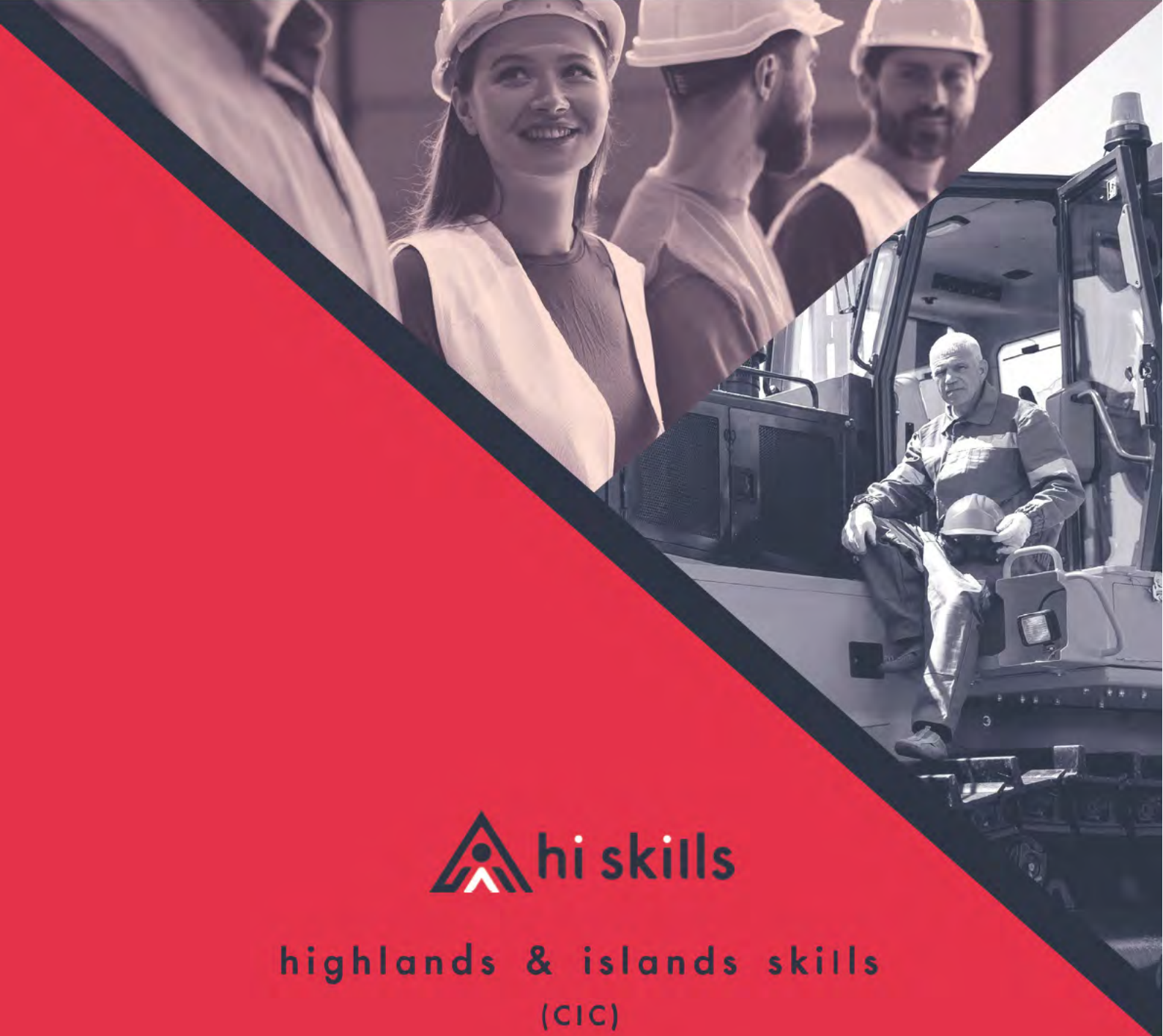




highlands & islands skills
(CIC)

Business Plan

National Infrastructure Skills Centre (NISC)
A Centre of Excellence for Skills, Safety & Innovation

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This Executive Overview has been prepared by Highlands and Islands Skills CIC (“HI-Skills”) and is shared with you in confidence. It contains ideas, strategies, and information that are central to our future plans and ambitions.

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We look forward to working together in the future.



Executive Summary

Highlands & Islands Skills CIC (HI-Skills) is a non-profit guided by a powerful vision: to establish a new, £32million National Infrastructure Skills Centre (NISC), delivering excellence in Skills, Safety and Innovation, redefining how infrastructure, construction, engineering, and renewable energy skills are developed in Scotland.

This vision is rooted in a deep understanding of the current gaps in training provision across the Highlands and Islands. It also reflects the lived experience of its founders, each of whom has encountered the limitations of existing systems and committed themselves to building a better, more equitable future for learners, workers, and employers in the region.

HI-Skills seeks to be more than just a training centre, it is designed to be a catalyst for regional transformation. By offering real-world, accredited, year-round training in site-simulated environments, the Centre will enable learners to develop the confidence and competence needed to succeed in specialist infrastructure roles.

From apprenticeships to upskilling and reskilling initiatives, the NISC will serve a broad and diverse population: new entrants to the workforce, experienced professionals transitioning between careers, and transient industry workers who are often overlooked as knowledge-sharing assets.

The first step in delivering the Centre is to acquire Torvean Quarry, Inverness through a community asset transfer. Once the site is secured the Centre will be delivered by two distinct phases. The first phase will involve the creation of a fit for purpose modular building which will allow training to commence within 2 months of the site entry. The second phase will be the construction of the flagship building to deliver the full skills and safety training by the Centre and support regional sector innovation.

This Centre is intended to be operated by HI-Skills and branded through a formal partnership of HI-Skills and the CITB National Construction College ensuring no confusion in the region and Scotland about where people need to go for specialist infrastructure education, training or upskilling in the Highlands & Islands.

The Centre will be owned by HI-Skills (SC853712). A Community Interest Company where all profits will be reinvested to expand opportunities, support disadvantaged learners and maintain facilities for stakeholder and community benefit. Advancing the upskilling of the region's construction and renewables workforce which will benefit the Highland community as a whole.



The primary income driver is the delivery of short-duration, accredited training courses across infrastructure, construction, and renewables. These courses are funded by employers, contractors, and individuals, with pricing aligned to national market rates. With capacity to train over **2,500 learners annually in Phase 1**, and **4,500+ learners in Phase 2**, this creates a scalable and repeatable revenue base driven by ongoing workforce demand.

NISC will host the CITB National Construction College to co-deliver 300 Modern Apprenticeship starts annually, removing long-standing barriers to apprenticeships and providing the specialist courses missing in Scotland. This creates further opportunity to co-deliver around 150 Foundation Apprenticeships annually.

Income is generated through contracted training delivery agreements and practical training ground and facility provision.

HI-Skills will secure direct commercial agreements with infrastructure developers, Tier 1 contractors and supply chain partners to host at NISC and deliver or co-deliver project-specific training programmes and workforce onboarding. These contracts are tied to live infrastructure projects, creating predictable, pipeline-linked revenue and ensuring training provision is aligned with real delivery demand.

Additional income streams will be generated through the commercial use of the facility, including the hire of classrooms, welfare facilities, meeting space, industry events, demonstrations, future on-site student accommodation provision, sponsorship and brand partnerships which although secondary to core training income, improve overall yield per square metre and strengthen the Centre's long-term financial sustainability.

Over the first two years in Phase 1, the Centre is projected to **generate annually £17 million in Gross Value Added (GVA)**, while establishing a sustainable operating model that transitions from initial capital support to self-generated income.

This creates a stable, multi-year income stream, directly aligned to employer demand and national workforce priorities, making the centre a strategic enabler for the region's long-term ambitions. It will directly support the delivery of 250+ planned infrastructure projects valued at over £100bn by pump-priming the workforce required to execute them. Without this intervention, the region is at risk of seeing as few as 50% of these projects completed, due to labour shortages and skills gaps.



Our mission

HI-Skills is focused on delivering industry-led, demand-driven training that directly responds to the needs of the civil engineering, construction, engineering construction and renewable energy sectors. Its purpose is to ensure that individuals and businesses across the region can access high-quality training, develop recognised competencies, and progress into sustainable employment without the need to leave the Highlands and Islands.

At its core, the mission is to secure a legacy of skills for the Highlands, Islands and Scotland overall. Making the region a better place to Train, Work and Live.

A key element of this mission is to serve those individuals and organisations who face the greatest barriers to accessing skills and employment, while simultaneously supporting employers with critical workforce needs. This includes **young people, including school leavers and those not in education, employment or training, jobseekers and career changers seeking to retrain or upskill, and apprentices and trainees** requiring access to high-quality local training provision. It also includes employers across civil engineering, construction, renewables and engineering construction sectors who are experiencing persistent skills shortages, as well as underrepresented groups, including **women, ex-forces and ex-offenders**, who face additional barriers to entering and progressing within the sector.

These groups are not treated in isolation, but as part of a connected workforce system, where individuals are supported to enter, progress and remain within the sector, and employers are supported with a consistent and skilled pipeline of labour.

As a Community Interest Company, HI-Skills is constitutionally bound to operate for the benefit of the communities it serves. **Any surplus generated will be reinvested into expanding training capacity, supporting the regions learners who face financial or personal barriers to participation**, and maintaining the quality of facilities for the long term. Where appropriate, surpluses may also support local charities and enterprises whose work connects people from the Highlands and Islands into sustainable employment, with staff contributing time and expertise as part of that commitment.

Beyond this, HI-Skills is designed to serve as a vehicle through which its community can co-invest in its own skills future, including as a legitimate and accountable destination for community benefit funds generated by energy and infrastructure projects across the region.

13:55

Delayed

The Current Situation

Skills Development Scotland's latest Regional Skills Assessment for the Highlands and Islands shows a structural workforce imbalance driven by ageing demographics, out-migration and limited local training capacity. The population is forecast to decline by 1.2 percent between 2022 and 2047, with the working-age population expected to fall by 9.4 percent, intensifying the need for new entrants into key sectors.

It goes further, warning that Scotland is already under recruiting by roughly that same 5,220 workers every year, creating a cumulative shortfall of 26,100 new entrants over five years. At the same time, the region is at the centre of Scotland's net-zero transition, with 10 percent of Scotland's total net-zero related employment located here and Construction forming the largest single employing sector within this group at 32 percent.

At present, training provision for essential infrastructure, construction, engineering and renewables roles is constrained by limited regional capacity and significant geographic distance from the workforce it serves.

For example:

- All plant and crane operator apprentices in Scotland undertake their off-the-job training at the National Construction College East in Norfolk, **over 500 miles from Inverness**, creating extended time away from home, increased cost and disruption for learners and employers, particularly SMEs.
- Access and scaffolding training is delivered at the National Construction College Scotland in Glasgow, which is already operating at full capacity. As a result, additional demand from the north is displaced to Norfolk.
- UHI advise that they turn away over 600 individuals from construction courses each year.
- Training for overhead line construction, specialist tower work and cable laying is typically located between 100 and 450 miles from the Highlands, creating logistical and financial barriers that reduce participation and entry numbers.
- For offshore and onshore wind, only one provider delivers GWO, IRATA and ECITB training across the Highlands and Islands. This creates a single-point dependency/failure and limits the sector's ability to respond to growth.
- There is no tunnel safety training available north of Birmingham, and no dedicated hard rock tunnel training provision in the UK, despite its importance to hydro and energy infrastructure.

Overall, distance to training creates significant cost and access barriers, limiting the ability of the Highlands and Islands workforce to respond to accelerating infrastructure demand.



Risk of not taking action

Under a business as usual scenario, no additional, dedicated training capacity is developed to support infrastructure, construction, engineering, and renewables skills in the Highlands and Islands. Existing provision remains dispersed, geographically distant, and limited in scope, with the majority of specialist training continuing to be delivered in the Central Belt or outside Scotland.

In this scenario, Scotland's Net Zero goals are unlikely to be delivered if the training market does not expand at the pace or scale required to match the forecast infrastructure pipeline. Capacity constraints persist in key areas including plant operations, lifting, safety-critical access, transmission, and renewables. Employers and learners continue to incur high travel, accommodation, and opportunity costs, which disproportionately affects small and medium-sized enterprises and individuals from rural and island communities. Participation rates remain suppressed and dropout risk remains elevated.

Skills development continues to be driven by short-term project needs rather than coordinated regional planning. There is no mechanism to align provision with multiple concurrent projects or to build surplus capacity ahead of demand. Safety training remains inconsistent across sites, with no regional standard or behavioural-led approach to induction, resulting in duplication, inefficiency, and ongoing accident risk.

The workforce response remains heavily dependent on imported and international labour. While this mitigates immediate shortages, it does not generate lasting local skills or progression pathways. Knowledge transfer therefore remains informal and ad hoc, limiting the long-term return on infrastructure investment and weakening workforce resilience.

Maintaining the status quo reinforces the structural drivers of depopulation across the Highlands and Islands. Where training, progression and specialist employment are not locally accessible, people are compelled to leave the region to acquire skills, secure work, or advance their careers. For many, particularly younger workers and those with families, this relocation becomes permanent. The result is a continuing outflow of talent, a narrowing local labour pool, and a weakening of community sustainability. In particular, the regions employers continually cite distance to training is a major barrier to attracting new entrants.

Overall, the business as usual scenario results in continued skills leakage from the Highlands and Islands, reduced local economic capture, and increasing delivery risk as infrastructure activity accelerates. Without targeted intervention, these market and coordination failures are expected to persist and intensify, constraining regional growth and undermining the long-term value of public and private sector investment.



The Proposition

HI-Skills is responding to Scotland's infrastructure skills needs by establishing the **National Infrastructure Skills Centre**. Based in the Highlands, this Centre is essential to ensure that the Highland & Island region as well as Scotland as a whole is able to fully realise the regional transformational opportunities currently presented in the Highlands & Islands including the Inverness & Cromarty Firth Green Freeport.

The need for strategic skills development to support construction & net-zero is articulated in several government and agency policies, most recently the Scottish Government's Green Industrial Strategy, the UK Government's Clean Energy Jobs Plan and SDS Workforce North paper.

The Centre will feature both indoor and outdoor training environments, enabling high- quality, year-round training and up-skilling across a range of specialisms and accreditations ([see appendix 5 for list](#)). Realistic, site-simulated environments will support exemplar, practical, safe training for specialist roles in the infrastructure sector, supporting both construction-phase and operation and maintenance (O&M).

HI-Skills intends to develop Torvean Quarry, Inverness, a 40-acre derelict site into a facility designed for flexibility and long-term use. This will allow for live site environments that support both construction-phase and operation and maintenance (O&M) training. The site's scale and layout offer space to replicate real working environments, from underground tunnelling to wind turbine nacelles, from scaffold enclosures to roadbuilding - something that current education and training providers simply do not have the space to do.

HI-Skills have a commitment to outcomes. No learner will leave the Centre without a clear pathway into meaningful employment. Upon completion, learners will be matched with live job opportunities sourced through our members. These include temporary contracts, permanent roles, and apprenticeships across the Highlands & Islands and beyond. Additional support such as CV preparation, interview coaching, and compliance readiness will be provided to ensure learners are fully prepared for the workplace.



In addition to supporting new entrants, under-represented groups and apprentices, the Centre will play a critical role in harnessing the expertise of transient workers. These highly skilled, mobile workers move from project to project and represent an untapped asset for regional mentoring and knowledge transfer. By creating structured pathways for these individuals to contribute as mentors we can accelerate the development of the next generation.

Within the Centre there will be an immersive health and safety training facility, only the second of its kind in Scotland, designed to drive genuine behavioural change across the infrastructure workforce. Using immersive and experiential technology, the facility will deliver consistent, high-impact safety training aligned to real site conditions. The ambition is that workers across the region's 250+ infrastructure projects complete this training, supporting the introduction of a regional safety passport that reduces duplication, improves mobility between sites, and embeds a common safety culture across the Highlands and Islands.

The Centre will also incorporate a dedicated Innovation Hub, providing space for regional businesses, inventors, entrepreneurs, education providers & technology developers aligned to construction, infrastructure and renewables. Building on Scotland's long engineering heritage and responding to emerging technologies such as automation, digital systems and decarbonisation, the Hub will enable testing, demonstration and collaboration in a live, regulated, working environment.

By integrating skills, safety and innovation in one location, the Centre will support a future-ready workforce, attract research and investment, and strengthen national training capacity. Developed and operated by HI-Skills in partnership with its members and wider industry, the NISC will serve both regional and national demand while supporting long-term workforce resilience and economic growth.

“ From the information you provided, and as I confirmed when we met, I would certainly view that having the skills centre as you propose would be vitally important within our region for our clients who are interested in working within these sectors to obtain the required skills and qualifications to support their sustained employment. We would also be interested in 'sector pathways' being developed for clients who are not quite ready yet for roles however could be supported in their journey. **Employability Officer, WorkLife Highland, The Highland Council**



Policy & Strategy alignment

This policy mapping sets out how HI-Skills aligns with, and actively contributes to, national, regional and local policy priorities.

National Performance Framework (NPF) - Scotland's Wellbeing Framework

HI-Skills directly contributes to the following National Outcomes in the current NPF:

Economy

- Supports the development of a competitive, inclusive and sustainable regional economy
- Enables delivery of major infrastructure pipelines through workforce readiness
- Retains economic value within the Highlands by reducing workforce out-migration

Education

- Expands access to high-quality, industry-relevant training
- Addresses gaps in specialist provision not currently available in Scotland
- Improves learner outcomes through practical, site-based training environments

Fair Work and Business

- Supports the creation of fair, well-paid jobs in high-value sectors
- Strengthens employer capability through access to a skilled workforce
- Embeds Fair Work principles through training, progression pathways and employer engagement

No One Left Behind (2024–2027) Scottish Government Employability Strategic Plan

HI-Skills aligns with all core delivery priorities:

- Continuing to improve the employability system
- Increasing awareness and uptake of employability support
- Delivering jointly with wider public services
- Working with employers to improve outcomes
- Supporting a just transition and net zero

HI-Skills will deliver on these outcomes:

- Supporting the creation of a labour market that is fair, inclusive and provides sustainable and well-paid jobs.
- Enabling equal access to an increased range of opportunities whilst challenging bias, structural and personal barriers.
- Helping people into fair and sustainable jobs to deliver inclusive growth, tackle child poverty and support better health.
- Providing person-centred support to people who wish to work but face barriers to do so.



Scotland's Construction Transformation Action Plan (TAP25)

HI-Skills directly supports the TAP25 Workforce and Skills Mission

Objective

- A demand-led, coordinated workforce pipeline delivering the capacity and competency required for current and future construction and infrastructure delivery, while improving sector attractiveness and retention.

Actions

- Align training provision with live and future project demand through direct industry engagement and demand mapping.
- Regional Workforce Deployment
- Increase access to apprenticeships in specialist disciplines by providing fit-for-purpose facilities and reducing reliance on distant provision.
- Create accessible, high-quality entry routes for school leavers, career changers and underrepresented groups.
- Support long-term careers through competency-based training, upskilling and clear progression pathways.

Outcomes

- Training provision reflects real workforce demand across infrastructure projects.
- More job-ready individuals entering critical construction and infrastructure roles.
- Improved Regional Access and reduced need for long-distance travel, increasing participation and retention.
- Growth in apprenticeship uptake and completion in key skill areas.
- Improved retention within the sector through better access and career pathways.
- Industry confidence in workforce availability, competence and consistency.

Highland Employability Partnership 3-year Strategic Plan

The HEP aim is to help lift people out of poverty across the Highlands through enabling access to sustainable and fair work.

4 strategic outcomes that HI-Skills aligns to:

- More people with multiple barriers are moving towards, into, and within paid employment.
- More young people engage with services to support their journey to work
- More people have the skills and experience needed for new and replacement jobs
- Individuals and employers receive services in a co-ordinated manner



Highlands and Islands Enterprise Strategy 2023-28

HI-Skills directly supports the HIE strategy:

Objective:

- The region has a balanced, distributed and growing working age population and skilled labour force

Actions:

- Support skills development and coordination - support businesses with skills and workforce planning, contribute to the planning and implementation of a regional response to the identification of skills needs and aligning investment in skills and education with local and regional transformational opportunities, especially to support the energy transition, nature-based jobs, emerging space sector and construction supply chain.

Outcomes:

- Balanced population and growing skilled workforce; Improvement in labour market and skills availability; Skills system is more aligned to regional priorities the Scottish Government's Green Industrial Strategy

Scottish Government Green Industrial Strategy

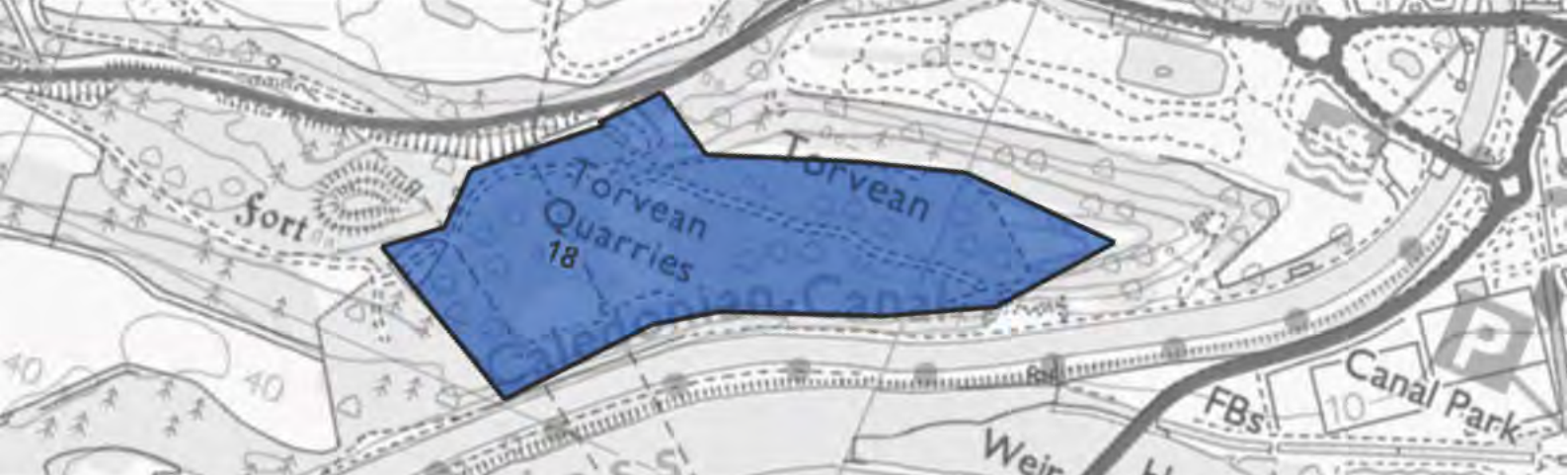
- Supports development of green skills pipelines
- Aligns workforce capability with net zero infrastructure delivery
- Enables regional participation in energy transition

UK Government Clean Energy Jobs Plan

- Contributes to workforce expansion required for clean energy deployment
- Supports development of skilled labour in transmission, wind and civil infrastructure

Workforce North Roadmap

- Aligns with objectives to co-invest in regional workforce development
- Provides a scalable platform for public-private investment in skills infrastructure



Property, Assets and Funding

A site options appraisal [supplied seperately] was carried out following an extensive property search in early 2025, aided by a land search by Highlands & Islands Enterprise and extensive local knowledge, the ideal location for the Centre was identified as the land at Torvean Quarry (UPRN 130112520). The reason the location is the perfect for the Centre is because the proposed location presents an exceptional opportunity for development, leveraging a currently vacant and derelict ex-quarry site. It is ideally located for access on foot, by bus or by car for learners of all types plus Inverness is centrally located for those coming from the wider highlands and islands or beyond by road, rail or air travel.

Inner Moray Firth Local Development Plan 2: Adopted Plan *“Opportunities also exist at Torvean Quarry to support community ambitions for new recreation facilities and provide a location business and industry developments.”*

Torvean Quarry’s footprint offers ample space for these large-scale training operations, while the presence of high boundary sides ensures natural privacy and containment, critical for safety and safeguarding. Additionally, the availability of ideal on-site materials reduces logistical costs and supports sustainable construction practices.

This unique combination of features makes the site not only practical but strategically advantageous for establishing a purpose-built National Infrastructure Skills Centre. Working with ThreeSixty Architecture, initial indicative capital costs are projected at approximately £25.5 million. The land is being secured through a Community Asset Transfer from Highland Council. With HI-Skills CIC meeting all the eligibility criteria under the Community Empowerment Act 2015, the asset transfer process was formally initiated in September 2025 and runs for a statutory 6 month period. Upon success, **HI-Skills aims to take possession of the site for the symbolic cost of £1 + legals in a demonstration of Highland Council’s commitment to skills and workforce development. Asset transfer enables public land to be retained in community use and ensures that the Centre remains anchored in its mission - delivering skills, opportunity and economic impact for the Highlands & Islands.**

The Centre will be delivered through a phased development approach that ensures early delivery of training interventions while enabling future scalability.

The Centre will be developed on a single site, incorporating both Phase 1 and Phase 2. This co-location allows us to fast-track training delivery while master planning the entire Centre of Excellence. The project will be designed by ThreeSixty Architects, working closely with the project team, our board and the UK’s most experienced specialist training personnel including those from CITB & NCC to ensure the facilities meet operational needs and reflect wider community values.

Phase 1 will deliver a modular training facility and associated infrastructure to enable early skills delivery aligned with live construction projects and regional demand. HI-Skills is working with Ela-Container, a global leader in modular building solutions to provide a fit-for-purpose training environment that can be rapidly deployed. This phase will include external workshop areas, classrooms, and practical training zones, allowing training delivery to begin well before the permanent facility is complete.



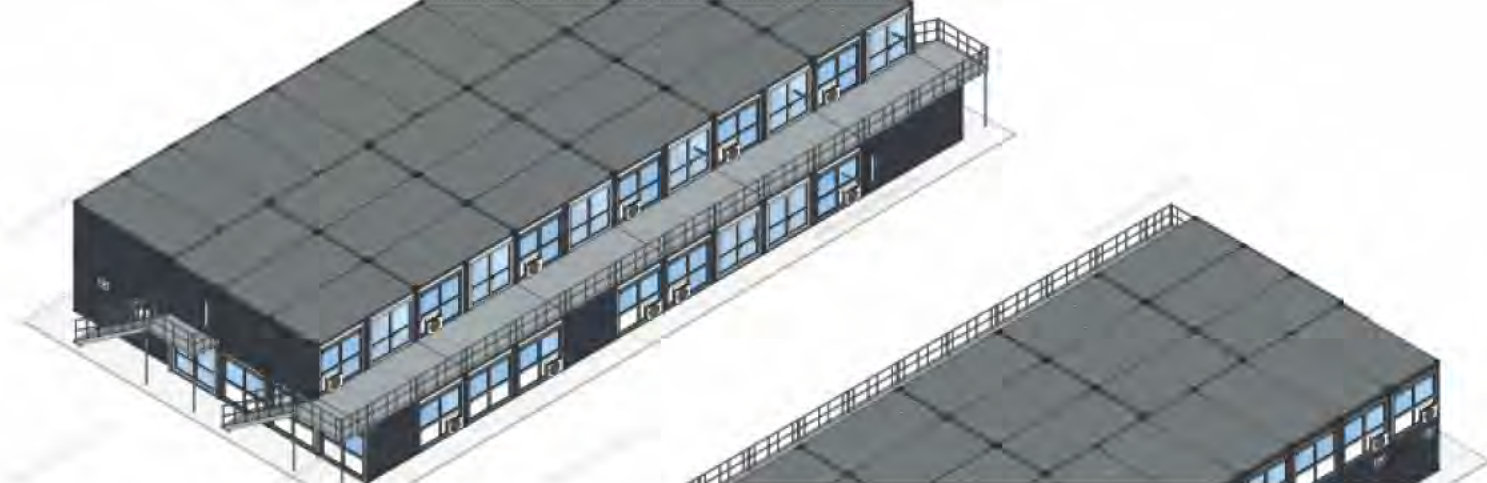
The modular nature of the building not only enables speed of deployment but also provides future adaptability. Once Phase 2 is constructed, the Phase 1 modular facility can be dismantled and redeployed in sections to other regions in Argyll, Highland, Moray, Orkney, Shetland and the Western Isles as demand grows, directly supporting HI-Skills' hub-and-spoke model for regional delivery.

This early-stage model allows HI-Skills to demonstrate market demand, refine operations, and validate core aspects of the Centre's long-term vision through live delivery. It offers immediate value to funders, partners, and employers, while ensuring that insights from early delivery are embedded into the permanent facility.

From this phase it is anticipated the centre will train all of Scotland's Plant, Crane, Groundworks, Roadbuilding, Formwork and Steelfixing apprentices as well as all North of Scotland scaffolding apprentices through the HI-Skills relationship with CITB and the National Construction College. This will remove a current barrier to entry for Scottish learners especially those from the Highlands & Islands as specialist courses are currently only available in Norfolk. This will double apprenticeship starts from c.150 p.a. to c.300 p.a.

While the current development plan focuses on delivering Phase 1 and Phase 2, these represent key points in a broader, long-term growth strategy. The site and operating model have been purposely designed to accommodate future phases of expansion, which may include additional specialist infrastructure, extended delivery capacity, or new sector partnerships. This scalable model ensures that the Centre remains responsive to evolving industry needs and project pipelines across the region and beyond.

Following extensive stakeholder engagement which has secured the support of many regional employers and agencies [see page 63], the HI-Skills directors are currently in ongoing dialogue with a number of public sector bodies including Highlands & Islands Enterprise who were early movers to fund these plans, Scottish Government, UK Government, The Highland Council, Inverness & Cromarty Firth Green Freeport, GB Energy, Skills Development Scotland, various Community Benefit Funds, CITB, ECITB and the Private Sector including energy developers and contractors to secure funding for phases 1a, 1b, 2a & 2b.



As part of the long-term vision for the Centre, HI-Skills is exploring the development of on-site trainee accommodation for 150 learners. This would help address known barriers for rural and island learners who face significant travel and cost obstacles when accessing training. There is also potential to co-develop this accommodation with a major renewables developer, meeting shared workforce housing needs during live projects while creating a lasting legacy of accessible learner housing. Feasibility and partnership options for this element will be explored during the detailed masterplanning of the Centre.

Equipment, Training Aids, Vehicles & Technology

A detailed inventory of the physical assets required to establish and operate the National Infrastructure Skills Centre has been developed. This list includes all essential equipment, vehicles, and technology required across training delivery, operational management, and learner support. Each item is categorised by asset type, function, quantity, cost, procurement status, expected asset life and projected timeline for acquisition. The list will remain a live working document, updated as the project evolves and further detail emerges through the design and delivery phases.

When it comes to acquiring these assets, HI-Skills will take a flexible, opportunity-led approach. Procurement may involve a combination of in-kind giving from partners, loaned equipment from manufacturers, grant funding for outright purchase, or manufacturer-supported lease agreements. In some cases, HI-Skills may seek capital to cover deposits or upfront costs, with ongoing revenue used to service the finance arrangements. This blended approach ensures that procurement remains timely, cost-effective and aligned with both operational readiness and the Centre's financial strategy.

For the purposes of this plan, it has been assumed that purchasing these assets will be the likely result as this is fastest route to delivery and allows the centre to remain dynamic.

All major equipment, vehicles and infrastructure will be recorded on a central digital asset management system, which will track:

- Purchase and commissioning date
- Warranty periods and service histories
- Inspection and compliance certificates
- Residual value and depreciation
- Planned renewal or replacement timelines

This allows for long-term capital planning and supports future investment bids by demonstrating stewardship and need.

A detailed development timeline will be followed that includes asset transfer, community and statutory consultations, planning, procurement, construction, fit-out and commissioning. A copy of the timeline can be found in the [appendix](#) showing the ongoing project from feasibility through to full operational launch.



Delivery

HI-Skills CIC exists to deliver high-quality, employer-led training and development services for Scotland's infrastructure, engineering, construction and renewables sectors via the proposed National Infrastructure Skills Centre. The organisation will operate as a hybrid provider, delivering its own short duration training courses while partnering with colleges and industry training boards to facilitate longer-form accredited training and apprenticeships.

Services Delivered

HI-Skills will provide:

- **Short Duration Training:** over 100 nationally and internationally recognised, accredited courses
- **Facilities for apprenticeship delivery:** Delivery of practical elements of Modern and Graduate Apprenticeships through partnerships with colleges such as the National Construction College.
- **Specialist Programmes:** Delivery of technical skills programmes such as:
 - Overhead line and tower training
 - Offshore wind survival training
 - Crane and lifting operations
 - Civils and transmission infrastructure skills
- **Upskilling and Career Transition Courses:** Fast-track courses for oil and gas transitioners, returning workers, and those seeking to reskill.
- **Community and Employer-Focused Courses:** Employer-specific site readiness and safety training, plus programmes designed to support local labour access to large-scale infrastructure projects.

Who Delivers It?

Service delivery will be carried out by a blended team:

- HI-Skills' in-house instructors and technical leads will deliver high-quality short duration training, aligned with demand from regional employers and funded project partners.
- CITB (SC044875) and their National Construction College will use NISC to co-deliver long duration and accredited apprenticeship courses whilst local further education institutions will be encouraged and welcomed to utilise NISC provision to bolster their existing course offering.
- Third parties sponsoring specific specialist training zones will collaborate with HI-Skills or self deliver.

In addition, Scotland's infrastructure and renewables sectors rely heavily on transient labour. Rather than viewing this as a challenge, the Centre will collaborate with contractors to incorporate experienced transient workers into its delivery model, particularly for providing mentoring.



Who Will Be Trained

HI-Skills and the Centre will train a wide range of learners:

- School leavers entering the sector via apprenticeships
- Jobseekers, returners and NEETs (Not in Education, Employment or Training)
- Career changers e.g. those moving from oil and gas into renewables and infrastructure
- Existing workers upskilling or retraining to meet new job demands
- Under-represented groups such as women, BAME, ex-offenders, ex-service personnel
- International workers seeking to be assessed and accredited
- Employers and their staff seeking bespoke or site-specific training
- Contractors and supply chain partners seeking compliance or safety qualifications

Managing Demand and Scheduling

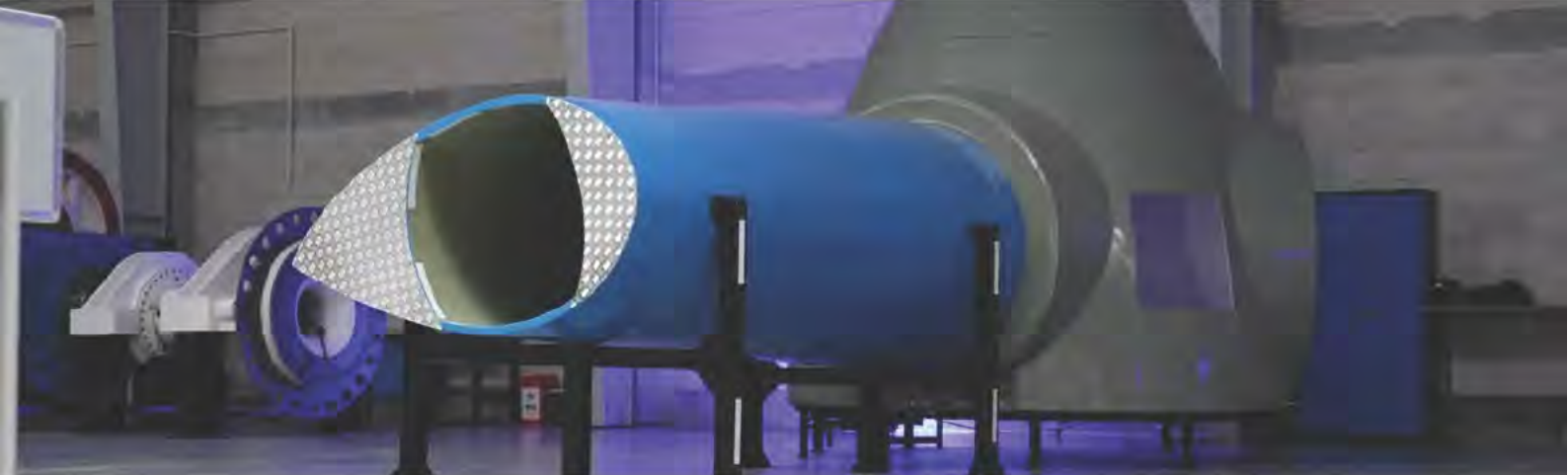
Course delivery will be aligned with project timelines and sectoral demand:

- Demand mapping with developers, contractors, supply chain, local authorities and industry training boards
- Flexible scheduling model with peak delivery aligned to construction programme timelines
- Course booking, scheduling and learner tracking will be managed through a central digital training management system potentially integrated with awarding bodies and funders

Quality Assurance and Continuous Improvement

All services will be subject to the highest internal and external quality assurance:

- Compliance with awarding body quality frameworks (e.g. Qualifications Scotland, CPCS, GWO etc)
- Regular Internal Quality Assurance cycle and ongoing trainer CPD requirements
- Learner feedback and employer satisfaction surveys
- Use of digital tracking to monitor attendance, outcomes, progression and impact
- Stakeholder forums to capture evolving training needs and co-design new provision
- Every session will follow a dedicated Safe System of Work, supported by health & safety audits and audits of tower, plant, and pool activities.



Scaling and Adapting Over Time

HI-Skills will retain a flexible, demand-led service delivery model:

- Additional training zones and course offerings will be added as infrastructure and energy projects move through construction and into operations and maintenance phases
- Facilities can be made available to additional industry partners as demand grows
- Ongoing dialogue with national skills bodies will ensure alignment with regional and national workforce priorities, including Net Zero transition and Just Transition goals

Resource and Capacity Management

- Instructor Roster: Full-time and part-time instructor pool, scaled according to seasonal and project demand.
- Facility Zoning: Zone utilisation planned to match course themes (e.g. isolating tower zone during overhead line weeks, avoiding scheduling conflicts).
- Equipment Pooling: Shared scheduling of cranes, MEWPs, simulators, vehicles via digital booking to maximise utilisation

Monitoring, Reporting & Evaluation

Key KPIs:

- | | |
|--|---|
| • Course fill rates (>80%) | • Learners from Highlands & Islands (>60%) |
| • Completion/pass rates (>85%) | • Learners from underrepresented groups (20%) |
| • Learner progression to employment (>92%) | • Local supply chain spend (>40%) |
| • Repeat bookings and contract renewals | • Community events held (Six p.a) |
| • Resource utilisation rates and downtime | • Employer satisfaction (>90%) |

Digital Dashboard: Live access for directors to monitor operational performance.

Quarterly and Annual Reviews: Detailed operational reports, plus faculty reviews to guide funding and expansion decisions.

Future Expansion & Adaptability

- Phase-based Growth: Zones planned for modular expansion (e.g. additional O&M rigs, tunnels) as demand evolves.
- New Services Integration: Future inclusion of plant mechanic apprenticeships, autonomous and tele-operated equipment, hydrogen safety training.
- Cross-regional & National Reach: Ability to licence training modules to other providers while maintaining core delivery capacity in the Highlands. Ultimately aiming for a hub-and-spoke model with satellite branches of our centre in Argyll and the northern Islands



The Market

The core geographic market is the Highlands and Islands of Scotland, with potential reach across Scotland and the wider UK. There are several drivers influencing this market:

- Decarbonisation and Net Zero goals require the rapid expansion of renewable infrastructure and associated workforce.
- More than 250 Regional Transformational Opportunities valued at over £100 billion
- Major civil engineering projects are coming online now and in the coming 10-15 years.
- Preliminary CITB Construction outlook data for 2026 suggests an additional 10,000 workers are needed in the next 12 months to meet demand.
- Local authorities and developers are seeking more impactful ways to invest community benefit funding.
- Employers need access to localised training to avoid time and cost burdens of sending staff south.
- HI-Skills offers a tailored response: a regional centre designed to serve regional needs, reducing outmigration and equipping people locally for high-value jobs.

Clients

The National Infrastructure Skills Centre will serve a range of beneficiaries including:

- Employers: Infrastructure developers, civil engineering firms, utilities, housebuilders, renewables, local authorities,
- Learners: School leavers, NEETs, career changers, ex offenders, ex-forces, unemployed individuals and those looking to upskill themselves or reskill into infrastructure, civil engineering, construction or renewables.
- Public Sector: Local authorities, enterprise agencies, and government partners investing in skills for regional growth.
- Education Partners: CITB National Construction College, FE and HE institutions partnering to deliver long-duration qualifications, leasing additional training space or requiring bolt-on training.
- Community Benefit Stakeholders: Renewable developers, community development groups and social investors focused on long-term legacy.
- Third sector: Organisations such as local youth charity and mentoring organisations.



Map of all exemplar related infrastructure training provision available to Scotland

Competitors and Collaboration

According to The Scottish Construction Qualifications and Skills Council (SCQSC);

“Scotland is well placed to expand or adapt the CITB’s proven National Construction College (NCC) model. This should be delivered collaboratively, through a network of regional Centres of Construction Excellence, co-developed by industry, CITB, and selected colleges. These centres would deliver consistent, industry-aligned training while maintaining regional flexibility and employer engagement.”

“This could be achieved by establishing new stand-alone facilities in partnership with industry. Such a network would concentrate expertise, modernise infrastructure, and deliver measurable improvements in quality, throughput, and learner outcomes.”

SCQSC is a pan Construction industry inclusive body, membership is drawn from all interested parties including Industry Federations, Historic Environment Scotland, Skills Development Scotland, Qualifications Scotland & CITB.

HI-Skills embraces and delivers upon the needs of industry, it represents a practical implementation of SCQSC’s model, offering a nationally significant Centre of Excellence in the form of the **National Infrastructure Skills Centre (NISC)** in a location with the strongest strategic need and the greatest concentration of upcoming projects.

HI-Skills will operate in a national training market with several competitors however this case is being brought forward for shared benefit.

Existing provision, particularly quality provision of the industrys most exemplar accreditations, is very limited and dispersed across the region. While there are some providers located within the Highlands, many specialise in narrow fields or operate with very limited geographical reach. Delivery is constrained by limited space, trainer availability, poor quality assurance processes, and limited access to realistic training grounds and modern equipment. As a result, there are significant challenges in meeting the current or future demand for specialist, site-ready training within the Highlands and Islands.

HI-Skills is therefore designed to complement, not displace, existing providers. By hosting high-quality training environments, delivering exemplar, highly quality assured accreditations and acting as shared infrastructure for national partners, **NISC** will increase total capacity and expand local access whilst helping existing providers scale and improve rather than compete with outsider training providers. **A rising tide lifts all ships.**

HI-Skills has thoroughly reviewed and mapped out all relevant national provision, see above.

Existing regional providers include:

AWARD Trading - Based in Evanton
Donald Munro Training - Based in Ardgay
AM Training - Based in Stornoway

Nigg Skills Academy - Based in Nigg
UHI Inverness - Based in Inverness
Aurora Training - Based in Inverness



Map of CPCS training providers in Scotland

Current provision | Plant - CPCS

CPCS is the UK's leading accreditation scheme for plant operators and remains the benchmark for competency and safety in the industry. However, access to CPCS training in Scotland is highly centralised, with most CPCS training centres located in the Central Belt or further south. This presents significant logistical and cost challenges for employers and learners in the Highlands and Islands.

Regional provision is extremely limited. Two centres exist but facilities are basic at best, equipment is outdated, and the range of categories on offer is narrow. In many cases, training is delivered by a single instructor covering multiple specialisms, which limits the depth and quality of instruction available. These constraints make it difficult for local employers to meet workforce needs or offer meaningful progression to learners.

Two CPCS centres in the Highlands have been omitted from the accompanying map. These are not publicly accessible training centres but are dormant or ad-hoc facilities operated by individual employers for assessing their own personnel only. As such, they do not contribute to the regional training ecosystem and have been excluded from this analysis.

Orkney and Shetland currently has no provision, logistically, flying to central Scotland is the only solution for those looking to become CPCS accredited.



Map of GWO training providers in Scotland

Current provision | Wind - GWO

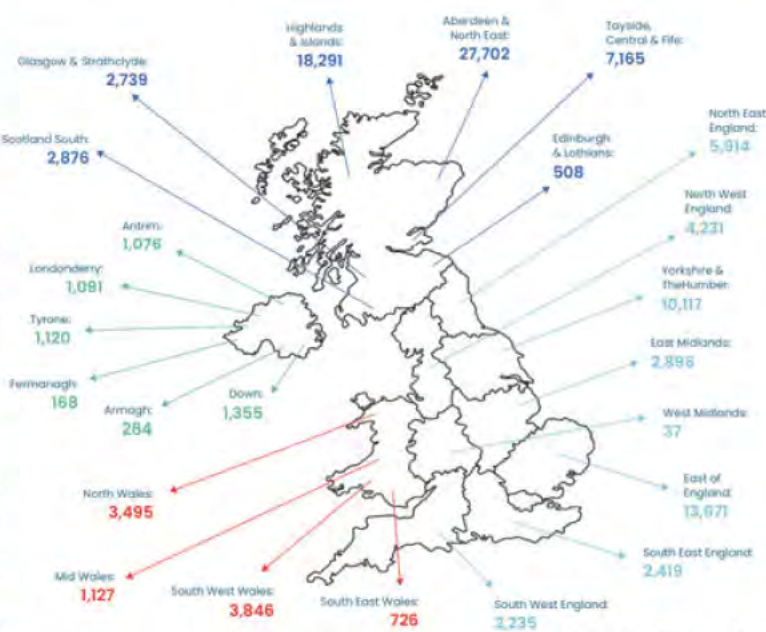
GWO sets internationally recognised safety and technical training standards for the wind industry, covering core modules such as working at height, fire awareness, first aid, manual handling, and confined space entry.

While Scotland hosts several GWO-approved providers, most are located in central or eastern coastal regions, creating significant access challenges for learners and employers in the Highlands and Islands where wind farms are already abundant. Capacity is further constrained by demand from existing workforce cycles, making it difficult for new entrants and transitioning workers to access timely training.

HI-Skills does not aim to duplicate or compete with existing provision, but to complement and extend regional capacity. By developing a facility for GWO training including working at height towers, rope access structures and confined space environments the Centre will support increased training throughput and wider geographic access.

Our model will enable collaboration with existing providers during periods of overcapacity, expand local routes into wind energy careers, and contribute to the resilience and self-sufficiency of the Scottish wind industry workforce.

According to the [Wind Industry Skills Intelligence Report](#), 18,291 workers will be needed at peak between 2026 and 2030 in the Highlands & Islands Offshore wind sector. Most of these people will need at least basic GWO certification which needs recertified every two years, however with current regional capacity limited to one single provider which has a realistic max GWO training capacity of 1000 p.a. there is a clear need for additional provision at scale when both regional and national demand is extreme.



Wind Industry Skills Intelligence Report 2025
UK Regions peak annual workforce demand for the 39GW Offshore and 27GW Onshore (2026-2030)



Map of IRATA training providers in Scotland

Current provision | Rope Access IRATA

IRATA sets the global standard for rope access training, widely used across sectors such as onshore & offshore wind, utilities, rail, and complex infrastructure maintenance. In Scotland, IRATA-approved training centres are predominantly located in major industrial hubs like Aberdeen and Glasgow, creating a geographic barrier for learners in the Highlands and Islands.

Within the Highlands, there is currently only one IRATA-approved provider, with an estimated maximum training capacity of around 288 candidates per year. While this provider plays an important regional role, future demand driven by offshore wind and infrastructure growth will far exceed current provision.

The National Infrastructure Skills Centre will not displace this provision, but instead will be available to act as a complementary resource. By supporting capacity overflow, HI-Skills will ensure that the region's current single provider can continue to meet its client needs without compromise. Our model will also open up new access routes for learners who are currently excluded due to distance, cost or scheduling limitations.

Through collaboration, the Centre can help future-proof rope access training capacity across the region while ensuring continuity, quality and wider access.



Map of Colleges delivering apprenticeship courses to Scottish learners

Current provision | Apprenticeship courses

Across Scotland, public college provision in construction and engineering remains concentrated in a limited number of traditional trades. For example, the only related apprenticeship courses out of delivered by University of the Highlands and Islands and its partners are in plumbing, civil engineering, joinery, bricklaying and painting.

While these are essential trades, they represent only a small proportion of the approximately 180 occupations required across modern infrastructure and construction.

Apprenticeship delivery for infrastructure-related occupations such as Plant, Cranes, Steelfixing, Demolition, Groundworks, Formwork etc remains fragmented across Scotland and often inaccessible for learners based in the Highlands and Islands. Specialist apprenticeship courses such as plant operations and crane operations are currently delivered through the National Construction College (NCC East) in Norfolk, over 450 miles from Lochgilphead and over 500 miles from Inverness, even further for learners travelling from Thurso or Lerwick.

Groundworks and roadbuilding apprenticeships are offered in Glasgow at NCC Scotland, but the training ground there is widely regarded by industry as inadequate for the demands of modern construction practice. This is no fault of NCC, they are the training provider of last resort and continuously have to stretch their facility to cover more and more courses due to FE sector failure.

Meanwhile, other apprenticeships delivered locally often lack access to appropriate vocational training environments. Many learners are limited to classroom-based instruction with insufficient opportunity to apply and be assessed on skills in realistic, site-relevant conditions. This is not unique to the UK, but stands in contrast to the more practical and immersive methods adopted across many parts of Europe and North America.

Access/Scaffolding apprenticeships are currently offered at NCC Glasgow and until recently, through NESCOL / ASET in Aberdeen in a partnership with NCC. However, it is understood that ASET has closed this course with no intention to restart, presenting a sector need, and opportunity for HI-Skills to help fill the gap in regional scaffolding apprenticeship provision. This would not only safeguard continuity of apprenticeship delivery but enhance the quality and consistency of delivery across the north. For the time being, any new Access apprentices are likely to be sent to NCC East in Norfolk as NCC Scotland becomes constrained by capacity.



Map of Colleges delivering sector relevant courses

HI-Skills does not intend to compete with NCC or other apprenticeship providers. Rather, we will work in partnership with CITB and the National Construction College the UK's industry-owned construction college and leading provider of specialist construction training through an established Memorandum of Understanding to create a high-quality, nationally relevant facility that complements and extends existing provision - and acts as a host location to welcome other education partners to deliver additional programmes from, strengthening the overall skills landscape.

By enabling Scottish apprentices to train closer to home, HI-Skills and NISC will reduce the financial and social barriers caused by long-distance relocation, improve retention, and allow learners to remain within commuting distance during their block release or work placements.

This collaborative approach will not only support learners and employers across the Highlands and Islands, but also benefit learners from Scotland as a whole, relieving pressure on NCC's Norfolk and Glasgow sites, allowing them to focus resources on other nationally in-demand programmes.

This partnership enables a different delivery model. Rather than blindly attempting to expand traditional college provision, the Centre provides a platform for nationally accredited programmes to be delivered in Scotland, in the Highlands, at scale, and in direct response to live industry demand.

HI-Skills therefore represents a system-level intervention, filling a gap that neither colleges nor existing training providers are currently positioned to address.



Map of UK's OHL training centres

Current provision | Overhead Line Training

Scotland is entering a period of unprecedented investment in electricity transmission infrastructure, driven by the transition to net zero and the scale of projects set out within Scottish and Southern Electricity Networks Pathway to 2030 programme. However, the workforce required to deliver this infrastructure is not currently being developed at the pace, scale or location required.

At present, dedicated Overhead Line (OHL) training provision remains limited and geographically concentrated in Perth and across training centres in the Midlands and east of England. This creates a structural bottleneck, particularly for the Highlands and Islands, where a significant proportion of transmission investment is taking place. The result is a reliance on a transient workforce, increased delivery risk, and reduced opportunity for local people to access high-value careers in the sector.

HI-Skills is not seeking to compete with existing provision. Instead, the NISC is designed to act as a capacity multiplier for the national system, working in collaboration with network operators and contractors to expand access where it is most needed.

Central to this approach is a **strategic partnership opportunity with United Infrastructure** which is aligned to the SSSEN ASTI (Accelerated Strategic Transmission Investment) framework. Through this partnership, a large, dedicated OHL Training School will be established on the NISC campus, creating a regionally embedded, industry-led solution to a national workforce challenge.

This facility will:

- Replicate real-world transmission environments, including tower erection, stringing, maintenance and access systems
- Deliver training and upskilling aligned directly to live project requirements
- Provide a model capable of supporting both construction and long-term operations and maintenance

United Infrastructure is expected to utilise the facility to train and upskill approximately thousands of candidates over the first five years, creating immediate and sustained demand for the Centre. Beyond this, the facility will become a regional asset, which should also support other ASTI contractors like - BAM UK & Ireland, Balfour Beatty and Omexom.

The impact extends beyond OHL training alone. By anchoring United Infrastructure, their client SSSEN and its supply chain within the Centre, the partnership will drive wider utilisation across multiple competencies, including civils, ground engineering and specialist plant operations. This creates a multiplier effect, drawing in further organisations and increasing demand across the full training offer.



Social, Economic and Environmental Impact

OVER **£17million**
GVA PER ANNUM FROM PHASE 1



Social and Community Value

The proposed training centre will remove long-standing barriers to apprenticeship starts, unlocking opportunity for 150 new foundation apprenticeship and 300 additional new modern apprentice starts annually. This not only injects **£6.24million in direct employment value** into the regional economy (based on average apprentice salaries of £20,800) but also stimulates local employers to expand capacity and take on new contracts, creating a ripple effect of economic activation that extends far beyond the initial cohort.

The Centre will operate as more than a training facility. Outside core hours, selected spaces will be made available for community events, ensuring the site remains an open and valued asset. We will actively partner with schools from across the Highlands & Islands, veterans' groups, and other local organisations to widen access and create early pathways into training and employment. A structured mentoring programme will also link learners with experienced industry professionals, strengthening employability outcomes and building long-term networks of support. In this way, the Centre becomes a practical civic resource, rooted in the region, serving both its workforce and its wider community.

Skills and Education Impact

With capacity to **upskill 2,500 candidates annually during phase 1**, NISC will enable individuals to climb the career ladder and increase their earning potential. Based on a conservative uplift of £3,500 per person, this translates to **£8.75 million in added value each year**. While some learners may originate from outside the Highlands, they will be living, working, and spending locally for the duration of their training, typically 3 to 8 years, embedding their economic contribution in the region.

In addition, the centre is projected to generate **£1,828,622 in salary-based GVA** in the first 4 years through its core staffing and operations, further reinforcing its role as a productive regional asset.



Environmental and Place-Based Value

The development will repurpose underutilised council-owned land into a low-carbon, future-facing facility, eliminating the need for ongoing waste removal and remedial works caused by fly-tipping and antisocial behaviour, estimated to cost £12,500 to £50,000 per annum - a great financial benefit to the local authority.

This place-based approach not only improves land use efficiency but also strengthens the Highlands' identity as a leader in sustainable development and vocational learning not to mention being primed to support the needs of the Green Freeport.

Economic and Strategic Value

The centre is a strategic enabler for the region's long-term ambitions. It would directly support the delivery of 250+ planned infrastructure projects valued at over £100bn by pump-priming the workforce required to execute them. Without this intervention, the region is at risk of seeing as few as 50% of these projects completed, due to labour shortages and skills gaps.

By investing in this initiative, stakeholders can position themselves as a proactive partner in unlocking national growth, while securing a legacy of inclusive, place-based prosperity. The projected **Gross Value Added (GVA) is £4,099,485 million** (based on production method) in the first 4 years, and is expected to increase as the centre matures, making this a high-impact, investment in the region's future.

Community Wealth Building

HI-Skills will maximise added social value by **embedding the Centre within the local supply chain** and third sector economy. Where possible, goods and services will be procured locally, ensuring that public and community investment is retained within the Highlands and Islands. This will include working with third sector organisations such as Highland BlindCraft to support the outfitting of planned learner accommodation. The Centre will explore partnerships with local social enterprises such as Café Artysans, or similar organisations, to collaborate on the operation of the on-site canteen and catering provision, supporting employability pathways for young people and those facing barriers to work. In parallel, HI-Skills will seek to **partner with local charities** including Highlife Highland and Inverness Kart Raceway (DAY1) to provide resident learners with structured access to sport, physical activity and social activities. These partnerships will enhance learner experience and social integration while strengthening the role of the Centre as an asset that delivers tangible social, economic and wellbeing benefits beyond core training delivery.



CASE STUDY: 3D SKILLS ACADEMY CIC

3D 360 Skills Academy CIC is a UK-based community interest company delivering skills training across advanced manufacturing, nuclear, engineering, low-carbon technologies, and digital production. The organisation was established to address growing technical skills shortages while improving access to high-quality industry training for individuals from disadvantaged or underrepresented backgrounds.

Key facts

- Founded: 2021 in Cumbria
- More than 2,200 people trained
- More than 80% of participants progress into employment or career advancement following training
- Focus: Advanced manufacturing, engineering skills, digital technologies, workforce development

Mission and activities

3D 360 Skills Academy CIC aims to bridge the gap between emerging industry demand and workforce capability by delivering practical, employer-led training aligned to sectors experiencing significant growth. Its programmes support both new entrants and existing workers seeking to retrain or upskill within areas such as advanced manufacturing, electric vehicles, nuclear, engineering technologies, and digital fabrication.

Programmes and delivery

The organisation delivers a range of technical training programmes, including Skills Bootcamps, engineering and manufacturing qualifications, employability programmes, and industry upskilling courses. Training is designed in collaboration with employers to reflect real operational requirements and focuses heavily on progression into employment or career advancement. Delivery combines classroom-based learning, practical technical training, and digital technologies to support modern manufacturing and engineering environments.

The CIC delivers from a brand new, state of the art facility fitted out with cutting edge technology including 3D printer / additive manufacturing equipment, an electric vehicle training rig, 2 electric vehicles, robotics, AR and VR technology, drones and much more, all aligned to support the industry training needs of today and tomorrow.

Partnerships and recognition

3D 360 Skills Academy CIC works with employers, local authorities, education providers, and industry partners across Cumbria and the wider North West. The organisation has supported skills development linked to the region's nuclear, energy, engineering, and manufacturing sectors and has been recognised for its contribution to workforce development within emerging and future industries. The wider training operation has also achieved a 'Good' Ofsted rating.

Impact

The organisation reports training more than 2,200 learners and supporting over 600 businesses through workforce development and upskilling activity. It states that more than 80% of participants progress into employment or career advancement following training. The organisation has also reported generating more than £2.5 million in social and economic value through its skills and employability programmes.



CASE STUDY: OPERATOR SKILLS HUB CIC

Operator Skills Hub CIC is an England based community interest company delivering plant operations and construction skills training for the infrastructure sector. Established through a partnership between Balfour Beatty and Flannery Plant Hire, the Hub was created to address critical shortages in skilled plant operators and support long-term workforce development across major infrastructure projects.

Key facts

- Founded in 2022 in Birmingham
- Focus on Plant operations, infrastructure skills, workforce development
- 81% success rate in placing trainees into full-time employment
- The hub is successful in attracting women (5%), young people (13%), the previously unemployed (27%), and veterans (5%) into the sector
- Over 2,000 learners completed their program nationally over the past three years

Mission and activities

The Operator Skills Hub's mission is to create accessible pathways into construction and infrastructure careers while supporting the upskilling of the existing workforce. The Hub delivers practical plant training aligned to live industry demand, particularly within major infrastructure and civil engineering projects. Its training model combines classroom learning, simulator technology, and practical machine operation to prepare learners for employment within the sector.

Programmes and delivery

The Hub delivers a range of industry-focused programmes including plant operator bootcamps, CPCS-aligned training, apprenticeships, and workforce upskilling courses. Training covers both entry-level learners and experienced operators seeking additional competencies. The facility incorporates advanced simulators, digital learning technology, and exposure to modern and semi-autonomous machinery to reflect the evolving needs of the construction industry.

Partnerships and recognition

The initiative was developed jointly by Balfour Beatty and Flannery Plant Hire in response to workforce demands linked to major infrastructure investment, including HS2. The Hub works with more than 50 employers across the built environment and has been recognised as an innovative model for aligning skills delivery directly with infrastructure pipelines and social value objectives.

Impact

Since launch, the Operator Skills Hub has trained more than 2,000 learners. The programme reports an employment conversion rate of over 80% and has delivered more than 200 additional upskilling courses for existing operators. Its learner base includes veterans, women, ex-offenders, NEET participants, and individuals with disabilities or health conditions, demonstrating a strong focus on widening participation and inclusive workforce development.

The Team



Callum Mackintosh
Founder & Director

Callum Mackintosh is a respected industry voice across Scotland, the UK and Europe with an award winning track record of leadership in the construction, infrastructure and plant sectors. His experience spans hands-on operations and strategic policy work, giving him a rare perspective shaped by a career that officially began at fifteen as an aspiring plant operator and trainee civil engineer. He went on to become the youngest and longest-serving President of the Scottish Plant Owners Association (SPOA) representing hundreds of sector businesses.

Callum has spent the almost a decade actively shaping skills policy and strategy through his work with the SPOA, CITB and industry working groups. He has served eight years as an executive committee member of the Scottish Plant Owners Association and currently sits on the CITB's UK Infrastructure Sector Advisory Group, the Scottish Construction Qualifications and Skills Council (SCQSC), and until recently the Plant Sector Representative Organisation (PSRO).

His vision for a The National Infrastructure Skills Centre, a Scottish centre of excellence for sector skills has developed into a credible, structured response to the real barriers faced by Scotland's employers, infrastructure developers and workers.

Jack Howell
Founder & Director

Jack is a highly experienced specialist in offshore construction and renewables recruitment, with an extensive track record supporting major infrastructure and energy projects across the UK and beyond. With a sharp focus on workforce planning and talent development, he has played a key role in aligning recruitment strategies with the evolving demands of the energy sector.

His insight into the rapidly shifting skills landscape, particularly within offshore energy, transmission networks, and the broader Net Zero transition has made him a trusted voice on the real, often complex, capabilities required to meet future challenges.

What sets Jack apart is his authentic understanding of the structural barriers faced by new entrants and career changers looking to enter the sector. Drawing on this perspective, he has been instrumental in shaping HI-Skills' approach to fostering accessibility, championing inclusive pathways into the industry, and promoting a culture of lifelong learning. His work continues to influence how the organisation supports individuals not only in finding opportunities but in building sustainable careers within the green economy.



Dylan Spink

Founder & Director

Dylan brings operational and commercial experience from the engineering construction, offshore and renewables sectors, with a particular focus on project engineering. Like Jack, he began his career on-site and has built up a broad understanding of subcontractor challenges, logistics, and training gaps. His practical knowledge has helped define the layout and real-world readiness of the HI-Skills facility, ensuring it is built for industry by people who understand it from the ground up.



Advisors

The directors have on-boarded nationally respected firms with a local presence to support the progress of this project.



ACCOUNTANCY & FINANCE



DESIGN AND PLANNING



LEGAL AND GOVERNANCE

Experience

HI-Skills is built on a foundation of practical industry experience and entrepreneurial leadership. The founding team has collectively worked across civil engineering, renewables, plant operations and workforce development, and all three directors currently operate businesses in these sectors.

But HI-Skills is not limited by their own backgrounds. HI-Skills is committed to expanding the board and governance structure as the organisation grows, bringing in additional expertise from education, infrastructure, government, finance and skills development. Our ambition is to create a high-performing, representative board that can guide the National Infrastructure Skills Centre through delivery, scaling and long-term impact.

Already, the team has demonstrated the ability to:

- Influence national policy and funding, including direct engagement with government departments
- Build and scale businesses that deliver real outcomes
- Design practical, industry-led training models based on lived experience and employer insight
- Establish credibility and momentum through early stakeholder engagement with contractors, developers, supply chain and education providers

This mix of on the ground experience, strategic thinking and proven delivery provides a strong platform for the success of HI-Skills.



Organisational Structure

Non-Executive Board for strategic direction, governance and oversight.

Eight sector and regional leaders from our community will guide long term strategic direction.

- Chairperson - Independent or appointed representative with experience in skills, public funding or infrastructure
- Industry Representatives - e.g. from civil engineering, renewables or construction sectors
- Community Representative(s) - Reflecting the CIC's purpose and community involvement
- College Representative(s)
- Ad-hoc advisors

Executive and Strategic Team for the day to day delivery, commercial growth, reporting and partnerships.

- Chief Executive Officer (CEO)
Strategic leadership, commercial growth, community value and partner relationships
- Director of Training & Delivery
Leads all training strategy and operations, including development, delivery, instructor management and compliance with awarding bodies
- Head of Commercial Partnerships
Manages contracts and service-level agreements with colleges (e.g. NCC), developers, funders and project clients
- Head of People & Learning
Supports trainer recruitment, development, quality assurance, and learning support across all cohorts
- Finance & Compliance Officer
Oversees budgets, reporting, CIC compliance, and contracts with funding bodies and subcontractors
- Outreach and Community Engagement Manager
Delivers learner recruitment, schools and careers activity, and manages community benefit co-investment



In-House Training Workforce (Employed by HI-Skills)

- **Senior Trainers / Technical Leads**
Specialists in plant, lifting, civils, overhead line, renewables, wind, access etc.
Responsible for delivery and mentoring junior instructors
- **Trainers / Assessors**
Deliver accredited training to apprentices, trainees, upskillers, construction and O&M clients.
Also supplied under contract to college partners to support their courses.
- **Programme co-ordinator**
Schedule delivery, maintain learner records, align timetables to college systems, manage logistics
- **Learning Support Officers**
Provide pastoral and academic support, particularly for underrepresented or disadvantaged learners

Admin and Operations Team

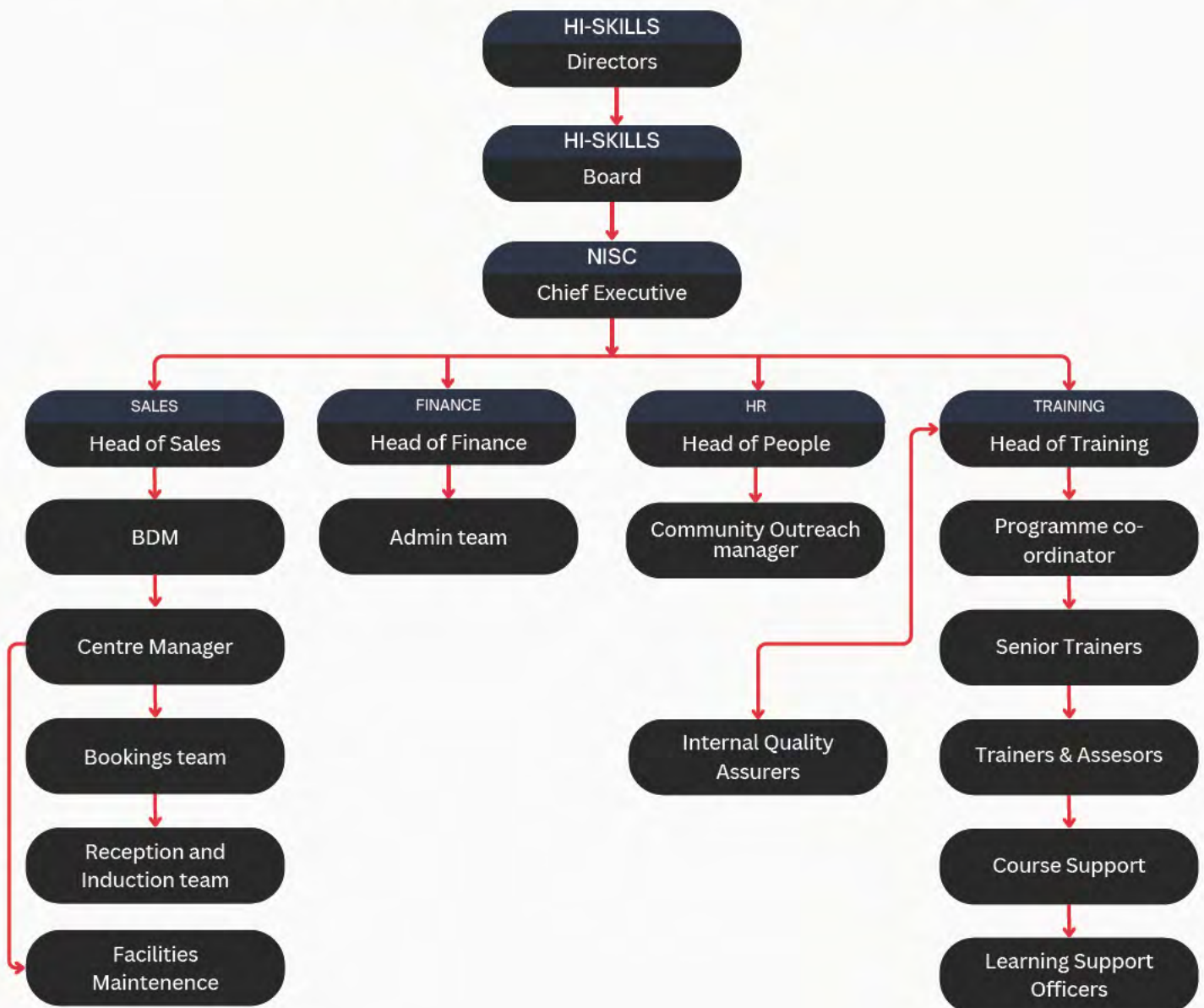
- **Centre Manager**
Day-to-day management of the site, resources, scheduling and client logistics
- **Reception, Bookings and Admin Team**
Handles learner onboarding, compliance records, client bookings, invoicing and accreditation returns
- **Facilities Maintenance and Course Support Staff**
Site safety, equipment readiness, and course setup
- **Business Development Manager**
Responsible for commercial income, hiring out facilities and securing sponsorship

Staff Training Plan

The team has developed a training plan which provides a high-level overview of the core development priorities for each functional team within HI-Skills CIC. While it outlines the key areas of focus, the team recognises that training and support needs will vary by individual role and person. As such, detailed personal development plans will be developed for all staff members based on their responsibilities, experience and future potential. In line with our commitment to safeguarding and professional standards, all staff who will come into contact with learners, candidates or members of the public will be required to complete a Scottish PVG (Protecting Vulnerable Groups) Disclosure prior to employment.



EXPECTED ORGANISATIONAL CHART





Legal and Governance

HI-Skills operates as a Community Interest Company (CIC) limited by guarantee. This legal structure ensures that the Centre is operated for community benefit and reinvests profits into its mission. The CIC model is well established for delivering sector led training in England, it provides transparency, safeguards against asset stripping, and aligns with the expectations of public funders and community stakeholders.

Legal Structure and Community Interest Commitment

The CIC model is well aligned with the expectations of public funders, local authorities, and infrastructure partners, as it offers assurance that the organisation's assets and surpluses are protected from privatisation or misuse. It also reflects our commitment to long-term community stewardship, inclusive economic development, and education access.

The governance of HI-Skills is underpinned by the following safeguards:

- Articles of association
- A community interest statement, approved by the CIC Regulator, which defines our community benefit objectives
- An asset lock, which ensures that all assets and surpluses are used to benefit the community or reinvested into the organisation
- Company directors with a legal duty to prioritise community impact and compliance with CIC regulations
- A non executive board of community members
- Together, these mechanisms ensure that HI-Skills is structured for responsive to its communities, structured for good and accountable to its stakeholders throughout its operational life.

Use of Surplus

HI-Skills has defined a clear and transparent surplus reinvestment strategy. Any operational surplus generated by training delivery, commercial activities, or partnerships will be reinvested to further our mission:

- Expand access to training and employment support
- Improve facilities and training infrastructure
- Fund outreach, pastoral support, and career services for learners
- Support disadvantaged learners from the Highlands and Islands
- Sustain long-term operations for community benefit

In some cases, surpluses may be used to support local charities and social enterprises that align with our mission of helping young people and career changers into sustainable employment. These contributions may take the form of staff time, in-kind support, or targeted funding. Where direct financial donations are proposed, consent will be sought from the CIC Regulator.



Asset Lock and Succession

HI-Skills has not yet nominated an asset-locked body as a recipient of assets in the event of closure. This is an intentional decision: there is currently no local or sectoral organisation of sufficient capacity or alignment to steward a project of this scale, if there was, it would have happened already. However, we are actively reviewing potential successor bodies, one of which is the Construction Industry Training Board - Charity Number: SC044875.

This approach ensures flexibility during the formative stages while upholding the long-term integrity and purpose of the Centre. Any future decisions around asset transfer will be made with full transparency and regulatory compliance, and with the best interests of our community in mind.

Premises and Regulatory Compliance

- As part of site development, HI-Skills will ensure full compliance with:
- Building regulations and planning law
- Health and safety legislation including Construction Design and Management (CDM) Regulations
- Accessibility requirements in line with the Equality Act 2010
- Environmental regulations, including drainage, waste and utilities infrastructure
- All design and construction will be managed by professional consultants and contractors with appropriate accreditations and insurances in place.

Lease Agreements and Land Use

HI-Skills will secure its site through a community asset transfer, supported by legal counsel from Thorntons. This agreement will be structured to ensure security of ownership and the ability to expand the Centre over time. Any subsequent leases to partner tenants will be reviewed in line with CIC governance to ensure alignment with the social benefit obligations of the organisation.

Insurance and Risk Management

- A specialist insurance broker will advise on and procure comprehensive cover for:
- Public and employer liability
- Professional indemnity
- Site and facilities risk
- Vehicle and plant insurance
- Cybersecurity and data risk
- Insurance will be reviewed annually to ensure adequate cover as the Centre grows and diversifies its services.



Health and Safety

Health and Safety is a core operational priority, especially in training environments involving heavy plant, lifting, confined space, working at height and water-based survival training. HI-Skills will maintain robust risk assessments, policies and incident response protocols.

A named Health and Safety Officer will ensure compliance with:

- The Health and Safety at Work etc. Act 1974
- PUWER and LOLER regulations
- All instructors and key staff will receive regular safety training, including first aid and safeguarding.

Intellectual Property

HI-Skills will retain ownership or secure appropriate licences for:

- Bespoke training materials and content
- The Centre's visual identity, branding and digital assets
- Collaboratively developed curricula unless otherwise agreed with the collaborator.

Intellectual property agreements will be written into contracts with partners, designers and contractors to protect Centre assets and reputational value.

Freedom of Information and Data Protection

While not a public body, HI-Skills may receive public funding and act in partnership with public organisations. We will maintain transparency in decision-making and financial management.

HI-Skills is fully committed to GDPR compliance, including:

- Data protection policies
- Secure data handling and storage
- Staff training in information governance
- Use of secure digital systems for learner records, contracts and financial management
- A Data Protection Officer will be named during the staffing of the Executive Team.

Legal Compliance Monitoring and Oversight

HI-Skills recognises that legal compliance is an ongoing obligation that spans multiple areas of law including company law, education and training regulation, health and safety, data protection, and third sector trading regulations. To ensure we remain fully compliant, HI-Skills will implement a formal legal compliance framework, overseen by the Executive Team and supported by our appointed legal advisors at Thorntons LLP.

Our compliance strategy includes that a centralised legal compliance matrix will be maintained, mapping:

- All applicable legal and regulatory requirements (e.g. Companies Act, GDPR, Equality Act, CIC Regulations, LOLER, PUWER, safeguarding, consumer rights)
- Responsible individuals or departments for each area
- Frequency of required actions (e.g. annual report, KPI reporting, policy reviews, audits)
- Relevant deadlines or renewal dates
- This matrix will be reviewed quarterly by the CEO and Finance & Compliance Officer, and updated with any new statutory obligations.



Annual Legal Review

Each year, Thorntons will conduct a legal health check of HI-Skills' governance, contracts, policies and filings.

This will include:

- Review of CIC compliance and Companies House filings
- Assessment of legal risks and liabilities
- Policy and procedure alignment with updated legislation
- Contractual obligations review (e.g. leases, partnership agreements, training provider contracts)
- Outcomes will be reported to the Board and actions tracked through the internal audit register.

Contractual Due Diligence

Thorntons will support the drafting and review of all high-value or strategically significant contracts including:

- Land lease or asset transfer agreements
- College delivery or subcontracting agreements
- Developer or employer partnerships
- Community benefit funding agreements
- A standard contract review process will be established to ensure consistency, mitigate risk, and protect intellectual property and public value.

Policy Review Cycle

A structured policy review calendar will ensure that all operational and statutory policies (e.g. safeguarding, data protection, whistleblowing, complaints, environmental policy) are reviewed annually or in response to legislative changes. Thorntons will provide legal sign-off for policies that involve statutory compliance or may create legal risk.

Staff Training and Awareness

- All new staff will receive compliance induction training covering safeguarding, equality, GDPR etc
- Managers and directors will receive role-specific legal training.
- Thorntons may be invited annually to deliver a legal compliance workshop for Board members and executive staff.

Risk and Compliance Reporting

Legal and compliance risks will be tracked through the Centre's risk register and reviewed quarterly by the Board. Any changes in legislation, identified non-compliance or legal disputes will be escalated to the CEO and Board immediately, with legal input from Thorntons.

Organisational Policies

A full suite of policies will be developed, reviewed annually, and made available to staff and learners.

These will include and not be limited to:

- Equality, Diversity and Inclusion
- Safeguarding and Child Protection
- Whistleblowing
- Bribery and corruption
- Environmental Policy
- Complaints and Grievance Procedure
- Training Quality Assurance and Moderation
- Financial Controls
- Procurement and Value for Money



Contracts and Supplier Agreements

HI-Skills will maintain robust contracts for all suppliers, instructors, and partners.

These will include:

- Performance expectations and service levels
- Dispute resolution clauses
- Intellectual property rights
- Payment terms and compliance standards

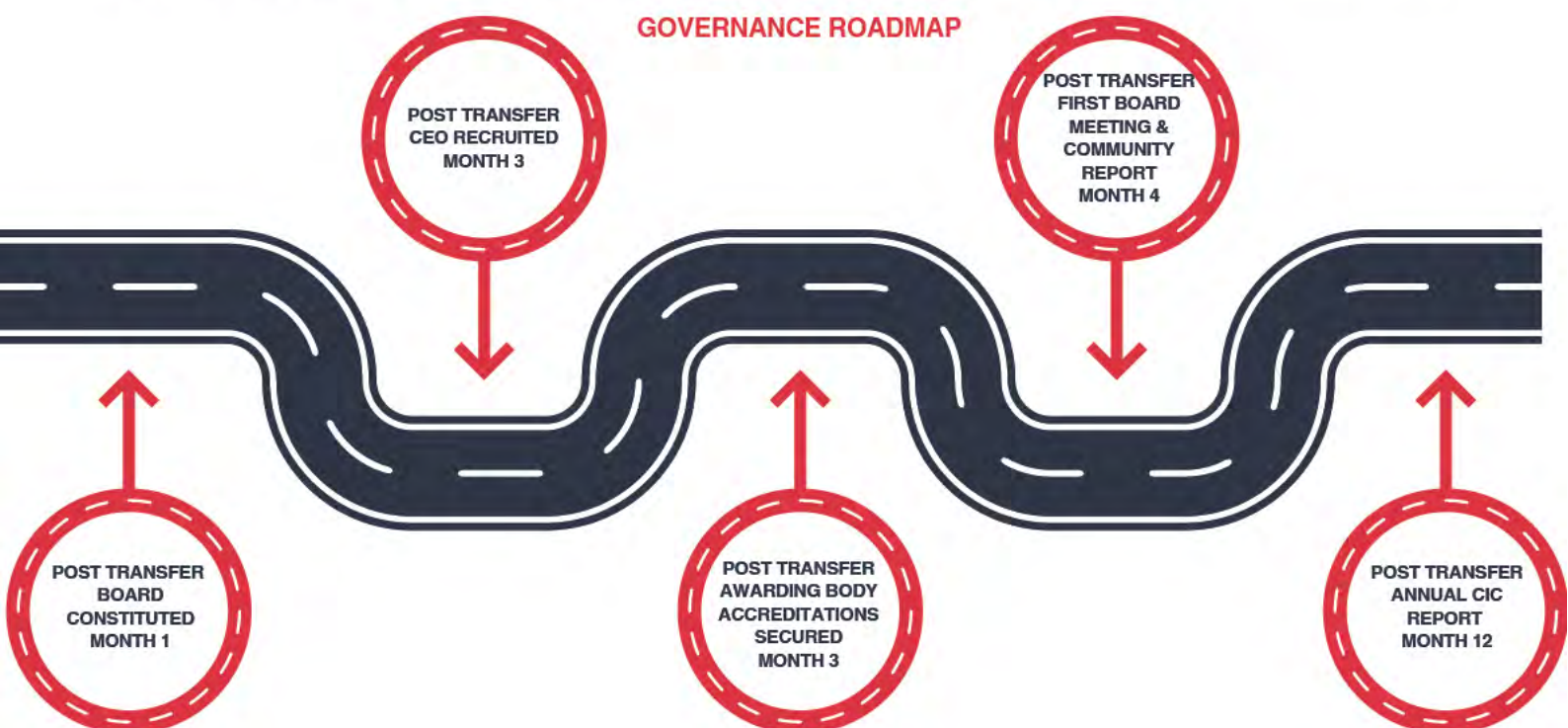
Consumer and Learner Protection

HI-Skills will meet all requirements under consumer law for training providers, including:

- Transparent information about courses, pricing and outcomes
- Clear terms and conditions for bookings and refunds
- Processes for learner feedback, appeals and complaints

CIC Regulations

As a CIC, HI-Skills is permitted to trade, enter into contracts, and generate commercial income, but must do so in line with its community interest statement. Directors will ensure that any trading or partnership activity supports the Centre's social purpose and complies with CIC regulations.





Financials

Detailed projections covering a period of ten years have been produced however due to their commercial sensitivity are available only by request to signed partners.

Income

HI-Skills income is projected to grow significantly after the initial setup year (2026), with revenue streams including:

Course Delivery

Core revenue comes from training delivery. There is strong market demand for these courses which are scalable across sectors.

Asset-Based Income

Facility and equipment rentals, along with instructor hire, make effective use of existing resources. These streams generate passive income and maximise operational efficiency.

Strategic Partnerships & Rebates

Revenue from the Safety Leadership Centre

Initial Funding Support

Early-stage grants, sponsorships, and stakeholder donations underpin the setup phase, allowing the organisation to launch with confidence and capacity.

Sponsorship

An opportunity exists for sponsorship of key training zones, training rooms, naming rights etc. This is in the process of being scoped out.

*This income strategy balances **growth, resilience, and impact**, positioning the organisation to deliver high-quality training while maintaining financial health.*





Expenditure

HI-Skills expenditure reflects a mix between capital equipment and property, operational delivery and strategic growth, summarised as follows:

Salaries & Wages

Core staffing costs, including employer NIC and pensions, underpin the delivery of training and the management of day-to-day operations.

Marketing

Investment in outreach and visibility to attract learners, partners, and funders, supporting growth and brand development.

Professional Services

Accountancy, legal, and insurance costs ensure compliance, governance, and protection of assets and personnel.

Operational Inputs

Includes consumables, equipment leasing, and cleaning - all essential for maintaining a safe and functional training environment.

Site Services

Broadband, telephone, waste disposal, and travel expenses support the smooth running of the centre and its outreach activities.

Strategic Costs

Subscriptions, accreditations, and entertaining reflect efforts to maintain industry standards, build relationships, and enhance reputation.

Capital equipment and property

The acquisition, development and fit-out of the Centre, including specialist training infrastructure, workshops, technology, accommodation, utilities and associated site works required to support long-term training delivery.









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Funding Sources

Source	Description	Status
Public Sector Grants	Capital funding from UK and Scottish Government sources, including infrastructure, skills, just transition and levelling-up funds	Identification complete, Engagement ongoing
Enterprise Agencies	Support from Highlands and Islands Enterprise and other regional agencies for development, capital investment and innovation	Engagement ongoing - Positive
Local Authority	Capital funding from The Highland Council	Engagement ongoing - Positive
Training and Skills Bodies	Potential capital, revenue & programme funding from Industry Training Boards, Skills Development Scotland or other sector bodies	Engagement initiated, MoUs in place
Private Sector Contributions	In-kind and financial contributions from major contractors, supply chain partners and OEMs with workforce needs in the region	Engagement ongoing, some first movers on board
Developer Contributions	Financial contributions to co-establish NISC together	Engagement ongoing
Developer accommodation contribution	Partnership with renewables developer to jointly invest in on-site trainee accommodation that supports both learner needs and Centre legacy	Opportunity identified, feasibility in planning
Director Contributions	Financial contributions and input from the founding directors in the form of setup costs and stakeholder engagement	Ongoing
Community Benefit Funds	Allocations from regional community benefit funds (e.g. wind farms, hydro schemes) where skills and employment are an agreed priority	Engagement ongoing
Loan Finance / Social Investment	Potential use of social impact investment, loan facilities or repayable grants for long-term assets	Engagement ongoing
Earned Income	Revenue from training delivery, lease agreements, facility hire, events and commercial services	Projected post-Phase 1
Sponsorship	Course sponsorship and training zone sponsorship	Model in development



Maintenance

A planned and proactive maintenance strategy is central to HI-Skills commitment to safe, high-quality training delivery and responsible asset management. Our campus will host a wide range of infrastructure and specialist equipment, meaning we must operate a comprehensive programme that includes building, equipment, vehicle and grounds maintenance. This ensures the uninterrupted delivery of services, protects asset longevity, and supports compliance with legal and funding requirements.

We will adopt a blended model of in-house maintenance staff and specialist contractors, supported by a digital maintenance management system and regular audit schedules.

Property and Facilities Maintenance

The National Infrastructure Skills Centre will comprise approximately 7,000 sqm of indoor space, including training workshops, classrooms, offices, welfare areas and shared facilities across a 50 acre site. All buildings and internal systems will be subject to scheduled maintenance and inspection, including:

- **Building Fabric:** Regular inspections and upkeep of walls, roofs, ceilings, flooring, doors and windows to ensure structural integrity and a professional, clean training environment.
- **HVAC and Utilities:** Planned servicing and maintenance of heating, ventilation, air conditioning, water systems, and electrical installations by certified professionals.
- **Fire Safety Systems:** Routine testing and maintenance of fire alarms, extinguishers, suppression systems and emergency exits in line with fire regulations.
- **Lift and Access Systems:** Serviced and inspected to ensure operational safety and compliance with accessibility and lifting legislation.
- **Lighting Systems:** Regular maintenance of both internal and external lighting, including testing of emergency lighting and replacement of fittings.
- **Sanitary Facilities:** Ongoing cleaning, supply checks and minor repairs, supported by scheduled deep cleaning and servicing.
- **Offshore Survival Pool:** The dedicated pool facility used for GWO and potentially OPITO (subject to future north sea policy) training will be maintained to the highest safety and hygiene standards. This includes water treatment systems, regular quality testing, poolside equipment checks, filtration maintenance, and compliance with pool health and safety regulations.

HI-Skills may work with an external Facilities Management (FM) contractor in the early years, before transitioning to an in-house FM team as capacity builds.



Grounds and External Maintenance

Outdoor training grounds will require a dedicated programme of works to manage safety, usability and environmental impact:

- **Surfaces and Tracks:** Regular grading and maintenance of haul roads, access routes and mock construction areas to ensure safe operation in all weather conditions.
- **Drainage and Water Management:** Routine inspections of drainage infrastructure, soakaways, interceptors and washdown areas to prevent flooding and environmental contamination.
- **Site Safety Infrastructure:** Fencing, signage, lighting, handrails and safety barriers will be monitored and maintained to reduce risk.
- **Winter Maintenance:** Seasonal planning for frost, snow and adverse weather, with gritting, snow clearance and risk assessments in place.

Equipment and Training Asset Maintenance

Specialist training equipment will be maintained through a structured programme that meets both legal standards and manufacturer recommendations:

- **Plant and Machinery:** Including excavators, telehandlers, cranes, and lifting gear, all subject to statutory inspections under LOLER, PUWER and vehicle MOT requirements.
- **Tools and Workshop Equipment:** Maintained and calibrated regularly to ensure safe operation, longevity and training accuracy.
- **Training Infrastructure:** Overhead line towers, turbine base training rigs, rope access rigs, confined space units, and scaffold systems will be inspected and maintained by qualified staff or contractors.
- **Offshore Survival Equipment:** Liferafts, harnesses, winches, drysuits, and other equipment used in and around the survival pool will be maintained to strict GWO standards, with servicing logs, inspections, and equipment refresh cycles in place.
- **Asset Register and Lifecycle Planning:** All assets will be logged and tracked through a digital asset management system with service schedules, warranties and replacement plans recorded.
- **Procurement decisions** will consider TCO (total cost of ownership), not just capital expenditure, to ensure sustainable value for money across asset lifespans.
- **Where plant is used off-road or as part of demonstrations,** additional inspections will be undertaken pre- and post-use.

Vehicle Maintenance

A small fleet of support vehicles (e.g. vans, pickups, trailers) will be used for logistics and training. These will be:

- Inspected weekly by the internal operations team
- Serviced in line with manufacturer requirements
- Maintained under full insurance and roadside recovery plans
- Tracked through digital fleet management software



Maintenance Management System

A cloud-based facilities and asset management system will be introduced to log and monitor:

- Maintenance schedules and inspections
- Reactive repairs and open issues
- Contractor performance and task completion
- Certification logs (LOLER, PAT, Fire Safety etc.)
- Budget tracking and asset lifecycle reporting
- This will provide full audit trails for regulators and funders and ensure responsive handling of faults or hazards.

Planned Preventive Maintenance (PPM)

HI-Skills will implement a Planned Preventive Maintenance (PPM) schedule for all site infrastructure, mechanical systems and training equipment. This schedule will be overseen by the Centre Manager and the Facilities and Course Support Team, supported by specialist contractors as required.

The PPM system will:

- Schedule regular inspections, servicing, and part replacements
- Ensure all equipment used in training (e.g. plant machinery, cranes, lifting equipment, electrical tools) is certified and within statutory compliance dates
- Minimise disruption to scheduled courses by planning maintenance outside peak times
- Extend the lifecycle of valuable assets through routine upkeep
- Be logged and monitored using a digital facilities management system

Sustainability in Maintenance

Sustainable practices will be embedded throughout the maintenance programme:

- Preference for eco-certified materials and suppliers
- Minimisation of waste through reuse, repair and correct storage
- Use of energy-efficient systems and upgrades
- Water and power monitoring to reduce utility consumption
- Maintenance plans will align with a wider environmental management strategy and ISO certification roadmap.

Reactive Maintenance and Fault Reporting

In addition to planned work, a clear reactive maintenance process will be in place for addressing breakdowns, faults, or safety concerns.

This includes:

- A fault reporting system accessible to all staff and trainers
- Rapid triage and prioritisation of reported issues
- Procurement framework for urgent parts or external services
- Follow-up logging and analysis to identify recurring issues

A basic on-site repair capability will be maintained by support staff, with more complex interventions contracted out unless the centre expands into providing for plant and equipment mechanic apprenticeships, in which case the centre will utilise its own facility.

Maintenance is intrinsically linked to health and safety, particularly where assets are used for working at height, lifting, excavation or mechanical training. Compliance with LOLER, PUWER, PAT testing, and other statutory obligations will be embedded into the maintenance regime.



Quality management

Management Systems

To ensure excellence, consistency, and compliance across all aspects of operations, HI-Skills will implement a robust suite of management systems. These will underpin quality, environmental responsibility, financial governance and performance monitoring, aligning with recognised international standards. As a new organisation, HI-Skills will phase in formal accreditation over time as resources and scale permit, beginning with embedded systems and external guidance before progressing to full ISO certification.

Quality Management

HI-Skills will implement a Quality Management System (QMS) based on the principles of ISO 9001:2015 – the international standard for quality management. This framework ensures that services are delivered consistently, meet customer and stakeholder expectations, and drive continuous improvement.

The QMS will cover:

- Curriculum design, delivery and review
- Trainer competency and performance assessment
- Learner feedback and outcomes tracking
- Internal audits and corrective actions
- Document control and versioning
- Customer satisfaction metrics
- Continuous improvement cycles

The Compliance Manager will be responsible for maintaining the QMS, with oversight from the Head of People & Director of Training and regular reporting to the CEO and Board.

Environmental and Waste Management

Sustainable operations are a core value of HI-Skills, and our environmental practices will follow ISO 14001:2015 standards. This Environmental Management System (EMS) supports proactive control of environmental impact, legal compliance, and operational efficiency.

Our EMS approach will include:

- Waste minimisation and recycling schemes
- Hazardous waste storage and disposal procedures
- Energy-efficient systems and responsible water use
- Pollution prevention and spill response
- Green procurement and material sourcing policies

Waste management will be embedded into daily operations and reinforced through staff training and supplier expectations.



Health & Safety Management

All training delivery and operations will be underpinned by an Occupational Health and Safety Management System aligned with ISO 45001:2018. This will ensure safe working environments for staff, learners and visitors, and provide a framework for managing risk, reporting incidents, and ensuring compliance with all relevant UK health and safety legislation.

Key features will include:

- Dynamic risk assessments
- Site-specific safety procedures
- Trainer and learner inductions
- PPE protocols and equipment inspections
- Near-miss and incident reporting systems
- Regular health and safety audits

This system will be developed with external H&S advisors and supported by our Facilities and Compliance teams.

Accounting and Financial Management

Financial systems will be structured to align with CIC governance best practices and comply with HMRC, Companies House, and funder requirements.

Using software like Xero, we will ensure:

- Transparent financial tracking and reporting
- Cost centre breakdowns for income/expenditure
- Payroll, pensions and statutory payments
- Audit trails and reconciliations
- Budget setting and variance reporting
- Quarterly Board financial oversight

This provides the financial transparency and governance expected of publicly accountable organisations.

Monitoring and Control Systems

HI-Skills will use a digital Training/Learning Management System (TMS/LMS) to provide real-time oversight of training activity and resource usage. This platform will link together course scheduling, instructor assignments, learner records, accreditation tracking, and room and equipment booking.

Performance monitoring will also include:

- Key Performance Indicators (KPIs) for learner retention, pass rates, trainer utilisation, site capacity, and asset uptime
- Monthly internal reports and dashboards
- Annual performance reviews aligned to strategic objectives
- Employer and learner satisfaction surveys
- Data compliance with GDPR and sector awarding bodies

These systems will ensure that every aspect of delivery is measurable, responsive and aligned to continuous improvement goals.



Marketing

Objectives

Raise Awareness

- Position the National Infrastructure Skills Centre as a critical response to the regional infrastructure skills gap by promoting its economic, social and environmental value across the Highlands and Islands.

Attract Future Talent

- Inspire and motivate the next generation of workers to pursue careers in infrastructure by presenting the Centre as an accessible, aspirational and high-impact route into long-term employment.

Reassure Industry Stakeholders

- Build confidence among developers, contractors and employers that the Centre will deliver a job-ready workforce aligned to current and future project pipelines across the region.

Secure Political, Public and Private Sector Investment

- Gain the support of political leaders, public bodies and private sector partners by clearly demonstrating how the Centre delivers on national and regional priorities. Secure a co-investment model that blends public funding with private sector contributions to unlock Phase 1 and ensure long-term sustainability.

Establish Reputation and Thought Leadership

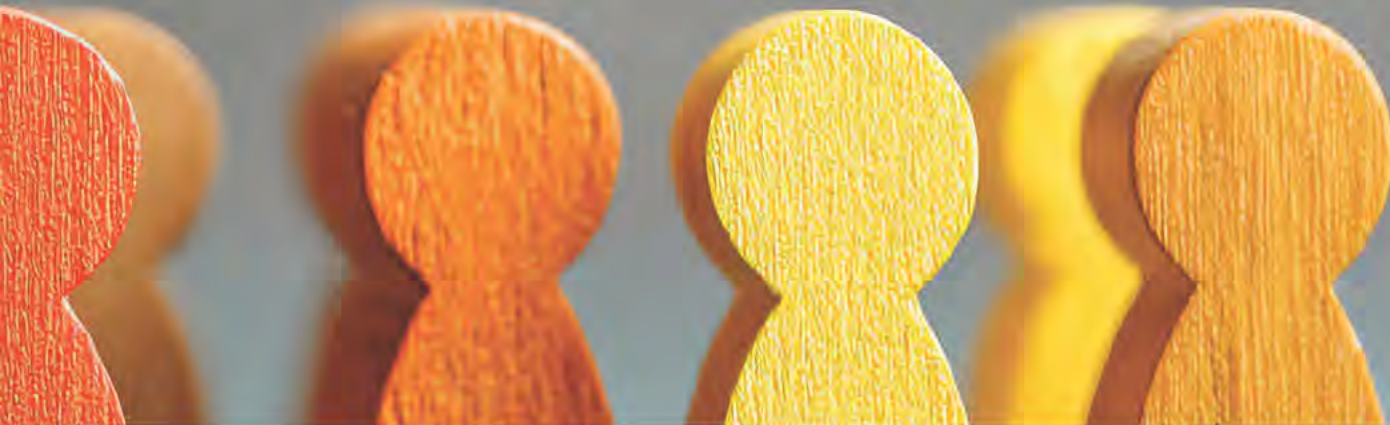
- Position the Highland Infrastructure Training Centre of Excellence as a model of best practice in skills development, health and safety, and regional investment, setting a benchmark for others to follow across the UK and beyond.

Enable Capital Fundraising and Sponsorship

- Support the successful raising of capital funding and long-term sponsorship by establishing strong brand credibility, a compelling investment narrative, and clear alignment with industry workforce demands. Position the Centre as a high-impact, investable proposition for developers, contractors, public agencies and social investors.

Strategy / Targeting Approach

This strategy builds credibility, drives awareness, and attracts learners and investors, engaging priority audiences from inception through to delivery and growth.



Audience Segmentation

To maximise impact, we have identified and prioritised five core audiences:

- **Political and Public Sector Stakeholders**

Gain strategic backing, access funding routes, and secure planning and policy alignment.

Channels: Targeted briefings, policy papers, political media, earned PR, events.

- **Industry and Employers**

Secure private sector support, co-investment, and workforce referrals.

Channels: Trade press, LinkedIn, direct B2B engagement, conferences, newsletters.

- **Future Workforce (Learners)**

Inspire young people, career changers, returners, and NEETs.

Channels: TikTok, Instagram, YouTube, school roadshows, community partnerships.

- **Local Communities**

Build pride, trust and awareness across the Highlands and Islands.

Channels: Facebook, local press, community events, mailers, on-site signage.

- **Partner Organisations and Influencers**

Develop co-branded activity with industry partners. Establish delivery partnerships.

Channels: Direct outreach, MoUs, newsletters, LinkedIn, stakeholder briefings.

- **Funders**

Channels: Thought leadership, direct engagement, strategic partnerships, impact reports and

professional digital presence

Staged Roll-Out

The communications strategy is mapped to key milestones over a three-year period:

- CIC Incorporation and Public Launch
- Site Announcement and Planning Submission
- Course Offer Reveal and Engagement Roadshow
- Site entry and Phase 1 Modular Delivery
- First Intakes
- Graduations and Case Studies
- Permanent Facility Groundbreaking and Opening
- Ongoing Course and Partner Announcements

An award winning PR firm will lead media engagement and content development around these milestones, creating assets including blogs, press releases, photography, and short-form video content for social and media distribution.



Multi-Channel Communication

To reach these audiences effectively, HI-Skills will adopt a blended channel approach.

Key communication channels include:

- **Social Media:**

LinkedIn for professional, employer and stakeholder engagement

TikTok & Instagram for youth and learner-focused storytelling

Facebook for community outreach and school/college engagement

YouTube for documenting build, student journeys, and graduate stories

- **Website:**

A central hub for information, courses, blog updates, partner announcements and sign-ups to newsletters. Website traffic will be driven through all social and media activity.

- **Media Relations:**

Targeted PR campaigns and story placements in local, regional, trade and national press to maintain regular visibility and momentum. This includes:

Local media (e.g. Inverness Courier, Press & Journal)

Trade media across construction, plant, civil engineering and renewables

National Scottish and UK titles (e.g. The Scotsman, The Herald, BBC, STV)

- **Roadshows & Events:**

A programme of regional school visits and stakeholder events will be developed to raise awareness of course offerings and generate early enrolment.

- **Email Marketing:**

A newsletter signup will be enabled early to build a mailing list. Updates will be issued monthly to keep funders, employers and prospective learners informed.

Global Media and Brand Positioning

HI-Skills is currently in active discussions with a production company to develop a TV series focussed on specialist infrastructure skills, to be filmed at the National Infrastructure Skills Centre.

The proposed series will be shot as three series of six episodes each in three different languages. This represents a significant opportunity to position the Centre globally as a destination for specialist infrastructure training.

Subject to final agreement, the series is expected to begin filming in summer 2027, not only creating an additional revenue stream but also elevating the profile of both the Centre and the Highlands as a hub for world-class skills development.



HI-Skills | Highlands & Islands Skills CIC

Empowering the next generation of infrastructure talent in Scotland through skills, safety, and innovation.

Technical and Vocational Training · Inverness · [REDACTED]

Marketing mix

Promotion Type	Advertising	Sales	Public Relations	Personal
<i>Traditional</i>	<i>Signs</i> <i>Papers</i> <i>Magazines</i> <i>Business cards</i> <i>Exhibitions</i> <i>Leaflets</i> <i>Posters</i> <i>Mailshots</i> <i>Merchandise</i> <i>Newsletter</i> <i>Radio</i>	<i>Competitions</i> <i>Trial days</i> <i>Exhibition offers</i>	<i>Consultations</i> <i>AGMs</i> <i>Social impact reports</i> <i>Awards</i> <i>Competitions</i> <i>Press releases</i> <i>Editorials</i> <i>Endorsements</i> <i>Networking</i> <i>Forums and Advisory groups</i> <i>Presentations</i> <i>Launches</i> <i>Radio/News</i> <i>Referrals</i> <i>Sponsorship</i> <i>Word of Mouth</i>	<i>Cold calling</i> <i>Elevator pitches</i> <i>Networking</i> <i>Industry events</i> <i>Sales reps</i> <i>Telemarketing</i>
<i>Digital</i>	<i>Online adverts,</i> <i>PPC, AdWords</i> <i>Website</i> <i>Visual campaigns</i> <i>TikTok</i> <i>Digital news</i> <i>SEO</i> <i>SMS Messaging</i>	<i>Digital Vouchers</i> <i>Social media comps</i> <i>QR Codes</i>	<i>Social media</i> <i>Blogs</i> <i>Online forums</i> <i>Podcasts</i> <i>Reciprocal links</i>	<i>Email</i> <i>Webinars</i> <i>Linkedin</i>





Sustainability

Environmental Sustainability

Environmental sustainability is a core value of HI-Skills, particularly given that the majority of the infrastructure projects we are supporting across the region relate to energy transition. It will guide every stage of the Centre's development, operation and training delivery. As a future-focused training organisation serving the construction, civil engineering and renewables sectors, we recognise our responsibility to lead by example, reducing environmental impact and embedding sustainable practices throughout the skills pipeline.

Sustainable Design and Construction

From the outset, HI-Skills will prioritise low-carbon, environmentally responsible design. Working closely with Threesixty Architects who are a certified B-corp, we aim to minimise embodied carbon in construction materials, use site sourced aggregates where possible, and implement energy-efficient systems throughout the site. The design brief includes strong emphasis on passive solar design, natural ventilation, LED lighting, and low-impact heating solutions. Solar PV will be explored to offset energy use, and the site will incorporate sustainable drainage systems, low-impact landscaping, and biodiversity features such as wildflower zones, planting of native species and natural corridors to support pollinators and wildlife.

Sustainable Operations and Resource Use

HI-Skills is committed to minimising operational waste and resource consumption. Paper use will be dramatically reduced through a digital-first approach to administration, enrolment, record keeping and learning delivery. Where printed materials are necessary, we will use recycled and FSC-certified paper products. Recycling bins will be standard in all facilities, with separate waste streams for paper, plastics, metals, food waste and general waste. We will work with suppliers who share our values, favouring those with strong environmental credentials and circular economy models.

Transport and Site Access

HI-Skills will actively promote active and low-carbon travel by installing bike racks, EV charging points and working with local providers to improve public transport connectivity to the site. For those travelling from further afield, shared transport solutions will be encouraged to reduce single-occupancy travel and lower emissions.

On site, HI-Skills is committed to using low-emission fleet vehicles and plant equipment wherever feasible. As zero-tailpipe emission equipment becomes commercially viable, we will integrate electric and hydrogen-powered machinery into our operations. Where conventional diesel machinery remains in use, we will exclusively fuel it with Hydrotreated Vegetable Oil (HVO), a renewable drop-in fuel that reduces lifecycle carbon emissions by up to 90 percent.



The Centre will also support wider industry decarbonisation by facilitating the testing, demonstration and evaluation of alternative fuels, including hydrogen, ammonia, and e-methanol, through our Centre for Innovation. This positions HI-Skills not only as a low-carbon operator but as a platform for future fuels development, helping inform industry adoption and supporting the energy transition ambitions of the Highlands and Islands.

Sustainable Culture and Curriculum

Beyond facilities and operations, environmental sustainability will be woven into the fabric of how and what we teach. Training content will include production and efficiency techniques, alternative fuels, battery-electric and hydrogen-powered plant, and responsible resource use. Where appropriate, we will integrate sustainability modules such as eco-operator and eco-driver into core training, ensuring learners understand the environmental impacts of their work and the role they can play in reducing them from the beginning of their careers.

Continuous Improvement and Accountability

As a not-for-profit CIC, HI-Skills is committed to transparency and continuous improvement. We will review our environmental performance annually, track key sustainability metrics, and consult with learners, partners and community stakeholders to raise standards over time. Our goal is not only to reduce negative impact, but to deliver long-term value to the Highlands and Islands and set a benchmark for responsible infrastructure skills delivery.



Risk

The Highlands & Islands Skills (CIC) and the Centre of Excellence carries a range of risks typical of major capital developments and training ventures. These include financial, operational and regulatory risks, as well as those arising from our rural location, phased delivery model, and the need to coordinate with multiple public and private stakeholders. As a new entrant to a fragmented and sometimes competitive training landscape, HI-Skills must also navigate reputational and strategic risks carefully.

The following outlines the key categories of risk identified to date.

a) Strategic Risks

- Misalignment between training offer and market demand
- Insufficient stakeholder buy-in or partner disengagement
- Failure to secure full planning consent or necessary permissions

b) Financial Risks

- Underfunding or delays in grant/investment awards
- Higher-than-forecast capital costs or inflationary pressures
- Lower-than-expected uptake in early-stage training delivery

c) Operational Risks

- Delays in land acquisition or construction
- Shortage of qualified trainers or assessors
- Poor learner experience leading to reputational damage

d) Reputational and Governance Risks

- Project seen as duplicating or threatening existing provision
- Negative local sentiment if benefits are not clearly communicated
- Breakdown in governance or compliance in CIC operations

e) Legal and Regulatory Risks

- Health and safety non-compliance on site
- Data handling and GDPR breaches
- Employment or procurement challenges

f) Environmental and External Risks

- Adverse weather affecting training operations
- Shifts in policy, funding or economic conditions
- Skills legislation changes or further centralisation of training funding



Risk Management Strategies

HI-Skills is committed to a proactive and structured approach to risk management, guided by the principles of ISO 31000:2018. The company will continuously monitor and assess risks, implementing mitigation strategies to protect delivery, reputation, and long-term sustainability. However, HI-Skills will not allow risk to become a barrier to progress. Instead, the organisation will take a proactive solution-focused approach, working creatively and collaboratively to overcome known challenges and secure workarounds where necessary to maintain momentum.

- **Legal and Professional Support:** Partnerships with organisations such as Saffery and Thorntons to guide financial, legal and compliance decisions.
- **Phased Development:** Phase 1 and Phase 2 are structured to allow for staged investment and minimise exposure to risk before core delivery is operational.
- **Stakeholder Engagement:** Ongoing consultation with our stakeholders to ensure alignment.
- **In-Kind Resilience:** The directors' in-kind contributions to date show long-term commitment and have reduced the project's financial exposure.
- **Diversified Funding Model:** Co-investment from public, private and earned income sources protects against dependency on any single stream.
- **Transparent Governance:** As a CIC, all decisions are made for public benefit with community oversight and Fair Work principles embedded.
- **Real-World Site Testing:** Use of mobile training units and partnerships in advance of build completion to reduce operational unknowns.

Risk Register - In appendix

A comprehensive risk register has been developed to support the delivery and long-term success of HI-Skills and the National Infrastructure Skills Centre. An excerpt of this register is included in [appendix 3](#).

This register outlines key risks across strategic, financial, operational, legal, environmental and reputational categories, and assigns each a score based on likelihood and impact. It also identifies responsible leads and mitigation strategies. The register will be a live document, reviewed and updated regularly. As new risks emerge, they will be added to the table with appropriate mitigation actions. Where risks are no longer considered active or material, they will be removed. Risk will be a standing agenda item at every HI-Skills Board meeting, where mitigation progress will be reviewed, risk scores adjusted as necessary, and any required escalation or action agreed. This structured approach ensures that risk management remains proactive, dynamic and fully embedded in decision-making across the organisation.

What's the Challenge?

- Critical skills shortage in the energy and infrastructure sector
- Limited specialist training in the Highlands
- No clear pathway to infrastructure careers for local talent
- Not enough work based learning or apprenticeship courses
- Lack of sector leadership and coordinated response (until now)
- Workforce volume is insufficient to meet future need
- Skills competition is significant and growing and will stifle regional growth
- Urgent collaboration needed - Shared challenges demand shared solutions

Engagement

The development of the National Infrastructure Skills Centre has been shaped through sustained and structured engagement with industry, public sector partners and local communities.

Initial engagement began in early 2025 through a series of one-to-one discussions with employers, stakeholders and community representatives. These conversations consistently confirmed the clear gap in regional training provision and a shared recognition that existing systems were not meeting the scale or nature of future workforce demand.

In April 2025, this early engagement culminated in a stakeholder event held at Highland Rugby Club, bringing together 25 representatives from across the sector, including developers, contractors and public bodies. The outcome was a strong and consistent consensus that the proposal was both necessary and viable. This event acted as the catalyst for the formation of HI-Skills as a Community Interest Company, ensuring the project would be delivered for community benefit.

Since that point, engagement has continued at scale. HI-Skills has undertaken hundreds of direct interactions through meetings, presentations and consultations with employers, industry groups, national bodies and public sector stakeholders. This has included invitations to present the concept at national forums focused on addressing workforce and skills challenges, further reinforcing the relevance and credibility of the proposal.

Targeted engagement with industry has also been a priority. In January 2026, HI-Skills hosted a developer-focused event in Inverness, attended by 20 infrastructure and energy developers, supported by British Hydropower Association and Scottish Renewables. This session explored workforce requirements, confirmed alignment to NISC, discussed co-investment opportunities, and has led to ongoing commercial discussions and support.

Community engagement has been equally central to the development of the proposal. HI-Skills has engaged directly with local groups including Inverness West Community Council, alongside hosting two public consultation events during March 2026 at Kings Golf Club. These sessions provided an opportunity to present the proposed development, gather feedback and understand how the site can deliver maximum community value.

Across these consultations, more than 140 formal responses were received, demonstrating strong levels of engagement and an **overall 94% positive response to both the proposed Community Asset Transfer and the creation of the National Infrastructure Skills Centre**. The survey report is available on request.

This programme of engagement demonstrates that the Centre is not a top-down proposal, but one that has been shaped, tested and supported by the communities, industries and stakeholders it is intended to serve.



The organisations listed below reflect the breadth and depth of engagement behind the HI-Skills proposal. Collectively, they demonstrate clear demand for regional training capacity, sector-wide support for an industry-led model, and the urgency for the delivery. Their engagement spans from Developers, Tier1 contractors to SME's, the supply chain, trade associations, training bodies, education partners, professional services, politicians and public sector stakeholders, many of whom have contributed valuable insight, challenge and early alignment to delivery rather than passive endorsement. Taken together, this level of engagement provides strong evidence that the National Infrastructure Skills Centre is a real and shared need across the Highlands, Islands and Scotland as a whole.

TRADE BODIES AND SECTOR ORGANISATIONS

BRITISH HYDROPOWER ASSOCIATION | SCOTTISH BUILDING FEDERATION | SCOTTISH RENEWABLES | SCOTTISH PLANT OWNERS ASSOCIATION | SCOTTISH CONSTRUCTION AND QUALIFICATIONS COUNCIL | TUNNELSKILLS

MEMBERS OF UK AND SCOTTISH PARLIAMENTS

ANGUS MACDONALD MP | KATE FORBES MSP |

DEVELOPERS

GLEN EARRACH ENERGY | STATKRAFT | STATERA | SSEN | SSE RENEWABLES | NADARA | OCEAN WINDS | FRED OLSEN | VATTENFALL | WIND2 | RWE | SPRINGFIELD GROUP | TULLOCH HOMES

TIER 1 CONTRACTORS

BALFOUR BEATTY | BAM UK & IRE | HOCHTIEF | OMEXOM | STRABAG | UNITED INFRASTRUCTURE

TIER 2 AND SUB-CONTRACTORS

GLOBAL ENERGY SOLUTIONS | CALMAX CONSTRUCTION | CAPSTONE CONSTRUCTION | COMPASS BUILDING | DW SCAFFOLDING | EMN PLANT | GLOBAL INFRASTRUCTURE | GLOBAL WIND PROJECTS | JOHN GUNN AND SONS | NORPOWER | ORKNEY BUILDERS | TULLOCH DEVELOPMENTS | GOW GROUNDWORKS

SUPPLY CHAIN

AMD CONTRACT SERVICES | BLACKWOOD PLANT HIRE | CHANCE RECRUITMENT | FLANNERY | FORSYTH OF DENNY | GLOBAL CRANE SERVICES | GLOBAL HIGHLAND | HAMILTON PLANT HIRE | HIGHLAND HAMMER HIRE | JST SERVICES | KISHORN PORT | L LYNCH PLANT HIRE | LAS PLANT | MACDONALD SCAFFOLDING | NORMET | STODDART CRANE HIRE | VINJE INDUSTRIES

THIRD SECTOR

DAY1 MENTORING | POWERING FUTURES

LOCAL AND COMMUNITY COUNCILS

THE HIGHLAND COUNCIL | INVERNESS WEST COMMUNITY COUNCIL
CLLR DAVID FRASER | CLLR CHRIS BALLANCE

OTHER

CITB | ECITB | THE NATIONAL CONSTRUCTION COLLEGE | THE UNIVERSITY OF THE HIGHLANDS AND ISLANDS | SKILLS DEVELOPMENT SCOTLAND | GB ENERGY | THREESIXTY ARCHITECTURE | ARTHIAN | GRAHAM & SIBBALD

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APPENDICES





APPENDIX 1 - STAKEHOLDER MAP

THIS MAP REPRESENTS A SAMPLE OF STAKEHOLDERS AS THERE ARE TOO MANY TO FIT ON ONE PAGE

INTEREST



INFLUENCE



APPENDIX 5 - ACCREDITED COURSE BODIES

THESE ARE THE ACCREDITATIONS HI-SKILLS EXPECTS TO BE DELIVERED FROM NISC





ABBREVIATIONS

AGM - ANNUAL GENERAL MEETING	LMS - LEARNING MANAGEMENT SYSTEM
ASTI - ACCELERATED STRATEGIC TRANSMISSION INVESTMENT	LOLER - LIFTING OPERATIONS AND LIFTING EQUIPMENT REGULATIONS 1998
B2B - BUSINESS TO BUSINESS	MEWP - MOBILE ELEVATED WORK PLATFORM
BAME - BLACK ASIAN & MINORITY ETHNIC	MOT - MINISTRY OF TRANSPORT
BDM - BUSINESS DEVELOPMENT MANAGER	MP - MEMBER OF PARLIAMENT
CAT - COMMUNITY ASSET TRANSFER	MPQC - MINERAL PRODUCT QUALIFICATION CARD
CDM - CONSTRUCTION DESIGN & MANAGEMENT REGULATIONS 1995	MSP - MEMBER OF SCOTTISH PARLIAMENT
CEO - CHIEF EXECUTIVE OFFICER	NCC - NATIONAL CONSTRUCTION COLLEGE
CIC - COMMUNITY INTEREST COMPANY	NEET - NOT IN EDUCATION, EMPLOYMENT OR TRAINING
CISRS - CONSTRUCTION INDUSTRY SCAFFOLDERS RECORD SCHEME	NESCOL - NORTH EAST SCOTLAND COLLEGE
CITB - CONSTRUCTION INDUSTRY TRAINING BOARD	NISC - NATIONAL INFRASTRUCTURE SKILLS CENTRE
CPCS - CONSTRUCTION PLANT COMPETENCY SCHEME	NISC - NATIONAL INFRASTRUCTURE SKILLS CENTRE
CPD - CONTINUED PROFESSIONAL DEVELOPMENT	NPA - NATIONAL PROGRESSION AWARD
CV - CURRICULUM VITAE	NPF - NATIONAL PERFORMANCE FRAMEWORK
ECITB - ENGINEERING CONSTRUCTION TRAINING BOARD	O&M - OPERATIONS & MAINTENANCE
EFNARC - EUROPEAN FEDERATION OF NATIONAL ASSOCIATIONS REPRESENTING PRODUCERS AND APPLICATORS OF SPECIALIST CONCRETE	O&M - OPERATIONS AND MAINTENANCE
EMS - ENVIRONMENTAL MANAGEMENT SYSTEM	OEM - ORIGINAL EQUIPMENT MANUFACTURER
EQA - EXTERNAL QUALITY ASSURANCE	OHL - OVER HEAD LINE
EUSR - ENERGY AND UTILITY SKILLS REGISTRATION	OPITO - OFFSHORE PETROLEUM INDUSTRY TRAINING ORGANISATION
EV - ELECTRICAL VEHICLE	P.A - PER ANNUM
FE - FURTHER EDUCATION	PAT - PORTABLE APPLIANCE TESTING
FM - FACILITIES MANAGEMENT	PPC - PAY PER CLICK
FSC - FOREST STEWARDSHIP COUNCIL	PPM - PLANNED PREVENTATIVE MAINTENANCE
GDPR - GENERAL DATA PROTECTION REGULATION	PR - PUBLIC RELATIONS
GVA - GROSS VALUE ADDED	PUWER - PROVISION AND USE OF WORK EQUIPMENT REGULATIONS 1998
GW - GIGAWATT	PVG - PREVENTION OF VULNERABLE GROUPS
GWO - GLOBAL WIND ORGANISATION	QMS - QUALITY MANAGEMENT SYSTEM
H&S - HEALTH AND SAFETY	QR CODE - QUICK RESPONSE CODE
HE - HIGHER EDUCATION	QS - QUANTITY SURVEYOR
HI- SKILLS - HIGHLANDS & ISLANDS SKILLS CIC	SCQSC - SCOTTISH CONSTRUCTION QUALIFICATIONS & SKILLS COUNCIL
UPRN - UNIQUE PROPERTY REFERENCE NUMBER	SDS - SKILLS DEVELOPMENT SCOTLAND
HMRC - HIS MAJESTYS REVENUE AND CUSTOMS	SDS - SKILLS DEVELOPMENT SCOTLAND
HVAC - HEATING, VENTILATION AND AIR CONDITIONING	SEO - SEARCH ENGINE OPTIMISATION
HVO - HYDROTREATED VEGETABLE OIL	SME - SMALL TO MEDIUM ENTERPRISE
IOSH - INSTITUTE OF SAFETY AND HEALTH	SMS - SHORT MESSAGING SERVICE
IPAF - INTERNATIONAL POWERED ACCESS FEDERATION	SPOA - SCOTTISH PLANT OWNERS ASSOCIATION
IQA - INTERNAL QUALITY ASSURANCE	SSEN - SCOTTISH & SOUTHERN ENERGY NETWORKS
IRATA - INTERNATIONAL ROPE ACCESS TRADE ASSOCIATION	STCW - STANDARDS OF TRAINING, CERTIFICATION AND WATCHKEEPING FOR SEAFARERS
IRATA - INTERNATIONAL ROPE ACCESS TRAINING ASSOCIATION	TAP - TRANSFORMATION ACTION PLAN
ISO - INTERNATIONAL STANDARDISATION ORGANISATION	TCO - TOTAL COST OF OWNERSHIP
IT - INFORMATION TECHNOLOGY	TMS - TRAINING MANAGEMENT SYSTEM
ITB - INDUSTRY TRAINING BOARD	TSTS - TUNNEL SAFETY TRAINING SCHEME
KPI - KEY PERFORMANCE INDICATOR	UHI - UNIVERSITY OF THE HIGHLANDS & ISLANDS
LED - LIGHT EMITTING DIODE	VAT - VALUE ADDED TAX



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**Global Centres of Excellence
A Summary of Case Studies**



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Site Options Appraisal



**SUPPORTED BY INDIVIDUALS, EMPLOYERS AND LEADING INDUSTRY ASSOCIATIONS
FROM ACROSS SCOTLAND AND THE UK**

*Highlands & Islands Skills CIC, Kintail House, Beechwood Business Park, Inverness, IV2 3BW
SC853712 www.hi-skills.org info@hi-skills.org*