

# Shetland's Equality Outcomes Progress & Mainstreaming Report

2021-2025

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## 1. Introduction

This report is intended to deliver a further update on the past two years progress against the outcomes for 2017-21, as well as progress in mainstreaming equalities. The report also sets out our outcomes for the period 2021-25.

To provide context for this Shetland's Community Planning Partners have set out their overall commitment to equality through their joint Equality Statement below.

## 2. Joint Equality Statement

Shetland's Community Planning Partners are committed to fulfilling the three key elements of the general equality duty as defined in the Equality Act 2010:-

- Eliminating discrimination, harassment and victimisation
- Advancing equality of opportunity between people who share a protected characteristic and those who do not
- Fostering good relations between people who share a protected characteristic and those who do not

The protected characteristics are –

- age
- disability (including physical impairment, learning disabilities, mental health issues and long-term conditions)
- gender reassignment,
- pregnancy and maternity
- race, this includes ethnicity, colour and national origin
- religion or belief
- sex
- sexual orientation
- marriage/civil partnership (for which only the first duty applies)

Everyone has 'protected characteristics', but it is the treatment individuals and groups receive, the level of autonomy they have, and the positive or negative outcomes for them, that are its focus. Therefore, Shetland's Community Planning Partners will:

- Remove or minimise disadvantages experienced by people due to their protected characteristics
- Meet the needs of people from protected groups where these are different from the needs of other people

- Encourage people with protected characteristics to participate in public life or in other activities where their participation is disproportionately low.

As well as being legal requirements, these steps contribute to fairer, more efficient and more effective services. Therefore, Shetland's Community Planning Partners will:-

- take effective action on equality
- make the right decisions, first time around
- develop better policies and practices, based on evidence
- be transparent, accessible and accountable
- deliver improved outcomes for all.

### **3. The Legal Context**

The public sector equality duty, referred to as the 'general equality duty,' is set out in the Equality Act 2010. Under the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012, public authorities are also covered by specific duties, which are designed to help public authorities meet the general equality duty. Shetland Islands Council is covered by both the general and specific equality duties.

#### **3.1 The Equality Act 2010 and the General Equality Duty**

The Act brings together the areas of race, disability, sex, sexual orientation, religion and belief, age and gender reassignment in one legislative entity.

At the same time, the Act clarifies the approach that should be taken on issues around ensuring fair treatment with regards to marriage/civil partnership and pregnancy and maternity. Shetland Islands Council in the exercise of its functions must;-

- Eliminate discrimination, harassment and victimisation
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not, by tackling prejudice and promoting understanding

(Only the first duty applies in the case of marriage/civil partnership.)

These are the three fundamental elements of the general duty.

### **3.2 The Specific Equality Duties**

The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 came into force on May 2012. These specific duties are designed to help public sector organisations meet the general duty effectively.

The key legal duties are that Shetland Islands Council must;-

- Report on mainstreaming the equality duty
- Publish equality outcomes and report progress
- Assess and review policies and practices
- Gather and use employee information
- Publish gender pay gap information
- Publish statements on equal pay
- Consider award criteria and conditions in relation to public procurement

### **4.0 Mainstreaming Equality**

Mainstreaming equality simply means integrating equality into our day-to-day working. This means taking equality into account in the way we go about our business when acting as an employer, or planning and providing services.

As part of the Equally Safe at Work pilot programme, the Council has:

- Developed Violence Against Women (VAW) policies and introduced support mechanisms for victim-survivors;
- Reviewed and updated equality policies to include information on occupational segregation, VAW, sexism, misogyny, and intersectionality;
- Reviewed employment policies to ensure they are gender and VAW sensitive;
- Updated flexible working policies to ensure the needs of different groups of women, including victim-survivors, are met;
- Provided training to line managers on flexible working and VAW;
- Supported quantitative and qualitative data gathering on employees attitudes and behaviours around gender equality and VAW, and experiences of working in the Council;
- Reviewed practice on progression, recruitment and development to ensure it addresses the barriers women face;
- Developed improved data gathering systems to capture the experiences of different groups of women in the workforce;
- Developed systems to collect data on flexible working, disaggregated by gender;
- Developed initiatives to address occupational segregation; and

- Delivered internal awareness raising campaigns on VAW and gender inequality.

The Council uses an integrated impact assessment to assess the potential impacts of its policies and services. During 2021/22, the assessment guidance and process will be reviewed. Training will also be rolled out to support the refreshed guidance. Refreshed guidance will also benefit from the work to build a stronger evidence base for equality and diversity.

The Fair Work Convention's Fair Work Framework defines Fair Work as work that offers effective voice, respect, security, opportunity and fulfilment; that balances the rights and responsibilities of employers and workers; and can generate benefits for individuals, organisations and society. The Council has taken the opportunity to embed equality and diversity considerations and further its work, particularly on gender equality, through its Fair Work action plan.

As part of the Council's work to build a stronger equality evidence base, an equality audit will be carried out to map equality data collected. This will complement planned work by the Scottish Government to improve equality data across the public sector.

Work on increasing the different ways that the Council communicates with the community was disrupted by the pandemic. While new things have been tried, such as using more visual methods rather than just text, and lessons have been learned – we realise that there is much more to do and this will remain a focus for 2021-25.

A new Council website was launched which has increased its accessibility for people with a range of communication needs, including using text to speech software. The previous website had an accessibility rating of 29%, with the new website this has risen to 96%. The new website has been recognized by SOCITM (the Society for Innovation, Technology and Modernisation) with an award for most improved accessibility score.

Unison have run British Sign Language courses for council employees and a short course on BSL has been run in the Anderson High School.

Within schools, Shetland Rape Crisis has run a series of workshops.

Within the Health and Social Care Service, the Council has provided a pool of cars for social care workers to use when providing care at home. This has enabled more women, particularly those from lower incomes, to return to employment.

ZetTrans is trying to establish ongoing, inclusive two-way engagement with communities. To this end in 2019 ZetTrans established, what should be twice yearly

area transport forums at 16 locations across Shetland with transport provided where needed to facilitate attendance. (This approach is on hold due to Covid-19)

In relation to single-issue consultations, ZetTrans has invited detailed input from informed stakeholders, and (under Covid) used public online surveys with options to participate on paper/verbally.

Shetland has undertaken a Bus Network Review to develop the specification for new Public Bus contracts. This review, which was carried out within financial constraints acknowledged gaps in service provision, which may result in inequalities, and committed to addressing them over the course of the contracts.

ZetTrans has developed an Active Travel Strategy in partnership with multiple local agencies, and key stakeholders. This strategy has accessibility at its heart, acknowledging that women and disabled users can benefit significantly, when areas are designed to facilitate active travel.

ZetTrans is currently undertaking a review of Public Transport Fare Policy, which has set the following, 4 (of 6) objectives:

- A. Reduce fare costs for existing trips and/or enable new trips in order to reduce inequalities faced as a result of geographic location, specifically islands and remote rural areas of mainland Shetland.
- B. Reduce fare costs for existing trips and/or enable new trips in order to reduce inequalities faced as a result of social or economic disadvantage.
- C. Improve/sustain access to employment, learning and well-being opportunities, contributing to inclusive economic growth.
- D. Fares must be affordable for the general population.

## **5.0 Licensing Board Statement**

The Shetland Islands Area Licensing Board is committed to working along with partner organisations, which serve the public of Shetland to advance equality and fairness. In so doing, the Board has two equality outcomes it is working to advance:

- 1. To raise awareness of equality and diversity;
- 2. To improve access to the service of the Board for people with protected characteristics.

These equality outcomes will help promote the general duty in relation to the promotion of good relations, the elimination of discrimination and the advancement of equality of opportunity.

These equality outcomes are informed by the information gathered and analysed by the Council and the separate surveys of users of the Board's services conducted by the Board.

The staff, property and services required by the Board, the Clerk to the Board and the Licensing Standards function, are provided by the Council. There are no separate staff employed by the Board and details of the composition of the staff with respect to protected characteristics are contained within the information published relating to the Council.

The Board itself is comprised of elected members of the Council. They are subject to an ongoing training programme, which, whilst not specific to the Board's business, includes equalities issues.

Actions of the Board, which will help achieve the identified outcomes, include ensuring that the staff who deal with licensing matters have been trained to recognise and be sensitive to the needs of people arising from protected characteristics. In addition, the Board carries out equality impact assessments when introducing new policies and procedures and makes any required adjustments to reduce any unfair negative impacts arising from the changes.

## **6.0 Progress on Equality Outcomes 2017-2021**

Equality Outcomes are aimed at producing concrete improvements in people's lives that contribute to a fairer, more inclusive and more prosperous Shetland. Since our last report in 2019, we have done the following.

### **Outcome 1**

*People have equal access to employment in all sectors.*

The Council has updated the Employee Code of Conduct so that it explains the link between women's labour market inequality, violence against women and wider gender inequality and sets out the standards of behaviour expected of all Council employees and the consequences of failing to uphold these standards.

In receiving the bronze accreditation in the Equally Safe at work programme, the Council has been recognized as a sector leader on gender equality at work in local government, due to our commitment to women's labour market equality.

The Council's gender pay gap has fallen to 5.9%, from 7.99% in 2017/18. The gender pay gap has consistently fallen from a high of 11.21% in 2015/16.

The Council is the host business for Project Search. Project Search is a one-year programme, supporting young people with additional needs to gain skills and experience aimed at helping them move into sustainable employment. As the host



business, the Council provides students with three ten-week work placements. This gives students the opportunity to learn transferable employment skills in a variety of settings. Two students from the first cohort have been successful in securing employment before the end of the course. The main goal of Project Search is to gain integrated employment:

*“Project Search is really good and has helped me so much with finding a job, doing interview prep, doing CV work and it has also made a positive change in my self-confidence. I’m super proud of myself for coming to Project Search and I was over the moon when I got the job”.*

## **Outcome 2**

*Childcare is accessible for those who need it.*

From August 2020, all early learning and childcare settings in Shetland offered the full entitlement of 1140 hours.

Of all funded early learning and childcare placements in Shetland, 40% of families have opted to use their full 1140 hour per year entitlement. A further 43% have opted for some additional hours on top of their previous entitlement of 600 hours. Parents and carers can choose their preferred provider, and can set a weekly pattern to suit their needs. There is the option of year round or term-time provision. In addition to the Council’s settings, four private or voluntary sector providers and childminders are delivering funded hours. Families have options of split placements between more than one provider and blended placements between a setting and a childminder.

ZetTrans is participating in the Strategic Childcare Working Group to explore and address transport related barriers.

## **Outcome 3**

*Shetland is a safe place to live for all our people.*

The Council, NHS Shetland and Integration Joint Board approved a new Domestic Abuse and Violence Strategy 2018-23, in 2019. The overarching aim of the strategy is to reduce the number of children, young people and adults affected by gender based violence, particularly domestic abuse and sexual violence, and to minimize the consequences.

The objective of the strategy are to:

- To raise public and professional awareness of, and challenge attitudes towards, gender based violence and its consequences on an ongoing basis through a local communications plan, a staff-training plan and development of organizational Gender Based Violence policies.
- To protect and support those who experience or are affected by gender based violence.

A week-long tour of dramatic performances of 'Jackie's Story' – a play to raise awareness of issues surrounding domestic abuse. Performances were seen by 237 pupils in schools across Shetland, as well as staff in schools and members of the public at a community performance. Workshops around healthy relationships also run by Shetland Women's Aid following performances. Pupils reported increased confidence in recognising abusive relationships, in knowing where to access help, and were able to access direct support from Women's Aid at the events or at follow up drop in sessions provided.

Shetland Rape Crisis Delivery of Sexual Violence Prevention workshops in Shetland schools. The workshops provided education to young people in relation to

- sexual violence and how to recognise it,
- consent and how to recognise it, and
- breaking taboos around discussing grooming and exploitative behaviour so that young people can raise issues with trusted adults.

Aims of the workshops included:

- Improving health and wellbeing by openly discussing sexual health; healthy relationships; healthy sexual behaviours; the impacts of sexual violence, and where to get support.
- Prevention of offending behaviour through direct intervention, awareness raising and attitude changes in the community.
- Improved outcomes for survivors of sexual violence and those affected by changing attitudes towards disclosure.
- To develop capacity and improvement in the community by working to change harmful cultural norms.

Locally based forensic medical examination and healthcare services have been implemented for the victims of rape and sexual assault.

The Council has achieved bronze accreditation in Close the Gap's Equally Safe at Work Employer accreditation programme. As part of this work the Council has developed a Violence Against Women policy, supporting procedures, guidance and training – to help staff to talk about their experience of domestic abuse so they can get the help and support they need. As an employer, the Council takes a zero tolerance approach towards employees who commit violence against women.

ZetTrans Spaces for People project is trialling speed limit reductions in two areas of Shetland to improve safety for people walking and cycling.

#### **Outcome 4**

*We communicate with people using a wide range of communication methods.*

Our Ambition, the Council's corporate plan for 2021-26, includes a commitment to ensure that "our communications will enable us to clearly explain the challenges and opportunities to our workforce, community, partners and other key stakeholders and to engage them in being a part of the solutions, further strengthening these vital relationships and collaborative working."

This year has seen a dramatic change in the way the Council communicates with communities. The pandemic has also meant that this issue has received increased attention, with those who are visually impaired, British Sign Language users, for people who primarily speak languages other than English or who have limited fluency in English, and people with learning disabilities identified as groups who are likely to be particularly impacted by the lack of inclusive communication.

Due to planned work in this area being delayed by the pandemic and a decrease in requests for translations during the past year, this outcome will remain a focus for the 2021-25 outcomes. This is also a Scottish government outcome

ZetTrans is participating in the Scottish Government Real Time Transport information project with Traveline.

ZetTrans has become a member of the Scottish Government Accessible Travel Steering Group.

ZetTrans has begun participating in online 'Future Journeys' conversations around transport with disabled service users, established in the light of the impacts of Covid-19 on the disabled population.

ZetTrans participated in the 'Voices for Equity' Project led by Community Planning and Engagement, which has resulted in an ongoing constructive relationship with disabled service users.

#### **Outcome 5**

*Shetland's local democratic bodies are more representative of their communities.*

In September 2019, the Town hall hosted a regional hub event as part of the Parliament Project's #ScotWomenStand project. Linking into an event at the Scottish Parliament participants took part in an event to discover more about standing for election.

A project was carried out to raise awareness of the work of community councils and to encourage people to stand for their local community council. Three approaches were used to raise awareness: an article in Shetland Life magazine, leaflets in the

Shetland Times newspaper, and the production of three short films, which were distributed through YouTube and shared on social media. The films were viewed over 11,000 times, there were 7,500 leaflets distributed throughout Shetland and Shetland Life had a readership of circa 1,000 each month. In the election, all eighteen community councils were returned and there were contested seats during a subsequent by-election process.

ZetTrans is currently undergoing a governance review.

### **Outcome 6**

*We have better methods to assess the impact of what we do.*

Work has been ongoing to improve the equality and diversity data the Council collects and uses. This has included conducting a detailed equal pay audit for the Council’s workforce. During the past year, work has been started to attempt to understand the effect of the pandemic on people with protected characteristics. This has highlighted data gaps, which the Council will continue to work to fill. The Scottish Government is also planning work in this area that local authorities will be able to work on and benefit from. This will form the basis for our work in this area for the next outcome cycle.

## **7.0 Equality Outcomes 2021-2025**

<b>Equality Outcome</b>
People will be accessing employment in all sectors in innovative ways designed to minimize the barriers to involvement for all.
<b>General equality duty</b>
Will help to eliminate discrimination, advance equality of opportunity and foster good relations
<b>Context</b>
Adverse labour market effects ensuing from lockdown measures are likely to have a disproportionate longer-term impact on women. This is because women dominate in many ‘shut down’ sectors, and those that are employed are more likely to work part-time; less likely to be in secure employment; earn less on average than men and are less likely to be eligible for sick pay, hence, a reduction in income due to job losses or furloughing may be particularly harmful.
Women are also more likely to have caring responsibilities, which may make it hard to maintain or take on employment. Evidence suggests that with school and

nursery closures, housework and childcare has fallen more on women than men. **Scottish Government Potential Impacts of Covid-19 on Equality & Diversity, 2020.**

The largest proportion of jobs in Shetland belong to **male full time workers** (42.2%). The next largest demographic is **female part time workers** at 28.4%. **Female full time** and **male part time** workers account for 19.7% and 9.8% of all jobs respectively.

From the figures above, there is a male/female split in total jobs of 52:48 percent. This is a significant shift since 2011 when the male/female split was 49:51 percent.

When calculated as full time equivalents, males account for 61% and females account for 39% of all FTEs. This is a slight shift from 2011 when the male/female split in FTEs was 60:40 percent.

Thirty-eight percent of all jobs are part time and 62% are full time. **Shetland Employment Survey 2017**

Expectations on women were seen to be ‘tremendous’ at this moment in time. Whilst this is nothing new, the combination of juggling so many different pressures was seen to be taking a major toll on many. There is also a complete lack of wellbeing measures for those working from home (as at May 2020).

There needs to be a major societal understanding of what women can reasonably achieve during this time. Where women have partners, the burden of caring still tends to fall on themselves, despite them doing just as much homeworking. There is pressure to do more around the home, work and juggling childcare. This leads to increased anxiety and stress.

Home schooling is daunting and places pressure on mothers who are not teachers. With older children, many feel less qualified to help and worry about their children’s future outcomes. **Scottish Womens Convention Northern Isles Roadshow, May 2020.**

Due to data lag, all the effects of Covid and the pandemic are not yet clear. Therefore, we will continue to monitor and review, with an opportunity to update outcomes and actions at the next time of reporting progress in two years time.

### **Outputs**

Through gender analysis -

Deliver a strategy that focuses our work on overcoming barriers to recruiting and retaining working age people

Work to understand the effects of the pandemic on the type and amount of work women are able to do

Ensure that as the local economy diversifies, new opportunities are available to everyone.

Ensuring there are no barriers to obtaining the required skills and experience to be able to take advantage of opportunities created through developments in the local economy

Deliver on the actions identified in the Council's Equal Pay Action Plan, including:

- Equality data is accurate and up to date at the time of reporting
- Our employment application processes provide the opportunity to request reasonable adjustments. These are put in place when requested
- We understand whether there are barriers in our recruitment adverts or employment practices which contribute to occupational segregation
- We understand why our disability data is not currently reflective of the wider Shetland population
- We can demonstrate that we are a family friendly employer
- We are closing the gender pay gap
- We are an Equally Safe at Work employer at Bronze level.

Develop a new Regional Transport Strategy that identifies the present and future transport needs of the region and the practical means of addressing these needs. The strategy also sets out how transport in the region will be provided, developed, improved and operated so as to promote safety, enhance social and economic well-being, promote sustainability, conserve and enhance the environment, promote social inclusion and equal opportunities, and improve access to healthcare and integration between modes.

Develop demand responsive, shared and integrated transport options and digital journey planning/booking/ticketing (Mobility as a Service)

Support and encourage increased Active Travel through infrastructure development and behaviour change initiatives.

### **Measuring progress**

- |                            |                              |
|----------------------------|------------------------------|
| • SIC workforce statistics | SIC gender pay gap reporting |
| • Employers survey         | RTS performance monitoring   |

### **Organisations involved**

- |                            |                        |
|----------------------------|------------------------|
| • Shetland Islands Council | Schools service        |
| • ZetTrans                 | Integrated Joint Board |
| • Shetland College         |                        |

<b>Equality Outcome</b>
People will be able to access the information they need, when they need it, in a wide range of different ways
<b>General Equality Duty</b>
Will help to eliminate discrimination, advance equality of opportunity and foster good relations
<b>Context</b>
<p>We have seen the importance of clear and accessible communication during the pandemic, making sure everyone – including those who are visually impaired, British Sign Language users, and those whose first language is not English – can get the information or support they need, when they need it. Public bodies should improve their approach to make sure communications are as inclusive as possible. To address this, we call on national and local government to build ‘inclusive communication’ into all frameworks, including funding requirements. The public sector and recipients of funding should have to demonstrate how they will ensure inclusive communication and accessible processes in their work. <b>Social Renewal Advisory Board</b></p> <p>The Equality and Human Rights Committee on the Impact of Covid-19 on equalities and human rights provided multiple sources of written evidence of the need to embed an inclusive communications approach across the public sector. Evidence from the Scottish Commission for People with Learning Disabilities (SCLD) outlined that “people with learning disabilities may struggle to understand information on the news and must rely on information from friends and family. As such, SCLD said this information can at times be inaccurate leading to confusion, increased levels of anxiety, and some people not following advice regarding shielding. <b>Scottish Government</b></p> <p>Area Transport Forums and the Scottish Youth Parliament ‘All Aboard’ survey identified issues with transport information provision, particularly the difficulty of understanding timetable information and the need for improved digital provision of information and journey planning options. <b>ZetTrans</b></p>
<b>Outputs</b>
<p>Produce a guide to inclusive communication</p> <p>Gather lived experience of people with different communication needs</p> <p>Actions from the Scottish Government review of the Public Sector Equality Duty</p>

Streamline transport information provision encompassing all modes of public, active and accessible transport.

Provide accessible digital transport information and journey planning capabilities.

**Measuring Progress**

Development of principles for effective communication with involvement from people with lived experience.

Development of a tool to measure the effectiveness of the Council's inclusive communication.

**Organisations involved**

- |                            |                        |
|----------------------------|------------------------|
| • Shetland Islands Council | Schools service        |
| • ZetTrans                 | Integrated Joint Board |
| • Shetland College         | Licensing Board        |

**Equality Outcome**

Outcomes will be improved by developing better methods to assess the impact of what we do

**General Equality Duty**

Will help to eliminate discrimination, advance equality of opportunity and foster good relations

**Context**

Preliminary findings from the Scottish Government's Provision of Research to Audit Equality Data Collection in the Scottish Public Sector 2020, found that barriers to collecting data included:

- The introduction of the Data Protection Act 2018 has had a major impact on how the collection of protected characteristics and socio-economic disadvantage data are viewed
- There are a range of operational considerations and challenges in relation to the collection of equality data
- The capacity of the organisation to engage with this agenda.

Using equality evidence and data more effectively, including intersectional data is a key strand of the new strategy for enhancing our approach to mainstreaming equality and human rights, which will be developed over the next year.



This is partly based on feedback from equality stakeholders about instances when they think that data and evidence have not been used as effectively as they would have expected. The Covid-19 pandemic has also underlined the importance of evidence-based decision-making. **Scottish Government**

### **Outputs**

Audit of equality data collected within the Council

Monitor the ongoing effects of the pandemic on people with protected characteristics

Training on using external data, including the Scottish Government's Equality Evidence Finder

Gather information of the lived experience of people with protected characteristics

Performance indicators for the new Regional Transport Strategy with appropriate baseline performance data and monitoring and evaluation plan.

### **Measuring Success**

Development of a good evidence base to understand the experience of people with protected characteristics in Shetland

Services have the data, knowledge and skills to use the evidence base when planning services

Direction of increased ZetTrans resources to assessing and monitoring impacts of transport policies and projects.

### **Organisations involved**

- |                            |                        |
|----------------------------|------------------------|
| • Shetland Islands Council | Schools service        |
| • ZetTrans                 | Integrated Joint Board |
| • Shetland College         | Licensing Board        |

### **Equality Outcome**

The number of children, young people and adults affected by gender based violence, particularly domestic abuse and sexual violence will be reduced, and the consequences will be minimised

### **General equality duty**

Will help to eliminate discrimination, advance equality of opportunity and foster good relations

<b>Context</b>
<p>Reports of domestic abuse in Scotland in 2019-20 were the highest for five years, figures released by the Crown Office and Procurator Fiscal show.</p> <p>Over 100 cases of domestic abuse take place in Shetland every year.</p> <p>Towards A Safer Shetland, a 2020 report by Shetland Rape Crisis' young activists group included 65 stories of sexual assault.</p>
<b>Outputs</b>
<p>Multi agency training programmes</p> <p>Comprehensive education programmes for young people</p> <p>Signposting and referral pathways</p> <p>Review perpetrator programmes</p> <p>Better understanding of the travel needs/habits and challenges faced by women – e.g. in relation to journey mode, purpose (including trip-chaining) and personal safety concerns.</p>
<b>Measuring success</b>
<p>Increased proportion of people experiencing domestic abuse and sexual violence who report these incidents to the police</p> <p>Reduced harm to children and young people as a result of gender based violence, through identification of those at risk and provision of appropriate dedicated services</p> <p>Prevent offending and re-offending through violence reduction programmes and criminal justice work</p> <p>Increased number of women choosing to use active and public transport options.</p>
<b>Organisations involved</b>
<ul style="list-style-type: none"> <li>• Shetland Islands Council</li> <li>• Integrated Joint Board</li> <li>• Schools service</li> <li>• ZetTrans</li> </ul>