
May 2019 - Planning for the future

Shetland faces the same challenges as any other community in the world. Climate change, biodiversity loss, and demographic shifts do not respect national boundaries, ocean currents, or personal ambitions.

For the heritage of Shetland to be available, understood, and enjoyed by today and tomorrow's generations we need local action today. The Shetland Amenity Trust (SAT) has been in operation since 1983 working hard to care for Shetland's natural and cultural heritage. It is time for us to look to the future and what we need to do to continue to care for our heritage in a changing world.

The Trust has been through a challenging period of change in recent years. Financial pressures, organisational issues, and changes in Trustees and staff has led to extensive changes in the way in which we operate and will continue to have an impact in the coming years. Our current Strategic Plan is out of date and does not represent where we are now as an organisation, our financial position, or the current priorities for Shetland as a whole.

As Trustees we are in the position to lead SAT into a new era. Shetland's Partnership Plan provides an important context for our work and we are committed to working with partners to support its delivery. Our first step in developing our own new Strategic Plan has been to look at our charitable objectives and review our current activities and commitments. We have also taken time to work with our staff team and partners to review the Partnership Plan and a range of evidence and information. This has helped us to identify what we believe to be the key priorities for us in caring for Shetland's heritage and supporting Shetland's communities - both now and in the future.

Our Draft Strategic Priorities for the coming 6 years are presented here for discussion. We are keen to hear your thoughts and ideas to help us refine these as we work to finalise our new Strategic Plan.

Ruth Mackenzie
Chair, Shetland Amenity Trust



Let us know what you think

We are seeking feedback from organisations and individuals on our draft priorities. Please get in touch if you would like to discuss any aspect of the draft strategic priorities. If you wish to submit a formal consultation response then you can do so at the following link.

<https://www.surveymonkey.com/r/SATStrategicPlan>

Contact us at info@shetlandamenity.org or call 01595 694688
The deadline for responses is **Tuesday 28th May 2019**.

Shetland Amenity Trust

Draft Strategic Plan 2019-25 – for Consultation

Overview

Shetland Amenity Trust is currently in the process of developing a new 6-year Strategic Plan. Workshops with Trustees and staff were undertaken in January 2019 and working groups were then established to develop the emerging themes. This report outlines the emerging themes and draft objectives for discussion and further development.

Our Vision

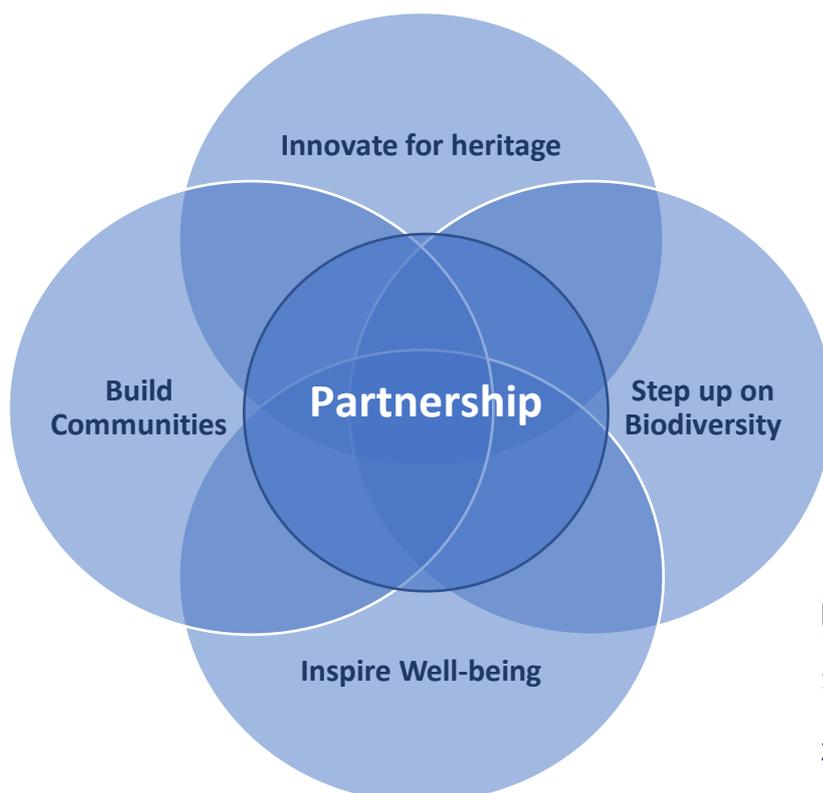
Shetland's heritage is at the heart of our islands. Underpinning a prosperous, fulfilling and sustainable future for all those who live and visit our unique archipelago.

Our Mission

Our mission is to safeguard Shetland's heritage ensuring it is accessible and enjoyed by all.

Our Strategic Priorities

1. **Innovate for Heritage:** Our heritage is more resilient to economic, social and environmental impacts
2. **Step up on Biodiversity:** Our unique biodiversity is protected, enhanced, and restored
3. **Inspire Well-being:** Our heritage supports improved physical and mental wellbeing
4. **Build Communities:** Our heritage supports and enhances sustainable communities
5. **Partnership:** Our heritage is supported by effective collaboration and partnership working



Key question to consider

1. Are these the right things for us to be focussing on?
2. Which of these are the most important?

Priority 1: Innovate for Heritage

Our heritage is more resilient to economic, social and environmental impacts

Why do we think this important?

Shetland's heritage is increasingly susceptible to a range of economic, social and environmental impacts such as climate change, population, development, and visitor pressures. As funding reduces and the impacts on Shetland's heritage increase, we need to find innovative ways to care for our heritage. There is also increased demand for improved access to our heritage – both physically and remotely – and we need to find ways to engage and inspire people to care for its future.

- Carbon emissions in Shetland are 73% higher than the Scottish average
- Climate change projections for Shetland predict wilder, wetter winters and drier summers
- Precipitation in Shetland is predicted to increase by 10% over the next 20 years
- It is predicted that the frequency and severity of storms in Shetland will increase with extreme coastal water levels forecasted to become 5-10 times more likely by 2050
- 33 buildings in Shetland are on the 'Buildings At Risk Register'
- 8 properties in Shetland are in the care of Historic Environment Scotland
- 25 heritage assets and buildings are owned and cared for by SAT
- Annual visitors to Shetland increased by more than 8,500 between 2013 and 2017
- 100,000 Cruise passengers will visit Shetland in 2019, this is predicted to rise to 34% by 2021
- SAT holds a wealth of heritage data in multiple different databases and formats and much of it is not publicly available

What we want to achieve?	How we will know if we are making a difference
1.1. Accessible: Improve access to Shetland's diverse heritage for local and global audiences	a) Increased number of visitors, online users and subscribers b) Increased digital availability of our heritage c) Reduced carbon footprint of access to heritage d) Number of learning opportunities e) Level of 'free' access to heritage
1.2. Resilient: Protect, enhance and promote Shetland Amenity Trust's heritage assets	f) Provision of access to services and customer satisfaction g) Maintenance conditions of SAT heritage assets h) Reduced financial burden of caring for assets i) Preservation and conservation of assets improved (risk register) j) Visitor number monitoring
1.3. Engaged community: Sustain and develop a skilled, engaged heritage community to enable innovation for heritage	k) Levels and demographic of people engaging in heritage sites, activities, digital and commercial offering l) Visitor impact minimised at key sites m) Succession plans in place for key knowledge and skills areas

Key Questions to consider

- Are these the right things for us to be focussing on?
- Are there opportunities for SAT to work with you and/or your organisation to deliver this priority?
- Are there other organisations SAT should be working with to deliver this priority?

Priority 2: Stepping up on Biodiversity

Our unique biodiversity is protected, enhanced, and restored

Why do we think this important?

Shetland's landscape and the biodiversity it supports gives the islands their unique character and contributes to the sustainability of our islands. Biological diversity is an important measure of the value of our genes, species and ecosystems to Shetland. In Shetland we are experiencing biodiversity loss and a great number of our protected sites and species are in an unfavourable condition. People in Shetland value their natural heritage and highly as do our visitors.

- 70% blanket bog in Shetland is damaged
- 55% of our Seabird species are in decline
- 37% of our wading birds are in decline
- 15% of our rare plant species in decline
- 30% of Sites of Special Scientific Interest in unfavourable conditions
- 51% Special Protection Areas are in unfavourable condition
- 17% Special Areas of Conservation in unfavourable condition
- 11% of our Local Nature Conservations Sites are in unfavourable condition

What we want to achieve?	How we will know if we are making a difference
2.1 Knowledge: Maintain and enhance our knowledge of Shetland's wildlife and environment	a) Shetland Biological Records Centre (SBRC) database maintained, promoted and shared b) A plan to maintain and enhance the number and diversity of contributors and community participation in SBRC c) Number of training courses, level of participation, and demographic
2.2 Participation: Encourage and enable participation in actions with positive environmental impacts	d) Number of environmental improvement projects e) Engagement in environmental improvement projects – numbers, demographic f) Impact of Environmental Improvement projects (statistics e.g. number of people, weight of rubbish etc.) g) Partner/funding support for environmental improvement projects
2.3 Influence: Positively influence policy and decision making which impacts upon on Shetland's biodiversity	h) SAT advice provision to partner agencies on development & policy i) SAT influence on policy & development j) Influence on planning applications
2.4 Internal: Ensure SAT is leading by example through positive action for environmental benefit	k) SAT recycling and carbon reduction l) SAT environmental initiatives, planting & recording m) SAT staff volunteer days n) SAT horticultural unit outputs

Key Questions to consider

- Are these the right things for us to be focussing on?
- Are there opportunities for SAT to work with you and/or your organisation to deliver this priority?
- Are there other organisations SAT should be working with to deliver this priority?

Priority 3: Inspire Well-being

Our heritage supports improved physical and mental wellbeing

Why do we think this important?

Shetland's natural and cultural heritage presents an outstanding opportunity for our community to engage with it both physically and emotionally. In Shetland, the impacts of an ageing population, and the high cost of living means that more and more people are vulnerable to poor physical and mental well-being, loneliness and isolation. Loneliness and isolation is estimated to have the same risk to your health as smoking 15 cigarettes per day. We need to enable more people to get out and be active and to be more inclusive, enabling more people to engage with our heritage and with one another.

- Shetland residents rated 'social interaction' in Shetland as 4.2 out of 7 in the Place Standard Survey
- 88% of people feel that they are part of their community (national average is 77%)
- 79% of people feel that they could turn to a friend or neighbour if they needed help
- 49% of households in Shetland do not earn enough to live well, this can lead to people feeling isolated
- Cost of living is 20-60% higher in Shetland than the UK mainland but those on benefits receive the same amount as someone living on the mainland, again leading to isolation
- It can be challenging to shake off reputational issues in a small community
- 17.4% children in Primary 1 are not a healthy weight, higher than the Scottish average
- 77% of people in Shetland engage in some form of physical activity, lower than the Scottish average

What we want to achieve?	How we will know if we are making a difference
3.1 Develop: Develop and deliver new initiatives to support mental and physical well-being through engagement with our heritage	a) Number of Well-being initiatives/activities delivered b) Percentage of people undertaking physical activity c) Proportion of local visitors to our attractions who are Shetland residents increases d) Inclusion and diversity policies and assessments undertaken
3.2 Maximise: Maximise the health and mental well-being opportunities within current heritage initiatives and activities	e) Number of environmental improvement projects f) Engagement in environmental improvement projects – numbers, demographic g) Impact of Environmental Improvement projects h) Support for environmental improvement projects
3.3 Internal: Ensure SAT is leading by example through positive action for staff and volunteer well-being	i) SAT sickness absence rate reducing j) Accident and incident rate reducing k) Staff survey feedback

Key Questions to consider

- Are these the right things for us to be focussing on?
- Are there opportunities for SAT to work with you and/or your organisation to deliver this priority?
- Are there other organisations SAT should be working with to deliver this priority?

Priority 4: Build Communities

Our heritage supports and enhances sustainable communities

Why do we think this important?

We must take positive action to address Shetland's ageing and falling population. As our population ages so do our volunteers, interest groups, and staff meaning that we have the potential to lose knowledge and expertise with time. If Shetland is to be an attractive place for new people to come and live, work, study and invest then we need to provide and promote inclusive opportunities for engaging communities in our heritage. We need to develop heritage knowledge, skills and passion in our younger generations to ensure these are not lost over time and to encourage communities and businesses to care for and benefit from our heritage.

- Shetland's population has fallen over the last decade
- Shetland's population is ageing at a faster rate than the rest of Scotland
- There are 39 heritage membership groups in Shetland
- 56% of people in Shetland are involved in volunteering, the highest rate in Scotland
- Members of our heritage local associations and organisations are predominantly of retirement age
- A large proportion of our specialist heritage staff are approaching retirement age
- Annual visitors to Shetland increased by more than 8,500 between 2013 and 2017
- Estimated tourism spend per annum is £16 million

What we want to achieve?	How we will know if we are making a difference
4.1 Get Involved: Inspire, enable and engage everyone to care for our heritage through volunteering and skills development	a) Volunteer scheme in place and associated monitoring b) SAT Volunteer numbers c) Number of schools and community groups engaged with d) Volunteer profile/demographic e) Number of courses run and profile/demographic of participants f) Young people engaged
4.2 Understand: Understand our key audiences and develop our offer to meet their needs and expectations	g) Visitor numbers h) Demographic of visitors i) Visitor feedback j) Satisfaction with our services k) Stakeholder engagement plan in place and delivery monitored – community, visitor, customer, volunteer, partners etc.
4.3 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	l) Visitor numbers to heritage attractions m) Employment in visitor economy n) Grant funding for heritage (woodlands, peatlands, land manager incentives, scheme uptake etc.) o) Living wage employers in heritage sector l) SAT Visitor Accommodation occupancy

Key Questions to consider

- Are these the right things for us to be focussing on?
- Are there opportunities for SAT to work with you and/or your organisation to deliver this priority?
- Are there other organisations SAT should be working with to deliver this priority?

Priority 5: Partnership

Our heritage is supported by effective collaboration and partnership working

Why do we think this important?

There are many agencies, charities, groups and individuals throughout Shetland and Scotland working to care for our heritage. The challenges we face are significant and beyond the reach of any one organisation. A more collaborative approach will enable us to maximise impact, avoiding duplication of effort, increase engagement and make the most of available funding. Any activity and funding available for the protection and enhancement of Shetland's Heritage will have the greatest impact where we work together.

- 41% of Shetland's Community want to be more involved in decision making about their area
- There are at least 5 agencies in Shetland with a heritage remit
- There are 39 heritage membership groups in Shetland
- 56% of people in Shetland are involved in volunteering, the highest rate in Scotland
- Funding agencies increasingly require collaboration/partnership as part of their funding conditions

What we want to achieve?	How we will know if we are making a difference
5.1 Internal Collaboration: Trustees and staff teams collaborate effectively within the Trust, sharing knowledge and resources across specialisms	a) Collaboration tool kit and associated engagement monitoring in place b) Toolkit training events delivered c) Number of staff formally trained d) Engagement monitoring demonstrating improvement
5.2 External Collaboration: SAT is recognised and valued as a collaborative and effective partner	e) Usage of engagement toolkit f) The number of new delivery partners we have g) The number of partners utilising our toolkit h) Signed partnership agreements in place i) SAT achieve 44001 international standard in Collaborative Business Relationship Management accreditation by 2025
5.3 Delivery: SAT Strategic Objectives are delivered in Partnership	j) The number of partnership programmes and projects initiated and delivered k) Value of partnership projects l) Funding 'leverage' e.g. for every £1 of SAT money we leverage 'x'

Key Questions to consider

- Are these the right things for us to be focussing on?
- Are there opportunities for SAT to work in partnership with you and/or your organisation?

What next?

We will collate and analyse all consultation responses and input from discussions with partners, staff, and the community. We will use this to produce a consultation report and to identify recommended changes to the Plan. These recommendations will be presented to our Board of Trustees for decision.

We aim to have a finalised Plan for Trustee sign off by Autumn 2019.

Appendix 1: Data Sources used in this document

Statistic	Source
Ageing population - Shetland's population is ageing at a faster rate than the rest of Scotland	Mid-year population estimates, Office for National Statistics, 2017
Blanket bog - 70% blanket bog in Shetland is damaged	Scottish Natural Heritage, 2014
Buildings at Risk - 33 buildings in Shetland are on the 'Buildings At Risk Register'	UK Climate Change Projections, UKCP09
Carbon emissions in Shetland are 73% higher than the Scottish average	UK local authority and regional carbon dioxide emissions, 2005-2015, Dept. for Energy and Climate Change (now Dept. for Business, Energy & Industrial Strategy)
Climate change projections for Shetland predict wilder, wetter winters and drier summers	UK Climate Change Projections, UKCP09
Cost of living - is 20-60% higher in Shetland than the UK mainland but those on benefits receive the same amount as someone living on the mainland, again leading to isolation	Living Well in a High Cost Economy, Ipsos Mori, 2017 on behalf of Shetland Islands Council and Highlands and Islands Enterprise and; Minimum Income Standard for Remote & Rural Scotland, Highlands & Islands Enterprise, 2013/16
Cruise - 100,000 Cruise passengers will visit Shetland in 2019, this is predicted to rise to 34% by 2021	Lerwick Port Authority, 2018
Decision making - 41% of Shetland's Community want to be more involved in decision making about their area	Scottish Household Survey, Scottish Government, 2016
Earnings - 49% of households in Shetland do not earn enough to live well, this can lead to people feeling isolated	Living Well in a High Cost Economy, Ipsos Mori, 2017 on behalf of Shetland Islands Council and Highlands and Islands Enterprise and; Minimum Income Standard for Remote & Rural Scotland, Highlands & Islands Enterprise, 2013/16
Funding - Funding agencies increasingly require collaboration/partnership as part of their funding conditions	Shetland Amenity Trust staff
Heritage agencies - There are at least 5 agencies in Shetland with a heritage remit	Shetland Amenity Trust
Heritage Assets - 25 heritage assets and buildings are owned and cared for by SAT	Shetland Amenity Trust, 2019
Heritage data - SAT holds a wealth of heritage data in multiple different databases and formats and much of it is not publicly available	Shetland Amenity Trust, 2019

Heritage Groups - There are 39 heritage membership groups in Shetland	Shetland Heritage Association
Heritage Group Membership - Members of our heritage local associations and organisations are predominantly of retirement age	Anecdotal from SAT staff and Heritage Association members
Heritage staff - A large proportion of our specialist heritage staff are approaching retirement age	Shetland Amenity Trust
LNCs - 11% of our Local Nature Conservations Sites are in unfavourable condition	Shetland Biological Records Centre, 2019
People feel part of community - 88% of people feel that they are part of their community (national average is 77%)	Scottish Household Survey, Scottish Government, 2016
People feel they can turn to someone - 79% of people feel that they could turn to a friend or neighbour if they needed help	Scottish Household Survey, Scottish Government, 2016
Physical activity - 77% of people in Shetland engage in some form of physical activity, lower than the Scottish average	Scottish Household Survey, Scottish Government, 2016
Plant Species - 15% of our rare plant species in decline	Shetland Biological Records Centre, 2019
Population - Shetland's population has fallen over the last decade	Mid-year population estimates, Office for National Statistics, 2017
Precipitation in Shetland is predicted to rise by 10% over the next 20 years	UK Climate Change Projections, UKCP09
Properties in care - 8 properties in Shetland are in the care of Historic Environment Scotland and	Historic Environment Scotland, 2018
Reputation - It can be challenging to shake off reputational issues in a small community	SIC Make a Difference Campaign, 2018
SACs - 17% Special Areas of Conservations (birds) in unfavourable condition	Scottish Natural Heritage, 2018
Seabirds - 55% of our Seabird species are in decline	Shetland Biological Records Centre, 2019
Social Interaction - Shetland residents rated 'social interaction' in Shetland as 4.2 out of 7 in the Place Standard Survey	Shetland Islands Council Place Standard Survey 2018
SPAs - 51% Special Protection Areas in unfavourable condition	Scottish Natural Heritage, 2018
SSSIs - 30% Sites of Special Scientific Interest in unfavourable conditions	Scottish Natural Heritage, 2018
Storms - It is predicted that the frequency and severity of storms in Shetland will increase with extreme coastal water levels forecasted to become 5-10 times more likely by 2050	UK Climate Change Projections, UKCP09
Tourism spend - Estimated tourism spend per annum is £16 million	VisitScotland Visitor Survey 2017
Visitors - Annual visitors to Shetland increased by more than 8,500 between 2013 and 2017	VisitScotland Visitor Survey 2017
Volunteering - 56% of people in Shetland are involved in volunteering, the highest rate in Scotland	Scottish Household Survey, Scottish Government, 2016
Wading birds - 37% of our waders are in decline	Shetland Biological Records Centre, 2019
Weight - 17.4% children in Primary 1 are not a healthy weight, higher than the Scottish average	Information Services Division Scotland, 2015/16