

Programme Manager Update
June 2016

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	Karen Gunn, HIE
Skills 3 – Developing the Young Workforce	Trudy Morris, CCoC	Marcus Mennie, CCoC
Business & Industrial Land	Roy Kirk, HIE	Julie McGee
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	June Love, DSRL	TBC
Scrabster Harbour	Sandy Mackie, SHT	TBC
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	W Sutherland HIAL
Thurso Community Sports Hub	Phil Cartwright, TCSH	Shona Kirk, CN
Balance of Jobs	Eann Sinclair	Iona Gunn, CNSRP
Dounreay Decommissioning Programme	June Love, 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: Jun-Sep 2016

Jobs created/ retained (as at Sep 2016)

Sector	3 year Target		Current projections		
	Low	Hi	New	Ret	Total
Energy	138	197	112	34	146
Business Services	62	80	3	0	3
Tourism	12	22	19.25	0	19.25
Food & Drink	15	25	44	0	44
Other Sectors	22	45	38.5	0	38.5
Local market	110	110	77.5	2	79.5
Totals	359	479	294.25	36	330.25

Key highlights:

- The Beatrice Offshore Windfarm (BOWL) development has progressed, with BOWL having submitted a planning application to construct its Operation & Maintenance base at historic harbour front buildings. The first job adverts have also been issued for O&M staff.
- The MeyGen project reached a key milestone with the formal project launch by First Minister Nicola Sturgeon MSP at the Nigg Energy Park in September. The turbine support structures were then installed in the inner sound of the Pentland Firth during October, with the ballast blocks fabricated by JGC Engineering. The turbines themselves are scheduled for installation in November.
- Construction began on expanded carparking at Wick John O’Groats airport, to be shared with the NDA Archive. Satellite Approach procedures for the airport approved by Civil Aviation Authority.

Major Project		Scope of Work	Progress	
Last period	This period		This period	Next period
Skills 1	Skills 1	Working with business partner(s), to grow North Highland College to meet the further and higher education and business demands of the future: <ol style="list-style-type: none"> 1. Establish a relationship with a business partner(s) to support commercial development of the NHC offerings 2. Establish a Business Development Unit at NHC to support a range of projects 3. Campus & Facilities <ol style="list-style-type: none"> a. Upgrade the Thurso campus to provide modern facilities. b. Utilisation of community facilities to deliver courses 	<ul style="list-style-type: none"> • A revised project scope and plan has been established. • Thurso campus - business case completed and are awaiting the final plan from the architect, expected by end November 2016. • Business Development Unit – funding applications to date have been unsuccessful 	<ul style="list-style-type: none"> • Thurso campus - planning permission submitted, with an aim to have this in place by February 2017 • Funding applications for campus devt and business devt unit
Skills 2 – Talent Attraction	Skills 2 – Talent Attraction	To develop and implement the plan to attract talented people to Caithness and North Sutherland. This will include: <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 	<ul style="list-style-type: none"> • Needs Assessment undertaken by Caithness Chamber of Commerce. Final report received May 2016. 	<ul style="list-style-type: none"> • Agree recommended actions from Needs Assessment. • Work with

		<p>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 (RSIP), 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>partners to maximise Talent Attraction element of RSIP in Caithness/ N Sutherland.</p>
<p>Skills 3 – Developing the Young Workforce</p>	<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"> • A range of activities are being planned with the 6 schools – this week a Tree of Knowledge training workshop took place for S6 pupils from 5 of the schools, they will then deliver this training to S1 pupils. Business ambassadors are involved in this and will mentor/support the S6 pupils in their delivery. Further activity is being scoped out with schools for the remainder of the junior and senior phases. Plans are also being made for a 5 week programme for S4 – S6 pupils who will not 	<ul style="list-style-type: none"> • CNSRP Programme Manager, DYW and ambassadors will be attending a S2/S3 parents information evening in Thurso later in November with the aim to raise awareness of the opportunities available to young people locally and the kinds of jobs which will be available • There are plans to produce an easy to read brochure for employers around

			<p>have an exam study leave period in May 2017</p> <ul style="list-style-type: none"> • A solution to the Highland Council work experience H&S audits of businesses has been agreed. DYW will be able to contract local H&S businesses/individuals to undertake the audits locally in order to get through the backlog. 	<p>apprenticeships and local training providers</p>
Business & Industrial Land	Business & Industrial Land	<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. • 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"> • Options Appraisal complete. • An initial high level review of Scrabster has been undertaken by Torrance Partnership. More info is required. Arch Henderson appointed to conduct Feasibility Study on Thurso Business Park. Mid December outcome for both. 	<ul style="list-style-type: none"> • Feasibility work completed on two preferred site(s) and recommended investment priority identified.
Inward Investment	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</p>	<ul style="list-style-type: none"> • Visits to the area continue with two company visits during the period March to May. In April one company interested in the UKVL project visited Inverness over a two day period for various discussions. During June to date two further visits have taken place • Given DSRL’s funding profile there was agreement to stagger the LMI study into next financial year – therefore the 	<ul style="list-style-type: none"> • UKVL Feasibility Study. • Further work with companies in receipt of proposition documents. • Further Atlantic Frontier Hub meetings with SHT.

		existing local business.	labour market intelligence for Captive Business Services will not be delivered in 2015/16. This study will now happen during 2016/17 due to other work commitments.	
NDA Nuclear Archive	NDA Nuclear Archive	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.	<ul style="list-style-type: none"> On-site works progressing in Wick, with 4 local sub-contractors (G&A Barnie, John Gunn & Sons, GMR Henderson Ltd, Steven Blackwood Fencing Ltd) Contractor trainees/ apprentices engaged. Commercial partner team recruitment process underway. 	<ul style="list-style-type: none"> Building handover to commercial operator Preparations for facility opening. Discussions between commercial partner and HIE on wider economic opportunities
Cavendish Nuclear Project Programme	Cavendish Nuclear Project Programme	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 market sectors locally: Project N Project E	<ul style="list-style-type: none"> The opportunities for future nuclear support nationally and internationally using the skills of the Dounreay workforce and supply chain are promising, with the need for decommissioning expertise growing and the new build programme moving forward. Long term prospects look good. It is crucial that for this project to succeed, it must integrate seamlessly with the decommissioning programme of the site. Therefore, the project programme will be reviewed when the output from the latest decommissioning programme and integration with the People Plan is 	<ul style="list-style-type: none"> At the appropriate time (Implementation phase), much of the activities can be communicated to the wider Dounreay workforce and stakeholders. However, this can only take place after agreement in principle with the DSRL and PBO Boards, NDA, the site Executive and Regulators.

		<p>Investigate the opportunities thoroughly so that it they can be progressed further, shelved or handed to another party for development</p> <p>Prepare a programme for the implementation and transition plans.</p> <p>Identify barriers to success for action eg. State aid, local issues.</p> <p>4. Specific activities:</p> <p>Confirm, or not, the initial concepts are viable and sustainable and underpin assumptions.</p> <p>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.</p> <p>Training requirements and availability of courses in the short, medium and long term.</p> <p>Quantify the potential number of jobs to be created locally and timescales for such jobs.</p> <p>Identify the infrastructure and asset requirements.</p> <p>Consider and identify areas of potential support – funding, support in kind, expertise etc from appropriate bodies including HIE, NDA, PBO Parents, Dounreay.</p> <p>Identify partners and potential business model that would underpin the opportunity.</p>	<p>clear, assessing any impacts. It is then anticipated that an extensive “desk top” exercise will be conducted at the appropriate time with key stakeholders (primarily DSRL and PBO Boards, NDA and regulators) to gain support and justify the project proceeding. The schedule status of tasks have therefore changed to amber to reflect this. Changes to the site programme and the consequential affect on this project’s programme do not change the viability of this project at this stage.</p>	
<p>Dounreay Business Development</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</p>	<ul style="list-style-type: none"> • Interim review completed in November 2015. Main review is scheduled to take place when the funding to the agreed funding to the Pilot Project has been utilised • A total of 11 companies are known to be trading with the potential to employ 17 individuals. 	<ul style="list-style-type: none"> • Committed to continue the support to start up businesses by individuals employed at Dounreay

		<p>sustainable business or develop business skills. In order to deliver this DSRL will work with organisation such as Business Gateway; Caithness Chamber of Commerce and 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.</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>		
<p>Scrabster harbour</p>	<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 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"> • Dialogue has continued with HIE regarding development options for the Business/ Industrial park. Peer review of progress to date has been undertaken by external consultants appointed by HIE. This has identified a number of possible development options for further discussion with a view to recommendations being made to the HIE Leadership team. Taking potential demand into account, the likelihood is that initial development will be limited in scale. Any development of the site will be 	<ul style="list-style-type: none"> • Ongoing marketing via social media (YouTube/ twitter) and email campaign. • Further discussion with HIE on Scrabster Farm potential.

			<p>contingent on a new access route to the site being constructed.</p> <ul style="list-style-type: none"> • Scrabster’s support of MeyGen’s Phase 1a is now complete. Scrabster acted as the storage area and port base for the deployment of the 24 (no) 200 tonne ballast blocks. The installation contractor, GeoSea, has advised that they were very happy with the facilities and service provided. They would recommend Scrabster as the base for future foundation load outs. The position on O&M work is unclear with MeyGen / Atlantis now favouring Nigg. • In the present economic climate, securing an oil and gas base partner is aspirational. The focus remains on building increased Oil and Gas activity using the harbour and to communicate the operating advantages of using Scrabster and Caithness. Prospects West of Shetland remain buoyant with Hurricane Energy’s Lancaster field showing great promise. 	
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<p>Superfast Broadband</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 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"> • Cabinets now live in Wick, Thurso, Halkirk, Castletown, John O’Groats, Lybster, Thrumster, Watten, Reay, Bettyhill, Helmsdale, Keiss, Dunbeath. • Points of Presence “live” in Wick and Thurso. • More than 10,000 homes/ businesses in Caithness/ Sutherland now able to order Superfast Broadband services. 	<ul style="list-style-type: none"> • Network build/ rollout continues. Funding committed to enable further work beyond December 2016.
<p>Roads 1</p>	<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"> • A Public Local Inquiry (PLI), took place in early April this year to consider the evidence for the one remaining objection to the Scheme. The Reporter submitted her report and recommendations to the Scottish Government on 31 August. • PLI Report is under active consideration by Scottish Government. The Scottish Government remains committed to delivering the A9 Berriedale Braes scheme although the real terms cut in Scotland’s capital budget means Transport Scotland would require to identify suitable funding opportunities 	<ul style="list-style-type: none"> • The next step will be to Make Orders, subject to a favourable decision from the Scottish Ministers.

			to ensure further progress on completion of the statutory process.	
Roads 2	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.	<ul style="list-style-type: none"> Initial works commencing Nov 2016. 	<ul style="list-style-type: none"> Further works planned 2017/18..
Wick Harbour	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"> BOWL made application to Highland Council for planning permission for O&M base in Sept 2016. Proposed location is in former D. Steven & Son buildings on the harbour front. 	<ul style="list-style-type: none"> Outcome of planning application. Start of O&M Base construction (subject to planning decision).
Wick JOG Airport	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"> Satellite Approach procedures now published, with some private aircraft now using. Hangar façade and Apron refurbishment now complete. Extended car-parking work now underway. 	
Community Sports Hub	Community Sports Hub	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	<ul style="list-style-type: none"> Discussions with Sportscotland and High Life Highland. 	<ul style="list-style-type: none"> Decision on future project direction.

		the appropriate facilities. Will work closely with proposed Thurso Harbour development to ensure projects are complementary to each other.		
Supporting Activities				
Balance of Jobs	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"> • DSRL and HIE have jointly funded a further study into the “Socio-economic Impacts of Dounreay Decommissioning”. Contractor EKOS preparing final Executive Summary. • The PM and S. Middlemas gave a series of presentations on “future employment projections” to c. 150 site workers to date. • Update presentation on CNSRP to Highland Council (02 Nov 2016) 	
Dounreay Decomm Programme	Dounreay Decomm 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"> • From 1 April to 30 Sept, DSRL recruited 79 FTEs a net increase (after attrition) of 64 FTE. • Future reports to include information on DSRL recruitment • Graphs provided with DSRL staff and contractor profiles 	<ul style="list-style-type: none"> • Awaiting approval of new decommissioning plan for accurate resource information