

**Development Committee****14 January 2015****Economic Development Policy Statement 2013-2017 – Review 2015**

Report No: DV-01-15-F

**Report Presented by:
Business Development Project Manager****Economic Development,
Development Services Department****1.0 Summary**

- 1.1 The purpose of this report is to present to the Committee a final draft Economic Development Policy Statement 2013-2017, following the agreed annual review process undertaken by the Economic Development Service.

2.0 Decision Required

- 2.1 That the Development Committee RESOLVE to:
- 2.1.1 adopt the updated Economic Development Policy Statement 2013-2017, which is attached as Appendix 1, and
 - 2.1.2 note the contents of the Outcome/Targets Review 2014, which is attached as Appendix 2, and the review of the Economic Development Grant Scheme, attached as Appendix 3.

3.0 Detail

- 3.1 The Economic Development Policy Statement 2013-2017 was produced following work by the Council's Economic Policy Working Group and Economic Development staff to develop a set of policy actions to guide the work of the Economic Development Service for the period of the current Council.
- 3.2 The attached Policy Statement presents the overall aims and objectives of the Economic Development Service for the period 2013-2017, and details specific actions, measures and outcomes, including

timescales, through which the service will seek to realise these objectives. These are incorporated into and inform the direction of the Service Action Plan.

- 3.3 The Policy Statement is subject to an annual review process in order to ensure that all actions and measures reflect current economic development priorities. This is to ensure that the statement remains current and that policy decisions are based

4.0 Review and Amendments

- 4.1 The review process was undertaken by staff within the Economic Development Service at the direction of the Executive Manager. The Policy Working Group was consulted on changes, amendments and additions to existing policies.
- 4.2 A review of targets and outcomes of the previous Policy Statement, from approval by Development Committee to the current date, has been compiled to provide information and updates on service activity. A review of the impacts of the Economic Development Grant Scheme to date (jobs and turnover generated, match funding received) has also been compiled.
- 4.3 The most significant amendments to the previous policies and measures include:
 - 4.3.1 Update of measures and targets relating to the work of Shetland Telecom, to accurately reflect current service priorities.
 - 4.3.2 Addition of measures which relate to objectives of the Shetland Single Outcome Agreement, specifically Outcome E which is the responsibility of the Development Partnership, including work within the creative sector and decommissioning.
 - 4.3.3 Addition of actions, measures and targets which refer to the development of sectoral strategies and plans, including the Shetland Seafood Plan, Oil and Gas Strategy and Shetland Tourism Plan.
- 4.4 Changes, amendments and additions are highlighted in bold within the text of the document.
- 4.5 The next review process will commence on completion of the Economic Development Service Review, which is due to commence in early 2015. This process should be completed in the first half of 2015 in order that service changes can be reflected in the 2016/17 budget setting process. The Economic Development Policy Statement will be reviewed and amended at this stage in order to reflect service priorities and inform service planning.

5.0 Implications

Strategic

- 5.1 Delivery on Corporate Priorities – This document establishes Corporate Priorities with regard to economic development and establishes a policy framework for the period of the current Council.
- 5.2 Community/Stakeholder Issues – Consultation with local industry representatives, community organisations and other relevant public sector and local authority representatives were carried out and feedback incorporated into the initial drafting of this statement.
- 5.3 Policy and/or Delegated Authority – The Policy Statement provides a policy framework by which the Economic Development Service will operate for the period of the current Council, and so establishes rather than addresses Council policy.

The Development Committee has delegated authority to implement decisions within its remit, in accordance with Section 2.3.1 of the Council's Scheme of Administration and Delegations.

As the contents of this report and appendix relates to policy and strategy within the Development Directorate, the Development Committee has delegated authority to make a decision.

- 5.4 Risk Management – This document establishes a policy framework for the Economic Development Service and thus provides guidance for how the Service will operate for the period of the current Council. Without a defined policy direction which reflects current economic circumstances and policies, the Council risks presenting an inconsistent message to local industry and the wider public on how economic development issues are addressed in a time of reducing budgets. Adopting a policy statement, and incorporating a review period, allows the Council to present clear and up-to-date guidance on these issues.
- 5.5 Equalities, Health and Human Rights – None.
- 5.6 Environmental – In order to comply with national public policy on the implementation of new schemes, strategies and policies put forward by public agencies, the draft Economic Development Policy Statement was submitted for Strategic Environmental Assessment pre-screening on 05 June 2013. Correspondence from SEA Gateway stated that if no correspondence was received from Consultation Authorities within 10 working days then it could be assumed that no concerns had been raised. No comments were received from Consultation Authorities in the period.

Resources

- 5.7 Financial – There are no direct financial implications arising from adopting this Policy Statement. Upon adoption, the Policy Statement provides guidance for how budgets within the Economic Development Service are apportioned to best achieve the aims and objectives described.

5.8 Legal – None.

5.9 Human Resources – None.

5.10 Assets and Property – None.

6.0 Conclusions

6.1 This report recommends that the attached policy statement be adopted as a formal policy framework for the Economic Development Service.

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6 January 2015

List of Appendices

Appendix 1 – Economic Development Policy Statement 2013-2017

Appendix 2 – Outcomes and Targets Review 2014

Appendix 3 – Economic Development Grant Scheme Indicators

END

Shetland Islands Council



Economic Development Policy Statement 2013-2017

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1.0 Introduction

- 1.1 This document forms an integral part of Shetland Islands Council's Corporate Plan, which covers the period 2013 to 2017. The Economic Development Policy Statement will act as the policy framework for the work of the Council's Development Committee and the Economic Development Service. It is expected that policies will be added, amended or deleted in the course of the Council's work so the Economic Development Policy Statement will be updated regularly by the Development Committee to reflect these changes.
- 1.3 An effort is made to link the Council's economic development work to other local and national strategies. Foremost among these is the Scottish Government's Economic Strategy, which is discussed in more detail below, but this document also links to the objectives and actions of the Single Outcome Agreement. The policies detailed within are informed and driven by the Council's Corporate Plan, and in turn inform the Economic Development Service Plan.
- 1.4 The next few years will be a crucial time for Shetland's economy. Although local economic conditions are currently more favourable than elsewhere in the United Kingdom, manifested in low unemployment, high rates of economic activity and an increasing population, the effects of the global economic downturn are evident, notably in the continuing contraction of public services and evidence of reduced demand in certain sectors. Nevertheless, local industrial sectors continue to perform strongly, most notably the combined fisheries sectors (aquaculture, processing and catching), which contribute around one-third of Shetland's total economic output; the TOTAL gas plant development will have a significant impact on local businesses and services, as well as the local labour market, for years to come, and developments in oil and gas, renewable energy and decommissioning offer important opportunities. The integration of next-generation broadband will bring economic and social benefits, as well as a demonstration of innovative methods of infrastructure delivery and the implementation/development of new technology.
- 1.5 The promotion of Shetland as a forward-looking place to invest in, as a desirable community to live and work in, and as a place with a reputation for high quality goods and services will continue to be a touchstone for economic development. The development of promotional initiatives and proactive marketing is key to this, as is the continued tailoring of local services to market needs. Through the Business Gateway the service will seek to strengthen the local private and social sector through skills development, business planning and ensuring enterprising activities are efficiently targeting their key markets.
- 1.6 The rest of the document details the key operating principles of the Economic Development Policy Statement, the aims, objectives and targets which the service will seek to deliver over the period of the current Council, and how this links to wider national and local strategies.

- 1.7 On the recommendation of SIC Development Committee (14 August 2013; min. ref. 37/13) this policy was adopted by Shetland Islands Council Executive Committee at the meeting of 20 August 2013 (min. ref. 66/13).

2.0 Links to Scottish Government Economic Strategy

- 2.1 Published in 2011, the Scottish Government Economic Strategy advances the Purpose of the Scottish Government, which is:

“...to make Scotland a more successful country, with opportunities for all to flourish, through increasing sustainable economic growth¹.”

- 2.2 To realise this Purpose, the Government Economic Strategy focuses on accelerating economic recovery in the context of challenging global economic conditions, with a range of measures to tackle unemployment and promote employability.

- 2.3 The focus of the Government Economic Strategy is on six Strategic Priorities² to drive sustainable economic growth, detailed below:

Supportive Business Environment

“Our ability to promote prosperity and jobs depends on the performance of our businesses - both large and small....[our] approach will focus our efforts on growth companies, growth markets and growth sectors.”

Transition to a Low Carbon Economy

“...to reflect the excellent opportunity we have to secure investment and jobs from this growing sector and ensure that the benefits of this transformational change are shared across the economy and our communities.”

Learning, Skills and Well-being

“[A] skilled, educated and creative workforce is essential to creating a more competitive and resilient economy. And in the face of the ongoing effects of the recession, it is vital that we develop the skills and employability of Scotland's workforce, and reduce the number of people who are out of work or underemployed - particularly amongst our young people.”

Infrastructure Development and Place

“[We] will harness the strength and quality of Scotland's cities, towns and rural areas and promote the digital economy. Our focus on place is also about improving the overall quality of life in our neighbourhoods.”

Effective Government

“[This] is fundamental to the successful implementation of the Government Economic Strategy, as it is only by the actions of the public sector being fully coordinated and aligned can we maximise Scotland's potential. Central to this will be nurturing and developing the talents and creativity of all our public servants.”

¹ Scottish Government, *The Government Economic Strategy* (13 September 2011), p.8

² Scottish Government, *The Government Economic Strategy* (13 September 2011), p.8-10

Equity

“As well as being a desirable outcome and characteristic of growth, Equity - social, regional, and inter-generational - is also a key driver of growth and jobs. Only by ensuring that everyone has an opportunity to succeed will we fully maximise the nation's potential.”

- 2.4 Delivery of the Purpose and the Strategic Priorities is supported by five Strategic Objectives³, carried over from the 2007 Government Economic Strategy and detailed below:

Wealthier and Fairer - Enable businesses and people across Scotland to increase their wealth and to ensure that more people share fairly in that wealth.

Smarter - Expand opportunities for all Scots to succeed from nurture through to life long learning ensuring higher and more widely shared achievements.

Healthier - Help people to sustain and improve their health, especially in disadvantaged communities, ensuring better, local and faster access to health care.

Safer & Stronger - Help local communities to flourish, becoming stronger, safer places to live, offering improved opportunities and a better quality of life.

Greener - Improve Scotland's natural and built environment and the sustainable use and enjoyment of it and facilitate the transition to a low carbon economy.

- 2.5 The policies and approach detailed in this document are consistent with the purpose, priorities and objectives of the Government Economic Strategy and will contribute to the delivery of sustainable economic growth locally and nationally.

³ Scottish Government, *The Government Economic Strategy* (13 September 2011), p.21

3.0 Links to Single Outcome Agreement

“Effective community planning arrangements will be at the core of public service reform. They will drive the pace of service integration, increase the focus on prevention and secure continuous improvement in public service delivery, in order to achieve better outcomes for communities. Community planning and SOAs will provide the foundation for effective partnership working within which wider reform initiatives, such as the integration of health and adult social care and the establishment of single police and fire services, will happen.”

(Scottish Government/COSLA Statement of Ambition, 15 March 2012)

3.1 Previously the mechanism by which the Scottish Government monitored annual progress on national indicators by public services at local authority level, the Single Outcome Agreement (SOA) has undergone a change of focus. The main priority of the SOA is now to demonstrate how an “integrated approach” i.e. partnership working, between local public agencies delivers significant local outcomes, and how these contribute to National Outcomes.

3.2 Under the new approach, SOAs will⁴:

- Use an evidence based approach, underpinned by disaggregated data, to drive improvement in meeting the differing needs of local populations;
- Include clear performance commitments that will lead to demonstrable improvements in people’s lives;
- Focus upon reducing outcome gaps within populations and between areas – and promote early intervention and preventative approaches in reducing outcome inequalities; and
- Identify priorities for interventions and include plans for prevention, integration and improvement to promote better partnership working and more effective use of resources.

3.3 Community Planning Partnerships (CPPs) are the key monitoring body under which local SOAs sit, and the National Group has agreed that CPPs should have a common focus on key priorities where the aim should be to achieve transformational, not incremental, performance improvement through integrated working. These key priorities are⁵:

- Economic recovery and employment;
- Early years;
- Safer and stronger communities, and reducing offending;
- Health inequalities and physical activity; and
- Outcomes for older people.

⁴ Scottish Government, *Single Outcome Agreements – Guidance to Community Planning Partnerships* (December 2012), p.2

⁵ Scottish Government, *Single Outcome Agreements – Guidance to Community Planning Partnerships* (December 2012), p.3

3.4 The purpose, strategic objectives and local indicators of the Shetland Partnership SOA are detailed in the Shetland Partnership Performance Framework.

3.5 In the Shetland Partnership Single Outcome Agreement 2013, economic development, under the 'Wealthier and Fairer' National Outcome, is specifically addressed by the following Local Outcome:

"Shetland has sustainable economic growth with good employment opportunities and our people have the skills to match, good places to stay and the transport people and businesses need."

Under this Local Outcome, the SOA contains the following local objectives:

- a more diverse business base;
 - more resilient and sustainable communities and community enterprises across Shetland;
 - sustain high rates of employment.
- 3.6 These objectives, and the engagement of the Economic Development Service with relevant local agency partnerships which report to the Community Planning Partnership, particularly the Economic Development Partnership and the Skills, Learning and Employability Partnership, are addressed by the policies detailed in this document.
- 3.7 Progress on achieving the above local objectives will be measured by the following local indicators:
- Economic growth
 - Businesses start-up rate (per 1,000 population)
 - Employment rate
 - Proportion on out-of-work benefits (JSA or equivalent)
 - Average (median) earnings
 - Skill profile of the population (% of 16 - 64 qualified at NVQ1 level or above)
 - Skill profile of the population (% of 16 - 64 qualified at NVQ4 level or above)
 - Proportion of school leavers in positive destinations
 - Youth out-of-work claimant count (16-24)
 - CO2 Emissions per capita (tonnes)

Baseline figures and targets for years 1, 3 and 10 of the SOA are included the SOA document.

4.0 Links to SIC Corporate Plan

4.1 This Policy Statement addresses the following priority of the Shetland Islands Council Corporate Plan 2013-2017:

“Helping build a healthy economy and strong communities.

We know we can’t take direct action the way we used to, but we will work with businesses and communities to help the Shetland economy to be as strong as possible, to expand wherever possible and to encourage existing and new businesses in all parts of Shetland.”

4.2 The Policy Statement contains action and measures which address the following priority actions detailed in the Corporate Plan:

“This year we will:

- create and put into practice a Renewable Energy Development Plan 2013-2020 which will look to find a balance between inward investment in the area and local community projects and define Shetland’s proposition as a test site for renewable-energy projects;
- develop a plan to attract people to Shetland to live, work, study and invest;
- run a campaign to promote the business and community benefits of high-speed broadband;
- work in partnership with communities to identify barriers to employment and development (such as childcare issues, transport and so on) and develop long-term, creative solutions;
- continue to work with communities to identify projects which could be successful, achieve the highest possible return from community assets, strengthen communities and create jobs in remote areas;
- identify skill and trade shortages and develop action plans to support unemployed people and people whose work does not make full use of their skills and abilities get training in these areas with a specific focus on women and young people; and

By the end of this plan we will have:

- a wider business base, and a closer partnership with both traditional and emerging sectors;
- high-speed broadband available to 84% of the Shetland population;
- maintained Shetland’s overall high rates of employment;
- more resilient and long-lasting communities and community enterprises across Shetland; and
- maintained working-age population levels throughout Shetland.”

5.0 Links to Development Directorate Plan and Economic Development Service Action Plan

Development Directorate Plan

- 5.1 The Development Directorate was formed as a result of the Council organisation and management restructure which took place in 2011. It comprises the functions of community planning and development, economic development, housing, planning, transport planning and further and higher education.
- 5.2 The Development Directorate Plan provides an annual overview of the Directorate's objectives, achievements to date, key performance indicators and risk analysis.
- 5.3 Included in the Directorate Plan are individual Service Action Plans. These encompass activities, outcomes, objectives, actions, targets and resources as well as performance indicators for each service.

Economic Development Service Action Plan

- 5.4 The Economic Development Service Action Plan details the activities, objectives and targets of the service over the coming year, and the resources required to achieve this. It also identifies priority action areas and headline indicators to measure progress.
- 5.5 The Service Action Plan is taken forward in line with the policy aims, objectives and actions which are detailed in this document. There is a clear reporting line from the Policy Statement to the Action Plan.
- 5.6 Each annual Service Action Plan will contain a set of priority activities to direct resources and a set of headline indicators to measure progress. These priority activities and headline indicators are consistent with the actions and measures detailed in this Policy Statement, and will reflect key service area milestones for the year in question.

6.0 Local Strategic Engagement

6.1 The following section lists the public sector plans and sectoral strategies through which the Economic Development Service engages with local industry and works in partnership with industry representatives, other public sector agencies and the social and voluntary sector where appropriate to implement economic development priorities.

6.2 This section is in two parts. The first part details local government plans and strategies which may inform or are informed by aspects of the Economic Development Policy Statement, which impact on local economic activity and which are driven primarily by the corporate priorities of the Council and Scottish Government priorities and legislation. The second part comprises strategies and plans which are designed to guide service engagement with specific aspects of the local economy or guide the delivery of a specific funding stream. These plans and strategies are driven by industry and local need.

6.3 Local Government Plans and Strategies

Shetland Partnership - Our Community Plan

“How we use available resources will be key to influencing our success in the short-to medium-term. Service and financial planning continues to take place against a challenging environment for public sector spending and creating a balance across all areas is a key priority for Community Planning. Strengthening community involvement through Community Planning will help to ensure that available resources are used effectively and sound decisions are taken for the benefit of Shetland.”

Shetland Local Development Plan

“The Shetland Islands Local Development Plan...sets out a Vision and Spatial Strategy for the development of land in the Shetland Islands over the next 10-20 years. The Council’s Planning Service will use the land use planning policies contained in the Plan for determining applications submitted under the Planning (Scotland) Acts.”

Shetland’s Local Housing Strategy 2011-2016

“Work in partnership to enable everyone in Shetland to have access to...[a] choice of affordable housing options across all tenures that are warm and safe, energy efficient and in keeping with the Shetland environment, of good quality and in good repair, able to meet demand and the particular needs of households in inclusive and vibrant communities.”

Shetland Transport Strategy

“The vision of ZetTrans is...to develop an effective, efficient, safe and reliable transport system for Shetland. The transport system will comprise an integrated network of accessible, and affordable internal, inter-island and

external links, which will contribute to the development of a safe, healthy, vibrant and inclusive society; a diverse, successful and self-sufficient economy, and enhanced environmental quality.”

6.4 Sectoral and Industrial Plans and Strategies

Successful and Sustainable: A Strategy for Shetland Seafood 2009-2013

“To achieve a competitive advantage we must enhance our own and our visitors’ appreciation and recognition of our seafood products, add value to the product before it leaves Shetland and retain an identity with the product after it leaves our shores. This demands continuous learning about the needs and demands of the market place to ensure appropriate product and market development.”

The Shetland Marketing Strategy

“We must do justice to Shetland’s strengths and keep our promises to our target customers...This depends on our actions in delivering excellent products and providing great experiences.”

The 2011-2014 Shetland Tourism Plan

“Our location away from major population areas means that we will continue to be quite an expensive destination to reach. This alone means that we have to work harder than other places in the UK to attract visitors and convince them that their visit will be worth the money in everything from service quality to things to see and do.”

A Strategy for Sustainable Shetland Agriculture 2012-2016

“The vision set out in the brief for the strategy is, ‘to promote and enhance a diverse, competitive and sustainable agricultural industry in Shetland’. This means the industry not only needs to become more viable and sustainable it also has to become more diverse.”

Renewable Energy Development in Shetland: Strategy and Action Plan

“The partners in this strategy believe that the opportunities for renewable energy development in Shetland offer our community a rare opportunity to reduce our fragility [and] can secure significant community and environmental benefits in addition to the economic benefits which could be created.”

Shetland Skills and Learning Strategy

“This strategy...identifies areas where service providers (such as schools, colleges and training providers) can work differently, to better meet the needs of individuals, employers and communities...[and] sets out how individuals and employers might better express and plan what skills and learning they need to put in place to meet current and future skills needs.”

On the Cusp...Shetland's Cultural Strategy 2009-2013

“Culture...largely defines the identity of a place and its people and it promotes personal growth and community cohesion. A vibrant and distinctive culture is also a hugely important economic asset.”

European Fisheries Fund Axis IV

“EFF Axis 4 aims to provide support for the sustainable development of fisheries areas and is available to Fisheries Local Action Groups (FLAGs) who represent the fisheries area in which they are based, and who implement an Axis 4 local development strategy for their area. The aim of Axis 4 is to increase the capacity of local fishing communities and business networks to build knowledge and skills, innovate and co-operate in order to tackle local fisheries development objectives.”

Shetland Islands Council Economic Development Policy Statement 2013-2017

“Enabling our communities to develop their potential.”

Aim

To improve the economic well-being of Shetland by promoting an environment in which newer industries develop alongside thriving traditional industries.

Objectives

1. Link skills and knowledge development to economic need
2. Develop the economic health of local communities and a more diverse business base, through encouraging innovation and sustainable growth
3. Encourage research and adoption of enabling technologies and infrastructure
4. Develop local control and management of resources
5. Improve the reputation of Shetland as an attractive place to live, work, study, visit and invest.

Obj. Ref.	Action	Measure	Outcome/Targets	Timescales
1.1	Through the Business Gateway encourage new business start-ups and improve existing businesses	<p>Provide information, advice and guidance to those look to starting new businesses, or to develop existing business and social enterprises, in Shetland</p> <p>Develop business skills among the local community through advice and training</p> <p>Through monitoring and evaluation, refine local delivery of Business Gateway services to be more effective for Shetland businesses and social enterprises</p>	<ul style="list-style-type: none"> • Provide support to 20 new start-ups through the Business Gateway • Provide advice to 65 businesses or social enterprises looking to expand or develop • Provide 50 clients with access to Business Gateway training courses • Produce annual report on Business Gateway incorporating client feedback and service review 	<p>Annual</p> <p>Annual</p> <p>Annual</p> <p>Annual</p>
1.2	Provide up-to-date monitoring of the Shetland economy through survey and research work	Develop, undertake and report on survey work carried out which deliver detailed and up-to-date information on the Shetland economy	<ul style="list-style-type: none"> • Complete the Shetland Employment Survey • Conduct targeted research to establish visitor trends/impact of visitors to Shetland • Complete Shetland In Statistics • Commission, manage and review socio-economic studies to inform Schools Reconfiguration Project 	<p>2014/2017</p> <p>Annual</p> <p>Annual</p> <p>2015</p>

Obj. Ref.	Action	Measure	Outcome/Targets	Timescales
1.3	Support a high quality marine research and training facility	Ensure financial support to the NAFC Marine Centre is appropriately targeted to meet industry needs	<ul style="list-style-type: none"> • 9 research and development projects with commercial applications undertaken • 5 briefing notes produced for local industry and the Council on current issues facing the sector • 650 enrolled students • 45 training courses delivered • 50 jobs maintained 	Annual
1.4	Improve and develop engagement of the service with local industry	<p>Improve service engagement with local industry</p> <p>Support and develop a co-ordinated approach to growth within the local seafood sector, in partnership with local industry representatives</p> <p>Support research and knowledge gathering to inform growth in local industry</p>	<ul style="list-style-type: none"> • Support efforts within the local commercial sector towards establishing integrated working such as a Chamber of Commerce • Co-ordinate and report on Fisheries and Aquaculture Working Group • Support development, implementation and monitoring of Shetland Seafood Plan • Identify two research projects with commercial potential 	<p>2014</p> <p>Ongoing</p> <p>2015</p> <p>Annual</p>

Obj. Ref.	Action	Measure	Outcome/Targets	Timescales
1.5	Develop a greater understanding of skills gaps and shortages in the Shetland labour market, and assess the future skills requirements of local industry	<p>Devise a system for businesses to register needs for specific skills</p> <p>Assess the capacity in Shetland to provide the workforce training & skills development required by Shetland industry</p>	<ul style="list-style-type: none"> • Reduce the skills deficit by 30% by 2017 (baseline to be established by Shetland Employment Survey) • Contribute to implementation of recommendations from Review of Tertiary Education, Training and Research in Shetland 	<p>2017</p> <p>2015</p>
2.1	Encourage sustainable growth in the local economy through support for business development and social enterprises.	<p>Support 12 economic development projects, prioritising target sectors (tourism, creative industries, manufacturing, food & drink), which deliver on one or more of the following key economic outcomes:</p> <ul style="list-style-type: none"> • Improved product quality • Import substitution • New market development • Improved productivity • Improved service delivery • Introduce new or improved manufacturing processes • Introduce new business activity to Shetland <p>Develop and implement business review guidelines for grant aided projects and commercial investments</p>	<ul style="list-style-type: none"> • 12 projects in target sectors supported under the Economic Development Grant Scheme • Implement timetable and procedures for business review process • Produce regular business monitoring reviews of grant aided projects and commercial investments 	<p>Annual</p> <p>Ongoing</p> <p>Ongoing</p>

Obj. Ref.	Action	Measure	Outcome/Targets	Timescales
2.1	Encourage sustainable growth in the local economy through support for business development and social enterprises.	<p>Implement identified mechanism for future commercial investment and holding structure for existing investment portfolio</p> <p>Encourage growth in commercial activity through development of unused or underutilised local assets</p>	<ul style="list-style-type: none"> • Manage and regularly report on the existing portfolio of 70+ commercial investments • Provide new and manage existing commercial investments which support economic development objectives • Investigate potential for local textile business development hub • Engage with investigations into potential commercial or community uses for vacant or to-be-vacated properties within the Council's school estate 	<p>Annual</p> <p>Ongoing</p> <p>2014</p> <p>2014/2015</p>
2.2	Support communities and individuals to engage in economic activity and/or reduce the effects of peripherality and disadvantage	Support economic activity in local communities through the improvement of services and providing assistance for local development projects	<ul style="list-style-type: none"> • 3 community projects generating economic activity in local communities supported under the Economic Development Grant Scheme • 3 business projects mitigating against the effects of peripherality and improving access to economic opportunities supported under the Economic Development Grant Scheme 	<p>Annual</p> <p>Annual</p>

Obj. Ref.	Action	Measure	Outcome/Targets	Timescales
4.1	Contribute to national, regional and local policies on renewable energy development	<p>Develop and implement Renewable Energy Action Plan 2014-2020 to guide activity and investment</p> <p>Engage with Strategic Energy Development Group</p>	<ul style="list-style-type: none"> Approved Action Plan in place Provide support and guidance to the Strategic Energy Development Group 	<p>2014</p> <p>Ongoing</p>
4.2	Support research and development projects in renewable energy across the isles, in homes, businesses and community organisations	<p>Support 6 community-scale renewable energy projects through commercial investment and grant assistance</p> <p>Develop projects which utilise increased renewable energy connections to the local grid through the NINES project</p> <p>Reduce dependence on imported fossil fuels through increasing local installed renewable energy capacity</p>	<ul style="list-style-type: none"> 2 renewable energy projects in the marine environment supported 4 terrestrial renewable energy projects supported Increase local installed capacity of renewable energy Work with utility companies to increase capacity and storage in the Shetland grid Support local efforts to establish an interconnector between Shetland and the UK mainland 	<p>Annual</p> <p>Annual</p> <p>2015</p> <p>Ongoing</p> <p>Ongoing</p> <p>2014</p>

Obj. Ref.	Action	Measure	Outcome/Targets	Timescales
4.3	Maintain and improve quality and sustainability management systems in key sectors through partnership arrangements with key delivery partners	<p>Ensure delivery of local quality control measures in the seafood sector and provide funding to a local delivery partner</p> <p>Support the Shetland Regulating Order through the provision of funding to a local delivery partner</p> <p>Research compliance with Fisheries Block Exemption Regulation</p>	<ul style="list-style-type: none"> • Maintain quality control measures • Ensure sustainability and management of inshore shellfish stocks • Detailed State Aid guidance relating to Fisheries Block Exemption Regulation 	<p>Annual</p> <p>Annual</p>
4.4	Maximise benefit to Shetland from Council EU engagement	Promote representation on relevant regional, national and European committees and take opportunities to engage and lobby on issues with bearing on the social and economic future of Shetland	<ul style="list-style-type: none"> • Continued engagement at officer and political level on national and EU networks. In particular: <ul style="list-style-type: none"> • Conference for Peripheral Maritime Regions • Convention of Scottish Local Authorities • Council of European Municipal Region Policy Committee • Highlands & Islands Convenors Group • Highlands & Islands European Partnership • Highlands and Islands European Partnership Board • Opportunities for participation in other committees which influence disbursement of EU funds within H&I's region 	Ongoing

Obj. Ref.	Action	Measure	Outcome/Targets	Timescales
4.5	Support community and commercial projects through local delivery of regional, national and EU funding programmes	<p>Delivery of Shetland LEADER Programme 2007-2013 and European Fisheries Fund Axis IV</p> <p>Deliver and monitor Shetland LEADER Programme and local delivery of European Maritime and Fisheries Fund for the period 2014-2020</p> <p>Deliver and monitor Shetland LEADER Programme and local delivery of European Maritime and Fisheries Fund for the period 2014-2020</p> <p>Identify opportunities for accessing EU Structural Funds 2014-20</p> <p>Attract funding from regional, national and European programmes to support local development projects</p> <p>Engage with development of regional structure for European Maritime and Fisheries Fund delivery to ensure representation of local interests</p>	<ul style="list-style-type: none"> • Deliver £2.3m of LEADER support and £0.3m of Axis IV support as match funding for local development projects • Complete strategy and Business Plan for LEADER Programme 2014-20 accepted by Scottish Government • Service Level Agreement between Council and Scottish Government/Marine Scotland finalised • Delivery and monitoring procedures developed and implemented, and programmes publicised • Range of measures/projects suitable for support under key Structural Fund themes • Investigate potential regional, national, and EU funding sources for relevant projects • Ensure delivery of European Maritime and Fisheries Fund in regional context provides opportunities and benefits for local industry 	<p>2015</p> <p>2015</p> <p>2015</p> <p>2015</p> <p>Ongoing</p>

Obj. Ref.	Action	Measure	Outcome/Targets	Timescales
4.6	Develop local policies and plans, and contribute to national strategies, to maximise local control and management of resources	<p>Support lobbying efforts on management of local resources, including the Our Islands, Our Future campaign</p> <p>Develop strategy and guidance for Rural Development Plan</p> <p>Contribute to the development of policies and guidance on the control and management of Shetland's marine environment</p> <p>Develop review and referral system for engagement with Scottish Government State Aid unit to provide local State Aid resource for businesses, agencies and community groups</p>	<ul style="list-style-type: none"> • Engage with development of strategy to deliver and implement 'islands deal' between unitary island authorities and UK/Scottish Governments • Rural Development Plan completed and approved • Completed policies and guidance in place • Advice and referral procedures in place 	<p>Ongoing</p> <p>2014</p> <p>2014</p> <p>2014</p>
4.7	Increase local benefit from current developments in energy sector, and develop workforce and infrastructure for future developments	Hold regular meetings with companies engaged in large-scale developments to discuss issues relating to local supply chain and skills development, and prepare appropriate actions	<ul style="list-style-type: none"> • Up-to-date reports from Shetland Gas Plant project management on employment and recruitment issues • Develop and conduct 'exit meetings' where companies are concluding large-scale developments to discuss supply chain and other relevant issues 	<p>Quarterly</p> <p>Ongoing</p>

Obj. Ref.	Action	Measure	Outcome/Targets	Timescales
4.7	Increase local benefit from current developments in energy sector, and develop workforce and infrastructure for future developments	<p>Diversify Scalloway and Sullom Voe harbour areas to encourage further economic developments</p> <p>Develop Shetland Oil and Gas Strategy to guide CPP/Development Partnership activity in this sector</p> <p>Contribute to co-ordinated local efforts to establish Shetland as a UK Centre of Excellence for Decommissioning</p> <p>Ensure delivery of aims and objectives of Sullom Voe Association, including representation from current industry partners</p>	<ul style="list-style-type: none"> • Contribute to master plans for Scalloway and Sullom Voe to introduce new business to the harbour areas and increase benefits from existing usage • Completed Shetland Oil and Gas Strategy and Action Plan • Engage with projects to development quayside infrastructure and supply chain for decommissioning contracts • Work with partners to establish and promote Shetland as a Centre of Excellence for decommissioning • Engage TOTAL as a partner in the Sullom Voe Association 	<p>2015</p> <p>2015</p> <p>2017</p> <p>2015-2020</p> <p>Ongoing</p>
5.1	Raise Shetland's external profile as a place to live, visit, work, study and do business	Manage and monitor delivery of Promote Shetland contract in line with contract specifications and Single Outcome Agreement targets	<ul style="list-style-type: none"> • Increase number of businesses and people visiting and relocating to Shetland • Increase positive national media coverage of Shetland • Increase local inward investment from businesses located outwith Shetland 	2014-2017

Obj. Ref.	Action	Measure	Outcome/Targets	Timescales
5.1	Raise Shetland's external profile as a place to live, visit, work, study and do business	<p>Develop Shetland Tourism Plan in consultation with local stakeholders</p> <p>Contribute to development of a five-year plan to attract people to live, work, study and invest</p> <p>Promote Shetland as a location for filmmakers through the Scottish Locations Network</p>	<ul style="list-style-type: none"> • Completed Shetland Tourism Plan • Working group established • Plan finalised and approved • Provide information, support and guidance to filmmakers within and outwith the UK looking to use Shetland as a location 	<p>2015</p> <p>2015</p> <p>Ongoing</p>
5.2	Improve services and information available to visitors	Maintain and develop a cost effective local visitor information service throughout Shetland	<ul style="list-style-type: none"> • 12 Visitor Information Points in strategically selected rural locations • 9 rural visitor attractions open by appointment during April and October 	<p>Annual</p> <p>Annual</p>
5.3	Increase the economic impact of the local creative sector through improved co-ordination between relevant agencies	<p>In partnership with local stakeholders, prepare an action plan and strategy to develop the local arts and culture sector in the context of current economic conditions</p> <p>Ensure stewardship of local heritage and culture is delivered to a high standard</p>	<ul style="list-style-type: none"> • Shetland Arts and Culture Strategy and Action Plan, including key milestones and a clear implementation process • Manage and monitor contract delivery for Shetland Museum & Archives in line with contract specifications 	<p>Dec 2014</p> <p>Annual</p>

Obj. Ref.	Action	Measure	Outcome/Targets	Timescales
5.3	Increase the economic impact of the local creative sector through improved co-ordination between relevant agencies	Ensure stewardship of local heritage and culture is delivered to a high standard	<ul style="list-style-type: none"> • Engage with development and implementation of Mareel Benefits Realisation Plan 2014-2017 • Define key targets, provide core funding and monitor establishment and delivery of UHI Chair In Creative Industries and Scholarship Team 	<p>Ongoing</p> <p>2015-2020</p>

9.0 Review and Monitoring Procedure

- 9.1 This set of policies will be subject to annual review by the Economic Development Service and the Development Committee to monitor progress on approved outcomes and ensure that all measures, actions and outcomes are up-to-date, achievable and relevant in the context of the Council's economic priorities.
- 9.2 The next Policy Statement Review, due to commence in July 2015, will be undertaken in light of a comprehensive review of the Economic Development Service's activities and resourcing. This is due to commence in early 2015 and will inform the direction of the Service for the foreseeable future. The outcome of this review will therefore be reflected in the next update of the Policy Statement
- 9.3 During review of the policy statement, it is expected that the Service will produce up-to-date information on achievement of outcomes, and that actions and measures which have been achieved and are not recurring will be updated or removed from the policy statement. Similarly, new actions or measures which arise from policy decisions from the Council may be added into the statement at this point.
- 9.4 The following personnel will be involved in the review of the Policy Statement:
- Chair – Development Committee
 - Vice Chair – Development Committee
 - Director – Development Services
 - Executive Manager – Economic Development
 - Economic Development staff as deemed appropriate
- Staff from other services may be consulted on this review process where this is deemed necessary and appropriate. The review will conclude with a seminar involving the members of the Development Committee, in addition to the above staff and members.
- 9.5 The next review of this Policy Statement will be scheduled to take place in July 2014.

10.0 Operating Principles and Guidelines

10.1 Social Inclusion

The Council is committed to upholding people's rights, to promoting social inclusion, to protecting the vulnerable and the disadvantaged and to ensuring that all citizens have equal opportunity to fulfil their potential. The Council aims to promote an inclusive society which values diversity and works to secure and protect the rights of all the people of Shetland by combating disadvantage, discrimination, risk, exploitation and abuse.

10.2 Sustainable Development

In all aspects of economic development work the Council will endeavour to find sustainable solutions for economic development. Sustainable development is defined as development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

10.3 Evidence of Need

Council investment in economic development projects should lead to the creation or improvement of a process, service or product that could not have happened without the Council's assistance. Funds will only be awarded to projects that cannot proceed without assistance, and all applicants for financial assistance must be able to provide evidence of need for Council funds.

10.4 The Role of Development Agencies

While the ongoing efforts of all organisations participating in economic development are important, the future success of the economy depends on the businesses and workers making a living in Shetland. Development agencies have a role in facilitating and supporting economic development and working in partnership with businesses to achieve prosperity.

10.5 Financial Duty of Care

The Council has a duty of care to the public purse in terms of maximising the productive use of public funds for economic development activity. In this regard the Council has a duty to thoroughly examine and make informed judgements on the viability of projects being considered, the need for public assistance, the probability of changes in the environment that projects will operate in and any potential negative impacts which may arise from the awarding of Council assistance, such as impacts on local competition.

10.6 State Aid Compliance

The Council must comply with State Aid regulations which govern the investment of public money in private enterprise.

10.7 Promoting Independent Working

The Council will seek to ensure the financial independence of businesses and organisations that benefit from public assistance. In particular there is a need to avoid situations where dependencies can arise.

10.8 Transparency

The availability of services, eligibility for services and the process of applying for and approval of services will be made clear to all potential applicants. The details of all awards of financial assistance to applicants will be published in the local media.

OBJECTIVE 1: LINK SKILLS AND KNOWLEDGE TO ECONOMIC NEED

1.1 Through the Business Gateway encourage new business start-ups and improve existing businesses

Provide support to 20 new start-ups through the Business Gateway	• Support provided to 24 new start ups through the Business Gateway
Provide advice to 20 existing businesses or social enterprises looking to expand or develop	• Advice provided to 30 existing businesses or social enterprises
Support 100 clients through the Business Gateway	• Support provided to 102 clients through the Business Gateway
Provide 100 clients with access to Business Gateway training courses	• 145 clients accessing Business Gateway training courses
Produce annual report on Business Gateway incorporating client feedback and service review	• Business Gateway Annual Review 2013/14 produced • Incorporates statistics, feedback and testimonials

1.2 Provide up-to-date monitoring of the Shetland economy through survey and research work

Complete the Shetland Employment Survey	• Shetland Employment Survey tendered for and awarded in April 2014 • Shetland Employment Survey currently being undertaken by AB Associates • Final report expected Jan 2015
Complete the Shetland Visitor Survey 2012/13	• Shetland Visitor Survey 2012/13 report published Feb 2014 • Survey estimated approximately 65,000 visitors and £16m of visitor spend in 2013
Complete Shetland In Statistics	• Shetland In Statistics 2013 published May 2014 • Shetland In Statistics 2014 currently being compiled • Contract for publication of Shetland In Statistics 2014-2016 tendered for and awarded March 2014
Commission, manage and review socio-economic studies to inform Schools Reconfiguration Project	• Contract for nine socio-economic studies tendered and awarded to Steve Westbrook, Economist in Feb 2014 • Socio-economic studies received for North Roe and Urafirth Primary Schools • Mid Yell and Whalsay Junior High School studies currently underway • Contract reviewed in light of changes to Schools Reconfiguration Project – Burravoe and Sandness Primary School studies no longer required • Continuous contact with consultant maintained to provide information and updates • Project includes requirement of officer presence at Strategy for Education meetings, public consultation meetings and Council/Committee meetings • Adjustment of contract specifications and approved tasks to incorporate work for Schools Comparison Project

1.3 Support a high quality marine research and training facility

9 research and development projects with commercial applications undertaken	<ul style="list-style-type: none"> • 20 active research and consultancy projects • 23 collaborative funding partners for active research and consultancy projects • External finance levered in = £468,401
5 briefing notes produced for local industry and the Council on current issues facing the sector	<ul style="list-style-type: none"> • 7 briefing notes produced for industry
650 enrolled students	<ul style="list-style-type: none"> • 1,045 students enrolled • 145 FTE students enrolled • Student retention rate = 99% • Student success rate = 98%
45 training courses delivered	<ul style="list-style-type: none"> • 56 courses provided for industry • 6 new courses developed for industry
50 jobs maintained	<ul style="list-style-type: none"> • 37 FTE core jobs maintained • 8 FTE project jobs maintained • Total jobs impact = 45 • Net wages generated £1,541,046

1.4 Improve and develop engagement of the service with local industry

Support efforts within the local commercial sector towards establishing integrated working such as a Chamber of Commerce	<ul style="list-style-type: none"> • Investigations ongoing involving HIE, local industry and Scottish Chambers of Commerce
Establish, co-ordinate and report on Fisheries Support Group	<ul style="list-style-type: none"> • Terms of reference drawn up to define a mechanism for discussing Shetland seafood related matters including fish catching, aquaculture and fish processing within the framework of the Shetland Community Plan • Ensure establishment of good communications between the Council and the Shetland fisheries industries, and a forum for debate and to inform political representation, within the terms of reference. • Group established and convened as Fisheries and Aquaculture Working Group • Economic Development arranges biannual meetings of the Working Group, provides notes on meetings and takes responsibility for developing key actions • Executive Manager – Economic Development first point of contact for Group
Identify two research projects with commercial potential	<ul style="list-style-type: none"> • Shetland Fishermen's Association – 'Date Limited' Stock Assessment Project <ul style="list-style-type: none"> ○ collaborative working between the fishing industry and science to allow the collection of fisheries and biological data on stocks which are termed 'date limited' and are of commercial importance to the Shetland whitefish fleet.

1.5 Develop a greater understanding of skills gaps and shortages in the Shetland labour market and assess the future skills requirements of local industry

Devise a system for businesses to register needs for specific skills	<ul style="list-style-type: none"> Currently not progressing, due to ongoing Review of Tertiary Education and issues with Shetland Business Register
Assess the capacity in Shetland to provide the workforce training & skills development required by Shetland industry	<ul style="list-style-type: none"> Assessment of the Annual Requirement for Commercial Training in Shetland completed June 2014
Contribute to completion and implementation of Shetland Skills and Learning Strategy and Action Plan	<ul style="list-style-type: none"> Shetland Skills and Learning Partnership no longer part of Shetland Development Partnership Aims and objectives superseded by Review of Tertiary Education
Contribute to implementation of recommendations from Review of Tertiary Education Training and Research in Shetland	<ul style="list-style-type: none"> Update on Review to be presented to Shetland Development Partnership in Jan 2015 Actions to be developed

OBJECTIVE 2: DEVELOP THE ECONOMIC HEALTH OF LOCAL COMMUNITIES AND A MORE DIVERSE BUSINESS BASE, THROUGH ENCOURAGING INNOVATION AND SUSTAINABLE GROWTH

2.1 Encourage sustainable growth in the local economy through support for business development and social enterprises

8 projects in target sectors supported under the Economic Development Grant Scheme

- 15 projects supported - £165,168.46 grant funding in total
- 12 projects supported in target sectors:
 - 4 projects supported in **tourism**
 - Visitor Information Points Service
 - Skerries Development Group – Mobile Visitor Facility
 - Underwater Shetland Ltd. – Snorkel Shetland
 - SBFS Properties Ltd. – Scalloway Museum Extension and Toilets
 - 4 projects supported in **food & drink**
 - Shetland Fishermen's Association – 'Date Limited' Stock Assessment Project
 - Cribba Sound Ltd. – Improving Mussel Seed Production and Utilisation
 - Sandsound Mussels – Modification of Mussel Harvest System
 - Shetland Seafood Auctions Limited – Fish Grading Machine at Scalloway Fish Market
 - 3 projects supported in **creative industries**
 - University of the Highlands and Islands – Chair In Creative Industries
 - Shetland Arts Development Agency – Visual Arts and Crafts Awards Scheme 2014/15
 - Shetland Moving Image Archive – Content Management System and Website
 - 1 project supported in **manufacturing**
 - Unst Inshore Services – Fast Rescue Craft R&D Project
- 3 projects supported outwith target sectors
 - 1 rural retail service supported
 - Bigton Community Enterprise Ltd. – EPOS System
 - 1 Business Improvement District supported
 - Living Lerwick – BID Year 2
 - 1 childcare service supported
 - Hame fae Hame Ltd. – Scalloway Early Years Project
- Measureable benefits:
 - 11 FTE jobs generated
 - Total economic impact (turnover generated – Year 2) = £1,088,540 (equal to £6.59 turnover generated per £1.00 Economic Development grant funding)
 - Total match funding = £678,679.72 (equal to £4.11 match funding per £1.00 Economic Development grant funding)

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10 new businesses supported under the Business Start Up Grant Scheme	<ul style="list-style-type: none"> • 3 new businesses supported in total <ul style="list-style-type: none"> ○ 2 new start childminders supported <ul style="list-style-type: none"> – 1 childminder in Scalloway delivering 37 hours of childcare per week – 1 childminder in Yell delivering 40+ hours of childcare per week ○ 1 new start textiles business supported <ul style="list-style-type: none"> – 1 full-time and 1 part-time job created – Turnover generated (Year 2) = £17,200
Continued business review of grant aided projects and commercial investments	<ul style="list-style-type: none"> • Ongoing review and monitoring of supported businesses and groups, including: <ul style="list-style-type: none"> ○ Site visits ○ Monitoring reports produced ○ Review of annual accounts ○ Specialist advice contracted where necessary ○ Business development options discussed, including access to Business Gateway services
Manage and regularly report on the existing portfolio of 70+ commercial investments	<ul style="list-style-type: none"> • 25 Investments repaid in full – projects completed and security released, where relevant <ul style="list-style-type: none"> ○ Allan Umphray & Partners <ul style="list-style-type: none"> – Purchase of Vessel ○ Graham Forrest <ul style="list-style-type: none"> – Personal loan for the purpose of investing in Norcage Ltd. ○ R S Henderson & Sons <ul style="list-style-type: none"> – To construct a warehouse on Cullivoe Pier ○ L Odie Knitwear Ltd. <ul style="list-style-type: none"> – Working Capital ○ Millgaet Media Ltd. <ul style="list-style-type: none"> – Upgrade the portable satellite uplink system, and purchase new broadcasting camera ○ Shetland Mussels Ltd. <ul style="list-style-type: none"> – To purchase new depuration plant equipment ○ 60 North Recycling Ltd. <ul style="list-style-type: none"> – To facilitate the purchase of scrap business ○ Arcturus Fishing Co. Ltd. <ul style="list-style-type: none"> – Purchase of Whitefish Quota ○ Walter Robertson <ul style="list-style-type: none"> – To buy out two existing partners and prevent vessel from decommissioning ○ Sandisons Unst Ltd <ul style="list-style-type: none"> – Provide working capital to purchase and develop business

Manage and regularly report on the existing portfolio of 70+ commercial investments

- Alison Kay Fishing Co. Ltd.
 - To provide working capital
 - C & A Thomason Ltd.
 - To erect a pier extension
 - K Hughson Repairs
 - Small loan scheme – for the purpose of business development
 - Colin Hughson & Partners (now in name of Ocean Way Fishing Co. Ltd.)
 - Loan to purchase fishing vessel, licence and quota
 - Equity converted to 10 year loan
 - Partnership loan for new LLP and replace shareholder loans
 - Dividend/interest converted to 5 year loan
 - Mark Anderson & Partners
 - Purchase fishing vessel, licence and quota
 - Build twin rig stern trawler and purchase associated licence and quota
 - Equity investment
 - North Isles Marine Ltd.
 - Purchase live fish carrier
 - Aurora Marine Ltd.
 - Purchase workboat and net-cleaning equipment
 - Victor Laurenson & Partners (now in name of Radiant Star Fishing Co. Ltd.)
 - Purchase 2016 FQAs of mixed species whitefish quota
 - Purchase 876 FQAs of mixed species whitefish quota
 - Equity converted to 10 year loan
 - 2 Investments rescheduled
 - Millgaet Media Ltd./Malcolm Younger
 - Shetland Mussels Ltd.
 - 3 Investments restructured
 - Radiant Star Fishing Co. Ltd.
 - Ocean Way Fishing Co. Ltd.
 - Gary Smith & Partners LLP
 - Insolvencies – claims submitted in respect of outstanding sums and contact maintained with liquidator/sequestrator
 - Bod Ayre Seaweed Products Ltd.
 - Michael Blance
 - Sale of shares
 - Fjord Line AS
 - Gary Smith & Partners LLP
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Manage and regularly report on the existing portfolio of 70+ commercial investments	<ul style="list-style-type: none"> • Reporting <ul style="list-style-type: none"> ○ 4 Economic Development Investment Update reports per financial year – one per Committee cycle – including one full portfolio update <ul style="list-style-type: none"> – Update on Council and SDT investments – Activity concerning Council and SDT investments – Debtors summary
Provide new and manage existing commercial investments which support economic development objectives	<ul style="list-style-type: none"> • 4 new commercial investments <ul style="list-style-type: none"> ○ Shetland Farm Dairies - provision of HP facility for new bottling plant ○ Guardian Angell Fishing Co Ltd – new build fishing vessel ○ Hjaltland Housing Association – new build properties at Hill Grind and Fort Road • 1 extension to existing loan facility <ul style="list-style-type: none"> ○ LHD Ltd. – extension to loan facility for the purpose of purchasing fishing quota
Investigate potential for textile business development hub located at Old Museum Building	<ul style="list-style-type: none"> • Consultations undertaken with local stakeholders to determine optimum location and specifications of textile business development hub, initially focusing on Old Museum Building • Consultation process revealed significant interest in developing such a facility to develop local industry practices • Architects plans produced to reflect optimum specifications agreed on • Old Museum Building identified as less sustainable and suitable for industry plans than other local buildings • Project progressing looking at other sites for development
Engage with investigations into potential commercial uses for vacant or to-be-vacated properties within the Council's school estate	<ul style="list-style-type: none"> • Consultation with community group entered into looking at possible community use of the old Quarff Primary School building • Potential for service engagement with plans for future uses of current AHS site
2.2 Support communities and individuals to engage in economic activity and/or reduce the effects of peripherality and disadvantage	
4 community projects generating economic activity in local communities under the Economic Development Grant Scheme	<ul style="list-style-type: none"> • 3 projects assisting community groups to generate economic activity in rural areas <ul style="list-style-type: none"> ○ Bigton Community Enterprise Ltd. – new till and stocking system for co-op ○ Skerries Development Group – mobile visitor facility ○ SBFS Properties Ltd. – Scalloway Museum extension and toilets

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4 business projects mitigating against the effects of peripherality and improving access to economic opportunities supported under the Economic Development Grant Scheme or the Business Start Up Grant Scheme

- 7 projects assisting businesses in remote and rural areas and/or improving access to economic opportunities:
 - Bigton Community Enterprise Ltd. – new till and stocking system for co-op
 - Two new start childminders supported in Scalloway and Yell
 - Hame fae Hame Ltd. – Scalloway Early Years Project
 - Unst Inshore Services – Fast Rescue Craft R&D Project
 - New start textiles business in Yell
 - 11 Visitor Information Points maintained across Shetland
 - This target was also met by support approved to COPE Ltd for 2014/15
 - £200,000 (£110,000 awarded from SDT surplus, plus 45% tax relief claimed by the recipient) awarded as core funding for 2014/15
 - 14 full-time and 25 part-time jobs maintained
 - Actual trading income 2013/14 = £533,841
 - Projected trading income 2014/15 = £608,566
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OBJECTIVE 3: ENCOURAGE RESEARCH AND ADOPTION OF ENABLING TECHNOLOGIES AND INFRASTRUCTURE

3.1 Provide high speed Digital Broadband in Shetland

Updated strategy approved	<ul style="list-style-type: none"> Digital Shetland 2014-2017 approved Shetland Islands Council's target is for 84% of the Shetland population to have access to high speed broadband by end of 2017
Promotional campaign developed and implemented	<ul style="list-style-type: none"> Ongoing policy aspiration of Shetland Development Partnership and policy action of Shetland Single Outcome Agreement To be developed
Applications submitted to Capital Programme Gateway (Yell and Fair Isle)	<ul style="list-style-type: none"> Not progressed Requirement for technical and service needs cases amended to focus on Unst and Fetlar

3.2 Support research and development projects which encourage innovation and growth in the private sector

2 industry-led research and development projects supported	<ul style="list-style-type: none"> 1 research and development project supported in the manufacturing sector <ul style="list-style-type: none"> Unst Inshore Services – Fast Rescue Craft R&D Project
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OBJECTIVE 4: DEVELOP LOCAL CONTROL AND MANAGEMENT OF RESOURCES

4.1 Contribute to national, regional and local policies on renewable energy development

Approved Renewable Energy Action Plan 2014-2020 in place	<ul style="list-style-type: none"> Ongoing policy aspiration of Shetland Development Partnership and policy action of Shetland Single Outcome Agreement To be developed
Approved Community Benefit Policy in place	<ul style="list-style-type: none"> Passed to Planning to incorporate into Planning Application process
Provide support and guidance to the Strategic Energy Partnership	<ul style="list-style-type: none"> Group convened as Strategic Energy Development Partnership Economic Development membership on Group Officer support for Group objectives

4.2 Support research and development projects in renewable energy across the isles in homes, businesses and community organisations

2 renewable energy projects in the marine environment supported	<ul style="list-style-type: none"> No projects supported to date
4 terrestrial renewable energy projects supported	<ul style="list-style-type: none"> 3 terrestrial renewable energy projects supported in total <ul style="list-style-type: none"> Fort Charlotte Guest House – connecting and installing district heating system Foula Electricity Trust - purchase and installation of a larger battery bank, inverter system and improvements to the local micro hydro scheme Toog Properties Ltd. - cost of the purchase and installation of heat pump systems for 5 properties
Increase local installed capacity of renewable energy	<ul style="list-style-type: none"> No updates at this time
Work with companies to increase capacity and storage in the Shetland grid	<ul style="list-style-type: none"> No updates at this time
Support local efforts to establish an interconnector between Shetland and the UK mainland	<ul style="list-style-type: none"> No updates at this time
20 renewable energy projects supported	<ul style="list-style-type: none"> 19 projects supported under Shetland Business Energy Efficiency Scheme

4.3 Maximise benefit to Shetland from Council participation in regional and EU networks

Continued engagement at officer and political level in EU networks including at regional and national level. In particular:

- Conference for Peripheral Maritime Regions
- Convention of Scottish Local Authorities
- Council of European Municipal Region Policy Committee
- Highlands & Islands Convenors Group
- Highlands & Islands European Partnership
- Highlands and Islands European Partnership Board

- Via CPMR, participation has highlighted discards ban issue, regional aid status, cohesion indicators, grid connections, and promotion of Shetland's marine spatial plan
- Via COSLA, regular officer and political engagement on issues of significance to rural areas.
- Via HIEP, regular officer and political engagement. Achieved best possible outcome for islands from 2014-20 Structural Funds programmes
- Secured representation on the following Structural Funds governance committees:
 - Joint Programme Monitoring Committee (JPMC)
 - Rural Development Operational Committee (RDOC)
 - H&I's Territorial Committee (HITC)

4.4 Maintain and improve quality and sustainability management systems in key sectors through partnership arrangements with key delivery partners

Maintain quality control measures

- Core funding of £150,000 approved to SSQC Ltd. for 2014/15
- Funding mechanism developed to ensure State Aid compliance
- Funding provided to support non-commercial elements SSQC activity - headings summarised below:
 - Salmon Inspectorate Service
 - Whitefish Improvement Scheme
 - Analytical and Marine Farm Services
- Measureable benefits:
 - 15.6 FTE impact (13 jobs maintained plus multiplier effect)
 - Total economic impact (output) = £714,595

Ensure sustainability and management of inshore shellfish stocks

- Core funding of £48,000 approved to Shetland Shellfish Management Organisation (SSMO) for 2014/15
- Funding provided to ensure delivery of the Shetland Regulated Fisheries Order by SSMO, which ensures sustainable management of inshore shellfish fisheries
- The Shetland Regulating Order covers the management of the commercial fisheries around Shetland for lobsters, crabs, scallops, queens, whelks, razorshells, cockles, mussels and oysters.
- The costs associated with the above activities include overheads, project costs, professional fees and database maintenance
- Measureable benefits:
 - 0.8 FTE impact (SSMO); 120 total jobs impact (whole fishery)
 - Total economic impact (output) = £160,518 (SSMO); £4.7m (whole fishery)

4.5 Support community and commercial projects through local delivery of regional, national and EU funding programmes

Deliver £2.3m of LEADER support and £0.3m of Axis IV support as match funding for local development projects

LEADER

- 60 projects supported by the Shetland LEADER Local Action group under the 2007-2013 Programme
- Total LEADER/Convergence funding committed = £2.21m
- Service provides Programme co-ordination, reporting and project management functions by terms of SLA with Scottish Government

EFF Axis IV

- 8 projects supported by the Shetland Fisheries Local Action Group under the Axis 4 2007-13 programme
 - Aithsvoe Marina Association
 - Facilities building and caravan park
 - Phase 2 landscaping works
 - Seafood Shetland
 - Shetland's Sustainable Seafood
 - Risk assessing harmful algal generated biotoxin events
 - SSQC Ltd.
 - Shetland Aquaculture Heritage Exhibition
 - Community impact study of Shetland seafood sector
 - Scalloway Boating Club
 - Waterfront pontoon
 - Shetland Seafood Auctions Ltd.
 - Electronic recording of sample fish weighing
- Total Axis 4 and SIC match funding committed = £364,503
- Axis 4 projects addressed the following key economic outcomes:
 - New market development
 - Improved service delivery
 - Improved product quality
- Axis 4 projects delivered outcomes within the following target sectors
 - Tourism
 - Food and Drink
- Service provides Programme co-ordination and reporting, project management and admin support as per SLA with Marine Scotland

**Economic Development Policy Statement
Outcome/Targets Review 2014**

Complete strategy and Business Plan for LEADER Programme 2014-2020	<ul style="list-style-type: none"> • Final draft of Local Development Strategy and Business Plan submitted September 2014 • Currently awaiting feedback from Scottish Government • Currently awaiting budgetary and monitoring information from Scottish Government • Local input into draft guidance and monitoring systems as part of regional workstreams ongoing
Range of measures/projects suitable for support under key Structural Fund themes	<ul style="list-style-type: none"> • Match funding provided for ERDF-funded Shetland Fibre Optic Network, Phases 1-3 • Total project cost c. £1.2m
Investigate potential regional, national and EU funding sources for relevant projects and develop applications	<ul style="list-style-type: none"> • Currently developing strategy and business planning for local delivery of LEADER and EMFF funding • Engagement via SIC External Funding Group on potential project ideas
4.6 Develop local policies and plans, and contribute to national strategies, to maximise local control and management of resources	
Provide information, as required, to enable lobbying to be carried out by Council representatives and other stakeholders	<ul style="list-style-type: none"> • Statistical information, advice and strategic guidance provided towards completion of Islands Proofing Framework and Guidelines Nov 2014 • Briefing notes on socio-economic issues produced to support lobbying efforts
Rural Development Plan completed and approved	<ul style="list-style-type: none"> • Rural Development Plan ongoing
Common Agricultural Policy review completed	<ul style="list-style-type: none"> • Review of Basic Farm Payments completed March 2014 • Work continuing on Rural Development Plan
Completed policies and guidance on control and management of marine environment in place	<ul style="list-style-type: none"> • Statement of Intention – Protecting Shetland's Marine Environment prepared and approved July 2014
4.7 Increase local benefit from current developments in energy sector, and develop workforce and infrastructure for future developments	
Up-to-date reports from Shetland Gas Plant project management on employment and recruitment issues	<ul style="list-style-type: none"> • Latest report from Total produced July 2014 to give general overview of Shetland Gas Plant development
Business register to be maintained and communicated to interested parties engaged in industrial developments	<ul style="list-style-type: none"> • Shetland Business Register established but no longer updated or publicised due to State Aid concerns
Develop and conduct 'exit meetings' where companies are concluding large-scale developments to discuss supply chain and other relevant issues	<ul style="list-style-type: none"> • Not currently progressed
Contribute to master plans for Scalloway and Sullom Voe to introduce new business to the harbour areas and increase benefits from existing usage	<ul style="list-style-type: none"> • Officer contribution to consultation process undertaken to inform development of Scalloway and Sullom Voe Master Plans

4.8 Engage with changes to EU Regional Aid guidelines 2014-2020

Provide information and guidance in support of lobbying efforts to ensure recognition of the unique status of island areas in development of the Regional Aid Map 2014-2020

- Activity reports, briefing notes and studies produced to inform and support lobbying efforts related to Regional Aid mapping
 - Officer attendance and political engagement at workshops and meetings in person or through VC
 - Regional Aid status maintained for 2014-20
-

OBJECTIVE 5: IMPROVE THE REPUTATION OF SHETLAND AS AN ATTRACTIVE PLACE TO LIVE, WORK, STUDY AND DO BUSINESS

5.1 Raise Shetland's external profile as a place to live, visit, work, study and do business

Manage and monitor delivery of Promote Shetland contract in line with contract specifications and Single Outcome Agreement targets

- Promote Shetland performance monitoring targets brought in line with SIC Economic Development reporting requirements:
 - Promote Shetland contract monitored on the basis of performance against key indicators for contract period 2014-2018
 - Manifesto summarising Promote Shetland's role, aim and objectives presented in variety of formats for Shetland public
 - Real time reporting of PS activities under headline objectives available online
 - 60 North platform developed to target Shetland public
 - Celebration of excellence to build local confidence
 - Targeted writing, photography and internet promotion of Shetland as a place to live, work and invest
 - "Day in the life of" suite of videos to support employers to promote Shetland as a place to live and work
 - Positive coverage in public and private sector internal communication outlets
 - Promote Shetland for conferences and events
 - Highlight career opportunities in Shetland
 - Refresh online presence
 - App to promote Culture and Heritage
 - Campaigns to develop creative industries, and food and drink Enhance 'Proudly Supporting' campaign and Shetland Brand pack
 - Communicate the benefits of high speed broadband to the community
 - To honestly report pros and cons of current activity across the energy sector to the community
- Progress on targets reports through quarterly activity and progress reports
- Promote Shetland Steering Group formed to:
 - Support collaboration between all those involved in building a strong place brand and reputation for Shetland
 - Evaluate the operation of the Promote Shetland contract through quarterly meetings with the service provider
 - Suggest changes to the specifications and conditions of the Promote Shetland contract, for consideration by the Development Committee
- Ongoing officer support and guidance offered on developing performance monitoring
- Ongoing officer support on project integration and partner engagement to avoid duplication of effort
- Promotional films commissioned to promote Shetland in fields of oil and gas, decommissioning and renewable energy

Working group established	<ul style="list-style-type: none"> • Ongoing policy aspiration of Shetland Development Partnership and policy action of Shetland Single Outcome Agreement • To be developed
Plan finalised and approved	<ul style="list-style-type: none"> • Drafting of plan commenced Dec 2014 • To be drafted by Shetland Development Partnership
Provide information, support and guidance to filmmakers within and outwith the UK looking to use Shetland as a location	<ul style="list-style-type: none"> • 10 projects providing information, support and guidance to filmmakers using Shetland as a location <ul style="list-style-type: none"> ○ BBC Coast (January) <ul style="list-style-type: none"> – Neil Oliver presented a take on Vikings in Shetland incorporating Up-Helly-Aa 2014 ○ Two-Four Productions for ITV (May) <ul style="list-style-type: none"> – Alison Steadman presented wildlife documentary screened on 24 June 2014 ○ BBC Business News (May) <ul style="list-style-type: none"> – Robert Peston presented analysis of Shetland economy prior to independence referendum ○ WildRover Productions (June) <ul style="list-style-type: none"> – American television game show ○ Lonely Leap Productions (June) <ul style="list-style-type: none"> – Lerwick filming for BP Corporate promotion production ○ BBC Coast (July) <ul style="list-style-type: none"> – Sea caves special ○ Recce visit by Lionel Mill of Tiger Aspect Productions (August) with some basic filming around ‘An Island Parish’ proposal for Shetland 10-15 August 2014 ○ BBC One Show (July) <ul style="list-style-type: none"> – Otters/Storm Petrels feature ○ Rebecca Sykes of Pulse Films (August) <ul style="list-style-type: none"> – Filming for Coastguard 14/15 August 2014 ○ Dragonfly TV (October) <ul style="list-style-type: none"> – Vodafone branded advert

5.2 Improve services and information available to visitors

12 Visitor Information Points in strategically selected rural locations	<ul style="list-style-type: none"> • 12 Visitor Information Points maintained in rural visitor attractions throughout Shetland, providing a cost effective local information service to visitors; a telephone link to other visitor information services and monitoring customer demand and service delivery; ie Unst, Fetlar, Yell, Eshaness, Vidlin, Whalsay, Bressay, Scalloway, Hoswick, Quendale, Fair Isle and Weisdale
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- 1 mobile visitor information service piloted in Skerries

9 rural visitors attractions open by appointment during April and October

- 10 key rural visitor attractions open by appointment or as part of working hours during April and October
 - Unst Heritage Centre
 - Fetlar Interpretive Centre
 - Tangwick Haa Museum, Eshaness
 - The Cabin Museum, Vidlin
 - Whalsay Heritage and Community Centre
 - Bressay Heritage Centre
 - Scalloway Museum
 - Hoswick Visitor Centre
 - Quendale Water Mill
 - Fair Isle Bird Observatory

5.3 Increase the impact of the local creative sector through improved co-ordination between relevant agencies

Shetland Arts and Culture Strategy and Action Plan, including key milestones and a clear implementation process, completed

- Proposed 'Shetland Arts and Culture Strategy' to be the subject of consultation with agencies and stakeholders in early 2015
- Scoping document developed summer 2014
- Consultation process designed and stakeholder list identified in Dec 2014
- Consultation to begin Jan 2015
- Proposed completion of strategy document summer 2015

5.4 Ensure stewardship of local heritage and culture is delivered to a high standard

Manage and monitor contract delivery for Shetland Museum and Archives in line with contract specifications

- Ensure delivery of following information, and review as appropriate with reference to contract specifications, per monitoring requirements
 - Quarterly
 - Management accounts
 - Service plan reports
 - Museum and Archive reports
 - Annual
 - Financial statements
 - Annual report
- Project Manager membership of Shetland Museum Management Committee

£85,000 approved as core funding for the Architectural Heritage Programme for 2014/2015

- £85,000 approved as core funding by Development Committee on 16 June 2014
 - Funding approved to realise strategic objectives of Architectural Heritage Programme for 2014/15:
 - Protection and restoration of Shetland's architectural heritage to both enhance visual amenity and conserve cultural heritage for the benefit of the public
 - Encourage the use of traditional building methods and materials
 - Measureable benefits:
 - 19 jobs maintained
 - Total turnover generated = £810,000
 - Total economic impact (multiplier effect) = £506,000
-

Economic Development Grant Scheme
Jobs and Turnover Generated - December 2013 to December 2014

DV-01-15 Appendix 3

Ref. No.	Jobs Created (FTE)	Turnover Generated (Year 2)
ED001	-	£5,000.00
ED002	-	-
ED003	-	-
ED004	6	£217,729.00
ED005	-	-
ED006	0	£7,769.00
ED007	-	-
ED008	-	-
ED009	0	£30,000.00
ED010	3	£44,000.00
ED011	1	£15,000.00
ED012	2	£600,000.00
ED013	0	£106,506.00
ED014	0	£35,000.00
ED015	0	£27,500.00
	11	£1,088,504.00
Total Turnover Generated	£1,088,504.00	
Total Grant Funding	£165,168.46	
£1 Grant =	£6.59	

Match Funding

Ref. no.	EFF	LEADER	HIE	National Lottery	Other Scot. Gov.	Own Funds	Other Local	Other Private	Economic Development Service
ED001					£8,340.33				£3,574.44
ED002						£20,000.00			£20,000.00
ED003									£24,540.00
ED004			£125,122.00		£40,000.00	£94,959.00			£22,819.00
ED005		£7,605.00				£585.00			£3,510.00
ED006						£13,662.89			£5,855.52
ED007					£11,000.00	£4,526.00			£6,654.00
ED008	£118,325.00					£5,000.00	£32,000.00		£8,175.00
ED009	£42,768.00					£38,017.00			£14,256.00
ED010	£3,937.50					£11,025.00			£787.50
ED011		£1,795.00		£1,795.00		£500.00		£5,000.00	£2,910.00
ED012						£24,750.00			£20,250.00
ED013			£21,163.00			£5,639.00			£15,802.00
ED014						£34,375.00			£13,125.00
ED015		£4,850.00				£1,940.00			£2,910.00
	£165,030.50	£14,250.00	£146,285.00	£1,795.00	£59,340.33	£254,978.89	£32,000.00	£5,000.00	£165,168.46
Total Match	£678,679.72								
Total EDU	£165,168.46								
£1 Economic Development Service = £4.11 Match									

**Development Committee****14 January 2015****Shetland Islands Marine Spatial Plan – Supplementary Guidance**

Report Number – DV-06-15-F

Report Presented by: Coastal Zone Manager**Planning Service
Development Services****1.0 Summary**

- 1.1 The purpose of this report is to provide an update on adoption of the Shetland Islands Marine Spatial Plan (SIMSP) as Supplementary Guidance (SG) to the Local Development Plan (LDP). The SIMSP provides an overarching policy framework to guide marine development and activity.

2.0 Decision Required

- 2.1 That the Development Committee RECOMMEND that the Council resolves to adopt the SIMSP as Supplementary Guidance and notify Scottish Government of its intention.

3.0 Shetland Islands Marine Spatial Plan – Supplementary Guidance

- 3.1 The importance of aligning marine and terrestrial development plans is recognised in the National Marine Plan, National Planning Framework 3 and Scottish Planning Policy. These three documents set out national objectives and policies for sustainable development and are consistent with each other in this respect.
- 3.2 At the local level marine planning will be implemented through Marine Planning Partnerships who will be responsible for developing Regional Marine Plans (RMP) that take account of local circumstances and issues. The RMP will have to be compatible with the LDP and supplementary planning guidance for any adjoining land.

- 3.3 Shetland has been involved in developing the field of marine spatial planning since 2006 resulting in the development of the SIMSP. Recognising the requirements outlined above, it was considered that inclusion of the SIMSP as SG to the LDP would pave the way for this to be achieved ahead of legislation being introduced to put marine planning on a formal footing at the local level.
- 3.4 Following a report to the Development Committee in November 2013 (Ref: www.shetland.gov.uk/coins/Agenda.asp?meetingid=3772) the current (4th) iteration of the SIMSP was the subject of a three month public consultation period commencing in January 2014 as part of the process of adoption as Supplementary Guidance. The current version of the SIMSP was developed under the auspices of an Advisory Group and three stakeholder sub-groups covering community, industry and policy interests. The representatives on these Groups are shown in Appendix 1 to this report.
- 3.5 Through the Advisory Group comments received from the consultation were incorporated, where appropriate, into the SIMSP. The Council's Development Plans and Heritage Service has been closely involved in these discussions to ensure the SIMSP and the LDP are consistent with one another in policy terms.
- 3.6 As the final step prior to adoption by the Council the SIMSP requires scrutiny by Scottish Ministers. This will focus on ensuring the principles of good public involvement and a proper connection with national and local planning policy have been achieved.

4.0 Implications

Strategic

- 4.1 Delivery on Corporate Priorities – The Shetland Islands Marine Spatial Plan Supplementary Guidance is aligned to a number of Council Plans and strategies. These include the LDP, the 2009 Renewable Energy Development in Shetland: Strategy and Action Plan, The Community Plan 2012-2020 and the Shetland Single Outcome Agreement (SOA) 2012-2015. In particular the following Local outcomes of the SOA are relevant:

Shetland has sustainable economic growth with good employment opportunities

We live and work in a renowned natural and built environment which is protected and cared for.

We deliver sustainable services and make sustainable decisions, which reduce harmful impacts on the environment.

- 4.2 Community/Stakeholder Issues – This fourth iteration of the SIMSP was subject to extensive internal and external stakeholder and public consultation. There has also been ongoing stakeholder input through the SIMSP Advisory Group. All comments and suggestions have been considered and any necessary changes incorporated into the Plan.

- 4.3 Policy and/or Delegated Authority – In accordance with Section 2.3.1 of the Council's Scheme of Administration and Delegations, the Development Committee has delegated authority to implement decisions within its remit.
- 4.4 Risk Management – The Planning Authority is required to set out a spatial framework for aquaculture and adopt a holistic approach to coastal planning. This SG provides for this ahead of the need to develop a Regional Marine Plan that integrates with the Shetland LDP.
- 4.5 Equalities, Health and Human Rights – None.
- 4.6 Environmental – The SIMSP has been subject to Strategic Environmental Assessment and Habitats Regulations Appraisal.

Resources

- 4.7 Financial – There are no direct financial implications arising from this report.
- 4.8 Legal – None.
- 4.9 Human Resources – None.
- 4.10 Assets and Property – None.

5.0 Conclusions

- 5.1 The SIMSP provides the necessary detailed guidance, referred to in the LDP policy CST1 – Coastal Development, the Council, the public, developers and stakeholders require to guide marine development and activity and ensure sustainable growth.

For further information please contact:
Martin Holmes, Coastal Zone Manager
Tel: 744805 Email: martin.holmes@shetland.gov.uk
Date: 6 January 2015

List of Appendices

Appendix 1: SIMSP Participants – Advisory Group and Sub-Groups

Background documents:

The Shetland Islands Marine Spatial Plan can be viewed at:

<http://www.shetland.gov.uk/planning/documents/SIMSPNov2014.pdf>

END

Community Sub-Group

Association of Shetland Community Councils

Fair Isle Marine Environment and Tourism Initiative

NAFC Marine Centre

Scottish Environment Protection Agency

Scottish Natural Heritage

Seafood Shetland

Shetland Amenity Trust - Archaeology

- Biological Records Centre

Shetland Aquaculture

Shetland Fishermen's Association

Shetland Islands Council – Coastal Zone Management

- Coastal and Flood Protection

- Community Planning and Development

– Councillor

- Planning (Development Planning and Heritage)

- Ports and Harbours

Spatial Analysis Working Group

NAFC Marine Centre

Scottish Environment Protection Agency

Scottish Natural Heritage

Seafood Shetland

Shetland Aquaculture

Shetland Fishermen's Association

Shetland Islands Council – Coastal Zone Management

- Planning (Development Planning and Heritage)

Shetland Renewable Energy Forum

Royal Society for the Protection of Birds



**Development Committee
Policy & Resources Committee**

**14 January 2015
9 February 2015**

Next Generation Broadband Update

Report No: DV-05-15-F

**Report Presented by: Director of
Development Services**

Development Services Department

1 Summary

- 1.1 The purpose of this report is to update the Development Committee on the rollout of the Digital Scotland Superfast Broadband (DSSB) project in Shetland by HIE and BT, and progress with public sector networks involving the Council's ICT and Shetland Telecom project. The report identifies partnership working opportunities to maximise coverage of the combined network, to households, businesses and public sector. The report also identifies partnership working opportunities to maximise take up of high speed broadband services by households and businesses.
- 1.2 The report is presented to Policy & Resources Committee as the resource implication of accepting the business case will require to be addressed.

2 Decision Required

- 2.1 That the Development Committee RESOLVE to:
 - 2.1.1 note the progress made to date by HIE and BT in the early roll out of phase 1 of the DSSB project, also the progress by Shetland Telecom project in providing connection solutions, and the achievement of the Council's ICT Service in providing cost effective replacement of the Pathfinder connections to schools and public buildings.
 - 2.1.2 agree partnership working arrangements as identified in paragraph 3.7.

2.2 That the Development Committee and Policy and Resources Committee RESOLVE to:

2.2.1 note that a business case for the Shetland Telecoms project will be presented to the Development Committee on 22 April 2015 and Policy and Resources Committee on 4 May 2015.

3 Detail

3.1 The provision of high speed broadband connections to businesses, households and public sector remains one of the key priorities of the Shetland Partnership and the Council, to support economic and social development. The Digital Scotland Superfast Broadband project will continue to be the main project to achieve this provision, however there is a requirement for a coordinated partnering approach to ultimately achieve 100% coverage. The Digital Shetland 2014/17 Strategy was accepted by Development Committee and Shetland Islands Council on 16 June 2014 and 2 July 2014 respectively, and is attached in Appendix 1. The strategy identifies a partnership working approach which has been effective but now needs to be more active to ensure best outcomes as rollouts progress.

3.2 HIE/BT Digital Scotland Superfast Broadband (DSSB) Rollout

3.2.1 The rollout of superfast broadband in Shetland under the DSSB project is progressing well and ahead of target. The project target is to reach 76% of Shetland premises by 2016, providing Next Generation Broadband speeds of greater than 24 Mbps (note that not all premises in the connected exchange area will achieve these speeds). It is also clear from discussions that the DSSB project intends to go beyond the 76% target in Shetland, and want to engage in partnership working with the community. Deployment to Lerwick, Cunningsburgh (Quarff area) and Sumburgh exchanges was achieved in 2014. The next phase of the project is planned for 2015, and a third phase in 2016, with some exchanges in more remote locations remaining under evaluation. Details are attached in the Programme Update, 18 December 2014, attached as Appendix 1.

3.2.2 Take up of high speed broadband services, for those households and businesses who are now connected, is encouraging but further and ongoing promotional activity will be required to maximise the benefits, such as information stickers for cabinets, and community information notes.

3.3 Shetland Telecom Project

- 3.3.1 The Shetland Telecom project fibre network connects from the Faroese Telecom subsea SHEFA2 cable at Sandwick, and links Lerwick, Scalloway, Brae, and Sella Ness. See map of network attached in Appendix 3. A point of Presence (PoP) to provide connectivity was established in Lerwick and is currently utilised by most of the major telecommunication providers to provide resilient backhaul connections to London.
- 3.3.2 The Shetland Telecom Project's business model is to provide dark fibre, and backhaul capacity on a fully open access basis to telecoms service providers, and direct connection to the public sector. Turnover generated in the current year is estimated to be £500k with £200k net income being provided back to the Council after direct costs and staffing. Net income is likely to reduce next year as oil & gas construction projects scale down.
- 3.3.3 The business case for the Shetland Telecom project is currently being updated and developed. The Shetland Telecom project team consists of two Council members of staff. There is an urgent requirement for cover and back up to support the staff eg with regards to call out to maintain the ST fibre connections. A report will be brought to committee in April cycle once the business case has been produced.

3.4 ICT Pathfinder

- 3.4.1 The Pathfinder replacement was rolled out early in 2014, which achieved connection of Council properties, schools, ferry terminals and other locations. This project was achieved on time within a very challenging timescale and limited budget.
- 3.4.2 The connections have been achieved using various different solutions including Shetland Telecom project fibre, micro wave, and satellite technology.
- 3.4.3 There is a requirement to find more robust and higher capacity medium to long term replacement for some of these connections.

3.5 Community Broadband Scotland

- 3.5.1 Community Broadband Scotland (CBS), has been set up by the Government and managed by HIE to assist remote and rural communities to establish broadband connections, and has access to significant funding including European SRDP funding.

- 3.5.2 Whilst CBS may provide solutions to connection of remote communities, and indeed local community groups are in active dialogue with CBS, a CBS solution would require the community project area to be de-scoped from the HIE/BT DSSB project, to satisfy state aid requirements. All sub 24 Mbps solutions deployed would not require an area to be de-scoped.

3.6 Mobile Coverage

- 3.6.1 In 2011 the Government announced £150m in capital expenditure to improve mobile coverage. In Shetland, the coverage of the project has been reduced from 17 to 6 sites with the possibility of further reductions. The expected completion date for the project has also been extended.

3.7 Partnership Working

- 3.7.1 The Council's ICT Service currently run an ICT Network Strategy Board, which includes representatives from HIE and Shetland Telecom project. Members from this Board have recently agreed to set up a local Working Group to bring together HIE, ICT Community Planning and Development, Shetland Telecom, CBS and BT, to engage with the community, and to try to achieve 100% high speed broadband coverage in Shetland.

4 **Implications**

Strategic

- 4.1 Delivery of Corporate Outcomes – Shetland Islands Council's Corporate Plan 2013-17 contains a commitment to have high-speed broadband available to 84% of the Shetland population by 2017.
- 4.2 Community/Stakeholder Issues – Consultation is ongoing with HIE/BT and every opportunity is being sought to work cooperatively with the HIE/BDUK project. Regular contacts are maintained with community groups in Yell and Unst as well as West Burrafirth, Fetlar and Vidlin. The requirements of the Council's ICT Service are incorporated into Shetland Telecoms service needs cases along with those of other stakeholders.
- 4.3 Policy and/or Delegated Authority – This report has been prepared under policy 3.1 of the Economic Development Policy Statement 2013-17 [Development Committee, Min Ref: 37/13], which states "Provide High Speed Digital Broadband in Shetland by the following measures:-

Review the effectiveness of Shetland Telecom Project prior to preparation of new action plan and ensure complementarity with BDUK project.

Achieve full integration of superfast cable.

Establish an operational point of presence and one next generation project.

Develop a campaign to promote the benefits of high-speed broadband to communities, businesses and households.”

The Development Committee has delegated authority to implement decisions within its remit, in accordance with Section 2.3.1 of the Council’s Scheme of Administration and Delegations.

As the subject of this report is covered by existing policy the Development Committee has delegated authority to make a decision.

The report is presented to Policy & Resources Committee as the resource implication of accepting the business case will require to be addressed.

- 4.4 Risk Management – The business case for the Shetland Telecom project is being investigated, thereafter a revised business plan is to be prepared for the Shetland Telecom project to ensure best value is achieved from existing infrastructure and any future investment.
- 4.5 Equalities, Health and Human Rights – None.
- 4.6 Environmental – None.

Resources

- 4.7 Financial - All work identified in this report will be covered within existing budgets
- 4.8 Legal – None.
- 4.9 Human Resources – None.
- 4.10 Assets and Property – Any further investment in assets will be covered by subsequent reports.

5 Conclusions

- 5.1 The Council has taken a very active role in the development and improvement in telecommunications in Shetland. This has been achieved through actual deployment of network links and also through political influence, negotiations and discussions with a wide range of stakeholders including Government, service providers and communities. The proposed partnership working will ensure that maximum coverage of high speed broadband connections are achieved and economic and social benefits are attained.

For further information please contact:

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Report finalised: 12 January 2015

List of Appendices

- 1 Digital Scotland Superfast Broadband, Programme Update
- 2 Digital Shetland 2014-2017
- 3 Shetland Telecom Fibre Network

Background Documents

None

END

Programme Update

December 18, 2014



Highland and Island Deployment Progress

Deployment

Access



All objectives met and on track – over 35K delivered to date.

Backhaul



Fully on track to complete all 500 miles of land based backhaul by end of June 15.

Subsea



250miles of Subsea backhaul completed fully - Nov 2014.

Shetland – what's the current plan.

There are 34 Exchanges on the island serving circa 11.5K homes & businesses– current plans would deliver circa 76% coverage across the region.

Deployment has commenced in the following during 2014, includes accelerated build activity.

LERWICK

The Following Exchange areas are anticipated to commence build during 2015 -

BIGTON**
BIXTER**
BRAE
BRESSAY
CUNNINGSBURGH
GOTT
HAMNAVOE
HILLSWICK
OLLABERRY
SANDWICK
SCALLOWAY
SKELLISTER
SULLOM VOE
SUMBURGH
SYMBISTER
VIDLIN
VOE
WALLS**
WEISDALE

The Following Exchange areas are anticipated to commence build during 2016-

BURRAVOE**
GUTCHER**
MID YELL**
NORTH ROE**
REAWICK**

The Following Exchanges areas remain under evaluation

FOULA
BALTASOUND
FAIR ISLE
FETLAR
OUT SKERRIES
PAPA STOUR
SANDNESS
UYEASOUND
WEST SANDWICK

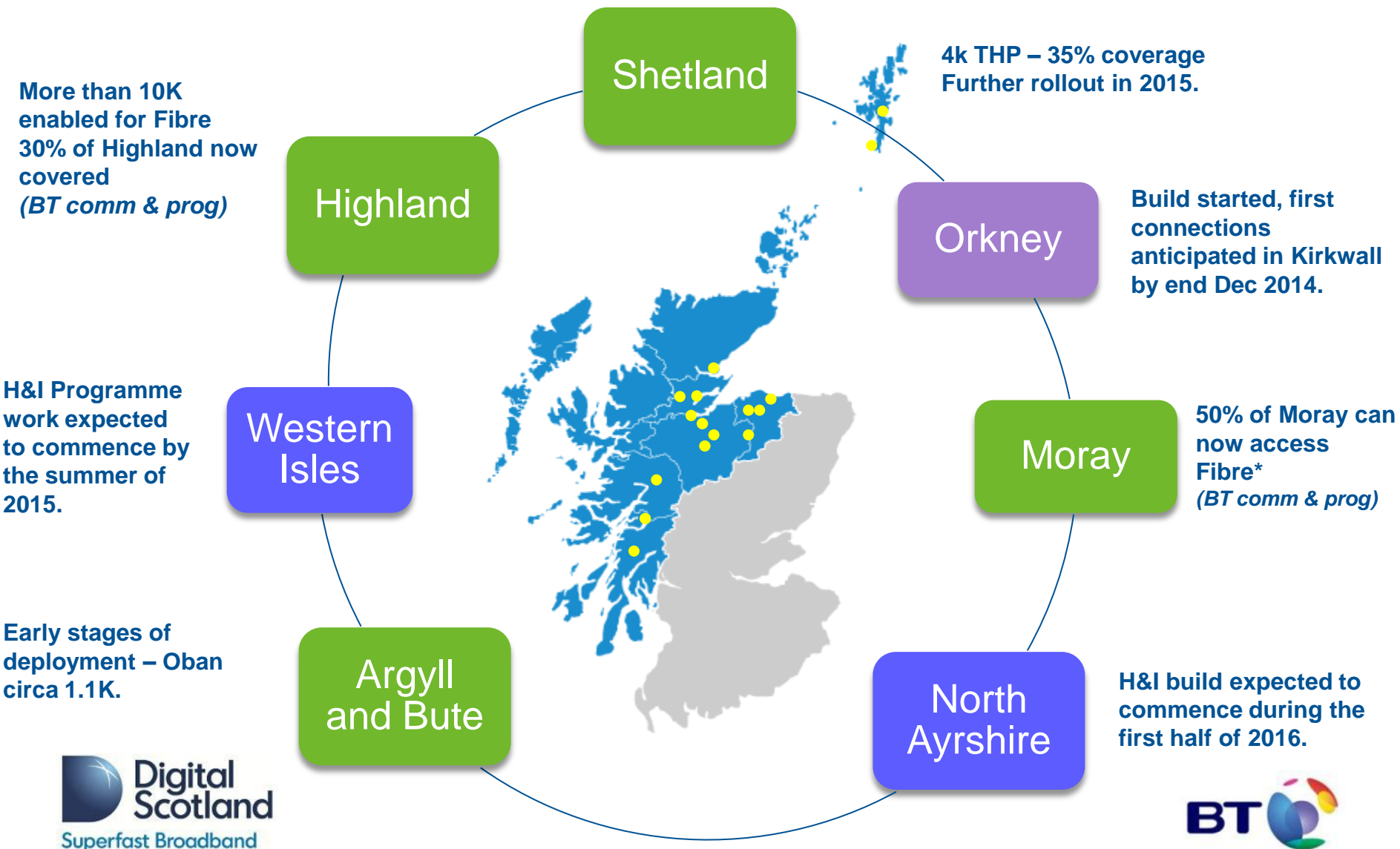
Communities within Cunningsburgh (Quarff) and Sumburgh are now able to access Fibre Broadband more than 6 months ahead of schedule.

*** - please note – fibre coverage in these exchange areas currently planned , may not serve the majority of the homes and businesses.*

Shetland – what's the plan for 2015.

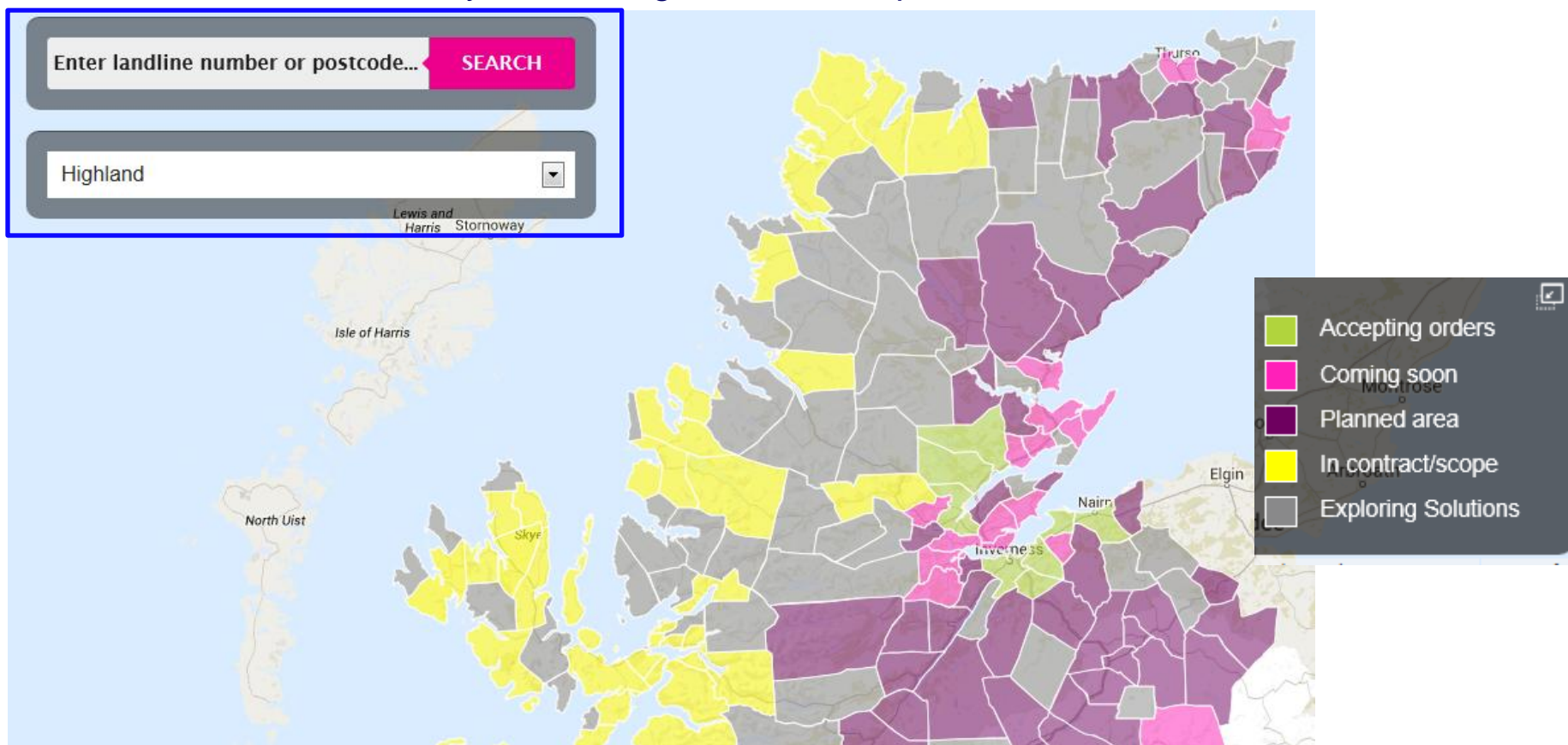
- Recap - First 3 exchanges areas covering Lerwick, Cunningsburgh(Quarff) and Sumburgh commenced Oct 14- circa 4K homes covered – ahead of schedule.
- Due to remobilise in the spring'15 – through to Autumn'15- with both infill to existing deployed areas as well as new build subject to appropriate planning and delivery objectives being completed :
 - communities across Weisdale, Gott, Scalloway, Hamnavoe and Sandwick are anticipated– more exchange areas under review & will communicate more detailed planning as we know more.
- The next round of deployment will address predominantly Exchange only lines where no existing green cabinets exist and new PCP etc will require to be deployed
- A wireless to the Cabinet trial is still in planning for Bressay – will update when we have more insight
- We have a number of structures across Shetland that we have cabled, or have fully planned - we still need to be surveyed by field co-ords to assess suitability due to ongoing planning issues.

Lighting up H&I – circa 35K



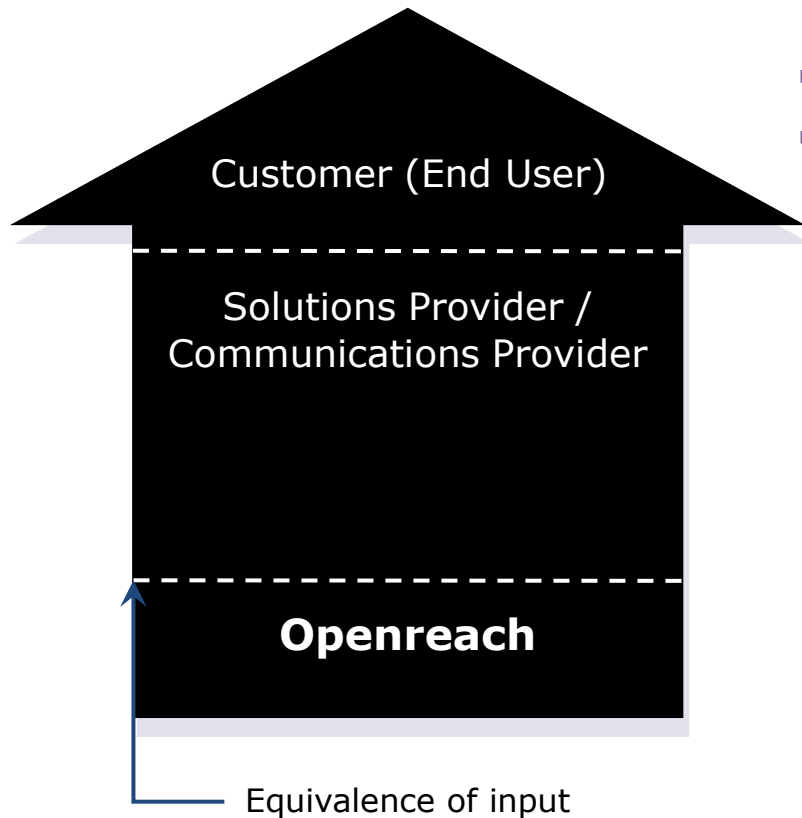
Digital Scotland Website

NEW: interactive postcode/telephone line checker Map launched in November, which allows more detailed clarity of exchange area rollout plans.



Demand Stimulation Activities (draft only)





The UK supply chain

- Growth in demands for speed and QoS
- We deliver Superfast Fibre Access capability to Communications Providers (CPs) at lowest practical economical point
 - Enable CP innovation & differentiation



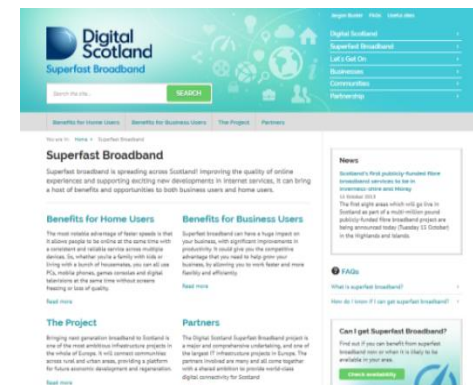
How do I stay up to date

- ✓ If you already have Broadband – visit your ISP website using their line checker to determine availability –
 - ✓ To get Fibre Broadband you will need to order it from your ISP.
- ✓ If you do not have Broadband, but don't know where to start – visit www.digitalscotland.org and find out more by registering to be kept in the loop.
- ✓ Information will be released via both the Scot Government and HIE social media accounts and additionally in the local press as further areas go live.

Twitter: @HIEScotland / @digitalscots

Facebook: www.facebook.com/highlandsandislandsenterprise

Websites: www.hie.co.uk/digital
www.digitalscotland.org



Summary : How will rollout impact Shetland?

- ✓ Is expected to reach at least 76% coverage by the end of 2016.
 - ✓ The first homes and businesses in Lerwick, Sumburgh and Quarff are now able to access Fibre Broadband.
 - ✓ 1 in 3 homes and businesses across Shetland are now able to take advantage of Fibre connectivity.
- ✓ A Point of Presence (PoPs) is already live in Lerwick.
 - ✓ This brings access to Ethernet based services driving economic development & inward investment opportunities to a wide range of business customers.
- ✓ The majority of fibre rollout will be completed during 2015.
- ✓ New technologies will be considered to address remaining gaps and deployed should additional funds become available.

QUESTIONS



Next Generation Broadband Rollout Objectives

- Scottish Government's target is for Scotland to be a world class digital nation by 2020
- National aim to deliver fibre broadband to 85% of premises by 2015 and 95% of premises by 2016.
 - Shetland coverage reaches 76% by end of 2016.
- Across Scotland £410m of public and private investment by Scottish Government, BDUK, HIEBT
 - H&I project is £146m.
- Exploring opportunities to extend coverage – Innovation Fund, Community Broadband Scotland
- Range of assistance to ensure we maximise the opportunities that superfast broadband brings
- Current project is focussed on maximising coverage based on the available funding

Digital Shetland

2014-2017



The Vision

The Shetland Islands Council's adoption of the 2011 Digital Shetland strategy paved the way for the most significant change to telecommunications in Shetland for many years.

Guided by this strategy the Council's investment in fibre optic infrastructure has furnished communications providers with the means to deliver services to customers in Shetland that are equivalent to or better than those available in many areas of the UK mainland. The focus now has to be on how consumers and businesses can fully benefit from the advantages of improved telecommunications.

There is still much to do and this document sets out the priorities and strategy to achieve a fit for purpose telecommunications infrastructure for generations to come.

Introduction and Background

The Shetland Islands Council believes that fast and reliable broadband throughout Shetland will be both transformational and will have a significant positive impact for communities across the isles.

The ever-increasing demand for digital technologies is as big an issue for Shetland as it is for the rest of the developed world. Modern business is now dependant on telecoms. Trading online, e-mail, networking, video conferencing are all vital for new and existing business. Even the traditional industries such as fisheries and agriculture depend on new technologies to trade. Service industries such as Finance, Creative Industries, Commerce, Manufacturing, etc., all need improved services.

The public sector is facing ever more pressure to deliver services more efficiently and at less cost. The use of telecommunications will be a key element in changing the way the public sector operates to ensure efficiency and improve the services provided to the public. Telehealth, Telecare, Video Conferencing and Online Learning are a manifestation of this need to provide better services at reduced cost. To support the full range of education, health and social services in remote and rural communities will necessitate advanced use of technology and communications. As communications services improve, specialist services that currently require expensive and time consuming travel will be offered remotely. In a rural community like Shetland the benefits of extending and improving these services is of paramount importance.

Through ingenuity and innovation the Shetlands Islands Council is delivering fibre optic infrastructure in Shetland which is of the highest standard and also open and accessible. By connecting to the Point of Presence (PoP) based at Lystina in Lerwick, telecommunication providers can gain access to a fully fibre optic, open access, resilient backhaul network. This PoP now provides services for a number of telecommunication providers which has in turn allowed them the opportunity to deliver services previously unavailable in Shetland.

The Council's investment in the fibre optic network has had a transformational effect on telecommunications in Shetland, however the domestic customer has seen little change. Ethernet and other business services have been greatly improved but it is fair to say that significant work now needs to be done to transfer the benefits of this new connectivity to homes and businesses across Shetland.

Access to Broadband

The principal network providing telecoms services to domestic users and the private sector in Shetland is the network owned and operated by BT.

All BT Exchanges in Shetland can deliver some form of ADSL (Broadband). Lerwick is currently the only area which delivers BT's 21-CN network (commonly referred to as BT's 'up to' 16Mbps service). The majority of the others deliver ADSL2 which can deliver speeds of up to 8Mbps. A few exchanges have 'Exchange Activate' which provides speeds of 0.5Mbps.

Working with Highlands and Islands Enterprise, BT will provide welcome upgrades to broadband services in many areas of Shetland through the UK Government's BDUK (Broadband Delivery UK) project.

The majority of upgrades will happen before the end of 2016.

Shetland Islands Council will support HIE, BT and any other communications provider to deliver improvements to broadband in Shetland.

The Digital Divide

While faster broadband will be appreciated where available, there remains a sizable percentage of communities and areas where little or no improvements are currently planned as part of the BDUK project.

It is important to note that the BT/HIE upgrade will be providing Fibre to the Cabinet (FTTC) solutions in the most part. The existing copper lines will provide the connection to the premise. The use of the copper means that speeds achieved in the home will be dependent on how far the property is from the cabinet. Any premise within 1.3km of the cabinet is likely to get 'Next Generation' (>30Mbps) speeds.

Connecting the rest of Shetland will be challenging but necessary to ensure all areas can access modern broadband services. Without access to improved services, digital participation, modern living and economically viable rural business will be compromised.

Broadband Targets

The Scottish Government has set the target for 85% of Scotland to get Next Generation Broadband (>30Mbps) by the end of 2015 and 95% by the end of 2017¹. By 2020 Scotland is to have 'world class' broadband infrastructure².

Highlands and Islands Enterprise have set a target of 75% of Shetland premises to get Next Generation Access³ by the end of 2016 through their BDUK scheme.

Shetland Islands Councils target is that 84% of the Shetland population should have access to high speed broadband by the end of 2017⁴.

It is unclear at the moment how many premises will actually receive 'Next Generation' speeds (>30Mbps) through the BDUK project but it is clear that if the Shetland Islands Council intends on ensuring 84% coverage then a significant amount of work is going to have to be done to achieve this.

Mobile

Mobile phone coverage in the islands is fragmented and in some areas nonexistent. Government initiatives such as the Mobile Infrastructure Project are progressing slowly while other schemes posit the delivery of superfast broadband over 4G mobile as the best means of achieving government targets for broadband penetration.

Shetland Islands Council will continue to work with mobile operators to further develop coverage and services in Shetland.

A recent survey by the Federation of Small Businesses puts Shetland last in terms of 2G/3G mobile phone coverage in Scotland (and therefore the UK).

Economic Growth and Sustainability

Many of the Shetland Performance Framework measurements⁵ are dependent on the islands having equivalent or better telecommunication services than those available to the rest of the UK.

Maintaining the number of economically active people in the isles, necessary to maintain and grow the Shetland economy, will require a real growth in population as the average age rises. Shetland will need to attract new businesses which will to a large extent be dependent on improvements in telecommunications. There is widespread agreement that fast and reliable broadband will be transformational and have the potential for significant savings.

¹ <http://www.digitalscotland.org/superfast-broadband/the-programme/>

² <http://www.scotland.gov.uk/Topics/Economy/digital/Digital-Dialogue/ExploringDigitalDialogue>

³ Next Generation Access means connected to but not necessarily getting Next Generation speeds

⁴ http://www.shetland.gov.uk/documents/Final5Corporate_Plan_Publisher_14_Aug_2013.pdf

⁵ Shetland Community Planning Partnership, "Shetland Single Outcome Agreement 2012/15," 3.

The 2011 Digital Shetland Strategy stated that Shetland Islands Council will

“.... complete the provision of a resilient broadband link to Lerwick; equip a Point-of-Presence in Lerwick; encourage existing telecommunication companies to make full use of the new telecommunications infrastructure; produce a plan to provide high-speed broadband to benefit peripheral communities....”

Having achieved these targets and with the ongoing development of the HIE/BT project there is a need to refresh the 2011 Digital Shetland Strategy.

The Way Forward

Further development of the islands telecommunications networks is needed to ensure that as many homes and businesses can access better services. Piecemeal improvements to the islands' networks without an overall strategy will result in a disjointed set of solutions that will not be cost effective, will be inefficient, and will result in networks that do not provide an optimal or all encompassing solution. Development of the networks needs to be planned to ensure the best results are achieved for Shetland, costs are kept to a minimum, the network is accessible and any investment is future-proof.

The benefits of cooperative working are already apparent as the backhaul networks are being utilised by communications providers to enhance their service offerings in the islands.

The Council's target of high-speed broadband availability to 84%⁶ of the Shetland population by 2017 is challenging and will only be reached by:

⁶ SIC, "SIC Corporate Plan 2013-17," 10.

- ✓ Working with communities, Government, regional development agencies and communications providers to extend and improve Shetlands access network
- ✓ Working with existing communications providers to deliver a broad range of domestic and business broadband services to customers
- ✓ Planning and delivering the rollout of new networks and providing world class connectivity to Community Hubs across Shetland
- ✓ Developing robust socio economic support for Shetland Islands Council capital funding to deliver improvements in telecommunications networks.

The innovative methods employed by Shetlands Islands Council is delivering fibre optic infrastructure in Shetland which is affordable, of the highest standard and also open and accessible. Communication providers access this fully fibre optic backhaul network through the Council's Point of Presence (PoP) at Lystina in Lerwick.

Large areas of Shetland will not see any improvements in service through the BDUK project. It will therefore be necessary to develop projects with communities to ensure that these areas, which will not benefit through the BDUK scheme, can access broadband services. Extending the Shetland Islands Council's network will ensure the availability of backhaul connections for Community Schemes as well as provide services to Council operations. The Council's own use of the network for communications between offices, schools and dispersed workers is an important technical and financial driver for future investment.

Open access to this network will be ensured so that existing and new communications providers can extend their services to end users.

Development of the network will be carried out in cooperation with communications providers, mobile operators, Shetland businesses, communities and the public sector.

We will:

- ✓ Design the network around the need to provide SIC premises across Shetland with a network that is able to meet their educational, business and service needs for the next 20 years
- ✓ Plan to replace those parts of the Council's network that are not able to meet the growing needs of Council users
- ✓ Design the network to support business growth
- ✓ Design the network to support and enable communities to access world class broadband
- ✓ Design the network around the needs of the wider public sector in Shetland
- ✓ Provide open access wholesale services on the Councils fibre optic network

It is critical that any investment is tailored to ensure that as many communities as possible can benefit from improved broadband connectivity. The UK Government's strategy to improve telecommunications supports the provision of Community Hubs across the UK. The Community Hub is a point within the community where a fibre optic backbone network terminates which can then be used to supply connections for a number of digital based services including: -

- Community broadband schemes
- Communications provider access networks
- Mobile phone operators
- Public sector sites
- Private sector customers

Working with stakeholders from the telecommunications industry, Government, local businesses and community groups, will identify likely locations for a Community Hub. These could be a Council/public sector building, a school, health centre, library, office, or a building owned by a communications provider i.e. a telephone exchange or a street cabinet.

The technology used for connecting the last mile will depend to a large extent on the needs of the customers in that location and the cost of making a connection to the Community Hub. The provision of linked Community Hubs allows communities to come together and decide which access network option best suits their needs.

In areas where there is an identifiable financial return, the access network might be provided by a communications provider. In other cases the access network may be installed by the local community.

We will:

- ✓ Identify where Community Hubs are required
- ✓ Design and cost each identified Community Hub and include these in the appropriate capital program gateway report
- ✓ Encourage and provide technical support for communications providers to deliver access network improvements
- ✓ Stimulate demand for improved broadband services
- ✓ Encourage and support Community Broadband Schemes
- ✓ Provide a blueprint for connecting to a Community Hub
- ✓ Work with communications providers to ensure that as broad a range of services as possible are available to end users in Shetland

Action Areas

Active participation and assistance will be required by a number of parties to achieve the level of telecommunications coverage and range of services that are required, including communications providers, Government Agencies and funding bodies.

Mobile

The most significant area for extending access coverage is the development of 4G and 5G mobile. The mobile phone industry in the UK, Europe, US and Asia is rolling out 4G coverage. 4G services can typically deliver speeds of 10Mbps to mobile devices and theoretically can achieve 40Mbps or more. In Shetland there is no 4G, very limited 3G and in many parts there is no mobile coverage whatsoever.

The UK Government's Mobile Infrastructure Project (MIP) is trying to eliminate mobile 'not-spots'. To date the project has been hampered by the cost of affordable backhaul. The mobile operators problem is that this cost in remote and rural areas is high while the number of potential customers is low making for a very difficult investment case.

We will:

- ✓ Work with mobile operators, infrastructure providers and Government agencies to develop a solution which will improve mobile services in Shetland.

Communications providers

The large UK communications providers have an important role to play in the development of improved services in Shetland. Any and all work done by Shetland Islands Council needs to assist them wherever possible and should not duplicate or replace commercial ventures.

We will:

- ✓ Work in partnership with communications providers wherever and whenever possible.

Community Broadband

Domestic customers will see improvements based on where BT roll out their Fibre to the Cabinet (FTTC) service. There will still be a sizable percentage of Shetland premises, possibly as many as 45%, which will see no improvement. The BDUK project does not have sufficient funds to extend this coverage, it is anticipated that reaching the final 25% of premises will cost three times as much as the first 75%.

Good reliable broadband is considered a vital part of modern living and working. Poor, or in some places no broadband, will render these areas useless for business and disadvantaged for modern living.

Community Broadband Scotland (CBS) has been established to provide advice, guidance and funding for community owned broadband schemes.

We will:

- ✓ Continue to provide guidance for communities seeking better broadband and encourage as many as possible to work with Community Broadband Scotland.

Economic Growth

It is critical for a modern economy to have access to the best telecommunications services available. It is also as important that businesses use these as effectively as possible to make their operations as efficient as possible. It is important that we understand the types of services required by business in Shetland and ensure their needs are met. We need to encourage as many businesses as possible to adopt new practices to fully benefit from the new telecommunications services available.

We will:

- ✓ Continue to work with business sectors and development areas to ensure that they can develop and grow.

Public Sector

As budgets come under pressure there is a growing need for the public sector to improve services and cut costs. New developments in Health Services, Social Services and Education can help achieve this.

We will:

- ✓ Continue to develop network solutions capable of delivering improved services for the public sector.

Scope

Digital Shetland sets out the aspirations for Shetland's telecommunications future. It is broad reaching but not all-inclusive.

Coordinating the work of agencies in Shetland and liaising with other national and international bodies will ensure that the best value and optimum results can be achieved. It will also be important to work with established communications providers to ensure that there is no unnecessary duplication of effort and that the maximum can be achieved with any investment.

The scope includes:

- ✓ Supporting the BDUK project. We will continue dialogue with BT/HIE to assist and deliver the local programme to maximise the benefits of the project.
- ✓ Identification of Communities who will not benefit from current BDUK project.
- ✓ Negotiating with Government agencies, the European Union, communications providers and mobile operators to ensure the best telecommunications solution for Shetland
- ✓ Working with other network owners and operators to ensure that a common set of standards are developed and implemented and to avoid duplication of network assets where possible
- ✓ Working with network operators to ensure that Shetland prices are comparable with those available on the UK mainland
- ✓ Liaising and cooperating with other public sector organisations in order to help meet the needs of these bodies in Shetland
- ✓ Ensuring that any investment is based on the best technology available and takes into account any and all developments in telecommunications
- ✓ Working with development agencies, Government departments, public sector bodies and communications providers. The project will need to ensure, value for money in the delivery of the network, the long term value of the asset, and its continued usability

The scope does not include:

- ✗ The provision of a Shetland access network
- ✗ Provision of mobile, fixed line or IP telephony

The Final Word

Shetland is a vibrant community, which has never been backward in stepping forward. Our resilient islands need resilient communications in order to compete, prosper and develop. This strategy continues down the path begun in 2011 which will ensure that Shetland remains at the forefront of commerce, creativity, innovation and education for generations to come.

The BDUK project provides a welcome and significant improvement for Shetland. Further development and improvements will however still be required. The target of 74% coverage is lower than most other areas of the UK. This coupled with having the worst mobile phone coverage means that we need a concerted and coordinated approach to further development of telecommunications services for Shetland if our community and businesses are going to prosper.

The rapid successes achieved so far make it easy to forget that the 2011 Digital Shetland strategy was born out of the long term failure of the market to develop adequate services in Shetland. As the Strategy evolves, the purely financial case will reduce further as each development becomes more remote. Modern life and modern business requires good telecommunications and that applies whether you live in Birmingham or Baltasound.

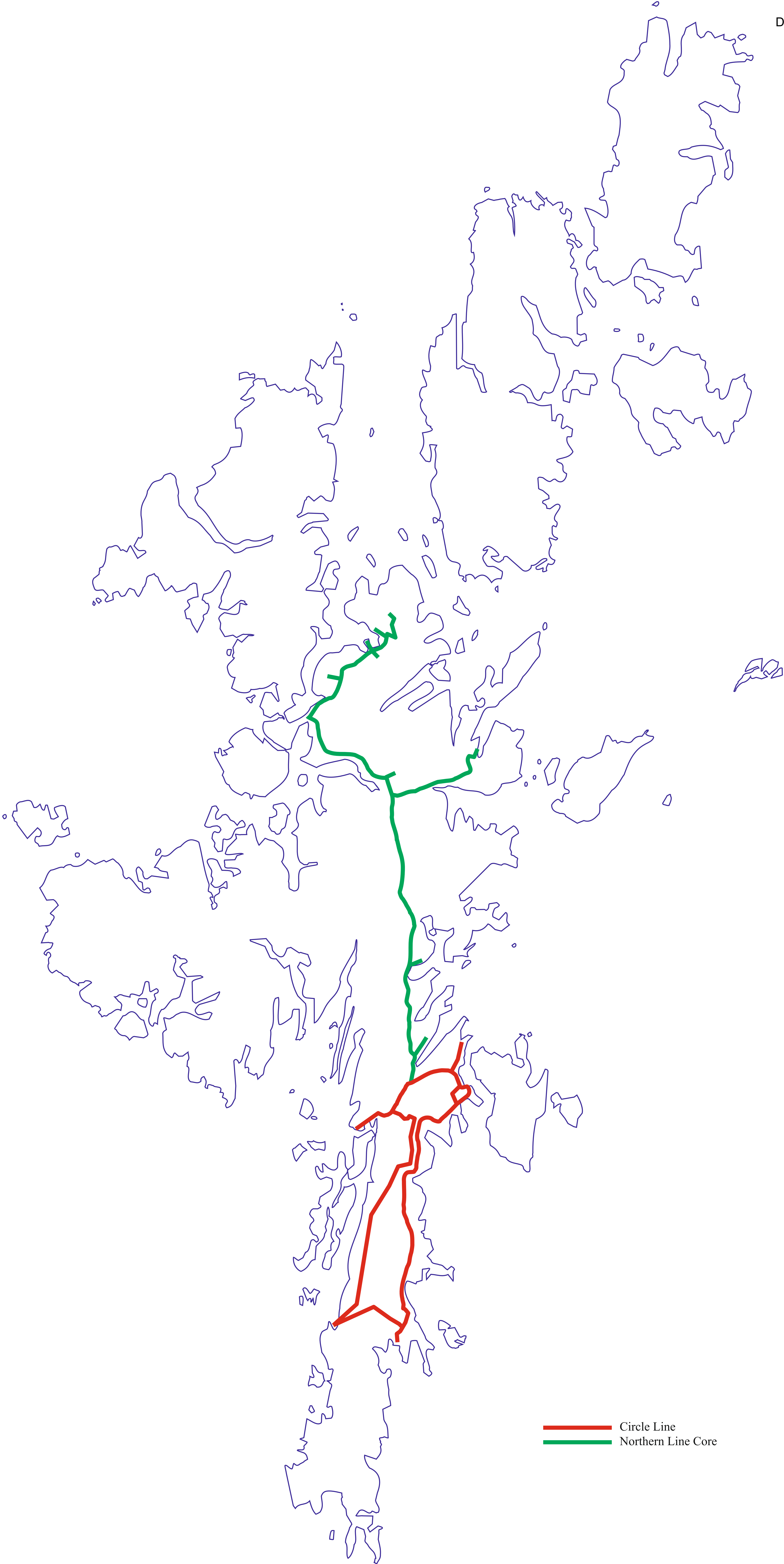
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Circle Line
Northern Line Core

**Development Committee****14 January 2015****Funding Request for Shetland Fisheries Training Centre Trust (NAFC Marine Centre) for the Financial Year 2015/16****Report Number: DV-03-15-F****Presented by
Executive Manager – Economic Development****Economic Development
Development Services Department****1.0 Summary**

- 1.1 This report has been prepared for the Development Committee to consider core funding to the Shetland Fisheries Training Centre Trust (SFTCT), the charitable trust that runs NAFC Marine Centre, for the 2015-16 financial year. The funding package under consideration is a combination of budgeted Council grant and Shetland Development Trust (SDT) surplus funds. The funding proposal is £200,000 less than for 2014-15.
- 1.2 In addition to reducing its requirement for Council sourced funding by over 50% since 2010, SFTCT is maintaining its budget by attracting in more external funding, and from higher earnings, while expanding the range of courses and other services that it offers. This funding request from SFTCT is the lowest since 2000-01, which was the last time a sum under £1 million was requested.

2.0 Decision Required

- 2.1 That the Development Committee RESOLVES to:
- 2.1.1 approve a net funding package of £971,370 made up of SDT surplus funds and a contribution from the Council's revenue budget, as specified in paragraph 5.1.
- 2.1.2 provide delegated authority to the Executive Manager – Economic Development to obtain a funding split that is both tax effective and confers adequate obligations on SFTCT to continue its engagement with the Review of Tertiary Education in Shetland (STERT), as discussed in paragraphs 3.10 and 3.11.

3.0 Background to NAFC Marine Centre

- 3.1 The Shetland Islands Council (the Council) established the NAFC Fisheries College (NAFC) in 1992 as part of its strategy to support Shetland's seafood industries, including fish catching, aquaculture and fish processing.
- 3.2 The development of the College reflected the importance of the seafood industry to Shetland's economy, and their growing need for a well trained and qualified workforce. Since it opened the range of training and other activities undertaken by the NAFC has expanded in response to the needs of industry. An active research and development programme has also been developed focussing on projects that will bring benefit to the local maritime economy.
- 3.3 The NAFC has also taken on a range of functions for the Council, including the provision of advice, information and guidance on fisheries and aquaculture issues.
- 3.4 The growing range of College activities, and the numbers of students being taught, resulted in a significant expansion of College facilities, starting with the addition of a marine hatchery in 1999. This was followed by the construction of Port Arthur House in 2000, which provides self-catering en suite accommodation for students and visitors. Finally, the John Goodlad Centre was built in 2001 to provide office space, laboratories and classrooms, as well as a modern library facility.
- 3.5 2004 saw the launch of the Merchant Navy Office Cadet Programme and, in early 2005, the College's former Nautical and Engineering Department was renamed Shetland School of Nautical Studies (SSNS) to better reflect the range of training provided.
- 3.6 In September 2005 the NAFC became the NAFC Marine Centre as it was thought that the name better reflected the increasing range and scope of the work being undertaken. Although training and education remain important, they currently account for about one third of the centre's activity; being balanced by an increasing amount of industry driven applied research, development, innovation, knowledge exchange and other activities.
- 3.7 The SFTCT manages the NAFC Marine Centre. A Board of Trustees to which the Director of the NAFC Marine Centre reports, manages the Trust. The objects for which the Trust was established are:-
 - 3.7.1 "To promote the development of Shetland fishing industry, including fish catching, fish processing, fish farming, marine engineering, navigation, seamanship, research and all related and ancillary activities providing formal and informal education and training in all or any such aspects of the Shetland fishing industry and in particular to maintain a Shetland Fisheries Training Centre".

3.8 Training has continued to be a part of the NAFC Marine Centre activities with the introduction of a “Skills at Work” Engineering pilot project in 2007, which was then developed into a two-year course for Secondary 3 and 4 pupils. The most recent course is the Modern Apprenticeship in Sea Fishing which involved a successful bid for 6 funded places. An active research and development programme has been developed over the years with highlights including:

- development and testing of a marine spatial plan
- the collection of fisheries and biological data in conjunction with the Scottish Industry/Science Partnership
- industry research into a wide range of fisheries
- the introduction of the RSPCA approved fish welfare course
- supporting the Shetland Shellfish Management Organisation (SSMO), in particular the award of MSC accreditation for the king scallop, velvet crab and brown crab

Both training and research are growth business areas of the NAFC Marine Centre’s activities and are helping the Centre to become much more self-sufficient.

3.9 Since 1998, the NAFC Marine Centre has been an academic partner in, what was then, the UHI Millennium Institute. In February 2011, UHI was awarded university title making it Scotland’s newest university. UHI comprises thirteen colleges, specialist institutions and research centres spread across the Highlands and Islands of Scotland. It uses technologies to link together students and staff in order to bring access to higher education to dispersed communities.

3.10 All versions of the draft business model for the Tertiary Education sector in Shetland require a focus on income generation and business development across all significant activities, including research linked to Economic Development.

There is a further requirement for any activity which has previously been funded through SDT surpluses to be reviewed as those commissioning arrangements are coming to an end after the 2015-16 financial year.

The tertiary review project expects to support a comprehensive review of this activity between NAFC Marine Centre and Council staff to ensure that a clear set of arrangements are developed during the 2015-16 financial year. This will result in those arrangements being available to commission work required from the NAFC Marine Centre in future years in line with relevant public procurement regulations and best value. It will also result in forecasts of anticipated contracts and other commissions for future years as far as that is possible.

3.11 Since opening in 1992 the NAFC Marine Centre has benefitted from an annual support grant from the Council, often in combination with the provision of SDT surplus funding, when surplus funding was available. Given the pressure on Council finances in recent years, the funding made available to SFTCT for running costs has been reduced by **£1,065,088** since 2009/10, a fall of **52%**. With the winding down of the SDT in progress and expected to be completed by 28 February 2015, it

is important that the tax efficiency of the remaining SDT surplus funds is maximised. At this stage the amount of the available SDT surplus funding can be estimated but a final figure will not be known until nearer 28 February 2015. This means that the amount of grant required from the Council's budget can't be specified accurately so the Economic Development Service requires some flexibility to use as much of the SDT surplus as is available and allocate the remainder from the Council's approved budget. Another consideration is the need to ensure that the SFTCT complies with the Council's wishes to complete the work of STERT and that means awarding a sufficiently large Council grant to provide a meaningful condition for such compliance. The funding arrangement for SFTCT will be much simpler for later years because the income from the former SDT assets will be earned by the Council without taxation. The Council will continue to pay £340,136 for NAFC Marine Centre's ground rentals and associated costs directly to SLAP, and cover planned maintenance and insurance costs of £43,945 within the Council, amounting to a total of £384,081.

- 3.12 Appendix 1 details a list of the main services that NAFC Marine Centre provides to the Council as a client. These are the services that are likely to be provided to the Council in future under the new Tertiary Education system.

4.0 The NAFC Marine Centre Structure

- 4.1 The NAFC Marine Centre is structured as follows:



4.1.1 Central Services

Central Services covers the administration & finance, estates & facilities and Director functions. This covers the management of all accommodation and core functions you would expect to find in an establishment such as NAFC Marine Centre.

4.1.2 Shetland School of Nautical Studies (SSNS)

SSNS has a highly qualified professional staff with experience across a range of disciplines afloat and ashore, using state of the art simulation equipment, engineering workshops and training vessels. They offer a range of courses at all levels and to all relevant national and international standards applicable.

The School prides itself on its professionalism and the ability to respond in a flexible and timely manner to requests for training from individuals and employers; it will always attempt to deliver additional courses where possible, or develop new courses to customer specifications.

The Nautical Studies Department courses and training are aimed predominantly at providing the necessary qualifications to fulfil constantly changing legal requirements of the merchant navy, fishing and aquaculture industries. General seamanship, boat handling skills and sea survival training are also provided. Substantial use is made of the Full Mission Bridge Simulator during related training.

The Engineering section runs courses and training for the maritime sector. Shifts in legislative requirements means the industry is in a constant state of change. The college provides courses for the full range of engineering certificates required by fishing vessel engineers as well as a number of courses for the Merchant Navy. Qualified engineers are now sought after by industry and the demand for their skills is on the increase - especially regarding any new legislation.

The Merchant Navy is a vital national industry operating a wide range of ships on Worldwide and European trade routes, carrying cargos and people, and undertaking a variety of other operations e.g. in support of the offshore oil and gas industry. Wider maritime industries include shore-based occupations for which seagoing officer qualifications and experience are often required. Well qualified and professional seafarers are needed. For these reasons the Shetland School of Nautical Studies also offers Cadet Training Programmes and which have developed both a national and international reputation for the quality and standard of this provision.

The qualification structure is progressive and all aspiring officers must first attain an Officer of the Watch (OOW) Certificate of Competency. A key route to attain this certificate is to follow a Cadet programme based on SQA Higher National Certificate (HNC). These programmes must be approved by the Maritime and Coastguard Agency and the Merchant Navy Training Board.

4.1.3 Marine Science and Technology (MST)

Activity within the MST is divided into five sections: Fisheries Science, Aquaculture Development, Marine Planning, Policy and Advice, and Marine Development. It conducts applied research, consultancy and provides bespoke training and advice to marine-based industries and other stakeholders. The overall aim is to add positively to the viability of industry sectors, train and educate people of all ages and backgrounds and promote local economic development.

- **The Fisheries Science Section** conducts research and development projects that contribute to the assessment, management and sustainable harvest of commercially important finfish and shellfish species. It provides scientific and fisheries management advice, and was instrumental in obtaining Shetland Marine Stewardship Accreditations for local crab and scallop stocks in 2012, and the retention of the accreditation since. The research undertaken by this section is an important influence on quota allocation decisions in Europe. In addition, the scientific and research papers are used to influence the North Sea Regional Advisory Council and at a Scottish Government, UK Government and European Commission level. This becomes even more important to the fisheries sector following the proposed regionalisation of fisheries.
- **The Aquaculture Development Section** aims to assist the activities of both production and support companies, engaging with stakeholders in research projects, consultancy and training provision that incorporate product quality, fish welfare and the environment.
- **The Marine Development Section** is engaged in activities that relate to the collection and evaluation of data from numerous sources with relevance to existing, and proposed, development in the waters around Shetland. Although established only a few years ago, the section has completed assignments for many clients including the Council and the marine renewable energy sector.
- **The Marine Planning Section** has developed and continues to maintain and evolve the Shetland Marine Spatial Plan. The Plan is acknowledged widely as an international exemplar for the future of marine management.
- **The Policy and Advice Section** analyses emerging policies and legislation. It provides rapid, clear and easily understood summaries about potential impacts on Shetland for local interest groups and political leaders. Technical expertise is provided to many local groups, trade associations and industry.

5.0 Funding Request for 2015/16

- 5.1 An application has been made to the Council by the SFTCT for funding of £971,370 towards the running costs of the NAFC Marine Centre for the financial year 2015/16. Most of this requested funding can be allocated to the SDT surplus account but a sum, as yet to be specified, will have to be drawn down from the 2015/16 Cost Pressure and Contingency budget agreed for this purpose at Development Committee on 24 November 2014 [Min Ref 45/14] and at the Council on 3 December 2014 [Min Ref 95/14]. The award of surplus funding will enable SFTCT to reclaim tax paid by the SDT. In summary the funding is required “to promote the development of the Shetland maritime industries by providing formal and informal education and training, scientific research and knowledge exchange.”
- 5.2 The NAFC Marine Centre’s forecasted income and expenditure (excluding depreciation and capital expenditure) for 2015-16 is shown below with comparisons to the 2014-15 budget and actual figures from 2013-14:

	2013/14 Actual £	2014/15 Budget £	2015/16 Budget £
EXPENDITURE			
Staff Costs	2,016,140	1,984,923	2,334,976
Boats	8,298	11,000	9,555
Books and Journals	7,272	10,100	6,900
Equipment and materials	164,558	187,800	145,457
Marketing	34,653	28,350	5,000
Other	145,683	115,839	121,442
Premises Expenses	362,381	363,150	366,394
Professional and financial	135,932	125,431	153,558
Travel	44,926	40,719	67,061
Interest and other finance costs	Not Stated	2,500	2,200
Total Expenditure	2,919,843	2,869,812	3,212,543
INCOME			
Funding Council Grant	293,221	317,401	465,065
Tuition fees & educational contracts	478,905	569,333	689,303
Research grants and contracts	357,786	324,254	514,732

Residences	91,687	91,750	91,150
Consultancy	136,397	133,450	222,788
Management & Services Fees	23,649	22,950	25,435
Other Income	269,895	235,104	227,650
Investment Income	7,591	4,200	5,050
Shetland Islands Council/SDT	1,260,347	1,171,370	971,370
Total Income	2,919,478	2,869,812	3,212,543
Surplus/(Deficit)	-365	0	0

- 5.3 The SFTCT's budget for 2015/16 shows a £342,731 increase on the 2014/15 budget, due mainly to higher staff costs of £350,053. This increase is being funded by a higher Funding Council Grant of £147,664, increased tuition fees of £119,700 and £190,478 more in research grants and contracts. The budget figures for 2015/16 tie in closely with the audited actual figures from 2013/14. It seems clear that SFTCT is making good progress towards relying less on Council and SDT core funding.

6.0 Implications

Strategic

- 6.1 Delivery on Corporate Priorities – The work of NAFC Marine Centre makes a strong contribution to the Healthy Economy – Stronger Communities section of the Corporate Plan 2013-17. In the Plan the Council wants to achieve more of Shetland's people on higher skilled and better paid jobs. The review of higher and further education is also a particular pledge in the plan.
- 6.2 Community/Stakeholder Issues – NAFC Marine Centre helps to support businesses and individuals involved in Shetland's seafood sector and other marine related activities. The seafood industry is Shetland's largest sector and other marine work such as engineering and the merchant navy also make a valuable contribution to the local economy. The work to make NAFC Marine Centre more cost effective will continue as will SFTCT's participation in the Review of Tertiary Education.
- 6.3 Policy and/or Delegated Authority – This report has been prepared in line with Action 1.3 of the Economic Development Policy Statement 2013-17 "Provide a high quality marine research and training facility". Action 1.3 has an associated measure to "support NAFC Marine Centre through core funding arrangements and periodically review the structure and targets to ensure service delivery meets industry needs."

The Development Committee has delegated authority to implement decisions within its remit, in accordance with Section 2.3.1 of the Council's Scheme of Administration and Delegations.

The Council's role as sole trustee of SDT is deemed to fall within the performing of its development function and, as such, the Development Committee has authority to approve distribution of SDT surplus funds.

- 6.4 Risk Management – The main current risk is that SFTCT does not continue to be a full participant in the Review of Tertiary Education. However, it would be difficult at this time for SFTCT to maintain its fully independent status without being a beneficiary of SDT surplus funds or an award of grant assistance from the Council. The Council has set clear instructions for the Review of Tertiary Education to be carried out.

Another important risk is to ensure that a proper assessment of all the work done by NAFC Marine Centre is carried out during the Review of Tertiary Education so that the impact on any changes on client groups is clearly understood before the changes are implemented. For example, the work of the Shetland Shellfish Management Organisation (SSMO) is tied into the research function of NAFC Marine Centre and part of Shetland Seafood Quality Control is based in the building.

An imminent new Fisheries Block Exemption Regulation is expected early in 2015 and this will provide some future limitations on the nature and scale of funding for fisheries related industries and infrastructure. The main point here is that future support to the industry has to be issued directly in accordance with the articles of the new Regulation. There do not appear to be any particular blocking articles in the draft regulation but the reporting and monitoring criteria will be much more rigorous.

- 6.5 Equalities, Health and Human Rights – None.

- 6.6 Environmental – The ongoing data collection and marine mapping programme of the NAFC Marine Centre underpins the Marine Spatial Plan and significantly informs the key decisions taken by such bodies as SSMO in relation to managing, and potentially voluntarily closing, inshore fishing areas. The research work of NAFC Marine Centre informs government and European policy on such things as fisheries stocks and associated total allowable catch limits. This ensures that stocks are maintained and fished sustainably without damage to the environment.

Resources

- 6.7 Financial – SFTCT will benefit from a disbursement of SDT surplus of around £450,000 (gross £818,000), depending on the circumstances of the winding up of the SDT next year. With the tax on this surplus grant being reclaimed by SFTCT, there may be a shortfall in the request that has to be met from the 2015/16 Cost Pressure and Contingency budget set by the Council for this purpose.

All future grant support for SFTCT will come from the Council, using earnings from the transfer of former SDT investments. The Council will continue to pay the ground rentals and associated costs to Shetland Leasing and Properties Limited (SLAP), and also fund planned maintenance and insurance costs.

- 6.8 Legal – None.

- 6.9 Human Resources – The proposed funding to NAFC Marine Centre will help to maintain 38 FTE posts and 6 project jobs. These are relatively high quality jobs and make a significant contribution to Scalloway and other communities. If all the funding anticipated by SFCTC for 2015/16 can be achieved then these jobs will be secured for at least another year.
- 6.10 Assets and Property – The Council has a lease agreement with SLAP for the NAFC Marine Centre buildings, which consist of the main college building, the accommodation block and the John Goodlad Centre. This lease payment totals £340,136. SLAP have identified that the level of lease payment is subject to a rent review.

7.0 Outputs and Impacts

- 7.1 The following is a table of the defined benefits achieved and expected with the provision of the funding detailed within this report:

Benefits and Impacts

Output	2014/15 Target	2014/15 Actual	2015/16 Target
No. of core jobs maintained FTE	38	37	38
No. of project jobs maintained FTE	3	8	6
Total Jobs Impacts	51*		
Net Wages generated	£1,660,000	£1,541,046	£1,707,898
No. of students enrolled	675	1045	900
No. of students enrolled FTE	145	145	145
Student retention rate	95%	99%	95%
Student success rate	95%	98%	95%
Range of courses provided for industry	45	56	56
No. of new courses developed for industry	3	6	2
No. of active research and consultancy projects	9	20	21
No. of collaborative funding partners for active research and consultancy projects	5	23	13
No. of briefing notes produced for industry	5	7	6
Amount of levered in finance	£324,254	£468,401	£737,520

* using Social Accounting Matrix (SAM) multipliers for Shetland, 2010-

Non Measurable Benefits

Impact on Shetland Brand	The detailed work carried out by the Marine Sciences Department will continue to underpin the MSC accreditation of inshore shell fisheries. The Scottish Government have approached the NAFC Marine Centre to share and disseminate this approach across the sector.
Environmental Improvements	The ongoing data collection and marine mapping programme of NAFC Marine Centre underpins both the Marine Spatial Plan and also key decisions by bodies such as SSMO in relation to managing, and potentially voluntarily closing inshore fishing areas.
Skills Development	The NAFC will be enrolling around 900 students over the year and will develop a number of new, industry specific training programmes including more aquaculture related courses.

8.0 Conclusions

- 8.1 SFTCT has made and is making significant progress in its operation towards being less dependent on Council related funding, while continuing to develop its core activities at NAFC Marine Centre. A £200,000 reduction in Council funding is being more than matched by an increase in funding from other sources of £457,842, with expected higher outputs in its main activities – tertiary education, vocational training, research and development and knowledge transfer. This progress puts SFTCT in a much stronger position to meet future challenges in core funding and to attract in more new business. It also stabilises NAFC Marine Centre's position as the Review of Tertiary Education advances.

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List of Appendices

Appendix 1 – List of Services Provided by NAFC Marine Centre

Service Provision

In order to deliver elements of the Council's Corporate Plan and Economic Development Policy Statement the NAFC Marine Centre is required to provide the services listed below.

Training and Education

- Deliver training, education and Continuing Professional Development across the nautical, engineering, fisheries, aquaculture, and ferry services sectors for Shetland through a list of approved courses.
- Liaise with the fish catching, seafood processing and aquaculture industry to determine their requirements for CPD and training, and develop and provide the necessary 'short courses'.
- Run an efficient and cost effective Merchant Navy Cadet programme.
- Remain an academic partner of the UHI and work in partnership with Shetland College to build up the provision of further education in Shetland.
- Delivery of the National Progression Award & Scottish Vocational Training in Aquaculture.
- Work closely with schools and local communities to ensure that young people are aware of the career opportunities available in engineering and in the maritime industries.

Research and Economic Development

- Work with, and support, Shetland Shellfish Management Organisation (SSMO) including the provision of shellfish research and stock assessments.
- Continue to maintain and develop the shellfish fisheries database and data collection programme.
- Provide advice, information and assistance on fisheries, aquaculture, marine spatial planning and marine environmental issues to the Council.
- Provide advice and project development services to local industries.
- Provide knowledge transfer and innovation expertise to industry.
- Provide high-quality research in support of Shetland's maritime industries, with the intention of contributing to the sustainability of Shetland's marine resources and improving knowledge and understanding of the local marine environment.
- Research on biology and stock health of marine fisheries and shellfish of commercial importance.
- Provide an active aquaculture research programme along with industry.
- Short research projects of direct areas of immediate concern (e.g. cod survey 2009).
- Preparation and submission of externally funded research proposals that are of direct relevance to Shetland and wider Scotland.

Policy Assistance

- Monitor national and European fisheries and marine environmental policy developments and circulate information as appropriate.
- Assist the Council in responding to consultations to the Scottish and UK Governments' proposed Bills.

- Preparation and circulation to all interested parties (including councillors and industry representatives) of 'briefing notes' on fisheries and marine environmental issues.
- Provide information or assistance on a range of issues including local fish landings statistics, marine policy developments, and other issues as instructed by Council officials.
- Provide Marine Spatial Planning policy guidance and advice to the Council.