

Caithness and North Sutherland Regeneration Partnership

**An Action Plan for Caithness and North
Sutherland
2007 - 2010**

**Snapshot 8
September 2009**

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Key Issues and highlights:

- Wick Marina opened for business, and has attracted over 200 yachts to the port since June.
- North Highland College announced its £14M capital programme to create new research and training facilities at its Thurso site. These directly boost the competitive attraction of Caithness to the renewables industry and the local engineering supply chain.
- A skills audit in Caithness & north Sutherland is now underway, with interim results expected for presentation at the Caithness Conference on 1st October.
- Consultants undertaking the John O' Groats tourism Masterplan have now completed their work and will present recommendations to local stakeholders during September.
- Work has begun to develop a document that captures the area's vision for its future, so that the document can be used in contacts with incoming companies considering bidding for the Dounreay PBO contract or to those gaining seabed leases in the Pentland Firth. A final draft will be presented at the Caithness Conference.
- Caithness Beef & Lamb Ltd's new state of the art abattoir and meat processing facility at Keiss will open for business.
- DSRL is employing a Project Manager to fully scope the work required to deliver the National Nuclear Archive.
- Of the 112 individual activities currently "live" in the Action Plan (see [Appendix 1](#)) there are 70 coded green (meaning progress according to schedule), 35 coded amber (meaning delivery delayed but still progressing) and 7 coded red (meaning delivery significantly delayed or action at risk of non-delivery).

Progress with High Priority activities

Scrabster Harbour

The proposed re-development of the harbour is progressing. The Trust is in negotiations with funding sources, particularly the NDA and HIE. It is also in discussions with potential inward investors. The Trust's new Chief Executive, Rod Johnstone, has now started in post. SHT is engaged in discussions and meetings with developers and relevant finance agencies for the proposed industrial business park.

Wick Harbour

The marina was opened in time for the very successful 2009 Homecoming HarbourFest at the end of June. Since its opening over 200 yachts have visited Wick. The next phase of marina work is to relocate and upgrade the shower, toilet and laundry facilities into the Harbour Authority's newly acquired office and store complex (formerly John S Duncan's premises). The next major harbour project is provision of extra quay space to incorporate assembly, launch, and retrieval facilities for marine renewable structures. A feasibility report and funding options are currently being explored.

Pentland Firth Marine Energy Project

There is a strong demand from developers wishing to locate their tidal devices in the Pentland Firth. Crown Estate staff assessed the remaining 42 site applications from 20 companies during July. Once the evaluation process has been completed leases are expected to be offered and signed between Sep-Dec 2009. Subject to obtaining other statutory consents it is envisaged that the first devices could be deployed as early as 2011. In the meantime talks aimed at providing a solution to the current grid constraints are continuing.

CNSRP, HIE and The Crown Estate took part in an event for Chamber of Commerce members in August to further update local companies on opportunities. CNSRP's Inward Investment Executive continues to work closely with a number of marine energy companies to pursue opportunities for employment creation.

Terms of reference for each of the project's workstreams have been approved by the Project's Coordination Committee (HIE, The Crown Estate, The Scottish Government). The Project's stakeholder group met in June to assess progress and comment on the workstreams.

The announcement in June of the major development of the North Highland College campus has given a further boost to the project. The research element of the £14M programme will further establish Caithness as a hub for marine energy research through the ERI's already strong academic and commercial links. The creation of the engineering skills centre will act as a major attractor for potential inward investors looking at current and future supply-chain skills (see below).

Engineering

North Highland College staff are progressing the development of the Engineering Skills Centre at the College. All project funding is now secured and the procurement process for the capital phase is underway. A project users' forum (consisting of industry and training representatives) is now meeting with NHC-UHI to ensure the centre meets the needs of industry. NHC expects the centre to open for business in August 2011.

CNSRP brought together a group of representatives to discuss future skills provision in the sector. Current workstreams include a potential pilot project in local primary and secondary schools to enhance teaching of science/ engineering. The draft report on this project was presented to the group on 12th May, and is available to download from www.cnsrp.org.uk/downloads. A presentation on worker/ trainers was also brought to the area by national Trade Union organisers, with a view to investigating the

potential of this for local implementation. Our area is on course to recruit 100 “STEM Ambassadors” from local companies by December 2009. Their role will be to work with local schools to boost the profile and delivery of science, technology, engineering and maths subjects.

John O’ Groats Tourism

HIE has commissioned a company (GVA Grimley) to develop a physical masterplan for John O’ Groats. The masterplanning process included a public exhibition at John O’ Groats in July to show interim results. The masterplan will be presented in early September 2009, after which detailed discussions on the way ahead for developments will be held.

Inward Investment

The Partnership’s Inward Investment Executive has been working mainly on leads within the energy sector, but has also been following up several leads from potential investors in the services sector. The latter includes serious interest in new call centre developments in our area. A study on tourism accommodation in Caithness is underway. This will include consideration of the market for budget hotel chain presence in the area, as well as a mixed-use resort. It should be completed by October 2009.

A revised Inward Investment marketing plan is being produced and should be published during September. It will update the planned target areas for our Inward Investment effort over the coming 12 months.

HIE has commissioned a Skills Audit for the area, to be completed by Autumn 09. This will help local employers and potential inward investors with recruitment issues, and will also help agencies to tackle any skills gaps or skills transfer needs.

We also continue working with a range of colleagues on a “vision” document to bring together our aspirations as an area, so that we can communicate this effectively to the companies interested in this area through both the ongoing Crown Estate licensing round for the Pentland Firth and the imminent competition for the contract to become the new Parent Body Organisation for Dounreay. A joint workshop for local stakeholders was held in early July, with a view to delivering a final draft “vision document” at this year’s Caithness Conference.

Food & Drink

Caithness Beef & Lamb Ltd will open its new abattoir and meat processing facility at Keiss in the next few weeks. This will initially create 10 new jobs, and will provide an opportunity to significantly add value to the local beef and lamb supply chain. There is real potential for joint working with the Mey Selections brand to minimise livestock transport and further reduce the carbon footprint of local businesses.

North Highland Products Ltd through its “Mey Selections” brand this year became the first Scottish consumer goods company to be certified with the Carbon Trust’s Carbon Reduction Label with regard to their Luxury Shortbread and two of their Honey Products. HIE assisted the company to achieve this development. The new Chairman of the North Highland Initiative is David Whiteford from Ross-shire. He has an agricultural background, and will have an important overall role working with North Highland Products as they continue to grow.

Two food & drink companies based in the area won “food Oscars” at the 2009 Scotland Food and Drink Awards. They are “Berry Good” from Caithness - best drink category; and “Cocoa Mountain” from Durness - food tourism category.

HIE’s Key Sectors Team is developing a major skills programme for the sector focusing on innovation, sales and marketing with the particular aim of addressing issues identified as barriers to growth in

Account Managed businesses. These businesses are seen as offering high growth potential within their sector of industry. Within Caithness & North Sutherland HIE currently has three food and drink businesses being Account Managed.

HIE has three priorities aimed at making the Food and Drink sector more competitive within the Region and to help drive growth. These are

- building our international reputation, - eg. through exhibitions and development of and within Scotland Food and Drink branding.
- collaborative value networks (supply chain development) – eg. in respect of specific growth opportunities and working with the supply chain of an Account Managed business and or industry group;
- innovation, leadership and productivity – eg. through Account Management of high growth companies.

Transport

Local agencies continue to look at transport projects following the announcement of the Scottish Government's Strategic Transport projects Review in December 08. The Highland Council is discussing possible means of progressing roads schemes such as works around Berriedale to the point where a fully-engineered and costed proposal is available to be implemented when any funding becomes available. HITRANS has also been working with Stagecoach regarding further enhancements to its services within Caithness, and between Caithness and Inverness. A representative from Transport Scotland came north on 4th June to discuss the Far North Line. An action here is for Caithness Transport Forum to respond to a forthcoming Scottish Government consultation on rail freight. Caithness Transport Forum has now revised its "Transport Vision" document. Highlands & Islands Airports Ltd is currently scoping the replacement of its Airfield Ground Lighting system, programmed to happen in financial year 2010/11.

IT Connectivity

This is still an issue, and is most acute in north Sutherland, where some exchanges are not yet able to take ADSL broadband of above 512k. HIE's Regional Infrastructure team has been helping to pursue this issue, with a view to helping us set out a timetable for exchanges yet to be upgraded. We now understand that Scottish Government and BT are in final discussions on timetables for upgrading exchanges. The Programme Manager will discuss with the Chamber of Commerce the possibility of bringing together a group of technology businesses to drive demand for super-fast broadband, 3G etc.

Access to finance:

The North Highland Regeneration Fund has reported an increase in enquiries from businesses, directly attributable to "signposting" from staff at the Business Gateway service. At its last meeting the Fund's Board approved a further 4 loans to local companies. These loans had a total value of £230,000. They will potentially secure 41 local jobs, and create a further 13.

Progress with medium and lower priority activities

Tourism: North Highland Tourism has recruited its new Marketing & Membership Manager. She is Jill McNicol and she started work in August. NHT will now work on its planned marketing programme to position the area's tourism offering to niche markets in the UK, which forms the most significant current markets for the area.

The Highland Council and Caithness Archaeology Trust officially opened the Caithness Broch Centre in July. This project has involved community organisations, agencies and the National Museums of Scotland in its planning. CAT is also working on ambitious plans for archaeological developments around east Caithness and at Spittal.

Trustees of Strathnaver Museum in Bettyhill have submitted a bid to the Heritage Lottery Fund for a major redevelopment of the museum as the heart of the Mackay Country project. The museum is an important tourism asset on the north coast of Sutherland, and also provides a focal point for the Strathnaver Trail.

Recreational Infrastructure: Halkirk Community Sports Foundation's funding bid to the Scottish Rural development Programme to support its plans to open a sports centre in Halkirk was unsuccessful. HCSF is now working on revised plans for the facility based on a smaller funding package.

Main Towns Initiative: The two bids made on behalf of Thurso and Wick to the Town Centre Regeneration Fund were unsuccessful. Only one Highland town was successful in the first round of awards. The Highland Council has submitted revised bids for both towns to the second round of the Fund. Meanwhile, Thurso Community Council and local traders met with the Chamber of Commerce and CNSRP to look at town centre issues, and the result is a pilot programme of late night shopping events over the summer in Thurso, to attract people back into local shops.

The Highland Council's Wick office redevelopment project is also progressing: it is expected that the project brief will soon be submitted to Council for approval. This will potentially act as a catalyst for further town centre development opportunities in Wick.

Arts: Caithness Arts is revising its aims and objectives to better represent the arts and crafts businesses in our area. North Highland Connections has received funding from the NDA to support its programme of work in the north. Funding has also been sought from HIE.

Young people & Entrepreneurship

Business Gateway is currently dealing with 9 business start-up enquiries from people in the 18-25 age group.

National Nuclear Archive: A Project Manager has been recruited, and a full scoping of the required project work is taking place. The scoping work is expected to be complete by December 09. The process of design team appointments has now started. The project manager has visited the new Highland Council archive in Inverness, and has had discussions with Council officials.

DSRL "spin-out" businesses: The DSRL Business Spin-Out project board met in July. Because it has been recognised that there are other options to transition business/workforce the project board feels its remit is required to be broader. The Project Board has therefore now been renamed the DSRL Socio Economic Steering Committee and its first meeting took place on 24th August. Further meetings are being arranged to discuss the DSRL resource profile and how this links to their future requirements. Following discussions with Cogent and Energy Utility Skills earlier this year, future meetings will include representation from other key agencies of the CNSRP.

Work is progressing well, particularly on the potential spin-out of the site's analytical labs. DSRL's priority throughout the year will be to develop a clear strategy and a fully scoped programme for inclusion in the site's lifetime plan. Working in partnership with HIE, DSRL socio economic team will ensure that there is a good understanding of state aid issues and will continue to support projects in developing business cases, market research etc. DSRL is currently in discussion with HIE on part

funding the external support which includes assistance on business spin outs, partnership working and entrepreneurial mentoring.

DSRL is finalising its strategy for Socio-Economic activities. This focuses on workforce transition into sustainable alternative employment whilst completing the delivery of the site decommissioning programme, and should be published by early September. The strategy integrates with DSRL's Human Resource Strategy. DSRL also produces a Socio-Economic plan each year as part of its commitment to the NDA. The plan has been delayed this year to ensure that it aligned with the strategy. This is currently at the final stages of publication and should be available in September.

The UKAEA Pensions Administration Office in Thurso has been awarded an extension of its contract by the NDA. This business is seen as having growth potential, particularly in the "niche" sector of smaller pensions schemes. UKAEA's in-house IT support team has been outsourced to multi-national company CSC. The company recently opened its new office at the Science & Technology Park at Forss.

National Skills Academy, Nuclear (NSAN): NSAN has just announced its third round of Bursaries for individuals studying in decommissioning-related disciplines. Additionally there are opportunities for companies working in the nuclear sector to apply for funding to support their apprenticeship programmes. DSRL continues to support the National Skills Academy for Nuclear.

Appendix 1: Action Plan

Colour coding key:

	Action is progressing according to schedule
	Delivery has been/ will be delayed, but still progressing
	Delivery has been/ will be significantly delayed or action at risk of non-delivery

High priority Actions:

Owner	Description	Start Date	Finish Date	Budget Required	Funding
Pentland Firth Project - Planning and Consents					
HIE	Track and provide input to the Marine Spatial Planning (MSP) process currently being implemented for the Pentland Firth and Orkney Waters	03/09	01/10		
HIE	Identify key issues that could block or delay planning and consenting of marine energy projects: a) Undertake a review of current information including HIE data collection study and case histories (e.g. Strangford Lough).	07/09	09/09		
HIE	Liaise with key planning and consents stakeholders during initial round	03/09	03/12		
Pentland Firth Project - Developers Forum					
TCE	Establish Forum	08/09	11/09		
TCE	Provide list of initial issues/areas of cooperation	10/09	12/09		
TCE	Agree schedule of meeting dates	11/09	12/09		
Pentland Firth Project - Health and Safety					
HIE	Review likely H&S training requirements				
HIE	Audit of current provision of training				
HIE	Develop programme for attracting / developing training facilities where appropriate				
Pentland Firth Project - Research and Development					
HIE	Co-ordination with MESPG on research/ monitoring funding plans		June 09		
UHI	Development of the role of UHI ERG	Ongoing			
HIE	Support the creation of a research hub to permit access to research and development and to deliver research on technology and environmental science.	Aug 09			
Pentland Firth Project - Supply Chain					
HIE	Review Supply Chain Study being taken forward by the Marine Energy Group and the Supply Chain Baseline Study being commissioned by SE and HIE.	May 09	Oct 09		
HIE	Commission pieces of work to inform gaps in local capabilities and to identify opportunities for business growth and inward investment.	Sept 09	Jan 10		

HIE	Raise awareness of market opportunity within local supply chain	July 09	March 10		
HIE	Awareness raising events via industry groups eg. Caithness Chamber of Commerce	Aug 09	Mar 10		
HIE	“Meet the Developer” events, including Summit for successful developers	Dec 09	Mar 10		
HIE	Attract new companies into the HIE area through inward investment to fill gaps in provision of products and services for the marine energy industry	Sep 09	Sep 10		
HIE	Continue to explore high energy user opportunities such as data centres <ul style="list-style-type: none"> • Initiate meetings with other data centre organisations such as Google, in conjunction with SDI where necessary • Initiate meetings with hydrogen/ fuel cell companies 	Apr 09 Sep 09	Dec 10 Dec 10		
HIE	Identify the infrastructure requirements of developers, and assess the ability of existing provision to meet such needs.	June 09	Oct 09		
HIE	Develop strategy for infrastructure investment to ensure requirements are in place in advance of commercial need	June 2009	Dec 2009		
HIE	Assess the skills requirements (type and number) for varying scenarios of deployment and local content, and recommend projects/activity to address anticipated shortages	June 09	Sep 09		
Pentland Firth Project - Stakeholder Management and Communication					
TCE	Newsletter to be developed to ensure all stakeholders are kept up to date.	10/09	12/09		
Pentland Firth Project - Grid					
TCE	Further develop position on Pre-commercial vs. commercial arrays by investigating varying requirements of pre-commercial and commercial generation	04/09	04/10		
TCE	Engage consultant to support work stream	04/09	04/10		
SG	Consider local and wider grid issues	04/09	04/10		
HIE	Consider with SHETL/NGET the level of detail necessary for bids	04/09	04/10		
HIE	Summary of supply chain constraints	04/09	04/10		
HIE	Identify impacts of regulatory changes on grid access to/from Pentland Firth	04/09	04/10		
Engineering					
	Develop plan for schools-level engagement				
HIE	Secure commitment from project partners (THC, SDS, HIE)	05/09	06/09		
	Recruit project manager	12/09	01/10		
	Commence pilot programme of activity in local schools	03/10	03/10		

SDS	engage with High Schools guidance staff to raise awareness of work place opportunities	11/09	11/09		
HIE	Create a pool of 100 science & engineering ambassadors in the area	05/09	12/09		
	Enhance infrastructure				
T3UK	Develop joint working agreement between NHC, Training @ Naver, T3UK.	05/09	10/09		
NHC-UHI	Detailed Design Tenders	08/09	12/09		
NHC-UHI	Construction contract tender	12/09	12/09		
	Construction/ fit out	04/10	12/10		
NHC-UHI	Construction/ fit-out/ commissioning complete	01/11	06/11		
NHC-UHI	Engineering Centre opens	08/11	08/11		
	Understand and develop the labour market				
HIE	Ensure info sought via Skills Audit is appropriate to industry's future needs	05/09	08/09		
HIE	Present Skills Audit findings to industry and local partners	09/09	11/09		
SDS	Develop programme to address skills gaps	11/09	03/09		
HIE	Develop marketing programme to promote existing skills sets to potential investors	08/09	03/10		
HIE	Establish and resource a Caithness Engineering Consortium to promote the industry	05/09	10/09		
T3UK	Develop industry-based training initiatives such as T3UK's "SWAPS" scheme	05/09	10/09		
SDS	Support the recruitment and training of at least 20 Modern Apprentices per annum in engineering-related disciplines.	05/09	05/11		
HIE	Support 4 companies to grow turnover by 20% over 3 years	09/08	09/11		
HIE	Support the creation of at least 100 new jobs by Sep 2010 with salary levels at or above the Highland area average.	09/08	09/10		
John O'Groats Tourism development					
HIE	Masterplan published	08/09	08/09		
HIE	Masterplan public presentation	09/09	09/09		
HIE	Examine Masterplan recommendations for way ahead	08/09	10/09		
Inward Investment					
HIE	Attract Contact centre/ back-office service jobs to the area	09/08	09/10		
HIE	Attract Data Centre companies to locate in the area	09/08	09/10		
HIE	Attract Marine Energy companies to the area	09/08	09/10		
HIE	Investigate potential for involvement in ITER/ IFMIF programmes	01/09	12/09		

HIE	Implement area Inward Investment Marketing Plan	09/09	09/10		
Food and drink					
	Grow the value of the industry to the area economy				
HIE	Assist 5 businesses to grow their turnover by 20%	09/08	09/11		
HIE	Create or secure 20 jobs through targeted support	09/08	12/10		
HIE	Develop sector-wide F&D Action Plan	06/09	12/09		
	Raise awareness of the area's food & drink industry				
NHP	Increase awareness of Mey Selections brand by staging 9 events	09/08	03/11		
HIE	Host at least 10 press visits to the area	09/08	03/11		
Scrabster Harbour					
SHT	Create new business space at Scrabster				
	Seek funding for servicing land	01/09	10/09		
	Complete servicing of site	11/09	03/10		
	Promote space to potential users	11/09	12/10		
	Secure initial tenancies	03/10	06/10		
SHT	Harbour redevelopment – Phase 1				
	Publish notification in Official Journal of the EU	10/09	12/09		
	Select preferred contractor	01/10	03/10		
	Construction Phase	03/10	06/11		
	Harbour Redevelopment – Phase 2				
Wick Harbour					
WHA	Create 70 berth marina				
WHA	Promote marina to potential users	06/09	12/09		
WHA	Create 1 FTE job at marina	09/09	12/09		
WHA	Help agree way ahead for seafront development				
WHA	Discuss and agree planning issues with Highland Council	12/09	03/10		
Transport					
THC	Work with partners to investigate engineered road safety solutions at key A9 sites	03/09	12/09		
HIAL	Design & scope new Airfield Ground Lighting system	04/09	03/10		
HIAL	Implement new lighting system	04/10	09/10		
HIE	Assess options for local service enhancements around Wick Airport	04/09	09/09		
CTF	Lobby for online track & linespeed improvements to Far North Line	04/09	03/10		
IT Connectivity					
HIE	Make case for upgrading remaining N. Sutherland exchanges to full ADSL				
HIE	Gather data on current levels of usage for each exchange	05/09	08/09		

HIE	Agree timetable for completion with BT	04/09	09/09		
HIE	Publicise completion dates	07/09	09/09		
HIE	Promote broadband usage	05/09	04/11		
Next-generation communications					
CNSRP	Establish local "technology" group to discuss future delivery in C&nS area	09/09	12/09		
CNSRP	Develop programme of activity with key stakeholders (Scottish/ UK Govt, industry)	01/10	12/10		
Access to finance					
CcoC	Monitor uptake of opportunities from NHRF and THC schemes	04/09	12/09		
CcoC	Promote local advisory sources (Chamber, Business Gateway, HIE)	04/09	12/09		
CCoC	Attract Chamber membership of 120 businesses	09/08	09/11		

Medium Priority actions

Owner	Description	Start date	Finish Date	Budget Req.	Funding
Develop the tourism assets of the North					
CAT	Develop at least three new heritage projects, creating 5 new jobs	09/08	12/10		
THC	Caithness Broch Centre opens	09/08	09/09		
NHT	Develop a three year package of marketing and product development activity creating up to 65 FTE's	03/09	03/12		
NHT	Recruit Marketing Manager	05/09	08/09		
HIE	Recruit and deploy a Head of Tourism (2 yr post)	05/09	10/09		
MCG	Develop a fully-funded Mackay Country Project	06/09	09/09		
Recreational infrastructure					
HCSF	Complete funding package for Sports centre	09/08	Sep 09		
HCSF	Open new sports facility		03/11		
CSF	Agree funding package for Thurso Harbour centre by Jun 09		06/09		
Caithness General Hospital					
NHS	Create one new service within Caithness General Hospital	09/08	12/09		

Audit existing skills and develop employment brokerage					
HIE	Carry out skills audit	09/08	11/09		
HIE	Develop business case for employment brokerage service	09/08	12/09		
Young people and entrepreneurship					
THC	Assist 12 young people to start up new businesses or grow existing businesses, creating at least 10 new jobs	09/08	03/11		
PPP	Finalise funding package for economic regeneration centre in Pulteneytown	03/09	09/09		
National Nuclear Archive					
DSRL	Recruit Project Manager	03/09	07/09		
	Complete project scoping and business case	07/09	12/09		
	Tendering, construction & fit out	01/10	12/11		

Lower Priority actions

Owner	Description	Start date	Finish date	Budget Reqd.	Funding
Main towns initiative					
CCC	Work with retail sector to develop town centre marketing activities for Wick & Thurso.	09/08	09/09		
THC	Coordinate bid to Town Centre Regeneration Fund for Wick & Thurso	05/09	06/09		
THC	Implement capital schemes for both Wick and Thurso town centres	07/09	03/10		
The Arts					
THC	Work with arts/ cultural organisations to create or safeguard 3 jobs	09/08	12/10		
Health & Social care opportunities					
UHIMI	Enhance opportunities for learning and skills to meet the needs of and among older people (O4O project)	09/08	12/09		
NHS	Maintain/ develop health care facilities to meet the needs of an ageing population	09/08	03/11		
THC	Maintain/ develop social care facilities to meet the needs of an ageing population	09/08	03/11		
Nuclear Skills Academy					
NDA	Promote and support decommissioning-related qualifications	09/08	12/10		

Appendix 2: Merged actions

Project	Outline	Key Partner	Merged with
Promote Caithness as a place to live and work	Research key messages for branding the North to attract investment and people	HIE, SDI	High Priority Inward Investment
North Highland Branding	Explore links between Mey Selections, North Highland Tourism and Inward Investment branding for the area	HIE	High Priority Inward Investment
Build on existing assets	Use existing exemplars and opportunities from existing supply chain to foster new employment eg public and private sector back offices	HIE, SDI	High Priority Inward Investment
Lobby for public sector jobs dispersal	Work with local and national public sector dispersal opportunities	HIE	High Priority Inward Investment
Media Campaign	Raise the profile of the area for inward investment	HIE, SDI	High Priority Inward Investment
Undertake outward missions to internationalise local businesses	Assist local businesses to sell their products and expertise overseas	HIE, SDI Embassy Network	High Priority Inward Investment
Undertake learning journeys	Encourage local partners to visit similar areas affected by industrial closures and assess inward investment activities	HIE, NDA	High Priority Inward Investment
Exploit existing expertise at Dounreay	Promote DSRL and associated supply chain as world leaders in decommissioning to the rest of the world	DSRL, NDA	High Priority Inward Investment
Business Networks	Encourage the development of collaborative bodies in the North	Private sector, Business	High priority – Caithness Chamber of Commerce
Employment Brokerage service	Establish a new brokerage for the north linking skills with opportunities within the area and beyond eg offshore opportunities	HIE, Job centre+, NDA, Private Sector	Medium Priority – audit existing skills
Skills development through NHC/UHIMI	Encourage development of new skills programmes eg Renewables	NHC UHIMI	Medium Priority – Develop the UHIMI
Engineering Skills	Commission skills audit for Caithness & north Sutherland	HIE	Medium Priority – Audit Existing skills

Appendix 3: Glossary

BT	British Telecom
BWEA	British Wind Energy Association
CAT	Caithness Archaeological Trust
CCoC	Caithness Chamber of Commerce
CNSRP	Caithness & North Sutherland Regeneration Partnership
CASVAG	Caithness & Sutherland Visitor Attraction Group
CTF	Caithness Transport Forum
TCE	The Crown Estate
DSRL	Dounreay Site Restoration Ltd
EMEC	European Marine Energy Centre
ERI	Environmental Research Institute
HC	The Highland Council
HIAL	Highlands & Islands Airports Ltd
HIE	Highlands & Islands Enterprise
HITRANS	Highlands & Islands Transport Authority
HCSF	Halkirk Community Sports Foundation
MESPG	Marine Energy Spatial Planning Group
NDA	Nuclear Decommissioning Authority
NHC	North Highland Connections
NHC-UHI	North Highland College
NHRF	North Highland Regeneration Fund
NHS	National Health Service
NHP	North Highland Products Ltd
NHT	North Highland Tourism Operators Ltd
PFMEP	Pentland Firth Marine Energy project
PPP	Pulteneytown People's Project
SDI	Scottish Development International
SDS	Skills Development Scotland
SG	Scottish Government
SHT	Scrabster Harbour Trust
SMAS	Scottish Manufacturing Advisory Service
UHIMI	University of the Highlands & Islands Millennium Institute
VS	VisitScotland
WHA	Wick Harbour Authority

Appendix 4: Actions Achieved

Project	Outline	Key Partners	£	Milestone Dates
Broadband telecoms	Upgrade key remaining exchanges	HIE/ BT	£215k	Keiss, John O' Groats, Dunbeath, Forss upgraded to full ADSL in April 08
Main towns Initiative	Economic initiatives to help re-vitalise Wick and Thurso including environmental enhancements and a retail initiative to inform future development directions	THC HIE		Finalised retail study Jan 08 in public domain. Steering group will be formed March 08
John O' Groats	Develop a major visitor attraction for this flagship site in Caithness	HIE/ Private Sector		Community Open Day held February 08
Archaeology	Develop tourism opportunities around this theme, also linking to Orkney	HIE, VS, THC, CAT		Castletown Analysis Centre opened April 08. CAT Future Development Plan completed February 08.
The Arts	Continue to develop the cultural assets of the area including building on strengths such as Lybster and developing the legacy of 2007 Year of Highland Culture	THC, HIE Northlands Creative Glass Caithness Arts	£750k £75k	Develop proposals for St. Mary's Church, Lybster by June 08 North Highland Connections Product Development Director recruited April 08
Caithness General Hospital	Explore the options for developing research and training opportunities through links with the Centre for Health Science.	NHS Highland, HIE, UHIMI	£100k	Northern Periphery Programme approval in place (Jan 08). "Older 4 Older" project commenced.
Develop the tourism assets of the north	Promote the north to visitors through coordinated development and marketing focused on activity-based tourism, culture, the cruise market, and including links to food & drink	NHT, Mey Selections, VS, Harbour Authorities, CASVAG, THC, HIE		NHT Marketing Plan launched in London March 08 North Highland Connections Ltd established Feb 08, Development Director appointed April 08.
	Recruit Marketing Manager	NHT	£275k	Manager appointed Aug 09
Development of Renewable Energy Opportunities	Enhance opportunities for renewable energy developments and build on existing strengths eg Wick CHP, Pentland Firth collaboration with	HIE, EMEC, NDA, Private Sector	£250k	Marine Project Manager appointed Feb 08 Conference held Edinburgh Feb 08

	EMEC. Develop a Marine Energy Project with a dedicated project manager to develop infrastructure and supply chain necessary to deploy and support devices in the Pentland Firth and elsewhere.			attended by First Minister. Inward mission by 15 companies Feb 08
Business Networks	Encourage the development of collaborative bodies in the North eg Caithness Contractors Group, Fusion and Chambers of Commerce.	Private sector, Business groups	£60k	Report commissioned on future Chamber of Commerce activity.
Facilitate the development of a more dynamic labour market	Work with adults in work and out of work to develop career planning skills	HIE	£80k	Plan-It Programme at UKAEA
Nuclear Decommissioning Authority support	Enhanced support activity from the NDA eg Nuclear Archive establishment, North Highland Regeneration Fund	NDA, NHC	£ 8m £1.5m	Announced Feb 08 for Wick Additional loan funding agreed Dec 07
Maximise future use of site infrastructure	Through site end state process ensure that appropriate infrastructure is retained for future use	DSRL, NDA	Unknown at this stage	Integrated into Lifetime Plan 08
Appoint a new Inward Investment Executive	A dedicated resource to assist in driving forward new investment in the area	HIE	£200k total over 3 years	Roy Kirk appointed Aug 07 (Fiona MacPherson appointed Sep 08)
Develop an inward investment strategy	Research and assess new opportunities for the area	HIE, SDI	£ nil at this stage	Inward Investment North Highland Marketing Plan completed Nov 07.
Undertake learning journeys	Encourage local partners to visit similar areas affected by industrial closures and assess inward investment activities	HIE, THC, NDA	£25k	Included in marketing Plan. 1 st Learning Journey to USA completed
Develop services and infrastructure at Scrabster Harbour	Create new business space at Scrabster by Dec 08	SHT		Land now acquired. Site infrastructure to be developed by Jun 09
Pentland Firth Tidal Energy project	Publish model for sea-bed leasing by Oct 08	TCE		Details announced at Caithness Conference, Sep. 08

	Attract at least two tidal device manufacturers to the Pentland Firth area by Dec 08	HIE		Tocado and International Power now operating from Caithness bases.
	Help make the case for a Grid connection from the Pentland Firth (land or sea based) to allow supply of energy in excess of that currently contained in the planned connections estimated for 2013	PFTEP		HIE Grid Study commissioned Sep 08, final report to be published Jan 09.
	Commission study to provide baseline environmental information for the Pentland Firth by June 09	HIE		Data Gathering Study commissioned Oct 08 – draft report due Jan 09
Develop the tourism assets of the North	Caithness Broch Centre start Autumn 08	THC		Work commenced Nov 08
Caithness chamber of Commerce	Chamber relaunched by Mar 09 (ACHIEVED)	CCoC		
	Chief executive and admin assistant appointed by Dec 08 (ACHIEVED)	CCoC		
Develop the tourism assets of the North	Develop a three year package of marketing and product development activity creating up to 65 FTE's by Mar 2012	NHT		
The arts	Assist cultural organisations to carry out 6 projects for Homecoming Scotland 2009, creating 2 jobs. (So far 14 projects approved through Highland Cultural Programme)	THC		
	Identify team members in partner organisations e.g HIE and discuss how best to run workstream/work together			
	Developer event in Inverness to : <ul style="list-style-type: none"> • Provide info to developers • Increase confidence and certainty around development Collect feedback			
	Complete study on potential STEM project in Caithness & N Sutherland			

	primary/ secondary schools			
	Further develop the role of Caithness Science Festival in raising awareness of engineering skills			
	Develop final business case for Engineering Skills Centre at NH College	NDA		
	Complete funding package for Engineering Skills Centre	NHC - UHI		
	Project manager appointed	NHC – UHI		
	Planning Application	NHC – UHI		
	Commission physical masterplan for John O’Groats	HIE		
	Discussions with Businesses, Planning Authority, community	HIE		
	Launch event at Harbourfest 09	WHA		
	Promote key sources of loan funding (public sector and banking institutions)	CCoC		