

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

**Snapshot 9
December 2009**

This update incorporates reports from a range of partners involved in delivering elements of the *Caithness & north Sutherland Action Plan*. It is hoped that by condensing multiple reports into one paper the information will be disseminated more efficiently amongst the various groups such as the CNSRP Advisory Board, Executive Board and the Dounreay Stakeholders' Group.

Key Issues and highlights:

- A skills audit in Caithness & north Sutherland is now at Final stage, with a presentation of results being scheduled for January 2010.
- John O'Groats Masterplan was launched in September, and was well received by businesses and the community.
- The Caithness Regeneration Conference was held in Wick on 1st October, with Secretary of State for Scotland Jim Murphy MP as keynote speaker. Mr Murphy subsequently chaired a meeting in London to discuss progress with the Pentland Firth Marine Energy Project.
- It has been agreed that a Pentland Firth Marine Energy "route map" will be delivered in draft form by mid-December, setting clear targets and resources for delivering local economic benefit.
- DSRL's Project Manager working on the scoping of the National Nuclear Archive project has now produced a work programme for delivering this project.
- HIE has appointed a Head of Tourism and a Head of Infrastructure to work on the regeneration programme.
- Of the 108 individual activities currently "live" in the Action Plan (see [Appendix 1](#)) there are 71 coded green (meaning progress according to schedule), 30 coded amber (meaning delivery delayed but still progressing) and 7 coded red (meaning delivery significantly delayed or action at risk of non-delivery).
- The Partnership has been working on updated projections for the number of new jobs we expect to be created between now and 2020. Currently we estimate that some 1,830 new jobs could be created in the area, with figures for employment creation associated with the marine energy industry yet to be included. A graph showing this projection is at [Appendix 4](#).

Progress with High Priority activities

Scrabster Harbour

Scrabster Harbour Trust remains in negotiations with funding sources, particularly the NDA, HIE, The Crown Estate and EU funders, regarding its redevelopment project. It is also in discussions with potential inward investors. SHT is engaged in discussions and meetings with developers and relevant finance agencies for the proposed industrial business park.

Wick Harbour

WHA has launched a joint marketing project with ports at Inverness and in Orkney and Shetland. The newly-formed Sail North Scotland Marinas Association has successfully secured funding from the VisitScotland Growth Fund to support an ambitious marketing programme.

The promotional activities will raise awareness of the Viking Trail, the route linking north Scotland to Scandinavia, and encourage more yachtsmen and women to sample the sailing, climate and shore-side facilities of the wider area. Thanks to the funding a new website, www.sailnorthscotland.com, will be designed, and a project manager recruited to help deliver a programme of online and press campaigns. The funding will also allow the association to produce leaflets to distribute to boats visiting the harbour looking for advice on local facilities, accommodation and visitor attractions. The funding will also be put towards ensuring Sail North Scotland Marinas Association has a presence at important international boat shows, with the first planned trip taking place in Sweden early next year.

Pentland Firth Marine Energy Project

Following the announcement by The Crown Estate that the names of successful applicants for seabed leases in the Pentland Firth would not be announced until March 2010, there has been a significant amount of discussion at both Scottish and UK levels. The Crown Estate has now announced that it has a number of "preferred bidders" and has allowed these companies to approach agencies, supply chain etc. Meanwhile HIE continues to work with the marine energy companies/ seabed applicants with which it has already had contact, in an attempt to allow local supply chain companies and infrastructure providers to better understand the likely requirements of the industry.

Recent announcements about significant investment in the Dounreay-Beaully power line and in the line between Beaully and Aberdeenshire offer further clear signals that a medium-term grid infrastructure will be in place to transmit power from the Firth in line with developers' projections on commercial-scale production of devices.

HIE has committed to working with its partners to produce a Pentland Firth "route map" similar in format to the Scottish Marine Energy Group's "route map" produced earlier this year. A draft of this will be produced by mid-December, with a final version due by February 2010.

Engineering

Following a break-out session on engineering at the Caithness Conference a group of local companies have met again to consider ways of working together to achieve common goals. The Partnership provided facilitation support for this follow-on meeting. The group will now work on creating a programme of activity, mainly but not exclusively based around opportunities from marine energy.

North Highland College staff are progressing the development of the Engineering Skills Centre at the College. Enabling work around the College grounds has now started for the considerable amount of building work required for this project and the Centre for Energy & the Environment.

John O' Groats Tourism

The Masterplan for John O'Groats was launched in September. The plan was well received by local business and community representatives. HIE staff are now working to take forward developments. <http://www.hie.co.uk/john-ogroats-masterplan-2009.htm>

Inward Investment

Focus here continues to be on the companies bidding for Pentland Firth seabed licenses. During November in particular the main task has been to maintain contact with as many of the companies as possible, to try to better understand their investment plans, and therefore to attract them to set up bases in the north.

Effort also continues in the business services and tourism sectors, as well as plans for continuing research in other areas of the wider energy sector.

A revised Inward Investment marketing plan has been produced. It updates the planned target areas for our Inward Investment effort over the coming 12 months.

This year's Caithness Conference considered the content of a "Caithness Vision" and made a number of recommendations. With funding from the NDA we have engaged local design company Studiograff to help produce a design template for material associated with this Vision. A draft of this should be available by January, with a final version published in February 2010.

Food & Drink

North Highland Product's Managing Director has moved on, and NHP is currently consolidating its position, with support from the new chairman of the North Highland Initiative.

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 seeking funding for feasibility studies for road safety work on the A9 Trunk road around Berriedale with a view to having a fully-engineered and costed proposal available to be implemented when any funding becomes available.

Partnership staff will meet HITRANS in late November to update on current and planned activities, as well as seeking strategic engagement with HITRANS over the coming months.

In October a scheduled Sunday air service started between Wick Airport and Edinburgh. Total passenger numbers through Wick were up due to higher passenger "load factors" on both the Eastern Airways' Aberdeen service and Loganair's Edinburgh service. The use of Wick airport for training flights by helicopter operators and military aircraft resulted in total aircraft movements increasing by 20% in 2008/2009.

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.

We still await the announcement from BT on the timetable for remaining north Sutherland exchanges to be upgraded. In the meantime CNSRP's Programme Manager convened a meeting with a group of

technology businesses to discuss how best to ensure that Caithness and North Sutherland remains competitive within the digital economy. An action note from the meeting is available to view on www.cnsrp.org.uk/downloads

Access to finance:

The North Highland Regeneration Fund's AGM was held in November. Since its inception the fund has assisted 26 businesses, securing 140 jobs and creating 118 new jobs.

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 is now working on its planned marketing programme to position the area's tourism offering to niche markets in the UK, which forms the most significant current market for the area. A number of press visits to the area are currently being planned, and online marketing continues to be a focus for effort.

HIE has also recruited a head of Tourism. She is Rachel Skene, originally from Tongue, and previously Director at Timespan in Helmsdale.

Caithness Chamber of Commerce Held an event in November at which Visitscotland Chairman Peter Lederer and staff discussed how best to move the local industry forward. Partnership staff met separately with Mr Lederer and his staff to discuss ways in which Visitscotland could support the regeneration programme.

Main Towns Initiative: Disappointingly the Town Centre Regeneration Funds bids on behalf of Wick and Thurso were unsuccessful for a second time. Highland Council officials are working with Chamber of Commerce and Community Council representatives to move forward with town centre plans.

Arts:

Young people & Entrepreneurship

Pulteneytown People's Project has been awarded £1 million from the Big Lottery Fund for its Regeneration centre project. PPP staff are now discussing funding requirements with a range of other partners.

National Nuclear Archive: Project Manager Stewart Henderson is finalising the scope of work required to deliver this project. The OJEU notice for the design team has now been published and it is expected that this process will be complete by January 2010. The RIAS architectural competition for selection of architect to lead design team has been approved and is expected to be completed in January. Discussions on the on the project have taken place with a number of stakeholders, particularly Highland Council. He will present a draft NNA programme plan to the Partnership's Advisory Board on 27th November.

DSRL socio-economic activities: Work on the potential spin-out of the site's analytical lab is progressing. The Business case has been reviewed by an external consultant and will be presented at the next DSRL Socio Economic Steering Committee.

DSRL is working to ensure that there is a good understanding of state aid issues and representatives will be attending a follow up meeting with the Scottish Government's state aid department in November 2009.

Through UKAEA, support is being given to the CNSRP Programme Manager to develop the programme, and a draft of this is now nearing completion.

National Skills Academy, Nuclear (NSAN): NSA-N has 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.

The three Scottish finalists for the Nuclear Apprentice of the Year award are from Caithness. One will go forward to the National Final, which was won last year by a Caithness apprentice.

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:

No.	Owner	Description	Start Date	Finish Date	Budget Required	Fu
Pentland Firth Project - Planning and Consents						
1		To Be Advised				
2		To Be Advised				
3		To Be Advised				
Pentland Firth Project - Developers Forum						
4		To Be Advised				
5		To Be Advised				
6		To Be Advised				
Pentland Firth Project - Research and Development						
7		To Be Advised				
8		To Be Advised				
9		To Be Advised				
Pentland Firth Project - Supply Chain						
10		To Be Advised				
11		To Be Advised				
12		To Be Advised				
13		To Be Advised				
14		To Be Advised				
15		To Be Advised				
16		To Be Advised				
17						
18		To Be Advised				

19		To Be Advised				
20		To Be Advised				
Pentland Firth Project - Stakeholder Management and Communication						
21		To Be Advised				
Pentland Firth Project - Grid						
22		To Be Advised				
23		To Be Advised				
24		To Be Advised				
25		To Be Advised				
26		To Be Advised				
Engineering						
		Develop plan for schools-level engagement				
27	HIE	Secure commitment from project partners (THC, SDS, NDA, HIE)	05/09	04/10		
28	HIE	Recruit project manager	04/10	06/10		
29	HIE	Commence pilot programme of activity in local schools	08/10	03/13		
30	SDS	engage with High Schools guidance staff to raise awareness of work place opportunities	11/09	11/09		
31	HIE	Create a pool of 100 science & engineering ambassadors in the area	05/09	12/09		
		Enhance infrastructure				
32	T3UK	Develop joint working agreement between NHC, Training @ Naver, T3UK.	05/09	12/09		
33	NHC-UHI	Detailed Design Tenders for Engineering Skills centre	08/09	12/09		
34	NHC-UHI	Construction contract tender	12/09	12/09		
35		Construction/ fit out	04/10	12/10		
36	NHC-UHI	Construction/ fit-out/ commissioning complete	01/11	06/11		
37	NHC-UHI	Engineering Centre opens	08/11	08/11		
		Understand and develop the labour market				
38	HIE	Ensure info sought via Skills Audit is appropriate to industry's future needs	05/09	08/09		
39	HIE	Present Skills Audit findings to industry and local partners	09/09	01/10		
40	SDS	Develop programme to address skills gaps	02/10	06/10		
41	HIE	Develop marketing programme to promote existing skills sets to potential investors	08/09	03/10		
42	HIE	Establish and resource a Caithness Engineering Consortium to promote the	05/09	10/09		

		industry				
43	T3UK	Develop industry-based training initiatives such as T3UK's "SWAPS" scheme	05/09	10/09		
44	SDS	Support the recruitment and training of at least 20 Modern Apprentices per annum in engineering-related disciplines.	05/09	05/11		
45	HIE	Support 6 companies to grow turnover by 20% over 3 years	09/08	09/11		
46	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						
47	HIE	Masterplan published	08/09	08/09		
48	HIE	Masterplan public presentation	09/09	09/09		
49	HIE	Examine Masterplan recommendations for way ahead	10/09	12/09		
Inward Investment						
	HIE	Promote Caithness as a place to live and work				
		Research key messages for branding the North to attract investment and people				
		Explore links between Mey Selections, North Highland Tourism and Inward Investment branding for the area				
		Raise the profile of the area for inward investment				
		Build on existing assets				
		Use existing exemplars and opportunities from supply chain to foster new employment eg public and private sector back offices				
		Promote DSRL and associated supply chain as world leaders in decommissioning				
		Best practice				
		Encourage local partners to visit similar areas affected by industrial closures and assess inward investment activities				
		Undertake outward missions to internationalise local businesses				
		Market to key sectors				
50	HIE	Implement revised Inward Investment Marketing Plan	09/09	09/10		
51	HIE	Identify and contact Data Centre companies with view to locating in the area	09/08	09/10		
52	HIE	Attract Marine Energy companies to the area	09/08	09/10		
53	HIE	Investigate potential for involvement in ITER/ IFMIF programmes	01/09	12/09		
54	HIE	Identify potential Contact centre/ back-office service jobs for the area	09/08	09/10		
Food and drink						
		Grow the value of the industry to the area economy				
55	HIE	Assist 5 businesses to grow their turnover by 20%	09/08	09/11		
56	HIE	Create or secure 20 jobs through targeted support	09/08	12/10		
57	HIE	Develop sector-wide F&D Action Plan	06/09	12/09		
		Raise awareness of the area's food & drink industry				

58	NHP	Increase awareness of Mey Selections brand by staging 9 events	09/08	03/11		
59	HIE	Host at least 10 press visits to the area	09/08	03/11		
Scrabster Harbour						
	SHT	Create new business space at Scrabster				
60	SHT	Seek funding for servicing land	01/09	12/09		
61	SHT	Complete servicing of site	11/09	03/10		
62	SHT	Promote space to potential users	11/09	12/10		
63		Secure initial tenancies	03/10	06/10		
	SHT	Harbour redevelopment – Phase 1				
64	SHT	Publish notification in Official Journal of the EU	01/10	05/10		
65	SHT	Select preferred contractor	06/10	08/10		
66	SHT	Construction Phase	09/10	03/12		
		Harbour Redevelopment – Phase 2				
Wick Harbour						
	WHA	Create 70 berth marina				
67	WHA	Promote marina to potential users	06/09	12/09		
68	WHA	Create 1 FTE job at marina	09/09	12/09		
	WHA	Help agree way ahead for seafront development				
69	HIE	Discuss and agree planning issues with Highland Council	12/09	03/10		
Transport						
70	THC	Work with partners to investigate engineered road safety solutions at key A9 sites	03/09	12/09		
71	HIAL	Design & scope new Airfield Ground Lighting system	04/09	03/10		
72	HIAL	Implement new lighting system	04/10	09/10		
73	HIE	Assess options for local service enhancements around Wick Airport	04/09	09/09		
74	CTF	Lobby for online track & linespeed improvements to Far North Line	04/09	03/10		
Telecoms Connectivity						
	HIE	Make case for upgrading remaining N. Sutherland exchanges to full ADSL				
75	HIE	Gather data on current levels of usage for each exchange	05/09	08/09		
76	SG	Agree timetable for completion with BT	04/09	12/09		
77	BT	Publicise completion dates	07/09	12/09		
78	EOL	Promote broadband usage	05/09	04/11		
		Enhance Current connectivity				
		Research local business demand for fast broadband connections				
		Investigate business case for a Point of Presence in Caithness				
		Investigate opportunities for FARICE cable				

		Seek info on sharing data cable with electricity power line				
		Next-generation communications				
79	CNSRP	Establish local “technology” group to discuss future delivery in C&nS area	09/09	12/09		
80	CCoC	Help make business case for early roll-out of 3G services	01/10	02/10		
	MP	Investigate Parliamentary process for radiowave allocations				
Access to finance						
81	CcoC	Monitor uptake of opportunities from NHRF and THC schemes	04/09	12/09		
82	CcoC	Promote local advisory sources (Chamber, Business Gateway, HIE)	04/09	12/09		
83	CCoC	Attract Chamber membership of 120 businesses	09/08	09/11		

Medium Priority actions

	Owner	Description	Start date	Finish Date	Budget Reqd.	Fund
Develop the tourism assets of the North						
84	CAT	Develop at least three new heritage projects, creating 5 new jobs	09/08	12/10		
85	THC	Caithness Broch Centre opens	09/08	09/09		
86	NHT	Develop a three year package of marketing and product development activity	03/09	03/12		
87	NHT	Recruit Marketing Manager	05/09	08/09		
88	HIE	Recruit and deploy a Head of Tourism (2 yr post)	05/09	10/09		
89	MCG	Develop a fully-funded Mackay Country Project	06/09	09/09		
Recreational infrastructure						
90	HCSF	Complete funding package for Sports centre	09/08	Sep 09		
91	HCSF	Open new sports facility		03/11		
92	CSF	Agree funding package for Thurso Harbour centre		06/09		
Caithness General Hospital						
93	NHS	Create one new service within Caithness General Hospital	09/08	12/09		
Audit existing skills and develop employment brokerage						
94	HIE	Carry out skills audit	09/08	11/09		
95	HIE	Develop business case for employment brokerage service	09/10	12/10		
Young people and entrepreneurship						
96	THC	Assist 12 young people to start up new businesses or grow existing businesses, creating at least 10 new jobs	09/08	03/11		

97	PPP	Finalise funding package for economic regeneration centre in Pulteneytown	03/09	12/09		
National Nuclear Archive						
98	DSRL	Recruit Project Manager	03/09	07/09		
99		Complete project scoping and business case	07/09	12/09		
100		Tendering, construction & fit out	01/10	12/11		

Lower Priority actions

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

Appendix 1: Merged actions

Project	Outline	Key Partner	Merged with
Lobby for public sector jobs dispersal	Work with local and national public sector dispersal opportunities	HIE	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 2: 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
TCE	The Crown Estate
DSRL	Dounreay Site Restoration Ltd
EMEC	European Marine Energy Centre
ERDF	European Regional Development Fund
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
TS	Transport Scotland
UHIMI	University of the Highlands & Islands Millennium Institute
VS	VisitScotland
WHA	Wick Harbour Authority

Appendix 3: 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		

Regeneration jobs

