

Public Document Pack

Argyll and Bute Council

Comhairle Earra-Ghàidheal Agus Bhòid

Executive Director: Douglas Hendry



Kilmory, Lochgilphead, PA31 8RT
Tel: 01546 602127 Fax: 01546 604435
DX 599700 LOCHGILPHEAD
25 May 2023

NOTICE OF MEETING

A meeting of the **ENVIRONMENT, DEVELOPMENT AND INFRASTRUCTURE COMMITTEE** will be held **BY MICROSOFT TEAMS** on **THURSDAY, 1 JUNE 2023** at **10:30 AM**, which you are requested to attend.

Douglas Hendry
Executive Director

BUSINESS

1. **APOLOGIES FOR ABSENCE**
2. **DECLARATIONS OF INTEREST (IF ANY)**
3. **MINUTES** (Pages 3 - 8)
Environment, Development and Infrastructure Committee held on 2 March 2023
4. **ROADS CAPITAL PROGRAMME - MEMBER ENGAGEMENT** (Pages 9 - 12)
Report by Executive Director with responsibility for Roads and Infrastructure Services
5. **ROUTE OPTIMISATION UPDATE** (Pages 13 - 16)
Report by Executive Director with responsibility for Roads and Infrastructure Services
6. **LOCAL BRIDGE MAINTENANCE FUND** (Pages 17 - 30)
Report by Executive Director with responsibility for Roads and Infrastructure Services
7. **WASTE PPP UPDATE** (Pages 31 - 36)
Report by Executive Director with responsibility for Roads and Infrastructure Services
8. **PLAN TO DEVELOP AN ACTIVE TRAVEL STRATEGY** (Pages 37 - 48)
Report by Executive Director with responsibility for Development and Infrastructure
9. **ARGYLL AND BUTE UK SHARED PROSPERITY FUND INVESTMENT PLAN - UPDATE** (Pages 49 - 60)
Report by Executive Director with responsibility for Development and Economic Growth

- 10. REFRESH OF ARGYLL AND BUTE ECONOMIC STRATEGY: 2019 - 2023: 2024 - 2029** (Pages 61 - 82)
Report by Executive Director with responsibility for Development and Economic Growth
 - 11. ECONOMIC GROWTH TEAM ACHIEVEMENTS FOR 2022/23** (Pages 83 - 108)
Report by Executive Director with responsibility for Development and Economic Growth
 - 12. DECLARING AN ARGYLL AND BUTE HOUSING EMERGENCY** (Pages 109 - 118)
Report by Executive Director with responsibility for Development and Economic Growth
- REPORTS FOR NOTING**
- 13. ENVIRONMENT, DEVELOPMENT AND INFRASTRUCTURE COMMITTEE WORK PLAN** (Pages 119 - 120)

Environment, Development and Infrastructure Committee

Councillor John Armour	Councillor Jan Brown
Councillor Garret Corner	Councillor Robin Currie (Chair)
Councillor Mark Irvine	Councillor Andrew Kain (Vice-Chair)
Councillor Donald Kelly	Councillor Jim Lynch
Councillor Tommy MacPherson	Councillor Ian MacQuire
Councillor Luna Martin	Councillor Ross Moreland
Councillor William Sinclair	Councillor Andrew Vennard
Councillor Peter Wallace	Councillor Gary Mulvaney

Contact: Hazel MacInnes Tel: 01546 604269

**MINUTES of MEETING of ENVIRONMENT, DEVELOPMENT AND INFRASTRUCTURE
COMMITTEE held ON A HYBRID BASIS IN THE COUNCIL CHAMBER, KILMORY,
LOCHGILPHEAD AND BY MICROSOFT TEAMS
on THURSDAY, 2 MARCH 2023**

Present: Councillor Andrew Kain (Chair)

Councillor John Armour	Councillor Ian MacQuire
Councillor Jan Brown	Councillor Luna Martin
Councillor Garret Corner	Councillor Ross Moreland
Councillor Mark Irvine	Councillor William Sinclair
Councillor Donald Kelly	Councillor Andrew Vennard
Councillor Jim Lynch	Councillor Peter Wallace
Councillor Tommy MacPherson	

Attending: Kirsty Flanagan, Executive Director
Jim Smith, Head of Roads and Infrastructure Services
Fergus Murray, Head of Development and Economic Growth
Stuart McLean, Committee Manager
Hugh O'Neill, Network and Standards Manager

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Robin Currie.

2. DECLARATIONS OF INTEREST

There were no declarations of interest intimated.

3. MINUTES

The Minutes of the meeting of the Environment, Development and Infrastructure Committee held on 1 December 2022 were approved as a correct record.

Councillor Luna Martin joined the meeting during the consideration of the following item of business.

4. ROADS RECONSTRUCTION CAPITAL PROGRAMME

The Committee gave consideration to a report providing details on the proposed roads reconstruction programme for 2023/24. The programme was based on the 2023/24 allocation of a total of £8.0M, which included £754k brought forward from 2022/23.

Decision

The Environment, Development and Infrastructure Committee –

1. endorsed the proposed programme of capital works for 2023/24;
2. agreed that details of each area committee's programme would be forwarded on to individual Elected Members;

3. noted that following the budget decision on 23 February 2023, a programme of footway works would be presented to a future meeting of the Environment, Development and Infrastructure Committee.

(Reference: Report by Executive Director with responsibility for Roads and Infrastructure dated February 2023, submitted)

5. ANNUAL STATUS AND OPTIONS REPORT 2022

The Committee gave consideration to a report introducing the Annual Status and Options Report which set out an analytical assessment of the condition of the Council's road network and associated infrastructure as well as setting out projected conditions based on varying levels of investment.

Decision

The Environment, Development and Infrastructure Committee –

1. endorsed the Annual Status and Options Report and the positive analytical feedback it provided; and
2. noted that the Annual Status and Options Report informs key elements of the Development and Infrastructure Asset Management Plan.

(Reference: Report by Executive Director with responsibility for Development and Infrastructure dated 15 December 2022, submitted)

6. ROUTE OPTIMISATION UPDATE

The Committee gave consideration to a report providing an update on the introduction of a route optimisation system that would seek to improve the operational management of certain services operated via vehicles providing specific services.

Decision

The Environment, Development and Infrastructure Committee noted the update provided in the submitted report.

(Reference: Report by Executive Director with responsibility for Roads and Infrastructure Services dated February 2023, submitted)

7. REST AND BE THANKFUL UPDATE (Pages 7 - 8)

The Committee gave consideration to a report providing an update following the announcement by the Transport Minister in December 2022 in respect of improvements to the Old Military Road as a medium term solution to improve the resilience of the temporary diversion route to the A83, should it be closed.

Decision

The Environment, Development and Infrastructure Committee –

1. reaffirmed the Council's long-established position that a permanent solution for the A83 Rest and Be Thankful must be identified and, crucially, put in place as soon as possible, as first agreed in this new Council term through a motion to Council in September 2022 and subsequently embedded within the Priorities for the Council agreed in November 2022;
2. noted the confirmation from the Transport Minister that funding would remain available for both the medium and long-term solutions for the route;
3. noted the timescales set out in the report and that the aim was to have both lanes of the A83 reopened, with traffic signals removed, by June or July of this year;
4. noted that there was a further meeting of the A83 Taskforce due to take place in June 2023; and
5. in light of the timescales at (3) and (4) above, requested that officers bring a further update to the Environment, Development and Infrastructure Committee meeting on 31 August 2023, for consideration of any further lobbying action that may be required.

(Reference: Report by Executive Director with responsibility for Roads and Infrastructure Services dated January 2023, submitted; and Motion by Councillor Andrew Kain, seconded by Councillor Donald Kelly, tabled)

8. CEMETERY ASSET REPORT - UPDATE

The Committee gave consideration to a report providing an update on the current Argyll and Bute cemetery provision and detailing options for reviewing the current Management Rules for Burial Grounds as well as management of the cemetery assets in the context of current needs and future demands in each administrative area.

Decision

The Environment, Development and Infrastructure Committee –

1. noted the Area Committee Business Days arranged;
2. noted that officers propose to review cemetery numbers annually;
3. noted the updated lair availability in each available cemetery with associated updates in regards to works carried out and proposed as detailed in Appendix 1 to the submitted report;
4. endorsed and approved the change in policy for the Management Rules for Burial Grounds which have less than 10 years availability to restrict the pre-sale of lairs to protect the cemetery capacity as well as the other updates as detailed in paragraph 3.2.3 of the submitted report; and
5. noted the future capital investment required in this asset group.

(Reference: Report by Executive Director with responsibility for Roads and Infrastructure Services dated January 2023, submitted)

9. CARDROSS CREMATORIUM INSPECTION

The Committee gave consideration to a report presenting the findings of a recent inspection of Cardross Crematorium.

Decision

The Environment, Development and Infrastructure Committee endorsed the findings of the inspection on Cardross Crematorium.

(Reference: Report by Executive Director with responsibility for Roads and Infrastructure Services dated February 2023, submitted)

10. PLAY PARK FUNDING - UPDATE REPORT

The Committee gave consideration to a report outlining a suggested process and timelines for proposing further engagement with other groups, including youth forums and relevant Community Councils in relation to the Play Park Funding Award of £938k which had been awarded by the Scottish Government for the 28 play parks being renewed in Argyll and Bute until 2025/26.

Decision

The Environment, Development and Infrastructure Committee –

1. noted that Area Committee Business Days were underway, where officers were engaging with Elected Members; and
2. agreed the proposed timeline as set out in section 4.4 of the submitted report.

(Reference: Report by Executive Director with responsibility for Roads and Infrastructure Services dated February 2023, submitted)

11. FILM IN ARGYLL - SCREEN INDUSTRIES UPDATE REPORT

The Committee gave consideration to a report providing an update of the work of the Council's Film in Argyll service in attracting inward investment into Argyll and Bute from the screen industries and the economic benefits that this had brought to the local economy, including opportunities to promote and market the area.

Decision

The Environment, Development and Infrastructure Committee noted the contents of the submitted report, including the fact that the sector was still recovering from the impact of the pandemic, and the continued positive economic impact the screen industry had on Argyll and Bute.

(Reference: Report by Executive Director with responsibility for Development and Economic Growth dated 10 December 2022, submitted)

Councillor Donald Kelly left the meeting during the consideration of the following item of business.

12. TRANSFORMATIONAL PROJECTS & REGENERATION TEAM - LARGE SCALE PROJECT UPDATE REPORT

The Committee gave consideration to a report providing an update on progress of the large scale, externally funded project work of the Transformational Projects and Regeneration Team. The report highlighted key issues that could impact on the successful delivery of projects.

Decision

The Environment, Development and Infrastructure Committee noted the current progress detailed within the submitted report.

(Reference: Report by Executive Director with responsibility for Development and Economic Growth dated 9 January 2023, submitted)

13. STRATEGIC TRANSPORT PROJECTS REVIEW 2 (STPR2) - OUTCOMES

The Strategic Transport Projects Review (STPR2) was developed to inform transport investment in Scotland for the next 20 years (2022-2042). The final STPR2 was published on 8 December 2022. The Committee gave consideration to a report providing information on the outcomes of the review and advising that Argyll and Bute Council had been poorly served through the outcomes of the document despite initial assurances and having been fully engaged throughout the process.

Decision

The Environment, Development and Infrastructure Committee –

1. noted the Transport Scotland Strategic Transport Projects Review 2 that had been published on 8 December 2022.
2. requested that the Leader of the Council write to the Scottish Government expressing the Council's disappointment with the STPR2 process and its outcomes in relation to Argyll and Bute.

(Reference: Report by Executive Director with responsibility for Development and Economic Growth dated 22 January 2023, submitted)

14. ENVIRONMENT, DEVELOPMENT AND INFRASTRUCTURE COMMITTEE WORK PLAN

The Environment, Development and Infrastructure Committee work plan was before the Committee for noting.

Decision

The Environment, Development and Infrastructure Committee noted the content of the work plan.

(Reference: Environment, Development and Infrastructure Committee Work Plan dated February 2023, submitted)

This page is intentionally left blank

ARGYLL AND BUTE COUNCIL**ENVIRONMENT, DEVELOPMENT AND
INFRASTRUCTURE COMMITTEE****ROADS AND INFRASTRUCTURE
SERVICES****1 JUNE 2023**

ROADS CAPITAL PROGRAMME – MEMBER ENGAGEMENT

1.0 INTRODUCTION

- 1.1 This report sets out proposals for additional Member and Area Committee engagement for the development of the annual roads capital programme.

2.0 RECOMMENDATIONS

- 2.1 It is recommended that Members of the Environment, Development and Infrastructure Committee endorse the proposals for additional Member and Area Committee engagement in the roads capital programme.

3.0 DETAIL

- 3.1 The roads capital programme is informed using the Road Condition Index which is produced via a machine based survey measuring over 30 attributes of the roads condition. The Council's Annual Status and Options Report produces an analysis of road condition, which has shown a small but steady improvement in condition over the last few years. This has largely been achieved by the level of investment made available and by developing a programme based on:-

- Information from machine based surveys (RCI) etc
- Safety related information from Police Scotland from killed and seriously injured collisions (KSIs)
- Economic and tourism opportunities
- Known developments and additional traffic
- Information from Members
- Engineering judgement
- External funding opportunities
- Information from communities

- 3.2 Over the last 12 years the Council has invested over £86M in roads reconstruction including some £9M from the Strategic Timber Transport Fund. This has provided an average annual investment of just over £7M per year. This level of investment has seen a slow but steady increase in road condition, although, it should be noted that there is approximately £120M worth of backlog road maintenance meaning

that we are unable to treat every section of carriageway which we would ideally like to do. The roads capital programme is progressed with a view to providing the best level of return from the available investment, taking into consideration the various inputs detailed in paragraph 3.1 , whole life costs and value for money.

- 3.3 Audit Scotland produced a report on ‘Maintaining Scotland’s Roads’ in 2011 where they stated “Scotland’s roads are important for economic prosperity and for the quality of life of its people”. Similar statements have been made by Audit Scotland in subsequent audit reports.
- 3.4 A member seminar was held on 17 January 2023 to provide an overview of roads asset management. The presentation covered survey methods, backlog maintenance, investment modelling, scenarios based on different investment levels/treatment types, Road Condition Index, and how programmes are developed and implemented. The presentation can be viewed in the Members area on the Hub here:- [ELECTED MEMBER SEMINARS 2023 | The Hub](#)
- 3.5 At the members seminar, introducing further member engagement into the process of developing the roads capital programme, through a series of area based Business Day meetings was discussed. The table below sets out how we propose to implement this into the process timeline.

Action	Date
Road Condition Index data received	Generally late summer but dates can vary
Scheme Manager produces initial list of schemes for consideration	September/October
Initial lists are reviewed by officers against KSI collision data, engineering judgement etc.	September/October
Initial draft programme prepared and shared with Elected Members for comments/input	October
Draft programmes are considered by Area Committees	December
Budget confirmed at February Budget meeting and programme adjusted based on investment	February
Programme considered by EDI Committee	March
Agreed programme confirmed to all members and made available to public	March

- 3.6 The Member engagement will provide an additional opportunity for Members to discuss and comment on the programme whilst it is being developed. The framework for developing the programme is set out at a high level in paragraph 3.5 and takes into consideration numerous factors. The final draft programme will be reported the Environment Development and Infrastructure Committee at its

March meeting. Following approval by the Environment, Development and Infrastructure Committee, the programme will be issued to all Members on an Area Committee basis. The programme will also be publicised on the Council website.

- 3.7 As in previous years, it is possible that changes will require to be made to the programme following publication. This is to take into account winter deterioration, however any changes will be reported to Members.
- 3.8 Updates on the Capital programme will be available on our website and also through our weekly members briefings.

4.0 CONCLUSION

- 4.1 This report proposes formalising member engagement to the process of developing the Roads Capital Programme to incorporate member engagement.

5.0 IMPLICATIONS

- 5.1 Policy – There are no direct policy implications arising from this report – Member engagement will provide an additional opportunity for Members to discuss and comment on the programme whilst it is being developed.
- 5.2 Financial – capital funding allocation.
- 5.3 Legal – the Council has statutory duties to maintain infrastructure set out in various legislation like the Roads Scotland Act 1984.
- 5.4 HR – none known.
- 5.5 Fairer Scotland Duty:
 - 5.5.1 Equalities - protected characteristics – none known.
 - 5.5.2 Socio-economic Duty – none known.
 - 5.5.3 Islands – none known.
- 5.6 Climate Change – due regard will be given to climate change with a view to minimising any climate change impact and these will be considered as and when they arise.
- 5.7 Risk – none known.
- 5.8 Customer Service – none.

Executive Director with responsibility for Roads and Infrastructure Services:
Kirsty Flanagan

Policy Lead for Roads and Transport: Councillor Andrew Kain

May 2023

For further information contact:

Jim Smith, Head of Roads and Infrastructure Services

ARGYLL AND BUTE COUNCIL**ENVIRONMENT, DEVELOPMENT AND
INFRASTRUCTURE COMMITTEE****ROADS AND INFRASTRUCTURE
SERVICES****1 JUNE 2023**

ROUTE OPTIMISATION UPDATE

1.0 INTRODUCTION

- 1.1 The purpose of this report is to provide Members with an update on the development of the route optimisation project following the report to this Committee on the same subject in March.

2.0 RECOMMENDATIONS

- 2.1 It is recommended that Members of the Environment, Development and Infrastructure Committee:-
- Note the progress with the Route Optimisation project;
 - Agree that a Member Seminar will be arranged in the Autumn to present the system and possible scenarios; and
 - Note that a further update report will be brought back to the December Environment, Development and Infrastructure Committee meeting.

3.0 DETAIL**Background**

- 3.1 The Council has appointed Webaspx, a leading waste management software solutions company, to provide us with a route optimisation solution, following an open tender process which ran in 2022.
- 3.2 A £100,000 budget was previously approved for this project. The funding can be used to fund the start-up costs and a large part of the first year software support, with the remaining software support costs being absorbed within current budgets. The contracted upfront costs are approximately £70k with an annual service cost of approximately £50k. The contract is a rolling contract for up to 5 years. It is anticipated that Co2 savings will be made which will not be known until after full implementation.
- 3.3 As the project develops we will consider options for funding the remainder of the agreed 5 year contract, potentially based on efficiencies realised as a

result of having the system in place.

Progress

- 3.4 Since the report to the Environment, Development and Infrastructure Committee in March, the project is now underway, using the Council's normal project governance methodology. The Head of Roads and Infrastructure is the Senior Responsible Officer for the project, and a project team with officers from across the Council has been established and meets on a weekly basis. Different levels of input will be required from officers across the lifetime of the project – there is no specific dedicated resource working exclusively on route optimisation.
- 3.5 In line with good practice for contract management, regular meetings are in place between Webaspx and the Council's Project Team. The project will go forward in phases. The first phase is setting up the Easy Route software, creating the detailed digital model of our road network, our domestic bin collection, disposal operation and is being reported as Phase One. Thereafter there will be a second phase to set up and utilise the in-cab or Digital Depot technology and to consider how this integrates with existing customer service systems.
- 3.6 The below provides Members with an indicative outline works programme for Phase One:

Route optimisation Phase One – Easy Route software			
Title	Description	Date	Status
Inception			
Inception meeting	Agree requirements/ constraints/ deadlines	March 2023	Complete
Data			
Roads	OS data on road network	April 2023	Complete
Properties	UPRN information on all 48,000 households	April 2023	Complete
Routes	Uploading existing bin route information	April 2023	Complete
Resources	Information on vehicles to cross reference with route and property data	April 2023	Complete
Performance	Weighbridge information from the different off-takers	April 2023	Complete

Merging data	Cleansing and formatting various data sets	May 2023	Ongoing at the time of writing
Model development and review			
Initial build	Webaspx build software installation of EasyRoute	May 2023	On track
Training	ABC staff training	June 2023	On track
Model as-is routes	Create calibrated models of current collections across all areas	June 2023	On track
Review as-is routes	Ensure As-Is models reflect current collections	July 2023	On track
Tactical modelling	Model routes and other options against different scenarios	August 2023	On track NOTE: possible Member Seminar at this stage
Review tactical modelling	Review remodelled routes	September 2023	On track
Operational modelling	Create fully implementable model(s) for each scenario	October 2023	On track
Operational review	Review and revise possible new designs	October 2023	On track
Decision gateway			
Decision stage	Determine next steps and lead in to Phase Two	December 2023	On track

4.0 CONCLUSION

- 4.1 The new route optimisation system is a powerful tool and, once built will provide opportunities to model different options, with this firstly being used for the bin collection routes. Revised routes will be able to be planned in a few hours whereas this currently can take several weeks due to the complexity of the modelling.
- 4.2 The initial data upload, review, cleansing stage is very much an iterative process that requires a reasonable resource commitment from the Council, particularly given the different waste models used across the area.

5.0 IMPLICATIONS

- 5.1 Policy – There are no direct policy implications arising from this report.
- 5.2 Financial – This project is funded from a previous funding allocated by the Council.
- 5.3 Legal – None known.
- 5.4 HR – None known.
- 5.5 Fairer Scotland Duty:
 - 5.5.1 Equalities - protected characteristics – works from this project will be accompanied by a socio and economic impact assessment.
 - 5.5.2 Socio-economic Duty – none arising from this report.
 - 5.5.3 Islands – this project will look at both the mainland and islands and there is not deemed to be any adverse impact to island communities from this work.
- 5.6 Climate Change – There is potential to reduce the mileage covered by some vehicles, which would help to work towards reducing the Council’s carbon footprint. It is anticipated this will result in CO2 savings however this will not be fully known until the system is fully implemented.
- 5.7 Risk – None arising from this report.
- 5.8 Customer Service – None arising from this report.

Executive Director with responsibility for Roads and Infrastructure Services:
Kirsty Flanagan

Head of Roads and Infrastructure: Jim Smith

Policy Lead for Roads and Transport: Councillor Andrew Kain

May 2023

For further information contact:

Mark Calder, Project Manager

Mark.Calder@argyll-bute.gov.uk

ARGYLL AND BUTE COUNCIL
**ENVIRONMENT, DEVELOPMENT AND
INFRASTRUCTURE COMMITTEE**
**ROADS AND INFRASTRUCTURE
SERVICES**
1 JUNE 2023

LOCAL BRIDGE MAINTENANCE FUND

1.0 INTRODUCTION

- 1.1 This report provides an update on the £5.450M of funding secured through a highly competitive bid process from Scottish Government's £32million Local Bridge Maintenance Fund.
- 1.2 At the Environment, Development and Infrastructure Committee held in June 2022 a report was presented detailing the funding award for the replacement of 4 bridges and strengthening of a further 5. Since then negotiations regarding land (for new bridges), ground investigation and design work has been progressing well.

2.0 RECOMMENDATIONS

- 2.1 It is recommended that Members of the Environment, Development and Infrastructure Committee endorse the programme of bridge works.

3.0 DETAIL

- 3.1 The fund will be used to undertake proportionate works (from strengthening to comply with 'construction and use' weight limits to full off-line rebuilds) on bridges in need of repair, identified through our inspection programme/ records. Bridges provide critical transport (often lifeline) connections for some communities and are a vital part of the wider road network.
- 3.2 The table below details the list of bridges which have received funding along with **indicative** key dates.

	Bridge Name	Grant Amount	Site Start Date	Estimated Completion Date
1	B840-140 Archonnell Bridge	£40,000	Sep 23	Jan 24
2	B842-010 Claonaig Bridge	£477,000	Jan 24	May 24
3	A815-230 Cothouse Bridge	£517,000	Aug 23	Jun 24
4	A846-270 Glenegedale (2)	£597,000	Jun 24	Dec 24

5	B844-010 Kilniver Bridge	£1,194,000	Aug 24	Aug 25
6	B839-050 Lochgoilhead Bridge	£198,000	Apr 24	Mar 25
7	A816-120 Oude	£1,194,000	Mar 25	Aug 26
8	A849-280 Pennyghael Bridge	£1,193,000	Aug 24	Jul 26
9	B842-150 Whitestone Bridge	£40,000	Nov 23	Mar 24
Total		£5,450,000		

3.3 Location plans for each bridge in the table above are in Appendix 1. Regular updates on these works as they progress will be provided through our weekly members briefing.

3.4 Description of the works proposed:

3.4.1 - B840-140 Archonnell Bridge

Additional retaining buttress structure constructed on downstream face of existing bridge.

3.4.2 - B842-010 Claonaig Bridge

Strengthening of wing walls, realignment of road, waterproofing, and drainage works.

3.4.3 - A815-230 Cothouse Bridge

Installation of deck waterproofing system (under road surface), installation of new expansion joints, joint sealings, concrete repair works, drainage works, vehicle barrier partial replacement, vegetation removal

3.4.4 - A846-270 Glenegedale (2)

Full bridge replacement (with footway) in same location.

3.4.5 - B844-010 Kilniver Bridge

Full bridge replacement (with footway). Options Appraisal Report (due shortly) shall determine preferred alignment.

3.4.6 - B839-050 Lochgoilhead Bridge

Strengthening of arch barrel, including waterproofing, temporary traffic diversion and drainage works.

3.4.7 - A816-120 Oude

Full bridge replacement (with footway) upstream / northwards. Options Appraisal Report (due shortly) shall determine preferred alignment.

3.4.8 - A849-280 Pennyghael Bridge

Full bridge replacement (with footway) downstream / seawards. Options Appraisal Report (due shortly) shall determine preferred alignment.

3.4.9 - B842-150 Whitestone Bridge

Additional retaining buttress structure constructed on downstream face

of existing bridge.

3.5 Legislation, Standards, Codes of Practice:

Replacement (new) structures are designed in accordance with:

- Roads (Scotland) Act 1984 Legislation
- Design Manual for Roads and Bridges (DMRB) document “*CD 350 - The design of highway structures*” and associated document series “*Highway Structures & Bridges*”
- “*CIHT 'Well-managed highway infrastructure' Code of Practice*” Section C6 and associated documentation.

Strengthening (maintenance) works to structures are designed, where appropriate, in accordance with:

- Roads (Scotland) Act 1984 Legislation
- Design Manual for Roads and Bridges (DMRB) document series “*Highway Structures & Bridges*”
- “*CIHT 'Well-managed highway infrastructure' Code of Practice*” Section C6 and associated documentation.

4.0 CONCLUSION

4.1 This report provides an update on the £5.450M of funding secured in highly competitive bid process from Scottish Government’s £32 million Local Bridge Maintenance Fund.

5.0 IMPLICATIONS

5.1 Policy – projects are being taken forward to align with key policies like the Local Outcome Improvement Plan and the Roads Asset Management Plan. Bridge designs in terms of strength and resilience are required to follow nationally set construction specifications.

5.2 Financial – funded from grant funding. The successful award of grant funding helps to reduce the backlog maintenance figure for the Council’s transport infrastructure.

5.3 Legal – the Council has statutory duties to maintain infrastructure set out in various legislation like the Roads Scotland Act 1984.

5.4 HR – None known.

5.5 Fairer Scotland Duty: None known.

5.5.1 Equalities - protected characteristics – an EqSEIA will be completed which tease out and identify any equality issues which need to be considered.

5.5.2 Socio-economic Duty – None known.

- 5.5.3 Islands – the programme will bring benefits to island communities which will see two bridges being replaced which will help provide additional resilience to the islands transportation infrastructure.
- 5.6 Climate Change – due regard will be given to climate change with a view to minimising any climate change impact and these will be considered as and when they arise. The provision for pedestrian facilities will be included as part of the design for new build bridges together consideration for the projected increase in sea levels due to climate change.
- 5.7 Risk – None known.
- 5.8 Customer Service – None known.

Executive Director with responsibility for Roads and Infrastructure Services:
Kirsty Flanagan

Head of Roads and Infrastructure – Jim Smith

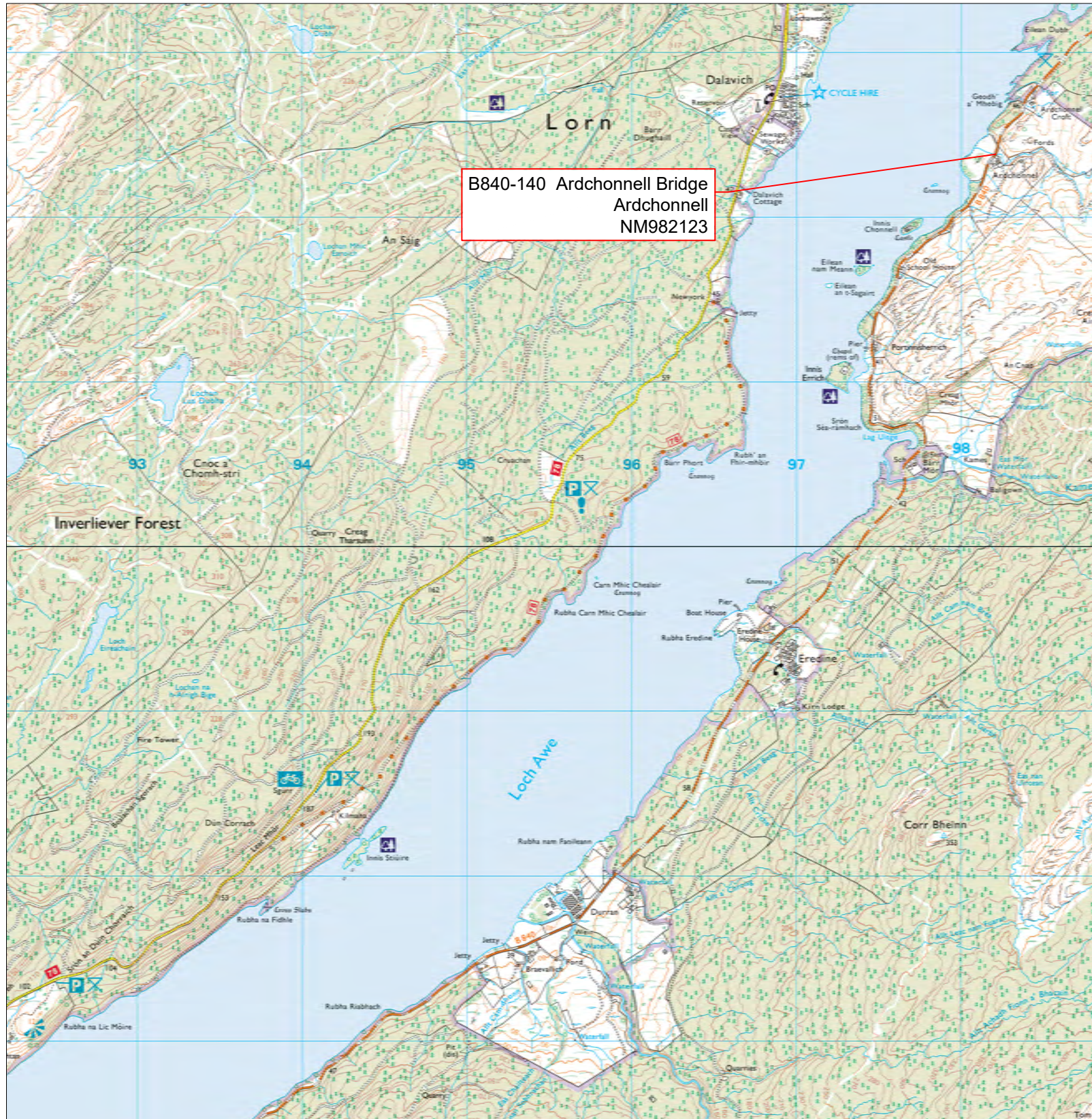
Policy Lead for Roads and Transport: Councillor Andrew Kain
April 2023

For further information contact:

Elsa Simoes – Infrastructure Design Manager or Jim Smith, Head of Roads and Infrastructure Services

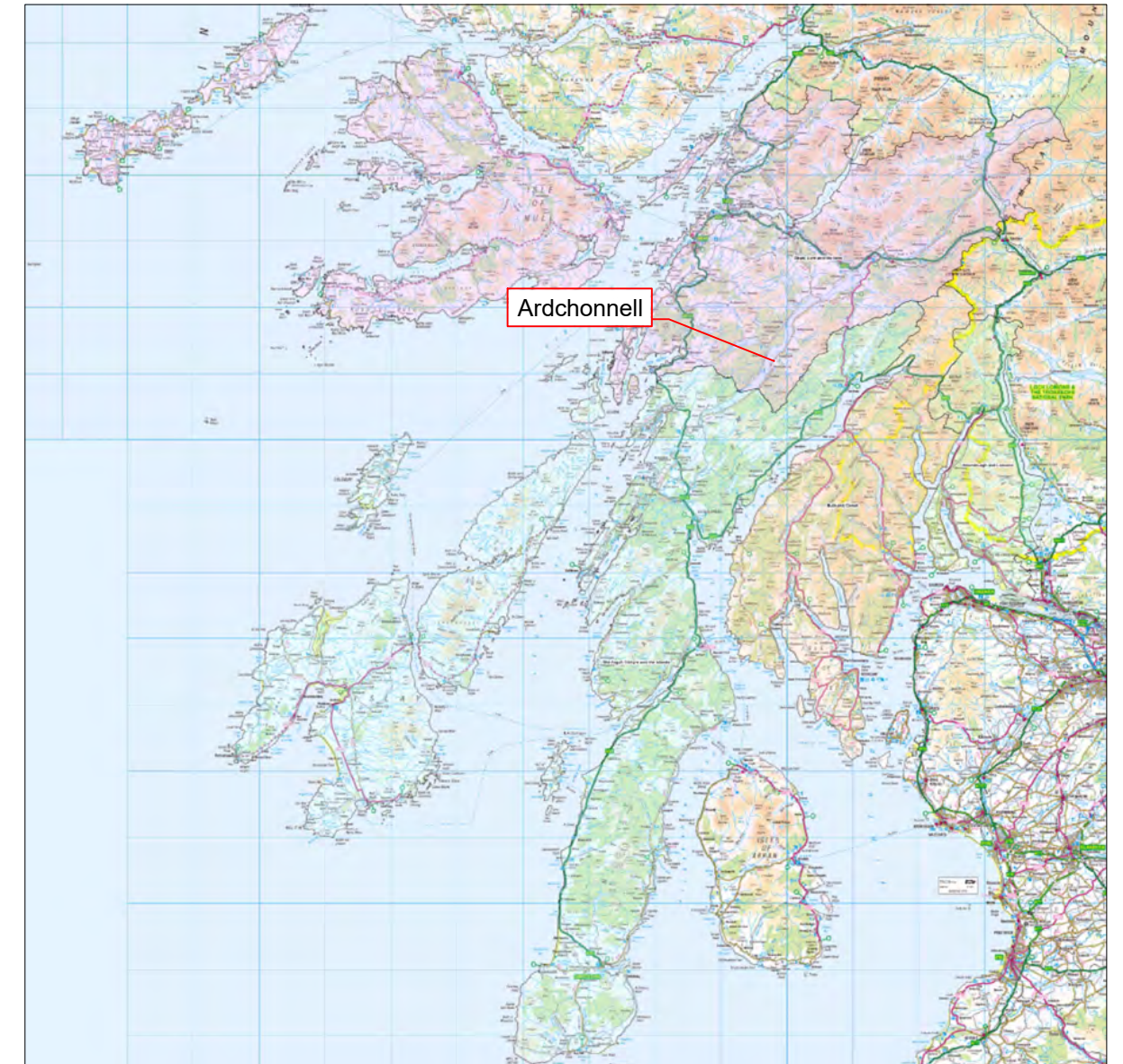
Appendices:

Appendix 1 – Bridge location plans



Location Plan

Scale 1:1,250



Supplementary Location Plan

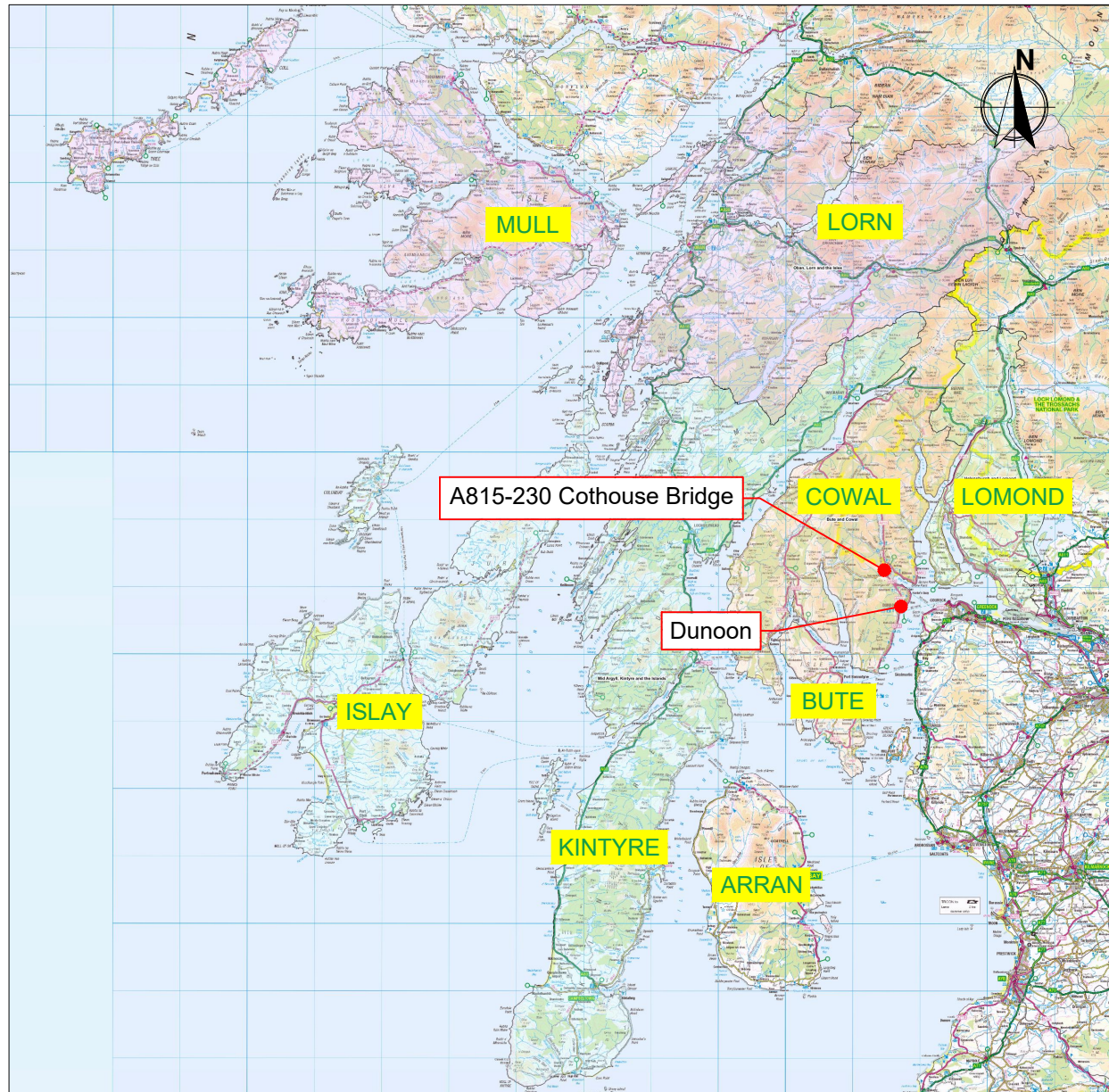
Not to Scale

© Crown copyright and database right 2022 All right reserved. Ordnance Survey Licence number 100023368

TITLE B840-140 Ardchonnell Bridge Parapet Replacement Location Plan	Head of Roads and Infrastructure Services Jim Smith	
	DESIGNED BY KH	DRAWING NUMBER: 00019-38 / 001
	DRAWN BY KH	SCALE: As Shown @ A3
	CHECKED BY XX	APPROVED BY XX
	DATE 01/03/2022	
INFRASTRUCTURE DESIGN, MANSE BRAE, LOCHGILPHEAD, ARGYLL, PA31 8RD		







Supplementary Location Plan

1:1,000,000

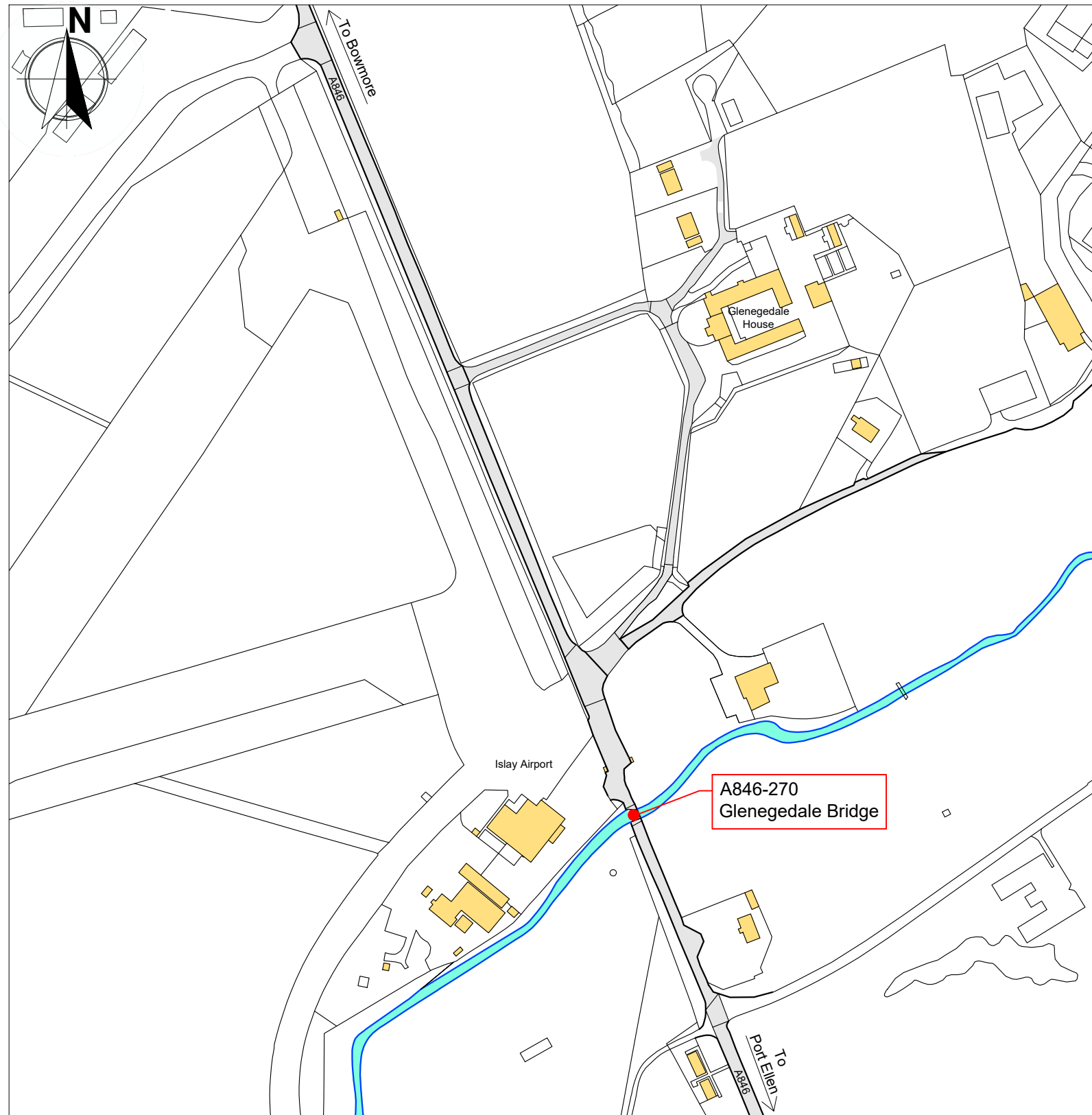


Location Plan

Scale 1:50,000

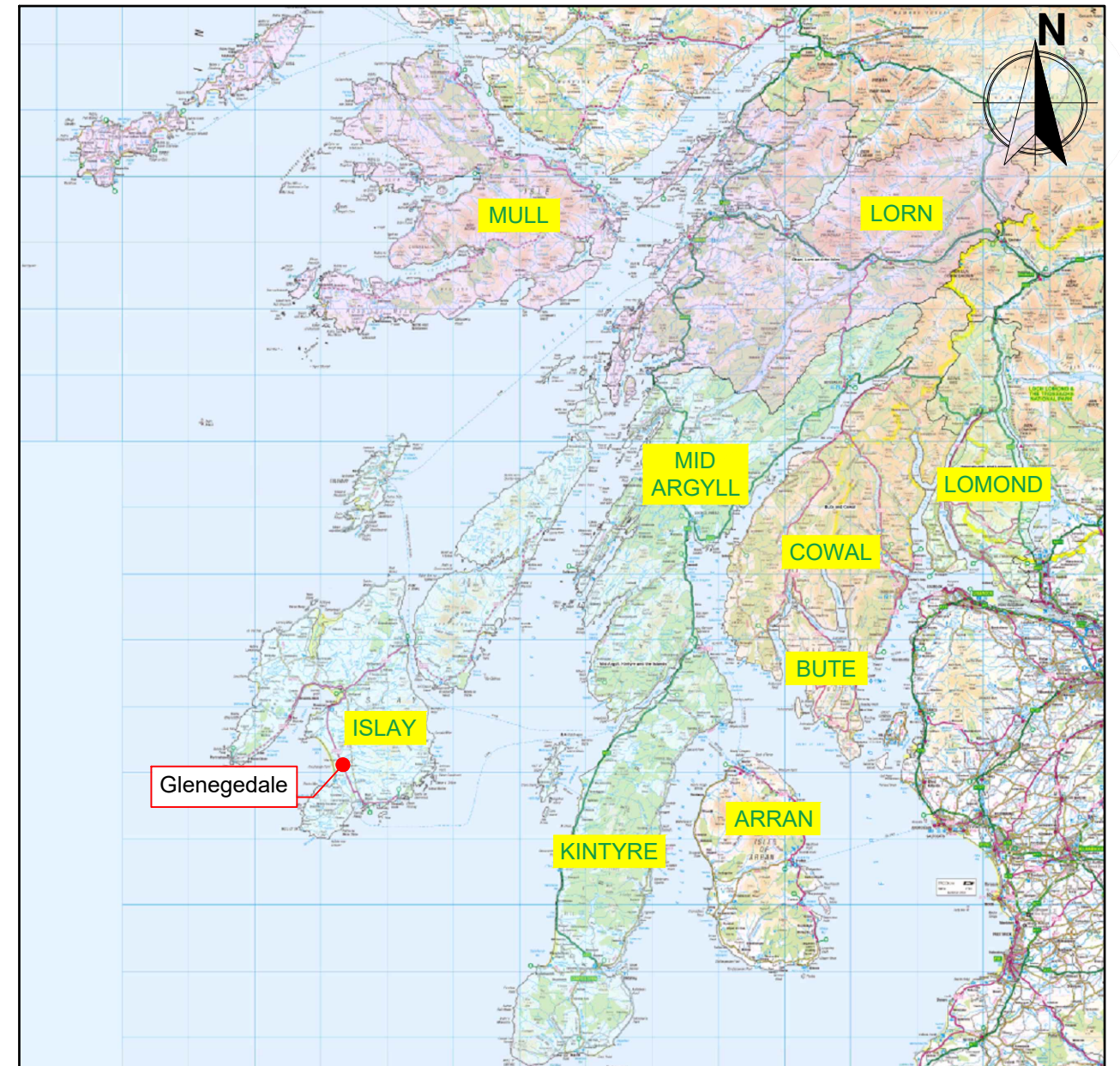
SUFFIX	REVISION	INIT.	DATE	INIT.	DATE
-	-	-	-	-	-
-	-	-	-	-	-
		DESIGNED BY		APPROVED BY	

TITLE		Head of Roads and Infrastructure Services Jim Smith	
A815-230 Cothouse Bridge Location Plan		DESIGNED BY SAJG	DRAWING NUMBER: 00019-30 / 601
		DRAWN BY SAJG	
		CHECKED BY KH	SCALE: 1:500 @ A3
		APPROVED BY ES	
		DATE 26/01/21	
		DESIGN OFFICE, MANSE BRAE, LOCHGILPHEAD, ARGYLL, PA31 8RD	



Location Plan

Scale 1: 2,500



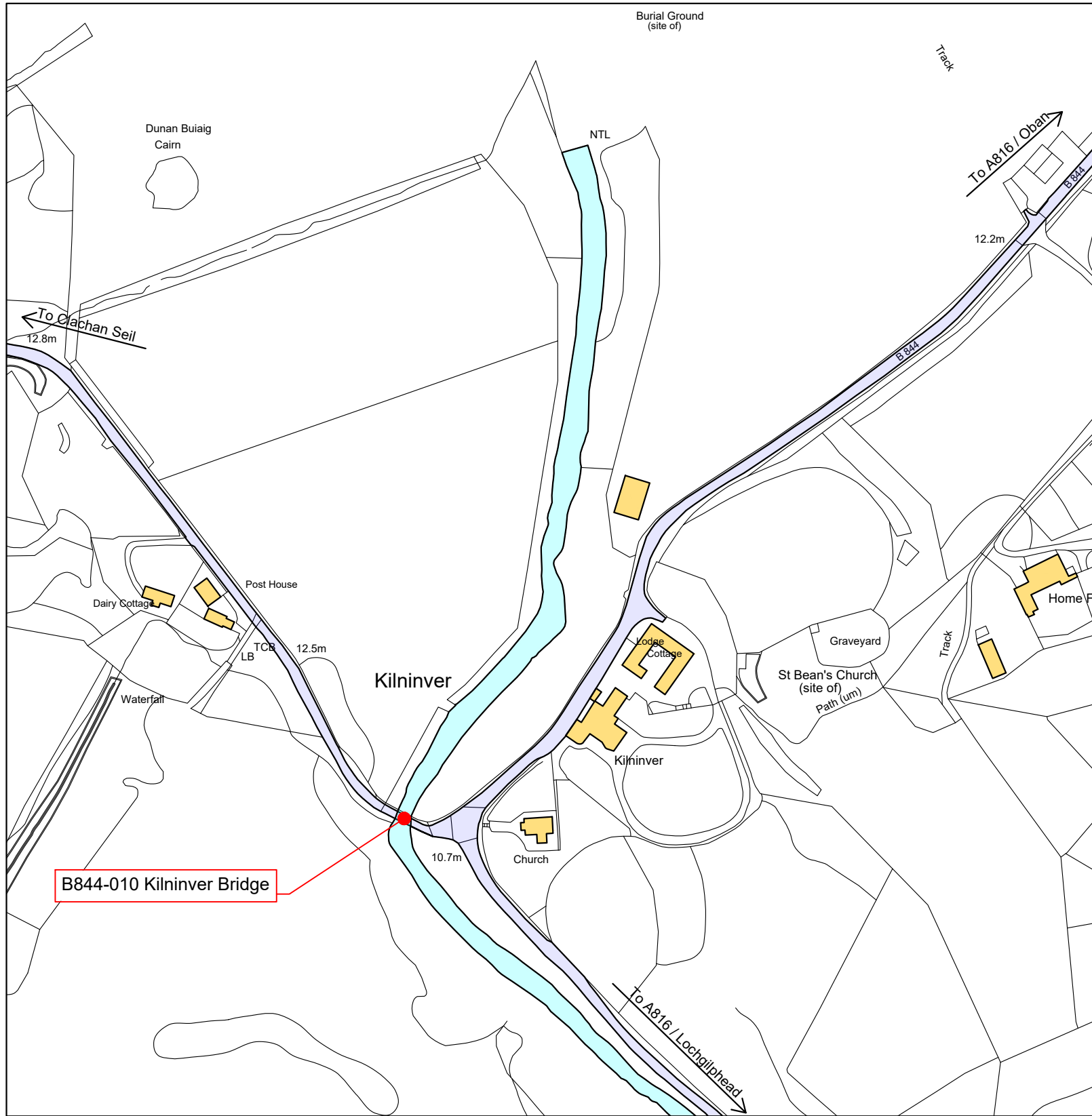
Supplementary Location Plan

Not to Scale

© Crown copyright and database right 2022 All right reserved. Ordnance Survey Licence number 100023368

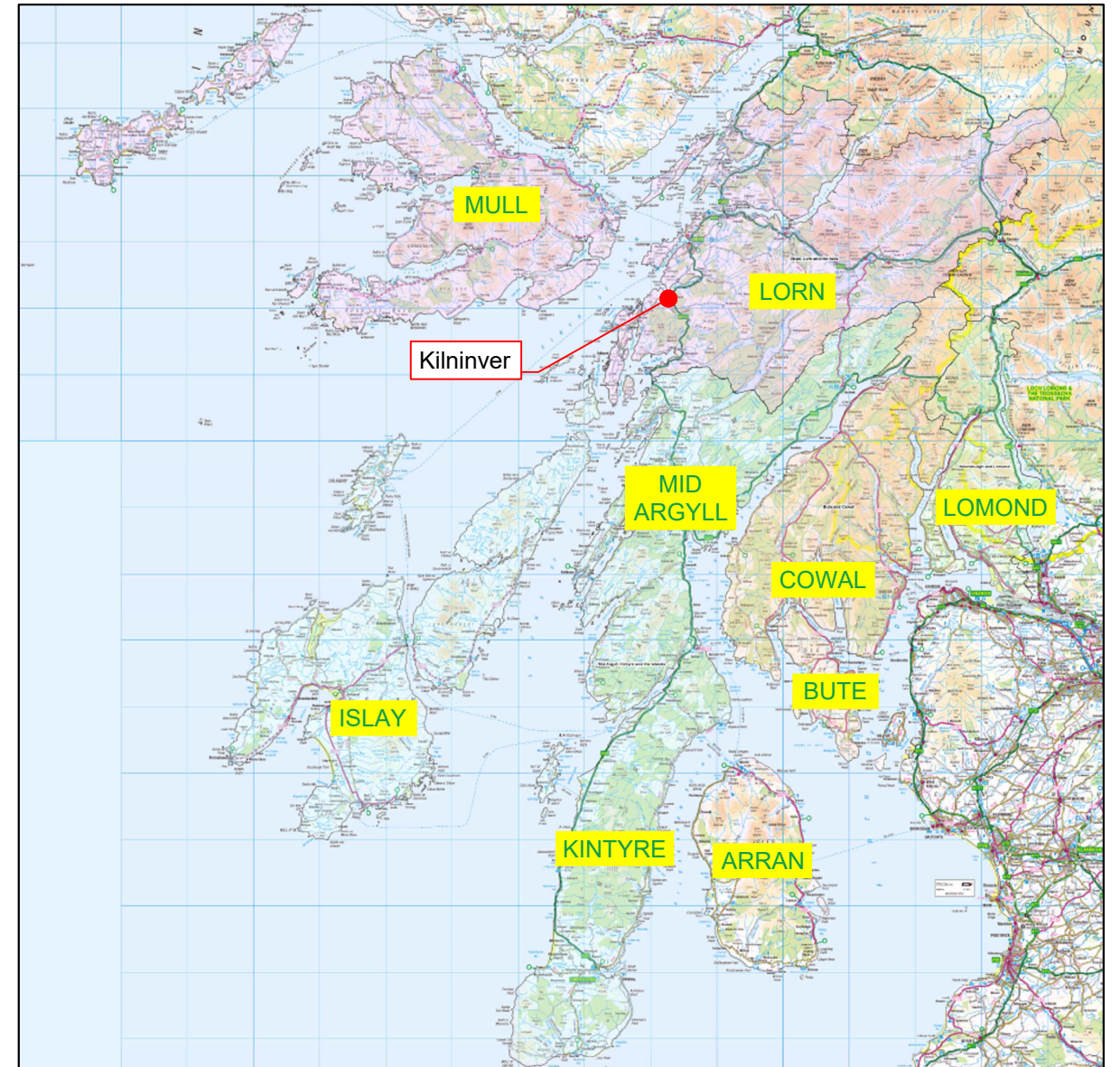
TITLE A846-270 Glenegedale Bridge Location Plan	Head of Roads and Infrastructure Services Jim Smith	
	DESIGNED BY ST	DRAWING NUMBER: 00019-25 / 101
DRAWN BY ST	CHECKED BY JS	SCALE: As Shown @ A3
INFRASTRUCTURE DESIGN, MANSE BRAE, LOCHGILPHEAD, ARGYLL, PA31 8RD	APPROVED BY XX	DATE 03/02/2022





Location Plan


Scale 1:2,500



Supplementary Location Plan

Not to Scale

© Crown copyright and database right 2022 All right reserved. Ordnance Survey Licence number 100023368

TITLE B844-010 Kilinver Bridge Location Plan	Head of Roads and Infrastructure Services Jim Smith	
	DESIGNED BY JS	DRAWING NUMBER: 00019-12 / 101
INFRASTRUCTURE DESIGN, MANSE BRAE, LOCHGILPHEAD, ARGYLL, PA31 8RD	DRAWN BY JS	SCALE: As Shown @ A3
	CHECKED BY XX	
	APPROVED BY XX	
DATE XX/XX/XX		



NOTES:

- 1) All dimensions are in metres unless noted otherwise.
- 2) All levels are in metres relative to a local datum.

© Crown copyright and database right 2020. All right reserved. Ordnance Survey Licence number 100023368

TITLE
Principal Inspections & Assessment Package
00021-02 / 2020 Bridge Assessment Package
B8399-050 Lochgoilhead Location Plan

Head of Roads and Infrastructure Services
Jim Smith

DESIGNED BY	NC
DRAWN BY	NC
CHECKED BY	ES
APPROVED BY	ES
DATE	23/06/2020

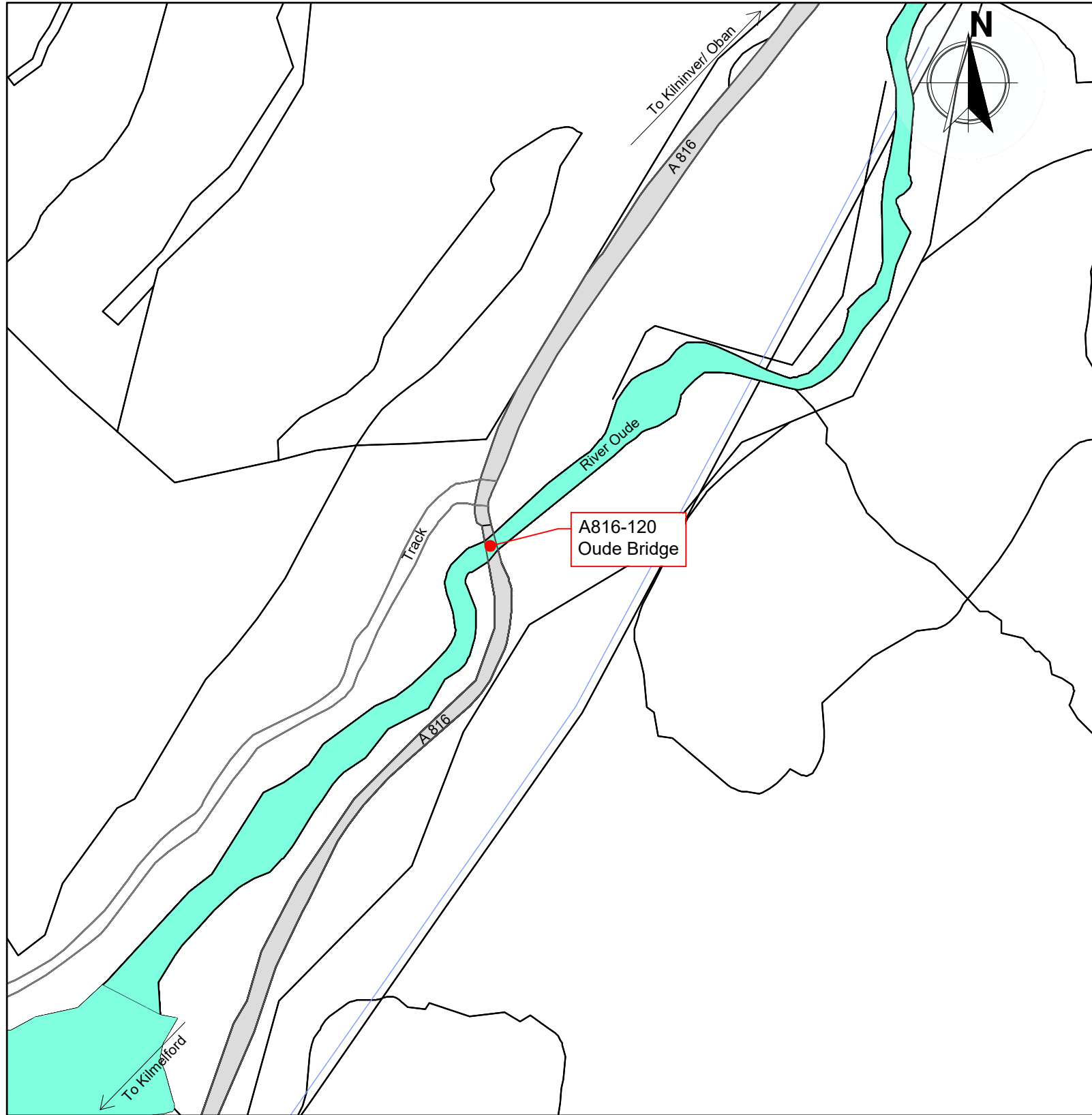
DRAWING NUMBER:
00021-02-2020-004

SCALE:
N.T.S.



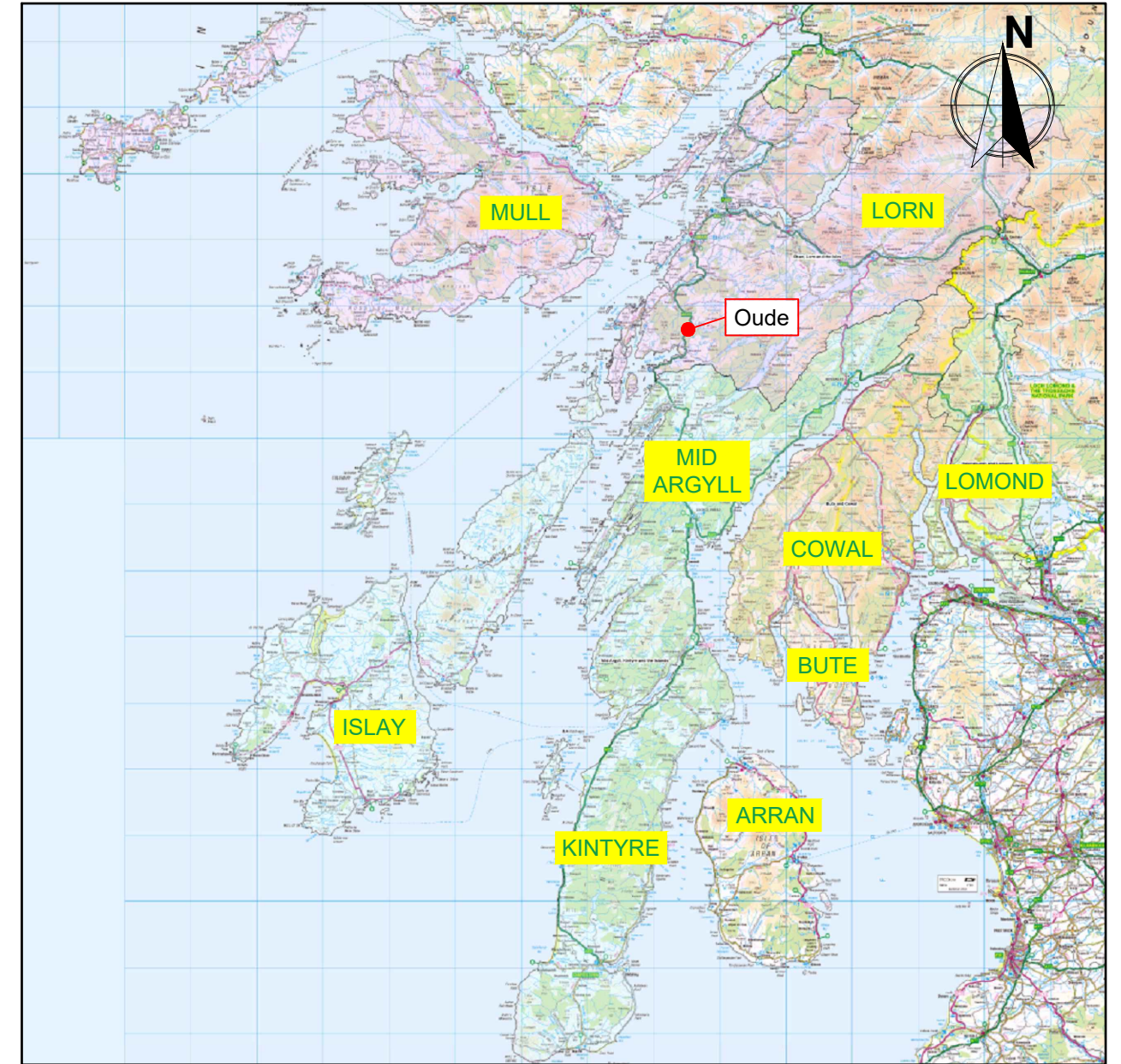
SUFFIX	REVISION	INIT.	DATE	INIT.	DATE
		DESIGNED BY		APPROVED BY	
-	-	-	-	-	-
-	-	-	-	-	-

DESIGN OFFICE,
MANSE BRAE, LOCHGILPHEAD, ARGYLL, PA31 8RD



Location Plan


Scale 1:2,500

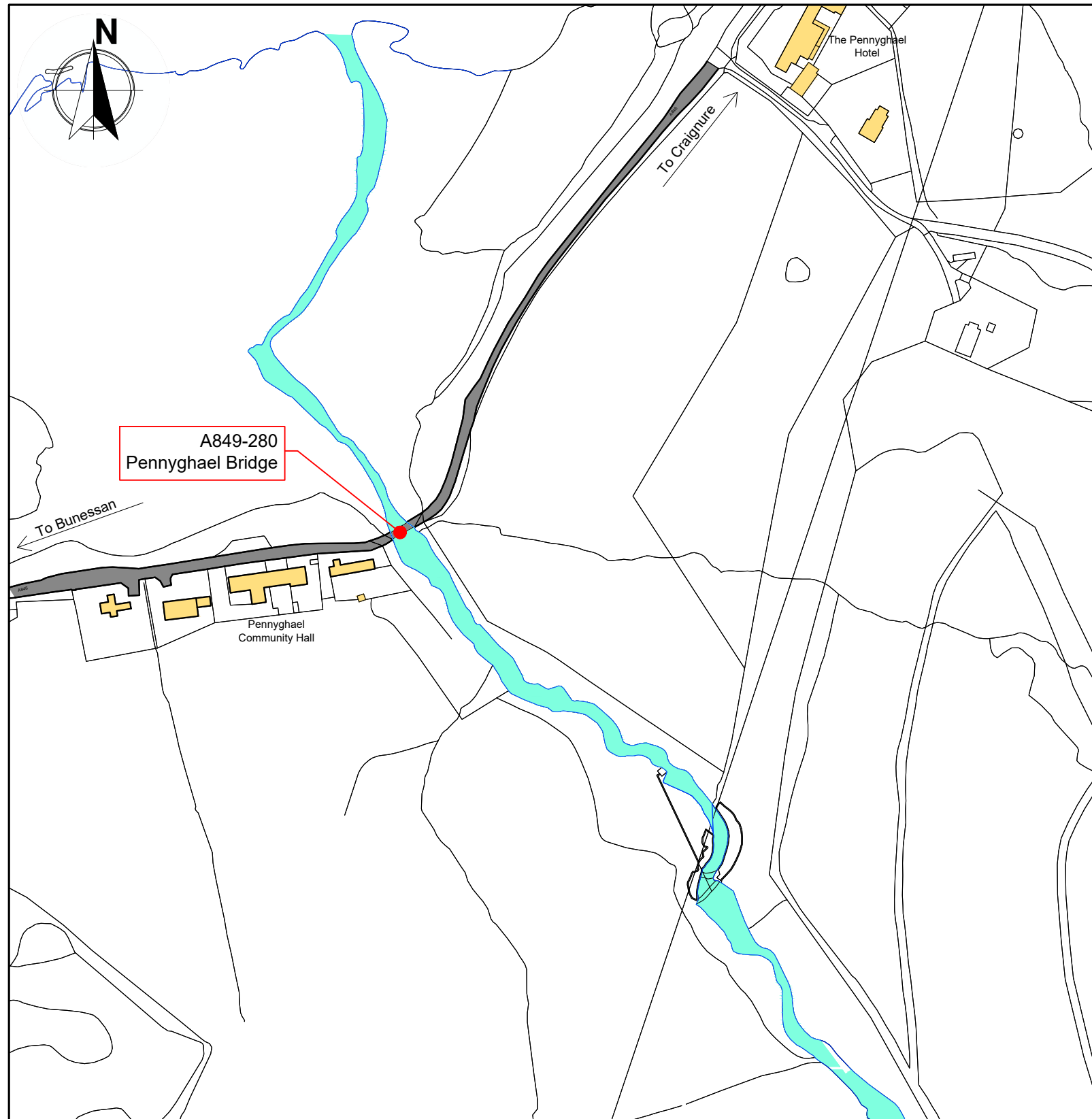


Supplementary Location Plan

Not to Scale

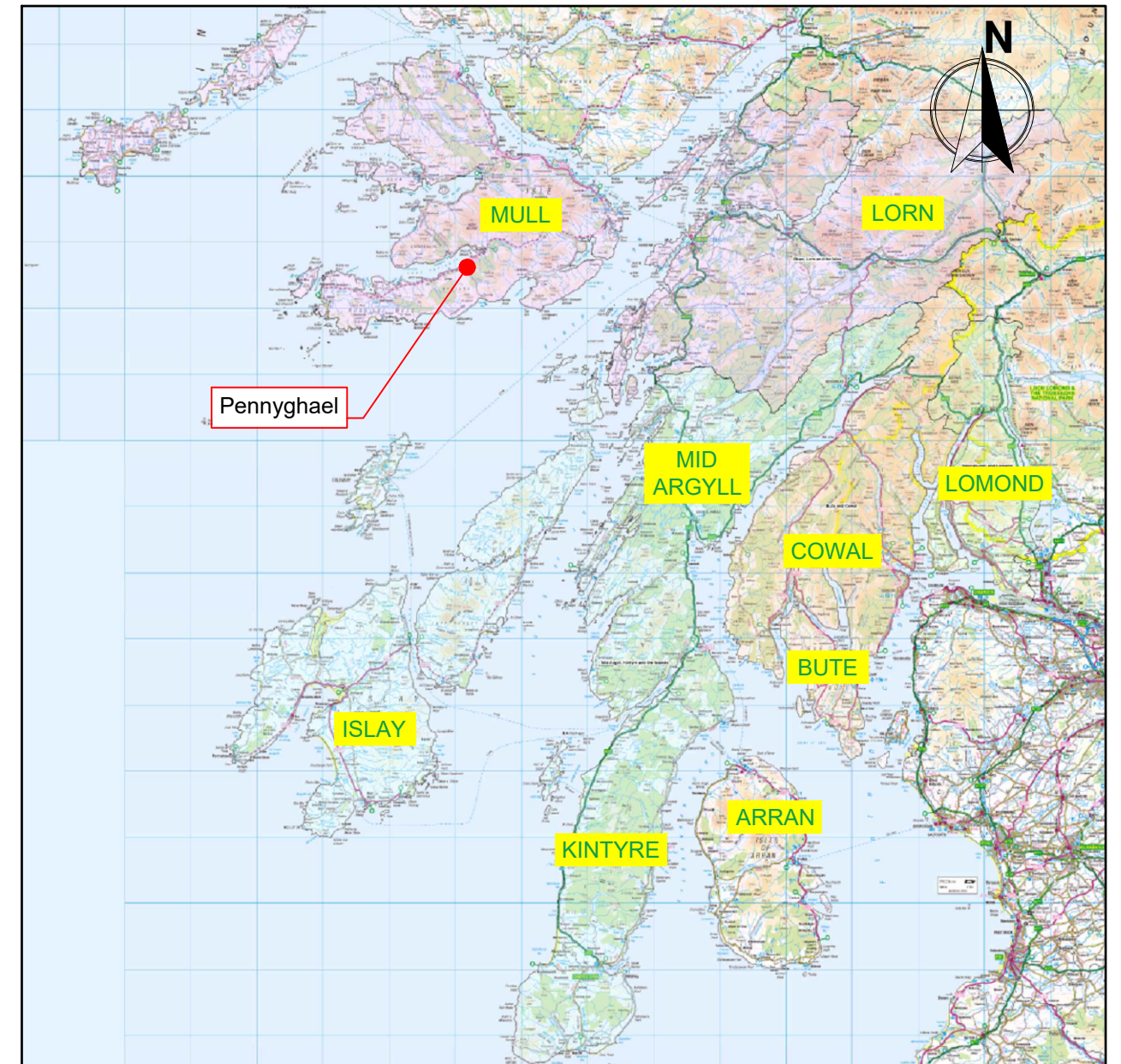
© Crown copyright and database right 2022 All right reserved. Ordnance Survey Licence number 100023368

TITLE A816-120 Oude Bridge Location Plan	Head of Roads and Infrastructure Services Jim Smith		
	DESIGNED BY	ST	DRAWING NUMBER:
	DRAWN BY	ST	A816-120 / 101
	CHECKED BY	JS	SCALE:
	APPROVED BY	XX	As Shown @ A3
INFRASTRUCTURE DESIGN, MANSE BRAE, LOCHGILPHEAD, ARGYLL, PA31 8RD	DATE	xxxx	



Location Plan


Scale 1:2,500

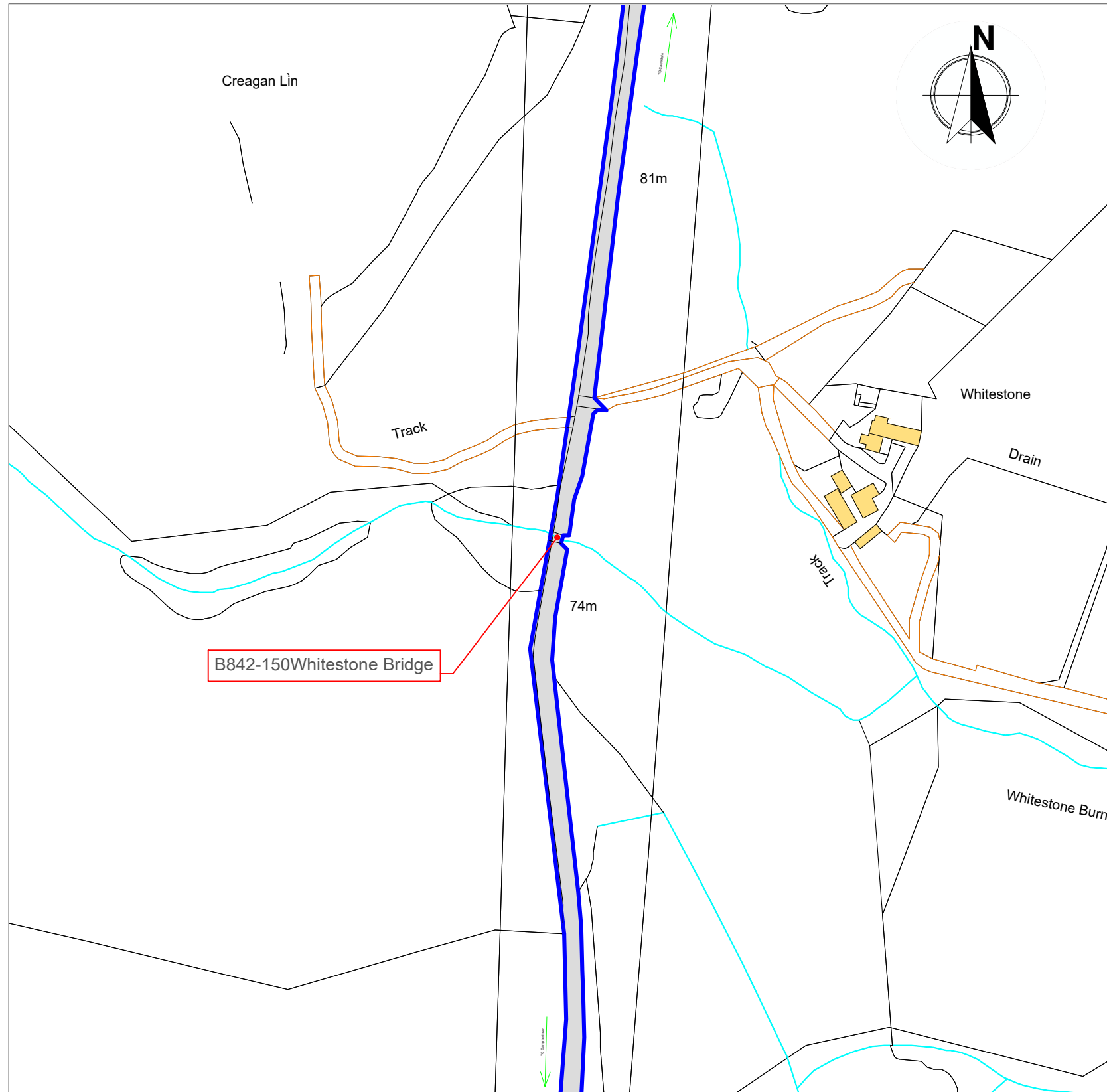


Supplementary Location Plan

Not to Scale



© Crown copyright and database right 2022 All right reserved. Ordnance Survey Licence number 100023368

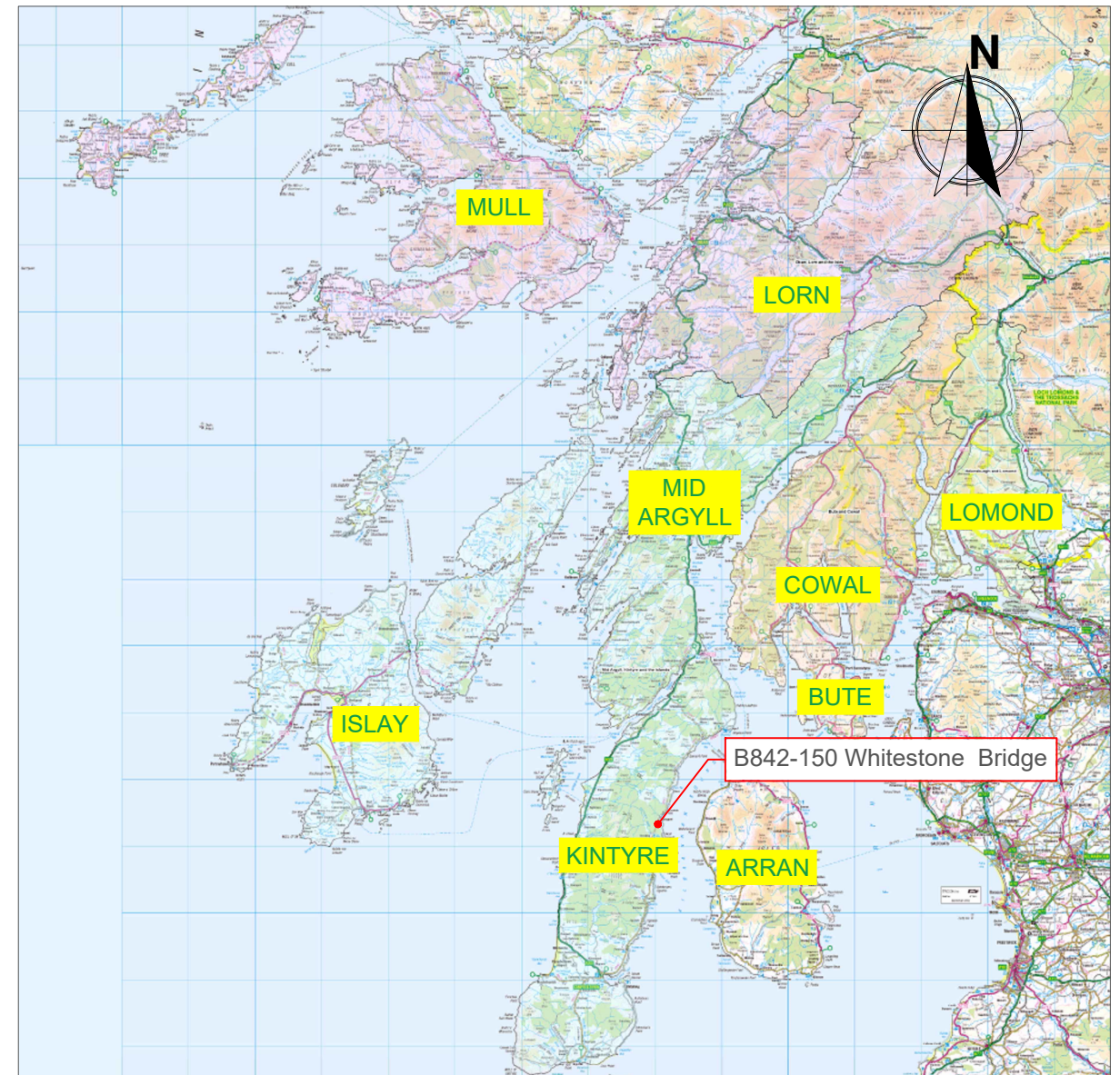
TITLE A846-270 Pennyghael Bridge Location Plan	Head of Roads and Infrastructure Services Jim Smith		
	DESIGNED BY	ST	DRAWING NUMBER:
	DRAWN BY	ST	00019-37 / 101
	CHECKED BY	JS	SCALE:
	APPROVED BY	XX	As Shown @ A3
INFRASTRUCTURE DESIGN, MANSE BRAE, LOCHGILPHEAD, ARGYLL, PA31 8RD	DATE	03/02/2022	



Location Plan

Scale 1:2,500


Key:	
	Argyll and Bute Council's extents of adopted road
	Track or un adopted road



Supplementary Location Plan

Not to Scale

© Crown copyright and database right 2022 All right reserved. Ordnance Survey Licence number 100023368

TITLE		Head of Roads and Infrastructure Services Jim Smith	
B842-150 Whitestone Bridge Location Plan		DESIGNED BY	ST
		DRAWN BY	ST
INFRASTRUCTURE DESIGN, MANSE BRAE, LOCHGILPHEAD, ARGYLL, PA31 8RD		CHECKED BY	xx
		APPROVED BY	xx
DATE	07/03/22	DRAWING NUMBER: 100 / 101	
		SCALE: As Shown @ A3	
			

This page is intentionally left blank

ARGYLL AND BUTE COUNCIL**ENVIRONMENT, DEVELOPMENT
& INFRASTRUCTURE COMMITTEE****ROAD AND INFRASTRUCTURE SERVICES****1 JUNE 2023**

WASTE PPP UPDATE

1.0 EXECUTIVE SUMMARY

- 1.1 The Council has in place a 25 year Waste PPP contract with Renewi which ends in September 2026. The waste PPP contract covers Oban and Lorn, Mid Argyll and Kintyre, Bute and Cowal together with the inner islands. The contract provides a disposal solution for general waste through a Mechanical Biological Treatment (MBT) process, with residual waste being landfilled. The contract also provides a transfer facility and haulage for co-mingled recycling.
- 1.2 Scottish Government are due to introduce a Biodegradable Municipal Waste (BMW) landfill ban from the end of December 2025. The last 9 months of the PPP 25 year contract will not be compliant with the new regulation.
- 1.3 This report provides the Environment, Development and Infrastructure Committee (ED&I) with an update on the Waste PPP, and information relating to the continuation of engagement with Scottish Government regarding the derogation. Further discussion is taking place with Renewi as part of the considerations of the options appraisal (options noted below) reported to ED&I in December 2022.

RECOMMENDATIONS

It is recommended that the Environment, Development and Infrastructure Committee:-

Consider and endorse the content of this report and that further updates will be provided for September ED&I Committee.

ARGYLL AND BUTE COUNCIL

ENVIRONMENT, DEVELOPMENT
& INFRASTRUCTURE COMMITTEE

ROAD AND INFRASTRUCTURE SERVICES

1 JUNE 2023

WASTE PPP UPDATE

2.0 INTRODUCTION

- 2.1 This report provides an update on Waste projects and engagement taking place with Scottish Government and Renewi following report presented to ED&I committee on 1st December 2022.

3.0 RECOMMENDATIONS

- 3.1 Consider and endorse the content of this report and that further updates will be provided for September ED&I Committee.

4.0 DETAIL

- 4.1 The December ED&I report recommended two options for pursuance which are noted below and being progressed by Officers.
- Option 3 – request a time limited derogation from the Scottish Government for the Waste PPP area from 1st January 2026 - September 2026 for the municipal solid waste landfill ban which is due to be implemented from 1st January 2026. The Council has formally written to the Scottish Government regarding this request.
 - Option 4 – commence PPP contract discussions with Renewi (Waste PPP Contractor) regarding landfill ban compliance from 1st January 2026, should a time limited derogation not be granted by The Scottish Government. The Council has commenced such discussions with Renewi and this process is on-going.
- 4.2 Argyll and Bute Council Officers have engaged with Scottish Government officials regarding the request for a 9 month derogation to coincide with the Renewi contract end date of 2nd September 2026.
- 4.3 The Council Leader has been engaging with the relevant Scottish Government Minister to formally discuss the possibility of a time limited derogation. The Council Leader received communication stating that the Minister would meet with the Council Leader and Argyll and Bute Council officials. However, this original arrangement has now changed and

Scottish Government have approached the Scottish Environment Protection Agency (SEPA) asking for their view on the December ED&I report and options appraisal. The purpose of the derogation is to align the introduction of a BMW compliant solution with the natural end of the PPP contract in September 2026, a delay of 9 months.

- 4.4 Regardless of the derogation request being successful or not it is intended that the islands and the Helensburgh and Lomond areas, out with the PPP contract, would become BMW ban compliant from 1 January 2026.
- 4.5 Officers have engaged with Renewi through workshops regarding potential changes to the current contract to be compliant with the landfill ban, this is notwithstanding the infrastructure changes required to accommodate the ban implementation date, Renewi have been advised accordingly and funds set aside for the conversion of the MBT plants at Dalinlongart, Lingerton and Moleigh. The Council has set aside £3.5m for the development of a Waste Transfer Station in Helensburgh and the conversion of three MBT plants at the aforementioned sites to Waste Transfer Stations.
- 4.6 Members should note that we are not in a position to ask for a decision on the options proposed within the December ED&I report until such a time that a decision has been given by either Scottish Government or SEPA regarding the derogation. A further report will be taken to ED&I in September on the position at that time to allow Members to take an informed decision.
- 4.7 Officers continue to progress all Waste related matters and have noted below the next steps that are being taken with regard to the Waste PPP contract.
 - To seek to obtain a derogation from the Scottish Government, of limited term and scope, from the implementation date of 1st January 2026, with officers and the Council's political leadership working together to engage the Scottish Government at officer and Ministerial level in this regard;
 - Continue to engage with Renewi to ensure that there is a suitable alternative for landfill ban compliance should Scottish Government not agree to a derogation;
 - Bring forward a further report to the ED&I committee in September 2023 at which time Members would make a final determination on the aforementioned two points;
 - In the event of a derogation not being forthcoming, the Council engage with Scottish Government to seek funding for this additional burden and the additional high costs which would be incurred by the Council.

5.0 CONCLUSION

- 5.1 In concluding this report, officers will continue to engage with Scottish Government and Renewi to enable a report to be presented to ED&I committee in September 2023. At this time, it is hoped that the authority should have a definitive response on whether a derogation will be made available to us or whether the option is to continue pursuance of compliance with Renewi for the introduction of the BMW landfill ban and alterations made to infrastructure on the three main sites, Dalinlongart, Lingerton and Moleigh.

6.0 IMPLICATIONS

- 6.1 Policy – The council's waste strategy will evolve in line with the changes in legislation relating to the BMW ban of waste to landfill. A derogation will be sought, failing a successful response the current Renewi contract will be varied to comply with legislative changes.
- 6.2 Financial – Compliance with the 2025 Landfill ban will require financial resource and capital funds were set aside as part of the budget in February 2023. As the Scottish Government are initiating the change, we should continue to pursue financial support from the Scottish Government for this change to provide a long-term financially sustainable solution.
- 6.3 Legal – The existing PPP contract was not designed or written to accommodate the changes that the 2025 legislation will require. The contract allows variations to be made although the process is quite cumbersome. There will be legal implications, which will need to be resolved, relating to a contract variation relating to the derogation and/or changes in Renewi's contract.
- 6.4 HR – HR issues will be addressed prior to and during the process of contract handback. Having sufficient resource will factor into the project demands of waste management. TUPE will be relevant at the handback and during the process of progressing to handback should the Council operate the sites themselves.
- 6.5 Fairer Scotland Duty:
- 6.5.1 Equalities - protected characteristics – None
 - 6.5.2 Socio-economic Duty – None
 - 6.5.3 Islands – There may be potential ferry capacity issues for bulking and transporting waste material from islands, this has been highlighted to Transport Scotland.
- 6.6 Climate Change – Transitioning from Landfill to Energy from Waste would result in a reduction in the annual quantity of Greenhouse Gas Generated in Argyll and Bute. However, the additional road miles

incurred taking waste to EFW markets will offset the carbon reductions achieved through not landfilling.

6.7 Risk – There are financial risks associated with no Scottish Government with a derogation. This was noted within the December ED&I report.

6.8 Customer Service – None.

Kirsty Flanagan, Executive Director with responsibility for Road and Infrastructure Services

Jim Smith, Head of Road and Infrastructure Services

Councillor Ross Moreland, Policy Lead for Climate Change and Environment Services

For further information contact:

John Blake - Fleet, Waste & Transport Manager

john.blake@argyll-bute.gov.uk

This page is intentionally left blank

ARGYLL AND BUTE COUNCIL**ENVIRONMENT, DEVELOPMENT AND
INFRASTRUCTURE COMMITTEE****DEVELOPMENT AND ECONOMIC GROWTH****1 JUNE 2023**

PLAN TO DEVELOP AN ACTIVE TRAVEL STRATEGY

1.0 HEADLINES

- 1.1. The Active Travel Strategy will set out the Council's vision and strategy to increase opportunities for residents and visitors to choose to make journeys by physically active means, for example walking or cycling. This will establish the context for the future development of plans for infrastructure to enable and encourage active travel, as well as behaviour change programmes to encourage uptake.
- 1.2. The subsidiary Active Travel Development Plan will set out a prioritised set of actions for both infrastructure and behaviour change projects. The prioritisation will apply the strategic context set in the Active Travel Strategy to a specific set of deliverable projects to ensure the principles established in the Active Travel Strategy are delivered on the ground. It is planned to present the Active Travel Development Plan to each of the four Area Committees for member input at the appropriate point in development.
- 1.3. The Scottish Government has committed to increasing national funding for active travel to 10% of the total transport budget by 2024/25, estimated to be in the region of £320M/annum. However, opportunities to secure a share of this funding are increasingly requiring Local Authorities to demonstrate a relevant and up to date Active Travel Strategy and Delivery Plan as one of the key criteria, a trend which we understand from Transport Scotland is planned to continue.

2.0 RECOMMENDATIONS

- 2.1 It is recommended that Members of the Environment, Development and Infrastructure Committee approve the Strategic Transportation Team within Development and Economic Growth to develop an Active Travel Strategy and subsidiary Active Travel Delivery Plan for future approval.

3.0 DETAIL

- 3.1. The Strategic Transportation Team has successfully secured £9.4M external funding over the past 5 years to develop active travel across Argyll and Bute. Additionally, the staff costs of the 1.7 FTE staff in the team working on active travel are funded via successfully securing highly competitive external challenge funds. There is a limited budget available through a grant from the Scottish Government for Active Travel, which is utilised for match funding.
- 3.2. Funding for active travel has recently been secured from the following sources:
- Cycling Walking and Safer Routes (CWSR). A ring-fenced annual allowance awarded for active travel infrastructure work to each local authority on a per capita basis. This can be used as match funding for the Transport Scotland derived funds or stand-alone to deliver infrastructure. Recently CWSR has supported delivery of the Helensburgh Waterfront Cycleway and cycle parking at Helensburgh Waterfront, Dunoon Castle Gardens access improvements, Colchester Square & Argyll Street pedestrian improvements, Bruchladdich-Port Charlotte Path and Ralston Road/Meadows Avenue Cycleways.
 - Places for Everyone (PfE). Transport Scotland derived funding for construction of new active travel routes which Sustrans are paid to administer. Offers a maximum of 100% of design funding (up to 10% of total project cost) and 70% of construction funding, with 30% required to be secured from non Transport Scotland derived sources. PfE requires repeated highly competitive funding applications for each set of design stages and again for construction (min 3 applications to get to construction), and Sustrans set a very exhaustive list of requirements on the design, design process and level of control they have over each project.
 - Regional Transport Partnerships Active Travel Grant (RATG). Transport Scotland funding pot which is only open to regional transport partnerships. Have secured funding from RATG via both HITRANS and SPT. Recently the RATG has enabled the construction of the segregated cycleways on Ralston Road/Meadows Ave to serve Campbeltown Grammar, Castlehill Primary and Campbeltown Hospital.
 - Smarter Choices Smarter Places (SCSP). Transport Scotland derived funding for behaviour change projects which Paths for All are paid to administer. Offers a maximum of 50% funding in a single financial year towards non-infrastructure projects which are designed to encourage or enable people to choose to walk, cycle or travel sustainably (e.g. public transport). The 50% match funding required can be made up of a maximum of 25% staff time and a minimum of 25% cash, which we currently derive from CWSR. Recently SCSP has enabled the development of the popular Active Travel Smartphone Apps for Bowmore/Islay, Campbeltown, Dunoon, Helensburgh, Oban, Rothesay and Tobermory/Mull.

- Strathclyde Partnership for Transport (SPT) Capital Programme. SPT holds an annual capital programme which we submit annual applications to for projects in the Helensburgh and Lomond area. Recently SPT have supported delivery of sections of Helensburgh-Cardross-Dumbarton Cyclepath, and design of Rosneath and Helensburgh-Garelochhead cyclepaths.
- 3.3. The Scottish Government has committed to increasing national funding for active travel to 10% of the total transport budget by 2024/25, estimated to be in the region of £320M/annum. However, opportunities to secure a share of this funding increasingly require Local Authorities to demonstrate a relevant and up to date Active Travel Strategy (ATS) as one of the key criteria, a trend which we understand from Transport Scotland is expected to continue.
 - 3.4. An increasing number of active travel funding sources are requiring evidence of a robust, relevant and up to date ATS as part of the application process to these highly competitive challenge funds. Transport Scotland, where most active travel funding conduits originally derive from, has stated they plan to require all their funds criteria to require an up-to-date, adopted ATS and Delivery Plan prior to accepting funding applications. To continue to secure external active travel funding, Argyll and Bute Council is now required to develop and adopt an ATS and subsidiary Active Travel Delivery Plan (ATDP).
 - 3.5. The ATS will set out the Council's vision and strategy to increase opportunities for residents and visitors to choose to make journeys by physically active means, for example walking or cycling, and set out clear objectives for success. This will establish the context for the subsequent development of an ATDP which will establish a prioritised programme of infrastructure and behaviour change programmes to enable and encourage uptake of active travel.
 - 3.6. It is forecast that the ATS would be available for approval by summer 2024. This is due to the significant consultation, research and engagement required to develop an ATS, combined with the pressures of existing workloads on very limited staff resources.
 - 3.7. It is forecast that the ATDP would be available for approval by summer 2025. This is due to the significant route identification, prioritisation, consultation and engagement required to develop a robust, deliverable plan, combined with the pressures of existing workloads on very limited staff resources. It is planned to present the ATDP to area committees for member input at the appropriate stage of development.
 - 3.8. Community consultation and engagement is a key element of development of a robust ATS and ATDP. This will provide our communities, residents and businesses with the opportunity to input to the development of the Strategy and guide the forms of active travel interventions which their communities require in future.

- 3.9. An outline programme for development of the ATS (Table 1) and ATDP (Table 2) is below, noting that this is subject to change depending on the limited staff capacity available to develop these important strategic plans.

Table 1: Active Travel Strategy Programme

Action	Period
Review of existing relevant guidance, incl. national, regional and local strategic guidance	2023/24 Q2
Identify range of potential interventions for improvement of Active Travel	2023/24 Q3
Internal key stakeholder engagement on Strategic Guidance Identified and Potential Interventions Identified	2023/24 Q3
Update draft plan based on key stakeholder engagement	2023/24 Q4
Community Engagement	2023/24 Q4
Update draft plan based on community engagement	2024/25 Q1
Approval	2024/25 Q2
Publish Approved Active Travel Strategy	2024/25 Q2

Table 2: Active Travel Delivery Plan Programme

Action	Period
Review existing Active Travel Masterplans / Proposals	2024/25 Q2
Identify potential new active travel routes / interventions	2024/25 Q3
Internal key stakeholder engagement on potential new active travel routes / interventions	2024/25 Q3
Update proposals based on key stakeholder engagement	2024/25 Q4
Community Engagement	2024/25 Q4
Update proposals based on community engagement	2025/26 Q1
Approval	2025/26 Q2
Publish Approved Active Travel Delivery Plan	2025/26 Q2

- 3.10. Funding to support staff time to develop an ATS and ATDP is planned to be secured from external sources. Most external active travel funding sources operate on an annual basis and it is expected separate funding will require to be identified for each financial year, albeit potentially from the same source.
- 3.11. Active travel supports delivery of a range of outcomes. The main of these are identified below.
- SOA outcome 2: We have infrastructure that supports sustainable growth.
 - SOA outcome 5: People live active, healthier and independent lives
 - Climate Emergency Declaration
- 3.12. There is a wide range of guidance relevant to active travel, the main of these are noted in appendix 1.

4.0 CONCLUSION

- 4.1. The development and adoption of a robust Active Travel Strategy (ATS) and subsidiary Active Travel Delivery Plan (ATDP) will provide a basis for development of active travel projects to support our residents and visitors to choose actively, supporting improved health, access to services and economic development.
- 4.2. As an increasingly requested requirement for access to external funds for active travel, the adoption of an ATS and ATDP will enable continued successful securing of funding to improve our communities.

5.0 IMPLICATIONS

- 5.1. Policy Development of an Active Travel Strategy will support the Council's SOA outcomes 2: We have infrastructure that supports sustainable growth and 5: People live active, healthier and independent lives. The project also supports achievement of the Scottish Government's objectives set out in the Cycling Action Plan for Scotland (CAPS) and Let's Get Scotland Walking - The National Walking Strategy.
- 5.2. Financial The development of an Active Travel Strategy will not require any financial support from Argyll and Bute Council. Costs will be funded from external funding sources.
- 5.3. Legal None
- 5.4. HR None.
- 5.5. Fairer Scotland Duty:
 - 5.5.1 Equalities – Protected Characteristics The Active Travel Strategy will be accompanied by a socio and economic impact assessment.
 - 5.5.2 Socio-economic Duty Creation of an Active Travel Strategy will support development of projects to enable our residents and visitors to travel more sustainably and actively which will help reduce transport and fuel poverty and improve access to essential services. Evidence indicates individuals who choose to travel actively have a higher annual spend in local businesses.
 - 6.5.3 Islands The Active Travel Strategy will include all islands within Argyll and Bute on an equal basis as the

mainland.

- 5.6. Climate Change Active Travel is the least carbon intensive mode of travel. The Active Travel Strategy will provide the context for development of new opportunities for residents and visitors to consider an alternative to having to use a private car to travel which will help lower Argyll and Bute's carbon footprint.
- 5.7. Risk There is a reputational risk to the Council if continued improvements to opportunities to choose to travel actively are not delivered.
- 5.8. Customer Services None.

Executive Director of Development and Infrastructure, Kirsty Flanagan

Head of Development and Economic Growth, Fergus Murray

Policy Lead for Roads and Transport, Councillor Andrew Kain

May 2023

For further information contact:

Colin Young, Strategic Transportation Delivery Officer
Colin.Young@argyll-bute.gov.uk

Appendix 1 – Active Travel Guidance

APPENDIX 1 – ACTIVE TRAVEL GUIDANCE

Relevant local guidance:

- Road Asset Management Plan
- Local Development Plan / Local Development Plan 2
- Economic Strategy

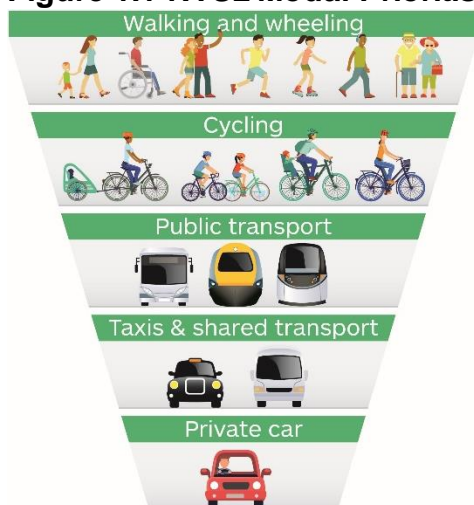
Relevant regional guidance:

- SPT Regional Transport Strategy
- SPT Regional Active Travel Plan
- HITRANS Regional Transport Strategy
- HITRANS Regional Active Travel Plan
- NHS Argyll Activity Plan

Relevant national guidance:

- National Transport Strategy 2
- Cycling Framework and Delivery Plan for Active Travel in Scotland 2022-2030
- Let's get Scotland Walking – The National Walking Strategy
- Scotland's Road Safety Framework to 2030
- Update to the Climate Change Plan 2018 – 2032
- Climate Ready Scotland: climate change adaptation programme 2019 – 2024
- Climate Change Plan: third report on proposals and policies 2018-2032
- National Planning Framework 4
- Public Health Priorities for Scotland
- Cleaner Air for Scotland 2
- A Connected Scotland: our strategy for tackling social isolation and loneliness and building stronger social connections
- Decarbonising the Scottish transport sector
- A More Active Scotland: Scotland's Physical Activity Delivery Plan
- Cycle by Design
- Active Travel Framework
- Fairer Scotland Duty
- Scotland's Economic Strategy
- Strategic Transportation Projects Review 2 (STPR 2)
- Public Health Scotland Strategic Plan 2022 – 2025

The Scottish Government's National Transport Strategy 2 (NTS2), published Feb 2020 establishes a hierarchy of transport modes, which places active travel modes (walking, wheeling and cycling) at the top of the modal priorities, as shown in **Figure 1.1**.

Figure 1.1 NTS2 Modal Prioritisation

Transport Scotland has recently published draft guidance on the preparation of an Active Travel Strategy, this is available at www.transport.gov.scot/publication/active-travel-strategies-guidance-for-completion/

Transport Scotland's Active Travel Strategy Guidance identifies a number of suggested barriers to uptake of active travel and interventions to address common barriers, see figure 1.2. It is important to tailor interventions to local circumstances and identified barriers, which will be considered through development of the ATS and ATDP.

Figure 1.2 Barrier to and interventions to address uptake of active travel

Barriers		Interventions	
Social & physical barriers to walking		Led walking groups	
Cost of owning and maintaining a cycle		Measures to increase access to cycles, which could include:	Develop public cycle hire schemes on a scale relevant to the area
			Free cycles for school children, a pilot project which will be rolled out as a national scheme
			Cycle loan / library schemes, including adapted cycles and cargo bikes
			Promotion of Cycle to Work scheme
		Cycle recycling and re-use	
Cycle storage space / theft		Increasing secure cycle parking and storage at key destinations and in residential areas	
Distance too far to cycle, hilliness and/ or fitness		Measures to increase access to electric cycles will extend range and overcome these barriers for some people	
Inability to cycle safely		Cycle training	Bikeability Scotland training for all children
			Targeted offer of Essential Cycle Skills training for adults and families
Quality / inaccessibility of		Area-based accessibility audits with targeted improvements	

<p>the pedestrian environment; fear of slips, trips and falls</p>	<p>The quality of the built environment disproportionately prevents people who identify with certain protected characteristics (including disabled people, children and elderly) from walking or wheeling. It can also prevent people from being able to access public transport.</p> <p>Often many small changes need to be made in an area to create good conditions for walking and wheeling. Audits are a good way to identify and prioritise necessary improvements.</p> <p>Common issues and potential solutions have been reviewed by Living Streets through a nationwide study. Both detailed design and wider issues such as dominance of parking in the streetscape and passive surveillance are important issues to address to enable walking and wheeling</p>
<p>Traffic-related safety and personal security</p>	<p>On-road cycle networks, primarily composed of protected cycle lanes on main roads, in all large towns and cities</p> <p>Cycle lanes physically separated from traffic improve safety and being in the street environment provides greater passive surveillance, compared to paths remote from the road, addressing personal security concerns.</p> <p>These networks are likely to include Active Freeways, high-quality direct active travel routes, segregated from traffic, along main roads in large urban areas (both radial and other high-demand corridors) that connect outlying neighbourhoods to city/town centres and other important destinations.</p> <p>Where cycleways are constructed, it is recommended to incorporate complementary improvements for walking and wheeling on the same streets.</p>
<p>Traffic-related safety</p>	<p>Plan strategic expansions to green path networks that are suitable for walking, wheeling and cycling, connecting communities in urban and rural areas.</p> <p>Greened path networks can help achieve different outcomes to onroad cycle networks, so both types of interventions are needed.</p>

	<p>Creating greened path networks provide active travel options which address traffic-related safety.</p> <p>Where they are remote from the road network they can provide beneficial access to greenspace, help improve mental health and create leisure and tourism opportunities.</p> <p>However, they often lack passive surveillance and are perceived as poor for personal security, particularly in hours of darkness, by many people.</p> <p>Path networks can provide vital connections between communities. Some paths may be designated as part of the National Cycle Network</p>
<p>Neighbourhood traffic-related safety</p>	<p>Measures to reduce traffic volumes</p> <p>Conversion of residential areas to Low Traffic Neighbourhoods to reduce through traffic volumes, making streets safer and more appealing to walk, wheel and cycle, using a package of one-way streets and modal filters.</p> <p>The space freed up can create opportunities for place-making, such as adding greenery, seating, art and play spaces. These changes to streets should be co-designed with communities following the Place Principle.</p> <p>Low Traffic Neighbourhoods will also make it safer for children to walk, wheel and cycle to school.</p>
<p>Lack of awareness of support and infrastructure available to enable travelling actively</p>	<p>Develop a behaviour change strategy tailored to individuals and your local area</p> <p>While some general information for the local population is needed, approaches need to be tailored and targeted to specific segments of the population in order to be most effective at changing behaviour. Blanket marketing campaigns on the benefits of active travel are less likely to lead to significant changes in behaviour.</p> <p>Personal Travel Planning is a way to provide targeted information, incentives and motivation directly to individuals to help them make more sustainable travel choices.</p>
<p>Parked motor vehicles</p>	<p>Enforcement of forthcoming pavement parking regulations</p>

preventing people using pavements		
Traffic-related safety	Speed limit reductions including	Implementation of 20 mph speed limits in villages, towns and cities
		Reducing the speed limit of selected minor rural roads to enable more walking, wheeling and cycling, as part of a network approach
	Limiting street access to walking, wheeling and cycling	Implementation of School Streets, time-limited prohibitions to motor traffic on streets adjacent to schools
		Pedestrianisation of streets, retaining access by cycling

Source: Active Travel Strategy Guidance, Transport Scotland, 2023

This page is intentionally left blank

ARGYLL AND BUTE COUNCIL

ENVIRONMENT, DEVELOPMENT AND
INFRASTRUCTURE COMMITTEE

DEVELOPMENT AND ECONOMIC GROWTH

1 JUNE 2023

ARGYLL AND BUTE UK SHARED PROSPERITY FUND INVESTMENT PLAN – UPDATE

1.0 HEADLINES

- 1.1 The purpose of this paper is to provide members of the Environment, Development and Infrastructure Committee with an update on the delivery of the Argyll and Bute UK Shared Prosperity Fund (UKSPF) Investment Plan.
- 1.2 As the UKSPF is a successor to the previous EU structural funds, it is viewed as a central pillar of the UK Government's Levelling Up agenda. The overarching aim of the UKSPF is to build pride in place and increase life chances across the UK.
- 1.3 The project / programme activities outlined in the Argyll and Bute UKSPF Investment Plan are all aligned to three key investment priorities communities and place; supporting local business; and people and skills, where each priority has predefined interventions, outputs and outcomes. In addition to core UKSPF monies, the investment plan includes a focus on ring-fenced 'Multiply' funding to support the delivery of an area-based adult numeracy programme. This plan was endorsed by the local MP for Argyll and Bute and approved by the Council's Policy and Resources Committee on 11th August 2022 (as agreed at the Argyll and Bute Council meeting on 30th June 2022).
- 1.4 Argyll and Bute Council received an allocation from the UKSPF of just under £4.5m. The Argyll and Bute Council UKSPF allocations to support delivery over three financial years, specifically the final three months of 2022-23 and the next two financial years, 2023-24 and 2024-25, until the end of March 2025 are outlined in **Table 1**. A list of the projects that will be funded are summarised in **Appendix 1, Tables, 1a, 1b and 1c**.
- 1.5 The Argyll and Bute UKSPF Investment Plan was submitted to the UK Government on the 12th August 2022. Approval was subject to delay, with formal notification of its approval provided on 5th December 2022. Given that activity has been limited for the first year, it has been agreed that all 2022/23 allocations can be accrued into 2023/24.

2.0 RECOMMENDATIONS

- 2.1 It is recommended that Members of the Environment, Development and Infrastructure Committee consider the content of this update.

3.0 DETAILS

Background

- 3.1 The overarching aim of the UKSPF is to build pride in place and increase life chances across the UK. This encompasses four levelling up objectives and three investment priorities.

The levelling up objectives are:

- Boost productivity, pay, jobs and living standards by growing the private sector, especially in those places where they are lagging;
- Spread opportunities and improve public services, especially in those places where they are weakest;
- Restore a sense of community, local pride and belonging, especially in those places where they have been lost; and
- Empower local leaders and communities, especially in those places lacking local agency.

The three investment priorities are:

- Communities and place;
- Supporting local business; and
- People and skills (which includes a ring-fenced allocation for the Multiply programme.)

- 3.2 A detailed summary of the Argyll and Bute allocation is outlined in **Table 1** overleaf complete with the proposed 4% administration fee for overall fund delivery, minimum capital spend per year and the percentages of the allocation by year with the largest allocation for core UKSPF in 2024-25. As noted, due to the delay in the approval of plans across the UK, all unspent allocations for 2022/23 can now be accrued into 2023/24.

Table 1: Argyll and Bute UKSPF Allocation				
	2022/23	2023/24	2024/25	Total allocation
In-year allocations (%) Core UKSPF	12.1%	24.3%	63.6%	
Core UKSPF - Includes Admin	£451,343	£902,686	£2,365,038	£3,719,067
In-year allocations (%) Multiply	30.2%	34.9%	34.9%	
*Multiply	£234,698	£270,806	£270,806	£776,310
Total	£686,041	£1,173,492	£2,365,844	£4,495,377
4% of total: admin fee - fund delivery	£27,442	£46,940	£105,434	£179,815
In-year allocations (%) capital	10.4%	12.5%	17.9%	
Capital: minimum spend of total Core UKSPF only, not Multiply	£46,940	£112,836	£423,342	£583,117
Available allocation (exc. admin)	2022/23	2023/24	2024/25	Total allocation
Core UKSPF	£433,289	£866,579	£2,270,436	£3,570,304
Multiply	£225,310	£259,974	£259,974	£745,258

* Multiply is an adult numeracy programme, which will support people with no or low-level maths skills get back into work. Local courses currently delivered by UHI Argyll. Positive about Maths and Positive about Money (see Appendix 1, Table 1c).

N.B. Figures subject to rounding

Current Progress

- 3.3 There are 19 interventions (projects) under the Core UKSPF. All have begun planning with five started delivery. All interventions are expected to have commenced by June 2023.
- 3.4 Multiply has three interventions at present with one underway. A procurement exercise for the balance of the funding will take place in June with delivery expected to commence in August 2023.
- 3.5 Due to the late announcement of approval of the fund, spend for the 2022/23 allocation is minimal. A report has been submitted to the UK Government which includes a plan to allow the balance of the funds to be carried into 2023/24. It is unclear at the moment how long this process will take before a decision is made.

4.0 CONCLUSION

- 4.1 The purpose of this paper is to provide Committee with an update on the delivery of the Argyll and Bute UK Shared Prosperity Fund (UKSPF) Investment Plan.
- 4.2 The Argyll and Bute UKSPF Investment Plan has been developed and prepared, with all interventions to be underway by June 2023, in conjunction with internal council colleagues and local partners/stakeholders.
- 4.3 It is hoped that the activity delivered for our communities, businesses and

residents through this UKSPF allocation will help to level up opportunities and growth across with whole of Argyll and Bute.

5.0 IMPLICATIONS

- 5.1 Policy - this project aligns with the proposals set the UKSPF [full prospectus](#)
- 5.2 Financial - Argyll and Bute Council has been given an allocation of just under £4.5m from the UKSPF to be spent by the end of March 2025. This is accompanied by £20k of capacity funding to assist in the development and preparation of the investment plan and the ability to use up to 4% of the allocation per annum to fund administration support for the overall delivery of the Argyll and Bute UKSPF Investment Plan.
- 5.3 Legal - all appropriate legal implications will be taken into consideration.
- 5.4 HR - given the revenue nature of this fund, staffing requirements have been built in to deliver the predefined interventions, outputs and outcomes. A staff resource within Economic Growth has been secured and filled (through a competitive interview process) to assist in the administration, monitoring and evaluation the overall delivery of the Argyll and Bute UKSPF Investment Plan.
- 5.5 Fairer Scotland Duty - the Fairer Scotland Duty, Part 1 of the Equality Act 2010, came into force in April 2018. The duty places a legal responsibility on particular public bodies in Scotland, such as Argyll and Bute Council, to pay due regard to (actively consider) how they can reduce inequalities of outcome, caused by socio-economic disadvantage, when making strategic decisions and how this has been implemented.
 - 5.5.1 Equalities - all activities will comply with all Equal Opportunities/Fairer Scotland Duty policies and obligations.
 - 5.5.2 Socio-economic Duty - all project activities will comply with the council's socio-economic duty.
 - 5.5.3 Islands - interventions under the UKSPF will be delivered across the Argyll and Bute area, including island communities.
- 5.6 Climate Change – there are a number of net zero and climate resilience interventions across all the UKSPF investment priorities.
- 5.7 Risk – if Argyll and Bute UKSPF Investment Plan monies are unable to be spent in full, the money may need to be returned. Key discussions will be undertaken with the UK Government contacts throughout the duration of the plan's delivery to ensure the allocation remains and is spent within Argyll and Bute.
- 5.8 Customer Service – None.

Kirsty Flanagan, Executive Director responsible for Development and Economic Growth

2nd May 2023

Policy Lead for Strategic Development – Councillor Robin Currie

For further information contact

Ishabel Bremner, Economic Growth Manager, ishabel.bremner@argyll-bute.gov.uk

Mary Simpson, Senior Development Officer, Economic Growth, mary.simpson@argyll-bute.gov.uk

APPENDIX 1: TABLES 1A, 1B AND 1C

Table 1a: Proposed UK Shared Prosperity Fund (UKSPF) Project Interventions across Argyll and Bute, 2022/23 to 2024/25

Communities and Place

<u>Organisation</u>	<u>Project Intervention</u>	<u>Total Project Cost (£)</u> <u>(exc. admin)</u>
Argyll & the Isles Tourism Co-operative (AITC)	Tourism Marketing Support: design and execution of marketing campaigns to deliver increased visitor numbers, improved visitor economy and benefit local businesses. Argyll and Bute wide. (S7)	£155,000
Community Development – Argyll and Bute Council.	Community Planning Partnership Climate Change Working Group: building capacity in communities, including peer support for community organisations and funding to support community projects with a focus on climate change. Bring communities together to share best practice in community action for climate change, raise volunteer numbers and support wider influence of actions locally and across Argyll and Bute. Argyll and Bute wide. (S8)	£60,000
Community Development – Argyll and Bute Council.	Extension of Shaping Places for Wellbeing support: to take forward needs identified and improve community cohesion, place and wellbeing. Shaping Places for Wellbeing is an innovative partnership project to inform systems change to address better health and wellbeing. There is a project worker in place that, with the funds provided through this, could add value by being able to deliver community based changes to improve community and place such as: improved perception of the area; community notice boards, active travel promotion. Argyll and Bute wide. (S9)	£5,000

Projects and Regeneration – Argyll and Bute Council	Vibrant and Living Places: to support a small scale place based investment and town centre fund (possibly including shop front improvements and development of digital apps), pocket parks and green spaces including stalled spaces, and restoring historic features, heritage, arts and cultural small scale projects (including public art). Argyll and Bute wide. (S9)	£304,262
Revenue and Benefits – Argyll and Bute Council	Extension of Flexible Food Fund: providing short term grants to people struggling with the cost of living crisis, advice and skills support and referral to partners. Argyll and Bute Council is working with third sector organisations, Bute Advice Centre and the Argyll, Lomond and the Islands energy advice group (ALlenergy) to provide short-term grant funding to people who are struggling due to the cost of living crisis and increased fuel costs based on the minimum income standard with a rural uplift. Customers are offered a second grant payment if they engage with the advice services available such as benefits maximisation, budgeting skills, money and debt advice. In addition a referral is made to ALlEnergy and fuel debt relief, fuel poverty advice, behavioural change, the purchase of white goods and the provision of fuel vouchers can all be arranged. Argyll and Bute wide. (S10)	£408,000
Community Development – Argyll and Bute Council.	Community Hubs: to increase digital capacity and skills in communities, alongside community asset improvements. Development of hubs which support community organisations and volunteers to come together to share best practice, ideas and increase capacity and resilience. Argyll and Bute wide. (S12)	£81,750
Revenue and Benefits – Argyll and Bute Council	Pre-loved School Uniform project: supporting an eco-friendly re-used school uniform bank. Argyll and Bute wide. (S13)	£140,000
<u>Sub-total allocation for Communities and Place</u>		<u>£1,154,012</u>

Table 1b: Proposed UK Shared Prosperity Fund (UKSPF) Project Interventions across Argyll and Bute, 2022/23 to 2024/25

Supporting Local Businesses

<u>Organisation</u>	<u>Project Intervention</u>	<u>Total Project Cost (£)</u> <u>(exc. admin)</u>
Argyll & the Isles Tourism Co-operative (AITC)	Tourism Sector Support: improved digital infrastructure for data monitoring, evaluation & visitor bookability. Argyll and Bute wide. (S14)	£45,000
Scottish Association for Marine Science (SAMS)	<p>Scientific Robotics Academy: Based on the early success and positive feedback of the recently established and launched Seaweed Academy at the Scottish Association for Marine Science (SAMS), the potential has been identified for the creation of a similar model to be developed to create a Scientific Robotics Academy at SAMS.</p> <p>This would build on the broad range of skills and equipment developed and used at the Scottish Marine Robotics Facility (https://www.sams.ac.uk/facilities/robotics/) and which are used for various scientific research missions.</p> <p>This will address needs across the scientific research community, including environmental and climate change research, offering training and skills to a broad range of users and interested parties, as well as the development of new technology.</p> <p>The academy would have the potential to offer winter month training, suitable for researchers training to operate in harsh and remote environments. This in turn would provide benefits to the local economy by generating business in the area off-season, Argyll and Bute wide, nationally and internationally. (S15)</p>	£299,900
Highlands and Islands Enterprise (HIE)	Innovation Support Service: providing expert advice and capability reviews to help SMEs create innovation plans. Argyll and Bute wide. S16)	£100,000

InspirAlba (consortium)	Graduate Apprenticeship Opportunities in the Third Sector: pilot subsidised employment costs for social enterprises for one year (S22)	£71,154
Highlands and Islands Enterprise (HIE)	Graduate Placement Programme: providing graduate placement grants covering staff, training and travel costs. Argyll and Bute wide. (S26)	£180,000
Business Gateway – Argyll and Bute Council	Business Support Package for local SMEs: providing enhanced start-up, recovery and growth support comprising grants, specialist advice and intensive support programmes. Grants could include costs for trade fair, accreditation, training, digital development, carbon reduction, innovation, R&D, exporting, wage subsidy for new employee and graduate placements. Specialist advice topics could include HR, marketing, digital, finance, tax, PR, procurement/supply chain development, business strategy, exporting/Importing, innovation, intellectual property, net zero. Argyll and Bute wide. (S29)	£454,099
<u>Sub-total allocation for Supporting Local Businesses</u>		<u>£1,150,153</u>

Table 1c: Proposed UK Shared Prosperity Fund (UKSPF) Project Interventions across Argyll and Bute, 2022/23 to 2024/25

People and Skills

Organisation	Project Intervention	Total Project Cost (£) (exc. admin)
Live Argyll	Adult Literacy and Numeracy Programme: cohesive locally tailored support for those furthest from the labour market providing access to literacy and numeracy skills, with pathways into employability support and mentoring. Argyll and Bute wide. (S31)	£165,560
Education – Argyll and Bute Council	Expansion of the Wider Achievement Programme: for all secondary schools, providing support to assist vulnerable school leavers into employment via skills-based volunteering as part of an enhanced curriculum. Argyll and Bute wide. (S33)	£125,000
Employability – Argyll and Bute Council	Pre-Employability Support Programme Work Placements: providing individually tailored paid work placements. Argyll and Bute wide. (S33)	£402,489
Third Sector Interface (TSI) Argyll and Bute	Positive Destinations Programme: providing support for young people leaving care with no positive destination, those with a learning disability, those leaving the criminal justice system, support to boost confidence for those who have been economically inactive and support for those who require assistance in determining suitable employment or training pathways. Argyll and Bute wide. (S33)	£137,475
Employability – Argyll and Bute Council	Pre-Employability Support Programme Training: providing access to funded training courses. Argyll and Bute wide. (S35)	£97,765

InspirAlba (consortium)	Supported Employment Experience in the Third Sector: intermediate labour market support for those not in employment, offering a waged employment experience, training, and support to participant and third sector employer. Argyll and Bute wide. (S35)	£336,850
Procured UHI Argyll – 2022/23 To be procured for 2023/24 to 2024/25 Awarded Live Argyll £210,716 for Adult Numeracy Programme	Multiply interventions to be commissioned with a particular focus on courses for parents wanting to increase their numeracy skills in order to help their children, and help with their own progression (S43) and courses designed to help people use numeracy to manage their money (S49). Argyll and Bute wide.	£759,700
<u>Sub-total allocation for People and Skills</u>		£2,024,839

This page is intentionally left blank

ARGYLL AND BUTE COUNCIL**ENVIRONMENT, DEVELOPMENT AND
INFRASTRUCTURE COMMITTEE****DEVELOPMENT AND ECONOMIC GROWTH****1 JUNE 2023**

REFRESH OF ARGYLL AND BUTE ECONOMIC STRATEGY: 2019 – 2023: 2024 – 2029

1.0 HEADLINES

- 1.1 The purpose of this paper is to provide Committee with an update on the requirement to develop a new Argyll and Bute Council Economic Strategy from 2023.
- 1.2 A refreshed economic strategy must be ambitious for our area, focused on priority actions, inclusive and developed from a solid and defensible evidence base.
- 1.3 This paper provides detail on the relevant context, proposed governance arrangements, scope and process of work, including community and business engagement and consultation proposals, funding and associated timelines.

2.0 RECOMMENDATIONS

- 2.1 It is recommended that Members of the Environment, Development and Infrastructure Committee:-
 - Note and consider the content of this paper; and
 - Provide commentary on the scope, process, including community and business engagement, associated with revising the current economic strategy.

3.0 DETAIL

Background and Strategic Context

- 3.1 A refreshed Argyll and Bute economic strategy must be ambitious for our area, focused on priority actions, inclusive and developed from a solid and defensible evidence base. Continued focus is required on the medium to longer-term (next five to ten years) economic and social recovery agenda for Argyll and Bute in response to the economic shocks of the last three years. In particular, the pandemic, EU Exit and the cost of living, including the cost of doing business, crises. The strategy should be forward looking, with a place-based and business/person centred approach, to secure a fair, inclusive, and a prosperous

future for the area, more resilient to external factors including the rapid advances in technology and increasing impacts of climate change.

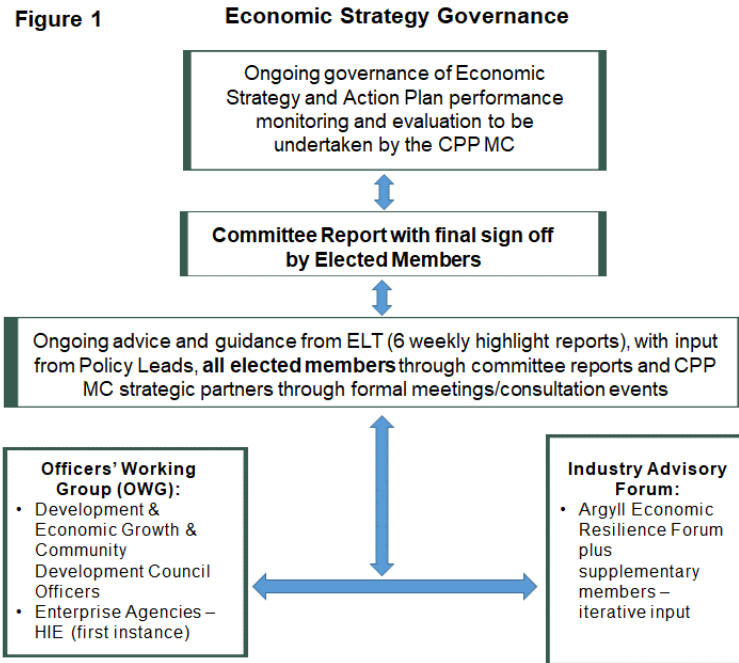
- 3.2 The need for collaboration and the interplay between economy, environment and community has never been stronger. Argyll and Bute is particularly well placed to benefit from the potential of the area's natural capital resources and the role it can play in providing green jobs and achieving net zero across key industries.
- 3.3 The new Argyll and Bute Council Economic Strategy will be prepared with a strong focus on collaboration and a joined-up approach, working closely with the Community Development Team who are currently revising the Local Outcome Improvement Plan (LOIP) on behalf of the Argyll and Bute CPP, partner agencies and stakeholders across Argyll and Bute and externally.
- 3.4 Highlands and Islands Enterprise (HIE) is also reviewing its strategy. HIE has been invited to assist in the development of this strategy as a critical delivery partner to ensure synergies and complementary of the strategic direction and associated actions within the HIE Strategy. The outcome will be the development of a deliverable strategy and an associated Action Plan matched to the available resources that will generate the desired impact.
- 3.5 To align with the development of partner agency strategies, such as the current refresh of the HIE Strategy, it is suggested that the strategy will provide a framework for a five-year period, with recognition that priorities will flex in response to socio-economic conditions.
- 3.6 Furthermore, the refreshed economic strategy will need to complement and pay due consideration to:
 - Findings, and learning points made through the Economic Strategy 2019-2023 Scrutiny Review by the Audit and Scrutiny Committee, March 2021;
 - The current Community Planning Partnership (CPP) strategic review exercise to revise the Argyll and Bute Local Outcome Improvement Plan (LOIP), 2013-2023;
 - Wellbeing economy approach, which is based on the principles of resilience, sustainability, equality and prosperity. It emphasises that the economy is a means to improved health and collective wellbeing – not an end in itself. In this context it will be necessary to look beyond traditional, narrow measurements of economic performance such as GDP, to prioritise greater wellbeing, sustainability and equality, with alignment to the Scottish Government's national [Wellbeing Economy Monitor](#) (published in June 2022) to track Scotland's progress on its transition to a wellbeing economy;
 - The overarching vision of the current Economic Strategy, Argyll and Bute Council Corporate Plan, including the Administration's priorities, the Argyll and Bute LOIP and for the Rural Growth Deal proposals is that *Argyll and Bute's economic success is built on a growing population*;

- The Argyll and Bute COVID-19 Recovery Plan and associated action plan <https://www.argyll-bute.gov.uk/news/2020/dec/plan-agreed-argyll-and-bute%E2%80%99s-recovery> which outlines the local authority themes and action areas from moving on from the pandemic and shaping the new normal;
- Argyll and Bute Council's strategic priorities, partner agency regional strategies including Highlands and Islands Enterprise (HIE), Scottish Enterprise (SE) Visit Scotland (VS) and Skills Development Scotland (SDS), with some operationalisation of these at an Argyll and Bute level;
- Specific sector strategies such as the Argyll and the Islands Strategic Tourism Partnership strategy 2022 – 2025 <https://www.wildaboutargyll.co.uk/media/7810/visitor-economy-recovery-and-growth-strategy-2022-2025.pdf> and a new Food and Drink Strategy to be published shortly;
- The research work, complete with data gathering, on the Argyll and Bute re-population zones/pilots that has been progressed by COHI Population Working Group and the appointment of a Settlement Project Support Officer for Argyll and Bute, joint funded by the Argyll and Bute Council and HIE;
- The potential development of an economic strategy for the Highlands and Islands Regional Economic Partnership (H&I REP) which includes representation from all local authorities, agencies, academia and other partner organisations from across the Highlands and Islands;
- At a national level, the 10-year National Strategy for Economic Transformation (NSET) with a specific focus on a wellbeing economy;
- Taking account of local economic initiatives that are currently underway including the Rural Growth Deal, regeneration activities, the Maritime Change Programme, the Kintyre Action Plan and Regional Spatial Strategies associated with the LDP2; and
- National Planning Framework 4 and its focus on place based interventions, tackling climate change and improving biodiversity.
- The outcomes of the existing Economic Strategy and Recovery Economic Strategy.

Governance Arrangements

- 3.7 To develop and deliver an economic strategy for Argyll and Bute that is ambitious, targeted on our priorities and forward looking will require a strong focus on collaborative working with partner agencies and stakeholders.
- 3.8 As outlined in **Figure 1** below an officers' working group (OWG) has been established to incept, manage and complete the development of the revised economic strategy. The OWG (specifically the Economic Growth Manager) will be responsible for the delivery of a six weekly highlight reports to the Executive Leadership Team (ELT), Argyll and Bute Council and for keeping **all** elected

members informed through Policy Lead and committee reports. Indeed, it is proposed that the final Argyll and Bute Council Economic Strategy will be signed off at the Environment, Development and Infrastructure (EDI) meeting in December 2023.



- 3.9 The OWG met for the first time on Thursday, 4th May, and is comprised of council officers (particularly from Development & Economic Growth and Community Development) and initially the HIE Area Manager, Argyll and the Islands. Colleagues who present various bodies and organisations who sit on the Argyll and Bute Community Planning Partnership will also be kept informed of the progress of the development of the economic strategy and revised LOIP through formal meetings/consultation events.
- 3.10 It is proposed that the OWG reinvigorates the Argyll Economic Resilience Forum to become the Industry Advisory Forum, complete with additional industry contacts as appropriate, to complement the work of the OWG and help to shape and influence the strategy's direction and development.
- 3.11 The OWG has drawn up clear terms of reference for the development and delivery of a revised economic strategy for Argyll and Bute Council, which has been incorporated into Project Initiation Document (PID), see **Appendix 1**.
- 3.12 Beyond the completion of the strategy, governance of the economic strategy and action plan could sit within the Community Planning Partnership Management Committee, with due cognisance of this work stream(s) captured in the priorities for the refreshed LOIP.

Indicative Timeline: Scope and Process

3.13 **Table 1** provides a staged, iterative and participatory approach that will be required from appropriate council officers, partners/stakeholders and communities.

Table 1: Economic Strategy and Action Plan Development Indicative Timeline											
2023	Mar	Apr	May	Jun	Hols	Aug	Sept	Oct	Nov	Dec	
Project Inception and Engagement											
Stage 1: Establish the Officers' Working Group and Industry Advisory Forum with clear terms of reference incorporated into a PID – to meet regularly, with ongoing feedback to ELT, Policy Leads and committees, CPP partners throughout 2023.											
Stage 2: OWG gathering of an evidence base – feed in repopulation analysis and Community Development Survey sense of direction (consideration given to commissioning consultancy support aligned to specific stages of work e.g. collaborative community engagement and communication).											
Outcome Stages 1-2: Initial Baseline Report											
Strategic Pillars/Objectives and Priorities											
Stage 3: OWG preparation of draft pillars/objectives, priorities and SWOT analysis.											
Stage 4: Shared consultation/engagement/communication events for strategy and LOIP – pillars/objectives, priorities and SWOT to understand drivers of outcomes and impacts.											
Stage 5: Identify ways to prioritise and/or target interventions to create and enable an ambitious wellbeing economy.											
Outcome Stages 3-5: Agreed Strategic Pillars/Objectives and Priorities											
Further Consultation, Engagement and Prioritisation											
Stage 6: Further deep dive and meaningful engagement – by themes and appropriate geographical areas.											
Stage 7: Map out the prioritised policies, projects and programmes to be delivered in an Action Plan.											
Stage 8: Further consultation & engagement on the associated Action Plan complete with a measurement framework, with clear outcomes & impacts.											
Outcome Stages 6-8: Draft Economic Strategy for Senior Management scrutiny											
Finalise Economic Strategy and Associated Action Plan											
Stage 9: Preparation of EDI Committee paper.											
Stage 10: Address pre- agenda commentary on Economic Strategy.											
Outcome Stages 9-10: Final sign off of the Economic Strategy and Action Plan by the EDI Committee											

- 3.14 Particular focus will be given to the National Standards for Community Engagement¹; the Wellbeing Economy Toolkit² and the EDAS Guide to Implementing Community Wealth Building.³

Proposed Funding and Delivery Capacity

- 3.15 As referenced in **Table 1**, the OWG will bring in external expertise as appropriate. At present, there is no additional funding other than that previously agreed for a staffing resource in the *Restart, Recovery and Renew: Delivering our Recovery Strategy and Action Plan* paper at the Policy and Resources Committee, December 2021.
- 3.16 To increase the staffing capacity for this work, the contract for the Settlement Project Support Officer has been extended by a year, in the first instance, to June 2024. The demographic quantitative and supporting qualitative data already gathered, and continues to be captured by this officer, will be a key contribution to the robust evidence base and ongoing monitoring activity required for the revised economic strategy. That said, the continuation of the joint funding model associated with this post is being considered with HIE and the Scottish Government.

4.0 CONCLUSION

- 4.1 This paper provides Committee with the details on the relevant context, proposed governance arrangements, scope and process of work, including community and business engagement and consultation proposals, funding and associated timelines to take forward a new economic strategy for Argyll and Bute from 2023.
- 4.2 The council remains committed to the future regeneration of Argyll and Bute taking advantage of the opportunities we have in front of us and the barriers that need to be overcome to reach our potential as a place. A new economic strategy for Argyll and Bute consequently needs to be ambitious, targeted on priority actions that are deliverable, inclusive and developed from a solid evidence base.
- 4.3 The refreshed strategy should be fully cognisant on the impacts of the economic shocks of the last three years but embracing innovation and forward looking, with a place-based and business/person centred approach, to secure a fair, prosperous future for the area, more resilient to external factors including the rapid advances in technology and increasing impacts of climate change.

¹ <https://www.voicescotland.org.uk/national-standards>

² <https://www.gov.scot/publications/wellbeing-economy-toolkit-supporting-place-based-economic-strategy-policy-development/documents/>

³ [Implementing-Community-Wealth-Building-A-Guide.pdf \(edas.org.uk\)](https://www.edas.org.uk/Implementing-Community-Wealth-Building-A-Guide.pdf)

5.0 IMPLICATIONS

- 5.1 Policy - current Argyll and Bute Economic Strategy, LOIP and National Strategy for Economic Transformation (NSET – 10 year duration).
- 5.2 Financial - funding consideration to be given to a budget for external consultancy work as appropriate, in liaison with the Community Development/CPP work on the revision of the LOIP. There is currently a focus on the joint funding model between the council, HIE and the Scottish Government for the continuation of the Settlement Project Support Officer post.
- 5.3 Legal - all appropriate legal implications have been taken into consideration.
- 5.4 HR - the Settlement Project Support Officer post will be extended until June 2024, utilising the funding agreed at the Policy and Resources Committee, December 2021.
- 5.5 Fairer Scotland Duty - the Fairer Scotland Duty, Part 1 of the Equality Act 2010, came into force in April 2018. The duty places a legal responsibility on particular public bodies in Scotland, such as Argyll and Bute Council, to pay due regard to (actively consider) how they can reduce inequalities of outcome, caused by socio-economic disadvantage, when making strategic decisions and how this has been implemented.
 - 5.5.1 Equalities - all activities have complied with all Equal Opportunities/Fairer Scotland Duty policies and obligations.
 - 5.5.2 Socio-economic Duty - all strategic pillars/objectives, priorities and project activities will comply with the council's socio-economic duty.
 - 5.5.3 Islands – a refreshed economic strategy will include priorities and actions that will be delivered across the whole of Argyll and Bute including the island communities.
- 5.6 Climate Change – strategic priorities and activities will address the net zero transition agenda.
- 5.7 Risk – buy-in by key partner agencies and stakeholders to the medium to longer-term strategic priorities could be challenging due to the uncertainty around future funding streams; many still decided on an annual basis.
- 5.8 Customer Service – None.

Kirsty Flanagan, Executive Director responsible for Development and Economic Growth

4th May 2023

Policy Lead for Economic Growth, Communities and Corporate Services: Councillor Alastair Redman

For further information contact:

Fergus Murray, Head of Development and Economic Growth
Tel: 01546 604293 and e-mail: fergus.murray@argyll-bute.gov.uk

Ishabel Bremner, Economic Growth Manager
Tel: 01546 604375 and e-mail: ishabel.bremner@argyll-bute.gov.uk

Appendix 1: Project Initiation Document



Council's Economic Strategy Refresh

Project Initiation Document

Version 1.1

Author: Isabel Bremner

Economic Growth Manager

(Key input from the Economic Strategy Refresh Officers' Working Group)

Project Initiation Document
Council's Economic Strategy Refresh

Contents:

1. Project Initiation Document History	
1.1 Document Location	3
1.2 Revision History	3
1.3 Approvals	3
1.4 Distribution	3
2. Introduction	
2.1 Purpose of Document	4
2.2 Background	4
3. Project Definition	
3.1 Aims and Objectives	4
3.2 Project Scope	4
3.3 Method of Approach	5
3.4 Project Governance and Control	5
3.5 Project Team – Roles and Responsibilities	7
4. Project Deliverables and Associated Timescales	9
5. Risk Log	11
6. Key Stakeholders	
6.1 Communications	12
6.2 Stakeholder analysis	12
7. Budget	13
8. Quality Plan	
8.1 Quality Expectations	13
8.2 Quality Criteria	13
9. Project Controls	
9.1 Control	13
9.2 Configuration Management	14
9.3 Tolerances	14
9.4 Exception Process	14
10. Acceptance Criteria	
10.1 Acceptance Criteria	14

Project Initiation Document
Council's Economic Strategy Refresh

1. Project Initiation Document History

1.1 Document Location

This document is only valid on the day it was printed.
 The source of the document will be found on the project manager's PC in location.

1.2 Revision History

Revision date	Version No	Summary of Changes	Changes marked
04/05/23	1.1	Completion of full PID, including addressing feedback from the Executive Leadership Team meeting on 25/04/23	All sections of PID now completed

1.3 Approvals

This document requires the following approvals.

Name	Signature	Title	Date of Issue	Version

1.4 Distribution

This document has been distributed to:-

Name	Title	Date of Issue	Version
Fergus Murray	Head of Development and Economic Growth	04/05/23	1.1
Kirsty Flanagan	Executive Director	04/05/23	1.1

Project Initiation Document
Council's Economic Strategy Refresh

2. Introduction

2.1 Purpose of Document

The purpose of this Project Initiation Document (PID) is to:

- a) To set out the aims, objectives and outcomes of the project.
- b) To define the scope of the project.
- c) Set out the workstreams, key stages, activities, resources and responsibilities
- d) Set out the arrangements for governance and management of risks, issues and dependencies.

2.2 Background

A refreshed Argyll and Bute economic strategy must be ambitious for our area, focused on priority actions, inclusive and developed from a solid and defensible evidence base. Continued focus is required on the medium to longer-term economic and social recovery agenda for Argyll and Bute in response to the economic shocks of the last three years. In particular, the pandemic, EU Exit and the cost of living, including the cost of doing business, crises. The strategy should be forward looking, with a place-based and business/person centred approach, to secure a fair, inclusive, and a prosperous future for the area, more resilient to external factors including the rapid advances in technology and increasing impacts of climate change.

3. Project Definition

3.1 Aims and Objectives

To develop and deliver an economic strategy for Argyll and Bute that is ambitious, targeted on our priorities, inclusive and forward looking.

3.2 Project Scope

The new Argyll and Bute Council Economic Strategy will be prepared with a strong focus on collaborative working with partner agencies and stakeholders across Argyll and Bute and externally. Highlands and Islands Enterprise (HIE) is also reviewing its strategy. HIE has been invited to assist in the development of this strategy as a critical delivery partner to ensure synergies and complementary of the strategic direction and associated actions with the HIE Strategy. The outcome will be the development of a deliverable strategy matched to the available resources that will generate the desired impact.

Project Initiation Document

Council's Economic Strategy Refresh

3.3 Method of Approach

The project will be taken forward by an Officers' Working Group (OWG) and with input from an Industry Advisory Forum, both with clear terms of reference, including regularly meetings and ongoing feedback to ELT and Policy Leads throughout 2023 via regular highlight reports and committee reports as appropriate.

3.4 Project Governance and Control

Role	Resource	Key Responsibilities and Activities
Political Input	Elected members	<ul style="list-style-type: none"> To provide appropriate feedback and input through Policy Lead and committee reports on the economic strategy throughout 2023.
Project Sponsor	Executive Leadership Team (ELT)	<ul style="list-style-type: none"> To be accountable for successful delivery of the project: <ul style="list-style-type: none"> ➢ achievement of desired outcomes ➢ realisation of expected benefits Internal and external promotion of project Consideration and feedback on six weekly highlight reports from the Project Manager Liaison with Senior Responsible Officer (SRO) and Project Manager.
SRO and Project Manager	<p>SRO: Fergus Murray, Head of Development and Economic Growth</p> <p>Project Manager: Ishabel Bremner, Economic Growth Manager</p>	<ul style="list-style-type: none"> Chair Officer Working Group (OWG) meetings. Admin resource required - to be confirmed. Ensure OWG meets its remit. Ensure Argyll Economic Resilience Forum is reinvigorated to become the Industry Advisory Forum with clear terms of reference. Provide six weekly progress highlight reports to ELT – Policy Lead and committee reports as appropriate throughout 2023. Internal and external collaborative promotion of the strategy development aligned to clear community engagement and communication plan/approach. To be accountable for successful delivery of the economic strategy – the driving force behind it. Successful achievement of agreed deliverables Empowered to direct the project overall, to take decisions and resolve escalated issues. To own the vision for the project. To manage key strategic risks.

Project Initiation Document

Council's Economic Strategy Refresh

Officers' Working Group	<p>Membership:</p> <p>Council Officers from Development and Economic Growth and Community Development</p> <p>HIE, Argyll and the Islands, Area Manager.</p>	<ul style="list-style-type: none"> • Provide visible leadership and commitment to the Project. • Endorse and support the Project Manager on an ongoing basis. • Attendance at OWG to be held on a three weekly basis throughout 2023 - if necessary, nominate a proxy. • Reach agreement of the PID and ongoing update of plans. • Provide all resources and facilities required for the project – admin and financial support. • Reach agreement of the milestone achievements. • Undertake regular reviews of scope and identification of benefits to ensure the continued alignment to business continuity and corporate priorities.
Industry Forum	Meetings as and when required throughout 2023.	<ul style="list-style-type: none"> • It is proposed that the OWG reinvigorates the Argyll Economic Resilience Forum to become the Industry Advisory Forum, complete with additional industry contacts as appropriate, to complement the work of the OWG and help to shape and influence the strategy's direction and development. • This will be concluded by the end of May 2023.

Project Initiation Document
Council's Economic Strategy Refresh

3.5 Project Team – Roles and Responsibilities

Role	Resource	Responsibility
SRO/Project Manager	Staff time - officers and admin resource	<ul style="list-style-type: none"> • Overall management and first point of contact. • To operationally manage the project, co-ordinating and delivery of all project products. • Ongoing project planning and management. • Six weekly highlight reports to ELT for consideration and feedback. • Policy Lead and committee reports as appropriate throughout 2023. • To operate the governance framework, including management of benefits, stakeholders, risks and issues, resources, quality, planning and control. • Develop and issue work packages.
Officers' Working Group	Staff time – officers and admin resource and finance for third party support to be considered as appropriate.	<ul style="list-style-type: none"> • Develop a refreshed Argyll and Bute Economic Strategy that is ambitious for our area, focused on priority actions and developed from a solid and defensible evidence base. The strategy should be forward looking, with a place-based and business/person centred approach, to secure a fair, inclusive, and a prosperous future for the area, more resilient to external factors including the rapid advances in technology and increasing impacts of climate change. • Focus on the medium to longer-term (next five to ten years) economic and social recovery agenda for Argyll and Bute in response to the economic shocks of the last three years. In particular, the pandemic, EU Exit and the cost of living, including the cost of doing business, crises. • Develop an associated Action Plan (reviewed annually) to include the requirement to monitor and evaluate the performance and impact of the Economic Strategy over time. • Foster collaboration and a joined-up approach to the strategy's preparation, working closely with the Community Development Team who are currently

Project Initiation Document
Council's Economic Strategy Refresh

Role	Resource	Responsibility
		<p>revising the Local Outcome Improvement Plan on behalf of the Argyll and Bute CPP, partner agencies and stakeholders across Argyll and Bute and externally.</p> <ul style="list-style-type: none"> • Re-invigorate the Argyll Economic Resilience Forum to become the Industry Advisory Forum, to complement the work of the OWG and help to shape and influence the strategy's direction and development. • Share and communicate information with the ELT through six weekly highlight reports, with elected members through ongoing committee papers, the first going to the EDI Committee, 1st June 2023 and ongoing updates with relevant Policy Leads and CPP Strategic Partners, as appropriate. Feedback sought on key development milestones. • Share consultation/engagement/communication approach and events with that for the Local Outcome Improvement Plan (LOIP).

Project Initiation Document
Council's Economic Strategy Refresh

4. Project Deliverables and Associated Timescales

Deliverable	Estimated completion date	Responsibility
Project Inception and Engagement		
Stage 1: Establish the Officers' Working Group (OWG) and Industry Advisory Forum with clear terms of reference – to meet regularly, with ongoing feedback to ELT and Policy Leads throughout 2023.	End of May 2023	Project Manager
Stage 2: OWG gathering of an evidence base – feed in repopulation analysis and Community Development survey sense of direction (consideration given to commissioning consultancy support aligned to specific stages of work e.g. collaborative community engagement and communication).	End of May 2023	Officers' Working Group
Outcome Stages 1-2: Initial Baseline	End of May 2023	Officers' Working Group
Strategic Pillars/Objectives and Priorities		
Stage 3: OWG preparation of draft pillars/objectives, priorities and SWOT analysis.	End of June 2023	Officers' Working Group
Stage 4: Shared consultation/engagement/communication events for strategy and LOIP – pillars/objectives, priorities and SWOT to understand drivers of outcomes and impacts.	End of June 2023	Officers' Working Group
Stage 5: Identify ways to prioritise and/or target interventions to create and enable an ambitious wellbeing economy.	End of June 2023	Officers' Working Group
Outcome Stages 3-5: Agreed Strategic Pillars/Objectives and Priorities	End of August 2023	Officers' Working Group
Further Consultation, Engagement, Communication and Prioritisation		
Stage 6: Further deep dive and meaningful engagement – by themes and appropriate geographical areas.	End of August 2023	Officers' Working Group

Project Initiation Document
Council's Economic Strategy Refresh

Deliverable	Estimated completion date	Responsibility
Stage 7: Map out the prioritised policies, projects and programmes to be delivered in an Action Plan.	End of September 2023	Officers' Working Group
Stage 8: Further consultation & engagement and communication on the associated Action Plan complete with a measurement framework, with clear outcomes & impacts.	End of September 2023	Officers' Working Group
Outcome Stages 6-8: Draft Economic Strategy for Senior Management scrutiny	End of October 2023	Officers' Working Group
Finalise Economic Strategy and Associated Action Plan		
Stage 9: Preparation of EDI Committee paper.	End of November 2023	Project Manager/Officers' Working Group
Stage 10: Address pre- agenda commentary on Economic Strategy.	End of November 2023	Project Manager/Officers' Working Group
Outcome Stages 9-10: Final sign off of the Economic Strategy by the EDI Committee	End of December 2023	EDI Committee

Project Initiation Document
Council's Economic Strategy Refresh

5. Risk Log

Ref	Risk	Area of Risk	Inherent risk Impact (1-3)	Inherent risk Probability (1-3)	Inherent Risk per matrix (1-9)	Risk Mitigation Procedures/Controls in place	Residual risk Impact (1-3)	Residual risk Probability (1-3)	Residual Risk per Matrix (1-9)	Actions Planned
1	Delivery	Significant slippage in timescales and stages.	2	3	6	Establish Officers' Working Group (OWG) Inaugural meeting on 4 th May discussed the terms of reference, future meetings, governance framework agreed at ELT, required third party support and reinvigoration of the Argyll Economic Resilience Forum to become the Industry Advisory Forum.	2	1	2	OWG has put in place a clear terms of reference (inc. governance framework – see section 3.5) and a programme of meetings throughout 2023 to ensure that a refreshed Economic Strategy and associated Action Plan is finalised for delivery from early 2024 to 2029.
2	Financial	Securing a budget to take forward required external support.	2	3	6	Discussed at OWG on 4 th May 2023.	2	1	2	A detailed budget plan will be prepared and submitted in due course

6. Key Stakeholders

6.1 Communications and Community Engagement

Communications/engagement will be managed by the OWG in close liaison with the Community Development Team. It will be the responsibility of the OWG to ensure a regular flow of informative and timely communications to all stakeholders.

The OWG will use already identified communication/engagement frameworks/toolkits and online mechanisms as a means for undertaking wider communication and consultation. This will be aligned with the communication/community engagement schedule for the revised LOIP and the work of the council's new Community Engagement Strategy Group. Members of the OWG sit on the Community Engagement Strategy Group.

6.2 Stakeholder analysis

To shape and influence the strategy's direction and development will require engagement and communication with a number of key stakeholders. The OWG has identified some initial stakeholders, as listed below, and this will feed into ongoing discussions on the appropriate mechanism/varying approaches to gather feedback from specific stakeholders/organisations.

Stakeholders are as follows:

- Residents/communities of Argyll and Bute
- Inward investors across key sectors e.g. whisky, renewables, tourism, etc.
- Local businesses
- Visitors to Argyll and Bute
- CPP strategic partners
- Elected members
- Community Councils
- Third sector organisations/trusts/social enterprises, etc.
- Utility providers.

Project Initiation Document
Council's Economic Strategy Refresh

7. Budget

A detailed budget plan will be prepared and submitted in due course.

8. Quality Plan

8.1 Quality Expectations

Approach	In accordance with best value principles
Deliverables	The Project Manager and SRO will be responsible for assuring the quality and availability of the project products and the documentation underpinning the project.
Consultation	Consultation with stakeholders must be comprehensive and facilitated by use of methods to record, quantify and analyse the outcomes of such consultation.
Standards	Prince2 is the standard project management methodology employed throughout the project. Installed equipment should meet relevant Industry Standards for safety and design and be accompanied by relevant certificates and documentation.

8.2 Quality Criteria

Project documentation will be in a consistent format using standard templates and configuration management rules within shared directories.

Every work package issued will specify the acceptance quality criteria. Subject matter experts will be consulted in the development and completion of key products. Customer input will be sought wherever possible on customer facing elements.

9. Project Controls

9.1 Control

SRO/Project Manager will hold regularly meetings with the OWG to review progress against plan. A six-weekly highlight report will be presented at ELT meetings.

Project Initiation Document
Council's Economic Strategy Refresh

9.2 Configuration Management

The Project Manager will be responsible for version control. The Project Manager will ensure that a library of project products, records of meetings, technical documentation and any other relevant documentation will be held in dedicated MS Teams space for access by all OWG members.

9.3 Tolerances

Once the PID has been agreed the following tolerances will apply:

Time:

Delay of project project milestone of more than one week must be reported by the project manager to the SRO.

Delay of a project milestone of more than three weeks must be reported to ELT.

Cost:

Increase in project costs (once budget agreed) by more than 10% must be reported to ELT.

9.4 Exception Process

If the timescales or cost of the project is likely to exceed the agreed tolerance levels, the Project Manager will produce an exception report which will be sent ELT. All Change Requests will be submitted as Exception Reports.

The Exception Report will include:

- A description of the cause of the deviation from plan.
- The consequences of the deviation.
- The available options.
- The effect of each option on the business case, risks, project and stage tolerances.
- The Project Manager's recommendations.

10. Acceptance Criteria

10.1 Acceptance Criteria

The criteria for acceptance of the project are the delivery and sign off of all the deliverables to the satisfaction of the ELT and finally by the EDI Committee in December 2023.

ARGYLL AND BUTE COUNCIL

ENVIRONMENT, DEVELOPMENT AND
INFRASTRUCTURE COMMITTEE

DEVELOPMENT AND ECONOMIC GROWTH

1 JUNE 2023

ECONOMIC GROWTH TEAM ACHIEVEMENTS FOR 2022/23

1.0 HEADLINES

- 1.1 The purpose of this paper is to provide members of the Environment, Development and Infrastructure Committee with an update on the delivery of services and associated outcomes by the overarching Economic Growth Team, within the Development and Economic Growth Service, during 2022/23.
- 1.2 The overarching Economic Growth Team comprises of an Economic Growth Manager who has oversight over four teams as follows:
- Business Gateway
 - Employability
 - UK and External Policy
 - Economic Growth - Sectoral Opportunities and Investment
- 1.3 The content of this paper has been summarised into an infographic, see **Appendix 1**.

2.0 RECOMMENDATIONS

- 2.1 It is recommended that Members of the Environment, Development and Infrastructure Committee note and consider the update on the delivery of services in 2022/23 by the Economic Growth Team.

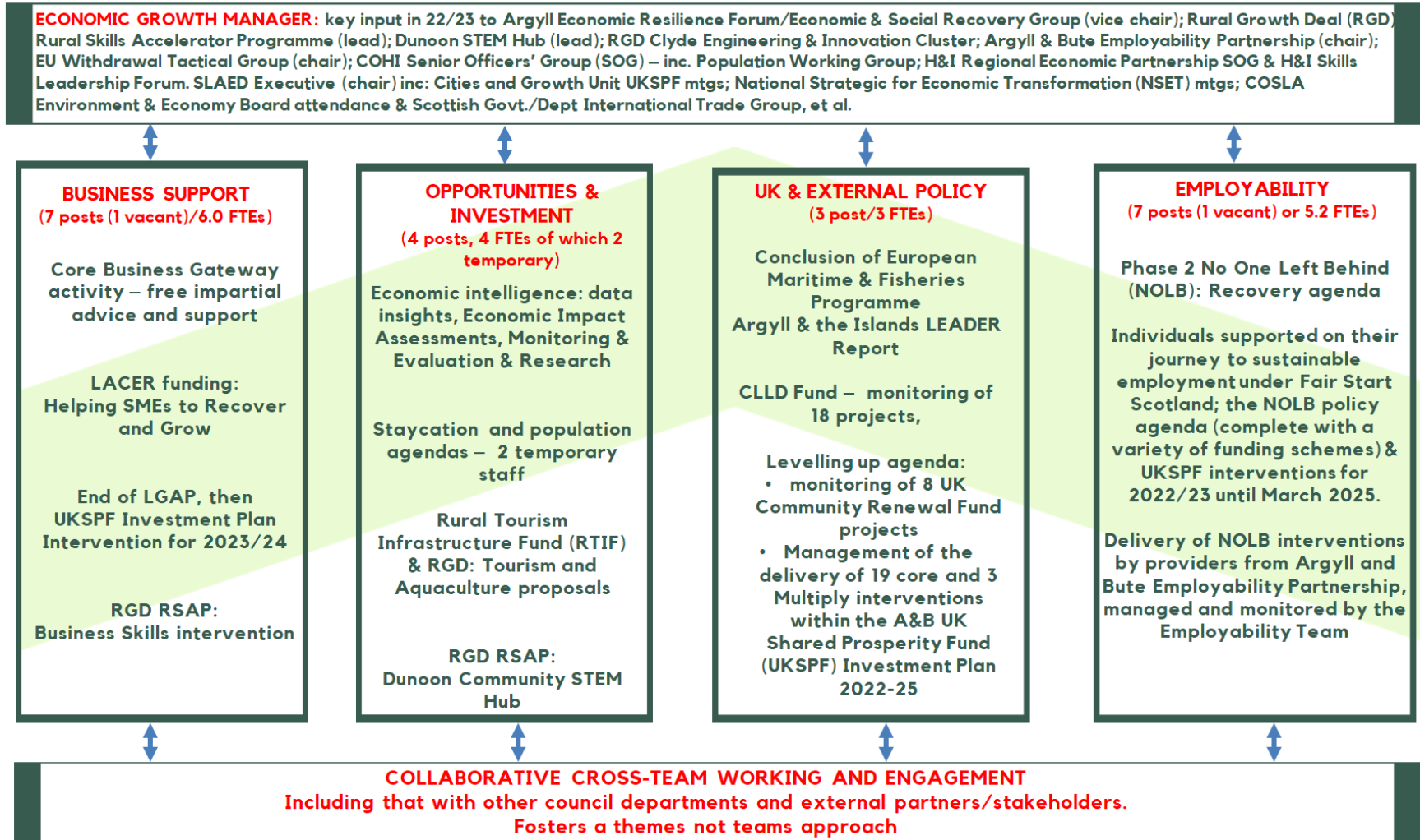
3.0 DETAILS

Background

- 3.1 The thematic focus of the Economic Growth Manager and the four teams is as outlined in **Figure 1** below, complete with the inclusion of key service interventions and activities delivered in a complementary and collaborative manner e.g. businesses being informed of employability funding to assist with recruiting specific targeted individuals/groups.

Figure 1

ECONOMIC GROWTH TEAM PRIORITIES 2022/23



BUSINESS SUPPORT

3.2 The key achievements by the Business Gateway Team with regard to their business support activity during 2022-23 are summarised below.

3.3 **Supporting new and growing businesses**, 2022/23:

- **425** business enquiries received locally
- **645** Business Adviser meetings
- **277** existing businesses supported
- **118** new start-up businesses supported

The customer satisfaction with regard to this activity was as follows:

- **87%** compared to a national average of 81%
- **93%** of recipients reported their business will benefit
- **95%** of recipients reported they would recommend the Business Gateway service.

“It was wonderful to be back in touch with Business Gateway – you have always been such a positive force and it is a real boost to have you with us as we launch Highland Biltong.” Source: Highland Biltong

3.4 **COVID Recovery Support - Local Authority COVID Economic Recovery (LACER)** Fund support from the Scottish Government during 2022-23 was administered by the Business Gateway Team who put in place two schemes:

- Small Business Development Grants; and
- Business Start Up Grants.

Taking each of these schemes in turn, the outcomes achieved were:

- **Small Business Development Grants:**
 - **74** Small Business Development Grants awarded **worth £354k** in total
 - Customer feedback:
 - 89% reported it will help them grow more quickly
 - 84% reported it will help them improve the quality of their business
 - 62% reported it will help them go ahead sooner with their development.
- **Business Start Up Grants:**
 - **44** Business Start Up Grants awarded **worth £148k** in total
 - Customer feedback:
 - 93% reported it will help them grow more quickly
 - 84% reported it will help them improve the quality of their business
 - 50% reported it will help them start the business sooner.

“In just six months the LACER grant has made an enormous difference to my business.” Source: Islay Prints

- 3.5 **DigitalBoost** is a national programme, with training and one-to-one expert help delivered by local Business Gateways. A total of £33k of DigitalBoost support was leveraged for Argyll and Bute businesses from Digital Scotland during 2022/23. Over the last financial year the take-up by businesses was substantive as outlined below. Despite its success, at present there is no future funding for DigitalBoost confirmed by the Scottish Government for 2023/24. During 2022/23:
- **364** Argyll and Bute businesses attended webinars to boost their digital skills
 - **77** businesses have received one hour surgeries with a digital expert
 - **17** businesses have received in depth support sessions with digital expert (1 to 2 days).

“The adviser was open to helping with my specific needs. It was tremendous personal technical support and development.”

Source: RefabriKate

“One to one is extremely valuable to a small business, with help for your specific business.” Source: Achnashelloch Farm Shop and Café

“We identified 10 actions to focus on to improve our digital strategy, well work the hours investment.” Source: Fyne Sea Tours

“Very focused advice on what I can change straight away.”

Source: Scottish Island Art

- 3.6 The **Business Gateway Local Growth Accelerator Programme** was a **£855k** programme of additional business support designed and administered by the Argyll and Bute Business Gateway Team leveraging in **£524k** of European Regional Development Fund money for the programme period 2014-2020.



The timescale for delivery was extended, due to the pandemic, with the programme closed to new applicants at the end of March 2023. The total awarded to businesses over the duration of the programme was **£851k** which comprised of **192 grants** and **66** in-depth specialist advice sessions. For 2022/23, **£111k of grants** were awarded across **33 grants** and **£20k** for **17 specialist advice** sessions to Argyll and Bute businesses for growth or recovery support.

Monitoring of 119 unique recipients followed up so far shows a positive impact with:

- an increase of **145 FTEs** (+40%)
- **£11.1m** of **turnover** (+53%)

“We would never have been able to achieve what we’ve done without the support of our adviser, the Business Gateway team and the Local Growth Accelerator Programme.” Fynewood Ltd

3.7 In 2022-23 Business Gateway piloted an **Intensive Online Growth Programme**, designed specifically to help business owners deliver a step change in their approach to achieve growth. It combined a range of tools and expert support with individual and group activities, tailored to create a practical and deliverable approach to driving growth. In total, **13** businesses took part in the 12 week programme. Feedback was positive with:

- **89%** - said they have been encouraged to think objectively about their business and their growth plans
- **67%** - felt supported through change
- **67%** - built confidence in their business and their skills and strengthened their business.

“It was a great to have the time and space to have fresh eyes and expertise on our business model, I appreciated being challenged and coached through some of the decisions that were needed, and it gave me a confidence in our ideas for the future.”

“...given me the tools to assess and test business growth strategies for development.”

“...helped us to focus, prioritise and have clear aims for the next few years.”

OPPORTUNITIES AND INVESTMENT

3.8 The achievements for service delivery under the opportunities and investment theme are outlined below in **Table 1**, with a focus on four key areas of delivery:

- Rural Tourism Infrastructure Fund – where the council is an accountable body/conduit for this funding.
- Economic Growth/Development activity – supported by external funding.
- Staycation Fund and interventions – key Argyll and Bute Council priority.
- Settlement project is under the repopulation agenda, supported by the Scottish Government, Highlands and Islands Enterprise and the Convention of Highlands and Islands supported by the Highlands and Islands Regional Economic Partnership. As agreed by Argyll and Bute Council during 2022, the repopulations zones across the council areas are:
 - Tiree and Coll
 - Kintyre
 - Bute
 - Rosneath Peninsula.

Table 1: Opportunities and Investment: Key Areas of Delivery and Outcomes for 2022/23	
Rural Tourism Infrastructure Fund	
Project	Funding
Staffa Landing Facility Development	£447,000
Glen Lochy Car Park and Glen Orchy Car Park Developments	£333,000
South Islay Motorhome Park Development	£370,000
Glen Lochy and Glen Orchy Car Parks Design	£35,000
Benmore Gardens Car Park Design Grant	£20,000
Glen Loin Car Park Design Grant	£20,000
Total Rural Tourism Infrastructure Funding	£1,225,000
Economic Growth/Development	
Project	Funding
Glenmorag Project	£100,000
Island Skills Fund	£50,000
Food & Drink Strategy	£30,000
Total Economic Growth/Development Funding	£180,000
Staycation Fund and Interventions	
Project	Funding / Outcomes
Staycation Fund	£600,000 / Support for over 30 staycation projects
Portaloos	18,800 users in 2022, with 77,220 litres of waste disposed of correctly
Motorcaravan Overnight Parking Strategy	Funding secured for 10 motorcaravan overnight parking sites
Influx of Visitors	Helped manage the 9% rise in motorcaravan use
Waste Disposal	6 seasonal waste disposal tanks supported
Settlement Project – Prepopulation Agenda	
Project	Funding / Outcomes
Settlement Project Support Officer	£50k – all on-costs for 2022/23 (funding secured for 2023/24)
Understanding	350 resident responses to online consultation, with 20 community interviews and 4 community engagement visits.
Promoting	Updated Argyll and Bute MyJobScotland space. Recorded a graduate podcast with the council's CEO and supported the reorganisation of the Employability web page.
Supporting	One Resettlement Flyer developed and 4 key community contact lists completed. Actively collaborate with settlement officers in Uist/Highland to support active relocation.
Encouraging	10 Resettlement Case Studies developed from those who have made the move to Argyll and Bute

UK AND EXTERNAL POLICY

- 3.9 During 2022/23 the UK and External Policy focus of Economic Growth acted as the Accountable Body for a number of funding streams, all of which had to be delivered in very short timescales, as money was awarded in the latter part of the delivery year of 2022/23.
- 3.10 **Table 2** outlines the UK and External Policy Team achievements, which includes the preparation of the UK Shared Prosperity Fund Investment Plan, 2022-25, led by the Economic Growth Manager, with input from the teams across Economic Growth, other council departments and external partners/stakeholders.




Table 2: UK and External Policy Achievements 2022/23	
Completion of the European Maritime and Fisheries Fund	
	
Six projects support across Argyll and Bute	Total Funding
<ul style="list-style-type: none"> • Feasibility of Seaweed Farming • Piers Improvements Ulva (Preparation for Capital Works) • Commercial Fuel Berth Tobermory • Ulva Pier Improvements • Aird Fada Seaweed Farm • Clyde Fisherman's Association Project Enabler - Fishing Communities 	£985,184
Community Led Local Development Fund, 2022/23	
Through the establishment of a Local Action Group (latter part of 2022/23) who approved a total of 18 projects that were successfully delivered, with the Economic Growth Manager and this team acting as the Accountable Body.	£697,143
UK Government's Levelling Up Agenda	
 UK Government	
UK Community Renewal Fund – co-ordination of bids and financial monitoring of 8 projects	Total Funding
<ul style="list-style-type: none"> • Curriculum Development for STEM Hubs Project • Driving Economic Growth Through A Bounce Back Curriculum For Argyll & Bute • MACC Hydrogen Futures Viability stud • Optimising carbon sequestration for community wealth building • Recovery and regeneration of Tarbert • The Dunoon Project Stage Two • The Seaweed Academy • West Coast UAV Innovation Logistics and Training Hub 	£1,990,597

Table 2: UK and External Policy Achievements 2022/23 (continued)		
UK Government's Levelling Up Agenda  UK Government		
Argyll and Bute UK Shared Prosperity Fund Investment Plan, 2022-25		
Core Investment Priorities	No. of projects	Allocation
Communities and place	7	£1,154,012
Supporting local business	6	£1,150,153
People and skills	6	£1,265,139
Total	19	£3,569,304
Multiply	No. of projects	Allocation
Adult numeracy projects	3	£229,892

- 3.11 As shown in **Table 2** above, there are 19 interventions (projects) under the core UK Shared Prosperity Fund (UKSPF) which has a total project budget of £3,569,304.
- 3.12 The Multiply allocation within the Argyll and Bute UKSPF Investment Plan has been ring-fenced to deliver adult numeracy programmes/projects, with a total budget of £745,258. There are currently three projects under the Multiply intervention, with a total value of £229,892. The balance of the funding (£515,366) still has to be awarded and a procurement exercise is expected to be completed by the end of August 2023 to award contracts for the balance.

EMPLOYABILITY

- 3.13 The Council's Employability Team within Economic Growth operates as a commercial service, supported solely by external funding and receives no financial support from the council. The team successfully manages the delivery of Scottish Government funding through numerous No One Left Behind (NOLB) funding interventions, delivered by the team and other delivery partners across the whole of Argyll and Bute, see: [Helping people into work \(argyll-bute.gov.uk\)](https://www.argyll-bute.gov.uk/helping-people-into-work). These partners are members of the Argyll and Bute Employability Partnership which is chaired by the Economic Growth Manager.
- 3.14 Through formal service level agreements, the Employability Team has managed and monitored the delivery and performance of NOLB funding interventions by external delivery partners. During 2022/23 a total of **289** vulnerable individuals have been supported across the whole of the Argyll and Bute Council area.
- 3.15 In addition the activities and outcomes for 2022/23 delivered solely by the Employability Team are summarised in the paragraphs below.

3.16 Under the **No One Left Behind 25+ Employer Recruitment Incentive (ERI)** delivered on behalf of the Scottish Government:

- **8 participants** supported between June 2022 to March 2023. **1** leaver has moved into work with another employer and the other **7** continue to be supported.
- **6 employers** accessed the funding.

3.17 **No One Left Behind – Argyll and Bute Employer Recruitment and Training Incentive (ABERTI)** delivered on behalf of the Scottish Government:

- **11 participants** in subsidised employment between 1st April 2022 to 31st March 2023, with **10** retained in permanent contracts by employer post funding.
- **11 employers** accessed the funding.

3.18 The **Young Person’s Guarantee ERI** delivered on behalf of the Scottish Government:

- **52 participants** commenced subsidised employment between 1st April 2022 to 31st March 2023
- **10** early leavers, **1** in an apprenticeship with another employer, **1** returned to school and **8** whereabouts unknown.
- **44 employers** accessed the funding.

3.19 **Parental Employability Support Fund (PESF)** delivered on behalf of the Scottish Government:

- **18** parents commenced support 1st April 2022 to 31st March 2023 (15 unemployed/3 low income employed).

Of these **18** parents:

- **3** have ceased support due to health issues/moving from area.
- **3** have increased their household income.
- **1** is in full time education.
- **10** are currently undertaking training.
- **1** has entered employment.

During 2022/23 the Employability Team introduced a **Parental Transition Fund** aimed at parents receiving support through the PESF who successfully secure employment – it helps covers some transition to work costs, see [Parental Transition Fund \(argyll-bute.gov.uk\)](https://www.argyll-bute.gov.uk/parental-transition-fund)

3.20 The Employability Team delivers **Fair Start Scotland** on behalf of PeoplePlus. During 2022/23 the achievements for our vulnerable residents are as follows:

- **83** participants commenced support 1st April 2022 to 31st March 2023.

Of these 83 participants:

- **26** moved into work and in work support delivered.
- **26** exited the service early
- **31** continuing to receive pre-work support.

- 3.21 Some of the feedback and comments to the key workers in the Employability Team received by participants on employability support programmes are noted below.

“I just wanted to send a wee quick message to you to thank you for helping me. I cried when I came off the phone to you. I've been trying so long for this and was desperate to get a break and I'm actually now feeling so positive about the future”.

“Just to let you know I passed my HGV driving test this afternoon!! It still feels like a dream. I'm still in shock. Just wanted to say thanks so much for what you did. I couldn't have done this without you. I've finished reading the book you recommended so it's onwards and upwards for me now.”

“Thank you so much for the support I have received to date. There is no way I would have been able to afford to pay to put myself through this course, and the fact that you paid for all the resources I needed to help me through my course was amazing. It was also great to know my PESF support Worker was only a call away if I had any queries or needed help with anything. Thank you!”.

“I always feel so much better after talking to my Fair Start Keyworker and having appointments keeps me going.”

“My life has completely changed and I feel that without your help and support and the opportunity afforded by Fair Start Scotland I would not be where I am today.”

OTHER SUBSTANTIVE AREAS OF WORK

- 3.22 The Economic Growth Manager works with staff across all the teams and themes under the overarching Economic Growth Team. A summary of other activities and interventions delivered is outlined in **Figure 1**. However, one substantive area of work for the manager is the officer lead for the Rural Growth Deal, Rural Skills Accelerator Programme (RSAP), where good progress has been made during 2022/23 to develop outline business cases for the overarching RSAP and its component parts. Elements of the proposals have been taken forward already, due to £807,000 of match funding, mainly from external sources, this includes the creation of a Dunoon Community STEM Hub.
- 3.23 The work on the Council's Economic Strategy Refresh commenced in the latter part of 2022/23 and a separate paper has been prepared for members on this important and substantive area of work, to be project managed by the Economic Growth Manager, with key alignment to the work underway to revise the Argyll and Bute CPP Local Outcome Improvement Plan.

4.0 CONCLUSION

- 4.1 The purpose of this paper is to provide members of the Committee with an update on the wide-ranging activities of the overarching Economic Growth Team during 2022/23, including delivery of the services and associated outcomes in compliance with funding requirements.
- 4.2 Although the activities and outcomes seem quite disparate there is an underlying theme of collaboration, facilitation and complementary work across the teams under Economic Growth, with extensive collaboration with other council teams, the third sector, government agencies and commercial companies. A lot has been achieved during 2022/23 by small teams of staff.
- 4.3 Going forward into 2023/24, and beyond, will see a number of additional interventions across all of the Economic Growth Teams with outcomes supported by funding streams such as the UK Shared Prosperity Fund, in addition to ongoing activity funded by the Scottish Government.

5.0 IMPLICATIONS

- 5.1 Policy - current Argyll and Bute Economic Strategy, LOIP and National Strategy for Economic Transformation (NSET – 10 year duration).
- 5.2 Financial – numerous external funding streams, as detailed in the paper.
- 5.3 Legal - all appropriate legal implications have been taken into consideration.
- 5.4 HR – none.
- 5.5 Fairer Scotland Duty - the Fairer Scotland Duty, Part 1 of the Equality Act 2010, came into force in April 2018. The duty places a legal responsibility on particular public bodies in Scotland, such as Argyll and Bute Council, to pay due regard to (actively consider) how they can reduce inequalities of outcome, caused by socio-economic disadvantage, when making strategic decisions and how this has been implemented.
 - 5.5.1 Equalities - all activities have complied with all Equal Opportunities/Fairer Scotland Duty policies and obligations.
 - 5.5.2 Socio-economic Duty - all project activities have complied with the council's socio-economic duty.
 - 5.5.3 Islands – interventions have been delivered across the Argyll and Bute area, including island communities.
- 5.6 Climate Change – there are a number of net zero and climate resilience interventions supported within the Argyll and Bute UK Shared Prosperity Fund Investment Plan.

5.7 Risk – ongoing delivery of opportunities afforded by external funding has only been possible with associated revenue funding. However, many funding sources are only for one year, which makes staff recruitment and retention difficult, particularly in an area such as Argyll and Bute with many remote rural and island communities. Through various officer networks, such as Scottish Local Authorities Economic Development group, focus has been given to the need to influence funding bodies on the benefit of multi-annual funding streams.

5.8 Customer Service – None.

Executive Director with overall responsibility for Development and Economic Growth:

Kirsty Flanagan

Policy Leads for Economy and Rural Growth, Islands and Business Development and Strategy Development:

Councillor Redman, Councillor McCabe and Councillor Currie respectively

18th May 2023

For further information contact:

Fergus Murray, Head of Development and Economic Growth

fergus.murray@argyll-bute.gov.uk

Ishabel Bremner, Economic Growth Manager

ishabel.bremner@argyll-bute.gov.uk

APPENDIX 1: infographic on Economic Growth Team Achievements for 2022/23

ECONOMIC GROWTH

KEY AREAS OF DELIVERY

2022/2023

Economic Growth Team comprises of an Economic Growth Manager who has oversight over four teams as follows:

Opportunities and Investment

UK and External Policy

Business Gateway

Employability

OPPORTUNITIES AND INVESTMENT

RURAL TOURISM INFRASTRUCTURE FUND

£1,225,000 of funding supported **6** projects across Argyll & Bute

OPPORTUNITIES & INVESTMENT PROJECTS



Glenmorag Project

£100k

Food & Drink Strategy

£30k

Island Skills Fund

£50k



STAYCATION INTERVENTIONS

£600K
of funding supported
over **30**
staycation projects

Helped manage
the **9%** rise
motorcaravan use

6 seasonal waste
disposal tanks
supported

Secret Glen, Buessan, Mull,
Holy Loch, Tiree, FLS

Funding secured for
10 motor caravan
overnight parking
sites

77,220
litres of waste disposed
of correctly by
118,800
users in 2022

SETTLEMENT PROJECT



Understanding

- 20 community interviews.
- 4 community engagement visits.
- 350 resident responses.



Promoting



- Updated ABC myjobscotland.
- Recorded a graduate podcast.
- Supported the reorganisation of employability page.
- Actively promote #abplace2b

Supporting



- 1 resettlement flyer developed.
- 4 key community contact lists completed.
- Collaboration with settlement officers in Uist and Highland to support active relocation.

Encouraging

10 Resettlement Case Studies developed from those who have made the move to Argyll and Bute.



UK AND EXTERNAL POLICY

COMPLETION OF THE EUROPEAN MARITIME AND FISHERIES FUND

£985,184

of funding supported

6 projects across
Argyll & Bute

- Feasibility of Seaweed Farming
- Ulva Pier Improvement (Preparation for capital works)
- Commercial Fuel Berth Tobermory
- Ulva Pier Improvements
- Aird Fada Seaweed Farm
- Clyde Fisherman's Association Project Enabler - Fishing Communities



European Maritime
& Fisheries Fund



The Scottish
Government
Riaghaltas na h-Alba

Argyll
&
Ayrshire



Fisheries Local Action Group

COMMUNITY LED LOCAL DEVELOPMENT FUND (CLLD)

Funding of **£697,143**
was distributed by the UK and External Policy team
to **18** projects approved by the
Argyll and the Islands CLLD Local Action Group

UK COMMUNITY RENEWAL FUND

CO-ORDINATION OF BIDS & FINANCIAL MONITORING

- Curriculum development for STEM Hubs project
- Driving Economic Growth through a Bounce Back Curriculum for Argyll and Bute
- Feasibility MACC Hydrogen Futures viability study of seaweed farming
- Optimising carbon sequestration for community wealth building
- Recovery and regeneration of Tarbert
- The Dunoon Project Stage Two
- The Seaweed Academy
- West Coast UAV Innovation Logistics and Training Hub

£1,990,597 of funding supported **8** projects across Argyll & Bute

ARGYLL AND BUTE UK SHARED PROSPERITY FUND INVESTMENT PLAN, 2022-25

Communities and Place £1,154,012

Supporting Local Businesses £1,150,153

People and Skills £1,365,139

Multiply Adult numeracy projects £ 229,892



BUSINESS GATEWAY

SUPPORTING NEW & GROWING BUSINESSES

425	enquiries received locally from Argyll and Bute businesses
645	meetings with a business adviser
277	existing businesses supported
118	new start-up businesses supported

COVID RECOVERY SUPPORT



Business Gateway administered 2 grants under the Local Authority Covid Economic Recovery fund from Scottish Government

74	Small Business Development Grants awarded worth £354k in total
44	Business Start Up Grants awarded worth £148k in total

DIGITALBOOST

power up your business

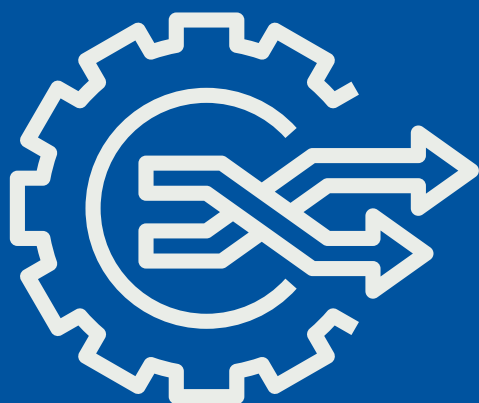
364 Argyll and Bute businesses attended webinars to boost their digital skills

77 1 hr digital surgeries with a digital expert

17 in depth digital support sessions with a digital expert (1 to 2 days)

£33k of support leveraged for Argyll and Bute businesses from Digital Scotland

INTENSIVE GROWTH PROGRAMME



Argyll and Bute Business Growth Programme

Make the Change

In 22/23 Business Gateway piloted an intensive online growth programme, designed specifically to help business owners deliver a step change in their approach and achieve growth.

It combined a range of tools and expert support with individual and group activities, tailored to create a practical & deliverable approach to driving growth.

13 businesses took part in the 12 week programme.

£855k programme of additional business support designed and administered by Business Gateway, leveraging in **£524k** of European Regional Development Fund money.

In 22/23 we awarded **£111k** across **33** grants and **£20k** for **17** specialist advice sessions to Argyll and Bute businesses for growth or recovery support.

£851k has been awarded in total, across **192** grants and **66** in-depth specialist advice sessions

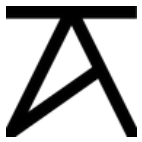
Monitoring of the **119** unique recipients followed up so far shows a positive impact with:

- ▶ an increase of **145** FTEs (+40%)
- ▶ and **£11.1m** turnover (+53%)

THE PROGRAMME CLOSES IN 2023

"We would never have been able to achieve what we've done without the support of our adviser, the Business Gateway team and the Local Growth Accelerator Programme."

Fynewood Ltd



Aosdàna

Based on the Isle of Iona, Aosdàna designs and manufactures contemporary jewellery with a Celtic influence.

Business owner, Mhairi Killin, founded Aosdàna in 2003, and regularly collaborates with a range of external designers, creatives, and institutes on a variety of projects which often involve new techniques and innovations.

Having operated successfully for almost two decades, most of Aosdàna's sales were generated from its gallery on the island, where some of the jewellery ranges are also designed and made. However, like many other small businesses, pandemic closures and subsequent travel restrictions meant the main source of income for Mhairi dwindled.

During this time, however, Mhairi, together with award-winning jewellery designer Maeve Gillies, won an Innovate UK award to develop a range of jewellery based on the heritage of original Iona silversmiths, the Ritchies. The Ritchies were a husband and wife team who founded the tradition of crafting Celtic jewellery and silversmithing on the island.

Mhairi approached Business Gateway for support and guidance on how to reach a wider audience and generate global sales for the new range, the Kist o' Ritchies. She received 1:1 support from a dedicated business adviser, as well as advice on funding, a strategic review of her business, and signposting to a wider network.

"Support from Business Gateway has been so beneficial. Not only has their assistance helped me re-evaluate my business strategy, but it has also allowed me to invest in strong product photography for my website, which will help me greatly when launching into international markets later this year. I can't thank Business Gateway enough for their ongoing support."

The Kist o' Ritchies collection utilises the latest manufacturing technology to navigate the lack of metalworking skills on the island. Featuring 3D scanning, CAD and 3D printed prototyping to help preserve the key historical designs from the 19th and 20th centuries. The modern jewellery range will launch in Spring 2023 and is expected to attract international markets including the USA and Canada.



EMPLOYABILITY

During 2022/23 a total of 289 vulnerable individuals have been supported by the council and strategic partners into employment across Argyll and Bute.

The following outcomes are those achieved by the Council's Employability Team in 2022/23.

NO ONE LEFT BEHIND

25+ EMPLOYER RECRUITMENT INCENTIVE (ERI)

- 8** participants supported
- 7** continue to be supported and
- 1** leaver has moved into work with another employer

6
employers
accessed
the funding

NO ONE LEFT BEHIND

ARGYLL AND BUTE EMPLOYER RECRUITMENT AND TRAINING INCENTIVE (ABERTI)

11
employers
accessed
the funding

- 11** participants in subsidised employment, with
- 10** retained in permanent contracts by employer post funding

YOUNG PERSON'S GUARANTEE EMPLOYER RECRUITMENT INCENTIVE

52 participants commenced subsidised employment

- 10** early leavers
 - 1** in an apprenticeship with another employer
 - 1** returned to school
 - 8** whereabouts unknown

44
employers
accessed
the funding

PARENTAL EMPLOYABILITY SUPPORT FUND (PESF)

18 parents commenced support
(15 unemployed/3 low income employed)

- 3** have ceased support due to health issues/moving from area.
- 3** have increased their household income
- 1** is in full time education
- 10** are currently undertaking training
- 1** has entered employment

During 2022/23 the Employability Team introduced a Parental Transition Fund to help cover transition to work costs. This was aimed at parents receiving support through the PESF who successfully secure employment.

83 participants commenced support

26 moved into work and in work support delivered

26 exited the service early

31 are continuing to receive pre-work support

"I am learning every day and now getting the chance to use the skills I have learnt from college and helping experienced trades people. I also have a few quid to be able to go out and socialise with my friends which I couldn't really afford to do before"

YOUNG PERSON'S GUARANTEE

EMPLOYER RECRUITMENT INCENTIVE

"My family and I have received a lot of support since coming to Scotland. I received a bike and a laptop which has helped me work more hours and I am able to study in my free time. I hope to start up my own business in the future. The continued support I receive from my PESF worker is very much appreciated"

PARENTAL EMPLOYABILITY SUPPORT FUND

"I'm extremely grateful for the support provided by ABERTI, this gave my employer the incentive to appoint me as an adult apprentice particularly given the additional costs associated due to my age"

ARGYLL AND BUTE EMPLOYER RECRUITMENT INCENTIVE

ECONOMIC GROWTH MANAGER UPDATE

RURAL SKILLS ACCELERATOR PROGRAMME (RSAP)

Led by the Economic Growth Manager, where good progress has been made during 2022/23 to develop outline business cases for the overarching RSAP and its component parts:



STEM Hub



Business Skills

UHI Argyll built environment in Dunoon



with **£807k** of match funding, mainly from external sources, taking forward the creation of a Dunoon Community STEM Hub.

COUNCIL'S ECONOMIC STRATEGY REFRESH

This commenced in the latter part of 2022/23 to be project managed by the Economic Growth Manager, with key alignment to the work underway to revise the Argyll and Bute CPP Local Outcome Improvement Plan.

This page is intentionally left blank

ARGYLL AND BUTE COUNCIL**ENVIRONMENT, DEVELOPMENT AND
INFRASTRUCTURE COMMITTEE****DEVELOPMENT AND ECONOMIC
GROWTH****1 JUNE 2023**

DECLARING AN ARGYLL AND BUTE HOUSING EMERGENCY

1.0 EXECUTIVE SUMMARY

- 1.1 The housing system is increasingly complex and contains wide ranging effects on the society we live and work in. Across the UK, the housing system is now in a position commonly recognised as being in a state of emergency, with a consistent reduction in supply, a steady increase in demand including for different types of housing, and increasing levels of un-affordability. This situation has been evident for a number of years but recent events such as the pandemic and now the cost of living crisis has exacerbated this situation.
- 1.2 Within Argyll and Bute, these problems have had a direct impact on property prices with substantial increases in our area in recent years, private rental levels rising at a substantial rate, housing availability decreasing despite our social rent build programme and local wages not keeping up with inflation.
- 1.3 The Council has already identified improving housing solutions for local people as a priority. After careful consideration of the numerous issues in front of us, including a rise in homelessness, and a lack of housing choice for key workers it is now considered necessary for the Council to specifically acknowledge a "Housing Emergency". This will help to focus our resources and ultimately justify future decision making if any additional interventions are to be taken forward following further consideration by the council and our housing partners.
- 1.4 Consequently, there is also a need for the Local Housing Strategy (LHS) to consider these recent issues in more detail and examine if they can be addressed by the Council, or our partners including the Scottish Government. The LHS is updated annually, and it is proposed that this is the appropriate vehicle to do this.
- 1.5 To support this, officers have set up an internal Housing Group with relevant senior officers from across the Council's Services participating. The aim of the group is to look at the key barriers and constraints to the development of housing, to consider direct intervention at all levels including radical housing delivery models, to consider new policy measures that could be employed by the Council, or the Scottish Government; to engage and facilitate with other relevant stakeholders including our communities. The work of this group will then feed in to the annual review of the LHS before the end of the year (2023).

1.3 It is recommended that the Environment, Development and Infrastructure Committee:-

- Consider the contents of this paper and formally declare a “Housing Emergency” in Argyll and Bute;
- Note the intention to update the Local Housing Strategy;
- Note the intention to hold an Argyll and Bute housing summit together with relevant stakeholders in the Autumn of 2023;
- Note the operational officers group will explore and develop a series of options that will be brought forward to Members for consideration as and when developed.

ARGYLL AND BUTE COUNCIL

**ENVIRONMENT, DEVELOPMENT AND
INFRASTRUCTURE COMMITTEE**

**DEVELOPMENT AND ECONOMIC
GROWTH**

1 JUNE 2023

DECLARING AN ARGYLL AND BUTE HOUSING EMERGENCY

2.0 INTRODUCTION

- 2.1 This report outlines the key characteristics of stress within the Argyll and Bute housing system. It proposes that the Council formally acknowledges a Housing Emergency. It goes on to suggest that the Council's Local Housing Strategy should be updated to identify in detail what these issues are and how they might be tackled by the Council and or partners.
- 2.2 The report notes that an operational Officer Housing Group has already been established to explore and develop a series of options for Members' consideration. This includes looking at key barriers and constraints to development, considering direct intervention at all levels including radical housing delivery models, considering potential new policy measures that could be employed by the Council or Scottish Government. The operational group will use the Strategic Housing Forum, in the first instance, to report any options for considering, and to facilitate engagement with other stakeholders.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Environment, Development and Infrastructure Committee:-
- Consider the contents of this paper and formally declare a "Housing Emergency" in Argyll and Bute;
 - Note the intention to update the Local Housing Strategy;
 - Note the intention to hold an Argyll and Bute housing summit together with relevant stakeholders in the Autumn of 2023;
 - Note the operational officers group will explore and develop a series of options that will be brought forward to Members for consideration as and when developed.

4.0 DETAIL

A HOUSING EMERGENCY

4.1 The UK housing system is complex and wide ranging in its effects on the society we live and work in. Over recent decades within the UK, including Scotland, structural changes within the housing system have occurred which see us now in a position which is commonly recognised as a housing emergency across the UK.

4.2 Described at its most basic level:

- There has been a reduction in the amount of housing supply whilst at the same time a sustained increase in demand.
- At the same time there has been a significant increase in property values, at a rate that has been well above national and local wage increases.
- There is a smaller percentage of the housing stock available as socially rented accommodation due to changes in the local economy.
- Property has been as a financially attractive investment for those with available capital, and this has helped drive price increases.
- There has been limited regulation of the private rental sector.
- We have an ageing population and an elderly and social care system that is facing considerable challenges and changes in delivery.
- Construction prices increased by 22% during 21-22.
- There are significant labour/skills shortages across a range of professions and trades.

4.3 These problems/issues have a direct impact on property prices, rental levels, and general housing availability that contributes to wider economic and social challenges. Whilst many housing issues are common and widespread, the UK is a large and disparate geography, and the nature of the national housing emergency manifests itself differently in different geographical areas and localities.

4.4 In Argyll and Bute the stark reality and critical stresses in the housing system can be characterized by some key statistics listed in the paragraphs below:

High Numbers On Housing Waiting List

- 3,290 people on the housing waiting list, 8% more than last year.

High Homelessness

- 253 households classified as homeless, 15% more than last year, and 127 currently in temporary accommodation.

Low Number of New Tenancies Created

- In 22/23, 811 new social rented tenancies were created and this is still a little

lower than pre-pandemic. In 2022, there were 4 applicants per tenancy created.

Unaffordable Sales Prices

- The average house sale is up to 7 times the average wage.
- The average house price was £206k in 2022 (RICS.)

Low Amount Of Rented Stock

- 5% less social rented stock than the Scottish Average.

Significant Housing Stock Unavailable for Residents

- 6% second homes (0.9% average in Scotland (highest level of second homes ownership in Scotland).
- 11% vacant and second homes (4% for Scotland).
- Including NDR registered holiday lets, the total unavailable housing stock in Argyll and Bute can be as little as 0.8% in Helensburgh, commonly 20% in many rural settlements, and well in excess of 40% in certain rural villages such as Portnahaven or Balemartin.

Property Sales Go To People Not Residents In Argyll and Bute

- 43% property sales in Argyll and Bute are to people from outside the Area, and this is much higher in certain parts of Argyll and Bute

Little Speculative Private House Building Outside Helensburgh and Lomond

- Excluding Helensburgh and Lomond, the rate of private house completions on sites of 5 or more over the last 5 years, is only 16.8% of what would be expected for the size of population in Scotland. (131 actual, 780 predicted).

Rapidly Ageing Population

- 25% currently over 65 years of age and a predicted 23% increase in numbers over 75 by 2028. At the same time under 15s decrease by 18%.

Reducing Household Size

- Average household size in 2021 is the lowest in Scotland at 1.96 (Scotland 2.12).

Rapid Increase In Construction Costs

- 22% increase in construction costs 2021 to 2022 (BICS National Data).
- Island costs are significantly higher.

Community Housing Priority

- 56% believe housing for local families is needed for communities to thrive in the future (HIE Survey, 2022).

Lack of Accommodation Stifles Employment

- Majority of employers surveyed on Mull and Iona think lack of worker accommodation is a problem, impacting negatively on current operations and stifling growth and investment. (MIGHT Survey 2022).
- Majority of employers surveyed on Islay have experienced difficulties recruiting staff due to lack of housing (Islay Strategic Housing Overview 2019).

DEFINING THE PROBLEM

4.5 This is a complex and interdependent picture and collectively these local statistics point to a Housing Emergency within Argyll and Bute, set within the context of a national crisis that exacerbates the issues we face. The Council has already declared housing as one of its top priorities bringing forward a number of projects across Argyll and Bute. It would however be useful for the Council to specifically acknowledge and declare a “Housing Emergency”, as this will help to focus our limited resources, help raise the issue at a national level, and ultimately justify future decision making if any further interventions are decided upon.

4.6 To be able to think about how best to tackle this, it is helpful to try and identify common themes, and this can be done by considering four key issues:

- **Shortage of New Build Private Housing Supply**

Outside Helensburgh and Lomond there is practically no speculative private new build, and this means there are few starter homes for purchase, or smaller homes for downsizing. Both vital to maintain a healthy functioning housing market and communities that support them.

- **Unavailability and Affordability of the Existing Private Housing Stock**

A significant proportion of the housing stock is unavailable for occupancy as principal homes by permanent residents because it is in use for holiday homes, or holiday letting, and occasionally contract workers. This places stress on the rest of the housing system. In addition, the unaffordability of the housing stock that is on the market further exacerbates the problem and often favours purchasers from outside the local area with greater economic resources at their disposal.

- **Effectiveness of Social Rented Stock**

With high demand, long waiting times, slow turnover of housing stock, high numbers of homelessness in temporary accommodation, and a mismatch between stock bedroom size and demand, the social rented supply is not

performing as efficiently as it could. As a stock transfer Council, we are not in direct control and must work closely with RSLs and the Scottish Government to address these issues.

- **Maintaining New Build Social Supply**

Despite successful delivery of the Strategic Housing Investment Programme over recent years, it remains challenging to deliver new build social rented stock at the necessary volume when developing in remote rural areas with high construction costs, significant infrastructure requirements, labour and contractor shortages, increasing finance costs and a finite development appetite in terms of risk.

TACKLING THE ISSUES

- 4.7 There is no single silver bullet solution to these issues, but the requirement for a broad range of activities, both short and long term. Some of these will be improving or adjusting existing activities, some will be exploring new ways of working and enabling partners, and some may involve new types of direct Council interventions.
- 4.8 Whilst having transferred the Council's Housing Stock to RSLs, the Council remains the Strategic Housing Authority for the Area, and is also the Statutory Planning Authority. As such, it is required to produce a Local Housing Strategy (LHS) approved by Scottish Government.
- 4.9 The current LHS covers the period 2022-2027 and sets out the authority's strategic vision for housing, taking into account national policy, local priorities, and based on a detailed understanding of need and demand in the Area. It is based on very extensive consultation with all sectors and stakeholders in the housing market.
- 4.10 The LHS identifies many of the statistical characteristics and issues outlined above. It sets out the strategy that underpins how the Council seeks to meet the housing need and demand for all tenures within the Area. Fundamentally, this flows from the identification of a Housing Supply Target. This then flows in to the Council's Local Development Plan, which identifies the land required on which to develop the housing, and the Council's Strategic Housing Investment Plan, which identifies where investment in new social housing will occur.
- 4.11 The Council has significant influence on the provision of social housing, and is a key partner in the operation of the existing social housing stock. However, in the private tenure of the housing market, both for sale and rent, the Local Housing Strategy has traditionally had less influence. Through the Housing Supply Target, the LHS identifies how many private sector homes are required, and the LDP identifies suitable land on which this can be provided. However, beyond this, there is a reliance on the private sector to develop and provide the houses. In a normal market situation this successfully delivers speculative housing for sale on sites identified in LDPs. However, over recent years in remote rural areas such as we

have in Argyll and Bute, there has been very limited appetite from private market house builders to develop in this manner. At the same time, unpredictable changes in the private rental market, whereby the growth of un-regulated short-term letting, and changes in the financial attractiveness of letting have reduced the number of properties available for let to permanent residents.

- 4.12 There is therefore a need for the LHS to consider these issues in more detail, and examine if and how they can be addressed both by the Council, and in partnership with other stakeholders in the housing delivery system including the private sector, community groups, RSLs and the Scottish Government. It is normal practice for the Housing Service to produce an annual LHS update and it is proposed that this is the appropriate vehicle to do this.
- 4.13 To support this officers have already set up an operational Officer Housing Group with senior officers from across the Council's services. The group will explore and develop a series of options for Members' consideration. This includes looking at key barriers and constraints to development, considering direct intervention at all levels including radical housing delivery models, considering potential new policy measures that could be employed by the Council or Scottish Government. The operational group will use the Strategic Housing Forum, in the first instance, to report any options for considering, and to facilitate engagement with other stakeholders.
- 4.14 The Group will create a direct action or delivery programme. This will largely be site focused, although may also include proposed thematic policy interventions. The Group will seek to evaluate the proposals of the Delivery Programme against identified criteria including:-
- Fit with the Council's Policy Framework: Particularly the LHS, SHIP, Local Development Plan 2, National Planning Framework4 and the emerging Argyll and Bute Economic Development Strategy.
 - Scale of impact in meeting identified need and demand.
 - Risk of proposals set against need and demand.
 - Key barriers to success and delivery.
 - Funding landscape available to the council and our partners.
- 4.15 A similar style Delivery Programme will become a statutory requirement in support of the new style Local Development Plans, which will be introduced in the next few years. It is envisaged that the resultant Delivery Programme would be maintained as a working document with regular review and monitoring. Many of the outcomes from the Delivery Programme will be capable of implementation through normal business, but it is expected that there will be a number of proposals which will require decisions of the Council to implement. Examples might include:
- Development Site purchase and or CPO;
 - Purchase of off the shelf new build private housing for rent-or re-sale;
 - Purchase of second homes appearing for sale, and their re-sale with burdens to ensure occupancy as principal homes;
 - Implementation of planning control to regulate short-term letting.

- Development of accommodation to act as a temporary or touch-down location for workers arriving on the islands.

4.16 The Housing Group is already in operation and is in the process of developing proposals at speed. It will feed in to the annual review of the LHS before the end of the year that will be presented to members for a further decision. It is also intended to hold a housing summit in the Autumn in collaboration with a number of our housing delivery partners.

EXISTING PROGRESS

4.17 It is important to note, that notwithstanding the issues and challenges raised in this report, a significant amount of progress is already being made.

- The Council's award winning empty homes team has expanded and is working effectively to bring disused properties back in to use.
- Developments in Helensburgh have continued to deliver private new build market homes at scale.
- Phase 3 of Dunbeg coming to completion with plans underway for phase 4.
- 251 new affordable homes on site during 21/22.
- More social housing built on the islands than for many years.
- Community Housing groups delivering their own housing developments in places such as Colonsay, Ulva, Ulva Ferry and Gigha.
- £2m in 21/22 invested in improving housing stock energy efficiency with a further £2m in 2022/23.
- Taking forward key worker housing through the Rural Growth Deal in places such as Tobermory and Bowmore.

4.18 A wide range of other work is highlighted at: [ARGYLL AND BUTE LOCAL HOUSING STRATEGY 2004-2009 \(argyll-bute.gov.uk\)](https://www.argyll-bute.gov.uk/argyll-and-bute-local-housing-strategy-2004-2009)

5.0 CONCLUSION

5.1 There is a Housing Emergency across the UK including Scotland and Argyll and Bute. It is sensible to acknowledge it at a local level justified by the stark statistics that have informed this opinion. The Council intends to refresh its LHS to ensure we are specifically addressing the issues identified with a clear focus on housing delivery actions. There is a clear intention to hold a housing summit in the Autumn of 2023 to examine this issue further bringing together a range of housing stakeholders and partners. An Officer Housing Group has been established to focus on these issues and to identify appropriate actions which are likely to include new and direct housing interventions.

6.0 IMPLICATIONS

6.1 Policy - The proposal is consistent with current Council priorities and the Local Housing Strategy vision and outcomes which are directly aligned with the overarching objectives of the Outcome Improvement Plan, in particular

Outcome 2 – we have infrastructure that supports sustainable growth.

- 6.2 Financial - None directly arising from this report but future housing delivery actions will require additional funding at some stage from the council and our partners if delivery is to be accelerated.
- 6.3 Legal – None.
- 6.4 HR – None.
- 6.5 Equalities (Fairer Duty Scotland) - The proposals are consistent with aims and objectives set out in the local housing strategy, which is subject to an EQIA.
 - 6.5.1 Equalities – Protected Characteristics - There are targets set within the SHIP to deliver housing which meet the needs of specialist groups.
 - 6.5.2 Social-Economic Characteristics - The delivery of affordable housing across Argyll and Bute facilitates socio-economic opportunities for all. The SHIP links with the Child Poverty Strategy.
 - 6.5.3 Islands - The delivery of affordable housing across Argyll and Bute facilitates socio-economic opportunities for all. The SHIP links with the Child Poverty Strategy.
- 6.6 Risk - The Housing Needs and Demand Assessment process takes full account of housing need on the islands.
- 6.7 Climate Change – New housing in the right location helps reduce carbon outputs particularly when heating is provided using renewable energy and utilizing high standards of insulation which can also be applied to existing stock.
- 6.8 Customer Service – None.

Kirsty Flanagan

Executive Director with Responsibility for Development and Economic Growth

Cllr Robin Currie, Policy Lead for Economy and Rural Growth

June 2023

For further information contact:

Fergus Murray, Head of Development and Economic Growth
Fergus.Murray@argyll-bute.gov.uk

Matt Mulderrig, Development Policy and Housing Manager
Matt.Mulderrig@argyll-bute.gov.uk

Douglas Whyte, Team Lead – Housing Strategy
Douglas.Whyte@argyll-bute.gov.uk

Environment, Development and Infrastructure Committee Work Plan 2023/24

This is an outline plan to facilitate forward planning of reports to the Environment, Development and Infrastructure Committee.				
Date	Title	Service/Officer	Date Due	Comments
1 June 2023				
	Roads Capital Programme Member Engagement	Roads and Infrastructure Services	9 May 2023	
	Route Optimisation	Roads and Infrastructure Services		
	Bridges and Structures update	Roads and Infrastructure Services		
	Waste Strategy Update	Roads and Infrastructure Services		
	Argyll and Bute UK Shared Prosperity Fund Investment Plan Update	Development and Economic Growth		
	Active Travel Update	Development and Economic Growth		
	Refresh of Argyll and Bute Economic Strategy 2019-2023: 2024-2029	Development and Economic Growth		
	Economic Growth Team Achievements for 2022/23	Development and Economic Growth		
	Declaring an Argyll and Bute Housing Emergency	Development and Economic Growth		
31 August 2023				
	Annual Winter Service Policy	Roads and Infrastructure Services	8 August 2023	

Environment, Development and Infrastructure Committee Work Plan 2023/24

	Rest and Be Thankful Update	Roads and Infrastructure Services		Requested at 02.03.2023 meeting
	EVC Update	Roads and Infrastructure		
30 November 2023				
	Annual Status and Options Report (ASOR)	Roads and Infrastructure Services	7 November 2023	
29 February 2024				
	Annual Status and Options Report (ASOR) Road Condition Index Annual Report	Roads and Infrastructure Services	6 February 2024	
	Roads Reconstruction Capital Programme	Roads and Infrastructure Services		
Future Items				
	Shared Prosperity Fund	Development and Economic Growth		
	Programme of Footway Works	Roads and Infrastructure Services		Requested at 02.03.2023 meeting – no date specified.