



Mussel farming - Shetland



Wind turbines - Orkney



Calanais Stones - Outer Hebrides

OUR ISLANDS OUR DEAL

Islands Deal Agreed Programme

Our Islands Deal Vision

To harness the unique assets of Orkney, the Outer Hebrides and Shetland to create world class, innovative and globally focused industries that will help address the Islands' severe demographic challenges and strengthen the distinct and important contribution our Islands make to the economic vitality and international reputation of Scotland and the United Kingdom.

Our Islands, Our Deal

Our Islands, Our Deal was a collaborative campaign by the Outer Hebrides, the Orkney Islands and the Shetland Islands to achieve an impactful growth deal from our governments in London and in Edinburgh that would capitalise on our Islands' unique assets, help address our Island challenges and allow us to make a real contribution to our communities, to Scotland and to the UK.

The three islands were delighted to sign the Heads of Terms for the Islands Deal with the UK and Scottish Governments on the 17th March 2021 which committed both Governments to invest a total of £100m across eighteen projects, split equally between each Island group. Taking account of the additional project partners investment, the Islands Deal is forecast to be worth a total of £335m over ten years and represents the highest per-capita investment of any of the Scottish growth deals. This is a recognition of both the unique geographic status of our islands and the strength of the assets and opportunities we offer.



Stornoway Port - Outer Hebrides. Photo: Stornoway Port Authority

Heads of Terms signing Council Leaders statements 17 March 2021

Cllr Roddie Mackay,
Leader of Comhairle nan Eilean Siar:

"We are delighted to have reached this stage in the process, and to have secured this level of investment through the deal, which represents the highest per capita investment of any of the Scottish Growth Deals.

Both UK and Scottish Government have recognised the significant assets and growth potential our islands have in areas such as renewable energy resource, food and drink, and tourism.

Their commitment to invest in the Islands Deal projects will strengthen the contribution our islands make to the national economy, and help address the challenges our island communities face, particularly as we now emerge from COVID-19."

Cllr James Stockan,
Leader of Orkney Islands Council:

"The signing of this deal seals a significant opportunity for our three island areas to further showcase our promise, our worth and our uniqueness - not just within the United Kingdom, but to the rest of the world.

The investment through this enhanced deal opens up a range of opportunities for growth that otherwise would not have been possible, of vital importance given these ongoing challenging times.

The Deal today will help us harness our potential moving forward, not just as a single island authority, but also unlocking even further gains to be had by working collaboratively with fellow island communities and further afield."

Cllr Steven Coutts,
Leader of Shetland Islands Council:

"Our ambitious deal proposals will provide significant economic growth in our islands.

We can be confident that this investment in key projects will deliver lasting benefit for our island communities, Scotland and the UK.

The signing of the Heads of Terms today signals the collective commitment to see our islands as the attractive place to live, work, study and invest we know them to be."

Next steps

The Heads of Terms document signed on 17 March outlines the eighteen projects across the three Island groups that make up our highly ambitious ten year Islands Deal programme.

These projects retain a clear focus on our islands' strategic priorities and capitalise on our islands' unique assets and opportunities. The programme is designed to put the islands at the forefront of the transition to net zero, to strengthen key existing industry sectors and to develop new industries of the future. The projects within the Deal will:

- Demonstrate how to achieve Government net zero carbon targets and be the first parts of the country to do this.
- Create internationally significant new port infrastructure that will play an important role in supporting Scotland and the UK to achieve net zero targets.
- Strengthen the islands' place as unique 'living laboratories' for global innovation in low carbon technologies, wellbeing research and sustainable food production in partnership with their leading universities and research institutes.
- Showcase the islands' outstanding natural environment, heritage, culture and creativity to the world.
- Create over 1,300 sustainable jobs across the three Island groups.
- Create the foundation for an innovation-focused recovery from the COVID-19 pandemic and support inclusive growth across all the Island communities.



We are currently preparing the outline business cases for each of the projects in consultation with both Governments and will then agree an implementation timeline for the 18 projects over the ten-year delivery period.

Our aim is to achieve Full Deal sign-off with both Governments in the first half of 2022, so that we can start to implement the programme's first phase of projects during the financial year 2022/23.

Our themes



Theme 1: Leading the way to a Low Carbon Future

Ambition: Our Islands are the first parts of the UK to reach the Governments' net zero carbon emission goal. We are recognised global leaders in the development and adoption of the technologies and processes associated with this transition and we have a thriving low carbon business and research cluster selling products, services and expertise around the world.



Theme 2: Supporting Growth and Future Industries

Ambition: Our Islands provide a collaborative environment that supports creativity, innovation, growth and productivity improvement within key Island industry sectors and we are fully exploiting our unique assets to create new, high growth sustainable industries of the future.



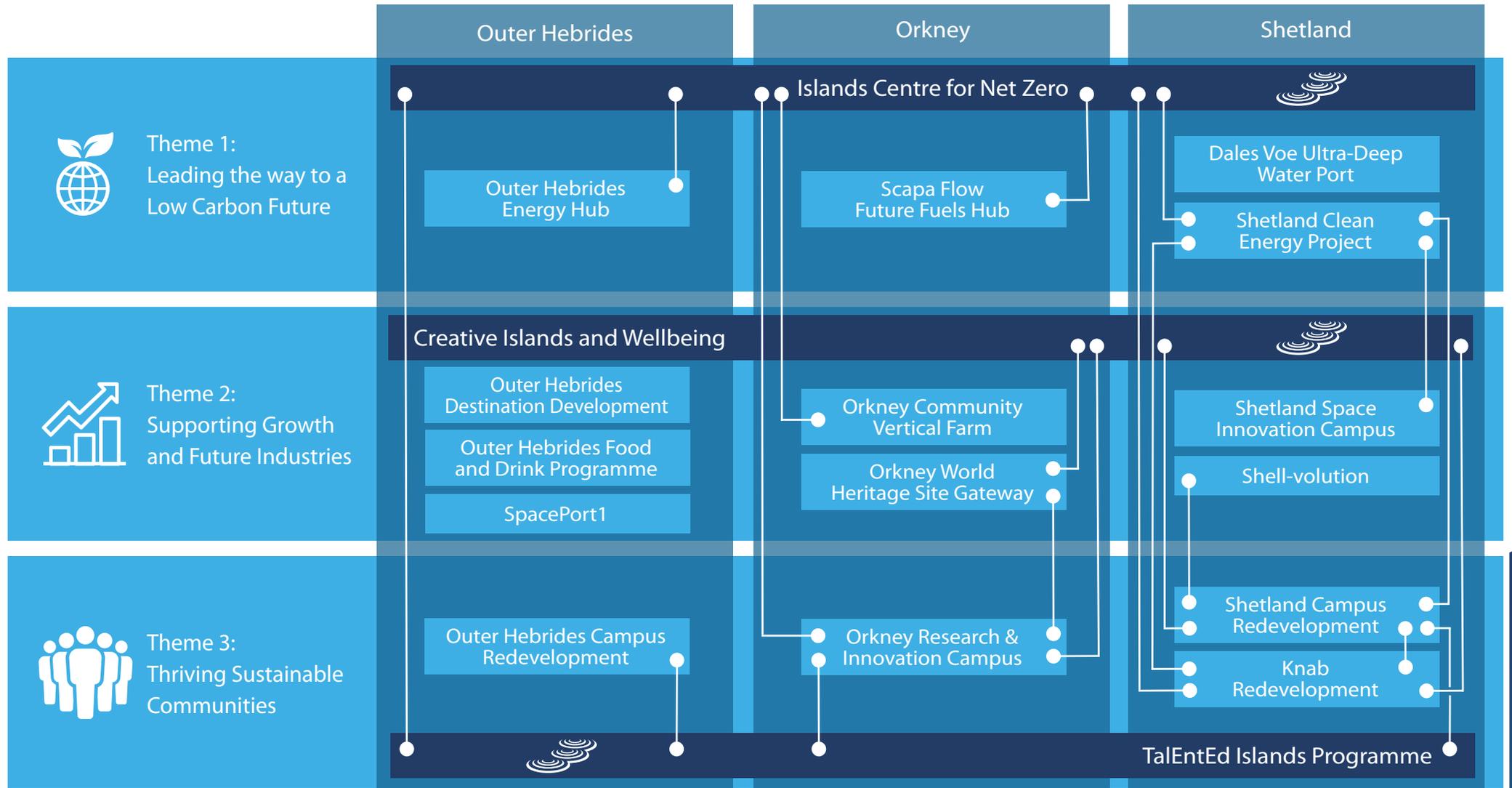
Theme 3: Thriving Sustainable Communities

Ambition: Our Islands are recognised for the high quality of life available to all in our communities, as attractive and affordable places for young people and families to live and realise their ambitions, and where you can live healthily and happily into old age. As a result, we have decisively shifted the dial on our long-term demographic trends.



Our projects

Our Islands Deal programme achieves an equal split of the Government's investment across the three Island groups and has a mix of single island and joint- island projects. The programme also retains strong mutually supportive links between a number of the projects, which will help leverage additional value from the individual project investments, as illustrated in the diagram below:



Joint-island investments



As highlighted earlier in this document, the Outer Hebrides, the Orkney Islands and the Shetland Islands share significant opportunities and challenges. In many instances, working together will allow us to combine resources, strengthen local capacity and capabilities, and draw in the best available subject matter expertise.

Our Islands Deal programme therefore includes three joint-island innovation focussed proposals in the areas of low carbon technologies; creative industries and wellbeing; and skills and talent attraction. These will deliver activity in all three Island groups and deliver benefits across all communities.

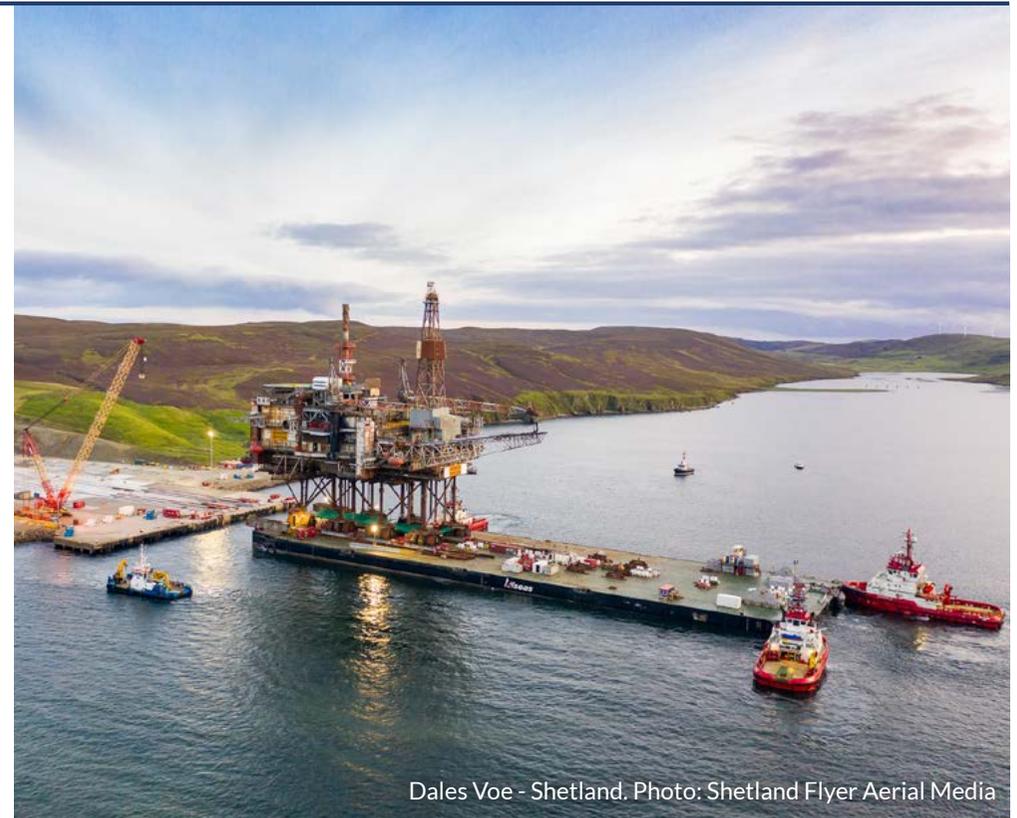
Each Island group has responsibility for the coordination of one of these joint programmes, which will create strong island-based partnerships between business, academia and research organisations, public agencies and local communities.

Single-island investments



For all that we share, our Islands retain their uniqueness and our programme contains a majority of projects which are island-specific and focus on local opportunities and priorities. While the project investment will be delivered locally, many of these single-island projects will deliver outcomes of benefit for all our Islands and we will seek to maximise this shared value over the period of the deal.

Both our joint and island-specific investments will be underpinned by the joint TalEntEd Programme, which aims to ensure that they have access to the necessary workforce and skills for successful delivery.





Theme 1: Leading the way to a Low Carbon Future

The ambition of the islands is to be the first parts of the UK to reach the Governments' net zero carbon emission goals, to be recognised global leaders in the development and adoption of the technologies and processes associated with this transition and to have a thriving low carbon business and research cluster selling products, services, and expertise around the world.

All three islands have already demonstrated ground-breaking low carbon innovation and are leaders in community ownership of renewable energy assets. Orkney has developed an international reputation as a centre for zero-carbon energy innovation supported by the European Marine Energy Centre in Stromness and a strong cluster of local business expertise. Orkney and Shetland also have substantial locally based oil and gas related companies with expert local workforces drawn from all three island groups with transferable skills able to support an expanding renewable energy-based economy. Realising their plans as set out in the Islands Growth Deal will mean that all three islands will advance their capacity to provide a substantial part of Scotland's and the UK's future energy requirements.

The Islands Growth Deal will build on this strong foundation and deliver a programme of investment across five projects designed to accelerate the islands' transition to net zero. These projects will be supported with investment of up to £27 million from the UK Government and up to £16 million from the Scottish Government, and a further £149 million from the relevant project partners.



Islands Centre for Net Zero (Orkney led joint-island project)

Central to this theme is the creation of a joint Islands Centre for Net Zero project, supporting the energy transition for all three island groups. The Islands Centre for Net Zero project will address the need for fundamental change in how we approach energy transition. While other centres around the world are working on clean energy technologies, the Islands Centre for Net Zero will work from the ground up with local communities and businesses, empowering the islands to navigate pathways to decarbonisation which will deliver:

- Ten percent average reduction per year in carbon emissions for all three island groups over the next ten years.
- Sustainable “green” jobs within the islands for 300 people.
- Eight times the impact from the Islands Growth Deal investment over the longer term through match funding and generation of new revenue streams.
- Significant added value to other low carbon future projects and other Deal strands, ensuring decarbonisation impact across the whole programme.

The Islands Centre for Net Zero project will be supported with joint investment of up to £16.5 million from the UK Government and Scottish Government (UKG £16 million/SG £0.5 million).

Shetland Clean Energy Project

The Shetland Clean Energy project sets out Shetland's particular ambitions for transforming energy use and calculates that the production of green hydrogen is the preferred way forward to achieve net zero targets. Shetland lies in the windiest marine region in the UK and using its wind resource for green hydrogen production will provide the clean fuel needed, reduce carbon significantly and provide opportunities for business development and skilled islands-based employment.

The Shetland Clean Energy project will be supported with investment of up to £5 million as part of the funding for the Islands Centre for Net Zero project.

Scapa Flow Future Fuels Hub (Orkney)

Clean fuels for shipping will be a critical requirement to achieving the UK and Scottish Governments' net zero targets by 2050 and 2045 respectively. In the short term, cleaner fuels are needed to enable shipping to meet emissions regulations set by the International Maritime Organisation (IMO). The Scapa Flow Future Fuels Hub project facilitates both of these objectives as well as diversifying and strengthening the local economy and the future of Orkney Harbours.

This project will harness investment to consolidate Scapa Flow, Europe's largest natural deep water harbour, as the UK's optimal location and gateway for energy transition and decarbonisation: a centre for international ship-to-ship transfer operations; provision of deep water marine support services for offshore wind farms; the UK hub for storage, supply and bunkering of low and zero carbon fuels; the UK's marine



Scapa Flow – Orkney

gateway to the Arctic; and the diversification of Flotta Oil Terminal from high carbon fuel reliance to a world-class centre of excellence for the research and development of low and zero carbon fuel technologies.

The Scapa Flow Future Fuels Hub project will be supported with investment of up to £6.5 million from the Scottish Government.



Outer Hebrides Energy Hub

The Outer Hebrides has one of the strongest and most consistent wind regimes in Europe with real potential to contribute to UK decarbonisation targets. The Outer Hebrides Energy Hub builds on this formidable resource by establishing the initial infrastructure necessary to support the production of Green Hydrogen from renewable energy (Onshore and Offshore Wind).

The Energy Hub will be based around Stornoway Port Authority's new £50 million Deep Water Terminal and will, in the first instance, supply Green Hydrogen for a 100% conversion of SGN's 1,400 consumer Stornoway Town Centre Gas Network from propane to hydrogen. This Pathfinder project will be developed to be replicable in Hydrogen demand centres across the UK. Hydrogen production at the Energy Hub will be scalable to allow export of hydrogen by sea to identified European markets through conversion to containerised ammonia or methanol or by direct pipeline to demand centres on the west coast Scottish mainland. The Energy Hub will also enable the partial decarbonisation of island liquid fuel storage and its relocation from Stornoway town centre to the Energy Hub.

The Outer Hebrides Energy Hub project will be supported with investment of up to £11 million from the UK Government.

Dales Voe Ultra-Deep Water Port (Shetland)

As the world transitions away from a fossil fuel-based economy, redundant oil and gas platforms will require to be safely and sustainably decommissioned over an extended period. Shetland has been welcoming decommissioning projects since the early 2000's and has a strong reputation in the sector. However, the current water depths at Dales Voe, and all other UK ports is restricting the UK's capability to compete for the larger platforms due to be decommissioned. An ultra-deep water port will increase the opportunity to secure more of the growing decommissioning sector and the developing offshore renewable sector, providing the UK with a capability to match that found overseas.

Dales Voe has been identified as the optimal location in the UK for an ultra-deep water decommissioning facility due to its sheltered approach, naturally deep-water channels and its close geographical proximity to both the existing oil and gas infrastructure and the locations that will be used for future offshore wind and low carbon energy sector. The Dales Voe Ultra-Deep Water Port Project aims to create the required new facility with a minimum depth of 24 metres.

The Dales Voe Ultra-Deep Water Port project will be supported with investment of up to £9 million from the Scottish Government.



Theme 2: Supporting Growth and Future Industries

The islands' ambition is to provide a collaborative environment that supports creativity, innovation, growth and productivity improvement within key island industry sectors and to fully exploit the islands' unique assets to create new, high growth sustainable industries of the future.

To support this ambition the Islands Growth Deal will build on this strong foundation and deliver a programme of investment across six projects designed to accelerate growth and innovation. These projects are supported with investment of up to £17 million from the Scottish Government and up to £13.5 million from the UK Government, and a further £39 million from the relevant project partners.



Creative Islands Wellbeing (Outer Hebrides led joint-island project)

The Creative Islands Wellbeing project aims to establish new island networks of creative practice hubs and wellbeing innovation. This joint island project will work across the three island archipelagos, strengthening the islands' reputation as creative centres of excellence and increasing the sector's economic and social impact. Deal investment will be used to support the development and enhancement of creative infrastructure in Orkney, Shetland and the Outer Hebrides to provide the space required for creative practitioners in the islands. Investment will also focus on research into the links between creativity and wellbeing, support cultural and creative practice development, and international collaboration and knowledge exchange.

The Creative Islands Wellbeing Programme also represents a partnership between the islands' creative sector and NHS Orkney, NHS Shetland



and the NHS Western Isles, with a proposal for an 'Islands Centre for Creative Ageing' offering an exemplar for researching, piloting and implementing new approaches to healthy ageing that will have resonance and application elsewhere in Scotland and the UK.

The Creative Islands Wellbeing project will be supported with joint investment of up to £6.1 million from the Scottish Government and UK Government (SG £3.5 million/UKG £2.6 million).



Outer Hebrides Destination Development

In the Outer Hebrides tourism accounts for around 10% of the local economy and helps to sustain many rural businesses and communities across the islands. Income from the sector has grown from £53 million in 2014 to £65 million in 2017 and was on track to reach £74 million by 2020 prior to the onset of COVID-19. Continued investment in the tourism infrastructure of the islands, providing a variety of rich and memorable experiences, will be vital to maintain and grow the value of the tourism economy.

The Outer Hebrides Destination Development project will explore a suite of projects that will build on different strengths of the Outer Hebrides' rich environment and cultural heritage. For example, focusing on key aspects of island heritage such as St Kilda, the world renowned Callanish standing stones and experiences based on the history of the islanders.

The selected projects are geographically distributed, creating employment opportunities in remote communities and ensuring the benefits of the Outer Hebrides Destination Development investment are shared across the islands.

The Outer Hebrides Destination Development project will be supported with joint investment of up to £8 million from the Scottish Government and UK Government (SG £4 million/UKG £4 million).



Orkney World Heritage Site Gateway

Orkney's tourism economy is founded on the remarkable history and landscape of the islands. At the core of the offer is the Heart of Neolithic

Orkney World Heritage Site, a globally important and utterly remarkable collection of ancient monuments and settlements, including the world-famous settlement of Skara Brae and the outstanding Ring of Brodgar, Stones of Stenness and Maeshowe chambered tomb. It is acknowledged that the current visitor experience and offer does not truly engage visitors and fails to make the most of the sites for the tourism industry in Orkney. The Orkney World Heritage Site Gateway project will create a world-leading sustainable tourism offer and transform the visitor experience by:

- Creating a new world class visitor management and experience for the Ring of Brodgar, Stones of Stenness and Maeshowe cluster focused on managing people and vehicle movements, the exploration of place and deepening engagement with the monuments, the landscape and their trove of stories.
- Delivering island-wide digital visitor information and management applications to disperse tourists across the island groups to spread economic opportunity and manage peak season overcrowding. This will improve the visitor experience and crucially, safeguard and improve the quality of islanders' lives and the sensitive natural and cultural heritage of the islands.
- Revitalising the facilities at Skara Brae to complement the Ring of Brodgar, Stones of Stenness and Maeshowe.

The Orkney World Heritage Site Gateway project will be supported with joint investment of up to £6.5 million from the Scottish Government and UK Government (SG £5.5 million/UKG £1 million).



Orkney Community Vertical Farm

The Orkney Community Vertical Farm project is focused on agricultural innovation, creating an islands' vertical farm with associated research and development laboratories and business incubation facilities based at the University of the Highlands and Islands Agronomy Institute in Orkney. The project draws on the world-leading technological expertise from Intelligent Growth Solutions and world-class research from the James Hutton Institute, leveraging the funding they have achieved from the Tay Cities Deal and, in so doing, seeking to ensure a multiplier effect for the investment in both deals.

The Orkney Community Vertical Farm project will be supported with joint investment of up to £2 million from the Scottish Government and UK Government (UKG £1.5 million/SG £0.5 million).



Shell-volution (Shetland)

The Shell-volution project has been designed as a new and innovative means of enabling expansion in the low carbon and sustainable mussel farming sector in Shetland, and more widely in Scotland. Through a phased programme of research and development, focusing on better ways to farm within the marine environment, small businesses in the sector will be able to share in an anticipated growth in output to 18,000 tonnes by 2037.

Productivity and resilience of existing farm sites would increase, and new locations will be developed. Employment that is supported by the sector is also anticipated to broadly double. Consumer markets are considered to have capacity to absorb this gradual increase in production; and mussel

processors in Scotland will also benefit from the sustainable growth in farmed production.

The Shell-volution project will be supported with investment of up to £4.4 million from the UK Government.



Outer Hebrides Food and Drink Programme

The Outer Hebrides has a reputation for providing high quality produce from the primary industries sectors but output and employment from the traditional fishing and farming activities has decreased markedly over time. Recognising the challenges industry, community and public sector partners have collaborated to identify priorities for the sector linked to product diversification, value added and an increased focus on local growing and local markets, supporting these industries adapt to the post-Brexit/ COVID-19 world, and to respond to the longer-term impact of climate change.

The Outer Hebrides Food and Drink Programme will support specific capital investments agreed as priorities with community landowners, aquaculture and fishing industry representatives:

- Local food hub at Grogarry.
- Ice plant, chill facilities and other improvements at pier head to facilitate local supply.
- Community food hub / food growing projects.

The Outer Hebrides Food and Drink Programme will be supported with investment of up to £1.5 million from the Scottish Government.



Spaceport 1 (Outer Hebrides)

The Outer Hebrides Spaceport 1 project is led by a public/private sector consortium which seeks to provide affordable, reliable and safe access to polar and sun-synchronous orbits through commercial vertical launch services situated at Scolpaig, North Uist. Capitalising on the site's prime geographical positioning and the experience, capabilities and infrastructure of the nearby Hebrides Range, Spaceport 1's launch offering will complement the existing launch ecosystem and support the shared ambitions of both the Scottish and UK Governments to be at the forefront of the emerging global commercial space market. Islands Growth Deal investment is expected to support the delivery of sub-orbital activity.

This project alongside the Shetland Space Innovation Campus project within the Growth Deal will support the shared ambition to become a leading space nation through the provision of a complementary offering across Scotland's aspiring launch projects as well as supporting the creation of flourishing space ecosystems in and around launch sites that will benefit local communities and the islands region through high skilled jobs and associated economic and societal opportunities.

Spaceport 1 will be supported with investment of up to £1 million from the Scottish Government.



Shetland Space Innovation Campus

The Shetland Space Innovation Campus project will build upon the exciting developing space offering across Shetland through the Shetland Space Centre that will host the UK Space Agency's Pathfinder Launch with Lockheed Martin in line with the shared ambitions of both the Scottish and UK Governments. The project will be established at the Ordale Airfield, in Unst, and provide a dedicated commercial development ready campus to accommodate domestic and international companies seeking to undertake associated launch activity as well as support the provision of high quality academic research, innovation and STEM activities that will support a growing space ecosystem on the Island.

This project strongly enhances the overarching space proposition for Shetland and provides a key base to support inward investment opportunities as part of the Shetland Island Council's proactive and outward facing Economic Development Strategy.

This project alongside the Spaceport 1 project within the Growth Deal will support the shared ambition to become a leading space nation through the provision of a complementary offering across Scotland's aspiring launch projects as well as supporting the creation of flourishing space ecosystems in and around launch sites that will benefit local communities and the islands region through high skilled jobs and associated economic and societal opportunities.

The Shetland Space Innovation Campus will be supported with investment of up to £1 million from the Scottish Government.



Theme 3: Thriving Sustainable Communities

The islands' ambition is to be recognised for the high quality of life available to all in our communities, offering attractive and affordable places for young people and families to live and realise their ambitions, and where you can live healthily and happily into old age. As a result, there has been a decisive shift towards long-term demographic sustainability.

To support this ambition the Islands Growth Deal will invest in projects that will strengthen academic and research facilities in all three islands, support skills development and entrepreneurship and deliver a major place-making project in Lerwick, Shetland. These five projects are supported with investment of up to £17 million from the Scottish Government and up to £9.5 million from the UK Government, and up to a further £47 million from the relevant project partners.



TalEntEd Islands (Shetland led joint-island project)

The TalEntEd Islands Programme will focus on fast-tracking the decarbonisation of the islands by creating opportunities for education, skills, entre and intrapreneurship and commercialisation supporting the increase in sustainable 'green' jobs across all three island groups. The financial investment through the Islands Growth Deal will stimulate activity that will enable further investment and alignment of future resources. Most importantly, it will cement a partnership to better serve the islands.

The TalEntEd Islands Programme will help the universities and academic partners on the islands develop new approaches that will be built into long-term provision and aligned to need, while attracting people to stay

and come to the islands, responding to the demographic challenges and outmigration of young people, and therefore contributing to their longer-term sustainability.

Led by the University of the Highlands and Islands, working with its academic partners and other universities (namely Robert Gordon University and Heriot-Watt University), the TalEntEd Islands Programme will be aligned to the UHI Islands' Strategy and Islands' Forum. Working closely with the Islands' Centre for Net Zero, and other joint and specific Islands Growth Deal projects, it will build the skills and talent pipeline needed, working with national and regional organisations, and paying specific attention to the inequalities arising as a result of COVID-19.

The TalEntEd Programme will be supported with joint investment of up to £5.9 million from the Scottish Government and UK Government (SG £4.4 million/UKG £1.5 million).



Orkney Research and Innovation Campus 2

The Orkney Research and Innovation Campus 2 (ORIC 2) project will contribute to the success of the Islands Growth Deal by creating a physical hub which will host and facilitate key initiatives related to the 'Leading the way to a low carbon future' theme while also providing the necessary space for the continued growth and expansion of the existing Orkney Research and Innovation Campus (ORIC) as a base for academic collaboration.

The ORIC2 project will be supported with investment of up to £8 million from the UK Government.



Orkney Research & Innovation Campus - Orkney



Shetland Campus Redevelopment

The Shetland Campus Redevelopment project will make more learning opportunities available to more people in Shetland, as well as the other island groups and the wider University of the Highlands and Islands area and help meet the training and skills development needs of current and emerging local businesses (such as renewables, decommissioning and satellite launching). This will contribute to economic development and inclusive growth in the islands, attracting and retaining young people and new learners to the isles, as well as supporting the zero-carbon economy.

The Shetland Campus Redevelopment project will be supported with investment of up to £2 million from the Scottish Government.



Outer Hebrides Campus Redevelopment

The Outer Hebrides Campus Redevelopment project will transform the FE and HE curriculum and training offer for the people of the Outer Hebrides. This investment will enhance and expand the existing facilities and learning technologies at Lews Castle College campuses across the Outer Hebrides (as part of the University of the Highlands and Islands), to create a dynamic learning offer and environment focussed on attracting and retaining a young population to/on the islands, attracting learners into the islands, widening access to its provision, and providing a much-needed skilled workforce for existing and expanding businesses, innovation and research centres.

The Outer Hebrides Campus Redevelopment project will be supported with investment of up to £1.5 million from the Scottish Government.

Knab Redevelopment (Shetland)

The Shetland Knab Redevelopment project aims to go beyond creating a simple housing project with ancillary services, by delivering a mixed-use site that embeds living and ageing well, creative innovation, wellbeing and a dynamic use of public space alongside future fit housing that enables a flexible approach to work and life. The development will enhance the existing offer of Lerwick and will provide additional facilities that will support the ambition of Shetland into the future.

The development will not only enhance the life of the future residents of the site, but also those who interact with the space both as residents and visitors. It will set an ambitious standard for how Shetland and its



communities will develop over the coming decades; ensuring 'People' and 'Place' are at the forefront of all that Shetland builds for its future.

The Knab Redevelopment project will be supported with investment of up to £9.1 million from the Scottish Government.

Our partners

The Islands Deal proposals have been created by a diverse group of highly committed partners from our Island business sectors, public agencies and academic and research institutions working in partnership with a range of major Scottish and UK universities, businesses and national agencies.



COMHAIRLE NAN EILEAN SIAR



Our ambassadors

Dr Gillian Murray - Deputy Principal (Enterprise and Business)
Heriot-Watt University

Ian McCulloch - Board of Stornoway Port Authority and University of the Highlands and Islands Lews Castle

Capt. Calum Grains - Chief Executive
Lerwick Port Authority

Neil Kermodie - Managing Director
The European Marine Energy Centre

Lorna Macaulay - CEO
Harris Tweed Authority

Heather Jones - CEO
Scottish Aquaculture Innovation Centre

