

Caithness and North Sutherland Regeneration Partnership

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

**Snapshot 7
June 2009**

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Introduction

Welcome to Snapshot 7 of the Action Plan!

When “A Strategy for Caithness and North Sutherland” was published in November 2006 it was the result of a wide-ranging public consultation exercise carried out by the Socio-economic Strategy group convened by Caithness & Sutherland Enterprise.

The strategy identified a clear overall objective:

“to maintain, and if possible increase, the GDP of the Dounreay travel-to-work area by actively working to promote existing employment, encourage new employment and by promoting the area as an attractive place to live and work.”

To achieve this objective our strategic aims have been developed into a set of prioritised actions.

The priorities have been informed by work commissioned by HIE and undertaken by CogentSI, which involved analysis of the local economy and demographics. They also reflect in depth discussions with key stakeholders on priorities for the future. An analysis of the Caithness and North Sutherland business portfolio using the Boston Matrix also identified key development opportunities and confirmed that the opportunities highlighted within the strategy document were worthy of pursuit.

The Plan has also taken into account discussions that took place at the “Caithness Conference” in September 2007 and again in September 2008.

Delivery Structure

One immediate action identified in the strategy document was for resource to be allocated to the management of the strategy and implementation of the action plan.

Early in 2007 the four key public sector organisations with particular responsibility for maintaining and developing healthy and successful communities and economies in the area, Highlands and Islands Enterprise (HIE), The Highland Council (THC), The Nuclear Decommissioning Authority (NDA) and the Scottish Government joined forces to form the Caithness & North Sutherland Regeneration Partnership with the specific remit of implementing the post-Dounreay regeneration process.

There are four key elements to the partnership structure – an Advisory Board, an Executive Board, a senior officers group, and dedicated staff resources.

The Advisory Board is chaired by The Highland Council Convener – it is a group representing a wide variety of local interests, meeting quarterly, receiving reports on progress and offering feedback on behalf of local, regional and national interests.

The Executive Board, with an independent chair, is a small group of senior executives from the four partner organisations. It oversees delivery of the strategy and action plan, and meets on a quarterly basis. The Executive Board is accountable for delivery of the strategy and action plan.

The Senior Officers Group is a local team from within the key organisations. It will ensure that work is implemented. The group has the responsibility to commit resources on behalf of its member organisations, and is accountable for the implementation of agreed projects within specific timescales. This team will reflect the core membership of the Executive Board and will also involve other key partners (eg. North Highland College, Skills Development Scotland) as required.

Delivery of the Plan is key to the successful future of the area and the partners recognise the need for additional dedicated staff resource to assist with this. As a result the partners have agreed to strengthen local resources to ensure that the necessary expertise is available. Co-ordination of the Action Plan's delivery is provided by CNSRP through its Programme Manager Eann Sinclair, Inward Investment Executive Fiona MacPherson and Administrators Eilidh Gunn and Iona Gunn.

The Action Plan – and our top priorities

Our collective priorities, together with the organisations responsible for implementing their delivery, are set out in the following pages. We have identified our highest priority activities, but have also identified a number of other activities that will still attract support as part of the overall effort to reach our objectives. Given the current economic crisis the Action Plan needs to take account of short-term as well as longer-term issues.

The ten activities requiring most urgent action can be divided into “drivers” (job and wealth-creating activities) and “enablers” (infrastructural activities) as follows:

Drivers

- Develop a globally-significant tidal energy industry around the Pentland Firth
- Grow the Caithness Engineering industry
- Create a world-class John O' Groats tourism facility
- Attract businesses and organisations to relocate to this area
- Grow the area's food & drink industry

Enablers

- Develop services and infrastructure at Scrabster Harbour
- Develop Wick Harbour
- Develop the area's high-speed IT connectivity
- Help ensure good transport links
- Ensure good access to loan finance for businesses

This Action Plan is a working document. It will be updated regularly to show progress being made, and may be amended as new opportunities are identified or when circumstances change. This version is updated from the previous version, published in March 2009.

Actions achieved so far

Some of the original 50 actions in the Plan have been achieved. Achievements from previous snapshots have been separately listed as an Appendix 2 at the end of this document.

High priority Actions:

Owner	Description	Start Date	Finish Date	Budget Required	Funding
Pentland Firth Project - Planning and Consents					
	Develop a clear understanding of the framework within which development in the Pentland Firth will be: <ul style="list-style-type: none"> a) Planned. Including an understanding of the strategic planning framework for the Pentland Firth and Orkney Waters, including implications of previous Strategic Environmental Assessment and Scottish strategies for the development of marine renewable energy. In addition emerging Marine Spatial Planning initiatives to be monitored (see below) b) Licenses and consented. Including tracking and of the evolving consents regime for marine projects in Scotland, including relevant changes in legislation and policy 	04/09	05/09	£10,000 (consultancy fees)	TCE
	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	£10,000	TCE
	Maintain link and cross-flow of information relevant to planning between the Pentland Firth Coordination Committee and MESPG	03/09	Ongoing	£2,000 pa	TCE
	Identify key issues that could block or delay planning and consenting of marine energy projects, including identification of information gaps and research and monitoring needs. Early examples of specific actions could include: <ul style="list-style-type: none"> a) Undertake a review of current information and case histories (e.g. Strangford Lough) –workshop to be coordinated by TCE b) Coordinate aerial surveys of birds and marine mammals c) Specific research on marine mammal interactions 	06/09 03/09 09/09	08/09 09/09 Ongoing	£20,000 TBC £500,000	TCE
	Explore opportunities for greater use of MaRS to assist in planning of developments in PF	03/09	Ongoing	TBC	TCE
	Liaise with key planning and consents stakeholders (including SNH)	03/09	Ongoing	Expenses associated with travel (£6,000 pa)	TCE
	Define, develop and disseminate The Crown Estate's position on planning and consents issues relating to marine energy projects	03/09	Ongoing	N/A	N/A
Pentland Firth Project - Developers Forum					
	Establish Forum	08/09	11/09	£0	N/A
	Provide list of initial issues/areas of cooperation	10/09	12/09	£0	N/A

	Agree schedule of meeting dates	11/09	12/09	£0	N/A
Pentland Firth Project - Health and Safety					
	Development of the current relationship with BWEA and EMEC to promote the guidelines that are being developed				
	Review likely H&S training requirements				
	Audit of current provision of training				
	Develop programme for attracting / developing training facilities where appropriate				
Pentland Firth Project - Project Services					
	<u>Project Management and Planning</u> Contract third party company to supply overarching PM to include: <ul style="list-style-type: none"> • Project controls including project plan, project programme, resource plan, risk management plan, risk register and quality plan • Administration of secretariat of all HIE and PF meetings, and any other project administration requirements 				
	<u>Budget</u> Budget forecasting, control and monitoring for project workstreams				
Pentland Firth Project - Research and Development					
	Co-ordination of research and development associated with the project. <ul style="list-style-type: none"> • Liaison with Scottish/ UK research groups on research programmes/ funding • Coordination with academic and commercial R&D partners in the H&I region and nationally 	Ongoing		Internal	HIE
	Co-ordination with MESPG on research/ monitoring funding plans		June 09	Internal	HIE
	The creation of a research hub to permit access to research and development and to deliver research on technology and environmental science. This will be done in conjunction with developers, manufacturers and suppliers.	Ongoing – to be discussed with Co-ordination Committee May 2009			
	Develop the potential of EMEC to respond to this opportunity in a commercial manner	Ongoing			
Pentland Firth Project - Supply Chain					
	Attract new companies into the HIE area through inward investment				
	Confirm the need for local supply chain infrastructure - Ports, O&M bases etc. Develop strategy for infrastructure investment and develop plan to arrange for				

	infrastructure to be in place in advance of commercial need.				
	Organise supply chain workshops/events at national, regional and local level, and account management workshops				
	Work with supply chain companies that want to transition into marine energy				
	Work with partners to develop supply chain skills <ul style="list-style-type: none"> • Skills survey • Retraining • Secondments • Growth in marine energy sector 				
	Develop strategy for developing the supply chain. Consider strategic issues such as supply chain constraints (locally, regionally, nationally), potential economic impact of the development of the marine energy industry—engage consultants?				
	Work with supply chain groups				
Pentland Firth Project - Stakeholder Management and Communication					
	Develop framework for engagement with stakeholders at all levels, including: <ul style="list-style-type: none"> • List of stakeholders and their relationship owners • Framework for UK, Scottish and local engagement • The identification of key milestones and necessary communication around them • Clarification of which working groups we sit on and who will be the representative for each • Gaps in engagement to date • How the information collected will be fed back i.e protocol for notes, passing info back to the co-ordination committee etc Communicate this framework internally and externally, where appropriate.	03/09	03/09		
	Develop the idea of a regional event in Thurso in June: <ul style="list-style-type: none"> • Float the idea with project partners • Tie in with supply chain workstream • What has already been done & how can we build on it? • Ask for feedback at Developer event 	04/09	06/09	Approx. 5,000	Shared?
	Newsletter to be developed to ensure all stakeholders are kept up to date. (Clare Lovett) Possibly quarterly.	04/09	ongoing	Approx 2000 per year	Shared?
Pentland Firth Project - Offshore transmission					
	Further develop position on Pre-commercial vs. commercial arrays by investigating varying requirements of pre-commercial and commercial generation	04/09	04/10	Tbc	
	Engage consultant to support work stream	04/09	04/10	£20 000	

	Consider local and wider grid issues	04/09	04/10	Tbc	
	Consider with SHETL/NGET the level of detail necessary	04/09	04/10	Tbc	
	Investigate developer led consortia applications	04/09	04/10	Tbc	
	Investigate coordination or single developer applications.	04/09	04/10	Tbc	
	SG and HIE to consider underwriting and assignment issues	04/09	04/10	Tbc	
	Xero Energy to consider exit of HIE/3rd party – assignment, split out and cut-over.	04/09	04/10	Tbc	
	Summary of supply chain constraints	04/09	04/10	Tbc	
	Identify impacts of regulatory changes on grid access to/from Pentland Firth	04/09	04/10	Covered by consultants fees	
	Communication of workstream deliverables to industry, government and regulator	04/09	04/10	Partially covered by consultants fees the rest is time and expenses of workstream members	

Engineering

	Develop plan for schools-level engagement				
	Secure commitment from project partners (THC, SDS, HIE)	05/09	06/09	£0	
	Recruit project manager	07/09	09/09		
	Commence pilot programme of activity in local schools	09/09	09/09		
	Programme details	TBC	TBC	TBC	
	develop plans for engineering awareness-raising events in High Schools	05/09	08/09		
	engage with High Schools guidance staff to raise awareness of work place opportunities	05/09	06/09		
	Create a pool of 100 science & engineering ambassadors in the area	05/09	09/09	£0	
	Enhance infrastructure				
CNSRP	Develop joint working agreement between NHC, Training @ Naver, T3UK.	05/09	08/09	£0	
NHC-UHI	Tenders issued	08/09	08/09		
NHC-UHI	Contract Awarded	10/09	10/09		
NHC-UHI	Construction/ fit-out completed	06/11	06/11		
NHC-	Engineering Centre opens	08/11	08/11		

UHI					
	Understand and develop the labour market				
HIE	Commission skills audit for Caithness & north Sutherland	05/09	08/09		
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	08/09	09/09		
SDS	Develop programme to address skills gaps	09/09	12/09		
HIE	Develop marketing programme to promote existing skills sets to potential investors	08/09	12/09		
HIE	Establish and resource a Caithness Engineering Consortium to promote the industry	05/09	10/09	TBC	
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	Prepare the business case	01/09	09/09		
HIE	Masterplan published	08/09	08/09	0	
HIE	Masterplan public presentation	09/09	09/09	0	
	Seek sources of investment				
HIE	Prepare investment prospectus	08/09	10/09	£5,000	HIE
HIE	Promote prospectus through SDI	11/09	03/10	0	
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
HIE	Create or secure 20 jobs through targeted support	09/08	12/10		HIE
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		NHP
HIE	Host at least 10 press visits to the area	09/08	03/11		HIE
Scrabster Harbour					
SHT	Create new business space at Scrabster			£1M	HIE, NDA
	Seek funding for servicing land	01/09	05/09		
	Complete servicing of site	09/09	11/09		
	Promote space to potential users	05/09	12/09		
	Secure initial tenancies	03/10	06/10		

SHT	Harbour redevelopment – Phase 1			£20M	HIE, NDA, SHT, EU
	Publish notification in Official Journal of the EU	Qtr 3 2009			
	Select preferred contractor	Qtr 4 2009			
	Construction Phase	Qtr 1 2010			
	Completion of Phase 1	Qtr 2 2010			
	Harbour Redevelopment – Phase 2				
Wick Harbour					
WHA	Create 70 berth marina	01/09	07/09	£0.7M	
WHA	Promote marina to potential users	06/09	12/09		
WHA	Create 1 FTE job at marina	09/09	12/09		
WHA	Help attract private finance for seafront development	06/09	12/10		
HIE	Commission physical masterplan	12/09	03/10		
HIE	Develop investment prospectus for seafront developments	03/10	04/10		
Transport					
THC	Work with partners to create 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
HIAL	Implement new lighting system	04/10	09/10		HIAL
HIE	Assess options for local service enhancements around Wick Airport	04/09	09/09		HIE
CTF	Lobby for online track & linespeed improvements to Far North Line	04/09	03/10	£0	CTF
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	07/09		
HIE	Publicise completion dates	07/09	08/09		
HIE	Promote broadband usage	05/09	04/11		
	Next-generation communications				
CNSRP	Establish local “technology” group to lobby for 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	Facilitate business access to support				
	Monitor uptake of opportunities from NHRF and THC schemes	04/09	12/09		
	Promote local advisory sources (Chamber, Business Gateway, HIE)	04/09	12/09		

Medium Priority actions

Owner	Description	Start date	Finish Date	Budget Reqd.	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	£250,000	
NHT	Recruit Marketing Manager	05/09	08/09		
HIE	Recruit and deploy a Head of Tourism	05/09	08/09	£100,000	
MCG	Develop a fully-funded Mackay Country Project	06/09	09/09	£500,000	
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	<i>Carry out skills audit by Aug 09</i>	09/08	08/09		
HIE	<i>Develop business case for employment brokerage service by Dec 09</i>	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	<i>Finalise funding package for economic regeneration centre in Pulteneytown</i>	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	06/11		
	Archive opens, creating at least 25 new jobs	07/11	08/11		
CcoC	Attract membership of 120 businesses	09/08	09/11		

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	Agree business case for Caithness model by Dec 08				

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

Appendix 1: Glossary

BT	British Telecom
CAT	Caithness Archaeological Trust
CCC	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
HIAL	Highlands & Islands Airports Ltd
HIE	Highlands & Islands Enterprise
HITRANS	Highlands & Islands Transport Authority
HCSF	Halkirk Community Sports Foundation
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
PFTEP	Pentland Firth Tidal 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
THC	The Highland Council
UHIMI	University of the Highlands & Islands Millennium Institute
VS	VisitScotland
WHA	Wick Harbour Authority

Appendix 2: Actions Achieved

Priority	Project	Outline	Key Partners	£	Milestone Dates
1	Broadband telecoms	Upgrade key remaining exchanges	HIE/ BT	£215k	Keiss, John O' Groats, Dunbeath, Forss upgraded to full ADSL in April 08
1	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	Unknown at this stage	Finalised retail study Jan 08 in public domain. Steering group will be formed March 08
2	John O' Groats	Develop a major visitor attraction for this flagship site in Caithness	HIE/ Private Sector	Unknown at this stage	Community Open Day held February 08
2	Archaeology	Develop tourism opportunities around this theme, also linking to Orkney	HIE, VS, THC, CAT	£400k	Castletown Analysis Centre opened April 08. CAT Future Development Plan completed February 08.
2	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
2	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.
2	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	£450k	NHT Marketing Plan launched in London March 08 North Highland Connections Ltd established Feb 08, Development Director appointed April 08.
2	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
3	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.
3	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
4	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
4	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
5	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)
5	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.
5	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			

