

Programme Manager Update

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	TBC, HIE
Skills 3 – Developing the Young Workforce	Trudy Morris, CCoC	Marcus Mennie, CCoC
Business & Industrial Land	Roy Kirk, HIE	TBC, 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	
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	Shoshana Mitchell, 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.

General update: Apr-Jun 2015

Jobs created/ retained (as at 31 August 2015)

Sector	3 year Target		Current projections		
	Low	Hi	New	Ret	Total
Energy	138	197	84	32	116
Business Services	62	80	0	0	0
Tourism	12	22	5	0	5
Food & Drink	15	25	38	0	38
Other Sectors	22	45	22.5	0	22.5
Local market	110	110	29.5	0	29.5
Totals	359	479	179	32	211

CNSRP Programme Manager update

Energy/ Business Services:

The Beatrice Offshore Windfarm Ltd (BOWL) consortium continues to progress its plans for its offshore wind site off the coast of Caithness, with Wick harbour being its preferred Operations & Maintenance base. BOWL ran a workshop in Wick in September for potential supply chain companies. It is expected that lead partner SSE will make its Final Investment Decision on the project early next year. In the meantime HIE, NDA, DSRL have supported Wick Harbour Authority's preparations with financial awards, and Cavendish Nuclear continues to second Shona Kirk to work part-time with WHA.

Atlantis Resources have continued to make good progress with the MeyGen tidal project. Atlantis Chief Executive and Chairman both remain confident of the project's planned 2016 date for generating power from turbines to be located at the Inner Sound of the Pentland Firth. Directional drilling for subsea cable installation was successfully completed. The project's onshore infrastructure at Ness of Quoy near Gills is progressing, and the turbines remain on course for delivery. JGC Engineering is fabricating the bases for the turbines at its Janetstown site.

The NDA has appointed Crimson as its commercial partner to operate the Nuclear Archive facility in Wick. The company is expected to begin accepting archive materials in late 2016. In the meantime ground works at the site near Wick JOG airport have commenced with Morrison Construction as main contractor.

Tourism Food & Drink:

Thurso Cinema went into administration in August 2015, with around 20 staff affected. CNSRP partners instigated a PACE (Partnership Action for Continuing Employment) response to provide advice and support to affected staff. Signs are promising that a new operator for the facility will be found.

Infrastructure:

Around 10,000 premises in Caithness are now able to receive superfast broadband, as the £146M rollout programme continues to make progress. Further work currently taking place will enable additional communities in Caithness and north Sutherland to take advantage of superfast connectivity.

Caithness Chamber of Commerce has commenced its "Developing the Young Workforce" programme following funding awards from Scottish Government and the NDA. Programme launched on 23rd Sept 2015, with formal launch in November.

Other:

CNSRP partner representatives were present at the Offshore Europe Exhibition and the PACE event for oil & gas industry workers, both in Aberdeen in September. These are part of an ongoing programme of activities promoting the north to potential investors and workers.

Major Project	Scope of Work	Progress - Current	Progress – Next period
Skills 1	<p>Establish a relationship with a business partner(s) to support commercial development of the NHC offerings</p> <p>Establish a Business Development Unit (BDU) at NHC to support a programme of activities including employer engagement</p> <p>Establish Foundation, Community and Advanced Apprenticeships</p> <p>Develop the curriculum and courses to meet the further and higher education and business demands</p> <p>Establish a pool of associate lecturers from industry to support a range of curriculum areas</p> <p>Research activities</p> <p>NHC resources – understand and meet the course demands of the future</p> <p>Campus & Facilities - Upgrade the Thurso campus to provide modern facilities.</p> <p>Re-establish a presence in Wick to meet future offshore requirements.</p> <p>Utilisation of community facilities to deliver courses</p>	<ul style="list-style-type: none"> • The BDU is taking longer to establish due to delays in funding decision from NH foundation. To be concluded by October 2015. • The development of foundation apprenticeship plans following SDS workshops has been welcomed. On course to offer these to schools by January 2016. • 11 of 18 Community Apprentices have moved into employment from NHC. • Developing research activity in engineering working in partnership with Perth College to support Denchi Power with a Knowledge Transfer Partnership Associate who will be employed by the college and trained within ETEC. 	<ul style="list-style-type: none"> • Recruiting to BDU, advancing apprenticeship provision with SDS as funder. • Working with Sheppard Robson on creating a “shovel ready” Campus Development project.
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 	<ul style="list-style-type: none"> • Needs Assessment scope delayed 	<ul style="list-style-type: none"> • Commission Needs Assessment. • MoU with Talent Scotland agreed.

Major Project	Scope of Work	Progress - Current	Progress – Next period
	<p>and medium term. This will include the private and public sectors.</p> <ul style="list-style-type: none"> • 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>Skills 3 – Developing the Young Workforce</p>	<p>To develop a Jobs pipeline for Young People, which will have various entry points allowing access based on the individuals needs and employment aspirations. The pipeline will have various activity and support pathways, which will empower the Young person and their parents to make informed choices which will lead to employment in the community.</p> <ul style="list-style-type: none"> • Improve employment awareness and readiness to work in our young people as they plan transitions throughout and from the senior phase of education. • Increase the numbers of young people achieving a positive destination from School or College • Increase the numbers of young people who are economically active in the 16 – 24 age group • Enable business development and growth in local areas by giving employers the confidence to invest in young people 	<ul style="list-style-type: none"> • Scottish Government funding awarded • NDA funding awarded • Project launch on 23rd September 	<ul style="list-style-type: none"> • Audit of current careers engagement/ work placement schemes • Formation of Project Board
<p>Business & Industrial Land</p>	<ul style="list-style-type: none"> • To develop and implement the provision of business and industrial space in Caithness to support growth in key sectors. 		<ul style="list-style-type: none"> • Delayed Options Appraisal completed

CNSRP Programme Manager update

Major Project	Scope of Work	Progress - Current	Progress – Next period
	<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 		<ul style="list-style-type: none"> • Commissioning of Feasibility on preferred sites started.
Inward Investment	<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"> • The CNSRP marketing plan has been updated • Two visits to the area by potential investor companies. • One new Proposition Document being prepared for a potential investor company. • Three “warm” referrals from Caithness Ambassadors. 	<ul style="list-style-type: none"> • Caithness Ambassadors forward engagement plan approved. • Develop opportunities for group visits to the area.
NDA Nuclear Archive	<p>To build a public archive repository and to manage and conserve archived records from across the NDA estate.</p> <p>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"> • Commercial partner appointed • Ground works commenced 	<ul style="list-style-type: none"> • Ground works continue.
Cavendish Nuclear Project Programme	<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</p>	<ul style="list-style-type: none"> • Indicative timescales have generally slipped approximately 1 year due 	<p>The next 12 months will concentrate on development of the concepts to allow a decision to be taken on the</p>

Major Project	Scope of Work	Progress - Current	Progress – Next period
	<p>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 market sectors locally: Project N Project E Investigate the opportunities thoroughly so that it they can be progressed further, shelved or handed to another party for development Prepare a programme for the implementation and transition plans. Identify barriers to success for action eg. State aid, local issues. 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</p>	<p>to precursor business activities, however, this will not stop progress on all activities up to, but not including implementation and office build.</p>	<p>commercial viability of moving into the implementation phases. There is a window of opportunity for initiating these projects to take advantage of the skills at the Dounreay site from 2018 to approximately 2023.</p>

Major Project	Scope of Work	Progress - Current	Progress – Next period
	<p>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 interests and may 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; 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. 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"> • Support programme with Caithness Chamber due to end July 2015, but end date likely to be extended to take account of lower than expected levels of spend. • Interventions – Initial Guidance 34 (target 50); Advice/ consultancy 18 (target 30); Mentoring 1 (target 6) • Four workshops delivered. 	<ul style="list-style-type: none"> • Continue to provide support to potential and new businesses • Communicate business events and information to staff
<p>Scrabster harbour</p>	<p>Business/ Industrial Park – Development of the 32 Acre Enterprise Area at Scrabster Mains St. Ola Pier – Re-development of the St Ola Pier to create modern deep-water harbour infrastructure Land Reclamation – works to create laydown / industrial space to</p>	<ul style="list-style-type: none"> • Port marketing/ communications enhanced. • Encouraging growth in oil & gas business 	<ul style="list-style-type: none"> • Paper on development options for Scrabster Farm to be shared with HIE. • St Ola pier development planning

Major Project	Scope of Work	Progress - Current	Progress – Next period
	<p>the south of the harbour Further phases of work would build on the earlier phases of development (but not currently scoped)</p>	<ul style="list-style-type: none"> Gathering data to support St Ola pier development. 	<ul style="list-style-type: none"> Monthly press communications from Scrabster (CNSRP included in distribution)
<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 2016: <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 	<ul style="list-style-type: none"> Expansion of “Fibre to the Cabinet (FTTC)” installation in additional exchange areas. 	<ul style="list-style-type: none"> Further expansion of FTTC rollout in additional exchange areas. FTTC “Exchange Only” installations. Planning for solutions for John O’Groats area.
<p>Roads 1</p>	<p>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.</p>	<ul style="list-style-type: none"> The draft Compulsory Purchase Order (CPO) and Trunk Road Order (TRO) were published on 21 November 2014. Two objections to the orders have been received and one has been withdrawn. Continued correspondence with remaining objector. Preparation for possible PLI. 	<ul style="list-style-type: none"> Possible PLI
<p>Roads 2</p>	<p>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.</p>	<ul style="list-style-type: none"> Budget confirmed May-2015 by Development & Infrastructure Cttee. budget allocation for 2015/16 2016/17 and 2017/18 	<ul style="list-style-type: none"> Scheme design options complete Dec 15.

Major Project	Scope of Work	Progress - Current	Progress – Next period
Wick Harbour	<p>Phase 1 – creation of a High-Water Protection 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>	<ul style="list-style-type: none"> • Good progress on detailed design of onshore facilities, and funding investigations. • MORL O&M tender issued, WHA response submitted. • Discussions on funding options for High Water Protection gate. 	<ul style="list-style-type: none"> • Continuation of same plus discussions with Planning 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 • 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 	<ul style="list-style-type: none"> • Hangar façade work completed. • Apron refurbishment works in progress. • Satellite Approach procedures submitted to CAA. 	<ul style="list-style-type: none"> • Satellite Approach procedures CAA response expected early Spring 16.
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"> • Revised scheme drawings in preparation for planning application. 	<ul style="list-style-type: none"> • Public drop-in session to be held on 6th October. • Planning applications submitted if sufficient funds available to do so.

CNSRP Programme Manager update

Major Project	Scope of Work	Progress - Current	Progress – Next period
Supporting Activities			
Balance of Jobs	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.	<ul style="list-style-type: none"> Advisory Board meets on 25th Sept to review progress with Programme. 	<ul style="list-style-type: none"> Executive Board meets 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.	<ul style="list-style-type: none"> Initial resource profile was submitted to CNSRP on 5 January 2015 & updated 9th April and 19th August. 	<ul style="list-style-type: none">