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Highlands and Islands Enterprise
Iomairt na Gàidhealtachd 's nan Eilean

20 February 2015

Rt Hon Nicola Sturgeon MSP
First Minister of Scotland
St Andrew's House
Regent Road
EDINBURGH
EH3 1DG

Dear First Minister

INVITATION TO ATTEND AND DELIVER THE OPENING SPEECH AT HIE's 50th ANNIVERSARY RECEPTION IN THE SCOTTISH PARLIAMENT – NOVEMBER 2015

I would like to invite you to attend and deliver the opening speech at Highlands and Islands Enterprise's 50th Anniversary Reception in the Scottish Parliament, on a date to be decided in November 2015.

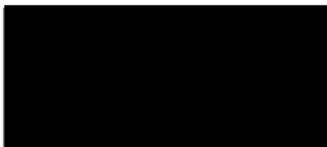
The 1st November 2015 is a very significant date for Highlands and Islands Enterprise (HIE) as it will be exactly 50 years since the establishment of the agency's predecessor, the Highlands and Islands Development Board (HIDB). To mark its golden anniversary, HIE plans to host a reception in the Garden Lobby of the Scottish Parliament, sponsored by Dave Thompson MSP.

I will speak on the remarkable social and economic transformation that the Highlands and Islands have experienced over the last 50 years, highlight the region's current contribution to Scotland's continued progress, and outline future ambitions. There will also be the opportunity to meet the Board and senior leadership team of HIE as well as many of our key stakeholders.

It would be a real pleasure if you were able to join us and deliver the opening speech at our 50th Anniversary Reception. I look forward to hearing from your office regarding your potential availability in November 2015.

Kind regards

Yours sincerely



Professor Lorne D Crerar
Chairman

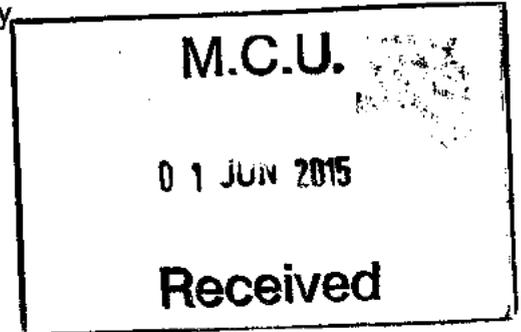
Professor Lorne D Crerar Chairman
T: +44(0)1463 244 342 F: +44(0)1463 244 351
E : lorne.crerar@hient.co.uk



Highlands and Islands Enterprise
Iomairt na Gàidhealtachd 's nan Eilean

20 May 2015

John Swinney MSP
Deputy First Minister
and Cabinet Secretary for Finance, Constitution and Economy
The Scottish Government
St Andrew's House
Regent Road
Edinburgh
EH1 3DG



Dear John

On behalf of us all in HIE many thanks for taking the time to open the Inverness Campus last Friday. We were all very conscious of the efforts you made to be there. The feedback from the event has been extremely positive and I don't believe we could have had a better formal start to launching the opportunities the Campus creates for Inverness and the wider Highlands and Islands.

Thank you too for Chairing the Campus Forum. I am in no doubt that without your leadership and direction the progress of the Campus development would not have been achieved in such a time frame, collaborative and purposeful way.

I also note the terms of your letter to SDI and I will ensure that the action you require is delivered and encouraged by us here in HIE.

In celebration of 50 years of HIE we have a Staff Event for us all on 26 and 27 May. Your message will be shown to all the staff at the start of the Conference and thank you for your contribution to what I am hoping will be a very successful event.

Thank you again.

Yours aye,



Professor Lorne D Crerar
Chairman

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PARLIAMENTARY RECEPTION

50 YEARS OF ECONOMIC AND COMMUNITY
DEVELOPMENT IN THE HIGHLANDS AND ISLANDS

Lorne Crerar, Chairman, Highlands and Islands Enterprise (HIE), invites you to a reception hosted by Dave Thompson MSP, to mark the 50th anniversary of HIE and its predecessor Highlands and Islands Development Board (HIDB). We're delighted that the reception will be opened by the First Minister. A short programme will be accompanied by a showcase of Highlands and Islands produce and entertainment.

Wednesday 25 November 2015

The Members' Room, The Scottish Parliament, Edinburgh
6.00pm – 8.00pm (arrival from 5.30pm)

PLEASE PRESENT THIS INVITATION ON ARRIVAL

R.S.V.P. Friday 6 November

Business Events Team
Highlands and Islands Enterprise
Fraser House
Friar's Lane
Inverness IV1 1BA

T 01463 244437

E hie.events@hient.co.uk



Highlands and Islands Enterprise
Iomairt na Gàidhealtachd 's nan Eilean

Professor Lorne D Crerar Chairman
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E: lorne.crerar@hient.co.uk

15 October 2015

John Swinney MSP
Deputy First Minister and Cabinet Secretary for Finance, Constitution and the Economy
The Scottish Government
St Andrew's House
Regent Road,
Edinburgh EH1 3DG

Dear John

I have much pleasure in enclosing an invitation to Highlands and Islands Enterprise's 50th anniversary reception to be held on Wednesday 25th November in the Scottish Parliament.

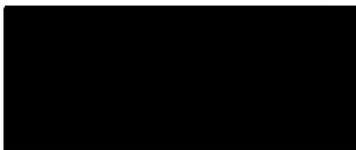
We are delighted that the First Minister has agreed to deliver the opening speech at the event, and we look forward to an evening that will recognise the progress that has been made in the Highlands and Islands over the last 50 years, as well as looking forward to the economic opportunities and challenges that lie ahead.

In addition to the First Minister's address and responses there will be an opportunity to engage with some of our key stakeholders, including business and community representatives from the Highlands and Islands. We will also have music from our region and a Year of Food and Drink showcase that will promote produce from the Highlands and Islands.

I do hope you are able to join us in marking this special milestone for our organisation and I look forward to hearing from you in due course.

Kind regards

Yours sincerely



Professor Lorne D Crerar
Chairman

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[Redacted]

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Professor Lorne D Crerar, Chairman
T +44 (0)1463 245240
E lorne.crerar@hient.co.uk

Keith Brown MSP
Cabinet Secretary for Economy, Jobs and Fair Work
T4.03
The Scottish Parliament
Edinburgh
EH99 1SP

21st December 2016

Dear Keith

INVITATION TO MEET THE HIE BOARD

I hope I find all well with you. As you will know, the Board of HIE held a very useful meeting with Cabinet Secretary Fergus Ewing on 2nd December in Inverness. We discussed our priorities for the future delivery of Scotland's Economic Strategy, and each Board member offered their own reflections on the outcome of Phase I of the Enterprise and Skills Review, as well as aspirations for Phase II.

It was a very constructive engagement and Fergus suggested that I invite you and the Deputy First Minister to a similar meeting to explain our thoughts and discuss the Review at first hand, with a particular focus on how HIE can continue to maximise the contribution the Highlands and Islands makes to economic growth, both regionally and nationally.

We would like to arrange this meeting and are happy to convene in Edinburgh if that would be more convenient. If you are able to suggest possible dates in January or February, ideally for an hour to two hours if possible, we would be happy to make the necessary arrangements.

As indicated, we are extending the same invitation to Mr Swinney, but do appreciate it may prove challenging to co-ordinate diaries so that you can both attend.

I do hope you will be able to make time for what I am sure would be a productive engagement, and look forward to hearing from you.

With best wishes for the festive season and for a successful 2017.

Kind regards



PROFESSOR LORNE D CRERAR
CHAIRMAN

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Professor Lorne D Crerar, Chairman
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E lorne.crerar@hient.co.uk

John Swinney MSP
Deputy First Minister & Cabinet Secretary for Education and Skills
T4.23
The Scottish Parliament
Edinburgh
EH99 1SP

21st December 2016

Dear John

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I hope I find all well with you. As you will know, the Board of HIE held a very useful meeting with Cabinet Secretary Fergus Ewing on 2nd December in Inverness. We discussed our priorities for the future delivery of Scotland's Economic Strategy, and each Board member offered their own reflections on the outcome of Phase I of the Enterprise and Skills Review, as well as aspirations for Phase II.

It was a very constructive engagement and Fergus suggested that I invite you and the Cabinet Secretary for the Economy, Jobs and Fair Work to a similar meeting to explain our thoughts and discuss the Review at first hand, with a particular focus on how HIE can continue to maximise the contribution the Highlands and Islands makes to economic growth, both regionally and nationally.

We would like to arrange this meeting and are happy to convene in Edinburgh if that would be more convenient. If you are able to suggest possible dates in January or February, ideally for an hour to two hours if possible, we would be happy to make the necessary arrangements.

As indicated, we are extending the same invitation to Mr Brown, but do appreciate it may prove challenging to co-ordinate diaries so that you can both attend.

I do hope you will be able to make time for what I am sure would be a productive engagement, and look forward to hearing from you.

With best wishes for the festive season and for a successful 2017.

Kind regards



PROFESSOR LORNE D CRERAR
CHAIRMAN

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By e-mail - scottish.ministers@gov.scot

Fergus Ewing MSP
Cabinet Secretary for the Rural Economy and Connectivity
The Scottish Government
St Andrew's House
Regent Road
Edinburgh
EH1 3 DG

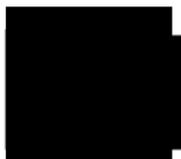
Wednesday 4 April 2018

Dear Fergus,

HIGHLANDS AND ISLANDS ENTERPRISE - GUIDANCE 2018/19

Thank you for your Guidance letter dated 3 April. Our business planning will be based upon the direction you have set us and you can be assured the Board will maximise all its powers and efforts to meet the challenges and opportunities for our region and beyond.

Yours sincerely



PROFESSOR LORNE D CRERAR
CHAIRMAN

Introductory meeting with the enterprise agencies - 22 June 2021

Participants

Cabinet Secretary for Finance and the Economy

Minister for Business, Trade, Tourism and Enterprise

Alistair Dodds, Chair, HIE

Charlotte Wright, CEO, HIE

Russel Griggs, Chair, SOSE

Jane Morrison-Ross, CEO, SOSE

Lord Smith, Chair, SE

Linda Hanna, Interim CEO, SE

Colin Cook, Interim Director of Economic Development

Richard Rollison, Interim Director, DIT

Kat Feldinger, Investment Finance Division

Jon Pickstone, Deputy Director, Regional Economic Development

██████████ Enterprise Sponsorship Team

Callum McCaig, Special Adviser

* The Cabinet Secretary set out the areas now included in the much broader Finance and Economy portfolio. Their inclusion in the same portfolio presents a real opportunity to look at the interaction

between areas feeding into the economy and economic development.

* Her one, overarching priority is to deliver the new 10-year strategy for economic transformation. For development over the next few months, this will clarify the Government's vision and ruthlessly

prioritise areas of focus (with an acceptance that there will be less focus on other areas).

* Its development will be guided by three questions:

* where does Scotland want to be in 10 years?

* what do we have to do to get there?

* who is going to deliver the step change needed?

* Mr McKee is leading work on the data that will underpin the strategy and inform the prioritisation

exercise. It needs to recognise Scotland's strengths and areas of greatest potential and to have a

regional filter. Financial constraints mean that it will be critical to use all levers at our disposal.

* The new Council for Economic Transformation will be brought together in July to help develop the strategy.

* Given their on-the-ground experience, the enterprise agencies' involvement in this work will be critical, alongside other public and private sector partners.

In discussion, it was noted that:

* there is an urgency to the work to develop and start delivery of the strategy - we are at a crossroads and need to take advantage of opportunities;

- * the worsening of inequalities and child poverty due to the pandemic has been well documented - what's required is fair work and a growing economy, and an absolute focus on promoting prosperity;
- * the regional dimension is particularly important - any strategy should be for the whole of Scotland and, for example, sensitive to the differing impact that the number and types of jobs created has in different areas of the country;
- * delivery of the strategy, through partnership working, will be key - learning from the pandemic should inform how delivery agencies can work together as a system going forward;
- * it will be important to consider to what extent the strategy should focus on resilience or future growth;
- * also important will be linkages across policies, for example transport infrastructure, housing and population;
- * alignment with the new strategy will require consideration of existing year-to-year commitments to make sure that interventions contribute to delivery of the vision;
- * it will be important for the ESSB's strategic plan refresh and development of the enterprise agencies' new 3-year strategies to align with the 10-year strategy;
- * effort is being put into building data capability to inform decision making, but this is still work in progress;
- * maintaining the status quo is not an option in any sector, for example retaining people and skills in the tourism sector requires a step change on fair work, productivity and digitalisation;
- * the strategy needs to focus on actions and to be presented in a way that engages its audience.

Each of the agencies presented information on their immediate priorities, as set out in their annual business plans.

Mr McKee agreed that it was important for the different strategies to align and for the 10-year strategy to articulate, in detail, what will be delivered. Conditionality on fair work will be key, as well as addressing practical issues such as material shortages.

The Cabinet Secretary reiterated that progress on delivering all of the Government's aims is dependent on a thriving economy and that the enterprise agencies are fundamental to delivering this.

She invited the agencies to provide their thoughts in response to three questions:

* on the vision, where does the Scottish Government need to be clearer, more robust and demonstrate greater prioritisation?

* on the 'how', what are the three biggest job creating opportunities over the next 5 years?

* on delivery, where do opportunities exist for greater collaboration to deliver a Team Scotland approach?

Action: HIE, SOSE and SE to prepare short submissions responding to these questions.

The Cabinet Secretary said that she looked forward to working in partnership with the agencies on unpacking these three questions in regular meetings.



Highlands and Islands Enterprise
Iomairt na Gàidhealtachd 's nan Eilean

Mairi Gougeon MSP
Cabinet Secretary for Rural Affairs and Islands
Scottish Parliament

Sent by email: CabSecRAI@gov.scot

25 June 2021

Dear Ms Gougeon

Many thanks for your time on 22 June for our introductory meeting. It was clear from the discussion that a number of priority activities for Highlands and Islands Enterprise are within your portfolio. We are keen to work further with you and your officials in developing our work across the blue economy, food and drink and other elements of the primary sectors. Your focus on islands is particularly important to us. You mentioned some of your upcoming visits, so we will provide your office with contacts in our Area Offices who are very engaged with local communities and businesses on potential visits. You would also find a short meeting with our Area Manager in Shetland, Katrina Wiseman really helpful.

I appreciated your comments about ensuring deeper collaboration and alignment with your Islands Team for the delivery of further funds to support the priorities outlined in the National Islands Plan. We feel that HIE's lengthy experience of project delivery will help ensure maximum impact in our island communities.

The suggestion of meeting on a minimum quarterly basis is very welcome.

Yours sincerely



Alistair Dodds CBE
Chair

alistair.dodds@hient.co.uk



Highlands and Islands Enterprise
Iomairt na Gàidhealtachd 's nan Eilean

Fergus Ewing MSP
Cabinet Secretary for Rural Economy and Tourism
Scottish Government

Email: CabSecRET@gov.scot

14 August 2020

Dear Fergus

Update on Budget Setting and Impact on Priorities

Further to our recent meeting and my follow up letter of 10 August, I thought it important to ensure you are updated on the progress on discussions on budgets and specifically on progress with Cairngorm.

We have meetings next week with Cabinet Secretaries, Ms Forbes and Ms Hyslop; I note you will be joining the latter meeting. I regard it as essential that both Cabinet Secretaries are fully aware of the impact and lost opportunity if budget allocations do not reflect our existing commitments of national and regional importance, and also the critical issue of ensuring HIE is funded to a level appropriate to the enormity of the economic crisis.

The HIE Board Cairngorm sub-group is due to meet next week, followed by the formal Board meeting on 25 August (which you are due to attend). This meeting was planned to consider the decision from the Scottish Government on the Cairngorm business case (which was updated to reflect comments from the Board at our last meeting on 29 July) and the funding requested to support that investment. My team has had numerous meetings with Scottish Government officials to provide further information and answer any questions. In tandem, my team has also been finalising discussions with the contractor and design team on design, project cost, compliance and contract terms. To meet the anticipated timeline to allow for the funicular to be operational for the 2021/22 ski season, we would expect to conclude contracts in the week commencing 31 August. In the absence of surety on both capital and the revenue support for the project, it will be extremely difficult to proceed without major impact on other investment commitments and opportunities

I fully appreciate that you are providing whatever support you can, and that the Scottish Government, like HIE, faces some difficult decisions. I will keep you updated as matters progress, and of course happy to catch up at any time.

Yours sincerely



Alistair Dodds CBE
Chair

alistair.dodds@hient.co.uk



Highlands and Islands Enterprise
Iomairt na Gàidhealtachd 's nan Eilean

Fergus Ewing MSP
The Scottish Parliament
Edinburgh
EH99 1SP

Sent to: Fergus.Ewing.msp@parliament.scot

06 November 2020

Dear Fergus

Economic Response and Budget Setting

I understand dates have been confirmed for our regular engagement – this is very much welcomed so that we maintain our strategic dialogue. In advance of the next meeting, I thought it would be helpful to set out the actions HIE is taking to reposition its strategic and operational focus and how we can work together to ensure the best possible outcomes for our region.

The HIE Board, following the meeting you attended in August, has had two workshops and a further Board meeting to inform our planning process. Whilst ongoing resilience work is a critical part of current activities, the Board is very keen to ensure we can reposition to fully leverage the opportunities in the Highlands and Islands from the green recovery and the blue economy. Each of these has the potential to build on the unique assets of our region and contribute significantly to the ambition set out in the Programme for Government.

It was clear during these workshops that to affect that transition, HIE's budget position is of paramount importance. The leadership role for HIE in the regional economy brings with it certain expectations of how we gear up our response. I am extremely appreciative of the efforts you have made in the work on the capital budget, although I note we have yet to see that formally confirmed. [REDACTED]

Discussions have begun with Scottish Government officials and the HIE team on the revenue budget, and I understand this is a challenging environment at the national level. [REDACTED]



Highlands and Islands Enterprise
Iomairt na Gàidhealtachd 's nan Eilean

Finally, I thought it would be useful to briefly update you on our Resource position for 2020/21. You may recall the Accountable Officer template we submitted to ministers in early September, in which we set out details of our COVID-19 response.

[Redacted]

[Redacted]

would welcome the opportunity to discuss this when we meet.

I look forward to our next meeting to discuss this in more detail, and to continue to work together in this important task.

Yours sincerely

[Redacted signature]

Alistair Dodds CBE
Chair