

MINUTES: INVERNESS & CROMARTY FIRTH GREEN FREEPORT MEETING OF THE DIRECTORS



DATE: 9th July 2026 at 10:00hrs

VENUE: Online

ATTENDEES:

Jim Smith (Independent Chair)
Gavin Mackenzie
Yoshi Hayakawa
Ian Cobban
Amy Parry

Alex Campbell
Sinclair Browne
Alison Wilson
Malcolm Macleod

APOLOGIES:

Vicki Nairn
Brian Porter

Laura Duffy

IN ATTENDANCE

Svea Mitsch (Scottish Government)
Michael Fraser (Highland Council)

Bex Colam (UK Government)
Kirsteen Adams (ICFGF)

	NOTES / ACTIONS																		
1	INTRODUCTION AND DECLARATIONS OF INTEREST																		
1.1	APOLOGIES Apologies were noted from Vicki Nairn, Brian Porter (represented by Michael Fraser) and Laura Duffy (represented by Svea Mitsch).																		
1.2	CONFIRMATION THAT A QUORUM IS PRESENT It was resolved that Jim Smith would chair the meeting. The Chair reported that due notice of the meeting had been given and that a quorum was present. Accordingly, the Chair declared the meeting open.																		
1.3	ANY DECLARATION OF INTEREST IN UPCOMING AGENDA Each director present declared the nature and extent of their interest in the proposed arrangements to be considered at the meeting in accordance with the requirements of section 177 of the Companies Act 2006 and the Company's articles of association, as follows: <table border="1"> <thead> <tr> <th>Name</th><th>Nature and extent of interest</th></tr> </thead> <tbody> <tr> <td>Jim Smith</td><td>Chair of Inverness & Cromarty Firth Green Freeport</td></tr> <tr> <td>Alex Campbell</td><td>CEO of Port of Cromarty Firth</td></tr> <tr> <td>Sinclair Browne</td><td>CEO of Port of Inverness</td></tr> <tr> <td>Gavin Mackenzie</td><td>Independent, nominated by Highlands & Islands Enterprise</td></tr> <tr> <td>Alison Wilson</td><td>Interim MD of Inverness & Cromarty Firth Green Freeport</td></tr> <tr> <td>Ian Cobban</td><td>Interim CEO of Ardersier Transition Facility, Haventus</td></tr> <tr> <td>Yoshi Hayakawa</td><td>CEO & Managing Director of Maraen Holdings Limited, Port of Nigg</td></tr> <tr> <td>Amy Parry</td><td>Deputy Portfolio Director, Nadara</td></tr> </tbody> </table>	Name	Nature and extent of interest	Jim Smith	Chair of Inverness & Cromarty Firth Green Freeport	Alex Campbell	CEO of Port of Cromarty Firth	Sinclair Browne	CEO of Port of Inverness	Gavin Mackenzie	Independent, nominated by Highlands & Islands Enterprise	Alison Wilson	Interim MD of Inverness & Cromarty Firth Green Freeport	Ian Cobban	Interim CEO of Ardersier Transition Facility, Haventus	Yoshi Hayakawa	CEO & Managing Director of Maraen Holdings Limited, Port of Nigg	Amy Parry	Deputy Portfolio Director, Nadara
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	Alison Wilson would exclude herself from the meeting for item 6. MD Appointment.
2	PAPERS FOR CONSIDERATION
2.1	MONITORING & EVALUATION The M&E submission was made last week, on time and with the help of our external contractor to complete the process. Going forward, our contractor along with Highland Council will review the process and refine and improve where appropriate to ensure that the process is as simple and straightforward as possible.
2.2	SEED CAPITAL PROJECTS ICFGF has secured additional resource to develop a pipeline of potential seed capital projects. Allan Maguire joined the team this week on a flexible contract to lead this work. All landowners and seed capital applicants have been advised of the available funding window. Projects must demonstrate sufficient progress by 2 November 2026 to maximise the opportunity to spend the full £25 million allocation. Any proposed changes to existing projects will be considered by the Seed Capital Sub-Committee before formal change requests are submitted through Highland Council. A clear timescale should be established for identifying and assessing potential reserve projects. Each project will need to be evaluated on its own merits to confirm whether it is genuinely “shovel-ready”, taking account of factors such as planning consent and other statutory requirements. All funded projects must be fully completed by the fixed programme deadline of March 2029.
2.3	ANNUAL PLAN AND PRIORITIES A delivery framework, supported by SMART objectives, has been developed to guide the team’s work and communicate ICFGF’s priorities to stakeholders. It was requested that the plan also reflect the governance and regular meeting structure, alongside activity relating to skills and training and the Workforce North initiative.
2.4	EVENT PLANNING 2026/27 Positive feedback was received from partners following the collaborative presence at Global Offshore Wind 2026 in Manchester. The Board approved expenditure of approximately £43,000 to secure exhibition space and support ICFGF’s attendance at Global Offshore Wind 2027.
2.5	MONTHLY MANAGEMENT ACCOUNTS Financial position remains strong with healthy cash balances. The process for completing the annual accounts has begun and these are anticipated to be received by 13th July. Consultancy costs were slightly higher than due to G+S work on tax site land assessments.
2.6	INNOVATION INTERNSHIP

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	Joseph Quance joined the business in January 2026 as Innovation Intern and worked on a number of projects including a report back to colleagues and industry experts. He has subsequently been accepted for an Environmental Coordinator position with Balfour Beatty.
2.7	ANNUAL AUDIT Y/E 31.03.26 Planning for the audit has begun and a first draft of the annual accounts has been submitted. A meeting of the Audit Committee will now be convened to review both the accounts and the annual report before submission to the Board.
2.8	RISK REGISTER REVIEW The risk register has been updated to highlight the strategic risks for the Board. Going forward, both the detailed and strategic risk registers would be updated on a regular basis. The Board considered a board-level analysis of strategic risks and would take this forward.
3	MATTERS ARISING – VERBAL UPDATE
3.1	SUBSTANTIVE ACTIONS Final responses on the substantive actions were submitted to UK Government and Scottish Government at the beginning of June. Feedback has been positive and in line with what government teams were looking for. A formal response from UK Government was expected in the coming weeks.
3.2	REVIEW MEETINGS (ASPECT AND JOHNSTON CARMICHAEL) ICFGF has an ongoing contract with Johnston Carmichael (JCCA) to provide financial and payroll services and at a recent meeting with the JCCA team, the service level agreements were reviewed and agreed. A meeting was held with Aspect to discuss a refreshed communications approach, with greater emphasis on promoting partner activity and amplifying partner stories. Aspect will develop an updated communications plan, supported by enhanced insights and performance reporting for ICFGF and its partners. The plan will also consider opportunities to extend the reach of the newsletter and make greater use of alternative communications channels. Contracts with ICFGF's external HR advisor, The HR Dept and ICFGF's website hosting company, Aspect have also been renewed for a further year.
3.3	UHI OFFSHORE SKILLS HUB UHI has secured £1.17 million through the UK Government's Offshore Wind Skills Programme. Joseph Quance contributed to the development of the successful funding application. ICFGF will continue to engage with UHI to help inform the initiative's development and ensure it aligns with regional skills priorities and industry needs.
3.4	GLOBAL OFFSHORE WIND 2026 ICFGF's presence at Global Offshore Wind in Manchester was a collaborative effort, bringing together the ICFGF team, port partners, Associate Members and Leyton, which provided specialist advice on the available tax incentives.

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3.5	HIGHLAND DENTAL SCHOOL A steering group comprising representatives from UHI, the University of Aberdeen, Highlands and Islands Enterprise, The Highland Council and senior dental professionals has been established to progress the proposal. Optimat has been appointed to prepare a Strategic Outline Case assessing the feasibility of establishing a dental school in the Highlands. ICFGF is supporting the initiative as a strategic partner but is not providing financial support.
3.6	NESO STRATEGIC ENERGY PLANNING FORUM Alison Wilson represented ports and landowners on a panel at the NESO conference, helping to ensure that regional priorities and infrastructure requirements are reflected in the strategic energy planning model. ICFGF will continue its engagement with NESO through a programme of quarterly meetings.
4	FOR INFORMATION
4.1	HOSPITALITY The Board noted the update.
4.2	COMMUNICATIONS / ENGAGEMENT UPDATE The Board noted the update.
4.3	INWARD INVESTMENT ACTIVITY The Board noted the update.
5	MINUTES FROM THE PREVIOUS MEETING
5.1	APPROVAL OF MINUTES FROM MEETING ON 14TH MAY 2026 The minutes from the meeting of 14TH May 2026 were approved, subject to a minor amendment and would be published online.
6	MD Appointment This was a closed Board session.
7	DATE OF NEXT MEETING Thursday 10TH September 2026 at 10:00am via Teams.