

**Development Committee****13 June 2016****Local Development Plan Update Report****DV-36-16-F****Report Presented by Team Leader
Development Plans and Heritage****Planning Service
Development Services Department****1.0 Summary**

- 1.1 This report provides an update on the next Shetland Local Development Plan (LDP2) and Supplementary Guidance (SG).

2.0 Decision Required

- 2.1 That the Development Committee NOTES the programme and priorities in respect of LDP2 and SG set out in this report.

3.0 Detail

- 3.1 This report sets out the progress on the next Shetland LDP and the SG associated with the existing LDP, as requested by the Development Committee on 25 March 2015.
- 3.2 The Council adopted the Shetland LDP in September 2014 and work on associated SG is ongoing. Work on LDP2 commenced in January 2015 and the timetable for progressing this and the opportunities and means of community and stakeholder engagement, form the Development Plan Scheme (DPS), approved by the Development Committee on 15 March 2016 [Min Ref: 11/16].
- 3.3 The main statutory stages in the preparation and delivery of the Shetland LDP are:
- Publication of the Development Plan Scheme (updated annually)
 - **Pre Main Issues Report (MIR) Evidence Base Gathering**
 - Main Issues Report and draft Environmental Report consultation.
 - Prepare and Publish the Proposed Plan, alongside the Strategic Environmental Assessment (SEA) and other impact assessments

- Consider and respond to representations to the Plan
- Submission of the Plan to Scottish Ministers
- Examination
- Adoption of the LDP, Environmental Report and Action Programme
- Implementation, Monitoring and Review

3.4 **Development Plan Scheme (DPS)**

Development Committee approved the updated DPS at its meeting on 15 March 2016 and this provides the timetable for the key milestones (MIR consultation, publication of Proposed Plan and Submission to Ministers).

3.5 Progress since my previous update report is as follows:

3.5.1 **Knab Development Brief**

- Work on the Development brief has been progressing and we present a full report on this to this meeting.

3.5.2 **Engagement**

- Newsletter –the next issue of the Newsletter is in draft and will be published on the LDP2 section of the Council's website shortly - www.shetland.gov.uk/ldp2.
- We have held stakeholder meetings with Scottish Environment Protection Agency, Scottish Water and Scottish Natural Heritage during May to update them all on our progress to date, the new DPS and to discuss their involvement and roles in LDP2.
- We have continued our involvement with the Future Shetland report that presents the findings of the Youth Discussion Day, which is about to be published on behalf of the Shetland Partnership. Discussions are continuing about how we can continue our engagement with young people during the preparation of LDP2, as well as other plans and strategies prepared by the Council and other Partnership members.
- We have made a social media business case as we see this as an important platform for increasing levels of engagement in the LDP2 process.

3.5.3 **Call for Sites**

- We have commenced the awareness raising phase that will run over the summer and will be seeking formal submissions during autumn, with assessment continuing during quarter 1 2017; more details are in the newsletter and on the LDP2 section of the Council's website.
- We have prepared a Call for Sites template form for the submission of sites and are currently consulting with stakeholders before we finalise it. The form will be published on the LDP2 section of the Council's website.

3.5.4 Base line, Audit and Monitoring

- Work commenced on the annual housing and employment land audits, which are important elements of the evidence base for the LDP.

3.5.5 Supplementary Guidance

- **Placemaking** – following the consultation undertaken earlier in the year we now present our consideration and proposed responses to the recent consultation in a separate report to this meeting, which recommends adoption.
- **Aquaculture** - SEA screening opinion and analysis sent to the SEA Gateway; assuming the consultation authorities agree that no SEA is required, we will commence the re-consultation on this SG in June 2016.
- **Works Licence** – SEA screening opinion and analysis sent to the SEA Gateway; assuming the consultation authorities agree that no SEA is required, we will commence the re-consultation on this SG in June 2016.

4.0 Implications

Strategic

- 4.1 Delivery on Corporate Priorities - The Shetland LDP will become the strategic tool for the Council's spatial development priorities. In conjunction with other Council policies it will contribute to meeting the spatial aims of the Community Plan and the Corporate Plan.
- 4.2 Community/Stakeholder Issues – The Consultation process required as part of the LDP process has been set out in the DPS. Community and Stakeholder engagement commences at the earliest stages of plan preparation and continues throughout the development of the plan.

Pre-engagement with key agencies:

SNH, SEPA, Scottish Water, HIE, ZetTrans, Crofting Commission, Shetland Health Board and Historic Environment Scotland

Pre-engagement with non-key agencies, that must be afforded the same level of involvement in the development plan process:

Transport Scotland, Forestry Commission Scotland and Marine Scotland

- 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.

Once approved, the LDP forms part of the Council's strategic policy framework as referred to in Section 3(2) of the Governance procedures.

- 4.4 Risk Management – An up to date LDP will ensure the Council can support developments that are in line with its priorities, and avoid

challenges to Council decisions. The LDP has been formulated to reflect the Council's priorities.

- 4.5 Equalities, Health and Human Rights - The process to deliver the LDP includes addressing the Council's obligation to comply with equalities legislation and policies. As part of the plan making process the LDP content will be subject to an Equalities Impact Assessment.
- 4.6 Environmental – As part of the plan making process the LDP content will be subject to a SEA. The Planning Authority is also subject to the overarching requirement to exercise the function (of preparing development plans) with the objective of contributing to sustainable development imposed by The Planning etc. (Scotland) Act 2006.

Resources

- 4.7 Financial – All costs relating to the LDP process are met within existing budgets.
- 4.8 Legal – None.
- 4.9 Human Resources – Work undertaken as part of the LDP process will be undertaken by established staff.
- 4.10 Assets and Property – None.

5.0 Conclusions

- 5.1 The report highlights the work to produce the next up to date and fit for purpose LDP that meets statutory requirements, national policy and local priorities and aspirations.

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END

**Development Committee****13 June 2016****Placemaking Supplementary Guidance****Report No: DV-33-16-F****Report Presented by Team Leader,
Development Plans and Heritage****Development Department/
Planning Service****1.0 Summary**

- 1.1 The purpose of this report is to provide a brief summary of the supplementary guidance (SG) on Placemaking following the formal consultation period and to recommend that this Committee recommend it to the Council for approval to adopt following the formal consultation period. The document, once adopted, will form part of the Local Development Plan (LDP) and the wider planning decision making process and therefore should be read in conjunction with the LDP.

2.0 Decision Required

- 2.1 That the Development Committee RECOMMEND that the Council resolve to adopt the Placemaking SG (Appendix 1).

3.0 Supplementary Guidance

- 3.1 Supplementary Guidance expands upon existing policies and proposals and is used to support the content of the LDP. It is particularly important when extensive detail is required for a specific area. This provides more detail and guidance to the Council and others when considering the impacts of development on the environment, and also to the public and developers when they are formulating proposals for development.

4.0 Placemaking Supplementary Guidance

- 4.1 Supplementary Guidance on Placemaking in Shetland has been produced in accordance with Policies GP2 and GP3 in the Shetland Local Plan (LDP) 2014 and in accordance with Scottish Planning Policy.

- 4.2 The Draft Placemaking SG was presented to Development Committee on 20 January 2016, which approved a 6 week period of public and stakeholder consultation [Min Ref: 02/16].
- 4.3 This consultation period has now ended with representations fed into the final SG that is attached to this report.

5.0 Consultation

- 5.1 The public and stakeholder consultation period ran from 9 February until the 22 March 2016. During that time the Draft Placemaking SG was widely advertised by the Council and by the local press and radio stations. The draft Placemaking consultation was also presented at the Developer's Meeting in March.
- 5.2 A total of 18 representations were received during the consultation period and the messages contained within it were widely supported. A summary of the representations received and responses and actions are attached to this report in Appendix 2.
- 5.3 All comments have been considered and changes to the SG have been made where appropriate. We do not consider any of these changes to be significant.

6.0 Implications

Strategic

- 6.1 Delivery on Corporate Priorities – The Council strives towards achieving its aims and objectives in cooperation with other departmental and strategic plans, policies and strategies. If this SG is not adopted then it will mean that LDP Policies GP2 General Requirements for All Development and GP3 All Development: Layout and Design will work on its own without the necessary information, context and guidance being available.
- 6.2 Community/Stakeholder Issues – Periods of stakeholder and public consultation have taken place on this document during its draft preparation stage. All comments and suggestions have been considered and any necessary changes have been made during the final draft of the document.
- 6.3 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.
- 6.4 Risk Management – This draft SG is compliant with Scottish Planning Policy and provides further detailed guidance in accordance with Policies set out with the Shetland Local Development Plan 2014.

- 6.5 Equalities, Health and Human Rights – This draft SG supports various objectives set out within the Community Plan, which includes the provision of safe and healthy communities.
- 6.6 Environmental – The Draft Placemaking Supplementary Guidance has been screened against the requirements set out within the requirements for Strategic Environmental Assessment (SEA) as part of a wider SEA process on the suite of SGs that complement the Shetland Local Development Plan (LDP). It was determined that the Placemaking SG is unlikely to have significant environmental effects, and that it expands on LDP Policies GP2 and GP3, which have already been subjected to SEA.

Resources

- 6.7 Financial – None.
- 6.8 Legal – None.
- 6.9 Human Resources – None.
- 6.10 Assets and Property – None.

Conclusions

- 7.1 The Placemaking Supplementary Guidance has been produced to provide the necessary detailed guidance referred to in LDP policy GP2 General Requirements of All Development and GP3 All Development: Layout and Design - in order to provide the Council, the public, developers and stakeholders with information that will aid better development and the submission of high quality planning applications.

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Date report cleared: 2 June 2016

List of Appendices

Appendix 1: Draft Placemaking Supplementary Guidance
Appendix 2: Representations – Summary, Responses and Actions

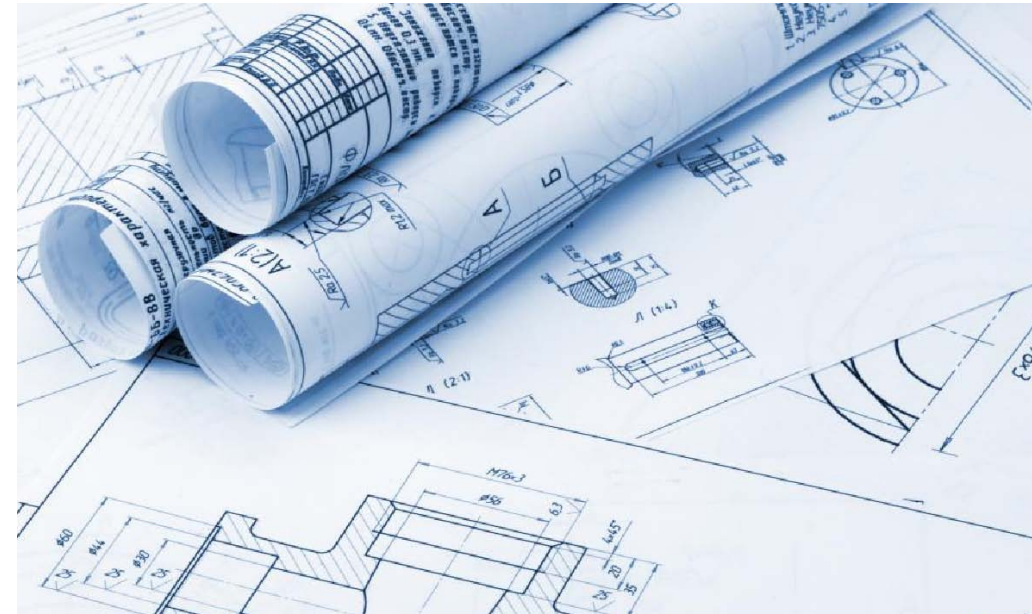
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PLACEMAKING



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Section 1 - Introduction



Placemaking is a title given to a sequence of design considerations, and it is these considerations that is at the heart of good design. Placemaking considers and responds to the needs of a place and those that will use it - it is how we build healthy, positive and attractive places that we all want to live, work and spend our social time within.

1. Introduction

The Shetland Islands' landscape has been shaped by human activity since Neolithic times. It has a diverse mixture of wildlife and habitats, many of which are protected under National and European legislation.

Shetland's built environment is as diverse and varied as its wildlife, and over the past 30 years Shetland has experienced rapid expansion of many of its settlements.

Whether it is urban or rural development, good placemaking should be at the heart of this expansion as it considers and responds to the needs of the place and those that will use it. Good placemaking relies on designers planning new places that are in harmony with their surroundings.

Good buildings and places can give us a sense of belonging, sense of identity and a sense of community and can raise the quality of life and health of people living within that community.

How to use this guidance

This document is divided into easy to follow sections that will take you through the various stages of a development's design process. This guidance can be read step-by-step by reading each section stage at a time, or it can also be used as a reference for specific stages of planning and design.

Check lists are also provided to help guide your design and layout. Please note that these lists are not exhaustive and provide a basic guide.

Who is this guidance for?

This guidance has been designed as an aid or tool-kit for the developer, architect and planning agent. It is also an aid for planning officers, elected Members and members of the community alike who play a part in shaping our built environment.

What type of development is this guidance for?

This supplementary guidance is aimed at all types of development and all types of

design, including the open space, paths or road networks connecting these buildings.

Development such as single or multiple housing, mixed-use developments or developments for health or cultural enjoyment and the infrastructure linking these uses, when properly designed and located, help raise the quality and sustainability of community life and can help maintain its culture and identity. This is at the heart of good placemaking.

Material Consideration

Regardless of how you use this guidance, its main aim and message is to ensure high quality design and thoughtful layout for all new development in Shetland, and to make sure the developer adopts within their designs the Scottish Government's six key qualities of a successful place. Good placemaking will be used as a material consideration when assessing planning applications.

The Council encourages all developers to utilise the services of a planning agent or architect.

Section 2 - Policies and Supplementary Guidance



2. Policies and Supplementary Guidance

The Shetland Local Development Plan

(LDP or the Plan), together with any Supplementary Guidance (SG), sets out the policies and criteria against which any planning application submitted in Shetland will be considered.

This Supplementary Guidance sets out detailed policy advice to help you meet the requirements of the plan and is. It is therefore recommended that it is read in conjunction with the policies in the Plan and any other Supplementary Guidance relevant to the type of development being proposed. Please note that this is referred to as Design within the LDP 2012.

Planning and Advice – Scottish Planning Policy

The following national policies are relevant to this SG Topic:

- National Planning Framework 3
- Scottish Planning Policy 2014
- Planning etc. (Scotland) Act 2006

- Town and Country Planning (Scotland) Act 1997

This Supplementary Guidance also accompanies the following Shetland Local Development Plan General Policies **GP1**, **GP2** and **GP3** listed below. Also accompanying this Supplementary Guidance are policies **NH1**, **NH4**, **H1**, **H2**, **H3**, **H4**, **H5**, **H6**, **ED1**, **ED2**, **TRANS1**, **TRANS3**, **WD1**, **WD3**, **CST1**, **CF1** and **CF2**.

General Policies:

Policy GP1 Sustainable Development

Development will be planned to meet the economic and social needs of Shetland in a manner that does not compromise the ability of future generations to meet their own needs and to enjoy the area's high quality environment. Tackling climate change and associated risks is a major consideration for all development proposals.

New residential, employment, cultural, educational and community developments should be in or adjacent to existing settlements that have basic services and infrastructure in order to enhance their viability and vitality and facilitate ease of access for all.

This will be achieved through Allocations, Sites with Development Potential and Areas of Best Fit.

Policy GP1 Sustainable Development promotes development that safeguards and enhances the long-term needs of the economy, society and the environment.

The built environment can offer one of the most significant opportunities to achieving low carbon developments, and can therefore help tackle climate change. Good placemaking can help deliver healthy, happier and more sustainable places to live in for current and future generations.

GP2 General Requirements for All Development

Applications for new buildings or for the conversion of existing buildings should meet all of the following General Requirements:

a. Developments should not adversely affect the integrity or viability of sites designated for their landscape and natural heritage value.

b. Development should not occur any lower than 5 metres Above Ordnance Datum (Newlyn) unless the development meets the requirements of Policy WD1;

GP2 – Continued

c. Development should be located, constructed and designed so as to minimise the use of energy and to adapt to impacts arising from climate change, such as the increased probability of flooding; water stress, such as water supply; health or community impacts as a result of extreme climatic events; and a change in richness of biodiversity.

d. Suitable water, waste water and surface water drainage must be provided;

e. All new buildings shall avoid a specified and rising proportion of the projected greenhouse gas emissions from their use, through the installation and operation of low and zero-carbon generating technologies (LZCGT). The proportion of such emissions shall be specified in the council's Supplementary Guidance – Design. That guidance will also set out the approach to existing buildings which are being altered or extended, including historic buildings and the approach to applications where developers are able to demonstrate that there are significant technical constraints to using on-site low and zero carbon generating technologies;

f. Suitable access, car parking and turning should be provided;

g. Development should not adversely affect areas, buildings or structures of archaeological, architectural or historic interest;

h. Development should not sterilise mineral reserves;

i. Development should not sterilise allocated sites as identified within the Shetland

Local Development Plan;

j. Development should not have a significant adverse effect on existing uses;

k. Development should not compromise acceptable health and safety standards or levels;

l. Development should be consistent with National Planning Policy, other Local Development Plan policies and Supplementary Guidance.

Policy GP2 General Requirements for All Development, sets out a wide ranging set of requirements that all new development should meet. These general requirements are applicable to all areas of placemaking, and should guide the siting and design of your development.

The general requirements listed within Policy GP2, ensures that the existing built and natural environment is not negatively affected by new development.

GP3 – All Development: Layout and Design

All new development should be sited and designed to respect the character and local distinctiveness of the site and its surroundings.

The proposed development should make a positive contribution to:

- maintaining identity and character
- ensuring a safe and pleasant space
- ensuring ease of movement and access for all
- a sense of welcome
- long term adaptability, and
- good use of resources

The Planning Authority may request a Masterplan and/ or Design and Access Statement in support of development proposals.

A Masterplan should be submitted with applications where Major Development is proposed; Major Development is defined in the Town and Country Planning (Hierarchy of Developments) (Scotland) Regulations 2009, Reg 2 (1). Further details for these requirements are set out in Supplementary Guidance.

Policy GP3 All Development: Layout and Design, reflects the message contained within good placemaking, that all new development should be mindful of its surroundings and the character and distinctiveness of the area.

The principles of Policy GP3 lie at the heart of good placemaking, where we must ensure that all new development contributes positively to a community and not detract from it. New development should raise the quality of an area, whether aesthetically or via facilities or services – good placemaking can contribute positively to the health and wellbeing of the people living within its communities.

Accompanying Policies:

Also accompanying this Supplementary Guidance on Placemaking are policies that seek to protect the existing built and natural environment. Achieving good siting and design should not be at all cost.

Good placemaking through sensitive siting and design will ensure that we build high quality communities without damaging our historic built environment or the qualities that make our natural environment unique.

Policies NH1 International and National Designations, NH4 Local Designations and HE5 Gardens and Designated Landscapes seek to protect areas safeguarded for their natural beauty or for the species living within that location, whilst Policies HE1 Historic Environment, HE2 Listed Buildings, HE3 Conservation Areas and HE4 Archaeology, seek to protect our historic built environment and archaeology.

Housing development plays a major part in making our communities successful. Through good design we can build sustainable, healthy and vibrant communities. Building sustainable communities is at the heart of placemaking - communities that can stand the test of time, that people want to live, work and spend their social time within.

Supporting that aim are Policies that seek to encourage appropriately located high quality design. Policy H2 Areas of Best Fit, identifies 8 areas throughout Shetland that promotes sustainable locations for residential or residentially compatible development.

Policy H3 All Housing Development seeks to encourage development within appropriate

locations within existing settlements and that complies with existing settlement patterns.

Good Placemaking encourages mixed tenure and supports policies that respond to community needs. Policy H4 Affordable Housing ensures the provision of affordable and social rented housing.

Good Placemaking ensures that new development complements the place and adds value to it. Policies H5 Siting and Design and H6 Amenity Space in Housing Developments, ensures that new developments fit well into the existing landscape and settlement pattern, and that appropriate areas of private space are provided.

Good Placemaking promotes the building of healthy communities by ensuring that business, industry and services are sited within existing settlements, to help raise the value of an area and help maintain and develop strong, healthy, vibrant and sustainable communities.

Policy ED1 Support for Business and Industry is applicable for all new business developments and supports the building of healthy, sustainable communities as does

Policy ED2 Commercial and Business Developments.

Good Placemaking encourages developers to look beyond the immediate area when assessing the suitability of a site. We must look at how the site connects with existing settlements and if that connection can be made using different modes of transport.

Policy TRANS1 Integrated Transport supports the need for good transport links and good connectivity. Essential for safe and pleasant places are appropriate levels and location of car parking with safe access into the site. Policy TRAN3 Access and Parking Standards supports this aim.

Good placemaking should take environmental factors into account and should provide adequate defence against coastal flooding or development that may be at risk of flooding, which is reflected in Policies WD1 Flooding Avoidance. Good surface water treatment is essential and in larger schemes, can become a multi-use area or an area of biodiversity.

Finally, the Plan ensures that we develop successful, healthy, sustainable and vibrant communities as per Policies CF1

Community Facilities and CF 2 Open Spaces.

This Supplementary Guidance is to promote the Scottish Government's principles of context, identity and character and to raise the quality of design and layout for new development in Shetland. It also incorporates the key qualities of a successful place and the principles of good placemaking, and will help guide the layout and design of all new developments.

Supplementary Guidance:

This SG is one of several supplementary guidance documents the Council has prepared to support the Local Development Plan. This SG should be read in conjunction with the following SGs and Guidance:

- The Shetland House – Adopted in 2008: sets out good siting and design practice within the Shetland context.
- Local Nature Conservation Sites – Adopted 2014: sets out the policies and criteria in which development affecting sites designated for their local nature conservation, will be assessed.

- Historic Environment – Draft Supplementary Guidance 2012: sets out the policies and criteria in which development affecting listed buildings or archaeological sites will be assessed.
- Business and Industry – Draft Supplementary Guidance 2012: sets out the policies and criteria in which development for new business and industry within Shetland will be assessed.
- Natural Heritage – Draft Supplementary Guidance 2012: expands on the policies which guide developments affecting protected species, international and national designations and Shetland's geodiversity.
- Water and Drainage – Draft Supplementary Guidance 2012: expands on the policies and sets out guidance on water and drainage related developments.

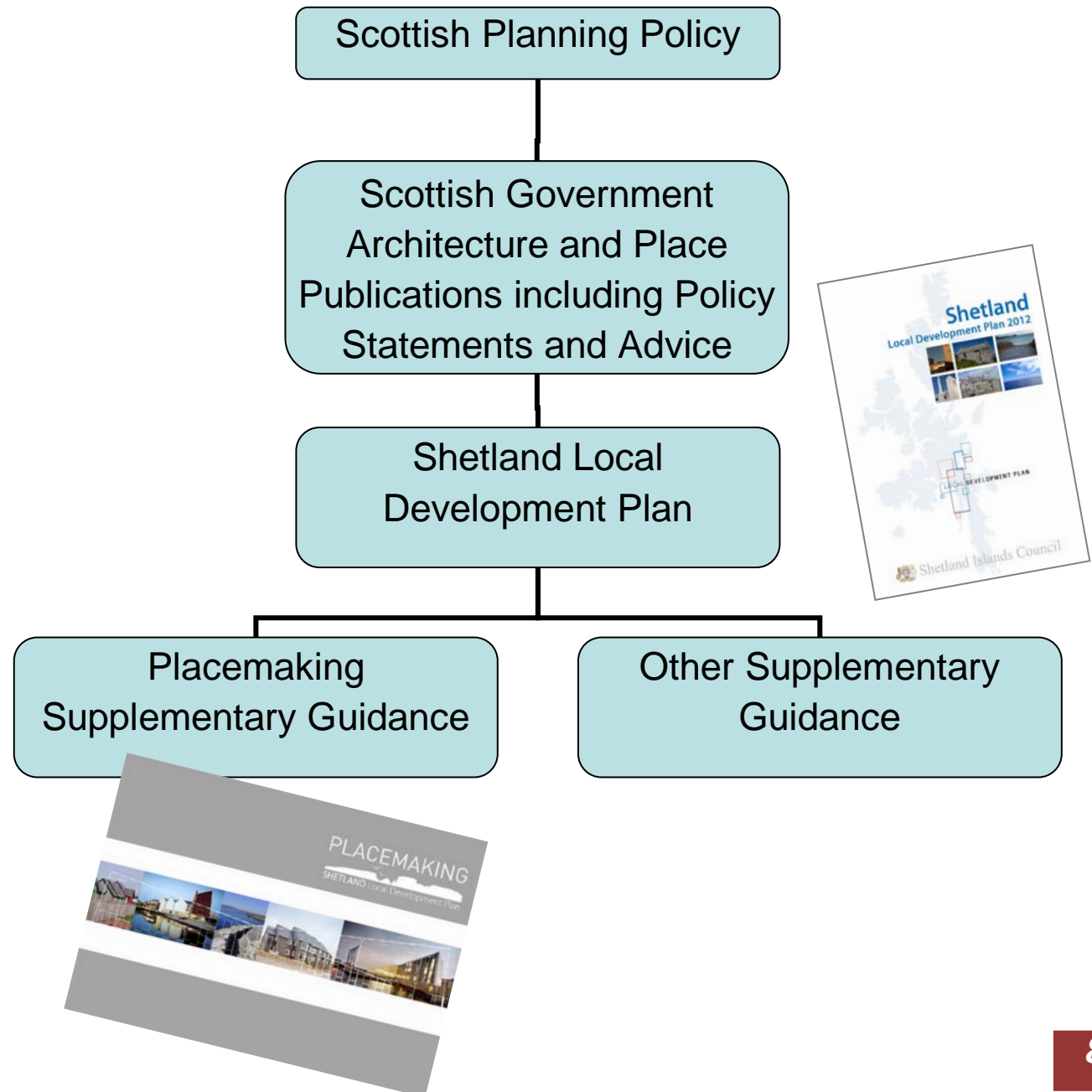
All adopted and draft Supplementary Guidance can be found using this link:
<http://www.shetland.gov.uk/planning/LocalDevelopmentPlan.asp>

The purpose of this Supplementary Guidance is to:

- Set out the Council's approach to placemaking in the planning of new developments in the Shetland Islands.
- Identify the main challenges that require to be addressed in order to achieve high quality layout and design in new developments.
- Set out the design process and describe the range of design tools that can be used to achieve high quality outcomes, and how and where these should be used.
- Promote the importance of placemaking and sustainable development.

Placemaking sits alongside a suite of other Supplementary Guidance that builds upon the policies laid out within the Local Development Plan.

Shetland Local Development Plan forms the basis of planning decision making in Shetland and reflects national planning policies, statements and advice.



Section 3 - Key Issues and the Six Key Qualities



3. Key Issues & the Six Key Qualities

Key Issues:

Well designed places are vital economic, social and cultural resources. However, places that have been poorly designed can have a long-term detrimental impact, not only on the existing built and natural environment, but on the health and wellbeing of people living within that environment.

In 2008 the Scottish Government launched the Good Places, Better Health strategy on health and the environment, where the focus was on the need to shape places which are nurturing of positive health, wellbeing and resilience. The strategy tested a new approach to environment and health through the consideration of early years, and recognised that there is a need for greater connection on how our physical environment influences our health.

Therefore it is vital that the design of new developments consider the impact on the health of existing and future generations.

By ensuring good connections to existing services and facilities, to playing parks and public open spaces, access to core paths and walking and cycling routes or protection of our historic landscape and built environment for example, we can ensure we build on and create places that are enjoyable environments to live in.

If planned and designed well, an enjoyable and valued environment can become a healthy environment that can raise the wellbeing of people living within it.

By designing high quality buildings and the spaces between them, we can add value to our community - good placemaking in Shetland can help create a desirable place within which we can live, work and socialise.

All new development in Shetland must be planned and designed to make a positive contribution to the quality of our built and natural environment, and to the quality of life of people living in our communities.



“Shetland’s natural and human history has combined through the ages, to create a mesmerising multi-sensory experience of time and place” (Shetland.org)

Section 4 - Achieving the Six Key Qualities of Successful Places



The Six Key Qualities:

The Scottish Government has identified six key qualities that make a place successful and were first introduced within the Scottish Government's Designing Places in 2001 (now superseded by Scottish Planning Policy 2014), and still form the key guiding principles within Creating Places (2013).

Creating Places is Scotland's newest architecture and place Policy Statement and its principles form the basis of Placemaking in Shetland.

Shetland has a diverse mixture of building types and styles within a wide range of settlement patterns. Whether new development sits within our built-up urban towns, or our higher density developed rural areas, or within the lesser developed open countryside, it is important that the message remains the same, that we seek to achieve high quality development that can deliver better places to live, work and spend our social time within.

The six key should be central to your design process. Designers should ensure that their design process moves from addressing one key quality to the next.

The Government has identified the six qualities of successful places as:

- ▶ Distinctive;
- ▶ Safe and pleasant;
- ▶ Easy to move around;
- ▶ Welcoming;
- ▶ Adaptable; and
- ▶ Resource efficient.

These guiding principles are at the heart of good placemaking and underpin the guidance and advice set out in this SG.

- ▶ **Distinctive:** places that complement local landscapes, topography, ecology, archaeology and natural features. Our skylines, public open spaces and our streets and building and their form and material, all give a sense of identity;
- ▶ **Safe and Pleasant:** places that are attractive to use because they provide a sense of security. It is a place where the windows, doors and active frontages face onto the street, creating liveliness and where inhabited rooms overlook streets, paths, open spaces and play areas, enabling natural surveillance and

encouraging activity, and where there is clear distinction between private and public space.

- ▶ **Easy to move around:** design and layout should consider place before movement, connecting the site beyond its boundary and should promote good accessibility by walking, cycling and public transport. It should see good connectivity between new sites and beyond to existing settlements;
- ▶ **Welcoming:** places that help people find their way around by providing landmarks or development that create or improve views, using pieces of public artwork or by the use of good lighting and signage;
- ▶ **Adaptable:** this is a place that can adapt to change, that considers changing demographics and degree of ability and mobility; it has a range of densities and tenures that can accommodate future needs;
- ▶ **Resource efficient:** a place that maximises energy efficiency through good siting and orientation to take advantage of the sun, and takes shelter from natural or designed landforms; it is a place that uses good water and waste management systems and protects habitats and wildlife.

4. Achieving the Six Key Qualities of Successful Places

“Creating Places considers ‘place’ to comprise of the environment in which we live, the people that inhabit these spaces and the quality of life that comes from the interaction of people and their surroundings. Architecture, public space and landscape are central to this” (Scottish Government-Creating Places 2013)



Distinctive

For a place to be distinctive, any new development should be designed to consider the context and local identity – new development must complement the local identity and not detract from it. The designer must study the wider area, and will take inspiration that must be fed into the design.

New development where possible, must be well integrated into the settlement pattern of the area and the movement between buildings should be well thought out. It must demonstrate an understanding of the wider context in terms of landscape, townscape, topography, development patterns and building vernacular.



Distinctiveness can also add to the quality of a community; good quality environments can increase the enjoyment and improve the experience we have in a place, and can also improve the wellbeing of people living within it.

Streets, roads and pathways have many functions - they are also spaces that are enjoyed by pedestrians, children and cyclists and can be areas used for socialising and play. Roads and pathways are an important part in creating a sense of place.



Image 1. Communal spaces should be overlooked to allow for passive surveillance (Source: Hjaltland Housing)

Getting the connections and links between new developments right, can raise the enjoyment of a place and with good building design, can help retain its identity and distinctiveness. Layouts that are designed principally around the movement and parking of the car are unlikely to be acceptable.

Places must consider the pedestrian first and the vehicle second when it comes to building layout and design, however good connections to services and facilities must be considered.

Within both an urban and rural landscape, housing is the largest single use. The design, quality and character of new housing can shape our towns and rural communities for many generations to come.

The Council recognises that many house builders often wish to use standard house types in new developments, however within those standard designs there is scope to adapt elevations and finishes to reflect local building styles and features. Innovative design and use of the site will also be supported and encouraged.

We must ensure that new developments retain a sense of place. These are the qualities that give an area its distinctive character – character that has been shaped by social, cultural, economic and environmental factors. The combination of these factors will be unique to a place and how it is experienced by the visitor or resident.

Distinctive Checklist

- Has the design been informed by its surroundings and the wider context? ☐
- Does the development follow or complement the existing settlement pattern? ☐
- Has the building design been influenced by existing architecture? ☐
- Has the development been designed around people and not the car? ☐
- Has the building been shaped around the site and not the other way around? ☐
- Can the building be seen in the context of other development? ☐

“The quality and design of a place can significantly influence the ability of individuals and communities to live in healthy, sustainable ways” (Place Standard for Scotland)

Safe and Pleasant

A rigid application of standards can often limit a design-led approach to new development. The Council will also take into account movement and place, sustainability, connectivity and opportunity.

We all aspire to live in a safe and pleasant place, however the definition of pleasant can be very subjective. We can all agree that poorly sited and designed buildings and spaces, can detract from the pleasure we experience when visiting or living within a community.



Image 2. Open shared surfaces

Attaining the principles of safe and pleasant can be successfully addressed within the most basic of higher or lower density design.

Within the rural landscape for example, pleasant can easily be achieved by thoughtful and careful design, by ensuring new developments complement the existing built landscape and that they add value to it either as a shared resource or a building we all pass by.

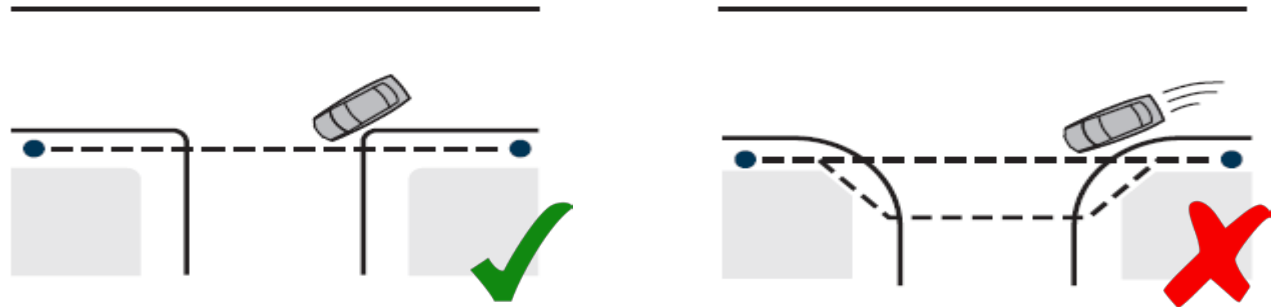
New development regardless of location should connect well with existing services, facilities and public open spaces. Good connections can make a place more pleasant to live and spend time within, and can in turn benefit the physical and mental health and wellbeing of people living within that community.

The movement needs of pedestrians and cyclists must take priority over cars, and this should be reflected in street and road layout and design. This does not mean that vehicles are victimised in the design process – what it does mean is that all users should expect to use shared spaces and roads safely.

For example, limiting junctions onto the public road and reducing vehicle speed through design, are ways we can achieve safe places. Pedestrians, children and cyclist should feel safe on our streets and country roads.

“We know that the physical environment that surrounds us is key to our health and wellbeing. Historically we have focused (very successfully) on creating environments free from significant hazards. Whilst this continues to be important we now recognise an additional need to create positive physical environments which nurture better health and wellbeing. The relationship between environment and health is complicated and creating safe and positive environments for health requires us to think, plan and deliver in new and more effective ways” (Scottish Government Good Places Better Health 2008)

“When streets are designed for walkers and not cars, people are 25% more likely to walk to work” (World Health Organisation)



Walking and cycling is the most sustainable form of transport. Streets and roads should be designed, not only to allow for walking and cycling, but to actively encourage it. All streets or country roads should offer a pleasant and safe experience.

Within the urban and rural environment, good junction design can favour pedestrians and can slow turning traffic.

These images are taken from Designing Streets: at the top left, a squared off junction mouth offers a shorter crossing distance and maintains pedestrian desire line. It also slows turning traffic by reducing unnecessarily large radii.

The images below show the same junction design and how it can reduce the danger of fast turning vehicles cutting across cyclists.

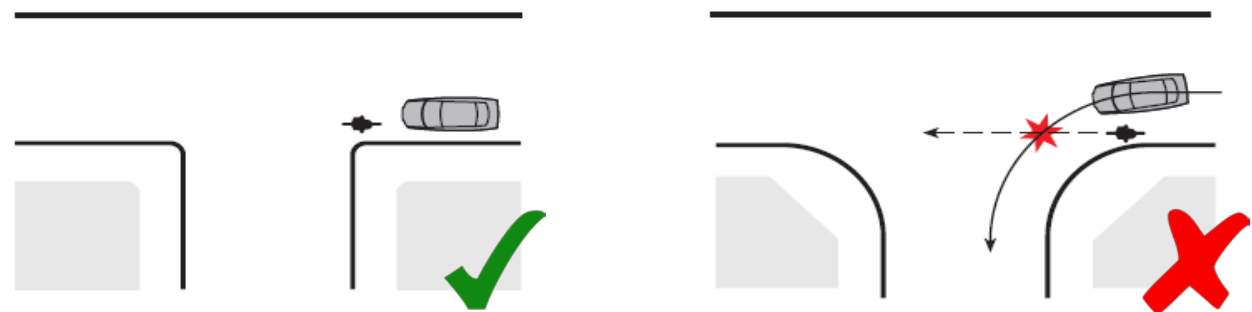




Image 3 taken from Designing Streets (2010) shows a street layout driven by standards and formulaic solutions – the use of large radius bends, overly-dominant lighting columns, large building setbacks, inefficient land use and inappropriate traffic calming contribute nothing to a positive sense of place.

Image 3. Formulaic standard driven design may contribute nothing to a positive sense of place (Source: Designing Streets)

Image 4 of Grodians, Lerwick, shows an example of how safe and pleasant can be deliberately designed through shared surfaces and single surface materials, with design features (in this case planters) that naturally slow traffic. The design layout also allows good natural surveillance and security.



Image 4. Pedestrian friendly shared surfaces, with design features and layout that naturally slows traffic

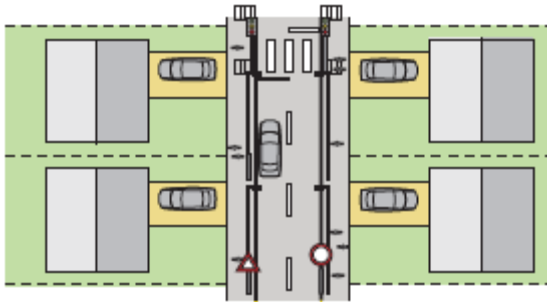


Image 5. (Source: Designing Streets)

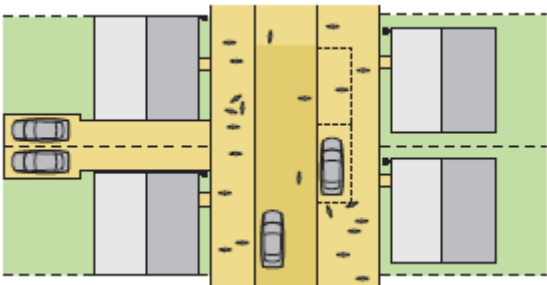


Image 6. (Source: Designing Streets)

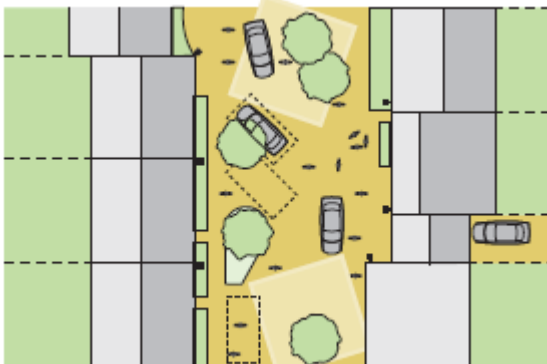


Image 7. (Source: Designing Streets)

Within the context of higher density residential layouts, reduced forward visibility helps control vehicle speeds. This can be done by better building position and road layout or by adding subtle features, such as planters and removing the need for unnecessary road markings and signage.

Image 5 shows a more formulaic layout with excessive road markings and signs, conventional kerbs, intrusive lighting columns and vehicle and parking dominant.

Where image 6 introduces more dominant pedestrian areas, with low kerbs, common material for paths and roads and a reduction in vehicle parking.

The last image number 7 is a complete contrast from image 5. We see reduced roadway width, more informal street composition, sensitive soft landscaping and level surfaces.

The last layout favours the pedestrian – we need to slow drivers down by removing long stretches of tarmac or straight through roads, and start introducing natural speed calming features (see page 21).



Image 8. Shared accesses within a rural context, can reduce vehicle entry points onto the public road



Image 9. Well thought out landscaping and boundaries are aesthetically pleasing – they can make a place more pleasant and provide much needed shelter

The use of appropriate landscaping and boundary treatment can help define public and private spaces and can contribute to a sense of ownership and responsibility.

We need to strike a balance between safety and quality of environment, where we create places that allow the safe movement of all users of that space.

Communal spaces, including open spaces, play areas and landscaping should have an open aspect and be overlooked by buildings to create passive surveillance.



Image 10. Developers should provide open spaces that are of good amenity and recreation value, rather than a collection of small spaces of limited use



Images 11, 12 and 13. Welcoming, pleasant and distinctive materials



Safe and Pleasant Checklist

- Has a balance been struck between quality of environment and safety? ☐
- Have the movement needs of pedestrians and cyclists taken precedence over the movement needs of vehicles? ☐
- Do junctions favour pedestrian movement? ☐
- Have opportunities to provide shared surfaces been taken in residential and mixed use environments? ☐
- Have active travel routes and communal spaces designed to be safe and open, overlooked by buildings and with suitable landscaping and planting? ☐
- Will the development have active frontages to streets or roads? ☐
- Will the proposed use encourage activity at all times of day? ☐
- Have public and private spaces been clearly defined? ☐

Easy to Move Around

Layout and movement needs to be considered together, as the layout of any type of development has a huge impact on the character of adjacent streets, roads, connecting links or public spaces.

Good placemaking is an important part of sustainable development and the Council will seek to encourage sustainable design in all areas of a new development.

Sustainability is the measure of likely impacts a development will have on the social, economic and environmental conditions of future generations.

Encouraging active methods of travel such as walking and cycling and encouraging public transport use, is one way we can help reduce any negative environmental impact.

This is applicable to both urban and rural life; wherever possible, new developments should integrate well with public transport networks and cycling and walking networks, and should connect well with existing settlements with a minimum of cul-de-sacs and dead-ends. New development should allow easy

movement from place to place, and should connect to existing public open spaces, public buildings or recreational spaces.



Image 14. Good connections to public transport networks or to existing facilities

The layout of your development regardless of whether it is in the countryside or in a town can have an effect on how users interact with the building and the wider area, and can have an effect on the health and wellbeing of that user. Good connection to existing facilities such as shops, parks or countryside core paths for example, can

increase the enjoyment of a building and surrounding area, and can help the future sustainability of a community.

Designing your building without properly assessing the wider context or the immediate environment can have an impact on the success of your building. Good site and design appraisal will help release the potential out of a site and reduce its environmental impact.



Image 15 & 16. Good connections beyond the site and use of level and tactile surfaces



Any new development should be designed with inclusivity in mind, allowing all users of a building, dwellinghouse or public space regardless of their physical ability, to move around easily without meeting physical barriers.

The Council will expect all new development to incorporate access for all into their design.



Image 17. Ramps allow for all users of a building

Good access and space that allows movement free of unnecessary barriers and street clutter, raises the enjoyment of a place or shared resource and adds value to a community.



Image 18. Handrail or barrier? Design feature or unnecessary obstacle?

Cul de Sacs should be avoided where possible, and layouts should accommodate emergency and waste collection vehicles without compromising a sense of place. Design and layout should eliminate or at a minimum reduce the need for emergency or waste collection vehicles to reverse.

It can sometimes be challenging to incorporate the principles of ease of movement within the historic environment, without adversely affecting the character and setting of our listed buildings or Conservation Areas. In such cases early engagement is encouraged between the designer/developer, the planning services and Historic Environment Scotland.

Easy to Move Around Checklist

- Has the layout adequately considered existing and future movement patterns? ☐
- Has a site been chosen that has good connections to public transport? ☐
- Is the site well connected to walking and cycling networks? ☐
- Is traffic speed dictated by street design and layout, rather being dependent on physical traffic calming? ☐
- Has safe emergency and waste collection vehicle access been adequately considered in the design process? ☐
- Has inclusive design principles been incorporated into the design, ensuring access for all? ☐
- Is movement around the building easy and free from unnecessary barriers? ☐
- Has the layout of parking and turning been designed as not to restrict pedestrian and cyclist movement? ☐

Welcoming

Making a place welcoming through good design can bring added value to a community. Whether it is a shared public space, civic building, a piece of artwork or residential development, its design and layout can affect how we live and ultimately how we enjoy a place.

A sense of welcoming can be achieved by paying attention to the surrounding landform and the natural and built environment of the area.

Sensitive landscaping and well thought out access routes that connect places, can add to the sense of welcome, as can communal or shared spaces.



Image 19. Welcoming layout

Encouraging new landmarks and developments that create or improve views and help people find their way around more easily, are also to be encouraged.

In higher density developments, informal building layout should be favoured that allow opening up of views, rather than standard oppressive rows of uniformly sited buildings.

Better use of signage should be used to help the visitor find their way around. We can also use more sensitively located lighting to help create a place where people feel safe, or use lighting to highlight landmark buildings. In both urban and rural areas, landmark features can be created in new developments using works of art for example.



Image 20. Landmark features

If we feel welcome we tend to feel safer, so it is important that we look at design in the wider context, and in the context of how that building will affect the people using the space around it.



Image 21. Public art



Image 22. Good connections



Developments that favour vehicles tend to need large areas of tarmac or long stretches of wide road. They neither look welcoming nor help create a place that is safe. It encourages cars to travel faster and creates an unwelcoming environment for the pedestrian.

The Council will expect building layout, street design and landscaping to contribute to the natural control of traffic speed within higher density developments, minimising the need for engineered solutions or signage, and result in a more welcoming feel to new developments.

Image 23. A simple feature that can make you feel welcome and can also slow vehicles down

New developments must raise the aesthetic value of an area and not detract from it. Getting the location and design right, whether it is a home, public building or public open space, is critical to the overall usability and enjoyment of a place. It is essential for the success of a place to live in, work or spend time in.



Welcoming Checklist

- ▶ Has the proposed development been designed on a human scale and not vehicle scale? ☐
- ▶ Will buildings and layout make it easy for people to find their way around? ☐
- ▶ Will new landmarks be created, helping people find their way around? ☐
- ▶ Has the building been designed around the site? ☐
- ▶ Does the building respect the local landscape character? ☐
- ▶ Does the building comply with the existing settlement pattern? ☐
- ▶ Is public space well designed? ☐
- ▶ Will existing travel routes and spaces be protected? ☐
- ▶ Has the combination of building location, surfacing, hard and soft landscaping, been used to create a welcoming environment? ☐

Adaptable

Well designed places should be capable of performing more than one function. A road can be an area to play on, or a Sustainable Drainage System (SuDS) area can be an area of amenity.

The importance of landscaping, planting and provision of open space in creating successful new developments should not be overlooked, otherwise it can often appear as an afterthought once buildings, roads, paths and utilities have been designed.

The layout and design of open spaces within new developments should also be informed by the Scottish Government's Green Infrastructure Design and Placemaking and the Council's Open Space Supplementary Guidance.

When building homes, we should ensure that adaptability is part of the design process. Homes should be capable of meeting the changing needs of their occupants. This may mean accommodating the needs of a growing family by having somewhere suitable to store a pushchair, providing space for study or home working,

or making adjustments to cope with infirmity or disability.



Image 24. Accessible for all

Choices made early on in the design process and in the method of construction, have important implications on the adaptability of a building. Future-proofing homes by making them adaptable is inherently sustainable and beneficial for individual householders and communities.

Adaptations generally take the form of either enlargement or internal alteration to suit a particular need.

To allow for future adaption, the potential for a dwelling to be extended should also be a

consideration at the design stage, whether this is a side extension or a loft conversion or the addition of attic trusses for future conversion - future suitability should be considered.



Image 25. A home should be designed with future needs in mind



Images 26. Don't move out – move up!

The Council expects SuDS to be designed as a positive element of a development. It should aid biodiversity and not damage it and should be sited unobtrusively in the landscape and should not damage its setting, and where possible, should provide open shared space.

Developers should consider adaptability to future climate change, in terms of the layout and design of buildings and the spaces around them. New development below the 5 metre contour height should include a Flood Risk Assessment which demonstrates how the development avoids flood risk – in some parts of Shetland, this will be unavoidable.

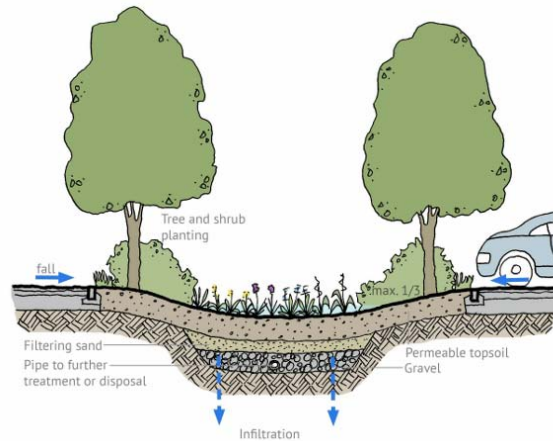


Image 28. Sustainable Drainage Systems or SuDS can encourage biodiversity or can be used as a shared surfaces. Image: www.susdrain.org

Adaptability Checklist

- Will there be opportunities to make buildings and areas adaptable to a variety of future uses? ☐
- Will internal and external layouts allow for adaption, conversion or extension? ☐
- Will there be a tenure mix that reflects the needs and aspirations of the local community? ☐
- Are communal spaces capable of serving more than one function? ☐
- Does landscaping and planting enhance amenity and provide for biodiversity? ☐
- Where appropriate, has a flood risk assessment been carried out? ☐



Image 27. For larger residential developments, developers should incorporate opportunities for future adaption of properties and tenure mix that reflects the needs and aspirations of the local community. (Source: Hjaltland Housing)

Further information on SuDS can be found in the Water and Drainage Supplementary Guidance and The SuDS Manual (CIRIA C753) which is available from the CIRIA website.

Resource Efficient

Low carbon developments and energy consumption should be a fundamental consideration for developers and designers.

A Low Carbon Economic Strategy for Scotland highlights that the built environment offers one of the most significant low carbon opportunities. The Strategy highlights the opportunity to reduce the current energy and carbon emissions associated with new and existing buildings through energy efficient, low carbon design and specification.

By incorporating low or zero carbon generating technologies, we can help lower the carbon footprint of a development in Shetland by reducing its energy consumption. This can also be done through good layout, positioning and orientation of the building, or by well designed shelter (walls, fences, planting etc).

The Council actively encourages use of renewable energy and heat recovery systems for existing and new development (for some types of new development this will

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dis

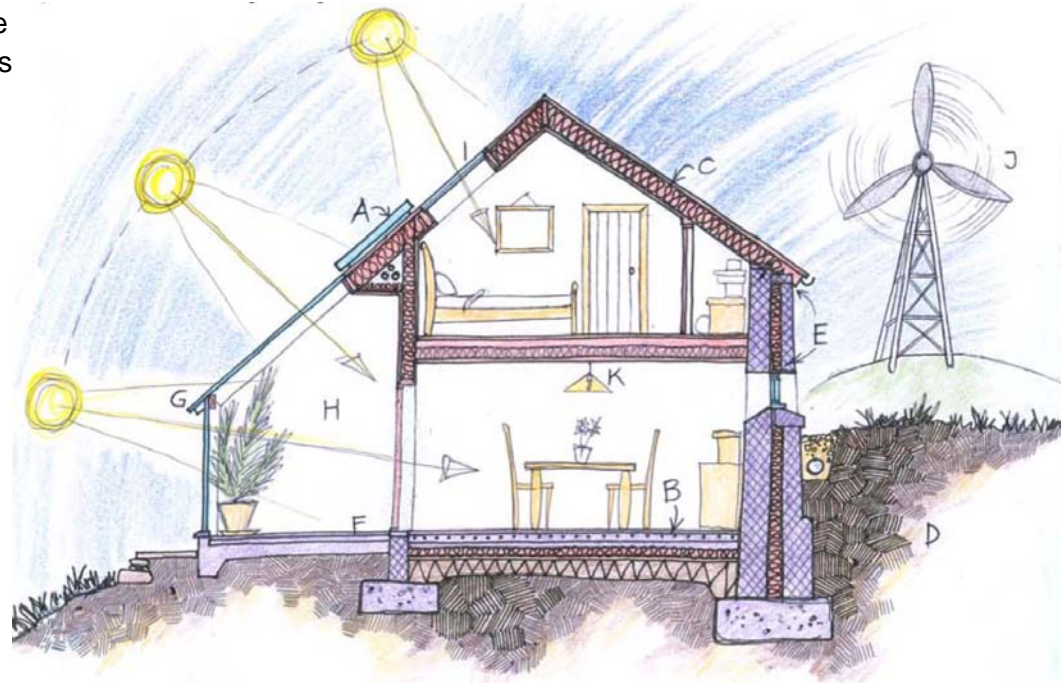


Image 29. With good internal layout, a building can maximise the heat generated from the sun - this heat can be dispersed through the building either by natural or mechanical methods

Energy efficiency and low carbon development starts with good orientation. Principle elevations should be sited with the direction of the sun or sun path in mind. Main living rooms and living areas should face south to maximise the benefits of passive solar gain (heat from the sun). More private rooms and areas of the house, such as bathrooms, stairs, utility areas, need not be on the south facing side.

New buildings should use natural features and should not work against them - this will also help the development visually sit within the landscape better. By working with the landscape, designers can prevent unnecessary exposure to the elements.

For higher density developments or developments in urban settings, site constraints through existing street and building layouts can present challenges when orientating new developments for passive solar gain. However, the importance of good natural daylight and direct sunlight lighting the interior of a building or its amenity space cannot be overstated. This can help make a building a healthier place to live in and can reduce running costs over its lifetime.

Parallel rows of south facing streets or unimaginative building layout, will not satisfy other design principles, therefore careful consideration should be made of all the six key qualities during the design stages. New development must not have a negative effect on natural or direct sunlight or daylight into existing buildings or spaces.

Good design should maximum the amount of light reaching existing public areas and where possible, protect streets or important network routes from prevailing winds or with designed shelter.

“Places that are distinctive and designed with a real understanding of the natural world are likely to be enjoyed, cared for and valued” (Designing Places 2001)



Image 30. Good public open spaces can raise the health and wellbeing of people living within a community

Landscaping and planning in and around house plots and buildings, and within communal areas, should be designed to shelter the buildings from adverse weather conditions such as winter northerly winds.

A choice of appropriate species of planting can do much to enhance the biodiversity of an area. Significant natural features and other areas of biodiversity should be protected where possible.

Resource Efficient Checklist

- Has the development layout, building design, position and orientation been informed by energy efficiency? ☐
- Does the design, fenestration and layout of rooms consider passive solar gain and protection from prevailing winds and use of designed shelter? ☐
- Has existing landscape features been used to shelter or protect the building? ☐
- Have existing natural features, such as watercourses, been integrated positively into the layout and design, in a manner that enhances amenity and biodiversity? ☐
- Will the development make use of advances in construction or technology that will enhance its energy performance, biodiversity value, quality and attractiveness? ☐
- Have sustainable drainage systems been considered from the earliest stage? ☐
- Have opportunities to re-use existing buildings or structures been taken in order to enhance the character of the development? ☐

Section 5 - New Development



5. New Development

Whilst most architecture and design Policy and Guidance defines settlements simply as urban or rural, Shetland's built landscape can lend itself to many more definitions.

Shetland has a wide variety of settlement patterns that over a short distance can quickly change in density and layout. Therefore defining Shetland's landscape pattern can be very difficult.

Shetland has its higher density towns which are easy to define as urban, however it also has its larger higher density rural settlements – or developed rural areas – which could also be classed as urban in terms of building density and layout.

However a large part of Shetland's built environment can be found within the open countryside. This can be classed as rural development in terms of the density and loosely scattered nature of the built environment within these areas.

For the purposes of this Supplementary Guidance, the general principles of good siting and design apply, whether it is development within our higher density urban and rural areas, or lower density open countryside. For all new development regardless of location, good individual site assessment will be required, and should form the basis of any planning application.

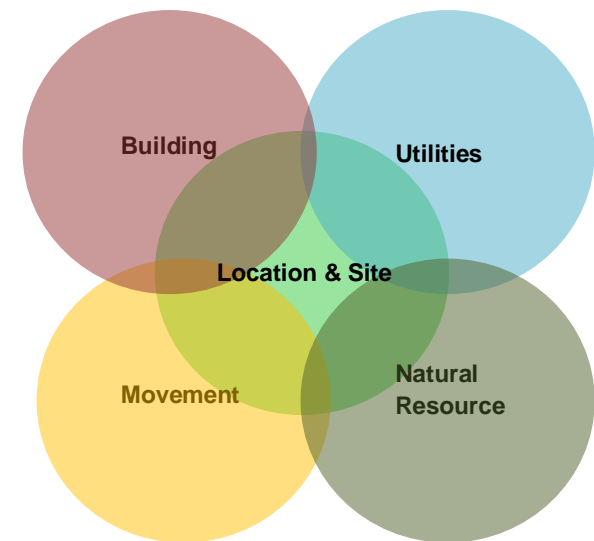
Development Relationship and Impact

All new developments should integrate well with their surroundings and their immediate environment, and should seek to enhance the character of the surrounding area through their layout and design.

This requires any new development to consider the relationship between its design, material choice, connection to other places and infrastructure and also impact on the natural and historic environment.

For new buildings in higher or lower density areas general design principles apply, however buildings in open countryside can often be seen over long distances, so location and context can be as important as the building's siting and design. Get the location wrong and it will stand as a monument to poor placemaking, and will neither complement nor bring value to an existing settlement.

Therefore further consideration of location and immediate site must be made when siting new development within Shetland's open countryside.



Location & Site

- All new buildings should be visually related to existing development.
- New development should be appropriately sited and in context.
- New development should complement the existing settlement pattern and adjacent buildings.
- New developments for multiple buildings should follow existing density patterns or follow density pattern appropriate for its location.
- Some areas may be so prominent or sensitive, that any development at these locations would be visually or physically detrimental to the environment.
- New development should follow and complement the existing landscape and land use and historic and archaeological environment. .
- Developments on the edge of settlements should be of a quality that will enhance that settlement.
- Sloping sites need careful consideration as to how your building sits within the landscape.
- Heavily engineered platforms or large underbuild should be avoided.
- Heavily engineered landscaping should be avoided.
- Boundary finishes should complement the site and surrounding area.

Building

- Buildings should be of a design, scale and massing that respects their surroundings and should consider the local architectural styles and settlement patterns.
- Buildings should be designed to fit the site and not the other way around.
- New developments must reflect existing density patterns
- Buildings should front on to streets and be arranged to provide good natural surveillance of public open spaces.
- Development should not have a negative impact on and should seek to protect the historic environment and landscape.
- The design of new development should be energy efficient through appropriate location, siting, orientation, design, materials and insulation.

Movement

- Any new developments should integrate with public transport and active travel networks, such as footpaths and cycle routes.
- New streets, paths, buildings, leisure areas or public open spaces, should have good connectivity and should link well with existing streets, paths, green spaces or areas with development potential.

- Use of green networks should be encouraged using cycling routes, pedestrian paths or green links or corridors.
- New places should be designed to reduce dependency on the car and promote the use of public transport and active travel networks.

Natural Resource

- Developments should consider the visual impact on existing settlements, landscapes and the historic environment, and should enhance and not detract from important views or skylines.
- New development will promote the use of Green Infrastructure and Green Networks.
- New developments should incorporate a good quality landscaping and planting scheme, utilising native species that can enhance biodiversity and amenity.
- New developments should protect and where possible enhance the biodiversity and amenity of watercourses and waterbodies on or adjacent to the site.

Utilities

- The Council will expect new developments to be efficient in terms of their use of land, buildings, services, energy and infrastructure, through good siting, design and density.

Section 6 - The Design Process



6. The Design Process

All new developments – large or small scale – can benefit from having been informed by a design process. This does not have to be a complicated exercise - the size and type of the development will dictate the amount of information that should be included within a planning application.

The following sections set out examples of how the design process can be undertaken using the basic three staged approach and the more detailed five key stages of the design process. Some developments will be required to go through an additional Quality Audit.

The Council encourages all developers to undertake this type of design process in relation to their project. This shall include a summary of the design and thought process to accompany your planning application.

The following design details could greatly enhance and benefit your proposal, by providing a clear understanding of how you arrived at your chosen design.

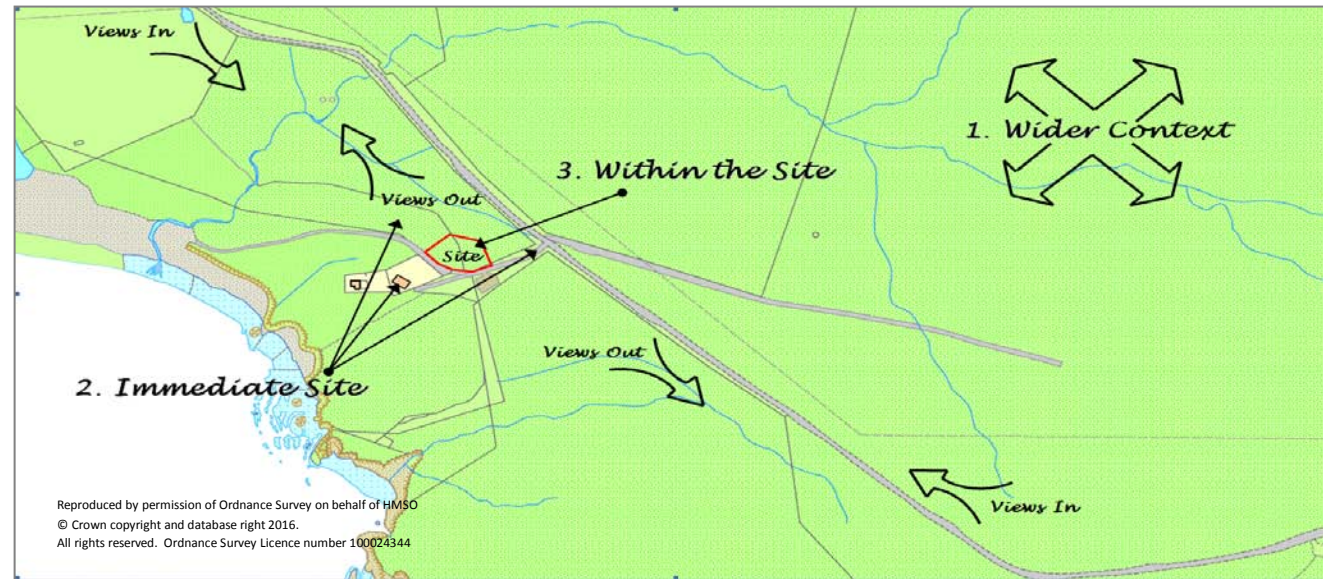


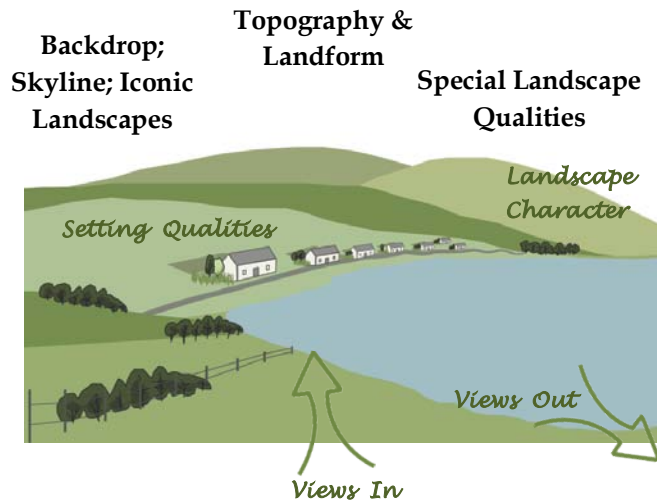
Image 31. Designers should start by looking beyond the site

Three staged approach

Your site appraisal should start by firstly looking at the wider context, where you should consider the nature of the development and how it fits into the wider area. Consider the physical landscape, its capacity or cumulative issues and how the development will relate and respond to its surroundings, including visual contexts.

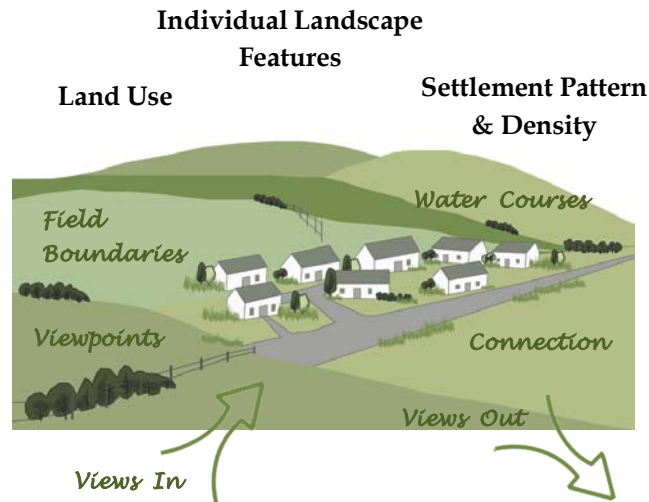
You should then look at the immediate environment and consider how the development integrates into the local area visually and functionally. Consider circulation, networks, approaches, roofline, natural shelter, historic environment and the overall composition.

Finally, look at the site itself. Does the development comply with the principles set out in the first two stages? Does the site utilise appropriate materials, landscaping, designed shelter drainage, biodiversity etc?



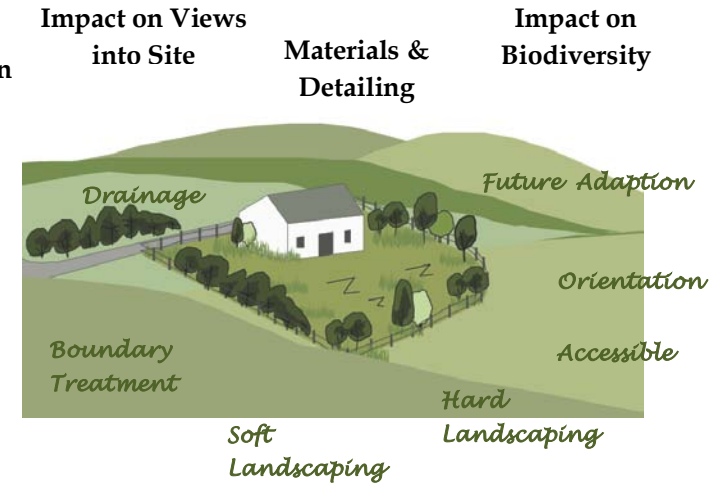
1. Wider Context

Look past the site and beyond its immediate boundaries. Is the development an appropriate scale for its location? Does the location of the site comply with the settlement pattern and respond positively to the landscape? Does the development relate to its surroundings in the wider landscape and visual context? Does the development respect backdrops, skylines and physical landform?



2. Immediate Site

Look at the immediate site and what features lay outside its immediate boundaries. How will the development integrate with its surroundings – is it well connected? Is it the right scale in terms of physical size? Does the location complement other buildings or landscape qualities? Is it the right orientation and does it comply with existing building orientation?



3. Within the Site

Look at the site itself - does the site and building design bring the first two stages together successfully? How will the site look when it has been developed and how will it respond to a building being sited within it? Are the materials appropriate and have appropriate landscaping been used? Have appropriate drainage methods and protection of the natural environment been incorporated?

The 5 Stages of the Design Process

Stage 1: Site and Area Appraisal

- Examine the site in its wider and immediate context i.e. landscape character, views, settlement pattern etc.
- Carry out a site appraisal – this should include a desk survey and any on-site observations.
- Your observations should highlight why the site is suitable and how you came to this conclusion.
- Assess the site for connections, links and services etc.
- Does the site location bring value to the immediate and wider community?

Stage 2: Identifying Design Principles

- Establish a framework of ideas from which the design will be developed.
- Create a vision for the development and set your design principles.
- Refine your design based on your appraisal.
- Creating Places and Designing Streets should be your reference and inspiration, along with other Planning and Place publications.
- Make clear aspirations about how the proposed development can contribute positively to the local character and create a sustainable place.

Stage 3: Analysis

- Understand the site topography and landforms.
- Understand the evolution of the settlement and how development pattern applies to your site.
- Be aware of the site's status within the Local Development Plan and any previous planning decisions affecting it.
- An awareness of possible future developments around the site is vital, as this may influence links, layout, infrastructure or planting.
- Your analysis must include the influence of the elements such as sun paths and prevailing winds – this can affect your building's orientation or position on the site.
- Establish key views into and from the site and ensure that they are considered in the design.
- Check the potential for flooding, establishing a Flood Risk Assessment if required.
- Establish availability of utilities and any constraints.
- Make yourself aware of any designated sites such as NSA or SSSI or the presence of protected species.

- Establish if the site has any archaeological significance.
- Establish any built heritage designations such as listed buildings on or near the site.

Stage 4: Developing the Design Concept

- Establish a design concept based on the design principles and analysis.
- Your concept should show that you understand, embrace and interpret the site in its context.
- Consider undertaking pre-application consultations with planning officers.

Stage 5: The Design Solution

- Produce information (plans, visualisations etc) to communicate your design process, key decisions and final product.

Understanding how your building and its site interacts with the immediate and wider environment is at the heart of placemaking, and will help you achieve the most from your site.

Quality Audits.

Introduced within **Designing Streets** in 2010, Quality Audits (QA) aims to allow more innovative design solutions, where designers can set aside safety-cautious road layout in favour of designs that are more in-line with the principles set out within **Designing Streets** and **Creating Places**.

A Quality Audit is a collaborative process between the developer, Roads Service and the Planning Service, where road and access design can be checked from the earliest concept, to the final design submission. A Quality Audit should be an iterative part of the road design process and can support the aligning of consents (planning permission and Roads Construction Consent).

The Council's Planning and Roads Service will adopt the Quality Audit process as a tool to aid better road design. In terms of your planning application, the QA will be applicable for certain types and sizes of developments. Developers should contact the Planning Service for further information or go to www.creatingplacesscotland.org.

Image 32. A Quality Audit summary report template can be used at various stages of the roads design. It is a process or audit trail that seeks to help the developer demonstrate that the roads design has followed key aspects of **Designing Streets**.

A Quality Audit (QA) should be started by a developer or designer at an early stage, and should be shared with local authority officers during pre-application discussions. The QA process encourages a developer or designer to engage as 'placemakers'.

During the QA process the planning case officer and the roads engineer responsible for Roads Construction Consent, keeps a summary of key stages on file to form a decision-making trail.

For more information on Quality Audits and to access the on-line QA template, please go to the **Creating Places** website or click on the following link:

<http://www.creatingplacesscotland.org/designing-streets/process/quality-audit>



Image 33. Designers should start by looking at the wider context

Image 32 shows a very simplistic representation of a poorly sited house within a rural context (site A). No thought has been given to the wider context or if the site complements the existing built environment.

The site is visually unrelated to the existing settlement pattern with little assessment given to its impact on the landscape qualities of undeveloped open countryside.

Designers should think about landscape character and setting – this includes the natural and built environment. They should also think about infrastructure serving the site and about how the site is serviced and the impact that all of those things will have on the natural and built environment, both physically and visually.

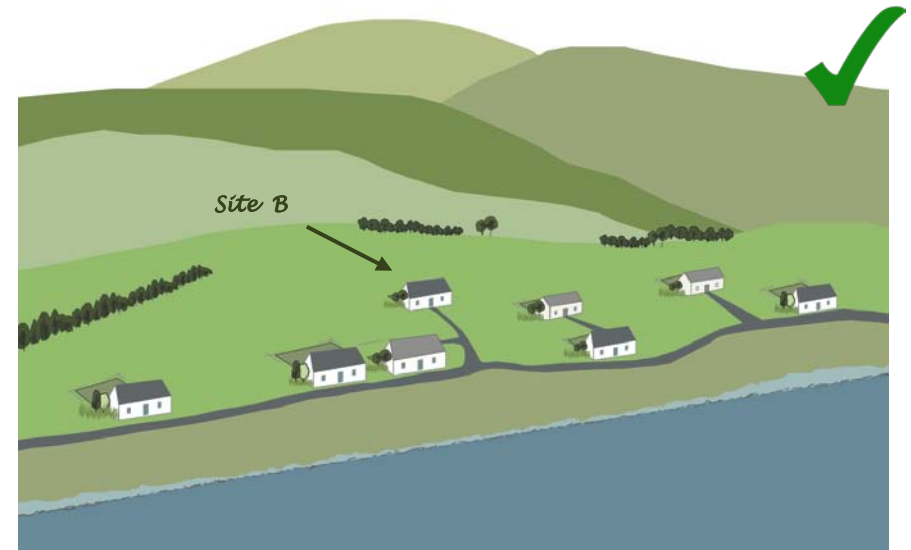


Image 34. A site should be well related to the existing settlement pattern.

Again a very simple graphic (image 33) shows better site location (site B), where the site utilises an existing access road and is more visually related to the existing built environment.

By pulling the site in closer to existing development, it now complements the existing landscape character and reduces the physical impact the development will have on the natural environment.

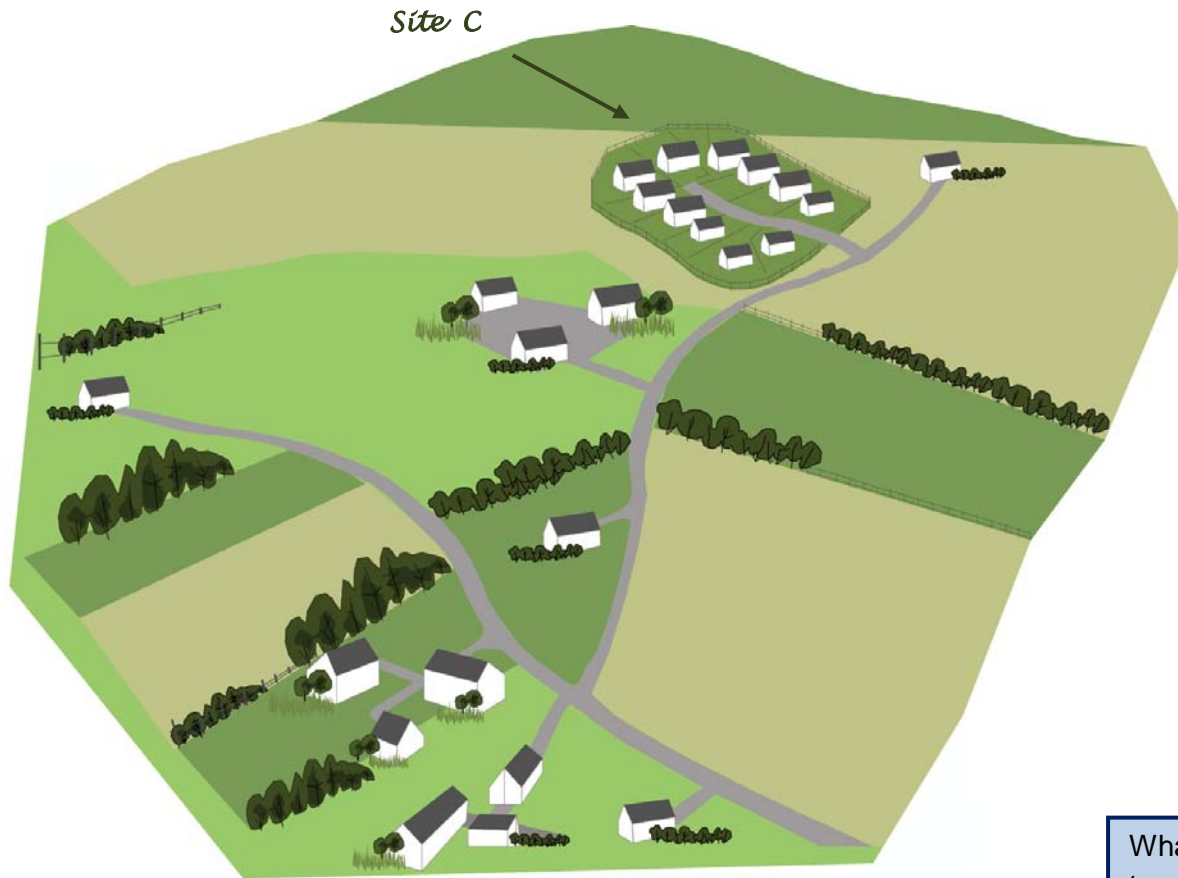


Image 35. A new development regardless of scale should pay attention to existing setting, settlement density and settlement pattern.

This graphic shows a very suburban development (Site C). The design ignores the setting of the wider and immediate areas of loosely clustered buildings sited within open rural countryside.

Within Shetland's more rural environment, we see areas free from formal urban elements such as streets, cul-de-sac development, rows of street lights and high density scheme layout.

New buildings should be visually related to existing development and should be appropriately sited and in context. Rectangular urban shaped plots may not be visually appropriate within a rural context where a more irregular shaped plot may be more historically accurate.

What works visually and physically within our built-up urban towns or our higher density developed rural areas, may not work within Shetland's more rural locations.

New developments of multiple buildings should reflect existing density patterns or establish density pattern appropriate for their locations.

Wider Context	Immediate Environment	Within Site	Good Placemaking
Look at key views to the site and how these can be addressed within the design. Is it the right scale and does it respond positively to the landscape?	Work with existing site features and not against them. Consider sun-path, prevailing wind direction and natural shelter.	Look at the site itself; is the building laid out to be energy efficient? Are public spaces well defined and passively overlooked?	
Your design should be influenced by surrounding architecture, by adjacent building densities and settlement pattern. Does the development respect backdrops and the physical landform?	Look at what lies outside the site's immediate boundaries. How will the development integrate with its surroundings? Is the site well connected to existing services or facilities?	Have appropriate design materials been chosen and proportions that reflect the best qualities of surrounding architecture? Has appropriate protection of the natural environment been incorporated?	

Diagram 1. A simplified design process diagram that shows the importance of assessing your site, by firstly looking at the bigger picture and the wider implications on the landscape, then drilling down to more detailed design considerations such as how the site connects to existing services and how it will be sited within its site

Public Consultation & Major Developments

Depending on the size and scale of your development, there may be need for public and community involvement during the design process. This could occur at any stage of the design process, however early consultation with the environmental agencies, community councils, local residents or businesses, would help inform your design and layout.

Planning applications that fall into the Major category require a Pre Application Consultation (PAC) to be undertaken between the developers and the community. More details on this process can be found within Scottish Planning Policy Circular 5 2009: Hierarchy of Developments

Section 7 - Green and Blue Infrastructure



7. Green and Blue Infrastructure

Green Infrastructure can be parks, paths, core paths, open spaces and their connections. Blue Infrastructure can be SuDS and other drainage or natural water features such as watercourses, lochs and the sea.

Not only is green infrastructure good for biodiversity reasons, it can reinforce the local landscape character by making a place more beautiful, interesting and distinctive, and can help instil character and a strong identity. It can also help protect our historic landscape

Green infrastructure is also about connecting places (see Shetland's Core Path Network). Good green infrastructure can increase the enjoyment of a place and in turn, raise the health and wellbeing of people using that place.

Everyone can play their part in delivering green infrastructure. From householders looking to retro-fit their home, to community groups setting up allotments or community gardens, through to house builders designing new sites and also infrastructure and service providers looking at ways to deal with flooding, green infrastructure can strike a chord with each" (Scottish Government Green Infrastructure, Design and Placemaking 2011)



Image 36. The flower park (above) along with the George V Park in Lerwick, provide valuable public open space

The Building: Green Infrastructure design can start at the building, with green roofs or garden areas that increase vegetation and provide habitats for birds and insects, creating ecological corridors.

The Street: It can be in simple street design with the use of planters, trees or bushes as traffic calming measures that reduce forward visibility that also provides valuable wildlife habitats.

The Neighbourhood Level: At the neighbourhood level, it is important to think about how the scheme will integrate with existing roads, paths and surrounding development. This means creating easy access, linking paths and accessible entrances in the right places.

Green Infrastructure can raise the value of an area as a place or space to enjoy or walk through, or it can act as a 'green lung' in higher density urban areas. However, Green Infrastructure is not just about green spaces like parks and open spaces, it also incorporates Blue Infrastructure such as sustainable drainage systems, swales, wetland, burns and their banks and other water courses.

Image 37. The core path at Clickimin provides an excellent green link and can be beneficial on many levels



Image 38. Blue Infrastructure at Sound: formerly a piece of derelict grassland, this development incorporates a Sustainable Drainage System with an excellent planting scheme and ornamental bridge - raising the beauty and value of the area for all visitors and residents to enjoy



Section 8 - Design Toolkit



8. Design Toolkit

The following sections give a very brief outline of the various tools that are available for designers and developers. It is in no way an exhaustive list, and it should be noted that there are many Planning Advice Notes and Guidance available on-line and includes on-line help. **Designers and developers should be familiar with these design aids, which should also be their points of reference.**

The term 'design toolkit' describes a set of exercises that can be undertaken by a developer or designer, that will set out design guidance or set of design parameters that a development should follow. It also allows the Planning Service an opportunity to understand the thought process behind a particular design, why that design was chosen, and what influenced that choice. It can also help deliver an agreed vision for a particular area or site.

Design toolkits can help produce a better quality planning application, which in turn can help planners undertake and deliver a

more informed assessment of a particular development.

Design Statements

It should be noted that a design statement need not be an elaborate and complex process. Design statements can be a short document of one or two pages that sets out the principles on which a development is based.

A design statement can be prepared for large or small developments and it should explain how a design and how a layout proposal has been chosen – what has influenced that design?

A design statement enables the designer or applicant to explain why the selected design solution is the best and most suitable choice in terms of the building's design, layout, materials and the space around the building.

A design statement can be applied to a single building in the countryside or to multiple buildings within more densely populated areas.

Development Briefs

A development brief provides an assessment of constraints and opportunities presented by a site and the type of development expected or encouraged, based on this assessment.

A brief will provide guidance on key elements that any development should incorporate, with reference to appropriate Scottish Planning Policy and Local Development Plan Policies where necessary. A brief may include details on function, layout, plot sizes, building heights, building lines and materials etc.

A brief can often precede and inform a design statement or master plan. They may be prepared by the Council for certain sites, however, it will more often be expected that prospective developers will prepare briefs and agree these with the Council in advance of a planning application being submitted.

The Brief will be a material consideration in the decision making process.

Masterplanning

A masterplan comprises three dimensional images and text describing how an area will be developed. Its scope can range from strategic planning to small scale groups of buildings.

Most commonly, a masterplan describes and maps an overall development concept which may include present and future land use; urban design and landscaping; built form; infrastructure; circulation and service provision. A masterplan is based on an understanding of place and it is intended to provide a structured approach to creating a clear and consistent framework for development. A masterplan is generally used where there is a greater degree of certainty regarding the development of a specific site.

Design Guides

A design guide may be produced for a particular subject, for example, shopfront design, signage or house extensions and will show how the development will be undertaken in-line with current Local Development Plan policies.

Design and Access Statements

A Design and Access Statement is a document containing both a design statement and a written statement about how issues relating to access to a proposed development for people with disabilities, have been dealt with.

The statement will explain the policy approach and how any specific issues, which might affect access to the development for disabled people, have been addressed. It will also state what, if any, consultation has been undertaken and what account has been taken of the outcome of any consultation.

Supporting Statement

If it is deemed that a proposed development does not require any of the aforementioned Statements, Masterplan or Briefs, it is good practice to provide a Supporting Statement to supplement your planning application. This additional information can help the Planning Service make a more informed assessment of your application.

Supporting Information

The submission of any document should in all cases be accompanied by visual aids such as plans, drawings or photographs. The level of details required to be submitted will depend on the scale and type of development. **Developers are encouraged to make early contact with the Planning Service to discuss their proposals.**



Section 9 - The National Roads Development Guide

PLACEMAKING



SHETLAND Local Development Plan

9. The National Roads Development Guide

“Rural areas need design solutions and road standards which are appropriate to their character and setting. The application of urban standards and materials, such as tar macadam and concrete kerbs have resulted in development in the countryside looking too formal and over engineered. In addition, the adoption of suburban street lighting standards is not only inappropriate and increases light pollution, but often the lamp design can look out of place in the rural context. Every effort must be made to adopt an approach which complies with safety standards and yet responds sensitively to the rural scene and local circumstances” (Planning Advice Note 72).

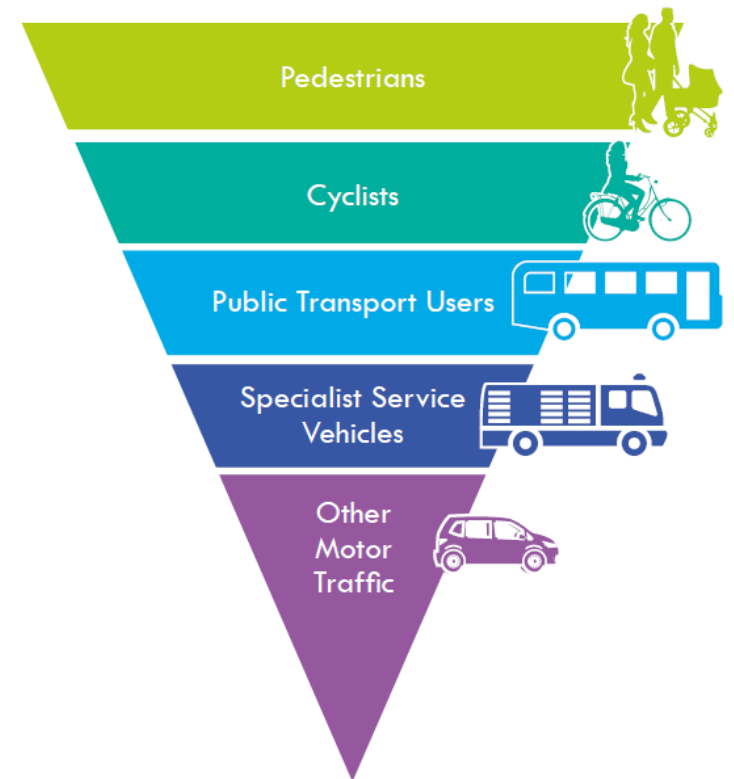
Poorly thought out road design has resulted in over engineered road accesses and parking solutions, which have been visually and physically detrimental to the character and sensitivity of the immediate and surrounding area.

Vehicular use is a fact of modern day life and can be a life-line mode of transport within Shetland’s rural communities - placemaking does not seek to victimise the car user. However, at the heart of good placemaking is the need to start prioritising the movement of cyclists and pedestrians, and to develop communities that have better access to public transport routes.

Through good urban and rural placemaking we can reduce our dependency on cars and can encourage the use of public transport, walking and cycling.

The Planning Service in partnership with the Council’s Roads Service will work with developers and designers, to help reach innovative road design solution that can achieve safety without compromising a sense of place.

Reaching a successful design in-line with the principles of good placemaking can be achieved. The Council’s Planning and Roads Service encourage early engagement in the design process. Early engagement will be a prerequisite for the Quality Audit process.



Transport Hierarchy – Source National Roads Development Guide 2014

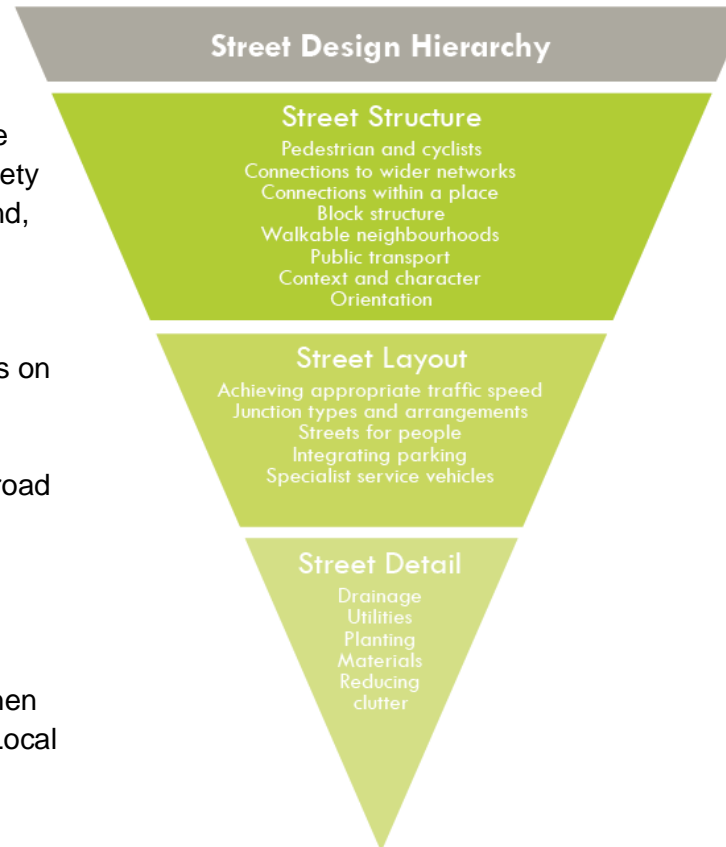
The National Roads Development Guide

The National Roads Development Guide (NRDG) has been produced by the Society for Chief Officers of Transport in Scotland, supported by Transport Scotland and Scottish Government Planning and Architecture Division. This document supports Designing Streets and expands on its principles. Importantly it provides clarification on when the principles of Designing Streets should be applied to road design.

NRDG – Variations for Shetland Islands Council Area

The NRDG now forms Council policy when assessing road design, and includes a Local Variation - this Variation must be read alongside the NRDG.

The NRDG and Local Variation will allow for better road design more in-line with Designing Streets (2010) and the principles set out within Creating Places (2013). Importantly it will allow the designer more flexibility to move away from standard road design, and towards design that meets the principles set out within this SG.



Street Design Hierarchy – Source National Roads Development Guide 2014

Quality Audits.

A Quality Audit is fundamental to the overall street design submission. Its main aim is to achieve a more consistent implementation of the fundamental principles contained within Designing Streets.

Checking the quality of a proposal against the principles of Designing Streets and the technical requirements of other policies and legislation should be on-going throughout the design process.

A Quality Audit will allow the designer to clearly demonstrate how a collaborative and considered approach was applied to each stage and design decision involved in the development of the final submission.

As a joined-up process Quality Audit should prevent one aspect of the design from dominating the decision-making process and should help to deliver and maintain high quality places.

“The NRDG is an aid for developers and designers and will help to encourage high-quality environments that place a focus on people and enable developments to be designed on an individual methodology, rather than following standard and rigid specifications where possible” (NRDG)

Section 10 - On-line Resources



10. On-line Resources



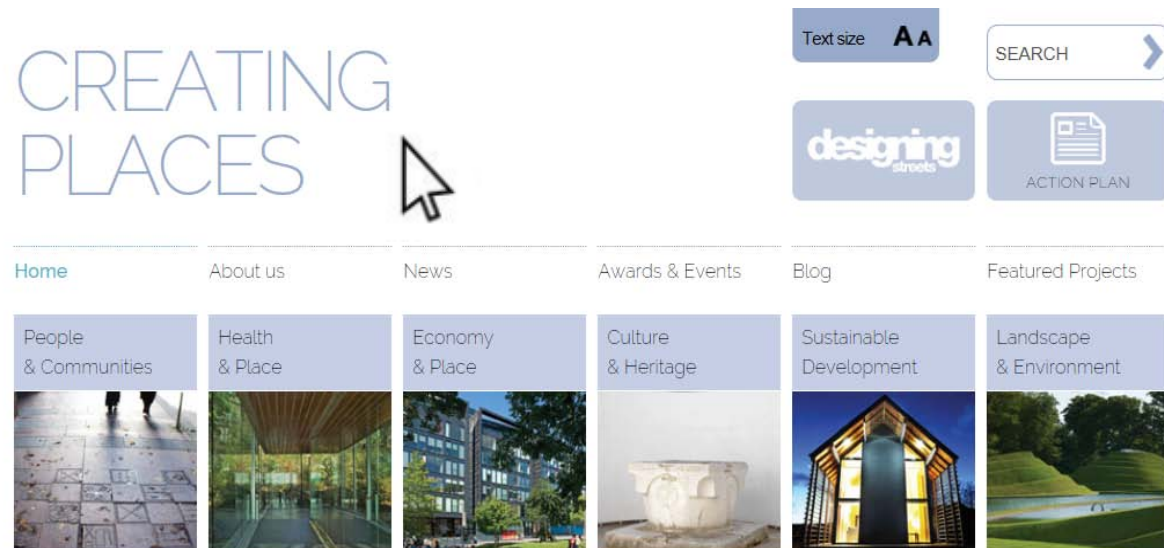
Creating Places 2013 is Scotland's newest architecture and place Policy Statement and its principles form the basis of Placemaking in Shetland. It builds upon the principles first introduced within Designing Places 2001.

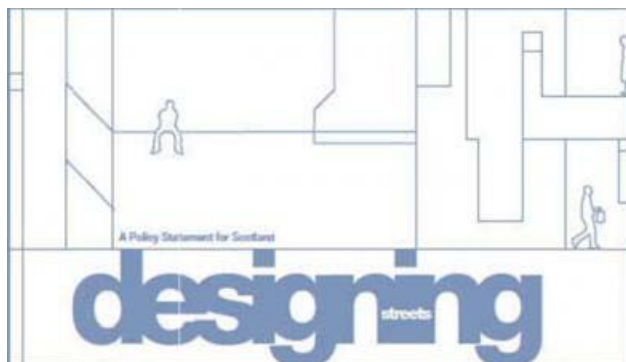
Creating Places continues to highlight the value of good design and what good design can deliver. Creating Places, Designing Streets and Designing Places should be your principal documents and should be read in conjunction with other relevant Design and Planning Advice Notes (PANs) available on-line – see section 10.

An important part of this statement is the architecture and place 'microsite' Creating Places – found using the following link:
<http://www.creatingplacescotland.org>

The site contains valuable resources from across Scotland and beyond which is intended to stimulate discussion, share good practice and inspire excellence. The site has links to design competitions, guidance and policy and also introduces the new Place Standard Tool.

“The most successful countries place high value on their buildings and on the spaces between their buildings. They recognise that good buildings and public spaces enhance the quality of life for both citizens and visitors and provide attractive environments in which to do business”.
(Architecture & Design Scotland)





Designing Streets 2010 is Scotland's first policy statement for street design; it marks a significant change in terms of street design guidance and is now aimed towards the principles of placemaking – it should be your principle document when embarking on road and pedestrian access and should be read alongside the NRDG and Shetland's Local Variation.

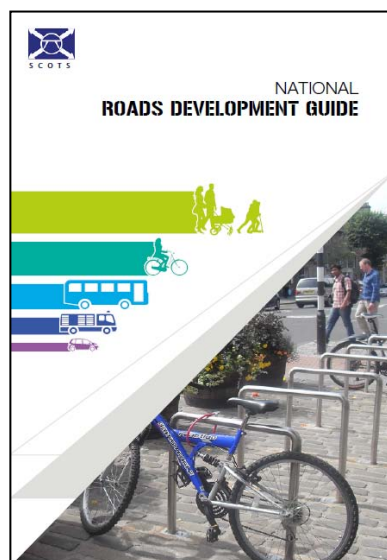
The Creating Places web site also introduces the new Designing Streets Toolbox found using this link:
<http://www.creatingplacescotland.org/designing-streets>

Created as the result of research commissioned by the Scottish Government into Designing Streets, it sets out to provide

action in three areas: Guidance, Process and Confidence.

Each tool found within the site has been created to do a specific task, and they have been deliberately designed to be easy to apply across a range of different practices. One intention is to help improve the efficiency and delivery, of the Road Construction Consent and Planning process

The National Roads Development Guide is one of the tools on offer – found using the SCOTS Guidance link at the Creating Places website – see page 41.



Guidance



Aligning Consents



Quality Audit

Process



Street Technique



Materials Resource

Confidence



SCOTS Guidance



Local Template



Planning Advice Notes

The Scottish Government has provided a series of Planning Advice Notes or PAN's, that provide advice and guidance on the relevant areas of the development process.

PANs and other Policies and Guidance can be found using this link:

<http://www.gov.scot/Topics/Built-Environment/planning/Roles/Scottish-Government/Guidance>



GREEN INFRASTRUCTURE DESIGN AND PLACEMAKING

Green Infrastructure Design and **Placemaking 2011**, is a document aimed at planners, landscape architects, developers, house builders and others involved in shaping the built and green environment and builds on **Creating Places** and **Designing Streets** and gives practical tips on incorporating green infrastructure in masterplans or can be useful guide for developments of any scale.



Inspirational Designs website forms part of the Scottish Government's agenda to promote good housing design and placemaking throughout Scotland. It is a 'live' resource that expands over time, as more projects receive awards. It is there to inspire and to show what is possible to achieve <http://www.gov.scot/Topics/Built-Environment/AandP/InspirationalDesigns>

Additional Website Information

All designers and developers should be familiar with the planning system and the guidance and advice that are contained within it

To aid better understanding and to keep developers and designers up-to-date with any changes, the Scottish Government has provided on-line access to all publications for a number of years.

The Scottish Government's website contains all current planning information and design tools and can be found at:

www.gov.scot/Topics/Built-Environment/planning

The website contains information on the three main parts of the planning system, with links to each section. The website also includes links to all guidance publications including Orders, Directions, Amendments, Planning Advice Notes, Circulars etc.

www.gov.scot/Topics/Built-Environment/planning/Roles/Scottish-Government/Guidance

eDevelopment.scot

eDevelopment.scot is the new single landing page where users can access the replacement ePlanning portal and the new eBuilding Standards portal. The site can be accessed using this link

<https://www.eplanning.scot/ePlanningClient/>

Shetland Local Development Plan

'The Plan' as it is referred to, 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, to determine all new planning applications submitted under the Planning (Scotland) Act.

The Shetland Local Development Plan can be found using this link:

www.shetland.gov.uk/planning/LocalDevelopmentPlan.asp



Try the Scottish Government's planning website where you will find all planning publications

<http://www.gov.scot/Topics/Built-Environment/planning/Roles/Scottish-Government/Guidance>

eDevelopment.scot

ePlanning.scot

eBuilding Standards.scot



Section 11 - Building Standards



11. Building Standards

Building standards seek to limit risk to an acceptable level by identifying hazards in and around buildings that can be addressed through the Building (Scotland) Regulations and Designers need to consider all aspects of design carefully to minimise risks inherent in any building.

The intent should be to create designs that reduce the risk to people which may occur from accidents involving falls, collisions, entrapment, and slips. Guidance is available within the Building Standards Technical handbooks which are freely available on-line to give recommendations for the design of buildings that will ensure access and usability, and reduce the risk of accident and unlawful entry.

Publications by organisations including the Royal Society for Prevention of Accidents (RoSPA) <http://www.rospace.com/> may offer further information relevant to the safety of occupants of, and visitors to, buildings for those aspects outside the scope of the Building Standards.

Accessibility - buildings should be designed to consider safety and the welfare and convenience of building users. An inclusive environment is one within which everyone, regardless of age, disability or circumstance, can make use of facilities safely, conveniently and without assistance to the best of their ability.

Buildings that consider future flexibility of use also contribute to the creation of a more sustainable housing stock, simplifying alterations. This can allow people to remain longer in their home, through changing circumstances, with the minimum of disruption and inconvenience. This also reduces demand on the NHS as patients, when ready for discharge from hospital, can return home to suitable accommodation.

The guidance relating to accessibility has been based around, and developed from, issues that are included in 'Housing for Varying Needs' and the Lifetime Homes concept developed by the Joseph Rowntree Foundation.

An Access statement - records how access issues have been considered and developed from project inception, through all stages of

development, through to the final use of a building. Where design proposals vary from guidance within this Handbook or, in the case of a conversion where a standard is to be met as far as is reasonably practicable, relevant information extracted from a project access statement may assist in determining compliance.

Security - a dwelling that is safe and secure provides a positive contribution to the quality of life of its occupants and contributes to the delivery of a more sustainable community. Introducing basic measures to improve security can make unlawful entry into dwellings physically more difficult and ensure the safety and welfare of occupants.

For further information on Building Standards please go to:

<http://www.gov.scot/Topics/Built-Environment/Building/Building-standards>

Or to the Technical Handbooks and publications go to:

<http://www.gov.scot/Topics/Built-Environment/Building/Building-standards/techbooks/techhandbooks>

Section 12 - References



12. References

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- Scottish Government (2014) *Scottish Planning Policy*. Edinburgh. (Online) Available from <http://www.gov.scot/Publications/2014/06/5823> (Downloaded in December 2014).
- The Scottish Government (2013) *Creating Places*. Edinburgh, (Online) Available from <http://www.gov.scot/Publications/2013/06/9811/downloads> (Downloaded in June 2015).
- The Scottish Government (2010) *Designing Streets*. Edinburgh: RR Donnelley
- The Scottish Government (2010) *Designing Places*. Edinburgh
- The Scottish Government (2008) *Good Places, Better Health*. Edinburgh: RR Donnelley
- The Scottish Government (2011) *Green Infrastructure – Design and Placemaking*. Edinburgh: APS Group Scotland
- The Scottish Government (2005) *Planning Advice Note 72: Housing in the Countryside*. Edinburgh
- The Scottish Government (2008) *Planning Advice Note 83: Masterplanning*. Edinburgh
- The Scottish Government (2003) *Planning Advice Note 68: Design Statements*. Edinburgh
- The Scottish Government (2003) *Planning Advice Note 67: Housing Quality*. Edinburgh
- The Scottish Government (2006) *Planning Advice Note 78: Inclusive Design*. Edinburgh
- The Scottish Government (2006) *Planning Advice Note 77: Designing Safer Places*. Edinburgh
- Society for Chief Officers of Transport in Scotland (2014) *National Roads Development Guide*. . (Online) Available from <http://www.creatingplacescotland.org/designing-streets/guidance/scots-guidance> (Downloaded in August 2015).

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- The Scottish Government (2013) *Designing Streets* (Online) Available from <http://www.creatingplacesscotland.org/designing-streets> (Accessed: Various Dates)
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- Architecture and Design Scotland (2015) *Decade: Housing - I don't live in a house, I live in a community – Reflections* (Online) Available from <http://www.ads.org.uk/decade-housing-i-dont-live-in-a-house-i-live-in-a-community-reflections/> (Accessed: 20 November 2015)
- Architecture and Design Scotland (2014) *Sir Harry Burns' BEFS Lecture on Wellness* (Online) Available from <http://www.ads.org.uk/befs-annual-lecture-2014-sir-happy-burns-chief-medical-officer/> (Accessed: 03 March 2014 and 20 November 2015)
- Architecture and Design Scotland (2013) *Good Places Better Health for Scotland's Children* (Online) Available from <http://www.ads.org.uk/good-places-better-health-for-children/> (Accessed: Various Dates)
- National Health Service (2015) *A Place Standard for Scotland* (Online) Available from <http://www.healthscotland.com/resources/cpps/local/placestandard.aspx> (Accessed: Various Date)
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- Shetland Islands Council (2012) *Natural Heritage Supplementary Guidance* (Online) Available from <http://www.shetland.gov.uk/planning/LocalDevelopmentPlan.asp> (Accessed: Various Dates)
- Shetland Islands Council (2008) *The Shetland House: Guidance for Housing Development in Shetland* (Online) Available from <http://www.shetland.gov.uk/developmentplans/documents/guidancetheshetlandhousedecember2008v0.1.pdf> (Accessed: Various Dates)

Table of responses to consultation on Placemaking Supplementary Guidance

Respondent and Date	Summary of the representations	Modification sought by those submitting the representations	Summary of responses (including reasons) by the Planning Authority	Conclusion/ Action
001 Richard Gibson Architects				
10/02/2016	<ul style="list-style-type: none">Placemaking document generally good, but I would say that the need for designed shelter, to either large or small developments, is vital to the successful implementation of most of the six key qualities identified in the documentDistinctive: Well designed shelter items will add variety, richness and textured layering of element to a development as viewed from afar or within.Safe & Pleasant: Well designed shelter will contribute to safe movement around a development away from gusting wind and rain; it will also make a place more pleasant as shelter allows more external areas to be used in poorer weather.Easy to move around: Well designed shelter will contribute to safe movement around a development away from gusting wind and rain.Welcoming: If each of the above aspects has been incorporated, it would tend to make a development/ place generally more welcoming.Resource Efficient: It is well known of the detrimental effects of wind chill to the performance of a building. Shetland's high frequency of gales combined with no trees or natural shelter features will amplify this problem to the maximum. Therefore, designed shelter around buildings, and around whole developments will help towards buffering the wind and lessening the chill effect, lowering heating demand.	Add more information within the six key qualities regarding the installation of designed shelter.	Text added to the Resource Efficient section regarding designed shelter and also within the Resource Efficient check-box. Shelter has also been mentioned within the foot text for Image 9 on page 16.	Changes made to SG as per comments.
002 Health & Safety Executive				
16/02/2016	<ul style="list-style-type: none">No comments due to the document not being concerned with the potential encroachment of future development on the consolation zones of major hazard establishments or major accident hazard pipelines.	None	Comments noted	No action required
003 Scottish Water				
24/02/2016	<ul style="list-style-type: none">Document well presented and very informativeScottish Water have no comments to add to the content	None	Comments noted	No action required
004 Nesting and Lunnasting Community Council				
28/02/2016	<ul style="list-style-type: none">No comment to make on the actual contentWould have preferred plain EnglishWould have preferred summary of the Policies as per pages 8, 10, 26 and 27	Plain English and policy summary for pages 4 and 6 as per pages 8, 10, 26 and 27.	<p>Document re-checked for unnecessary jargon words and technical terminology and where possible, changed and removed without compromising message or meaning within body of text, in-line with Scottish Government's architecture and place Policies and publications.</p> <p>Supplementary Guidance must refer to the applicable or hook policies within the Local Development Plan and in keeping with previous SG format the applicable LDP policies were copied without alteration into the document. This also included Policy explanatory text and other applicable national Policy and Advice. However Placemaking touches on most Local Development Plan policies, therefore to keep the bulk of the text within the document to a minimum, the main General Policies were lifted from the LDP and added without alteration with a brief explanatory paragraph, where other relevant Policies were listed and their relevance to the SG briefly explained.</p> <p>The lists of local and national Policies and Guidance were added to the start of the document for easy reference. To keep the bulk of policy text to a minimum, policies were not referred to again within the siting and design guidance text in the body of the document.</p>	Changes made where applicable
005 Historic Environment Scotland				
15/03/2016	<ul style="list-style-type: none">We have considered this Supplementary Guidance for our development planning interests and are content in this respect.We welcome that the guidance recognises the importance of understanding and respecting the relevant historic environment context when planning new development.	None	Comments noted	No action required

Table of responses to consultation on Placemaking Supplementary Guidance

Respondent and Date	Summary of the representations	Modification sought by those submitting the representations	Summary of responses (including reasons) by the Planning Authority	Conclusion/ Action
006	Alan McKay Architect			
16/03/2016	<ul style="list-style-type: none">• The document reads well. The guidance is clear and easy to read with attractive accompanying visuals.• Having the document split into clear sections works well which allows you to dip in and quickly find the particular guidance you're looking for.• As a designer, having the same clear check-list of points / issues that Planning will use to assess the suitability of a project is very helpful - it should facilitate better understanding, focussed discussions and hopefully more appealing and appropriate solutions for Shetland as an outcome.• Pre-application consultation on projects with both SIC Planning & Roads at the early inception/ feasibility stages I anticipate will be the most useful tool to put the guidance in the Placemaking document to work - this is the most critical stages to have dialogue before designs become crystallized and budgets firmed up.	<p>The document should highlight the importance of pre-application discussion and early engagement.</p>	<p>The importance of pre-application or early engagement was a clear message added within the text of the document. It is mentioned several times.</p> <p>Also, the Quality Audit process was introduced within the Placemaking SG document, where developers, designers etc can formally engage with roads engineers and planners at the earliest roads design stage. This is a process (using a standard format) that can take place at pre-agreed times from the earliest concept stage through to the end detailed roads design stage. This allows for minuted engagement where all parties can agree on a specific road design that should allow easier and smoother submission for planning and roads construction consent</p>	<p>No action required</p>
007	Scottish Natural Heritage			
16/03/2016	<ul style="list-style-type: none">• Overall this is a comprehensive and thorough document and is very welcome• It is well illustrated with appropriate photographs and diagrams, which makes the guidance more understandable and also breaks up the text, making it less intimidating for the reader.• Some sections are rather text heavy and would benefit from similar treatment• Some sections would also benefit from editing for plain English before the document is finalised.• SNH have a few specific comments (listed below), together with suggested amendment to some of the wording, which we believe would make the guidance clearer.• It would be better to begin “The Shetland Islands’ landscape has been shaped...” Use of the word “home” suggests something living. The physical landscape is a small part of the reason for Shetland becoming a Global Geopark, but this does not confer any status on the landscape per se.• We suggest that the guidance is aimed at “all types of development and covers all aspects of design, including the space in between buildings”, since spaces between buildings are not generally understood as development.• The second paragraph under Key Issues and first paragraph under The Six Key Qualities are largely unnecessary historical details. They could easily be cut, or replaced with a link to the relevant documents in the references section, without affecting the usefulness of the guidance.• It is not clear what is meant by “Designers should ensure that their design process moves from addressing one key quality to the next”, particularly since, according to the previous sentence, the key qualities overlap and interact, which would suggest that they can’t be considered individually or sequentially.• Location & Site, bullet point 6 – It is not only in prominent areas that development can be detrimental to the landscape. We suggest using “sensitive” rather than “prominent”.• The acronym is SuDS (Sustainable Drainage Systems) rather than SUDs. The caption to Image 28 should read “Sustainable Drainage Systems can...”• It would be better to say “...and protection of the natural environment been incorporated.” The present wording would not require appropriate measures to be used – only considered.• Within Site - “Has appropriate protection of the natural environment been incorporated?”	<p>Some additional environmental wording required and also some minor grammatical and text layout changes which will make the document read better and will be clearer in specific sections.</p>	<p>All of the comments from SNH have been incorporated into the document at various sections. Changes (grammatical) have been made to make the document to make it read more clearly in sections, with better environmental phrasing and wording.</p>	<p>Changes made to SG as per comments.</p>

Table of responses to consultation on Placemaking Supplementary Guidance

Respondent and Date	Summary of the representations	Modification sought by those submitting the representations	Summary of responses (including reasons) by the Planning Authority	Conclusion/ Action
008 Richard Gibson Architects				
21/03/2016	<p>• A generally well thought out document with excellent aspirations. However, proof of the pudding will be in the eating - in this case the implementation. Comments are intended to be constructive rather than critical.</p> <p>• The requirement for building above the 5m contour is a national requirement does not allow for different tide ranges that occur across Scotland. Shetland enjoys a small tide range which means it is possible to negotiate a lesser height - particularly for sheltered sites. Although contrary to the long term aims of sustainability this should be included in the policy document - particularly when relating to development on Lerwick or Scalloway waterfronts in the short term</p> <p>• Rising sea levels will cause significant problems for much of Shetland in the long term for both buildings & infrastructure. It would be helpful if the planning authority could establish strategies for how these problems are approached so that developers have a framework within which to work.</p> <p>• In terms of shelter, heat loss is primarily caused by wind (air leakage and surface cooling) This is one reason for the close-knit built environments found in Shetland where shelter becomes more effective than insulation - an effect made more pronounced in rural areas by the lack of trees. Conditions attached to planning consents could include conditions requiring tree planting prior to occupation and / or the approval of individual houses in an approved estate.</p> <p>• Another regulation mitigating against shelter is the window to window overlooking rule. I suggest in areas such as Lerwick & Scalloway Lanes it could be relaxed for kitchen to kitchen Windows.</p> <p>• National planning guidelines often mitigate against built in shelter through road design regulation - probably the most difficult and contentious aspect in residential design. Designing Streets provides the best framework for incorporating shelter within built-up areas but currently SIC appear to favour the Strathclyde road design standards developed for a more urban context. To achieve the aspirations set out in Placemaking Supplementary Guidance this conflict needs to change and Designing Street adopted as the preferred guide. The introduction of the The National Roads Development Guide sounds good although I suspect Designing Streets will be better on the less technical aspects.</p> <p>• However, central to both is the illustration of Transport Hierarchy – see the diagram Source National Roads Development Guide 2014 page 39 of the PLACEMAKING Supplementary Guidance that puts people at the top and private cars at the bottom. This is contrary to most previous place-making plans in Shetland where the car rules - e.g. Lerwick Town Centre where SIC have failed to address people vehicle conflict (including diesel fumes, parking and the Church Road/ Commercial Street crossing). Given the emphasis on people over vehicles in the road design section, the options for vehicle free development should be included.</p> <p>• Historically, crofting development has a distinctive pattern of the walled yard of irregular shape, attached to the croft house - but not surrounding it. Modern rural development, with a house set within a rectangular plot, is more reminiscent of laird, minister, doctor or school houses than traditional Shetland rural development. This is partly caused by the convenience of setting out a simple rectangular plot enclosed by the defensive perimeter dry stone-built dyke or slatted fence on the boundary. This pattern of development is distinctly suburban rather than rural, and should be illustrated in the landscape examples.</p>	<p>Better mention of the issues faced by flood risk and developments under the 5 metre contour height and how allowances/ mitigation should be built in to the planning process – especially for developments within Lerwick or Scalloway harbour fronts.</p> <p>Better mention of designed and natural shelter to aid prevention of boundary cooling due to the high winds we experience in Shetland.</p> <p>Document should address the window-to-window policy and how this should be relaxed in certain circumstances to aid better shelter by tighter/closer sited buildings (in an urban Lerwick/Scalloway lanes setting). Good street design can aid designed shelter and Designing Streets seems to be the best guide to achieve this. The SIC seems to favour the Strathclyde design standard for more urban settings. To achieve the aspirations set out in Placemaking Supplementary Guidance this conflict needs to change and Designing Street adopted as the preferred guide</p> <p>Urban vehicle free developments should be an option addressed within the road design section</p> <p>Within the landscape examples, historical boundary treatment and plot shapes should be addressed and illustrated better.</p>	<p>Flood risk has been addressed within the Resource Efficient section, however additional text has been added to state that development below the 5 metre contour height, which would be subject to a Flood Risk Assessment (FRA), are in some parts of Shetland, unavoidable. The document does not state that development under the 5 metre contour height would not be allowed, only that designers/ developers should submit a FRA that highlights any flood risk mitigation. New development has been allowed in the Lerwick and Scalloway harbour front areas and other locations below the 5 metre contour height. With appropriate FRA, the designer/ developer should design out flood risk using appropriate materials and internal layout etc.</p> <p>Further information on flood risk is available within the Council's Advice Note and Supplementary Guidance Water and Drainage. The Council is also currently working on a Flood Risk Management Plan.</p> <p>The document has been amended to include better mention of the use of natural shelter and designed shelter.</p> <p>In terms of window-to-window distances, this is a level of detail the Placemaking SG was keen to avoid in order to keep the document to a readable size.</p> <p>The Council has now adopted the National Roads Development Guide with a Local Variation. Whilst this document still uses the Strathclyde design formula for roads design, it is in-line with Designing Streets and the Placemaking design principles set out within that policy document.</p> <p>The graphic on housing development within a rural landscape, has been amended and now mentions that the use of rectangular urban shaped house plots may not be visually appropriate in a rural context – this allows for a more irregular shaped plots.</p>	<p>Chnages made to SG as per comments</p>

Table of responses to consultation on Placemaking Supplementary Guidance

Respondent and Date	Summary of the representations	Modification sought by those submitting the representations	Summary of responses (including reasons) by the Planning Authority	Conclusion/ Action
009 Scottish Environment Protection Agency				
21/03/2016	<ul style="list-style-type: none"> We particularly support the principles, especially the flood risk avoidance principles, outlined in the following sections of the guidance: The design process; Green and blue infrastructure and Roads development. We support the emphasis on the use of Sustainable Drainage Systems (SUDS) within section 4 of the Guidance. We highlight that Sustainable Drainage Systems is usually shortened to “SuDS” or “SUDS” rather than “SUDs”. You may wish to refer to it in full the first time and then by the same acronym thereafter so as not to confuse developers. The revised CIRIA SuDS Manual (C753) was released in November 2015 and it would be useful to reference in this section. We therefore ask that the end of the first paragraph is amended to “can be found in the Water and Drainage Supplementary Guidance and The SUDS Manual (CIRIA C753) which is available from the CIRIA website”. We also welcome the comment on page 23 regarding adaptation to climate change. In relation to flood risk it needs to be clear that development should not be located in area at risk of flooding, as is emphasised elsewhere in the document. We therefore ask that the second paragraph is amended to “should include a Flood Risk Assessment which demonstrates how the development avoids flood risk” It will be useful to mention opportunities to fully explore district heating in the “Resource Efficient” section of the plan. We suggest including paragraph on page 24. Paragraph 159 and 160 of Scottish Planning Policy (SPP) states the need to identify heat sources for new developments. This should therefore be included in the plan and also in the ‘New development’ section of the plan. In relation to the definition of blue infrastructure, which we appreciate you have adapted from the Scottish Governments Green Infrastructure: Design and Placemaking, then we highlight that swales are SUDS. In addition on Shetland it may be more helpful to also refer to lochs and the sea. We therefore recommend that the first paragraph on page 35 be amended to “Blue Infrastructure can be SUDS and other drainage or natural water features such as watercourses, lochs and the sea.” 	<p>Amend Sustainable Drainage System acronym to either SuDS or SUDS.</p> <p>Add reference to the new SuDS Manual (CIRIA C753)</p> <p>Amend text on page 23 to highlight the importance that development under the 5 metre contour should demonstrate how the development avoids flood risk</p> <p>Add mention of district heating systems as an option within the ‘Resource Efficient’ key quality and also the ‘New Development’ section.</p> <p>Amend text within the Green & Blue Infrastructure section to mention that swales are SuDS and also refer to lochs and sea as other drainage and natural water features.</p>	<p>Sustainable Drainage Systems has been altered to include the correct acronym after its first mention in the document and as SuDS thereafter.</p> <p>The new SuDS Manual CIRIA C753 has been added.</p> <p>The district heating system has been added as an alternative heating system within the ‘Resource Efficient’ section</p> <p>Amend the ‘Green and Blue Infrastructure’ section and change swales to SuDS and mention that lochs and the sea are other forms of drainage and natural water features.</p>	Changes made to SG as per comments.
010 Scottish Government				
21/03/2016	<ul style="list-style-type: none"> We note that the document engages with policy and advice published by the Scottish Government and we support the use of the diagrams and emphasis on the six qualities of successful places. Please note and reflect in the Supplementary Guidance that SPP 2014 has superseded Designing Places (2001). It should be clearly evident from reading the plan the title of the separate document which will have the status of the development plan and to which plan readers should look for 	<p>Add text that states that Scottish Planning Policy (SPP) 2014 has superseded Designing Places 2001</p> <p>Add text that clearly links Local Development Plan policy to the Supplementary Guidance</p>	<p>The document has been amended to include reference to the SPP 2014 superseding Designing Places 2001.</p> <p>Text has been added to the beginning of the document that links more clearly, the specific LDP policy to the SG.</p>	Changes made to SG as per comments.
011 Shetland Amenity Trust - Regional Archaeologist				
21/03/2016	<ul style="list-style-type: none"> I welcome the inclusion of Policy GP2 which mentions archaeology and historical sites, however references to policies HE1-4 are omitted. There are several other places where reference is made to natural features or landscapes, where it would be appropriate to also mention the historic/archaeological environment. There should be clarification about what constitutes the Built Environment either by combining it with Natural Resource or by creating a new box specifically for it. Developments should take into account the amenity value of historic sites and landscape, maximising the benefit to the development whenever there is the potential to do this, recognising that the historic landscape contributes significantly and positively towards placemaking 	<p>Add in policy HE 1-4</p> <p>Make more reference to the historic/ archaeological environment</p> <p>Clarify what constitutes the built environment</p> <p>Add more text to take into account the amenity value of historic sites and landscape and that it maximises benefit to any development where there is the potential to do this and therefore contribute positively towards placemaking.</p>	<p>Policies HE 3-4 were in the document and there was a paragraph mentioning the historic environment, however, Policy HE1 has also been added.</p> <p>In the relevant places, more mention of the historic and archaeological environment has been made, with archaeology added to the ‘Distinctive’ key quality and also within ‘location and site’ in the New Development section.</p>	Changes made to SG as per comments.

Table of responses to consultation on Placemaking Supplementary Guidance

Respondent and Date	Summary of the representations	Modification sought by those submitting the representations	Summary of responses (including reasons) by the Planning Authority	Conclusion/ Action
013 Northmaven Community Council				
21/03/2016	<ul style="list-style-type: none"> supplementary guidance should be viewed in the broader sense when considering the relationship to existing settlements, climate change and the guidance as a whole Guidance is very much geared up to urban communities, rather than the sparsely populated, diverse, sprawling communities in Shetland. A national 'one size fits all' policy and guidance is not appropriate for an island community. Distance and availability of a robust public transport system for all areas of Shetland make it impossible for most communities in Shetland to walk, cycle or use the bus for all economic and social activity, in a meaningful way. Industries such as aquaculture, crofting and other economic opportunities take place in remote, rural locations. With these opportunities comes a need for residential, employment, cultural, educational and community developments. These are often outside areas of best fit. Current 'areas of best fit' are already strapped for space and the availability of land. In rural areas, planning permission is often sought for homes where families have access to their croft land and this does not fit with the placemaking desire to place homes together in settlement patterns. The draft guidance promotes the use of renewable technology but recently a number of planning applications for small scale wind turbines have faced difficulty in receiving planning permission. 	<p>More emphasis towards sparsely populated rural communities</p> <p>Better transport systems that would help economic activity, as currently there isn't a robust public transport system for all areas of Shetland making it impossible for most communities in Shetland to walk, cycle or use the bus for all economic and social activities in a meaningful way.</p> <p>Economic, cultural, educational and community developments are often needed outside areas of best fit.</p> <p>Placemaking should address housing on croft land out with the settlement pattern of an area.</p>	<p>The guidance has been written with both rural and urban communities in mind, with emphasis on attaining the Six Key Qualities regardless of where you live. Rural examples are also stated within the graphics. The document promotes good public transport systems, walking and cycling – however the document does state 'where possible' as does it state that car use is a necessary way of life for some in rural areas.</p> <p>The SG promotes development within all existing urban and rural settlements.</p> <p>The SG does promote sustainable development within existing settlements, that will help maintain the vitality and health of that settlement. The SG also promotes development that follows existing settlement patterns. This could also be new residential development that complement and follow sparsely populated development patterns and/or areas that have existing crofting developments or infrastructure.</p>	Comments noted.
014 Shetland Islands Council Capital Programme				
22/03/2016	<ul style="list-style-type: none"> No comments other than to remind you of informal comments passed on by Jon Molloy to Jonny Wiseman. 	No modification	No response required	Comments noted.
015 Scalloway Community Council				
22/03/2016	<ul style="list-style-type: none"> We, the members of Scalloway Community Council, feel that the principle of Place-making is a worthy strand to the planning process, but must be inclusive of rural considerations Communities should be engaged in the early stages of a development in which place-making will be a factor. There should be flexibility within place-making guidelines to retain the styling unique to settlements if appropriate. Architectural vernacular of an area should be referenced, where appropriate, rather than adherence to standard formulae. Distinctive settlement can be considered for development, where it is seen to be a benefit to the locality. An ideal example of place-making came with the Hjaltland Housing Association plans for Upper Scalloway. The combination of flexible use properties (residential or commerce) and the inclusion of community facilities and use of settlement vernacular of older parts of Scalloway was welcomed by the Scalloway Community Council. This design was also advocated by Architecture and Design Scotland, long prior to the place-making guidance becoming established, showing that innovative and practise by developers should be acknowledged where it is not specifically in keeping with place-making supplementary guidance in the Local Development Plan. 	<p>Early community engagement should be highlighted</p> <p>The SG should allow flexibility in terms of retaining a style unique to a settlement.</p> <p>SG should allow for vernacular to be referenced in the design rather than strictly adhered to. Distinctive settlement should be considered, where it is seen to be a benefit to the locality. Innovative practices by developers should be acknowledged where it is not specifically in-keeping with placemaking SG</p>	<p>Early community engagement was mentioned within the document on page 34 and is stated as being encouraged and supported for certain types and scales of development, the SG has been amended to mention community engagement again within the blue box on page 34. Community engagement also forms a statutory function during a Planning Application Consultation within the Major development category – this was also mentioned</p> <p>New development should always respect its surroundings, whether this is architecturally, physically or by copying or utilising a local style or distinctiveness within a design. However, there is always allowance for unique or innovative design and this has been added to the SG.</p>	Comments noted and SG amended as per comments.

Table of responses to consultation on Placemaking Supplementary Guidance

Respondent and Date	Summary of the representations	Modification sought by those submitting the representations	Summary of responses (including reasons) by the Planning Authority	Conclusion/ Action
016-018 Individual responses; Allen J Sinclair, Rosalind Burgess & Joanna Sinclair				
22/03/2016	<ul style="list-style-type: none">• There should be an additional point added to the Natural Resource table, to give recognition for the need of an assessment to be made on land proposed for housing development, in terms of the land area’s merit, and contribution to the local farming and crafting community within the area.• In the initial consultation on the proposed Shetland Local Development Plan there were numerous concerns raised from respondents concerning the loss of good agricultural land to make way for housing developments• A Shetland based criteria needs to be developed to quantify the quality of the land for agricultural/crafting function, that would be classed as ‘prime agricultural land’ that is specific to Shetland.• Using the Scottish base of the Macaulay Land Research Institute of classes 1 to 3.1 to determine prime agriculture land is not representative of Shetland’s agricultural and crafting capacities.• It should be noted that a shift away from crop production by Shetland’s farmers and crofters is not solely a reflection on land quality, but also factors such as the restrictive growing season, changing climate, market trends, destruction of crops by pests such as geese, financial viability of units e.g. reduced staffing so enterprises on farms and crofts have been consolidated to utilise the man-hours available• Watercourse and waterbodies are specifically identified as areas required protection as are designated sites e.g. SSI. Agree this needs careful consideration when allowing developments near to such landscape features.	<p>There should be an additional point added to the Natural Resource table, to give recognition for the need of an assessment to be made on land proposed for housing development, in terms of the land area’s merit, and contribution to the local farming and crafting community within the area</p> <p>Better mention of good agricultural land and how it should be protected from over development</p> <p>A Shetland based good agricultural land assessment should be formed and less emphasis on the Macaulay Land Research Institute.</p>	<p>Protection of good agricultural land is not addressed nor specifically mentioned within the placemaking SG as is many other safeguarding zones and sites. The SG does highlight the importance of protecting our natural resource including the natural environment. Any new development would be assessed against its impact on the natural environment and existing land uses.</p>	Comments noted
019 Delting Community Council				
	<ul style="list-style-type: none">• Members looked over the document and think it is good for people who want to develop a house, to be able to look at these guidelines and then submit a reasonable planning application. Members feel this is a good idea and welcomed by the Delting Community Council.	None	None	Comments noted

**Development Committee****13 June 2016****Knab Campus Development Brief****Report no: DV-35-16-F****Report Presented by Executive Manager -
Planning****Planning Service
Development Services Department****1.0 Summary**

- 1.1 This report presents the draft Knab Campus Development Brief.
- 1.2 This report seeks approval to commence a six week period of public and stakeholder consultation on the draft Knab Campus Development Brief (the Brief).

2.0 Decision Required

- 2.1 That the Development Committee RESOLVE to agree that the Brief be subject to a six week period of public and stakeholder consultation.

3.0 Detail

- 3.1 Development briefs are strategic documents produced for a place or a site. It forms the basis of a dialogue between developers and the local authority. The Brief provides key guiding principles for development and gives a clear indication of the known constraints and aspirations for the site.
- 3.2 The Knab Campus site is included as a Site with Development Potential within the Shetland Local Development Plan (LDP), adopted September 2014. The Planning Authority has a responsibility to facilitate delivery of sites included in the LDP. Key strategic sites such as the Knab Campus merit the additional focus of a Development Brief.

- 3.3 The Brief will become non-statutory Supplementary Guidance to the Local Development Plan and therefore a material consideration in any Planning application submitted for the site.
- 3.4 Preparatory work started on the Development Brief in 2014 with the Knab Visioning Exercise, a series of 3 workshops facilitated by Architecture & Design Scotland. Each workshop had a particular theme, starting with workshop 1 Community Discussion which informed workshop 2 – Elected Members Discussion. Both workshops 1 and 2 informed the final day long workshop with key stakeholders and service providers. The resulting report from Architecture & Design Scotland informed the brief.
- 3.5 Following on from the Visioning exercise there have been ongoing discussions between the Planning Service, the Council, in its capacity as landowner, and the following Council services, stakeholders and utilities -
- Roads Service
 - Economic Development Service
 - Housing Service
 - Community Development & Planning Service
 - Capital Programmes Service
 - Education Service
 - Transport Planning Service
 - HIE
 - SEPA
 - Shetland Archaeologist
 - Historic Environment Scotland
 - Scottish Water
 - SNH
- 3.6 A Seminar on the Knab Campus was held on 18 May 2016. Members and lead officers discussed potential options for the site. These discussions and options have been taken into account and have informed the Brief.

The Brief informs any masterplan which is subsequently undertaken for a development site. A master plan describes in more detail how the proposal will meet the vision and how development will work on the ground.

In this instance, due to the scale and complexity of this brownfield site, the production of a masterplan would be the recommended next step.

Members should note that, from the perspective of the Council as landowner, a report is coming before the Policy and Resources Committee in the same cycle. This report will cover the issues relevant to the Council as landowner and potential developer. It is intended that it will include information on the resources and timescale required for a masterplan to be developed.

4.0 Implications

Strategic

- 4.1 Delivery on Corporate Priorities - Progress on the re-development of the Knab Campus is included in the Development Service Plan.
- 4.2 Community/Stakeholder Issues – Community and Stakeholder engagement was initially sought during the Visioning exercise. Community and Stakeholder views will be gathered during and after the 6 week consultation period and will be addressed and fed into the Brief as appropriate.
- 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 Knab Campus is included on the Council's Risk Register.
- 4.5 Equalities, Health and Human Rights - This Brief supports various objectives set out within the Community Plan, which includes the provision of safe and healthy communities.
- 4.6 Environmental - The LDP was subject to the SEA process, this site as part of the LDP was therefore included in that assessment. This Brief will go through the normal SEA procedures for a document of this type.

Resources

- 4.7 Financial – Any financial resources that may be required on the proposed brief will be covered within existing budgets.
- 4.8 Legal – None.
- 4.9 Human Resources – The work on this brief has already and will continue to require a significant input from the staff of the Planning Service.
- 4.10 Assets and Property – The development of this site will have a significant impact on the Council's property and assets, the full extent of which is unknown at this time.

5.0 Conclusions

- 5.1 The report outlines the work being undertaken to produce the draft Knab Campus Development Brief, at Appendix 1, and requests authority to undertake a 6 week period of public and stakeholder consultation.

For further information please contact:
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Phone: 01595 745858
E-mail: suzanne.shearer@shetland.gov.uk
Date Cleared: 2 June 2016

List of Appendices

Appendix 1: Draft Knab Campus Development Brief

Background documents:

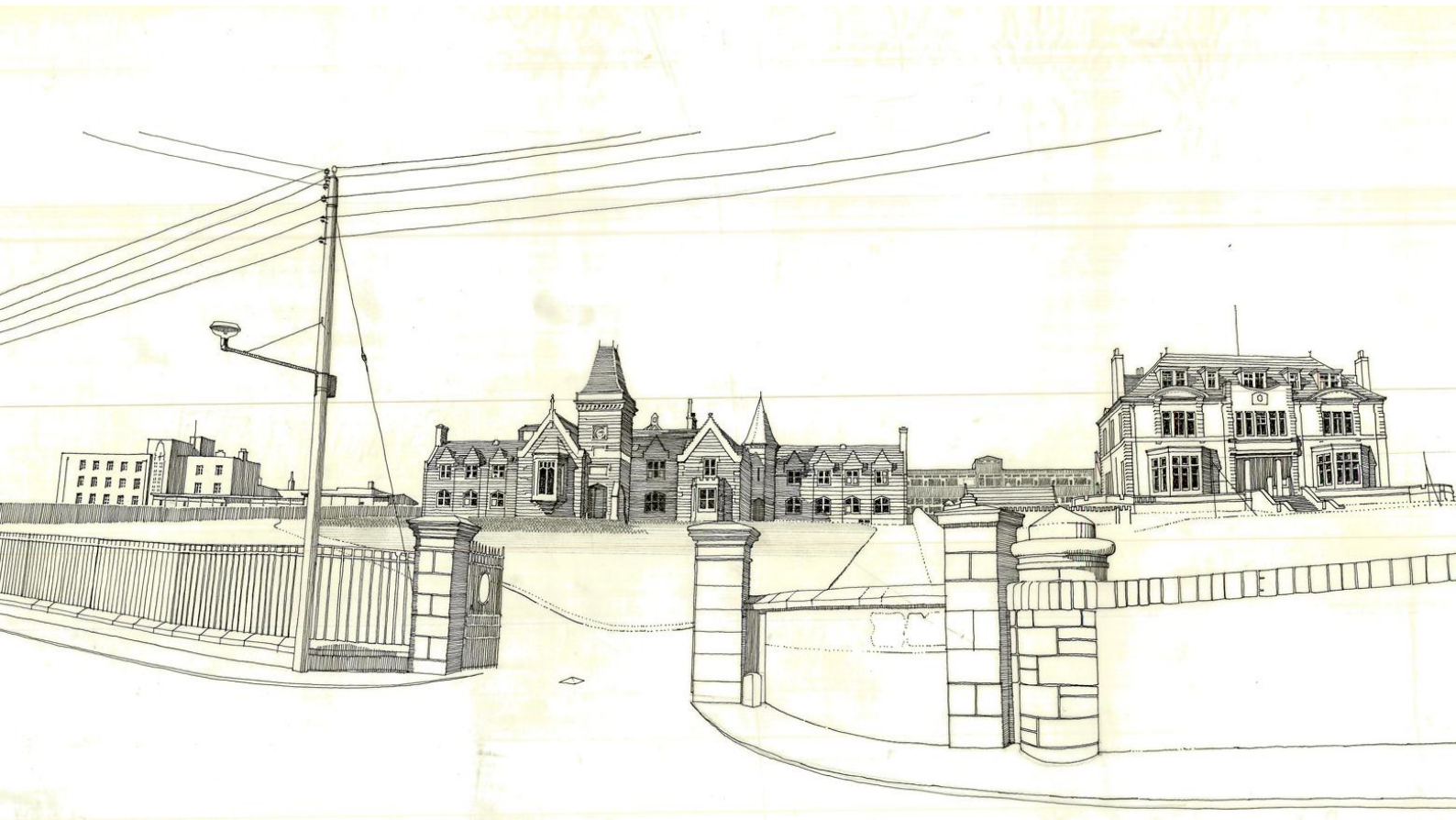
None.

END

DV-35-16: Appendix 1

DRAFT Development Brief

Anderson High School Campus, Knab, Lerwick



1 Introduction



Purpose of the Brief

The site currently used as a High School and student accommodation Campus. A new school Campus is due to be completed in late 2017 and this site will become vacant by the end of 2017. The site is a large and prominent site within Lerwick Town centre, the Council as major landowners on the site are keen to see re-development of the area.

The area covered by this Development Brief has been identified as a Site with Development Potential within the Shetland Local Development Plan, adopted September 2014. The Shetland Local Development Plan sets out the Council's vision and spatial strategy that recognises existing development and promotes sustainable economic growth. The strategy is supported by a framework for delivery, The Action Programme. Facilitating and enabling the progress of sites with development potential listed in the Action Programme from aspiration to completion is a responsibility of the Planning Service.

Architecture and Design Scotland were engaged to facilitate a visioning exercise for the development brief site in June 2014, this resulted in a final report which represents the combined thinking of the 3 workshops and sets the scene for further action to be taken by the Council in preparing the site for re-development.

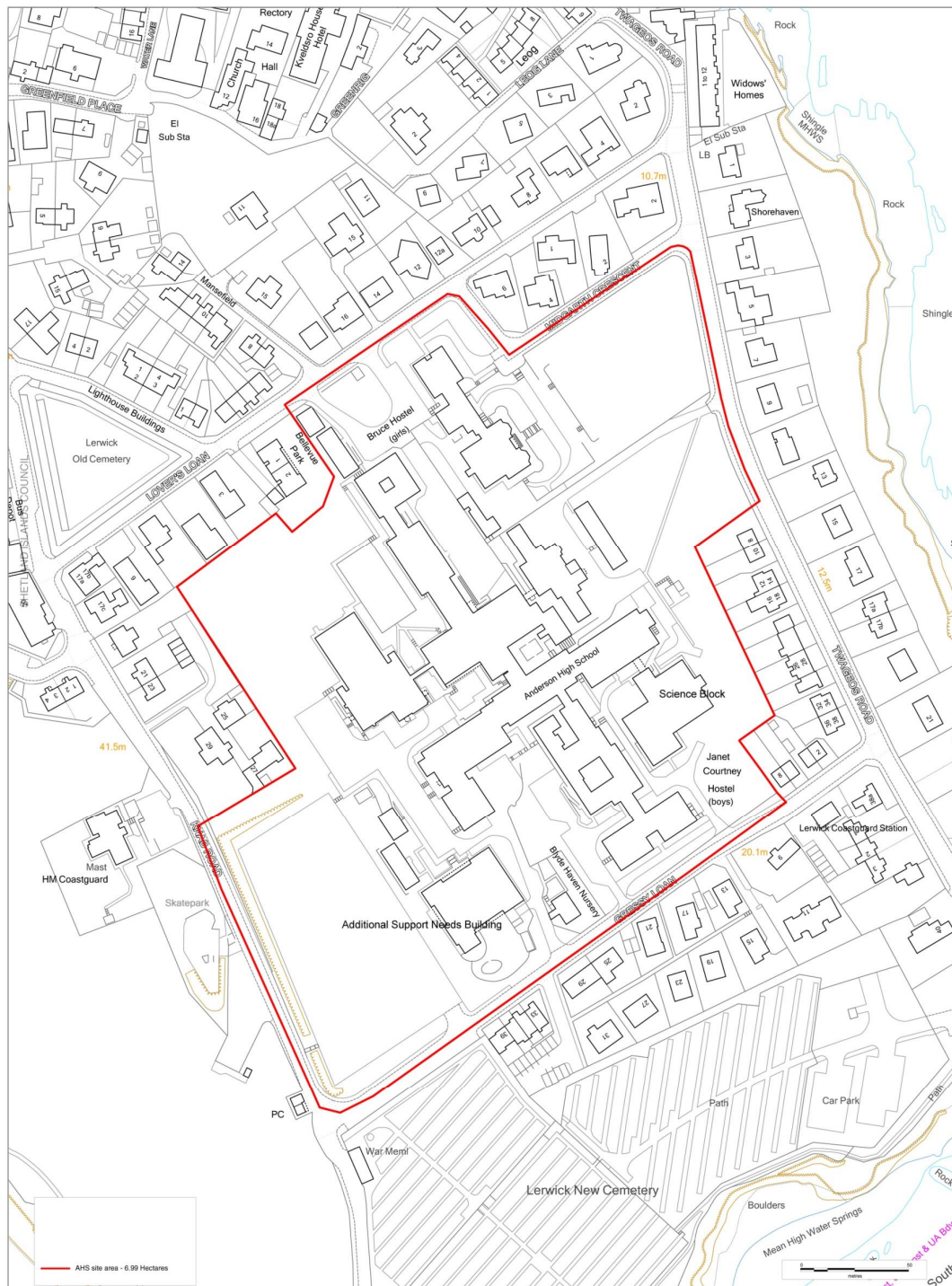
It was evident that the most desirable outcome for the site would be for the creation of well designed, integrated, residentially compatible mixed use development on the site.

The Development Brief builds on the outcomes from the Visioning Exercise. The Development Brief will give a clear indication to any future developer of the known constraints and provides key guiding principles that will need to be delivered to ensure the aspirations from the visioning exercise are delivered upon.

Status

The Development Brief is Supplementary Guidance (non statutory) and has been subject to full public consultation.

This guidance will not be applied retrospectively to applications within the boundary of the Development Brief site which have already received planning consent.



Anderson High School, Lerwick, with Science Block, Listed Buildings and Additional Support Needs Building highlighted

SJETLAND ISLANDS COUNCIL

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April 2016

AHS site area: 6.52 hectares

2 Site Analysis

Location and setting

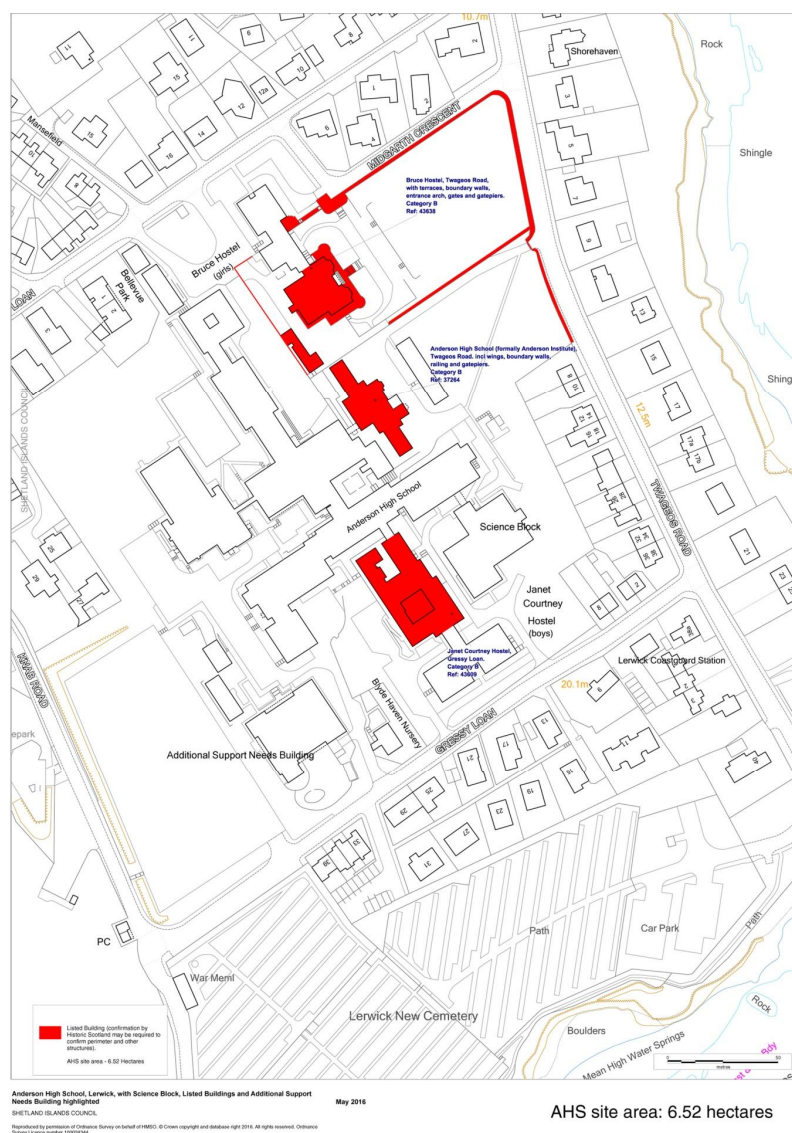
The site is located in the east part of Lerwick; it lies just outwith the Lerwick Lanes Conservation area but includes a number of listed buildings.

Listed buildings within the site are as follows

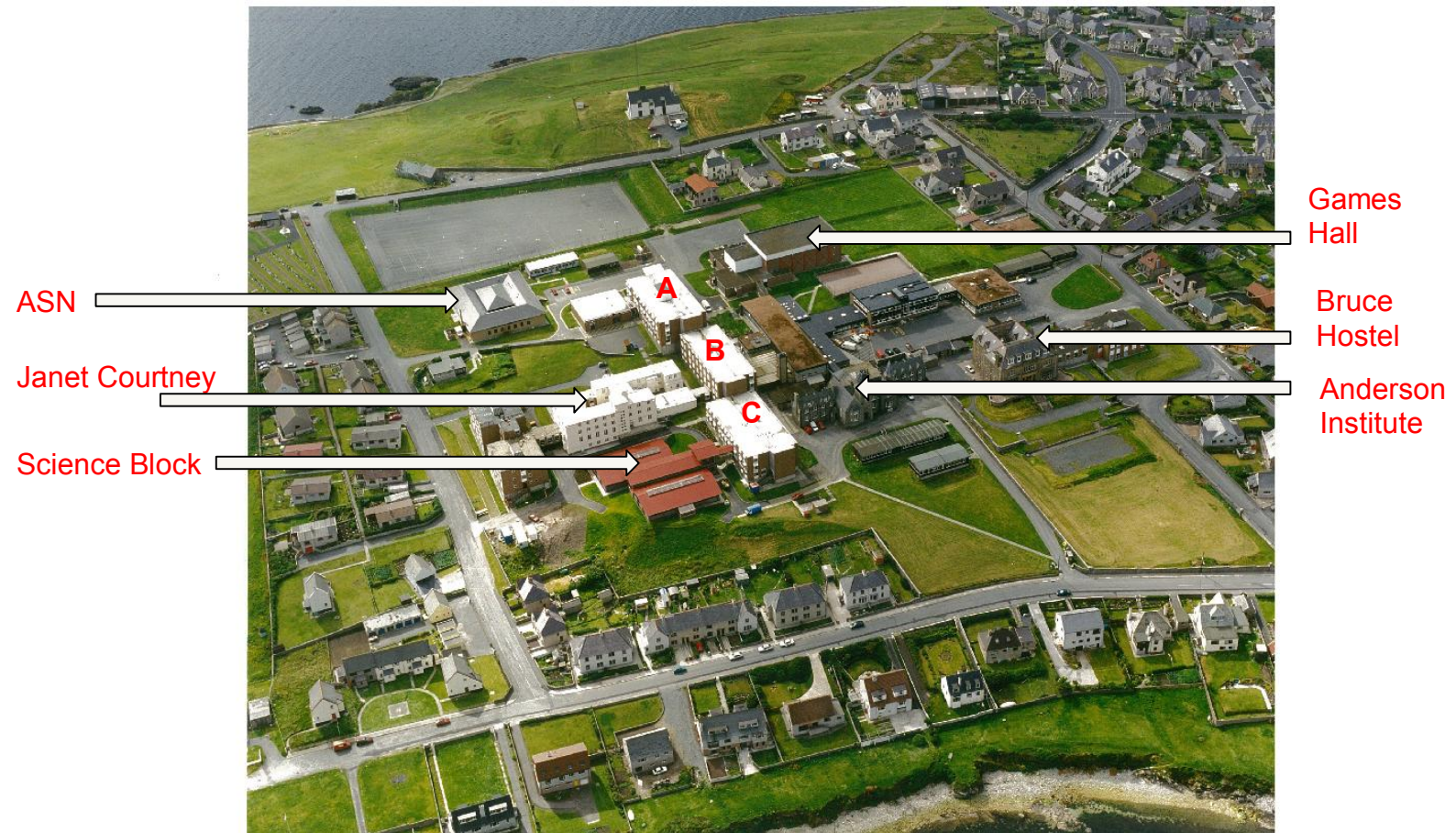
- **Janet Courtney Hostel** and Terrace. Built 1939. Category B
- **Anderson High School (formerly Anderson Educational Institute)** including wings, boundary walls, railing and gate piers. Built 1860-1, alterations 1924. Category B.
- **Bruce Hostel** with terraces, Boundary Walls, Entrance Arch, Gates and Gate piers.

The boundaries of the area the Development Brief covers and the location within the site of the 3 listed buildings are highlighted in Map 2.

Map 2



Building Conditions



Once the existing school has vacated the site there will be a number of buildings remaining, the condition of these buildings varies. A summary of these buildings and their requirement for retention, availability for re-development and opportunity for demolition are detailed below:

- Condition of the existing buildings varies significantly, with the science block and ASN building being in the best condition, having been well maintained at all times, and the original (listed) Bruce Hostel being in the worst condition. It is estimated that it would take approximately £1m to bring this building up to a condition where the masonry is sound and the roof and glazing are free of defects. This would not allow for internal works.
- The other listed buildings are in sound condition although would benefit from enhanced levels of routine maintenance. All the listed buildings must remain, although strictly speaking only the facade of the Janet Courtney Hostel is listed – not the internal layout.
- There may be some potential to reconfigure/refurbish the frames of the CLASP buildings (AB & C Block on the above plan) however any such intervention would need to be on an appropriate scale.
- Other than the buildings listed above, it seems likely that the will be demolished early in the course of re-development. The nature of the spaces, the area occupied versus accommodation density and the condition of much of these buildings would suggest that re-modelling would prove challenging.

Facilities

Understanding the facilities currently available within and in the immediate vicinity of the site helps new development to complement and integrate with existing areas of the town.

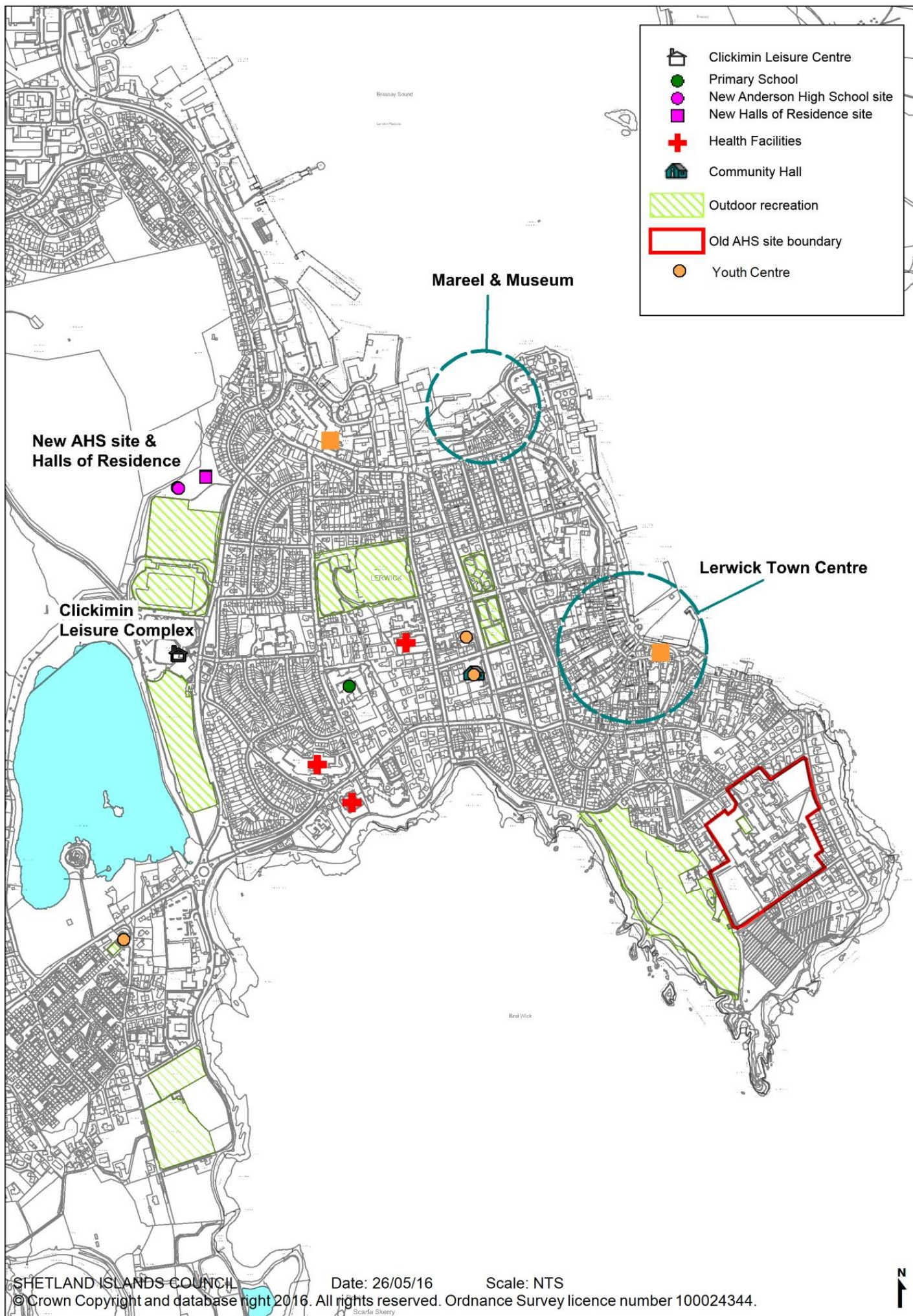
Utilities:

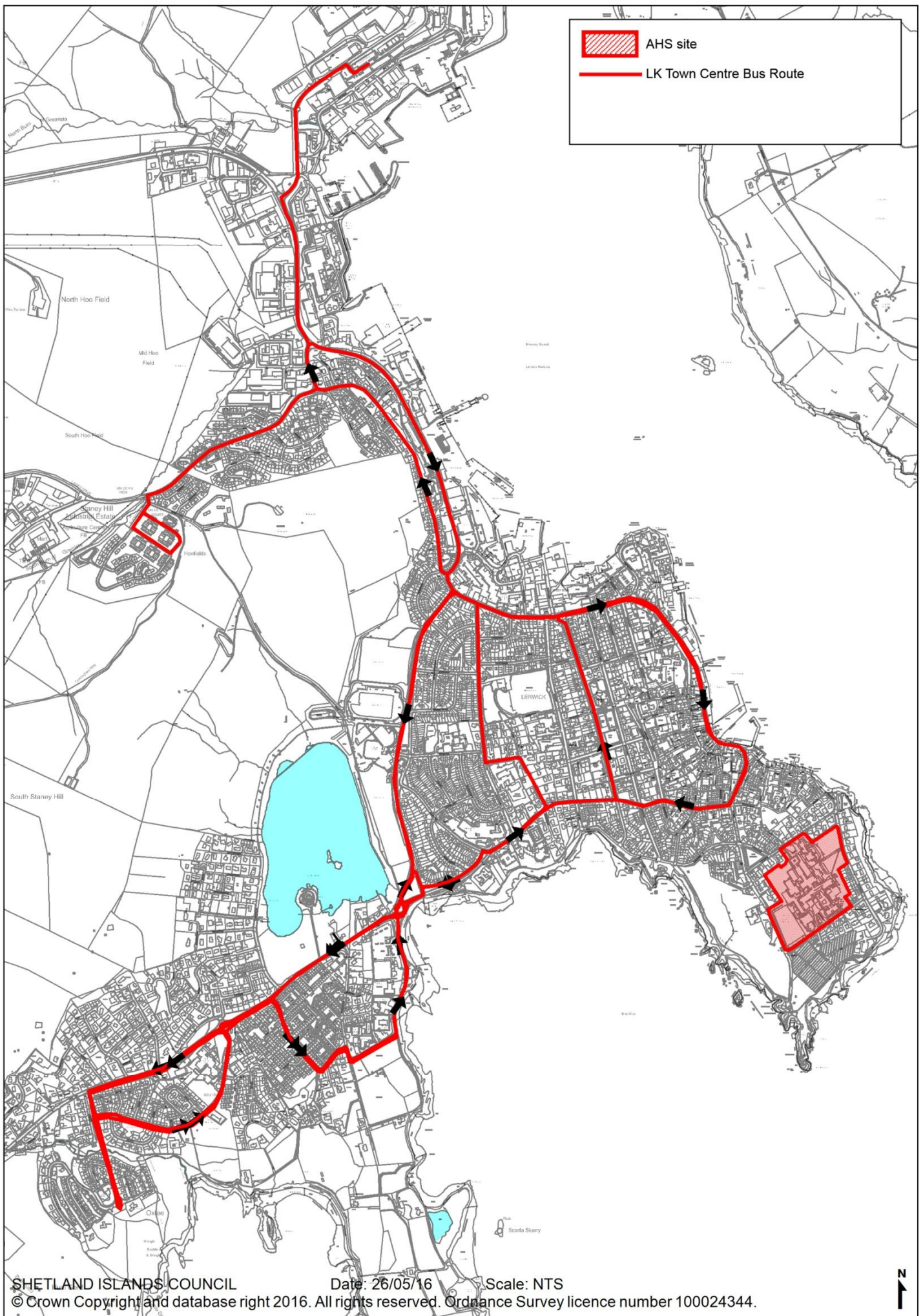
- **Scottish Water** – No capacity issues raised, but formal guidance can only be provided once detailed proposals for development are available. Surface water disposal would require a SuDS scheme or alternative technical solution. The developer would be liable for all infrastructure costs.
- **Scottish and Southern Electricity** – No capacity issues raised.
- **Shetland Heat, Energy and Power** – Capacity can only be formally addressed once detailed scheme proposals are developed. System is close to capacity at present though and there may be insufficient pressure available to reach all parts of the site.
- **Shetland Telecom/BT Fibre Optic Services** - Shetland Islands Council has fibre optic cables on the site (which needs to be preserved during any building/demolition).

Shetland Telecom could therefore provide fibre optic services on the site after it ceases to be a school.

BT also has services in that part of Lerwick. These include FTTC (Fibre to the Cabinet, copper last mile) and Ethernet (business standard connections).

- **Community Facilities** – The Site is located close to Lerwick’s main town centre, adjacent to the Town Graveyard and the Knab 9 hole golf course and recreational park area. There are several walking routes and at least 1 public right of way in the nearby vicinity. The site is in close proximity to a number of the Town’s community facilities such as the Town Hall, Public Library, Islesburgh Community Centre, Mareel Cinema and Music Venue and Shetland Museum. Bells Brae Primary School, The Clickimin Leisure Centre and the new Anderson High School Campus are all accessible either by means of walking, public transport or car. This site is well served by Community facilities and is well connected to Lerwick. Details of the location of key community facilities can be seen on Map 3 below.
- **Public Transport** – There will be no change to service bus routes in and around the vicinity of the site. The current bus stops are highlighted on map 4.





Constraints and Limitations

There are very few sites which come forward for development which are completely without constraints. While some constraints prevent development within a particular portion of a site not all constraints hinder development and it is the responsibility of the developer to work with them rather than against them to produce a high quality development.

There are several military remains in close proximity but outwith the boundaries of this site. Three of these are designated as scheduled ancient monuments (The Knab Torpedo Platform; A coastal Battery and A Gun Emplacement. Development on the site is unlikely to have an impact on those military remains out with the site boundaries.

As a result of a previous application for a new secondary school building a programme of archaeological research and limited trial trenching was carried out. The results found that development on the part of the site then proposed for re-development posed no direct threat to any known archaeological or built heritage features. There is evidence both documentary and from trial trenching that the site has been substantially disturbed in the past.

The Site has not been subject to a full archaeological study however and therefore the possibility that features of interest may still survive under the grounds surface cannot be discounted. The archaeological potential of the site remains unknown and as such it is recommended that further archaeological work be required in advance of any development.

Any potential developer should speak to the Shetland Archaeologist at the Shetland Amenity Trust for further information.

- **Listed Buildings** – Historic Environment Scotland undertook a site visit and walkover of the site in May 2016. This was followed up in writing with comments on the existing listed buildings, potential future uses of both the building and the site as a whole.

Setting of listed buildings: The grassed sloping area to the east of the site should be kept free of future development. The removal of the existing 'huts' would be desirable and would provide a significant improvement to the setting of the listed buildings, the Anderson High School building gaining the most from the removal of these buildings.

Key views to and from the listed buildings are from/to the east. Views from the west and south are less of a consideration in terms of the impact on the setting which would arise from any future development.

Specific Comments on listed Buildings:

Bruce Hostel: Any redevelopment of this building should retain the sizes and features of the main rooms on the main (ground) floor. Of note is the wood panelling and central stair case.

The existing extension to the north sets the precedent for any new extension which may form part of any re-development of this building. The use of a single story link corridor between the existing listed building and any new extension is a desirable way to allow for additional footprint while keeping the distinction clear between the modern and the original buildings. A more recessive pattern of materials and finishes on any extension would be more respectful to the character of the listed building.

With regard to potential suitable uses for the building a hotel may be the best way of giving future life to the building whilst still preserving the larger rooms and their features.

Anderson High School: Any redevelopment of this building should retain the key internal spaces and architectural features of this building.

With regard to potential suitable uses for the building it would be desirable for the building to be retained in a public or semi public use.

Janet Courtney: The external appearance of this building has not changed much since it was built in 1939. As such any improvements to its appearance would be limited to freshening up the exterior paintwork.

If re-development in the vicinity of this building was to occur it would be desirable to see it positioned so as to open up the views of the main facade and be more sensitive to promoting the clean lines of the original building than is present currently.

The existing extension to the south sets the precedent for any new extension which may form part of any re-development of this building. The use of a subservient link corridor between the existing listed building and any new extension is a desirable way to allow for additional footprint while keeping the distinction clear between the modern and the original buildings. A more recessive palette of materials and finishes on any extension would be more respectful to the character of the listed building.

There are no restrictions in terms of the listing on any re-development of the interior of the building and as such of the 3 listed buildings on the site this building has the most options available to it for re-use.

Views on Future development on the site:

While it is desirable to maintain the open space to the east of the 3 listed buildings there is considerable scope for development to the west. Due to the topography of the site it is thought that buildings of a reasonable height could be accommodated in this location without unduly affecting the distinctive silhouette of the 3 listed buildings.

Historic Environment Scotland note that there is some merit in the design of the post war buildings they would not be seeking to see any of them retained.

The 1970's buildings are not particularly sympathetic in material finish of design to the existing listed buildings and whilst re-development on the same foot print could be acceptable some attempt to make them more sympathetic to the listed buildings

would be sought. Suggested improvements include reduction in height of any development on the footprint of the existing ABC block and perhaps reduction in the footprint to remove the area which currently breaks forward from the current building line of the listed structures immediately to the south of the Anderson Educational Institute building.

A more recessive palette than that currently in place would significantly improve the setting of the listed buildings.

Historic Environment Scotland would seek to be part of any discussions that arise and have the opportunity to comment on any proposals.

- **Access/Egress** – All access routes have constraints, the ability to improve them is limited due to the built up nature of the area.

There is the ability to create a new access on the west of the site onto Knab Road which would increase traffic flow through

The site and may lead to a reduction on the use of some of the existing access points.

It is undesirable to see any significant increase in traffic at the Twageos Road access point.

It would be desirable to see a decrease in traffic using the Lovers Loan/Lighthouse Buildings junction.

Changes in traffic flow and quantity may be achieved by the creation of a new access point.

The current use of the site as a High School leads to peaks in traffic as people arrive in the morning and leave in the afternoon, if future proposals for the site are for mixed use it is likely that any peaks in traffic flow will be reduced.

Further survey work on existing traffic flow and junction capacity is currently being undertaken and will inform the next stages of developing this site. However, research undertaken by Roads Services from previous traffic data would indicate that access should not be a significant constraint, particularly if the proposals for the site are for mixed use as detailed above. The position will be better understood when the survey work currently being undertaken has been completed.

- **Ownership** – The Council has unencumbered title to most of the site. There are some areas where title burdens exist but where these are currently being discharged. Two titles continue to have conditions outstanding and the Council will need to be clear as to the nature of future use of the land and buildings before these can be addressed. Initial contact with those having an interest in these areas would suggest that discharge of the burdens will not be problematic.

3 Site Aspirations

Taking into account the feedback received from the Visioning Exercise the following uses have been identified as both suitable and desirable for the site:

- **Housing – Housing of mixed size, density and tenure.** This means that a mixture of detached, semi detached, terraced or flatted housing are all options within the site.
- **Residentially compatible business and industry -** This is business and industry which can be co-located in or nearby housing without causing any negative impact on residential amenity. The exact nature of any businesses on site has not yet been defined and will be subject to further research and consultation.
- **Educational** – During the visioning exercise there was mention of the desire for many to see the site retained in some capacity for educational use of some variety. Research into the demand, need and opportunity for such a use on the site will continue into the next phase of planning the re-development
- **Tourist accommodation/hotel** – This was seen as an option for some of the Listed buildings on the site. The Planning Authority welcomes this as an option on the site. There are various types of tourist/visitor accommodation and further research into what is viable would need to be undertaken by any developer.
- **Open space/recreational space** – There are large areas of open space within and surrounding the existing site. It is desirable for some of these to be retained. Historic Environment Scotland has indicated its preference for the area to the east of the listed buildings to remain as open space. The Planning Authority is in agreement with this. The design and appearance of these open spaces have not yet been specified.

Map no. 5 gives an indication of the breakdown of potential uses on the site. At this stage it is important to note that this plan is purely indicative and may be subject to significant changes as the design stage of development of the site progresses.

Re-development of this site should be a high quality , sustainable, well designed space which meets the needs of those who will live and work in the area. The Development should meet the Scottish Government's Placemaking aspirations and those identified through the visioning exercise.

In determining any future planning applications for development in the Development Brief area the Council will expect the following issues to be reflected and incorporated in any development proposals:

A High Quality Place:

This development should be a place:

- Which will, where possible, re-use or make use of existing resources. This does not mean that buildings should be retained at the expense of creating a better development.
- Which will be designed so as to take into account climate change and may include measures such as siting developments to provide shelter from the prevailing wind or using designed shelter and or to maximise solar gain
- That considers the needs of people before motor vehicles.
- Where active travel choices such as cycling, walking and public transport should be promoted.
- Where paths and routes should be developed within the site which connect those living and working within the area not only to other parts of the development but to areas outwith the site and beyond. In particular good connections to the Knab recreational area and Lerwick Town Centre and to public transport are essential.
- That is safe and pleasant, attractive to use and provides a sense of security
- That provides spaces that are easy to move around and promote good accessibility.
- That is adaptable to future changes in the way people will choose to travel and provide homes buildings that can adapt to future needs.
- That includes landmarks and vistas to help people navigate the area, and creates a welcoming place using public art in key locations

Respects and Preserves the Existing Special Qualities

This development should be a place:

- Where existing distinctive built forms are celebrated. Where the listed buildings are a focus and surrounding development compliments these historic buildings.

- Where the existing character of the site and its surrounding neighbourhood is taken as a reference for the re-development. Where mass and density form compliments, enhances and supports the existing surrounding development. This does not necessarily mean that existing densities, or uses shall be replicated.
- Where building design, public art and open space reflect the character, history and communities within the area.
- Where there is a mix of soft and hard landscaping, where biodiversity is encouraged and any planting that is undertaken uses plants native/proven to be hardy/successful in the Shetland environment.

Densities and Design:

This development should be a place:

- Where developments on this site will be of mixed use and depending on needs will be of varying density.
- The opportunities the topography provides are maximised to deliver the best mix of building styles, sizes, types and tenures.
- Where existing buildings which remain on the site are well integrated into any new development which takes place.
- Modern and innovative design is encouraged, helping to create a unique identity for this new part of Lerwick whilst taking its inspiration from its immediate environs.

4 Developer Requirements:

In determining the future planning applications for development in the Development Brief Area , the Council will expect the following of any developer:

- Proposals to comply with the Shetland Local Development Plan 2014 and all relevant associated Supplementary Guidance
<http://www.shetland.gov.uk/planning/LocalDevelopmentPlan.asp>
- Early Engagement with Utilities
- Early and continual Engagement with Historic Environment Scotland
- No negative or damaging impact on any of the 3 Listed Buildings (Janet Courtney Hostel, Anderson Educational Institute and the Bruce Hostel)
- Early engagement with the Shetland Archaeologist and compliance with any archaeological requirements specified by the Shetland Archaeologist
- Compliance with the Councils Roads Service Policy and Guidance on new Development.
<http://www.shetland.gov.uk/roads/drainage.asp>
- Developers should consider entering into a Quality Audit process with the Local Authority at an early stage. <http://www.creatingplacescotland.org/designing-streets/process/quality-audit>
- Willingness to enter into discussions and find solutions to delivering developer contributions which will benefit those living and working within and around the Development Brief Area.

5 Next Steps

This Draft Development Brief is subject to a 6 week consultation period. On completion of the consultation the responses will be reviewed and the Brief updated to reflect this. The Final Brief will be approved by Council.

Due to the scale and complexity of this site the production of a Masterplan commissioned by the Council in its capacity as landowner would be the recommended next step.

A master plan describes in more detail how the proposal will meet the vision and how development will work on the ground. A Masterplan raises the standards of urban design, creates quality places and provides the opportunity during its production for a significant element of engagement with the community. A Masterplan specifies in more detail the governing principles for development of the site such as building heights, spaces, movement, landscape, precise location, type and predominant land uses on the site.

For this site a Masterplan will set out the work required to deliver the vision created by the engagement workshops held by Architecture and Design Scotland, and built on by this Development Brief.

**Development Committee****13 June 2016****Strategic Housing Investment Plan - Update**

Report No: HS-01-16-F

**Report Presented by Executive Manager –
Housing****Development Services
Department/Housing****1.0 Summary**

- 1.1 The Strategic Housing Investment Plan (SHIP) update report presented to Social Services Committee in June 2015 (Min Ref: 43/15), set out the Scottish Government's feedback on our SHIP 2015-2020 and also set out a range of options for the Council to consider to enable continued support to increasing housing supply locally. Since then there has been a Government focus through the Joint Housing Delivery Plan which has seen the creation of new funding streams and increases to benchmark grant rates.

2.0 Decision Required

- 2.1 That the Development Committee RECOMMENDS that the Policy and Resources Committee RESOLVES to:
- 2.1.1 Note the recent Government announcements to support housing supply;
- 2.1.2 Approve the development of an enabling top-up fund for affordable housing projects as detailed in section 4;
- 2.1.3 Approve that the administration of the Scheme be delegated to the Director of Development Services, or his nominee (Appendix A).

3.0 Detail

- 3.1 The Joint Housing Delivery Plan for Scotland was published in May 2015. This was the result of a multi-agency review of the 2011 Government report 'Homes Fit for the 21st Century' and was led by Margaret Burgess MSP, Minister for Housing and Welfare. From this

review a number of actions have been taken forward across a range of housing policy.

- 3.2 Recent announcements include an increase to the allocation of Affordable Housing Programme Funding for 2016/17, an Infrastructure Fund to help unblock sites for development, a Rural Housing Fund, a review of the Planning system and increases to the benchmark grants used for funding affordable housing supply.
- 3.3 The benchmark grant rates for island housing associations has increased to £82,000 per unit (from £68,000) and for local authorities £57,000 per unit (from £46,000). This is a welcome increase and continues to recognise the additional cost of developing houses in remote areas. However, in Shetland we have experienced several projects in the SHIP which have exceeded the benchmark level. This results in a need to find additional funding to bridge the gap between the grant subsidy and the cost of the scheme. Finding additional funding is a challenge for several reasons:
- increased borrowing impacts directly on rents and affordability;
 - the option to reduce the cost of development is challenging – with higher building standards it is becoming increasingly difficult to find major savings in a project;
 - applying for grant funding at beyond benchmark level – this requires government approval and reduces the amount of grant available to apply to other projects.
- 3.4 With the sizeable increase in grant benchmarks it is likely that it will be difficult to justify applications to apply grant in excess of benchmark and this should not be relied on as a source of project funding.
- 3.5 The main reason that we have had projects exceeding benchmark is simply that construction costs here are higher. This is mainly due to the recent scale of construction activity in Shetland coupled with the increased cost of materials and overheads.
- 3.6 Our continued partnership with Hjaltsland Housing Association (HHA) has enabled the supply of new, affordable housing in Shetland to be maintained. The report presented in June 2015 was based on the Scottish Government's feedback on our submitted SHIP and referred to a number of actions that the Council could take to maximise external funding and ensure that no opportunities to develop further housing supply are lost.

4.0 Enabling Proposal

- 4.1 As described briefly in the June 2015 report, the use of Second Homes Council Tax funding is required by legislation to be reinvested in affordable housing. The Scottish Government monitor the use of the fund through the SHIP process. In the past the fund has been used to fund and supplement projects on a case by case basis. Setting up a formal scheme for the use of the Second Homes Council Tax fund has been done successfully by other local authorities.

4.2 The creation of a Project Top-Up Scheme (the Scheme) to enable housing projects to proceed where benchmark grant is exceeded would enable the overall grant funding allocation from the Scottish Government to go further.

4.3 In order to access the Scheme the project must:

- be an already approved project within the SHIP;
- have been subject to an open, competitive tendering process;
- have had a value-engineering assessment carried out.

These checks ensure that the project is agreed by all relevant strategic partners and complies with appropriate procurement and best value procedures.

4.4 Having a formal delegated Scheme would allow for quick decisions to be taken within agreed parameters which would avoid unnecessary delay in being able to proceed with already approved projects.

4.5 Initially, I would recommend that the Scheme should provide top-up funding at the rate of up to £10,000 per unit with an annual cap of £150,000 in any one financial year. The use of the scheme and the rates applied will be monitored closely and should be reviewed in line with the SHIP.

5.0 Implications

Strategic

5.1 Delivery on Corporate Priorities – Increasing the supply of affordable housing is one of the top five political priorities in the 2016 Corporate Plan. Future supply of affordable housing is a key priority in the Local Housing Strategy.

5.2 Community/Stakeholder Issues – the Local Housing Strategy was widely consulted on. Demand for affordable housing solutions continues to outstrip supply.

5.3 Policy and/or Delegated Authority – The Development Committee has delegated authority to take decisions in relation to those functions within its remit which includes Housing.

This report seeks delegated authority to be granted to the Director of Development or his nominee to administer the proposed scheme within agreed parameters.

5.4 Risk Management – there is a risk that if clearly agreed enabling support from the Council, as the strategic enabling body for housing, is not in place that opportunities to deliver a range of housing solutions and maximise external funding will be at risk. The use of the Scheme will be closely monitored and reviewed to ensure that it is providing the

appropriate level of support to continue to enable the delivery of the strategic housing investment programme.

5.5 Equalities, Health and Human Rights – The Local Housing Strategy has had a full equalities impact assessment carried out.

5.6 Environmental – None.
Resources

5.7 Financial – The Scottish Government will continue to hold and manage the funding arrangements for the delivery of the Affordable Housing Programme for Scotland. Currently approved benchmark grant levels have recently been increased to £57,000 per unit for local authorities and £82,000 per unit for Housing Associations.

As at March 2016, there was a balance of £844k in the Second Homes Council Tax fund. Outstanding commitments of £175k for existing conversion projects would leave a balance of £669k. Annual receipts in the order of £130k are generated.

This fund is ring-fenced for investment in affordable housing.

5.8 Legal – None arising directly from this report.

5.9 Human Resources – None.

5.10 Assets and Property – None.

6.0 Conclusions

6.1 Increases in the overall programme funding, announcements on new funding streams and the increase in benchmark grant levels are all welcome news. It is clear from the Government's feedback on the SHIP that we need to continue the efforts to work in partnership to maximise external funding and best value for Shetland in the delivery of affordable housing. There may be occasions when, despite all efforts to keep costs down, project costs will exceed benchmark. The provision of a structured, delegated enabling fund to provide an agreed top-up will enable timely decisions to be taken, maximising external funding and ensuring that new housing supply is delivered to meet needs.

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Date cleared: 3 June 2016

List of Appendices

Appendix A – New build Project Top-Up Scheme

Background documents:

Ref: report Social Services Committee – June 2015 ([Report](#))

APPENDIX A

New Build Project Top-Up Scheme

The New Build Project Top-Up Scheme (the Scheme) would operate under the delegated authority of the Director of Development or his nominee within defined parameters as set out below.

The annual budget limit will initially be £150,000 and the rate per unit is capped at a maximum of £10,000.

Application to the Scheme would only be made once the following criteria were met:

- The project must be an approved project in the Strategic Housing Investment Plan (SHIP);
- The procurement of the project must have been carried out through an open, competitive tendering process;
- A value-engineering assessment must have been carried out;
- The impact of additional borrowing must be demonstrated;
- All alternative funding sources must have been explored.

Where these criteria can be clearly demonstrated to the satisfaction of the Director of Development and the remaining funding gap between the grant subsidy and the cost of the scheme is up to £10,000 per unit then the top-up scheme can be applied.

Hjaltsland Housing Association would seek to drawdown the top-up grant in stages aligned to the certificated payments for the construction of the project and grant subsidy claims to the Scottish Government.

The Council is not obliged to apply all of the funding in each year.

The per unit rate maximum limit and the annual budget limit will be reviewed in line with the SHIP (currently a two-yearly review but may be subject to change).

**Development Committee****13 June 2016****Housing Needs and Demand Assessment – Key Issues**

Report Number: HS-03-16-F

**Report Presented by Executive Manager -
Housing****Development Department
Service/Housing Service****1.0 Summary**

- 1.1 The Housing Needs and Demand Assessment (HNDA) for Shetland has now been submitted to the Scottish Government's Centre for Housing Market Analysis for assessment.
- 1.2 The HNDA is the evidence base for the production of both the Local Housing Strategy and the Local Development Plan. The production of the HNDA was overseen by a Housing Market Partnership and complied with Government Guidance.

2.0 Decision Required

- 2.1 That the Development Committee endorse the key issues arising from the HNDA as set out in Appendix A.

3.0 Detail

- 3.1 A Housing Market Partnership chaired by the Director of Development Services and comprising representatives from the Council's Planning, Housing, Community Planning & Development and Capital Programme Services, Hjaltland Housing Association and Highlands & Islands Enterprise oversaw the development of the HNDA in line with the Scottish Government's guidance.
- 3.2 A range of prescribed topics and datasets were analysed to produce the comprehensive evidence base that will inform the production of the Local Housing Strategy (LHS) and the Main Issues/Local Development Plan (LDP).

- 3.3 A range of consultation measures is being developed in order to move from the HNDA evidence to the production of a new LHS.
- 3.4 The key issues (Appendix A) are grouped into the prescribed headings and are summaries of the range of information and evidence gathered to support the process.
- 3.5 These key issues will feed through into the consultation processes for both the LHS and LDP.

4.0 Implications

Strategic

- 4.1 Delivery on Corporate Priorities – The Corporate Plan has a number of clear strategic priorities that link directly to the Local Housing Strategy and by implication the evidence base behind that. The HNDA informs on key priorities of future housing supply.
- 4.2 Community/Stakeholder Issues – The HNDA is an evidence base for the production of other strategic documents which require community/stakeholder consultation.
- 4.3 Policy and/or Delegated Authority – The Development Committee has delegated authority to take decisions in relation to those functions within its remit which includes Housing.
- 4.4 Risk Management – Having a robust and properly evidenced baseline improves decision making reduces the risk of the Council targeting support inappropriately.
- 4.5 Equalities, Health and Human Rights – The datasets used are from verified sources and take account of equalities information and legislation.
- 4.6 Environmental – None specific to the HNDA, but Environmental implications would be addressed in the prime strategic documents.

Resources

- 4.7 Financial – None. Future programme funding will be based on the LHS and the Strategic Housing Investment Plan (SHIP).
- 4.8 Legal – None.
- 4.9 Human Resources – None.
- 4.10 Assets and Property – None specific to HNDA, but key role in assisting with identifying land and future supply opportunities through LHS and LDP.

5.0 Conclusions

- 5.1 From the evidence gathered, the HNDA has identified a number of key issues in Shetland's housing market that will need to be addressed through the production of the LHS and LDP over the coming months. Preparations for the next stages are in hand while we await the outcome of the HNDA assessment process.

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Date Cleared: 2 June 2016

List of Appendices

Appendix A – HNDA Key Issues

Background documents:

None

END

HOUSING MARKET DRIVERS - Key Issues Table

LHS & Development Plan	Key Issues Identified in the HNDA
Demographic issues for the local housing market(s)	<ul style="list-style-type: none"> • The number of households is increasing • The household size is decreasing • Growing elderly population • Working age population gap • Transport costs and the high levels of car ownership which has an impact on location choice • Majority of applicants for social housing choose Lerwick and Central areas
Affordability issues for the local housing market(s)	<ul style="list-style-type: none"> • Current cost of private rent and impact of the private rented sector as an affordable housing option • High house price in central areas • Inequalities gap increasing • MIS – cost of living is much higher, so even though our household incomes are higher, the expense is disproportionately higher.
Economic issues for the local housing market (s)	<ul style="list-style-type: none"> • Economic peaks and troughs which are unpredictable and difficult to gauge, eg oil prices, with volatile impacts on housing market and demand. • Low level of unemployment leading to difficulties in businesses attracting labour. • Key gap in the projected population figures is predominantly the working age population range and there is a real need to attract younger workforce to live, work, study and invest in Shetland. • The high wage economy masks the extent of deprivation across the isles and the ratio of 'working poor' is increasing. • Those employed in the traditional sectors are generally having to rely on more than one source of income in the household. • Current estimates suggest that the core employment sectors in Shetland (excluding oil-related construction) will need an average of 440 replacement demand employees a year, with the majority (90%) of that being operational demand from existing businesses.

HOUSING STOCK PROFILE AND PRESSURES - Key Issues Table

LHS & Development Plan	Key Issues Identified in the HNDA
Housing (condition) quality	<ul style="list-style-type: none"> • High level of fuel poverty • Impact of level of under-occupation • Very low number of Below Tolerable Standard stock.
Housing stock pressures	<ul style="list-style-type: none"> • Continuing demand pressure on Lerwick & Central area. • Impact of the aging population and alternative housing solutions • Increasing demand for smaller sized properties.

Size, type, tenure and location of future social housing supply	<ul style="list-style-type: none"> • Imbalance in the social housing stock. • Growing demand for smaller sized properties to match the increase in smaller sized households. • Projected to increase given the demographics. • No real history or pattern of downsizing leading to under-occupation in all sectors. • Need for tenure diversification to enable delivery of affordable housing options. • Homes for Life
Sustaining communities e.g. using tenure diversification/ regeneration	<ul style="list-style-type: none"> • Understanding the diversity of the Housing Market Areas • Supporting local groups within communities to explore and deliver their own solutions

HOUSING REQUIREMENT: ESTIMATING HOUSING NEED AND DEMAND - Key Issues Table

LHS & Development Plan	Key Issues Identified in the HNDA
Future need for additional housing broken down by household who are likely to be able to afford: <ul style="list-style-type: none"> • owner-occupation • private rent • below market rent • social rent 	<ul style="list-style-type: none"> • Lack of developer-led solutions. • Divergence of affordability between Lerwick & Central and the rural areas for owner occupiers • Private rented market is volatile and rents subject to economic pressures. • Need for tenure diversification • Lack of below market rent and low cost home ownership options • Continuing demand for social rented housing

**Development Committee****13 June 2016****Business Case for Broadband and Mobile Intervention****Report No: DV-12-16-F****Report Presented by: Director of
Development Services****Development Services Department****1.0 Summary**

- 1.1 This report concerns the work to date on the business case for the Council's further intervention in digital connectivity.
- 1.2 This work has demonstrated that there is insufficient information regarding the rollout and reach of the national digital and mobile networks to conclude the analysis, but that three of the short listed options should be immediately pursued to help develop that knowledge and to provide the optimum benefit to Shetland, namely: Lobbying the Scottish and UK Governments; Work with HIE on wider initiative; and Partner with operators and expand network as required project by project.

2.0 Decision Required

- 2.1 That the Development Committee RESOLVES to:
 - 2.1.1 Agree the action plan contained in paragraph 3.6 of this report; and
 - 2.1.2 Note that the Digital Connectivity Project Board will continue to meet to oversee the implementation of the agreed actions.

3.0 Detail

- 3.1 The project was initiated to use Government Green Book Building Better Business Cases methodology to establish the Council's role in its ambition to ensure that ALL households, businesses, schools and

public services in Shetland have access to high speed broadband by 2020. The project also examined how the high speed broadband infrastructure could be used to maximise mobile coverage in Shetland. Finally, the outcome of the business case exercise should provide the Strategic Framework for the Shetland Telecom project.

- 3.2 At its meeting on 16 December 2015 [Min Ref: 75/15], the Council agreed the Strategic Outline Case.
- 3.3 The Development Committee on 20 January 2016 [Min Ref: 03 /16] resolved to note the progress and work plan for the full Business Case.
- 3.4 The short listed options have been assessed and the details are attached as Appendix 1, however there is insufficient information regarding the rollout and reach of the national digital and mobile networks to conclude the analysis and complete the Business Case.
- 3.5 To provide further information for the Business Case, and make progress, three of the options identified should be simultaneously pursued, being: Lobbying; Work with HIE on wider initiative, and Partner with operators and expand network as required project by project.
- 3.5 The recommended actions/next steps are listed below in 3.6.

3.6 Actions/Next Steps

- Develop a detailed Lobbying strategy for making representation to the Scottish and UK Governments, and the EU.
- Work up a costed plan for the provision of Fibre network to Unst and Yell, investigating all possible options for delivery including negotiated sharing of grid crossings in the two sounds,
- Ensure that wherever the Council invests in infrastructure, this will become part of national programmes, and will not be duplicated by other projects using public funds.
- Engage with community initiatives for remote areas to facilitate projects in these areas. A very good example of this is the Fair Isle high speed broadband project.
- A digital strategy is completed which identifies the current network requirements for Health, Care and Education, and establishes the likely requirements going forward.
- The above elements are written into a set of 'asks' for an Islands Deal.
- Business Plan for Shetland Telecom – Shetland Telecom to shift its operation in the medium term towards providing Dark Fibre services, arrangements are put in place for the support and

maintenance of the existing network infrastructure going forwards.

- Re-establish quarterly meetings with the Digital Scotland Superfast Broadband (DSSB) project team.

4.0 Implications

Strategic

- 4.1 Delivery of Corporate Outcomes – Shetland Islands Council's Our Plan 2016 - 2020 has as a top priority to 'Improve high-speed broadband and mobile connections throughout Shetland.'
- 4.2 Community/Stakeholder Issues – A wide range of stakeholders were invited to the consultation meetings, held during September to inform the Strategic Case.
- 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 detailed risks associated with the options for the Council's continuing and future role in the provision of high speed broadband connections across Shetland are covered in the Business Case. The outcomes of this process will be used to determine the digital connectivity roles of Council ICT and Shetland Telecom project in the longer term.

The Shetland Telecom project network requires to be adequately supported to continue to provide network services, and provide new connections where there is a positive economic case to do so. This has been budgeted for in the current year and 2016/17 budget, and the project continues to provide a significant surplus despite the rundown in local construction projects, notably the Shetland Gas Plant.

- 4.5 Equalities, Health and Human Rights – None arising directly from this report. However, digital connectivity will play an increasingly important role in how the Council and its community partners deliver services now and in the future.
- 4.6 Environmental – None arising directly from this report. The environmental impacts of any works on telecommunications infrastructure required for aspects of telecoms projects are considered as an integral part of each development.

Resources

- 4.7 Financial - All work identified in this report will be covered within existing budgets. Service needs case/spend to save cases will be made as required.

- 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.

5.0 Conclusions

- 5.1 The Council has, to date, taken a very active role in the development and improvement of 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.
- 5.2 By using the Government Green Book Business Case methodology to determine the Council's role in providing digital connectivity going forward, the Council should be able to make properly informed decisions and maximise the benefits to both the community and the Council.

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Report finalised: 10 June 2016

List of Appendices

Appendix 1 – Business Case Analysis for the Council's Intervention in Broadband and Mobile.

Background Documents

Report agreeing Strategic Outline Case, and short-listed options – DV-65-15 – Shetland Islands Council [Min Ref:75/15]
Report noting work plan for full business case – DV-06-16 – Development Committee [Min Ref 03/16]

END

Business Case Analysis for the Shetland Islands Council's Further Intervention in Digital Connectivity.

Introduction

This Business case seeks approval to put in place a series of actions which will accelerate the delivery of Superfast broadband and Mobile services throughout Shetland.

It has not been possible to complete the full Business case analysis because there remain too many variables regarding the roll out and reach of the national broadband and Mobile networks.

However, through the application of the Building Better Business case (BBBC) methodology this report shows that the best way forward is to progress 3 of the short listed options, namely: Lobbying; Work with the Scottish Government and HIE on wider initiative, and Partner with operators and expand network as required project by project.

The Strategic Case

The Council wish to ensure that ALL households, businesses, schools and public services in Shetland have access to high speed broadband by 2020 and use the high speed backhaul infrastructure to maximise mobile coverage in Shetland.

This report details how the recommended options link with the corporate objectives of the Council and in particular how the Council can progress to achieving one of the top 5 priorities in the Corporate Plan to improve high-speed broadband and mobile connections throughout Shetland.

It is clear that the Council has a very significant role to play in achieving this outcome.

The Economic Case

A long list of options associated with achieving the objective were identified and assessed against the following Critical Success Factors:

- Provide high speed connectivity to all schools
- All public buildings to offer high speed guest wireless access
- A high speed fibre connection to Yell and Unst is deployed

- Only invest in an area where it is known that an infrastructure or service provider will not be deploying within the next 3 years
- 100% of all residents and businesses in Shetland will have access to high speed broadband

The results were 5 short list options

- SIC Build.
- Partner with operators and expand fibre as required project by project.
- Do Nothing.
- Work with HIE on wider initiative.
- Lobbying.

The following Work Plan was put in place to develop the Full Business Case:

Meeting Schedule & Market Soundings

- Discussions with EE (Mobile service provider owned by BT), regarding the extent of 4G mobile coverage in Shetland. EE are investing in a limited number of mast upgrades, and will require backhaul and new masts in areas such as the North Isles to achieve a robust 4G network in Shetland.
- Community Broadband Scotland (CBS) continue to engage with community projects which are unlikely to be part of the DSSB network rollout. The Fair Isle broadband project despite its current procurement issues is a very good example of the type of community project which CBS will engage with and which can be facilitated by the Shetland Telecom project team.
- Foroyatele CEO visit and follow up of Foroyatele proposal to deploy 4G network in Shetland, including 70 kilometers offshore, and to link this with Orkney and Western Isles to provide offshore corridor for vessels, including cruise vessel traffic. Discussions ongoing.

State Aid review

- Recent further State Aid approval was sought for a specific Shetland Telecom project, and we are advised that further notification would not be necessary, provided that the network use is non-discriminatory and use is charged at market rates. The Council would however as a matter of course contact the Scottish Government State Aid unit as part of any project to significantly extend the existing Council owned network.

- I understand that for the national DSSB project, the awaited State Aid approval has now been provided under an umbrella agreement for the UK which requires suppliers to provide full open access (i.e. share cable ducts, masts, and local loops) in an attempt to encourage 'smaller suppliers'. Awaiting this approval has created delays to Phase 2 of the programme.

DSSB Phase 2 Plan Review

- BT continues to roll out the Digital Scotland Superfast Broadband network and are currently in year 3 of a 3 year roll out programme. Bressay, Voe and Sullom Voe (Mossbank) areas have recently gone live, work has started to connect other areas including Brae, Gott, Skellister, Vidlin, Bixter and Walls.
- HIE are currently planning a Phase 2 programme for the Highland & Islands region which has £42m funding for Scotland. I further understand that subsea fibre optic crossings to Yell and Unst are being explored, but this is still at an early stage.
- Since the May 2016 elections, the new Scottish Government has made the following pledges regarding Broadband and Mobile Networks:
 - The First Minister has announced that a route map for the delivery of broadband services to 100% of properties in Scotland will be published over the summer.
 - Cabinet Secretary for Economy Jobs and Fair Work, Keith Brown, announced 'CAN DO' Pilot projects in key areas of innovation, to include a pilot in digital care systems in the health and care services of the highlands and Islands.

Network Expansion/Technical Review

- With the exception of Fair Isle, Foula, Papa Stour, Skerries, Fetlar, Reawick and the exchanges in Yell and Unst, Phase 1 of the DSSB network will access all exchange areas in Shetland. One of the project's critical success factors is to avoid investing in an area where deployment is already planned. Development of (Access) network should therefore be restricted to these areas not yet on the DSSB plan. Note however that within the exchange areas covered there will be properties and communities which remain difficult to reach. Note also that backhaul network developments will still be required and able to be deployed in the areas already covered by Access network.
- Regarding 100Mbps provision to Secondary Schools, as Aith and Symbister are all in the DSSB planned coverage area, the Council cannot extend a commercially viable fibre network to these areas. There is however an issue that the DSSB network will not provide 100Mbps in these areas.

- Further, the development of detailed roll out plans in areas yet to be covered by the DSSB network will greatly assist in providing the Council with an evidenced lobby plan, and engagement with CBS project, as was the case for the Fair Isle project.

Lobbying Strategy

- It is clear from early statements that the new Scottish Government has committed to achieve 100% high speed broadband coverage, by 2021.
- The North Isles Digital forum is an effective platform to get direct access to the DSSB project influencers and network providers.
- The Convention of the Highlands & Islands has consistently prioritised discussion on high speed broadband and mobile network.
- The Our Islands Our Future, Islands Deal which is currently being worked up presents an ideal opportunity to make a joint Islands case (Shetland, Orkney and Western Isles) to Government for enhanced broadband and mobile network.

Digital Strategy

- The benefits and additional services that could be delivered from increased coverage of high speed broadband and Mobile networks, e.g. Telehealth, Telecare and Education have still to be evaluated, and this work is ongoing.

The Commercial Case

Shetland Telecom project currently generates turnover in excess of £500k and net income in excess of £150k per annum which it has done for the past two years, and has provided significant economic benefit in Shetland by enabling high speed digital solutions to many businesses operating in Shetland. However, there is a likelihood that providers such as BT and Foroyatele will more aggressively pursue this business as networks are established.

All telecom operators in Shetland including BT currently rely on Shetland Telecom project network backhaul.

A means to ensure the long term viability of the Council's investment in Fibre Optic Network is to shift emphasis to providing Dark Fibre services because there is less competition in this area and the cash and staff resources required to manage and support dark fibre are significantly lower than those required to operate Point to Point Ethernet currently offered by the Shetland Telecoms project.

The Council cannot build out its fibre (access) network where BT has existing network or where BT fibre is planned as part of the DSSB project. It can however provide backhaul networks.

The Financial Case

The financial case for further network development by the Council's Shetland Telecom Project requires to be made on a case by case basis and to satisfy the Council's spend to save criteria, or have a justified service needs case.

The Management Case

There are existing management arrangements in place to operate the current Shetland Telecom network. There is however a cost to these resources. A shift to dark fibre services will significantly reduce the resources required to operate/manage the network.

Recommendation

That the (SIC) Digital Connectivity Project Board implement the following proposals:

- Develop a detailed Lobbying strategy for making representation to the Scottish and UK Governments, and the EU.
- Work up costed plan for the provision of Fibre network to Unst and Yell, investigating all possible options for delivery including negotiated sharing of grid crossings in the two sounds, and making use of all possible options.
- Ensure that wherever the Council invests in infrastructure, this will become part of national programmes, and will not be duplicated by other projects using public funds. Noting that this option may be considered as part of the DSSB plan.
- Ensure that wherever the Council invests in infrastructure, this will become part of national programmes, and will not be duplicated by other projects using public funds.
- Engage with community initiatives for remote areas to facilitate projects in these areas. A very good example of this is the Fair Isle high speed broadband project.
- A digital strategy is completed which identifies the current network requirements for Health, Care and Education and establishes the likely requirements going forward.
- The above elements are written into a set of asks for an Islands Deal.
- Business Plan developed for Shetland Telecom operation – Shetland Telecom to shift its operation in the medium term towards providing Dark Fibre services, arrangements are put in place for the support and maintenance of the existing network infrastructure going forwards.
- Re-establish quarterly meetings with DSSB project team.

**Development Committee****13 June 2016****The Business Case for Promoting Shetland – Stage One****Report Number: DV-32-16-F****Report Presented by Executive Manager –
Economic Development****Development Services Department****1.0 Summary**

- 1.1 This report has been prepared to present Stage One of the Business Case for Promoting Shetland. The report concentrates on the strategic aspects of promoting Shetland and assesses a long list of options against Critical Success Factors (CSFs) to produce a short list of possible delivery mechanisms. Following approval of the Stage One assessment, Stage Two of the process will consider the short list of options in detail to identify a preferred method for delivering promotional activities.
- 1.2 The Promote Shetland work is wholly discretionary which means that the Committee has a wide scope for making decisions on the future delivery of the service.
- 1.3 This report is marked exempt from publication because the Promote Shetland service is an existing contract with at least nine months to run. Disclosure of information or expressions of opinion on the existing contract during a discussion in public could place the Council, as service client, in a situation where a breach of contract could be alleged.
- 1.4 The Building Better Business Case (BBBC) model emphasises decision taking in logical sequence, ensuring that projects are objective focused and optimise the time spent on detailed analysis. At Stage One the Development Committee is invited to make decisions on the Strategic Case for change, the CSFs for promoting Shetland, the long list of

possible delivery mechanisms and the production of the short list of options for detailed analysis.

2.0 Decision Required

- 2.1 That the Development Committee RESOLVES to:
 - 2.1.1 Accept the Strategic Case for changing the approach to promoting Shetland set out in Section 4.0.
 - 2.1.2 Approve the CSFs detailed in Section 5.0.
 - 2.1.3 Approve the long list of options described in paragraph 6.2 and Appendix 2.
 - 2.1.4 Agree the short list of options that are to be subject to closer scrutiny for Stage 2 decisions, set out in paragraph 6.4, and Appendix 3.

3.0 Detail

Process

- 3.1 On 11 April 2016 the Development Committee resolved to review the promotional activities provided by Promote Shetland using the BBBC model and gave delegated authority to the Executive Manager – Economic Development to undertake the necessary survey work and to organise any workshops that are necessary to provide the information required for the review (Min. Ref: 20/16).
- 3.2 The information used to base the Stage One analysis on was recorded at two workshops involving community planning organisations and industry associations. Subsequent interviews were held with some organisations that were unable to attend the workshops. A list of the organisations that participated is shown in Appendix 1.

Background

- 3.3 Shetland Islands Council has engaged in promotional activities since its establishment in 1975. This work has been done in a variety of ways since then, involving, at times, in-house staff, support to other organisations and contracted suppliers. Latterly, the main way the Council has promoted Shetland has been through contracting out the Promote Shetland format.
- 3.4 Promote Shetland is a Council inspired and owned concept for raising the general profile of Shetland as a place to work, live and to do business with. The idea was devised in 2008/09 following VisitScotland's decision to market tourism at a national level rather than a local level. While a need to promote tourism formed the basis for the work, it was recognised that the concept had to be much wider in scope linking with all aspects of living and working in Shetland. By developing Shetland's marketing activities in a collaborative way, using the brand style, the aim was to project a strong positive message about Shetland. The Promote Shetland concept was endorsed by the

Scottish Government and a decision was taken by the Council to deliver the main elements of Promote Shetland by way of an external contract. Following a tendering exercise, the Shetland Amenity Trust (SAT) was awarded the contract and began working on 1 September 2009. The initial contract was for a trial period of two years followed by three extended years. A decision was taken by the Committee in 2013 to retender the contract and, again, SAT was the successful bidder. The current contract, for 1 April 2014 until 31 March 2017, contains an option for further extending the contract until 21 March 2018.

- 3.5 In 2013, the Council decided to end its own dedicated in-house Marketing work, and stood the Marketing Team down at that time.

4.0 The Case for Considering Changes in Approach in the Promotion of Shetland

- 4.1 An evaluation of the workshops and interviews is provided in Appendix 1, and demonstrates that, while our promotional activities have been successful to date, there is a need to change our approach to meet a different set of objectives. The need for change is set out below:

- Shetland is currently a prosperous place, despite a number of economic and social issues, so carrying out a review of promotional activities at this time demonstrates that we are not complacent and understand fully the need to build on current levels of prosperity, and the importance of a high positive external profile.
- Our remoteness presents barriers to economic growth such as cost of transport, high cost of living, distance to markets etc. These barriers continue to hold back the development of Shetland's economy and society. By contrast, our remoteness also offers us a unique selling point and promotional opportunity. Shetland can clearly be defined as a distinctive place, as a community of interest and for its distinct culture and heritage.
- Skills shortages prevail in the public and private sectors. If we are to attract the skills we need we must make the right people aware of Shetland as a positive place to live, work and develop a career.
- An ageing population brings with it different demands for services and more pressures on the more active members of the community. Sustainable growth can only come from the private sector in the current circumstances. If Shetland's private sector shrinks there is a threat that public sector services would be less viable.
- Our economic base continues to be very narrow with the main private sector employers being the oil industry and the fisheries (and aquaculture) sectors.
- There continues to be a fragmented approach to business development with few cross selling initiatives in private enterprise. Better pooling of resources is required in the private sector and, in the public sector, there is a need to extend the community planning ethos into our promotional effort.

- Better engagement with and across all sectors is required to determine how best to target our promotional effort especially in times of diminishing resources. We need to understand our customers' needs to build a more dynamic private sector, a strong community sector and a responsive public sector within the resources available.
- Eight years on from then the Promote Shetland concept was set up and 15 years after the Shetland brand project was initiated there is a need to consider how Shetland should be promoted to help achieve economic success and social stability for the next ten years.
- The continuing need to foster innovation, ambition and higher quality in all that Shetland provides.
- We have to distinguish between the general promotional effort and the more specific promotion of sectoral products or events, which can confuse what our overall objectives and messages are. This switching between general and particular can make tendering of contracts difficult.
- There has to be a better understanding of where the public sector's role begins and ends, and where the private (and voluntary) sectors can be encouraged and supported to raise their promotional performance. Clear benefit of investment and the need to avoid duplication of effort is crucial when faced with diminishing resources.
- A real danger exists that, by continuing to concentrate Shetland's promotional effort largely into a single delivery channel, which has insufficient resources to meet all our promotional needs, we are getting further away from the shared approach, across organisations and businesses, that is essential to make significant progress. Promoting Shetland should be the shared responsibility of the whole Shetland community, with public resources being directed at the general promotion of Shetland and partnership working with industry, public services and the third sector to promote what they do and to celebrate the best of what Shetland has to offer on the back of the general Shetland message.

5.0 Critical Success Factors

- 5.1 To conclude the strategic element of Stage One the following CSFs have been prepared and consulted on. These CSFs have been designed so that they can help the development of the strategic, economic, commercial, managerial and financial cases.

Investment Objective: Achieving a delivery mechanism to promote Shetland as a desirable place to live, work, study, visit and invest, within current budgetary limits.

- **Promote Shetland** in terms of the priority areas defined in the Community Plan and the Council's Corporate Plan (as a place where people want to live, work, study visit and invest). A remit which emphasis a general community approach, raising Shetland's profile by providing the information that:

People need to help make the choice to live, work and study in Shetland;

Businesses need to make decisions on investing in Shetland; and

Assists potential customers to buy from or visit Shetland.

- **Contribute to developing the Shetland Brand** – continue to build on the strengths of the Shetland Brand (authentic, distinctive, creative, successful, ambitious) by keeping information up-to-date, dynamic and relevant to changing markets.
- Operate a successful **Gateway** that 1M+ people can access easily every year.
- **Locally controlled and accountable** – a strong corporate structure and local mechanism that is understood, supported and shared by key service organisations, with community leaders being the main ambassadors; business and community involvement; and in-built transparency.
- **Value for Money** – an approach that maximises efficiency and effectiveness to achieve the agreed outcomes and can attract external funding to add value to core provision and related projects. Fit for purpose ie robust systems and procedures, relevant skills, reliable, consistent and adequately resourced to achieve objectives, with measurement of performance against objectives.
- **Affordable** – providing a service that is within the consistent sustainable means of all the stakeholders that will contribute financially.

6.0 The Economic Case

- 6.1 The purpose of investigating the Economic Case at Stage One of the process is to identify the main delivery options and then assess these against the CSFs to produce a short list.

6.2 Long List of Options

The long list of 12 options is detailed in Appendix 2. The options mainly consist of Council outsourced delivery of services, with varying levels of activity and different commitments to engage with the Community Planning process and local industry. There is one option to provide the service in-house, another promotes a shared Community Planning approach, one suggests an industry led approach similar to Orkney's and we have to include a "do nothing" option.

6.3 In order to provide clarification on the differing promotional service provision delivered by the options, a list of what could be the ten most important deliverable elements of service is detailed in Appendix 4. A full service would deliver all of these elements of service, a medium service would deliver the first six only and a minimum service would deliver the first four only. Note that some options do not include engagement with the Community Planning process and local industry.

6.4 Assessment of Options

Appendix 3 provides the assessment of the 12 long list options. This has been completed by the Executive Manager – Economic Development using the six CSFs. A grading system has been applied to the contribution that the options make to each criteria, ranging from zero for no contribution to ten for a full contribution. Using the matrix scoring system, five short list options have been selected for detailed scrutiny. These are:

- Outsourced Service – Option 1 – This is the current arrangement and must be included as part of the method to make comparisons against.
- Outsourced Full Service with Community Engagement – Option 2 – This option brings in engagement with the Community Planning process and local industry, probably through advisory committees.
- Outsourced Medium Service with Community Engagement – Option 5 – This option concentrates more heavily on the general promotion of Shetland, with far less emphasis on projects associated with particular sectors.
- Outsourced Minimum Service with Community Engagement – Option 7 – This option concentrates most heavily on the general promotion of Shetland, with little scope for projects associated with particular sectors.
- Do Nothing Option – Option 8 – This option must be included as part of the method to assess the full value for money contributions of the other selected options.

6.5 This report recommends that Options 1, 2, 5, 7 and 8 are selected for detailed scrutiny to identify a preferred option to deliver Shetland's promotional activities beyond 31 March 2017.

7.0 **Implications**

Strategic

7.1 Delivery on Corporate Priorities – Promoting Shetland as a good place to live, work, visit, study and do business with helps the Council to deliver on its corporate objectives, particularly in the areas of Our Economy and Housing and Community Strength. Attracting more people to live and work in Shetland also has a positive bearing on service provision in all priority areas.

- 7.2 Community/Stakeholder Issues – Stakeholders with an interest in promoting Shetland have been interviewed in the course of preparing this report (see Appendix 1).
- 7.3 Policy and/or Delegated Authority – This report has been prepared with regard to the aim of the Council's Economic Development Policy Statement 2013-2017.

The Policy Statement was approved by the Development Committee on 14 August 2013 [Min Ref: 37/13] and by the Council on 28 August 2013 [Min Ref: 65/13], and notably, Objective 5.1 fits - "Raise Shetland's external profile as a place to live, visit, work, study and do business."

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 does have delegated authority to make a decision.

- 7.4 Risk Management – Clarity over the costs, benefits and the wider impacts of promotional work is essential if the most effective investment decisions are to be made. A poor understanding could lead to ineffective or excessive resources being deployed, or decisions being made which are not based on a full understanding of the costs and benefits of this service/investment. It is also necessary to ensure that all the relevant State Aid Regulations are complied with.
- 7.5 Equalities, Health and Human Rights – None.
- 7.6 Environmental – None.

Resources

- 7.7 Financial – The cost of the Promote Shetland service is currently £394,000 pa, and has been at this level since 2012/13. Budget for this has also been approved for the 2016/17 financial year.
- 7.8 Legal – The Council has a contract for the Shetland Amenity Trust to provide promotional services until 31 March 2017. Beyond that time the Council has full discretion on how a promotional service might be delivered.
- 7.9 Human Resources – There may be staffing implications depending on the preferred option selected to deliver the service or if the service is cancelled completely.
- 7.10 Assets and Property – There are Council assets used in the Promote Shetland contract that need to be included in the detailed analysis of selected options.

8.0 Conclusions

- 8.1 Using the valuable information contributed in the workshops and interviews a strategic case has been made for the Council to continue promoting Shetland, having regard to a set of six Critical Success Factors. This may mean changes in the approach to delivering promotional activities. A long list of 12 possible delivery methods have been assessed against the objectives and 5 of these have been selected for further scrutiny and presentation to the Development Committee in late summer.

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Date Cleared: 6 June 2016

List of Appendices

- Appendix 1 Evaluation of Workshop and Interview Information
Appendix 2 The Long List of Delivery Options
Appendix 3 Appraisal of Long List of Delivery Options
Appendix 4 Examples of the elements of service which could be used as part of the mechanism for promoting Shetland as a desirable place to live, work, study, visit and invest

Background documents:

None.

END

Evaluation of Workshop and Interviewee Information

The organisations that took part in the consultation workshops on 10 and 11 May 2016 and subsequent interviews were:

NHS Shetland
HIE
Voluntary Action Shetland
Shetland Amenity Trust
Shetland Arts
Shetland Recreational Trust
Skills Development Scotland
Seafood Shetland
Shetland Fishermen's Association
Shetland Livestock Marketing Group
Shetland Seafood Auctions
Shetland Tourism Association
Shetland Food and Drink Group
Federation of Small Businesses/Living Lerwick
Shetland Arts and Crafts
Lerwick Port Authority
Scottish Salmon Producers Organisation – Shetland
Shetland Shellfish Management Organisation
Shetland Islands Council

Evaluation

The engagement demonstrated that there continues to be a great deal of interest and considerable enthusiasm about how Shetland is and should be promoted. There is also considerable divergence in opinion about how promotion should be undertaken and guided by the Council in the future.

In general, those organisations that need to recruit skilled people from outside Shetland favour taking a more information based approach that emphasises how Shetland works as a community rather than promoting working and living in Shetland in the same style as tourism is promoted. Conversely, the groups representing the smaller industry sectors such as tourism, crafts and food and drink favoured the current method of service delivery with Wool Week cited as a huge success. The current approach also ties in well with heritage objectives.

Representatives from the Fisheries sectors emphasised the lack of any links between their activities and the work done by Promote Shetland.

The majority of those interviewed recognised the high quality of the work that has been done to date but a number questioned the remit provided by the Council for the work and suggested that it is too broad in nature to be undertaken successfully by a small team of people. By far the biggest regret expressed was the lack of any opportunity for organisations to engage with the approach taken by the Council.

The Long List of Delivery Options

To clarify what the different options below will deliver, a list of what could be the ten most important elements of service is provided in appendix 4. A full service would deliver all of these elements of service, a medium service would deliver the first six only and a minimum service would deliver the first four only. The options marked with “ * ” do not involve formal community and industry engagement.

Option 1*	Council Funded Outsourced Delivery –This is delivery by a single external organisation following a tendering exercise. The Status Quo option.
Option 2	Option 1 with the added inclusion of engagement with the Community Planning process and local industry, through advisory committees etc.
Option 3	Council Co-ordinated Outsourced Delivery – Full service. This is delivered by multiple external organisations following rolling tendering exercises. Each tender is for specified elements of service.
Option 4*	Council Co-ordinated Outsourced Delivery – Medium service. This is mostly delivery by external organisations following rolling tendering exercises with some delivery in-house. Each tender is for specified elements of service.
Option 5	Option 4 with the added inclusion of engagement with the Community Planning process and local industry, through advisory committees.
Option 6*	Council Co-ordinated Outsourced Delivery – Minimum service. This is mostly delivery by external organisations following rolling tendering exercises with some delivery in-house. Each tender is for specified elements of service.
Option 7	Option 6 with the added inclusion of engagement with the Community Planning process and local industry, through advisory committees.
Option 8	Do nothing – no resources, no objectives.
Option 9	Council operated service – Full service. This would be in-house delivery of the current outsourced Option 1.
Option 10	Community Partnership approach – shared resource involving key organisations and business with an overseeing committee.
Option 11	Resource other organisations – 1980’s and 90’s approach, providing grants or commissioning bodies like the Shetland Tourism Board or the Fish Processors Association to undertake industry specific objectives.

Option 12	Industry led approach – Advice and event management for organisations/businesses. This is along the lines of Orkney's marketing work
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Appraisal of Long List of Delivery Options

The matrix below shows the six Critical Success Factors (CSFs) along the horizontal axis and the long list of possible delivery options along the vertical axis. Scores, ranging from zero to ten, are given for all the delivery options against the CSFs. Further explanation of the process is provided in the notes below.

	CSF 1 Achieving Community Plan/Council Objectives	CSF 2 Developing Shetland's Brand	CSF 3 Effective Gateway	CSF 4 Local Control and Accountability	CSF5 Value for Money	CSF 6 Affordable	TOTAL
Option 1 Outsourced full service – Status Quo	5	8	8	1	5	1	28
Option 2 Option 1 with Community Engagement	7	8	8	5	6	1	35
Option 3 Outsourced full service with multiple contracts	2	4	8	4	1	1	20
Option 4 Outsourced medium service	3	3	8	4	3	4	25

Appendix 3

	CSF 1 Achieving Community Plan/Council Objectives	CSF 2 Developing Shetland's Brand	CSF 3 Up to date Gateway	CSF 4 Local Control and Accountability	CSF5 Fit for Purpose	CSF 6 Value for Money	TOTAL
Option 5 Option 4 with Community Engagement	8	6	8	8	8	4	42
Option 6 Outsourced minimum service	2	2	8	4	2	6	24
Option 7 Option 6 with Community engagement	8	4	8	8	6	6	40
Option 8 Do Nothing	0	0	0	0	0	5 (because the funds are allocated to other services)	5
Option 9 Council Operated full service	5	6	8	5	4	1 (TUPE likely to apply on this option)	29

	CSF 1 Achieving Community Plan/Council Objectives	CSF 2 Developing Shetland's Brand	CSF 3 Up to date Gateway	CSF 4 Local Control and Accountability	CSF5 Fit for Purpose	CSF 6 Value for Money	TOTAL
Option 10 Shared Community Planning Approach	7	2	0	2	2	2	15
Option 11 Resource Other Organisations	2	1	1	1	2	1	8
Option 12 Industry Led Approach	2	2	2	2	2	2	12

Notes**OPTION 1: OUTSOURCED FULL SERVICE, STATUS QUO (28)**

- This mechanism has been used successfully over the last few years to raise awareness of Shetland as a distinct place with a unique identity and to inspire people with an interest in Shetland to engage online.
- It has proved to be particularly successful in inspiring people to visit Shetland; most notably for textile tourism; and has made some inroads into encouraging trade, talent and inward investment.
- Its separateness has meant that it is not generally identified as a wholly Council construct and this has been a contributory factor in allowing **Promote Shetland** to be more dynamic and responsive than would be possible if it had been operating under a more limiting public sector committee and management structure.
- For future provision this mechanism is still likely to score well on brand development and providing an effective Gateway but, because of the much greater emphasis being placed on partnership working, wider engagement, value for money and affordability, it scores lower on the other critical success factors.

OPTION 2: AS ABOVE BUT WITH COMMUNITY ENGAGEMENT (35)

- The option would probably perform well against most of the CSFs but effective engagement at the standard required is time consuming so, if it is included as part of an external contract to promote Shetland, Option 2 would be at least, if not more expensive than Option 1.
 - Customer engagement can be achieved more effectively as a core function of all partner organisations with a remit to link local provision to market need.
 - It has been assumed that the mechanism chosen will include a core remit to celebrate the best of what Shetland has to offer to all its target markets but that, apart from in an advisory capacity, it will not include a remit to develop the products promoted. This should remain the responsibility of the partner organisations.
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OPTION 3: FULL SERVICE WITH MULTIPLE CONTRACTS (20)

- This option offers none of the advantages described for Option 1 and all of the disadvantages.
- It would be at least as expensive as having a single contract; would be very time consuming, particularly complex, and is likely to require additional resources within the Council.
- It does not offer good value for money and scores low on affordability.

OPTION 4: COUNCIL COORDINATED; MEDIUM SERVICE; SOME OUTSOURCING (25)

- This option would cost less but there would be less resource to achieve all the critical success factors.

OPTION 5: COUNCIL COORDINATED MEDIUM SERVICE (SOME OUTSOURCING) WITH COMMUNITY ENGAGEMENT (42)

Introducing community engagement gives Option 5 the highest score at this stage of the assessment process, with the following assumptions being made:

- Recognising the progress made to date in raising awareness of Shetland as a distinctive and desirable place; and, the decision to adopt a much broader cross sectoral approach to championing the best of what Shetland has to offer, means that the service requirements have changed and that there is no longer an advantage in outsourcing all of the elements required to promote Shetland.
 - Increased partnership working and wider engagement can be readily achieved through existing community planning mechanisms supplemented with business and sectoral advisory support.
 - Our primary tool for promoting Shetland is currently <http://www.shetland.org> It is the top ranking website for “Shetland” searches.; wholly owned by the Council and delivered locally . If there is a continued requirement to maintain and develop this website. It is unlikely that this could be better achieved to the standard required “in house“ so it has been assumed that delivery of the Shetland GATEWAY would continue to be outsourced.
 - All the critical success factors could be achieved at a lower cost using this mechanism.
 - This option scores highly for local control and accountability.
-

OPTION 6: COUNCIL COORDINATED; MINIMUM SERVICE SOME OUTSOURCING (24)

- This option would cost less than option 4 but there would be even less resource to achieve the critical success factors.

OPTION 7: COUNCIL COORDINATED MINIMUM SERVICE (SOME OUTSOURCING) WITH COMMUNITY ENGAGEMENT (40)

- With the addition of community engagement this option has the second highest score at this stage with the same assumptions made as in Option 5.
- If, at the next stage of the assessment, cost is weighted above all other factors then it may become the preferred option.
- It scores highly on local control and accountability and could still be fit for purpose if expectations of what can be achieved are significantly reduced.

For example there is real value in providing an “online gateway to Shetland which provides up to date information that people need to make decisions on living working, studying, visiting and investing in Shetland”, and this could be provided as part of a minimum service.

But unless it is distinctive and dynamic and responds to different target markets and how they engage online, it is unlikely to be found on the worldwide web amongst all the other destinations competing to attract talent and customers. This is the element of the existing contract that has kept <http://www.shetland.org> near the top ranking position and inevitably requires resources.

OPTION 8: DO NOTHING (5)

- This option does not achieve any of the critical success factors but it does allow the funding allocated, by the Council, for promoting Shetland to be used for other purposes so it may score more in the next phase of analysis.

OPTION 9: COUNCIL OPERATED FULL SERVICE (28)

- TUPE transfer of all contracted staff to the Council's likely to apply for this option.
- It does not take into consideration the change of requirements and the benefits of adopting a more partnership approach to delivery.
- It would be a high cost option with restricted effectiveness.
- It does not provide good value for money and scores low on affordability.

OPTION 10: SHARED COMMUNITY PLANNING APPROACH (15)

- This approach score highly on local control and accountability; it does offer better opportunities for wider engagement; better understanding of our target markets and adding value for particular client groups.
- However relying entirely on a committee consisting of organisations with a range and diversity of competing priorities to maintain and resource a core service is unlikely to provide a reliable or consistent mechanism for delivery in the medium to longer term and is extremely unlikely to provide a dynamic service. All organisations are experiencing budgetary constraints.

OPTION 11: RESOURCE OTHER ORGANISATIONS (8)

- This option was used for a number of years in the 80's and 90's and proved to be a very expensive and not particularly successful.

OPTION 12: INDUSTRY LED APPROACH (12)

- This option is along the lines of what Orkney does to support industry, costing around £170,000 a year, and makes a valuable contribution to promoting Orkney through its high quality added value products.
 - This option does not score highly for Shetland because our larger sectors are not Shetland brand focussed and do not require public funding to market their products and our smaller businesses and developing markets sectors are still too small to lead the promotional process.
 - Shetland has a much wider remit for promoting Shetland as a desirable place to live, work, study visit and invest and this cannot be achieved using this delivery mechanism.
-

Examples of the elements of service which could be used as part of the mechanism for promoting Shetland as a desirable place to live, work, study, visit, and invest.

Elements of Service Provision	Methods	Comments
1 Engage with the Shetland business community and the public and voluntary sectors to determine their needs and how best to target their customers.	<ul style="list-style-type: none"> ○ Meetings ○ Workshops ○ Events ○ Networks ○ Surveys ○ Focus groups 	In a recent review of the service, better engagement and a clearer approach in service provision to more specific client groups has been identified as a key factor in achieving the Council's economic development objectives including "Improving the reputation of Shetland as an attractive place to live work study visit and invest".
2 Marketing advice, guidance and practical assistance.	<ul style="list-style-type: none"> ○ General marketing advice for business ○ Targeted promotion of priority areas ○ Support to optimise online and digital assets to drive profitable customer action 	<p>The main routes for receiving marketing advice, guidance and practical support in Shetland are currently :</p> <p>Business Gateway (funded by the Scottish Government and managed by SIC Economic Development) which provides free business advice and support to individuals, businesses, and social enterprises based in Shetland, including printed and online resources ; training courses, and business adviser's one of whom provides expert help in marketing.</p> <p>The Council Economic Development Service includes marketing as an integral part of the economic development advice, guidance and support offered to individuals, businesses and social enterprises. For specialist help staff can also refer clients to a business gateway adviser and signpost them to other relevant agencies.</p> <p>Targeted promotional support to priority sectors has also been offered as a part of the current Promote Shetland contract.</p>

		Key to providing an effective and sustainable mechanism(s) for promoting Shetland to all its target marketing over the next few years - if it is to be understood and supported by others - will be to better communicate both information on the general marketing advice, guidance and practical assistance available locally; and the rationale for the targeted promotion of key sectors in order to support Shetlands wider development objectives e.g. growing student population, more balanced demographic profile , attracting workers to labour shortage areas etc
3 Top ranking online portal for “Shetland” searches which creates, gathers and presents content in way that attracts engages, informs and inspires Shetland’s target audiences and signposts them to other relevant websites - with an objective to drive profitable customer action.	http://www.shetland.org/ <ul style="list-style-type: none"> ○ Search engine optimisation ○ Brand safe rules and practices to minimise the risk of being exposed to content that could damage Shetland’s reputation ○ Responsive design for use on mobile devices ○ Customer relationship management system 	<p>A targeted online presence is generally recognised as the most wide reaching and cost effective way to showcase Shetland to all its target markets.</p> <p>With this in mind the Council has funded the online portal at http://www.shetland.org/ since 2008. Its aim is to be the primary electronic gateway to Shetland providing or guiding all its target markets to good quality and accurate information.</p> <p>To be fit for purpose a website of this type has to be relevant to its target markets, accessible, easy to navigate, accurate, positive, and inspirational. Essential to this is that it is managed updated and developed on a very regular basis.</p>
4 Creating content for use online that attracts attention, raises awareness of what	<ul style="list-style-type: none"> ○ Images ○ PDF downloads ○ Facebook 	Online and digital technology is constantly developing with different target groups responding to different content and a range of different delivery methods.

<p>Shetland has to offer specific target groups; and encourages readers to share their knowledge and experience of Shetland with their contacts on social media.</p>	<ul style="list-style-type: none"> ○ Twitter ○ Instagram ○ Blogs ○ Promotional Videos ○ Apps ○ Podcasts ○ Live Broadcasts ○ Webcams ○ Local TV and Radio available online ○ Online communities 	<p>Since its inception the targeted use of current digital technology has been key to driving users from around the world to the http://www.shetland.org/ website and maintaining the high ranking position for anybody using search engines to find “Shetland” on the internet .</p> <p>This is a rapidly changing market where within a relatively short time new digital technologies can become fashionable, particularly to a younger audience, and then be adopted into mainstream promotion.</p> <p>If a top ranking online portal for “Shetland” searches is considered to be a critical measure of success for promoting Shetland then the targeted and sustainable use of a range of digital delivery methods will also be required to drive users to the site.</p>
<p>5 Collect, meaningful data to help guide decision making, measure performance, build loyalty and maintain relationships with external target markets.</p>	<ul style="list-style-type: none"> ○ Monitoring website activity ○ Monitoring social media ○ Customer Surveys ○ Personal Emails ○ Customer reviews ○ Feedback forums ○ Focus Groups ○ Feedback forms ○ Usability testing 	<p>Optimising the strategic promotion of Shetland requires strong local mechanisms both for agreeing how best to engage with particular target groups, and for collecting, analysing and acting upon feedback from our target markets.</p> <p>Collecting meaningful feedback and acting upon it is likely to be a significant factor in ensuring best value; increasing customer satisfaction and making SMART decisions about where to focus limited resources.</p>
<p>6 Joint working</p> <p>Marketing and promotional</p>	<p>Developing sector specific promotional materials in partnership</p>	<p>Developing partnerships and playing to our collective strengths is likely to be the most effective way to agree our marketing and promotional objectives; and, the best</p>

campaigns in support of specific sector development.		mechanism for delivering them, while at the same time avoiding duplication and ensuring value for money.
7 Print	<ul style="list-style-type: none"> ○ Maximise the use of PDF documents available online ○ Optimising for downloading onto mobile devices ○ short print runs for events / sector related / specific target groups ○ High quality promotional publications 	<p>The targeted use of printed material to promote Shetland, provide local information and inspire our target markets is unlikely to become completely redundant in the medium or even longer term.</p> <p>However it can be an expensive option and should only be used after consideration has been given to online and digital options as an alternative.</p>
8 Showcase high quality “brand safe” Shetland products, services.	<ul style="list-style-type: none"> ○ ○ Advertising campaigns ○ Links online to other websites ○ Case studies ○ Ambassadors ○ News feed 	<p>Playing to our collective strength and highlighting the best of what Shetland has to offer, to people who are likely to be interested, is a cost effective way to promote Shetland to all its target markets.</p> <p>Developing a balanced marketing portfolio that showcases Shetland with honesty and integrity can play a major role in engaging ,and inspiring Shetland’s target audiences It can also contribute to highlighting areas of weakness , gaps in provision and variations in quality which need to be addressed before a particular product or service could be actively promoted.</p>
9 Public Relations /Opportunist marketing	Niche Media marketing e.g. adverts Media support e.g. help with research Familiarisation trips	Enhancing and adding value to activities that will be going ahead with or without strategic marketing support can be relatively low cost way of tapping into existing infrastructure and promoting Shetland to an already receptive audience.

	Technical support to broadcast from Shetland Sponsorship Press releases Champions ambassadors Making news Live events	This kind of activity can be generated both from inside and outside Shetland and is more dependent on having an efficient and effective system to respond to, prioritise and service enquiries than it is to being a major funding provider
10 Conferences and Events	Developing sector or event specific promotional materials / images stands etc Sponsorship Attendance at targeted conferences events	<p>Although historically the Council has allocated significant amounts of funding to events both in and outside Shetland, as a means of promoting various aspects of what Shetland has to offer no specific budget has been allocated for this purpose in the last few years.</p> <p>Support has been limited to partnership working with businesses and other organisations to develop specific markets e.g. All Energy Event, Wool Week etc and adding value to the activity of others as described above.</p> <p>If no additional core funding is available specifically to develop events and festivals in the next few years then the ability to respond to, and add value to the activities of others will be increasingly important.</p> <p>If this kind of support is to be responsive to all Shetland's target markets it is also important that no sector becomes dependent on ongoing subsidy to develop or promote itself.</p>