



Programme Manager Update March 2015

This update incorporates reports from a range of partners involved in delivering elements of the *Caithness & north Sutherland High-level Programme*. By condensing multiple reports into one paper the information will be disseminated more efficiently amongst the various groups such as the CNSRP Advisory Board, Executive Board and the Dounreay Stakeholders' Group. The major projects being taken forward through the Programme (and reported against in this paper) are:

Project Title	Project Owner	Project support
Skills 1 – NH College	Donald MacBeath, NHC	Debbie Gray, NHC
Skills 2 - Talent attraction	Roy Kirk, HIE	Keith Muir, HIE
Business & Industrial Land	Roy Kirk, HIE	Keith Muir, HIE
Inward Investment	Roy Kirk, HIE	June Love, HIE
NDA Nuclear Archive	Simon Tucker, NDA	Anna MacConnell, NDA
Cavendish Nuclear Project Programme	Simon Middlemas, CN	Shona Kirk, CN
Dounreay Business Development	Ken Nicol, DSRL	June Love, DSRL
Scrabster Harbour	Sandy Mackie, SHT	Claire Conway, HIE
Superfast Broadband	Roy Kirk, HIE	Stuart Robertson, HIE
Roads 1 – A9 Trunk (Berriedale)	Andy Anderson, TS	TBC
Roads 2 – Non-trunk (B876)	Stuart Black, THC	Ian McGillivray, THC
Wick Harbour	Willie Watt, WHA	Hilary Budge, HIE
Wick John O'Groats Airport	Mark Stuart, HIAL	Claire Conway, HIE
Thurso Community Sports Hub	Phil Cartwright	Shona Kirk
Balance of Jobs	Eann Sinclair	Lindsay Foord, CNSRP
Dounreay Decommissioning Programme	Ken Nicol, DSRL	Marie Mackay, DSRL

Reporting system:

The Title Box for each major project will be coloured **Green, Amber or Red**. This will indicate the status of the project's delivery.

Green	Activity is on schedule to be delivered.
Amber	Activity has been delayed, or is taking longer to complete than originally expected.
Red	Activity has not happened, or is in danger of not happening.

Major Project	Scope of Work	Progress - Current	Progress – Next period
Skills 1	Establish a relationship with a business partner(s) to support commercial development of the NHC offerings Establish a Business Development Unit at NHC to support a programme of activities including employer engagement Establish Foundation, Community and Advanced Apprenticeships Develop the curriculum and courses to meet the further and higher education and business demands Establish a pool of associate lecturers from industry to support a range of curriculum areas Research activities NHC resources – understand and meet the course demands of the future Campus & Facilities - Upgrade the Thurso campus to provide modern facilities. Re-establish a presence in Wick to meet future offshore requirements. Utilisation of community facilities to deliver courses	<ul style="list-style-type: none"> • Business partner on hold • BDU plan being developed. • Advanced apprenticeship model rejected by DSRL. Currently reviewing options. Foundation apprenticeship model being developed with schools for 2016/17 intake • Engineering curriculum strategy dependent on all University partners within the faculty and therefore we do not have direct control of 	<ul style="list-style-type: none"> • Masters being developed – review date 9/15 • BDU plan being developed expected June 2015 • ITT for main Thurso campus will go to tender • Wick campus will be reviewed for 2016/17

		<p>completion date.</p> <ul style="list-style-type: none"> ITT will be ready for design team on main Thurso campus by April 2015 	
Skills 2	<p>To develop and implement the plan to attract talented people to Caithness and North Sutherland. This will include:</p> <ul style="list-style-type: none"> Carry out a needs assessment of the private and public sector requirements for skilled labour for the near term and medium term. This will include the private and public sectors. Work with Talent Scotland (www.talentscotland.com) to maximise the use of this programme in the North. Work with public sector partners to implement the Highlands and Islands Regional Skills Investment Plan, to maximise the benefits in Caithness and North Sutherland. This will focus on the workstream, “people attraction”. Work with the private sector (recruitment companies) to develop their knowledge of the opportunities in the area and to build links with the local companies to understand the cost effectiveness of using a private sector solution. To assess previous recruitment events and if appropriate to hold a recruitment fair outside of the Highlands and Islands. 	<p>Scopes for work submitted to DSRL. Lack of available partnership funding to match HIE funding for LMI works means reducing scope of work to be done (due to competing demands on HIE resources).</p>	<ul style="list-style-type: none"> Needs Assessment work completed. Reduced-scope LMI work commissioned. Discuss and agree local version of Regional Skills Investment Plan with THC, SDS and UHI.
Business &	<ul style="list-style-type: none"> To develop and implement the provision of business and industrial space in Caithness to support growth in key 	<p>Initial demand assessment completed, commissioning of</p>	<ul style="list-style-type: none"> Options Appraisal completed. Develop Brief for Feasibility on

<p>Industrial Land</p>	<p>sectors.</p> <ul style="list-style-type: none"> Identify business case for provision of business and industrial space (particularly around Thurso) Carry out Site(s) Options Appraisal Agree costed development plan for site(s) Implement 	<p>Options Appraisal underway.</p>	<p>preferred site(s).</p>
<p>Inward Investment</p>	<p>HIE will pro-actively seek to attract companies, in the energy and business services sectors, to relocate part of their existing business to the area. This will be carried out in a number of ways drawing on others within HIE, Scottish Enterprise and Scottish Development International to assist in this approach.</p> <p>Marketing of the area, raising awareness of the skills and supply chain capability that already exists will form a part of this scope as well as regular business meetings.</p> <p>This includes all HIE Inward Investment opportunities where there is no potential direct commercial arrangement with an existing local business.</p>	<ul style="list-style-type: none"> Two referrals have been identified (one for an oil and gas company and the other an intermediary and these will be progressed over the next few months. Visits to Aberdeen and London culminating in new leads being taken forward. This included attendance at an SCDI influencer's dinner in Aberdeen. Two new companies have been identified as potential leads. Organisation of Holyrood event commenced. Interaction with existing leads continued. Interactions with prospects continued. 	<ul style="list-style-type: none"> Awaiting introductions from Caithness Ambassadors for two referrals provided. Meetings will take place. One company visit led by HIE Head of Inward Investment on 4/5th March to Caithness. Follow up on one potential lead on Board decision to set up base in Caithness. Follow up one potential lead to ensure all information requested has been provided. Organisation of a business event in Holyrood. Attendance at Scottish Renewables Conference in Edinburgh to follow up with existing business contacts and to identify new prospects coming forward. Continue relationship building with a number of leads/prospects. Progress application to DSRL for funding for a LMI study required to understand the 1200 commuters

<p>NDA Nuclear Archive</p>	<p>To build a public archive repository and to manage and conserve archived records from across the NDA estate. As well as housing records from across the UK's civil nuclear sites the building will provide a permanent location for the Caithness (North Highland) archive. The NDA Nuclear Archive will provide, where appropriate, public access to records from across the UK and the Caithness archives. The facility will be managed by a commercial partner on behalf of the NDA and agreements put in place to provide a service to the Highland Council in respect of the Caithness (North Highland) Archive.</p>	<ul style="list-style-type: none"> • Pre-planning work completed; • Planning application due for consideration by North Planning Applications Committee of Highland Council on 24th March; • The Design and build contract competition is due to conclude at the end of March. 	<p>into the oil and gas sector from Caithness and North Sutherland.</p> <ul style="list-style-type: none"> • The Commercial Partner competition dialogue phase has now concluded and contract documentation will be published by end of March. • Bidders (3) will prepare and submit final bids to NDA with bidder presentations taking place in mid-April. Bid evaluation takes place in May.
<p>Cavendish Nuclear Project Programme</p>	<p>Investigate the formation of future new business in Caithness to meet the future requirements of Cavendish Nuclear, support wider Babcock interests or support to other likeminded and aligned sustainable inward investment or growth opportunities. Initial concepts are: Project T Project M Project K Project E Note: Including office facilities for all projects, including Dounreay off-site office requirements. Working with the wider Babcock companies, investigate opportunities and encourage investment in the following</p>		

	<p>for development Prepare a programme for the implementation and transition plans. Identify barriers to success for action eg. State aid, local issues.</p> <p>4. Specific activities: Confirm, or not, the initial concepts are viable and sustainable and underpin assumptions. Identify where additional resources will originate, ie. Existing fully skilled staff, partially skilled staff suitable for up-skilling, external resources that could be attracted into the area, graduate trainees and apprentices. Training requirements and availability of courses in the short, medium and long term. Quantify the potential number of jobs to be created locally and timescales for such jobs. Identify the infrastructure and asset requirements. Consider and identify areas of potential support – funding, support in kind, expertise etc from appropriate bodies including HIE, NDA, PBO Parents, Dounreay. Identify partners and potential business model that would underpin the opportunity.</p>		
<p>Dounreay Business Development</p>	<p>DSRL Business Development relates to activities for the creation of sustainable businesses based upon the skills of individuals and /or products & services from within the Dounreay site. This may take a variety of forms such as a new business start-up or spin out. There are a number of fundamental challenges which need to be understood and addressed to ensure that any business is sustainable post Dounreay. Individuals are (or may in the future) establishing their own business utilising their skills or into</p>		

	<p>require advice and mentoring to enable them to establish a sustainable business or develop business skills. In order to deliver this DSRL will work with organisation such as the Business Gateway; Caithness Chamber of Commerce and the Highlands & Islands Enterprise;</p> <p>maintain an awareness of different established or emerging markets which may offer opportunities for individuals (or groups of individuals) to establish / develop a businesses DSRL will look for opportunities which as a result of the decommissioning programme could support the economic development of the area. This could include relocating selected Dounreay staff into new office accommodation in the Thurso area or encouraging contractors to establish a permanent presence in the area.</p> <p>The above has to be balanced with the requirement to deliver the decommissioning programme, therefore the timing of this activity is crucial.</p>	<ul style="list-style-type: none"> • Business spin-outs Review completed & submitted to NDA 	
<p>Scrabster harbour</p>	<p>Phase 1a – Development of the 32 Acre Enterprise Area at Scrabster Mains</p> <p>Phase 2 – Re-development of the St Ola Pier to create modern deep-water harbour infrastructure</p> <p>Phase 3 – Seabed reclamation works to create laydown / industrial space to the south of the harbour</p> <p>Phase 4 and 5 would build on the earlier phases of development (but not currently scoped)</p>	<p>All projects have progressed over the period. The major issue applicable to all three is funding and prioritisation of scarce resources.</p>	<p>The major focus for the next period will be possible funding sources and clarity on development options for Ph1a.</p>
<p>Superfast Broadband</p>	<ul style="list-style-type: none"> • Improve connectivity through implementation of improved fixed broadband. Target is to maximise coverage at superfast speeds (>24Mbps download) • Provide the following capability for business by end 	<p>Preparatory work and initial FTTC installation in Wick & Thurso achieved. (Thurso PoP live).</p>	<p>Further FTTC & EO rollout in Thurso and Wick and introduction of additional exchange areas.</p>

	<p>2016:</p> <ul style="list-style-type: none"> • Access to affordable fixed fibre based broadband • Installation of additional Points of Presence (PoPs) to increase availability/affordability of Ethernet services • Provide the following capability for home working by end 2016: <ul style="list-style-type: none"> • Access to affordable fixed fibre based broadband 		
Roads 1	<i>To deliver a realigned stretch of the A9 Trunk Road at the north side of Berriedale Braes, addressing the current issue with both the gradient and severity of the hairpin bend.</i>		
Roads 2	The project is the improvement of a 900m section of the B876 across Killimster Moss to bring the load capacity up to Scottish Government recommended strength standards.	Received authority to proceed with project design.	<ul style="list-style-type: none"> • Options appraisal completed. • Budget to be confirmed May-2015 by Development & Infrastructure Ctte. Potential budget allocation for 2016/17 • Issue 2 of project plan will be created with CNSRP PM.
Wick Harbour	<p>Phase 1 – creation of a High-Water Gate</p> <p>Phase 2 – Creation of pontoons/ berthing; offices; parking; laydown space</p> <p>Phase 3 – Development of land at the south of the harbour (Shaltigoe development)</p> <p>Phase 4 – Development of land at the north of the harbour (Dunbar development)</p>	Good progress on detailed design of onshore facilities for BOWL, and funding investigations.	Continuation of same plus discussions with Planning Authorities and other stakeholders.
Wick JOG Airport	<p>Enhance the service offer at the airport:</p> <ul style="list-style-type: none"> • Facilitate the provision of modern, fit for purpose hangars • Improved safety in approach procedures 	Fire appliances delivered and training underway.	<ul style="list-style-type: none"> • Apron refurbishment currently being tendered. Estimated start date July 15. • Hangar façade. Estimated start date

	<ul style="list-style-type: none"> • Aim for equivalence of Cat 1 ILS decision heights • Improved environmental performance on approaches • Introduction of new fire appliances • Improvement of “first impressions”, e.g. the removal/refurbishment of the old hangar adjacent to the terminal building • Replace the apron and increase the available area for aircraft parking and manoeuvring (fixed wing and rotary) • Increase the number of car parking spaces available • Increase the frequency and number of routes 		May 15.
Community Sports Hub	<p>The hub has been established to provide a platform for all local sports clubs and appropriate partners to work together for the benefit of developing sport locally. One of the key issues identified to date is the lack of quality training and playing facilities and equipment for its members. This project will provide a project manager to the Hub to develop the appropriate facilities.</p> <p>Will work closely with proposed Thurso Harbour development to ensure projects are complementary to each other.</p>	<ul style="list-style-type: none"> • Currently behind schedule in terms of the planning permission. • Stage 1 funding application has been submitted to Sportscotland 	<ul style="list-style-type: none"> • Discussion with Thurso Community Council re: submission of planning application. • Finalise documentation for planning application submission. • Submit application to Highland Council to Discretionary Capital Budget.
Supporting Activities			
Balance of Jobs	<p>To gather, collate and disseminate information to partners and stakeholders on the range of jobs being created and retained in the area economy of Caithness and North Sutherland. Also where possible to identify jobs lost to the area economy through any redundancies and business contractions/ closures and share this information with CNSRP partners.</p>	<ul style="list-style-type: none"> • Advisory Board meets on 25th March to review progress with Programme. • To date in 2014/15 companies have committed to creating 119.5 FTE jobs and retaining 32 FTE jobs. 	Executive Board meets on 21 st April to review progress with Programme.

Dounreay Decommissioning Programme	To provide information to CNSRP on the overall DSRL decommissioning programme in relation to site employment numbers up until the Interim End State date.	Initial resource profile was submitted to CNSRP on 5 January 2015. Work continues to develop the site's people plan.	No activities due.
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Other activities

Tourism, Food & Drink

Venture North continues to make progress in the development of its tourism app, with funding support from the NDA. **North Highland Initiative** has achieved wide recognition for its proposed "North Coast 500" tourism route. **Caithness Chamber of Commerce** has received support from Skills Development Scotland to roll out delivery of its "World Host" training programme to Sutherland as well as Caithness, where it has already been successfully delivering the programme.

Jobs created/ retained (as at 09 March 2015)

Sector	3 year Target		Current projections		
	Low	High	New	Ret	Total
Energy	138	197	58	32	92
Business Services	62	80	0	0	0
Tourism	12	22	5	0	5
Food & Drink	15	25	13	0	13
Other Sectors	22	45	21.5	0	21.5
Local market	110	110	22	0	22
Totals	359	479	119.5	32	151.5