Housing, Shetland Contribution Statement, Shetland Health and Social Care Partnership Strategic Commissioning Plan						
Action No.	Action(s) and Commitments for Delivery of Outcome	Baseline	Indicator or Measure	Milestone	Target/End Point	Action Lead /Coordinator
3.1	Increase the supply of homes that are available to accommodate people fulfilling essential roles	Number of key workers by geographical location Number of properties all tenures by geographical location	Number of key workers 'housed' by tenure by geographical location	<ul style="list-style-type: none"> <li>Understand scale of essential roles and housing need by geographical location</li> <li>Develop and implement schemes to increase supply of homes</li> <li>Develop criteria for allocation of homes</li> </ul>		
3.2	Consider development of appropriate housing for households with support needs to provide effective and efficient supported housing for all key client groups	Existing core and cluster developments Need and demand analysis for supported housing by key client group	Number of units delivered for supported housing (newbuild and repurposed)	<ul style="list-style-type: none"> <li>Development of appropriate housing supply for client groups with support needs</li> <li>Stock profile for supported housing</li> <li>Future supported housing provision requirements</li> </ul>		
3.3	Gathering current and trend information/analysis to ascertain unmet	Housing Need and Demand Assessment	Annual trend data from baseline information	<ul style="list-style-type: none"> <li>Develop a robust set of baseline indicators across a range of needs</li> </ul>		

	needs and predict future housing requirements	Population Projections Adaptation Applications and Completions Wheelchair unit completions Waiting list for specialist provision Waiting list for supported housing Waiting list for key worker housing Waiting list PRS provision House Sales SHIP Newbuild completions		<ul style="list-style-type: none"> <li>Analyse existing data sources e.g. SHCS, Registers of Scotland, ONS, SIMD and create trend analysis</li> <li>Continue to collect and analyse data for HNDA annually</li> <li>Local housing systems analysis</li> </ul>		
3.4	Develop a strategy that supports vulnerable young people to prepare for independent living and sustain tenancies where they choose to live	Number of vulnerable young people across range of categories e.g. Care experienced, mental health, substance misuse Number of vulnerable young people accessing homelessness services	Number of vulnerable young people supported Number of projects/initiatives delivered Number of awareness raising/promotional campaigns Increased tenancy sustainment levels for vulnerable young people	<ul style="list-style-type: none"> <li>Understand the number of vulnerable young people who will be preparing for independent living and their needs</li> <li>Continue to review joint working protocols with relevant partners for vulnerable young people to ensure wrap around supports in place to maximise opportunity of tenancy sustainment e.g. young care experienced people, institutional discharge, prison discharge</li> <li>Engagement/consultation opportunities for vulnerable young</li> </ul>		

		<p>Number of vulnerable young people who receive housing support services</p> <p>Number of vulnerable young people who are allocated a tenancy per annum</p> <p>Number of vulnerable young people who sustain their tenancy for more than 12 months</p>		<p>people (lived experience) to help share strategy development</p> <ul style="list-style-type: none"> <li>• Develop Strategy to support vulnerable young people prepare for independent living</li> </ul>		
3.5	Remove the labels attached to certain areas or schemes of social rented housing (sheltered housing etc) to focus on housing support needs rather than address/area	<p>Identify labels and areas</p> <p>Annual Pressure Analysis</p>	Annual Pressure Analysis	<ul style="list-style-type: none"> <li>• Redefine perception of certain property types and areas</li> </ul>		
3.6	Consider development of additional multiple occupancy and multiple generational models	<p>Existing HMO and multiple generational models</p> <p>Current need levels</p>	Feasibility study complete	<ul style="list-style-type: none"> <li>• Support HSCP colleagues in considering feasibility study for development of HMOs and multiple generational models</li> </ul>		
3.7	Enhance partnership working, intelligence sharing and pooling of resources to provide	Identify existing partnership arrangements and agreements	Improved partnership working resulting in intelligence sharing and pooling of resources	<ul style="list-style-type: none"> <li>• Information sharing protocols</li> <li>• Opportunities for joint working and commissioning/carrying out of research and analysis</li> </ul>		

	strategic solutions to develop alternative models and housing outcomes			<ul style="list-style-type: none"> <li>• Continue to develop HNDA evidence base annually</li> <li>• Consider opportunities for development of alternative models and housing outcomes and where/how these can be developed jointly between partners</li> </ul>		
3.8	Raise awareness and offer support and incentives for older people to downsize and plan for a move into smaller, more accessible homes before a crisis stage	Current households with Medical Points Current households under-occupying (by age) Profile Property profiles including location of older person/medically adapted properties	Mixed Tenure Completions	<ul style="list-style-type: none"> <li>• Deliver older persons housing through Council and RSL newbuild programmes</li> <li>• Explore delivery of Shared Ownership opportunities through Affordable Housing Policy</li> </ul>		
3.9	We aim to prevent the need for anyone to be accommodated in residential accommodation out with Shetland	Current households accommodated in residential accommodation out-with Shetland Trend data over last five years	Reduction in number of households accommodated in residential accommodation out-with Shetland Increase in residential accommodation in Shetland Robust evidence base outlining requirements for residential accommodation	<ul style="list-style-type: none"> <li>• Assess need for accommodation requirements on a case by case basis in partnership with HSCP</li> </ul>		

3.10	Promote the housing support service, raising awareness and understanding that it is available across all housing tenures to sustain their accommodation	Current households supported by Housing Support Service (all tenures)	Households supported by Housing Support Service (all tenures) Awareness raising campaigns Resources/materials developed	<ul style="list-style-type: none"> <li>• Continue to develop and deliver awareness raising campaign to include resources and materials</li> <li>• Continue to review capacity of Housing Support Service and develop processes/criteria for allocation of resources</li> </ul>		
3.11	Improve information sharing to avoid duplication between social care and housing support	Establish overlap of existing clients receiving services	Information sharing protocol in place	<ul style="list-style-type: none"> <li>• Develop and implement information sharing protocol</li> </ul>		

LHS Outcome 4: Homelessness and Housing Options						
<b>Supporting National Priorities, Plans and Targets and links to Shetland Partnership Plan:</b> Ending Homelessness Together Action Plan, Equally Safe -Scotland's Strategy for Preventing and Eradicating Violence Against Women and Girls & the Equally Safe Delivery Plan, Shetland Rehousing Transition Plan Period, Scottish Social Housing Charter, Shetland Housing Contribution Statement, Shetland Strategic Commissioning Plan Period						
Action No.	Action(s) and Commitments for Delivery of Outcome	Baseline	Indicator or Measure	Milestone	Target/End Point	Action Lead /Coordinator
4.1	Review local domestic abuse procedures to ensure compliance with the Domestic Abuse (Protection) (Scotland) Act 2021 and deliver a training plan for all frontline housing staff and partners	Existing procedures	Revised Procedures in place compliance with 2021 Act Training Plan developed and implemented	<ul style="list-style-type: none"> <li>Review domestic abuse procedures with partners and stakeholders</li> <li>Develop and implement training plan for all frontline housing staff and partners</li> </ul>		
4.2	Ensure that the RRTP vision is aligned to the SHIP, the housing allocations policy, and all other Corporate and partner strategies to speed up access to sustainable settled housing options Improve awareness of and access to financial inclusion and debt advice services, enabling early action for those at risk of or experiencing housing crisis	RRTP SIC Allocation Policy Temporary Accommodation Strategy SIC Corporate Plan HSCP Strategic Plan Child Poverty Action Plan Homeless Applications Homeless Decisions	Number of homeless households accessing permanent home Alignment of Action Plans to deliver RRTP Vision Increased number of homeless households receiving support where need identified	<ul style="list-style-type: none"> <li>Review Allocations Policy and other Corporate Strategies and Plans for alignment</li> <li>Update wider Corporate Strategies and Plans for SIC and Partners to align with RRTP Vision</li> <li>Develop and implement Housing First Model</li> <li>Delivery of SIC RRTP</li> <li>Implementation of SHORE Standards</li> <li>Review Protocols for care experienced people and those who have suffered domestic abuse</li> <li>Agree and monitor target Lets for SIC and RSLs</li> </ul>		

		Repeat Homelessness Existing financial inclusion and debt advice services	Number households assisted with financial and debt advice	<ul style="list-style-type: none"> <li>Review process for assessing and recording the housing support needs of homeless households</li> <li>Improve access to financial inclusion and debt advice services</li> </ul>		
4.3	Increase understanding in relation to housing needs and tenancy sustainment of people who use drugs and alcohol through continued partnership working between the Recovery Hub, housing support services and other partners	Number of households supported by Recovery Hub and Housing Support Services Number of households supported by Housing Support Service Hub who have drugs/alcohol challenges	Increase in number of households receiving joint support from Housing Support Services and Recovery Hub	<ul style="list-style-type: none"> <li>Contribute to research and promote best practice to better understand the housing needs of households who use drugs and alcohol</li> </ul>		
4.4	Develop a communication plan and social media strategy to raise public awareness of housing options advice and homeless prevention services, building on the housing options education programme in schools	Existing communications on housing options and homeless prevention services	Communication Plan and Social Media Strategy developed	<ul style="list-style-type: none"> <li>Engage with stakeholders in relation to development of communication plan and social media strategy</li> <li>Identify key areas of communication required and assist with development of plan and social media strategy</li> <li>Review housing options education programme for schools</li> <li>Develop materials and resources for raising awareness of housing options advice and homeless prevention services</li> </ul>		
4.5	Review, update and promote access to housing options information and advice, embedding person	Existing advice and information	Review complete Housing Options Training Toolkit Roll-out complete	<ul style="list-style-type: none"> <li>Review and update housing options advice and information</li> <li>Promote housing options advice and information</li> </ul>		

	centred, trauma informed approaches and good practice in prevention activity, including a multi-agency roll out of the housing options training toolkit			<ul style="list-style-type: none"> <li>Peer review PIE and trauma informed approaches along with good practice in relation to person centred services to inform revised housing options advice and information</li> <li>Multi-agency roll-out of Housing Options Training Toolkit</li> </ul>		
4.6	Improve multi-agency working to identify households at risk and proactively prevent homelessness by coordinating case management processes and improving communication/referral pathways	Homeless Applications Homeless Case Conferences	Increase in use of multi-agency case conference where appropriate Review multi-agency case management processes and referral pathways complete	<ul style="list-style-type: none"> <li>Review multi-agency case management processes and referral pathways</li> <li>Identify processes for early identification and joint working in relation to households threatened with homelessness</li> <li>Continue to develop joint processes and procedures that will contribute to proactively preventing homelessness</li> <li>Continue to develop and implement housing initiatives that contribute to homeless prevention agenda</li> </ul>		
4.7	Enable the development of community led support services/social networks for those at risk of homelessness in all areas of Shetland including remote and rural areas	Current community led support services/social networks	Number of homeless households assisted by community led support services/social networks Number of community led support services/social networks in place	<ul style="list-style-type: none"> <li>Improve awareness and access to community-based support and advice services across SIC for those that require them</li> <li>Identify resources to enable development of projects and initiatives</li> <li>Provide training/support/assistance to projects/initiatives to establish and promote themselves</li> </ul>		
4.8	Monitor the impact of the temporary accommodation strategy	Number of homeless applications and	Number of homeless applications and	<ul style="list-style-type: none"> <li>Annual review of temporary accommodation strategy</li> <li>Reduction in number of TA units</li> </ul>		

	to meet advisory standards and the needs of homeless households by size and area	households housed by size and area Number of temporary accommodation units Length of stay in temporary accommodation	households housed by size and area Number of temporary accommodation units Length of stay in temporary accommodation	<ul style="list-style-type: none"> <li>• Reduction in length of stay in TA units</li> <li>• Increase % allocation to homeless households</li> </ul>		
4.9	Develop and improve user feedback and service user involvement, ensuring that lived experience guides the design and development of homelessness services	RRTP Existing Service User Forums Existing person-centred services	Engagement and Participation opportunities for Service Users Evidence of Service Improvements informed by Service User contributions	<ul style="list-style-type: none"> <li>• Review existing Service User arrangements</li> <li>• Engage and consult with Service Users to shape their involvement</li> <li>• Develop and implement participation opportunities for Service Users to shape person centred services</li> </ul>		
4.10	Work to improve the health of homeless people by developing a Health and Homelessness Action Plan in partnership with the HSCP and NHS Shetland	Strategic Commissioning Plan Housing Contribution Statement	Health and Homelessness Action Plan developed	<ul style="list-style-type: none"> <li>• Contribute to development and implementation of Health and Homelessness Action Plan</li> </ul>		
4.11	Improve access to and awareness of the rights and responsibilities of tenants in the private rented sector including information, advice, and	Legislative rights and responsibilities Current provision of information, advice, and	Information, advice, and support provided to Private Sector Landlords	<ul style="list-style-type: none"> <li>• Assist with engagement and consultation with private landlords and stakeholders to establish what is required and how this can be communicated successfully</li> <li>• Contribute to development of suite of information, advice, and support for</li> </ul>		

	support to private landlords	support for private landlords		private landlords (including rights and responsibilities) <ul style="list-style-type: none"><li>• Ensure a range of accessible options for provision of information, advice, and support</li></ul>		
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