

Programme Manager Update – January 2021

This update incorporates reports from a range of partners involved in delivering elements of the Caithness & North Sutherland High-level Programme.

Programme theme	Development Area	Project	Status
Energy	Offshore Wind	Moray East Windfarm Limited	
		Moray West Windfarm Limited	
		Future site developments – Scotwind leasing round 2020	
	Oil & Gas	Scrabster Harbour St Ola Pier Redevelopment	CV19*
	Tidal	Simec Atlantis Tidal Stream Array	
	Hydrogen/Power Storage	In Development	
Space	Space Hub Sutherland	Space Hub Sutherland Build and operate	CV19*
Business services	Nuclear Design and Support Services	Dounreay Engineering Centre	
		Vulcan Engineering Centre	
	General Business Services	Local providers expanding and recruiting	
Tourism	North Coast 500	Development unclear in the short term due to Covid pandemic.	CV19*
	Strategy development	CNSRP Tourism Strategy development	
Enabling activities	Skills Development and Investment Plan	Progress actions identified in Skills Investment Plan	
	Connectivity Wick Airport	Establish a Public Service Obligation for routes at WJoG	CV19*
	Research activities - Talent attraction development and retention	Establishment of a research facility to support nuclear and energy related activities	
		Establish a research and training centre for Zero C Technologies	CV19*
	CNSRP Support Hub	Development of CNSRP Support Hub to Increase project development and Inward Investment (II) activities and sustainability approach (including Region of Sustainable Excellence - ROSE project)	
	Infrastructure - Building requirements	Potentially develop shared accommodation/development space	
	Infrastructure - Naver Bridge	Replacement of Naver Bridge	

	Infrastructure -Development space in West Caithness (Thurso)	Facilities for business attraction and development in West Caithness	
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\*CV-19 – these activities have been identified as directly affected/delayed by CV19 restrictions, longer term activities or those where no direct effect has been identified are not seen to be affected, although longer term effects may yet arise.

Each activity is coloured <b>Green, Amber or Red.</b> to indicate the status of the project’s delivery.	<b>Green</b>	<b>Activity is on schedule to be delivered.</b>
	<b>Amber</b>	<b>Activity has been delayed or is taking longer to complete than originally expected.</b>
	<b>Red</b>	<b>Activity has not happened or is in danger of not happening.</b>

Jobs created/ retained (as at March 2020) Significant disruption/ furlough and business interruptions make reporting on jobs created difficult currently.

Project	3 year Target		Current projections		
	Low	Hi	New	Ret	Total
BOWL Offshore Wind	45	145	50	0	50
Tidal	0	10			
SpaceHub Sutherland	0	20	3	0	3
Oil & Gas	15	25	9	0	9
Nuclear services	60	120			
Business Services	15	100	51	0	51
North Coast 500	30	100			
Other Sectors	30	60	234	10	244
Local market	75	90	13	0	13
Totals	270	670	360	10	370

**General update: Apr 2020 – October 2020**

- The Covid-19 Pandemic continues to affect all aspects of life, with most businesses affected to varying degrees. It is likely that the CNSRP programme will continue to be adapted to re-prioritise activities in support of the recovery effort when this phase is entered. Projects delayed as a result of Covid-19 have been identified in the summary.
- The jobs totals shown above do not consider any changes during the Covid period. It is as yet unclear the long-term effect on employment in the region. The CNSRP Support hub is being established and will be part of the region’s response to the Socio-Economic shock posed by the pandemic.

- Scotwind leasing round has commenced offering the opportunity to potentially develop Inward Investment opportunities to establish Operations and Maintenance bases in the region with interested developers. There are 3 potential sites around the immediate C & NS coasts and a further 3-5 that could potentially be serviced from with the region. The winning bidders will be known Autumn 2021.

Major Theme: - Energy - Offshore Wind		Progress - Last Update: 12 <sup>th</sup> Jan 2021		
Lead Partner: CNSRP Team		Lead contact: CNSRP Hub team		
Project	Project scope of work (10 -40 Jobs by 2025)	Progress	Barriers and opportunities	Actions
Moray East Offshore Wind	Efforts are being undertaken to attract Moray Offshore Renewables Ltd (MORL). Fraserburgh identified as Moray East O&M base, but some activity also being based at WHA for developmental activities due to proximity.	<ul style="list-style-type: none"> <li>Some survey vessel/ construction and potential O&amp;M activity attracted to Wick Harbour</li> </ul>	<ul style="list-style-type: none"> <li>Fraserburgh identified as Moray East O&amp;M base.</li> <li>Next leasing round could identify further projects.</li> <li>NHC Global Wind training for staff</li> </ul>	<ul style="list-style-type: none"> <li>Work with SSE/ BOWL supply chain/ O4B Contractor /Deepwind/ Scottish Offshore Wind Supply Chain Database to support supply chain</li> </ul>

Major Theme: - Energy - Offshore Wind		Progress - Last Update: 12 <sup>th</sup> Jan 2021		
Lead Partner: CNSRP Team		Lead contact: CNSRP Hub Team		
Project	Project scope of work (10 – 100 Jobs by 2030)	Progress	Barriers and opportunities	Actions
Moray West Offshore Wind	The geographic proximity of Wick Harbour to the Moray West site offers significant economic opportunities in a similar vein to BOWL.	<ul style="list-style-type: none"> <li>Discussions with Moray West developer.</li> <li>CfD agreement not achieved in Sept '19 Round, but developer continues to work to develop site.</li> <li>MOU with CNSRP signed</li> </ul>	<ul style="list-style-type: none"> <li>Next CfD round 2021</li> <li>O&amp;M Strategy still to be identified, so opportunity still being pursued.</li> <li>NH College Global Wind Standard training.</li> <li>Developer interested in skills development and transition from DSRL</li> </ul>	<ul style="list-style-type: none"> <li>Liaise with UHI/NHC &amp; DSRL to ensure co-ordinated approach.</li> <li>Memorandum of Understanding (MOU) CNSRP/MW signed between CNSRP and MW</li> </ul>

Major Theme: - Energy - Offshore Wind – New Sites		Progress - Last Update: 12 <sup>th</sup> Jan 2021		
Lead Partner: CNSRP Team		Lead contact: CNSRP Hub Team		
Project	Project scope of work 50 -200 Jobs by 2030	Progress	Barriers and opportunities	Actions

<b>Future wind farm developments</b>	The geographic proximity of Caithness and particularly Wick and Scrabster Harbours to the North and East potential offshore wind projects offers significant economic opportunities in a similar manner as has developed around the BOWL project at Wick. Jobs total is an estimate based on 1 to 3 projects being based locally	<ul style="list-style-type: none"> <li>• Discussions are underway with several potential developers bidding for the next round of site leases via Scotwind leasing round</li> </ul>	<ul style="list-style-type: none"> <li>• NH College Global Wind training for offshore wind operations.</li> <li>• Leases need to be taken up; Projects developed – uncertain timescales and O&amp;M strategies</li> </ul>	<ul style="list-style-type: none"> <li>• Co-ordinate approaches with UHI/NHC/ /WHA/SHA/DSRL and others to offer a cohesive regional offer to attract developers and O&amp;M activity</li> </ul>
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Major Theme: - Energy - Tidal Power		Progress - Last Update: 12 <sup>th</sup> Jan 2021		
Lead Partner: CNSRP Hub Team		Lead contact: CNSRP Hub Team		
Project	Project scope of work (10 jobs by 2025)	Progress	Barriers and opportunities	Actions
Simec Atlantis (SA) Tidal Stream development	Atlantis Resources Ltd (ARL) have developed the world’s first commercial tidal power station in the Pentland Firth. Potential to provide ~400MW of initial generation capacity and expand further at Duncansby and Brough Ness sites.	<ul style="list-style-type: none"> <li>• Technology ready to scale</li> <li>• Direct ‘private wire’ being explored; Data centre being explored via feasibility study part funded by SE</li> </ul>	<ul style="list-style-type: none"> <li>• O&amp;M opportunities over lifetime of ~25 years.</li> <li>• Commercial model</li> <li>• Revised CfD approach by UK Gov may give best opportunity to progress</li> </ul>	<ul style="list-style-type: none"> <li>• Meet newly appointed CEO to identify potential collaborations</li> <li>• Create a proposition to attract high power use companies to C&amp;NS?</li> </ul>

Major Theme: - Energy - Oil and Gas		Progress - Last Update 12 <sup>th</sup> January 2021		
Lead Partner: HIE Team		Lead contact: HIE Regional Development Manager		
Project	Project scope of work (15-25 Jobs by 2020)	Progress	Barriers and opportunities	Actions
Scrabster Harbour	Redevelopment of St Ola Pier. To attract Oil and Gas Support activity. (A Service base); To further develop the Tourism offering – supporting larger Cruise vessels; To support potential for Onshore/Offshore Wind, Space Hub Sutherland developments and others.	<ul style="list-style-type: none"> <li>• Funding approved by NDA(£5.0M) /HIE(£3.0M)</li> <li>• Construction works to complete by Sept-2021.</li> </ul>	<ul style="list-style-type: none"> <li>• Attraction of Oil and Gas; and Offshore wind O&amp;M service operators.</li> <li>• Additional cruise ships</li> <li>• Additional cruise tour offerings locally</li> </ul>	<ul style="list-style-type: none"> <li>• Discuss benefits realisation process and measurement with SHA</li> </ul>

Major Theme: - Space - SpaceHub Sutherland		Progress - Last Update: 12 <sup>h</sup> January 2021		
Lead Partner: HIE Space Hub Sutherland Team		Lead contact: Roy Kirk		

Project	Project scope of work (15-40 Jobs by 2020)	Progress	Barriers and opportunities	Actions
SpaceHub Sutherland	Deliver, coordinate, manage, facilitate as needed to:- <ul style="list-style-type: none"> <li>• Build launch facility including project management and securing funding.</li> <li>• Procure a commercial LSO.</li> <li>• Engage with stakeholders, provide communications including Tourism planning and liaison</li> </ul>	<ul style="list-style-type: none"> <li>• Initial funding approved UKSA Agency (£2.5M) /HIE(£9.5M)</li> <li>• Lease option signed</li> <li>• Planning approved 24<sup>th</sup> June 2020; Confirmed by SG August '20</li> <li>• Land court application for change of use submitted</li> </ul>	<ul style="list-style-type: none"> <li>• Judicial review of planning by local landowner</li> <li>• Land court approval</li> <li>• Procurement of a Launch Site Operator</li> <li>• Tourism offering</li> <li>• Local supply chain opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Liaise with Space Hub Sutherland team</li> <li>• Develop Space cluster development Strategy</li> </ul>

Major Theme: - Business Services - Nuclear Services		Progress - Last Update: 12 <sup>h</sup> January 2021		
Lead Partner: DSRL		Lead contact: DSRL Socioeconomic Manager		
Project	Project scope of work (Unknown jobs by 2030)	Progress	Barriers and opportunities	Actions
Engineering Hub	To maximise the utilisation of existing and future skills generated in Caithness to attract companies offering business services into the area. The decision to replace the PBO with a directly NDA-owned and managed structure requires a re-visit of this legacy approach.	<ul style="list-style-type: none"> <li>• Approach to be reviewed</li> </ul>	<ul style="list-style-type: none"> <li>• Redeployment and Reskilling can be used to support local company growth or attract inward investment into the area.</li> </ul>	<ul style="list-style-type: none"> <li>• On DSEA Programme to Re-appraise approach</li> <li>• Work with Dounreay site to incorporate in transition plans.</li> </ul>

Major Theme: - Business Services - Nuclear Services		Progress - Last Update: 12 <sup>h</sup> January 2021		
Lead Partner: HIE		Lead contact: HIE Strategic Accounts Manager		
Project	Project scope of work (80-100 Jobs by 2030)	Progress	Barriers and opportunities	Actions
Vulcan legacy Operational Support Hub	To maximise the opportunities presented by the skills locally to develop nuclear services market national and international; Ongoing support for legacy national assets; Decommissioning in other locations; New Build	<ul style="list-style-type: none"> <li>• Previous discussions with RR identified opportunity to develop deployable resource locally post decommissioning</li> </ul>	<ul style="list-style-type: none"> <li>• Vulcan decommissioning plans being developed. (Delayed)</li> <li>• Plans for operational support hub unformed</li> </ul>	<ul style="list-style-type: none"> <li>• Liaise with RR/MOD/ NDA to ensure local supply chain maximised</li> <li>• Ongoing discussions with site operator</li> </ul>

Major Theme: - Business Services - <b>Other Services</b>		Progress - Last Update: 12 <sup>h</sup> January 2021		
Lead Partner: HIE Area Team		Lead contact: HIE Area Manager		
Project	Project scope of work (50-200 Jobs by 2020)	Progress	Barriers and opportunities	Actions
General Business Services	Work with service providers such as Sykes Homeworking project/ Equiniti Developments; Seek Inward Investment Opportunities to attract further operators	<ul style="list-style-type: none"> <li>• Sykes has established a presence in the region</li> <li>• Equiniti has moved to Thurso Business Park and undergone a small-scale expansion</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor progress with existing Developments</li> <li>• Identify facilities to provide more Inward Investment opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Market analysis, followed by matching of business requirements with available skills</li> </ul>

Major Theme : Tourism - <b>NC500</b>		Progress - Last Update: 12 <sup>h</sup> January 2021		
Lead Partner: HIE Area Team		Lead contact: HIE Area Manager		
Project	Project scope of work (30-100 Jobs by 2020)	Progress	Barriers and opportunities	Actions
NC500	The success of the North Coast 500 offers a number of opportunities to the local area. A multi-agency working group has been established to consider issues & opportunities. This project looks at supporting employment generating opportunities in Caithness and North Sutherland created by the increased footfall and profile that the NC500 has enabled.	<ul style="list-style-type: none"> <li>• Led by HIE and the NC500 Working Group. Review in Sept '19 identifies 178 additional jobs across Highland - not in CNSRP reporting – as difficult to attribute by sub area.</li> <li>• Covid-19 has changed outlook fundamentally</li> </ul>	<ul style="list-style-type: none"> <li>• Identify specific opportunities</li> <li>• Jobs created may be seasonal or less skilled</li> <li>• Diversified sector</li> </ul>	<ul style="list-style-type: none"> <li>• HIE supporting DMOs</li> <li>• CNSRP Partners agreed to review and support individual projects on own merits CNSRP</li> </ul>

Major Theme: - Enabling activities - <b>Skills</b>		Progress - Last Update: 12 <sup>h</sup> January 2021		
Lead Partner: DSRL		Lead contact: DSRL Socioeconomic Manager		
Project	Project scope of work (Unknown jobs)	Progress	Barriers and opportunities	Actions
Skills Development Plan	Establish a Strategy and Action Plan, developing a set of activities that will strengthen skills to meet area needs, in line with site transition plan.	<ul style="list-style-type: none"> <li>• DSRL Skills audit pilot complete- next steps being considered</li> </ul>	<ul style="list-style-type: none"> <li>• Agree how to progress actions from SIP.</li> </ul>	<ul style="list-style-type: none"> <li>• Results of pilot skills audit have been</li> </ul>

	On -site skills audit to update competency analysis. This baseline will allow planning for on-site and offsite transitional skills development.	<ul style="list-style-type: none"> <li>• Shared Apprenticeship Hub to meet needs identified, particularly post COVID19.</li> </ul>	<ul style="list-style-type: none"> <li>• Co-ordinate needs for on-site development with wider area needs and opportunities.</li> </ul>	<p>received and are being reviewed.</p> <ul style="list-style-type: none"> <li>• Understand transitional skills needs and opportunities to develop opportunities.</li> </ul>
Other Skills Actions  Shared Apprenticeship Hub	A single third-party organisation would employ Apprentices for the duration of their training, offering training support, pastoral care and continuity of employment. Apprentices are placed with individual employers to receive their work. This approach can overcome the 'Critical Mass' and shorter contracts issue that prevents businesses being able to support an apprentice on their own, so encourage a higher number of Apprenticeship starts.	<ul style="list-style-type: none"> <li>• Approved for progression by CNSRP Exec Board 7<sup>th</sup> Aug19</li> <li>• Socio-Economic Oversight board for Decommissioning framework contracts progressing idea</li> <li>• Needs lead organisation and resource to progress.</li> <li>• Covid19 has stalled discussions</li> </ul>	<ul style="list-style-type: none"> <li>• Developing a business model, which adds value and financial viability.</li> <li>• Meet SDS definition of apprenticeship</li> <li>• Identifying/Creating the organisation to employ the Apprentices.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a business model, including the organisational structure based on the investigations above.</li> <li>• Identify lead organisation and resource to progress.</li> </ul>

Major Theme: - Enabling activities - Research		Progress - Last Update: 12 <sup>h</sup> January 2021		
Lead Partner: NHC/UHI		Lead contact: ETEC Director		
Project	Project scope of work (Unknown jobs)	Progress	Barriers and opportunities	Actions
Nuclear/Decommissioning Research activities	Develop research facilities and capability in support of Nuclear Decommissioning programme	<ul style="list-style-type: none"> <li>• Plan being developed</li> <li>• Seek match funding from wider sources and present to CNSRP</li> </ul>	<ul style="list-style-type: none"> <li>• Provide facilities to meet local and wider needs</li> </ul>	<ul style="list-style-type: none"> <li>• Develop plan to create facilities</li> <li>• Establish collaborations</li> </ul>
Low C Engineering Centre	Establish a centre for research and training to support the development of Battery Storage/ Low C technology.	<ul style="list-style-type: none"> <li>• BN Bid unsuccessful Jan '20</li> <li>• Revised approach being developed</li> </ul>	<ul style="list-style-type: none"> <li>• Facilities, funding</li> </ul>	<ul style="list-style-type: none"> <li>• Develop proposal</li> </ul>

Major Theme: - Enabling activities - Connectivity		Progress - Last Update: 12 <sup>th</sup> Jan 2021		
Lead Partner: Caithness Chamber of Commerce		Lead contact: CCoC Chief Executive		
Project	Project scope of work (Up to 36 Direct Jobs)	Progress	Barriers and opportunities	Actions
Airport PSO	To achieve Air services connections that meet the economic development needs of the region.	<ul style="list-style-type: none"> <li>• Ongoing Discussions with Transport Scotland</li> <li>• Business case submitted Jan 20. No decision yet– delayed by COVID-19 Pandemic.</li> </ul>	<ul style="list-style-type: none"> <li>• SG Budget restrictions</li> <li>• No current operators</li> <li>• Financial and organisational support from CNSRP Partners</li> <li>• Covid-19 lockdown</li> </ul>	<ul style="list-style-type: none"> <li>• DSEB approved support to fund consultants.</li> <li>• Business case submitted to TS, discussions stalled.</li> <li>• Awaiting SG decision and budget confirmation</li> </ul>

Major Theme: - Enabling activities – General Support		Progress - Last Update: 12 <sup>th</sup> Jan 2021		
Lead Partner: CNSRP Team		Lead contact: CNSRP Programme Manager		
Project	Project scope of work (Up to 36 Direct Jobs)	Progress	Barriers and opportunities	Actions
CNSRP Hub development	To support greater pace of project and opportunity development. Resource will consist of two additional members of staff – a Business development manager and a Project manager and a contracted communications resource	<ul style="list-style-type: none"> <li>• Funding agreed for 1<sup>st</sup> year by DSEB</li> <li>• BDM and PM recruited</li> <li>• Comms resource being procured</li> </ul>	<ul style="list-style-type: none"> <li>• Projects and II/BD opportunities to be Developed to expand CNSRP Socio-economic programme.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop programme of BD /II activity</li> <li>• Develop sustainability plan</li> <li>• Develop Comms plan</li> </ul>
Sustainability ROSE Project	The development of a regional Sustainability approach to help to transform the economy to meet challenges of a changing climate.	<ul style="list-style-type: none"> <li>• Small Budget approved as part of CNSRP Hub to develop strategic tool and integrate approach</li> <li>• Meetings commenced</li> </ul>	<ul style="list-style-type: none"> <li>• Buy-in from partners</li> <li>• Getting initial activities underway</li> <li>• Sustainable development assessment tool</li> </ul>	<ul style="list-style-type: none"> <li>• Discussions with CCoC as host for Advice centre and pilot projects.</li> <li>• Develop strategic sustainability tool</li> </ul>

Major Theme: - Enabling activities – Infrastructure		Progress - Last Update: 12 <sup>th</sup> Jan 2021		
Lead Partner: Various		Lead contact: CNSRP Programme Manager		
Project	Project scope of work (Unknown jobs)	Progress	Barriers and opportunities	Actions



Offsite accommodation (DSRL Lead)	DSRL are seeking to establish an offsite facility to house staff.	<ul style="list-style-type: none"> <li>• Approval received to proceed to develop a full plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Different timescales from different potential partner participants</li> </ul>	<ul style="list-style-type: none"> <li>• Seek engagement with partner orgs to identify any potential synergies</li> </ul>
Naver Bridge replacement (Highland Council lead)	Replacement of ageing Naver Bridge to facilitate Sutherland Developments and NC500 route	<ul style="list-style-type: none"> <li>• Design tender appointment expected February 2021; Construction 2023; Completion 2024</li> </ul>	<ul style="list-style-type: none"> <li>• Technical issues as yet unidentified</li> <li>• Funding</li> </ul>	<ul style="list-style-type: none"> <li>• Seek engagement with partner orgs to identify any potential synergies</li> </ul>
Development space in West Caithness (HIE Lead)	Identify facilities (land and accommodation) to enable attraction of Inward Investors/ expansion in support of numerous project opportunities.	<ul style="list-style-type: none"> <li>• Review as previous opportunities undevelopable</li> </ul>	<ul style="list-style-type: none"> <li>• Identification of possible options</li> <li>• Funding</li> </ul>	<ul style="list-style-type: none"> <li>• Develop options</li> </ul>

<b>Major Theme: - Enabling activities – New opportunities</b>		<b>Progress - Last Update: 12<sup>th</sup> Jan 2021</b>		
<b>Lead Partner: CNSRP Hub</b>		<b>Lead contact: CNSRP Hub BD Manager</b>		
<b>Project</b>	<b>Project scope of work (Unknown jobs)</b>	<b>Progress</b>	<b>Barriers and opportunities</b>	<b>Actions</b>
Hydrogen/ Energy storage	Seek to identify potential routes to Develop opportunities in the hydrogen and energy storage economy. Potentially air, rail, and other and uses. E.g. Constrained wind for reforming methane producing hydrogen; Hybrid transport development.	<ul style="list-style-type: none"> <li>• initially seek to identify all potential options</li> </ul>	<ul style="list-style-type: none"> <li>• Lead partners</li> <li>• Identifying opportunities</li> <li>• Producing project proposals</li> </ul>	<ul style="list-style-type: none"> <li>• CNSRP hub compiling a shortlist of initial options</li> </ul>