

NHS Shetland

Meeting:	Shetland NHS Board
Meeting date:	23 September 2025
Title:	Climate Change – ‘Shetland Climate Change Strategy and Implementation Plan’
Agenda reference:	Board Paper 2025/26/40
Responsible Executive/Non-Executive:	Dr Susan Laidlaw, Director of Public Health
Report Author:	Claire Ferguson – SIC Team Leader Climate Change Strategy

1 Purpose

This is presented to the Board/Committee for:

- Decision (Approval)

This report relates to:

- Government policy/directive (Climate Change)

This aligns to the following NHSScotland quality ambition(s):

- N/A

2 Report summary

2.1 Situation

This report provides Board Members with information on the Shetland Climate Change Strategy and Implementation Plan.

2.2 Background

Climate change, along with loss of biodiversity and air pollution is the greatest threat to human health in the 21st Century. The Scottish Government published its Climate Change Plan update in December 2020 reflecting the new targets set by the Climate Change (Emissions Reduction Targets) (Scotland) Act 2019. In Scotland we have an ambitious target date for net zero emissions of all greenhouse gases by 2045. If met, this would mean Scotland's contribution to climate change would end within a generation. However, to meet this target, a rapid transformation across all sectors of our economy and society is required.

The Shetland Climate Change Strategy is a Shetland Partnership document that was collaboratively developed through the Shetland Climate Change Steering Group. This group had membership from SIC, Highlands and Islands Enterprise (HIE), NHS Shetland, Shetland Amenity

Trust (SAT), NatureScot and Visit Scotland. It is an important document for accelerating climate action locally, bringing together efforts to reduce carbon emissions in Shetland. It also looks at how we as a community can adapt to climate change whilst improving services for people in Shetland.

Shetland is a community that is highly dependent on hydrocarbons due to our rural, dispersed population and our key economic sectors. We remain heavily reliant on fossil fuels for lifeline services. This makes a Net Zero transition extremely challenging and transformational change is required to achieve our goals. However, this needs to be a 'Just Transition', with a focus on tackling inequality and injustice, in order to maximise social, economic and environmental benefits to the Shetland community.

Many climate actions require input from multiple organisations. Having an agreed, collaborative strategy identifies these shared actions and provides a clearer path to work towards them. There are many co-benefits to climate action, including a healthier population, safer and more efficient transport, a reduction in fuel poverty and investment in our local skills and economy.

2.3 Assessment

The vision of the strategy is 'We are a community that prioritises the changing climate and the opportunities of a sustainable, low-carbon future. We will build a green economy that supports the resilient communities and businesses of Shetland, while protecting and restoring our natural environment.'

The Shetland Climate Change Strategy aims to:

- Accelerate climate action
- Increase collaboration across organisations
- Increase efficiencies across organisations
- Reduce duplication of effort
- Stimulate increased investment
- Implement projects that improve social, economic and environmental benefits to the Shetland community

The Strategy has an Implementation Plan that includes actions allocated across Shetland Partnership organisations to foster and enable collaborative working.

An annual progress report will be produced and published for the Shetland Climate Change Strategy and Implementation Plan. This will include a progress update on the implementation plan and key performance indicators. The strategy and implementation plan will be reviewed in its entirety and updated in five-yearly cycles.

NHS Shetland has a responsibility to contribute to work with our partners locally to support implementation of the Strategy and contribute to local and national targets. We are already implementing a range of actions including the use of electric vehicles, using remote solutions to reduce travel, initiatives to reduce waste, local procurement and reducing the carbon footprint of our buildings. We recognise the increased risks of adverse weather events and our business continuity and resilience planning aims to anticipate and manage those risks.

There is more we can do, both internally and in partnership. One example is the Warp It programme to reuse items and reduce waste, this is being implemented internally but for the greatest impact needs to involve other organisations across Shetland to support the creation of a circular economy .

2.3.1 Quality/ Patient Care

Whilst not currently directly impacting on patient care, in the longer term climate change may impact on supplies of medication for example. A more immediate risk is the impact of adverse weather events on patient care and the quality of care. Climate change can also impact directly on health and demand for healthcare for example through extreme temperatures and increasing and new infectious and vector borne diseases.

Increased ill health and demand for care may also result from inequalities and poverty caused by the transition to Net Zero.

However, we also know that many activities to reduce carbon emissions also can improve health and wellbeing and reduce the cost of living – for example active travel, growing your own food locally, reducing electricity use and therefore costs through better insulation in homes – thus decreasing demand on health services.

2.3.2 Workforce

All staff are expected to play a role in tackling climate change, however small their contribution might be. Although we do not have any staff members dedicated to implementation of this Strategy and other climate change work, it falls primarily within the remits of Estates and Hotel Services, Finance & Procurement, and Public Health (including Health Improvement and Business Continuity and Resilience) and links with work on Greener Practices, Realistic Medicine and Anchors Institution Plan.

There is training available to staff, including an online resource on Turas and workshops delivered by colleagues in the council's Climate Change Team.

2.3.3 Financial

Many of the initiatives to reduce carbon emissions (such as reduced fuel consumption and reduced waste) will result in financial savings. However as will many long term strategies, there may be some initial increased costs although none specified directly through this Strategy as yet. There are may be opportunities to identify and apply for funding for specific projects to support achieving Net Zero.

2.3.4 Risk Assessment/Management

There are considerable potential risks due to climate change, some of which can be mitigated, and there are risks if the transition to Net Zero is not well managed. There may be specific risks to the Board if there is not a thorough risk assessment of new initiatives and activities. For example there have been some risks identified if we have total reliance on electric vehicles (that are currently available) during adverse weather. Another example would be the potential impact on infection control if we reduce the use of single use items.

2.3.5 Equality and Diversity, including health inequalities

Climate justice, Just Transition principles, human rights and Equalities obligations all feature significantly in the Climate Change (Scotland) bills. Great care will need to be taken to ensure that these rights, and the interests of those least able to cope with change, are protected through all activity.

Inequalities around fuel poverty and high transport costs are already a serious issue in Shetland. Plans and actions need to recognise this, and build in improvements rather than make things

worse. It is likely that specific considerations of how Climate Change, and the actions in response to it, could affect Equalities and vulnerable groups will need to be prioritised.

All strategy development and action planning will include Equalities Impact Assessments as appropriate.

2.3.6 Other impacts

NA.

2.3.7 Communication, involvement, engagement and consultations

The Shetland Climate Change Strategy and Implementation Plan were developed through extensive stakeholder engagement primarily across the sectors of Energy, Transport, Buildings, Waste and Resource Use, Business and Industry and Land. There has been representation from NHS Shetland in the Strategy development group and participation in a number of workshops as part of the development. There has been engagement with the public through the Shetland Climate Festivals and other activities. A communications and participation strategy is being developed.

2.3.8 Route to the Meeting

This report was not considered by other NHS Shetland committees prior to submission to the Board. It has been to the Shetland Community Planning Partnership Management and Leadership Team and was presented at the SIC's Policy & Resources Committee on 15th September 2025 for approval. It will be also taken to the Boards of other partner organisations.

2.4 Recommendation

- **Decision - the Board is asked to approve the Shetland Climate Change Strategy**

3 List of appendices

The following appendix is included with this report:

- Appendix 1 : The Shetland Climate Change Strategy
- Appendix 2 : Shetland Climate Change Strategy Implementation Plan

[There are several other Appendices to the Strategy document- listed on page 13 of the strategy. This can be found here: [Shetland Islands Council Committee Information - Submission Documents](#)]

Shetland Climate Change Strategy

Climate Conscious Shetland



Shetland Partnership

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Shetland arts



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Foreword

The Shetland Climate Change Strategy is an important document for accelerating climate action across Shetland. The strategy is an opportunity to bring together efforts to reduce carbon emissions in Shetland. It is also a way of looking at how we as a community can adapt to climate change and improve services for people throughout the isles along the way.

Shetland is a community that is highly dependent on hydrocarbons due to our rural, dispersed population and our key economic sectors. We remain heavily reliant on fossil fuels for lifeline services. This means we have a challenge on our hands when it comes to the Net Zero transition.

Transformational change is required in reaching Net Zero and people are central to that. If this is not well planned, certain groups within society will experience the consequences of the transition more acutely than others. Through a well-planned transition, with a focus on tackling inequality and injustice, there is the chance to maximise social, economic and environmental benefits to the Shetland community.

Many climate actions require input from multiple organisations. Having an agreed, collaborative strategy identifies these shared actions and provides a clearer path to work towards them. The accompanying Implementation Plan sets out what needs to be done, who will do it, when, and how we will measure success.

There are many co-benefits to climate action, including a healthier population, safer and more efficient transport, a reduction in fuel poverty and investment in our local skills and economy. The measures in this strategy will help to create a thriving Shetland for decades to come.

Dr Susan Laidlaw
Climate Change Lead for the Shetland Partnership



Vision

We are a community that prioritises the changing climate and the opportunities of a sustainable, low-carbon future. We will build a green economy that supports the resilient communities and businesses of Shetland, while protecting and restoring our natural environment.

The Shetland Climate Change Strategy

WHY WE NEED A SHETLAND CLIMATE CHANGE STRATEGY

A Shetland climate change strategy is needed to set a clear path as to how we tackle climate change as a community

WHO IS INVOLVED

This strategy is for everyone in Shetland. This includes people, community groups, businesses and a breadth of organisations. The Shetland Partnership has an important role to play.

WHAT WE WANT TO ACHIEVE

- Accelerate climate action
- Increased collaboration across organisations
- Increased efficiencies across organisations
- Reduced duplication of effort
- Stimulate increased investment
- Implement projects that improve social, economic and environmental benefits to the Shetland community

LONG-TERM GOALS

- We are a community that is resilient to our changing climate
- We are a Net Zero community
- We are a community that protects and restores our natural environment
- We are a community that optimises the opportunities of a sustainable low carbon future

MEDIUM-TERM GOALS

- We are a community that collaborates and shares knowledge
- We are a community that fosters innovation to deliver solutions
- Our behaviours are changing to mitigate and adapt to climate change and to protect our natural environment
- We are influencing Local and National Policy and Regulatory Change in the drive to Net Zero to be fit for purpose, to meet the needs of our remote and island context

SHORT-TERM GOALS

- **Leadership and Governance** - We have strong leadership and governance to ensure that climate mitigation and adaptation is a significant driver for all sectors and industries across Shetland
- **Building Awareness** - We inform and enable people to make positive climate conscious choices
- **Clear Data** - We monitor the impact of climate conscious activity, using our specialist knowledge and data
- **Collaboration** - We work together to enable innovation and solve problems. We are creative in the use of our resources and proactive in accessing external funding

What is Climate Change?

Climate change is the long-term shift in global climate patterns, including extreme weather events and rising sea levels, linked directly with the warming of the Earth's atmosphere.

Climate hazards and risks to Shetland:

Shetland is increasingly exposed to the impacts of climate change with the following key areas identified as hazards and risks:

- Increased frequency of extreme weather events
- Increased rates of both coastal and surface flooding
- Ocean acidification and warming
- Increased pests, pathogens, and invasive species
- Disrupted supply chains
- Disrupted travel
- Damage and disruption to people, infrastructure and services
- Coastal erosion

CLIMATE-RELATED IMPACTS TO SHETLAND:

In Shetland, our key economic sectors and lifeline services are highly susceptible to climate change.

• TRANSPORT

Transport infrastructure is sensitive to flooding and severe wind through damage and disruption. This can affect our supply chains, travel across the islands and to the Scottish Mainland (leisure, business and healthcare) and causes general disruption to people living in Shetland. Shetland is heavily reliant on transport for goods and services and transport is a lifeline service for medical care.

• SUPPLY CHAIN

Shetland is at the end of a long national and global supply chain, and so we are more vulnerable to climate-related shortages. For example, during periods of extreme weather there may be a shortage of prescription medications, or key household staples which directly impacts Shetland's residents.

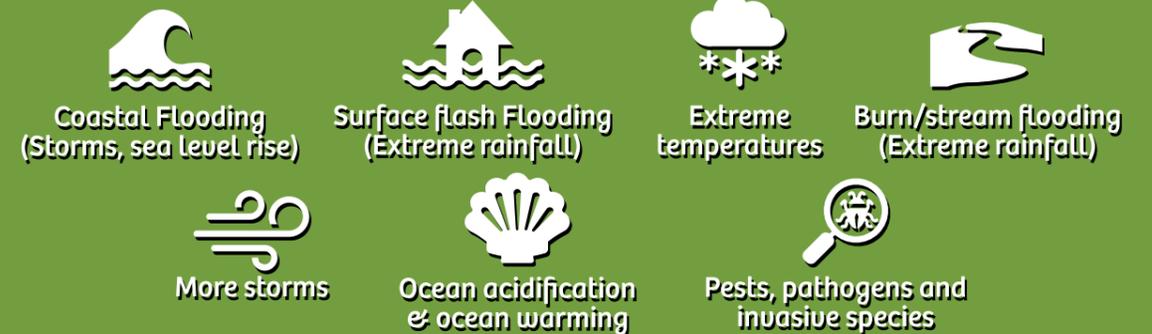
• THE BUILT ENVIRONMENT

Storms and flooding have the potential to cause significant structural damage to buildings and historical sites. This includes natural heritage sites and areas of significant natural value.

• THE NATURAL ENVIRONMENT

Other hazards for Shetland include ocean acidification, ocean warming and increases in pests, pathogens, and invasive species. Changes to the marine ecosystem will negatively impact the fishing and aquaculture industry. With changing weather patterns and an increase in pests, pathogens and invasive species, this will negatively impact our natural environment and biodiversity. Shetland's tourism industry is heavily dependent on the natural environment, with many tourists visiting specifically to see our wildlife. The British Trust for Ornithology has forecast an 89% decrease in puffin populations across the UK by 2050, due to climate change.

• CLIMATE RELATED HAZARDS FACING SHETLAND •



• SECTORS AND ACTIVITIES THAT MAY BE AFFECTED BY CLIMATE CHANGE •



Appendix 2 details specific climate change data related to Shetland.

How can climate action benefit Shetland?

Efforts to address climate change through reduction of Greenhouse Gas (GHG) emissions and adapting to the changing climate can have significant co-benefits.

Many of the low-carbon investments and behavioural changes required to address climate change will make living and travelling in Shetland healthier and more affordable.

Examples of co-benefits are:

SOCIAL

- Encouraging walking or cycling improves people's health and wellbeing
- Better public transport improves equality
- By investing in green jobs and development, the transition to Net Zero will provide opportunities for employment, education, up-skilling, re-skilling, training and attainment that will increase social mobility
- Energy efficiency will improve the supply of warm and affordable housing, which alleviates fuel poverty, and improves health and wellbeing

ECONOMIC

- Fossil fuels are a finite resource. By maximising socio-economic opportunity from renewable energy, Shetland's energy industry will have better longevity
- Many of Shetland's key economic sectors rely on the natural environment, which is sensitive to the effects of climate change. Understanding and planning for climate risks will help to minimise negative impacts
- Many climate actions create efficiencies, which pay for themselves long before they must be renewed

ENVIRONMENTAL

- Mitigating Shetland's contribution to climate change will make the isles a cleaner place to live and work. Taking petrol and diesel vehicles off the road and decarbonising the ferry routes will reduce air pollution
- Shetland has a unique ecological and geological landscape, with internationally important numbers of breeding seabird colonies. Climate action helps to protect our natural landscape and as a result brings tourism to Shetland

Policy Landscape

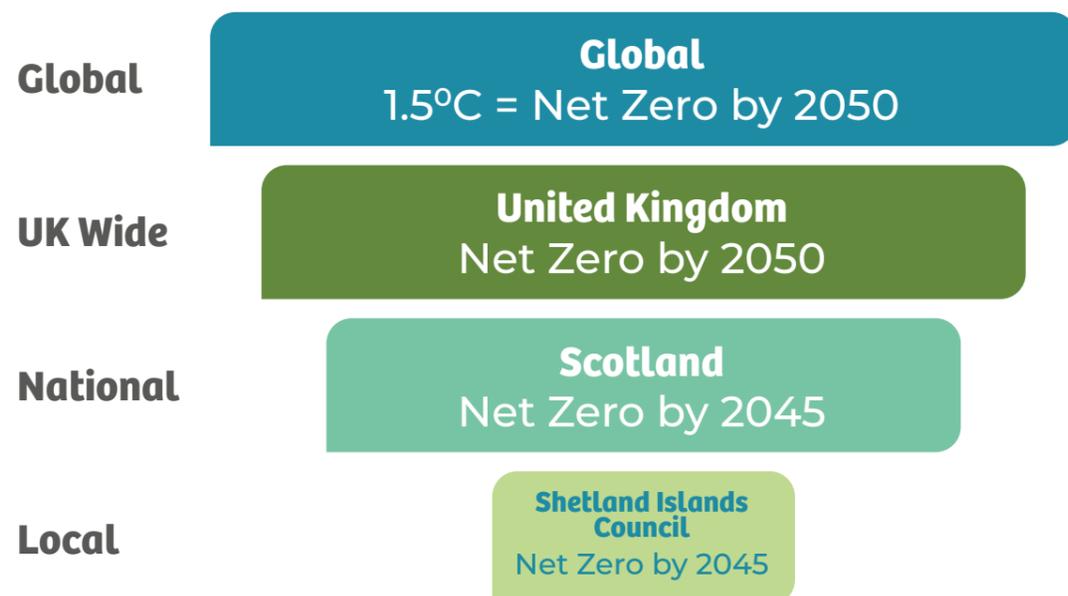
Scotland and the UK have climate targets underpinned by the Paris Agreement. The Paris Agreement is a legally binding international treaty adopted at the UN Climate Change Conference (COP21) in Paris, France, on 12 December 2015. The agreement states that global warming should be limited to 1.5 degrees centigrade above pre-industrial levels to avoid climate tipping points and must not exceed two degrees centigrade if we are to have a liveable future. For this to happen, globally we must have 'net zero emission' by 2050.

The UK has set a target date of Net Zero by 2050, in line with the Paris Agreement. Scotland has set a more ambitious target of Net Zero by 2045, based on advice from the independent UK Climate Change Committee.

Public bodies have a statutory duty to reduce greenhouse gas emissions in line with Scotland's national target of 2045, and to demonstrate they are working towards this. This is set out within section 44 of the Climate Change (Scotland) Act 2009.

The UN's Intergovernmental Panel on Climate Change (IPCC) has said emissions must peak before 2025 and drop sharply to keep even the more conservative Paris Agreement warming goal of two degrees centigrade in play.

A more detailed breakdown of the national and local policy landscape in relation to climate change is provided in Appendix 4.



JUST TRANSITION:

'For the Scottish Government, a just transition is both the outcome – a fairer, greener future for all – and the process that must be undertaken in partnership with those impacted by the transition to net zero. It supports a net zero and climate resilient economy in a way that delivers fairness and tackles inequality and injustice.'

Scottish Government, Just Transition Commission

Addressing climate change and reaching Net Zero is going to require transformational change, and certain groups within society will experience the consequences of the transition to Net Zero more acutely than others. It is important to be proactive, and to have a well-planned and implemented transition to maximise the benefits and to minimise unintended negative consequences. Affordable, clean energy for the Shetland community is essential in achieving a just transition.

UN SUSTAINABILITY GOALS:

The United Nations' Sustainable Development Goals (SDGs) set out how communities, organisations, and governments everywhere in the world can progress towards better lives for themselves and their children, without leaving anyone behind.

All the SDGs have targets that are directly or indirectly related to the daily work of local and regional governments and to Local Outcome Improvement Plans (LOIP). Local Authorities and Community Planning Partnerships are policy makers, catalysts of change and at the level best placed to link global goals with local communities.

The UN goals fit with the Shetland Partnership's own needs and priorities. Many communities and industries are already striving for sustainability, and these efforts are paying dividends to the health and connectedness of the community. The Shetland Climate Change Strategy has been mapped against the UN Sustainable Development Goals to ensure no one is left behind with economic progress, social justice and inclusion, protection of the climate, environment and biodiversity.



National Performance Framework

The National Performance Framework sets out a vision for collective wellbeing for Scotland. It is the overarching framework within which the work of central and local government, and the wider public sector, takes place. The NPF aims to create a more successful country, with increased health and wellbeing and reduced inequalities, and where social, environmental and economic progress are given equal importance. It includes values which guide the approach to government and public services in Scotland – to treat people with kindness, dignity and compassion, and act in an open and transparent way.

The National Outcomes tell us what good looks like, and the national indicators inform whether we are moving in the right direction towards them. These align with the UN Sustainable Development Goals. The NPF supports a shared way of working. It asks everyone to work together to help to improve the lives of the people of Scotland.



What are the barriers to change?

We spoke to many different people during the development of the Shetland Net Zero Route Map and the Shetland Climate Change Strategy. During these conversations the scale of the challenge was set out. Shetland's rural, dispersed population and key economic sectors make us a community highly dependent on hydrocarbons. Our area-specific challenges are exacerbated by national issues, such as the fact the UK currently has some of the highest energy prices in the world.

More detail is provided in the following appendices:

- Appendix 3** – Net Zero Route Map overview provides the key findings and information from the Net Zero Route Map project, and a link to the full report
- Appendix 5** – The methodology of how the strategy and implementation plan were developed
- Appendix 6** – List of stakeholders engaged in the development of the strategy
- Appendix 7** - Sector specific insights gained during stakeholder engagement

SOME OF THE KEY CHALLENGES IN MAKING THE TRANSITION TO NET ZERO ARE SET OUT BELOW:

- **Remote location**

The remote location and dispersed population of Shetland means we rely heavily on hydrocarbons for our supply chains and lifeline services. Ferries and aircraft provide vital services for Shetland's Island populations. Currently there are few 'tried and tested' zero-emissions replacements available, which makes decarbonisation a challenge.

- **Climate conditions**

Due to the harsh climate and longer winter period, Shetland residents use more energy heating their homes. This, coupled with some of the highest energy costs in the country, means high levels of fuel poverty. The SIC estimates that approximately 66% of Shetland households are in fuel poverty, with around 33% in extreme fuel poverty. The cost of electricity is currently particularly high, giving less incentive to transition.

- **Dispersed population**

Shetland residents have a high dependency on private car use due to our dispersed population. Walking and cycling, are often less attractive options due to weather. Safety concerns are also cited as reasons to make Shetlanders less likely to travel by foot or bike. Our dispersed population also makes running effective bus services more challenging, meaning we need more innovative solutions.

- **Contractor shortage**

At the time of writing there is a shortage of local contractors to undertake the scale of energy efficiency works required. Additionally, there is a shortage of local contractors having required accreditations to access certain grant funding for energy efficiency works, which limits access to funding for Shetland residents.

- **Key economic areas**

Our key economic areas of fishing, aquaculture, agriculture and tourism are reliant upon the natural environment and also reliant on hydrocarbons for operation. The energy sector supply chain is also a significant economic area for Shetland, which is reliant on hydrocarbons for operation. The sources of emissions are often 'difficult to decarbonise' as attributed to vessels, heavy machinery and processes.

- **Degraded peatlands**

Roughly half of Shetland's land cover is peatland, and 79% of this is severely or partially degraded, due to historical overgrazing, peat-cutting and drainage. While peatland restoration options are available in Shetland, there are many barriers to getting projects up and running including contractual, financial, and behavioural. A significant increase in the rate to which peatland restoration projects are happening is required to reduce emissions in line with targets.

How the strategy will be delivered

WORKING TOGETHER

A successful Shetland Climate Change Strategy means everyone working together. This means a variety of sectors. Each sector will have its own goals that will link with the broader climate change strategy. The Shetland Climate Change Strategy has an Implementation Plan that includes actions allocated across Shetland Partnership organisations to foster and enable collaborative working. The Shetland Climate Change Strategy and Implementation Plan were developed through extensive stakeholder engagement across the sectors described below.

THE SHETLAND PARTNERSHIP NETWORK

The Shetland Partnership Vision is *“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.”*

The Shetland Partnership Network is made up of a number of key organisations across Shetland and aims to help partners create a sense of shared ownership of community planning; a safe environment for honest and open conversations; and, a culture of innovation, ambition and collective bravery.

Through adopting the Shetland Climate Change Strategy, the Shetland Partnership Network will take a proactive approach to addressing climate change across Shetland and maximise the opportunities and benefit to the Shetland community.

SHETLAND CLIMATE CHANGE STEERING GROUP

The Shetland Climate Change Steering Group was established to become a collaborative, multi-agency group to develop a Climate Change Strategy and Implementation Plan for Shetland, for adoption by the Shetland Partnership. The group includes members of Shetland Islands Council, NHS Shetland, Highlands and Islands Enterprise, University Highlands and Islands, Shetland Amenity Trust, Nature Scot, Visit Scotland and Shetland Recreational Trust.

Upon adoption, the group will act as a point of contact for each of the sectors detailed below, and monitor and report on implementation progress.

SECTOR DELIVERY FRAMEWORK

Each of the sectors below have dedicated strategies, action plans and delivery groups that will contribute to delivering climate action across Shetland. There are also Shetland-wide strategies and initiatives that are cross cutting and feed into the overall delivery, such as the Local Development Plan and Local Place Plans

ENERGY

The energy sector includes all activities related to the production, distribution and consumption of energy resources. Including fossil fuels, renewable energy sources, energy efficiency and storage. Shetland has a history of being a key location for the energy sector and potential to continue that role as a future clean energy hub.

Key Strategy: *Shetland Energy Strategy*

Key Delivery Group: *EmPowering Shetland*

Appendix 7A contains more information on the energy sector in Shetland and details of the current challenge, where we are, the delivery model and co-benefits in relation to climate change.

THE BUILT ENVIRONMENT

The built environment refers to all buildings, infrastructure, supporting structures and facilities in which we live, work and occupy. Much of Shetland's building stock is energy-inefficient in both construction and heating system. This combined with the harsh climate, long winter and strong, cold winds, mean Shetland residents typically use more energy heating their homes and businesses than on the UK mainland.

Key Strategy: *Local Heat and Energy Efficiency Strategy*

Key Delivery Group: *Shetland Islands Council*

Appendix 7B contains more information on the built environment in Shetland and details of the current challenge, where we are, the delivery model and co-benefits in relation to climate change.

TRANSPORT

This refers to the movement of goods, services and people through transportation infrastructure and use of vehicles including cars, trucks, boats, buses, vessels, planes and freight. In Shetland we are heavily reliant on transport to get to and from Shetland, and to travel across Shetlands islands.

Key Strategy: *Shetland Regional Transport Strategy, Shetland Active Travel Strategy*

Key Delivery Group: *ZeTrans – Shetlands Transport Partnership*

Appendix 7C contains more information on the transport sector in Shetland and details of the current challenge, where we are, the delivery model and co-benefits in relation to climate change.



How the strategy will be delivered

SECTOR DELIVERY FRAMEWORK *continued*

WASTE AND RESOURCE USE

The waste sector includes activities related to managing and collecting waste materials, recycling, disposal and composting. Waste is a difficult sector to decarbonise entirely as currently, there is no way to mitigate greenhouse gas emissions from landfill. Shetland has a low percentage of waste that diverts to landfill, due to our Energy Recovery Plant (ERP), which provides heat to the Lerwick District Heating Network.

Key Strategy: *Shetland Waste and Resource Use Strategy*

Key Delivery Group: *Shetland Islands Council Waste and Resource Use Group*

Appendix 7D contains more information on waste and resource use in Shetland and details of the current challenge, where we are, the delivery model and co-benefits in relation to climate change.

BUSINESS AND INDUSTRY

This sector includes all companies, organisations (commercial and regulatory), enterprises and small businesses. Shetland's key economic areas of activity include fishing, aquaculture, agriculture, tourism and supply chain to the energy sector. These are reliant on the natural environment and susceptible to climate change.

Key Strategic Areas: *Energy, Fishing, Aquaculture, Agriculture and Tourism*

Key Groups and Organisations: *Highlands and Islands Enterprise, SIC Economic Development, Shetland Net Zero Energy Forum, EmPowering Shetland, Seafood Shetland, Shetland Fishermen's Association (SFA), Shetland Shellfish Management Organisation (SSMO), Scotlands Rural College (SRUC), Visit Scotland, Crofters Commission, Scottish Government (Marine Directorate, Rural Payments Inspectorate Division)*

Appendix 7E contains more information on business and industry in Shetland and details of the current challenge, where we are, the delivery model and co-benefits in relation to climate change.

NATURE, LAND AND SEA

The sector area refers to the natural environment, marine life, wildlife and biodiversity. Nature-based solutions refers to ways of working with nature to address our societal needs and challenges, providing benefits to both community and biodiversity. Our land and natural surroundings are essential to achieving climate change targets due to their ability to build physical resilience to storms or flooding, and its potential to absorb excess GHG emissions from the atmosphere. The reduction of excess emissions from degraded land is also critical to Shetland achieving Net Zero status.

Key Strategy: *SIC Woodland and Tree Planting Strategy, Shetland Peatland Partnership Strategy*

Key Delivery Group: *Shetland Peatland Partnership*

Appendix 7F contains more information on nature, land and sea in Shetland and details of the current challenge, where we are, the delivery model and co-benefits in relation to climate change.



Implementation, monitoring and reporting

An annual progress report will be produced and published for the Shetland Climate Change Strategy and Implementation Plan. This will include a progress update on the implementation plan and key performance indicators.

The strategy and implementation plan will be reviewed in its entirety and updated in five yearly cycles.

Appendices

Appendix 1 – Shetland Climate Change Implementation Plan

Appendix 2 – Shetland Climate Data Briefing

Appendix 3 – Shetland Net Zero Route Map Overview

Appendix 4 – Policy Landscape

Appendix 5 - Methodology – How the strategy and implementation plan were developed

Appendix 6 – Stakeholders

Appendix 7 – Sector Specific Information

Appendix 7A - Energy

Appendix 7B - Built Environment

Appendix 7C - Transport

Appendix 7D - Waste and Resource Use

Appendix 7E - Business and Industry

Appendix 7F - Nature Based Solutions

Appendix 8 – Impact Assessments

Appendix 9 – Glossary



Shetland Partnership

The Shetland Partnership



Shetland Climate Change Strategy: Implementation Plan

A. **Leadership and Governance** - We have strong leadership and governance to ensure that climate mitigation and adaptation is a significant driver for all sectors and industries across Shetland.

What	How	Resources	When	Lead	How will we know we have achieved this	3 Month Progress Update
We will have an agreed governance structure for the delivery of the Shetland Climate Change Strategy and Implementation Plan including responsibility and allocated resource from Partnership organisations						
Each partner organisation to approve the proposed delivery framework for the Strategy and Implementation Plan	Draft Shetland Climate Change Strategy and Implementation Plan is presented to M< and then to Shetland Partnership Network	Staff time within individual organisations – predominantly SIC Climate Team, Shetland Climate Change Steering Group	Summer 2025	Susan Laidlaw		
	A Shetland Partnership Climate Change Board is set up to provide oversight and scrutiny, similar to the Community Safety Resilience Board. Terms of Reference and a Governance Structure for the Board is developed and approved.	Staff time within individual organisations – predominantly SIC Climate Team, Shetland Climate Change Steering Group	Summer 2025	Susan Laidlaw		
We will have agreed Key Performance Indicators and monitoring and reporting frameworks to ensure progress is being made and enable continual performance improvement.						

Agreed KPIs and monitoring and reporting framework. All partner organisations approve KPIs and contribute to their improvement	KPIs and reporting and monitoring framework to be prepared and presented to the Shetland Partnership Climate Change Board for consideration, approval and adoption.	Staff time within individual organisations – predominantly SIC Climate Team, Shetland Climate Change Steering Group	Summer 2025	Chair of Shetland Partnership Climate Change Board		
We will have full alignment with all partners climate goals and climate-related policies						
Each partner organisation reviews their own climate strategies, policies, plans, goals etc. and brings them in alignment with the Shetland Climate Change Strategy	A review is undertaken to understand Partnership Organisations climate strategies, policies, plans, goals etc. and how they align with the Shetland Climate Change Strategy and Implementation Plan.	Staff time within individual organisations – predominantly SIC Climate Team, Shetland Climate Change Steering Group	End of 2025	Chair of Shetland Partnership Climate Change Board alongside Representative of each organisation on MLT / Network		
	Interviews are held with all Shetland Partnership Organisations to understand how best this strategy and implementation plan might work for them, and how best they can benefit	Staff time within individual organisations – predominantly SIC Climate Team, Shetland Climate Change Steering Group	End of 2025	Chair of Shetland Partnership Climate Change Board alongside Representative of each organisation on MLT / Network		
	All Partner organisations develop a Climate Plan, including ambitious targets and SMART actions for reducing emissions	Staff time within individual organisations	End of 2026	Chair of Shetland Partnership Climate Change Board alongside Representative of each organisation on MLT / Network		

We will have a framework for maximising the impact of communications highlighting issues and barriers to decarbonisation at a national level						
Commonalities can be identified and collaborative efforts to communicate barriers at a national level put in place.	A system is established for all partner organisations to highlight issues and barriers to decarbonisation.	Staff time within individual organisations – predominantly SIC Climate Team, Shetland Climate Change Steering Group	System establishment end of 2025. Ongoing	Chair of Shetland Partnership Climate Change Board Management and Leadership Team Place Director		
Review the strategy at 5-year intervals. Produce an annual progress report, to ensure impacts are regularly evaluated and lessons learnt highlighted to identify best practice.						
A system is in place for reviewing and updating the strategy at 5-year intervals. A system is in place for producing an annual progress report, to show progress made and ensure impacts are regularly evaluated and lessons learnt highlighted to identify best practice, with recommendations provided for continual improvement.	The Shetland Climate Change Board governance includes the review of the strategy at 5-year intervals with annual progress updates published.	Shetland Partnership Management and Leadership Team and Partnership Organisations	Summer 2025	Chair of Shetland Partnership Climate Change Board		
	A Shetland Climate Change Report is produced annually which provides information on progress on the Shetland Climate Change Strategy. This will include emissions data and analysis, update on key areas of progression, key priorities for the following year and recommendations for accelerating action.	Staff time from SIC Climate Change Strategy, Shetland Climate Change Steering Group and Partnership Organisations	End of 2026	Chair of Shetland Partnership Climate Change Board		

B. Building Awareness - We have an effective approach to informing and enabling people to make positive climate conscious choices.

What	How	Resources	When	Who	Current Status	3 Month Progress Update
<p>We will develop and deliver a Communication Principles and Guide:</p> <ul style="list-style-type: none"> • How do we think about Communications • How do we plan Communications • How do we best focus our thinking to provide clear messages • How do we work better together to amplify each other’s messages • Investigates and identifies gaps in knowledge and understanding • Aids in producing easy to understand facts, to enable all stakeholders to make climate conscious decisions • Shares good practice 						
<p>A Communications and Participation Strategy that all partner organisations have approved and engage with on a regular basis.</p>	<p>Develop a draft Communications Principles and Guide – includes templates and best practice</p>	<p>Staff time – SIC Climate Change Strategy</p>	<p>Summer 2025</p>	<p>Claire Ferguson</p>		
	<p>Hold a workshop with the Shetland Partnership Network to present draft Communications Principles and Guide and gather insights and feedback on Communications preferences</p>	<p>Staff time – SIC Climate Change Strategy plus Shetland Partnership Network</p>	<p>Summer 2025</p>	<p>Claire Ferguson</p>		
	<p>Update/refine Communications Principles and Guide based on insights gained at Partnership Network</p>	<p>Staff time – SIC Climate Change Strategy</p>	<p>Autumn 2025</p>	<p>Claire Ferguson</p>		
	<p>Present Communications Principles and Guide to M&LT for consideration in being adopted</p>	<p>Staff time – SIC Climate Change Strategy</p>	<p>End of 2025</p>	<p>Chair of Shetland Partnership Climate Change Board</p>		

Continue to build and participate in the Shetland Climate Change Forum, a joint SIC and Shetland Partnership Forum, that aims to share knowledge, skills and up to date information on climate-related topics.						
A Climate Change Forum that is open to, and regularly engaged by, the Shetland Partnership. The Forum will provide knowledge, skills, up to date information and the opportunity for discussion on climate topics. A range of speakers will be engaged from across Shetland, nationally and internationally.	Review invitation system to Shetland Climate Change Forum – ensure each Partnership organisation receives invites to staff by the most appropriate and effective method.	Staff time – SIC Climate Change Strategy	Summer 2025	Claire Ferguson		
	Engage partnership organisations in the development of a rolling programme of Forum agendas and speakers to maximise relevance and usefulness of content	Staff time within partnership organisations	Summer 2025	Claire Ferguson		
	Collate feedback from Forum attendees for use in continual improvement	Staff time within partnership organisations	Summer 2025	Claire Ferguson		
Provide the opportunity for Climate Emergency Training to all Shetland Partnership organisations that is tailored to a Shetland audience to maximise impact.						
Climate Emergency Training (CET) is offered to all partnership organisations. It is provided regularly through a variety of mediums. It is advertised in the most effective means throughout organisations.	Review method of partnership organisations signing up to CET – ensure this is done through most appropriate and effective method	Staff time – SIC Climate Change Strategy and Partnership Organisations	Summer 2025	Claire Ferguson		
	Review advertisement mechanism for CET within each partnership organisation to ensure staff are regularly	Staff time – SIC Climate Change Strategy and Partnership Organisations	Summer 2025	Claire Ferguson		

Leadership within partnership organisations encourage staff to undertake CET.	reminded of the opportunity					
	Leadership within partnership organisations to commit to encouraging staff to undertake CET.	Partnership Organisation Leadership and Senior Management	Summer 2025	Chair of Shetland Partnership Climate Change Board alongside Representative of each organisation on MLT / Network		
Annually organise and run a Shetland Wide Climate focussed event with the aim to provide information, raise awareness and encourage collaboration around climate change for organisations, businesses and individuals within the Shetland Community						
Annual Shetland Climate Festival is planned and run, with an annual increase in participation and engagement	Annual Shetland Climate Festival is planned and run, with an annual increase in participation and engagement. All Partnership Organisations are given the opportunity to participate in the festival and use this as an opportunity to engage with the Shetland public on climate related matters. This provides an opportunity for promotion and to seek feedback and insights from the community.	SIC Climate Change Strategy time Funded through SIC Climate Change Strategy budget, sponsorship and external funding	Sept 2025 – Annually held in September in line with Scotland’s Climate Month	Claire Ferguson		

C. Clear Data - We monitor then evaluate the impact of climate conscious activity, using our specialist knowledge and data intelligence.

What	How	Resources	When	Who	Current Status	3 Month Progress Update
Build from the Shetland Net Zero Route Map works to develop a mechanism for annually collecting, analysing and reporting on data clearly to map progress of climate action in Shetland.						
A mechanism is in place for annually collecting, analysing and reporting on data related to Shetland emissions and climate KPIs. This will provide quality information for use in decision making, businesses cases and proposals.	Engage with Scottish Climate Intelligence Service to set up the platform for Shetland and become 'superusers' in the use of the ClimateView platform.	SIC Climate Change Team	Summer 2025	Claire Ferguson		
	All key data related to climate change for Shetland is input into the ClimateView platform, allowing us to monitor and report on our emissions annually. A framework has been set up to allow this to happen efficiently annually.	SIC Climate Change Team and Partnership Organisation staff as required	End of 2025	Claire Ferguson		
	All appropriate interventions (building on from Shetland Net Zero Route Map) have been input and modelled in the ClimateView platform, providing annual target emissions reductions and a pathway to net zero.	SIC Climate Change Team and Partnership Organisation staff as required	End of 2025	Claire Ferguson		

	The ClimateView platform is used as a decision making tool, showing annual emissions data and allows data to be analysed and used in business cases and proposals. Data is used to produce the Annual Shetland Climate Change Report.	SIC Climate Change Team and Partnership Organisation staff as required	End of 2026	Chair of Shetland Partnership Climate Change Board alongside Representative of each organisation on MLT / Network		
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D. Collaboration - We are aligned and provide opportunities for collaboration across sectors and communities, to enable innovation and solve problems

What	How	Resources	When	Who	Current Status	3 Month Progress Update
<p>Establish a collaborative space and repository for information regarding projects, funding, and expertise within the Partnership Network.</p> <p>The space could be for meeting in person or digitally, or could be a digital repository that hosts:</p> <ul style="list-style-type: none"> • Case studies and best practice • A repository of key messages and data for use by Partner Organisations • A space for asking Partnership organisations questions – Knowledge Hub <p>Develop a shared project database that connects potential project managers with local experts and funding providers. Those supporting the database will:</p> <ul style="list-style-type: none"> • Actively seek out funding opportunities to enable innovation and problems to be solved for all sectors. • Actively work to identify gaps in capacity across all sectors and put in place solutions to overcome these – e.g. skills development/mechanisms for contractors or expertise provision. • Provide an opportunity for greater collaboration on active Shetland Partnership projects 						
A shared Shetland Partnership project database will be established providing a greater opportunity for sharing and collaboration,	Undertake a review and options appraisal of what information/data should be included on a shared project database, where the database would be housed, how	Staff time – No resources currently allocated.	End of 2025	Chair of Shetland Partnership Climate Change Board alongside Representative of each organisation on MLT / Network		

<p>particularly in relation to funding, resource and expertise</p>	<p>the database would be engaged with (organisational gatekeepers etc.) and costs associated with the database.</p>					
	<p>Undertake stakeholder engagement with Partnership Organisations to inform the review and options appraisal. Conduct individual interviews with Partnership Organisations to find out what would make this useful and what would make people interact with it.</p>	<p>Staff time – No resources currently allocated.</p>	<p>Summer 2026</p>	<p>Chair of Shetland Partnership Climate Change Board alongside Representative of each organisation on MLT / Network</p>		
	<p>Create a proposal for approval, including ongoing monitoring, KPIs and reporting on the use of the database, and work through approval process</p>	<p>Staff time – No resources currently allocated.</p>		<p>Chair of Shetland Partnership Climate Change Board alongside Representative of each organisation on MLT / Network</p>		
	<p>Work towards implementation of shared project database</p>	<p>Staff time – No resources currently allocated.</p>	<p>End of 2026</p>	<p>Chair of Shetland Partnership Climate Change Board alongside Representative of each organisation on MLT / Network</p>		

<p>Climate leads to be identified across Partnership Organisations with space set up to encourage collaboration across organisations,</p>	<p>Identify Climate Leads across Partnership organisations and create a mailing list and forum for engagement.</p>	<p>SIC Climate Change Team and Staff resource across Shetland Partnership Organisations</p>	<p>Autumn 2025</p>	<p>Chair of Shetland Partnership Climate Change Board alongside Representative of each organisation on MLT / Network</p>		
<p>including use of the Shared Partnership Database/Platform.</p>	<p>Engage with Partnership Network to see what is needed. Undertake an exercise to understand what is going to be the most effective collaborative space – what support is needed – what will accelerate activity? Workshop (barriers to change)/Engagement/proposal/put in place action</p>	<p>SIC Climate Change Team and Staff resource across Shetland Partnership Organisations</p>	<p>End of 2025</p>	<p>Chair of Shetland Partnership Climate Change Board alongside Representative of each organisation on MLT / Network</p>		