

# Shetland Islands Council

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Date: 21 November 2023

Dear Sir/Madam

You are invited to the following meeting:

**Development Committee**  
**Council Chamber, Lower Hillhead, Lerwick**  
**Wednesday 29 November 2023 at 10.00am**

Apologies for absence should be notified to Louise Adamson at the above number.

*(Please note that this meeting will be webcast live, recorded and published online for public access after the meeting.)*

Yours faithfully

Executive Manager – Governance and Law

Chair: Dennis Leask  
Vice-Chair: Robert Thomson

## **AGENDA**

- (a) Hold the circular calling the meeting as read.
- (b) Apologies for absence, if any.
- (c) Declarations of Interest – Members are asked to consider whether they have an interest to declare in relation to any item on the agenda for this meeting. Any declaration of interest should be sufficient for those at the meeting to understand why you consider you have a clear and substantial interest. If you are in any doubt about whether you have a declarable interest that would prevent you from participating in discussion or a decision, you should seek the advice of the Monitoring Officer, or the Council's legal officers on his behalf, in advance of the meeting.
- (d) Confirm the minutes of the meeting held on 13 September 2023 (attached).

## **ITEMS**

- 1. Development Directorate Performance Report - Q2, 2023/24  
*DV-39-23*
- 2. Infrastructure Performance Report - Q2, 2023/24 – Development Committee Remit  
*ISD-18-23*
- 3. Strategic Housing Investment Plan (SHIP) 2024/25 -2028/29  
*DV-46-23*
- 4. Shetland Museum Service Collections Policy 2023-2028  
*DV-34-23*
- 5. Development Committee Business Programme 2023/24  
*DV-40-23*

***The following item contains EXEMPT Information***

- 6. Economic Development – Financial Support Update  
*DV-24-23*



## **MINUTES**

## **B - Public**

**Development Committee**  
**Council Chamber, Lower Hillhead, Lerwick**  
**Wednesday 13 September 2023 at 10.00am**

**Present:**

A Duncan	D Leask
E Macdonald	L Peterson
G Robinson	D Sandison
R W Thomson	

**Present via Remote Link:**

S Leask	T Morton
R Thomson	

**Also:**

A Wenger

**Apologies:**

C Smith

**In Attendance (Officers):**

N Grant, Director of Development Services  
J Smith, Director of Infrastructure Services  
T Coutts, Executive Manager – Economic Development  
A Jamieson, Executive Manager – Housing  
N Henderson, Team Leader – Business Development  
E Perring, Team Leader – Community Planning  
M Forrester, Management Accountant  
M Duncan, External Funding Officer  
I Johnson, Commercial Investments Officer  
S Goudie, Business Research Officer  
K Nicolson, Business Gateway Officer  
B Kerr, Communications Officer  
L Malcolmson, Committee Officer  
L Adamson, Committee Officer

**In Attendance Remotely (Officers):**

D Irvine, Executive Manager – Future Energy  
M Hodgson, Solicitor

**Chair:**

Mr D Leask, Chair of the Committee, presided.

The Chair ruled that in accordance with Section 43(2) of the Local Government in Scotland Act 2003, remote attendance and participation by Committee Members during the meeting was permitted.

**Circular:**

The circular calling the meeting was held as read.

**Declarations of Interest**

Mr Morton declared an interest in Item 4, "Visitor Levy (Scotland) Bill".

Mrs Macdonald and Mr Sandison declared an interest in Item 8, "Support for Inshore Fisheries Management - Shetland Islands Regulated Fishery (Scotland) Order 2023/24".

**Minutes**

The Committee approved the minutes of the meeting held on 31 May 2023 on the motion of Mr S Leask, seconded by Ms Peterson.

14/23      **Development Directorate Performance Report Q1 2023/24**

The Committee considered a report by the Director of Development Services (DV-27-23), that outlined the activity and performance of Development Services during Quarter 1, 2023/24.

In introducing the report, the Director of Development Services referred to the exceptional standard of delivery of the recent Tall Ships Event and advised that a follow up economic assessment was being prepared with the intention to report to the next Committee.

*(Mr R Thomson attended the meeting).*

The Director of Development Services provided updates on the Strategic Housing Investment Plan (SHIP), the Islands Growth Deal projects and the National Planning Framework 4 (NPF4) new Local Development Plan (LDP). He also reported on the budget position and advised that the audit recommendations have been added to Appendix A.

In response to questions, the Director of Development Services provided further information on the support from the Council to the Islands with Small Populations projects, advising on the good communication and engagement and on the progress made. In terms of any future plans to retain populations within the islands, the Director of Development Services advised that the actual projects for each island has concluded, however in giving Fair Isle as an example, he referred to the impact from the new ferry and the Openreach circuits, which he said will bring significant benefits to the island.

Positive comment was made regarding the Islands with Small Populations Projects, where it was suggested there were some small communities on mainland Shetland that would equally benefit from similar projects. It was also suggested that through the Place Based Reviews whether creating hubs in certain rural communities could impact negatively on the smaller communities. In responding, the Director of Development Services

acknowledged the point being made, however he advised on the focus to address inequalities and in working through the Place Based Plan to identify where issues are being experienced in service provision and where households and individuals need help.

In responding to a question, the Director of Development Services provided an update on the next stage of the 10 Year Plan Phase 2 project, advising that the key priority is to align delivery of various partners, including the Council and the NHS on activity and outputs. In that regard, he advised on the intention to report the Place Based Shetland Partnership Delivery Plan to Committee in November.

In referring to the “Progress Statement” relating to Project “OA269 Strategic Housing Investment Plan”, it was noted that from the target to deliver 256 new housing units over five years, that only 14 have been delivered. The Director of Development Services advised on the various challenges in terms of delivery at a local level, however he gave assurance regarding the relationship with the Scottish Government More Homes Division and in terms of Government funding for new builds.

In responding to a question regarding progress on the housing development in Walls, the Director of Development Services advised that there is a date to complete the site clearance to start construction.

In response to a comment regarding the update provided for Project “OA272 Fair Isle Ferry and Infrastructure Replacement”, the Director of Development Services undertook to amend the “Progress Statement” to make it relevant to the project.

In referring to the update in Appendix A regarding the development of the NPF4 New Local Development Plan, comment was made that the proposed five year timescale to complete the project was a significant length of time. It was suggested the timescale should be reduced to keep momentum on the project and the communities involved. In responding, the Director of Development Services advised on the importance to work to the timescale provided in the guidance from the Scottish Government, however in terms of the significance of the plan to Shetland he suggested that consideration could be given to reducing the timescale.

In responding to a comment regarding Project “GT01 Inter-island Transport Connectivity Network Strategy”, the Director of Development Services confirmed that he would amend the wording of the “Progress Statement” to be more accurate on what progress has been made on the project.

Referring to Appendix C, the Development Directorate Complaints, it was noted that frontline complaints should be responded to within 5 days, however one frontline complaint was standing at 302 days. In referring to the two frontline complaints being reported, the Director of Development Services advised they both had their complexities, however he acknowledged the timescales were well out with the protocol and confirmed they were being worked on to be resolved.

In noting the update provided relating to Project “OA234 Council’s Fibre Network” in terms of the Strategic Outline Programme, clarity was sought on the timescale for delivery. The Director of Development Services advised on the two work streams that would be reported to Committee in November, namely the focus of the Shetland Telecom project and how it is resourced, and options and opportunities in terms of delivery.

Reference was made to Appendix B, and to the increase in sickness levels within the Directorate. The Director of Development Services advised that while sickness levels within the Directorate usually run general low, recovery from Covid-19 has seen settled influences on staff and changes in the way staff operate and interact. He reported that there is a higher level of sickness absences across the Council, which is an ongoing issue, and advised that welfare support is an area that is being resourced.

In response to a question, the Director of Development Services advised that he would be confident that the 1% savings would be achieved by the year end.

*(Mr S Leask left the meeting).*

In referring to Section 4.8 of the report, an update was sought regarding improving housing conditions and delivery of energy efficiency. The Director of Development Services advised that in terms of actions this year regarding some house build projects there have been issues to get works tendered and the projects to progress. He advised also on the issue with funding and on the end date to when energy efficiency is to be delivered.

In responding to a question regarding the funding package for the Knab site development, the Director of Development Services advised that internal meetings have been held to work on development costs and models and a Members Seminar would be arranged for later this year to present the Full Business Case.

During debate, comment was made on the importance for the timescale for development of the new Local Development Plan to be reduced in order to retain community focus.

In regards to housing, comment was made that the housing stock in the outer islands were older and less energy efficient than elsewhere in Shetland. There were also issues with the lack of available housing in Unst and Yell to support businesses and in that regard there is a need to actively look to support communities to address this urgent issue and develop a plan.

Comment was made that it is not only some remote community areas in Shetland that are in need housing and employment, but also to look at some fringes of the rural mainland and the very small communities all over Shetland.

Members were however reminded on the decision taken earlier this year, in approving the SHIP, and reference was made to the developments that have taken place, including the housing development in Scalloway.

It was however suggested that housing in rural areas would be a separate issue to the SHIP, to be led by employment and business needs in the areas. Comment was also made that the Housing Needs and Demand Assessment is not a suitable tool to address demand in rural areas.

In referring to the Islands Growth Deal, comment was made on the significant risk that some projects will need to be rescaled as the projects progress and on the need to recognise that it may not be possible to do all that has been proposed.

**Decision:**

The Committee NOTED the updates on activity in Quarter 1, 2023/24, and DISCUSSED and COMMENTED on forward plans and priorities to help inform the prioritisation of activity and associated Business Programming.

15/23

**Infrastructure Performance Report – Q1 2023/24 Development Committee Remit**

The Committee considered a report by the Director of Infrastructure Services (ISD-14-23), that summarised the performance of the Infrastructure Directorate relating to the Development Committee during Quarter 1, 2023/24.

The Director of Infrastructure Services introduced the report and appendices. He advised that the Climate Change Strategy and Shetland Energy Strategy would be reported next cycle and a report on Affordable Energy and the Shetland Tariff was being presented to Council next week.

Reference was made to the statement in Section 6.6 of the report “Assets and Property”, and in responding to questions, the Director of Infrastructure Services undertook to provide all Members with the costs relating to the maintenance and replacement of infrastructure and Council assets during the first quarter of 2023/24 and also the Council assets that have been sold or moved on to reduce maintenance costs, during the same quarter.

In responding to a question relating to Project “HC01 Identifying the Affordable Energy”, the Director of Infrastructure Services undertook to provide all Members with comparison costs between last year and the current year in regard to the Council’s electricity costs.

The Director of Infrastructure Services provided an update to Committee on the work in progress on Project “HC04 Co-ordinating a Shetland Holistic Power Station”, and advised that a Members Seminar would be arranged for later this year.

During debate, comment was made on the significant amount of activity in terms of the energy strategy, energy development and potential scenarios

for the future, and it was questioned at what point communities will have the opportunity for full engagement and understanding of the implications as there is potential for significant impact on communities. In that regard, a suggestion was made that a community engagement strategy could be included with the report to Council next week. It was commented on the need for the Council to understand the wider implications and therefore the earlier the potential scenarios can be discussed the better. It was also suggested that the potential Shetland tariff should be included within the discussions to ascertain the benefits of lower energy bills.

**Decision:**

The Committee NOTED the updates on activity in Quarter 1, 2023/24, described in the report and its appendices and DISCUSSED and COMMENTED on forward plans and priorities to help inform activity and associated Business Programming.

16/23

**Annual Assurance Statement 2023**

The Committee considered a report by the Executive Manager - Housing (DV-30-23) seeking approval of the Housing Service's Annual Assurance Statement 2023 for submission to the Scottish Housing Regulator (SHR).

The Executive Manager - Housing introduced the report. In referring to the Self-Assessment Checklist at Appendix 2, she advised that all requirements had been rated as 'Green', with one exception being extending smoke detection in properties and statutory electrical testing, which she advised were both relatively new to the Framework.

In responding to questions, the Executive Manager – Housing confirmed that all Council housing stock has smoke detectors installed, however it is the enhanced legislation whereby the Council is not fully compliant at this time, with 13% of properties still to meet the new standard.

There was no debate. Mr R W Thomson moved that the Committee approve the recommendation in the report. Mrs Macdonald seconded.

**Decision:**

The Committee RESOLVED to approve the Housing Service's Annual Assurance Statement 2023 for submission to the Scottish Housing Regulator (SHR).

17/23

**Visitor Levy (Scotland) Bill**

The Committee considered a report by the Executive Manager – Economic Development (DV-32-23) that provided information on the Visitor Levy (Scotland) Bill, which was introduced to the Scottish Parliament in May 2023, and sought approval of the Council's response to the Scottish Parliament's call for views on the Bill, as set out in Appendix 1.

The Executive Manager – Economic Development summarised the main terms of the report.



*(Mr R Thomson left the meeting).*

In response to a question, the Executive Manager – Economic Development advised that cruise passenger figures are not covered in the Shetland Visitor Survey 2019. He advised however that there has been discussion on a bespoke piece of work to ascertain the impact of the cruise ships to Shetland.

There were no further questions.

During debate, it was suggested that the point of entry would be the sensible point in which to collect the charge and that cruise visitors should be included should it be agreed a levy is imposed.

Comments were made on the need for dialogue with other relevant stakeholders and to get an understanding of what the cost may be to administer the scheme on the Council's behalf. The importance to consult robustly with the community on any proposals for the scheme was also raised and comment made on the need to consider the impact on small businesses in terms of the additional administration burden of a visitor levy.

Comment was made on the need to take into consideration the very high costs for people to travel to Shetland where comment was made on the importance of the travel trade to Shetland. However it was also suggested that with the many travellers paying a significant amount to visit Shetland, a visitor levy would only be a small additional amount, and would make very little difference to the overall cost of travel.

It was suggested that the money generated could go towards improved infrastructure and services for tourists and for the community of Shetland.

In speaking against the introduction of a visitor levy locally, reference was made to the detrimental impact on the people and businesses in Shetland who provide the tourist experience. It was suggested that smarter solutions need to be found locally and communities should be encouraged to come up with solutions themselves for the smaller scale improvements to be made to the infrastructure. Comment was also made that in addition to the burden of collection of the levy, it was suggested that disbursement of funds could require another scheme to be set up to be resourced by the Council.

During further debate, it was suggested that all scenarios need to be weighed up as it will be for the Council to ultimately make the decision on whether to introduce the levy scheme.

On the motion of Mr R W Thomson, seconded by Mr Duncan, the Committee approved the recommendation in the report.

**Decision:**

The Committee:

- NOTED the introduction of the Visitor Levy (Scotland) Bill to the Scottish Parliament; and
- APPROVED the Council's response to the Scottish Parliament's call for views on the Bill as set out in Appendix 1.

*(Mr Robinson left the meeting).*

*(There was a short break, and the meeting reconvened at 11.25am).*

18/23

### **Shetland Business Start Up Grant**

The Committee considered a report by the Executive Manager – Economic Development (DV-25-23), that sought approval for financial support for local business start ups via the Shetland Business Start Up Grant for a further 18 month period to 31 March 2025.

The Executive Manager – Economic Development summarised the main terms of the report.

In noting that £4k was the maximum award of grant to successful applicants, reference was made to Appendix 1 where clarity was sought regarding an award of grant of £5k during 2022-23. The Executive Manager – Economic Development explained that during the pilot scheme the maximum grant award was £3k, however there were supplements for net zero and young people, which have now been rationalised in the further 18 months of the scheme proposed.

During the discussion, it was questioned whether there had been any feedback from grant recipients as to whether their business venture would have started up had the grant not been available. It was also questioned whether there were any statistics in that regard. The Executive Manager – Economic Development advised on the positive feedback from grant recipients in regard to their engagement with the Business Gateway Service. He also advised on the purpose of the grant scheme being to improve the long-term sustainability of businesses, rather than it being whether a business would start up or not which he acknowledged would also be difficult to quantify.

In responding to comments and to a question as to whether the scheme is making a positive impact to businesses in Shetland, the Director of Development Services acknowledged the point being made regarding the Shetland economy and the current employment situation. He advised however that the high employment rate was mainly a factor of larger construction projects, and there was a need to continue to invest in the smaller start up businesses to diversify the business base in Shetland.

In referring to Appendix 1, positive comment was made on the overall award of grants to local businesses in 2022/23, totalling almost £41k. It was however noted that no agricultural businesses had been listed, and it was questioned whether any enquiries had been received from businesses associated with the agricultural industry. The Executive Manager –

Economic Development advised that no applications had been received from agricultural businesses under the Business Start Up Grant, although noted that approvals had been made to agricultural businesses through the Shetland Business Transition Fund, which is being reported to the next Development Committee.

During debate, positive comment was made that from an overall budget of £50k, jointly funded from the Council and Highlands and Islands Enterprise, the grant award to the smaller businesses will make a significant difference. In that regard, comment was made on the benefits of such funding to businesses and on support to the proposals in the report, to extend the scheme.

Comment was made on the overarching need to encourage entrepreneurial growth in Shetland, and that this scheme was good value and essential to support new businesses in Shetland.

On the motion of Mrs Macdonald, seconded by Mr Duncan, the Committee approved the recommendation in the report.

**Decision:**

The Committee RESOLVED to APPROVE financial support for local business start ups via the Shetland Business Start Up Grant for the 18 month period to 31 March 2025.

19/23

**Community Planning and Development – Financial Support Update**

The Committee considered a report by the Director of Development Services (DV-33-23), that provided a summary of delegated grant approvals under the Community Planning and Development Grant Schemes and the grant awards to organisations reducing inequality.

The Director – Development Services introduced the report and appendices, providing an overview of the grant schemes, the grants awarded and the case studies attached. He added that in terms of addressing outcomes at a distributed level in the community the activity in this report goes a long way to support individuals and groups.

During the discussion, it was noted that the Support to Community Facilities scheme was a closed grant scheme, where only an agreed list of organisations can apply for a certain award of grant each year. In suggesting there would be other similar organisations that could benefit from the scheme, it was questioned whether the scheme could be reviewed to ascertain whether it could be opened up to other organisations providing a similar service to similar groups of people. In responding, the External Funding Officer advised that the review of Community Councils that is currently underway will take up a considerable amount of resources and to fit in another review would be quite challenging. He advised also that the scheme has been regularly reviewed with recurring feedback for the scheme to prioritise support to young people and facilities used by young people. He said that to open up the scheme to new potential applicants would need further community constitution carried out to identify

what organisations are to be considered and the findings from such a review reported back to Council.

The Director of Development Services confirmed the significant amount of work to review the scheme for the establishment of Community Councils, which he said needs to take precedent and in that regard he advised on his concern in terms of resources to take on a further review in the current year.

In responding to questions, it was agreed that Members of Development Committee would be provided with an overview of the findings from previous reviews of the Community Facilities Grant Scheme and also an indication of the funding raised by the organisations.

During debate, positive comment was made regarding the Support to Community Facilities scheme as it was noted the grant awards are distributed to organisations throughout Shetland, which is good for the health and wellbeing of Shetland communities.

In recalling an organisation that had not met the parameters of the Community Facilities scheme, it was suggested it would be useful to review the criteria of the scheme at some point in the future.

In referring to the awards of funding as reported, positive comment was made regarding how much was being done in the community with a relatively small amount of Council funding and with community time and commitment to services. In that regard, the Leader thanked all volunteers for their time and commitment to the organisations, halls and clubs.

In noting that in the main, the Support to Community Facilities scheme provided grant funding towards the maintenance of sports fields and buildings, and in that regard it was suggested that these well-established facilities could cease to exist should the grant funding not be available.

There was no further debate, and the Committee noted the report.

**Decision:**

The Committee NOTED the delegated approvals made under the Community Planning and Development Grant Schemes for 2022/23 and the grant payments to support organisations directly contributing to reducing inequality.

20/23

**Development Committee Business Programme - 2023/24**

The Committee considered a report by the Director of Development Services (DV-28-23), that presented the business planned for Development Committee for the financial year 2023/24.

In introducing the report, the Director of Development Services referred to the Place Based Shetland Partnership Delivery Plan to be added to the list of reports to the November Committee.

**Decision:**

The Committee:

- CONSIDERED the business planned for Development Committee for the remainder of the financial year 2023/24; and
- ADVISED the Director of Development Services of any changes required and new items to be included on the Business Programme.

*(Mr Robinson returned to the meeting).*

**Mr D Leask moved that in order to avoid the disclosure of exempt information, the Committee resolve to exclude the public in terms of the relevant legislation during consideration of the following item of business. Ms Peterson seconded.**

*(Recording of the meeting was stopped and Members and officers remaining online confirmed to the Chair that there were no other persons present able to hear or record the proceedings).*

*Mr Sandison declared an interest in the following item, as a Board Member of Shetland UHI. Mr Sandison left the meeting.*

*Mrs Macdonald declared an interest in the following item, as a family member works for Shetland UHI. Mrs Macdonald left the meeting.*

21/23      **Support for Inshore Fisheries Management - Shetland Islands Regulated Fishery (Scotland) Order 2023/24**

The Committee considered a report by the Executive Manager – Economic Development, that sought approval of grant funding to Shetland Shellfish Management Organisation (SSMO) for the management and administration of the Shetland Islands Regulated Fishery (Scotland) 2012 Order (RO) during 2023/24.

The Executive Manager – Economic Development summarised the main terms of the report, then responded to questions from Members.

Mr Robinson moved that the Committee approve the recommendation in the report. Mr Duncan seconded.

**Decision:**

The Committee RESOLVED to APPROVE grant funding to Shetland Shellfish Management Organisation (SSMO) for the management and administration of the Shetland Islands Regulated Fishery (Scotland) 2012 Order (RO) during 2023/24 to maintain sustainable inshore fisheries in Shetland and the research, monitoring and analysis work which supports and informs this.

The meeting concluded at 12.07pm.

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Chair

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<b>Meeting(s):</b>	<b>Development Committee</b>	<b>29 November 2023</b>
<b>Report Title:</b>	<b>Development Directorate Performance Report Q2 2023/24</b>	
<b>Reference Number:</b>	<b>DV-39-23-F</b>	
<b>Author / Job Title:</b>	<b>Neil Grant - Director of Development Services</b>	

## 1.0 Decisions / Action Required:

- 1.1 That the Development Committee **NOTE** the updates on activity in Quarter 2, 2023/24 and **DISCUSS** and **COMMENT** on forward plans and priorities to help inform the prioritisation of activity and associated Business Programming.

## 2.0 High Level Summary:

- 2.1 This report presents:-
- information regarding the activity and performance of Development Services during Quarter 2 of 2023-2024 (Appendix A);
  - the Development Services Risk Register (Appendix B); and
  - the revenue and capital outturn for 2023-2024 (Appendices 1 and 2).
- 2.2 The report provides an evaluation of progress on key objectives and outcomes for Development Services in Quarter 2; considers current risks and service challenges; and sets out the key priorities Development Services are leading on in 2023-2024, which will contribute to the outcomes in “Our Ambition 2021-26”.

## 3.0 Corporate Priorities and Joint Working:

- 3.1 Effective Planning and Performance Management are key aspects of Best Value and features of the Council’s Corporate Plan “Our Ambition” 2021-2026.

## 4.0 Key Issues:

### Progress on Key Objectives and Outcomes

- 4.1 The Development Directorate Services Plan 2023-2026 identifies the priorities for Development Services to deliver on ‘Our Ambition’ and Shetland’s Partnership Plan objectives and outcomes. This progress is recorded against the four priorities of the Shetland Partnership Plan; PARTICIPATION, PEOPLE, PLACE, and MONEY, the main focus of the Development Directorate’s activity being in the PLACE priority.
- 4.2 During Q2 2023/24, the Development Directorate achieved the following progress against its priorities.

## PLACE

### 4.2.1 Enablement of a 10 year Plan to attract people to live, work, study and invest in Shetland

- **Shetland Partnership, Delivery Plan:** the Delivery Plan 2023-28, for the Shetland Partnership Plan, provides the framework for the development of place-based working across Shetland. The Plan will be signed-off by partner organisations by the end of December. Specific projects, within the programme of work, have been defined, and resources deployed to support implementation.
- **Locality Profiles/Locality Planning:** 14 Profiles have been produced: for Shetland's seven localities, Shetland's five Islands with Small Populations, Bressay, and Shetland as a whole. These are being reviewed by communities, at community meetings, during November, and will be published on the Shetland Partnership website shortly. These profiles are a key tool available to support place-based working; providing an opportunity to discuss the data, and what it means for our localities and communities. The next steps for this work will be planned, following feedback from the community meetings.
- **Tall Ships' Races 2023:** Lerwick played host to the Tall Ships Races for the third time over the period 26-29 July 2023. The event saw over 10,000 people attending over the course of four days, as Shetland hosted 37 visiting Tall Ships. Vessels from Uruguay and Indonesia visited alongside ships from the UK and Scandinavia, with some taking in the cruise-in-company events which took place in Cullivoe and Baltasound. The event programme incorporated a range of live music events, local business stalls, and a Royal visit from HRH Princess Anne.

A report is being produced to estimate the impact of the event on the local economy. This will be presented, along with financial reporting on the event, at a future committee cycle.

### 4.2.2 Increase the Supply of Housing Across all Tenures

- **Strategic Housing Investment Plan (SHIP):** a refreshed 5 year Strategic Housing Investment Plan is presented to Development Committee for approval this cycle. In the past two years between Hjaltland Housing Association and Shetland Islands Council, 62 new affordable homes have been constructed and 28 new units are currently on site under construction, at Sandveien (rebuild) 8, Scalloway (phase two) 8, Aith (phase two) 6, Brae 2 and Walls 4.
- **Knab Site Masterplan:** a Full Business Case is currently being developed, and will be presented at the next cycle. The FBC is also required for the Islands Growth Deal funding. Phased housing development plan is included in the Strategic Housing Investment Plan presented to this cycle.

### 4.2.3 Support for Local Businesses and Entrepreneurs

- **Islands Growth Deal:** the Islands Growth Deal was signed by both UK and Scottish Governments in January 2023. The investment programme is spread over ten years, with Shetland projects receiving approximately £33.3m investment across that period. Full Business Cases will be developed as projects progress towards delivery phase.

- **Shetland Business Start Up Grant:** in Q2 the Council approved two new business start-up grants, with a total grant commitment of £8,989.
- **Economic Development Grant Scheme:** in Q2 the Council approved three grants under the Economic Development Grant Scheme, with a total grant commitment of £35,652. Grants were awarded to Unst Boating and Swimming Club, Shetland Arts Development Agency and Bigton Collective Ltd.
- **Business Gateway:** there were 47 Business Gateway enquiries logged in Q2. The fourth cohort of the Realise Programme, which offers local female business owners the opportunity to receive 1:1 mentoring, as well as peer support, began in Oct 2023, with 8 local business owners signed up.
- **Shetland Space Centre Project:** work on the Space Development Programme: Education & Skills; Economy; Promotion & Tourism; and Contingency Planning, has been paused whilst the Spaceport focuses on constructing the facilities, obtaining licences and getting to first launch.

#### 4.2.4 Achieve High Speed Broadband and Full Mobile Coverage to all Shetland Settlements

- **Digital Review:** the review of Shetland Telecom which was initiated following audit comments is currently being progressed by Brodies LLP. The review project is in three stages, the first of which examined if delivering the Shetland Telecom function is within the legal powers of the Council. The review has progressed onto the second stage which examines the possible legal structures for delivery, specifically delivery via internal resources (status quo) and an arms-length structure. The final report on the second stage is currently being produced.

#### 4.2.5 Resilient Rural Communities

- **Islands with Small Populations:** a second Locality Plan for Shetland's Islands with Small Populations has been developed, in collaboration with the five island communities and services. This Plan will be approved by the Management and Leadership Team of the Shetland Partnership, and is being presented for approval, by Policy and Resources Committee in December.
- **Cost of Living Supports:** all activity approved by Council in September is underway: the payment to Council Tax accounts for low income households was made in early November; community pop-ins are being planned throughout Shetland; support is available through the St Ringan's Hub and outreach in schools and communities; and the communication campaign is underway.
- **Rural Retail Services Scheme:** the Council launched the Shetland Rural Retail Services Scheme in August 2023. Funded from the UK Shared Prosperity Fund, the scheme provides capital grants to rural shops in Shetland with the aim of improving sustainability and retaining vital services in local communities. Grants of between £1,000 to £10,000, or 50% of eligible costs, are available for business improvements, including energy efficiency measures, new equipment or modifications to premises. The scheme has been promoted directly to eligible businesses, and a number of enquiries and applications have been received. Approvals and commitments will be reported on in future performance reports.

- **Coastal Communities Fund:** following a meeting of the Coastal Communities Fund Panel on 11 September 2023, the Council approved six grants to community projects across Shetland, with a total grant commitment of £213,901. Grants were awarded to:
  - Unst Boating & Swimming Club – Clubhouse upgrade
  - Mid Yell Development Company – Development Phase – Mid Yell Pier Amenity Building
  - Cunningsburgh Village Hall Trust – Cunningsburgh Hall - Car Park Upgrade
  - Bigton Collective – Hymhus - Bigton Regeneration Hub: Phase 1 Development Manager
  - Space2face – Made to Mend
  - Fair Isle Development Company – Fair Isle Kirk – Leisure and Community Space Feasibility Study
- **Community Led Local Development 2023/24:** the Council acts as the Accountable Body in Shetland for the Community Led Local Development (CLLD) Programme, on behalf of the Shetland Local Action Group. The LAG was allocated a budget of £130,000 in capital funding and £134,708 in revenue funding, to support projects and initiatives which deliver on the Shetland Community Led Vision, specifically projects which address the transition to net zero and the cost of living. To date, the LAG have approved funding to 13 projects, with total grant commitments of £130,000 (capital) and £99,779 (revenue).

## Financial Performance – 2023/24 Quarter 2

### 4.3 Projected Revenue Outturn

The projected outturn for the Development Services Directorate, as it relates to the remit of the Development Committee is £9.318m, this is an underspend of £0.098m compared to the Directorate's approved revenue budget of £9.415m.

The projected underspend includes savings budgets which are projected to be met at Quarter 2, as follows:

Description/Service Area	Original Budget £000	Projected Savings £000	Projected Variance £000
Vacancy Savings:	(500)	(651)	151
1% Savings:	(102)	(51)	(50)
Savings Review - Shetland Telecom	(100)	0	(100)
<b>Total:</b>	<b>(702)</b>	<b>(702)</b>	<b>0</b>

- 4.4 A key variance is employee costs. The projected full-time equivalent (FTE) vacancies for the Development Directorate, under the remit of the Development Committee, are as follows:

Service Area	Original Budgeted FTE	Revised Budgeted FTE	Projected Vacancy FTE	% of Total Revised Budgeted FTEs
Director of Development	2.0	3.0	0.2	6.7%
Community Planning & Development	11.1	11.1	1.4	12.6%
Economic Development	13.8	13.6	1.5	11.0%
Housing (excl HRA)	46.8	47.8	9.1	19.0%
Planning	36.5	36.5	5.5	15.1%
<b>Total</b>	<b>110.2</b>	<b>112.0</b>	<b>17.7</b>	<b>15.8%</b>

This has resulted in projected savings of (£651k). Unsuccessful recruitment exercises, post redesign delays and reduction in working hours has contributed to the significant underspend.

As at 1 October 2023, the number of vacant posts across the Directorate (excluding HRA) is 12.7 FTE.

#### 4.5 Projected Capital Outturn

At Quarter 2 there is no projected capital outturn to report.

- 4.6 Appendix 1 provides detailed information on the projected revenue and capital outturn positions. Appendix 2 provides the projected outturn position for the Housing Revenue Account (HRA).

### **Risk and Service Challenges**

- 4.7 Performance monitoring and performance reporting must also consider the areas of risk arising from our operations, the service challenges the directorate faces, actions and projects which have not progressed as planned, and where we do not meet Performance Indicator Benchmarks:

- Risk: Cost and availability of supplies in the construction industry is continuing to create issues particularly when tendering works and contracts.
- Risk: There is an acute shortage of skilled labour reported from the building and construction sector:
- Risk: The demands on some front line services, including housing services have increased, and staff turnover and difficulties recruiting is exacerbating this problem.

Mitigation: Identify where job profiles can be redesigned, and resourcing plan.

### **Looking Ahead to Remainder of 2023/24 and to Future Years**

- 4.8 A number of Development Services key projects and actions will continue in 2023/24, and into future years, as they require sustained activity to deliver their objectives. Most significantly amongst those are:

<ul style="list-style-type: none"> <li>• Coordinating delivery of Shetland's Partnership Plan and a Place Based Delivery Plan 2023-2028, which will help prioritise projects and actions required to deliver agreed high level outcomes.</li> <li>• Increasing housing supply and promoting place making: <ul style="list-style-type: none"> <li>○ Deliver Strategic Housing Investment Plan Projects</li> <li>○ Support Community Led Housing Projects</li> </ul> </li> <li>• Improving house condition, energy efficiency and tackling poverty</li> <li>• Knab site redevelopment, develop Full Business Case, and agree phased housing delivery plan.</li> <li>• Digital Connectivity, agree and implement network governance and management plan</li> <li>• Digital Connectivity, agree Strategic Outline Programme of network development</li> <li>• National Planning Framework 4, and Local Development Plan, LDP2. Inter-Island Transport Connectivity project, to establish the case for fixed links.</li> </ul>	
<b>5.0 Exempt and/or Confidential Information:</b>	
5.1 None.	
<b>6.0 Implications:</b>	
<b>6.1 Service Users, Patients and Communities:</b>	Effective performance management and continuous improvement are important duties for all statutory and voluntary sector partners in maintaining appropriate services for the public. The Directorate uses customer feedback and complaint analysis to drive service change and service improvement.
<b>6.2 Human Resources and Organisational Development:</b>	<p>There are a number of actions in this service plan with staffing implications. Care is taken to ensure that staff are involved and informed about changes that might affect them, that HR are closely involved and that relevant Council policies are followed. Ensuring staff feel valued and supported especially through periods of challenge and change is a key consideration for the Directorate Management team.</p> <p>Recruitment continues to be an issue in some services.</p>
<b>6.3 Equality, Diversity and Human Rights:</b>	The Directorate carries out Integrated and Equalities Impact Assessments to ensure its services are supporting those most in need and not making inequalities worse.
<b>6.4 Legal:</b>	The Directorate delivers statutory services, monitoring performance provides assurance that statutory requirements are met and the Council complies with its duties in delivering Services.
<b>6.5 Finance:</b>	<p>This report demonstrates that the services under the remit of the Development Committee, are at Quarter 2 projecting to spend <b>less</b> than their Council approved revenue budget by £0.098m.</p> <p>The Council's overall projected revenue outturn at Quarter 2 is an overspend of (£3.941m), which includes the £0.098m described above, this will increase the budgeted</p>

	unsustainable draw on Reserves to (£10.823m) if no remedial action is taken.
<b>6.6 Assets and Property:</b>	A number of the actions in the Directorate Plan relate to maintenance and replacement of Development and Council assets to maintain delivery of services to the people of Shetland.
<b>6.7 ICT and New Technologies:</b>	Limitations of the Shetland wide Broadband and Mobile networks impact on delivery of services which require remote access to digital networks and databases.
<b>6.8 Environmental:</b>	<p>The Directorate works closely with Infrastructure and other Directorates to reduce energy usage and carbon emissions.</p> <p>The Council is required to produce a 3 year Biodiversity Duty report. A report will be provided for the period 2021-23 updating on all actions taken to meet the Biodiversity Duty.</p>
<b>6.9 Risk Management:</b>	<p>Embedding a culture of continuous improvement and customer focus are key aspects of the Council's improvement activity. Effective performance management is an important component of that which requires the production and consideration of these reports. Failure to deliver and embed this increases the risk of the Council working inefficiently, failing to focus on customer needs and being subject to negative external scrutiny.</p> <p>Risk management is a key component of the performance cycle and the Directorate Plan actions are determined to be priorities to manage the Directorate risks.</p>
<b>6.10 Policy and Delegated Authority:</b>	<p>The Council's Constitution – Part C - Scheme of Administration and Delegations provides in its terms of reference for Functional Committees (2.3.1 (2) <i>et seq</i>) that they:</p> <p>“Monitor and review achievement of key outcomes in the Directorate Plans within the functional areas noted below by ensuring -</p> <ul style="list-style-type: none"> <li>(a) appropriate performance measures are in place, and to monitor the relevant Planning and Performance Management Framework, including risk management; and</li> <li>(b) best value in the use of resources to achieve these key outcomes is met within a performance culture of continuous improvement and customer focus.</li> </ul> <p><b>Development</b> The relevant functional areas relate to strategic regeneration, development, economy and business, energy, telecommunications, agriculture, fisheries, arts, culture, and tourism, housing, poverty, community regeneration / community development, community safety and voluntary sector.”</p>

6.11

Previously Considered by:

None.

**Contact Details:**

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Date Cleared: 21 November 2023

**Appendices:**

Appendix 1 – Development Directorate Revenue and Capital Management Accounts to Quarter 2 (under Development Committee remit)

Appendix 2 – HRA Revenue and Capital Management Accounts to Quarter 2

Appendix A Projects and Actions – Development

Appendix B – Development Services Risk Register

**Background Documents:**

[Our Ambition 2021-2026](#)



**Development Directorate****1. Projected Revenue Outturn Position - 2023/24 Financial Year**

<b>Service</b>	<b>Revised Annual Budget at Quarter 2</b>	<b>Projected Outturn at Quarter 2</b>	<b>Projected Outturn Variance at Quarter 2 Fav/(Adv)</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
Director of Development	1,515	1,508	7
Community Planning & Development	1,101	1,080	21
Economic Development	3,682	3,523	159
Housing	1,585	1,560	25
Planning	1,533	1,647	(114)
Vacancy Factor*	151	0	151
1% Savings*	(51)	0	(51)
Savings Review*	(100)	0	(100)
<b>Development Committee:</b>	<b>9,415</b>	<b>9,318</b>	<b>98</b>
Community Planning & Development**	428	428	0
Vacancy Factor	101	0	101
1% savings	(5)	0	(5)
<b>Education &amp; Families Committee:</b>	<b>525</b>	<b>428</b>	<b>96</b>
Transport Planning	8,340	8,508	(168)
Vacancy Factor	0	0	0
1% Savings	(86)	0	(86)
<b>Environment &amp; Transport Committee:</b>	<b>8,254</b>	<b>8,508</b>	<b>(254)</b>
<b>Development Directorate Total:</b>	<b>18,194</b>	<b>18,254</b>	<b>(60)</b>

\* See table 2 for further analysis overleaf

\*\* Adult Learning Services

At Quarter 2, the significant projected revenue outturn variances, over £50k by **Service**, relating only to the remit of the **Development Committee** are set out below.

**1.1 Economic Development – Projected outturn underspend £159k, 4.3%**

The projected underspend relates to significant underspending on Economic Development Projects and Grant Schemes £227k. This projection is based on the existing level of current and future grant commitments, expected timing of claims and their approval for payment. This is offset by a projected overspend on the Coastal Communities Fund Scheme due to the acceleration in applications received and approved which means increased claims requiring payment in this financial year (£80k).

## 1.2 Planning – Projected outturn overspend (£114k), (7.4)%

The projected overspend relates to the use of agency staff 0.6 FTE/(£53k) to alleviate ongoing planning officer recruitment difficulties within Development Management, and a projected underachievement of income on planning applications and building Warrants (£50k).

## 2. Projected Revenue Savings Position - 2023/24 Financial Year

Description/Service Area	Original Budget at Quarter 2 £000	Projected Savings at Quarter 2 £000	Projected Variance at Quarter 2 £000
<b>Vacancy Savings:</b>	<b>(500)</b>	<b>(651)</b>	<b>151</b>
Director of Development	(500)	0	(500)
Community Planning & Development	0	(70)	70
Economic Development	0	(60)	60
Housing	0	(275)	275
Planning	0	(246)	246
<b>1% Savings:</b>	<b>(102)</b>	<b>(51)</b>	<b>(51)</b>
Director of Development	(10)	0	(10)
Community Planning & Development	(11)	0	(11)
Economic Development	(35)	(51)	16
Housing	(23)	0	(23)
Planning	(23)	0	(23)
<b>Savings Review:</b>	<b>(100)</b>	<b>0</b>	<b>(100)</b>
Economic Development - Increase income generated by Shetland Telecom	(100)	0	(100)
<b>Development Committee*:</b>	<b>(702)</b>	<b>(702)</b>	<b>0</b>
Community Planning & Development**			
<b>Vacancy Savings</b>	<b>0</b>	<b>(101)</b>	<b>101</b>
<b>1% Savings</b>	<b>(5)</b>	<b>0</b>	<b>(5)</b>
<b>Education &amp; Families Committee:</b>	<b>(5)</b>	<b>(101)</b>	<b>96</b>
Transport Planning			
<b>Vacancy Savings</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>1% Savings</b>	<b>(86)</b>	<b>0</b>	<b>(86)</b>
<b>Environment &amp; Transport Committee:</b>	<b>(86)</b>	<b>0</b>	<b>(86)</b>
<b>Vacancy Savings</b>	<b>(500)</b>	<b>(752)</b>	<b>252</b>
<b>1% Savings</b>	<b>(193)</b>	<b>(51)</b>	<b>(142)</b>
<b>Savings Review</b>	<b>(100)</b>	<b>0</b>	<b>(100)</b>
<b>Development Directorate Total:</b>	<b>(793)</b>	<b>(803)</b>	<b>10</b>

\* Refer to table/narrative in report

\*\* Adult Learning Services

### 3. Projected Capital Outturn Position - 2023/24 Financial Year

At Quarter 2, there are no projected capital outturns under the remit of the **Development Committee** to report. The table below is included for completeness.

Development Directorate Projects	Revised Annual Budget at Quarter 2 £000	Projected Outturn at Quarter 2 £000	Projected Outturn Variance at Quarter 2 Fav/(Adv) £000
<b>Transport Planning:</b>			
Fair Isle Ferry and Infrastructure Replacement	4,624	4,624	0
<b>Environment &amp; Transport Committee:</b>	<b>4,624</b>	<b>4,624</b>	<b>0</b>
<b>Development Directorate Total:</b>	<b>4,624</b>	<b>4,624</b>	<b>0</b>



## Housing Revenue Account

## 1. Projected Revenue Outturn - 2023/24 Financial Year

Description	Revised Annual Budget at Quarter 2 £000	Projected Outturn at Quarter 2 £000	Projected Outturn Variance at Quarter 2 Fav/(Adv) £000
<b>Expenditure:</b>			
Supervision & Management	964	953	11
Repair & Maintenance	3,552	4,246	(694)
Void Rents & Charges	253	231	22
Garages	32	32	0
Capital Charges - Dwellings	1,188	1,188	0
<b>Total Expenditure:</b>	<b>5,989</b>	<b>6,650</b>	<b>(661)</b>
<b>Income:</b>			
Rents - dwellings	(7,392)	(7,369)	(23)
Rents - Other i.e. garages/sites etc	(262)	(260)	(2)
<b>Total Income:</b>	<b>(7,654)</b>	<b>(7,629)</b>	<b>(25)</b>
<b>Net HRA Revenue - (Income )/Expenditure</b>	<b>(1,665)</b>	<b>(979)</b>	<b>(686)</b>
HRA Capital Expenditure	9,905	7,050	2,855
HRA Capital Income	(1,736)	(535)	(1,201)
<b>Net HRA Capital - (Income)/Expenditure</b>	<b>8,169</b>	<b>6,515</b>	<b>1,654</b>
<b>Contribution to/(from) HRA Reserve</b>	<b>6,504</b>	<b>5,536</b>	<b>968</b>
<b>Overall Total</b>	<b>0</b>	<b>0</b>	<b>0</b>

At Quarter 2, the significant projected revenue outturn variances, over £50k are set out below:

### 1.1 Repair & Maintenance – Projected outturn underspend (£694k), (19.5%)

The projected overspend is due to general price increases in materials and labour costs. Issues with the current market is making it hard to secure contracts and get labour at budgeted for rates. Further, an increase in void properties has allowed works to be undertaken earlier than planned and is an opportunity to carry out more extensive, but necessary, works whilst properties are not in use (£654k). In addition, the amount of underspend is compounded due to the materials budget being understated following a data entry error at budget setting (£230k).

Part of this overspend is offset by projected underspending on employee costs 6.4FTE/£190k. This is due to unsuccessful recruitment exercises to apprentice posts and reduction in hours worked across the Housing Repair Service.

## 2. Full Time Equivalent (FTE) - 2023/24 Financial Year

Service Area	Original Budgeted FTE	Revised Budgeted FTE	Projected Vacancy FTE	% of Total Revised Budgeted FTEs
Housing HRA	38.4	38.4	6.4	16.7%
<b>Total</b>	<b>38.4</b>	<b>38.4</b>	<b>6.4</b>	<b>16.7%</b>

As at 1 October 2023, the number of vacant posts is 4.3 FTE.

## 3. Projected Capital Expenditure Outturn - 2023/24 Financial Year

Capital Projects	Revised Annual Budget at Quarter 2 £000	Projected Outturn at Quarter 2 £000	Projected Outturn Variance at Quarter 2 Fav/(Adv) £000
Accessible Adaptions	75	75	0
EESH2 Design/Strategy Pilot	300	150	150
Heating Replacement Programme	660	660	0
Housing Quality Standard	4,347	2,357	1,990
Sandveien Component Replacement	1,800	1,200	600
Structural Remedial Works	2,300	2,185	115
Vehicle Replacement Programme	423	423	0
<b>Total Controllable Costs</b>	<b>9,905</b>	<b>7,050</b>	<b>2,855</b>

At Quarter 2, the significant projected capital outturn variances, over £50k are set out below:

### 3.1 EESH2 Design/Strategy Pilot – Projected outturn underspend £150k, 50.0%

Project commencement is delayed due to Scottish Governments' EESH2 review and guidance not yet published.

### 3.2 Housing Quality Standard – Projected outturn underspend £1,990k, 45.8%

The projected underspend is mainly due to procurement delays. Unsuccessful tendering exercises on the Harlsdale and Kalliness refurbishment works and the Sandveien new build project. Although the latter is now well underway, the commencement of works was later than budgeted for which will result in significant budget slippage into 2024/25.

### 3.3 Sandveien Component Replacement – Projected outturn underspend £600k, 33.3%

The projected underspend is in part due to contractor availability to undertake works and where contracts have been awarded commencement dates were later than budgeted for resulting in budget slippage into 2024/25.

### 3.4 Structural Remedial Works – Projected outturn underspend £115k, 5.0%

The projected underspend is mainly due to minor project profiling.

# Appendix A - Projects and Actions - Development



Generated on: 20 November 2023 10:25

## OUR AMBITION

### 1.01 Shetland's Population Balance

Our shared aim is for more young people to remain in, or relocate to, Shetland to live, work, study and raise families, while our older people live active, independent and healthy lives for as long as possible.

#### 1 Shetland Partnership's 10 Year Development Plan

We will support and promote the **Shetland Partnership's 10 Year Development Plan** to attract people to live, work, study and invest in Shetland and regularly refresh the actions to match what the evidence tells us.

Code & Title	Description	Dates		Progress	Progress Statement
<b>G002 Ten Year Plan - Phase 2</b>	Refresh the Ten Year Plan to attract people to live, study and invest in Shetland. Conduct a Place Based Review of Shetland	Planned Start	01-Aug-2022		Shetland Partnership Delivery Plan 2023-28 will be brought to Council in December for approval. Locality Profiles have been produced and are being sense checked with communities during December.
		Actual Start	01-Aug-2022	<div><div>50%</div></div>	
		Original Due Date	30-Jun-2023	Expected success	
		Due Date	31-Mar-2024		
		Completed Date		Likely to meet target	
Lead					
Development Services Directorate					
Neil Grant					

#### 4 Local Housing Strategy

We will continue to deliver on the key themes of the **Local Housing Strategy**, aiming to increase future affordable housing supply across all tenures by making maximum use of funding streams and working with partner agencies to design and deliver energy efficient, modern homes. We will also meet the needs of people who are facing homelessness and those who need support to maintain their tenancies



Code & Title	Description	Dates		Progress	Progress Statement
<b>OA269 Strategic Housing Investment Plan</b>	Deliver year 1(2023/24) target from the Strategic Housing Investment Plan, 5 year plan to deliver 256 new housing units	Planned Start	01-Apr-2022		Refreshed 5 year Strategic Housing Investment Plan is presented to Development Committee for approval this cycle. In the past two years between HHA and SIC 62 new affordable homes have been constructed, and 28 new units are currently on site under construction, at Sandveien (rebuild) 8; Scalloway (phase two) 8; Aith (phase two) 6; Brae 2; and Walls 4
		Actual Start	01-Apr-2022	<div><div>75%</div></div>	
		Original Due Date	31-Mar-2023	Expected success	
		Due Date	31-Mar-2024		
		Completed Date		Likely to meet target	
Lead					
Housing					
Anita Jamieson					

Code & Title	Description	Dates		Progress	Progress Statement
<b>OA270 Knab Redevelopment Programme</b>	Achieve agreed Full Business Case for the Islands Growth Deal contribution to the Knab Redevelopment Programme	Planned Start	01-Apr-2021		A Full Business Case is currently being developed, and will be presented at the next cycle. The FBC is also required for the Islands Growth Deal funding. Demolition is progressing on site Phased Housing proposals are being developed and further information is in the Strategic Housing Investment Plan presented at this committee Infrastructure and Public realm planning application has been submitted Full Business Case for Creative hub, considering options for 2 year pilot
		Actual Start	01-Apr-2021		
Lead		Original Due Date	31-Dec-2022	Expected success	
Development Services Directorate		Due Date	30-Mar-2024		
Neil Grant		Completed Date		Likely to meet target	

1.04 Climate Change	Our Climate Change Strategic Outline Programme commits to a proactive approach to tackling climate change in Shetland and proposes a range of immediate actions and priority areas. It emphasises that it is essential to act in partnership with agencies, industries and communities to be successful.
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3 Internal Ferries Renewal	Make progress on alternative fuel sources for vessels by progressing, with Scottish Government, the <b>internal ferries renewal project</b> with a focus on reducing carbon emissions.
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Code & Title	Description	Dates		Progress	Progress Statement	
<b>OA272 Fair Isle Ferry and Infrastructure replacement</b>		Planned Start	01-Apr-2021		Following a bid to Round 2 of the UK Government's Levelling Up Fund (LUF), it was announced on 18 January 2023 that Shetland Islands Council's bid for the Fair Isle Ferry Infrastructure Project is provisionally successful, with an award of £26,762,313.	
		Actual Start	01-Apr-2021	<div><div>90%</div></div>		
		Original Due Date	31-Dec-2022	Expected success		
		Transport Planning	Due Date	23-Feb-2024		Progress is being made as follows: - Naval Architects have been appointed - Tender documentation for supply of a vessel was developed with the contract notice published on 12th October - Pre-Construction engagement with Main Contractor underway - Planning Consent and Marine License determination for Grutness complete - Planning Consent and Marine License for Fair Isle is anticipated soon - Ongoing Monthly meeting with Department for Transport (DfT) - Quantitative cost and risk analysis near completion - Detailed design of Infrastructure due for completion November 2023 - Full Business Case drafted with the Strategic and Economic dimensions shared with DfT for early review/feedback - Project Development funding from DfT approved
		Michael Craigie	Completed Date		Likely to meet target	
	Achieve funding package for new Fair isle Ferry and associated infrastructure.				The funding award of £26,762,313 from the UK Government's Levelling Up Fund (LUF), is subject to Full Business Case approval. The project team are working towards achieving Full Business Case approval from the Council and the DfT to enable commencement of infrastructure construction and vessel construction in 2024. The overall programme to meet the LUF spending deadlines by March 2026 remains very time critical.	

## 8 Partnership Working

We will **work with our partners** to achieve a more sustainable, ecologically diverse and resilient natural environment as it is Shetland's most valued and distinctive asset. We will connect people with the natural world, for their health and well-being as we work to improve, manage and promote accessible open space to deliver health, social and economic benefits to our community.

Code & Title	Description	Dates		Progress	Progress Statement
<b>NPF4 New Local Development Plan</b>	Development of a New Local Development Plan	Planned Start	01-May-2023		Scoping Stage Commenced in May 2023, to Identify the Evidence required to be gathered for the evidence report, noting evidence which we already have which needs an update as well as highlighting new Evidence required and identifying sources to obtain this information. Also, scoping of required resources, and stakeholders, and impact assessment work. Working closely with the Shetland Partnership Delivery Plan project on Strategic Priorities and Outcomes, and on locality profile information, and shared data.
		Actual Start	01-May-2023	<div><div>10%</div></div>	
		Original Due Date	30-Jun-2028	Expected success	
		Due Date	30-Jun-2028		
		Completed Date		Likely to meet target	
Lead					
Planning					
Neil Grant					

Code & Title	Description	Dates		Progress	Progress Statement
<b>OA027 New Shetland Islands Regional Marine Plan</b>	Implement a new Shetland Islands Regional Marine Plan.	Planned Start	01-Apr-2021		The Shetland Islands Regional Marine Plan was submitted to the Scottish Government in May 2021. As at 4 September 2023, it still remains to be adopted by Scottish Ministers. The Shetland Islands Marine Planning Partnership (Shetland Islands Council and UHI Shetland) have been in regular correspondence with the Scottish Government's Marine Directorate and shall be meeting in September/October to ensure that the Plan is ready for adoption as soon as possible. This was a positive meeting and an update briefing note will be provided to members.
		Actual Start	08-Nov-2021	<div><div>90%</div></div>	
		Original Due Date	31-Mar-2022	Expected success	
		Due Date	31-Mar-2024		
		Completed Date		Likely to meet target	
Lead					
Planning					
Iain McDiarmid					

Code & Title	Description	Dates		Progress	Progress Statement
<b>OA271 Sullom Voe Master Plan and Crown Estate Pilot</b>	To create a Master Plan to guide sustainable development and enhance local involvement in the management of seabed in the Sullom Voe Harbour Area, and commence leasing round.	Planned Start	01-Apr-2021		The Sullom Voe Harbour Master was approved in March 2022. The Pilot Leasing arrangements with Crown Estate Scotland are proving difficult to conclude and a report is being provided to this committee cycle with options.
		Actual Start	01-Apr-2021	<div><div>80%</div></div>	
		Original Due Date	31-Dec-2022	Expected success	
		Due Date	31-Dec-2023		
		Completed Date		Likely to meet target	
Lead					
Development Services Directorate					
Neil Grant					

## 1.05 Sustaining current jobs and creating new ones

"Meeting user needs and promoting further economic activity around our coastline"

### 1 We will agree the Islands Deal

**We will agree the Islands Deal** with both UK and Scottish Governments, with Shetland's projects reaching full business case stage and significant investment flowing in from both Governments.

Code & Title	Description	Dates		Progress	Progress Statement
<b>OA029 Progress the Islands Deal Projects to Full Business Case Stage:</b>	Agree Islands Deal with both Scottish and UK Governments, and deliver Shetland based projects including Knab Site Redevelopment, Dales Voe Ultra Deep Water Quay, Shetland Campus Redevelopment, Shell-volution, and Shetland Clean Energy Project.	Planned Start	01-Apr-2021	 	The Islands Growth Deal was signed by both UK and Scottish Governments in January 2023. The investment programme is spread over ten years, with Shetland projects receiving approximately £33.3m investment across that period. Full Business Cases will be developed as projects progress towards delivery phase.
Lead		Actual Start	01-Apr-2021		
Development Services Directorate		Original Due Date	31-Dec-2022	Expected success	
Neil Grant		Due Date	31-Dec-2023		
		Completed Date		Likely to meet target	




### 3 Provide support to businesses and entrepreneurs

We will **provide support to businesses and entrepreneurs** that will help sustain jobs in core sectors of Shetland's economy and create new ones.

Code & Title	Description	Dates		Progress	Progress Statement
<b>OA037 Space Economy Programme</b>	Work with the developer and stakeholders to establish a Space Port in Unst, and maximise supply chain opportunities for Shetland	Planned Start	01-Apr-2021	 	The Space port have been working closely with the CAA towards obtaining Launch Licences. Work on the Space Development Programme: Education & skills; Economy; Promotion & Tourism; and Contingency Planning, has been paused whilst the Spaceport focuses on constructing the facilities, obtaining licences and getting to first launch
Lead		Actual Start			
Development Services Directorate		Original Due Date	31-Mar-2023	Expected success	
Neil Grant		Due Date	31-Mar-2024		
		Completed Date		Likely to meet target	

### 8 Support the delivery of the Tall Ships 2023 bid and small-scale events and festivals

We will **support the delivery of the Tall Ships 2023** bid and support the development of **small-scale events and festivals** to celebrate, and increase participation and build pride in, Shetland's heritage.

Code & Title	Description	Dates		Progress	Progress Statement
<b>OA162 Support the delivery of the Tall Ships 2023 Event.</b>	Support the delivery of the Tall Ships 2023 Event.	Planned Start	01-Apr-2021	 	The Tall Ships Race called in Shetland week beginning 24 July 2023, with Lerwick as the Host Port, and ships calling at Cullivoe and Baltasound as part of the Cruise-In-Company. The event also included a Royal Visit from HRH The Princess Royal, and a visit from Joe Fitzpatrick MSP, Minister for Local Government and Empowerment, to open the Cullivoe Industrial Estate. The event generated extremely positive media coverage locally and nationally, and a high degree of community engagement, both in terms of volunteering and attendance at the event. A follow up economic assessment is being prepared.
Lead		Actual Start	01-Apr-2021		
Economic Development		Original Due Date	31-Jul-2023	Expected success	
Tommy Coutts		Due Date	31-Jul-2023		
		Completed Date	02-Aug-2023	Likely to meet target	

### 1.07 Digital connectivity

This is an issue that, as a council, we cannot fix on our own, so we will work with others with the strategic aim of achieving high-speed broadband and full mobile coverage to all settlements across Shetland.

## 1 Commission work to carry out network planning and engagement Governments and Industry

We will **commission a piece of work** to carry out network planning and engagement with both UK and Scottish Governments, industry and national programmes in order to assess the gaps in provision in local superfast connectivity and inform a strategic plan regarding the future of connectivity in Shetland.



Code & Title	Description	Dates		Progress	Progress Statement
<b>OA234 Councils Fibre Network</b>	Develop strategic outline programme for future extension of the Councils Fibre Network.	Planned Start	01-Jan-2022		The review of Shetland Telecom which was initiated following audit comments is progressing and a report is currently being produced Further information is being pursued on UKGov, BDUK, Project Gigabit.
		Actual Start	10-May-2022	<div><div>50%</div></div>	
		Original Due Date	30-Sep-2022	Expected success	
		Due Date	31-Dec-2023		
		Completed Date		Experiencing issues, risk of failure to meet target	
Lead					
Economic Development					
Tommy Coutts					

## 1.09 Fairer Shetland

"We will support children and young people to help them thrive and reach their full potential"

## 04 Progress the Fair Food Project

We will **progress the Fair Food Project** with an aim of making Shetland an equitable food community.

Code & Title	Description	Dates		Progress	Progress Statement
<b>OA082 Fair Food Policy and Food Growing Strategy</b>	Implement the approved Fair Food Policy and the Food Growing Strategy.	Planned Start	01-Apr-2021		Transition Turrieffield hosted two site visits to Schools, one with Sandness Primary and one with Aith's 4th Business Studies class.  Events were run for both Shetland's Climate week and the Agricultural Bill consultation. This included; a site visit hosted at Turrieffield for growers interested in growing through the winter months, participation in an initiative at the Ness of Sound farm highlighting local food production with school children and the general public, and the running of an event in partnership with Nourish Scotland offering Shetland residents a chance to feedback on the proposed Agricultural Bill.  The Grower Mentor scheme continues to develop and there is ongoing work on a sowing/growing calendar and undercover fruit growing resources.  Early work has started on project evaluation and review for Grow Shetland.
		Actual Start	08-Nov-2021	<div><div>70%</div></div>	
		Original Due Date	31-Mar-2023	Expected success	
		Due Date	31-Mar-2025		
		Completed Date		Likely to meet target	
Lead					
Community Planning & Development					
Vaila Simpson					

## 1.10 Transport

We will engage in the development of a new Shetland Transport Strategy that sets a clear strategic and policy framework in response to the drivers for change.

## 1 Engage in the development of a new Shetland Transport Strategy

We will **engage in the development of a new Shetland Transport Strategy** that sets a clear strategic and policy framework in response to the drivers for change.

Code & Title	Description	Dates		Progress	Progress Statement
<b>OA146 New Shetland Transport Strategy</b>	Work in partnership with ZetTrans in the preparation of a new Shetland Transport Strategy that supports the delivery of the 10 Year Development Plan Outcomes	Planned Start	01-Apr-2021		Previously reported as having been submitted to Scottish Ministers for approval, subsequent to approval by ZetTrans 21 June 2023 It is generally the case that Transport Scotland provides comments on Strategies prior to approval by Ministers. From correspondence with Transport Scotland it is anticipated any comments will be received before the end of November 2023. Any material matters arising from Transport Scotland comments will be reported to ZetTrans and the Council if necessary.
Lead		Actual Start	01-Apr-2021		
Transport Planning		Original Due Date	31-Dec-2022	Expected success	
Michael Craigie		Due Date	30-Jun-2023		
		Completed Date	30-Jun-2023	Likely to meet target	

## 4 Support delivery of an affordable and sustainable system of public transport

We will **continue to support delivery of an affordable and sustainable system of public transport services** to meet the needs of Shetland. We will support the development of alternative solutions such as active travel and mobility as a service that encourage positive travel choices. These will evolve with the availability of alternative fuels and technologies and will complement other transport modes to form part of an integrated transport network. The network will support our community outcomes of achieving climate change targets, reducing inequality, improving public health and enabling access to essential goods and services, employment, education and health care, as well as other opportunities to ensure inclusive economic growth and healthy communities.

Code & Title	Description	Dates		Progress	Progress Statement
<b>GT01 Inter-Island Transport Connectivity Network Strategy</b>	Development of an Inter-island Transport Connectivity Network Strategy, Strategic Business Case and Outline Business Case	Planned Start	16-Mar-2023		<ul style="list-style-type: none"> <li>- Programme Manager has been in post since mid-September 2023</li> <li>- Programme Board established and is meeting regularly</li> <li>- New Partnership Sounding Board has met</li> <li>- New Community Stakeholder/User Group has been established and has also met</li> <li>- Work is progressing on the procurement strategy and tender documentation</li> </ul>
Lead		Actual Start	07-Jun-2023		
Transport Planning		Original Due Date	31-Dec-2024	Expected success	
Neil Grant		Due Date	31-Dec-2024		
		Completed Date		Likely to meet target	

Code & Title	Description	Dates		Progress	Progress Statement
<b>OA101 Implement the Active Travel Strategy</b>	Active Travel Strategy 2020-25, Implementation plan	Planned Start	01-Apr-2021		Over the course of Q2 officers have been progressing a series of revenue and capital projects funded through Scottish Government funding from a range of sources such as the Active Travel Transformation Fund, Cycling Walking Safer Streets (CWSR) and Smarter Choices Smarter Places (SCSP). Details of these are given in specific reports to this Committee and ZetTrans.
Lead		Actual Start	08-Nov-2021		
Transport Planning		Original Due Date	31-Mar-2026	Expected success	
Michael Craigie		Due Date	31-Mar-2026		
		Completed Date		Experiencing issues, risk of failure to meet target	

## 2.02 Our Organisational values and culture

"As a council, we are ambitious for our community and are demanding of ourselves as an organisation. We have an unwavering focus on ensuring Shetland and its people thrive. The council's Values and Behaviours Statement underpins everything we do."

08 Deliver our priorities through effective leadership, governance and democratic processes.

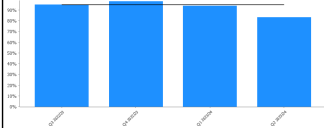
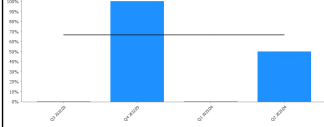
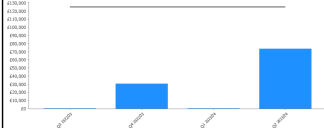
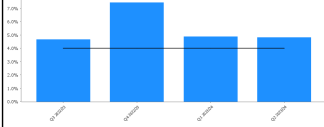
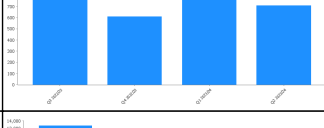
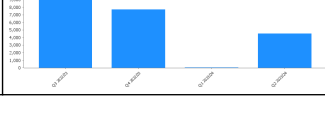
**We will work with our partners and our community to deliver our priorities through effective leadership, governance and democratic processes.**

Code & Title	Description	Dates		Progress	Progress Statement
<b>GD06 Community Council Scheme – Review the Council's Community Council Scheme of Establishment</b>  Lead  Community Planning & Development  Vaila Simpson	The aim is to ensure that as a result of the review and the establishment of an updated scheme, community councils will be operating sustainably under new, up to date rules and procedures that will support them to reach their full potential, and meet any statutory obligations	Planned Start	01-Aug-2022		Further reports presented to Shetland Islands Council on 14 June 2023 and Special meeting of Shetland Islands Council on 3 October 2023. Council approval has been granted to extend the current community council term by 12 months up to November 2025. Approval has also been granted to commence Phase One consultation, which will focus on community council area boundaries and composition. Public consultation due to take place between October 2023 to mid January 2024. Further reports to go before Council as the scheme review progresses.
		Actual Start	31-Mar-2023		
		Original Due Date	31-Dec-2024	Expected success	
		Due Date	30-Nov-2025		
		Completed Date		Likely to meet target	



## Appendix B Performance Indicators (Quarterly)- Development Directorate

Generated on: 20 November 2023

Code & Short Name	Previous Years			Quarters				Target	Graphs	Past performance & future improvement Statements
	2020/21	2021/22	2022/23	Q3 2022/23	Q4 2022/23	Q1 2023/24	Q2 2023/24			
	Value	Value	Value	Value	Value	Value	Value			
G01 FOISA responded to within 20 day limit - Development Services	79%	90.75%	91%	95%	98%	94%	83%	95%		30 out of 36 responses within 20 working days
GD-02 Success rate - external funding applied for by community groups (%)	96.36%	62.5%	68.75%	0%	100%	0%	50%	66.66%		In Q2, there were two new applications submitted. There was also two decisions from applications previously submitted. One was successful, the other was turned down.  Staff in Community Planning & Development continue to work with groups to develop projects, including applying for funding as and when ready.
GD-03 External funding secured by Community Groups	£612,015	£53,312	£494,826	£0	£30,520	£0	£73,259	£125,000		In Q1, no funding has been secured for this period. Currently two applications are pending a decision and staff in CP&D are working with a number of projects seeking funding which should appear in future monitoring returns.
OPI-4C-G Sick %age - Development Directorate	1.7%	3.2%	5.1%	4.7%	7.4%	4.9%	4.8%	4.0%		The sickness level for the Development Directorate continues to be monitored.
OPI-4E-G Overtime Hours - Development Directorate	2,504	3,230	3,133	933	608	796	707			The Development Directorate overtime hours have increased slightly. Overtime continues to be managed on a pre-authorisation basis.
OPI-4G-G Employee Miles Claimed - Development Directorate	24,430	38,535	45,551	13,358	7,671	0	4,472			Miles claimed is monitored regularly, with a recent decrease.

# Appendix B (cont) - Sickness Absences - All Directorates (for comparison)

**NOTE:** Sickness absences are seasonal, therefore quarters are compared to the same quarters in previous years

Generated on: 20 November 2023

Short Name	Years			2 years ago	Last year	This year
	2020/21	2021/22	2022/23	Q2 2021/22	Q2 2022/23	Q2 2023/24
	Value	Value	Value	Value	Value	Value
Sickness Percentage - Whole Council	3.2%	4.3%	4.9%	3.2%	3.9%	4.3%
Sick %age - Chief Executive's "Directorate"	0.6%	1.1%	2.1%	0.3%	3.1%	1.3%
Sick %age - Children's Services Directorate	2.5%	4.0%	4.4%	2.4%	3.1%	3.3%
Sick %age - Community Health & Social Care Directorate	6.0%	6.9%	7.5%	5.8%	6.3%	7.2%
Sick %age - Corporate Services Directorate	1.1%	1.3%	3.0%	0.7%	2.3%	2.2%
Sick %age - Development Directorate	1.7%	3.2%	5.1%	2.7%	3.7%	4.8%
Sick %age - Infrastructure Directorate	2.9%	4.0%	4.0%	3.3%	3.8%	3.7%



# Appendix C - Complaints - Development Directorate



This shows all complaints that were open during the Quarter.  
Frontline complaints should be closed within 5 working days  
Investigations should be closed within 20 working days

Generated on: 20 November 2023

## Standard of service received

ID	Stage Title	Received Date	Status	Closed Date	Service /Directorate	Days Elapsed	Complaint Upheld?
COM-23/24-1769	Investigation	03-May-2023	Alert		Housing	144	

## Disagreement with decision made

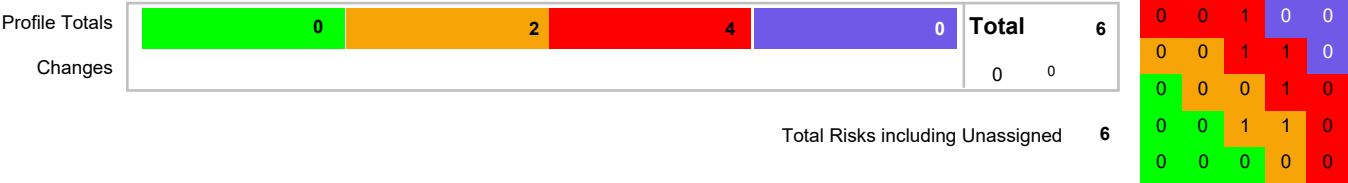
ID	Stage Title	Received Date	Status	Closed Date	Service /Directorate	Days Elapsed	Complaint Upheld?
COM-23/24-1837	Investigation	19-Jul-2023	Closed	28-Aug-2023	Planning	29	Not Upheld
COM-23/24-1852	Investigation	09-Aug-2023	Alert		Transport Planning	74	Not Upheld





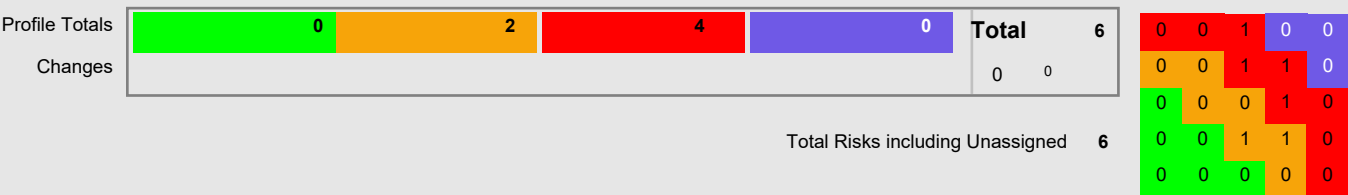
Directorate Details

Directorate



Risk Register - Development Services

Manager Neil Grant



Details	Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date
Central Govt Funding Issues Provision of Air and Ferry Services, Revenue funding of ferries remains on a year by year basis, and there remains no agreement on capital funding.	Central Govt Funding Issues	Neil Grant	C0027	09/05/2023	09/05/2024
Triggers	Consequences	Control Measures	Control Status	Current Risk Rating	Previous Current Rating
Scottish Government decision to support Revenue and funding on a year by year basis and no as yet agreed support for Capital funding.	Council cannot afford current service levels or replacement of aging infrastructure, financial risk sits with Infrastructure for ferries and Development for air contract.	<ul style="list-style-type: none"><li>The Council has worked with the Scottish Government using Transport Methodology and Business Case planning to identify specification for inter island transport.</li><li>The Council continues to make the case for ferry funding through Government focused brochures and campaigns, 'Its all happening in Shetland' Shetland Forwards' and other forum such as Transport Task Force'.</li><li>Funding request for revenue budget and capital costs is made annually and through on going negotiations.</li><li>The Fair-isle ferry which was the most urgent capital replacement project has been funded by UKGov Levelling Up Fund</li></ul> Neil Grant	In Progress	High 16 Major Likely	
Review Comments	Reviewed with Dev DMT, updated to recognise increased likelihood and potential impact 09/05/2023				
Details	Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date
Across the department and the organisation as well as partners, the general climate (v low unemployment) continues to impact to some extent. Key posts in some areas are difficult to recruit to, and exacerbated by national and local competition.	Key staff - loss of	Neil Grant	C0017	09/05/2023	09/05/2024
Triggers	Consequences	Control Measures	Control Status	Current Risk Rating	Previous Current Rating

## Risk Register - Development Services

Resignation, retirement,	There are departmental, organisational and community-wide consequences: Impact on staff and their workload, Impact on service delivery; Deadlines may be missed; Economic impact from delays in, eg house building; Impact on businesses who cannot recruit because of constraints on accommodation; Impact on communities who cannot access services; It falls to services including Community Planning and Development, Economic Development and Housing, among others, to mitigate the impacts of the loss of staff in key sectors.	<b>• A corporate workforce development plan is progressing - HR workforce strategy has been approved.</b> *Management to ensure that exit interviews are always completed, and to track exit interview statistics; *Ten year plan to attract people to live, work, study and invest in Shetland. Refreshed Shetland Partnership Delivery Plan 2023-28 is being presented to Council in December 23 Cycle *Management to look to extending the 'grow your own/' trainee posts; *Careful monitoring of the impact of policy interventions such as market forces; *Consideration to be given to wider use of adjusted posts to 'fill gaps' on a temporary basis, and for temporary '2-way probation' or 'secondments' so that staff can try out an advertised post before committing. *Successful recruitment pilot completed in Planning Service <i>Neil Grant</i>	In Progress	High	15 Significant  Almost Certain
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**Review Comments** Reviewed with Dev DMT, updated to reflect broader impacts of loss of key staff  
09/05/2023

Details	Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date
Council commitment to partnership working. This became a statutory requirement following implementation of the Community Empowerment Act 2015. The number of partnerships and partnership working arrangements within which the council is part, is large and growing.	Partnership working failure	Neil Grant	C0030	20/11/2023	20/05/2024

Triggers	Consequences	Control Measures	Control Status	Current Risk Rating	Previous Current Rating
Communication breakdown, conflicting priorities, duplication of effort, lack of understanding of activity across sectors and organisations	There is a risk that the outcome of Delivery Plans and Locality Plans are not implemented. Failure to achieve the best outcomes for the community. Censure/action against the Council for failing to comply with legislation.	<b>• Community Planning is supported by the Community Planning and Development Team in the</b> Development Department. Outcome Delivery Plans for participation, place, people and money have senior responsible officers and lead officers allocated. *An interim management and leadership team to progress Shetland's Partnership Plan workstreams and governance. *A refreshed Shetland Partnership Delivery Plan 2023-28 is being presented to Council in December 23 Cycle <i>Neil Grant</i>	In Progress	High	12 Major  Possible

**Review Comments** Reviewed by NG & DMT - updated to reflect current and planned controls  
20/11/2023

Details	Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date
Development Service has a number of strategic imperatives that it seeks to deliver while services face reducing resources and constraints including the MTFP	Economic / Financial - Other	Neil Grant	C0021	09/05/2023	09/05/2024
Triggers	Consequences	Control Measures	Control Status	Current Risk Rating	Previous Current Rating

## Risk Register - Development Services

Constrained resources including reduced and reducing budgets and fewer staff make it challenging to deliver on priorities.	Impact on service, workload has to be managed by fewer staff, stress, Failure to deliver on strategic imperatives - impact on service users & communities	<b>• Prioritisation and review - Development will</b> Ensure a lead is identified for each strand of activity in the directorate plan; Consider resource analysis for each strand of Directorate plan; Prioritisation of tasks in the Directorate 3 year plan. <i>Neil Grant</i>	Implemented	<div>High</div> <div>12</div> <div>Significant</div> <div>Likely</div>	
<b>Review Comments</b> Reviewed with DMT, updated 09/05/2023					
Details	Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date
Development Service / the Council works in a number of areas and necessarily publishes information on its activities	Communications poor	Neil Grant	C0022	09/05/2023	09/05/2024
Triggers	Consequences	Control Measures	Control Status	Current Risk Rating	Previous Current Rating
Failure to share information, poor management of communications/ poor communication with service users/ members of the public/ media, or mis-perception by media.	Bad publicity, communities miss opportunities, finite resources spent on rectifying misunderstandings, staff morale impact, service users/ partners lose trust in services.	<b>• Various controls are in place:</b> Quarterly Performance Reporting Shetland's Partnership Plan progress on outcomes reporting Staff monitor funding opportunities and share information via a number of channels to ensure communities and individuals are made aware; Ensure all Directorate level projects have a communications plan/strategy. <i>Neil Grant</i>	In Progress	<div>Medium</div> <div>8</div> <div>Major</div> <div>Unlikely</div>	
<b>Review Comments</b> Reviewed with Dev DMT, risk remains 09/05/2023					
Details	Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date
Development Service operates within a complex legislative environment and is expected to be an exemplar. Current controls include, e.g. ICT security policy, ICT automatic encryption of all laptops and USBs are auto-encrypted before any data can be downloaded.	Breach of Legislation - Data Protection, Human Rights, Employment Practice, Health and Safety etc	Neil Grant	C0018	09/05/2023	09/05/2024
Triggers	Consequences	Control Measures	Control Status	Current Risk Rating	Previous Current Rating
Lack of training or understanding could lead to a breach of, for example, HSE/ Data protection/ human Rights/ employment practice, etc.	Investigation, censure/ prohibition notice/criminal prosecution/ fine, impact on workload, impact on staff, stress, bad publicity	<b>• A range of controls are in place:</b> Given that projects are a priority activity, ensure proper process for identifying and allocating project resources in order that all project work adequately takes account of statutory/ policy/ best practice requirements; Train staff and adhere to standing orders, on going staff training on employment practices, H & S, ensure risk assessments are current, communicated and complied with; All staff to make themselves aware of the ICT security policy <a href="http://intranet2/Policy/Shared%20Documents/ICT%20SecurityPolicy%20v2_10.pdf">http://intranet2/Policy/Shared%20Documents/ICT%20SecurityPolicy%20v2_10.pdf</a> (Exec summary on page 5). <i>Neil Grant</i>	In Progress	<div>Medium</div> <div>6</div> <div>Significant</div> <div>Unlikely</div>	

Risk Register - Development Services

<b>Review Comments</b>	Reviewed with Dev DMT, likelihood reduced to reflect knowledge and awareness of staff and effective arrangements across all statutory areas.
	09/05/2023
	0.00 0.00 0.00 0.00

## Risk Register - Development Services

0.00	0.00	0.00			
0.00	0.00	0.00	0.00	0.00	0.00

**Totals** **6**

( Status Flag = "ACTIVE" AND Record Type = 1 ) and Status Flag=ACTIVE - Business Unit Code=C - ISNULL(Project Code)







<b>Meeting(s):</b>	<b>Development Committee</b>	<b>29 November 2023</b>
<b>Report Title:</b>	<b>Infrastructure Performance Report – Q2 2023/24 Development Committee Remit</b>	
<b>Reference Number:</b>	<b>ISD-18-23-F</b>	
<b>Author / Job Title:</b>	<b>John R Smith - Director of Infrastructure Services Douglas Irvine – Executive Manager – Future Energy</b>	

## 1.0 Decisions / Action required:

- 1.1 That the Development Committee **NOTE** the updates on activity in Quarter 2, 2023/24 described in this report and its appendices and **DISCUSS and COMMENT** on forward plans and priorities to help inform activity and associated Business Programming.

## 2.0 High Level Summary:

- 2.1 This report summarises the performance of the Infrastructure Directorate as it relates to Development Committee.
- 2.2 An overview of activity in support of “Our Ambition”, and performance information relevant to that, is set out in Appendix 1.
- 2.3 Highlights of other actions across Infrastructure services in the reporting quarter are also provided in Appendix 2.
- 2.4 The Infrastructure Directorate Risk Register is set out in Appendix 3.
- 2.5 Infrastructure actions that fall within the remit of the Environment and Transport Committee are presented to that Committee in a separate report.

## 3.0 Corporate Priorities and Joint Working:

- 3.1 Planning and Performance Management are key aspects of Best Value and features of the Councils Corporate Plan, “Our Ambition – 2021 – 2026”. Further information on “Our Ambition” is available in previous Performance Reports.

## 4.0 Key Issues:

### Progress on Key Objectives and Outcomes

- 4.1 Significant cost pressures, labour shortages and supply issues continue to hamper some areas of service provision.
- 4.2 Information provided in previous Performance reports on core activities continues to be relevant.

4.3 Performance information of key actions and performance indicators related to “Our Ambition” delivery are set out in Appendix 1. Highlights of other departmental and other service actions in Appendix 2.

#### 4.4 Risks and Service Challenges

- Cost of energy, materials, supplies and services continues to be high.
- The mitigations described in previous Performance Reports continue to apply.
- Further information on Departmental Risks is contained in Appendix 3.

#### 4.5 Financial Performance – Q2 – 2023/24

The projected revenue outturn position for the Council’s participation in the projects in this report at Quarter 2 is expenditure of £688k, which is in line with the approved annual budget.

#### 4.6 Look ahead to the rest of 2023/24 and future years

- Many Infrastructure Services key projects and actions will continue throughout 2023/24, and into future years, as they require sustained activity to deliver their objectives.
- The Infrastructure Directorate Plan for 2023/24, and years forward, was approved by Council on 15 March 2023 (Min. Ref. 11/23) and will be the basis of 2023/24 performance reporting.
- Services plans for each of the Service areas within Infrastructure are available on the Council’s Intranet.

### 5.0 Exempt and/or confidential information:

5.1 None

### 6.0 Implications :

<b>6.1 Service Users, Patients and Communities:</b>	Effective performance management and continuous improvement are important duties for all statutory and voluntary sector partners in maintaining appropriate services for the public. The Directorate uses customer feedback and complaint analysis to drive service change and service improvement.
<b>6.2 Human Resources and Organisational Development:</b>	Any workforce implications from proposed changes will be considered in line with existing Council process, policies and procedures. They have also been discussed and will be reflected in the actions contained within Council’s Workforce Plan.
<b>6.3 Equality, Diversity and Human Rights:</b>	The Directorate uses Equalities Impact Assessment (EIA) to ensure its services are supporting those most in need and not making inequalities worse. This report relates to performance monitoring, so does not, in itself, require an EIA.

<b>6.4 Legal:</b>	The Directorate delivers statutory services, monitoring performance provides assurance that statutory requirements are met and the Council complies with its duties in delivering Services.
<b>6.5 Finance:</b>	The Council's projected outturn expenditure for the projects in this report is £688k, which is in line with the approved budget.
<b>6.6 Assets and Property:</b>	A number of the actions relate to maintenance and replacement of Infrastructure and Council assets to maintain delivery of services to the people of Shetland. The aging infrastructure, skills shortage, materials inflation and pressure on capacity in the private sector are creating challenges to maintain service delivery within budget.
<b>6.7 ICT and new technologies:</b>	Telematics are a key enabler for fleet management and remote sensing and control equipment will be key for energy efficiency and carbon management.
<b>6.8 Environmental:</b>	The Directorate leads the delivery of the Council's Climate Change Strategy and Carbon Management Plan and delivers a programme of works to reduce energy usage across the Council's assets and services and transition to Net Zero.
<b>6.9 Risk Management:</b>	<p>Embedding a culture of continuous improvement and customer focus are key aspects of the Council's improvement activity. Effective performance management is an important component of that which requires the production and consideration of these reports. Failure to deliver and embed this increases the risk of the Council working inefficiently, failing to focus on customer needs and being subject to negative external scrutiny.</p> <p>Risk management is a key component of the performance cycle and the Directorate Plan actions are determined to be priorities to manage the Directorate risks.</p> <p>Key risks and challenges are outlined in section 4.5 above and Appendix 3.</p>
<b>6.10 Policy and Delegated Authority:</b>	<p>The Council's Constitution – Part C - Scheme of Administration and Delegations provides in its terms of reference for Functional Committees (2.3.1 (2)) that they:</p> <p>"Monitor and review achievement of key outcomes in the Service Plans within their functional area by ensuring –</p> <p>(a) Appropriate performance measures are in place, to monitor the relevant Planning and Performance Management Framework, including risk management.</p> <p>(b) Best value in the use of resources to achieve these key outcomes is met within a performance culture of continuous improvement and customer focus."</p>

<b>6.11 Previously considered by:</b>	<i>None</i>	
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#### **Contact Details:**

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or [jrsmith@shetland.gov.uk](mailto:jrsmith@shetland.gov.uk)

#### **Appendices:**

Appendix 1 – Infrastructure Performance Information – Actions and PI's – Development Committee

Appendix 2 – Infrastructure Performance Narrative – Development Committee

Appendix 3 – Infrastructure Departmental Risk Register – Whole Directorate

#### **Background Documents:**

- Our Ambition 2021-2026
- Council Medium Term Financial Strategy
- Infrastructure Department – Service Plans

Appendix A - Projects and Actions for PPMF reports - Infrastructure Directorate to E&T



Generated on: 20 November 2023 16:45

OUR AMBITION

1.01 Shetland's Population Balance	Our shared aim is for more young people to remain in, or relocate to, Shetland to live, work, study and raise families, while our older people live active, independent and healthy lives for as long as possible.
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1 Shetland Partnership's 10 Year Development Plan	We will support and promote the <b>Shetland Partnership's 10 Year Development Plan</b> to attract people to live, work, study and invest in Shetland and regularly refresh the actions to match what the evidence tells us.
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Code & Title	Description	Dates		Progress	Progress Statement
OA240 Major Works Team	Create a Major Works team, including upskilling to include fitting/maintaining renewables in private & Council housing.	Planned Start	01-May-2022		Funding for Team Leader post provisionally put in place for 24/25. Recruitment exercise likely in Q2 of 2024/25.
		Actual Start	19-May-2022	<div><div>25%</div></div>	
		Original Due Date	31-Dec-2022	Expected success	
		Due Date	31-Mar-2025		
		Completed Date		Experiencing issues, risk of failure to meet target	
Lead					
Environment and Estate Operations					
Carl Symons					

1.04 Climate Change	Our Climate Change Strategic Outline Programme commits to a proactive approach to tackling climate change in Shetland and proposes a range of immediate actions and priority areas. It emphasises that it is essential to act in partnership with agencies, industries and communities to be successful.
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1 Shetland Net-Zero Strategy	Prepare and implement a council <b>Net-Zero Plan</b> and lead the preparation of a <b>Shetland Net-Zero Strategy</b> involving Community Planning partners and a range of energy-focused businesses and organisations.
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Decarbonise Council Vehicles	Meet Government targets for phasing out petrol and diesel road vehicles
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Code & Title	Description	Dates		Progress	Progress Statement
<b>OA011 Greening the Fleet Programme</b>	Transition from Fossil Fuels to Electric Operation	Planned Start	01-Apr-2022		The "Greening the Fleet" business case and overall programme has been re-submitted. The BJC has been revised into a flexible rolling programme of upgrades scheduled over 6 years for cars & small van replacements and 7 years for charge point infrastructure. The programme sees the precursor rollout of charge points followed by vehicle procurements. Configured to make best use opportunities and to track market conditions and new technologies. The outcome will also be influenced by A01 Shetland Wide Car Club & Car Sharing Scheme.
		Actual Start	12-May-2022	<div><div>11%</div></div>	
Lead		Original Due Date	31-Mar-2023	Expected success	
Environment and Estate Operations		Due Date	31-Dec-2030		
Carl Symons		Completed Date		Experiencing issues, risk of failure to meet target	

Code & Title	Description	Dates		Progress	Progress Statement
<b>OA012 Hydrogen fuel vehicles</b>	Consider the recommendations of the draft report Review of Decarbonising Existing Fleet Using Hydrogen Fuel Alternatives.	Planned Start	01-Apr-2021		New vehicles have arrived and are to be put to work. Discussions ongoing to source local hydrogen. Discussion on a naming competition also ongoing.
		Actual Start	03-Nov-2021	<div><div>50%</div></div>	
Lead		Original Due Date	31-Mar-2026	Expected success	
Environment and Estate Operations		Due Date	31-Dec-2027		
Carl Symons		Completed Date		Likely to meet target	


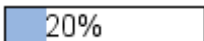

## Net-Zero Carbon

Code & Title	Description	Dates		Progress	Progress Statement
<b>HA01 Shetland Wide Car Club &amp; Car Sharing Scheme</b>	Following research, stakeholder engagement and consultation, approvals are now in place to implement a trial of a Shetland Car Club. The overarching aim of the trial is to put in place a 'proof of concept' car-club scheme. This will initially run for two years and will consist of 10Nr vehicles located across Shetland which SIC, NHS, 3rd Sector staff, and potentially the general public, can use to gain hourly access to a fleet of vehicles. The trial will identify the financial implications and potential savings for SIC, including utilisation of a car club to replace traditional 'grey fleet' operation.	Planned Start	01-Apr-2024		Project approvals in place. Proceeding with a 10 vehicle trial across Shetland, locations being determined. Expect vehicles on the ground commencing April 2024.
		Actual Start	16-Aug-2023	<div><div>15%</div></div>	
Lead		Original Due Date	28-Feb-2026	Expected success	
Environment and Estate Operations		Due Date	31-Mar-2026		
Carl Symons		Completed Date		Likely to meet target	







Code & Title	Description	Dates		Progress	Progress Statement
<b>OA009 Climate Change Action Plan</b>	Develop Shetland's Climate Change Action Plan.	Planned Start	01-Apr-2022		The SIC Climate Change Strategy and Action Plan is now complete and will be presented to Full Council on the 13th December 2023.
		Actual Start	01-Apr-2022		
Lead		Original Due Date	31-Mar-2026	Expected success	
Environment and Estate Operations		Due Date	13-Dec-2023		
Carl Symons		Completed Date		Likely to meet target	

## 2 Energy efficiency and waste reduction

Continue and, where possible, accelerate current **energy efficiency, energy conversion, waste reduction and reuse initiatives**, internally within the council and across the community.

Code & Title	Description	Dates		Progress	Progress Statement
<b>DP111 Zero Waste Strategy &amp; Recycling Collection</b>	Zero Waste Strategy - Develop and put in place the necessary actions, programmes and projects as part of an overarching Zero Waste strategy relative to waste management activities. Implement recycling collection across Shetland and redesign the waste service to prepare for further legislative changes.  Update: Subsumed under the Council's Net Zero Route maps with an initial strategy and action plan meeting to take place March 23.	Planned Start	01-Apr-2015		Not prioritised given other concurrent projects (water cooled wear zones, landfill capping) with associated resource shortfalls and the imminent outputs of the Net Zero Route maps.
		Actual Start	14-Nov-2016		
Lead		Original Due Date	31-Mar-2016	Expected success	
Environment and Estate Operations		Due Date	01-Jul-2025		
Carl Symons		Completed Date		Likely to meet target	

Code & Title	Description	Dates		Progress	Progress Statement
<b>HC02 Concluding Shetland Energy Strategy</b>	Complete Energy Strategy for Public Consultation and Council Approval	Planned Start	01-Apr-2023		Draft strategy to be issued for public consultation prior to reporting to Council in Q4.
		Actual Start	01-Apr-2023		
Lead		Original Due Date	31-Aug-2023	Expected success	
Future Energy		Due Date	31-Mar-2024		
Douglas Irvine		Completed Date		Likely to meet target	

Code & Title	Description	Dates		Progress	Progress Statement
<b>HC04 Coordinating at Shetland Holistic Power System</b>	Work with energy developers to identify optimal solutions for energy transmission routes in Shetland	Planned Start	01-Apr-2023		Design work date for Yell wind farm transmission links has been extended to c 31 March 2024.
		Actual Start	01-Apr-2023	<div><div>10%</div></div>	
Lead		Original Due Date	30-Sep-2023	Expected success	
Future Energy		Due Date	31-Mar-2024		
Douglas Irvine		Completed Date		Likely to meet target	
Code & Title	Description	Dates		Progress	Progress Statement
<b>OA014 Electric Vehicle Charge Points</b>	Provide additional Electric Vehicle Charge Points	Planned Start	01-Apr-2021		Developed Electric Vehicle Charging Infrastructure Expansion Strategy through collaboration agreement with HITRANS. This will assist in developing actions and targets to better develop reporting of progress. This work is still ongoing. 26 Council owned public charge points installed. Charging tariff introduced, impact on utilisation of charge points to be monitored on an ongoing basis. Been a definite drop-off in utilisation.  20 Council fleet points installed. 2 fleet points to be installed in 23/24 from accrued 22/23 funding. Planning permission submitted for a rapid charge point at Gremista. Further funding received from Transport Scotland for 23/24. Planning applications submitted for charge points at Northaven and Wastview.
		Actual Start	03-Nov-2021	<div><div>55%</div></div>	
Lead		Original Due Date	31-Mar-2022	Expected success	
Environment and Estate Operations		Due Date	31-Mar-2025		
John Simpson; Carl Symons		Completed Date		Likely to meet target	
Code & Title	Description	Dates		Progress	Progress Statement
<b>OA015 Home Energy Efficiency Programme</b>	Support the Home Energy Efficiency Programme for Scotland in Shetland. Scheme is now called Energy Efficient Scotland	Planned Start	01-Apr-2021		The 2022/23 ABS programme was completed at the end of June 2023. The final grant spend was £1,050,857.56.  We intend to change the format to providing statistics on number of surveys and jobs carried out to provide better information on the work being done.  We will also provide statistics for number of surveys completed under the Warmer Homes Scotland programme (Warm Works have been successful in tendering for the new contract which begins in October).  Hence we have reported updates in the current form as complete.
		Actual Start	03-Nov-2021	<div><div>100%</div></div>	
Lead		Original Due Date	31-Mar-2022	Expected success	
Environment and Estate Operations		Due Date	30-Jun-2022		
John Simpson; Carl Symons		Completed Date	30-Aug-2022	Complete	



Code & Title	Description	Dates		Progress	Progress Statement
<b>OA016 Recycling in Shetland</b>	Further promote recycling in Shetland.	Planned Start	01-Apr-2022		Due to be scheduled when resource becomes available following the impending decision on the SIC Climate Change Strategy.
		Actual Start	12-May-2022	<div><div>10%</div></div>	
Lead		Original Due Date	31-Mar-2026	Expected success	
Environment and Estate Operations		Due Date	31-Mar-2026		
Brydon Gray; Carl Symons		Completed Date		Experiencing issues, risk of failure to meet target	

Code & Title	Description	Dates		Progress	Progress Statement
<b>OA018 Energy Recovery Plant - Improvements</b>	Energy Recovery Plant - Plant upgrade and renewal programme, ensuring that the plant continues to operate 24/7 while meeting all statutory and regulatory requirements for the production of heat, safety and emissions.	Planned Start	01-Apr-2021		ERP Analysers on order and due for installation early 2024. Minor works to grab crane imminent.
		Actual Start	03-Nov-2021	<div><div>90%</div></div>	
Lead		Original Due Date	31-Mar-2022	Expected success	
Environment and Estate Operations		Due Date	31-Mar-2025		
Carl Symons		Completed Date		Likely to meet target	

Code & Title	Description	Dates		Progress	Progress Statement
<b>OA248 Gremista Landfill Operations</b>	Landfill capping is carried out every 2 – 4 years depending on how much waste has been received on site. The capping involves laying a hard density plastic liner on top of the covered waste to reduce the amount of water entering the landfill which in turn reduces the amount of leachate we need treat.	Planned Start	01-Apr-2023		Revised BJC for landfill extension submitted to AIP for consideration and approved at Committee. Design work to commence with site work scheduled for 24/25 (OA248B).
		Actual Start	06-Dec-2021	<div><div>57%</div></div>	
Lead		Original Due Date	31-Mar-2025	Expected success	
Environment and Estate Operations		Due Date	31-Mar-2025		
Carl Symons		Completed Date		Likely to meet target	

Code & Title	Description	Dates		Progress	Progress Statement
<b>SP654 Streetlighting - LED replacement</b>	Replacement of conventional lantern with LED lanterns for our entire streetlighting network.	Planned Start	01-Apr-2017		Works are progressing but shortage of resources due to large scale developments underway in Shetland resulted in completion being delayed into this financial year. To date a total of 4,700 lanterns have been replaced leaving 200 to be replaced in 2023/24
		Actual Start	19-Oct-2017	<div><div>98%</div></div>	
Lead		Original Due Date	31-Mar-2018	Expected success	
Roads		Due Date	29-Mar-2024		
Neil Hutcheson		Completed Date		Likely to meet target	

#### 4 Shetland green electricity generation and distribution grid

**Support the identification and delivery of a robust, green Shetland electricity generation and distribution grid**, which reaches across all of Shetland, and enables further public, community and commercial 'greening'.

Code & Title	Description	Dates		Progress	Progress Statement
<b>HC03 Starting the Hydrogen Economy</b>	Identify Hydrogen Developer capable of starting commercial hydrogen production in Shetland	Planned Start	01-Apr-2023		Several potential Shetland hydrogen developers have applied to the UK Government's Net Zero Hydrogen Fund for the round to be announced in September 2023. Successful applicants are most likely to develop the hydrogen economy in Shetland.
		Actual Start	01-Apr-2023	<div><div>20%</div></div>	
Lead		Original Due Date	31-Oct-2023	Expected success	
Future Energy		Due Date	31-Mar-2024		
Douglas Irvine		Completed Date		Likely to meet target	

Code & Title	Description	Dates		Progress	Progress Statement
<b>HC06 Researching Clean Energy Options</b>	Complete the two net zero technology projects that are in progress and start 3 additional phases and successfully apply for funding for two new projects	Planned Start	01-Apr-2023		Liquid Organic Hydrogen Carrier research phase 2 concluded. European Hydrogen Backbone research phase 1 concluded. Energy Hub research phase 1 almost complete.
		Actual Start	01-Apr-2023	<div><div>60%</div></div>	
Lead		Original Due Date	31-Mar-2024	Expected success	
Future Energy		Due Date	31-Mar-2024		
Douglas Irvine		Completed Date		Likely to meet target	

## 1.05 Sustaining current jobs and creating new ones

"Meeting user needs and promoting further economic activity around our coastline"

### 4 Scalloway Fish Market, Toft Pier and Cullivoe Harbour Infrastructure



Our significant investments in new infrastructure at **Scalloway Fish Market**, **Toft Pier** and addressing the constraints affecting **Cullivoe Harbour**, will provide essential onshore facilities for fishing and aquaculture, meeting user needs and promoting further economic activity around our coastline.

Code & Title	Description	Dates		Progress	Progress Statement
<b>OA253 Toft Ferry Terminal Painting</b>	Structure comprises a structural steel framework with a reinforced concrete deck. This project will focus on blast cleaning and painting the structural steel elements above water.	Planned Start	01-Apr-2023		Project largely complete, with final items and demobilisation being attended to. Project completed on time and within budget.
		Actual Start	19-Jun-2023	<div><div>90%</div></div>	
Lead		Original Due Date	31-Mar-2024	Expected success	
Ferry, Airport & Port Engineering		Due Date	31-Mar-2024		
Andrew Inkster		Completed Date		Likely to meet target	

Code & Title	Description	Dates		Progress	Progress Statement
OA254 Ulsta Ferry Terminal Painting	Structure comprises a structural steel framework with a reinforced concrete deck. This project will focus on blast cleaning and painting the structural steel elements above water.	Planned Start	01-May-2024	<div><div></div></div>	This project is currently scheduled to take place during the Spring/Summer of 2024. An appropriate Business Justification Case will be submitted in good time to ensure the project is included on AIP for that financial year.
		Actual Start		<div><div>0%</div></div>	
Lead		Original Due Date	31-Mar-2025	Expected success	
Ferry, Airport & Port Engineering		Due Date	31-Mar-2025	<div><div></div></div>	
Andrew Inkster		Completed Date		Likely to meet target	

## 7 Build the principles of community wealth building

We will **build the principles of community wealth building** into the way we support the local community.



Code & Title	Description	Dates		Progress	Progress Statement
OA242 Community based handyperson	Establish a network of community based handypersons to assist communities in maintenance projects/issues	Planned Start	01-Apr-2022		Expansion of the Fetlar role being investigated, including the need for PVG checks for post holder. This will allow them to assist with wider community care support.
		Actual Start	19-May-2022	<div><div>35%</div></div>	
Lead		Original Due Date	31-Mar-2023	Expected success	
Environment and Estate Operations		Due Date	31-Mar-2025		
Carl Symons		Completed Date		Experiencing issues, risk of failure to meet target	

## 1.10 Transport

We will engage in the development of a new Shetland Transport Strategy that sets a clear strategic and policy framework in response to the drivers for change.

## 3 Support air services to Foula and Fair Isle

We will **continue to support air services to Foula and Fair Isle**, including consideration of alternative fuels and technologies in the provision.

Code & Title	Description	Dates		Progress	Progress Statement
OA174 Resurfacing of Tingwall Airstrip	Business cases for resurfacing of Tingwall Airstrip and consideration of any other capital investment requirements are now being finalised for future reporting to the Committee and Council. New timescales for that reporting will be set through the Environment and Transport Committee Business programme.	Planned Start	01-Apr-2023		Project is currently being considered for inclusion in AIP. New scoring process will examine the Business Case and rank accordingly
		Actual Start	09-May-2023	<div><div>10%</div></div>	
Lead		Original Due Date	31-Mar-2024	Expected success	
Ferry, Airport & Port Engineering		Due Date	31-Mar-2024		
Andrew Inkster		Completed Date		Significant issues, likely failure to meet target	

Code & Title	Description	Dates		Progress	Progress Statement
<b>OA175 Licensing of Foula Airstrip</b>	A business case for the licensing of Foula Airstrip, is also being progressed and will also have new time targets set in the Business Programme	Planned Start	01-Apr-2022		Runway extension completed and approved by Air Transport Provider AirTask. They must now complete paperwork with CAA, but threat to flights in winter conditions appears to have been removed. Discussions on formal licensing will now recommence with CAA.
		Actual Start	19-May-2022	<div><div>60%</div></div>	
Lead		Original Due Date	31-Mar-2024	Expected success	
Ferry, Airport & Port Engineering		Due Date	31-Dec-2024		
Andrew Inkster		Completed Date		Likely to meet target	

#### 4 Support delivery of an affordable and sustainable system of public transport

We will **continue to support delivery of an affordable and sustainable system of public transport services** to meet the needs of Shetland. We will support the development of alternative solutions such as active travel and mobility as a service that encourage positive travel choices. These will evolve with the availability of alternative fuels and technologies and will complement other transport modes to form part of an integrated transport network. The network will support our community outcomes of achieving climate change targets, reducing inequality, improving public health and enabling access to essential goods and services, employment, education and health care, as well as other opportunities to ensure inclusive economic growth and healthy communities.

Code & Title	Description	Dates		Progress	Progress Statement
<b>HB08 2023 Ferry Dry Docking Programme</b>	Annual docking and refit programme for inter-island ferries.	Planned Start	01-Jan-2023		Fivla docking will be complete w/c 30/10 with Good Shepherd also due to go into dock during that week. 2023 docking campaign on target for completion as planned with Geira due to go into dock on 20/11 and completion programmed for 17/12.
		Actual Start	09-May-2023	<div><div>85%</div></div>	
Lead		Original Due Date	31-Dec-2023	Expected success	
Ferry, Airport & Port Engineering		Due Date	31-Dec-2023		
Andrew Inkster		Completed Date		Likely to meet target	

Code & Title	Description	Dates		Progress	Progress Statement
<b>OA105 Ferry Terminal Waiting Room Improvement Programme</b>	Progress the Inter-Island Ferry Terminal Waiting Room Improvement Programme (Foula, Skerries and Ulsta).	Planned Start	01-Apr-2021		Planning permission for Foula Waiting room has been granted. Work continues to prepare drawings for Building Warrant and Tender processes.
		Actual Start	03-Nov-2021	<div><div>60%</div></div>	
Lead		Original Due Date	31-Mar-2026	Expected success	
Ferry, Airport & Port Engineering		Due Date	31-Mar-2026		
Andrew Inkster		Completed Date		Likely to meet target	

Code & Title	Description	Dates		Progress	Progress Statement
<b>OA106 Linkspan repair and lifecycle extension</b>	Finalise the comprehensive linkspan repair and lifecycle extension programme for the inter-island ferry service.	Planned Start	01-Apr-2021		Work continues on this project, with recent upgrade works to control huts on the Bressay and Fetlar service routes.
		Actual Start	03-Nov-2021	<div><div>60%</div></div>	
		Original Due Date	31-Mar-2026	Expected success	
		Due Date	31-Mar-2026		
		Completed Date		Likely to meet target	
Lead					
Infrastructure Services Directorate					
John Smith					

## 5 Invest in the maintenance of our roads network

We will **invest in the maintenance of our roads network** to ensure it continues to support our economy and communities. In addition, we will invest in road improvements and upgrades where they are necessary to support the sustainability of communities and businesses and/or support new economic opportunities in the islands.

Code & Title	Description	Dates		Progress	Progress Statement
<b>OA111 Cullivoe Road replacement.</b>	Improve the B9082 to address safety concerns and support the sustainability of the local community and businesses and support new economic opportunities in the area and address the constraints affecting Cullivoe Harbour thereby providing essential onshore facilities for fishing and aquaculture, meeting user needs and promoting further economic activity.	Planned Start	01-Apr-2021		The land acquisition is progressing with letters seeking updates sent to the solicitors representing the land owners. The biodiversity surveys are complete. Borrowing to fund the EIA was approved by Council in September 2023.
		Actual Start	02-Nov-2021	<div><div>10%</div></div>	
		Original Due Date	31-Mar-2026	Expected success	
		Due Date	31-Mar-2026		
		Completed Date		Likely to meet target	
Lead					
Roads					
Neil Hutcheson					

Code & Title	Description	Dates		Progress	Progress Statement
<b>OA112 Levenwick Road replacement.</b>	Improve the A970 to address safety concerns and support the sustainability of the local community.	Planned Start	01-Apr-2021		Detail design changes have been made to the design layout following the meeting with landowners.
		Actual Start	02-Nov-2021	<div><div>5%</div></div>	
		Original Due Date	31-Mar-2026	Expected success	
		Due Date	31-Mar-2029		
		Completed Date		Likely to meet target	
Lead					
Roads					
Neil Hutcheson					

Code & Title	Description	Dates		Progress	Progress Statement
<b>OA235 Microsurfacing of rural car parks</b>	Microsurfacing (surface dressing) of rural car parks to extend life of base & wearing course.	Planned Start	01-Apr-2023		The micro-surfacing programme has, for the immediate future, been cancelled as part of the measures to manage growth of the Council's budgets in 2023/24. In the meantime the works listed on the programme will, where suitable, be resurfaced or surface dressed with costs met from relevant existing budgets.
		Actual Start		<div><div>0%</div></div>	
		Original Due Date	31-Aug-2023	Expected success	
		Due Date	31-Aug-2023		
		Completed Date		Cancelled	
Lead					
Roads					
Neil Hutcheson					

Code & Title	Description	Dates		Progress	Progress Statement
<b>OA246 Burra Bridge Painting</b>	Maintenance painting of the bridge to ensure its long term life and maintain road access to Burra.	Planned Start	01-Apr-2022		Works were completed in the first week of July 2023.
		Actual Start	23-May-2022	<div><div>100%</div></div>	
Lead		Original Due Date	31-Mar-2023	Expected success	
Roads		Due Date	31-Mar-2023		
Neil Hutcheson		Completed Date	27-Jul-2023	Complete	

## 2.02 Our Organisational values and culture

"As a council, we are ambitious for our community and are demanding of ourselves as an organisation. We have an unwavering focus on ensuring Shetland and its people thrive. The council's Values and Behaviours Statement underpins everything we do."

### 02 Deliver excellent services to the public.

**We will maintain a clear focus on delivering excellent services** to the public.

Code & Title	Description	Dates		Progress	Progress Statement
<b>OA173 Burial Grounds Capacity</b>	A report scheduled for autumn/winter 2022 to consider a strategy for burial grounds approaching capacity; and the options available to the Council in addressing that.	Planned Start	30-Sep-2022		Report and associated policy due at Committee this cycle.
		Actual Start	19-May-2022	<div><div>90%</div></div>	
Lead		Original Due Date	31-Mar-2023	Expected success	
Environment and Estate Operations		Due Date	29-Mar-2024		
		Completed Date		Likely to meet target	

Code & Title	Description	Dates		Progress	Progress Statement
<b>OA176 Develop Action Plan for managing Memorial Repairs</b>	Develop an Action Plan to lay out the processes and works required to manage memorial repairs	Planned Start	01-Apr-2022		Report on burial grounds due before Committee which is seeking additional resources to fully implement the necessary works programmes. This also includes a review of fees and charges applicable to Shetland burial grounds.
		Actual Start	11-Aug-2022	<div><div>55%</div></div>	
Lead		Original Due Date	31-Mar-2024	Expected success	
Environment and Estate Operations		Due Date	31-Mar-2024		
Carl Symons		Completed Date		Experiencing issues, risk of failure to meet target	



Code & Title	Description	Dates		Progress	Progress Statement
<b>OA177 Roll out Action Plan for managing Memorial Repairs</b>	To lay out the processes and works required to manage memorial repairs	Planned Start	01-Apr-2022		Report on burial grounds due before Committee which is seeking additional resources to fully implement the necessary works programmes. This also includes a review of fees and charges applicable to Shetland burial grounds.
		Actual Start	11-Aug-2022		
Lead		Original Due Date	31-Mar-2024	Expected success	
Environment and Estate Operations		Due Date	31-Mar-2026		
Carl Symons		Completed Date		Experiencing issues, risk of failure to meet target	


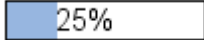

Code & Title	Description	Dates		Progress	Progress Statement
<b>OA178 Burial Grounds Safety Works</b>	To ensure burial grounds are safe for members of the public.	Planned Start	01-Apr-2022		Report on burial grounds due before Committee which is seeking additional resources to fully implement the necessary works programmes. This also includes a review of fees and charges applicable to Shetland burial grounds.
		Actual Start	11-Aug-2022		
Lead		Original Due Date	31-Mar-2024	Expected success	
Environment and Estate Operations		Due Date	31-Mar-2026		
Carl Symons		Completed Date		Experiencing issues, risk of failure to meet target	


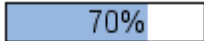

## Outstanding Audit Recommendations

### 20/21 Fleet Management

Code & Title	Description	Dates		Progress	Progress Statement
<b>IA1804 20/21 Fleet Management - Recommendation 2</b>	Management should implement a process to ensure that a regular reconciliation is undertaken between the active drivers recorded on the Telematics system and those that have a valid driving licence and SIC insurance application. Any driver without a valid licence and SIC insurance application must not be permitted to drive a Council vehicle until valid documents are completed/provided.	Planned Start			Update requested from the H&S team regarding likely implementation date of the module.
		Actual Start	31-Aug-2023		
		Original Due Date	31-Oct-2021	Expected success	
		Due Date	31-Mar-2024		
	Managers should also be reminded to advise the Fleet Management Unit of leavers that should be removed from the list of approved drivers.	Completed Date		Experiencing issues, risk of failure to meet target	

## 22/23 Inter-Island Ferry Service: Asset Management Arrangements


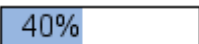

Code & Title	Description	Dates		Progress	Progress Statement
<b>IA2460 22/23 Inter-Island Ferry Service: Asset Management Arrangements - Recommendation 4</b>  Lead  Ferry, Airport & Port Engineering; Infrastructure Services Directorate  Andrew Inkster	Management should undertake a formal review of the fleet to ensure that the highest risk assets can be identified and incorporated into the AMS and AMP accordingly. Once completed, the review should be subject to ongoing monitoring and update to ensure any significant vessel risk changes are identified and captured within the AMS and AMP.	Planned Start			Work on site inspecting vessel condition etc. has been completed. However, delivery of the report is taking longer than expected. Options to improve this situation are being investigated.
		Actual Start	29-Oct-2023		
		Original Due Date	31-Mar-2023	Expected success	
		Due Date	31-Dec-2023		
		Completed Date		Experiencing issues, risk of failure to meet target	


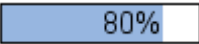

Code & Title	Description	Dates		Progress	Progress Statement
<b>IA2465 22/23 Inter-Island Ferry Service: Asset Management Arrangements - Recommendation 7</b>  Lead  Ferry, Airport & Port Engineering; Infrastructure Services Directorate  Andrew Inkster	Management should ensure that: . The BCP is reviewed and updated to adequately reflect the arrangements to be followed if the fleet and/or staffing is unexpectedly reduced. . Once updated, the BCP is made available to all relevant staff within the ferry service, providing training where necessary. . The BCP is subject to regular review and periodic testing. . The workforce and succession planning review is completed as soon as possible, and the key risks identified through this are actively managed and captured within the BCP arrangements.	Planned Start			Work continues to finalise BCP action cards. Progress hampered by operational crewing shortages which is taking management resource away from the office. IA have been updated.
		Actual Start	24-Aug-2023		
		Original Due Date	31-Mar-2023	Expected success	
		Due Date	31-Jul-2023		
		Completed Date		Experiencing issues, risk of failure to meet target	





## 22/23 Ports and Harbours Finance Processes



Code & Title	Description	Dates		Progress	Progress Statement
<b>IA2505 22/23 Ports and Harbours Finance Processes - Recommendation 2</b>	Management should ensure that a full review of the financial administration and stock management arrangements for Ports & Harbours is conducted to ensure they remain fit-for-purpose.	Planned Start			Initial meetings have taken place to agree the outline of process guides and a clearly defined relationship between Sella Ness based staff and staff in 8 North Ness to support month end closure processes.
		Actual Start	01-Sep-2023		
		Original Due Date	31-Mar-2023	Expected success	
	Process Guides should be updated to reflect any changes made and these should cover all required areas. Once complete, these should then be subject to approval at the appropriate and communicated to all relevant parties.	Due Date	31-Dec-2023		
	Paul Fraser	Completed Date		Likely to meet target	
Lead					
Finance; Infrastructure Services Directorate					

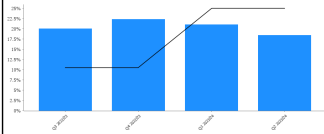
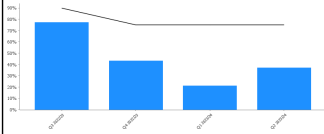
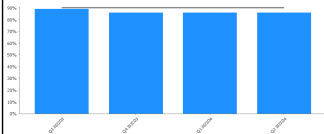

Code & Title	Description	Dates		Progress	Progress Statement
<b>IA2506 22/23 Ports and Harbours Finance Processes - Recommendation 4</b>	On completion of the procedural review outlined at recommendation 2, management should remind all relevant officers of the importance of adhering to the invoicing procedures and their requirements, including retention of supporting documentation. Management should also address the errors identified during this audit review.	Planned Start			Initial meetings have taken place to agree the outline of process guides and a clearly defined relationship between Sella Ness based staff and staff in 8 North Ness to support month end closure processes.
		Actual Start	01-Sep-2023		
		Original Due Date	31-Mar-2023	Expected success	
		Due Date	31-Dec-2023		
	Management should also ensure that a clear segregation of duties is in place to prevent a credit being applied to a customer account without the required approval. This should be formally recorded for audit trail purposes.	Completed Date		Likely to meet target	
Lead					
Finance; Infrastructure Services Directorate					
Paul Fraser					

Code & Title	Description	Dates		Progress	Progress Statement
<b>IA2507 22/23 Ports and Harbours Finance Processes - Recommendation 1</b>	Senior Management should ensure that a policy, which outlines the eligibility criteria for Account Card holders is developed.	Planned Start			The Interim Ferry Fare and Ticketing Review (ISD-03-22-F) was presented to Environment & Transport Committee and Policy and Resources Committee on 14 March. The use of account cards for non-business/commercial users ceased on 1 April 2023 and this change was communicated to customers and stakeholders. A proposal to write-off de minimis invoices was presented to Policy and Resources Committee on 5 June 2023.
		Actual Start	01-Sep-2023		
		Original Due Date	31-Mar-2023	Expected success	
	This should then be subject to approval at the appropriate level. Once approved the policy should be communicated to all relevant parties and thereafter subject to ongoing review, monitoring, and scrutiny.	Due Date	31-Mar-2024		
	Action should also be taken in respect of current Account Card holders and a review undertaken to determine if they are still eligible.	Completed Date		Likely to meet target	
Lead					
Finance; Infrastructure Services Directorate					
Paul Fraser					

Code & Title	Description	Dates		Progress	Progress Statement
<b>IA2508 22/23 Ports and Harbours Finance Processes - Recommendation 5</b>	Senior Management should review the current arrangements and determine whether the financial administration team based at Sella Ness, or some of their key tasks should be incorporated into the central finance team, to allow for a more consistent, efficient, and effective approach between all parties involved.	Planned Start			Initial meetings have taken place to agree the outline of process guides and a clearly defined relationship between Sella Ness based staff and staff in 8 North Ness to support month end closure processes.
		Actual Start	01-Sep-2023	<div><div>50%</div></div>	
		Original Due Date	31-Mar-2023	Expected success	
		Due Date	31-Dec-2023		
		Completed Date		Likely to meet target	
Lead					
Finance; Infrastructure Services Directorate					
Paul Fraser					
Code & Title	Description	Dates		Progress	Progress Statement
<b>IA2509 22/23 Ports and Harbours Finance Processes - Recommendation 3</b>	Management should put in place appropriate financial monitoring and stock control arrangements and update process guides to reflect these.	Planned Start			Initial meetings have taken place to agree the outline of process guides and a clearly defined relationship between Sella Ness based staff and staff in 8 North Ness to support month end closure processes.
		Actual Start	01-Sep-2023	<div><div>40%</div></div>	
		Original Due Date	31-Mar-2023	Expected success	
		Due Date	31-Dec-2023		
		Completed Date		Likely to meet target	
Lead	Management should put in place appropriate checks (e.g., by selecting a regular sample of cases) to ensure that processes are followed and invoices which are produced are accurate. Evidence of the checks undertaken should be retained.				
Finance; Infrastructure Services Directorate					
Paul Fraser					

## Appendix B Performance Indicators (Non-seasonal - Quarterly)- Infrastructure Services Directorate

Generated on: 20 November 2023

Code & Short Name	Previous Years		Quarters				Graphs	Past performance & future improvement Statements
	2021/22	2022/23	Q3 2022/23	Q4 2022/23	Q1 2023/24	Q2 2023/24		
	Value	Value	Value	Value	Value	Value		
ENV06 Percentage of household Waste recycled	16.6%	19.75%	20%	22.3%	21%	18.4%	25%	 <p><b>Past Performance:</b> While still below the national average, our recycling figures have taken a sharp increase since the introduction of the kerbside recycling scheme.</p> <p><b>Future Improvement:</b> The recycling rate has shown a good increase since 2020/21. The Deposit Return Scheme was due to roll out in August of this year but this has now been pushed back to 2025.</p>
HN02 Food Law Inspection Programme Completed	84%	43%	77%	43%	21%	37%	75%	 <p>We are still having difficulty recruiting staff to fill vacancies which is impacting our the ability to complete the food law inspection programme. This has been a busy period for Civic Government Licensing and other service demands has impacted on the amount of inspections being carried out.</p>
HN03 Premises achieving PASS Standard in Food Hygiene Information Scheme	89%	89%	89%	86%	86%	86%	90%	 <p>The PASS standard figure in Q4 was maintained at 90% which is around average for Scotland as a whole.</p>
SP-HS-022 Tonnes of CO2 from council operations	21,552	15,286	5,533					 <p>This data is being superceded by Council Net Zero Route Map which incorporates a wider range of emissions sources. The ongoing assessment/calculation and reporting of this data is nearing completion and this will include how the data is reported as part of this process.</p>

# Appendix B Performance Indicators (Seasonal - Quarterly)- Infrastructure Services Directorate



Generated on: 20 November 2023

	Previous Years			2 years ago	1 year ago	This Year			
Code & Short Name	2020/21	2021/22	2022/23	Q2 2021/22	Q2 2022/23	Q2 2023/24		Graphs	Past performance & future improvement Statements
	Value	Value	Value	Value	Value	Value	Target		
HH02 Council Energy Consumption (MWh)	82,905	89,882	64,716	20,142	19,979				This data is being superceded by Council Net Zero Route Map which incorporates a wider range of emissions sources. The ongoing assessment/calculation and reporting of this data is nearing completion and this will include how the data is reported as part of this process.
HN04 Amount of household waste collected (tonnes)	9,079	9,671	9,236	2,743	2,648	2,436	2,648		Operated throughout lockdown. There was an increase in the amount of waste collected.

# Appendix B (cont) - Sickness Absences - All Directorates (for comparison)

**NOTE:** Sickness absences are seasonal, therefore quarters are compared to the same quarters in previous years

Generated on: 20 November 2023

Short Name	Years			2 years ago	Last year	This year
	2020/21	2021/22	2022/23	Q2 2021/22	Q2 2022/23	Q2 2023/24
	Value	Value	Value	Value	Value	Value
Sickness Percentage - Whole Council	3.2%	4.3%	4.9%	3.2%	3.9%	4.3%
Sick %age - Chief Executive's "Directorate"	0.6%	1.1%	2.1%	0.3%	3.1%	1.3%
Sick %age - Children's Services Directorate	2.5%	4.0%	4.4%	2.4%	3.1%	3.3%
Sick %age - Community Health & Social Care Directorate	6.0%	6.9%	7.5%	5.8%	6.3%	7.2%
Sick %age - Corporate Services Directorate	1.1%	1.3%	3.0%	0.7%	2.3%	2.2%
Sick %age - Development Directorate	1.7%	3.2%	5.1%	2.7%	3.7%	4.8%
Sick %age - Infrastructure Directorate	2.9%	4.0%	4.0%	3.3%	3.8%	3.7%

## Appendix C - Complaints - Infrastructure Directorate

This shows all complaints that were open during the Quarter.  
Frontline complaints should be closed within 5 working days  
Investigations should be closed within 20 working days

Generated on: 20 November 2023

### Failure to provide a service

ID	Stage Title	Received Date	Status	Closed Date	Service /Directorate	Days Elapsed	Complaint Upheld?
COM-23/24-1841	Frontline	28-Jul-2023	Closed	01-Aug-2023	Ferry, Airports & Ports	3	Partially Upheld
COM-23/24-1842	Frontline	29-Jul-2023	Closed	01-Aug-2023	Ferry, Airports & Ports	2	Partially Upheld
COM-23/24-1856	Frontline	03-Aug-2023	Closed	25-Aug-2023	Environmental Services (old - do not use)	17	Upheld
COM-23/24-1871	Frontline	30-Aug-2023	Closed	20-Sep-2023	Environmental Services (old - do not use)	16	Upheld

### Standard of service received

ID	Stage Title	Received Date	Status	Closed Date	Service /Directorate	Days Elapsed	Complaint Upheld?
COM-23/24-1857	Frontline	28-Aug-2023	Closed	31-Aug-2023	Environmental Services (old - do not use)	4	Upheld
COM-23/24-1860	Frontline	24-Aug-2023	Closed	29-Aug-2023	Ferry, Airports & Ports	4	Not Upheld
COM-23/24-1861	Frontline	31-Aug-2023	Closed	06-Sep-2023	Environmental Services (old - do not use)	5	Upheld

### Behaviour/Attitude of staff

ID	Stage Title	Received Date	Status	Closed Date	Service /Directorate	Days Elapsed	Complaint Upheld?
COM-23/24-1812	Investigation	21-Jun-2023	Closed	17-Jul-2023	Ferry, Airports & Ports	19	Partially Upheld
COM-23/24-1830	Frontline	11-Jul-2023	Closed	17-Jul-2023	Estate Operations (old - do not use)	5	Upheld
COM-23/24-1873	Investigation	08-Sep-2023	Closed	10-Oct-2023	Ferry, Airports & Ports	23	Partially Upheld







## **1. Energy Development Principles**

The consultation on the draft “Shetland Energy Development Principles” concluded, a report was prepared for and approved by the Council on 14 December 2022. Team leads have been appointed for each of the main themes: Environment; Co-existence with existing activities; local Supply Chain engagement; and Community Benefits. Each theme has an activity programme which is monitored by the newly established 4Shetland Forum, which consists of the Council, HIE, LPA and the NORN Alliance (A Shetland Supply chain consortia). The 4Shetland Forum meets every month and connects with the NE1 developers every second month. Development Services now lead on the Community Benefits aspects of the Energy Development Principles.

## **2. NE1 Block Offshore Wind Developments**

Ocean Winds, Mainstream Renewable Power and ESB Asset Development have been offered option agreements by Crown Estates Scotland to produce 2.8 GW of floating offshore wind on the NE1 site. Mainstream and Ocean Winds have combined their sites into the Arven project, which is 2.3 GW of the overall NE1 site. A Shetland office has been set up for the project. ESB signed a collaboration agreement with Lerwick Port Authority on 20 September 2023, providing the framework to develop ESB’s NE1 site from Lerwick.

## **3. Clair Oil Export Review and Review of Overall Oil and Gas Arrangements**

Clair partners continue to review their options for the long term export of oil through a range of discussions and investigations involving Shetland Islands Council. In parallel with this the Council is reviewing the performance and any modernisation requirements across arrangements with all oil and gas energy producers guided by the Council’s draft “Energy Development Principles”. This review activity is being supported by the Council’s “Energy Reference Group” and is expected to continue for some time. A more detailed report on this subject, in the context of energy transition, is being prepared for the Council meeting on 13 December.

## **4. SVT – Energy Transformation Plans**

Enquest continue to work on their carbon sequestration and hydrogen development plans and have been awarded support through the Scottish Government’s Emerging Energy Technologies Fund to investigate repurposing parts of SVT.

## **5. Shetland Energy Strategy**

The draft Energy Strategy has been completed and has been issued for public consultation prior to being reported to Council for decision in Q4.

## **6. Net Zero Technology Transition Projects**

These projects are led by the Net Zero Technology Centre with 50% of the funding from the Scottish Government matched by commercial interests and the Council. The first phase of the European Hydrogen Backbone Link was published in June 2023 and detailed a hydrogen export network from Scotland, including Shetland, to Europe. The Energy Hubs Project is now completed and will be published in Q4. From the Council involvement we can state that Sullom Voe will be recognised as a main national energy transition hub when that report is issued. The Phase two work on these projects will relate to specific site developments which the Council will not be funding but will remain involved as an interested observer.

## **7. Power Studies**

The Power Study led by the University of Strathclyde has progressed to phase 3 which evaluates the operation of the future integrated energy system under different restricted sensitivities such as CfD. That includes smart energy management, EV electrification and control techniques to enhance reliability.

## **8. Islands Deal – Islands Centre for Net Zero**

The Centre is operational and is organising open days in the three island groups on 7<sup>th</sup> December. The Shetland event is in the Islesburgh Community Centre.

## **9. Aberdeen Events in October**

On 3 October delegates from the three islands Councils and companies interested in hydrogen development met at NZTC for a pan islands hydrogen seminar. The purpose was to share the opportunities and challenges for hydrogen production, with particular regard to the development of offshore wind around the islands. The Council was part of the Shetland – Islands of Opportunity Stand at the Floating Offshore Wind Exhibition in the P&J Centre on 4 and 5 October. Eight organisations were involved in the stand and all reported a keen interest from visitors to the stand throughout the two days. Also at the P&J Centre, on 25-26 October, the Scottish Hydrogen Fuel Cell Association, was attended by a delegate from the Future Energy Team. The event was attended by around 200 with a number of interesting case studies being presented. A summary of highlights and key learning points has been shared with relevant Council staff.

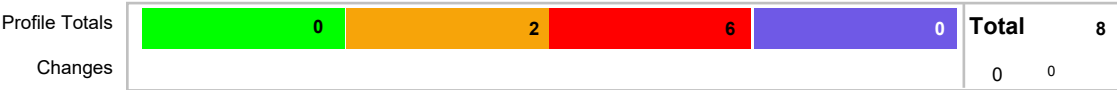
## **10. Liquid Organic Hydrogen Carrier (LOHC) Study**

The Liquid Organic Hydrogen Carrier Project, which was a desktop exercise to evaluate exporting hydrogen by coastal tanker from Sullom Voe and St Fergus/Peterhead to Rotterdam, has concluded and will be presented in the Projects and Studies section of the [orioncleanenergy.com](http://orioncleanenergy.com) website. Work is progressing on a pilot project with the commercial interests for when hydrogen production is ready.

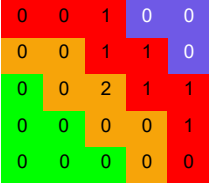
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Directorate Details

Directorate



Total Risks including Unassigned 8

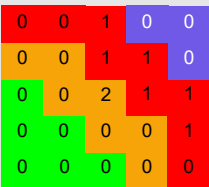


Risk Register - Infrastructure Services

Manager John Smith



Total Risks including Unassigned 8



Details	Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date
Department is responsible for a wide range of infrastructure and services across Shetland. Climate change has increased the likelihood of extreme weather events cause flooding, costal erosion, loss of key infrastructure lost sailings, increased snow conditions, additional repairs.	Storm, Flood, other weather related, burst pipes etc	John Smith	F0026	17/05/2023	17/11/2023
Triggers	Consequences	Control Measures	Control Status	Current Risk Rating	Previous Current Rating
Severe weather,	Loss of service, environmental damage/ impact, damage to property, loss of communications, loss of key infrastructure, financial burden for repairs, reputational damage.	• <b>Various - Contingency budget for weather events, insurance,</b> Emergency plans, BC plans services. Climate risk and controls are on SIC Corporate risk register - the impact of this risk is in line with it but one step down in both magnitude and likelihood to reflect the relative scope of responsibility. BC plans to be reviewed and to take account of lessons learned. <i>John Smith</i>	In Progress	High 16 Major Likely	

Review Comments Reviewed with DMT  
17/05/2023

Details	Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date
Infrastructure Services have a large cohort of staff and a relatively low turnover which reduced the likelihood of service not being able to continue or failing to deliver statutory duties. However, many of the services employ specialist staff so should a vacancy arise, it may be difficult to fill. Several geographically specific/ unique/ single-person roles. There is a pressure is on retention and recruitment	Key staff - loss of	John Smith	F0024	17/05/2023	17/11/2023
Triggers	Consequences	Control Measures	Control Status	Current Risk Rating	Previous Current Rating

## Risk Register - Infrastructure Services

Recruitment by other industries, age profile of staff, No workforce planning/ workforce planning ceases, recruitment and retention issues,	Services stop, financial loss at port, impact on community, reputational damage, failure to meet statutory duties, Use of agency staff, cost	<ul style="list-style-type: none"> <li><b>Workforce planning undertaken, key roles identified and training plans to build resilience. Career grades developed.</b></li> </ul> Working in partnership with HR/ Workforce to address. A higher priority needs to be made of working with HR to review and manage. There may be a need to review terms and conditions. Use of agency staff. <i>John Smith</i>	In Progress	High	15 Significant  Almost Certain
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**Review Comments** Reviewed with DMT  
17/05/2023

Details	Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date
Budget target is not delivered due to loss of income, uncontrolled spending or failure to deliver savings It is recognised in the SIC Corporate risk register that if SVT cannot secure long term business on a satisfactory commercial basis then there is a risk that the terminal would close in the medium term perhaps around 2025. A significant decline or cessation of Oil & Gas activity at SVT would have very considerable economic, financial and social consequences.	Loss of revenue/income	John Smith	F0025	17/05/2023	17/11/2023

Triggers	Consequences	Control Measures	Control Status	Current Risk Rating	Previous Current Rating
Poor budget management, optimism about savings and change, unexpected demands on budget, loss of income or key customer, Failure to secure long term business at SVT	Financial sustainability of Council impacted, reputational and political damage	<ul style="list-style-type: none"> <li><b>Corporate contingency is built into budget setting for extraordinary situations. Regular budget monitoring to establish and respond to trends.</b> Management trained and regular communications to finance staff.</li> </ul> Systems in place to monitor, consider and mitigate significant financial risks from all strands of services. Specific risk relating to the future of SVT is being project managed and reports biannually on progress. <i>John Smith</i>	In Progress	High  15 Extreme  Possible	

**Review Comments** Reviewed by DMT  
17/05/2023

Details	Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date
The department manages a wide range of infrastructure and services. It does not carry a contingency budget for in the event of breakdowns.	Policies - effect of	John Smith	F0028	13/11/2023	13/05/2024

Triggers	Consequences	Control Measures	Control Status	Current Risk Rating	Previous Current Rating
Failure to plan for the future investment required in infrastructure replacement, repairs or maintenance. Poor financial planning, failure to reduce estate, Failure to invest in maintenance of roads, transport infrastructure,	Withdrawal of key transport services, closure of roads, communities unable to access work, health, closure of offices and schools Health and safety risk to staff, service users and potentially the wider public, pressure on budgets	<ul style="list-style-type: none"> <li><b>Developing maintenance programe, long term financial plan, Asset/Investment Plan - contingency budgets for breakdowns.</b></li> </ul> Strategic long term asset investment / long term service development plans. Access to some contingency budgets. <i>John Smith</i>	In Progress	High  12 Significant  Likely	

**Review Comments** Reviewed by Infra DMT  
13/11/2023

Details	Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date
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## Risk Register - Infrastructure Services

Infra delivers front line services across Shetland, employing a large number of staff delivering a range of heavy engineering and transport services, including ferries.			Accidents /Injuries - Staff/Pupils/ Clients/Others	John Smith	F0021	13/11/2023	13/05/2024	
Triggers	Consequences	Control Measures				Control Status	Current Risk Rating	Previous Current Rating
Poorly managed systems, staff error, oversight or actions, poor training of staff, equipment or facilities not maintained, lack of budget for maintenance of assets	injury or death, regulator (e.g. HSE, CAA or MCA) investigation time and costs, legal action, reputational damage fines, prison- corporate manslaughter	• <b>Various systems and controls in place - Service-specific Safety Management Systems include</b> Port Marine Safety Code, Construction industry CSCS cards and gradings, etc. Organisation's Health, Safety and Welfare Policy, Risk Assessments, and staff are trained and competent to deliver duties. Vehicle telematics and changed driver performance/ behaviour contributes to mitigating this risk. Managers trained in Health & Safety. New health and safety system is about to be launched so reporting of incident will become more robust with improved reporting functionality. Interact, the new staff engagement tool, is currently being developed and implemented. Safety culture to flag concerns. <i>John Smith</i>				In Progress	High	
Review Comments Reviewed by Infra DMT 13/11/2023								
Details		Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date		
Infrastructure Services include activities which may lead to at higher risk of a possible pollution incident at Port, Landfill/Waste to Energy Plant/ Airport		Escape of pollutant	John Smith	F0022	17/05/2023	17/11/2023		
Triggers	Consequences	Control Measures				Control Status	Current Risk Rating	Previous Current Rating
Poor staff training and supervision, failure of systems, failure of equipment, poor maintenance of equipment, staff actions,	Legal action, death/injury to plants/animals/humans, Prosecution (HSE, Contaminated Land Regs, etc)	• <b>Management systems in place, regular audit, staff trained and competent, maintenance plans in place.</b> Pollution contingency plans in place for Ports via the Port Marine Safety System. Pollution prevention is a key objective of the Safety management Systems in place within Infrastructure Services. Analysis of emissions at ERP is ongoing in order to ensure performance is within parameters. Some work ongoing to explore pollution controls. <i>John Smith</i>				In Progress	High	
Review Comments Reviewed with DMT 17/05/2023								
Details		Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date		
Changes in legislation for Fuel, waste, Carbon, emissions levels.		Legislation changes	John Smith	F0030	17/05/2023	17/11/2023		
Triggers	Consequences	Control Measures				Control Status	Current Risk Rating	Previous Current Rating

## Risk Register - Infrastructure Services

Government legislation or Significant technological change which alters the best practicable means of managing a risk. Additional costs, services must be changed to comply, new technology or equipment required.	If action isn't taken there is a risk of enforcement action or fines for non-compliance with new legislation.	<b>• Various steps</b> Identification of climate change and carbon management, fuel efficiency, waste management - key service redesign projects in progress A professional, experienced and knowledgeable staff contribute to the monitoring and management of change. Service planning for forward asset plan, upcoming legislative changes, regular dialogue with regulatory bodies to ensure teams are kept abreast of change <i>John Smith</i>	In Progress	<b>Medium</b> 9 Significant Possible	
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**Review Comments** Reviewed by DMT  
17/05/2023

Details	Risk type	Responsible Officer	Risk Ref	Last Review date	Next Review Date
Services must be delivered within a statutory framework.	Breach of Legislation - Data Protection, Human Rights, Employment Practice, Health and Safety etc	John Smith	F0023	17/05/2023	17/11/2023

Triggers	Consequences	Control Measures	Control Status	Current Risk Rating	Previous Current Rating
Poor training, unqualified staff, poor supervision, shortage of staff	Prosecution, contracts fail due to failure to follow relevant legislation, Legal action, Financial costs, failure to meet requirements for external auditors, reputational damage, political embarrassment,	<b>• Policies and procedures applied to ensure compliance. Effective risk assessments with suitable control measures.</b> Staff trained and suitably experienced and competent to fulfil appropriate roles and responsibilities. Staff supporting a current audit of risk control measures, and will actively address any findings and recommendations. New health and safety management system will make a difference to the level of risk. The new staff communication application 'Interact' will improve relevant communications. External audit by statutory bodies includes legislative compliance <i>John Smith</i>	In Progress	<b>Medium</b> 9 Significant Possible	

**Review Comments** Reviewed with DMT  
17/05/2023

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Risk Register - Infrastructure Services

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0.00	0.00	0.00	0.00	0.00

Totals	8				
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( Status Flag = "ACTIVE" AND Record Type = 1 ) and Status Flag=ACTIVE - Business Unit Code=F - ISNULL(Project Code)

0.00	0.00	0.00	0.00	0.00	0.00
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<b>Meeting(s):</b>	<b>Development Committee</b>	<b>29 November 2023</b>
<b>Report Title:</b>	<b>Strategic Housing Investment Plan (SHIP) 2024/25 - 2028/29</b>	
<b>Reference Number:</b>	<b>DV-46-23-F</b>	
<b>Author / Job Title:</b>	<b>Anita M Jamieson, Executive Manager - Housing</b>	

## **1.0 Decisions / Action Required:**

### **1.1 That the Development Committee:**

- 1.1.1 APPROVES the Strategic Housing Investment Programme (SHIP) 2024/25 – 2028/29 as set out in Appendix 1 (a) and (b) for submission to Scottish Government.
- 1.1.2 GRANTS delegated authority to the Director of Development Services (or his nominee) to assign projects within the SHIP to meet programme variations eg to pull forward an approved project or project phase from later years if additional funding becomes available, subject to all other necessary approvals being in place.

## **2.0 High Level Summary:**

- 2.1 The SHIP is the key document to show how resources would be applied and prioritised in delivering the outcomes contained in the Local Housing Strategy, in line with Scottish Government guidance.
- 2.2 The SHIP looks ahead over a five year time period and is reviewed and reported annually.

## **3.0 Corporate Priorities and Joint Working:**

- 3.1 The key priority themes of the Local Housing Strategy are reflected in the Shetland Partnership Plan and increasing supply of housing is a key priority in the Corporate Plan 'Our Ambition'.
- 3.2 The SHIP is developed and delivered through a partnership approach involving Housing, Planning, Community Planning and Development, Asset, Commissioning and Procurement and Roads Services of the Council together with Hjaltsland Housing Association (HHA), Health and Social Care and Scottish Water.

<b>4.0 Key Issues:</b>	
4.1	The SHIP as presented continues to identify and deliver new housing supply in line with the Local Housing Strategy to meet the housing need and demand in Shetland.
4.2	This plan looks to deliver 232 units of accommodation across Shetland over the next 5 years, and seeking support of £18.5M of Scottish Government funding.
4.3	Successful delivery of the SHIP will be subject to a number of caveats around, amongst other things, contractor capacity and availability, materials and supply chain issues and development costs. The ongoing economic impacts of Covid and Brexit coupled with rising inflation and development costs continue to have a significant impact on the ability to deliver the programme.
4.4	The annual review of the SHIP will allow for revisions to be made to reflect changes to projects and the operating environment.
<b>5.0 Exempt and/or Confidential Information:</b>	
5.1	None.
<b>6.0 Implications:</b>	
<b>6.1 Service Users, Patients and Communities:</b>	The Local Housing Strategy (LHS) identifies housing needs across all tenures, based on the evidence from the Housing Need and Demand Assessment (HNDA), and was the subject of extensive community consultation. The SHIP is the delivery statement for the LHS and access to the Scottish Government's Affordable Housing Supply Programme (AHSP).
<b>6.2 Human Resources and Organisational Development:</b>	None arising directly from this report.
<b>6.3 Equality, Diversity and Human Rights:</b>	The Local Housing Strategy has had a full equalities impact assessment carried out.
<b>6.4 Legal:</b>	The local authority is the statutory enabling body for identifying housing needs in the area through the provisions of the Housing (Scotland) Act 2001.
<b>6.5 Finance:</b>	<p>The Scottish Government hold and manage the budget for housing supply centrally and distribute funds at a local authority level. Indicative minimum resource planning assumptions have been issued in line with period of the SHIP.</p> <p>New-build housing delivery is currently operating in an uncertain financial climate with increasing costs straining the value for money tests on development costs.</p>

	<p>There are no direct financial implications for the Council in approving the SHIP. The SHIP sets out potential opportunities and details the level of Scottish Government resources available to fund affordable housing supply.</p> <p>Delivery of the programme is subject to separate approval of individual project details and resources by the developing body. In the case where the Council is the developer, all appropriate approvals and authorisations are required to be in place before a project can proceed.</p>	
<b>6.6 Assets and Property:</b>	None arising directly from this report.	
<b>6.7 ICT and New Technologies:</b>	None.	
<b>6.8 Environmental:</b>	None – the LHS was exempt from Strategic Environmental Assessment.	
<b>6.9 Risk Management:</b>	<p>The SHIP seeks to put in place a deliverable programme of affordable housing development within the context of existing local and strategic priorities and resources available. The delegated authority sought allows a degree of flexibility to make limited changes to the programme to maximise external resources.</p> <p>There are current risks to the successful delivery of the programme due to the economic and financial implications as set out in 4.3, and in more detail in Appendix 1 a). These will be regularly monitored with partners including the Scottish Government's More Homes division.</p>	
<b>6.10 Policy and Delegated Authority:</b>	In accordance with Section 2.3.1 of the Council's Scheme of Administration and Delegations, the Development Committee has delegated authority to take decisions in relation to those functions within its remit which includes Housing.	
<b>6.11 Previously Considered by:</b>	n/a	

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Date Cleared: 21 November 2023

**Appendices:**

Appendix 1 (a) and (b) – Strategic Housing Investment Plan – 2024/25 – 2028/29 (Text and Tables)

**Background Documents:** N/A





## **Shetland Islands Council**

### **Strategic Housing Investment Plan**

**2024/25– 2028/29**

## **Shetland Islands Council – Strategic Housing Investment Plan (SHIP) – 2024/25-2028/29**

### **1.0 Introduction**

- 1.1 The Strategic Housing Investment Plan (SHIP) sets out the priorities for affordable housing investment in Shetland over the next five years and outlines how the Council and its partners will deliver these. The SHIP is the key document to demonstrate support to the Scottish Government's Affordable Housing Supply Programme (AHSP) and shows how resources would be applied and prioritised in delivering the outcomes contained in the Local Housing Strategy (LHS).
- 1.2 The guidance on preparation of SHIPs requires the plan to look ahead over a 5 year time period (2024/25 to 2028/29), and to demonstrate alignment with the outcomes identified in the LHS, which also support the wider objectives of the Council.
- 1.3 The SHIP is updated and reported annually and is seen as the key document in identifying and setting out the Council's strategic affordable housing investment plans to meet local housing need and to assist in the achievement of the Scottish Government's current target for delivery of affordable homes.
- 1.4 The detail of the projects that comprise the SHIP is uploaded into the Scottish Government's Housing and Regeneration Programme (HARP) system and forms the basis of the investment through the Affordable Housing Supply Programme (AHSP).

### **2.0 Strategic Links**

- 2.1 The strategic framework for the production of this document is based on the Local Housing Strategy (LHS)<sup>1</sup> and underpinned by the evidence base of the Housing Needs and Demand Assessment (HNDA). The Council is the statutory enabling body for strategic housing across all tenures and the Scottish Government's Affordable Housing Supply Programme (AHSP) funding is allocated at Council level.
- 2.2 The LHS is closely aligned to the Shetland Partnership Plan<sup>2</sup> and has strong links to the four identified Partnership Plan themes of: People,

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<sup>1</sup> <https://www.shetland.gov.uk/housing/housing-plans-strategies/2>

<sup>2</sup> [shetland-partnership-plan](#)

Place, Participation and Money. The Corporate Plan 'Our Ambition'<sup>3</sup> has confirmed the Council's commitment to increasing future affordable housing supply in Shetland across all tenures by maximising use of available funding streams and working with partner agencies to design and deliver energy efficient, modern homes. Alongside that is the Council's commitment to meet the needs of those who are facing homelessness and those who need support to maintain their tenancies.

- 2.3 Housing is also a key contributor through the LHS and SHIP to the approved 10-year plan to encourage people to live, work, study and invest in Shetland. The 10-year plan is essential to ensure that the projected demographic imbalance in Shetland is addressed and that sufficient working-age population is attracted and retained to maintain sustainable communities throughout Shetland. While at the same time ensuring that our older people live active, independent and healthy lives for as long as possible. Planned work to take forward a place-based approach through the Development Directorate will support this.
- 2.4 In addition to the SHIP guidance, the Scottish Government published its first long-term housing strategy document Housing to 2040<sup>4</sup> in March 2021. This sets out a vision and route map for housing in Scotland, including ambitious targets for affordable housing delivery alongside commitments to taking action to stem rural depopulation and making a contribution to climate change, place-making, building standards, wellbeing and poverty.
- 2.5 In October 2023, the Scottish Government published its Rural and Islands Housing Action Plan<sup>5</sup> as its commitment to supporting rural and islands housing as set out in Housing to 2040. The Plan describes the opportunities for collective partnerships to generate economic growth and help rural and island areas to thrive.

### **3.0 Methodology**

- 3.1 The SHIP has been developed through a partnership approach between the Council's Housing Service, Planning Service, Assets, Commissioning and Procurement Service, Hjaltsland Housing Association (HHA), Scottish Water, Health & Care partners and Highlands and Islands Enterprise (HIE).
- 3.2 The approved LHS is the strategic basis for the SHIP.
- 3.3 The LHS is based on four key priorities;

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<sup>3</sup> [Shetland Islands Council Corporate Plan 2021-26](#)

<sup>4</sup> [Housing to 2040 - gov.scot \(www.gov.scot\)](#)

<sup>5</sup> [Rural and islands housing: action plan - gov.scot \(www.gov.scot\)](#)

- A – Future Housing Supply and Promoting Place-Making
- B – Improving House Condition, Energy Efficiency and Tackling Poverty
- C – Improving Access to Specialist Housing and Enabling Independent Living
- D – Preventing and Alleviating Homelessness Through Housing Options, Information and Support

- 3.4 There are close strategic links between the Local Development Plan (LDP) and the LHS in terms of identifying sufficient and appropriate land supply to meet housing needs. Both documents draw on the robust and credible evidence contained in the HNDA. The production of the Housing Land Audit together with the LDP Call for Sites is of great value in ensuring that useable land supply is available in the areas where housing need is greatest.
- 3.5 Housing Supply Targets (HST) are calculated in the LHS and provide an indicative housing supply target at housing market level. The Minimum All Tenure Housing Land Requirement (MATHLR) is a calculation of land requirements set out in the National Planning Framework (NPF4).
- 3.5 Land supply in the right places is absolutely key to continued development of housing in the areas where there is demand. The work carried out through the LDP helps to identify available land where there is a willingness to develop. Early identification of land-banking opportunities will be essential to future developments. This is particularly important for the later years of this SHIP where we have opportunities to add further projects.

## **4.0 Resources**

- 4.1 The Scottish Government provide Resource Planning Assumptions for their contribution to the delivery of the SHIP. These are confirmed annually but indicative levels are provided for planning purposes. These are based on nationally approved benchmark subsidy levels<sup>6</sup> for new build housing through the Affordable Housing Supply Programme.

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<sup>6</sup> [Review of affordable housing investment benchmarks: letter to working group 29 October 2021 - gov.scot \(www.gov.scot\)](https://www.gov.scot/review-of-affordable-housing-investment-benchmarks-letter-to-working-group-29-october-2021)



- 4.2 The Resource Planning Assumptions are set as a minimum planning level to give an indication of AHSP funding for each local authority area. These are reviewed annually:

Indicative minimum RPA levels: 2024/25 - £5.164M

2025/26 - £5.249M

2026/27 - £5.249M

2027/28 - £5.249M

2028/29 - £5.249M

Indicative Total RPA over 5 years – **£26.160M**

- 4.3 In addition to the AHSP, the programme put forward includes funding from the Housing Infrastructure Fund (HIF), which is separate to the AHSP. Approval has been granted, within the timing of this SHIP, for £18.383M to the Staneyhill project from HIF1 to allow all of the essential enabling infrastructure for the project to proceed. At this time an indicative bid of £1.3M for the Knab development has been made to HIF2. This will be reviewed as costs and apportionment of infrastructure are firmed up.
- 4.4 Overall the programme put forward is currently in the region of £18.5M, excluding HIF funding. This means that there is scope to enhance the programme, particularly in later years.
- 4.5 The impacts of Covid, Brexit and inflation on the housing market and construction sector locally and nationally is likely to mean that this programme will be subject to further change, and more detail on implications of those constraints is contained in section 5.
- 4.6 The Council and HHA have developed a very effective working partnership and have a track record in finding innovative funding mechanisms locally to enable the development programme to continue. In order to maximise external funding for new build housing and to capitalise on opportunities to attract any potential programme slippage, it is proposed to continue to develop this partnership approach to ensure that we have the maximum chances of delivering on the LHS.

Some examples of how this has worked include:

- Land – making land available for development to support and enable projects to proceed, e.g King Harald Street and Burnbank.

- Top-up scheme – funding to bridge the gap between benchmark costs and limits of private finance available through a delegated scheme from Second Homes Council Tax
  - Loan scheme - a short-term bridging loan fund to allow for the provision of New Supply Shared Equity to be viable, this has been done successfully at Lyndhurst Place, Stura and Berryview Phase 1.
- 4.7 Second Homes Council Tax income is ring-fenced for enhancing affordable housing provision. In 2016, the Council approved a delegated development top-up scheme which has allowed HHA to progress with projects where the gap between the benchmark funding and the cost of delivery is greater than the private finance available to them. To date £323k has been used to top-up schemes to ensure viability.
- 4.8 In September 2020, the Council approved a report on Strategic Property Acquisitions and identified the Second Homes Council Tax fund as a key source of funding to allow the purchase of up to 4 open-market properties per annum to meet strategic housing needs, subject to a set of agreed criteria. Since the report was approved there has been four market acquisitions. Although recent housing market conditions has made it difficult to acquire further off-the-shelf purchases, we have continued to make provision for this in the SHIP to ensure the opportunity for strategic acquisitions can be affordable and supported through the AHSP.
- 4.9 Through the establishment of an approved Housing Revenue Account business plan in 2017, the Council has sought to ensure that the financial balance of the account is sustainable in to the future. This is critically important due to the ring-fenced nature of the account and the direct consequences of investment on rents and affordability. The immediate priority over the first period of its operation was to invest in our existing stock to ensure that quality standards are met.
- 4.10 Through the HRA Business Plan, the Council is in a position of keeping its financial position under review and through the LHS is keen to develop its own new build programme as resources allow. The HRA Business Plan is due to be refreshed in 2024/25, once the implications of the investment required to comply with the new Energy Efficiency Standard for Social Housing 2 (ESSH2) are known and planned for.
- 4.11 There are other funding streams aside from the main Affordable Housing Supply Programme (AHSP) which are both available and relevant to Shetland.

- The Rural and Islands Housing Fund – the Government identified a £25M Rural Housing fund and a ring-fenced £5M Islands fund to support housing solutions in rural and islands areas. Commitment to continuing this fund is made in Housing to 2040, and the Rural and Islands Housing Plan states that specific guidance on community led housing will be developed. There is potential to combine community benefit funding with this type of initiative to meet specific community needs. There is funding for feasibility available within this fund and to date locally two feasibility studies have been carried out.
- Self-build Bridging Finance – a self-build loan fund was made available nationally and is administered by the Communities Housing Trust. The fund is currently set to run to August 2025. The fund provides bridging loans of up to £175,000 to individuals who are unable to obtain mainstream self-build mortgage finance. This is something that was previously identified as a local need and could enable a number of people to access the funding to proceed with a self-build project. Steps to promote the scheme locally have not generated the level of anticipated interest, but recent impacts in the financial and construction sectors have had an impact on levels of private housebuilding.
- Housing for Key Workers – the SHIP guidance reflects that a tailored approach is needed for rural areas to support opportunity, equality and community. The Scottish Government recently announced that it would make a £25M fund available over 5 years from the AHSP. As set out in 4.8, the Council already has a strategic housing acquisition policy and there is provision in the SHIP for those. There are limited opportunities in a pressurised housing market to secure value for money open market purchases. More work is needed on this subject with partner agencies to determine how best to set out how any such properties would be managed, the tenure type, the priority key worker groups, how to identify those and how to set appropriate parameters on how any properties would be allocated and managed. Subject to availability of resources this will be looked at alongside the future supply delivery actions of the LHS.

4.12 The work on the HNDA and LHS has clearly shown evidence of the need for more choices of tenures in the local market for both rental and ownership. Through the refreshed LHS we need to align the SHIP programme to match those needs and develop a range of solutions in partnership with other agencies.

- Initial preparatory work is being done to assess and find alternatives to meet those market needs, such as mid-market rent and low cost home ownership options. Mid-market rent has not been used locally to date and would potentially provide a

solution to the identified group of people who traditionally are priced out of the home-buyer market but are unable to demonstrate the level of housing need to secure social rented tenure in a pressurised housing market. Key workers will be well represented within that group of home-seekers.

- The Director of Development is currently engaging with Scottish Futures Trust (SFT) for the possible delivery of mid-market rent solutions in Shetland. This includes discussions around the possible delivery mechanisms for taking forward such mid-market rent projects.
- Developing wider tenure options would lead to more mixed developments which has a positive impact in terms of sustainable communities and wider place-making objectives.
- Alternative opportunities for supported accommodation and for independent living are also being explored in partnership with Health & Care colleagues. Incorporating the principles of homes for life, wheelchair-enabled properties and latest technology based, assistive care to develop and promote future-fit independent living for a range of possible client groups. A project is included in the SHIP on the former Eric Gray Centre site to look at the feasibility of providing some independent living accommodation in an area of surplus land in Council ownership and where there are existing services and staff in close proximity.

4.13 It is important to recognise that not all affordable housing needs to be 'social rented.' There is a need to ensure that the prioritised actions of the LHS can deliver in tandem with the Community Plan themes in sustaining confident and thriving communities across Shetland.

4.14 The LHS actions state that opportunities to consider other funding streams to assist with affordable housing supply will also be pursued. Other possibilities for external funding outside of the Scottish Government funding of affordable housing will be explored as appropriate and available and, for example, could come through community benefit policies or incentives for energy efficiency.

## **5.0 Delivery and Delivery Constraints**

5.1 The assessed evidence from the HNDA has demonstrated the clear need for further affordable, good quality and sustainable housing

supply in Shetland. This evidence is translated into the LHS and its integrated delivery plan.

- 5.2 From the evidence it is clear that the greatest housing need and housing demand pressure in Shetland is in the central mainland area and is particularly concentrated in Lerwick, Scalloway and immediate surrounding areas. While this is reflected in the current programme, with the majority of future projects centred on those areas, it is important to note that the programme has consistently delivered a number of smaller projects in more rural areas. There is current capacity for more to be brought forward within the RPA levels, subject to evidence of demand and availability of project resources.

Projects delivered in past two years are shown in the following table:

	Number of Completed Properties in Past 2 yrs									
Location	Total Number of Units	Social Rent				Shared Equity				Completion Date
		No. of Bedrooms				No. of Bedrooms				
		1	2	3	4	1	2	3	4	
Houlland Lea, Sandwick	12		6	6						30/08/2021
Heathery Park, Gulberwick	12	4	4	4						23/08/2022
Wista Ph2, Lerwick	6	4	2							02/08/2022
Berryview, Scalloway	32	12	6	6	2	4	2			04/08/2023
	62	20	18	16	2	4	2	0	0	

Projects currently onsite:

	Number of Properties Currently Onsite										
Location	Total Number of Units	Social Rent				Shared Equity				Estimated Completion Date	
		No. of Bedrooms				No. of Bedrooms					
		1	2	3	4	1	2	3	4		
Sandveien (rebuild), Lerwick	8		6	2						July 2024	
Berryview Ph2, Scalloway	8		2	2				2	2	Jan 2024	
Marthastoon Ph2, Aith	6		6							Jan 2024	
Ladies Mire, Brae	2			2						Dec 2023	
Walls	4		4							Aug 2024	
	28	0	18	6	0	0	0	2	2		

- 5.3 The Council will continue to work closely with HHA to ensure that we can continue to have a programme of new housing supply that delivers the much-needed units of accommodation in the most efficient way, aligned to local and national priorities.
- 5.4 Despite the positive story in the tables showing recent completions and projects currently on-site, this has been achieved in the most difficult of circumstances. Delivery of the current programme has been hampered by Covid, EU withdrawal, cost inflation and the critical impacts of these simultaneously on the construction sector. Concerns around contractor capacity, labour-force availability locally, materials costs and supply issues continue. It is also recognised that there are competing demands from other Shetland based projects for the same, limited resource pool. This is combining to impact on tender prices and value for money assessments and will be closely monitored to ensure that deliverability, value for money and affordability criteria of projects are not compromised.
- 5.5 Regular multi-stakeholder discussion facilitated by the Director of Development has seen the agreement of all parties involved to have regular meetings to ensure that any constraints on delivering the programme are identified and addressed as early as possible.
- 5.6 Involvement through the development of LDP2 and NPF4 will help to identify potential future sites for development. Through effective joint working between Housing, Planning, Asset and Properties and Hjaltsland Housing using the information from the Call for Sites as part of the Local Development Plan, it is vital that the Council identifies sufficient land supply in areas of housing demand. Through the Call for Sites process, landowners and developers identify sites for future development. In order to ensure that we have sufficient land in the right places, opportunities for strategic land-banking should be considered.
- 5.7 Recent and newly emerging legislative changes are also impacting on design and costs in order to meet standards. In relation to current energy efficiency, fire suppression, building standards and accessibility these additions have now been recognised in the new funding subsidy benchmarks. Further changes mainly around energy efficiency and net zero are yet to be fully enacted but will have further cost implications.
- 5.8 The current LHS identifies a Housing Supply Target (HST) of approximately 49 units of affordable accommodation to be added to the housing supply each year for the next ten years. The proposed SHIP shows that we currently have plans for 232 units, including projects currently on site and not completed, in the five years of this plan. This equates to approximately 46 units per annum and is slightly below the overall HST. This is lower than recent years and reflects the impact of the constraints as described in this report.

- 5.9 In addition to the new build programme, the extent of refurbishment work needed on some of our existing stock is essentially re-building those units of accommodation. Current examples being the Sandveien rebuild of 8 units and the full strip-out and refurbishment of the Harsldale scheme in Whalsay (12 units including sheltered housing), Kalliness in Weisdale (11 units including sheltered housing), as well as the remaining Cruden properties in Scalloway, Walls and Tresta (5 units in total). The Scottish Government has agreed that the level of works required can be classed as eligible for funding through the AHSP Programme and these have now been included in the programme.

#### Particular needs

- 5.10 The LHS also identified the need for housing options to support independent living. There is increasing demand for a range of housing and support options to meet identified needs. The Housing Contribution Statement to the IJB's Strategic Commissioning Plan sets out how the Housing Service will contribute to meeting those needs and is currently being refreshed.
- 5.11 Continued joint working with our partners in Health and Care will help to ensure a robust, shared evidence base of needs is developed to inform future programmes.
- 5.12 The Scottish Government introduced new Guidance to local authorities on setting targets in the LHS to support the delivery of wheelchair accessible housing. From the work done in relation to specialist housing provision in the LHS a target of 3.5% of the SHIP delivery over 5 years would meet that need. This would equate to 8 units over the period. The development of the Eric Gray site would be dedicated wheelchair accessible provision.
- 5.13 It is very difficult in island areas to set targets for specific types of property to meet particular needs when we are dealing with very small numbers across a dispersed geography. The target is designed nationally to cover all housing supply. Generally the Council carries out accessible adaptations on a case by case basis within its own housing stock. Having a rigid target across all housing provision is problematic in areas such as Shetland where we have relatively small numbers of clients and there is very limited speculative house building meaning that the target is potentially only going to be delivered by social housing. The target and its delivery will be monitored.
- 5.14 All of the new build proposals in the SHIP will meet the required building standards and will follow the Housing for Varying Needs guidance.

### Homelessness and Rapid Rehousing Transition Planning (RRTP)

- 5.15 Homelessness is a continuing issue locally and is one of the key themes in the LHS. The revised RRTP Action Plan has been considered in the preparation of the SHIP. A prevention and housing options approach is taken to try to reduce homelessness but housing supply is the key factor in being able to make a difference. A recent Scottish Government/CoSLA Task and Finish Group on homelessness referenced the private sector and the introduction of a national acquisitions programme as potential solutions in solving homelessness. Neither of these provide a practical solution for Shetland. Evidence shows that our private rented sector is very small in comparison to the national average market composition. As described in 4.11, we already have a strategic acquisitions policy that is suited to our housing market and a national programme will not make any difference to the availability of open market purchases.
- 5.16 Although the number of homeless presentations has been reducing year on year over the past five years, the length of time spent in temporary accommodation remains one of the highest averages among our peer benchmarking groups. This is because of the demand for single person accommodation with 92% of our homeless applicants in temporary accommodation only wishing to be accommodated in Lerwick and requiring predominantly one/two bedroom properties. This is being addressed through the SHIP in trying to re-balance the proportion of stock of the right size.
- 5.17 Evidence from the preparation of the LHS refresh identified that 60% of homeless presentations in Shetland had no assessed support needs, indicating that the majority of our homeless presentations simply need a house.

### Contractor Capacity and Procurement

- 5.18 As stated in the section on constraints at 5.4, the capacity and availability of construction sector and related agencies are crucial to the achievement of the plans set out in the SHIP. Working in partnership with HIE, SDS and others, the Director of Development has committed to ensure that Shetland has the best opportunities to deliver on the SHIP, in line with the LHS delivery plan.
- 5.19 Construction Price Indexation

The Scottish Social Housing Tender Price Index measures the movement in construction costs of social housing in Scotland. The latest published quarterly briefing (June 2023) indicates tender prices for social housing in Scotland are rising steadily. Having fallen over the



previous two quarters, tender prices for social housing in Scotland rose 1.3% compared with the previous quarter and 6.9% compared with the same quarter in 2022/23. Underlying construction costs of labour, materials and plant contributed to these rises. The Council will continue to monitor these costs for future projects to ensure the Council achieves best value for money.

### Land Supply and Masterplans

- 5.20 Meeting future housing needs will require further work to identify suitable land for housing development and to develop opportunities which can meet housing needs, attract external funding and continue to support sustainable communities in Shetland into the future.
- 5.21 Having two major, master-planned sites for development in the area of highest housing pressure is a considerable advantage for long term funding and planning of our programme. Both the Staneyhill and Knab sites give future flexibility to the programme and the ability to re-phase as necessary to accommodate changes. This also gives scope for more small scale, windfall sites to be developed alongside these.
- 5.22 The Knab site is making good progress, with the very visual demolitions phase currently on site. The initial infrastructure and public realm planning application has now been submitted signalling the next phase of preparation for future development.
- 5.23 The delivery of housing on the Knab is still a couple of years away and will be developed on a phased basis over a relatively long period of time, likely to be 7-10 years. It is inevitable that things will change across that time period, particularly given the scale of the overall project.
- 5.24 Included in the current SHIP is a change to the original Knab masterplan proposals. The Janet Courtney Hostel was originally earmarked for student accommodation but UHI has confirmed that this is no longer an option for them. From early feasibility it is proposed to develop the Janet Courtney Hostel for housing, with the potential to create up to 20 flats and to correspondingly reduce Phase A of the development. This has a number of potential benefits going forward:
- Earlier opportunity to develop housing accommodation on the site
  - Ensures re-use of a listed building
  - Potentially frees up more space for parking and reduces access points

- Removes the Council's ongoing liability for the building, if no alternative use can be identified

5.25 As set out in the previous SHIP a further proposal for a mini masterplan in the Pitt and Park Lane area has been taken forward and an indicative later years' estimate included in the SHIP. Consultants have now been appointed to carry out this masterplan – which is essentially a place-making exercise, taking account of the conservation area and the significance of this area of Lerwick. The report from the commission is expected in March 2024 and proposals will be brought forward from there.

#### Child Poverty Action Plan

5.26 Shetland's Annual Child Poverty Action Report was published in November 2020 and updates are published annually. There are a number of actions relating to the impact of the increased cost of living in Shetland and the Housing Service will continue to work in partnership to ensure that a positive contribution towards the action plan is made.

#### Empty Homes

5.27 There is a national aim to have Empty Homes Officers in each local authority to identify empty private sector houses and try to bring them back in to use. Previous attempts to apply Empty Homes Initiatives locally have not yielded any significant gains, and this has not been a priority to date. The action plan in the LHS has identified an action to produce an Empty Homes Strategy but this is not in the immediate list of prioritised actions.

### **6.0 Equalities and Impact Assessments**

6.1 The Council is committed to ensuring that equal opportunities are central to all its strategies and service provision. Much work has been done on ensuring access to a range of quality housing information is available to anyone in the community and beyond. The Council and its Community Planning partners recognise particular groups who may be disadvantaged and take a partnership approach to ensuring inclusion across services.

6.2 All new build properties are built to current building regulation standards.

- 6.3 A full suite of impact assessments was carried out as part of the LHS and are available as published appendices to the report.

## **7.0 Priorities and Partnership Working**

- 7.1 The LHS sets out a detailed action plan of how to address Shetland's key housing themes for the coming five years, taking account of the evidence of changing needs, demographics and opportunities that have arisen since the previous version was produced.
- 7.2 The Council and HHA continue to work jointly to address the ongoing challenges of meeting housing demand in Shetland through the framework of the LHS action plan. The adoption of the SHIP strengthens and formalises that partnership. It is important, in the spirit of that partnership, that we recognise the organisational challenges that each other faces in delivering new housing and find ways of ensuring that our programme can be delivered efficiently and sustainably.
- 7.3 LDP2 will contribute to the lifetime of this plan by assisting with identification of suitable sites for housing development. Identification of future land supply will greatly assist in ensuring a strategic land bank is available to support delivery of housing supply and to enable a robust development programme in future SHIPs. Building a shadow programme enables maximum utilisation of programme funding and having projects ready to accelerate in the programme can make a significant difference in delivering much-needed housing. Although it should be noted that there are resource requirements in putting together a shadow programme.
- 7.4 Community partnership and empowerment is also important in ensuring that sources of funding can be fully explored and used to meet additional local needs with locally appropriate solutions. The work done on the Rural and Islands fund feasibility projects provided an important baseline for taking forward community based housing solutions that can be applied to a range of situations. This will be strengthened by the guidance coming from the Rural and Islands Housing Plan and will be reflected in local procedures and identification of routes to support community led housing delivery models.
- 7.5 The programme delivery partnership chaired by the Director of Development is a forum for all stakeholders and agencies, including the regional More Homes Scotland team, involved in the programme to meet regularly and monitor the overall progress of the projects. It also provides a good opportunity for joined-up responses to any issues that arise.

## **8.0 Conclusions**

- 8.1 The Council is committed to increasing the supply of affordable housing for rent and low cost home ownership across Shetland. With only one housing association in Shetland, the Council is committed to working in partnership with HHA to ensure that investment in housing in Shetland is maximised and that the identified projects are delivered.
- 8.2 Through the ongoing development of the LHS action plan, the Housing Service and its strategic partners will be looking at a range of housing solutions to try to address the continuing housing need in Shetland. There is a need to maximise the application of new funding to address the identified gaps in the housing market and to find locally appropriate solutions.
- 8.3 A broader range of tenure options is essential to provide a balanced future housing market that can adapt and sustain the communities of Shetland, in line with the Partnership Plan aims and particularly in support of the 10 year plan.
- 8.4 The SHIP programme puts forward an ambitious programme designed to meet the housing needs of our community and to maximise the opportunities that we currently have in terms of available funding, while also recognising the range of constraints and challenges on our resources to deliver this programme.

AMJ/SHIP 2425  
8 November 2023

# Strategic Housing Investment Plan 24/25 - 28/29

## Affordable Housing Supply Programme (AHSP)

Status	Project	Units	24/25	25/26	26/27	27/28	28/29	SG Funding Total (£)
			SG Funding Year 1 (£)	SG Funding Year 2 (£)	SG Funding Year 3 (£)	SG Funding Year 4 (£)	SG Funding Year 5 (£)	
NEW BUILD S	SIC - North Road, Lerwick - MMR	6	£0	£667,800	£0	£0	£0	£667,800
	SIC - The Knab - Janet Courtney Hostel	20	£0	£461,500	£1,384,500	£0	£0	£1,846,000
	SIC - The Knab - Phase A	11	£0	£447,650	£447,650	£0	£0	£895,300
	SIC - The Knab - Phase B1	26	£0	£0	£0	£1,019,800	£1,019,800	£2,039,600
	SIC - The Knab - Phase B2	26	£0	£0	£0	£0	£1,019,800	£1,019,800
	SIC - Old Erik Gray / Kantersted Development	8	£0	£200,000	£538,400	£0	£0	£738,400
	SIC - Off the Shelf Purchases	20	£332,000	£332,000	£332,000	£332,000	£332,000	£1,660,000
	SIC - Park & Pitt Lane Development	10	£0	£230,750	£692,250	£0	£0	£923,000
	Hjaltland HA - Staneyhill, Lerwick Phase 1	42	£0	£2,008,316	£0	£0	£0	£2,008,316
	Hjaltland HA - Staneyhill, Lerwick - Phase 1A	21	£0	£0	£0	£1,715,980	£0	£1,715,980
	Hjaltland HA - Staneyhill, Lerwick - Phase 2	30	£0	£0	£0	£0	£1,189,187	£1,189,187
	Hjaltland HA - Moorfield, Brae	12	£1,257,600	£0	£0	£0	£0	£1,257,600
	<b>New Build Sub - Total</b>	<b>232</b>	<b>£1,589,600</b>	<b>£4,348,016</b>	<b>£3,394,800</b>	<b>£3,067,780</b>	<b>£3,560,787</b>	<b>£15,960,983</b>

Status	Project	Units	24/25	25/26	26/27	27/28	28/29	SG Funding Total (£)
			SG Funding Year 1 (£)	SG Funding Year 2 (£)	SG Funding Year 3 (£)	SG Funding Year 4 (£)	SG Funding Year 5 (£)	
REFURBS	SIC - Harlsdale, Whalsay	12	£553,800	£553,800	£0	£0	£0	£1,107,600
	SIC - Kalliness, Weisdale	11	£0	£507,650	£507,650	£0	£0	£1,015,300
	SIC - Crudens (Walls & Tresta)	4	£0	£0	£369,200	£0	£0	£369,200
	SIC - Crudens (Scalloway)	1	£83,000	£0	£0	£0	£0	£83,000
	<b>Refurbishment Sub - Total</b>	<b>28</b>	<b>£636,800</b>	<b>£1,061,450</b>	<b>£876,850</b>	<b>£0</b>	<b>£0</b>	<b>£2,575,100</b>
	<b>(AHSP) Total</b>	<b>260</b>	<b>£2,226,400</b>	<b>£5,409,466</b>	<b>£4,271,650</b>	<b>£3,067,780</b>	<b>£3,560,787</b>	<b>£18,536,083</b>

## Housing Infrastructure Fund (HIF)

		24/25	25/26	26/27	27/28	28/29	HIF Funding Total (£)
		SG Funding Year 1 (£)	SG Funding Year 2 (£)	SG Funding Year 3 (£)	SG Funding Year 4 (£)	SG Funding Year 5 (£)	
HIF	HHA - Staneyhill, Lerwick	£8,528,314	£8,399,436	£1,454,742	£0	£0	£18,382,492
	SIC - The Knab, Lerwick	£0	£500,000	£800,000	£0	£0	£1,300,000
<b>Total</b>		<b>£8,528,314</b>	<b>£8,899,436</b>	<b>£2,254,742</b>	<b>£0</b>	<b>£0</b>	<b>£19,682,492</b>





# Shetland Islands Council

Agenda Item

**4**

<b>Meeting(s):</b>	<b>Development Committee Policy and Resources Committee Shetland Islands Council</b>	<b>29 November 2023 4 December 2023 13 December 2023</b>
<b>Report Title:</b>	<b>Shetland Museum Service Collections Policy 2023-2028</b>	
<b>Reference Number:</b>	<b>DV-34-23-F</b>	
<b>Author / Job Title:</b>	<b>Thomas Coutts, Executive Manager – Economic Development</b>	

## **1.0 Decisions / Action Required:**

- 1.1 That the Development Committee RECOMMENDS to the Policy and Resources Committee that it RECOMMENDS that the Council:
- 1.1.1 RESOLVES to APPROVE the draft Shetland Museum Service Collections Policy 2023-2028;
- 1.1.2 In respect of section 10.3 of the Collections Policy, DELEGATES authority to the Director of Development Services, or his nominee, to approve any acquisitions which have specific storage requirements or are of a value exceeding £5k, in consultation with Shetland Amenity Trust and the Executive Manager – Assets Commissioning & Procurement, or his nominee.

## **2.0 High Level Summary:**

- 2.1 The purpose of this report is to present the Collections Policy for the Shetland Museum Service for the period 2023-2028.
- 2.2 The Collections Policy 2023-2028 regulates the acquisition and disposal of items to and from the Shetland Museum collection. The adoption and implementation of this policy is the responsibility of the Council as the body responsible for providing museum services (delivered via a service level agreement with Shetland Amenity Trust), and is a requirement of the Accreditation Scheme for museums and galleries in the UK.

## **3.0 Corporate Priorities and Joint Working:**

- 3.1 The provision of museum and archive services in Shetland links to Our Ambition 2021-26, which sets out a range of priorities to maintain and improve quality of life in Shetland including building community capacity, addressing climate change and supporting fairer distribution of outcomes across Shetland.
- 3.2 The report contributes to priorities in Shetland's Partnership Plan 2018–2028 in relation to all four priorities, but with a particular reference to Place:
- Place: "Shetland is an attractive place to live, work, study and invest"

The Place priority is aimed at ensuring Shetland can attract and retain the people it needs to sustain its economy and communities in the future. One of the key areas of activity in relation to Place is place-making and locality planning, which aims to create positive and attractive places to live through a programme of work to develop infrastructure and community assets, and encourage inclusive growth, to help make better places.

#### **4.0 Key Issues:**

- 4.1 The Shetland Museum and Archives (SMAA) service is run by Shetland Amenity Trust (SAT) on behalf of the Council, with service management defined by the terms of a contractual arrangement between the two parties.
- 4.2 As part of the terms of the contract, and as a requirement of the Accreditation Scheme for UK museums and galleries, SAT is required to produce and adopt a collections policy, the purpose of which is to regulate acquisitions and disposals from the collections which are the responsibility of the Shetland Museum Service.
- 4.3 A collections policy defines the scope of a museum's collection and how the museum cares for and makes collections available to the public. Among other areas, the Shetland Museum Service Collections Policy 2023-2028 defines and articulates:
- Themes and priorities for future collecting, rationalisation and disposal of the Shetland Museum collection;
  - Policies for:
    - Archival holdings;
    - Acquisitions;
    - Disposal;
  - Existing and future acquisition areas;
  - Procedures for acquisition and disposal.
- 4.4 The draft Shetland Museum Service Collection Policy 2023-2028 is attached as Appendix 1. The Policy has been prepared with reference to the Collections Policy Template provided through the Accreditation Scheme for Museums and Galleries in the United Kingdom, attached as Appendix 2.

#### **5.0 Exempt and/or Confidential Information:**

5.1 None.

#### **6.0 Implications :**

##### **6.1 Service Users, Patients and Communities:**

The Collections Policy supports the duties of the Museum service and the Council to hold in trust, the material, written, printed, oral and visual evidence of Shetland's people and their environment. The Policy defines how the collection is cared for and made available to the public.

The Policy has been the subject of consultation with SAT staff, Council officers and Museum Galleries Scotland.



<b>6.2 Human Resources and Organisational Development:</b>	No implications arising directly from this report in respect of the Council. As it defines how the collection will be displayed and made available to the public, adoption of the policy will have implications for how the resources of SAT, as the service provider on behalf of the Council, are deployed to manage and maintain this.
<b>6.3 Equality, Diversity and Human Rights:</b>	The Policy supports the aims of the Museum to ensure that objects and records are acquired, preserved and made available to the public, and that facilities are accessible to all.
<b>6.4 Legal:</b>	<p>The Council has an obligation to provide for its museum and archive services as established in Shetland and is responsible for approving the Collections Policy. The Shetland Museum and Archive service is delivered on behalf of the Council by Shetland Amenity Trust, with the terms of this arrangement governed by a service level agreement.</p> <p>The Policy recognises the responsibility of the Museum to work within the parameters of the Museum Association Code of Ethics, prevailing conventions on prohibiting illicit trade in items, and legal considerations relating to particular categories, including archaeological material and human remains.</p>
<b>6.5 Finance:</b>	No implications arising directly from this report.
<b>6.6 Assets and Property:</b>	The Museum Collection is an asset which is the responsibility of the Council.
<b>6.7 ICT and New Technologies:</b>	No implications arising directly from this report.
<b>6.8 Environmental:</b>	Environmental considerations are referenced with regard to biological and geological material, stating that no specimen will be acquired which has been collected in contravention of prevailing wildlife protection or nature conservation laws or treaties.
<b>6.9 Risk Management:</b>	<p>The Policy defines the scope of the Shetland Museum collection, and provides a framework for accession and disposal in the context of the contractual relationship between SAT and the Council.</p> <p>Regular reporting and monitoring of SMAA activities by SAT is a condition of the service level agreement and the annual funding arrangements of the SMAA service. The SMAA Planning Group, which includes officers of SAT and the Council, meets regularly to discuss strategic and operational issues.</p>

<b>6.10 Policy and Delegated Authority:</b>	<p>The relevant functional areas of the Development Committee relate to strategic regeneration, development, economy and business, energy, telecommunications, agriculture, fisheries, arts, culture, and tourism, housing, poverty, community regeneration / community development, community safety and voluntary sector.</p> <p>The Policy and Resources Committee has delegated authority to secure the co-ordination, control and proper management of the financial affairs of the Council, and is responsible for the development and operation of the Council as an organisation in all matters relating to organisational development, staffing and structures. The Committee has referred authority to advise the Council in the development of its strategic objectives, policies and priorities.</p> <p>The Council has reserved authority for determining Council priorities, policies or strategies that are of major significance.</p>	
<b>Previously Considered by:</b>	N/A	

**Contact Details:**

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Date Cleared: 20 November 2023

**Appendices:**

Appendix 1 – Shetland Museum Service Collections Policy 2023-2028

Appendix 2 – Museum Accreditation – Collections Development Policy Template

**Background Documents:**

None



# Shetland Museum Service Collections Policy 2023-2028



Shetland Museum and Archives  
Hay's Dock  
Lerwick  
Shetland  
ZE1 0WP



Policy review procedure:

The Collections Policy will be reviewed and published at least once every five years.

Date at which this policy is due for review: April 2028

Museums Galleries Scotland will be notified of any changes to the Collections Policy, and the implications of any such changes for the future of collections.

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# 1. Introduction

- 1.1 This policy regulates the acquisition and disposal of items to and from the collections of the Shetland Museums Service. The adoption and implementation of such a policy by Shetland Islands Council (SIC or 'the Council') in respect of the museum is a requirement of the Accreditation Scheme for museums and galleries in the United Kingdom, and of the Service Level Agreement between the Council and Shetland Amenity Trust (SAT or 'the Trust').
- 1.2 The Council and the Trust will ensure that both acquisition and disposal are carried out openly and with transparency.
- 1.3 By definition, the Museum has a long-term purpose and holds collections in trust for the benefit of the public in relation to its stated objectives. The governing body therefore accepts the principle that sound curatorial reasons must be established before consideration is given to any acquisition to the collection, or the disposal of any items in the museum's collection.
- 1.4 Acquisitions outside the current stated policy will only be made in exceptional circumstances.
- 1.5 This policy supersedes all previous policies, formal or informal, relating to the acquisition, disposal and loan of items for the collections.
- 1.6 The Museum recognises its responsibility in acquiring additions to the Council's collections to ensure that care of collections, documentation and use of collections meet the requirements of the Accreditation Standard. This includes using Spectrum primary procedures for collections management. It will take into account limitations on collecting imposed by such factors as staffing, storage and care of collection arrangements.
- 1.7 The Museum will exercise due diligence and will make every effort not to acquire, whether by purchase, gift, bequest or exchange, any object or specimen for the Museum, unless the responsible staff member is satisfied that the Museum can acquire title to the item.
- 1.8 The Council will provide insurance for the collection and for all items on temporary loan to it. The Trust shall furnish inventories as required and all other necessary information for this purpose.
- 1.9 Nothing in this policy shall fetter, restrict, prejudice or affect the rights, discretions, powers, duties and obligations of the Council in the exercise of its statutory functions under any enactment (whether public or private), statutory instrument, regulation, byelaws, order or power for the time being in force. Nothing in this policy should be construed as legal advice or relied on as such.

# 2. Statement of Shetland Museum's Service Aims

- 2.1 Delivery of the Museums and Archives Service currently comprises three key elements: Museums and Archives, Outreach and Lifelong Learning as well as Collections, Facilities and Management.

Museums and Archives service requirements:

- Maintain and develop permanent exhibitions
- Host and curate temporary exhibitions that explore and interpret Shetland's unique cultural heritage and identity, and the wider world

- Host and curate temporary exhibitions that explore the diversity and breadth of the surrounding national/international heritage and arts scene
- Provide a public resource for academic and other enquiries
- Research our collections and archives
- Make research available to the public.

Outreach and Learning service requirements:

- Ensure lifelong learning is integral to all services
- Offer a wide range of sustainable formal and informal learning opportunities
- Actively encourage new audiences to engage with services and Collections.

Collections, facilities and management service requirements:

- Hold in trust, for present and future generations, the material, written, printed, oral and visual evidence of Shetland's people and their environment
- Acquire, preserve and make available objects and records for the benefit of the public
- Ensure facilities are accessible to all
- Provide Museum mentoring services to six nationally accredited community museums
- Advise and promote good standards of management and collection care to the network of Shetland museums and heritage groups.

### 3. Definition of Terms

- 3.1 "The Museum" means the Shetland Amenity Trust's service and comprises that part of the Trust's operation whether provided by the Trust itself or by a third party under contract, concerned with the collection of historic and artistic items owned by the Shetland Islands Council, together with the associated premises and staff, and delivered under the terms of the Service Level Agreement with the Council. This principally encompasses the Shetland Museum, Hay's Dock, Lerwick; the Crofthouse Museum, Dunrossness; offsite stores at the Staney Hill Industrial Estate, Lerwick.
- 3.2 "The collection" is all the historic and artistic objects entered in the Accession/Registration registers of the Museum, together with any additional artefacts not entered in the registers but in the possession of the Museum, acquired with the intention that it should become part of the collection.
- 3.3 A "collection item" is defined as any individual artefact from the collection of the Museum.
- 3.4 "The curatorial staff" are appropriately qualified professionals appointed to support the care of, research on and access to the collection in accordance with this policy and other professional standards. The service is provided directly by the Trust, and the curatorial team shall be responsible to the Trust and line managed by the Culture and Heritage Manager.
- 3.5 "The Trustees" are trustees of Shetland Amenity Trust, the remit of which includes responsibility for the Museums service. At the date of this policy the relevant Shetland Islands Council committee is the Development Committee.
- 3.6 "Acquisition" is defined as the act of adding to the Museum's collection by donation, purchase, bequest, and fieldwork or otherwise.



- 3.7 "Donations Form", "Loans Form" and "Purchase Form" refer to the documentation in use by the Museum.

## 4. History of the collection

Shetland Museum opened in Lerwick in 1965, with local historian Tom Henderson as its first curator. The collection was established with nearly 700 objects catalogued in its first year. More than half were archaeological artefacts, many of which were transferred from the Burgh Collection and other Lerwick Town Council collections to the new museum.

The Museum service is fortunate to have a generous and knowledgeable local public as key stakeholders. They offer objects and information, greatly contributing to the physical and intellectual development of the collection. Private collections have boosted holdings of early or rare objects, most notably from the estates of curator Tom Henderson and E. S. Reid Tait, and by Elizabeth Morewood, T. M. Adie & Sons, Margaret Stuart, Joy Sandison, and the family of A. I. Tulloch.

The collection has grown to nearly 200,000 objects, with 200 to 300 artefacts accessioned each year. Two areas of the collection, Archaeology and Textiles, have attained Recognised Status as being nationally significant. 20,000 objects are registered, with the majority of unregistered objects from archaeological assemblages and 98% of the collection is housed at the Museum Store at Staney Hill.

## 5. Themes and Priorities for Future Collecting

The Museum will seek to collect material illustrating the prehistory, history and culture of the islands. The Museum is committed to working with the community to ensure the co-ordinated development of collections within Shetland to ensure representation of the place, its social, economic and cultural characteristics and its regional differences.

This policy outlines a proactive approach to remedy significant gaps by clearly setting out higher priorities where more dynamic collecting should be encouraged and actively facilitated. There is recognition that post-1945, and particularly post-1970 collecting should be a priority across most item categories and contemporary collecting is specifically highlighted in key areas. Ensuring the collection is more broadly representative in terms of gender, class, race, and nationality will further help to inform future acquisitions.

Through mutual co-operation the Museum will seek to avoid unnecessary collection duplication and to ensure the appropriate care of the collection given the nature and significance of artefacts.

## 6. Themes and Priorities for Rationalisation and Disposal

- 6.1 The Museum recognises that the principles on which priorities for rationalisation and disposal are determined will be through a formal review process that identifies which collections are included and excluded from the review. The outcome of review and any subsequent rationalisation will not

reduce the quality or significance of the collection and will result in a more useable, well managed collection.

6.2 The procedures used will meet professional standards. The process will be documented, open and transparent. There will be clear communication with key stakeholders about the outcomes and the process.

6.3 The Museum will not undertake disposal motivated principally by financial reasons.

## 7. Legal and ethical framework for acquisition and disposal of items

7.1 The museum recognises its responsibility to work within the parameters of the Museum Association Code of Ethics<sup>1</sup> when considering acquisition and disposal.

## 8. Collecting policies of other museums

8.1 The collecting area for the Museum is Shetland and the seas around its shores and includes material relevant to Shetlanders' lives out with Shetland. The period of collecting will cover from the islands' geological beginnings to the present day.

8.2 The Museum will take account of the collecting policies of other museums and other organisations collecting in the same or related areas or subject fields. It will consult with these organisations where conflicts of interest may arise or to define areas of specialism, in order to avoid unnecessary duplication and waste of resources.

8.3 Specific reference is made to the following museums:

- National Museums of Scotland
- Aberdeen Maritime Museum
- Scottish Fisheries Museum
- Natural History Museum (London)
- Accredited Museums in Shetland: Unst Boat Haven, Unst Heritage Centre, Old Haa Museum, Tangwick Haa Museum, Shetland Textile Museum and George Waterston Memorial Centre.

## 9. Archival holdings

9.0 Regarding archive collections held by the Museum, which include photographs and printed ephemera, the Museum shall be guided by the Code of Practice on Archives for Museums and Galleries in the United Kingdom.

## 10. Acquisition

---

<sup>1</sup>[Code of Ethics for Museums - Museums Association](#)

- 10.1 All acquisitions (purchase and donation) will be agreed at frequent Museum Collections Team Meetings. An acquisition report will accompany the completed Donations Form, Loans Form or Purchase Form for consideration by the team.
- 10.2 Any item which becomes available out with timescales for a meeting (e.g., due to a time-limited auction) then a purchase can be authorised by the budget holder providing a retrospective acquisition report is considered at the next meeting.
- 10.3 Any single acquisition that has specific storage requirements or is of a value exceeding £5k must be approved in consultation with Shetland Amenity Trust and the Executive Manager, Assets Commissioning & Procurement, or their nominee.
- 10.4 The museum will not acquire any object unless it is satisfied that the object or specimen has not been acquired in, or exported from, its country of origin (or any intermediate country in which it may have been legally owned) in violation of that country's laws, including the United Kingdom.
- 10.5 In accordance with the provisions of the U.N.E.S.C.O. 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property, which the U.K. ratified in 2002, the Museum will reject any items that have been illicitly traded. The governing body will be guided by the national guidance on the responsible acquisition of cultural property issued by the Department for Culture, Media, and Sport in 2005.

## 11. Human Remains

- 11.1 The museum retains human remains from any period as part of archaeological excavation. Human remains are considered *extra commercium* in Scots law and therefore it is not possible to assert rights of ownership over them. In this way they differ from the rest of the collection. Shetland Museum will follow the guidelines in the *Guidance for the Care of Human Remains in Scottish Museums* issued by Museums Galleries Scotland in 2011<sup>2</sup>.

## 12. Biological and geological material

- 12.1 Regarding biological and geological material, the Museum will not acquire by direct or indirect means, any specimen that has been collected, sold or otherwise transferred in contravention of any national or international wildlife protection or natural history conservation law or treaty of the U.K. or any other country, except with the express consent of an appropriate outside authority.

## 13. Archaeological material

- 13.1 The museum will not acquire archaeological material (including excavated ceramics) in any case where the governing body or responsible officer has any suspicion that the circumstances of their recovery involved a failure to follow the appropriate legal procedures.

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<sup>2</sup> [Guidance for the Care of Human Remains in Scottish Museum Collections](#)

- 13.2 In Scotland, under the laws of *bona vacantia* including Treasure Trove, the Crown has title to all ownerless objects including antiquities, although such material as human remains and environmental samples are not covered by the law of *bona vacantia*. Scottish archaeological material of chance finds, and excavation assemblages are offered to museums through the treasure trove process and cannot therefore be legally acquired by means other than by allocation to Shetland Museum by the Crown. Where the Crown chooses to forego its title to a portable antiquity or excavation assemblage, a curator or other responsible person acting on behalf of Shetland Museum, can establish that valid title to the item in question has been acquired by ensuring that a certificate of “No Claim” has been issued on behalf of the Crown.

## 14. Exceptions

- 14.1 Any exceptions to the above clauses will be in specific circumstances where the museum is either:
- acting as an externally approved repository of last resort for material from the U.K.
  - acting with the permission of authorities with the requisite jurisdiction in the country of origin

In these cases, the Museum will be open and transparent in the way it makes decisions and will act only with the express consent of an appropriate outside authority. The Museum will document when these exceptions occur.

## 15. Spoliation

- 15.1 The Museum will use the statement of principles ‘Spoliation of Works of Art during the Nazi, Holocaust and World War II period’, issued for non-national museums in 1999 by the Museums and Galleries Commission.

## 16. Repatriation and Restitution of objects and human remains

- 16.1 Regarding repatriation and restitution of objects and human remains, the Trust, acting on the advice of the Museum’s curatorial staff, may decide to return human remains (unless covered by the Guidance for the Care of Human Remains in Scottish Museums issued by Museum Galleries Scotland in 2011), objects or specimens to a country or people of origin. The Museum will take decisions on a case-by-case basis, within its legal position and taking into account all ethical implications and available guidance.
- 16.2 The disposal of human remains from museums in Scotland will follow the guidelines in the ‘Guidance for the Care of Human Remains in Scottish Museums’ issued by Museums Galleries Scotland in 2011.

## 17. Disposal procedures

- 17.1 All disposals will be undertaken with reference to the Spectrum primary procedures on disposal<sup>3</sup>. Certain artefacts, such as firearms, are subject to additional disposal conditions as per the Museum's Firearms Licence.
- 17.2 No item may be disposed of without the authority of the Council, through the acceptance of a recommendation for disposal from the curatorial team. Such a decision is not the decision of one person alone and as such would be considered at the Shetland Museum Planning Group, which includes representatives of the Council and the Trust.
- 17.3 The Museum will take all possible measures to confirm that it is legally free to dispose of an item. Agreements on disposal made with donors will be taken into account.
- 17.4 When disposal of a museum object is being considered, the Museum will establish if it was acquired with the aid of an external funding organisation. In such cases, any conditions attached to the original grant will be followed. This may include repayment of the original grant and a proportion of the proceeds if the item is disposed of by sale.
- 17.5 When disposal is motivated by curatorial reasons the procedures outlined below will be followed and the method of disposal may be by gift, sale, exchange or as a last resort – destruction.
- 17.6 The decision to dispose of material from the collections will be taken only after full consideration of the reasons for disposal. Other factors including public benefit, the implications for the museum's collections and collections held by museums and other organisations collecting the same material or in related fields will be considered. Expert advice will be obtained and the views of stakeholders such as donors, researchers, local and source communities, and others served by the museum will also be sought.
- 17.7 A decision to dispose of a specimen or object, whether by gift, exchange, sale or destruction (in the case of an item too badly damaged or deteriorated to be of any use for the purposes of the collections or for reasons of health and safety), will be the responsibility of professional curatorial staff, and not of the curator or manager of the collection acting alone.
- 17.8 Once a decision to dispose of material in the collection has been taken, priority will be given to retaining it within the public domain. It will therefore be offered in the first instance, by gift or sale, directly to other Accredited Museums likely to be interested in its acquisition.
- 17.9 If the material is not acquired by any Accredited museum to which it was offered directly as a gift or for sale, then the museum community at large will be advised of the intention to dispose of the material, normally through a notice on the Museums Association's (MA) Find an Object web listing service, an announcement in the MA's *Museums Journal*, or in other specialist publications and websites where appropriate.
- 17.10 The announcement relating to gift or sale will indicate the number and nature of specimens or objects involved, and the basis on which the material will be transferred to another institution. Preference will be given to expressions of interest from other Accredited Museums. A period of at least two months will be allowed for an interest in acquiring the material to be expressed. At the end of this period, if no expressions of interest have been received, the museum may consider

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<sup>3</sup> <https://collectionstrust.org.uk/spectrum>

disposing of the material to other interested individuals and organisations, giving priority to organisations in the public domain.

- 17.11 Any monies received by the Museum service from the disposal of items will be applied solely and directly for the benefit of the collections. This normally means the purchase of further acquisitions. In exceptional cases, improvements relating to the care of collections in order to meet or exceed Accreditation requirements relating to the risk of damage to and deterioration of the collections may be justifiable. Any monies received in compensation for the damage, loss or destruction of items will be applied in the same way. Advice on those cases where the monies are intended to be used for the care of collections will be sought from Museums Galleries Scotland.
- 17.12 The proceeds of a sale will be allocated so it can be demonstrated that they are spent in a manner compatible with the requirements of the Accreditation standard. Money must be restricted to the long-term sustainability, use and development of the collection.
- 17.13 Full records will be kept of all decisions on disposals and the items involved and proper arrangements made for the preservation and/or transfer, as appropriate, of the documentation relating to the items concerned, including photographic records where practicable in accordance with Spectrum procedure on deaccession and disposal.

## **18. Disposal by exchange**

- 18.1 The museum will not necessarily be in a position to exchange the material with another accredited museum. The curatorial team will therefore ensure that issues relating to accountability and impartiality are carefully considered to avoid undue influence on the decision.
- 18.2 If the proposed exchange to be made with an accredited museum, but other accredited museums collect in the same or related areas, they will be directly notified of the proposal and their comments will be considered.
- 18.3 If the exchange is proposed with a non-accredited organisation, the museum will make an announcement in the Museums Journal and in other specialist journals where appropriate. The notification must provide information on the nature of objects involved both in the museum's collection and those intended to be received in exchange.

## **19. Disposal by destruction**

- 19.1 The destruction of a museum item will only be acceptable if its retention in the collection would not be appropriate, and no alternative public or private home can be found for it. Collection items which have become in some way seriously damaged, or have deteriorated beyond further usefulness for the collection, may need to be de-accessioned. In such circumstances, Shetland Amenity Trust and the Council acting on the advice of a curator may authorise the destruction of an item.

## 20. Existing Collection and Acquisition Areas

### 20.1 Archaeology

Shetland is one of Britain's richer archaeological areas. The Recognised Archaeology collection encompasses over 5000 years of the islands' history from the Mesolithic/Early Neolithic period onwards. The great distance of Shetland from the British mainland and its close affinity with Scandinavia have led to a separate and unique cultural development. The collection comprises stray finds and excavation assemblages. The former category consists of unstratified artefacts, but which are often typologically datable. The Museum will continue to bid through the Treasure Trove process for all stray finds and ongoing and forthcoming excavation allocations. Assemblages expected in the near future are from excavations at Bayanne, Yell, Sumburgh runway extension, Sandwick South (Unst), and Broo, Dunrossness. Due to excavation assemblages, there is a large backlog of uncatalogued material, and funding will be pursued to supply resources to register the finds and upgrade storage.

#### 20.1.1 Neolithic/Bronze Age

The collection is strong in stray finds, such as ploughshares and felsite tools including the unique "Shetland knives", arrowheads, and much of the undatable hammerstones and querns *etc.* probably pertain to this period. Excavated assemblages include Mesolithic/Early Neolithic remains from West Voe, a cist burial at Sumburgh, and farmsteads at the Scord of Brouster and Sumburgh.

#### 20.1.2 Iron Age

The greatest mass of finds is from excavations, such as Old Scatness Iron Age Village, Upper Scalloway and Clickimin, and which encompass cooking pots, loom weights, gaming, adornment, and grain processing. The finest artefacts are contained amongst stray finds, such as wooden cultivation implements like a plough, spades, and a clod-breaker. Collectively, the artefacts reflect societal changes like burial rites, metalworking, trading, village settlement, fortification.

#### 20.1.3 Pictish and early Christian

Cultural changes in the later Iron Age are demonstrated by religious and artistic artefacts, in the main from stray finds. These include symbol stones from Cunningsburgh, carved discs from various locations, and painted pebbles from excavations and as chance finds. Excavations include a Pictish burial at Sandwick, Unst. Celtic Christian finds include high-status objects including altar stones and gravestones from St Ninian's Isle and Papil, Burra.

#### 20.1.4 Viking

Characteristically Viking, as opposed to Medieval finds are few in number: lamps, pots, and whorls range into the Medieval period (*q.v.*). The collection includes some prominent Viking stray finds; a silver penannular brooch from Gulberwick, a silver "tortoise" brooch from Fetlar and a bronze example from Dunrossness. Excavations at Underhoull and Norwick, Unst and Aith, Fetlar, provide stratified artefacts, including line sinkers and boat rivets.

#### 20.1.5 Medieval and Early Modern

There is a broad range of artefacts, both as chance finds and from excavation. These include stone lamps, beads, fishing sinkers, a boat's bailer, gravestones and amulets. Excavated sites include Sandwick, Unst, Upper Scalloway, and the Biggins, Papa Stour. Most finds from the Early Modern period are from excavation, such as Muness Castle, and stray finds of Hanseatic imported pottery, coins and cloth/bag seals, *etc* from different parishes throughout the isles. Ongoing excavations include a 16<sup>th</sup> century house at Broo, Dunrossness. Collecting of items recovered by metal detecting will be primarily those reported to the Treasure Trove panel.

#### **20.1.6 Marine archaeology**

The Museum holds material from many major archaeological shipwreck sites in Shetland. Of particular note is the material from *El Gran Grifón*, *Kennemerland*, *de Liefde*, and *Drottningen af Sverige*. Investigated sites range from the late 16<sup>th</sup> to late 18<sup>th</sup> centuries, and finds encompass ship components, weaponry, trade goods, coins, and personal possessions. The bulk of excavation took place in the 1970s-1990s, and a great many artefacts from this period were dispersed, including by auction, so the Museum's holdings are comparatively weak from many ships. The Museum will actively seek to acquire any such items from older excavations as they appear on the market, building on our strong core of objects from the above shipwrecks.

#### **20.1.7 Human remains**

Shetland Museum retains human remains only acquired by professional archaeological excavation. Currently the Museum holds the remains from about 43 individuals, comprising 19 adults, 22 juveniles, and two of unknown age. A further 24 individuals have been excavated at Upper Scalloway and are expected in the next few years. The Museum will allow access for professional research by the scientific community. It will make determinations about disposal, i.e., the re-interment of remains, when retention is no longer deemed necessary.

### **20.2 Ethnology**

Shetland's ethnological material culture is one of the greatest strengths of the collection. The objects represent a tradition based on subsistence living made mainly from local materials by Shetlanders for their own use. The collection is important for the history of pre-modern Scottish and Highland and Island populations in its scope and quantity of artefacts, as well as representing Shetland's Norse heritage in object types and nomenclature. Shetlanders' reliance on the land and sea for their existence. Subsistence farming, fishing, and domestic life continued until commercial industries gained a foothold in the economy, while imported technologies and ideas eroded indigenous practises. Artefacts from the 1700-1900 period loosely display cultural continuity from earlier times, and the maximisation of local resources. Artefacts no longer being made or used (e.g., klibbers, luder horns, animal buoys) will be a priority for active collecting regardless of provenance. The museum may have replicas made of items fashioned from locally sourced materials to augment the handling collections.

#### **20.2.1 Agriculture**

Artefacts relate to livestock husbandry, arable farming, rural and coastal land use, and buildings. The collection is strong, and the artefacts, being specific to Shetland, are of particular significance. Items include packsaddles, basketry, peat harvesting and soil working tools, grain processing equipment, architectural components, ropemaking, carpentry and blacksmithing tools. The collection lacks certain items, such as a peat sled, and agricultural items will be sought as a priority.

#### **20.2.2 Subsistence fisheries**

Objects pertaining to indigenous fishing comprise handlines, shore fishing by rod and net, freshwater fisheries, baskets, and boats. The commercial deepwater longline fishery of the 18th-19th century (Da Haaf), relied on indigenous technology and such artefacts fall under this category. These include bailers, items from fishermen's storage booths, boat components, halers. The collection lacks domestic items for use onboard and at fishing stations.

#### **20.2.3 Domestic**

The collection is strong in a broad spread of objects, amongst which are: milk processing tools, culinary implements, lamps, personal footwear, furniture, fireside implements, and objects



relating to childhood. Identifiable gaps in the collection are a baking board, examples of basketry (especially an asek and a hovi) and toys.

#### **20.2.4 Folk belief**

Any objects specifically related to folk beliefs, whether incorporating established religions or considered pre-Christian should be collected where their use and meaning can be verified with considerable certainty.

### **20.3 Social History**

Economic development in Shetland since 1800 was evidenced by the adoption of non-Shetlandic technologies and practises, with a specialisation into various trade sectors, and a convergence with broader British trends.

#### **20.3.1 Business, trade, and industry**

The collection is strongest in office and retail items, primarily acquired through the dissolution of long-standing general merchants, such as J. & T. Abernethy and T. M. Adie & Sons. Artefacts range from office equipment, weighing apparatus, shop fittings, advertising, merchandise, and packaging. There is need to acquire artefacts from long-standing and specialist firms, with an emphasis on the 1950s to the present period. The existing retail collection is clustered around the c.1880-1930 period and collecting representations from local merchants from 1930 onwards should be proactive, particularly from trades poorly represented, such as butchery and food retailers, including independent artisans.

The collection would be strengthened by acquiring further items from non-retail sectors such as banking, legal, real estate, insurance and architectural businesses.

Representation of manufacturing trades is imbalanced: carpentry (especially cooperage) and cobbling are covered by a large collection of tools; blacksmithing is more limited, although the artefact range is well-spread; stonemasonry objects are limited to a few tools.

Other principal trades, especially dressmaking, are inadequately represented. Further collecting of carpentry and cobbling should occur only in special circumstances, such as locally made tools. Modern engineering and building services, shipping and haulage, service industries such as beauticians, barbers, and alternative therapies are poorly represented. Businesses and events related to tourism are represented but are skewed to events such as Hamefarin, Tall Ships and Up Helly Aa.

Various industries have been active in Shetland, e.g., mining, quarrying, oil and gas, green energy and space technology with little or no representation in the collection. Items pertaining to this sector are numerous, generic, and often large in scale. The selection of artefacts to represent trade and industry should be targeted, with consideration to storage and display. Modern crofting/farming practices should also be considered, including organic producers.

#### **20.3.2 Social life**

Encompassing education, religion, leisure including music and society in general. The collection should chart the changes in Shetland's story with representations from all aspects of society within the islands' communities.

Scholastic items are reasonably well-ranged within the collection, with a degree of duplication: slates, schoolbags, blazers, bookcase, and stoves. Principal items required are a pupil's desk and a blackboard, plus classroom educational aids from all eras. Post war education should be represented and contemporary collecting from schools outside Lerwick, especially where they are threatened

with closure, be prioritised. The historic Anderson High School relocation is not fully represented and should be pursued prior to redevelopment of the site.

Ecclesiastical activities are represented: communion tokens and cups; fittings such as an architectural cross, bell, and pulpit; furnishings including desk and chairs; clergy family household items. Items from the sale of Church of Scotland kirks should be considered, however the collection has very little representation beyond the Church of Scotland and active collecting of artefacts from other religions requires to be prioritised.

Organised sports and leisure only dates from the late 19<sup>th</sup> century and the collection is small, mainly trophies and medals. Entire private collections of any object category should be carefully reviewed before acceptance.

There are few items to represent hobbies and pastimes such as model making, photography, needlework, cards and games, arts and crafts.

Main collecting priorities should reflect sporting, hobby and social club organisations, such as drama and dance clubs, sports teams, charitable groups etc. The Museum holds Boys' Brigade artefacts, but the collection lacks representation of other childhood organisations, such as the Girls Brigade and Sea Scouts.

Collecting in the area of social movements and protest should be prioritised with an emphasis on local protests against local, national, and international issues.

Musical instruments are limited to a few fiddles, a bugle, organ, drum, and whistles, while the collection lacks iconic instruments such as a guitar and an accordion, and organised activity (e.g., Lerwick Brass Band instrument or uniform). Artefacts relating to current Shetland musicians and organisations should be actively collected, with input from the local community to tackle obvious gaps in the collection.

There is a collection of local musicians' and composers' music on LP and 78rpm records, however, further collecting should not be pursued.

### **20.3.3 Technical, communications, science**

These collections consist mainly of optical instruments (microscopes, cameras, and projectors) and communications equipment (telephones and wirelasses). The rationale for further collecting of such generic items is to illustrate social change in Shetland. Main gaps are artefacts showing the advance of postal and telegraphic systems. Collecting targets include letter carriers' delivery satchel, postman's uniform items, Post Office hardware (especially telegraph apparatus). Although the museum has a few wireless sets and accumulators, it requires a typical receiver from the 1930s-40s.

There is a small but reasonably balanced selection of medical equipment, covering doctors, nursing, emergency services and opticians. Such items will continue to be collected on a passive basis.

There are several clocks and watches from institutions or private persons, besides watch repairer's toolkit. Priority items for acquisition are clocks and watches with local maker or retailers' labels (e.g., James Tait, George Goudie).

### **20.3.4 Agriculture**

Mechanisation of farming techniques and the supplanting of local tools by imported ones is poorly reflected in the collections, and efforts will continue to address this. The Museum has devices such as a threshing machine and a two-wheeled tractor. Given the generic nature of such equipment and

space constraints, the museum will not collect such large devices as tractor-drawn ploughs, harrows, and other machinery. Regarding civilian firearms, see [20.10](#) for security considerations.

Artefacts demonstrating the resourcefulness of crofters and the cultural transition from Indigenous equipment to generic imports are a collecting priority. Some comprise hand-made versions of manufactured archetypes (e.g., the Museum holds a home-made cartridge loader and timber copy of steel lock).

## **20.4 Fishing**

The Museum holds a large collection of items relating to domestic and commercial fisheries, reflecting its development since the early modern period (fisheries before 1700 are covered in [20.1.5](#) Medieval and Early Modern Archaeology).

### **20.4.1 Inshore fishing**

Small boat inshore fishing, whether for home or commercial purposes, is well represented in the collections; holdings include handlines, rods, nets, plus full-size open boats. The broad range of inshore fishing techniques, by line, net and other methods, means that passive collection should continue. There is a lack of trout-fishing gear and early crustacean and molluscan fisheries equipment.

### **20.4.2 Whitefish**

Artefacts here pertain to fishing after the deep-sea line fishery (see [20.2.2](#) Subsistence fishery). Although numerically small, the collection has a good representative range of material from the cod smacks of the 19<sup>th</sup> century. These include boat components such as blocks, a wheel and a figurehead, and fishing gear including quadrant, ditty box, loudhailer, and bale stencil. Any further additions to this category are desirable, given their scarcity as a whole.

The line fishery in home waters by sail, and later, motor vessels, is historically important but is a notable gap in the collection. There are several sets of haddock line gear, but little else besides. Items to be sought actively include components of boats (e.g., a 1920s engine), iced-fish boxes with unrepresented boat names, and domestic items from the Lerwick “Scotties” community.

White fishing by net, from the 1940s onwards, is a large sector that is scantily represented in the collection. Artefacts are strongest in electronic units, fish baskets and boxes, but otherwise coverage is sparse and priority acquisitions include objects relating to marine engineering, below-decks life, factory employees’ work, and family items from fishing homes. An area of future collecting would be to represent the changes in the Shetland-based fish market.

### **20.4.3 Pelagic fisheries**

The collection representing the herring fishery is particularly strong. There are boats’ fittings; nets, buoys and other gear; garments; barrels and boxes; net-mending items and gutting paraphernalia. The weakness is the post 1950s period, and there is nothing beyond 1970. The Museum needs to acquire selected items to show the huge growth of this sector, including fish-finding systems, bureaucratic ephemera, crew accommodation, onboard fish processing, mechanisation of factories. Considering such items may be large, acquisition must be carefully evaluated before acceptance.

Notable gaps are the foreign fisheries that were formerly important. Dutch items are limited to a few items of fishing gear or personal possessions, and further collection is needed. Of note are items locally bought by crew to take home to the Netherlands, e.g., garments, as well as crewmen’s paintings of Lerwick. The Russian fishery (“klondykers”) of the 1950s- ‘80s is not well represented, and the active acquisition target is items that were traded by crewmen to Shetlanders.

The modern pelagic fishing narrative, including mackerel fisheries and salt fish export, is lacking within the Museum collection. This could be expressed through the collection of models of pelagic trawlers, memorabilia, oral, documented and photographic history. Items that evidence the Scandinavian pelagic fishery of the 1960s-70s should also be sought.

#### **20.4.4 Whaling stations**

Local shore-based whaling stations are not well represented in artefacts. Collections include a harpoon, flensing knife and grindstone. There is obvious scope for further acquisition, including items from workers' barracks, objects made in station smithies, objects made from whale products, equipment re-used after stations were closed.

#### **20.4.5 Aquaculture**

Fish and shellfish farming are not represented within the collection. Potential smaller artefacts include feed equipment, workboat gear, and merchandise packaging. Active collecting of key objects around the development and growth of the aquaculture in Shetland will be identified through consultation with industry experts.

### **20.5 Shipping**

Shetlanders' reliance on the sea as a source of employment dominated the early 19<sup>th</sup> to mid-20<sup>th</sup> century. To represent this crucial historic phase in a balanced way, the collection should record the work of crewmen, the type of vessels they shipped on, the type of trades pursued, and the family experience back home.

#### **20.5.1 Arctic whaling**

There is a good collection of objects, some from working life (lances and harpoons) but mostly crewmen's personal items (chests, games, handicrafts, souvenirs). The Museum will seek to secure further additions where possible.

#### **20.5.2 Merchant shipping**

Given the pre-eminence of merchant shipping in the Shetland economy, the size of the collection is large, but still underrepresents its importance. The collection is strong in crewmen's items from sailing vessels (chests, sail-making implements) but there is a dearth of ships' equipment and redressing would benefit the collection. There are several artefacts from the period of steam and motor ships, but these are mostly in the field of officers' navigation items, or seamen's souvenirs. There is great scope for further expansion, such as artefacts illustrative of specific shipping lines, memorabilia from particularly important trades (*e.g.*, colliers, Baltic timber, St Lawrence approaches salvage), and items concerning cargo or ships themselves.

#### **20.5.3 North Boats**

This concerns the regular sea link to the Northern Isles from Scotland. There is an extensive range of tableware, menus and tickets, paintings, and models. Holdings, however, are limited beyond the 1950s, and there are few artefacts representing personnel on the ships, as well as items pertaining to dockers' work. It is desirable to actively collect objects related to changes in North Boat contracts, *e.g.*, P&O to Northlink, going forward as well as from the regular cargo boats.

#### **20.5.4 Shipwrecks**

By their nature, such items are diverse, comprising items washed ashore, hauled up by fishing net, or retrieved by scuba divers. Dominant items tend to be more showy pieces like bells, nameboards, lifebuoys; there are fewer more prosaic items like deck equipment or engine room components. The

purpose of non-archaeological shipwreck (as opposed to [20.1.6](#)) collecting is to demonstrate marine traffic around Shetland, the human impact of wrecks, and the salvage opportunities.

#### **20.5.5 Antarctic whaling**

Reflecting the relatively recent period of the industry, this collection is very strong. The collection includes a catcher's gun, handicrafts by whalers and painted eggs. Collecting should continue as the generation of whalers age. The Museum will work with the South Georgia Museum and the Shetland Ex-Whalers Association to look at ways of collecting narratives of this once commercially important industry and sharing digital exhibits to better convey the story of Shetland's involvement in South Atlantic Whaling.

### **20.6 Boats**

The Museum has built a balanced collection relevant to the islands' history, without needless duplication. The core of the collection is a specimen of each principal type of locally built vessel including a yoa, a pram, cod boat, haddock boat and a maid. The collection also includes examples of combined square sail + fore-and-aft rig, inboard engine conversion, and constructional changes.

Any built before 1890 is rare and represent the earliest specimens of their type. If a boat has a well-recorded or significant history, this may favour its acquisition for example, the collection contains a lifeboat from H.M.S. Oceanic and a jolly boat from the St Sunniva I.

Specimen boats by different builders are desirable although many of the main commercial builders are already represented (e.g., Thomas Scott, Jack Shewan, Davie Leask), but notable builders are absent (e.g., Walter Shewan). Regional boatbuilders such as Johnny Smith from Yell, Davie Bruce from Skaw, Whalsay, and modern prolific builders of the modern racing maid built by people such as Alan Moncrieff are also absent.

Currently the story of the development of recreational sailing and rowing boat use ends in the 1960s and this should be actively remedied. The resources to store, conserve and exhibit boats are finite. The museum might be best placed to work collaboratively with other local museums to record and safeguard the Shetland story.

#### **20.6.1 Boat models**

There is a collection of over 150 model boats in the Museum collection, which range in size, purpose and calibre and many reflect the experiences of Shetlanders in travel, shipping, fishing and trade. There are models of tall ships, fishing boats and cargo vessels as well as boatbuilder patterns and prototypes, ships in bottles and souvenirs. Active collecting should centre on local boat model makers who are not yet represented such as Robbie Tait and consideration must be given to models by expert makers such as Jack Shewan, even though they are already present in the collection. Future collecting should consider commissioning models of significant craft.

### **20.7 Textiles**

For convenience, the Recognised Textile collection is considered as a whole, although it comprises parts of other artefact disciplines; namely [20.2](#) Ethnology and [20.4](#) Fishing. As with fishing in both 20.2 and 20.4, the artefacts reflect subsistence origins leading to commercial development into an industry that eventually combined indigenous techniques with industrial machinery and methods. Given the design value of the objects, provenance may be a secondary priority for objects from sources such as charity shops, local auctions. Priorities for collecting are from 20<sup>th</sup>- and 21<sup>st</sup>-century small firms or independent makers, especially those of short duration with their own branding.

### **20.7.1 Weaving**

Includes manufacturers' tweed samples, lengths of fabric, garments made of Shetland tweed, tools for finishing processes, packaging labels and promotional material. The collection is strengthened by manufacturers' records held by Shetland Archives. The fabric was exported from Shetland, so the collection has few garments. This should be remedied through collecting to inform the economic scope of the sector. Artefacts mainly represent larger firms, and efforts should be made to obtain products and advertising materials of small firms and self-employed weavers. There are a few examples of home-woven cloth for clothing, bedding, and household use. Such items should continue to be passively collected, including archaeological examples.

### **20.7.2 Rugs**

Woven pile rugs, known as "taatit" rugs, are unique to Shetland and directly relate to Ethnology (20.2) and Folk Belief (20.2.4). It is desirable to acquire further specimens to build on the collection, especially rugs dating to the first half of the 19<sup>th</sup> century or before. The collection is supported by research culminating in a 2015 publication, which identifies and provides historical data on taatit rugs held in private collections, should any be later acquired.

### **20.7.3 Plain knitting**

Encompasses everyday woollen garments made for sale or for personal use by knitters and their families. These include undergarments, haps, scarves, baby clothes and knitted underwear. The category also contains commercial products, such as the "Everest" jumper produced following the 1953 ascent, the expedition being supplied by a local firm.

Gaps in the collection include home-made knitted toys such as stuffed animals and clothing for dolls. Plain hand-knitted items dating from before 1950 or with specific reference to working garments (haps, fish gutter garments, sea mitts, fishermen's underwear, stockings and caps traded to foreign fishermen) are poorly represented in the collection and are a priority.

### **20.7.4 Colour-stranded knitwear**

The textile collection encompasses colour-stranded (i.e., "Fair Isle") knitting, beginning with 19<sup>th</sup> century fishermen's caps. By the 1920s fair isle style knitting became internationally fashionable and the collection contains garments from the 1920s-1930s, reflecting local knitters' experimentation with design and colour. Additional items from circa 1915 to the 1950s are necessary to reduce the amount of wear from access by the public to existing pieces in the collection.

By the second half of the 20<sup>th</sup> century, Shetland-made garments were copied by the fashion industry and fair isle knitting adapted to the commercial challenge by moving to machine-knitted garments finished by hand. Locally produced knitwear made on machines in outworker or factory settings are a priority, particularly where they show changes in style, design innovation or from specific knitwear firms.

By definition the collection contains home-dyed wools using imported and locally sourced plants, lichens, and minerals. Dyeing increased in the 19<sup>th</sup> century to increase the value of knitwear for the burgeoning tourism industry. This development, and the reliance on native plants and minerals to satisfy demand, is poorly understood from a historical, economic, and object research (i.e., dye and mordant analysis) viewpoint. Further collecting of items made before the 1920s are important for understanding the scope of the trade, especially fishermen's caps and knitwear sold to tourists before the First World War.

#### **20.7.5 Fine lace**

The collection contains important shawls and stoles from the founding of this industry in the 1830s. It includes examples of lace made by the Sutherland family, who designed and made lace garments for wealthy clients, including royalty. The collection is supported by recent digitisation, a 2015 PhD on the local industry, and a forthcoming book on design to define its unique character. Holdings include mourning accessories in black (full mourning) and grey (half mourning), and a c1880 shawl donated by the family of Sir Andrew Huxley.

Two recently donated private collections have somewhat alleviated gaps in accessories (tidies, headscarves) and soft furnishings (bedspreads, pillow covers) and passive collecting should continue for these uncommon objects.

The Museum should limit collecting to garments with unusual motifs or design, special order garments where these can be identified, lace knitted in non-wool fibres, very fine hand-spun pieces, samplers, and documentation about identified designers. Key garments for collection would be a 19<sup>th</sup> century opera cloak and a 1950s cocktail dress.

#### **20.7.6 Embroideries**

The few stitched or embroidered samplers in the collection date from the early 19<sup>th</sup> to 20<sup>th</sup> centuries and demonstrate needlework techniques taught to girls within a schoolroom context. Their survival rate is poor, and any further examples of embroidery, especially from the 19<sup>th</sup> century, should be actively collected.

The collection also includes embroidered and sewn needlework by seamen in the form of ditty bags and embroideries of ships. More examples should be accepted into the collection where the maker and ship can be identified.

#### **20.7.7 Textile tools**

The Museum has a good range of textile tools, from both hand and industrial manufacture. Wool processing tools include wool combs and hand cards; the iron and horn wool combs should be collected when possible, whereas no more imported hand cards are required.

Yarn-making equipment includes muckle, lint, and various styles of spinning wheels. Only muckle and lint wheels should be collected in future; spinning wheels of 19<sup>th</sup> and 20<sup>th</sup> century date need not be collected except where makers are assuredly known. Wheels with makers' marks made by locally are a priority, particularly by Stuart Thomson (Fair Isle) and Hamish Polson (Yell).

Whole spindles (i.e., with whorl) and toam spinners are represented but by only a few items and these should be collected. The collection contains niddy noddies, swifts, and upright yarn winders and no more of these objects are required.

Hand-knitting equipment includes sheaths, belts and needles. Sheaths and ivory, bone and wooden needles should be actively collected, whereas only belts with interesting provenance or made locally where the maker is known should be considered. Three knitting machines are represented in the collection, a Singer Mark 1, a Harrison, and an unknown make. Additional knitting machines are not a priority, although a Dubied make with strong provenance is an omission.

Weaving equipment is poorly represented and mainly includes small equipment used in a factory setting, other than items like reeds and shuttles from unknown looms. The collection includes a

cast iron Hattersley loom but no pre-1950s wooden loom, or warping board, despite the economic importance of weaving. Unlike cobblers' or sailmakers' tools, there is not a full set of equipment belonging to an independent or outworker weaver.

The collection of dressing boards is extensive and includes boards for jumpers, spencers, scarves/stoles, gloves, stockings, mittens, berets, haps and shawls. No more such boards are required. Boards for knitted skirts, nightgowns, and long underwear have only single examples and should be sought, especially where they differ in shape from current examples or where makers are known.

## **20.8 Costume**

The costume collection reflects a natural inclination by people to "value the valuable" and the Museum holds a much larger proportion of special occasion clothing than everyday wear. The collection rightly focusses on locally made clothing, even where the cloth was imported. Collecting should continue for any items of clothing entirely hand-sewn, to reflect the period before sewing machines became available c1865. For convenience, items used specifically by amateur and professional tailors and seamstresses are included. Many items in this section are part of categories [20.3 Social History](#), [20.5 Shipping](#) and [20.10 Naval and Military](#).

### **20.8.1 Women's wear**

There is a good collection of mid-19th to mid-20th century items, consisting mainly of 19th century skirts and undergarments, although blouses are poorly represented and should be collected. Except in unusual circumstances no more wedding dresses need be acquired, except a woollen suit worn by a bride c1940s-1950s, a 1960s "mod" or mini-skirted wedding ensemble, or a bespoke wedding dress designed and made by Sana Isbister. Important weaknesses in the collection are women's work wear (*e.g.*, shop, servant, and gutters' overalls, aprons, finger wraps) and everyday clothing (including sleepwear and undergarments), except coats.

Accessories such as handbags, footwear, and jewellery are poorly represented. The collection is adequate in furs, feathered accessories, and mutches but bonnets pre-1880s and late 19th century ladies' large hats are obvious gaps.

### **20.8.2 Men's wear**

The men's wear collection is particularly limited, consisting mainly of formal clothing of the late 19th century. Further acquisition is required in the area of work wear (*e.g.*, labourers' overalls, dungaree jacket, footwear), and in garments made from locally produced cloth. Underclothing, sleepwear, accessories, and special work garments related to industry should also be actively collected. Men's clothing dating from before the mid-19th century is a priority, especially sheep-skin oil skins, sea mitts and boots.

### **20.8.3 Children's wear**

This collection is weak in that it consists mainly of poorly-provenanced fine-quality infants' garments. This atypical selection should be rectified by collecting footwear, underwear, everyday clothing, and older children's garments made locally from any period.

The collection is supported by hobby and sporting costume, such as sporting team shirts, Boy's Brigade and Girl Guides' uniforms (see [20.3.2](#)).

### **20.8.4 Sewing and Tailoring**

Much clothing was made locally as late as the mid-20th century by small firms and professional or amateur individuals. Little research has been done on this sector and that is reflected in the



collection. Recent donations of home-made clothing have included haberdashery and collecting should continue to reflect the availability from local merchants of cloth, especially 19<sup>th</sup> century cottons, trims, thread, ribbons, buttons, and millinery adornments. The collection contains several 19<sup>th</sup> century sewing machines but other tools used by tailors and seamstresses should be collected where provenance is strong.

#### **20.8.5 Uniforms**

This constitutes part of [20.3](#) Social History, [20.5](#) Shipping, and [20.10](#) Naval and Military. Items comprise tunics and trousers, headgear, belts and other accoutrements. This collection is extensive, but markedly imbalanced – there are many army officers' items, but few Naval uniforms. This is inversely proportional to Shetland's history, and very active collecting of Naval apparel is needed to redress this anomaly.

Recent acquisitions includes a uniform from the Northern Lighthouse Board. There is insufficient coverage of civilian services uniforms, namely a few examples of police, nursing, fire brigade, merchant shipping, lifeboat, coastguard. There are very few early 20<sup>th</sup> century pieces. A priority acquisition is a postman's uniform from the early 20<sup>th</sup> century.

The collection lacks women's military and other service uniforms other than for nursing. A priority would be WWII female uniforms from the various services.

There is a good range of regalia from closed societies like the Freemasons and Oddfellows.

#### **20.8.6 Jewellery**

The jewellery collection consists mostly of 19<sup>th</sup> century mourning items, plus some pieces associated with gold prospecting. There are few specimens of decorative jewellery, and efforts should be made to collect material produced by local individuals or firms.

#### **20.8.7 Up Helly Aa costumes**

The collection contains examples of costumes from the Up Helly Aa festival, mainly from Jarl squads. Given the superfluity and ephemeral nature of costumes, collecting must be limited. The exception is pre-1940s squad outfits. Post-1950s costumes should only be collected if the squad theme had obvious reference to Shetland-based issues of the day, *i.e.*, not television programmes. Outfits after the 1970s were increasingly mass-produced, and generally will not be collected. However, the expensive manufacture of jarls' squad costumes following the establishment of the oil industry, contrasting with previous costumes home-made from locally bought materials, should be reflected in the collection with one or two post-1980 jarl squad outfits. The collection contains no costumes from the non-Lerwick festivals, and donors will be encouraged to offer these to the relevant local museums.

### **20.9 Photography**

Shetland Museum has around 100,000 glass and film negatives, lantern and celluloid slides, photographic prints and postcards.

#### **20.9.1 Negatives**

The collection ranges in date from 1870s-1990s, with the greater part covering 1900-1940. A number of large collections are held, e.g., Arthur Abernethy, Robert Ramsay, Lollie Scott, Jack Peterson.

### **20.9.2 Positives**

The collection comprises glass lantern slides and celluloid slides covering 1900s-1990s. As with [20.9.1 Negatives](#), the collection represents the work of many photographers, and covers multifarious subjects.

### **20.9.3 Postcards**

The postcard collection numbers around 7,000 items, which are virtually all related to Shetland. Non-local topics are only accepted in exceptional circumstances, such as a large group received by one family in the 1900s-1910s, a collection of First World War postcards sent by Shetlanders serving overseas, and individual cards associated with a larger donation such as merchant seamen's belongings.

### **20.9.4 Photographs**

In the early years of the Museum, photographic prints were collected indiscriminately and, as such, often have inadequate documentation; however, all have a Shetland connection.

All existing photographs of historic import have been scanned. Most images (photographic prints, negatives and positives) have been digitised to a common format and made available online. However due to advancements in technology the online archive will be migrating to a new platform and active collecting of physical images should be halted and a new policy for the processing of images for the photo archive devised.

## **20.10 Naval and military**

(Also see [20.8.5](#) - Uniforms). This collection is large, with a good range of artefacts, in good preservation and well-provenanced. These are mainly from the two World Wars and include: standard issue kit, weapons, mess and shipboard memorabilia, war souvenirs, civilian war-related mementoes, training equipment, gasmasks, insignia. From these wars, weaknesses in collection balance are: Royal Navy artefacts, merchant seamen at war, women in armed and civilian organisations, air force personnel, non-officer ranks.

The collection of items from the Napoleonic, Crimean and Boer war is small, and there is priority to acquire artefacts connected with Shetland during those conflicts.

### **20.10.1 War medals**

The medal collection reflects Shetlanders' role in conflicts from the late 18th century onwards. These range from single to multiple awards, and encompass campaign, bravery, and long-service medals. The Museum shall continue collecting such artefacts where there is full documentation of the recipients' service, but also consider the collections of other museums and heritage organisations in Shetland.

### **20.10.2 Weapons**

Shetland Museum holds approximately 170 items of weaponry, such as shotguns, rifles, pistols, revolvers, bayonets, dress and military swords, daggers and knives, as well as humane killers, powder horns, and bullet moulds. Some weaponry is on permanent display, the remaining objects are housed in a strong-room at the Museum Store, excepting flensing and gutting knives, and harpoons.

The Museum holds a Firearms Licence (DDG 9/8) and has acted as a repository for local firearm owners who wish to relinquish these objects. The licence requires that adequate records are kept of all firearms under licence, and no live ammunition is kept. In the event the Museum wishes to

deaccession a firearm, it cannot sell or transfer the object without permission from Scottish Ministers.

## **20.11 Art**

The art collection has been accumulated principally by donation and bequest and has been supplemented by pieces purchased from practising artists directly or at auction. The oil and acrylic paintings and sculpture in the collection prior to 2010 has been available online through ArtUK.<sup>4</sup> For convenience, cartography and numismatics shall be considered in this section.

### **20.11.1 Paintings**

The collection consists of pieces in various media – primarily oils and watercolours – and mainly includes portraits, land- and seascapes, and paintings of ships, from a date range of c.1800 onwards. Notable pieces include early 19<sup>th</sup> century portraits by John Irvine, late 19th-century scenes by visiting artists, profile paintings of North Boats, local amateurs' work (e.g., Henry P Taylor watercolours, Francis Walterson cartoons, Fred Irvine drawings), and late 20th century professional artists' work. The museum shall actively acquire any further works by mainland British artists who visited Shetland during the 19th century. Those in the collection already include Frank Barnard, Sir Oswald Brierley, and Robert Pain. Established contemporary Shetland artists should be actively but prudently collected to ensure representation.

### **20.11.2 Prints**

The number of art prints is very limited and active collecting of works by Shetland-based artists, particularly those not already represented in the collection, should be pursued. In addition, examples of printmakers' blocks and tools are desirable additions to be pursued.

### **20.11.3 Sculpture**

The sculpture collection is small in scope, comprising a few items in carved timber, formed plaster, and metal. Relatively few local practitioners have worked these media – most significantly is woodcarver John Walterson - and the collection would be strengthened by pieces made by locally-prominent artists such as stone carver John Williamson. The Museum holds one carving by Adam Christie and additional pieces of his work should be sought at auction when available. Contemporary additions to this collection will likely be possible through commission or purchase.

### **20.11.4 Applied art**

This comprises functional articles containing a decorative element covering the fields of ceramics, silverware, and jewellery. Artefacts include souvenirs, crockery, ornaments and brooches. The collection does not represent Shetland-born or resident potters, and steps should be taken to actively collect a representative collection of such material, particularly items bearing the Burgh of Lerwick coat of arms. The collection of silver and pewter is composed mainly of military and sporting trophies, church communion ware, and domestic tableware. There are a few items of art basketry, and it is desirable to broaden this to other unrepresented makers. This collection requires to be developed with input from local makers and artists.

### **20.11.5 Cartography**

This collection comprises over 200 items, and there are few gaps from the pre-1900 period. Holdings include maps and charts, contemporarily hand-coloured specimens, atlas sheets, folding

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<sup>4</sup> <https://artuk.org/discover/artworks/search/venue:shetland-museum-and-archives-6658/page/2>

maps, government surveys, and variant editions. The three prime gaps are Olaus Magnus (1529), and "Estland" (1555), and Robert Sibbald (1711). Twentieth century folding maps are relatively poorly represented, and examples should be actively sought. Geological maps and Admiralty charts are other areas in which the collection should be augmented. The Museum's collection is held in the Archives repository due to storage limitations within the Museum Store. The Museum will continue to curate and make additions to the collection.

#### **20.11.6 Numismatics and philately**

The collection is strong in various points. Most Shetland church communion tokens are represented, although a few 18th century ones are absent. Prominent existing holdings include a large group of 18th century coins from the Fetlar church collection and early modern coinage from hanseatic trade, shipwrecks and other assemblages. Recent and future acquisitions is shaped by chance finds, allocated by the Treasure Trove process. There are few banknotes, all of which have specific provenances related to Shetlanders. Included within the collection are currency from the Cocos Islands, an archipelago which belonged to a Shetlander. A high priority acquisition is a Quendale Copper Mine share certificate of c.1800.

The collection consists of civic and professional awards, including OBE, coronation medals and lifesaving awards. Further collecting should consider provenance and duplication.

Besides medals, there is insignia relating to local associations, e.g., membership of women's guilds, nursing associations, and sports clubs. Further collection of these will continue.

The philatelic collection is incidental and mainly commemorative stamps or first covers. Collection should continue to be passive, and any offers to donate a private collection requires to be diligently considered.

#### **20.12 Natural history**

In general, and with few exceptions, the collections are sparse in coverage and poorly documented. They comprise a few scientifically recorded mainly botanic assemblages, several sporadically collected items, and private collections. The collection as a whole does not reflect the rich and dynamic natural history of Shetland, limiting the Museum in what it can offer visitors via display, learning and research. Key issues affecting Shetland's natural history, such as climate change and oil and gas development, cannot be expressed through the current collection. The Museum has not had specialist staff and collecting has been in atypical circumstances.

##### **20.12.1 Zoology**

The zoology collection is small and poorly represents Shetland's wildlife diversity and uniqueness. It does not form a comprehensive baseline of present species, against which future collecting can be directed as environmental changes affect the diversity of species present in the islands.

There is a collection of mounted birds and skins, containing around 350 specimens, mostly within two large collections formed in the early 20th century. It is supplemented by other additions, including 140 mounted birds from the previous Anderson High School location. The three large collections are uncatalogued and untested for early taxidermy chemicals and therefore not available to the public. These collections are of historical ornithology, rather than scientific collections, since they have no specific collecting provenance by the original collectors. Collection should remain passive, targeted towards historical specimens of local taxidermists or Shetland specimens not represented in the present collection.

There are several collections of birds' eggs, but most egg specimens are duplicated, species not identified, and have no collecting data, limiting their interpretive use. Whilst legislation (Wild Birds Protection Act 1954 and Wildlife & Countryside Act 1981) prohibits the acquisition of modern birds' eggs, the Museum is still enabled to collect historic specimens. In such cases the Museum must satisfy itself beyond doubt that anything offered constitutes pre-1954 collecting. The Museum has acted as local repository for pre-1954 collections but it should not accept such collections as a matter of course. Future collecting should not duplicate what is already held.

The mammalian collection is very small, consisting of about 30 specimens. Examples of two cetaceans and a single otter are poorly preserved. There are no examples of mice and rats, hares and rabbits, stoats and ferrets, hedgehogs, and bats.

There are no examples of amphibians and only a cast of Shetland's single reptile.

The invertebrate collection is random in coverage, and the historic collection methodology unscientific in nature. The exception is a donation of beetles from the Natural History Museum (London), most of which are Shetland in origin. The vertebrate collection should be focussed on obtaining well-preserved specimens of indigenous species.

The Museum holds several small collections and individual examples of marine animals numbering about 130 specimens. Most of this collection was donated by the Marine Conservation Society in 1988 from the Sublittoral Survey of Shetland (1987). Wet preservation is problematic due to changes in legislation regarding shipment and use of preserving chemicals. There is also a small collection of tardigrada, and although no longer preserved in fluid, the specimens may still be viable due to their specific physiology.

#### **20.12.2 Botany**

The botanical collection contains some 3,250 specimens, none of which are catalogued, although most have been itemised on hand lists. About 1,400 specimens of mainly seed-bearing plants are represented, the majority collected by local botanist Walter Scott, with good collecting provenance of scientific interest. The collection also contains fifty-one dried specimens of local seaweeds collected by D. E. G. Irvine in the 1970s and 1,800 lichen specimens mainly collected by Kery Dalby, with good collecting provenance. The seaweed<sup>5</sup> collection has been digitised by the Natural History Museum, London. Both of these collections are only partial to what the collectors gathered but the whereabouts of the remaining specimens are uncertain. Should these come to light, they should be accepted into the collection. Bryophytes (mosses and liverworts), pteridophytes (ferns and horsetails), and lycophytes (club mosses) may be included in some of the collections above. Any new acquisitions should only be accepted when collected to scientific standards of data collection and preservation, as well as due observance to protected species or sites.

#### **20.12.3 Geology**

The geological collection is strong in minerals, mostly collected by Professor Derek Flinn of Liverpool University. The collection is poor in rocks and fossils and examples need to be collected to fully illustrate Shetland's geological past accompanied by detailed finds information.

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<sup>5</sup> [Shetland Museum and Archives \(ZCM\) | Seaweed Collections Online \(myspecies.info\)](#)

#### 20.12.4 Palaeontology

Examples of fossilised plants and marine animals, as well as geological and invertebrate trace fossils are represented in the collection. They are mainly from Dunrossness area and are poorly identified and provenanced. Examples from local collectors should be accepted as any duplication can be used in Handling Collections.

#### 20.13 Transport

There is a small but significant transport collection (boats are not included, see section [20.6 Boats](#)) including a gig, cart, invalid car and several bicycles and motorbikes. All the artefacts are made in Shetland or have a Shetland-related provenance. Associated objects such as bicycle lamps are also held. Future collecting should be targeted at areas not already represented such as local transport firms.

#### 20.14 Ephemera

This collection provides context to the artefacts, provides important information for researchers alongside objects and are used in Museum displays. The collection is extensive and varied, covering all of the categories listed above. There are collections of such disparate items as trade labels, seamen's discharge papers, textile advertisements, propaganda sheets, steamship tickets and electioneering leaflets.

This collection also contains a large number of, mainly 19<sup>th</sup> century, lithographs and engravings from published books and magazines, such as Samuel Hibbert's Description of the Shetland Islands and Sir Walter Scott's Pirate. Due to the published nature and digitisation of the material, duplication must be avoided.

#### 20.15 Contemporary Craft

To address the need for collecting craft objects that continue to be made locally, a Contemporary Craft collection designation was initiated in 2021. Its aim is to identify crafts and their makers whose quality work is representative of Shetland craft today. The initiative was supported by a grant from the National Fund for Acquisitions to purchase important pieces for the Textiles collection. These included a knitted lace and silk dress made by Angela Irvine for her UHI degree and a knitted wire bracelet by Helen Robertson. The designation has also been applied to the few existing objects in the collection by contemporary makers such as basketry by Jimmy Work. Future active collecting will focus on woodworking, blacksmithing, and leatherwork, among other crafts.

#### 20.16 Handling Collection

There is a large resource of non-collection objects for learning opportunities. These items are not part of the collection described in the foregoing document and are excluded from acquisition due to their lack of provenance or duplication in the main collection. Objects for this collection will be sought as required for hands-on interpretation for school pupils, community groups, care homes and museum activities including the Crofthouse Museum.

# SMAA Service Planning Group

## Terms of Reference

(To be updated when Collections Policy Approved)

### Remit

Shetland Islands Council and Shetland Amenity Trust have established this working group known as the Shetland Museum & Archives Planning Group. The group has been established in order to ensure a collaborative approach to self-evaluation and service planning.

The group will be responsible for engaging fairly and broadly in reviewing progress on delivery on service objectives as well as assessing best evidence to inform future service plans. The group will advise and make recommendations to the Council and the Trust as required.

Specifically, the group shall:

1. Review Quarterly Service Reports
2. Take account of external revisions and monitoring from national bodies
3. Review stakeholder feedback (including customers)
4. Support annual service planning, ensuring the following points are considered:
  - Strategic links
  - Resource requirements
  - Performance measures
  - Delivery targets
  - Service risks
5. Explore longer-term development opportunities.

### Scope

All aspects of the provision of an effective Museum and Archives service in Shetland.

### Frequency of Meetings

The Planning Group shall meet no less than four times each year. The timing of meetings should take account of agreed service reporting requirements.

### Membership

The quorum for all meetings of the group shall be five (with minimum of 2 from each organisation).

The Planning Group may be attended by members of SIC/SAT staff or by external advisers. The purpose of such an invitation will be to provide specialist information and advice to assist the group in its deliberations.

Reports and agenda management will be led by the Culture and Heritage Manager.

Group membership should be not less than six representatives (3 from each organisation). At least one member from SAT must be from the Museum or Archives team. At least one member from the Council must be from the Development Directorate. Till March 2024 one member from the Council will be a representative from the PMO.

Council	Tommy Coutts, SIC Development Maurice Henderson, SIC Development Robert Sinclair, SIC Corporate Services Noelle Henderson, SIC Education & Families Michael Duncan / June Porter, SIC Development Representative from SIC PMO
SAT	Hazel Sutherland, Chief Executive - <b>CHAIR</b> Jacqui Birnie, Cultural & Heritage Manager Ian Tait, Curator Brian Smith, Archivist





Accreditation Scheme for Museums  
and Galleries in the United Kingdom

# Collections development policy template

2014  
Reprinted November 2018

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**Name of museum:**

*Insert name of museum.*

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**Name of governing body:**

*Insert name of governing body.*

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**Date on which this policy was approved by governing body:**

*Insert date.*

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**Policy review procedure:**

The collections development policy will be published and reviewed from time to time, at least once every five years.

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**Date at which this policy is due for review:**

*Insert date.*

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Arts Council England/Welsh Government/Museums Galleries Scotland/  
Northern Ireland Museums Council (*delete as appropriate*) will be  
notified of any changes to the collections development policy, and the  
implications of any such changes for the future of collections.

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# 1

## Relationship to other relevant policies/ plans of the organisation:

**1.1** The museum's statement of purpose is:

*Insert museum's statement of purpose / mission statement.*

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**1.2** The governing body will ensure that both acquisition and disposal are carried out openly and with transparency.

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**1.3** By definition, the museum has a long-term purpose and holds collections in trust for the benefit of the public in relation to its stated objectives. The governing body therefore accepts the principle that sound curatorial reasons must be established before consideration is given to any acquisition to the collection, or the disposal of any items in the museum's collection.

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**1.4** Acquisitions outside the current stated policy will only be made in exceptional circumstances.

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**1.5** The museum recognises its responsibility, when acquiring additions to its collections, to ensure that care of collections, documentation arrangements and use of collections will meet the requirements of the Museum Accreditation Standard. This includes using Spectrum primary procedures for collections management. It will take into account limitations on collecting imposed by such factors as staffing, storage and care of collection arrangements.

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**1.6** The museum will undertake due diligence and make every effort not to acquire, whether by purchase, gift, bequest or exchange, any object or specimen unless the governing body or responsible officer is satisfied that the museum can acquire a valid title to the item in question.

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*Please include one of the following two paragraphs:*

**1.7** The museum will not undertake disposal motivated principally by financial reasons.

**OR**

**1.7** In exceptional cases, disposal may be motivated principally by financial reasons. The method of disposal will therefore be by sale and the procedures outlined below will be followed. In cases where disposal is motivated by financial reasons, the governing body will not undertake disposal unless it can be demonstrated that all the following exceptional circumstances are met in full:

- the disposal will significantly improve the long-term public benefit derived from the remaining collection
- the disposal will not be undertaken to generate short-term revenue (for example to meet a budget deficit)
- the disposal will be undertaken as a last resort after other sources of funding have been thoroughly explored
- extensive prior consultation with sector bodies has been undertaken
- the item under consideration lies outside the museum's established core collection

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## **2 History of the collections**

*Insert text explaining how the collection has evolved.*

---

## **3 An overview of current collections**

*Insert text to describe accessioned collection.*

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## **4 Themes and priorities for future collecting**

*Insert text describing priorities for collecting.*

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## Themes and priorities for rationalisation and disposal

*If the museum is undertaking active rationalisation and disposal include clauses 5.1 and 5.2*

**5.1** The museum recognises that the principles on which priorities for rationalisation and disposal are determined will be through a formal review process that identifies which collections are included and excluded from the review. The outcome of review and any subsequent rationalisation will not reduce the quality or significance of the collection and will result in a more useable, well managed collection.

**5.2** The procedures used will meet professional standards. The process will be documented, open and transparent. There will be clear communication with key stakeholders about the outcomes and the process.

*Insert additional commentary relating to themes and priorities for rationalisation and disposal. Describe which areas of the collections are being considered and why.*

*OR if there is no active disposal or rationalisation.*

**5.1** The museum does not intend to dispose of collections during the period covered by this policy.

*Reference the reasons why, which could include the fact that disposal and rationalisation is not permitted by the governance or bequest conditions etc; confirmation that disposal is not a priority for this policy period or confirmation that disposals will only be undertaken for legal, safety or care and conservation reasons (for example, spoliation, radiation, infestation, repatriation).*

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**6**

## **Legal and ethical framework for acquisition and disposal of items**

- 6.1** The museum recognises its responsibility to work within the parameters of the Museum Association Code of Ethics when considering acquisition and disposal.
- 

**7**

## **Collecting policies of other museums**

- 7.1** The museum will take account of the collecting policies of other museums and other organisations collecting in the same or related areas or subject fields. It will consult with these organisations where conflicts of interest may arise or to define areas of specialism, in order to avoid unnecessary duplication and waste of resources.
- 

- 7.2** Specific reference is made to the following museum(s)/organisation(s):

*Insert list of museum(s)/organisation(s).*

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- 7.3** *Insert any additional policy regarding potential joint acquisition agreements etc.*
- 

**8**

## **Archival holdings**

*(include where relevant)*

---

## Acquisition

**9.1** The policy for agreeing acquisitions is:

*Insert text to describe the museum's authorisation policy for agreeing acquisitions.*

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**9.2** The museum will not acquire any object or specimen unless it is satisfied that the object or specimen has not been acquired in, or exported from, its country of origin (or any intermediate country in which it may have been legally owned) in violation of that country's laws. (For the purposes of this paragraph 'country of origin' includes the United Kingdom).

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**9.3** In accordance with the provisions of the UNESCO 1970 Convention on the Means of Prohibiting and Preventing the Illicit Import, Export and Transfer of Ownership of Cultural Property, which the UK ratified with effect from November 1 2002, and the Dealing in Cultural Objects (Offences) Act 2003, the museum will reject any items that have been illicitly traded. The governing body will be guided by the national guidance on the responsible acquisition of cultural property issued by the Department for Culture, Media and Sport in 2005.

*Museums in Scotland should omit the wording 'and the Dealing in Cultural Objects (Offences) Act 2003'.*

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## Human remains

*The museum should use one or more of the following paragraphs:*

- 10.1** The museum does not hold or intend to acquire any human remains.

*OR*

*Museums in England, Wales and Northern Ireland should include one or both of the first two paragraphs.*

- 10.1** As the museum holds or intends to acquire human remains under 100 years old, it will obtain the necessary licence under the Human Tissue Act 2004 and any subordinate legislation from time to time in force.

- 
- 10.2** As the museum holds or intends to acquire human remains from any period, it will follow the procedures in the 'Guidance for the care of human remains in museums' issued by DCMS in 2005.
- 

*Museums in Scotland should include the following paragraph:*

- 10.1** As the museum holds or intends to acquire human remains from any period, it will follow the guidelines in the 'Guidance for the Care of Human Remains in Scottish Museums' issued by Museums Galleries Scotland in 2011.
- 

## Biological and geological material

*Please include either of the following paragraphs, as appropriate:*

- 11.1** The museum will not acquire any biological or geological material.

*OR*

- 11.1** So far as biological and geological material is concerned, the museum will not acquire by any direct or indirect means any specimen that has been collected, sold or otherwise transferred in contravention of any national or international wildlife protection or natural history conservation law or treaty of the United Kingdom or any other country, except with the express consent of an appropriate outside authority.



## Archaeological material

*Please include the following paragraphs, as appropriate:*

**12.1** The museum will not acquire any archaeological material.

*OR*

*For all museums collecting archaeological material:*

**12.1** The museum will not acquire archaeological material (including excavated ceramics) in any case where the governing body or responsible officer has any suspicion that the circumstances of their recovery involved a failure to follow the appropriate legal procedures.

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*For all archaeological material found in England, Wales and Northern Ireland:*

**12.2** In England, Wales and Northern Ireland the procedures include reporting finds to the landowner or occupier of the land and to the proper authorities in the case of possible treasure (i.e. the Coroner for Treasure) as set out in the Treasure Act 1996 (as amended by the Coroners & Justice Act 2009).

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*For all archaeological material found in Scotland:*

**12.2** In Scotland, under the laws of bona vacantia including Treasure Trove, the Crown has title to all ownerless objects including antiquities, although such material as human remains and environmental samples are not covered by the law of bona vacantia. Scottish material of chance finds and excavation assemblages are offered to museums through the treasure trove process and cannot therefore be legally acquired by means other than by allocation to *[museum name]* by the Crown. However where the Crown has chosen to forego its title to a portable antiquity or excavation assemblage, a Curator or other responsible person acting on behalf of the *[name of governing body]*, can establish that valid title to the item in question has been acquired by ensuring that a certificate of 'No Claim' has been issued on behalf of the Crown.

## Exceptions

**13.1** Any exceptions to the above clauses will only be because the museum is:

- acting as an externally approved repository of last resort for material of local (UK) origin
- acting with the permission of authorities with the requisite jurisdiction in the country of origin

In these cases the museum will be open and transparent in the way it makes decisions and will act only with the express consent of an appropriate outside authority. The museum will document when these exceptions occur.

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## Spoliation

*Government-funded national museums should include the following paragraph:*

**14.1** The museum will use 'Spoliation of Works of Art during the Holocaust and World War II period: Statement of Principles and Proposed Actions', issued by the National Museum Directors' Conference in 1998, and report on them in accordance with the guidelines.

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*All other museums should include the following paragraph:*

**14.1** The museum will use the statement of principles 'Spoliation of Works of Art during the Nazi, Holocaust and World War II period', issued for non-national museums in 1999 by the Museums and Galleries Commission.

## The Repatriation and Restitution of objects and human remains

*The following statements must also be included, if relevant to the museum:*

- 15.1** The museum's governing body, acting on the advice of the museum's professional staff, if any, may take a decision to return human remains (unless covered by the 'Guidance for the care of human remains in museums' issued by DCMS in 2005), objects or specimens to a country or people of origin. The museum will take such decisions on a case by case basis; within its legal position and taking into account all ethical implications and available guidance. This will mean that the procedures described in 16.1-5 will be followed but the remaining procedures are not appropriate.

*Museums in Scotland should replace the wording ("Guidance for the care of human remains in museums" issued by DCMS in 2005) with ("Guidance for the Care of Human Remains in Scottish Museums" issued by MGS in 2011).*

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*For all human remains in England, Wales and Northern Ireland:*

- 15.2** The disposal of human remains from museums in England, Northern Ireland and Wales will follow the procedures in the 'Guidance for the care of human remains in museums'.

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*For all human remains in Scotland:*

- 15.2** The disposal of human remains from museums in Scotland will follow the guidelines in the 'Guidance for the Care of Human Remains in Scottish Museums' issued by Museums Galleries Scotland in 2011.

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*Museums in Scotland holding collections including human remains donated under the Anatomy Act may also use this optional paragraph:*

- 15.3** The exception to this is that as, in accordance with the procedures of the Anatomy Act (1984) as amended by the Human Tissue (Scotland) Act (2006), the proper disposal of human remains in the Anatomy collection donated under the Anatomy Act is the legal duty of the Licensed Teacher of Anatomy. In exceptional circumstances the Licensed Teacher may be required to dispose of human remains and to have sole responsibility for the decision. The governing body will be informed of the decision and a clearly documented audit trail will be maintained.

## Disposal procedures

- 16.1** All disposals will be undertaken with reference to the Spectrum primary procedures on disposal.
- 
- 16.2** The governing body will confirm that it is legally free to dispose of an item. Agreements on disposal made with donors will also be taken into account.
- 
- 16.3** When disposal of a museum object is being considered, the museum will establish if it was acquired with the aid of an external funding organisation. In such cases, any conditions attached to the original grant will be followed. This may include repayment of the original grant and a proportion of the proceeds if the item is disposed of by sale.
- 
- 16.4** When disposal is motivated by curatorial reasons the procedures outlined below will be followed and the method of disposal may be by gift, sale, exchange or as a last resort – destruction.
- 
- 16.5** The decision to dispose of material from the collections will be taken by the governing body only after full consideration of the reasons for disposal. Other factors including public benefit, the implications for the museum's collections and collections held by museums and other organisations collecting the same material or in related fields will be considered. Expert advice will be obtained and the views of stakeholders such as donors, researchers, local and source communities and others served by the museum will also be sought.
- 
- 16.6** A decision to dispose of a specimen or object, whether by gift, exchange, sale or destruction (in the case of an item too badly damaged or deteriorated to be of any use for the purposes of the collections or for reasons of health and safety), will be the responsibility of the governing body of the museum acting on the advice of professional curatorial staff, if any, and not of the curator or manager of the collection acting alone.

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**16.7** Once a decision to dispose of material in the collection has been taken, priority will be given to retaining it within the public domain. It will therefore be offered in the first instance, by gift or sale, directly to other Accredited Museums likely to be interested in its acquisition.

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**16.8** If the material is not acquired by any Accredited museum to which it was offered as a gift or for sale, then the museum community at large will be advised of the intention to dispose of the material normally through a notice on the MA's Find an Object web listing service, an announcement in the Museums Association's Museums Journal or in other specialist publications and websites (if appropriate).

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**16.9** The announcement relating to gift or sale will indicate the number and nature of specimens or objects involved, and the basis on which the material will be transferred to another institution. Preference will be given to expressions of interest from other Accredited Museums. A period of at least two months will be allowed for an interest in acquiring the material to be expressed. At the end of this period, if no expressions of interest have been received, the museum may consider disposing of the material to other interested individuals and organisations giving priority to organisations in the public domain.

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**16.10** Any monies received by the museum governing body from the disposal of items will be applied solely and directly for the benefit of the collections. This normally means the purchase of further acquisitions. In exceptional cases, improvements relating to the care of collections in order to meet or exceed Accreditation requirements relating to the risk of damage to and deterioration of the collections may be justifiable. Any monies received in compensation for the damage, loss or destruction of items will be applied in the same way. Advice on those cases where the monies are intended to be used for the care of collections will be sought from the Arts Council England/Welsh Government / Museums Galleries Scotland/Northern Ireland Museums Council *(delete as appropriate)*.

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**16.11** The proceeds of a sale will be allocated so it can be demonstrated that they are spent in a manner compatible with the requirements of the Accreditation standard. Money must be restricted to the long-term sustainability, use and development of the collection.

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**16.12** Full records will be kept of all decisions on disposals and the items involved and proper arrangements made for the preservation and/or transfer, as appropriate, of the documentation relating to the items concerned, including photographic records where practicable in accordance with Spectrum procedure on deaccession and disposal.

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## Disposal by exchange

*Please include the following statement if appropriate:*

**16.13** The museum will not dispose of items by exchange.

*Remove references to exchange throughout policy*

*OR*

*Museums wishing to include the procedure for disposal by exchange should include the following paragraphs:*

**16.13** The nature of disposal by exchange means that the museum will not necessarily be in a position to exchange the material with another Accredited museum. The governing body will therefore ensure that issues relating to accountability and impartiality are carefully considered to avoid undue influence on its decision-making process.

**16.13.1** In cases where the governing body wishes for sound curatorial reasons to exchange material directly with Accredited or non-Accredited museums, with other organisations or with individuals, the procedures in paragraphs 16.1-5 will apply.

**16.13.2** If the exchange is proposed to be made with a specific Accredited museum, other Accredited museums which collect in the same or related areas will be directly notified of the proposal and their comments will be requested.

- 
- 16.13.3** If the exchange is proposed with a non-Accredited museum, with another type of organisation or with an individual, the museum will place a notice on the MA's Find an Object web listing service, or make an announcement in the Museums Association's Museums Journal or in other specialist publications and websites (if appropriate).
- 16.13.4** Both the notification and announcement must provide information on the number and nature of the specimens or objects involved both in the museum's collection and those intended to be acquired in exchange. A period of at least two months must be allowed for comments to be received. At the end of this period, the governing body must consider the comments before a final decision on the exchange is made.
- 

## Disposal by destruction

- 16.14** If it is not possible to dispose of an object through transfer or sale, the governing body may decide to destroy it.
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- 16.15** It is acceptable to destroy material of low intrinsic significance (duplicate mass-produced articles or common specimens which lack significant provenance) where no alternative method of disposal can be found.
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- 16.16** Destruction is also an acceptable method of disposal in cases where an object is in extremely poor condition, has high associated health and safety risks or is part of an approved destructive testing request identified in an organisation's research policy.
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- 16.17** Where necessary, specialist advice will be sought to establish the appropriate method of destruction. Health and safety risk assessments will be carried out by trained staff where required.
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- 16.18** The destruction of objects should be witnessed by an appropriate member of the museum workforce. In circumstances where this is not possible, eg the destruction of controlled substances, a police certificate should be obtained and kept in the relevant object history file.
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<b>Meeting(s):</b>	<b>Development Committee</b>	<b>29 November 2023</b>
<b>Report Title:</b>	<b>Development Committee Business Programme - 2023/24</b>	
<b>Reference Number:</b>	<b>DV-40-23-F</b>	
<b>Author / Job Title:</b>	<b>Neil Grant, Director of Development Services</b>	

## 1.0 Decisions / Action Required:

### 1.1 That the Development Committee:

1.1.1 CONSIDERS the business planned for Development Committee for the remainder of the financial year 2023/24; and

1.1.2 ADVISES the Director of Development Services of any changes required and new items to be included on the Business Programme.

## 2.0 High Level Summary:

2.1 The purpose of this report is to facilitate discussion of the Business Programme of the Committee for the financial year 1 April 2023 to 31 March 2024 including items where the date is still to be determined, Appendix 1.

2.2 The Business Programme is presented to Development Committee at least quarterly to ensure that it is kept up to date incorporating new items as work programmes across the Council are taken forward.

## 3.0 Corporate Priorities and Joint Working:

### 3.1 Our Ambition 2021-26, states:

*'We will work with our partners and our community to deliver our priorities through effective leadership, governance and democratic processes.'*

Maintaining a Business Programme for each Committee of the Council contributes to an effective governance framework for the Council.

## 4.0 Key Issues:

4.1 A range of business scheduled or to be scheduled over the coming year in consultation with the Committee.

4.2 Quarterly Performance Reports and Business Programme reporting will be brought to the Committee periodically so that the Committees oversight role can be effectively discharged. Suggested dates for these are proposed on Appendix 1.

4.3	Other reports that need Committee consideration, recommendation or decision will be scheduled as required in consultation with the Chair and input from Committee.
4.4	Members are also asked to consider any other particular items of business that should be added to the programme.
<b>5.0 Exempt and/or Confidential Information:</b>	
5.1	None.
<b>6.0 Implications :</b>	
<b>6.1 Service Users, Patients and Communities:</b>	<p>The Business Programme provides the community and other stakeholders with important information regarding the planned business for the coming year.</p> <p>The Business Programme complements the Council's Corporate and Directorate Plans and the Shetland Partnership Plan.</p>
<b>6.2 Human Resources and Organisational Development:</b>	None arising directly from this report. Any implications for staff arising from individual reports in the Business Programme will be addressed through the work on those reports.
<b>6.3 Equality, Diversity and Human Rights:</b>	None arising directly from this report. Any implications in this regard arising from individual reports in the Business Programme will be addressed through the work on those reports.
<b>6.4 Legal:</b>	The Business Programme supports the governance framework of the Council which is underpinned by statute.
<b>6.5 Finance:</b>	None arising directly from this report. Any financial implications arising from individual reports in the Business Programme will be addressed through the work on those reports.
<b>6.6 Assets and Property:</b>	None arising directly from this report. Any implications in this regard arising from individual reports in the Business Programme will be addressed through the work on those reports.
<b>6.7 ICT and New Technologies:</b>	None arising directly from this report. Any implications in this regard arising from individual reports in the Business Programme will be addressed through the work on those reports.
<b>6.8 Environmental:</b>	None arising directly from this report. Any implications in this regard arising from individual reports in the Business Programme will be addressed through the work on those reports.

<b>6.9 Risk Management:</b>	The risks associated with setting the Business Programme are around the challenges for officers meeting the timescales required, and any part of the business programme slipping and causing reputational damage to the Council. Equally, not applying the Business Programme would result in decision making being unplanned and haphazard; aligning the Council's Business Programmes with the objectives and actions contained in its corporate plans could mitigate against those risks.	
<b>6.10 Policy and Delegated Authority:</b>	<p>Maintaining a Business Programme ensures the effectiveness of the Council's Planning and Performance Management Framework.</p> <p>The Business Programme supports each Committee's role, as set out in paragraph 2.3 of the Council's Scheme of Administration and Delegations.</p>	
<b>Previously Considered by:</b>	N/A	

**Contact Details:**

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Date Cleared: 20 November 2023

**Appendices:**

Appendix 1 – Development Committee Business Programme 2023/24

**Background Documents:**

None





## DV-40-23 Appendix 1 – Development Committee Meeting Dates and Business Programme 2023/24

Date / Type of Meeting	Agenda Item	Referred/Delegated
<b>29 November 2023 Ordinary</b>	Development Directorate Performance Report Q2 2023/24 – Development	D
	Development Committee Business Programme	D
	Infrastructure Performance Report - Q2 2023/24 – Development Committee Remit	D
	Shetland Museum and Archives Collections Policy 2023-2028	R
	Economic Development – Financial Support Update	D
	Strategic Housing Investment Plan	D
<b>13 March 2024 Ordinary and Budget Setting</b>	Budget Proposals	R
	Development Directorate Performance Report Q3 2023/24 – Development	D
	Development Committee Business Programme	D
	Infrastructure Performance Report - Q3 2023/24 – Development Committee Remit	D

### Development Reports for Development Committee still to be Scheduled

- Budget Reviews
- Shetland Food and Drink 2023 – 2027 (Target – 13 March 2024)
- Review of Aquaculture Supplementary Guidance – Evidence Gathering Consultation (Target – 13 March 2024)
- Shetland Telecom Project Business Case
- Tall Ships Evaluation (Target – 13 March 2024)

### Development Reports going to Other Committees

- Shetland Partnership Delivery Plan 2023-28 (P&R 4 Dec 2023)
- Shetland's Islands With Small Populations Locality Plan (P&R 4 Dec 2023)
- Equity Investment (Sp SIC – 21 November 2023)
- Coastal Communities Fund (SIC 13 December)
- Inter-Island Transport Connectivity Procurement (SIC 13 December 2023)
- Knab site redevelopment (SIC, TBC)

### Transport Planning Reports Going to Other Committees

- Management Accounts 2023/24 – Projected Outturn at Quarter 2 (Sp ZetTrans – 23 November 2023)
- Annual Report 2022-23 (Sp ZetTrans – 23 November 2023)
- Active Travel Proposed Changes to Capital and Revenue Spend (Sp ZetTrans – 23 November 2023)
- Fair-isle Ferry Project Updates and Decisions (TBA)

**End.**