

<b>Committee</b>	Finance and General Purposes
<b>Subject</b>	Outline Business Case for Shetland Campus redevelopment bid to Islands Deal
<b>Action requested</b>	<input type="checkbox"/> For information only <input checked="" type="checkbox"/> For discussion <input type="checkbox"/> For recommendation <input checked="" type="checkbox"/> For endorsement <input type="checkbox"/> For approval
<b>Brief summary of the paper</b>	A draft of the outline business case (SHET - OBC - draft v3 24_09_21) is provided for committee review and feedback. Three areas are particularly invited for comment: a) Benefit targets; b) Qualitative impact scores and c) Project management arrangements.
<b>Resource implications</b> (If yes, please provide details)	Yes Further development of the bid is required with input from staff and students
<b>Risk implications</b> (If yes, please provide details)	Yes If bid is unsuccessful or poorly developed the campus redevelopment aspirations will not be met
<b>Date paper prepared</b>	24/09/2021
<b>Date of committee meeting</b>	06/10/2021
<b>Author</b>	Jane Lewis

<p><b>Link with strategy</b></p> <p>Please highlight how the paper links to the Strategic Plan, or assist with:</p> <ul style="list-style-type: none"> <li>• Compliance</li> <li>• National Student Survey</li> <li>• partnership services</li> <li>• risk management</li> <li>• other activity [e.g. new opportunity] – please provide further information.</li> </ul>	<p>The plan outlined will support delivery of all elements of the Shetland UHI strategy.</p>
<p><b><u>Equality and diversity</u></b></p> <p>Does this activity/proposal require an Equality Impact Assessment?</p>	<p>Yes</p> <p>If yes, please give details:</p> <p>Within the case</p>
<p><b><u>Data Protection</u></b></p> <p>Does this activity/proposal require a Data Protection Impact Assessment?</p>	<p>No</p> <p>If yes, please give details:</p> <p>Click or tap here to enter text.</p>
<p><b>Island communities</b></p> <p>Does this activity/proposal have an effect on an island community which is significantly different from its effect on other communities (including other island communities)?</p>	<p>No</p> <p>If yes, please give details:</p> <p>Click or tap here to enter text.</p>
<p><b>Status</b> (e.g. confidential, non-confidential)</p>	<p>Non-confidential</p>

<p><b>Freedom of information</b></p> <p>Can this paper be included in “open” business?*</p>	Open business
<p><b>Consultation</b></p> <p>How has consultation with partners been carried out?</p>	Case was developed with input from staff and students

\* If a paper should **not** be included within ‘open’ business, please highlight below the reason.

Its disclosure would substantially prejudice a programme of research	<input type="checkbox"/>	Its disclosure would substantially prejudice the effective conduct of public affairs	<input type="checkbox"/>
Its disclosure would substantially prejudice the commercial interests of any person or organisation	<input type="checkbox"/>	Its disclosure would constitute a breach of confidence actionable in court	<input type="checkbox"/>
Its disclosure would constitute a breach of the Data Protection Act	<input type="checkbox"/>	Other [please give further details] Click or tap here to enter text.	<input type="checkbox"/>

For how long must the paper be withheld? Click or tap here to enter text.

## Context

The Shetland Campus redevelopment Strategic Outline Case (SOC, reported to the Board TB2020-18) was submitted, reviewed and accepted as part of the Heads of Terms for the Islands deal signed earlier this year. We have continued to engage with both SIC activities and UHI activities and direct meetings with particular projects to develop our contribution to Islands Deal activities. Shetland UHI and the wider partnership have direct engagement or leadership of a number of Islands Deal projects as indicated below.

Islands Deal projects with direct UHI and Shetland UHI involvement and leadership:

- Shetland Campus Redevelopment
- TalEntEd Islands (pan islands skills and talent attraction project)
- Shell-volution (Shetland based aquaculture innovation project)
- Creative Islands Wellbeing (pan islands creative project)

Islands Deal projects where we will indirectly contribute:

- Knab regeneration (student accommodation, and creative space)
- Islands Centre for Net Zero (Transition lab)
- Shetland Clean Energy (skills)
- Shetland Space innovation campus (skills)
- Dales Voe (Orion) (skills)

Following the review of the SOC we were given general feedback which we are required to address in the development of the full business case. We are now embarked on developing our Outline Business Case (OBC) which is presented here in draft (SHET - OBC - draft v3 24\_09\_21).

**The committee is invited to review and feedback on the draft. In particular three areas are highlighted for particular consideration:**

- a) The Summary of benefits targets (p 14, Table 3)**  
*Are these realistic, sufficiently challenging, anything missing?*
- b) The Qualitative benefit importance scoring (p 56, Table 24)**  
*Does the scoring meet with your expectations – it is qualitative do you think it is pitched correctly?*
- c) Section 7.2 (begins p.68) and Section 7.3 (begins p.72) on Programme and Project management arrangements**  
*Do the management arrangement look sufficiently robust? Are F&GP content to receive reports in line with those going to the UHI Programme Board?*

## Next steps

Work on design needs to be commissioned and a brief is being drafted for that. This will provide costings for the elements presented here. We suspect that following this phase other funding will need to be sought for some elements of delivery.

The draft OBC is getting internal feedback with an aim of submission to SG at the end of October.