

APPENDIX 3

The Council has 3 key outcomes pertinent to the economy within its Single Outcome Agreement (SOA). These are

- 1. The economy is diverse and thriving.**
- 2. We have infrastructure that supports sustainable growth.**
- 3. Education, skills and training maximises opportunities for all.**

If these key outcomes are to be realised there is a need to:-

- Create new high quality jobs and business starts throughout Argyll and Bute;
- Provide additional support for existing businesses;
- Attract new established businesses to the area with a focus on areas with greatest potential for growth;
- Create new opportunities for development and external investment;
- Creating the right conditions for growth;
- Address the existing barriers to growth;
- Develop Argyll and Bute as a place for investment and improving our image;
- Promote Argyll and Bute as a great place to live, a great place to visit and a great place to invest and do business in;
- Create a local workforce with the necessary work skills that are essential to meet the changing demands of the local economy and external markets;
- Create an entrepreneur culture and making economic growth easy; and
- Deliver essential infrastructure (digital, grid and transport connectivity, housing, etc.).

To achieve this, the Economic Development and Strategic Transport (EDST) Service needs to be able to allow sustainable development by:

- Making the process as easy as possible;
- attracting and welcoming development in a pro-active manner through building on our reputation on providing certainty and consistency, being open for business and being seen as being good to do business with;
- Give comfort that if an applicant/enquirer/investor follows advice then the development will happen;
- Make the process as quick and efficient as we can; and
- Maximise opportunities for local sourcing, local employment and attracting development to where it would be most beneficial to our communities in Argyll and Bute.

The EDST Service will also need to enable and attract new development by:

- Creating a service and team culture that enables development;
- Having a good reputation based on track record of delivery;
- Giving potential investors and developers confidence in Argyll and Bute;
- Having the right strategies and policies and clear action plans in place that show how, by who and when they are going to be delivered;

- Responding quickly to requests and giving clear instructions on a consistent basis;
- Problem solving to get the right result; and
- Providing solutions rather than finding problems
- Promoting Argyll and Bute as a place to be, to visit and to invest in clearly identified opportunities contained within our Strategic Economic Development Action Plan (EDAP), Local Development Plan (LDP) and other strategic documents;
- Understanding business needs at all times and communicate on a regular basis with businesses to build business relationships;
- Direct marketing of the sectors/businesses that Argyll and Bute can support and add value to i.e. food and drink, tourism and marine sciences;
- Having flexibility in our plans and being responsive to the changing needs of business;
- Having the right offer and combining offers (i.e. combining economic development, roads and amenity advice building standards advice, planning advice, business gateway advice contacts);
- Being innovative in our approach to attracting economic growth and responsive to new opportunities;
- Proactively working with other public agencies such as HIE, SE, SDI, commercial agents, developers, investors, architects, construction companies and other development partners.

The EDST Service will enable the provision of business and land premises by:

- Ensuring our LDP has sufficient business land zoned for new development and a positive policy stance to proposals with added economic value;
- Making best use of our council property assets and encouraging others to provide affordable workspace, and industrial units; and
- Developing more provision in partnership with the private and voluntary sectors on a joint venture basis, low cost disposal or lease-back basis;

The EDST Service will Support job creation by:

- Working with Job Centre Plus on recruitment fairs;
- Working through our business gateway team and our partners such as HIE and SE on starting up business programmes;
- Working with employability and our partners such as our Education Service, Argyll College and UHI on creating a skilled workforce;
- Creating modern apprenticeships both directly and by encouraging the private sector to operate apprenticeship schemes and other training opportunities;
- Maximising external funding opportunities;
- Supporting graduate intern opportunities;

The EDST Service will support job retention by:

- Working with existing businesses and problem solving to support their growth plans;

- Hosting and supporting visits, events and providing information; and
- Working with local business groups and networks
- Supporting partners external funding bids and identifying funding sources where appropriate.

The EDST Service will work with the Council's Housing Service and our housing partners such as ACHA, Dunbritton and Fyne Homes to create more housing choice that enables economic growth existing housing by:-

- Working with developers to ensure a broad range of housing types being delivered including affordable in places where people want to live and work;
- Bringing existing empty properties back in to use;
- Renewing/redeveloping small areas of substandard housing;
- Create new housing on suitable empty sites, brownfield sites previously used for other purposes and underutilised sites; and

The EDST Service will make Argyll and Bute a better place to live, to visit and invest by:-

- Providing for and lobbying the Scottish and UK Governments and EU for improved essential infrastructure funding to facilitate future growth;
- Investing in our town centres and other area regeneration activities that assists with the delivery of economic growth and improving people's quality of life;
- Developing the low carbon economy with a focus on the delivery of renewables including the optimisation of community benefits and energy saving measures;
- Protecting and enhancing key natural and built heritage assets;
- Emphasising our compelling attributes to a wider audience;

To achieve this, the EDST team needs to do a range of things including:

- Showing leadership and resilience;
- Providing visioning, strategies, policies, action plans and delivery;
- Enabling and allowing the right development;
- Promote and marketing what Argyll and Bute has to offer;
- Influencing and lobbying organisations with the responsibilities and powers to address issues and deliver change;
- Have knowledge, evidence and expertise of the place and the issues – and use it to address the issues;
- Work in partnership with other organisations from the public, private and third sectors:

There are a range of significant projects that are already active and designed to deliver key elements of the Growth Strategy, and the team will need to effectively deliver their role in those. They include:

Projects on site and in planning (This is a snap-shot of current significant projects which is subject to frequent changes and additions)

PROJECT	PARTNERS (Lead partner in black)	ESTIMATED VALUE
Oban, Lorn and the Isles		
Saulmore golf course, marina and hotel	Private	
Tom Laith Development	Private/Lorn Arc	
New hotel north pier	Private	
Stafford Street Oban public realm phase 1	CHORD	£650,000
Stafford Street Oban Public Realm Phase 2	CHORD, Scottish Transport	Circa £2.6 - £3 million project with £300k input from Scottish Transport
North Pier Maritime Project phases 1 to 4	CHORD/ Lorn Arc	Circa £5.5 million
Corran Halls Oban refurbishment	ABC	
Oban Business Park, Oban Airport/Lorn Arc	ABC, Private	
Kirk Road, Dunbeg/ Lorn Arc	ABC, HIE	£2.7 million scheme
Winter Resilience Store Oban Airport	ABC	
Seaweed factory at Barcaldine	Private,Lorn Arc	Multi million pound investment
5 affordable houses on Iona	WHHA/ABC	£1m+
Kerrera Marina	Private,HIE	
Dunstaffnage Marina	Private, HIE	
New Oban Lidl supermarket	Lidl	
Dunstaffnage phase 2 housing – 25 affordable houses	WHHA, ABC	
Connel -10 houses	ACHA,	
New Oban High School	ABC	
New class 4 offices	HIE, Macleods	
Shuna south-west new marine salmon farm	Private	
Next Generation Broadband	HIE, BT	Total project cost for Highlands and Islands £146m
Giga Plus Argyll Community Broadband Project	Third Sector, CBS	CBS funding approx. £700,000
Vodafone Rural – Tiree, Seil, Luing, Dunbeg, Connel	Vodafone	
SG Mobile Pilot – Coll	Scottish Government, Development Coll, Vodafone	
Mobile Infrastructure Project – Clachan Seil, Ellenabeich/Balvicar, Bunessan, Cuan Ferry – IF technical solution can be found	Department for Culture Media and Sport, Arqiva	
Local Energy Challenge Fund Bid – ACCESS (Mull) and	Community Energy Scotland, Third Sector	Potential £2million project

PROJECT	PARTNERS (Lead partner in black)	ESTIMATED VALUE
Microgrid Accelerator (Dalavich);		
Cruachan 2 feasibility stage	Scottish Power	Multi million project
Garmony Hydro	Green Energy Mull	
Argyll Coastal Waters – Seil site	ABC, <i>Stramash</i>	£500,000 (£470,000 external funding)
Tobermory Bakery Extension with 12 affordable houses	Private	
Iona Slipway Repairs	ABC	£1.2 million
Isle of Eriska hotel luxury spa and extension to hotel	Private	£1.4 million
Mid Argyll, Kintyre and the Isles		
50 Main Street, Campbeltown	ABC, MacLeod Construction Ltd	£500k
Campbeltown cinema	Social Enterprise, ABC, HIE, HLF	£3 million +
Campbeltown THI	ABC, HLF, Private and LEADER	£7 million
Campbeltown Town Hall refurb	SKDT	£2.2 million
Campbeltown Berthing Facility	CHORD	£1.5 million project (£120,000 external funding)
Campbeltown old quay and fish market	ABC	
Campbeltown 6 business units	HIE, MacLeod Construction Ltd	
Campbeltown Grammar School	ABC	
Campbeltown CARS phase 2	ABC, Private, Historic Scotland	£2.2 million
Campbeltown former call centre - new council offices	ABC	
Campbeltown old hospital ward 1 converted to council offices	ABC	
MERL expansion	HIE	£322k HIE investment
Machrihanish shared depot with Transport Scotland	ABC, Transport Scotland	
Machrihanish/Campbeltown SPACEPORT bid round 2	MACC, ABC	Multi billion pound proposal
Machrihanish NIRI aquaculture investment	NIRI, Private, HIE	
Tangy wind farm re-powering	SSE Renewables	
Escairt wind farm		
Freasdail wind farm	RES	£110K community benefits
Blary Hill wind farm	RES	
A'Chruach Windfarm nr. Minard	Infinis	£150k community benefit + £30k community benefit
Kintyre – Hunterston Subsea Cable Project	SSE Power Distribution	£200 million project
Tarbert marina expansion	Private	500k Coastal Communities Fund
Islay private house upgrade to create 5 star hotel	Private	

PROJECT	PARTNERS (Lead partner in black)	ESTIMATED VALUE
New Distillery being considered for Port Ellen	Private	
Sound of Islay Tidal Array 10 MW	Scottish Power Renewables	
Jura Ardfin Estate golf course and luxury accommodation	Private	£50 million project
Jura Craighouse Hotel extension	Private	
Bowmore expansion phase 1 - 20 affordable houses (Phase 2 is funded)	ACHA, Islay Estates, ABC	
Bruichladdich 6 bonded warehouses	Private	
Inveraray expansion phase 1 - 12 affordable houses/flats	ACHA	
Inveraray expansion phase 2 – New Coop	Co-op, MacLeod Construction Ltd	
Inveraray CARS buildings refurbishment with a minimum of 2 key buildings	ABC, Private	£2,000,000 (£1,450,000 from external funding)
Kilmory Industrial Estate expansion	MacLeods Construction, HIE, ABC	Est £4.5 million
Yot Spot Ardrishaig chandlery	Private	
Clock Lodge refurb with new Harbro Store	Lochgilphead Phoenix Project, Harbro	
Kilmartin Museum	Kilmartin Museum, ABC	Circa £6 million
6 affordable houses in Ardfern	Fyne Homes, ABC	
New Argyll and Bute Hospital – Lochgilphead	NHS Highland	
Extension to Srondoire Bay marine fish farm	Private	
Crinan Canal footpath upgrade	ABC, Sustrans funding	
A83 investment – South of Kennacraig	Transport Scotland	£900k
Next Generation Broadband	HIE, BT	Total project cost for Highlands and Islands £146m
Vodafone Rural – Ardfern, Ormsary	Vodafone	
Mobile Infrastructure Project – Crinan, Clachan, Achnamara, Southend – If technical solution can be found	Department for Culture Media and Sport, Arqiva	
Cour Windfarm	SSE Renewables	
Local Energy Challenge Fund Bid – Microgrid Accelerator (Machrihanish)	Community Energy Scotland, Third Sector	
Inveraray to Crossaig Overhead Power Line Upgrade	Scottish Hydro Electricity Transmission	
Srondoire Community	Allt Dearg Windfarms	

PROJECT	PARTNERS (Lead partner in black)	ESTIMATED VALUE
Windfarm		
Islay Energy Wind Turbine	Islay Energy	£1.3 million
Helensburgh and Lomond		
CHORD Helensburgh Public Realm	CHORD	£7.2 million budget (£570,000 external funding)
Helensburgh Pierhead– New swimming pool, flood defences and public realm works	ABC, MOD, Sports Scotland, Private	Circa £18 million development
East Clyde Street Council Offices	ABC	
East King Street - 24 flats	Dunbritton HA	
Succoth Arrochar - 26 houses/flats	Dunbritton HA	
Helensburgh Golf course - 18 houses	Dunbritton HA	
Gasometer site proposal for commuter car park funding application	Transport Scotland, ABC	£400k project
Sawmill site pre planning for 150 houses and possible road access to industrial site	CALA (West)	
Kirkton Farm site in Cardross pre planning for 150 houses with associated road improvements	BETT Homes	
Hermitage former school site – 101 house development	ABC, Private	
Hermitage Park	ABC, HLF, Friends of Hermitage Park	£2 million development
The Tower and submarine Museum Helensburgh Town Centre	Private, ABC, MOD and CCF	£450k +,
NVA Cardross St Peters Seminary - First phase	NVA, ABC, HS, CS	£7.5 million
Maritime Change Project	MoD	Estimated value £1.3 billion project
Faslane Base - 156 bed space project	MoD	Circa £8.5 million
Faslane Base – 156 bed space project (phase 2)	MoD	
Helensburgh innovation centre feasibility stage looking at options	ABC, Scottish Enterprise	
Helensburgh Sustrans upgrade	ABC, Sustrans	£150k
Cardross to Dumbarton cycle path upgrade	ABC	
Shopfront upgrades to 17 shops in Helensburgh	ABC, Private businesses	£140k

PROJECT	PARTNERS (Lead partner in black)	ESTIMATED VALUE
Helensburgh town centre free WI FI	ABC	£10K
A82 upgrade Crianlarich bypass	Transport Scotland	£4.4 million
Pulpit Rock	Transport Scotland	£9.2 million
Feasibility underway for improvements north of Taret	Transport Scotland	£18 million pounds
A83 additional upgrades	Transport Scotland	£3 million
Ben More marina, hotel and luxury housing awaiting finance	Private	Multi million pound development
Next Generation Broadband	Scottish Government, BT	Total Rest of Scotland project £264m
Rollout of 4G by Vodafone & O2	Mobile operators	
Refurbishment and Enhancement of Kidston Park Childrens Area	ABC	
Bus Infrastructure Upgrades Helensburgh and Lomond	SPT	£100,000
Bus Turning Circle at Rest and Be Thankful	SPT, Transport Scotland	£400,000
Helensburgh and Lomond Cycleway (Cardross Section)	SPT, Sustrans	£200,000
Bute and Cowal		
Rothesay Pavilion refurbishment and creation of community hub	ABC, HIE, HS, HLF, CCF, RCGF	£8.8 million project. RCGF, Coastal Communities Fund, HIE and HLF funding secured
Rothesay THI	ABC, private businesses	£2,653,896 (External funding £2,107,772)
Royal Hotel secured structural integrity of building through council investment	George Hanson, ABC, Historic Scotland	£55k Phase 3 works
Mount Stuart - Estate buildings and better tourism offer	Mount Stuart Estate	£8.5 million investment
Queens Hall Dunoon skills and wellbeing centre	CHORD	£9.5 million project
Dunoon pre CARS bid feasibility work	ABC	£30k
Wooden Pier refurbishment	CHORD	£2.85 million committed for Phase 1 (£350,000 external funding)
Burgh Halls refurb and conversion to community arts centre	Third Sector, Creative Scotland	£1.65 million
17 affordable houses - St. Cuthberts	Fyne homes development	
Dunoon SUSTRANS upgrade to Esplanade	ABC, SUSTRANS	£250k
Dunoon Primary school upgrade	ABC	£7 million investment

PROJECT	PARTNERS (Lead partner in black)	ESTIMATED VALUE
Dunoon new unit for children in need of care	ABC	£1 million investment
Ardyne pre planning scoping for aquaculture business site	Private, HIE	Multi million pound investment with HIE input
Sandbank industrial site - new advanced offices	HIE, ERDF	£1.9 million
MERK 1 MW hydro scheme	Private and 3 rd sector	
Cairndow community forest buyout	Third Sector	
Portavadie latest phase of development - spa, energy centre and workers accommodation	Private, HIE	£7 million +
Cowal Way upgrade	Third Sector	£300k (Coastal Communities Fund)
Next Generation Broadband	HIE, BT	Total project cost for Highlands and Islands £146m
Dalinalongart Biomass	Private, ABC	
Rothesay Pier	ABC	£50,000
Stalled Spaces	ABC, SG	£15,000
Roads Reconstruction Programme - Network fabric enhancements across Argyll and Bute	ABC	£4.6m for 2015 following on from a £29m investment over the past 4 financial years.
Smarter Choices Smarter places – bus signage, walking and cycling maps, route development work	ABC	£142k