



Policy and Resources Committee

9 February 2015

**Chair's Report – Social Services Committee 29 January 2015 –
Health and Social Care Integration – Update Report**
Report No. P&R-0209-CRP02

1.0 Summary

- 1.1 The purpose of this report is to consider a recommendation from the Chair of the Social Services Committee in relation to a report requiring a Council decision, via a recommendation from the Policy and Resources Committee.
- 1.2 The Committee considered a report which presented up to date information regarding the development of the Integration Scheme and the Strategic (Commissioning) Plan 2015-2018 as part of the Health and Social Care Integration Transition Programme established to implement the Public Bodies (Joint Working) (Scotland) Act 2014 in Shetland.

2.0 Decision Required

- 2.1 That the Policy and Resources Committee approves the recommendation from the Social Services Committee, namely to CONSIDER the detail in the Integration Scheme and Strategic Plan and the results of the consultation with stakeholders and the public and RECOMMEND the Integration Scheme and Strategic Plan with changes as appropriate to the Council for APPROVAL.

3.0 Report

- 3.1 The report concluded by stating that the Council and the Shetland NHS Board must prepare an Integration Scheme for the body corporate model of integration and submit this to the Scottish Government before 1st April 2015. A draft Integration Scheme has been prepared and views sought from a wide range of stakeholders. Approval of the Integration Scheme is sought whereby this deadline will be met and any gap between the demise of the CHP and the establishment of the Integration Joint Board of the Body Corporate will be minimised.
- 3.2 A draft Strategic (Commissioning) Plan has also been prepared in line with guidance published by the Scottish Government and is presented for approval following discussion with stakeholders. The Strategic Plan

includes all plans for health care services for the Shetland population as well as those services that will be integrated under the Act. The Strategic Plan is for 2015-18, which is a year ahead of the requirement set by the Scottish Government.

- 3.3 Copies of the report have been previously circulated or can be accessed via the Council's website at the link shown below, or by contacting Committee Services.
- 3.4 The Chair will present any further information to the Committee as to the debate or issues that the Committee considered.

4.0 Implications

- 4.1 Detailed information concerning the proposals was contained within the report already circulated to Members, including the strategic and resources implications for the Council.
- 4.2 There are no additional implications to be considered by the Council

For further information please contact:

Mr C Smith, Chair of Social Services Committee
30 January 2015

List of Appendices

None

Background documents:

Social Services Committee – 29 January 2015

<http://www.shetland.gov.uk/coins/submissiondocuments.asp?submissionid=17077>

END



Policy and Resources Committee

9 February 2015

**Chair's Report – Social Services Committee 29 January 2015 –
Shetland Islands Health and Social Care Partnership – Chief Financial Officer**
Report No. P&R-0209-CRP01

1.0 Summary

- 1.1 The purpose of this report is to consider a recommendation from the Chair of the Social Services Committee in relation to a report requiring a Council decision, via a recommendation from the Policy and Resources Committee.
- 1.2 The Committee considered a report which presented proposals to include the role of Chief Financial Officer of the body corporate in an existing post within the Health Board.

2.0 Decision Required

- 2.1 That the Policy and Resources Committee approves the recommendation from the Social Services Committee, namely to SUPPORT the proposals in the report and RECOMMEND that the Council and the Health Board APPROVE the proposals.

3.0 Report

- 3.1 The report concluded by stating that the Council and the Board must prepare an Integration Scheme for the body corporate model of integration and submit this to the Scottish Government before 1st April 2015. The draft Integration Scheme includes information regarding the financial governance arrangements required to support the new integration model which will be a body corporate.
- 3.2 The body corporate is required to appoint its own Chief Financial Officer and maintain its own accounts. The most appropriate and efficient way to do this in Shetland would be to include the role of Chief Financial Officer for the body corporate in an existing post given that the number of transactions will be small and existing resources can continue to be used to prepare the accounts and budget monitoring reports for the IJB with support from the Local Partnership Finance Team. It was further noted that Internal Audit services for the IJB would be provided by the Council's Internal Audit function.

- 3.3 Copies of the report have been previously circulated or can be accessed via the Council's website at the link shown below, or by contacting Committee Services.
- 3.4 The Chair will present any further information to the Committee as to the debate or issues that the Committee considered.

4.0 Implications

- 4.1 Detailed information concerning the proposals was contained within the report already circulated to Members, including the strategic and resources implications for the Council.
- 4.2 There are no additional implications to be considered by the Council

For further information please contact:

Mr C Smith, Chair of Social Services Committee
30 January 2015

List of Appendices

None

Background documents:

Social Services Committee – 29 January 2015

<http://www.shetland.gov.uk/coins/submissiondocuments.asp?submissionid=17076>

END



Policy and Resources Committee

9 February 2015

**Chair's Report – Social Services Committee 29 January 2015 –
SDS Implementation Update**
Report No. P&R-0209-CC02

1.0 Summary

- 1.1 The purpose of this report is to consider a recommendation from the Chair of the Social Services Committee in relation to a report requiring a Council decision, via a recommendation from the Policy and Resources Committee.
- 1.2 The Committee considered a report which provided information to Members in relation to progress since implementation of the Social Care (Self-Directed Support)(Scotland) Act 2013, and to seek recommendation for approval of a Self-Directed Support Policy.

2.0 Decision Required

- 2.1 That the Policy and Resources Committee approves the recommendation from the Social Services Committee, namely to RECOMMEND that the Council approves the Self-Directed Support Policy.

3.0 Report

- 3.1 The report concluded by stating that the implementation of the Social Care (Self-directed Support) (Scotland) Act 2013 has gone well locally with all people being assessed as eligible for support being offered the four options of Self-directed Support. The most popular choice remains local authority support. Staff and partners have received some training and this will continue. Local procedures have been updated and a policy is attached with the recommendation to recommend approval to Council.
- 3.2 Copies of the report have been previously circulated or can be accessed via the Council's website at the link shown below, or by contacting Committee Services.
- 3.3 The Chair will present any further information to the Committee as to the debate or issues that the Committee considered.

4.0 Implications

- 4.1 Detailed information concerning the proposals was contained within the report already circulated to Members, including the strategic and resources implications for the Council.
 - 4.2 There are no additional implications to be considered by the Council
-

For further information please contact:

Mr C Smith, Chair of Social Services Committee
30 January 2015

List of Appendices

None

Background documents:

Social Services Committee – 29 January 2015

<http://www.shetland.gov.uk/coins/submissiondocuments.asp?submissionid=17126>

END



Central Safety Consultative Committee
LNCT
EJCC
Shetland College Lecturers JCC
Policy and Resources Committee

4 December 2014
15 December 2014
19 January 2015
4 February 2015
9 February 2015

First Aid Policy

HR-11-14-F

Executive Manager Human Resources

Corporate Services

1.0 Summary

- 1.1 The purpose of this report is to seek approval for a First Aid Policy, which has been written to ensure the consistency and adequacy of first aid provision and enable compliance with the Health and Safety (First Aid) Regulations 1981 as amended.

2.0 Decision Required

- 2.1 The Policy and Resources Committee RESOLVE to approve this Policy made under the Health, Safety and Welfare Policy.

3.0 Background

- 3.1 The Health and Safety (First Aid) Regulations 1981 have been amended on various occasions since their publication, most recently in 2013. As existing First Aid certificates began to expire and require renewal, it became clear that there is some confusion over the current legislative regime, and its impact on the Council's requirement for First Aid Provision for employees.
- 3.2 Originally, the Regulations required employers to determine by risk assessment whether they needed to provide a qualified First Aider within the workplace or not. If not, they had to provide an Appointed Person. All First Aiders had to undertake a four day Health and Safety Executive (HSE) approved training course. This assessment had to be carried out for every relevant work premises, and in line with the guidance Shetland Islands Council had a large number of staff who held the four day First Aid certificate.

4.0 Detail

- 4.1 The Regulations now require employers to determine whether they need either;
- An Appointed Person
 - A holder of a First Aid at Work (FAW) certificate
 - A holder of an Emergency First Aid at Work (EFAW) certificate.
- 4.2 There is no required training for an Appointed Person. The FAW certificate course now takes 3 days with the EFAW certificate taking 1 day.
- 4.3 Employers must determine their level of First Aid need by carrying out a risk assessment. Guidance on how to do this is contained in *The Health and Safety (First-Aid) Regulations 1981. Guidance on Regulation (L74)*. <http://www.hse.gov.uk/pubns/books/l74.htm> and is incorporated as part of the Policy.
- 3.5 The 'National Agreement on Pay and Conditions of Service', Part 2. 19.1 states that "An allowance shall be paid to employees who are required by their Council to hold a current certificate in first aid". This would continue to be the case for holders of the FAW certificate, but not the EFAW certificate.
- 3.6 The First Aid Policy describes the way that the Council will implement the requirements of the Health and Safety (First Aid) Regulations, including guidance on the number and type of first aiders required.
- 3.7 As the majority of Council premises are 'low risk' for the purposes of First Aid provision, there will generally only need to be EFAW certificate holders available.

4.0 Implications

Strategic

- 4.1 Delivery On Corporate Priorities – This Policy helps the Council to ensure that it has a systematic approach to identify risk and develop effective responses.
- 4.2 Community /Stakeholder Issues – None
- 4.2 Policy And/Or Delegated Authority – The Policy and Resources Committee has delegated authority for Health and Safety matters as per Scheme of Administration and Delegations 2.2.1 (9).
- 4.3 Risk Management – Failure to ensure that the Council has an up to date policy and procedures to control the provision of First Aid resources leads to a range of risks, including legal, financial, reputational and moral risks. First Aid provision may be insufficient leading to the potential for failure to provide necessary treatment. Conversely, it may be over provided which places additional financial costs on the Council.

4.4 Equalities, Health And Human Rights – Having a First Aid Policy assists in ensuring that an appropriate level of First Aid resources is provided in all relevant Council premises. This ensures that where illness or injury is experienced by any person on Council premises that negative consequences are minimised.

4.5 Environmental – None

Resources

4.6 Financial – Employees who are required to hold a First Aid Certificate are paid an annual allowance of £365.96. Whilst the overall budget for this has decreased over the last few years, in 2013/14 this still cost the Council £48,235. Additionally, the cost of a FAW certificate course is £270 as opposed to £108 for the EFAW certificate course. Refresher training, which is required every three years, is £214 and £108 respectively. Until relevant managers carry out risk assessments to determine their final need, it is not possible to calculate the final cost for First Aid Allowance and training, but it is likely to be significantly less than the current costs. There has also been a rationalisation of the number of Council premises which will result in a reduction in First Aid Allowance and training costs.

4.7 Legal – the Council is obliged to comply with relevant legislation in respect of providing First Aid resources.

4.8 Human Resources – There will be fewer staff who will be required to hold a FAW certificate and therefore be entitled to the Annual First Allowance. It is suggested that managers should initially carry out an assessment and determine the number and type of first aiders needed. Where there are more first aiders in post than required the manager should negotiate with staff to reduce provision.

4.9 Assets And Property – None

5.0 Conclusions

5.1 A First Aid Policy has been produced to ensure consistent application of the relevant Regulations, ensure employee and public safety is maintained and reduce operational costs.

For further information please contact:

Fiona Johnson, Safety Manager

01595 744567, fiona.johnson@shetland.gov.uk

1 December 2014

List of Appendices

First Aid Policy

Background documents:

None

END

Shetland Islands Council

First Aid Policy



Applies to: All staff groups except seafarers
Effective from: 2014
Review Date: 2017

First Aid Policy

Operational Date:

Review Date:

- 1 Introduction**
- 2 Scope of Policy**
- 3 Policy Statement**
- 4 Legislation**
- 5 Organisation**
- 6 Links to other policies**
- 7 Assessment of First Aid Requirements**
- 8 How many First Aiders do I need?**
- 9 First Aiders on Trips**
- 10 Training**

1 Introduction

- 1.1 This Policy is intended to ensure that all premises occupied by, and activities undertaken by Shetland Islands Council are provided with suitable and sufficient First Aid resources. This will ensure consistency throughout the Council and enable compliance with relevant legislation.
- 1.2 First Aid is defined as;
- a) In cases where a person will need help from a medical practitioner or nurse, treatment for the purpose of preserving life and minimising the consequences of injury and illness until such help is obtained, and
 - b) treatment of minor injuries which would otherwise receive no treatment or which do not need treatment by a medical practitioner or a nurse.

First aid does not include the administration of medicines or tablets.

- 1.3 This Policy deals with the provision of First Aid resources by Shetland Islands Council.

These resources include appropriately trained First Aiders/Appointed Persons, First Aid equipment and First Aid facilities.

2 Scope of Policy

- 2.1 This policy applies to all employees of Shetland Islands Council other than those whose work activities are regulated by the Maritime and Coastguard Agency.
- 2.2 Contractors carrying out work on behalf of the Council are expected to provide appropriate First Aid resources where necessary.

3 Policy Statement

- 3.1 Shetland Islands Council is committed to providing sufficient first aid resources to deal with incidents, injuries and ill health occurring at work, both to its staff, and any other person who may be affected by the activities of the Council.

The Council will ensure, so far as is reasonably practicable that there are sufficient first aid personnel and facilities within all relevant workplaces so that immediate assistance is available to casualties of illness or injury, and an ambulance or other professional help may be summoned where necessary.

4 Legislation

- 4.1 The First Aid at Work Regulations 1981 require an employer to provide adequate and appropriate equipment and facilities for enabling first aid to be rendered to their employees in the event that they are injured or become ill at work. There is no requirement to provide these resources for non- employees, although official guidance strongly recommends that they are included in a needs assessment and have provision made for them.
- 4.2 The Council does, however, have general duties to protect the health and safety of anyone who is not an employee but who may be affected by its work activities. Where people do not receive prompt first aid they may experience significant harm, and therefore any assessment of this risk would identify that first aid provision for non-employees should be provided.

5 Organisation

- 5.1 The Council shall;
- make provision for appropriate first aid cover and equipment for its premises and activities
 - require managers to assess these needs within their work areas - based on corporate advice and a consideration of relevant factors
 - ensure first aid personnel receive any additional training as needed, for example where specific hazards exist that require more specialised knowledge and skills
 - provide 3-day First Aid at Work (FAW) or 1-day Emergency First Aider in the Workplace (EFAW) courses (as appropriate) as part of its corporate training programme
 - review this policy biennially or when otherwise required
- 5.2 The Chief Executive has overall responsibility for this Council policy.
- Directors will be responsible for ensuring compliance with the requirements of this policy within their areas of responsibility.
- 5.3 Executive Managers and Head Teachers will, within their areas of control:
- ensure first aid assessments are performed and reviewed for all premises and establishments in their Service / School
 - ensure that details of first aiders are kept up to date and available
 - ensure that the requirements in section 5.4 are performed, and that the relevant managers understand their responsibilities

5.4 Building Managers will:

- assess first aid requirements in terms of equipment, facilities and personnel required, considering the risks to employees and non-employees (e.g pupils, service users, members of the public)
- ensure that the outcomes of the assessment are implemented
- ensure that suitable persons are selected to undertake first aid duties
- ensure suitable first aid cover at all times e.g. holidays, out of hours activities.
- identify and keep records of training for first aid personnel
- ensure that Registered First Aiders attend refresher courses as required
- ensure that there are adequate and appropriate signs so that employees are aware of who and where the first aiders and equipment are sited
- ensure that employees report the use of equipment from the first aid box and that first aid boxes are periodically inspected.
- provide information to employees on first aid arrangements.

5.5 First Aiders will;

- act safely, promptly and effectively when an emergency occurs at work and provide essential first aid to preserve life and prevent deterioration in a casualty's condition prior to accessing medical attention.
- administer appropriate first aid to a casualty who has suffered a minor injury at work that does not need to be seen by a medical practitioner or nurse.
- maintain simple, factual records and provide written information to a doctor or hospital as required.
- act as an Appointed Person where necessary.

The Council expects that First Aiders will administer first aid to both colleagues and any other person who may need such assistance whilst on Council premises or when receiving services from the Council.

5.6 Appointed Persons will;

- call the emergency services if necessary following an incident.
- ensure the maintenance of first aid boxes and facilities.
- maintain simple, factual records and provide written information to a doctor or hospital as required.

5.7 Other Staff;

Staff who are required to hold a First Aid certificate as part of their job will not automatically be classed as First Aiders under the terms of this Policy, but are still expected to administer First Aid as necessary in accordance with 5.5. These staff are able to volunteer to undertake the First Aider role where this is appropriate to their workplace.

6 Links to other policies

- 6.1 This policy forms part of the documentation made under the Council's Health, Safety and Welfare Policy and should be read in conjunction with that document. Copies of this policy are available on the Council's intranet site or from Health & Safety, Human Resources, Corporate Services, 8 North Ness Business Park, Lerwick, ZE1 0LZ.

7 Assessment of First Aid Requirements

- 7.1 The requirements for first aid resources should be assessed in accordance with guidance provided in Health and Safety Executive (HSE) publication 'First Aid at Work' <http://www.hse.gov.uk/pubns/books/l74.htm> This provides general guidance and local workplace factors must still be taken into account. This guidance also outlines the differences in the FAW and EFAW courses.
- 7.2 The guidance in L74 is based on the number of employees. You should also take into account the nature and number of **non-employees** (pupils, customers, service users, visitors etc) that may use or be present in the building at any one time as well as the activities they are involved in.
- 7.3 Generally, the number of first aiders to provide care for non-employees will be assessed in the same way as for employees.
- 7.4 The form at Appendix 1 should be used to carry out a First Aid Assessment. This form should be retained as a record that the assessment has been carried out. Assessments should be carried out annually, or when there has been a significant change in staff or activities or there is reason to believe that it is no longer valid.

8 How many First Aiders do I need?

- 8.1 The table provided at Appendix 2 should be used to calculate the number of First Aiders needed in a premises. The table gives a suggestion for minimum numbers of First Aiders needed in a premises.
- 8.2 There is scope for a degree of flexibility proportionate to the risk if your risk assessment justifies this. For example, it may be more effective to

have an increased number of EFAW First Aiders rather than one FAW First Aider if this is simply due to the number of occupants of a building, rather than the activities carried on there. This ensures that there is more likely to be a First Aider available at any given time in a premises where risk levels are not significant. Managers should refer to Health and Safety staff for advice and guidance as required.

9 First Aiders on trips

- 9.1 Where Council staff are accompanying non-employees on visits e.g. school trips, consideration must be given to the need for First Aid provision.
- 9.2 Where the visit is to a low risk area there is no general requirement for a First Aider, although there must still be means of summoning the Emergency Services where needed.
- 9.3 Where a visit is to undertake a higher risk activity, there may be an assessed need for a First Aider. However, where a First Aider is provided by the organisation delivering the activity, there is no need for any additional provision.

10.0 Training

- 10.1 First Aiders should volunteer to carry out these duties. However, not all staff may be able to carry out all elements of First Aid. To be effective a first-aider needs to be reliable, to stay calm in an emergency, have a reasonable standard of physical fitness and be able to respond rapidly to any incident or emergency call. The person must be willing to provide first-aid to **any** person at any time whilst at work, and to attend training courses to obtain and retain their first-aid qualification.
- 10.2 Managers will identify service training needs (individuals and levels of qualification) and initial and refresher training will be arranged by the HR Workforce Development Team in accordance with annual Service Training Plans.
- 10.3 The 'National Agreement on Pay and Conditions of Service', Part 2. 19.1 states that "An allowance shall be paid to employees who are required by their Council to hold a current certificate in first aid". This allowance will be paid to holders of the FAW certificate appointed under this Policy, but not the EFAW certificate.

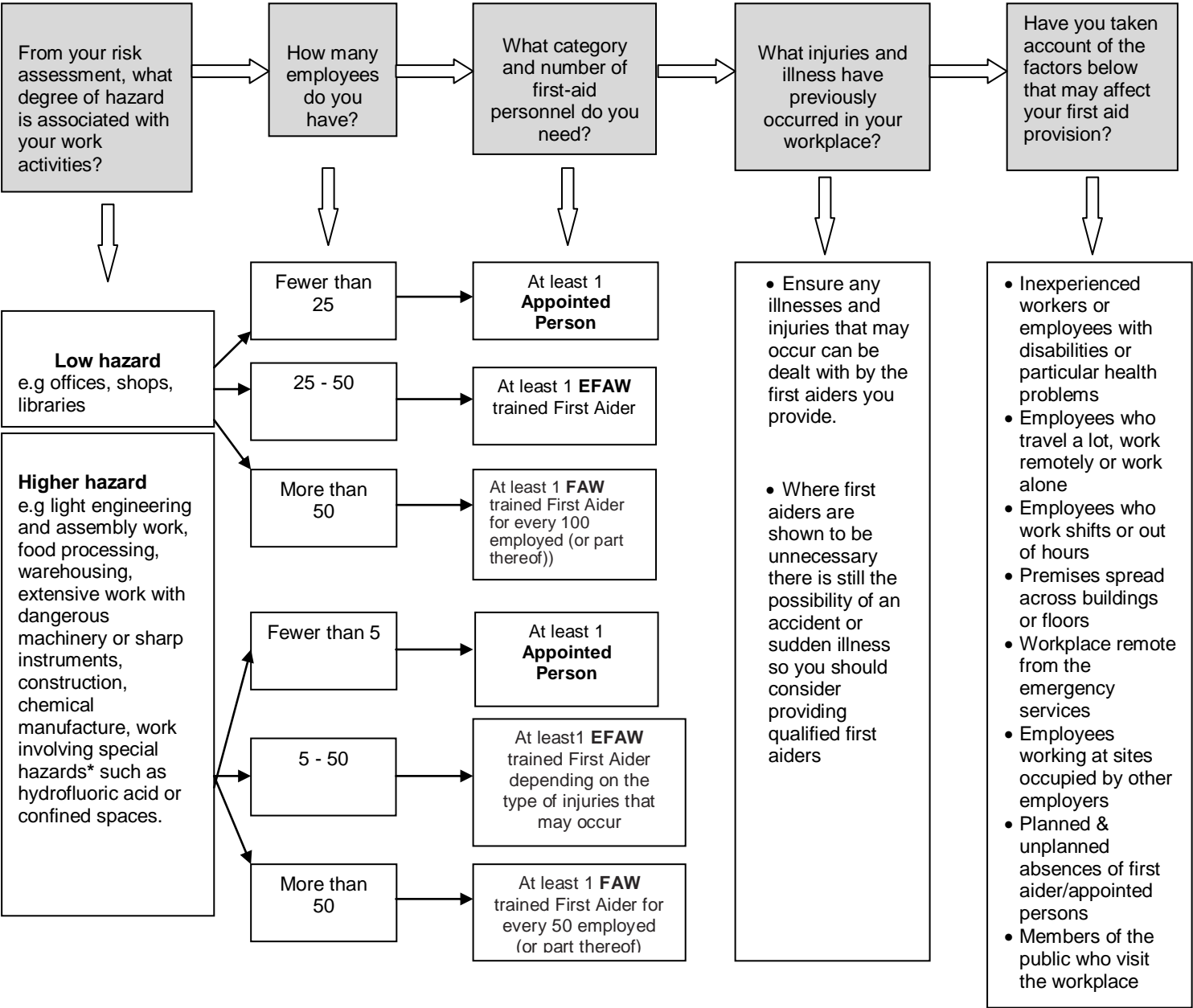
Appendix 1 - Checklist for Assessment of First Aid Needs

The checklist below will help you assess what first-aid provision you need to make for your workplace.

| Factor to Consider | Space for Notes | Impact on First Aid Provision |
|--|-----------------|---|
| HAZARDS – use the findings of your risk assessment and take account of any parts of your workplace that have different work activities/ hazards which may require different levels of first-aid provision | | |
| Does your workplace have low hazards such as those that might be found in offices and shops? | | The minimum provision is: <ul style="list-style-type: none"> • an appointed person to take charge of first-aid arrangements; • a suitably stocked first-aid box |
| Does your workplace have higher hazards such as chemicals or dangerous machinery? Do your work activities involve special hazards such as hydrofluoric acid or confined spaces? | | You should consider: <ul style="list-style-type: none"> • providing first aiders; • providing additional training for first aiders to deal with injuries resulting from special hazards; • providing a suitably stocked first aid box; • providing additional first-aid equipment; • precise location of first-aid equipment; • providing a first-aid room; • informing the emergency services of specific hazards in advance |
| EMPLOYEES | | |
| How many people are employed on site? | | Where there are small numbers of employees, the minimum provision is: <ul style="list-style-type: none"> • an appointed person to take charge of first-aid arrangements; • a suitably stocked first-aid box. Where there are large numbers of employees, ie more than 25, even in low hazard environments, you should consider providing <ul style="list-style-type: none"> • first aiders • additional first aid equipment • a first aid room |
| Are there inexperienced workers on site, or employees with disabilities or special health problems? | | You should consider: <ul style="list-style-type: none"> • additional training for first aiders; • additional first-aid equipment; • local siting of first-aid equipment. Your first-aid provision should cover any work experience trainees. |

| RECORD OF ACCIDENTS AND ILL HEALTH | | |
|--|--|--|
| What is your record of accidents and ill health? What injuries and illness have occurred and where did they happen? | | Ensure your first-aid provision will cater for the type of injuries and illness that have occurred in your workplace. Monitor accidents and ill health and review your first-aid provision as appropriate. |
| WORKING ARRANGEMENTS | | |
| Do you have employees who travel a lot, work remotely or work alone? | | You should consider: <ul style="list-style-type: none"> • issuing personal first-aid kits; • issuing personal communicators/mobile phones to employees. |
| Do any of your employees work shifts or work out of hours? | | You should ensure there is adequate first-aid provision at all times people are at work |
| Are the premises spread out, for example are there several buildings on the site or multi-floor buildings? | | You should consider provision in each building or on each floor. |
| Is your workplace remote from emergency medical services? | | You should <ul style="list-style-type: none"> • inform the emergency services of your location; • consider special arrangements with the emergency services • consider emergency transport requirements |
| Do any of your employees work at sites occupied by other employers? | | You should make arrangements with other site occupiers to ensure adequate provision of first aid. A written agreement between employers is strongly recommended. |
| Do you have sufficient provision to cover absences of first aiders or appointed persons? | | You should consider: <ul style="list-style-type: none"> • what cover is needed for annual leave and other planned absences; • what cover is needed for unplanned and exceptional absences. |
| NON-EMPLOYEES | | |
| Do members of the public visit your premises? | | Under the Health and Safety (First Aid) Regulations 1981, you have no legal obligation to provide first aid for non-employees but HSE strongly recommends that you include them in your first-aid provision. |

GUIDE TO THE CATEGORY AND NUMBER OF FIRST-AID PERSONNEL TO BE AVAILABLE AT ALL TIMES PEOPLE ARE AT WORK





**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:

Neil Grant, Director of Development Services

Phone: 01595 744968

E-mail: nrj.grant@shetland.gov.uk

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 |

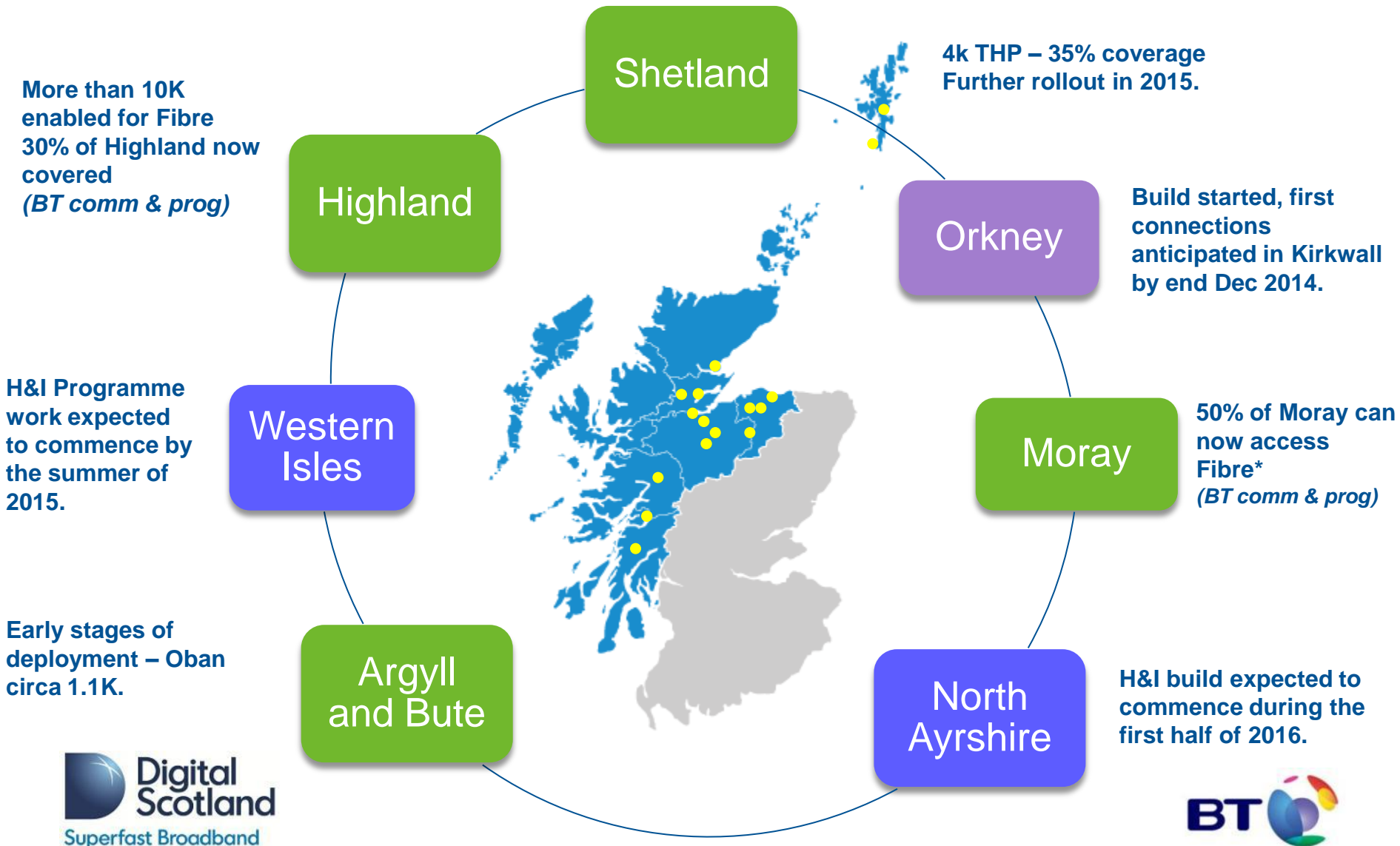
Communities within Cunningsburgh (Quarff) and Sumburgh are now able to access Fibre Broadband more than 6 months ahead of schedule.

*** - 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.

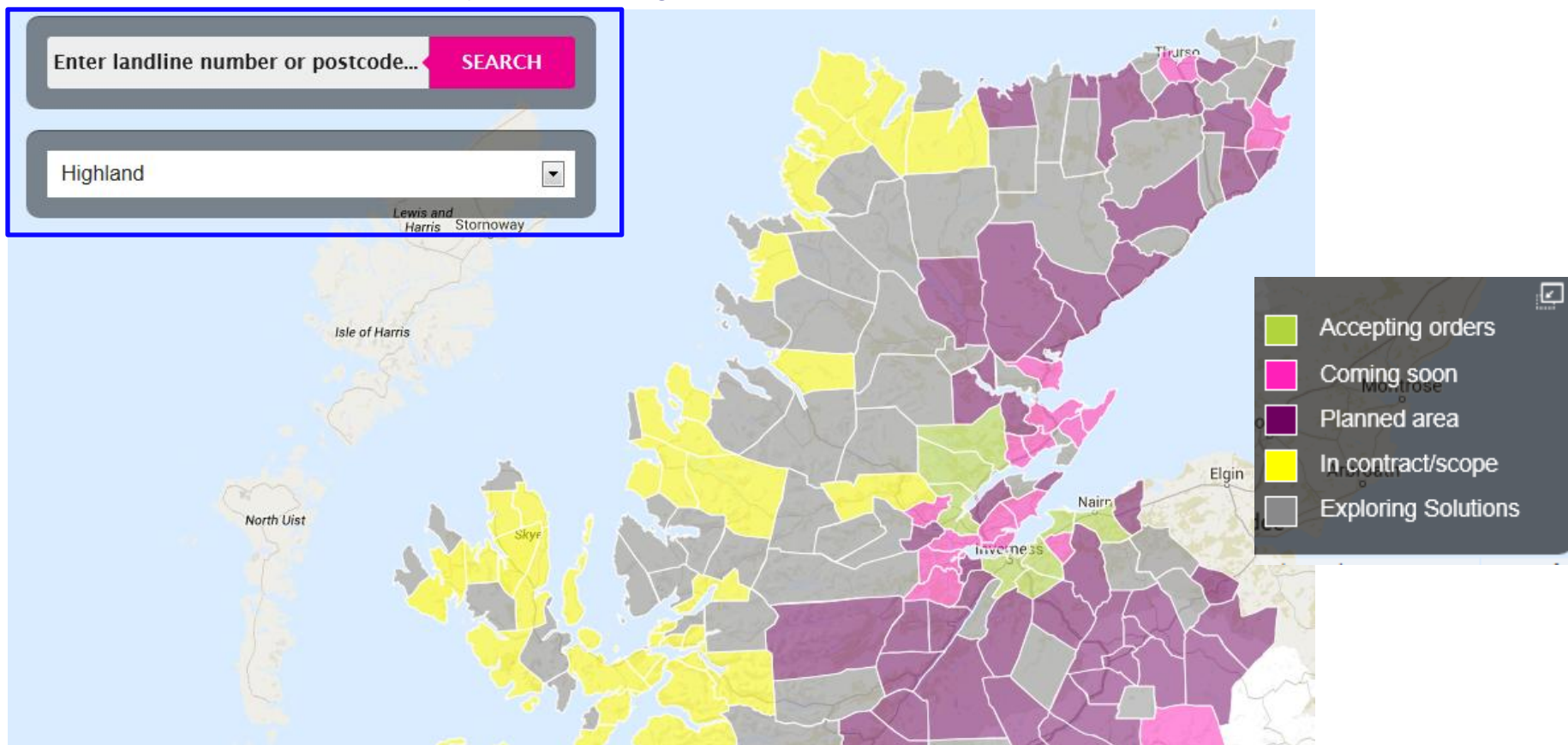
- Recap - First 3 exchanges areas covering Lerwick, Cunningsburgh(Quarff) and Sumburgh commenced Oct 14- circa 4K homes covered – ahead of schedule.
- Due to remobilise in the spring'15 – through to Autumn'15- with both infill to existing deployed areas as well as new build subject to appropriate planning 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



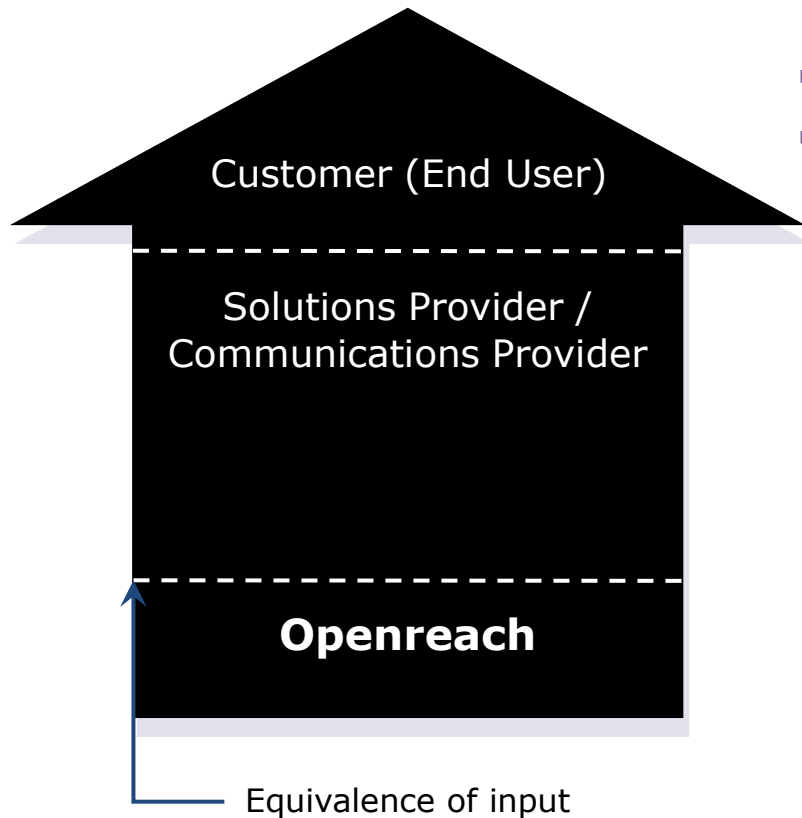
Digital Scotland Website

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



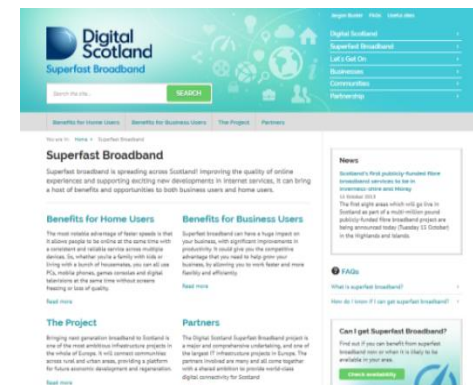
How do I stay up to date

- ✓ 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.

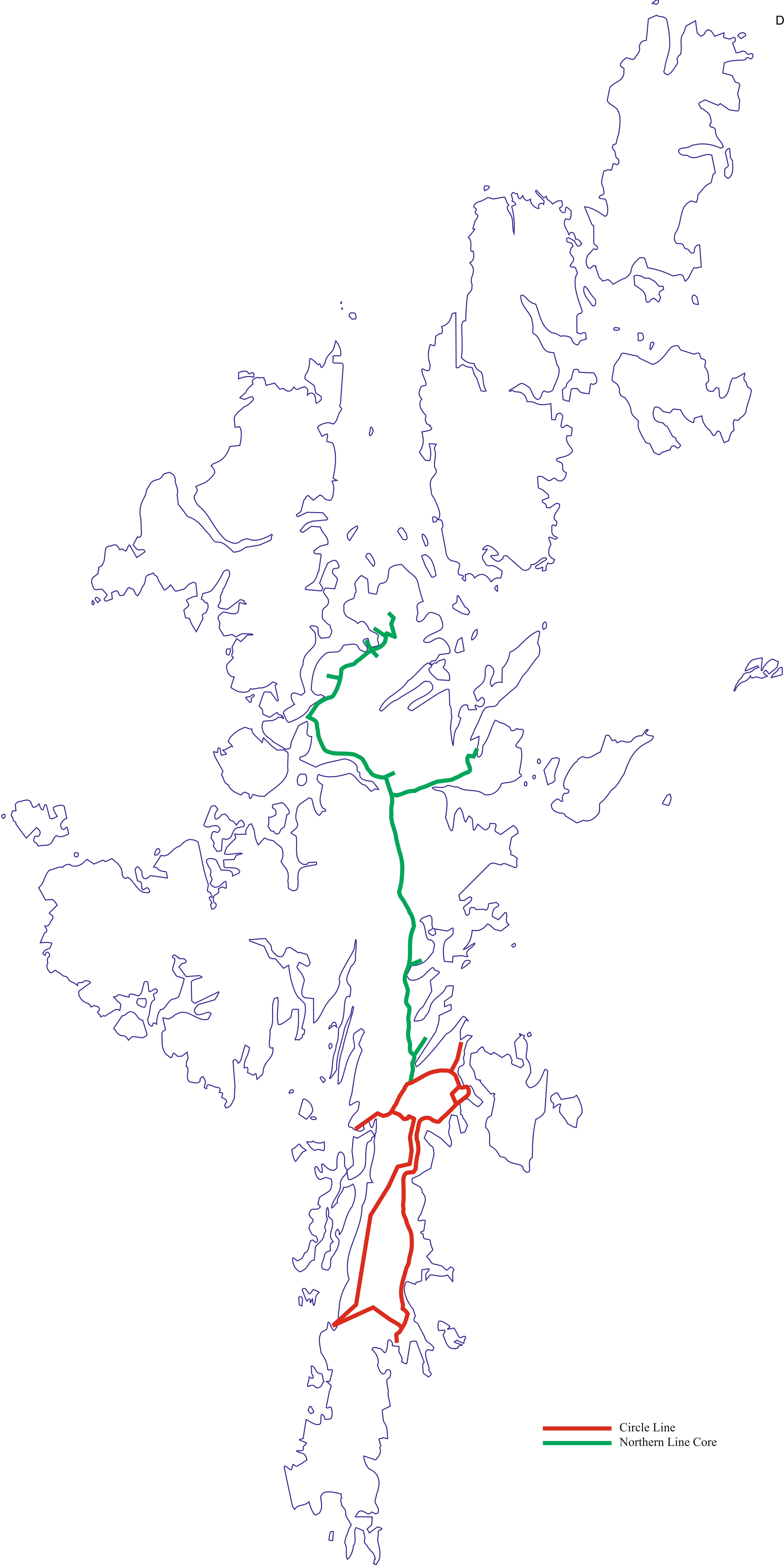
Fourman, Michael. "Digital Scotland: What Will the Current Fibre Rollout Achieve in Scotland?" Accessed March 20, 2014. <http://digital-scotland.blogspot.co.uk/2014/02/libeforecontent0025cb-ul.html?m=1>.

Scottish Government, St Andrew's House. "Digital Scotland Connectivity." Website Section, November 29, 2011. <http://www.scotland.gov.uk/Topics/Economy/digital/action>.

Shetland Community Planning Partnership. "Shetland Single Outcome Agreement 2012/15," 2012. http://www.shetland.gov.uk/about_performance/documents/ShetlandSingleOutcomeAgreement.pdf.

SIC. "SIC Corporate Plan 2013-17," August 2013. http://www.shetland.gov.uk/documents/Final5Corporate_Plan_Publisher_14_Aug_2013.pdf.

"State_aid_Guidance_Overview_of_the_Scheme.pdf." Accessed March 25, 2014. http://webarchive.nationalarchives.gov.uk/20121204113822/http://www.culture.gov.uk/images/publications/State_aid_Guidance_Overview_of_the_Scheme.pdf.



Circle Line
Northern Line Core