

Shetland Amenity Trust Public Meeting

MEETING 29 March 2019 10:00

PUBLISHED 25 March 2019

Agenda

Location	Date	Owner
Garthspool Board Room, Lerwick	29/03/19	
1. Hold as read the circular calling the meeting		Chair
2. Apologies for Absence		Chair
Delegation of Conflicts of Lateract if and		Ola - i
3. Declaration of Conflicts of Interest, if any		Chair
4. Public Section of Minutes of Meeting held on 1st	t February 2010	Chair
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5. Chief Executive's Report		MR
6. Departmental Reports - For Information		
6.1. Development		DC
6.2. Operations		AJ
6.3. Engagement		SM
7. Reports to Trustees		
7.1. Active Shetland Strategy		SM
,		
8. Any Other Competent Business		
IN PRIVATE		
9. Private Section of the Minutes of Meeting held o	on 1st February 2010	Chair
9.1. adoption	m 1st repluary 2019	Ciiaii
9.2. matters arising (not otherwise on the agenda)	
9.3. Action Points	•	
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10. Chief Executive's Report - private section		MR

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Garthspool Board Room, Lerwick	29/03/19	
11. Departmental Reports - for information	n	
11.1. Development		DC
11.2. Operations		AJ
11.3. Business Services		TL
11.3.1. Financial Statements as at 28th F	ebruary 2019	TL
11.3.2. Historical Grant Audit Report		
11.3.3. Audit Planning		
12. Hay's Dock Cafe Restaurant Ltd verb	al report	MR
13. Reports to Trustees		
13.1. Strategic Planning Update		SM
14. Strategic Issues		АН
14.1. Update on Filling of Trustee Vacance	ies	
15. Any Other Competent Business		
TRUSTEE ONLY BUSINESS		
16. CEO Appraisal Feedback		Chair

Minute of the Public Meeting of Shetland Amenity Trust held at

10.00 a.m. on **Friday 1st February, 2019** in the Conference

Room, Garthspool, Lerwick

Present: Mrs R. Mackenzie (Chairman)

Mr A. Blackadder (via BlueJeans VC)

Mr A. Hamilton Mr R. Jones

Ms P. Megson (via BlueJeans VC)

Ms A. Moncrieff Dr L. Riddell Mr F. Robertson

In Attendance: Mr M. Roberts (Chief Executive)

Mrs C. Carter (Executive Assistant)
Mr D. Cooper (Head of Development)
Mr A. Johnson (Head of Operations)

Mrs T. Leslie (Head of Business Services)
Ms S. Middleton (Head of Engagement)

Mr P. Johnson (Shetland News)
Mr A. Guest (BBC Radio Shetland)

1. The circular calling the meeting was held as read.

2. Apologies for Absence

None

3. Declaration of Conflicts of Interest

Mr Blackadder advised that he would be working on the Halligarth project in the future. Mr Hamilton confirmed that he may also be contracted to work on this.

Mr Robertson declared that there were members of his family who were employed by Shetland Amenity Trust.

4. Minutes of the Public Meeting held on Friday 14th December, 2018

The minutes were approved on the motion of Mr A. Hamilton, seconded by Ms A. Moncrieff.

Matters Arising:

None

<u>Action Points from Previous Meetings</u>: Noted

5. Chief Executive's Report

The content of the report circulated with the agenda was noted by trustees.

Mr Roberts highlighted the intense week of work carried out compiling and submitting the Trust's application to the Heritage Lottery Fund's Resilient Heritage programme. A decision should be forthcoming in the next couple of months. If successful this would bring in approximately £100,000 funding over the next 2 years (matched by £15,000 per annum from Trust funds) towards governance and staff development.

Mrs Mackenzie acknowledged the work carried out by those involved, especially as it fell at the same time as preparing for the Trust's Strategy Workshops.

6. Departmental Reports

- 6.1 <u>Development</u> Trustees noted the content of the report circulated with the agenda. Mrs Mackenzie felt that the colour-coding used to report on progress was very helpful.
- 6.2 <u>Operations</u> Trustees also noted the content of this report. Mr Johnson advised that as the strategy workshops were finished, the Sumburgh Head remedial works were his priority. There were ongoing conflicts regarding responsibility. He had sought advice on this and was pleased to advise that the Trust was doing everything it should be.
- 6.3 <u>Engagement</u> The content of the report circulated with the agenda was noted.
- 6.4 <u>Business Services</u> The content of this report was also noted. Mrs Leslie advised that the ICT migration was still on target for completion at the end of March.

7. Reports to Trustees

7.1 SMAA Footfall & Donations Report 2018 – Referring to the report circulated with the agenda, Mr Roberts stated that there was no clear reason why footfall had fallen 11 months out of 12 in 2018. Detailed user surveys were being considered to help understand who was coming to the facility and why, along with automatic counters throughout the facility.

Ms Megson wondered what the bigger picture was in relation to visitors to other facilities. Mr Roberts stated that user numbers would be available later

in the year from HIAL and Northlink Ferries. He also advised that whilst information regarding passengers on board cruise ships was available, he had not yet secured information on how many came ashore. Mr Blackadder had visitor data for the Scalloway Museum which he would forward to Mr Roberts for information. Mr Cooper stated that many of that Museum's visitors were part of organised cruise-ship tours.

- 7.2 <u>BlueJeans Video-Conferencing</u>. The content of the report circulated with the agenda was noted. Mr Roberts stated that since the installation of the system in June 2018, it had been hugely beneficial from an operational point-of-view.
- 7.3 <u>Cash for Cans Scheme</u> Mr Roberts referred to discussions at the previous Trust meeting regarding the possibility of creating a legacy grants scheme for users of this scheme and advised that feedback from various agencies was not to do this. Ms Middleton also confirmed that during a recent meeting with the Marine Conservation Society, they had discussed the Scottish Government's consultation on deposit return schemes and that it was likely that cans would come under new schemes in the future.

Mr Cooper stated that the Trust had historically wound-up recycling schemes that were no longer needed or viable and that winding up the can recycling should be seen the same since cans now formed part of the Council's kerbside collection.

It was unanimously agreed that the Cash for Cans scheme should be wound up with effect from 31st March, 2019, the remaining scrap sold and the can collecting and sorting facility be closed down. Mr Roberts would report back to a later meeting on the liabilities surrounding this building once it was emptied and with potential further uses.

7.4 <u>Shetland Seafarers' Association (SSA) Memorial</u> – Trustees noted the content of the report circulated with the agenda. There was some discussion regarding the design and construction of the memorial, its proposed location and the installation of a commemorative plaque.

Trustees approved the design of the memorial on the motion of Mr Robertson, seconded by Dr Riddell, with the suggestion that the SSA may wish to relocate the memorial within the environs of Shetland Museum & Archives.

8. Any Other Competent Business

None

The public section of the meeting came to an end and there was a short break to allow Mr Roberts and Ms Middleton to give statements to the press

MR

MR

SHETLAND AMENITY TRUST FEBRUARY 2019 MEETING Public Meeting Action Points

Action	Item First	Actioner	Target Action	Progress
	Raised		Date	
Data Management report to be provided	11/18	MR & TL	On completion	
to Trustees.			of ICT Migration	
Convene SMAA strategy working group	Item 7.1	MR	as soon as	Trustees nominated. Group to be
	December 2018		possible	convened in near future. (02/19)
Provide report on liabilities arising from	Item 7.3	MR	September 2019	Likely to be at least 6 months to
the closure of the can recycling unit	February 2019			decommission building (02/19)
Advise Shetland Seafarers' Association	Item 7.4	MR	as soon as	Done
of approval of new memorial design	February 2019		possible	

0119-1st February 2019 pubilc

CEO's Report (public session)

Author: Mat Roberts Meeting Date: 29th March 2019

Executive Summary

Context

Our FY 2018/19 goals are:

- 1. To achieve financial stability
- 2. To complete staff structure changes
- 3. Develop a new business strategy and plan
- 4. Have a staff development programme in place

Our 3-year goals are:

- 1. Reducing unstructured debt
- 2. Create a portfolio of commercially successful products
- 3. Property review implemented
- 4. Future project pipeline in place

In summary, our strategy is to understand and control our costs, invest in our staff and develop commercial offerings to offset anticipated reductions in core funding.

Questions this paper addresses

- 1. Is the above context right for us now and moving forward?
- 2. Are we looking after our people, our customers, our assets, our finances and our reputation?
- 3. Do we have the resources, skills and relationship we need to deliver the plans and commitments we have made?
- 4. Can we afford to do this?

These remain unchanged from my previous report as they are still front of mind and relevant

Conclusion

- 1. I believe the above have been suitable for this year and expect to develop the context themes with the new Strategy, corporate and annual business plans.
- 2. Overall I believe that the Trust is in a good position to deliver your emerging strategy. We will need to build some capacity in our colleagues.
- 3. Your emerging strategy will be stretching for the Trust team to deliver today and we will need to invest in building capabilities in all areas of operations.
- 4. Our long term future funding is uncertain as we have come to the end of a 4 year agreement with the Shetland Charitable Trust (SCT). SCT are going through a strategic review process and have told us that they hope to have a new strategy ready for June 2019. We have been told that they will undertake a public consultation on this strategy. As yet we are unsighted on how this will be done.

Our performance in	2018/19	2018/19	2019/20	Comment
	Today	Target	Target	
Safety and Security (legacy risks are still unknown)	Amber	Amber	Green	Significant progress has been made with Corporate Risk Management and Controls. A revised corporate risk register will go to the next Audit & Risk Committee for approval and onward recommendation to the Main Board.
Customer/Stakeholder Service	Amber	Amber	Green	We are beginning to make sense of our digital presence and bring order to our social media feeds.
Assets and finance (our maintenance back log is unknown and unfunded)	Amber	Amber	Green	Financial performance is still stable and with a lot of work I feel confident that we will end the year in the same position as we did last year.
Reputation. (We have been given a breathing space and now we are expected to deliver). Metrics to be developed:	Amber for all areas	Amber	Green	The last couple of months have been quiet and we have been able to draw breath.

Input Sought

The Board's assessment of this report is requested.

The Report

1. What is on my mind?

Looking Back

WHAT HAS GONE WELL?

- Strategy development. I feel that we made significant progress during the strategy sessions. There is a much better understanding across the organisation about our role in Shetland's life and the subsequent work undertaken by the Theme Teams has but been able to build on this. Your 5 draft Strategic Themes are:
 - 1. **Innovate for Heritage:** Shetland's heritage is more resilient to economic, social and environmental impacts
 - 2. **Stepping up on Biodiversity**: Shetland's unique biodiversity is protected, enhanced and restored
 - 3. **Inspire well-being**: Shetland's heritage supports improved physical and mental wellbeing
 - 4. Build Communities: Shetland's heritage supports and enhances sustainable communities
 - 5. **Partnership:** Shetland's heritage is supported by effective collaboration and partnership working
- Our cash management has been effective and with a lot of hard work we have been able to stay within our agreed banking agreements.
- Our grants from SCT and SIC have been agreed and we will start the year with good visibility of 60% of our budgeted income for 2019/20.
- Our move to the SIC ICT system has gone well. There have been a very small number of issues for a project of this size. This move has reduced our ICT risk significantly and will result to reduced running costs for SAT.
- Charlotte Dryburgh and Danny Priest, our two ScotGrads came back from their ScotGrads retreat with awards for their presentations on the work they have been doing. This is a great reflection on them, the Trust and the members of the leadership team who have been their mentors. I hope to be able to repeat the scheme in 2019/20.

WHAT HAS NOT GONE WELL?

• The initial response to the invitation to tender for a 12 month contract for Hay's Dock Café Restaurant was very poor and we had no offers. Subsequent work has resulted in 3 expressions of interest which are being pursued.

Looking Forward

OPPORTUNITIES?

- At the time of writing I am unable to report the outcome of our HLF Resilient Heritage Bid but I hope to have an answer before your meeting on the 29th.
- We launch Wool Week 2019 at the Edinburgh Yarn Festival and the appointment of Oliver Henry as this year's Patron has been very well received. The proposed 10th anniversary legacy project has been parked as we have not been able to commit the required resources to the concept. We will return to the idea in future years.
- I am delighted to be able to tell you that we will have 2 Grayson Perry pieces on display in the Museum at the end of the year. They are Aspects of Myself and My Gods.

RISKS OR CONCERNS?

- Budgets: As a result of our settlement with SIC for the Museum SLA, the savings we will find
 through the new ICT arrangement and savings from fleet management we will enter FY
 2019/20 with a balanced budget. This budget has very limited investment in either staff or
 product development and will rely on our commercial activities performing as planned or
 better to enable us to reduce our debt and develop our people and products.
- Cash: Cash management continues to be a daily challenge. Our continued success with cash management in 2019/20 is dependant all staff and projects understanding the financial realities that the Trust faces in this area.
- Communications: Our communications team is under significant pressure to manage our multiple feeds and demands. As we move forward with our new strategy this is an area that will require investment.

2. What are the implications?

WHERE DOES THIS LEAVE US?

My confidence in the outlook overall is higher than in previous months as we have an emerging strategic plan.

The need to change our approach to delivering operations is still testing our capacity and capability.

WHAT ARE THE IMPLICATIONS

The longer terms needs of the organisation are now much clearer.

We have a lot of back office, process and procedures to be developed, reviewed and implemented

Development Report

Author: David Cooper Meeting Date: 29th March, 2019



Executive Summary

Context

This report is an update on the position of various projects the Trust is currently involved with. It will indicate their current status and any progress from the last Trustee report.

Questions this paper addresses

- 1. Are our major projects on track to deliver against plan?
- 2. Overall, what are the implications for our outlook and plans?

Conclusions

- 1. Most projects are making progress and are reasonably on track. In some cases there is a need for an accelerated work schedule in the coming months to ensure delivery of targets. Halligarth, in particular, has proved problematic.
- 2. The main implications for our current outlook and plans is the lack of capacity for staff to look at new developments while we are still finishing off existing ones.

Input Sought

For information only

Input Received

Project officer reports

The Report

Are our major projects on track to deliver against plan?

PROJECT	UNESCO G	LOBAL GE	OPARK SHE	TLAND REV	ALIDATION	
Objective		,		ummer 2019. T revalidation visit		
Status	CURRENT			OUTLOOK		
	Time	Budget	Benefits	May 2019	Budget	Benefits
Progress	progress again needs to be a place to moniterm operation planning. Ror of March. We be a solution is attending a Ul Stewart (Manainspection prints)	nst a time line chieved, who tor progress. nal plan which and I are been need to start if the core meager of North or to this meall UNESCO	e and tasks have is doing it and Part of the acti h fits with the ' boked to attend making these re eetings do not a eting in West Hand Pennines Geo eting. VisitScot designated site	A Gantt chart he been designate when. A weekly on plan is the darted on plan is the darted the EGN meemeetings meaning the end of the EGN meemeetings meaning the end of the end	ed. We now know know meeting scheolevelopment of direction and ting in German guseful. Fringe mand Chris Wo Shetland for a pag a £460,000 pag	ow what dule is now in a longer- corporate ny at the end neetings may will be codley- pre-validation promotional

PROJECT	PEATLANI	DS				
Objective	To help reverse the deterioration in peatlands. The project encourages and assists crofters in restoring peatland bog through landscaping and water management. It also seeks to inform the public about the importance of blanket bog in carbon sequestration.					
Status	CURRENT			OUTLOOK		
	Time	Budget	Benefits	Mar 2019	Budget	Benefits
Progress	also ongoing Negotiations budget was a should be the new strategic Sue is current almost become	g in support of s are underway submitted. Contrough by the tic directions idently making sur	ly and has been several restorate re another year affirmation was dime of the Trustentified for the all funding class of its own successive.	tion schemes we's funding from delayed due to stee meeting. Po Trust, particula aims are being p	ith new scheme in SNH and a p staff illness at S eatlands fits we rly the Biodiver processed. Peat	es proposed. Proposed SNH but Il with the Prosity strand. Itlands is

	ARCHAEO	ARCHAEOLOGY				
Objective	archaeology representation	The archaeology service provides a development control function for Shetland's archaeology on behalf of SIC. It also provides educational outreach services, representation at national and international conferences and operates the Old Scatness site.				
Status	CURRENT			OUTLOOK		
	Time	Budget	Benefits	Ongoing	Budget	Benefits
Progress	Development control service is operating as required. Archaeology has also contributed information to both Geoparks and Follow the Vikings as requested. A project plan is now in place for Scatness opening for 4 days per week this summer. A great deal of work still needs to be done on an ever-decreasing time scale. A project team is meeting regularly and issues are being dealt with as and when they occur.					
PROJECT	FOLLOW	THE VIKINO	GS			
Objective	The promot	ion of Viking l	neritage to an	international aud	lience.	
Status	CURRENT	CURRENT				
	Time	Budget	Benefits	Mar 2019	Budget	Benefits
Progress	"Lore of the which focus February; the final roadsh a consideral Project Man	e Havamal" wa sed on the projectis was followed ow on the 2 nd ;	s officially laudect's outcomes d by a skills ex and the new work from Eilenith, delivered	ince the last repondenched on 27 th Fost and achieveme change and outstebsite was launceen Brooke-Free	ebruary; the fin nts was held in teach day on 1 ^s ched on 12 th M eman in prepar	al seminar York on 28 th March; the arch thanks to ing content.

3

KEY

Ian Tait and I have met to discuss the Crofthouse Museum Mill Renovation Project and a Between Islands project featuring practices which were commonplace in island communities but are no longer environmentally or morally approved of such as caaing whales, collecting birds and eggs and largescale peat cutting. We are currently working on project initiation documents as part of a new system for project assessment and approval.

A day-long session gave us a list of both strategic and operational objectives for the Biodiversity Strategic strand. These were written into a project template and passed on to Sandy Middleton. I also met with Paul Goddard who was unable to attend the session and gave him an opportunity to feed in. A lot of useful operational ideas also came out of this meeting.

Operations – Public Session



Author: Adam Johnson Meeting Date: Friday 29th March 2019

Sumburgh Head Lighthouse

We continue to work with our professional advisors to resolve this matter. At present this may impact on the opening of the café for the summer season.

We continue to explore alternative café provision on the site.

Fleet Management

Going forward the proposal is to sell the current fleet that we have and to operate under a leasing term for a newer fleet proportionate to our business needs.

Cash for Cans Scheme

The Cash for Cans scheme has now come to an official end. Letters have been sent to those that were still registered with the scheme along with collection figures and funds raised.

An inventory has also been compiled which identifies what equipment is to be disposed of, sold or retained for other areas of the organisation

Shetland Museum

Author: Ian Tait

Discussions were ongoing with SIC Assets Management regarding museum store lease. SIC have commissioned independent valuation and negotiations with the building's owner over sale/lease options will follow.

The Trust transferred lens apparatus from Skerries and Fair Isle lighthouses to the Museum of Scottish Lighthouses, Fraserburgh. The machinery will go on permanent display there as it fills a gap in the collection. By return, we received lenses for Sumburgh Visitor Centre.

Temporary exhibition by Museum staff on old-time Shetland weddings opened in Da Gadderie highlights marriage customs and costumes and is accompanied by a programme of events. The show has proved popular with local folk especially.

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Archives

Author: Brian Smith

The most important development in the Archives has been the final transfer of material from the CALM catalogue to AtoM: 120,000 entries, following two years of work by Mark Smith. Since 31 January no material has been added to CALM, and all additions are being made directly into AtoM. The next step is working out exactly how and when it will go online. When it does so all additions to the catalogue will be available immediately.

The Archives celebrated International Women's Day by presenting biographies of seven Shetland women on Instagram. The selection of material was carried out by Angus Johnson and received extensive feedback online.

The archives received a donation of miscellaneous papers which included (a) a manuscript list of members of the Scalloway Total Abstinence Society, 1856; Letters by Tom Garriock (born 1875), in Canada, to Jane Garriock (1871-1916), his sister, Westshore, Scalloway, 1902-1905, about his career as a trapper; Papers of William Robertson Gray (1860-1950), Westshore, Scalloway, 1885-1925, about his career at sea; and fishing ledgers of Hay & Co., 1854-79.

<u>Archaeology</u>

Author: Val Turner

Sites and Monuments Record/Development Control

We have had 5 direct consultations from Development Management and issued 2 recommendations for conditions. We have carried out 1 site/monitoring visit and monitoring on 2 sets of percolation pits, responded to 1 new developer/contractor enquiry re field work, responded to 17 small SSE schemes, and carried out post-report work on one larger scheme. We have had 5 meetings and carried out 1 SMR filter/search with developers/contractors, responded to 1 contractors report (Desk Based Assessment), signed off 3 sets of conditions for discharge by Planning, carried out 1 onsite meeting, attended NAFC's afternoon regarding the Sullom Voe Masterplan and responded to Historic Environment Scotland's consultation on designating the Queen of Sweden as an MPA (marine protected area).

Outreach (Education/Interpretation)

- Chris led sessions for 2 school classes from Bells Brae at Old Scatness (41 children).
- I spent a considerable period writing text for the Follow the Vikings project "Guide to Viking Europe". The idea had been that project partners would contribute text from their own areas for pulling together into the book, but their co-operation has been patchy. Unfortunately, time was lost in waiting for promised text and a lack of adequate responses has resulted in far more research than expected being undertaken.

Page 2 of 3 mroperations

- However, the bulk of the work is now done (standing at c. 25,000 words) with the British Isles being the only significant area still to be done.
- I submitted her paper "Mapping Shetland's Past" for publication in a festschrift for Doreen Waugh.
- Chris attended the Follow the Vikings seminar in York and gave a presentation with Yvonne Reynolds, focused on Archaeological work in Unst. This was well received.

World Heritage Status

- A project team has now been established and process discussed.
- I attended a World Heritage UK seminar on Education and Learning as related to World Heritage sites.

Old Scatness

- A project team has been created for the summer opening of Old Scatness, for which Chris is project manager. The plan is to open 4 days a week, with Chris being on site with a VSA
- Maintenance plans are in place but we only have 4 -5 weeks left to opening.
- Chris has continued to monitor the tell-tales at monthly intervals.

Three Islands Research Framework

- This has been renamed as the Scottish Islands Research Framework (SIRFA).
- We have met by Skype/phone conference. The Western Isles post-symposium work is progressing well.
- We are planning to hold the Shetland symposium over a weekend in mid-September (before Wool Week) to fit in with University staff timetables. World Heritage in general, and our project in particular, will be a major strand of the symposium.
- We met with Helen Spencer of ScARF (the Scottish Archaeological Research Framework), the overarching body for both period and Regional research frameworks, when she was in Shetland to represent the Society of Antiquaries of Scotland at Lisa Brown's talk.

Meetings/Miscellaneous

- I was invited to be a specialist reviewer of the report of the ICOMOS (International Council on Monuments and Sites) Climate Change and Heritage Working Group. There were 70 reviewers asked to do this worldwide; 6 being from Scotland.
- We met with Lisa Brown, Historic Environment Scotland, who was in Shetland to talk about Archaeological Science at a talk given on behalf of the Society of Antiquaries of Scotland for a helpful exchange of information.

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Engagement Report

Author: Sandy Middleton

Meeting Date: Friday 29: March, 2019

Introduction

The main focus over the past two months has been preparation for the seasonal opening of key attractions, promotional activities and campaigns, and work to raise the profile of the Shetland Amenity Trust.

Visitor Services

Shetland Museum & Archives

• Visitor numbers and donations for the past two months are shown in the table below along with the numbers for the financial year to date. Donations over the past year are well over double those received in previous years.

Visitor Numbers & Donations – February/March				
Month	Visitors	Donations	Average Donations per head	
February	2,338	£166	7 pence per visitor	
March (to 22/3)	2,140	£148	7 pence per visitor	
Financial year to date	69,852	£9,478.70	14 pence per visitor	

• Numbers of events and exhibitions are detailed in the table below.

Events & Exhibitions – February/March				
Туре	Number			
Dementia events	4			
School groups	17			
External Outreach Events	3			
8 SMAA Events (including Wedding exhibition)	8			
Venue Bookings	9			
Tours	2			

- Promotion and engagement activity for the Museum and archives is shown below:
 - ⇒ Facebook in March 4,280 followers, 68 new likes, post reach 18k, post engagement 11.5 K (4% increase)
 - ⇒ Instagram in March 2,184 followers, 229 posts (audience is 82% female)
 - ⇒ Blog posts Lace project and three kirks project

- ⇒ **Key Campaign** International Women's Day Instagram and Facebook campaigns received extremely positive feedback and was picked up by Radio Shetland
- ⇒ Millionth Visitor Press release, posters, social media campaign to encourage footfall
- Visitor service development:
 - ⇒ Review of staffing, skills audit, recruitment and development of seasonal rotas and staff training programme
 - \Rightarrow Delivery of catering for events, teas and coffees in house and external providers for food
 - ⇒ Forward bookings management for summer season
 - ⇒ Move to Summer opening hours on 28 April

Crofthouse

- Site review meeting with curatorial and visitor services team on site to review maintenance requirements, visitor management, and staff provision on site
- Opening Development of staffing rota and promotional campaign for seasonal opening on 30 April

Sumburgh Head

- **Site review** review of visitor experience, Visit Scotland recommendations and development of proposed upgrades
- Opening rota development, stock take and retail review
- Promotion and engagement:
 - ⇒ Facebook in March 2.5k followers, 13 new likes, post reach increase 25%, post engagement increased 41%
 - ⇒ Opening Event & Competition 30 March opening with foghorn blast, all attendees can buy season tickets at an 'early bird' rate to encourage repeat visits.

 Promotional press releases, posters and social media activity. Facebook event created and 55 people indicated interest. Competition for opening event promoted and 42 entries to date.

Old Scatness

- Site review review of site condition, visitor experience, retail offering and business case for 2019 opening
- Opening established business case and proposals for four day opening of site for 2019 season from 14 May through to September, marketing plan under development
- Training agreement with Shetland Islands Tour Guides Association to deliver training to them to enable them to undertake self-led tours on site, training will also be rolled out to SAT staff

Retail

- Retail Strategy review of retail offering, target audiences, and principles and ethics of approach
- Online shop work undertaken to connect new till system and online shop and to develop online shop site
- Retail Team establishment of retail team to oversee retail at all sites including attractions and online shop

Environmental Improvement

- Da Voar Redd Up Review of procedures and identification of efficiencies and improvements. All groups now contacted and press release, posters, and social media activity undertaken to promote event.
- **Dunna Chuck Bruck** continued online campaign with 1.8k Facebook and 754 Instagram followers

Events

- Boat Week continued work to develop and promote event
- Wool Week inclusion and diversity statement established, insurance position reviewed, development of programme, launch of patron and hat pattern at Edinburgh Yearn Festival, 'Seasons of the Crofter' competition launched, merchandise and membership offers developed, and discussions with partners to establish wider support and assistance for wool week
- *Nature Festival* project planning with team, programme of events developed and partners and funding confirmed.

Wider Engagement

- SAT SAT Facebook page has been a key focus for activity with a targeted campaign to raise awareness of the work SAT undertakes. This has resulted in:
 - \Rightarrow 128% increase in page views
 - \Rightarrow 59% increase in page likes
 - \Rightarrow 25% increase in post reach
 - \Rightarrow 120% increase in post engagement
 - \Rightarrow 46% increase in page followers
- Partners engagement with a range of partners and business organisations to promote, learn from, and develop SAT offering and develop collaboration opportunities
- **Project support** engagement, advice, development and project management support for a range of SAT projects

Active Shetland Strategy



Author: Sandy Middleton Meeting Date: 29 March 2019

Executive Summary

Context

The Active Shetland Strategy 2018-2023 was recently finalised by the Active Shetland Partnership. Key partners have now signed off the Strategy including SIC, SportScotland, Shetland Recreational Trust, NHS Shetland, and SNH. The Strategy takes its lead from the Shetland Partnership Plan and aims to make Shetland the most active community in Scotland. Shetland Amenity Trust has been asked to join the Active Shetland Partnership and to sign off the Strategy.

Issues for consideration

- 1. The key content of the Active Shetland Strategy.
- 2. The rationale for Shetland Amenity Trust signing up to the Strategy.
- 3. The implications for Shetland Amenity Trust in signing up to the Strategy.

Conclusions

- 1. The Active Shetland Strategy aims to make Shetland the most active community in Scotland. Key priorities include; getting people active and keeping them active, encouraging participation, enabling progression, improving infrastructure, and developing people.
- 2. Using our natural and cultural heritage to support improved physical and emotional well-being is an emerging priority in the draft SAT Strategic Plan. There is also cross over with objectives to encourage participation and build positive places and communities. Signing up to the Active Shetland Strategy will support effective partnership working and delivery of SAT priorities and the Shetland Partnership Plan.
- 3. In signing up to the Active Shetland Strategy SAT are not committing human or financial resources. What we are committing to is working in partnership to support delivery of the Strategy.

Input Sought

Trustees are asked to sign off the Active Shetland Strategy.

Input Received

The Active Shetland Strategy has had input from a wide range if public and third sector partners. Leadership Team recommend that Trustees sign up to the Strategy to facilitate partnership working and delivery.

The Active Shetland Strategy can be viewed at Appendix 1.



FOREWORD

'If a medication existed which had a similar effect to physical activity, it would be regarded as a 'wonder drug' or a 'miracle cure'.

Chief Medical Officer, England 2010

Our quality of life in Shetland is regarded as among the best in the United Kingdom. Lots of things add together to make for a good quality of life, and for us, our wonderful outdoor environment is certainly a major factor.

Physical activity, whatever form it takes – from light leisure activity, to active travel, to community sport, to representative sport at Shetland level and beyond - is massively important for a great number of reasons.

The evidence

Physical activity is an important tool for improving mental health and wellbeing, developing strong communities, increasing participation amongst disadvantaged and hard to reach groups, increasing attainment in schools, providing diversionary activities for people with chaotic lifestyles, promoting sustainable forms of transport, increasing volunteering and stimulating the local economy and tourist industry.

To make the most of these potential benefits it is important to have a strategy to help Shetland to be more active, and to give those involved in physical activity and sport the opportunity to meet their potential, excel and be involved to whatever level they can.

The biggest gain we can make is to help the least active to get more active, to give the couch potatoes amongst us a helping hand to start moving, to get us all on the path to health, wellbeing and productivity. That way we will see benefits at a personal level, and for the whole community of Shetland.

Being active is everyone's business – me, you, our families, neighbours and friends. The challenge is how we can help ourselves and other people we care about to get active – whether that's through our jobs, volunteering with a formal sports club for football or netball, or an informal group for walking or jogging, taking up golf or swimming, dancing or 'keep fit', or taking a few more steps ourselves with the dog, the neighbour, the kids.

Shetland's Partnership Plan 2018 – 2028

Vision: "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 Community Empowerment Act 2015 Act requires each Community Planning Partnership to produce and publish a Local Outcomes Improvement Plan (LOIP). The LOIP is a high level action plan agreed between agencies and their communities and provides a unifying document based on agreed local priorities. The LOIP seeks to ensure community planning partners are delivering impact for communities, developing new and improved methods of delivering services and making sure the right people are working together under strong governance and accountability.

The key focus of the plan is to reduce inequality of outcome in Shetland, and moderate demand for future crisis services. Physical activity and sport can play a vital role in this: see page 5 for more detail.

The Active Shetland Strategy 2018-2023 contributes to the following Shetland Partnership Plan priorities:

People

Individuals and families can thrive and reach their full potential

Participation

People can participate and influence decisions on services and use of resources

Place

Shetland is an attractive place to live, work, study and invest

Money

All households can afford to have a good standard of living









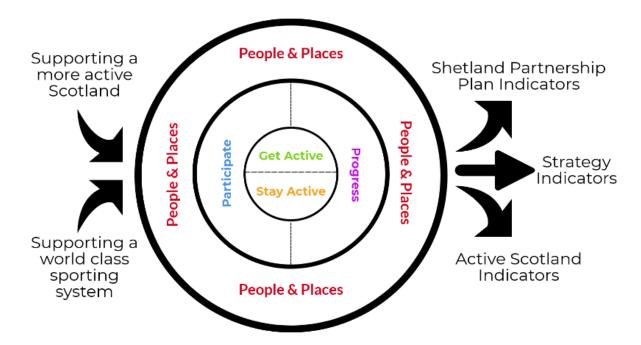
Vision:

We aim to make Shetland the most Active Community in Scotland

We want people to be active from an early age and remain active throughout their lifetime. People will be active in a number of different ways and we recognise the power of community and culture in shaping people's lifestyles – seeing others be active, hearing about sporting success, and seeing activity and sporting events happening locally all have an influence on people's behaviour.

To achieve such wide reaching benefit and change requires more than a single approach, we must work effectively together as professionals and as communities to meet these challenging targets. Working to help people be more active, providing leisure, activity and sporting facilities and opportunities is not new, but we must be rigorous in monitoring our work to ensure our strategic approach is working, and that we are making progress in the right areas.

With this in mind, the strategy incorporates Active Scotland Indicators, Shetland Partnership Plan Indicators and Shetland physical activity and sport indicators as determined by the Active Shetland Strategic Group.



To make long-lasting changes that work for Shetland we must be aware of the wider needs of our communities, tackle inequalities and build community capacity. We must not lose sight of the bigger picture, recognising the massive impact physical activity and sport can have on raising attainment and improving wider academic achievement, population productivity, employability and the attractiveness of Shetland as a place to live, work and visit.

Our "People & Places" are integral to this strategy. In a time of limited resources we must work ever more closely together to maximise resources and efficiencies AND capitalise on the existing built and natural physical activity and sport environments.

Foundations of the Strategy

Tackling Inequalities

We must increase people's understanding of the inequality challenge in Shetland and work together to target resources. We will use good quality data to identify those most in need, and work to address their needs first. This will shift resources towards prevention of poorer outcomes.

Community wellbeing and resilience

Physical activity and sport can be a means to develop wider social outcomes in communities. We will harness the power of physical activity and sport to enhance education, develop employability skills, improve resilience in communities and offer alternatives to crime and antisocial behaviour.

Early intervention and Prevention

We will identify negative trends and problems before they become deep rooted. We will achieve this by working collaboratively with communities to help them find solutions to their own challenges, investing in community leaders and delivering bespoke services based on community needs.

Attainment and Achievement

We will demonstrate the role physical activity and sport can play in raising attainment and wider academic achievement. We will work to ensure that everyone can fulfil their potential and achieve their aspirations in being physically active.

Priorities for Action

Get Active

Increase physical activity levels in Shetland, particularly supporting the least active to get active.

Stay Active

Make physical activity and sport part of the daily lives of everyone who lives in Shetland.

Participate

Support children and young people to develop physical competence and confidence from the earliest age and encourage lifelong involvement. Support people who find it difficult to be physically active or access sport to overcome these challenges.

Progress

Improve opportunities for anyone to progress and achieve in physical activity and sport, meeting their potential and overcoming any barriers to progress.

Places

Provide the people of Shetland with the best facilities and infrastructure possible to let them lead active lives.

People

Develop the volunteer and professional education pathway that is essential to continue to develop and enhance quality physical activity and sporting opportunities in Shetland.

Keys to Success

Collaboration and Partnership

We will need to work together ever more closely and share expertise, information and resources to deliver the best services to Shetland's communities. The partners are committed to these principles and hold them as essential cornerstones of how we will deliver the strategy.

Building Collaboration

We will build strong partnerships by linking physical activity and sport outcomes to organisational goals. We will achieve this by developing clear roles and remits, a shared understanding of organisational needs and demonstrating passion and commitment to the strategy and each other.

Organising Resources

We will do this by bringing the right people together to share knowledge and expertise and deliver shared outcomes. We will streamline digital and physical communication and make sure we reach those who need it most.

Understanding, Using and Sharing Data

We will put data at the centre of everything we do. This will enable us to identify needs and gaps, recognise trends and produce robust and reliable data which tells the story of people's engagement with physical activity and sport in Shetland. We will use this information to ensure decision makers can see the benefits of being active and engaged in sport.

Get Active

To increase physical activity levels in Shetland, particularly supporting the least active to get active.

We know that many people in Shetland are active but we also know that we have high levels of inactivity. This inactivity contributes to adult and childhood obesity and other preventable diseases such as Type II Diabetes. The risk of being inactive is not evenly spread across all groups in the population. The groups who are more at risk of being physically inactive are those with a disability and/or long-standing poor health; older age groups; women and teenagers.

Evidence around why people are inactive points to a range of factors at individual, social and environmental levels. Some reasons are common across different inactive groups: lack of confidence, time or interest; transport; cost of some leisure activities; lack of suitable activities.

Active Scotland Outcome	We encourage and enable the inactive to be more active
World Class Sporting System	We want to increase participation through improving physical activity and sport to ensure that we are providing equal opportunities and an inclusive programme in the aim of building a world class sporting system in Scotland
Shetland's Partnership Plan	People Individuals and families can thrive and reach their full potential Place Shetland is an attractive place to live, work, study and invest

Commitments:

- Make physical activity interventions and conversations throughout health and social care the norm, in order to increase the number of people being supported to become active
- Ensure that increasing physical activity is a priority in partner strategies and development plans, reflecting the great benefits to be gained
- Utilise data and research across services, to ensure that there is a consistent and coordinated approach to tackling inactivity
- Develop targeted programmes of support and engagement for recognised inactive groups and people who are socially or economically isolated
- Co-ordinate and deliver public education, including media campaigns that raise awareness of the benefits of increased physical activity and living a healthy, active lifestyle

Stay Active

Make physical activity and sport part of the daily lives of everyone who lives in Shetland.

We know that the amount of physical activity we do varies greatly across our life course. This outcome is about sustaining physical activity habits through key transitions in life and encouraging those who do some physical activity to do more activity, more often. We need to focus on people moving through transitions such as changes in employment status, education to work or work to retirement, where people live, family relationships, physical health status and social networks, as we know these changes can make people more vulnerable and it is common for physical activity to decrease.

Active Scotland Outcome	We encourage and enable the inactive to be more active
World Class Sporting System	We want to ensure that a clear pathway exists from schools to communities in the provision of sporting opportunities to ensure that people continue to participate in sport at whatever level and are part of a world class sporting system in Scotland
Shetland's Partnership Plan	People Individuals and families can thrive and reach their full potential Place Shetland is an attractive place to live, work, study and invest

Commitments:

- Support families in becoming physically active and maintaining physical activity throughout their lives
- Implement guidelines for obesity management in children, including appropriate physical activity interventions
- Ensure every child receives at least 2 hours (Primary) or 2 periods (Secondary) of quality
 P.E. per week
- Encourage and support every school in Shetland to self evaluate and implement a plan to increase physical activity opportunities and improve their provision of PE & Sport
- Support every child to be able to swim by the time they leave primary school.
- Develop programmes which reduce the fall in participation at key transition points throughout an individual's life
- Investigate the barriers to participation such as cost and transport and develop solutions to maintain participation
- o Maintain the range of sports and physical activity opportunities across Shetland
- Support public participation events which encourage people to get back in to sport or to get active
- Ensure that physical activity and sport is included in the development of locality planning in Shetland, building on the work of Community Sport Hubs and Health Improvement links with communities
- Target programmes that promote active living for older people, including falls prevention programmes, in order to maintain activity and independence

Participation:

Support children and young people to develop physical competence and confidence from the earliest age and encourage lifelong involvement. Support people who find it difficult to be physically active or access sport to overcome these challenges.

We want our children and young people to experience the joy of movement and develop positive attitudes to active living and sport. We want to ensure all Shetland's children and young people develop the physical confidence and competence required as a foundation for lifelong participation in physical activity and sport.

We want our children to move from school to community sport and benefit from the social, emotional and physical benefits of sports clubs who need to be well organised, connected and high profile in their local community. They should have high quality people supporting the club and be operating out of quality facilities.

School and community sport should be equal and inclusive for everyone. Likewise, we want adults to participate in sport for longer and to continue an involvement in sport as volunteers who feel valued for their contribution.

Active Scotland Outcome	We develop physical confidence and competence from the earliest
	age
World Class Sporting System	We want to encourage and enable participation in sport within the
	each environment of the world class sporting system in Scotland
Shetland's Partnership Plan	People
	Individuals and families can thrive and reach their full potential
	Place
	Shetland is an attractive place to live, work, study and invest

Commitments:

- Ensure that children have access to more and higher quality physical activity and sport opportunities in and out of school wherever they live in Shetland
- Encourage children and adults to connect with their natural environment and provide opportunities to participate in outdoor activity
- Develop programmes aimed at developing the physical literacy of young children
- Support clubs to increase the number of children, young people and adults who are active members
- Assist clubs to be well organised, connected, promoted, inclusive, and sustainable and provide safe and welcoming environments for people to participate
- Develop physical activity pathways in Shetland for people with a physical, sensory or learning disability
- Ensure that those who face multiple barriers, discrimination or inequalities are supported to participate in physical activity and sport

Progression:

Improve opportunities for anyone to progress and achieve in sport, to meet their potential and overcome any barriers to progress.

This objective is about developing and supporting a world class sporting system at all levels, motivating more organisations and individuals to get involved, and enabling the broadest range possible of people to participate, progress and achieve in sport.

Active Scotland Outcome	We improve opportunities to participate, progress and achieve in sport
World Class Sporting System	We want to ensure that people within the sporting system are able to progress to a level that is solely determined by their ability
Shetland's Partnership Plan	People Individuals and families can thrive and reach their full potential Participation
	People can participate and influence decisions on services and use of resources Place Shetland is an attractive place to live, work, study and invest

Commitments:

- Link school and community sport opportunities to provide better connections between young people progressing from school participation to club participation
- Ensure that there are opportunities, training and support for athletes, coaches and officials to allow them to reach their full potential at local, national and international competition
- o Provide support to clubs and associations to host on Island competitions and events
- In partnership with Shetland Island Games Association, support a bid to host the
 International Island Games in 2027 or as soon as possible thereafter.

Places (Active Infrastructure)

Provide the people of Shetland with the best facilities and infrastructure possible to let them lead active lives.

Over the lifetime of this strategy there may be changes to the type of and access to facilities in Shetland and the ways that these facilities are funded. Local and national research shows that people feel that facilities are well used, respected and valued by the community, however they are not being used to their maximum potential and more work needs to be done to address facility gaps.

Shetland has an abundance of natural active spaces and there are exciting opportunities ahead if we can work collaboratively with partners to promote existing areas and engineer new spaces to facilitate more active travel opportunities, encouraging walking and cycling to be part of people's daily lives. Maximising the use of the built and natural environments in Shetland and smarter use of facilities underpin the four priority areas within the strategy.

Active Scotland Outcome	We will improve our Active Infrastructure – People & Places
World Class Sporting System	We see People & Places as key enablers in the aim of building a world class sporting system in Scotland
Shetland's Partnership Plan	People Individuals and families can thrive and reach their full potential Participation People can participate and influence decisions on services and use of resources Place Shetland is an attractive place to live, work, study and invest

Commitments:

- Ensure that our built spaces such as leisure centres, games halls, golf courses, parks, play areas and multi-courts are maintained and continue to be safe, attractive places to visit, play sport and be active
- Improve outdoor access by promoting the development of paths and outdoor amenity areas /greenspace
- Engage with decision makers including community councils to prioritise active living/active travel through the design of roads, footpaths and transport policies that promote walking, cycling and public transport

People (Workforce Development)

Develop the volunteer and professional education pathway that is essential to continue to develop and enhance quality physical activity and sporting opportunities in Shetland.

Much of Shetland's strength is in the people who live and work here and make up our communities. Workforce Development is about harnessing this to drive our strategy forward. Developing people is central to our success. This includes teachers, coaches, volunteers, professional staff, referees, umpires and officials. Our workforce also includes young people and wider health professionals. Managing and developing our people resource from the public, private and third sectors will create the platform for developing a more active population where physical activity and sport are central to our community, culture and identity.

Active Scotland Outcome	We will improve our Active Infrastructure – People & Places
World Class Sporting System	We see People & Places as key enablers in the aim of building a world class sporting system in Scotland
Shetland's Partnership Plan	People Individuals and families can thrive and reach their full potential Participation People can participate and influence decisions on services and use of resources Place Shetland is an attractive place to live, work, study and invest

Commitments:

- Ensure that our volunteer and paid workforces in Shetland are trained, knowledgeable and confident in:
 - understanding the importance of physical activity
 - supporting people who are currently inactive in becoming active
 - supporting people to maintain and increase physical activity levels
- Ensure that our clubs have the appropriate number of coaches, officials and volunteers with the correct skills
- Support coaches and volunteers to develop and ensure they are valued and recognised for their contribution
- Create opportunities for young people to be actively involved as leaders and decision makers in local and national sport
- Develop links with Further Education around the opportunity to progress learning in sport and exercise beyond the school environment in Shetland

Delivering the Strategy

The Active Shetland Strategic Partnership will provide overall strategic direction and report to the Shetland Partnership Board on an annual basis. Short or longer term operational groups will be established as necessary to deliver elements of the strategy. An Active Shetland Forum will be established to enable all interested partners and stakeholders to engage with the process of implementing the strategy.

Active Shetland Indicators

Active Shetland	Sub Heading	Data Source	Shetland
Active Infrastructure	Walking as recreational activity	Scottish Household Survey (legacy indicator)	https://www2.gov.scot/Topics/Statistics/16002/ LATables2017/Shetland2017 Walking in Shetland (at least 30 Minutes) - 76% National: 70%
Active Infrastructure	Active travel to school	Sustrans – Hands Up Survey	https://www.sustrans.org.uk/scotland/schools/ hands-scotland Active Travel to School in Shetland (Walk/Cycle/Scooter/Skate/Park & Stride) – 21.8% National: 48.8%
Active Infrastructure	Accessibility to the Outdoors	Scottish Household Survey	https://www2.gov.scot/Topics/Statistics/16002/ LATables2017/Shetland2017 Frequency of visits to Outdoors in Shetland (One or more times a week) – 62% National: 52%
Workforce Development	Volunteering in Sport & Exercise	Scottish Household Survey	https://www2.gov.scot/Topics/Statistics/16002/ LATables2017/Shetland2017 Percentage providing unpaid help to groups/organisations involved with sport & Exercise in Shetland – 23% National: 17%
Workforce Development	Volunteering in Active Schools	Active Schools Monitoring	Shetland Islands Council – Sport & Leisure Number of Volunteer Deliverers within Active Schools in Shetland - 226 Nationally: 20,018 1.13% contribution from 0.4% of the population
Get Active	Distinct Participants (Children)	Active Schools Monitoring	Shetland Islands Council – Sport & Leisure Number of children taking part in Active Schools Activity in Shetland – 57% National: 45%

Get Active	Frequency of active participation (sport & walking)	Scottish Household Survey	https://www2.gov.scot/Topics/Statistics/16002/ LATables2017/Shetland2017 Participation in Shetland within the past 4 weeks – 84%
Get Active	Children Weight	NHS Shetland	National: 81% http://www.isdscotland.org/Health- Topics/Child-Health/Publications/data- tables2017.asp (Primary 1 Statistics for BMI: Epidemiological Categories -Table B1) Number of Overweight/Obese Children in Shetland - Primary 1 – 26.1% in 2016/17
Stay Active	Active recreation in older people (sport & walking)	Scottish Household Survey	National: 22.9% in 2016/17 https://www2.gov.scot/Topics/Statistics/16002/ LATables2017/Shetland2017 Participation by adults 60+ in Shetland - 74% National: 67%
Stay Active	Attendance at leisure facilities	Shetland Recreational Trust	Shetland Recreational Trust Attendance Numbers in 2017-18 – 773,629
Stay Active	PE provision	Healthy Living Survey	https://www.gov.scot/publications/summary-statistics-attainment-leaver-destinations-healthy-living-8-2018-edition/pages/7/ 2 Hours of PE in Primary Schools – 100% 2 Periods of PE in Secondary Schools – 86% National: 99% Primary, 94% Secondary
Participation	Sports participation (sport only, no walking)	Scottish Household Survey	https://www2.gov.scot/Topics/Statistics/16002/ LATables2017/Shetland2017 Percentage of adults participating in sport (excludes walking) in Shetland – 52% National: 53%
Participation	Active School Participation	Active Schools Monitoring	Shetland Islands Council – Sport & Leisure Number of Active Schools participant sessions in Shetland – 48,157 participant sessions Nationally: 7.25 Million participant sessions 0.67% contribution from 0.4% of the population
Participation	Club Membership	Shetland Islands Council	Shetland Islands Council Membership Numbers of Sports Clubs in Shetland 2017/18 - 1400
Progression	Team Scotland performance	Commonwealth Games records (legacy indicator)	https://www.teamscotland.scot/gold-coast- 2018-facts/ Number of Team Scotland Commonwealth Games Members born or living in Shetland in Commonwealth Games – Gold Coast 2018 - 0
Progression	Team Shetland	Island Games Records	http://islandgames2017results.com/medal.aspx Number of medals won by Team Shetland at the International Island Games - 14 (4 Gold, 5 Silver, 5 Silver)

Active Scotland Outcomes Framework

Vision: A More Active Scotland Physical activity is about getting people moving. Daily walking, playing in a park, going to a gym, training with a team or aspiring to win a gold medal- it doesn't really matter how people get active, it just matters that we do. Being physically active contributes to our personal, community and national wellbeing. Our vision is of a Scotland where more people are more active, more often. **National Outcomes** Research and Young People **Early Years** Safe from National Older People Resilient Places Communities **Active Scotland Outcomes** We encourage and enable the We develop physical We encourage and enable the confidence and competence active to stay active throughout inactive to be more active from the earliest age life We support wellbeing and We improve our active We improve opportunities to resilience in communities through participate, progress and infrastructure - people and physical activity and sport achieve in sport places Equality – Our commitment to equality underpins everything we do

This Framework describes Scotland's ambitions for physical activity and sport. Active Scotland Outcomes contribute to the delivery of National Outcomes and ultimately to the Scottish Government's overarching purpose of creating a more successful country, with opportunities for all to flourish. The framework has been developed collectively with partners through the National Strategic Group for Sport and Physical Activity (NSG), chaired by the Cabinet Secretary for Health, Wellbeing and Sport.

While **sport**scotland's focus is on the development of sport, the national agency work alongside those who have a greater focus on other types of physical activity to ensure people in Scotland find it easy to lead an active life. In particular they recognise that people have sporting lives, throughout which they may stay involved in or dip in and out of sport and sports, whether they participate recreationally or competitively, volunteer or spectate. They want to ensure everyone in Scotland has positive experiences at all stages of their sporting lives, whether they are being introduced to sport for the first time, developing, progressing, or achieving success.

