

How we developed our new Strategic Plan

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'Caring for Shetland's heritage, Shetland Amenity trust, Strategic Plan 2019-24 can be viewed online at www.shetlandamenity.org/strategic-plan or by contacting our offices on 01595 694688

Introduction

'Caring for Shetland's heritage' is the new Shetland Amenity Trust Strategic Plan for the period 2019-24 and was published on 15 November 2019. It now forms the strategic direction for the Trust and all of our work. Trustees were clear from the outset that the approach to developing the plan should be as

transparent and inclusive as possible. The Plan was developed over a period of 10 months to allow ample time for evidence gathering and engagement to inform the final document. This report outlines the process that we have gone through in producing our new plan.

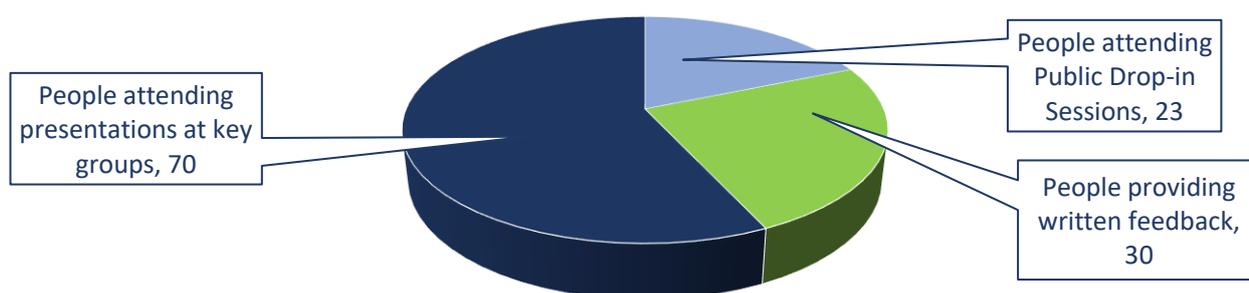
Table 1 - Timeline of Activity

Time period	Activity
November 2019	Project board established to oversee development of the Plan including Trustees and senior staff
December 2018 to January 2019	Evidence Gathering and review of key documents including Shetland's Partnership Plan, partner strategies, research reports and evidence bases
January 2019	Staff and Trustee workshops to review evidence and identify draft themes
January 2019	Discussion with key partners on draft themes
February 2019	Staff and trustee working groups established to refine themes
March 2019	Integrated Impact Assessments undertaken on each theme to assess inequalities, environmental, social, economic and rurality impacts and draft discussion document produced
March 2019	A draft Vision, Mission, Priorities and associated activity were approved by Trustees for public engagement
April and May 2019	Public engagement exercise: <ul style="list-style-type: none"> • promoted extensively online and in traditional media and included; • online document and feedback form; • hard copies of document and feedback form; • public drop-in session; • one to one meetings with individuals; • presentations to key groups; and, • meetings with key groups and partners.
May 2019	Feedback received presented to SAT Trustees and staff
June 2019	Feedback analysed and discussed with key staff, trustees and partners
July 2019	Proposed changes identified and presented to trustees for approval
August 2019	Refining of proposals and further assessment
September 2019	Draft document presented to Trustees for comment
October 2019	Document designed and final proofs before going to print
November 2019	Trustees launch Plan and meeting with partners to discuss future approach

Who engaged?

- All staff and trustees were involved in workshops and working groups and provided with the opportunity to feed in both formally and informally throughout the process
- Presentations and discussion with key groups, including the Shetland Partnership
- Meetings with key partner organisations throughout the process, some partners involved at multiple stages
- Members of the public and partners attended public drop-in sessions
- The public and partners provided written responses online

Figure 1 - Number of people engaging with the public engagement exercise



Feedback received, our analysis and response

We asked people for specific feedback on the key elements within our plan including the proposed Vision, Mission and Priorities.

A summary of the feedback and our response to it is shown in the tables below.

Table 2 - Vision: Summary of feedback and analysis

Proposed Vision	Summary of Comments Received	SAT response to comments	Approved Final Version
Shetland's heritage is at the heart of our islands. underpinning a prosperous, fulfilling and sustainable future for all those who live and visit our unique archipelago.	<ul style="list-style-type: none"> • 72% supported the draft vision, those that did not made suggested minor alterations to wording • Some respondees thought that the vision should mention SAT specifically • There was a suggestion that the word 'underpinning' be replaced with 'key' or 'core' • There was a suggestion that 'prosperous' indicated an economic focus and should be changed to 'happy' • It was suggested that 'archipelago' be changed to 'islands' • Someone questioned 'where is the funding to deliver this?' 	<p>The vision relates to what SAT wishes to achieve for Shetland rather than for itself so it is was decided not to include the words 'SAT' in the vision.</p> <p>The sentence structure has been adapted to remove the words 'underpinning' and 'archipelago' and reworded as a simpler statement.</p> <p>The word 'prosperous' has been retained as this was considered key to a well cared for community and islands.</p> <p>Funding will always be a consideration for delivery and SAT will utilise this plan to guide activity and direct its funding and delivery.</p>	Shetland's heritage is at the heart of our islands key to a prosperous and sustainable future for all those who live and visit here.

Table 3 - Mission: Summary of feedback and analysis

Proposed Mission	Summary of Comments Received	SAT response to comments	Approved Final Version
Our mission is to safeguard Shetland's heritage ensuring it is accessible and enjoyed by all.	<ul style="list-style-type: none"> 86% supported the draft mission, those that did not made suggested minor alterations to wording Intangible heritage, dialect and place names must be included It will only work if SAT engage beyond Lerwick We need to promote heritage as well as conserve and enhance Proposed re-wording: Shetland Amenity Trust will work in partnership with stakeholders to protect, enhance and promote Shetland's natural and cultural heritage for the benefit of all. Should Geopark be mentioned here? 	<p>Intangible heritage is part of overarching 'heritage' and must be a key part. We do not list natural and cultural heritage therefore do not think that 'intangible' heritage should be singled out in the mission but should be considered in the wider strategy.</p> <p>The ambition to be accessible by all indicates a desire to reach beyond Lerwick, we need to ensure this is a reality.</p> <p>Proposed wording to include 'SAT' is encompassed by the word 'our' and 'protect' is covered by 'safeguarding'. It is proposed, however, that the words 'enhance and promote' be added.</p> <p>Geopark cuts across and underpins all of our work as a designation – the designation is a recognition and a tool to enable delivery rather than an end in itself.</p>	Our mission is to safeguard, enhance and promote Shetland's heritage ensuring it is accessible and enjoyed by all.

Table 4 – Overarching Priorities: Summary of feedback and analysis

Proposed Priorities	Summary of Comments Received	SAT response to comments	Approved Final Version
1. Innovate for heritage: Our heritage is more resilient to economic, social and environmental impacts	<p>Nature and the environment are not clearly included, the word 'heritage' does not represent it well.</p> <p>Replace 'our' with 'Shetland's', confusion between SAT and Shetland.</p>	<p>'Heritage' is core to SAT's brand and objectives and covers all aspects of heritage, we should retain it but work to develop understanding of the term.</p> <p>Alter wording to remove reference to 'our' and replace with 'verbs' to indicate activity.</p>	1. Innovate for heritage: Increase resilience to economic, social and environmental impacts on Shetland's heritage
2. Step up on Biodiversity: Our unique biodiversity is protected, enhanced, and restored	<p>Should the Geopark be mentioned?</p>	<p>Geopark is a designation which cuts across and underpins all of the Strategic Priorities. It is a tool for delivery and would</p>	2. Step up on biodiversity: Enable the protection, enhancement and restoration of Shetland's unique biodiversity

3. Inspire Well-being: Our heritage supports improved physical and mental wellbeing		need to be mentioned in each of the priorities if to be properly represented. Wording of the Strategic Plan should ensure 'Geopark' is prominent and Geopark partnerships should be include in the objectives and monitoring.	3. Inspire Wellbeing: Encourage improved physical and mental wellbeing through engagement with Shetland's heritage
4. Build Communities: Our heritage supports and enhances sustainable communities	Should it be in the present tense - are these priorities or anticipated outcomes? Innovate and resilient aren't the same thing – is this confusing?	Present tense removed and replaced with proactive wording to recognise the status as priorities. Revised structure of objectives should remove confusion between 'innovate' and 'resilient'.	4. Build Communities: Support and enhance sustainable communities through Shetland's heritage
5. Partnership: Our heritage is supported by effective collaboration and partnership working			5. Foster Partnership: Further Shetland's heritage through effective collaboration and partnership

Table 5 – Priority - Innovate for heritage: Summary of feedback and analysis on objectives

Proposed Objectives	Summary of Comments Received	SAT response	Approved Final Version
Accessible: Improve access to Shetland's diverse heritage for local and global audiences	Inclusive and engaged community is required to achieve this. Include intangible heritage.	Inclusivity and engagement are core the plan. Intangible heritage is a key element of heritage and does not need to be explicit.	Improve access to Shetland's diverse heritage for local and global audiences
Resilient: Protect, enhance and promote Shetland Amenity Trust's heritage assets	Encourage and enable communities to protect their own assets.	Training is key to enabling communities to protect assets and has been added to the objectives.	Protect, enhances and promote Shetland Amenity Trust's assets
Engaged community: Sustain and develop a skilled, engaged heritage community to enable innovation for heritage	Should we be looking at just SAT assets or Shetland's heritage assets? Need to ensure good stewardship of Shetland's built heritage? Should we include Geopark here?	SAT has a large portfolio of built heritage under its care with limited resources to look after it, this must be the main but not the only focus Geopark partnerships has been added as a measure.	Sustain and develop a skilled, engaged heritage community to enable innovation for heritage

Table 6 – Priority – Step-up on biodiversity: Summary of feedback and analysis on objectives

Proposed Objectives	Summary of Comments Received	SAT response	Approved Final Version
Knowledge: Maintain and enhance our knowledge of Shetland’s wildlife and environment	Geopark needs to be included either through adding the words ‘geodiversity’ or ‘geology’	Geopark is a key designation and tool in delivery. Whilst geodiversity is important, there is no evidence to suggest that we need to protect or ‘step up’ on it	Maintain and enhance our knowledge of Shetland’s wildlife and environment
Participation: Encourage and enable participation in actions with positive environmental impacts			Encourage and enable participation in actions with positive environmental impacts
Influence: Positively influence policy and decision making which impacts upon on Shetland’s biodiversity			Positively influence policy and decision making which affects Shetland’s biodiversity
Internal: Ensure SAT is leading by example through positive action for environmental benefit			Ensure we are leading by example through positive action for environmental benefit

Table 7 – Priority – Inspire wellbeing: Summary of feedback and analysis on objectives

Proposed Objectives	Summary of Comments Received	SAT response	Approved Final Version
Develop: Develop and deliver new initiatives to support mental and physical well-being through engagement with our heritage	There is a need to promote, develop and deliver wellbeing. Wellbeing is the job of the NHS not SAT.	Add ‘promote’ to the first objective. Wellbeing is an important aspect in all of our lives and heritage has an important role to play.	Develop, promote, and deliver new initiatives to support mental and physical wellbeing through engagement with our heritage
Maximise: Maximise the health and mental well-being opportunities within current heritage initiatives and activities	Maximise opportunities – across all heritage, not just environmental improvements.	Measures for ‘how we will know if we are making a difference relate to both the ‘develop’ and ‘maximise’ objectives and should be common across	Maximise the health and mental well-being opportunities within current heritage initiatives and activities

Internal: Ensure SAT is leading by example through positive action for staff and volunteer well-being	Should the internal ambitions come first?	the two. The current environmental initiatives for 'maximise' should be deleted.	Ensure we are leading by example through positive action for staff and volunteer wellbeing
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Table 8 – Priority – Build communities: Summary of feedback and analysis on objectives

Proposed Objectives	Summary of Comments Received	SAT response	Approved Final Version
Get Involved: Inspire, enable and engage everyone to care for our heritage through volunteering and skills development	Can SAT really 'build' communities – is there a better word? Get involved – add number of Trustees applying and add a 'friends of' scheme to the measures.	The word 'build' represents a desire to grow and nurture communities, alternative words have been considered but do not represent the ambition adequately.	Inspire, enable and engage everyone to care for our heritage through volunteering and skills development
Understand: Understand our key audiences and develop our offer to meet their needs and expectations	Economy – simplify wording? E.g. 'Enable and encourage Shetland to realise the economic benefit of its heritage'	The number of Trustees is a reflection of a positive SAT but more relevant to 'Partnership'.	Understand our key audiences and develop our offer to meet their needs and expectations
Economy: Understand and champion the potential of Shetland's Heritage to our economy and encourage, incentivise, and enable Shetland to invest in and benefit from it	Importance of Geopark partnerships	A 'friends of' or supporters scheme would be a good indicator of community engagement. The wording of the economic priority should be made clearer.	Enable and encourage Shetland to realise the economic benefit of its heritage

Table 9 – Priority – Foster partnership: Summary of feedback and analysis on objectives

Proposed Objectives	Summary of Comments Received	SAT response	Approved Final Version
Internal Collaboration: Trustees and staff teams collaborate effectively within the Trust, sharing knowledge and resources across specialisms	This priority should be a given, does it need to be there? Change wording to SAT staff not staff teams Standardise 'tense' across all wording	Whilst we recognise that partnership should be at the core of any organisation, it has not been for SAT in the past and therefore needs to be explicit at this point. Work needs to be undertaken to refine wording and grammar.	Trustees and staff collaborate effectively, sharing knowledge and resources across specialisms
External Collaboration: SAT is recognised and valued as a collaborative and effective partner	Include Geopark and Trustees. Wording is overly complex and jargonistic.	Geopark partnerships should be included as should Trustees.	We are recognised and valued as a collaborative and effective partner

Delivery: SAT Strategic Objectives are delivered in Partnership			Our Strategic Objectives are delivered in Partnership
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Conclusions

The process of developing the new Strategic Plan for SAT has been effective in engaging with a range of partners, communities, staff and Trustees. Many welcomed the fact that they were being asked and for the opportunity to have discussions and to provide feedback.

The feedback received has been invaluable in shaping the final document and has been subject to extensive analysis and discussion amongst Trustees. The fundamentals in the

document remain unchanged as there was little or no challenge to these, the feedback has instead enabled us to refine our wording and approach.

The number of people and organisations engaging was reasonable, but it would have been beneficial to receive more from a wider cross-section. As we continue to make our work more accessible and to engage more effectively with partners and the public, we hope this will improve.