

Argyll and Bute Council
Comhairle Earra-Ghàidheal Agus Bhòid

Customer Services
Executive Director: Douglas Hendry



Kilmory, Lochgilphead, PA31 8RT
Tel: 01546 602127 Fax: 01546 604435
DX 599700 LOCHGILPHEAD
3 November 2016

NOTICE OF MEETING

A meeting of the **ENVIRONMENT, DEVELOPMENT AND INFRASTRUCTURE COMMITTEE** will be held in the **COUNCIL CHAMBER, KILMORY, LOCHGILPHEAD** on **THURSDAY, 10 NOVEMBER 2016** at **10:30 AM**, which you are requested to attend.

Douglas Hendry
Executive Director of Customer Services

BUSINESS

- 1. APOLOGIES FOR ABSENCE**
- 2. DECLARATIONS OF INTEREST (IF ANY)**
- 3. MINUTES** (Pages 1 - 6)
Environment, Development and Infrastructure Committee held on 11 August 2016
- 4. ARGYLL AND THE ISLES COAST AND COUNTRYSIDE TRUST**
Presentation by Julie Young, Development Manager - Argyll and the Isles Coast and Countryside Trust
- 5. DEVELOPMENT AND INFRASTRUCTURE SERVICES PERFORMANCE REPORT - FQ2 2016/17** (Pages 7 - 16)
Report by Executive Director – Development and Infrastructure Services
- 6. PROJECTS AND RENEWABLES - SOCIAL ENTERPRISE TEAM ANNUAL REPORT 2015-16** (Pages 17 - 28)
Report by Executive Director – Development and Infrastructure Services
- 7. DIGITAL INFRASTRUCTURE UPDATE** (Pages 29 - 42)
Report by Executive Director – Development and Infrastructure Services

8. **ARGYLL AND THE ISLES TOURISM CO-OPERATIVE UPDATE** (Pages 43 - 72)
Report by Executive Director – Development and Infrastructure Services
- * 9. **GRASS CUTTING - PROPOSED CHANGES** (Pages 73 - 80)
Report by Executive Director – Development and Infrastructure Services
- * 10. **STRATEGIC ECONOMIC DEVELOPMENT ACTION PLAN**
Report by Executive Director – Development and Infrastructure Services (to follow)
11. **ENVIRONMENT, DEVELOPMENT AND INFRASTRUCTURE COMMITTEE WORK PLAN - NOVEMBER 2016** (Pages 81 - 82)

Items marked with an “asterisk” are items, on the basis of information available at the time this Agenda is published, on which the Committee may not have delegated powers to act, and which may therefore require to be referred to the Council or another Committee, and that referral may depend on the decision reached at the meeting.

Environment, Development and Infrastructure Committee

Councillor John Armour	Councillor Anne Horn
Councillor David Kinniburgh	Councillor Alistair MacDougall
Councillor Robert Graham MacIntyre (Vice-Chair)	
Councillor Donald MacMillan	Councillor Bruce Marshall
Councillor John McAlpine	Councillor Alex McNaughton
Councillor Aileen Morton	Councillor Ellen Morton (Chair)
Councillor Elaine Robertson	Councillor Len Scoullar
Councillor Sandy Taylor	Councillor Richard Trail
Councillor Dick Walsh	

Contact: Hazel MacInnes Tel: 01546 604269

**MINUTES of MEETING of ENVIRONMENT, DEVELOPMENT AND INFRASTRUCTURE
COMMITTEE held in the COUNCIL CHAMBER, KILMORY, LOCHGILPHEAD
on THURSDAY, 11 AUGUST 2016**

Present: Councillor Ellen Morton (Chair)

Councillor David Kinniburgh	Councillor Aileen Morton
Councillor Alistair MacDougall	Councillor Elaine Robertson
Councillor Robert G MacIntyre	Councillor Len Scoullar
Councillor Donald MacMillan	Councillor Sandy Taylor
Councillor Bruce Marshall	Councillor Richard Trail
Councillor John McAlpine	Councillor Dick Walsh
Councillor Alex McNaughton	

Attending: Pippa Milne, Executive Director – Development and Infrastructure Services
Fergus Murray, Head of Economic Development
Jim Smith, Head of Roads and Amenity Services
Patricia O’Neill, Central Governance Manager
Colin Fulcher, Strategic Co-ordinator, LEADER

1. APOLOGIES FOR ABSENCE

Apologies for absence were intimated from Councillors John Armour and Anne Horn.

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. MINUTES

The Minute of the Environment, Development and Infrastructure Committee meeting held on 7 April 2016 was approved as a correct record.

4. PERFORMANCE REPORT FQ1 2016/17 AND FQ4 2015/16

Consideration was given to a report presenting the Development and Infrastructure Services departmental performance reports with associated scorecard performance in financial quarter 4 2015-16 and financial quarter 1 2016-17.

Decision

The Committee agreed:-

1. to note the Development and Infrastructure Services departmental performance reports with associated scorecard performance for financial quarter 4 2015-16 and financial quarter 1 2016-17;
2. to note that the Executive Director of Development and Infrastructure and the Head of Economic Development will raise Members’ concerns regarding progress with the rollout of the next generation of Broadband across Argyll and Bute at their next scheduled meeting with key stakeholders;

3. that feedback from this meeting and an update on progress with the rollout of the next generation of Broadband should be given at a future Seminar day for elected Members and that a representative from HIE, as lead organisation, should also be invited to attend;
4. to note that the Head of Economic Development will circulate to all Members an explanatory note on the different types of Broadband and mobile connectivity that exist across Argyll and Bute; and
5. to note that as well as the challenges faced by the dairy industry there were also a wide range of challenges facing the fishing industry and that these would be highlighted in the next quarterly performance report.

(Reference: Report by Executive Director – Development and Infrastructure Services, submitted)

5. ARGYLL ENTERPRISE WEEK

Consideration was given to a report which provided a briefing on Argyll Enterprise Week which is being jointly hosted by Argyll and Bute Council's Business Gateway and Highlands and Islands Enterprise. This will run in Oban as a pilot from Monday 31 October to Friday 4 November 2016 and, if successful, could be replicated in other areas in future years.

Decision

The Committee agreed:-

1. to note the activities planned and partners involved with Argyll Enterprise Week; and
2. to note that if Members wished to suggest other opportunities to further align Council and partner activity within Argyll Enterprise Week they should contact Kate Fraser at Business Gateway via email by Friday 19 August 2016.

(Reference: Report by Executive Director – Development and Infrastructure Services dated 14 July 2016, submitted)

6. UPDATE ON DISCOVER SPACE UK (DSUK) BID TO PROVIDE UK SPACEPORT AT MACHRIHANISH

Consideration was given to a report updating the Committee on the progress with work the Council and Discover Space UK (DSUK) has been doing as a consortium, with HIE support, to establish the UK's first Spaceport at Campbeltown, Machrihanish and seeking approval that this work should continue at both an Officer and Member level as a top priority for the Council.

Decision

The Committee agreed:-

1. to note the paper on the progress to date;

2. that the Executive Director - Development and Infrastructure Services write to the UK Government to promote Machrihanish as the UK's first Spaceport and Aviation activity and encouraged Members to do the same;
3. that the Executive Director - Development and Infrastructure Services write to the Scottish Government to call for the Machrihanish Community Airbase to be declared an Enterprise Area for UK Spaceport and Aviation activity; and
4. to thank MACC for all their hard work in getting the bid to this point and to commend them on their ambition and determination with this project.

(Reference: Report by Executive Director – Development and Infrastructure Services dated 28 July 2016, submitted)

7. 2014-2020 ARGYLL AND THE ISLANDS LEADER PROGRAMME - SERVICE LEVEL AGREEMENT AND PROGRAMME LAUNCH; AND EUROPEAN MARITIME AND FISHERIES FUND UPDATE

Consideration was given to a report updating the Committee on progress with the outstanding LEADER governance issues relating to the Service Level Agreement (SLA) and on progress with launch of the LEADER programme. The report also provided an update on progress towards finalising the governance arrangements for the Fisheries Local Action Group (FLAG) strategy along with an update on the delivery of a joint FLAG programme with Ayrshire. The report also advised on progress with launching the European Maritime and Fisheries Fund (EMFF) which will be delivered via a joint FLAG strategy between Argyll and the Islands and Ayrshire.

Decision

The Committee agreed:-

1. to note the proposed LEADER timeline;
2. to note the outstanding governance arrangements relating to the SLA which affect the LEADER programme;
3. to approve the proposed date for launching the LEADER programme;
4. to note progress towards finalising the EMFF FLAG Framework Agreement;
5. to note the joint FLAG delivery arrangement between the Argyll and the Islands and Ayrshire FLAGs which will combine and become a joint FLAG; and
6. to note the potential for the current timeline to change and to delegate authority to the Executive Director – Development and Infrastructure, in consultation with the Leader/Policy Lead for Strategic Finance and the Policy Lead for Sustainable Economic Growth, to proceed with arrangements in relation to the launch of FLAG as necessary.

(Reference: Report by Executive Director – Development and Infrastructure Services dated 6 July 2016, submitted)

8. RESPONSE TO CALL FOR EVIDENCE ON ENTERPRISE AND SKILLS REVIEW

Consideration was given to a report which provided the Committee with the proposed Council response to the Scottish Government Enterprise and Skills Review Call for Evidence. The specific agencies under review are Scottish Enterprise, Highlands and Islands Enterprise, Skills Development Scotland and the Scottish Funding Council.

Decision

The Committee:-

1. noted the content of the report;
2. considered the high level principles articulated in the main paper and addressed in more detail in the proposed Argyll and Bute response; and
3. agreed to approve the Argyll and Bute Council response, as set out in Appendix A of the report, for submission to the Scottish Government by 15 August 2016.

(Reference: Report by Executive Director – Development and Infrastructure Services dated 4 August 2016, submitted)

9. WINTER SERVICE POLICY 2016/17

A report presenting the Winter Service Policy 2016/17 which remains in a similar format and covers a similar network to the Policy approved by Council in 2014 was considered.

Decision

The Committee agreed to approve the minor updates to:-

- a) the 2016/17 Winter Maintenance Policy as detailed at Appendix 2 of the report; and
- b) the Salt Use Reduction and Preservation of Stocks Protocol as detailed at Appendix 4 of the report.

(Reference: Report by Executive Director – Development and Infrastructure Services dated June 2016 and Winter Service Policy 2016/17, submitted)

10. BURIAL AND CREMATION POLICY

A report presenting the management rules for burial grounds and the protocol for provision of cemetery and cremation services was considered.

Decision

The Committee agreed:-

1. to approve changes to the Management rules for Burial Grounds as detailed at Appendix 1 of the report subject to the following further amendments
 - Section 3, last paragraph highlighted in bold to be removed,
 - Section 8, 1st paragraph the word “must” in first sentence to be replaced with “should normally”
 - Section 8, paragraph highlighted in bold to be removed and replaced with “There will be a maximum of three interments per lair. However, if ground conditions restrict this to a lesser number, lair owners will be advised at the time of the first interment”,
 - Section 13, 1st paragraph “no upset” to be changed to read “no reasonable upset or disturbance”; and
2. to approve the protocol for provision of cemetery and cremation services as detailed at Appendix 2 of the report.

(Reference: Report by Executive Director – Development and Infrastructure Services dated June 2016; Management Rules for Burial Grounds, dated June 2016; and Protocol for Provision of Cemetery and Cremation Services, dated February 2016, submitted)

Councillor Aileen Morton left the meeting at this point.

11. FESTIVE LIGHTING

Consideration was given to a report summarising the type and number of features of festive lighting in Argyll and Bute towns and villages together with the typical annual costs of carrying out repairs, testing, erecting and removal of the festive lighting.

Decision

The Committee agreed:-

1. to note the contents of the report;
2. that active community engagement is progressed to transfer festive lighting from the Council to the community by no later than 2018/19; and
3. to note that Officers will work towards providing as much detail as possible of the current situation to support the community engagement process.

(Reference: Report by Executive Director – Development and Infrastructure Services dated June 2016, submitted)

Councillor Dick Walsh left the meeting at this point.

* **12. UPDATE ON IMPLEMENTATION OF THE PAVEMENT CAFE LICENCE POLICY**

Consideration was given to a report providing an update on the implementation of the Pavement Café Licence policy.

Decision

The Committee agreed:-

1. to note the contents of the report;
2. to approve proactive engagement with the community to encourage further take up of licences; and
3. to recommend that the Policy and Resources Committee approve the waiving of the Pavement Café Licence fee for a further year.

(Reference: Report by Executive Director – Development and Infrastructure Services dated July 2016, submitted)

13. ENVIRONMENT, DEVELOPMENT AND INFRASTRUCTURE COMMITTEE WORKPLAN

The Committee considered the Environment, Development and Infrastructure Service Work Plan as at August 2016.

Decision

The Committee noted the Work Plan.

(Reference: Environment, Development and Infrastructure Services Work Plan as at August 2016, submitted)

ARGYLL AND BUTE COUNCIL

ENVIRONMENT, DEVELOPMENT AND
INFRASTRUCTURE SERVICES
COMMITTEE

DEVELOPMENT AND INFRASTRUCTURE SERVICES

10 November 2016

**DEVELOPMENT AND INFRASTRUCTURE SERVICES
PERFORMANCE REPORT FQ2 2016-17**

1.0 EXECUTIVE SUMMARY

- 1.1 The Council's Planning and Performance Management Framework sets out the process for presentation of the Council's quarterly performance reports.
- 1.2 This paper presents the Environmental, Development and Infrastructure Committee with the Development and Infrastructure Services performance report with the associated scorecard performance in FQ2 2016-17 (July to September 2016).
- 1.3 It is recommended that the Environment, Development and Infrastructure Services Committee reviews the scorecards as presented.

ARGYLL AND BUTE COUNCIL

ENVIRONMENT, DEVELOPMENT AND
INFRASTRUCTURE SERVICES
COMMITTEE

DEVELOPMENT AND INFRASTRUCTURE SERVICES

10 November 2016

**DEVELOPMENT AND INFRASTRUCTURE SERVICES
PERFORMANCE REPORT FQ2 2016-17**

2.0 INTRODUCTION

- 2.1 The Planning and Performance Management Framework sets out the process for presentation of the council's quarterly performance reports.
- 2.2 This paper presents the Environment, Development and Infrastructure Committee with the Development and Infrastructure Services performance report with the associated scorecard for performance in FQ2 2016-17.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee reviews the scorecards as presented.

4.0 DETAIL

- 4.1 The performance scorecard for Development and Infrastructure Services was extracted from the Council's Pyramid performance management system and is comprised of key performance indicators incorporating the services that make up Development and Infrastructure Services.

5.0 IMPLICATIONS

5.1	Policy	None
5.2	Financial	Inherent
5.3	Legal	The Council has a duty to deliver best value under the Local Government in Scotland Act 2003
5.4	HR	None
5.5	Equalities	None
5.6	Risk	Ensuring performance is effectively scrutinised by members
5.7	Customer Service	Inherent

For further information contact: Lesley Sweetman, Performance and Business Manager

APPENDICES

FQ2 2016/17 Performance reports and scorecards – Development and Infrastructure Services

Key successes

1. HMNB Clyde Strategic Delivery and Development Framework has commenced with senior council management, the Royal Navy and The Ministry of Defence agreeing areas of priority to work upon. This key partnership and communication framework will help with delivery of the Royal Navy Submarine Centre of Specialisation and maximise benefit for the Base and the wider community of Argyll and Bute. The approach has already been cited as best practice by the Secretary of State for Scotland.
2. As part of the wider Oban Bay Regeneration project, the Oban Transit Berthing facility and Oban North Pier Maritime Visitor facilities gained planning approval. Tenders for the works will be issued before Christmas to enable fabrication works to commence in February. The aim is to have transit marina ready to welcome boats by mid-summer next year. With approval to demolish the existing white building on the North Pier, the new Maritime Visitor Facility taking its place next summer will make a significant visual enhancement to the town and provide a focal point for visitors, facilities associated with the transit berthing facility, as well as flexible event space and commercial offices.
3. The arrangements and stakeholder consultations necessary to support the smooth transition to the new waste and recycling service were completed enabling the first phase of service changes to 13,000 households to commence as planned on 3 October. The subsequent two phases will roll-out in from late October onwards.
4. The end of the £7 million Campbeltown Townscape Heritage Initiative which revitalised the town centre was celebrated with the official opening of fully refurbished Town Hall. The town's second conservation £900k regeneration scheme commenced in April and runs until March 2020. Steady progress is reported with the Small Grant Scheme interest under assessment.
5. Planning services continue to develop business growth opportunities built upon a reputation for high standards of service which in-turn supports employment in the area. Building Standards has secured a further year as private verifier for Babcock International at Faslane and Coulpport and are currently in advanced discussion with The City of Edinburgh Council to undertake their extra building standards work. Development Management and Development Policy working with Loch Lomond and the Trossachs National Park and the Highlands and the Western Isles Councils' promoting their professional expertise and are already gaining some initial contract work and crucially will be generating fee income to counteract the impact of budget reductions.
6. 94% of this year's roads capital reconstruction budget worth £4.61 million has been delivered.

7. Argyll and Bute Council is actively partnering with Ayrshire Councils', Scottish Natural Heritage, Scottish Environmental Protection Agency and Peel Ports Clydeport to ensure sustainable, coordinated management of the Clyde Marine Region through the development of the Clyde Marine Planning Partnership. The partnership has launched the website www.clydemarineplan.scot and will make use of this to maximise Local Development Plan consultation and raise awareness of marine planning projects.
8. Dunoon's Queen's hall has moved into the renovation construction phase following extensive public consultation that has resulted in additional outside landscaping, a gym facility as well as major road realignment. Works commence in November 2016 and in addition to local subcontracting opportunities, pupils from Dunoon Grammar School will be getting involved in this project just as they have with the restoration of the Dunoon pier. The project's contractor will be working with the school to support the Exit into Employment programme.
9. 97% of all planning applications determined were approved during FQ2. Year to date, planning applications and other related submissions are almost 7% higher than at the same period last year, 1050 compared with 985. The increase is attributed to householder applications as the number of major applications has slowed this year due to the drop in feed in tariffs for all renewable energies. The council has commissioned an excellent value review of Argyll and Bute Landscape Wind Energy Capacity 2012 in partnership with Scottish Natural Heritage which will provide a useful reference and update for interested parties.
10. Looking ahead, future house building development interest is strong in certain areas. Cala Homes gained planning permission in principal for 145 homes, including 25% on site affordable homes at Sawmillfield in Helensburgh. A pre-determination hearing with Advant Homes will consider a further 150 new homes in Cardross and Persimmon Homes have submitted a pre-application consultation notice for 90 homes at Rhu Road Higher in Helensburgh and is likely to submit the planning application early in 2017. Strategic meetings with M&K MacLeod's also took place looking at their building programme and future growth areas.
11. Planning approval was given for the first new whisky distillery and visitor centre in over a decade on Islay. Glasgow based blender and bottler, Hunter Laing and Company is making its first move into distilling with a planned £8 million investment in the new build facility. With capacity to produce 500,000 litres per year, the distillery will create at least 4 full time new jobs as well as seasonal and in-direct employment by 2019 and give a boost to the local economy with increased demand for barley from Islay farmers.
12. Planning approval was given to renovate and extend a vacant and prominent Cardross building creating a new Co-op food store and supporting approximately 10-15 full and part-time jobs.
13. Building Standards service went live on the Scottish Government's national planning portal www.eDevelopment.scot/ www.eBuildingStandards.scot as part of the planned national launch, joining Development Management on this one-stop portal aimed at providing high quality online services encouraging customers to go digital, saving time and money.

14. Approval was obtained to make £500k available to encourage people and businesses to move and in area through the Rural Resettlement Fund. With national publicity for the fund, the aim is to provide practical help for you people relocating or returning to the area; families relocating for work; and small or medium enterprises relocating.
15. The Fleet Management team has again been recognised as a leading service in their commitment to training and employment opportunities for young mechanics, with recently qualified HGV mechanic Chris Cupples awarded runner-up status at the coveted Scottish Training Federation Apprentice of the year Award. Further apprenticeship opportunities are in the pipeline. These new opportunities also provide an integral source of skilled labour for the service's future succession planning needs.
16. 24 new business start-ups were supported during this period with an estimated collective first year turnover worth £0.75 million and 24 jobs. Satisfaction with the services provided by Business Gateway remains strong at 88% and above the national average of 83%.
17. Within this period 17 new productions were filmed, this included a 6-part ITV drama called Loch Ness. This particular production saw a cast and crew of over 40 spend 18 days around Glen Fruin and Loch Lomond bringing short and long term economic benefits to the area. Economic Development continues to support this sector and dealt with 31 new filming enquiries during this period.
18. The A'Cruach Community Benefit Fund became operational with an £149k (index linked) annually available to communities in Dunadd, Lochgilphead and West Loch Fyne areas.
19. Approval was gained for the council's Food Safety Law Enforcement Plan 2016-19 and Food Improvement Plan. With food and drink sector is critical to the local economy and good regulation defined in those plans for food hygiene, food standards and feed are vital.
20. With limited resources to address marine litter and to coincide with the Great British Beach Clean 2016, Amenity Services in partnership with the Marine Conservation Society, Clyde Marine Planning Partnership and Keep Scotland Beautiful met and encouraged anyone equally concerned about litter to join them in seeking innovative ways to tackle the problem at source. One particular agreed action was the recording of litter collected to enable details to be passed to the Marine Conservation Society so they can address littering sources. Amenity Services also organised 5 simultaneous beach cleans in the Helensburgh and Lomond area which were well supported by 3rd sector groups and local communities.
21. iCycle the one-stop shop for cycle training developed by Economic Development's Road Safety Unit <http://www.icycle.org.uk> successfully trained almost 600 P6/7 children, with from 38 schools participating over the academic period.

Key challenges

1. Successfully embed service changes to Argyll and Bute's waste and recycling collections. Address the challenges associated with recycling and waste treatment in the medium to longer term in view of the longer term financial risks and future landfill ban affecting this statutory service.
2. Effective workforce planning, balancing short to longer term skills requirements, whilst addressing the very challenging financial outlook.
3. Converting managerial action on sickness absence into improved attendance performance - key to delivery of services.
4. Ensuring that the promotion and marketing of Argyll and Bute as a great place to live, visit, invest and work remains a strategic priority for the council and a wide range of stakeholders.
5. Realising the full potential of the marine infrastructure to support economic growth; undertake a review of Piers and Harbours fees and charges and a review of marine service operating expenditure.
6. Address the financial challenges associated brought about by flooding events and resourcing the council's liabilities associated with the Flood Risk Management Plan.
7. With the renewal of the Economic Development Actions Plans at a strategic and local level the complexity of the council's economic initiatives and actions require to be clear for all stakeholders.
8. The pace of change in terms of economic development. The size and dispersed settlement pattern of the area makes it challenging to clearly demonstrate what has already been achieved and are in the process of delivering.
9. Bringing forward transformational change. Recent publications on transport and digital connectivity show the scale of change required demands resources beyond the scope of the council and the wider Argyll economy or Community Planning Partners.
10. The result of the Europe referendum has the potential to have far reaching implications for the Argyll economy. Argyll is a net benefactor of EU funding through Pillar One and Two funding streams that cover aspects such as agriculture payments and programmes such as LEADER. Argyll currently has approximately 1,600 EU citizens working in industries such as tourism, construction and fish processing. If there is a loss of free movement of labour there may be implications for those industries.

Actions to address the challenges

1. Effectively communicate waste and recycling service changes to the public and trade waste businesses as well as supporting staff adapt to the service changes in collection routes and working arrangements. Develop a new Waste Strategy based upon a new 25 Year Waste Financial Model and continue to work with the community to improve and increase recycling performance.
2. Progress workforce planning requirements to mitigate short to medium term job loss as a result of financial pressures; support sustainable future service delivery with digital service delivery central to service transformation; and create employment opportunity to address concerning workforce demographics and specific occupational recruitment challenges.
3. Supporting managers in their efforts to improve performance attendance and effectively apply the council's Maximising Attendance Policy.
4. Work closely with a wide range of stakeholders to progress the opportunities associated with tourism in Argyll and Bute.
5. Ensure that effective consultations, communications and management of the work streams necessary to undertake the review of Piers and Harbours fees and charges. Progress economic opportunities inherent in the Marine Sector independently and collaboratively; and ensure that future marine service operating costs are sustainable.
6. Continuing to work with SEPA and other Local Plan District partners managing flood risk, this includes preparing Surface Water Management Plans and working with plan district groups to deliver a programme of actions; and confirming the financial allocations for the first 6 year cycle of the Flood Risk Management Plan.
7. A one size fits all approach will not provide the economic solutions that work for Argyll and Bute given every areas different challenges to economic growth and opportunities. All relevant officers will be fully engaged with the EDAPs to ensure that all efforts work collectively to deliver the identified actions and stated outcomes agreed and endorsed by council committees.
8. Effective communication remains a central challenge of the service and while considerable efforts are being made to reach external audiences through traditional media and attendance at external meetings and events. An intensified focus on digital media is a priority and the creation of the digital portal will be vital to all Economic Development to communicate to a wider and more diverse audience. Events such as Enterprise Week in Oban and the islands Connections Conference on Seil are good examples of how the service plans to engage the business sector and communities to raise awareness of the investment, opportunities and accelerate the pace of economic growth.

9. UK and Scottish Government interventions will be necessary and the challenge will be to convince both of the merits of the business case that enables sufficient funding to be released in order to realise economic potential. Forming part of the Rural Regeneration Initiative will be the Single Investment Plan in quarter 3 to contain the critical projects essential to deliver transformational economic change and help address population challenges.
10. Economic Development will continue to lobby to maximise the remaining European funding available, lobby for replacement funding and for actions that look to protect the interest of the local economy.

Development and Infrastructure Scorecard 2016-17

FQ2 16/17

Click for Full Scorecard

SOA Outcome - The economy is diverse and thriving			
ET01 Sustainable economic growth in Argyll and Bute	Success Measures	19	A
	On track	16	→
PR01 Local economy improved by delivery of sustainable development	Success Measures	4	G
	On track	4	↑
RA04 Capital projects improve the transport infrastructure	Success Measures	6	A
	On track	5	→
RA05 High level of street cleanliness	Success Measures	1	G
	On track	1	→
RA06 Sustainable disposal of waste	Success Measures	2	
	On track		
SOA Outcome - We have infrastructure that supports sustainable growth			
ET02 A&B better connected, safer & more attractive	Success Measures	6	A
	On track	4	↓
PR05 Improved & enhanced access to natural environment & green networks	Success Measures	2	G
	On track	2	→
PR07 Creation of well designed and sustainable places ...	Success Measures	2	G
	On track	2	→
RA07 Marine Services - maintenance/management of piers/harbours/slips	Success Measures	1	G
	On track	1	→

SOA Outcome - People live in safer and stronger communities			
ET03 Renewables ... developed ... for the benefit of communities	Success Measures	2	A
	On track	2	→
ET04 Harness the potential of the third sector ...	Success Measures	3	G
	On track	3	→
PR02 Empowered ... customers ... exercising their legal rights ...	Success Measures	2	G
	On track	2	→
PR03 Secure standards re public health & health protection ...	Success Measures	2	G
	On track	2	→
PR04 Health, safety etc of people in & around buildings is protected ...	Success Measures	3	G
	On track	3	→
PR06 We live and work in an environment which is safe, promotes health & supports local economy	Success Measures	3	A
	On track	2	→
RA01 Proportionate, safe and available roads infrastructure	Success Measures	4	G
	On track	4	↑
RA02 Roads maintenance strategies ... contribute to economic growth ...	Success Measures	2	G
	On track	2	→
SOA Outcome - People live active, healthier and independent lives			
PR08 Protect health of our communities through effective partnership working	Success Measures	2	A
	On track	1	↓
Supporting Outcome - Service Delivery Enablers			
RA03 Reliable, safe and efficient vehicles fleet	Success Measures	2	G
	On track	2	→

ARGYLL AND BUTE COUNCIL

ECONOMIC DEVELOPMENT AND
INFRASTRUCTURE COMMITTEE

DEVELOPMENT AND
INFRASTRUCTURE SERVICES

10th November 2016

Projects and Renewables - Social Enterprise Team Annual Report 2015-16

1.0 EXECUTIVE SUMMARY

- 1.1 The Social Enterprise Team (SET) is part of the Economic Development service within the Council and its remit is to 'harness the potential of the third sector and increase their capacity to deliver sustainable communities'.
- 1.2 In the past year the services provided by SET have assisted in accessing at least £198,200 for communities through Funding Alert alone, and in the previous year £373,200. In addition, direct project work, such as Hermitage Park, has brought funding into the area and will potentially bring in at least £4million in the next five years.
- 1.3 An annual report for 2015-16 has been produced to provide information on the work of SET, and this is attached to this report. This annual report demonstrates that SET is meeting its targets and provides feedback to customers and partners that we work with. It is primarily distributed through our webpage and at events.

2.0 RECOMMENDATIONS

- 2.1 The Environment, Development and Infrastructure Committee note the content of this report.
- 2.2 That the EDI Committee recognises the good work of the social enterprise team and the need to continue to promote the assistance the team can offer to Argyll based social enterprises.

ARGYLL AND BUTE COUNCIL

ECONOMIC DEVELOPMENT AND
INFRASTRUCTURE COMMITTEE

DEVELOPMENT AND
INFRASTRUCTURE SERVICES

10th November 2016

Projects and Renewables - Social Enterprise Team Annual Report 2015-16

2.0 INTRODUCTION

2.1 This report provides an overview of the achievements of the Social Enterprise Team (SET) over the period April 2015-March 2016.

3.0 RECOMMENDATIONS

3.1 The Environment, Development and Infrastructure Committee note the content of this report.

3.2. That the EDI Committee recognises the good work of the social enterprise team and the need to continue to promote the assistance the team can offer to Argyll based social enterprises.

4.0 BACKGROUND

4.1 The Social Enterprise Team is part of the Transformation Projects and Regeneration Team in Economic Development Service. The remit of the team is to 'harness the potential of the third sector and increase their capacity to deliver sustainable communities'. This fits with our outcome to 'create opportunities for our partners and communities to fully engage in the way our services are delivered' (CO8).

4.2 The work of the SET is focused on the following areas:

4.2.1 Improving the way the council does business with the third sector

4.2.2 Developing new ways of delivering services in partnership with the third sector

4.2.3 Assisting delivery of the Single Outcome Agreement and Economic Development Action Plans (Strategic and Local)

4.2.4 Support areas for action as described in the Local Development Plan

4.3 The SET provides a range of services built on customer feedback. This includes the monthly Funding Alert; topic sheets with contacts and funders on a range of popular enquiries such as heritage, events and festivals; a searchable database of

fundings; support with the third sector asset transfer process and bespoke project support. Sixty eight percent of our customers reported that they used Funding Alert to identify funders and from those that provided a financial figure, this amounted to £198,200 in 2015-16 and £373,200 in 2014-15. A further £4,050,000 was successfully applied for by organisations in partnership with the council. Three hundred and seventy one funding searches were undertaken in 2015-16, and 166 enquiries were supported. SET also developed and maintains the community support webpages <http://www.argyll-bute.gov.uk/community-support> which gives third sector organisations direct access to a range of toolkits, information and contacts within the council. The SET annual report is primarily distributed through our webpage and at events.

4.4 **Third Sector Asset Transfer - Community Empowerment Bill.**

SET supports the customer facing element of the Third Sector Asset Transfer Process for which we have had 39 requests since the first request in September 2012. We are assisting with the council's internal working group on The Community Empowerment Bill Part 5 Asset Transfer Requests and, with our colleagues in other council departments, are considering what changes are required to our own processes and how these can be made to ensure we fully comply with the bill.

4.5 Over the past year SET has assisted in developing a range of projects in partnership with communities and agencies including;

- 4.4.1 Hermitage Park, Helensburgh – circa £3.4m heritage-led regeneration
- 4.4.2 Inveraray Community Company – supported the group to establish a Community Company with a Social Enterprise ethic, provided advice on relevant funding strands and assisted with community consultation.
- 4.4.3 ACT (Argyll and the Isles Coast and Countryside Trust) – support for the Trust's growth and development.
- 4.4.4 Argyll Coastal Waters – the development of a series of coastal access sites throughout Argyll and Bute's coastal communities. Paddle Argyll website <http://www.paddleargyll.org.uk/>.
- 4.4.5 Kilmahew/St Peter's – support links with tourism, business, communities and Hermitage Park, and to access £650K RCGF funds and monitor £250K Council funds as part of >£6.5m project

4.6 Details of these projects, the wider impacts of SET and the key targets for 2015-16 are in the attached annual report, or can be accessed via the link below. This demonstrates how SET is meeting its objectives and targets and provides feedback to customers and partners that we work with.

https://www.argyll-bute.gov.uk/sites/default/files/set_annual_report_2015-16.pdf

5.0 **CONCLUSION**

5.1 The Social Enterprise Team (SET) works with colleagues across the Council and a range of partners to deliver outcome CO8 'to create opportunities for our partners and communities to fully engage in the way our services are delivered'. The attached annual report for 2015-16 demonstrates how SET is meeting its objectives and targets together with the identification of our key targets for 2016-17.

6.0 IMPLICATIONS

- | | | |
|-----|-------------------|--|
| 6.1 | Policy | CO8 'to create opportunities for our partners and communities to fully engage in the way our services are delivered'. |
| 6.2 | Financial | Delivered within existing budgets. |
| 6.3 | Legal | None. |
| 6.4 | HR | Delivered through current staff resources. |
| 6.5 | Equalities | None in general but proposed improvements to access in some projects improve accessibility to sites eg. Hermitage Park and Argyll Sea Kayak Trail. |
| 6.6 | Risk | Individual projects have risk registers as appropriate. |
| 6.7 | Customer Services | Improved web access for customers. |

7. APPENDICES

- | | | |
|-----|--------------|---|
| 7.1 | Appendix One | Social Enterprise Team Annual Report 2015-16. |
|-----|--------------|---|

Executive Director of Development and Infrastructure - Pippa Milne
4th October 2016

Policy Lead: Cllr Aileen Morton

For further information contact:

Arlene Cullum
Tel: +44(0)1436 658727
arlene.cullum@argyll-bute.gov.uk



Social Enterprise Team Annual Report 2015-16





Our Vision and Priorities

Social Enterprise is a term to describe an organisation that has a social or environmental purpose that makes a profit to invest in this purpose or the wider community.

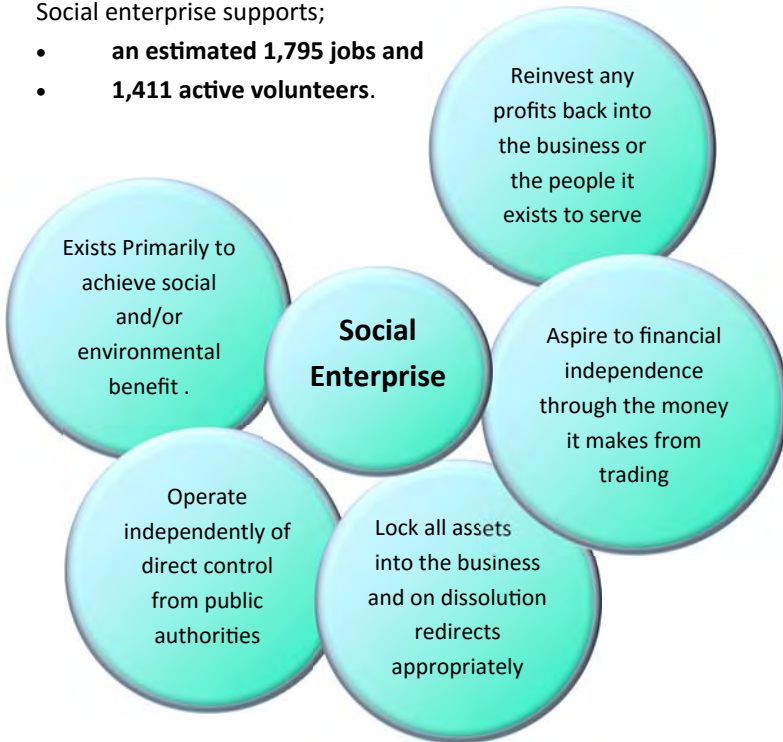
In Argyll and Bute we have at least 244 social enterprises who contribute to the sustainability and the regeneration of communities across our area. One such social enterprise, Campbeltown Town Hall, opened its doors on 30th April 2016, providing a key venue for activities, local jobs and securing an important heritage asset for the future.

The last survey of social enterprises in Argyll and Bute was undertaken in 2015, it identified over 244 organisations. Collectively they had;

- a turnover of over £40.7m,
- a spending power of £38.7m and
- total assets of £15.1m.

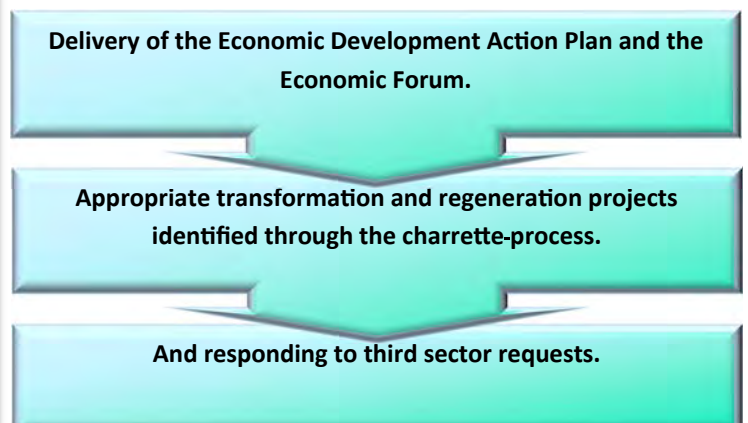
Social enterprise supports;

- an estimated 1,795 jobs and
- 1,411 active volunteers.



This has been a year of change within the council as it faces a reducing budget. The council’s social enterprise team has continued throughout this period and is refocussing activity to fit within the evolving structures and changes. The social enterprise team is part of Transformation Projects and Regeneration within a new Economic Development structure which can be accessed here https://www.argyll-bute.gov.uk/sites/default/files/final_edap_2013-18.pdf. The aim continues to be to ‘Harness the potential of the third sector and increase their capacity to deliver sustainable communities’.

We do this by assisting:



We continue to offer a variety of tools and services to the third sector, including bespoke support to third sector organisations that help fulfil our aims. Some of the projects we have worked with are described in the following pages. Most projects involve working in partnership with other council departments and external partners including the Third Sector Interface, Highlands and Islands Enterprise and the NHS.

We’d like to extend a thank you to everyone we have worked with and look forward to more successful partnership working in the coming year.

Kilmahew/St Peter's



The Kilmahew/St. Peter's site is a disused Roman Catholic seminary near Cardross. The seminary was designed by the firm of Gillespie, Kidd and Coia and has been described by the international architecture conservation organisation, DOCOMOMO as a "modern building of world significance". The building is one of only 42 post-war buildings in Scotland to be listed at Category A, the highest level of protection for a building of "special architectural or historic interest". It has been abandoned since the end of the 1980s and is currently in a ruinous state. Without urgent intervention the seminary building will need to be demolished. NVA, the arts charity, plan to bring the site back into use and create a new cultural and

heritage asset in Argyll and Bute that contains enormous potential to act as a catalyst for economic development across the region. Recent CNN and BBC Scotland coverage of the site are examples of the level of publicity and importance attached to the building, as is the success of the sell-out event, Hinterland, which took place at the site and was the signature event for the Year of Architecture in March 2016.

We have worked with NVA and council departments to bring together the funding package and facilitate partnerships between NVA, projects and businesses in the area. This work will continue into the foreseeable future.

A.C.T.

a brand new partnership.

Our vision is to sustainably maintain, enhance and promote the coast and countryside of Argyll and the Isles for the benefit of communities, local businesses and visitors.



Argyll and the Isles Coast and Countryside Trust (ACT) was established in 2013 as an independent body with charitable status. The aim is to help deliver projects to develop and promote the physical aspects of outdoor access, tackle invasive species, and look after small scale environmental improvements and biodiversity projects. ACT pans the geographical area of Argyll and Bute, including the area covered by the Loch Lomond and Trossachs National Park.

We supported setting up an enterprising arm for the trust. We have offered support with training, sign posting to departments within the council that could assist in taking projects forward. We have helped to identify funding opportunities and assisted with funding applications. We will provide ongoing support for the Trusts' growth and development of the independent board of trustees and advisors.

Hermitage Park, Helensburgh



Hermitage Park

Growing our park together

The Hermitage Park restoration and development project was successful in securing stage two funding from the Heritage Lottery Fund Parks for People (HLF). Following public consultation and investigation of the history of the site, the key themes of the park master plan focus on reflection/water and sustainability. These include: Milligs Burn, which runs through the park and is thought to be the birthplace of Helensburgh, the mill (its former use of water) and laid remains, all still identifiable; the reflective pool in the remembrance garden; the view of the Clyde from the top of the park and the smaller burn that enters the park to the northeast. The proposals include reconfiguration of the recreational facilities, development of a new environmentally aware Pavilion that will include a café and multi-use space, the restoration of key historic features such as the war memorial, and the rejuvenation of the collection and arrangement of plants throughout the park. The Management and Maintenance Plan guides the long term management and

sustainability of the project and is based around the formation of a dedicated core park team who will work together with an army of volunteers. A five year activity plan will help engage and inspire people to get involved in "Growing Our Park Together". Working with the people of Helensburgh is at the core of this project to ensure its long term sustainability. The project has a funding pot of £3.1 million, which includes £2.3 million - HLF, £280k - ABC, £253k MOD Covenant Fund, £20k - FoHPA, £60k -The War Memorial Trust and £300k - Sustrans.

<https://www.argyll-bute.gov.uk/hermitage-park-project-0>

We continue to work with Friends of Hermitage Park Association, council departments and a range of partners to oversee the development of the project to delivery stage. The level of community support continues to be high and we hope it will continue long past 2021 when HLF funding ends.

Argyll Coastal Waters



The Argyll Coastal Waters project is completed and the route is now open for business. The project saw the development of a series of coastal access sites throughout Argyll and Bute's coastal communities. We improved infrastructure, access to the waterfront and the subsequent development of water based recreational activities for locals and visitors to Argyll. These improved facilities and easy access for paddle-sports such as kayaking will assist the economic growth of marine and sports tourism. The Argyll Sea Kayak Trail is a new tourism product for

the area and is approximately 130km in length, covering some of the most naturally beautiful and wildlife rich parts of Scotland. Check out the web site;

<http://www.paddleargyll.org.uk/>

We continue to oversee the trail and look for future opportunities to grow and develop this product and enhance the access points.

Toward Memorial Hall



A member of Toward Community approached The Social Enterprise Team enquiring about the sale of the Memorial Hall. OSCR confirmed that the Hall remained a charitable asset and as such the committee were required to inform OSCR of any intention to dispose of the Hall. OSCR advised the subcommittee work with the existing office bearers and also

advised that the committee update the constitution from the Blench Charter to avoid any further governance problems. The group delivered 500 leaflets to the wider community to gauge support. A positive response led to the committee agreeing to defer the sale of the hall to allow the group to look at funding. An open day was arranged to allow the community to have their say. Over 200 people attended and despite free entry and refreshments, £1,606.25 was raised. The previous committee resigned and the subcommittee have now replaced them. The new committee have set about removing the old kitchen and toilets, sorting out the water supply and painting the ceiling. They were successful in a bid to the Community Foundation for funding for disabled access and are in the process of applying to the Covenant Fund for renovating the kitchen and toilets. A second open day raised £1,009.38.

We have supported the group to update the constitution. Assisted with funding applications and provided guidance for developing office bearers.

Inveraray Community Company



The primary aims of ICC are to manage community land and associated assets, provide recreational facilities and services and improve the understanding of the cultural, heritage and environment of Inveraray for the benefit of the local community. The initial projects identified for action are the rescue of the derelict and redundant Community Hall and the provision of an all-weather sports pitch. Inveraray Community Hall is located in the centre of Inveraray with the frontage facing Church Square and although the building is not listed it makes an important contribution to the Conservation Area.

We have supported the group to establish a Community Company with a Social Enterprise ethic, provided advice on relevant funding strands and assisted with community consultation in partnership with other departments. We will continue to work with the group to develop a business plan and with partner organisations including Inveraray Conservation Area Regeneration Officer (CARS) Highlands & Islands Enterprise (HIE) and Third Sector Interface (TSI) to offer cross sector support.

Training and Events



In response to the many requests for training we have produced a suite of online tools and information sheets. We continue to support the promotion and delivery of themed events across the council area, e.g. the recent **Community Renewables Day of Learning** devised and planned by Economic Development and Local Energy Scotland. The team not only supported the event, we also recorded the talks and presentations and made them available on line for people who couldn't manage to attend.

[Follow this link to view the files](#) We are presently working on a training calendar with the Community Planning Partnership .

Funding Alert

We produce a monthly Funding Alert, a fully interactive document which alerts individuals and organisations to current potential funding streams. In our latest questionnaire 68% of respondents reported they had identified streams of funding through Funding Alert. Funding to the total of £198,200 was identified by various organisations and a further £4,050,000 was successfully applied for by organisations working in partnership with the council. Presently Funding Alert has a distribution list of 1150 recipients and a further 161 people along with multiple groups receive Funding Alert from recipients on our list.

Free tools and resources

- www.argyll-bute.gov.uk/community-support
- www.argyll-bute.gov.uk/community-life-and-leisure/topic-sheets
- www.argyll-bute.gov.uk/grantnet
- www.argyll-bute.gov.uk/asset-transfer-process
- www.argyll-bute.gov.uk/community-life-and-leisure/funding-and-support

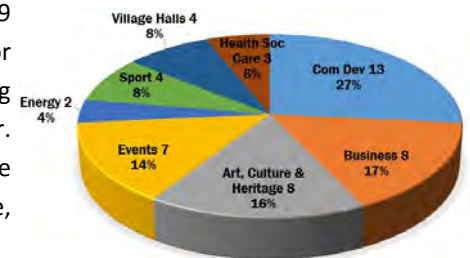
Enquiries and Funding

During the past year we have responded to 166 enquiries. The top three enquiries were Funding, Signposting/Info and Housing/Insulation. Other popular topics were Community Development, Village Halls and Community Centres.



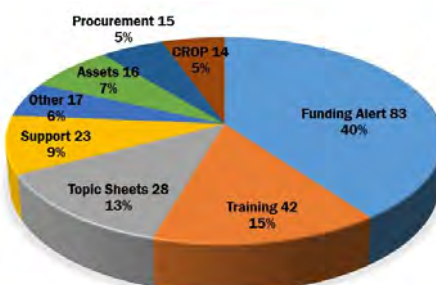
General Enquiries

There were 49 requests for bespoke funding searches last year. Requests can be made by phone, letter or by email



Bespoke Funding

A total of 83 Notes of Interest were submitted. All expressed an interest in Funding Alert along with Skills & Training and our Topic Sheets.



Notes of Interest

There were 371 funding searches through our free to use GrantNet funding portal created for us by Grantfinder.



GrantNet Searches

<https://www.argyll-bute.gov.uk/forms/note-interest-form>

<https://www.argyll-bute.gov.uk/grantnet>

Key Targets for 2016/17



Social Enterprise Team Leader
Arlene Cullum
01436 658727
07979 214501



Social Enterprise Worker
Isabell Jones
01369 703133
07989 423368



Social Enterprise Officer
David Rennie
01700 501371
07768 101320



Social Enterprise Worker
Brenda Sutherland
01700 501370
07825 842080

ARGYLL AND BUTE COUNCIL**Environment, Development and
Infrastructure****Development and Infrastructure****10th November 2016**

Digital Infrastructure Update on External Programmes

1.0 EXECUTIVE SUMMARY

The main purpose of this report is to provide an update on work that is being undertaken on a number of programmes, which aim to improve the digital infrastructure across Argyll and Bute.

The Council has no responsibility to deliver digital infrastructure in Argyll and Bute however it continues to actively engage with external partners/stakeholders responsible for Next Generation Access (NGA) whether it be Superfast Broadband (SFB) or Mobile Communications.

Next Generation Broadband

In Argyll and Bute 58.3% of premises have access to Super Fast Broadband, 8.8% of premises have access to fibre (improved service but not Superfast) and 32.8% are still waiting for next generation access. Therefore 41.6% of households still have no access to superfast broadband. BT has a contractual target, in Argyll and Bute under the Highlands and Islands programme, of 75% of premises having fibre access by the end of 2017. HIE have stated that a considerable number of cabinets have been installed on site but not yet connected and are waiting to be made live, and this target of 75% will be met. Current figures from HIE indicate that they are on line for 83% coverage in Argyll and Bute by the end of 2017.

Mobile Communications

Improvements to mobile network coverage have been slow across Argyll and Bute, however it is anticipated that this is going to be advanced rapidly as mobile network operators have a requirement for major coverage improvements before the end of 2017.

The UK Government has secured a binding agreement with the mobile networks EE, O2, Three and Vodafone to tackle poor signal issues in so-called 'partial not-spots'. These are areas within the UK that have coverage from some but not all of the four mobile networks. Depending on which network consumers are on, they may have no coverage in these areas.

This deal will also result in cutting total 'not-spots' where there is currently no mobile coverage, by two-thirds. This will support the UK Government's existing £150m programme to take mobile coverage to the areas of the UK that have no

coverage at all. As a result of the agreement, many areas will receive better data coverage, some for the first time.

1.1 **RECOMMENDATIONS**

1.2 The Committee are asked:

- To note the contents of this report.
- To note our concerns over the limited progress that has been made to date.
- To note the work of Argyll and Bute Council to accelerate progress.
- To note the concerns highlighted by the report and the technical difficulties faced by the infrastructure providers.

* It should be noted that while the report is printed in black and white (which will make some of the diagrams and tables difficult to interpret) colour is available in the digital agenda pack and slides showing the diagrams will be presented at the meeting.

Digital Infrastructure Update on External Programmes

2.0 INTRODUCTION

2.1 The roll out of digital connectivity throughout Argyll and Bute is critically important for the future economy of Argyll and Bute and also as a place to live, invest and visit. While Argyll and Bute Council has no responsibility to deliver digital infrastructure on the ground Council Officers and Members are actively engaging with infrastructure providers in an effort to speed up the roll out of Superfast Broadband (SFB) and mobile communications throughout Argyll and Bute.

2.2 The UK Government has set aside £530M to help Britain develop the best broadband in Europe and Broadband Delivery UK has been tasked by the Department of Culture, Media, and Sport to deliver this at a national level.

‘Scotland’s Digital Future’ sets out how the Scottish Government will deliver a step change in broadband speeds. Commercial deployment plans cover certain areas in the country but there are many areas where commercial infrastructure providers have chosen not to develop. The Digital Scotland Superfast Broadband Project (DSSB) aims to provide fibre broadband infrastructure to those areas.

Work has continued on a number of commercial or Government funded projects through these external bodies which it is hoped will improve the digital infrastructure across Argyll and Bute. This report provides an update on the various programmes being undertaken in Argyll and Bute.

3.0 RECOMMENDATIONS

3.1 The Committee are asked:

- To note the contents of this report.
- To note our concerns over the limited progress that has been made to date.
- To note the work of Argyll and Bute Council to accelerate progress.
- To note the concerns highlighted by the report and the technical difficulties faced by the infrastructure providers.

4.0 DETAIL

The Council continues to liaise with partners/stakeholders responsible for Next Generation Access whether it be Superfast Broadband or Mobile Communications.

Next Generation Broadband

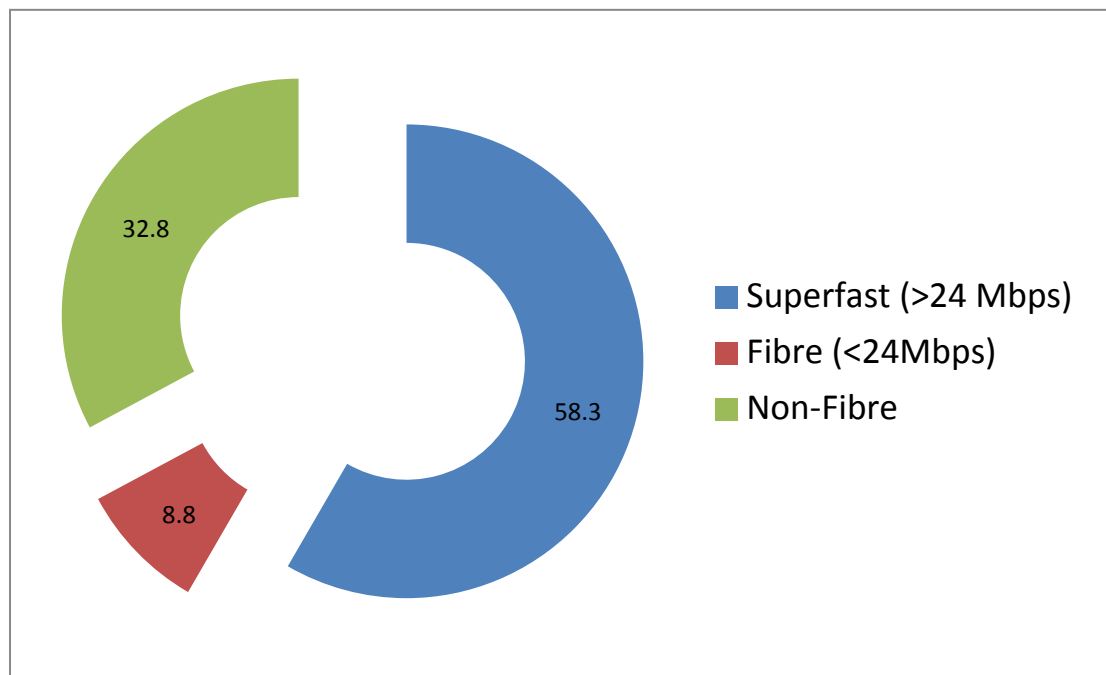
4.1 Broadband

Figure 1 below, details the status of Broadband rollout across Argyll and Bute. This indicates that in Argyll and Bute 58.3% of premises have access to Super-Fast Broadband (UK standard), 8.8% of premises have access to fibre (improved service but not Superfast) and 32.8% are still waiting for Next Generation Access. Therefore 41.6% of households still have no access to Superfast Broadband. BT has a contractual target in Argyll and Bute under the Highlands and Islands programme of 75% fibre access by the end of 2017.

HIE have stated that a considerable number of cabinets have been built but not connected and are waiting to be made live, and this target of 75% will be met.

Current figures from HIE indicate that they are on line for 83% coverage in Argyll and Bute by the end of 2017.

Figure 1: Current status of broadband rollout across Argyll and Bute



For premises that currently have broadband speeds, less than 2Mbps, a voucher scheme is available for a temporary solution.

<https://www.scotlandsuperfast.com/where-when/the-programme/national-satellite-broadband-scheme/>

Connection to a fibre cabinet does not guarantee Superfast speeds. Fibre to the Cabinet utilises part of the old copper network and as broadband speeds degrade rapidly over the copper network, this results in line lengths requiring to be less than 2km from the fibre cabinet to achieve Superfast Broadband speeds.

It should be noted that the 2km distance is copper line length to the cabinet not physical distance of a property from the cabinet. e.g The copper network configuration might mean that a premise is only 500m away from a cabinet but has an actual copper line length of over 2km.

Additionally it should be noted that householders need to purchase an upgraded service from their Internet Service Provider to receive Super-Fast Broadband service.

4.2 **BT Commercial Programme**

The BT commercial rollout is continuing but is not yet complete. Because the BT commercial rollout is not managed by either HIE or Digital Scotland there is limited information available as to what further works have still to be undertaken within Argyll and Bute.

4.3 **Highlands and Islands Programme covering (BC, MAKI & OLI)**

This is a government funded programme awarded to BT OpenReach which is being managed by HIE.

Works have progressed slowly over the last 6 months however over this period it has been announced that the following exchanges will be included in the current roll out:

- Achnamara
- Appin
- Barbreck
- Bowmore
- Cairndow
- Coll
- Crinan
- Glenbarr
- Jura
- Kilchrenan
- Kildonan
- Kilfinan
- Kilmore
- Lochgoilhead
- Port Askaig
- Portnahaven
- Southend
- Whitehouse

Several more in progress

- Ardentinny
- Clachan
- Furnace
- Kilmartin
- Port Charlotte
- Port Ellen
- Tayvallich

Some additional cabinets have been added to extend the reach from previously

upgraded cabinets/exchanges due to premises being on long copper lines however exact locations have not been identified as surveys are underway to identify best locations to serve the most premises.

The HIE project is currently being accelerated across Argyll and Bute after a meeting was held between Council representatives, BT and HIE to ensure equitable coverage and investment. It should also be noted that the Council Leader has also raised the issue of the importance of Digital connectivity for the future of Argyll and Bute at the October Convention of the Highlands and Islands Conference meeting.

4.4 **Rest of Scotland Programme covering (Helensburgh and Lomond)**

This like the HIE project is also Government funded with the contract awarded to BT OpenReach but it is being managed by Digital Scotland. No new connections have been made within the Rest of Scotland programme although work continues in a number of exchange areas with announcements being made on the inclusion of a number of cabinets in the roll out.

Survey packs have currently been received from the contractors for cabinet locations in the following exchange areas-

- 3 in Helensburgh
- 2 in Arrochar
- 2 in Clynder
- 2 in Kilcreggan
- 1 in Rhu

4.5 BT Openreach, HIE and Digital Scotland have interactive maps indicating where you can get further information.

<http://homeandwork.openreach.co.uk/when-can-i-get-fibre.aspx>.

<https://www.scotlandsuperfast.com/where-when>

<http://www.hie.co.uk/regional-information/digital-highlands-and-islands/can-i-get-it.html#>

The following link has been added to the Digital Scotland website detailing reasons for lack of connectivity.

<https://www.scotlandsuperfast.com/where-when/why-cant-i-get-a-date/>

4.6 **Community Broadband Scotland and GigaPlus Argyll**

The GigaPlus Argyll network has an intervention area shown on the map adjacent. This network will operate wirelessly and the broadband signal will be transmitted centrally from Oban via a network of masts located throughout its intervention area.

Community Broadband Scotland continue to work with GigaPlus Argyll and ABInternet, who are the



Internet Service Providers. It is hoped that their first wireless connections on Mull can be made before the end of the year; delays have been experienced due to the aggregation of this project and the number of communities that have to be engaged. BT has also announced that the central Oban exchange may have to be completely upgraded. If this is the case then there will be a further delay before the first connections can be made. Construction of the network infrastructure will continue to be progressed, so that when connections are available a greater percentage of premises will have coverage.

- 4.7 Community Broadband Scotland have started an external consultation to establish if the community of Luing are supportive of being included in the GigaPlus Argyll project. Some of the community have expressed concerns and wish to remain part of the HIE programme. It had already been outlined that BT currently have no plans to extend their fibre rollout to the island. Community Broadband Scotland became involved to provide a wireless solution and the intervention area was descoped from the BT project.

Other broadband issues

- 4.8 Gainshare, Extension of Funding, Phase 2 (R100 Commitment)
Under the two contracts being delivered across Scotland as part of the Digital Scotland Superfast Broadband Project there is a gain share (claw back) mechanism to the contracts whereby BT are required to return part of the public investment when take up of the new service passes beyond 20% in some related areas.

The modelling exercise, planned to confirm the extent of Phase 1, and which areas it is technically possible for them to cover within Phase 2, has been delayed due to Virgin Media's announcement that they are planning an extension of their commercial coverage. This has required the modelling exercise to be redone. An announcement on the additional coverage to be provided with the £42 million of Phase 2 monies was not expected until the modelling exercise had been completed. Phase 2 has however now become the Scottish Governments commitment to reaching 100% by 2021 (R100).

- 4.9 **Audit Scotland**

The [Audit Scotland Report](#) was released on the 18th Aug, Argyll and Bute area are one of the six Local Authorities that are still to achieve contractual targets of 75% of premises having fibre access. This is mainly to do with the fact that BT's commercial coverage is very limited in these six areas.

Not all homes passed can access superfast speeds. When a cabinet becomes live the properties served by it are included as premises having access to fibre and are considered to be connected to a fibre cabinet in Digital Scotland Superfast Broadband figures. However a considerable number of premises are on long copper lines which means they are unable to receive an increase in speed. Therefore this is not providing an accurate account of the number of premises with access to Superfast Broadband in Argyll and Bute.

Mobile Communications

4.11 A rough guide to terminology that is regularly used by the mobile industry:

<u>Definition</u>
<ul style="list-style-type: none"> • 2G – Second Generation of mobile telephony systems. Uses digital transmission to support, low speed data communications, and short messaging services, (calls and texts). • 3G – Third generation of mobile systems. This provides high-speed data transmission and supports multi-media applications such as video, audio and internet access, alongside conventional voice services. (Email and webpages). • 4G – Fourth generation of mobile systems. It is designed to provide faster data download and upload speeds on mobile networks. (music, video streaming and gaming). • 5G – Fifth generation of mobile systems. This is in the early stages of development and will require additional spectrum to support.

4.12 **CTIL (acting for Vodafone and O2)**

CTIL have informed the Council of a couple of upgrades along the A82 Loch Lomond corridor which will supply 4G along the route which has areas of no mobile coverage availability. Two masts will be upgraded, one near the Military Haul Road covering Luss and the surrounding area, the other at Tarbet. CTIL continue to work to get the required planning consents in place which will enable the physical works to progress.

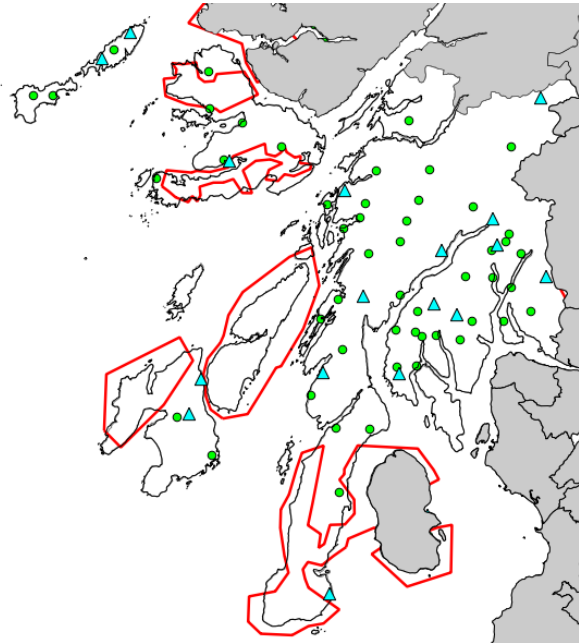
4.13 The next upgrades are expected to be completed by the end of the year and will be in Dunoon, Faslane, the western shore of Loch Lomond and Lochgilphead. However these are forecast works, and the dates could be subject to change.

4.14 In Oban and the surrounding area there are 9 sites to be upgraded and 3 new sites to be installed. In the last month CTIL have acquired the necessary planning approvals for these sites and landlord consent to progress with 2 of them. CTIL continue to work on the remaining 7.

There are particular challenges involved in delivering services to areas like Oban not just in terms of topography but also due to the limited number of options for placing installations. This frequently leads to protracted lease negotiations but there is a real focus on getting the network upgraded in this part of Scotland and hopefully some significant progress will be made in the coming months.

4.15 **Emergency Services Network**

The Home Office has awarded a contract to the mobile network operator EE to provide a 4G network for the emergency services. The network will replace the existing two-way radio service currently run by communications firm Airwave. EE will require to give other mobile network operators access to the new mobile sites which are receiving state aid. HIE and the Home Office are working closely with EE regarding upgrades associated with the contract to provide the emergency service communication system. It has been established that Home Office intervention will be required to extend coverage in difficult and non-commercial areas. These areas are outlined in red on the plan opposite.



These areas are outlined in red on the plan opposite.

A meeting was held with the Home Office on the 20th September to discuss the extension of the Emergency Service Mobile Communication Program (ESMCP). At this meeting an initial outline of the program area was presented with proposed mast locations provided. However no land negotiations have yet be undertaken and this will be progressed when the tender is awarded. The Home Office have indicated that they are only going to undertake what is required for the successful coverage to the Emergency Service Network. This means that they may not provide sufficient capacity to allow private users to access the system. If other mobile network operator's wish to utilise this infrastructure to improve commercial coverage, they will need to supply the necessary upgrades at their own expense.

4.16 **EE Commercial Programme**

As well as EE being awarded the Emergency Service Network contract they have committed to improve their commercial mobile coverage. They currently have 12 sites going through the land agreement/planning process with additional sites to be announced later this year or early next year.

4.17 **Scottish Government Mast on Coll**

Working in partnership with numerous stakeholders including Development Coll (a community trust set up to generate income through local enterprise) and Scottish Futures Trust, a state-of-the-art telecoms mast has been funded by Scottish Government and is now owned and maintained by Development Coll. This was a pilot project and Scottish Future's Trust are still exploring whether any additional sites within Argyll and Bute are suitable for a community ownership model. Scottish Future's Trust have advised that prior to additional site recommendations they need to secure an initial mobile network operator to

make the most feasible and to ensure its sustainability.

4.18 EE is in the process of upgrading the Coll Mast for the purpose of the Emergency Service Network and the extent of coverage will be increased significantly with the planned upgrade and height extension. EE have agreed to pay for the extension and additional works along with an annual rent of £6.5k a year. With this annual rent the Coll Pilot project is currently sustainable. In the event that EE are not awarded the next Emergency Service Network contract then the share licence will be transferred to the new operators.

4.19 **Other Mobile Issues**

Improvements to mobile network coverage have been slow across Argyll and Bute, however it is anticipated that this is going to be advanced rapidly as mobile network operators have a requirement for major coverage improvements before the end of 2017. A coverage matrix from key settlements can be seen at Appendix 1.

4.20 As part of its long-term economic plan, the UK Government has secured a binding agreement with the mobile networks EE, O2, Three and Vodafone to tackle poor signal issues in so-called 'partial not-spots'. These are areas within the UK that have coverage from some but not all of the four mobile networks. Depending on which network consumers are on, they may have no coverage in these areas.

No cash payments will be made by Government to the mobile networks as part of this agreement. This deal will also result in cutting total 'not-spots' where there is currently no mobile coverage by two-thirds. This will support the Government's existing £150m programme to take mobile coverage to the areas of the UK that have no coverage at all. As a result of the agreement, many areas will receive better data coverage, some for the first time.

Consultations

4.21 A response to the DSSB Rest of Scotland Gainshare Public Consultation was submitted, which can be seen in Appendix 2.

Gainshare is the clawback mechanism, which essentially requires BT to return part of the public investment when take-up of the new service passes beyond the 20% mark. The current value of the Scotland's share is £17.8 million.

4.22 The consultation on changes to General Permitted Development, under Planning Regulations, is currently live. These changes mainly relate to changes to the Electronic Communication Code to ease the installation of digital infrastructure. Due to devolved powers additional Scottish Government legislation is required. The Council's Planning service is currently preparing a response.

4.10 An online survey is currently in the process of being developed which will initially be sent out to all Council employees to try and establish the current position of Fibre Broadband availability across Argyll and Bute. The aim is to get an indication of the number of households with access to Superfast Broadband

access and further detail on actual speeds.

5.0 CONCLUSION

5.1 Work is progressing on all aspects of digital whether it is mobile communications or broadband. However considerable issues are still to be resolved. Officers and Senior members of the Council will continue to monitor progress and lobby for accelerated progress in, Argyll and Bute wherever possible.

6.0 IMPLICATIONS

6.1	Policy	The Scottish Government has made a commitment for Scotland to have 100% Superfast Broad coverage by 2021.
6.2	Financial	None.
6.3	Legal	None.
6.4	HR	None.
6.5	Equalities	Improving Services for rural/fragile communities.
6.6	Risk	The lack of progress in delivering digital connectivity throughout Argyll and Bute has the potential to negatively impact on our economy and attractiveness as a place to live and work.
6.7	Customer Services	None

Executive Director: - Pippa Milne
3rd October 2016

For further information contact:
Iain MacInnes
Digital Liaison Officer
lain.macinnnes@argyll-bute.gov.uk
01546604647/07775551873

Policy Lead: - Councillor Aileen Morton

APPENDIX 1. Mobile Phone Coverage of Mobile Network Operators (MNO's) in Key Settlement

O=Outdoor Coverage, I=Indoor Coverage

Full Coverage, Partial Coverage, Poor Coverage

	Vodafone						EE						O2						Three					
	2G		3G		4G		2G		3G		4G		2G		3G		4G		2G		3G		4G	
	O	I	O	I	O	I	O	I	O	I	O	I	O	I	O	I	O	I	O	I	O	I	O	I
Main Towns																								
Campbeltown	Full	Full	Poor	Poor	Poor	Poor	Full	Full	Full	Full	Poor	Poor	Full	Full	Poor	Poor	Poor	Poor	Full	Full	Full	Full	Poor	Poor
Dunoon	Full	Full	Full	Full	Partial	Partial	Full	Partial	Full	Partial	Full	Full	Full	Full	Full	Full	Full	Full	Full	Partial	Full	Partial	Full	Poor
Helensburgh	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full
Oban	Full	Partial	Poor	Poor	Poor	Poor	Full	Partial	Full	Full	Full	Full	Full	Partial	Poor	Poor	Poor	Poor	Full	Partial	Full	Partial	Poor	Poor
Rothesay	Full	Full	Full	Poor	Poor	Poor	Full	Partial	Full	Poor	Full	Poor	Full	Full	Full	Partial	Poor	Poor	Poor	Partial	Full	Partial	Poor	Poor
Key Settlements																								
Lochgilthead	Full	Full	Poor	Poor	Poor	Poor	Full	Full	Full	Full	Poor	Poor	Full	Partial	Poor	Poor	Poor	Poor	Full	Partial	Full	Partial	Poor	Poor
Ardrishaig	Full	Full	Poor	Poor	Poor	Poor	Full	Full	Full	Full	Poor	Poor	Full	Full	Poor	Poor	Poor	Poor	Full	Full	Full	Full	Poor	Poor
Cardross	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full
Bowmore	Full	Full	Poor	Poor	Poor	Poor	Full	Full	Full	Full	Poor	Poor	Full	Full	Poor	Poor	Poor	Poor	Full	Full	Full	Full	Poor	Poor
Inveraray	Full	Full	Poor	Poor	Poor	Poor	Full	Partial	Poor	Poor	Poor	Poor	Full	Partial	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor
Sandbank	Full	Full	Partial	Poor	Partial	Poor	Full	Partial	Full	Partial	Full	Full	Full	Partial	Full	Full	Full	Full	Full	Full	Full	Full	Full	Full
Tarbert	Full	Full	Poor	Poor	Poor	Poor	Full	Full	Full	Full	Poor	Poor	Full	Partial	Poor	Poor	Poor	Poor	Full	Full	Full	Full	Poor	Poor
Tobermory	Partial	Partial	Poor	Poor	Poor	Poor	Partial	Poor	Poor	Poor	Poor	Poor	Full	Full	Poor	Poor	Poor	Poor	Full	Partial	Full	Poor	Poor	Poor
Key Rural Settlements																								
Ardfern/Craobh Haven	Full	Partial	Poor	Poor	Poor	Poor	Full	Full	Poor	Poor	Poor	Poor	Full	Full	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor
Ardminish	Full	Full	Poor	Poor	Poor	Poor	Full	Partial	Full	Full	Poor	Poor	Full	Full	Poor	Poor	Poor	Poor	Partial	Poor	Partial	Poor	Poor	Poor
Arinagour	Full	Full	Full	Full	Full	Full	Poor	Poor	Poor	Poor	Poor	Poor	Partial	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor
Barcaldine	Full	Partial	Poor	Poor	Poor	Poor	Partial	Poor	Poor	Poor	Poor	Poor	Full	Full	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor	Poor
Benderloch	Full	Partial	Partial	Poor	Partial	Poor	Full	Full	Partial	Poor	Poor	Poor	Full	Partial	Partial	Poor	Partial	Poor	Partial	Poor	Partial	Poor	Poor	Poor

	Vodafone						EE						O2						Three					
	2G		3G		4G		2G		3G		4G		2G		3G		4G		2G		3G		4G	
	O	I	O	I	O	I	O	I	O	I	O	I	O	I	O	I	O	I	O	I	O	I	O	I
Bunessan	Y	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R
Cairndow	G	Y	R	R	R	R	Y	Y	R	R	R	R	G	Y	R	R	R	R	R	R	R	R	R	R
Carradale	G	R	R	R	R	R	G	G	G	G	R	R	G	Y	R	R	R	R	R	G	G	Y	R	R
Clachan	G	Y	R	R	R	R	R	R	R	R	R	R	Y	R	R	R	R	R	R	Y	R	R	R	R
Craighouse – Keills	G	Y	R	R	R	R	Y	R	R	R	R	R	G	Y	R	R	R	R	R	R	R	R	R	R
Craignure	G	G	G	Y	G	Y	G	Y	G	Y	R	R	G	Y	R	R	R	R	G	G	G	G	R	R
Crossapol	G	Y	G	R	Y	R	R	R	R	R	R	R	G	Y	R	R	R	R	R	R	R	R	R	R
Connel	G	G	G	G	G	G	Y	Y	R	R	R	R	G	G	G	G	G	R	Y	R	R	R	R	R
Dalmally	G	G	R	R	R	R	G	Y	G	Y	R	R	G	G	R	R	R	R	R	G	G	G	R	R
Furnace	Y	Y	R	R	R	R	Y	Y	R	R	R	R	Y	Y	R	R	R	R	R	R	R	R	R	R
Garelochhead	G	G	G	Y	G	R	G	Y	G	Y	Y	R	G	Y	R	R	R	R	R	G	G	Y	R	R
Glenbarr	Y	R	R	R	R	R	Y	R	Y	R	R	R	Y	R	R	R	R	R	Y	R	Y	R	R	R
Tighnabruaich	G	Y	R	R	R	R	G	Y	Y	Y	R	R	Y	R	R	R	R	R	G	Y	G	Y	R	R
Kilcreggan/Cove	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G	G
Port Charlotte	G	R	R	R	R	R	G	Y	G	Y	R	R	G	Y	R	R	R	R	R	G	Y	G	Y	R
Port Ellen	G	R	R	R	R	R	G	G	G	G	R	R	G	Y	R	R	R	R	R	G	G	Y	R	R
Rosneath/Clynder	G	G	G	Y	Y	Y	G	Y	G	Y	Y	R	G	Y	G	R	R	R	G	Y	G	G	Y	R
Salen	G	G	R	R	R	R	G	G	Y	R	Y	R	G	Y	R	R	R	R	R	G	G	G	R	R
Southend	Y	Y	Y	R	R	R	Y	Y	R	R	R	R	Y	R	R	R	R	R	R	R	R	R	R	R
Strachur	G	Y	R	R	R	R	G	G	R	R	R	R	G	Y	R	R	R	R	R	R	R	R	R	R
Taynuilt	G	G	R	R	R	R	G	G	G	G	R	R	G	G	R	R	R	R	R	G	G	G	G	R
Tayvallich	G	Y	R	R	R	R	R	R	R	R	R	R	Y	Y	R	R	R	R	R	R	R	R	R	R

Matrix Compiled using data from OFCOM mobile phone coverage maps (1st October 2016)

APPENDIX 2. DSSB Gainshare Consultation response

Where it is now available within Argyll and Bute the uptake of SFB experienced to date has been significantly high – the demand for SFB is there. Argyll & Bute should get an equitable proportion of the gainshare investment as this is due to the uptake above what was expected in BTs' initial expectation, and not on new development postcodes that have been established since 2012.

From the OFCOM report Connected Nations 2015, 70% of premises within Argyll and Bute cannot receive a download speed greater than 10Mbits/s – more has to be done.

Where SFB is not available some premises are still classed as 'connected' or included with in the figures reported as 'Total Homes Passed (THP)'. This is misleading. Many premises are connected to a fibre activated cabinet but due to the distance they are located away from that cabinet they are unable to get the benefits of SFB. It is therefore imperative that the focus of the gain share monies is spent on improving this issue.

There should be greater transparency in relation to availability of SFB based on known facts around actual availability from round one. Figures should be published on premises that can now physically receive SFB if they so desire. Comparative figures should then be published regarding those premises that have taken up SFB. If these figures are similar then the demand for SFB is there.

Figures should also then be published regarding those that have applied for SFB on line but cannot receive it and are one of these premises that are included as Total Homes Passed.

Exchange Only Lines (EOL) should also benefit from the gain share when the issue is that premises connected to an EOL cannot be connected as yet to a fibre cabinet.

More premises in rural locations will take up High Speed Broadband if it is available as they do not have the benefits of good mobile (3G-4G) connectivity unlike virtually all urban areas.

UPDATE ON THE ACTIVITIES OF ARGYLL & THE ISLES TOURISM CO-OPERATIVE

1.0 EXECUTIVE SUMMARY

- 1.1 The purpose of this paper is to provide the Environment, Development and Infrastructure (EDI) Committee with an update on the activities and achievements of the Argyll and the Isles Tourism Co-operative Ltd (AITC) over the 30 month period April 2014 to end of October 2016.
- 1.2 The overarching vision of the AITC is that “AITC will be the body that ensures tourism activity in Argyll & the Isles has a significant impact on key economic drivers and the sustainability of the region and will do this through strength, vision, leadership and collaboration – we will be recognised as the single voice of the tourism industry in Argyll and Isles and the driver of growth and excellence.” In turn this is contributing to the vision outlined in the Tourism Argyll and the Isles 2020 rocket where by 2020 “Argyll and the Isles will be one of Scotland’s first-choice destinations for discerning travellers of all ages. Seven thousand years of history and culture, world famous food and drink, accessible and vibrant maritime communities – tranquil, dramatic, creative, authentic, welcoming.”
- 1.3 The report focuses on the 30 month activity report document provided by AITC as outlined in **Appendix 1** and compares these activities with the agreed outcomes as outlined in the grant agreement (**Appendix 2**).
- 1.4 The report presented in **Appendix 1** demonstrates there has been a significant amount of concerted and co-ordinated activity over the 30 month period from April 2014 to October 2016 between AITC, the various tourism agencies/attractions and the public sector. AITC has been a significant catalyst in driving forward such activity with the Argyll and the Isles tourism industry through a sound knowledge of the sector and the geographical area.
- 1.5 Further work will be undertaken over the next couple of months to:
 - gather a robust tourism evidence base and profile for Argyll and the Isles; and
 - assess the economic impact that has been realised by the tourism industry resulting from the activity and achievements of AITC since its inception in 2011.
- 1.6 Members are asked to:
 - Note the content of this paper.
 - Agree that a further report is presented to the Committee in January 2017 which will quantify the economic impact of AITC activity and achievements in terms of industry turnover, employment, international trade and gross value added.

UPDATE ON THE ACTIVITIES OF ARGYLL & THE ISLES TOURISM CO-OPERATIVE

2.0 INTRODUCTION

2.1 The purpose of this paper is to provide the Environment, Development and Infrastructure (EDI) Committee with an update on the activities and achievements of the Argyll and the Isles Tourism Co-operative Ltd (AITC) over the 30 month period April 2014 to end of October 2016.

3.0 RECOMMENDATIONS

3.1 Members are asked to:

- Note the content of this paper.
- Agree that a further report is presented to the Committee in January 2017 which will quantify the economic impact of AITC activity and achievements in terms of industry turnover, employment, international trade and gross value added.

4.0 DETAIL**AITC Activity, Achievement and Impact**

- 4.1 The report presented in **Appendix 1** demonstrates there has been a significant amount of concerted and co-ordinated activity over the 30 month period from April 2014 to October 2016 between AITC, the various tourism agencies/attractions and the public sector. AITC has been a significant catalyst in driving forward such activity with the Argyll and the Isles tourism industry through a sound knowledge of the sector and the geographical area. AITC has been nominated and shortlisted for the 'Working Together for Tourism' category in the Highlands and Islands Tourism Awards (HITA) regional level, 2016.
- 4.2 **Table 1** of **Appendix 1** reports against the business case for 2014-17 and indicates a high degree of involvement in each of the sectors as outlined in the original business case (**Appendix 2**). The achievements within **Table 1** broadly meet the requirements for the original Grant offer and in many cases go beyond what has been agreed. However, there is a requirement for some of the information to be quantified to provide further detail to allow assessment of the economic impact of the work of AITC.
- 4.3 It is encouraging that visitor attractions across the Argyll and the Isles area have seen a substantial increase in tourism footfall during July and August 2016, compared with the national average. Recent figures published by the Moffat Centre in Glasgow based on visitor numbers to 592 tourist attractions throughout Scotland in 2016 compared with the same month in 2015, highlighted that visitors to attractions in Argyll and the Isles in July 2016 had increased by 12.8% against a national average of 6.6%. In August the Scottish increase was 3.4% compared with a rise of 8.9% in Argyll and the Isles – more than twice the national average.

- 4.4 However, it has been recognised by the overarching Argyll and the Isles Strategic Tourism Partnership (AISTP) Steering Group that there is a requirement to consolidate the tourism data produced for the Argyll and the Isles region and the Argyll and Bute Council area (i.e. Scottish Tourism Economic Activity Monitor data is based on the local authority area). It is envisaged that the data will be aligned to the strategic priorities identified in the Tourism Argyll and the Isles 2020 rocket approach as follows:
- leadership and collaboration;
 - turning our assets into experiences;
 - improving the customer journey; and
 - building our capabilities.
- 4.5 To take this forward a sub-group of the AISTP Steering Group with representatives from AITC, Argyll and Bute Council, HIE, VisitScotland and Calmac are meeting on Monday, 14th November to share and consolidate tourism data for Argyll. In turn it is anticipated that a clear tourism evidence base will inform partnership actions and performance indicators for the area in order to demonstrate how current and planned activity is contributing towards meeting the agreed strategic objectives for the Argyll and the Isles tourism industry by 2020.
- 4.6 Leading on from gathering a robust tourism evidence base and profile for Argyll and the Isles there needs to be a greater understanding of the economic impact of the activity and achievements of AITC since its inception in 2011.
- 4.7 Market research will be undertaken to quantify the economic impact of AITC's activity and achievements from 2011 to 2016. It is envisaged that the market research will focus on impacts in terms of industry turnover, employment, international trade opportunities realised and gross value added. HIE hopes to commission this market research through a call-off contract with an appropriate consultancy on their current supplier framework agreement. It is anticipated that the geographical coverage of this research, although funded by HIE, will include the whole of the Argyll and Bute Council area.
- 4.8 It is hoped that this research will be concluded in advance of the next EDI Committee meeting in January 2017 to enable members to gain an appreciation of the economic impact that has been realised by the tourism industry across the Argyll and the Isles area over last 30 months. Specifically such impact analysis will provide evidence for consideration with regard to the ongoing financial support to AITC from Argyll and Bute Council post March 2017.

AITC Activity with Argyll and Bute Council

- 4.9 The creation of two Economic Growth officer posts, one with a remit for Tourism, Forestry and Defence and the other with a Food & Drink and Marine Science focus has allowed the Council to work with and complement the activities and achievements of AITC. The partnership actions and performance indicators going forward will be captured within the Council's revised Strategic Economic Development Action Plan, 2016-2021 which in turn fits and contributes to the Local Outcome Improvement Plan's long-term objective (2023) captured under Outcome 1 that "Argyll and Bute has a thriving economy especially within the key sectors of tourism, maritime and food and drink."

4.10 As identified in **Appendix 1** some recent activities being delivered in partnership by AITC and Argyll and Bute Council are as follows:

- AITC has signed up to the World Host destinations programme which will target 200 Argyll businesses to enable 50% of their front of house staff to undertake the accredited Principle of Customer Care training workshop. The Council's Business Gateway team has been instrumental in taking this forward with AITC. In particular the Business Gateway team's trained advisers will be delivering 16 World Host workshops to small/micro businesses throughout Argyll and Bute, while one of AITC delivery agents, newly qualified as a World Host trainer, will focus on training for the larger businesses.
- Argyll and Bute Council's Economic Development and Strategic Transportation Service (EDST) provided additional funding to support the Mark Beaumont 'Wild About Argyll' event from 24th July to 4th August 2016 and assisted in the awareness raising and promotion of the event through the Economic Growth (Tourism) Officer and the service's Marketing and Promotions Officer.
- AITC is working with the Social Enterprise Team and the Culture and Library Development Officer, Argyll and Bute Council, along with Creative Scotland and support from HIE to assist the Culture & Heritage and the Arts (CHArts) network to explore how to support the recently awarded Creative Scotland Place Partnership. AITC is particularly interested in cultivating closer relationships between both the culture & heritage and the arts sectors.

5.0 CONCLUSION

5.1 This report provides the EDI Area Committee with an update of AITC's activities and achievements over the 30 month period from April 2014 to October 2016.

5.2 However, on the back of these activities and achievements, it is important to gain a better understanding of the economic impact on the Argyll and the Isles tourism industry as a result of the activities and achievements of AITC since 2011. This will require a market research exercise and it is hoped that the results of this research will be available to present to the EDI Committee in January 2017.

6.0 IMPLICATIONS

- | | | |
|-----|-----------|--|
| 6.1 | Policy | The partnership working between Argyll and Bute Council and AITC aligns to the Council's revised Strategic Economic Development Action Plan, 2016-2021 and the Local Outcome Improvement Plan's long-term objective (2023) captured under Outcome 1 that "Argyll and Bute has a thriving economy especially within the key sectors of tourism, maritime and food and drink." |
| 6.2 | Financial | For future consideration further to the results of the economic impact assessment research. |
| 6.3 | Legal | All appropriate legal implications will be taken into consideration. |

- | | | |
|-----|-------------------|--|
| 6.4 | HR | Current and future partnership working with AITC will be taken forward by existing staff in the EDST service and other council departments as appropriate. |
| 6.5 | Equalities | None. |
| 6.6 | Risk | None. |
| 6.7 | Customer Services | None. |

Pippa Milne, Executive Director of Development and Infrastructure

31st October 2016

For further information contact:

Ishabel Bremner, Economic Growth Manager, tel: 01546 604375.

James Paterson, Senior Economic Growth Officer, tel: 01546 604226.

Craig Wilson, Economic Growth Officer (Tourism, Forestry and Defence), tel: 01546 604139.

Cllr Aileen Morton, Policy Lead for Sustainable Economic Growth (Economic Development, European Affairs, Renewables and Strategic Tourism).



ARGYLL & THE ISLES TOURISM COOPERATIVE 2014/17 DEVELOPMENT PROGRAMME - 30 MONTH ACHIEVEMENTS REPORT

Argyll & The Isles Tourism Cooperative has received core funding from Argyll Bute Council for the period 2014-17 which has allowed a further £50k per annum to be provided by HIE for development agent activity and also attracted funding from the AITC Members, Calmac, SNH and other partners to cover project activity and marketing. This report sets out the key achievements to date both since AITC's inception in 2011 and specifically through the current 2014-17 programme which concludes in March 2017.

The report structure initially presents a summary of the key AITC achievements and provides an overview of AITC's digital activity, which was not originally a core part of the business case to Argyll & Bute Council for the 3-year funding package - but has become a primary focus for AITC during the currency of the 3 year programme. The report then articulates what AITC has achieved in relation to the vision established for the three year programme and sets out progress against the agreed outcomes in the business case and the targets specifically set by HIE.

CORE FUNDING HAS CREATED A PAN ARGYLL HUB FOR TOURISM WITH PROVEN CAPABILITY FOR DELIVERY

- AITC has access to a network of **1300 tourism interests** across Argyll and the isles
- AITC is working in partnership with **7 national agencies** and collaborating with **4 external tourism organisations**
- AITC's investment in tourism since 2012 will have exceeded **£860k** by March 2017
- AITC has secured a minimum **ROI of 3.88** on A&BC'S investment in core funding between 2014-17
- AITC is active daily on social media with **5567 Twitter** followers **3709 Facebook** likes and **511 Instagram** followers.
- AITC's website Exploreargyll.co.uk has experienced **67% YOY increase** in users for the period Jan – Sept – ref to WAA
- AITC has been shortlisted for a Highlands & Islands Tourism Award in 2016 – with over **30% (16 out of 50)** tourism businesses and individuals from Argyll & the Isles also **shortlisted**
- AITC has conducted over **500 1-2-1 business appointments with the travel trade** at EXPO between 2012 and 2016 and Explore GB in 2015 and 16 with **268 rated as strong leads** which are already resulting in new business
- AITC has been held up as an **exemplary model for regional tourism development** in Scotland by the STA and VisitScotland, and an example of best practice by Cooperative Development Scotland
- AITC has organised a series of **pan Argyll multi-day itineraries** for Frommers, Rough Guide and Conde Nast travel writers and supported **television and film production** for programmes that are profiling the region on mainstream television

AITC AND TOURISM IN ARGYLL & THE ISLES – THE ACHIEVEMENTS

BUSINESS NETWORK & REACH

- AITC has access to a network of **1300 tourism interests** across Argyll and the isles
- AITC has **11 DMO** and **5 sectoral** group members
- AITC is developing strategic partnerships with ACT and CHArts

- AITC's business reach provides the Council and other partners with a very effective **conduit for business engagement**
- AITC has hosted a **tourism summit** each year in 2014, 2015 and 2016 and attracted **140-150 delegates** each year

FUNDING & RETURN ON INVESTMENT

- AITC's turnover since 2012 will have exceeded **£860k** by March 2017
- Expenditure exceeding **£580k** is expected under the current 2014-17 development programme.
- This was only achievable by **A&BC** committing the **£50k per annum core budget** to AITC
- A&BC's investment has delivered a **3.88 ROI** (return on investment) for the Council

LEADERSHIP

- AITC has a volunteer board with **10 directors** from across the region and representing major tourism interests and enterprises.
- The AITC board dedicate in excess of **120 days of tourism expertise** to the endeavours of AITC and partners – with an in kind value of c£42,000
- 5 (50%) of the board completed the 12 day Napier University **Destination Leaders** executive certificate in 2015.
- AITC has a **strategic voice** on the boards of Visit Scotland, the Scottish Tourism Alliance, the British Hospitality Association Scotland, the Institute of Hospitality Scotland and the Association of Scottish Self Caterers

GROWTH

- AITC'S **barometer** was introduced in 2015 and has profiled **steady growth and increasing business confidence** on a quarter by quarter basis.
- More **robust data** from formal surveys substantiate this.
- Recent stats from the Moffat Centre's barometer **for visitor attractions** across Scotland has confirmed the region is enjoying stronger growth in **July (12.8%) and August (8.9%)** than the national average in July (6.6%) and August (3.4%)

- Key accommodation providers are reporting very strong occupancy rates in 2016 with **98-100% bed occupancy** in July, August and September 2016
- For example, Portavadie has reported a **33% YOY** increase in **accommodation** spend and **47.3% YOY** increase in **Food and beverage** spend and Loch Melfort Hotel has experienced **9% YOY** in room nights sold between April to Sept 2016 and by 10 October 2016 had exceeded occupancy for the full month of October in 2015.
- Argyll & the Isles is witnessing tangible shoulder season growth in occupancy notably in April and October. For example LMH is up **20% growth in room nights** sold in the months of April and October 2016.
- Argyll Self Catering has seen a **7% YOY increase on turnover**

DELIVERING EXCELLENCE

- In 2015 9 Argyll & The Isles tourism businesses and individuals were shortlisted for Highlands & Islands Tourism Awards (out of 46) and seven won in their category. Calum Ross, Vice Chair of AITC was awarded the Highlands & Islands Tourism Ambassador 2015 award.
- In 2016 over **30% (16 out of 50)** tourism businesses and individuals from Argyll & the Isles have been **shortlisted** for the **Highlands & Islands Tourism Awards** with Argyll securing more than double any other region in the Highlands

INTERNATIONAL REACH

- through AITC's annual attendance at VS EXPO for five consecutive years the region has been exposed to over 2000 international travel trade buyers from over 300 countries, and when combined with attendance at Explore GB in 2015 and 2016, has conducted over **500 1-2-1 business appointments with the travel trade**, with **268 rated as strong leads** likely to result in new international business for the region.
- EXPO leads are seen as slow burn but AITC businesses have reported increased international business directly from EXPO activity. Major players include DFDS and Wilderness Scotland.

SERVICE DELIVERY & FUTURE SUSTAINABILITY

- AITC has secured a **service delivery contract** from HIE amounting to £55k to support the roll out of Digital Tourism Scotland to June 2018.
- AITC has been a core partner in the **STA's Destination Working Group** on future sustainability of DMOs and participated in the Cross Party Working Group

PROFILE

- AITC published and distributed over **1 million leaflets** (8 area, 10 sectoral titles) across Scotland in 2014
- AITC hosted **four multi-day** fully complimentary pan Argyll **fam trips** for travel journalists and writers including Frommers, the Rough Guide, Conde Nast Traveler and Oxfordshire Limited Edition and has hosted local trips for numerous newspaper and specialist interest magazines.
- AITC secured an **18 page feature** in the Scotland Outdoors magazine and a **six page** feature in The Cyclist magazine.

DIGITAL PRESENCE

- exploreargyll.co.uk was launched in 2014
- Total users between Jan and Sept in 2016 was **51,608 – a 67% YOY increase**
- AITC is active daily on social media with **5567 Twitter** followers **3709 Facebook** likes and **511 Instagram** followers.
- AITC has published over **70 blogs** (minimum 2 a week) in 2016
- The Nature's Paradise paid for campaign achieved an average of **213 website sessions** per blog – the best performing delivered **558 sessions** – 432 of these were new users to the website
- **Digital tourism survey** undertaken by AITC across Argyll & The Isles and Arran with **372 responses** secured proving invaluable insights into the current level of digital activity and sense of ambition

COLLABORATION

- AITC has actively developed **strategic collaborations** with neighbouring regions with initiatives progressing with **People Make Glasgow (GCMB), Visit Arran, Ardnamurchan Tourist Association, Love Loch Lomond** and **Outer Hebrides Tourism**

CUSTOMER CARE

- AITC has signed up for the **World Host destinations programme** which will **target 200 businesses and 50% of their front of house staff** to undertake the accredited Principle of Customer care training workshop
- AITC development agent formally trained as a **World Host trainer** and a programme of training is being coordinated with Business Gateway for SMEs with the AITC trainer focusing on larger businesses

SKILLS & TRAINING

- An **executive certificate in rural tourism** has been scoped out with the University of West of Scotland with a pilot being scoped out for Jan – June 2017
- An **AITC tourism skills and learning steering group** is being created to explore tourism as a career of choice in Argyll & the Isles

DIGITAL STRATEGY & ACTIVITY

Digital activity was built into the AITC development programme for 2014/17 building on the new website and social media accounts established under the 'Stronger Together initiative' but was not highlighted as a specific outcome within the business case at that time. Given the pace of change in general but very specifically within the tourism sector this has become a core area of activity for AITC. A marketing agency was appointed in 2015 utilising the funding support enjoyed from Calmac and our member fees and a digital strategy was produced highlighting the very urgent need to raise awareness of Argyll as a destination on line as it has a very low presence compared to other destinations offering similar experiences.

AITC'S DIGITAL STRATEGY

- To significantly raise awareness of Brand Argyll on line initially through focused organic activity and seeking to attract significant partnership funding for a strategic marketing campaign
- Effectively position the area as a 'bucket list' destination, not to be missed whether you are a domestic or international tourist;
- Educate visitors about the beauty, accessibility and versatility of Argyll & the isles in terms of destinations, activity types, nature, heritage and culture;
- Promote local provenance via content around arts, crafts, food & drink;
- Address barriers such as accessibility, connectivity and the weather and educate the audience that there are things to see and do whatever the weather;
- Ensure that all messaging appeals to a broad demographic audience of visitors with varied interest types;
- Ultimately, to increase visitor frequency, duration and spend across the territory.

RESULTS SO FAR

www.exploreargyll.co.uk

- AITC has made good head-way in increasing the organic search visibility of Argyll and ExploreArgyll.co.uk through our overall content strategy and ensuring core content is being supported via regular blogs and AITC social channels.
- Addition of event content has helped drive **266%** increase in web traffic.
- Website session driven from Facebook increased by **45%** due to all the blog related posts in 2016.

Examples of Campaigns

a) Natures Paradise Campaign 2016

- Paid budget behind the posts on average almost tripled the reach of each post
- By targeting specific audiences (geographically, age, sex, specific interests including wildlife,

- nature, walking, and scenery) this exposed the content to a specific audience who may not previously have been aware of the Nature & Wildlife in Argyll & The Isles.
- This campaign helped to drive an additional **1,062** likes to the AITC Facebook page – these people are now exposed to all AITC organic posts.
- In total all 12 NP blogs resulted in **2,776** website sessions – an average of 213 sessions per blog.
- The best performing blog from the campaign was '12 Argyll & Isles Gardens you need to visit' which delivered **558** sessions – 432 of these were new users to the website.

b) Mark Beaumont Adventure & Film

(in essence only reciting the story of the filming of content for use in future marketing campaigns)

Wild About Argyll - 24th July to 4th August. Across the 12 days Mark followed a trail across every corner of Argyll & the Isles undertaking a wide range of activities including sailing, swimming, kayaking, running, mountain-biking, horse riding, quad biking and many more.

This journey showcased the beauty of Argyll & the Isles and all the activities and things to do that it has to offer. Each day of activities was filmed and @ExploreArgyll and @MrMarkBeaumont posted daily updates and photos to their social channels for everyone to follow the adventure.

- Overall, YOY comparison Jul 24th – Aug 4th, web page views were up **47.3%** from 45,947 to 67,683. Sessions were up **96%** from 2,692 to 5,302.
- Social referral sessions were up year on year **598%** from Facebook and **82%** from Twitter
- Mark's tracker on the website received **848 page-views** across the 12 days with the average time spent on this page being 5mins 40 secs
- Total Reach from key social accounts pushing content: **519,607+ people**
- Total Engagement from key social accounts pushing content: **93,356+ engagements**

ARGYLL & THE ISLES TOURISM COOPERATIVE A SENSE OF ACHIEVEMENT 2014-17

Introduction

Argyll & The Isles Tourism Cooperative was set up following the first ever pan Argyll & The Isles Tourism Summit in Oban in 2011 and has since delivered a series of important benefits for the region through two key funding packages. The primary purpose of this report is to provide an overview of AITC's activity and achievements to date under the current 2014/17.

Background & Context

The Argyll & The Isles Strategic Tourism Partnership had reached out to the industry in 2009 and secured some key industry players around the table. An early decision was to bring the industry together to consider next steps for AISTP and, supported by Argyll & Bute Council and Visit Scotland, the first ever pan Argyll Tourism Summit took place in the Corran Halls in Oban in 2011. The Summit covered wide ranging presentations and workshops and reached 3 core conclusions.

- That a strategic 'umbrella' brand for Argyll & the Isles was required building on the early work undertaken by A&BC with Food from Argyll
- To establish a framework for communication with the industry
- To have a strategic presence at Visit Scotland's EXPO travel trade event

Immediately following this the AISTP set up a series of working groups to progress each of these objectives with a fourth group considering funding and what would be the best delivery mechanism. This latter group concluded that funding could readily be secured but a delivery vehicle that represented the industry and was properly constituted was required. With specialist input from HIE and Cooperative Development Scotland a strategic cooperative representing the local marketing groups was considered the best way forward. It was recognised at an early stage that with the

disparate geography of Argyll & The Isles it would not be appropriate to set up a business member cooperative, which would cut across the activities of the existing marketing groups – some of which were enjoying considerable success in their local marketing endeavours. Argyll & The Isles Tourism Cooperative was set up in 2011 with three founding members – Holiday Mull & Iona, Oban & Lorn Tourism Association and Inveraray Marketing Group. AITC registered with Companies House in March 2012 as a company limited by guarantee. Funding packages were secured by AITC from Argyll and the Islands LEADER, Visit Scotland Growth Fund, Argyll & Bute Council and HIE for a 'Stronger Together' campaign and was delivered over 2012-14. On completion of this a three year funding package was secured with core funding from Argyll & Bute Council, capacity building funding from HIE and project and marketing funding from SNH, FCS and Calmac.

AITC - Who we are?

AITC was officially registered as a cooperative with Companies House in March 2012. It has been set up as Co-operative and Company Limited by Guarantee, registered with Companies House and VAT registered. The Cooperative's membership is the destination marketing groups that operate across the region (11 at present) and also from 2015 AITC also has associate membership for sectoral interests.

AITC governance is provided by a board and under the Mem and Arts can have up to 8 directly elected Directors and four co-opted.

The directly elected Directors represent the members and therefore have a geographic spread across the region. To gain a directorship they need to be firstly nominated by a Member group, and then approved by the Board. Co-opted directors are appointed by the board and typically are brought on because of a specific skill requirement or sectoral interest.

The directors are all volunteers and receive no remuneration other than out of pocket expenses for travel and accommodation. The 10

current directors are tourism experts within their own field with each owning and operating their own businesses and/or fulfilling senior positions within successful tourism enterprises in Argyll & The Isles, plus holding board positions on other local, regional and national organisations. The time devoted by the volunteer directors equates to a minimum of 1 full day meeting every 2 months plus representation at public events such as national conferences and major events (3 days per annum minimum). In addition they engage in AITC business activity on a weekly basis through email dialogue and telephone conversations. The Chair and Vice Chair dedicate 2 days per month minimum to AITC activity. This totals a minimum of 120 days high calibre tourism expertise dedicated to AITC activity and growing tourism in Argyll & The Isles per annum. If a daily rate of £350 is applied this equates to £42,000 worth of free consultancy input to driving forward the tourism agenda across the region.

As at the 2016 AGM the directors are:

ELECTED

Chrissie Fleming	Visit Cowal
Neal Goldsmith	Holiday Mull and Iona
Brian Keating	Visit Helensburgh
Niall Macalister Hall	Kintyre and Gigha Marketing Group
Fiona McPhail	Kyles Marketing Group
Calum Ross	Oban and Lorn Tourism Alliance
Andrew Wilson	Heart of Argyll Tourism Alliance

CO-OPTED

Cathy Craig	Commercial Director at Abellio ScotRail
Gavin Dick	Prison Governor at Inveraray Jail & Chair of Inveraray Marketing Group

Iain Jurgensen

General Manager at Portavadie, Loch Fyne and Tourism Adviser on Argyll & Bute Economic Forum

AITC currently operates with a freelance development team consisting of a development manager, PR & Media Manager, web editor and up to nine development agents – six currently supporting the local DMO members.

Marketing group/area	Current business network
Bute	67
Coll*	9
Colonsay	38
Cowal	81
Heart of Argyll	76
Helensburgh	68
Inveraray	42
Islay & Jura	242
Kintyre & Gigha	123
Kyles	36
Mull & Iona	119
Oban & Lorn	170
Tiree*	94
SUB TOTAL	1165
Sectoral Group	Current Business Network
Food from Argyll	28
Artmap Argyll	48
A&B Museums and Heritage Forum	35
A&I Long Distance Routes Forum	12
Glorious Gardens of Argyll & Bute	20
CHArts	TBC
SUB TOTAL	143
TOTAL	1309

* Not current members of AITC but engaging with AITC via DTS and other initiatives

AITC's members are the local marketing groups and, as of 2015 also includes pan Argyll sectoral groups. AITC delivers key benefits to member organisations but also has a network of contacts in the wider industry in each area for the delivery of Digital Tourism Scotland and other initiatives. These provide valuable platforms for engaging with the wider sector and recruiting new members. The current reach of AITC is in excess of 1300 tourism enterprises.

FOUNDATIONS

The foundations for the 2014/17 development programme were the key outputs from the Stronger Together campaign in 2012/14;

- Creation of the AIT Brand building on the Argyll & Bute Council initiative with Food from Argyll
- 8 area sub- identities, exhibition stand and area-wide booklet and promotional folders
- A strategic presence at EXPO 2012, 2013 and 2014
- Participation in VS Autumn 2012 and Spring 2013 campaigns in partnership with Calmac
- Delivery of the Argyll & The isles Tourism Summit 2013 at Mount Stuart in partnership with Calmac, West Coast Motors and Mount Stuart
- Development of a new consumer facing website (www.exploreargyll.co.uk) and a mobile version (just launched)
- A programme of industry workshops in each of the eight sub regions of Argyll in Sept and Oct 2013*
- Sectoral Group workshops – including food and drink, wildlife, marine, heritage and culture
- Design of eight regional leaflets and eight sectoral leaflets with electronic versions available for download – with over 1m printed and distributed throughout Scotland at the start of the 2014-17 programme
- Strategic presence at the Scottish Boat Show at Inverkip in October 2013 (stand partners with RYAS)
- Strategic presence at BOWfest in September 2013

- *Becoming an active member of the Scottish Tourism Alliance and pro-actively contributing to the Tourism Scotland 2020 strategy, action planning and delivery processes*
- *Trade Communications and media liaison*
- *Organisation of fam trips and travel writer itineraries*
- *Social media networking – industry and consumer facing*

KEY ACHIEVEMENTS 2014-17

As part of the business case presented in 2014, AITC set out their vision for 2014-17 as;

AITC will be the body that ensures tourism activity in Argyll & the Isles has a significant impact on key economic drivers and the sustainability of the region and will do this through strength, vision, leadership and collaboration – we will be recognised as the single voice of the tourism industry in Argyll and Isles and the driver of growth and excellence.

AITC has made significant progress towards turning this vision into reality as follows;

IMPACT ON ECONOMIC DRIVERS AND SUSTAINABILITY OF THE REGION

- AITC were directly involved in the Economic Summit staged by the CPP in Dunoon in 2014 with a presentation from AITC's Vice Chair Calum Ross. When the Economic Forum was established under the chairmanship of Nicholas Ferguson through Iain Jurgensen has had a direct involvement in the Forum's deliberations and data used in the Forum's report and recommendations. AITC is specifically highlighted in the report as a shovel ready delivery partner to progress the tourism related actions and specifically progress the strategic marketing of Argyll & The Isles as a must visit destination

STRENGTH – AITC's first programme of activity was known as the 'Stronger Together' campaign and was aimed at bringing a very disparate region together under an umbrella identity for mutual benefit and strength in numbers. AITC's core membership has grown

and its reputation outwith the region has been recognised with case studies produced by Cooperative Development Scotland and AITC recently being shortlisted for a HITA.

VISION – AITC has set itself a simple ambition of continually punching above its weight and setting clear vision for the destination. The local DMOs and public sector partners articulate this in the TAI2020 rocket which was developed by AITC in partnership with VS in 2015, and has been adopted. This sense of 'shared' vision has been the catalyst for engagement and collaboration, and is now the basis for all reporting by the AITSPG partners.

LEADERSHIP – AITC has stood the test of time having been in operation for 5 years, operating on a pan Argyll basis and maintaining a strong representational board. Gavin Dick and Calum Ross were founding directors in 2012 and are Chair and Vice Chair respectively. Two of AITC's directors are on the board of Visit Scotland, one is a director of the Scottish Tourism Alliance and another is on the STA Council. One is currently chair of the British Hospitality Association Scotland and one is Chair of the Scottish Institute of Hospitality. One is the Commercial Director of ScotRail Abellio and one is on the board of the Kintyre Way and Machrihanish Space Port. Each of the representational directors is also a director of their local marketing group – and all either run their own tourism enterprise or are in very senior positions in larger tourism enterprises.

Five of the AITC directors plus the development manager successfully undertook the 1 year Napier University Destination Leaders Executive Certificate in 2014/15 – in their own time and with funding support from HIE.

COLLABORATION – AITC'S cooperative model is unique in Scotland with the local marketing and sectoral groups being the members. This has proven to be an excellent foundation for grass roots collaboration and engagement within a disparate region wherein the individual businesses work at a local level through their local

DMOs and the DMOs collaborate across the region. 2016 has seen some unprecedented collaborative activity with neighbouring DMOs actively working together (having previously seen each other as direct competitors). As a direct consequence of AITC's development agent activity Cowal & Bute have an active collaboration programme of fam trips for local businesses and Mull and Oban are exploring joint marketing possibilities.

AITC has now delivered a number of significant pan Argyll travel writer itineraries wherein the full tour has been delivered on a complimentary basis and

AITC's Wild About Argyll adventure and film initiative with Mark Beaumont during summer 2016 has been recognised at a national level by Visit Scotland and the Scottish Tourism Alliance as an excellent example of collaboration in action. The 12 day epic adventure across the region engaged with over 115 tourism enterprises with 63 providing services free of charge or seriously discounted. Ten funding partners contributed to the programme at a total exceeding £64,000. AITC's member DMOs has commissioned 13 additional local edits at a value of £16250.

THE SINGLE VOICE OF THE TOURISM INDUSTRY IN ARGYLL & THE ISLES –

Given AITC's roots as the delivery partner for the AISTP, and its membership model representing a network of AITC has, from an early stage been recognised as the voice of the industry across the region and with a pan Argyll perspective. AITC represents the tourism industry on the CPP, provides input on various [partner led initiatives such as the Council's EDAP, and also represents the industry on the Scottish Tourism Alliance Council.

THE DRIVER OF GROWTH AND EXCELLENCE – AITC has witnessed significant growth levels in the last 5 years with stats available to demonstrate the business confidence and impact from AITC's endeavours. Business contacts secured at EXPO and Explore GB are now delivering new business to the region – For example new products have been developed by Wilderness Scotland and DFDS as

a direct consequence of AITC business at EXPO.

The visitor attractions in Argyll and the Isles region have seen a substantial increase in tourism footfall during July and August, compared with the national average, according to figures released recently. The figures, issued by the Moffat Centre in Glasgow, are the results of the contributions from 592 tourist attractions across Scotland. They show that in July Scotland's visitor attractions had an increase of 6.6%, while in Argyll and the Isles this was a whopping 12.8% rise. In August the Scottish increase was 3.4%, compared with the rise in Argyll and the Isles, which at 8.9%, was more than twice the national average.

Business confidence and excellence can also be demonstrated in

the recently announced Highlands and Islands Tourism Awards 2016. Argyll & The Isles has secured 16 of the 50 shortlisted places – more than 30% of the total and significantly more than any other region – and with AITC itself being one of these. An example of growth and excellence is Jamie Duncan of Argyll Cruising. Jamie engaged with AITC at a Get Wild About Argyll workshop and received 1-2-1 mentoring support at his premises. He then felt confident to venture into wildlife boat trips, which has helped his business grow. Jamie subsequently engaged with AITC as part of their presence at the Cowal Gathering donating a 3 day cruise prize worth over £1300 for the promotional prize draw. He was nominated for and has been shortlisted as a 'Highlands Rising Star' finalist in HITA2016 and is a strong ambassador for AITC.

Table 1: REPORTING AGAINST THE BUSINESS CASE FOR 2014-17

PROPOSED OUTCOME	ACHIEVEMENTS AT END OF SEPT 2016
<p>Argyll & The Isles is known as a prime Scottish destination for wildlife, adventure, heritage and food tourism</p>	<p>AITC has made significant progress in positioning the region as a prime Scottish destination for wildlife, adventure, heritage and food tourism, and is currently exploring a significant dedicated sectoral development resource with HIE to grow these 3 sectors and sectoral events and festivals across the region.</p> <p>Individual areas of Argyll have been recognised for some time as prime destinations for wildlife, adventure heritage and food tourism – e.g. Mull for Wildlife, Oban for Seafood, and Islay for Whisky and Kilmartin for heritage. However other areas of Argyll enjoy similar attributes and AITC's aim has been to raise awareness of the rich offer we have across the region.</p> <p>Evidence of the positioning has come through close working with the VS marketing and content teams on Nature's Paradise, and Taste for Tourism - and the three differentiating attributes listed on the new Visitscotland.com website for Argyll & the Isles relate to the wildlife and adventure, and food and drink – with the region ranking as 'one of the best places in Scotland to see iconic wildlife'. The current Wild About Argyll adventure and film activity will specifically focus on repositioning the region as Scotland's Adventure Coast with a major campaign planned in 2017 utilising A&BC and Growth Fund support – application submitted and decision due in November 2016.</p> <p>Specific achievements are;</p> <p>WILDLIFE</p> <p>Working directly in partnership with FCS and SNH at a pan Argyll level AITC has developed the Nature's Paradise initiative with an information leaflet, a programme of art in nature events with Artmap Argyll, a dedicated area on exploreargyll.co.uk, regular blog content and a six week social media campaign. This was initially developed as a core part of AITC's Year of Natural Scotland activity in 2013 and has been sustained with on-going funding from FCS. The current focus is to develop accessibility itineraries for the less able bodied market (linked to the AITC 2016 Summit presentation by Chris McCoy).</p> <p>In 2015 FCS and SNH funded AITC to pilot a business mentoring scheme 'Get Wild About Argyll' to raise awareness of the potential wildlife tourism offers and to mentor business on an individualised action plan. The outputs have been significant with 44 businesses participating and testimonials highlighting the unique opportunities for like-minded businesses to network and collaborate and build their confidence in promoting the wildlife offer. One business credits the AITC opportunity as growing his network and enabled him to build his business to a level he is now employing local staff to meet his demand. The Get Wild About Argyll programme was shortlisted for a RSPB Nature in Tourism award in 2015.</p> <p>ADVENTURE</p> <p>AITC has recently embarked on a very ambitious Wild About Argyll adventure tourism initiative to re-profile the region as</p>

	<p>Scotland's Adventure Coast and to appeal to a much younger (18-44) market in the central belt and north of England. Significant content has been collected during a 12 day epic adventure with Mark Beaumont during summer 2016 and which had significant impact on line at the time. The content is being developed and will be at the heart of a 12 month campaign over 2017 with a very high level of digital activity.</p> <p>Marine Tourism has been seen as priority and a working group is being established under AISTPG to explore next steps linked to potential support from HIE and SDI.</p> <p>HERITAGE (& CULTURE)</p> <p>AITC has been involved from the outset in the work of the Argyll & Bute Cultural Assembly and more recently is supporting the CHArts network as it is exploring means to support the recently awarded Place Partnership. AITC's specific interest is in cultivating closer relationships between both sectors. AITC is also working closely with the Argyll & Bute Museums & Heritage Forum on joint activity in 2017 – the Year of History, Heritage and Archaeology</p> <p>FOOD TOURISM</p> <p>In 2015, the year of Food & Drink, AITC worked directly with Food from Argyll to deliver the national Taste for Tourism conference in Oban, which attracted over 130 delegates from across Scotland, and with international speakers. The conference posed the question 'has Scotland got what it takes to be a global food tourism destination?' and has been the catalyst for Food from Argyll to open a café at the Pier in Oban. Discussions are now underway with HIE on developing the regions food and drink tourism offer and a potential partnership with the Outer Hebrides. AITC developed a suite of foodie itineraries for each area of Argyll and supported the Mull & Iona Food Trail initiative, which has since won various awards.</p>
<p>Argyll & The Isles is an active participant in 'themed year' activity and consistently provides high impact activity within the region</p>	<p>AITC has been an active participant in each themed year with the current year possibly being the least active due to its less strategic fit at a pan Argyll level and with agreed TAI2020 priorities.</p> <p>2013 – Year of Natural Scotland</p> <p>In 2013 AITC progressed a major programme of activity with Forestry Commission Scotland (FCS) and SNH linked to the Nature's Paradise initiative, which had been launched by FCS the year before. This included a re-launch and wider distribution of the leaflet, increased activity on the exploreargyll.co.uk web site, a programme of art in nature workshops across the region with Artmap Argyll.</p> <p>As a legacy in 2014 AITC piloted Get Wild About Argyll business mentoring workshops and rolled out a second phase in 2015. 44 businesses took part and a new collaboration has been established in Heart of Argyll, which is now delivering, nature walks and took a stand at the RSPB national festival in 2016.</p> <p>2014 - Year of Homecoming</p> <p>In 2014 AITC directly supported a number of events and festivals across the region including the Cowal Gathering, Best of the West and the Loch Fyne Viking Festival. AITC through the web portal and events listings on exploreargyll.co.uk</p>

	<p>and its social media activity promoted all local events including the Highland Gatherings.</p> <p>2015 – Year of Food & Drink</p> <p>AITC worked with its local DMOs to create dedicated Food itineraries in each area and was very active on social media showcasing all the area has to offer. A significant achievement in the Year of Food and Drink was the successful delivery of the Taste for Tourism national conference in Oban in partnership with Food from Argyll.</p> <p>2016 - Year of Architecture, Innovation and Design</p> <p>AITC recognised the importance of the NVA event in Cardross in March 2016 and was a key partner in the planning and delivery of the event and local promotion. The AITC Development Manager and local Development Agent sat on the event steering group and worked with A&BC and the Helensburgh Chamber of Commerce on seeking to optimise the local impact from the event through business collaborations.</p>
<p>AITC continues to have a strategic presence at EXPO and other relevant trade events, which is demonstrably leading to enhanced visitor and tourism activity in the region.</p>	<p>AITC has now attended VS EXPO every year from 2012 when the first Argyll Aisle was successfully delivered following the summit in 2011. AITC has attended each year and has witnessed steady growth from year 1 where very few travel trade buyers were aware of the region to this year when virtually all appointments were from buyers keen to develop specific packages in Argyll. AITC has conducted over 400 formal appointments with the travel trade with a further 100+ at Explore GB in 2015 and 2016.</p> <p>An average of 400 buyers from over 30 countries attend EXPO each year and with AITC having a strategic presence now each year for 5 years the region has been exposed to over 2000 international travel trade buyers and has had formal appointments with over 400 buyers and 184 of these being rated as strong leads likely to secure new business for the region.</p> <p>In 2016 VS reported the average number of appointments typically secured by a stand holder as 36. AITC secured 82 formal appointments this year plus 52 'drop-ins'.</p>
<p>AITC will have a more sustainable funding base for its core activities</p>	<p>The core funding provided by A&BC for 2014-17 at £50k per annum has been a catalyst for £50k match funding from HIE plus £20k from Calmac and £5-10k per annum from SNH. Each year AITC has successfully attracted additional funding for projects and campaigns from both public sector partners and the private sector.</p> <p>Since being set up in 2012 AITC has developed a strong reputation as a pan Argyll delivery body and secured notable funding packages to deliver project activity on behalf of partners. Partners investing in AITC's project activity include A&BC, SNH, FCS, Calmac, Sustrans, Scottish Canals, VisitScotland and ScotRail,</p> <p>AITC turnover since it was formed in 2012 and projected to the end of March 2017 is £869,000. For the period of the current 3 year development funding from 2014-2017 turnover is projected to be £582k giving the council a ROI of 3.88 on their investment of £150k.</p> <p>AITC has now positioned itself as a dependable delivery agent securing a number of contracts and acting as an agent allowing it to derive income from its activity. The key example is the Digital Tourism Scotland contract with HIE worth</p>

	<p>£55k over 2 years and from which AITC will derive an income over and above the delivery of service.</p> <p>Bruce Crawford MSP has directly involved AITC in national discussions on DMO funding as a core partner on the Destinations Working Group that reporting into the Cross Party Working Group on Tourism which he chairs. This group has concluded that funding can be sourced but a core budget is essential to support the basic activity of any DMO ensure mainstream activity is not jeopardised and continuity is achieved as project and marketing campaign funding is secured and delivered.</p> <p>AITC has developed a partners and patrons proposal and will look to secure a business development resource to roll this out in 2017 allowing pan Argyll businesses and other interests to support AITC's activities.</p> <p>Looking to the future AITC has a minimum of £10k per annum from membership fees based on the current core membership – the Partners & patron proposal will seek to increase this. In addition with AITC's impact and membership benefits now much more tangible the Board intend to review members' subs at the next AGM.</p> <p>AITC has a contract with HIE for DTS delivery, which extends to June 2018 and brings a small % of income. There are other service delivery possibilities that could be explored with partners including A&BC.</p> <p>AITC has also submitted an application to VS Growth Fund for a total spend of £100k (incl match funding of £40k from A&BC) for a 12-month campaign throughout 2017.</p> <p>AITC has been identified as a delivery partner within the Creative Places funding secured by A&BC. The full detail has yet to be scoped out as Argyll and the Islands LEADER and other funding sources are pursued to match the Creative Scotland award.</p> <p>AITC has been in direct discussions with Argyll and the Islands LEADER regarding potential funding proposals and has been advised that the proposed development activity would be eligible. As match funding needs to be secured in advance and discussions are not yet concluded with HIE and others this has not at this stage been progressed.</p>
<p>Argyll & The Isles secures growth in line with the TS2020 targets and is recognised as a key player in the national tourism economy</p>	<p>AITC led the production of Tourism Argyll & the Isles 2020, which is the local response to the national strategy. This was officially launched in October 2015 at a mini summit with partners and is now the reporting base for AITC and the AISTPG activity. The target is based on VS stats and progress will be tracked when the equivalent stats are next published to ensure growth is in line with the stated target in TAI2020 and the target refreshed as appropriate.</p> <p>The original target set has been increased based on the VS stats provided for 2014 suggesting the original target had already been met. The target was refreshed seeking growth from £270m in 2014 to £300m in 2020. This target is more than 4 times higher than the target set for the Outer Hebrides demonstrating Argyll & The Isles role in delivering against the national target.</p> <p>This rocket was produced based on a 10 venue road show conducted by AITC across the region engaging businesses across the area and in partnership with VS, Argyll and Bute Council's Business Gateway and Calmac and supplemented by input at the breakout sessions at the AITC Summit events.</p>

	<p>AITC has been directly involved with the Scottish Tourism Alliance as a member since it was set up and in 2014 joined the Council as one of only a few DMO group representatives. AITC's vice chair is a board member of the STA.</p> <p>AITC has recently been nominated for and then shortlisted for a Highlands & Island Tourism Award in the Working Together for Tourism Category. This helps demonstrate that AITC and the region are seen as key players in the national tourism economy and that its activity is being recognised.</p>
<p>Every area of Argyll has an active local marketing group that is a member of AITC and membership remains stable if not increasing</p>	<p>In 2014 AITC identified 14 local marketing groups and organisations. Three of these were founder members of AITC in 2012 to get it established and a further five came on board immediately as members during the Stronger Together programme 2012-14. During the current 3 year programme a further 3 groups have joined AITC. Following the 2015 AGM AITC introduced an associate member category for pan Argyll sectoral interests. Seven sectoral interests are now directly engaging with AITC with five being formal members. The groups that have not yet joined AITC are Explore Campbeltown (where there has been on-going discussions with Explore Kintyre & Gigha) Tiree (which was focused on a single project initiative) and Love Loch Lomond who has an interest that extends beyond AITC's area of interest.</p> <p>During the current programme a number of the DMOs have grown in membership with the support of our development agent activity.</p> <p>Three groups have or are in the process of re-establishing themselves in a new format to better meet local business needs (Oban & Lorn Tourism Alliance is now a cooperative, Marketing Mull & Iona is taking over from Holiday Mull & Iona and will extend its membership beyond the accommodation sector, and Explore Kintyre and Gigha is reinventing itself following tensions with Explore Campbeltown). Visit Helensburgh has ceased to operate as a membership organisation and a new collaboration is being explored now the submarine museum and other new attractions are opening in the town.</p>
<p>Argyll & The Isles continues to provide an annual Summit event – format and location to vary to meet preferences – which helps set the agenda for the next 12 months activity</p>	<p>AITC has delivered an annual summit event in 2014, 15 and 16. The decision was taken at an early stage to develop the Portavadie model from 2012 where the summit showcased one of Argyll's attractions and had a theme relevant to the national tourism agenda.</p> <p>2014 – the Summit was held at Mount Stuart in partnership with Mount Stuart Trust, Calmac and West Coast Motors plus funding from VS. Theme was linked directly to the recently launched national strategy with the Chair and CEO of the Scottish Tourism Alliance presenting at the event and four breakout sessions on the TS2020 asset blocks specifically looking at priority actions for Argyll & the Isles</p> <p>2015 – the Summit was held at Ardgartan Hotel in partnership with Lochs & Glens, a national coach tour operator with several properties in Argyll who had successfully built a £multi-million hotel at Ardgartan during the recession and to a very high standard. The summit theme was on knowing our customers and had a combination of talks and workshops.</p> <p>2016 – the summit was held at the Tower Digital Arts Centre in Helensburgh showcasing this new facility and with a focus on collaboration with internal to Argyll and also with external partners.</p> <p>As part of considering AITC's longer-term sustainability the decision was taken to introduce a small charge for the summit event in 2014. This was known to be a risk with the summit event being on an island but with the keen support of</p>

	<p>both Calmac and West Coast Motors for transport and the growing reputation of AITC as a deliverer the event was fully booked and the Great Hall was packed out. Each event has subsequently had a fee charge and has attracted similar attendee numbers (c140-150) irrespective of location. Feedback following each event has been very positive (formal surveys undertaken) and specifically referring to the quality of speakers and opportunities for networking. Since 2015 AITC has combined the summit with a HIT Oyster Club tasting dinner the evening before to provide support to this important charity which has and continues to support personal development within the hospitality sector.</p>
<p>The objectives set out in the current A&BC EDAP are fully met and refreshed more ambitious targets set</p>	<p>AITC was identified as a delivery partner in the Council's EDAP and the primary actions set out in the previous EDAP have been progressed in partnership with A&BC.</p> <p>The AITC team had a direct involvement in each of the more recent area-based EDAP workshops, with the plans currently being adopted by each of the Council's Area Committees. The Strategic EDAP (also developed from the workshop discussions) will be considered at the Council's EDI Committee on the 10th November 2016.</p>

Having secured the core funding from Argyll & Bute Council for 2014-17, AITC agreed a set of Measures for the £50k per annum development agent funding package from HIE. These targets are on track for delivery by March 2017 with interim reporting below.

Activities	Outcomes	Indicative measure (cumulative)	Impact	AITC ACTIVITY TO DATE
Support for sectoral network activities	Number of collaborative development projects initiated	Year 1: 2 Year 2: 4 Year 3: 6	Increased economic activity in the tourism sector	AITC has supported a series of collaborative development projects since 2014 including <ul style="list-style-type: none"> • Art in Nature Workshops with Artmap Argyll • Get Wild About Argyll business training and mentoring with SNH and FCS – 44 businesses participated • Taste for Tourism national food tourism conference with Food from Argyll • Nature’s Paradise social media campaign with the Glorious Gardens of Argyll & Bute and FCS • Wild About Argyll Film and Adventure with Mark Beaumont engaging more than 115 local businesses • World Host destination programme with People 1st and Business Gateway • Joint Wild About Argyll urban adventure online film edit with Glasgow City Marketing Bureau and Scottish Canals
Co-ordinated support for DMOs and sectoral groups	Increased membership of DMOs and sectoral groups	Year 1: 10% Year 2: 20% Year 3: 30%	Sustainable collaborative model	This will be measured in March 2017. COMMENTARY - Some DMOs are achieving growth in line with the targets set but others are not. The DMO membership context is radically changing as online booking grows. The original model wherein DMOs created destination websites and businesses got direct leads is being eroded and AITC is proactively looking at a different member benefit model which focuses more on networking and collaboration – and growing the size of the overall cake. This is under review with HIE.
Capacity support for 1000 SMEs	Increased industry leadership and 20 HIE clients delivering growth aspirations	Feedback from DMO and sectoral group members,	Long term commitment to increasing quality of tourism in Argyll	AITC has sustained 10 volunteer directors for 5 years and 5 undertook the 12 day Destination Leaders programme in 2014/15 in their own time with funding support from HIE. AITC decision to pursue World Host destination programme across Argyll to increase quality through customer care More than 20 HIE clients who are engaged in AITC activity are delivering growth aspirations. A full list will be generated in March 2017 – this will include AITC itself and Food from Argyll.

Co-ordinated training for DMOs and sectoral groups around use of branding	Collective approach to branding and marketing	Evidence of collective branding materials	Cohesive Argyll brand	<p>Argyll & The Isles brand now utilised on all AITC marketing and promotional literature and digital activity – includes suite of 18 leaflets, EXPO stand, exploreargyll.co.uk, and on all AITC's online social media accounts. DMO members and strategic partners utilising the logo to provide a direct link from own websites to exploreargyll.co.uk and on email sign off (e.g. Portavadie) with a direct link to Explore Argyll.</p> <p>Following publication of the A&B Economic Forum report a series of strategic marketing meetings have been hosted jointly by A&BC and AITC. First meeting in April 2016 and attended by all Argyll key partners. There was unanimous agreement on the need for a concerted effort by all parties to market and promote Argyll. All agreed that there was a clear appetite around the table to support significantly enhanced marketing activity focussed on the existing brand and there was a consensus that this needed immediate attention to allow an ambitious partnership approach to be developed in early course.</p>
Support and information re quality and growth provided to all AITC members	5% increase in turnover and employment in tourism sector	Feedback from AITC members	Growth in tourism sector	<p>AITC Barometer developed and utilised throughout 2015. Numbers participating dropped off and the barometer is currently under review with the proposal being to issue an end of season barometer in 2016. Individual stats being gathered from key tourism operators (including AITC directors) and correlated with robust data from Calmac, ASVA. KPI working group now set up for TAI2020 with A&BC, HIE and Calmac.</p>

The specific tasks to be delivered by AITC through the 3-year HIE funded project have been progressed as follows:

TASKS AGREED	ACTIVITY TO DATE
1. Empower and build capacity within DMOs and sectoral groups	Freelance Development Agent team appointed in 2014 and working directly with 11 DMO members Support provided for joint activity with Glorious Gardens of Argyll & Bute, Food from Argyll, Artmap Argyll, the Argyll & Bute Museums and Heritage Forum, the Argyll & Bute Long Distance Route Forum Joint working with ACT and CHArts
2. Support DMOs and sectoral groups to develop and implement their own action plans	Development agents working with individuals DMOs to consolidate yearly business plans. HIE project scoped out for online destination action plan toolkit as part of Destination Leaders Programme executive certificate.
3. Communicate regularly with all DMOs and sectoral groups	Development agents providing regular communications to local DMO and sectoral groups via newsletters and email communications. Periodic update provided from AITC on regional and national activity.
4. Identify training and skills needs and signpost / encourage participation	DTS survey issued across Argyll & the Isles with 372 responses – specific questions on training and skills – programme of training being rolled out SDS presentation on modern apprenticeships in tourism provided in Campbeltown via Explore Kintyre & Gigha World Host customer care training being delivered across Argyll & The `Isles in partnership with Business Gateway and People 1 st . Targeting 200 tourism businesses in 2017 and 18. Local member surveys undertaken in Bute, Cowal, Colonsay, Oban & Lorn, Inveraray, Kintyre & Gigha, Islay & Jura, Mull & Iona seeking feedback on member benefits including skills and training
5. Provide networking opportunities for DMOs and sectoral groups	Annual summit delivered in March each year and mini summit event in October 2015 to launch the TAI2020 rocket to AITC DMO and sectoral members. Local networking opportunities being delivered via agents in each DMO including local fam trips and networking events, expanded AGM events, DMO collaboration fam trips.
6. Prepare and regularly disseminate an Argyll and the Isles tourism barometer	Developed in 2014 and launched in 2015 with quarterly returns. Good early input but tapered off. Under review. Full season barometer being prepared for issue at end of 2016 season
7. Support DMOs and sectoral groups to deliver internal member benefits	Full review of member's benefits undertaken with each DMO including confidential member surveys. New benefit statements created for each DMO and roll out of actual benefits underway (eg networking events, training)
8. Address employment and training issues within tourism, e.g. summer/winter employment links	Seasonality issues being explored on an area by area basis - no specific action taken as yet. Specific focus been given to training outwith the main season when rolling out DTS and World Host to optimise uptake. Early consideration being given to living wage impacts ion the hospitality sector in partnership with BHA, STA and others
9. Highlight career opportunities within the	Executive certificate in Rural Tourism scoped out with the University of West of Scotland and Portavadie. Pilot being considered for 2017 with possible funding support from HIE.

tourism sector	Modern Apprenticeship presentation delivered by SDS to Explore Kintyre & Gigha in 2015 – good attendance and interest.
10. Support DMOs and sectoral groups with database and membership management	Agents team working with DMO partners on standard database and membership management systems. Scoping out centralised services to allow local DMOs to concentrate on local marketing and project activity and address volunteer fatigue
11. Be proactive in encouraging relevant operators to establish sectoral groups where none exist	Local wildlife tourism group set up in Heart of Argyll following AITC Get Wild About Argyll business training and mentoring programme. Similar group being considered in Cowal. Heart of Argyll Group is offering wildlife walks and events for visitors and had a stall at the RSPB Scottish Nature Festival in 2016.
12. Identify funding sources / resources for DMO support activities and collaborative work	Agents signposting and providing support for funding applications – e.g. MMI submitting an Argyll and the Islands LEADER application for new marketing activity; support provided in Cowal for funding bid for food tourism in schools initiative.

For further information contact:
 Carron Tobin
 info@exploreargyll.co.uk
 07715773660

AITC Ltd c/o Ainsley Smith Co Ltd, Argyll Square, Oban, PA34 4AT
 Company Reg No SC419216 - VAT Reg No145 0830 32,
 Argyll & the Isles Tourism Co-operative is supported by:



Appendix 2 – Agreed Outcomes between Argyll and Bute Council and AITC 2014 - 2017

Outcome	Narrative	Measurement
<p>Argyll and the Isles recognised as a prime Scottish destination for wildlife, adventure, heritage, and food and drink tourism.</p>	<p>The region has exceptional products in relation to wildlife, adventure, heritage and food tourism but this is not widely appreciated by visitors from outwith the region and especially those who have never visited.</p> <p>Currently there is poor region wide awareness of the extent of the offer. There is scope to drive much more tourism activity through wider awareness out with the region.</p> <p>AITC, during the 2014-17 Programme will set up a base line audit working for example with Scottish Canals at the Falkirk Wheel. Visitors at that and other locations will be asked to rate several areas of Scotland in relation to these factors. Through time we anticipate a marked change in the perception of Argyll and the Isles. The branded suite of leaflets will be a significant boost in brand awareness and the extent of our offer.</p>	<p><i>Argyll and the Isles will be recognised as being in the top 5 regional destinations in Scotland for wildlife, adventure, heritage, and food and drink.</i></p>
<p>Argyll & The Isles secures growth in line with the Tourism Strategy 2020 Vision targets and is recognised as a key player in the national tourism economy.</p>	<p>AITC is developing a tourism barometer working with members of the local marketing groups and key attractions to collate monthly performance data and combine this with which will be collated.</p> <p>This will assist the AITC who will play a key role in customising the Council’s tourism data measurements contract being managed by VisitScotland.</p>	<p><i>Argyll and the Isles tourism barometer data will confirm that the region is performing in line with the national average as a minimum and is ‘spiking’ in relation to our key products and offers.</i></p>
<p>Argyll & The Isles is an active participant in ‘themed year’ activity and consistently provides high impact activity within the</p>	<p>Historically Argyll and the Isles have not actively participated at a strategic level and when this has happened it has been at a very local level (e.g. individual events).</p> <p>During the Year of Natural Scotland, more was achieved with key events being within Argyll (e.g. the Scottish Series). Looking to the future, activity will be coordinated but also encouraged through</p>	<p><i>Argyll and the Isles will have extensive local activity on national focus year programmes and will host at least 1 signature event/programme of activity in 2015 and 2017 in</i></p>

Outcome	Narrative	Measurement
region	<p>AITC's strategic relations with VS and Event Scotland.</p> <p>An early example of AITC's reach and impact - through AITC intervention, the Coll of the Sharks Festival and Loch Fyne Viking Festival are both now on the partner programme for Homecoming 2014 and will secure national promotion and media coverage at no cost to the event itself. This will be measured in future years through analysis of activity in Argyll and the Isles relative to the rest of Scotland.</p> <p>The next four focus years are as follows;</p> <p>2015 – food and drink 2016 – architecture and design 2017 – archaeology and heritage 2018 – young people</p> <p>2015 and 17 fall within the scope of the 2014-17 AITC programme and are 'tailor made' for enhanced activity in this region through AITC coordination.</p>	<i>particular.</i>
Every area of Argyll has an active local marketing group that is a member of the AITC and membership remains stable if not increasing	<p>There are 15 marketing groups within the region and AITC is in regular contact with each. A number have been struggling with membership levels dropping and volunteer fatigue from directors.</p> <p>Through AITC activity (roadshow events, suite of leaflets etc.) the AITC is seeking to reverse this and demonstrate benefits in local group membership etc. The HIE funding package for 2014-17 is specifically for AITC to support capacity building in the local area and sectoral groups which should stabilize and grow local group activity. AITC has had direct involvement in recent 'refresh' activity with Islay and Jura Marketing Group and at their recent AGM they secured additional new members who had not previously been involved. AITC will collate membership information from each group on an annual basis and provide direct support where required.</p>	<p><i>AITC will have annual statistics demonstrating consolidation and growth in membership within each of the existing marketing groups with these all either continuing or joining together in new sub regional collaborations. Overall business nos. engaging in tourism association/local DMO activity will increase incrementally year on year.</i></p>

Outcome	Narrative	Measurement
	As Helensburgh and Lomond are out with the HIE region, this will be a priority area for AITC linked to the promotion of CHORD tourism infrastructure. The AITC along with representatives from the Council will be approaching Scottish Enterprise to request support in this regard.	
AITC continues to have a strategic presence at EXPO and other relevant trade events which is demonstrably leading to enhanced visitor and tourism activity in the region.	EXPO and other trade events are recognised as long lead activity where the full benefit is not realised within 1-2 years but much longer. However there are some examples already available of the impact of AITC attending EXPO – e.g. the SDMA AGM/speed dating – and through ongoing monitoring of contacts made and follow up activity AITC will seek to demonstrate the extent of impact through time.	<i>AITC will have annual EXPO and other trade event data demonstrating extent of contacts made and local impact and benefit from follow up activity in both quantitative (e.g. new tours and bookings) and qualitative (e.g. new strategic partnerships and business relationships created) as a direct consequence of attendance at these events. Annual targets will be set and monitoring put in place.</i>
Argyll & The Isles continues to provide an annual Summit event – format and location to vary to meet preferences – which helps set the agenda for the next 12 months activity	<p>Three tourism summit events have been held, 2011 and 2012 were led by the Council and 2013 being directly delivered by AITC.</p> <p>Through the 2014-17 programme AITC will continue to hold an annual summit and to move the venue around the region (2014 will be in Helensburgh) with a refreshed approach at each annual event. The summit will focus on exploring what has been achieved over the past year, new and emerging opportunities for the region and securing agreement on renewed priorities for the industry for the next 12 months.</p> <p>The Summit in 2013 forged new partnership with Mount Stuart, Calmac and West Coast Motors and this model will continue to be developed for future Summit events.</p>	<i>AITC will have annual summit reports demonstrating region wide attendance and interest, and setting out delegate lists, delivery partnerships and delegate feedback, including suggestions for future activity.</i>

Outcome	Narrative	Measurement
<p>AITC will have a more sustainable funding base for its core activities</p>	<p>AITC is wholly reliant on external funding from members, partners and sponsors and consequently has had a project based focus rather than strategic drive during the ‘Stronger Together’ foundation period, albeit this strategic focus has developed through volunteer input from the Directors. With a 3 year funding package in place AITC will be able to drive forward much more strategic activity with sustainable impacts and also secure a funding basis which allows this to continue. Success will readily be measured by determining what longer term funding has been secured beyond 2017.</p>	<p><i>Prior to the conclusion of the 2014-17 programme AITC will have a sustainable funding model in place guaranteeing on going activity for 2017-2020.</i></p>
<p>The relevant outcomes set out in the current A&BC EDAP are fully met and refreshed ambitious targets set</p>	<p>The EDAP 2013 - 2018 identifies AITC as a key organisation to action the primary tourism outcome within the ‘Competitive’ measures, presently there is no other organisation or mechanism in place to deliver this.</p> <p>In addition, the AITC will be placed to assist with realising an outcome within the ‘Compelling’ measure for greater exposure for Argyll and Bute by increasing visitor volumes.</p> <p>AITC believes that with a focused programme of activity over 3 years the outcomes described above can readily be achieved.</p>	<p>AITC will demonstrate, through annual reporting, progress against the EDAP outcomes and will reset targets year on year based on past performance.</p>

This page is intentionally left blank

ARGYLL AND BUTE COUNCIL**ENVIRONMENT, DEVELOPMENT AND
INFRASTRUCTURE COMMITTEE****DEVELOPMENT AND
INFRASTRUCTURE****10 NOVEMBER 2016**

GRASS CUTTING – PROPOSED CHANGES

1.0 EXECUTIVE SUMMARY

- 1.1 As part of the budget process for 2016/17 Members considered a range of Service Choices which had been designed to meet the significant reduction in available budget, due to drastically reduced funding.
- 1.2 One of the options that was approved through the budget process was RAMS01i – Reduced/Stop Grass Cutting. This proposal included reducing the frequency of cuts to some places and completely stop cutting grass in others, allowing the grass to grow wild. The specification for this service choice reduced the number of some grass cuts to one per year, carried out in October/November.
- 1.3 This option saved £18,000 as a part saving for 2016/17, and was taken pro-rata across the four administrative areas. The starting point for each of the four areas was different because different frequencies of grass cuts had previously been applied to each area. The 2015/16 frequencies and schedules had varied historically with further local adjustments having been introduced as part of the service review process carried out in 2011/12. The service choice process was carried out over a much shorter timescale than that that of the service review process and consequently did not include the member workshop sessions where members have historically played a significant part in the design of service delivery in their area. The attached appendix details the locations where grass cutting has been reduced to one cut per year.
- 1.4 This Service Choices proposal has resulted in significant representation being received by Elected Members and officers. Being alive to the fact that this is something which matters to our communities it is proposed that the same level of saving is maintained but that the specification is changed as follows:
 - Areas removed from the 16/17 schedules will be reinstated
 - Areas cut only once a year in 16/17 will have the frequency increased where appropriate
 - Areas that received a reduced frequency of cuts in 16/17 will have the frequency increased where appropriate
 - Areas which experienced no change in the frequency of cuts in 16/17 will receive a reduced number of cuts (regard will be had to high amenity areas)

- 1.5 It is recommended that the Environment, Development and Infrastructure Committee make a recommendation to Council that policy RAMS01i be amended as set out in paragraph 4.8 , the amended schedules being reported for information to Area Committee/Business Days.

ARGYLL AND BUTE COUNCIL

ENVIRONMENT, DEVELOPMENT AND
INFRASTRUCTURE COMMITTEE

DEVELOPMENT AND
INFRASTRUCTURE

10 NOVEMBER 2016

GRASS CUTTING – PROPOSED CHANGES

2.0 INTRODUCTION

- 2.1 This report sets out some of the representations received following one of the Service Choices policies RAMS01i (Reduce/Stop Grass Cuts).
- 2.2 This report also seeks approval to amend the previously approved policy and to revert to cutting all areas previously maintained but at a reduced frequency that can be accommodated within the available budget.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Environment, Development and Infrastructure Committee make a recommendation to Council that policy RAMS01i be amended as set out in paragraph 4.8 , the amended schedules being reported for information to Area Committee/Business Days.

4.0 DETAILS

- 4.1 As part of the budget process for 2016/17 Members considered a range of Service Choices which had been designed to meet the reduction in available budget. Across Roads and Amenity Services the service choice options were varied including: increasing income from a number of sources, innovative solutions such as LED street lighting which reduced the amount of energy consumed, three weekly bin collections which encourage more recycling and reduce the amount of waste to landfill and a number of policy choices which resulted in a reduction in service delivery. All of these proposals having been progressed to ensure that the council can deliver a balanced budget whilst maintaining as many key services as possible.
- 4.2 The £18,000 saving as part of option RAMS01i, as a part saving for 2016/1, was taken pro-rata across the four administrative areas. The starting point for each of the four areas was different because different frequencies of grass cuts had previously been applied to each area. The 2015/16 frequencies and schedules had varied historically with further local adjustments having been introduced as part of the service review process carried out in 2011/12. The service choice process was carried out over a much shorter timescale than that that of the service review

process and consequently did not include the member workshop sessions where members played a significant part in the design of service delivery in their area. The attached appendix details the locations where grass cutting has been reduced to one cut per year.

- 4.3 This Service Choices proposal has resulted in significant representation being received by Elected Members and officers. Being alive to the fact that this is something which matters to our communities it is proposed that the same level of saving is maintained but that the specification is changed.
- 4.4 Representations received have generally been relating to the untidiness and general reduction in amenity in areas where grass has not been cut. It is felt that amending the specification would be beneficial and would reflect the views of our communities. This proposed change to specification would have no budget implication as the saving would still be delivered, only in a different way.
- 4.5 The starting point for each of the four areas was different with different frequencies of grass cuts applied to areas historically. The amended specification will continue on this basis, however, all areas previously cut in 2015/16 will be included within the new schedules, In order to make the changes but continue to deliver services within the approved budget the following approach will be taken:
 - Areas removed from the 16/17 schedules will be reinstated
 - Areas cut only once a year in 16/17 will have the frequency increased where appropriate
 - Areas that received a reduced frequency of cuts in 16/17 will have the frequency increased where appropriate
 - Areas which experienced no change in the frequency of cuts in 16/17 will receive a reduced number of cuts (regard will be had to high amenity areas)

The details of the schedules for each of the four administrative areas will be reported to Area Committee Business Days for information.

5.0 CONCLUSION

- 5.1 This report proposes to adjust the specification of grassland maintenance in response to the representations made in response to the representations made following the implementation of changes in 2016/17.

6.0 IMPLICATIONS

- 6.1 Policy This report proposes to change a policy that was agreed through the budget process in 2016.
- 6.2 Financial No financial implication as this proposal is cost neutral.
- 6.3 Legal None known

6.4	HR	None known
6.5	Equalities	None known
6.6	Risk	None known
6.7	Customer Services	None known

Executive Director of Development and Infrastructure

October 2016

For further information contact: Jim Smith, Head of Roads and Amenity Services
Tel: 01546 604324

Policy Lead Councillor Ellen Morton

APPENDICES

Appendix 1 - Areas included in the 2016 policy to reduce cuts to once per year

Appendix 1 – Areas included in the 2016 policy to reduce cuts to once per year

Lorn

Lochawe War Memorial
Dalmally War Memorial
Kilmore Cemetery
Kerrera Lodge
Station Square removed as Chord
redevelopment has removed the grass areas.
Lonruodh Cottages - Appin
Benderloch Cemetery - Strimmed
Alma Crescent
Dunollie Castle
The Mounds
Meadow Road

Mull

Beadoun Road
St.Mary's well
Fionnphort Cemetery
Tobermory Masonic Hall
Bunnessan Public Convenience
Salen Public Convenience
Craignure Front Green
Dervaig Public convenience
Dervaig Old Cemetery

Helensburgh

Cardross Churchyard
Cardross Shoreline 50% of Plot 1
Cardross War Memorial
Williamson Drive Plot 2
Kirkmicheal 50% of Plot 5
Rosdhu East*** Plot 1
Rosdhu West*** Plot 3
Lower Feorlin Way Plots 28, 32 & 51
Rhu Lower Plots 24, 31 & 32
Rhu Churchyard
Rosneath Argyll Road plot 32
Luss Plot 18
Tarbet Cemetery
Skating Pond Plot 4
Clyde Arran Plots 14,20,51,& 63

Kintyre

Bengullion Road
English Cemetery
Kilkerran Cemetery Old Section
Kilkerran Road Play Area
Kilkerran Road
Milldam Park
Waterfoot Cemetery
Patchan Cemetery
Kilcousland Cemetery
Kilkivan Cemetery
Saddell Cemetery
Skipness Cemetery
Keil Cemetery
Killean Cemetery
Gartnagrenach Cemetery

Mid-Argyll

Kilmalieu Cemetery
Kilmicheal Cemetery
Inverlusa Cemetery
Lochhead Cemetery
Lergnahension Cemetery
Kilnaish Cemetery
Putting Green Sides
Kilmory Cemetery
St.Brides Cemetery
Kilmahumaig Cemetery

Kilmory Castle Areas

Side of New Extension
Behind Information Hut
Left and Right of Link Corridor
Outside C.E. window

Cowal

Blairmore Pier
Tor Aluin Picnic Site
Glenmorag Car Park
Innellan to Dunoon
Dhailing Road Car Park
Toward

Kilmun Old Cemetery
High Sandbank/Broxwood Park
West Bay Area
Colintraive

Bute

Meadows KGVs - Cut only sports fields and 1m swath around paths

Islay

Port Ellen – School Street and Banking
Play Park at Ramsay Memorial Hall
Nerabus Cemetery approach road
Port Charlotte Cemetery
Bridgend – St. Columba’s Church
Bridgend Churchyard
Bridgend Cemetery – Outside
Open Space at Hotel
Keills approach road
Kilmeny Old Section
Kilnave Old Section
Kilchoman Churchyard – Port Charlotte Road

Environment, Development and Infrastructure Committee Work Plan 2016/17

NOVEMBER 2016: This is an outline plan to facilitate forward planning of reports to the EDI Committee.				
10 November 2016	Title	Service	Date Due	
	Argyll and the Isles Coast and Countryside Trust	Presentation by Julie Young		
	Development and Infrastructure Services Performance Report FQ2	Development and Infrastructure	18 October 2016	
	Projects and Renewables – Social Enterprise Team Annual Report 2015-16	Development and Infrastructure	18 October 2016	
	Digital Infrastructure Update	Development and Infrastructure	18 October 2016	
	Argyll and the Isles Tourism Co-operative Update	Development and Infrastructure	18 October 2016	
	Grass Cutting – Proposed Changes	Development and Infrastructure	18 October 2016	
	Strategic Economic Development Action Plan	Development and Infrastructure	18 October 2016	
19 January 2017	Title	Service	Date Due	
	Development and Infrastructure Services Performance Report FQ3	Directorate	20 December 2016	
	Audit Scotland & Annual Status and Options Report	Roads and Amenity Services	20 December 2016	
	Renewable Energy Action Plan	Economic Development & Strategic Transportation	20 December 2016	
	Invasive Weeds Policy	Roads & Amenity Services	20 December 2016	

Environment, Development and Infrastructure Committee Work Plan 2016/17

	Litter Policy	Roads & Amenity Services	20 December 2016	
	Road Speed Policy	Roads & Amenity Services	20 December 2016	Moved from 7 April agenda by Jim Smith
	National Review of Economic Development Service in Scotland	Economic Development	20 December 2016	
	Review of Economic Development External Funding	Economic Development	20 December 2016	
Future Items				
	CARS Update /C 'town and Dunoon	Economic Development		Agreed an update would come to a future EDI