

[REDACTED]

---

**From:** [REDACTED]  
**Sent:** 12 May 2017 14:15  
**To:** [REDACTED] heather [REDACTED]; Chief Planner;  
Palmer MR (Mike)  
**Subject:** FW: Aquaculture ILG - Innovation Sites

Heather

I refer to your invitation below.

I would be happy to attend the initial meeting of the sub group.

[REDACTED] | Senior Policy Manager, PAD | Scottish Government  
2 H South, Victoria Quay | Edinburgh | EH6 6QQ  
[REDACTED]  
[REDACTED]

-----Original Message-----

**From:** Heather Jones [mailto:[REDACTED]]  
**Sent:** 08 May 2017 18:02  
**To:** Alban Denton ([REDACTED]); Charlie Bullock ([REDACTED]), Charlotte Wright; David Morrice ([REDACTED]); Cabinet Secretary for the Rural Economy and Connectivity; Director of Marine Scotland Mailbox; Ian Jardine ([REDACTED]); James Withers ([REDACTED]); Jim Gallagher ([REDACTED]); Chief Planner; Michael Tait ([REDACTED]); Palmer MR (Mike); Scott Landsburgh ([REDACTED]); Stewart Graham ([REDACTED]); Stewart Hawthorn ([REDACTED]); Terry A'Hearn ([REDACTED]); Palmer MR (Mike)  
**Cc:** Iain Sutherland; Heather Jones  
**Subject:** Aquaculture ILG - Innovation Sites

Dear All

Following today's Aquaculture Industry Leadership Group, I was asked to convene some further work to develop collective thinking around exploring and exploiting innovation sites to support the achievement of the Vision 2030 growth ambitions.

Please reply to this email by noon on Friday 12 May letting me know whether you wish to:

- (a) participate in the sub-group in person
- (b) participate in the sub-group in correspondence

I will then arrange a doodle poll to fix a date for a first meeting.

Best wishes and kind regards,

Heather Jones  
Chief Executive Officer  
[REDACTED] (w) scottishaquaculture.com

[REDACTED]

---

**From:** Stewart Graham [REDACTED]  
**Sent:** 08 May 2017 19:37  
**To:** Heather Jones; Alban Denton [REDACTED]; Charlie Bullock [REDACTED]; Charlotte Wright; David Morrice [REDACTED]; Cabinet Secretary for the Rural Economy and Connectivity; Director of Marine Scotland Mailbox; Ian Jardine [REDACTED]; James Withers [REDACTED]; Jim Gallagher [REDACTED]; Chief Planner; Michael Tait [REDACTED]; Palmer MR (Mike); Scott Landsburgh [REDACTED]; Stewart Hawthorn [REDACTED]; Terry A'Hearn [REDACTED]  
**Cc:** Palmer MR (Mike); Iain Sutherland  
**Subject:** RE: Aquaculture ILG - Innovation Sites

Hi Heather

I would like to participate in person if possible and would also offer myself to any one else who might wish to feed in rather than participate directly.

Regards  
Stewart

Stewart Graham  
Group Managing Director

Gael Force Group Ltd.  
136 Anderson Street  
Inverness IV3 8DH

M: [REDACTED]  
t: [REDACTED]  
w: [www.gaelforcegroup.com](http://www.gaelforcegroup.com)

To read our full Terms and Conditions of Sale, please [click here](#).

This E-mail is from Gael Force Group Ltd, a company registered in Scotland, whose registered office is at 136 Anderson Street, Inverness, IV3 8DH, registered number SC229244, VAT number 801768825. The contents of this e-mail and any attachments to it may include information that is private and confidential and should only be read by those persons to whom they are addressed. Gael Force Group Ltd accepts no liability for any loss or damage suffered by any person arising from the use of this e-mail. Neither Gael Force Group Ltd nor the sender accepts any responsibility for viruses and it is your responsibility to check the email and attachments (if any). No contracts may be concluded on behalf of Gael Force Group Ltd. by means of e-mail

communications. If you have received this e-mail in error, please destroy and delete the message from your computer.

Please consider the environment - only print this e-mail if absolutely necessary.

-----Original Message-----

From: Heather Jones [REDACTED]

Sent: 08 May 2017 18:02

To: Alban Denton [REDACTED]; Charlie Bullock [REDACTED]; Charlotte Wright [REDACTED]

[REDACTED]; David Morrice [REDACTED]

[REDACTED]; Fergus Ewing MSP [REDACTED]

[REDACTED]; Graham Black ( [REDACTED]

[REDACTED]; Ian Jardine [REDACTED]

[REDACTED]; James Withers [REDACTED]

[REDACTED]; Jim Gallagher [REDACTED]

[REDACTED]; John McNairney [REDACTED]

[REDACTED]; Michael Tait [REDACTED]

[REDACTED]; Mike Palmer [REDACTED]

[REDACTED]; Scott Landsburgh [REDACTED]

[REDACTED]; Stewart Graham [REDACTED]

Stewart Hawthorn [REDACTED]

Terry A'Hearn [REDACTED]; Mike Palmer [REDACTED]

Cc: Iain Sutherland [REDACTED]; Heather Jones [REDACTED]

Subject: Aquaculture ILG - Innovation Sites

Dear All

Following today's Aquaculture Industry Leadership Group, I was asked to convene some further work to develop collective thinking around exploring and exploiting innovation sites to support the achievement of the Vision 2030 growth ambitions.

Please reply to this email by noon on Friday 12 May letting me know whether you wish to:

- (a) participate in the sub-group in person
- (b) participate in the sub-group in correspondence

I will then arrange a doodle poll to fix a date for a first meeting.

Best wishes and kind regards,

Heather Jones

Chief Executive Officer

[REDACTED] (w) [scottishaquaculture.com](mailto:scottishaquaculture.com)

<<http://www.scottishaquaculture.com/>> Connect+Collaborate <<http://eepurl.com/8yBWv>>

---

This email has been scanned by the Symantec Email Security.cloud service.  
For more information please visit <http://www.symanteccloud.com>

[Redacted]

**From:** David Morrice <[Redacted]>  
**Sent:** 10 May 2017 17:56  
**To:** Heather Jones; Alban Denton [Redacted]; Charlie Bullock [Redacted]; Charlotte Wright; Cabinet Secretary for the Rural Economy and Connectivity; Director of Marine Scotland Mailbox; Ian Jardine [Redacted]; James Withers [Redacted]; Jim Gallagher [Redacted]; [Redacted]; Chief Planner; Michael Tait [Redacted]; Palmer MR (Mike); Scott Landsburgh [Redacted]; Stewart Graham [Redacted]; Stewart Hawthorn [Redacted]; Terry A'Hearn [Redacted]; Palmer MR (Mike)  
**Cc:** Iain Sutherland  
**Subject:** RE: Aquaculture ILG - Innovation Sites

Heather,

Im happy to put myself forward to participate within scope of both options.

Regards

David Morrice  
Country Director  
EWOS/Cargill Aqua Nutrition

EWOS Ltd, Westfield, Bathgate, EH48 3BP Scotland

[Redacted] Mobile [Redacted]  
[www.ewos.com](http://www.ewos.com)

(please note my new e-mail address)

-----Original Message-----

**From:** Heather Jones [mailto:[Redacted]]  
**Sent:** 08 May 2017 18:02  
**To:** Alban Denton [Redacted]; Charlie Bullock [Redacted]; Charlotte Wright [Redacted]; David Morrice [Redacted]; Fergus Ewing MSP [Redacted]; Graham Black [Redacted]; Ian Jardine [Redacted]; James Withers [Redacted]; Jim Gallagher [Redacted]; John McNairney [Redacted]; Michael Tait [Redacted]; Mike Palmer [Redacted]; Scott Landsburgh [Redacted]

[redacted]; Stewart Graham ([redacted])  
[redacted]; Stewart Hawthorn ([redacted])  
[redacted]; Terry A'Hearn ([redacted])  
[redacted]; Mike Palmer ([redacted])  
Cc: Iain Sutherland <[redacted]>; Heather Jones  
<[redacted]>  
Subject: Aquaculture ILG - Innovation Sites

Dear All

Following today's Aquaculture Industry Leadership Group, I was asked to convene some further work to develop collective thinking around exploring and exploiting innovation sites to support the achievement of the Vision 2030 growth ambitions.

Please reply to this email by noon on Friday 12 May letting me know whether you wish to:

- (a) participate in the sub-group in person
- (b) participate in the sub-group in correspondence

I will then arrange a doodle poll to fix a date for a first meeting.

Best wishes and kind regards,

Heather Jones  
Chief Executive Officer

[redacted] (w) scottishaquaculture.com  
<<http://www.scottishaquaculture.com/>> Connect+Collaborate <<http://eepurl.com/8yBWv>>

---

This email has been scanned by the Symantec Email Security.cloud service.  
For more information please visit <http://www.symanteccloud.com>

---

\*\*\*\*\*  
This email has been received from an external party and  
has been swept for the presence of computer viruses.  
\*\*\*\*\*

[REDACTED]

---

**From:** [REDACTED]  
**Sent:** 12 December 2017 14:24  
**To:** [REDACTED]  
**Subject:** FW: Update on Aquaculture ILG Sub-Group on Innovation Sites

---

**From:** Heather Jones [REDACTED]  
**Sent:** 03 July 2017 09:29  
**To:** Charlotte Wright; Elaine Jamieson; Mitchell A (Alastair); Anderson, Anne; [REDACTED]  
**Subject:** Update on Aquaculture ILG Sub-Group on Innovation Sites

Dear All

The industry wish to consider collectively their thoughts on innovation sites ahead of a wider meeting of the ILG sub-group on innovation sites.

I wanted to let you know that due to the summer holiday period, it is looking unlikely that the full group will convene before the next ILG meeting on 21 August. I have let Mr Ewing know that this is the case.

If you have any questions at all about the sub-group's work please call me.

Kind regards,

**Heather Jones**  
Chief Executive Officer  
[REDACTED] (w) [scottishaquaculture.com](http://scottishaquaculture.com) [Connect+Collaborate](#)



---

This email has been scanned by the Symantec Email Security.cloud service.  
For more information please visit <http://www.symanteccloud.com>

---

\*\*\*\*\*

This email has been received from an external party and  
has been swept for the presence of computer viruses.

\*\*\*\*\*

[REDACTED]

---

**From:** [REDACTED]  
**Sent:** 15 December 2017 17:14  
**To:** [REDACTED]  
**Subject:** FW: Innovation Sites Sub-group Output

---

**From:** Heather Jones [REDACTED]  
**Sent:** 04 October 2017 17:47  
**To:** Black G (Graham)  
**Cc:** Palmer MR (Mike)  
**Subject:** RE: Innovation Sites Sub-group Output

Hello Graham

Yes I am sure a meeting would be a good next step. I wonder also if we can agree at the ILG on Friday to set up a joint implementation team, and agree an implementation timetable before the next ILG meeting?

With kind regards,

Heather

---

**From:** [REDACTED]  
**Sent:** 03 October 2017 09:39  
**To:** Heather Jones <[REDACTED]>; [REDACTED]  
**Subject:** RE: Innovation Sites Sub-group Output

Heather,

Many thanks for this – and sorry we are sometimes difficult to track down!

Really interesting paper, and Mike's team is now looking at the implications and how we can support the approach. Maybe a meeting of us all would be a good step?

Graham

---

**From:** Heather Jones [REDACTED]  
**Sent:** 02 October 2017 10:37  
**To:** Black G (Graham); Palmer MR (Mike)  
**Subject:** FW: Innovation Sites Sub-group Output

Dear Mike and Graham

Please see a letter sent to Fergus Ewing today as the output of the discussions held by the industry sub-group around innovation sites. As this is on the agenda for Friday's Industry Leadership Group meeting with the Cabinet Secretary, if you would like to discuss any aspect of this before then, please do not hesitate to get in touch. (I tried you both by phone on Friday and today).

With kind regards,

Heather

**From:** Heather Jones  
**Sent:** 02 October 2017 09:04  
**To:** [REDACTED]  
**Subject:** Innovation Sites Sub-group Output

Dear Fergus

Please see attached a letter on behalf of 19 members of the Scottish aquaculture industry in relation to proposals to establish innovation sites in Scotland. We look forward to giving you a verbal update on the group's considerations at the Industry Leadership Group meeting on Friday 6 October.

With kind regards,

Heather

---

This email has been scanned by the Symantec Email Security.cloud service.  
For more information please visit <http://www.symanteccloud.com>

---

\*\*\*\*\*

This email has been received from an external party and  
has been swept for the presence of computer viruses.

\*\*\*\*\*

\*\*\*\*\*

This e-mail (and any files or other attachments transmitted with it) is intended solely for the attention of the addressee(s). Unauthorised use, disclosure, storage, copying or distribution of any part of this e-mail is not permitted. If you are not the intended recipient please destroy the email, remove any copies from your system and inform the sender immediately by return.

Communications with the Scottish Government may be monitored or recorded in order to secure the effective operation of the system and for other lawful purposes. The views or opinions contained within this e-mail may not necessarily reflect those of the Scottish Government.

Tha am post-d seo (agus faidhle neo ceanglan còmhla ris) dhan neach neo luchd-ainmichte a-mhàin. Chan eil e ceadaichte a chleachdadh ann an dòigh sam bith, a' toirt a-steach còraichean, foillseachadh neo sgaoileadh, gun chead. Ma 's e is gun d'fhuair sibh seo gun fhiosd', bu choir cur às dhan phost-d agus lethbhreac sam bith air an t-siostam agaibh agus fios a leigeil chun neach a sgaoil am post-d gun dàil. Dh'fhaodadh gum bi teachdaireachd sam bith bho Riaghaltas na h-Alba air a chlàradh neo air a sgrùdadh airson dearbhadh gu bheil an siostam ag obair gu h-èifeachdach neo airson adhbhar laghail eile. Dh'fhaodadh nach eil beachdan anns a' phost-d seo co-ionann ri beachdan Riaghaltas na h-Alba.

\*\*\*\*\*

---

This email has been scanned by the Symantec Email Security.cloud service.  
For more information please visit <http://www.symanteccloud.com>

---

\*\*\*\*\*  
\*\*\*\*\*

This email has been received from an external party and has been swept for the presence of computer viruses.



[REDACTED]

---

**From:** [REDACTED]  
**Sent:** 12 December 2017 14:37  
**To:** [REDACTED]  
**Subject:** FW: Aquaculture ILG Meeting 3 - Potential Change of Date from Monday 25th September to Friday 6th October  
**Attachments:** ISP Cab Sec letter 2 Oct 2017 19 respondents.pdf; Aquaculture Industry Leadership Group - 6 Oct 17 - Innovation Sites.pdf; Aquaculture ILG Agenda Meeting 3.doc; Aquaculture ILG Copy of Aquaculture Vision 2030 - Activity Tracker October 2017.xls

---

**From:** Iain Sutherland ([REDACTED])  
**Sent:** 05 October 2017 18:37  
**To:** Alban Denton ([REDACTED]); Cathy Tilbrook ([REDACTED]); Charlie Bullock ([REDACTED]); Charlotte Wright; David Morrice ([REDACTED]); Director of Marine Scotland Mailbox; Heather Jones ([REDACTED]); Ian Jardine ([REDACTED]); James Withers ([REDACTED]); Jim Gallagher ([REDACTED]); Chief Planner; Michael Tait ([REDACTED]); Palmer MR (Mike); Scott Landsburgh ([REDACTED]); Stewart Graham ([REDACTED]); Stewart Hawthorn ([REDACTED]); Terry A'Hearn ([REDACTED]); Cabinet Secretary for the Rural Economy and Connectivity  
**Cc:** Cathy Tilbrook ([REDACTED]); Anne Anderson ([REDACTED]); Palmer MR (Mike); Mitchell A (Alastair); Liz Colmer ([REDACTED])  
**Subject:** RE: Aquaculture ILG Meeting 3 - Potential Change of Date from Monday 25th September to Friday 6th October

Good evening

One final email before tomorrow's ILG meeting with some updated material (agenda and tracker document) together with copies of recent correspondence on the subject of Innovation Sites.

Iain

## Scottish Aquaculture Industry Leadership Group

### Meeting 3 Agenda

<b>Attendees:</b>	<b>Date:</b>	6 <sup>th</sup> October 2017 – Scion House, Stirling
Ministerial Lead – Fergus Ewing MSP Co-Chair Jim Gallagher (JG); Co-Chair-Stewart Graham (SG); Alastair Mitchell (AM); Anne Anderson (AA); Bill Ellis (BE); Cathy Tilbrook (CT); Charlie Bullock (CB); Charlotte Wright (CW); Heather Jones (HJ); JM (John McNairney); James Withers (JW); Mike Palmer (MP); Scott Landsburgh (SL); Stewart Hawthorn (SH)	Iain Sutherland (Secretary)	Apologies: Alban Denton, David Morrice, Graham Black, Michael Tait, Terry A’Hearn
<b>Agenda :</b>	<b>Who/Estimated time :</b>	
1. Introductions & Tea/Coffee 1.1 Approval of Minutes from last meeting 1.2 Review of Outstanding Actions 1.3 Update on “Quick Wins” of the ICR report 1.4 Briefing from JG & SL to Mr Ewing of Consenting Procedures in Norway	All – 12.00 – 12.05 SG- 12.05 – 12.05 SG- 12.05 – 12.35 MP- 12.35 – 12.45 JG - 12.45 – 13.00	
<b>Break for lunch</b>	13.00 -13.30	
2. Progressing Strategic Lead Recommendations:  2.1 The Role of Marine Scotland ( <i>Rec 5, p9</i> )  2.2 Development of Innovation Sites in Scotland ( <i>Rec 11, p11</i> )  2.3 Mapping Future Skills Development ( <i>Rec 16, p10</i> )  2.4 Essential Investment in Infrastructure ( <i>Rec 19, p15</i> )  2.5 SEPA Modelling & Collaboration ( <i>Rec 10, p11</i> )	MP- 13.30 – 13.45  HJ- 13.45 – 14.00  CW- 14.00 – 14.10  SG- 14.10 – 14.25  AA/SL 14.25-14.35	
3. Update on the Communications Group:  3.1 Regular ILG Business Communications 3.2 Long term positive PR campaign 3.3 ILG Name, Web Site etc.	JW - 14.35 – 15.05	

## Scottish Aquaculture Industry Leadership Group

### Meeting 3 Agenda

<p>4 Progressing other Priority Recommendations</p> <p>4.1 Support for the indigenous supply chain, including processing (<i>Rec 14, p13</i>)</p> <p>4.2 Export Finance (<i>Rec 18, p14</i>);</p> <p>4.3 Marketing of Scottish Farmed Seafood (<i>Rec 3, p8</i>)</p>	<p>CW- 15.05 – 15.20</p> <p>SG - 15.20 – 15.35</p> <p>JW - 15.35 – 15.45</p>
<p>5 Reviewing the SEPA Sector Framework:</p> <p>5.1 Developing a working group and plan to revise the SEPA sector plan.</p>	<p>SG/AA</p> <p>AA - 15.45 – 16.05</p>
<p>6 AOB –</p> <p>7 Next Meeting Dates</p> <p>8 Optional working/ networking session</p>	<p>SG 16.05 – 16.15</p> <p>IS – 16.15 – 16.20</p> <p>All</p>

Item	Comment/Action	Who/When?
	<b>SUMMARY</b>	
	<b>ACTION</b>	

NOTES: Where new action points are agreed from the current meeting agenda they will be included in the "Who/When?" column in the section above. Where

## Scottish Aquaculture Industry Leadership Group

### Meeting 3 Agenda

actions are outstanding from previous meetings they will be carried forward in the section below. When actions are closed off the Date of closure should be noted in the table below in the Notes/Minutes of that meeting and will thereafter be dropped off the list.

<b>Agenda Item/Meeting Date</b>	<b>Carried forward Summary of outstanding actions from previous meetings</b>	<b>Original 'Who/When'</b>	<b>Date Closed</b>
Meeting 1 Item 1	ILG to review governance.	ILG – Feb 2018	
Meeting 1 Item 3.2	Update on "Quick Wins" of the ICR report	Marine Scotland - Ongoing	
Meeting 1 Item 3.2	Briefing to Mr Ewing on operation of consenting procedures in Norway and in Scotland	JG, SL - April	
Meeting 2 Item 6	Present an introductory piece to ILG on finance for Scottish aquaculture	MT - August	
Meeting 2 Item 6	Present to the ILG on state of the market and customer/consumer perceptions of Scottish farmed salmon	CB - August	

# EXTRACT - ILG ACTIVITY TRACKER

Ref.	Recommendation	Strategic Priority	Status	Lead responsibility	Input from	Action by date	Completion Date	Vision 2030 Reference	Notes
3	Development of Innovation Sites in Scotland	Accelerating innovation		ILG	SAIC, Marine Scotland Science, SEPA, Industry	Ongoing		Rec 11 (p 11)	



Fergus Ewing MSP  
Cabinet Secretary for the Rural Economy and Connectivity  
The Scottish Government  
St Andrew's House Regent Road  
Edinburgh  
EH1 3DG

2 October 2017

Dear Fergus,

At the May 2017 meeting of the aquaculture Industry Leadership Group (ILG), you proposed a working group on the Vision 2030 recommendation on introducing Innovation Sites, and asked SAIC to facilitate that happening. This letter is signed by 17 members of the industry, the SSPO and SAIC, and is submitted on their collective behalf.

In response, the industry has quickly come together to form a group comprising both producers and suppliers, and to frame proposals. The aim is to design a regulatory and licensing framework for Innovation Sites that would progress the Scottish Government's and industry's aspiration for sustainable and balanced growth across the sector.

The aquaculture industry in Scotland is already investing substantially in innovation – developing innovative technologies and processes that could increase productivity, and improve environmental and fish health management. However, progress on, and deployment of, such developments requires an enabling regulatory framework.

The working group's discussions have highlighted that there are models for such approaches in other leading aquaculture nations – in particular, Norway's licensing schemes for R&D and innovation – that Scotland could adapt or tailor. Below we summarise our proposals for an Innovation Sites framework in Scotland, which we see as a basis for future discussions with policymakers and regulators.

#### 1 Green development licences

In 2013 Norway created a system of 'green licences' (alongside its existing system of commercial and R&D licences), with the primary aim to stimulate the use of new technology for commercial use.

We believe an equivalent mechanism could be designed for the Scottish regulatory and commercial context, with companies able to apply for a green development licence at an existing site or at new sites, allowing them to trial innovative technologies, products and processes, to assess environmental, efficiency and productivity benefits. As in Norway, a 'deploy and monitor' approach could be used. This approach should respect natural heritage designations, and be accompanied by a greater degree of modelling prediction and environmental monitoring in order to safeguard the environment.

## 2 Consenting framework for sites with higher biomass

2.1 Current consenting practice in Scotland effectively precludes producers from gaining consent for farms above 2,500 tonnes maximum allowed standing biomass. We believe this limit to be arbitrary, and that it should be lifted, based on advanced modelling and sound science.

2.2 In addition, Norway's system of 3-6 licences being combined at specific farms (with consolidated biomass of, typically, 2340-4680 tonnes) could be adapted to Scotland, allowing producers to use a rotational strategy for farming and leaving fallow a suite of sites to boost productivity and enhance environmental and fish health performance. Such a mechanism could be introduced at specific existing and new sites, or in specific area management zones, with a system of deploy and monitor. We believe that having fewer, larger sites would improve lice control, through less connectivity and the potential to use more consolidated lice control techniques.

2.3 Enhanced monitoring of these trial measures would offer regulators confidence that the new regime was not providing lower environmental management than the current regime.

## 3 Licences for new high-energy and exposed sites

We understand stakeholders' interest in farming at exposed and high-energy sites. The emerging developments in Norway around this are exciting, and we see scope for an Innovation Site framework to include licences for higher biomass for such sites (with assimilative capacity of sites in exposed locations substantially above the current 2,500 tonnes limit). However, the investment, testing and skills development needed to create such sites in Scotland are substantial and not affordable at the current scale of Scottish operations: to see them as the principal solution for productivity growth risks stifling the other technological and regulatory innovation that is required to raise production by 2020 and 2030. We therefore believe these novel and radical platform technologies should be viewed as a potential medium-term solution in Scotland, allowing the industry here to monitor ongoing progress overseas.

## 4 SEPA proposals on Depositional Zone Regulation (DZR)

During the working group discussions, concerns were raised about the proposed DZR regime (on which SEPA is currently running a consultation, and to which individual members of the group will send detailed responses before its close on 30 September 2017). The industry does not believe this regime will deliver sustainable growth in Scotland, and is concerned it has potential to hamper innovation and development, as it is currently presented. We do, however, recognise the need to adjust the regulatory regime. The variety of farms and locations in Scotland means that one size does not fit all. The introduction of a flexible approach to development, whilst ensuring the highest levels of environmental performance, should be the key to developing farms in the most appropriate locations.

The group would be happy to discuss this framework with you, along with our proposed 7 criteria for evaluating licence applications (environmental performance and potential; social benefit; economic benefit; support for local supply chain; technical innovation; regulatory innovation required; and potential for a site to promote knowledge/skills/people development in Scotland's academic base and industry), and other emerging detail around fees, allocation of licences, how to

generate local community benefits from Innovation Sites, and how to ensure a competitive marketplace for larger and smaller producers.

In advance of such discussions, we believe our proposals have potential to:

- improve environmental performance and knowledge
- promote development of technologies and practices which increase the industry's ability to sustainably meet its 2030 targets
- create optimum economic benefit to Scotland, and
- generate local community benefits.

We look forward to discussing them with you at the next meeting of the ILG, and would be happy to provide further material to you or your team before that time.

Yours sincerely,

**Colin Blair**, Managing Director, Cooke Aquaculture

**Gilpin Bradley**, Managing Director, Wester Ross Salmon

**Charlie Bullock**, Chairman, Aquascot

**Paddy Campbell**, Managing Director, BioMar Ltd.

**Stuart Cannon**, Managing Director, Kames Fish Farming Ltd.

**Chris Copping**, Director, Ocean Range Limited

**Grant Cumming**, Managing Director, Grieg Seafood

**Alban Denton**, Managing Director, Loch Duart

**Iain Forbes**, Director, Fusion Marine

**Jim Gallagher**, Managing Director, Scottish Sea Farms Ltd

**Stewart Graham**, Group Managing Director, Gael Force Group

**Ben Hadfield**, Managing Director, Marine Harvest Scotland

**Stewart Hawthorn**, Farming Director, Dawnfresh Seafoods Ltd.

**Douglas Johnson**, Sales Director, AKVA

**Heather Jones**, Chief Executive, Scottish Aquaculture Innovation Centre

**John Marshall**, Technical Director Head of Animal Health Division, Benchmark Animal Health

**David Morrice**, Commercial Director, Cargill

**Jamie Smith**, Technical Executive, Scottish Salmon Producers' Organisation

**Nathan Pyne-Carter**, Managing Director, Ace Aquatec



Rùnaire a' Chaibineit airson na h-Eaconomaidh  
Dhùthchail agus Comas-ceangail  
Cabinet Secretary for the Rural Economy and  
Connectivity  
Fergus Ewing BPA/MSP



Scottish Government  
Riaghaltas na h-Alba  
gov.scot

F/T: 0300 244 4000  
E: scottish.ministers@gov.scot

Heather Jones  
Chief Executive  
Scottish Aquaculture Innovation Centre  
Unit 19  
Scion House  
Stirling University Innovation Park  
Stirling  
FK9 4NF

5 October 2017

Dear Heather,

## INNOVATION SITES

Thank you for your letter of 2 October 2017, signed by 17 members of the industry, the SSPO and SAIC, which looks to progress the discussion at the last meeting of the Industry Leadership Group (ILG) on the potential introduction of 'innovation sites'.

As you will be aware I am very supportive of innovative solutions to enable the sector to grow sustainably while also delivering continued improving fish health and retaining a regulatory framework commensurate with maintaining adequate environmental protection. This includes the opportunity presented by the recently closed SEPA DZR consultation, which you highlight in your letter, alongside improved modelling software as a potential enabler for a number of developments.

To that end, I am greatly encouraged to see the level of enthusiasm within the sector to consider how this might be taken forward and anticipate that your planned presentation at the ILG will provide further opportunity for the membership to contribute. Regrettably I am unable to attend that part of the agenda but will look to my officials to provide further briefing after the meeting.

I want to see, where possible, clear progress on these areas and have directed my officials to engage in a proactive way. I understand Mike Palmer has already been in contact to offer some early thoughts. I hope tomorrow you might give considerations as to potential next steps and look to work with my officials as soon as possible to ensure that we can make even further movement before the next meeting of the AILG.

Taigh Naomh Anndrais, Rathad Regent, Dùn Èideann EH1 3DG  
St Andrew's House, Regent Road, Edinburgh EH1 3DG  
www.gov.scot



I am copying your letter and my reply to the Cabinet Secretary for the Environment, Climate Change and Land Reform and the Minister for Local Government and Housing, who have direct interests in these matters. I would also be grateful if you would circulate this exchange to the full membership of the ILG prior to the meeting on Friday.

Yours sincerely,



**FERGUS EWING**

[REDACTED]

**From:** Gibbons J (Jeff)  
**Sent:** 06 November 2017 08:57  
**To:** Chief Planner; Palmer MR (Mike); Mitchell A (Alastair); [REDACTED] Carr J (Joyce); Ritchie N (Neil); jane.dewar [REDACTED] Anderson, Anne ([REDACTED]); Davies I (Ian) (MARLAB)  
**Cc:** [REDACTED]  
**Subject:** Innovation Site proposals- next steps.  
**Attachments:** Innovation Sites Sub-Group presentation to ILG 061017 v2.pdf

Dear All

To see below. Helpful background for the discussion on Thursday.

Neil – with Joyce now on leave, will you be attending on behalf of EQD, please?

Please advise if you would prefer to dial/vid con in.

Regards

Jeff

Jeff Gibbons  
Head of Aquaculture Policy Unit  
Marine Scotland  
Scottish Government | Area 1-B North | Victoria Quay | EH6 6QQ

[REDACTED]

---

**From:** Heather Jones [REDACTED]  
**Sent:** 03 November 2017 17:35  
**To:** Mitchell A (Alastair)  
**Cc:** Palmer MR (Mike); Gibbons J (Jeff)  
**Subject:** Agenda for Monday 13 November

Hi Alastair


Hope our telephone conversation today was helpful regarding what I think the industry wish to get out of the meeting on 13 November. A possible agenda could include addressing:

Point 2 on slide 5 and  
Point 1 on slide 6

If I gain any further insights into what the industry would like to cover, I will let you know. We would be happy to hear your thoughts on how you would like to structure the session too.

Kind regards,

Heather Jones  
Chief Executive Officer

 (w) [scottishaquaculture.com](http://scottishaquaculture.com) [Connect+Collaborate](#)



---

This email has been scanned by the Symantec Email Security.cloud service.  
For more information please visit <http://www.symanteccloud.com>

\*\*\*\*\*

\*\*\*\*\*

This email has been received from an external party and has been swept for the presence of computer viruses.

\*\*\*\*\*

\*\*\*\*\*

[REDACTED]

---

**From:** [REDACTED]  
**Sent:** 11 October 2017 18:00  
**To:** mark.harvey [REDACTED] mark.steward [REDACTED]  
'martin.holmes [REDACTED]' (martin.holmes [REDACTED]); Keith Bray  
[REDACTED] james.green [REDACTED]  
**Cc:** Palmer MR (Mike); Mitchell A (Alastair); Gibbons J (Jeff)  
**Subject:** RE: Aquaculture Innovation Sites

Dear all, thank you to those who have already responded. For those who have yet to could you please reply to Jeff Gibbons (copied above), as I am on leave after today.

[REDACTED]  
Marine Scotland

---

**From:** [REDACTED]  
**Sent:** 10 October 2017 12:43  
**To:** mark.harvey [REDACTED] mark.steward [REDACTED] 'martin.holmes [REDACTED]'  
(martin.holmes [REDACTED]); Keith Bray ([REDACTED]); 'james.green [REDACTED]'  
**Cc:** Palmer MR (Mike); Mitchell A (Alastair); Gibbons J (Jeff)  
**Subject:** Aquaculture Innovation Sites  
**Importance:** High

Dear all

With apologies for the short notice but I would like to organise an early teleconference with you all to discuss some emerging thinking around 'aquaculture innovation sites' and to gauge your initial reaction. This is very much high level at this stage (there are no papers), but an early discussion would be helpful.

I appreciate diaries are very busy but I wondered about availability on the **morning of Friday 20 October**, please. I look forward to hearing from you.

Regards,  
[REDACTED] (sent on behalf of Jeff Gibbons)

[REDACTED]  
Aquaculture Policy Officer  
Marine Scotland – Performance and Aquaculture

Scottish Government  
1B North, Victoria Quay, Edinburgh, EH6 6QQ

[REDACTED]

---

**From:** Steward, Mark [REDACTED]  
**Sent:** 11 October 2017 14:11  
**To:** Johnston L (Lisa); mark.harvey [REDACTED]; martin.holmes [REDACTED]; kbray [REDACTED]; james.green [REDACTED]  
**Cc:** Palmer MR (Mike); Mitchell A (Alastair); Gibbons J (Jeff)  
**Subject:** RE: Aquaculture Innovation Sites [OFFICIAL]

Classification: OFFICIAL

Hi [REDACTED]

I am afraid I am on leave on the 20<sup>th</sup>, as is my colleague Richard Kerr. I will see if another colleague can take part and will let you know.

Also I believe Martin Holmes has retired so you would need to contact John Rosie from Shetland Islands Council - [REDACTED]

Regards

Mark

**Mark Steward,**  
Marine & Coastal Development Manager,  
Development Policy,  
Planning, Housing and Regulatory Services,  
Argyll and Bute Council.

t: [REDACTED]  
e: [REDACTED]  
w: [www.argyll-bute.gov.uk](http://www.argyll-bute.gov.uk)

*Argyll and Bute - Realising our potential together*

---

**From:** [REDACTED]  
**Sent:** 10 October 2017 12:43  
**To:** mark.harvey [REDACTED]; Steward, Mark [REDACTED]; martin.holmes [REDACTED]; kbray [REDACTED]; james.green [REDACTED]  
**Cc:** [Mike.Palmer@gov.scot](mailto:Mike.Palmer@gov.scot); [Alastair.Mitchell@gov.scot](mailto:Alastair.Mitchell@gov.scot); [Jeff.Gibbons@gov.scot](mailto:Jeff.Gibbons@gov.scot)  
**Subject:** Aquaculture Innovation Sites  
**Importance:** High

Dear all

With apologies for the short notice but I would like to organise an early teleconference with you all to discuss some emerging thinking around 'aquaculture innovation sites' and to gauge your initial reaction. This is very much high level at this stage (there are no papers), but an early discussion would be helpful.

I appreciate diaries are very busy but I wondered about availability on the **morning of Friday 20 October**, please. I look forward to hearing from you.

Regards,

[REDACTED] (sent on behalf of Jeff Gibbons)

[REDACTED]  
Aquaculture Policy Officer  
Marine Scotland – Performance and Aquaculture

Scottish Government  
[REDACTED] Victoria Quay, Edinburgh, EH6 6QQ

[REDACTED]  
[REDACTED]  
e: [REDACTED]  
w: <http://www.scotland.gov.uk/marinescotland>

\*\*\*\*\*

This e-mail (and any files or other attachments transmitted with it) is intended solely for the attention of the addressee(s). Unauthorised use, disclosure, storage, copying or distribution of any part of this e-mail is not permitted. If you are not the intended recipient please destroy the email, remove any copies from your system and inform the sender immediately by return.

Communications with the Scottish Government may be monitored or recorded in order to secure the effective operation of the system and for other lawful purposes. The views or opinions contained within this e-mail may not necessarily reflect those of the Scottish Government.

Tha am post-d seo (agus faidhle neo ceanglan còmhla ris) dhan neach neo luchd-ainmichte a-mhàin. Chan eil e ceadichte a chleachdadh ann an dòigh sam bith, a' toirt a-steach còraichean, foillseachadh neo sgaoileadh, gun chead. Ma 's e is gun d'fhuair sibh seo gun fhiosd', bu choir cur às dhan phost-d agus lethbhreac sam bith air an t-siostam agaibh agus fios a leigeil chun neach a sgaoil am post-d gun dàil. Dh'fhaodadh gum bi teachdaireachd sam bith bho Riaghaltas na h-Alba air a chlàradh neo air a sgrùdadh airson dearbhadh gu bheil an siostam ag obair gu h-èifeachdach neo airson adhbhar laghail eile. Dh'fhaodadh nach eil beachdan anns a' phost-d seo co-ionann ri beachdan Riaghaltas na h-Alba.

\*\*\*\*\*

---

*Argyll and Bute Council classify the sensitivity of emails according to the Government Security Classifications.*

Privileged/Confidential Information may be contained in this message. If you are not the addressee indicated in this message (or responsible for delivery of the message to such person), you may not disclose, copy or deliver this message to anyone and any action taken or omitted to be taken in reliance on it, is prohibited and may be unlawful.

In such case, you should destroy this message and kindly notify the sender by reply email. Opinions, conclusions and other information in this message that do not relate to the official business of Argyll and Bute Council shall be understood as neither given nor endorsed by it.

[REDACTED]

---

**From:** Heather Jones [REDACTED]  
**Sent:** 10 October 2017 12:30  
**To:** Palmer MR (Mike)  
**Cc:** Black G (Graham); Mitchell A (Alastair)  
**Subject:** Innovation sites proposals – next steps

Dear Mike,

I wanted to follow up on the meeting of the Aquaculture Industry Leadership Group on 6 October, and the intention of the Cabinet Secretary to make rapid progress towards fulfilling the Innovation Sites concept.

Mr Ewing asked SAIC to facilitate a joint meeting of industry and public-sector representatives to discuss the industry's proposals, ahead of the first meeting of the Implementation Group in early December. I therefore wanted to start crafting with Marine Scotland an agenda and plan for this pre-meeting. The industry preference is for an afternoon half-day session in November.

Clearly, there is much detail to discuss in terms of the content, pace and scope of the Innovation Sites concept, and I suggest the following agenda items would be useful:

- Proposed framework for Innovation Sites in Scotland, supporting innovation by producers large and small (industry to present)
- Options for regulatory routes forward (Marine Scotland to outline)
- Proposed timeline - one that would meet Mr Ewing's wish for an ambitious timetable for implementation
- Possibilities for engagement with local communities around development of Innovation Sites
- Composition of Implementation Group and agenda for first meeting

I look forward to working with you on this, and to collectively making good progress.

**Heather Jones**  
Chief Executive Officer

[REDACTED] (w) [scottishaquaculture.com](http://scottishaquaculture.com) [Connect+Collaborate](#)

**Delivering industry success through research partnerships**



---

This email has been scanned by the Symantec Email Security.cloud service.  
For more information please visit <http://www.symanteccloud.com>

\*\*\*\*\*  
\*\*\*\*\*

This email has been received from an external party and has been swept for the presence of computer viruses.



[REDACTED]

---

**From:** Gibbons J (Jeff)  
**Sent:** 02 November 2017 08:23  
**To:** Heather Jones  
**Cc:** Palmer MR (Mike); Mitchell A (Alastair); [REDACTED]  
**Subject:** RE: Innovation sites proposals – next steps

Morning Heather

I thought it would be easier to email given current diary commitments.

I have discussed with Mike, who will look to Chair the discussion on the 13<sup>th</sup>.

We will look to confirm the agenda towards the end of next week, once officials have discussed. We have also booked a conference room here in VQ. Please let me know if you need access to a PC or are looking to make a powerpoint presentation, so we can get that organised in good time.

Our only slight concern is with respect to the potential number of attendees. At present I see there is potentially 10 from the sector which when added to by Government officials will be present some challenges, not least to ensure everyone has an opportunity to contribute to the discussion. We were thinking that around five or six sector representatives might make the meeting more productive but happy to take your view as to how that could be received. We are certainly not looking to deny colleagues the opportunity to contribute but equally we are conscious the meeting needs to prepare the ground for the discussion on 8 December as well.

Grateful for your thoughts, please.

Regards

Jeff

Jeff Gibbons  
Head of Aquaculture Policy Unit  
Marine Scotland  
Scottish Government | Area 1-B North | Victoria Quay | EH6 6QQ

[REDACTED]

---

**From:** Gibbons J (Jeff)  
**Sent:** 01 November 2017 15:08  
**To:** 'Heather Jones'  
**Subject:** RE: Innovation sites proposals – next steps

Hi Heather

Just phoned but understand you are at a conference. I am just about to go into another meeting but will touch base as soon as I can.

Best wishes

Jeff

Jeff Gibbons  
Head of Aquaculture Policy Unit  
Marine Scotland  
Scottish Government | Area 1-B North | Victoria Quay | EH6 6QQ

[REDACTED]

---

**From:** Heather Jones [REDACTED]  
**Sent:** 01 November 2017 13:36  
**To:** Palmer MR (Mike)  
**Cc:** Black G (Graham); Mitchell A (Alastair); Gibbons J (Jeff)  
**Subject:** Re: Innovation sites proposals – next steps

Hello Mike

Yes that's fine. I understand we've pencilled in 2-4 on Monday 13 November.

Any further guidance on how you'd like to run the meeting would be most welcome.

Kind regards,

**Heather Jones**  
Chief Executive Officer  
[REDACTED] (w) [scottishaquaculture.com](mailto:scottishaquaculture.com) [Connect+Collaborate](#)

---

**From:** Mike Palmer <[Mike.Palmer@gov.scot](mailto:Mike.Palmer@gov.scot)>  
**Date:** Wednesday, 11 October 2017 at 17:19  
**To:** Heather Jones <[REDACTED]>  
**Cc:** "[Graham.Black@gov.scot](mailto:Graham.Black@gov.scot)" <[Graham.Black@gov.scot](mailto:Graham.Black@gov.scot)>, "[Alastair.Mitchell@gov.scot](mailto:Alastair.Mitchell@gov.scot)" <[Alastair.Mitchell@gov.scot](mailto:Alastair.Mitchell@gov.scot)>, "[Jeff.Gibbons@gov.scot](mailto:Jeff.Gibbons@gov.scot)" <[Jeff.Gibbons@gov.scot](mailto:Jeff.Gibbons@gov.scot)>  
**Subject:** Re: Innovation sites proposals – next steps

Thanks Heather.

Jeff will arrange with you to get a date in the diary in the first half of November. We'll get back to you on format and agenda once we've had some internal consultations. Clearly a key question to clarify will be to identify what innovations the sector is seeking to implement through this initiative.

Mike

Sent from my BlackBerry 10 smartphone.

---

**From:** Heather Jones  
**Sent:** Tuesday, 10 October 2017 04:30  
**To:** Palmer MR (Mike)

**CC:** Black G (Graham) Mitchell A (Alactair)  
**Subject:** Innovation sites proposals – next steps

Dear Mike,

I wanted to follow up on the meeting of the Aquaculture Industry Leadership Group on 6 October, and the intention of the Cabinet Secretary to make rapid progress towards fulfilling the Innovation Sites concept.

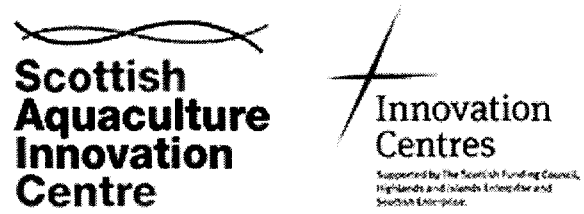
Mr Ewing asked SAIC to facilitate a joint meeting of industry and public-sector representatives to discuss the industry's proposals, ahead of the first meeting of the Implementation Group in early December. I therefore wanted to start crafting with Marine Scotland an agenda and plan for this pre-meeting. The industry preference is for an afternoon half-day session in November.

Clearly, there is much detail to discuss in terms of the content, pace and scope of the Innovation Sites concept, and I suggest the following agenda items would be useful:

- Proposed framework for Innovation Sites in Scotland, supporting innovation by producers large and small (industry to present)
- Options for regulatory routes forward (Marine Scotland to outline)
- Proposed timeline - one that would meet Mr Ewing's wish for an ambitious timetable for implementation
- Possibilities for engagement with local communities around development of Innovation Sites
- Composition of Implementation Group and agenda for first meeting

I look forward to working with you on this, and to collectively making good progress.

**Heather Jones**  
Chief Executive Officer  
[REDACTED] (w) [scottishaquaculture.com](http://scottishaquaculture.com) **Connect+Collaborate**  
**Delivering industry success through research partnerships**



---

This email has been scanned by the Symantec Email Security.cloud service.  
For more information please visit <http://www.symanteccloud.com>

\*\*\*\*\*  
\*\*\*\*\*

This email has been received from an external party and has been swept for the presence of computer viruses.  
\*\*\*\*\*  
\*\*\*\*\*  
\*\*\*\*\*

This e-mail (and any files or other attachments transmitted with it) is intended solely for the attention of the addressee(s). Unauthorised use, disclosure, storage, copying or distribution of any part of this e-mail is not permitted. If you are not the intended recipient please destroy the email, remove any copies from your system and inform the sender immediately by return.

[REDACTED]

---

**From:** Anderson, Anne <[REDACTED]>  
**Sent:** 27 October 2017 15:45  
**To:** Gibbons J (Jeff); McNairney J (John); Carr J (Joyce); [REDACTED]; Raynard R (Rob) (MARLAB); Allan C (Charles) (MARLAB); Davies I (Ian) (MARLAB)  
**Cc:** Director of Marine Scotland Mailbox; Palmer MR (Mike); Mitchell A (Alastair); [REDACTED]  
**Subject:** RE: innovation sites - AILG and next steps

Jeff - struggle for both dates - but definitely can't do 16th. If must will ensure SEPA are represented but would prefer to be in the room given scale, topic and expectation

Anne

Sent with Good ([www.good.com](http://www.good.com))

-----Original Message-----

**From:** [Jeff.Gibbons@gov.scot](mailto:Jeff.Gibbons@gov.scot) [[Jeff.Gibbons@gov.scot](mailto:Jeff.Gibbons@gov.scot)]  
**Sent:** Friday, October 27, 2017 02:46 PM GMT Standard Time  
**To:** [John.McNairney@gov.scot](mailto:John.McNairney@gov.scot); Anderson, Anne; Joyce Carr; [REDACTED] [Rob.Raynard@gov.scot](mailto:Rob.Raynard@gov.scot); [Charles.Allan@gov.scot](mailto:Charles.Allan@gov.scot); [Ian.Davies@gov.scot](mailto:Ian.Davies@gov.scot)  
**Cc:** [Directormarinescotland@gov.scot](mailto:Directormarinescotland@gov.scot); [Mike.Palmer@gov.scot](mailto:Mike.Palmer@gov.scot); [Alastair.Mitchell@gov.scot](mailto:Alastair.Mitchell@gov.scot); [REDACTED]  
**Subject:** innovation sites - AILG and next steps

Dear All

As many of you will be aware, there is an Aquaculture Innovation Site Implementation Group meeting on the morning of Friday 8 December in Inverness (prior to the full meeting of the AILG). At this stage the details of group membership, TOR and agenda for the meeting have yet to be determined although Marine Scotland will act as the Secretariat. Prior to that event, we are looking to arrange a meeting of industry and public sector officials. Dates currently under consideration are Monday 13 and Thursday 16 November. We are awaiting confirmation from the sector. That meeting is likely to take half a day, with a suggested agenda from the sector to encompass:

- Proposed framework for Innovation Sites in Scotland, supporting innovation by producers large and small (industry to present).
- Options for regulatory routes forward (Marine Scotland to outline).
- Proposed timeline.
- Possibilities for engagement with local communities around development of Innovation Sites.
- Composition of Implementation Group and agenda for first meeting.

We will look to organise a pre-brief for officials in advance of that meeting (where we can also agree attendance going forward). Please be advised that an invitation for this meeting will issue next week.

Regards

Jeff

Jeff Gibbons  
Head of Aquaculture Policy Unit  
Marine Scotland  
Scottish Government | Area 1-B North | Victoria Quay | EH6 6QQ



\*\*\*\*\*

This e-mail (and any files or other attachments transmitted with it) is intended solely for the attention of the addressee(s). Unauthorised use, disclosure, storage, copying or distribution of any part of this e-mail is not permitted. If you are not the intended recipient please destroy the email, remove any copies from your system and inform the sender immediately by return.

Communications with the Scottish Government may be monitored or recorded in order to secure the effective operation of the system and for other lawful purposes. The views or opinions contained within this e-mail may not necessarily reflect those of the Scottish Government.

Tha am post-d seo (agus faidhle neo ceanglan còmhla ris) dhan neach neo luchd-ainmichte a-mhàin. Chan eil e ceadichte a chleachdadh ann an dòigh sam bith, a' toirt a-steach còraichean, foillseachadh neo sgaoileadh, gun chead. Ma 's e is gun d'fhuair sibh seo gun fhiosd', bu choir cur às dhan phost-d agus lethbhreac sam bith air an t-siostam agaibh agus fios a leigeil chun neach a sgaoil am post-d gun dàil. Dh'fhaodadh gum bi teachdaireachd sam bith bho Riaghaltas na h-Alba air a chlàradh neo air a sgrùdadh airson dearbhadh gu bheil an siostam ag obair gu h-èifeachdach neo airson adhbhar laghail eile. Dh'fhaodadh nach eil beachdan anns a' phost-d seo co-ionann ri beachdan Riaghaltas na h-Alba.

\*\*\*\*\*

---

This email has been scanned by the Symantec Email Security.cloud service.  
For more information please visit <http://www.symanteccloud.com>

\*\*\*\*\*

\*\*\*\*\*

This email has been received from an external party and has been swept for the presence of computer viruses.

\*\*\*\*\*

\*\*\*\*\*

[REDACTED]

---

**From:** Liane Allman [REDACTED]  
**Sent:** 10 November 2017 14:20  
**To:** Palmer MR (Mike)  
**Cc:** [REDACTED]  
**Subject:** Attendees for Nov 13 - Innovation Sites Mtg

Hi Mike,

Here is a list of everyone attending on the 13<sup>th</sup>:

John Marshall  
Alison Hutchins  
Alban Denton  
Gilpin Bradley  
Stewart Graham  
Colin Blair  
Paddy Campbell  
Craig Anderson  
Grant Cumming  
Heather Jones  
Jamie Smith  
Scott Landsburgh  
Jim Gallagher

Please let me know if you need anything else.

Many thanks,

Liane Allman  
Personal Assistant to Heather Jones - CEO  
[REDACTED] [scottishaquaculture.com](http://scottishaquaculture.com) [Connect+Collaborate](#)



*Delivering industry success through research partnerships.*



Proud to support the winning projects of the **Innovation Award** at the Scottish Food & Drink Excellence Awards 2016 and **Innovative Collaboration Award** at the Scottish Enterprise Life Science Awards 2016.

The Scottish Aquaculture Innovation Centre is hosted by the University of Stirling and based at Unit 19, Scion House, Stirling University Innovation Park, Stirling FK9 4NF.

[Redacted]

**From:** Liane Allman [Redacted]  
**Sent:** 10 November 2017 14:26  
**To:** Palmer MR (Mike)  
**Cc:** [Redacted]  
**Subject:** RE: Attendees for Nov 13 - Innovation Sites Mtg

One more!....For now.. ☺

Sarah Burnett

Many thanks,

**Liane Allman**  
Personal Assistant to Heather Jones - CEO  
[Redacted] (w) [scottishaquaculture.com](http://scottishaquaculture.com) [Connect+Collaborate](#)

---

**From:** Liane Allman  
**Sent:** 10 November 2017 14:20  
**To:** 'Mike.Palmer@gov.scot' <[Redacted]>  
**Cc:** [Redacted]  
**Subject:** Attendees for Nov 13 - Innovation Sites Mtg

Hi Mike,

Here is a list if everyone attending on the 13<sup>th</sup>:

- John Marshall
- Alison Hutchins
- Alban Denton
- Gilpin Bradley
- Stewart Graham
- Colin Blair
- Paddy Campbell
- Craig Anderson
- Grant Cumming
- Heather Jones
- Jamie Smith
- Scott Landsburgh
- Jim Gallagher

Please let me know if you need anything else.

Many thanks,

**Liane Allman**  
Personal Assistant to Heather Jones - CEO  
[Redacted] (w) [scottishaquaculture.com](http://scottishaquaculture.com) [Connect+Collaborate](#)



[REDACTED]

---

**From:** Palmer MR (Mike)  
**Sent:** 10 November 2017 09:32  
**To:** 'Heather Jones'; Mitchell A (Alastair)  
**Cc:** Gibbons J (Jeff); Ritchie N (Neil); McNairney J (John); [REDACTED]  
**Subject:** RE: Agenda for Monday 13 November  
**Attachments:** MEETING ON INNOVATION SITES.docx

Heather

I attach the agenda for the meeting on Monday. We will have your slides set up for agenda item 3.

Grateful if you could circulate to industry attendees.

[REDACTED] grateful if you could send to Charlotte.

Many thanks.

**Mike Palmer**  
**Deputy Director for ACRE – Aquaculture, Crown Estate, Recreational Fisheries, EMFF and Europe**  
**marine scotland**  
Scottish Government | Area 1B-South | Victoria Quay | Edinburgh EH6 6QQ

[REDACTED]

email: [REDACTED]  
w: <http://www.gov.scot/marinescotland>

---

**From:** Heather Jones [REDACTED]  
**Sent:** 03 November 2017 17:35  
**To:** Mitchell A (Alastair)  
**Cc:** Palmer MR (Mike); Gibbons J (Jeff)  
**Subject:** Agenda for Monday 13 November

Hi Alastair

Hope our telephone conversation today was helpful regarding what I think the industry wish to get out of the meeting on 13 November. A possible agenda could include addressing:


Point 2 on slide 5 and  
Point 1 on slide 6

If I gain any further insights into what the industry would like to cover, I will let you know. We would be happy to hear your thoughts on how you would like to structure the session too.

Kind regards,



Heather Jones  
Chief Executive Officer

 (w) [scottishaquaculture.com](http://scottishaquaculture.com) [Connect+Collaborate](#)



---

This email has been scanned by the Symantec Email Security.cloud service.  
For more information please visit <http://www.symanteccloud.com>

\*\*\*\*\*  
\*\*\*\*\*

This email has been received from an external party and has been swept for the presence of computer viruses.

\*\*\*\*\*  
\*\*\*\*\*

[Redacted]

**From:** Mitchell A (Alastair)  
**Sent:** 13 November 2017 09:19  
**To:** Palmer MR (Mike); [Redacted]  
**Subject:** FW: Innovation Sites Proposals - meeting with Sector Representatives

-----Original Appointment-----

**From:** Gillian Suttie [Redacted] **On Behalf Of** Charlotte Wright  
**Sent:** 13 November 2017 09:00  
**To:** Mitchell A (Alastair)  
**Subject:** Declined: Innovation Sites Proposals - meeting with Sector Representatives  
**When:** 13 November 2017 14:00-16:00 (UTC+00:00) Dublin, Edinburgh, Lisbon, London.  
**Where:** Conf Rooms 4&5, VQ

Charlotte has a prior engagement this afternoon.

Elaine Jamieson, Head of Food and Drink, will represent HIE and will join the meeting by phone. Elaine can be contact on [Redacted] or [Redacted] to confirm the call details.

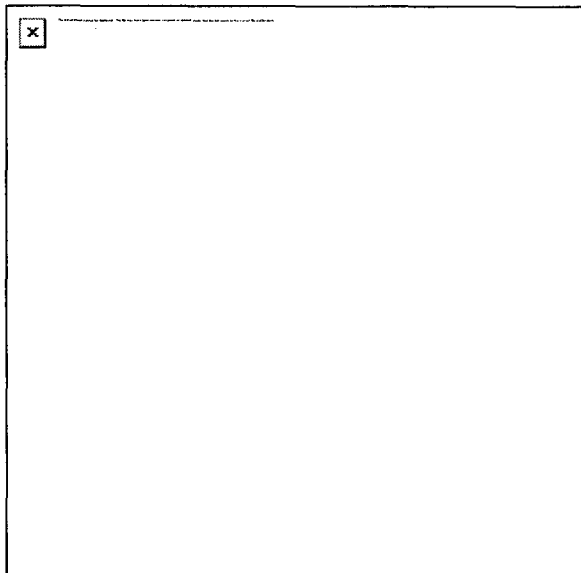
Kind regards  
Gillian

**Gillian Suttie**  
PA to Charlotte Wright, Chief Executive

[Redacted] | Reception: +44 (0)1463 245 245

Highlands and Islands Enterprise | Iomairt na Gàidhealtachd 's nan Eilean  
An Lòchran, 10 Inverness Campus, Inverness, IV2 5NA

[www.hie.co.uk](http://www.hie.co.uk) | [facebook](#) | [twitter](#) | [LinkedIn](#)



ATT96132 1.jpg

[REDACTED]

---

**From:** Elaine Jamieson [REDACTED]  
**Sent:** 13 November 2017 09:17  
**To:** [REDACTED]  
**Cc:** Gillian Suttie  
**Subject:** RE: Innovation Sites Proposals - HIE attendee

**Importance:** High

Hi [REDACTED]

I will be dialling into the meeting from Shetland – can you please send me dial in details.

Thanks  
Elaine

---

**From:** Gillian Suttie  
**Sent:** 13 November 2017 08:57  
**To:** [REDACTED]  
**Cc:** Elaine Jamieson  
**Subject:** RE: Innovation Sites Proposals - HIE attendee

Morning [REDACTED]

To confirm that Elaine Jamieson, Head of Food and Drink, will represent HIE on the call this afternoon.

An invite has come in this morning but I can't see the call details included. I've copied Elaine into this email if you could follow up with her directly.

Thanks  
Gillian

---

**From:** Gillian Suttie  
**Sent:** 10 November 2017 17:01  
**To:** [REDACTED]  
**Subject:** RE: Innovation Sites Proposals - HIE attendee

Hi [REDACTED]

I'll be able to confirm on Monday morning who the HIE attendee will be.

They will need to dial in if conference call details can be sent over.

Thanks  
Gillian

**Gillian Suttie**  
PA to Charlotte Wright, Chief Executive

[REDACTED] | Reception: +44 (0)1463 245 245



Highlands and Islands Enterprise  
Iomairt na Gàidhealtachd 's nan Eilean



---

**From:** [REDACTED]  
**Sent:** 10 November 2017 09:48  
**To:** Charlotte Wright  
**Subject:** Innovation Sites Proposals

Dear Charlotte

Please find attached an agenda for the Innovation meeting on Monday at Victoria Quay from 2pm – 4pm.

Can I confirm that you are attending in person? Teleconference facilities could be set up if you are unable to attend in person.

Best Regards

[REDACTED]  
[REDACTED]  
Aquaculture Policy Advisor  
Marine Scotland – Performance, Aquaculture and Recreational Fisheries  
[REDACTED]  
[REDACTED]

Web: <http://www.scotland.gov.uk/marinescotland>  
Mail: Scottish Government, 1B North, Victoria Quay, Edinburgh EH6 6QQ

\*\*\*\*\*

This e-mail (and any files or other attachments transmitted with it) is intended solely for the attention of the addressee(s). Unauthorised use, disclosure, storage, copying or distribution of any part of this e-mail is not permitted. If you are not the intended recipient please destroy the email, remove any copies from your system and inform the sender immediately by return.

Communications with the Scottish Government may be monitored or recorded in order to secure the effective operation of the system and for other lawful purposes. The views or opinions contained within this e-mail may not necessarily reflect those of the Scottish Government.

Tha am post-d seo (agus faidhle neo ceanglan còmhla ris) dhan neach neo luchd-ainmichte a-mhàin. Chan eil e ceadachd a chleachdadh ann an dòigh sam bith, a' toirt a-steach còraichean, foillseachadh neo sgaoileadh, gun chead. Ma 's e is gun d'fhuair sibh seo gun fhiosd', bu choir cur às dhan phost-d agus lethbhreac sam bith air an t-siostam agaibh agus fios a leigeil chun neach a sgaoil am post-d gun dàil.

[REDACTED]

---

**From:** Stewart Graham <[REDACTED]>  
**Sent:** 22 November 2017 08:32  
**To:** Palmer MR (Mike)  
**Subject:** RE: innovation site meetings

Mike

On a related point we are keen that the Ce's of the member organisations still participate in the AILG but as you have a significant workstream are you happy perhaps as a standard to attend along with Graham Black?

Regards

Stewart

Stewart Graham  
Group Managing Director



Gael Force Group Ltd.  
136 Anderson Street  
Inverness IV3 8DH



w: [www.gaelforcegroup.com](http://www.gaelforcegroup.com)



To read our full Terms and Conditions of Sale. [please click here.](#)



This E-mail is from Gael Force Group Ltd, a company registered in Scotland, whose registered office is at 136 Anderson Street, Inverness, IV3 8DH, registered number SC229244, VAT number 801768825. The contents of this e-mail and any attachments to it may include information that is private and confidential and should only be read by those persons to whom they are addressed. Gael Force Group Ltd accepts no liability for any loss or damage suffered by any person arising from the use of this e-mail. Neither Gael Force Group Ltd nor the sender accepts any responsibility for viruses and it is your responsibility to check the email and attachments (if any). No contracts may be concluded on behalf of Gael Force Group Ltd. by means of e-mail communications. If you have received this e-mail in error, please destroy and delete the message from your computer.

Please consider the environment – only print this e-mail if absolutely necessary.

**From:** Mike.Palmer@gov.scot [mailto:Mike.Palmer@gov.scot]

**Sent:** 21 November 2017 18:00

**To:** Stewart Graham <[REDACTED]>

**Cc:** [REDACTED]

**Subject:** RE: innovation site meetings

Yep; we're just getting agreement from our planning colleagues on that and other points.

**Mike Palmer**

**Deputy Director for ACRE – Aquaculture, Crown Estate, Recreational Fisheries, EMFF and Europe**

**marinescotland**

Scottish Government | Area 1B-South | Victoria Quay | Edinburgh EH6 6QQ

[REDACTED]

email: [mike.palmer@gov.scot](mailto:mike.palmer@gov.scot)

w: <http://www.gov.scot/marinescotland>

---

**From:** Stewart Graham [REDACTED]

**Sent:** 21 November 2017 17:01

**To:** Palmer MR (Mike)

**Cc:** [REDACTED]; [REDACTED]

**Subject:** RE: innovation site meetings

Very much appreciated Mike,

I'm not sure if you picked up the action discussed near the end with John McN regarding exploring the PDR around modifying sites when additional capacity was allowed through Depomod 2?

Regards

Stewart

Stewart Graham  
Group Managing Director



Gael Force Group Ltd.  
136 Anderson Street  
Inverness IV3 8DH

[REDACTED]

w: [www.gaelforcegroup.com](http://www.gaelforcegroup.com)



To read our full Terms and Conditions of Sale, [please click here](#).



This E-mail is from Gael Force Group Ltd, a company registered in Scotland, whose registered office is at 136 Anderson Street, Inverness, IV3 8DH, registered number SC229244, VAT number 801768825. The contents of this e-mail and any attachments to it may include information that is private and confidential and should only be read by those persons to whom they are addressed. Gael Force Group Ltd accepts no liability for any loss or damage suffered by any person arising from the use of this e-mail. Neither Gael Force Group Ltd nor the sender accepts any responsibility for viruses and it is your responsibility to check the email and attachments (if any). No contracts may be concluded on behalf of Gael Force Group Ltd. by means of e-mail communications. If you have received this e-mail in error, please destroy and delete the message from your computer.

Please consider the environment – only print this e-mail if absolutely necessary.

**From:** Mike.Palmer@gov.scot [mailto:Mike.Palmer@gov.scot]  
**Sent:** 21 November 2017 16:56  
**To:** Stewart Graham <[REDACTED]>  
**Cc:** [REDACTED]; [REDACTED]  
**Subject:** RE: innovation site meetings

Stewart

We'll circulate the actions from last week's meeting by the end of this week and hopefully they'll provide a structure for the innovation discussion at AILG.

**Mike Palmer**  
 Deputy Director for ACRE – Aquaculture, Crown Estate, Recreational Fisheries, EMFF and Europe  
**marine scotland**  
 Scottish Government | Area 1B-South | Victoria Quay | Edinburgh EH6 6QQ



email: [mike.palmer@gov.scot](mailto:mike.palmer@gov.scot)  
 w: <http://www.gov.scot/marinescotland>

**From:** Stewart Graham [mailto:[REDACTED]]  
**Sent:** 21 November 2017 14:43  
**To:** Palmer MR (Mike)  
**Cc:** Jim Gallagher ([REDACTED]); [REDACTED]  
**Subject:** innovation site meetings

Hi Mike

Reference the meeting on Monday of last week did you have a summary of actions agreed on the day? I am drafting the agenda for circulation for the next AILG meeting and obviously need to build an agenda item around our Innovation discussions while the Cabinet Secretary is in the meeting.

Failing that please feel free to propose a structure around the innovation discussions on the draft agenda when you get it.

Regards

Stewart

Stewart Graham  
Group Managing Director



Gael Force Group Ltd.  
136 Anderson Street  
Inverness IV3 8DH



w: [www.gaelforcegroup.com](http://www.gaelforcegroup.com)



To read our full Terms and Conditions of Sale, [please click here](#).



This E-mail is from Gael Force Group Ltd, a company registered in Scotland, whose registered office is at 136 Anderson Street, Inverness, IV3 8DH, registered number SC229244, VAT number 801768825. The contents of this e-mail and any attachments to it may include information that is private and confidential and should only be read by those persons to whom they are addressed. Gael Force Group Ltd accepts no liability for any loss or damage suffered by any person arising from the use of this e-mail. Neither Gael Force Group Ltd nor the sender accepts any responsibility for viruses and it is your responsibility to check the email and attachments (if any). No contracts may be concluded on behalf of Gael Force Group Ltd, by means of e-mail communications. If you have received this e-mail in error, please destroy and delete the message from your computer.

Please consider the environment – only print this e-mail if absolutely necessary.

---

This email has been scanned by the Symantec Email Security.cloud service.  
For more information please visit <http://www.symanteccloud.com>

\*\*\*\*\*

This e-mail (and any files or other attachments transmitted with it) is intended solely for the attention of the addressee(s). Unauthorised use, disclosure, storage, copying or distribution of any part of this e-mail is not



**MEETING ON INNOVATION SITES**

**2:00PM, 13 NOVEMBER 2017**

**CONFERENCE ROOM 12, VICTORIA QUAY, EDINBURGH**

**AGENDA**

- 1. Welcome and introductions**
- 2. Purpose and objectives of the meeting**
- 3. Proposed framework for innovation sites in Scotland (industry)**
- 4. Regulatory aspects (Scottish Government)**
- 5. Approach to meeting on 8 December**
- 6. AOB**

# Scottish Innovation Sites



## Scope for Growth

1. Scottish green development licences to support innovation for growers large and small through
  - Development at existing sites
  - New sites in inshore locations
  - New sites in more exposed locations
  - New high-energy sites
2. An innovative and proportionate regulatory framework that enables growth, facilitating rapid consents for higher biomass sites

# Fish Farming Consenting Update

- LA planning permission under the Town and Country Planning
  - Improved PDR
  - ICR 'quick wins' & fundamental review of current planning regime to be commissioned
- SEPA CAR licensing role to regulate environmental impact
  - DZR & new DEPOMOD opportunities
- Crown Estate Scotland leasing of sea bed rights
  - New Crown Estate Scotland – opportunities?
- Marine Scotland FHI authorisation and marine licensing navigational permission
  - Sea lice compliance regime



[REDACTED]

**From:** Gibbons J (Jeff)  
**Sent:** 24 November 2017 14:45  
**To:** Heather Jones ([REDACTED])  
**Cc:** Palmer MR (Mike); Mitchell A (Alastair); [REDACTED]  
**Subject:** Innovation sites proposals – next steps

Afternoon Heather

Further to the meeting on 13 November, please find attached a note recording the key actions from the discussion, which we will be including within the Cabinet Secretary briefing for the AILG on 8 December. I would be grateful if you could circulate to all the industry representatives who attended, please.



Innovaiton -  
13.11.17 -notes....

With regard to the AILG, I noted that agenda item 3.1 detailed a joint presentation from yourself and Mike summarising to the group where the work on this 'recommendation' had reached. I understand from Mike that his intention was to base that presentation on the action points detailed in the note from the meeting. Grateful for your thoughts around handling, please. I note that agenda item has an hour slot.

Regards

Jeff

Jeff Gibbons  
Head of Aquaculture Policy Unit  
Marine Scotland  
Scottish Government | Area 1-B North | Victoria Quay | EH6 6QQ

[REDACTED]



## MEETING BETWEEN SCOTTISH GOVERNMENT AND INDUSTRY ON INNOVATION IN AQUACULTURE, 13 NOVEMBER 2017

### **Key actions**

1. Marine Scotland will proceed to explore options for moving from the current terrestrial-based planning system to an alternative consenting regime. Timescale 3-5 years.
2. As well as pursuing the approach at (1) shorter term progress should still be made on making improvements within the current system, building on the work of the Independent Consenting Review.
3. There is a shared understanding that the pre-application process within planning can be improved. The Chief Planner will consider what improvements can be made.
4. Marine Scotland will review the advice currently provided to local planners on the impact of sea lice on wild salmonids.
5. Strategic engagement with the Heads of Planning in relevant local authorities should be developed to help create an enabling environment for innovation. This will be progressed jointly by Marine Scotland and SG Planning colleagues.
6. The concept of an R&D site would help to deliver innovation and should be pursued on the basis of proposals from the sector.
7. It would be helpful for the relevant regulatory bodies (Marine Scotland, SEPA, SNH and VMD) to adopt a broad approach of 'deploy, monitor and share' in considering proposals for innovation and change, within agreed parameters for protection of the environment. Scottish Government will seek to develop a joint policy statement to that effect.
8. The Chief Planner will examine the options for better reflecting the advent of new DEPOMOD in the planning system, such as changes to Permitted Development Rights for existing sites.
9. At the AILG meeting on 8/12/2017 Scottish Government and industry will look to present Mr Ewing with an agreed way forward with regard to innovation, based on the points outlined above.

**Councillor Aileen Morton  
Leader**



**Kilmory  
Lochgilphead  
PA31 8RT**

Email: [REDACTED]

Fergus Ewing MSP  
T3.25  
The Scottish Parliament  
EH99 1SP

Our Ref: AM/AMcN

By email to: [REDACTED]

2<sup>nd</sup> November 2017

Dear Fergus

It was good to see you again at COHI in Oban earlier this week. I do hope you enjoyed your latest visit to Argyll and Bute – we are always happy to welcome you here given your rural economy portfolio and the insight you contribute.

It goes without saying that we welcome your plans to identify Scotland's first aquaculture innovation sites and that you are keen to have input from local authorities.

You will be aware that aquaculture is a key sector for Argyll and Bute and that we have a number of sites which are very important to the industry and which are using innovative research or methods. Many of these have, or are planning, expansion programmes and have made significant investments. As your plans progress we will be keen to participate and contribute as much as possible and look forward to opportunities to tell you more about aquaculture in our region.

Yours sincerely

[REDACTED]

**Councillor Aileen Morton  
Council Leader**