

**ARGYLL & BUTE STRATEGIC AND BUTE AND COWAL ECONOMIC DEVELOPMENT ACTION PLAN 2016/2021**

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**1. EXECUTIVE SUMMARY**

- 1.1 The purpose of this paper is to seek approval from the Bute and Cowal (B&C) Area Committee on the proposed B&C Economic Development Action Plan (EDAP), 2016/21 aligned to the overarching Strategic Argyll and Bute Economic Development Action Plan.
- 1.2 The content of the Strategic and B&C EDAPs fits with and contributes to the Single Outcome Agreement (SOA) long term objectives 2023 developed by the Community Planning Partnership.
- 1.3 It is important to note that the Strategic and B&C EDAPs are working documents so that economic opportunities can be captured and addressed as they arise during 2016/21.
- 1.4 The following recommendations are for consideration:
  - The B&C Area Committee notes the content of this paper.
  - The B&C Area Committee provides comments on the B&C Economic Development Action Plan, 2016/21 and endorses the plan as a working document as outlined in **Appendix 1**.
  - The B&C Area Committee notes the content of the *draft* Strategic EDAP (see **Appendix 2**) and provides any comments ahead of the Council's Environment, Development and Infrastructure (EDI) Committee in November 2016.

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ACTION PLAN 2016/2021**

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**2. INTRODUCTION**

2.1 The purpose of this paper is to seek approval from the B&C Area Committee on the proposed B&C EDAP, 2016/21 aligned to the overarching Strategic Argyll and Bute Economic Development Action Plan.

**3. RECOMMENDATIONS**

3.1 The recommendations for the B&C Area Committee are as follows:

- The B&C Area Committee notes the content of this paper.
- The B&C Area Committee provides comments on the B&C Economic Development Action Plan, 2016/21 and endorses the plan as a working document as outlined in **Appendix 1**.
- The B&C Area Committee notes the content of the *draft* Strategic EDAP (see **Appendix 2**) and provides any comments ahead of the Council's Environment, Development and Infrastructure (EDI) Committee in November 2016.

**4. DEVELOPMENT, PREPARATION AND DELIVERY OF THE B&C EDAP**

4.1 The overarching challenge for the B&C economy, aligned to the whole of Argyll and Bute, is to grow the population, achieving a positive net migration and an increase in young, working age residents. (Current projections suggest a decline of 27% of the B&C population by 2037; with a forecast that the working age population will fall by 37%).

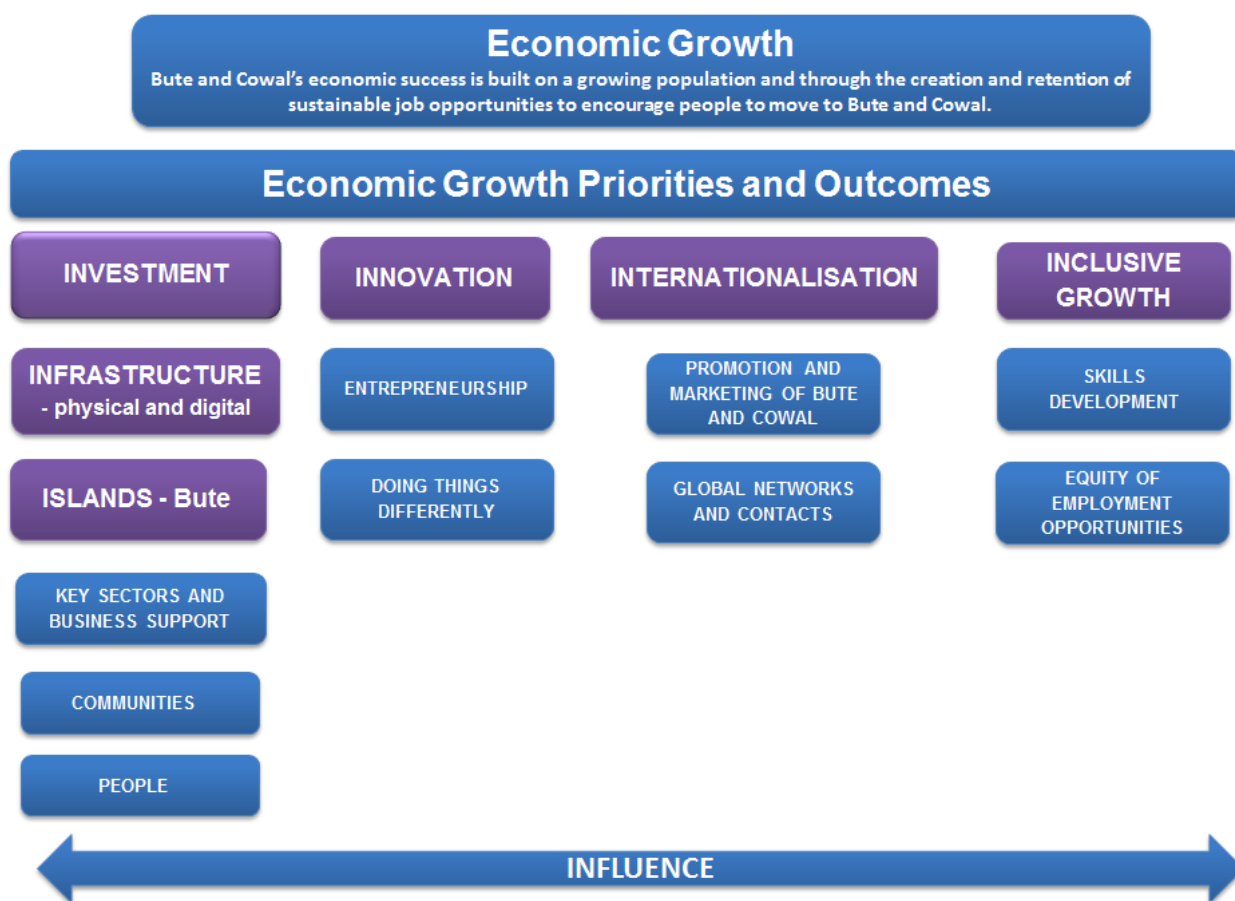
4.2 The revised EDAP for B&C will now focus on opportunities for economic growth aligned to the four priorities (referred to as '4i's) outlined in Scotland's Economic Strategy:

- Investment;
- Innovation;
- Internationalisation; and
- Inclusive growth.

The 'Investment' priority in Scotland's Economic Strategy focuses on investment in 'Infrastructure'. Given that this is a significant issue for the B&C area, and for Argyll and Bute as a whole, 'Infrastructure' has been considered as a key priority. In addition, 'Islands' i.e. Bute has also been identified as a key priority.

- 4.3 A workshop session was held in Dunoon, on Monday, 23<sup>rd</sup> May 2016 to discuss the:
- revised structure based around the strategic priorities identified in Scotland’s Economic Strategy;
  - required specific, measurable, achievable, realistic and timebound (SMART) in–year milestones/actions to be delivered in order to achieve the proposed success measures, many in subsequent years; and
  - duration of the B&C EDAP, where it was recognised that this plan should focus on a longer time period i.e. five years, to allow for the achievement of outcomes.
- 4.4 There was a general consensus that ‘Investment’, ‘Infrastructure’ and ‘Innovation’ were three critical areas of focus. In addition there was an additional ‘i’ suggested i.e. ‘Influence’ as outlined in **Figure 1** below. However, it should be noted that all the ‘i’s noted are not mutually exclusive of each other. It was also requested that a discrete plan should be developed for Bute and one for Cowal (see **Appendix 1**).

**Figure 1: Economic Growth Framework for B&C**



- 4.5 To continue the inclusive approach, a draft B&C EDAP for 2016/21 was circulated to all elected members and other workshop attendees (including those that had sent their apologies) on 21<sup>st</sup> June 2016 with comments requested by 30<sup>th</sup> June 2016, in order to meet the timeline required for the submission of the paper to the August Area Committee. However, this report was subsequently delayed until the October B&C Area Committee due to the issues outlined in the following paragraph.
- 4.6 On consideration of all appropriate comments, suggestions and amendments that were captured and fed back, it became apparent that there were a number of common actions to be delivered in partnership by staff in the Economic Development and Strategic Transportation service with key stakeholders across all of Argyll and Bute's administration areas (as well as within). It was identified that there was a requirement for the preparation of a refreshed overarching Argyll and Bute Strategic EDAP, using the new structure in **Figure 1** above, to replace the current 2013-2018 document. Some of these issues were as follows:
- digital and mobile connectivity;
  - facilitation of housing development;
  - permanent solution to A83 to ensure the road remains open at all times;
  - the actions and outcomes to be developed and delivered through the Council's Single Investment Plan (includes a digital focus);
  - marketing and promotion of Argyll and Bute across key sectors;
  - business support with a focus on the delivery of the Business Gateway, Local Growth Accelerator Programme (50% funded by ERDF monies) across the whole of Argyll and Bute;
  - skills development and modern apprenticeship opportunities; and
  - access to key European funding sources such as Argyll and the Islands LEADER and European Maritime and Fisheries programmes.
- 4.7 In order for this action to be taken forward it was agreed, through notifying the chair of the B&C Area Committee, to bring a paper to the October meeting.
- 4.8 It is recognised that other substantive projects are also key to the sustainable economic growth of B&C, such as the completion of the new primary schools in Cowal; Dunoon Primary and Kirn Primary. In addition other transformational concepts such as a fixed link from Colintraive to Rhubodach are also being taken forward through the Single Investment Plan.
- 4.9 With regard to housing development for the B&C area this equates to the development of 195 houses by the end of 2021, of which circa 150 will be affordable homes and 45 will be private dwellings. Due to the existing supply of homes, it should be noted that the 55 new homes to be built in Rothesay will all be private houses.
- 4.10 Following approval by the Area Committee, officers will work to implement the key in-year milestones/actions as contained in the B&C EDAP and those in the overarching Strategic EDAP.

## 5. CONCLUSION

- 5.1 This report provides the B&C Area Committee with a revised area-based EDAP aligned as appropriate to the four priorities outlined in Scotland's Economic Strategy. This B&C EDAP is a working document for 2016/21 to enable economic growth opportunities to be included as they arise.
- 5.2 Further to feedback received from participants during the short consultation period in May and June 2016 it became apparent that there were a number of common actions to be delivered in partnership by staff in the Economic Development and Strategic Transportation service with key stakeholders across all of Argyll and Bute's administration areas (as well as within). It was identified that there was a requirement for the preparation of a refreshed overarching Argyll and Bute Strategic EDAP to replace the current 2013-2018 document.

## 6. IMPLICATIONS

- 6.1 The implications for the Bute and Cowal Area Committee are as outlined in **Table 6.1** below.

<b>Table 6.1: Implications for the Bute and Cowal Area Committee</b>	
<b>Policy</b>	The Bute and Cowal EDAP 2016/21 (and subsequent in-year plans) must align and adhere, as appropriate, to the Local Development Plan and the SOA Local/SOA long term objectives, 2016-2023.
<b>Financial</b>	The Bute and Cowal EDAP will ensure that the area's resources are allocated efficiently and effectively with regard to the economic development priorities and ambitions for Bute and Cowal. There will need to be annual consideration of best alignment between resources and priorities.
<b>Legal</b>	All legal implications at project level will be taken into consideration.
<b>HR</b>	The Bute and Cowal EDAP priorities will be resourced in terms of staff time in the context of the Council's annual service planning process and through shared staff resource discussions with Community Planning Partners.
<b>Equalities</b>	The Bute and Cowal EDAP will comply with all Equal Opportunities policies and obligations.
<b>Risk</b>	None.
<b>Customer Service</b>	The Bute and Cowal EDAP will provide internal and external customers with a clear articulation of the key priorities for developing the Bute and Cowal economy, thereby facilitating focus, effective resource planning and partnership working at the local level.

**Executive Director of Development and Infrastructure**  
**Policy Lead, Cllr Aileen Morton**

12<sup>th</sup> September 2016

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## APPENDIX 1: BUTE AND COWAL ECONOMIC DEVELOPMENT ACTION PLAN, 2016/21

*It should be noted that the SMART actions outlined below will be undertaken by appropriate staff and teams of staff across the EDST Service.*

### INVESTMENT - COWAL

Investment in infrastructure (physical and digital), key sectors, business support, communities and people will in turn attract further business investment, stimulate economic activity and deepen access to the labour market in the Cowal area.

<b>COWAL: INVESTMENT IN INFRASTRUCTURE - PHYSICAL/CAPITAL PROJECTS</b>				
<b>SOA Long Term Objectives (2023)</b>	<b>Outcome (by year 5)</b>	<b>Description of Activity</b>	<b>Milestones/Actions (in year)</b>	<b>Medium to Longer Term Success Measure</b>
Rural growth is underpinned by a cohesive approach to regeneration. (Outcome 2)	Capital investment has successfully regenerated Cowal in a manner that optimises sustainable economic growth.	Refurbishment of the Queen's Hall and public realm works Dunoon.	<ol style="list-style-type: none"> <li>1. Award Contract for Enabling Works: Contract awarded 5<sup>th</sup> May 2016 to OES Ltd. Works commenced on site 30<sup>th</sup> May 2016.</li> <li>2. Award Contract for Asbestos Removals Works: Contract awarded 5<sup>th</sup> May 2016 to Chamic Industrial Services Ltd. Works programmed to commence on site 27<sup>th</sup> June 2016.</li> <li>3. Award Queens Hall Refurbishment and Public Realm Works Contract: Currently evaluating the commercial envelope of the tender submissions and subject to the necessary approvals from the Committees of the Council the Contract should be awarded on 10<sup>th</sup> October 2016.</li> <li>4. Main Works: Commence on site on 11<sup>th</sup> November 2016.</li> </ol>	Completion of Queen's Hall refurbishment by May 2018.
		Potential Dunoon Conservation Area Regeneration Scheme (CARS).	<ol style="list-style-type: none"> <li>1. Dunoon CARS bid to be considered by June full Council.</li> <li>2. Subject to Council approval Dunoon CARS bid to be submitted by 31<sup>st</sup> August 2016 to be considered by Historic Environment Scotland.</li> <li>3. Subject to Council approval, approval of CARS funding bid by end of March 2017.</li> </ol>	Commencement and delivery on site over a five year period (2017/18 to 2022 inclusive).
		Dunoon identified as an Area for Action within the Local Development Plan where a 'planning for real' Charrettes process will be undertaken.	<ol style="list-style-type: none"> <li>1. SURF undertaking feasibility analysis on behalf of HIE. The analysis will identify actions which could strengthen the town's capacity for growth and for attracting inward investment. The report will also consider the potential for a Dunoon Alliance for Action. Recommendations from the report are also likely to support an application to the Scottish Government Charrette programme.</li> <li>2. Appropriate match funding to support a bid to Scottish Government would be required to be identified.</li> </ol>	Increased stakeholder collaboration, potentially as part of an Alliance for Action approach.

<b>COWAL: INVESTMENT IN INFRASTRUCTURE - PHYSICAL/CAPITAL PROJECTS (continued)</b>				
<b>SOA Long Term Objectives (2023)</b>	<b>Outcome (by year 5)</b>	<b>Description of Activity</b>	<b>Milestones/Actions (in year)</b>	<b>Medium to Longer Term Success Measure</b>
Areas within Argyll and Bute realise their potential through partnership working. (Outcome 1)	Integrated sustainable transport networks.	Smarter Choices Smarter Places project to identify potential improvements to accessibility in the Dunoon town centre in particular around the town centre ferry terminal.	1. Undertake Smarter Choices, Smarter Places feasibility study by end of March 2017.	Completion of feasibility study by end of March 2017.
		Town centre to town centre ferry links	1. Continue to lobby for a Dunoon-Gourock town centre to town centre vehicle and passenger ferry service.	Establishment of vehicular/passenger town centre to town centre service by June 2017.
<b>COWAL: INVESTMENT IN KEY SECTORS AND BUSINESS SUPPORT</b>				
<b>SOA Long Term Objectives (2023)</b>	<b>Outcome (by year 5)</b>	<b>Description of Activity</b>	<b>Milestones/Actions (in year)</b>	<b>Medium to Longer Term Success Measure</b>
The environment is part of the solution to a growing economy. (Outcome 1)	Cowal recognised as an accessible location for documentary/film production.	Documentary and film production in Cowal.	1. Attract 4 documentary/film productions to Cowal by end of March 2017.  2. Calculate the spend generated by production activity by end of March 2017.	An increase in spend from documentary/film activity (evidence based from 2016) by end of 2021.
Entrepreneurship is at the heart of all we do. (Outcome 1)	Sustainable and growing businesses in Argyll and Bute.	Roadshow across the Cowal business community to promote available business support with a focus on the EDFR funded Local Growth Accelerator Programme, the LEADER Enterprise funding and the LEADER Farm Diversification funding.	1. The Head of Economic Development & Strategic Transportation accompanied by Business Gateway staff will repeat Business Lunch event held late 2015 in Dunoon in the autumn of 2016.	Establish new and grow existing relationships between the Council and the Cowal business community.

<b>COWAL: INVESTMENT IN COMMUNITIES</b>				
<b>SOA Long Term Objectives (2023)</b>	<b>Outcome (by year 5)</b>	<b>Description of Activity</b>	<b>Milestones/Actions (in year)</b>	<b>Medium to Longer Term Success Measure</b>
Areas within Argyll and Bute realise their unique potential through partnership working. (Outcome 1)	Thriving, sustainable and successful Cowal Communities and the Third Sector.	Refurbishment of Blairmore Village Hall.	1. Assist with an application to the Big Lottery Fund Growing Community Assets and others as appropriate during 2015/16.	Blairmore Village Hall is refurbished as per community requirements by spring 2019.
		Development of Dunoon Community Sports Centre.	1. Assist with the development of Dunoon Community Sports Centre with key input from Culture and Leisure Services.	Dunoon Community Sports Centre is refurbished by spring 2018.
		Development of the Argyll Mausoleum	1. Continue to support Historic Kilmun to develop a tender for a business, funding and marketing plan.  2. Assist Historic Kilmun with an application to the Heritage Lottery Fund during 2016/17 for Argyll Mausoleum, with input from Amenity Services.	Argyll Mausoleum has a sustainable future as a key visitor attraction.
<b>COWAL: INVESTMENT IN PEOPLE</b>				
<b>SOA Long Term Objectives (2023)</b>	<b>Outcome (by year 5)</b>	<b>Description of Activity</b>	<b>Milestones/Actions (in year)</b>	<b>Medium to Longer Term Success Measure</b>
Everyone in Argyll and Bute is supported to be ambitious and realise their full potential. (Outcome 3)  Education and training opportunities are aligned to economic development opportunities both within Argyll and Bute and nationally. (Outcome 3)	Education and skills training opportunities are aligned to economic development opportunities within Cowal.	Dunoon Grammar School, Work Based Vocational Learning (WBVL) programme. A cornerstone of the WBVL is the EXite into employment (EXite) programme which is a course aimed at young people (Secondary School Years S4 to S6). The Principal Contractors for the physical works in Dunoon are required to provide the programme of placements covering the core building/ construction disciplines / trades and key project support disciplines submitted in their Tender Submission.	1. Each individual placement will be provided between August through to April of the relevant academic year during the construction phase.  2. Each individual placement will be provided on the basis of a half day or full day block each working week, Thursday or Friday, depending on availability.  3. The location of the placement is generally to be within the Dunoon and wider Cowal area.	Young people progress into work or further education of higher education further to the completion of a relevant and meaningful work placement.



## INTERNATIONALISATION – COWAL

Enable Cowal to take advantage of international opportunities by rethinking its role in an evolving global context.

<b>INTERNATIONALISATION – PROMOTION AND MARKETING OF COWAL</b>				
<b>SOA Long Term Objectives (2023)</b>	<b>Outcome (by year 5)</b>	<b>Description of Activity</b>	<b>Milestones/Actions (in year)</b>	<b>Medium to Longer Term Success Measure</b>
Argyll and Bute has a positively promoted image within and outwith its area boundary. (Outcome 1)	Cowal is a destination of choice for families, individuals and businesses to relocate, live and work.	Delivery of the Marketing Action Plan.	<ol style="list-style-type: none"> <li>1. Promotion of success of major capital regeneration projects and venue marketing, such as the Queens Hall.</li> <li>2. Joined up marketing of local events in partnership with Dunoon BIDS group e.g. Cowal Games, Scottish Rally, half marathons/10k, National Mod, World Highland Dancing Championships, music festivals, etc. - attractive for visitors and also for people who may decide to move there.</li> </ol>	<p>Print and digital materials available for Argyll and Bute Council and its partners (2017/18 and ongoing).</p> <p>Increase in visitors to events (evidence based with 2016).</p>

## INVESTMENT - BUTE

Investment in Bute’s infrastructure (physical and digital) will in turn attract further business investment, stimulate economic activity and deepen access to the labour market.

<b>BUTE: INVESTMENT IN INFRASTRUCTURE - PHYSICAL/CAPITAL PROJECTS</b>				
<b>SOA Long Term Objectives (2023)</b>	<b>Outcome (by year 5)</b>	<b>Description of Activity</b>	<b>Milestones/Actions (in year)</b>	<b>Medium to Longer Term Success Measure</b>
Rural growth is underpinned by a cohesive approach to regeneration. (Outcome 2)	Capital investment has successfully regenerated Bute in a manner that optimises sustainable economic growth.	Refurbishment of the Rothesay Pavilion (grade A heritage asset).	<ol style="list-style-type: none"> <li>1. Enabling contract started on site 18<sup>th</sup> April 2016 - contractor John Brown (Strone) Ltd.</li> <li>2. Enabling contract due to complete on 22<sup>nd</sup> July 2016 although this is likely to be extended due to the extent of specialist concrete repairs that are necessary following the down taking of all ceilings (worse condition than anticipated). The extent of potential delay is currently being assessed.</li> <li>3. Tender main works package – currently planned to go to tender during first week in September with a return in mid-October 2016. This may be affected by the potential delay to the enabling works highlighted above.</li> <li>4. Main works currently planned to start in March/April 2017 but may be delayed for reasons outlined above.</li> </ol>	Anticipated completion of Rothesay Pavilion, July 2018. Total economic floorspace, 2,038 sqm; total floorspace including circulation/WCs etc., 3,880sqm; creation of up to 15 full-time equivalent (FTE) jobs (management of Pavilion); creation of up to 12 FTE jobs in the rooftop offices let to social enterprises; and construction employment estimated to be circa 80 of which circa 4 will be apprenticeships.
		Rothesay Townscape Heritage project.	<ol style="list-style-type: none"> <li>1. Preparation and submission of Rothesay TH Development stage 2 bid to Heritage Lottery Fund (HLF) by March 2017.</li> <li>2. Charrette guiding principles being taken forward through TH and Bute Alliance.</li> <li>3. Finding a sustainable future for Royal Hotel subject to analysis from SURF and forthcoming options appraisal to be undertaken during 2016/17 – funding secured through Rothesay TH.</li> </ol>	<p>Stage 2 HLF decision anticipated July 2017.</p> <p>Completion of Rothesay TH project by 2022.</p>

<b>BUTE: INVESTMENT IN KEY SECTORS AND BUSINESS SUPPORT</b>				
<b>SOA Long Term Objectives (2023)</b>	<b>Outcome (by year 5)</b>	<b>Description of Activity</b>	<b>Milestones/Actions (in year)</b>	<b>Medium to Longer Term Success Measure</b>
Entrepreneurship is at the heart of all we do. (Outcome 1)	Sustainable and growing businesses in Argyll and Bute.	Roadshow across the Bute business community to promote available business support with a focus on the EDRF funded Local Growth Accelerator Programme, the LEADER Enterprise funding and the LEADER Farm Diversification funding.	1. The Head of Economic Development & Strategic Transportation accompanied by Business Gateway staff will repeat Business Lunch event held late 2015 in Rothesay in the autumn of 2016.	Establish new and grow existing relationships between the Council and the Bute business community.
		New business start-ups by the refugee population on Bute.	1. Business Gateway to work with X-Forces during 2016 to assist business starts-up on Bute.	

## **INNOVATION - BUTE**

Bute must foster a culture of innovation alongside specific initiatives.

<b>BUTE: INNOVATION - ENTREPRENEURSHIP</b>				
<b>SOA Long Term Objectives (2023)</b>	<b>Outcome (by year 5)</b>	<b>Description of Activity</b>	<b>Milestones/Actions (in year)</b>	<b>Medium to Longer Term Success Measure</b>
Entrepreneurship is at the heart of all we do. (Outcome 1)	Argyll and Bute is recognised as a key location for enterprise and entrepreneurial activity.	Increase the level of entrepreneurship throughout Bute.	1. Develop actions that align with social enterprise activities such as Vital Spark, within a pop up shop environment to engender creativity on the island, linking specifically to work with young people and capacity building. This would be undertaken as part of Rothesay Townscape Heritage development stage to not only gauge community and business reaction, but allow feedback and develop ideas to the point of creation of new start-ups, which will then feed into Business Gateway support.	Increase in enterprise and entrepreneurship activity by end of 2018 (evidence based with 2016).

## INTERNATIONALISATION – BUTE

Enable Bute to take advantage of international opportunities by rethinking its role in an evolving global context.

<b>BUTE: INTERNATIONALISATION – PROMOTION AND MARKETING OF BUTE</b>				
<b>SOA Long Term Objectives (2023)</b>	<b>Outcome (by year 5)</b>	<b>Description of Activity</b>	<b>Milestones/Actions (in year)</b>	<b>Medium to Longer Term Success Measure</b>
Argyll and Bute has a positively promoted image within and outwith its area boundary. (Outcome 1)	Bute is a destination of choice for families, individuals and businesses to relocate, live and work.	Delivery of the Marketing Action Plan.	<ol style="list-style-type: none"> <li>1. Promotion of success of major capital regeneration projects and venue marketing, such as the Rothesay Pavilion.</li> <li>2. Joined up marketing of local events e.g. Highland Games, Music Festival, Jazz Festival, 'T in the Port', etc. - attractive for visitors and also for people who may decide to move there.</li> </ol>	<p>Print and digital materials available for Argyll and Bute Council and its partners (2017/18 and ongoing).</p> <p>Increase in visitors to events (evidence based with 2016).</p>

## INCLUSIVE GROWTH – BUTE

Bute is recognised as an area that promotes fair and equitable inclusive growth.

<b>BUTE: INCLUSIVE GROWTH – SKILLS DEVELOPMENT</b>				
<b>SOA Long Term Objectives (2023)</b>	<b>Outcome (by year 5)</b>	<b>Description of Activity</b>	<b>Milestones/Actions (in year)</b>	<b>Medium to Longer Term Success Measure</b>
Education and training opportunities are aligned to economic development opportunities both within Argyll and Bute and nationally. (Outcome 3)	Robust and sustainable engagement between employers and education.	Work with Mount Stuart regarding the development of an education/research campus in Rothesay with links to British and American Universities.	<ol style="list-style-type: none"> <li>1. Work with Mount Stuart Trust in partnership with Bute Alliance to assist in securing the facility and progress local educational links to meet the needs of the community.</li> </ol>	Active use of local resource, links to education facilities and delivery. Rothesay as a destination for a high quality education facility and tourism.

## APPENDIX 2: ARGYLL AND BUTE STRATEGIC ECONOMIC DEVELOPMENT ACTION PLAN, 2016/21

### INVESTMENT

Investment in infrastructure (physical and digital), islands, key sectors, business support, communities and people will in turn attract further business investment, stimulate economic activity and deepen access to the labour market for Argyll and Bute.

<b>INVESTMENT IN INFRASTRUCTURE - PHYSICAL/CAPITAL PROJECTS</b>					
<b>SOA Long Term Objectives (2023)</b>	<b>Outcome (by year 5)</b>	<b>Description of Activity</b>	<b>Milestones/Actions (in year)</b>	<b>Medium to Longer Term Success Measure</b>	<b>Key Partners</b>
Areas within Argyll and Bute realise their potential through partnership working. (Outcome 1)	Integrated sustainable transport networks.	Permanent solution to the surrounding of the A83 to ensure the road remains open at all times.  Upgrade of the A82 and A85.	1. Ongoing lobbying to the Scottish Government by elected members in partnership with the private sector.	Reduction in the number of days the A83 is unavailable.  Recognition by the Scottish Government on the strategic importance of the trunk roads through Argyll.	Argyll and Bute Council and local communities.
Buildings and land use are optimised to best sustain economic growth. (Outcome 2)	External infrastructure funding levered into Argyll and Bute	Preparation and delivery of a Single Investment Plan.	1. Analyse existing documents, identify key projects and sites by the end of March 2017.  2. Identify partners, solutions, costs, responsibilities and funding by end of March 2017.  3. Finalise plan and present to members and Community Planning Partnership by end of March 2017.	Production of the Single Investment Plan Actions during 2017/18. Inclusion of specific actions to take forward in the strategic and /or area-based EDAPs for 2018 until 2021.	Argyll and Bute Council (Strategic Transportation Policy Officer)
<b>INVESTMENT IN DIGITAL INFRASTRUCTURE – BROADBAND AND MOBILE</b>					
<b>SOA Long Term Objectives (2023)</b>	<b>Outcome (by year 5)</b>	<b>Description of Activity</b>	<b>Milestones/Actions (in year)</b>	<b>Medium to Longer Term Success Measure</b>	<b>Key Partners</b>
The digital network is equitable to high standards experienced across Scotland. (Outcome 2)	Full coverage of superfast broadband connectivity across Argyll and Bute	Highlands and Islands project in partnership with BT (including Giga Plus Argyll Project).	1. Continue to lobby the Highlands and Islands project in partnership with BT to achieve full coverage.	Capacity to deliver next generation broadband to 95% of premises by 2018.  Full coverage by 2021. As indicated by the Scottish Government to the R100 programme.	Argyll and Bute Council (Digital Liaison Officer), HIE, BT and Community Broadband Scotland (CBS).

<b>INVESTMENT IN DIGITAL INFRASTRUCTURE – BROADBAND AND MOBILE (continued)</b>					
<b>SOA Long Term Objectives (2023)</b>	<b>Outcome (by year 5)</b>	<b>Description of Activity</b>	<b>Milestones/Actions (in year)</b>	<b>Medium to Longer Term Success Measure</b>	<b>Key Partners</b>
The digital network is equitable to high standards experienced across Scotland. (Outcome 2)	Increased coverage of mobile connectivity across Argyll and Bute.	Home Office led Emergency Service Mobile Communication Programme (ESCMP) to extend 4G coverage. Increased commercial coverage from MNOs.	<ol style="list-style-type: none"> <li>1. Continue to assist EE to extend mobile coverage across Argyll and Bute, also engage with Home Office to assist in the network extension programme in extreme rural locations.</li> <li>2. Continue to lobby Mobile Network Operators (MNOs) to extend commercial coverage.</li> </ol>	<p>ESCMP has full coverage by 2017 prior to Airwaves transfer 2020.</p> <p>MNOs have their target of 98% of all premises to have 4G coverage by 2020.</p>	Argyll and Bute Council (Digital Liaison Officer), Home Office, EE and Cornerstone Telecommunications Infrastructure Limited (CTIL) (network partnership between Vodafone and O2)
<b>INVESTMENT IN ISLANDS (INCLUDING INFRASTRUCTURE INVESTMENT)</b>					
<b>SOA Long Term Objectives (2023)</b>	<b>Outcome (by year 5)</b>	<b>Description of Activity</b>	<b>Milestones/Actions (in year)</b>	<b>Medium to Longer Term Success Measure</b>	<b>Key Partners</b>
Areas within Argyll and Bute realise their potential through partnership working. (Outcome 1)	The islands in the Argyll and Bute area are thriving through taking advantage of opportunities to diversify their economic base.	Argyll and the Islands Taskforce activity.	<ol style="list-style-type: none"> <li>1. Islands Connections event, October 2016.</li> <li>2. Consulting island communities with regard to support and content of event.</li> <li>3. Engaging with Scottish Government Islands Bill consultations.</li> </ol>	<p>Completion of Islands Connections event.</p> <p>Argyll and Bute to positively influence the Scottish Government Islands Bill.</p>	Argyll and the Islands Taskforce activity.
	External infrastructure funding levered into the island communities.	Preparation and delivery of a Single Infrastructure Plan with regard to ferries.	<ol style="list-style-type: none"> <li>1. Analyse existing documents with regard to ferry services and capacity by September 2016.</li> <li>2. Work with Calmac to develop solutions and responsibilities by September 2016.</li> <li>3. Finalise plan (including ferry issues) and present to members and Community Planning Partnership, November 2016.</li> </ol>	Production of the Single Investment Plan Actions during 2017/18. Inclusion of specific actions to take forward in the strategic and /or area-based EDAPs for 2018 until 2021.	Argyll and Bute Council and Calmac.

<b>INVESTMENT IN ISLANDS (INCLUDING INFRASTRUCTURE INVESTMENT (continued))</b>					
<b>SOA Long Term Objectives (2023)</b>	<b>Outcome (by year 5)</b>	<b>Description of Activity</b>	<b>Milestones/Actions (in year)</b>	<b>Medium to Longer Term Success Measure</b>	<b>Key Partners</b>
Education and training opportunities are aligned to economic development opportunities both within Argyll and Bute and nationally. (Outcome 3)	Education and skills training opportunities are aligned to economic development opportunities across the island communities.	Modern apprenticeship opportunities.	1. Work in partnership with Skills Development Scotland and Calmac to identify modern apprenticeship opportunities.	Increase uptake in modern apprenticeship opportunities for island residents by the end of 2018 (evidence based with 2016).	Argyll and Bute Council and Calmac.
<b>INVESTMENT IN KEY SECTORS AND BUSINESS SUPPORT</b>					
<b>SOA Long Term Objectives (2023)</b>	<b>Outcome (by year 5)</b>	<b>Description of Activity</b>	<b>Milestones/Actions (in year)</b>	<b>Medium to Longer Term Success Measure</b>	<b>Key Partners</b>
Argyll and Bute has a thriving economy especially within the key sectors of tourism, maritime, food and drink. (Outcome 1)	Argyll and Bute is recognised as an all year round tourism destination	Collate market intelligence on the tourism market across Argyll and Bute and its administrative areas.	1. Establish (as far as practicable) a tourism baseline for Argyll and Bute based on identified key attractions and subsequent analysis.	Completion of baseline for end of 2017.	Argyll and Bute Council.
		Support Argyll and the Isles Tourism Co-operative (AITC) in its activities, linked to the Council's objectives and the Tourism Strategy.	1. Engage with tourism businesses to develop an understanding of their plans and requirements for future growth and expansion across Argyll and Bute and support in value added activities.  2. Collaborate and build relations with other complementary local authorities on the west coast for aligned marketing and growth approach.	Attract further tourism sector investment to Argyll and Bute by end of 2021 (evidence based with 2016).	Argyll and Bute Council and AITC.
Argyll and Bute has a thriving economy especially within the key sectors of tourism, maritime, food and drink. (Outcome 1)	Sustainable growth in tourism through skills development with Argyll and Bute as a whole being accredited as a World Host destination.	Roll-out World Host training.	1. Work in conjunction with Business Gateway and AITC to promote and encourage business uptake of World Host training.	Increased number of businesses placing staff through accredited World Host training by end of 2018 (evidence based with 2016).	Argyll and Bute Council (Business Gateway Team) and AITC.

<b>INVESTMENT IN KEY SECTORS AND BUSINESS SUPPORT (continued)</b>					
<b>SOA Long Term Objectives (2023)</b>	<b>Outcome (by year 5)</b>	<b>Description of Activity</b>	<b>Milestones/Actions (in year)</b>	<b>Medium to Longer Term Success Measure</b>	<b>Key Partners</b>
Argyll and Bute has a thriving economy especially within the key sectors of tourism, maritime, food and drink. (Outcome 1)	A recognised and sustainable cruise ship market value chain for Argyll and Bute..	Work with partners, improved research, relations and proactive promotion of the region.	<ol style="list-style-type: none"> <li>1. Research cruise ship market structure and identify growth opportunities</li> <li>2. Proactively market the region to prospective new companies.</li> <li>3. Maintain current relations and keep up to date with market needs.</li> <li>4. Ensure Argyll and Bute is packaged effectively alongside the rest of the West Coast of Scotland.</li> </ol>	Increase cruise ship visits at ports and increase passenger volume across Argyll and Bute as a whole by 2021 (evidence based with 2016).	Argyll and Bute Council (Economic Growth Team).
Argyll and Bute has a thriving economy especially within the key sectors of tourism, maritime, food and drink. (Outcome 1)	A sustainable food and drink industry supply chain that adds value across all it key components (primary producers to processors) in order to generate economic growth, improved provenance and profile for Argyll and Bute.	Support the development of the aquaculture sector through the recommendations of the Economic Forum.	<ol style="list-style-type: none"> <li>1. Engage with aquaculture businesses to develop an understanding of their plans and requirements for future growth and expansion within Argyll and Bute by end of March 2017.</li> <li>2. Feed into the Scottish Government's 'Review of the Aquaculture Consenting Regime' in collaboration with colleagues from Marine Planning by end of March 2017.</li> </ol>	<p>Attract and measure level of aquaculture investment to Argyll and Bute by the end of 2021.</p> <p>Adopt recommendations of the consenting review.</p>	Argyll and Bute Council (Economic Growth Team), HIE, AITC, VS, Scotland Food and Drink.
		Support Food from Argyll in its development.	<ol style="list-style-type: none"> <li>1. Grow a portfolio of successful Argyll and Bute food and drink case studies with recommendations to feed into the development of Food from Argyll by end of March 2017.</li> <li>2. Collaborate with other local authorities on the west coast for a concerted marketing and growth approach, including a focus on a food and drink trail by end of March 2017.</li> <li>3. Explore the above as a potential Argyll and the Islands LEADER co-operation project.</li> </ol>	Growth of Food from Argyll and/or West Coast food & drink brand(s) by 10 producers across the whole of Argyll and Bute by the end of 2018.	Argyll and Bute Council (Economic Growth Team), HIE, AITC, VS, Scotland Food and Drink.



INVESTMENT IN KEY SECTORS AND BUSINESS SUPPORT (continued)					
SOA Long Term Objectives (2023)	Outcome (by year 5)	Description of Activity	Milestones/Actions (in year)	Medium to Longer Term Success Measure	Key Partners
Education and training opportunities are aligned to economic development opportunities both within Argyll and Bute and nationally. (Outcome 3)	Forestry industry has moved up the value chain.	Greater access to local training and employment opportunities for the forestry sector.	<ol style="list-style-type: none"> <li>1. Review of Forest and Woodland Strategy in conjunction with Forestry Commission Scotland to establish baselines for training and employment opportunities and identify key growth opportunities for the forestry sector in Argyll and Bute.</li> <li>2. Develop a close working relationship with University of the Highlands and Islands (UHI) by working on securing inward investment and local training opportunities.</li> <li>3. Through initial biomass discussions with businesses with input from Business Gateway and in partnership with HIE and participation in wood fuel forums throughout the year, gather market intelligence to identify gaps and opportunities for Argyll and Bute.</li> </ol>	<p>Establish a baseline and identify sustainable forestry activities and opportunities for Argyll and Bute by early 2018.</p> <p>Increased local take up of training opportunities by end of 2018 (evidence based with 2016).</p> <p>Encourage development of wood biomass power facilities throughout Argyll and Bute.</p>	Argyll and Bute Council (Economic Growth and Business Gateway Teams), HIE, Skills Development Scotland (SDS) and Scottish Forestry Commission (SFC).
Entrepreneurship is at the heart of all we do. (Outcome 1)	Sustainable and growing businesses in Argyll and Bute.	Business Gateway – Local Growth Accelerator Programme where 50% of funding has been secured from the European Regional Development Fund (ERDF).	<ol style="list-style-type: none"> <li>1. Launch of Local Growth Accelerator Programme (autumn 2016). Argyll and Bute Council area <b>annual</b> targets to the end of 2018: <ul style="list-style-type: none"> <li>• Specialist Advice: 12 businesses assisted with one to one advice.</li> <li>• Growth Grant: 12 businesses supported with grant funding.</li> <li>• Graduate Placement Service: 4 businesses supported with six to twelve month graduate placements.</li> <li>• Growth Workshops: 144 attendees at 24 workshops, 48 businesses assisted.</li> <li>• Regional Specific Entrepreneurial Support: 12 businesses assisted with advice, information or events.</li> <li>• Key Sector Support: 33 businesses assisted with advice, information or events.</li> </ul> </li> </ol>	<p>Successful delivery of the Local Growth Accelerator Programme with associated outcomes by end of December 2018.</p> <p>Meeting European compliance rules resulting in 100% draw down of European funding claims (ERDF and LEADER) from the Scottish Government.</p>	Argyll and Bute Council Business Gateway Team.

INVESTMENT IN COMMUNITIES					
SOA Long Term Objectives (2023)	Outcome (by year 5)	Description of Activity	Milestones/Actions (in year)	Medium to Longer Term Success Measure	Key Partners
<p>Argyll and Bute has a thriving economy especially within the key sectors of tourism, maritime, food and drink. (Outcome 1)</p> <p>Rural growth is underpinned by a cohesive approach to regeneration. (Outcome 2)</p>	<p>Maximise European funding and Argyll and Bute's policy influence in order to promote sustainable economic growth and regeneration across Argyll and Bute.</p>	<p>Argyll and the Islands LEADER programme, 2014-2020.</p>	<ol style="list-style-type: none"> <li>Given that the Argyll and Bute Council is the Accountable Body for LEADER and EMFF, submit a paper to the Environment, Development and Infrastructure (EDI) Committee on 12<sup>th</sup> August 2016 to seek approval for the formal launch of LEADER on Monday, 15<sup>th</sup> August 2016.</li> <li>Development of the Small Business Support Scheme and Farm Diversification during July 2016.</li> <li>Develop and prepare scoring paperwork for LEADER projects by end of September 2016.</li> <li>Ongoing work with communities and project applicants on initial expressions of interest and then applications as appropriate. First anticipated LEADER Local Action Group meeting is 27<sup>th</sup> October 2016.</li> </ol>	<p>Number of rural economic development projects supported by 2018.</p> <p>Achieving spend of circa. £9m throughout Argyll and Bute through a combination of LEADER and additional levered-in funding by 2018.</p> <p>Compliant completion of the Argyll and the Islands LEADER 2014-2020 programme by end of 2020.</p>	<p>Argyll and Bute Council (European Team) and Argyll and the Islands LEADER Local Action Group.</p>
		<p>Argyll and the Ayrshires EMFF (European Maritime and Fisheries Fund) programme, 2014-2020.</p>	<ol style="list-style-type: none"> <li>Finalised Framework Agreement between Argyll and Bute Council and Marine Scotland by the end of August 2016.</li> <li>Establishment of joint marketing material for the Fisheries Local Action Group with the Ayrshires by the end of September 2016.</li> <li>Seek programme guidance and application forms from Marine Scotland in order to launch the programme before the end of 2016.</li> </ol>	<p>Number of EMFF supported projects across the Argyll and the Ayrshires FLAG area by 2018.</p> <p>Compliant completion of the Argyll and the Ayrshires EMFF 2014-2020 programme by end of 2020.</p>	
<p>Areas within Argyll and Bute realise their unique potential through partnership working. (Outcome 1)</p>	<p>Thriving, sustainable and successful Argyll and Bute Communities and the Third Sector.</p>	<p>Generic support to communities and third sector organisations to access funding information.</p>	<ol style="list-style-type: none"> <li>Number of communities and third sector organisations accessing the Funding Alert and amount of funding secured as a consequence. Measured annually. By end of March 2017.</li> </ol>	<p>Ongoing sustainable communities that have access to the appropriate support information.</p>	<p>Argyll and Bute Council (Social Enterprise Team).</p>

INVESTMENT IN PEOPLE					
SOA Long Term Objectives (2023)	Outcome (by year 5)	Description of Activity	Milestones/Actions (in year)	Medium to Longer Term Success Measure	Key Partners
<p>Everyone in Argyll and Bute is supported to be ambitious and realise their full potential. (Outcome 3)</p> <p>Education and training opportunities are aligned to economic development opportunities both within Argyll and Bute and nationally. (Outcome 3)</p>	<p>Education and skills training opportunities are aligned to economic development opportunities within Argyll and Bute .</p>	<p>Council's Modern Apprenticeship Programme.</p>	<p>1. Work with appropriate Council departments to encourage the uptake of modern apprenticeships throughout 2016/17.</p>	<p>Increased uptake of Council modern apprenticeships by end of 2018 (evidence based with 2016).</p>	<p>Argyll and Bute Council and SDS.</p>

## **INNOVATION**

Argyll and Bute Council must foster a culture of innovation alongside specific initiatives.

<b>INNOVATION - ENTREPRENEURSHIP</b>					
<b>SOA Long Term Objectives (2023)</b>	<b>Outcome (by year 5)</b>	<b>Description of Activity</b>	<b>Milestones/Actions (in year)</b>	<b>Medium to Longer Term Success Measure</b>	<b>Key Partners</b>
Entrepreneurship is at the heart of all we do. (Outcome 1)	Argyll and Bute is recognised as a key location for enterprise and entrepreneurial activity.	Increase the level of entrepreneurship throughout Argyll and Bute.	<ol style="list-style-type: none"> <li>1. Work with Argyll College UHI and HIE to take forward the concept of a Coastal Communities Centre for Creativity and Enterprise and relevant qualifications in Entrepreneurship for businesses by the end of 2016.</li> <li>2. Business Gateway to assist in facilitating a survey to micro businesses on what the demands and gaps are with regard to entrepreneurship and enterprise skills development by the end of 2016.</li> </ol>	Increase in enterprise and entrepreneurship activity by end of 2018 (evidence based with 2016).	Argyll and Bute Council, Argyll College UHI and HIE.
<b>INNOVATION – DOING THINGS DIFFERENTLY</b>					
<b>SOA Long Term Objectives (2023)</b>	<b>Outcome (by year 5)</b>	<b>Description of Activity</b>	<b>Milestones/Actions (in year)</b>	<b>Medium to Longer Term Success Measure</b>	<b>Key Partners</b>
Argyll and Bute has a thriving economy especially within the key sectors of tourism, maritime, food and drink. (Outcome 1)  Argyll and Bute embraces digital opportunities. (Outcome 1)	Argyll and Bute has a robust profile through social media and a robust tourism sector.	Building on the Explore Argyll and the Isles suite of leaflets use digital and social media more innovatively to increase awareness of the Argyll and Bute area as a place to live, work and visit.	<ol style="list-style-type: none"> <li>1. Scope out how the Council’s website and social media facilities can be used more innovatively (e.g. promoting a series of events in an area) to encourage more people to visit and/or relocate to the area (set a baseline of activity).</li> <li>2. Work with businesses to assess the scope for joint ticketing to attractions across Argyll and Bute.</li> <li>3. Identify key business figures and/or celebrities to champion Argyll and Bute.</li> </ol>	<p>Exponential increase in social media reach and website visits by end of 2018 (measure against 2016 baseline).</p> <p>Joint ticket deals to increase visit to attractions by 10% by end of 2020 (measure against 2016 baseline).</p> <p>Increase traction in media (evidence base required) through coverage of celebrity champions by the end of 2020.</p>	Argyll and Bute Council (Promotions and Marketing Officer) and tourism businesses through AITC.

## INTERNATIONALISATION

Enable Argyll and Bute Council to take advantage of international opportunities by rethinking its role in an evolving global context.

INTERNATIONALISATION – PROMOTION AND MARKETING OF ARGYLL AND BUTE					
SOA Long Term Objectives (2023)	Outcome (by year 5)	Description of Activity	Milestones/Actions (in year)	Medium to Longer Term Success Measure	Key Partners
Argyll and Bute has a positively promoted image within and outwith its area boundary. (Outcome 1)	Argyll and Bute is a destination of choice for families, individuals and businesses to relocate, live and work.	Delivery of the Marketing Action Plan.	<ol style="list-style-type: none"> <li>1. Develop a digital picture library which includes images of areas across Argyll and Bute.</li> <li>2. Promote Argyll and Bute as a place to stay or relocate – develop case studies for difference audiences.</li> </ol>	<p>Photo library complete for use by Argyll and Bute Council and partners (2017/18 and ongoing).</p> <p>Case study subject(s) identified, stories written and library created (2017/18 and ongoing).</p>	Argyll and Bute Council (Promotions and Marketing Officer)
		Delivery of the Marketing Plan for the Argyll Sea Kayak Trail.	<ol style="list-style-type: none"> <li>1. Promotion of the Argyll Sea Kayak Trail through the discrete marketing plan for that project.</li> </ol>	<p>National and international recognition of the recreational activities such as kayaking in Argyll and Bute.</p>	
<p>Argyll and Bute has a positively promoted image within and outwith its area boundary. (Outcome 1)</p> <p>Education and training opportunities are aligned to economic development opportunities both within Argyll and Bute and nationally. (Outcome 3)</p>	Education and skills training opportunities are aligned to economic development opportunities within Argyll and Bute.	Securing inward investment and local employment/training opportunities for Argyll and Bute.	<ol style="list-style-type: none"> <li>1. Develop a close working relationship with Scottish Development International (SDI), Highlands and Islands Enterprise (HIE) and Argyll College UHI to identify and attract inward investment to Argyll and Bute.</li> <li>2. Focus on opportunities in Argyll and Bute that could secure funding from the Council via the Inward Investment Fund (£1m) and Rural Resettlement Fund (£500k).</li> </ol>	<p>Increased take up in training opportunities linked to inward investment local job opportunities by the end of 2018.</p> <p>Dissemination and delivery of the Council wide Inward Investment Fund (£1m) and Rural Resettlement Fund (£500k).</p>	Argyll and Bute Council (Economic Development), HIE, SDI and Argyll College UHI.

INTERNATIONALISATION – GLOBAL NETWORKS AND CONTACTS					
SOA Long Term Objectives (2023)	Outcome (by year 5)	Description of Activity	Milestones/Actions (in year)	Medium to Longer Term Success Measure	Key Partners
Argyll and Bute has a thriving economy especially within the key sectors of tourism, maritime, food and drink. (Outcome 1)  Argyll and Bute has a positively promoted image within and outwith its area boundary. (Outcome 1)	A sustainable food and drink industry supply chain that adds value across all it key components (primary producers to processors) in order to generate economic growth, improved provenance and profile for Argyll and Bute.	Strengthen the region’s twinning arrangement with the Bavarian district Amberg-Sulzbach to expand Argyll and Bute’s international network.	<ol style="list-style-type: none"> <li>1. Complete a successful twinning visit to Amberg-Sulzbach in August 2016 in order to expose businesses to international markets and share best practice and expertise in economic growth of the food and drink sector.</li> <li>2. Convene a task force for collaborative projects by end of 2016 and promote activity with businesses through Business Gateway and in partnership with HIE.</li> <li>3. Explore opportunities for an Argyll and the Islands LEADER co-operation project focusing on this theme.</li> </ol>	<p>Promotional information on the two areas appears on the Amberg-Sulzbach and Argyll and Bute Council digital platforms</p> <p>Local businesses capitalise on potential market opportunities in Amberg-Sulzbach and/or wider Bavaria.</p> <p>Local food/drink producers participate in a LEADER co-operation project.</p>	Argyll and Bute Council, Amberg-Sulzbach and the private sector.
		Sharing of good practice from international food and drink trade shows and events.	<ol style="list-style-type: none"> <li>1. Council attends/supports industry representatives to attend international food and drink trade shows and events.</li> </ol>	<p>Trade show attendance (identify trade shows and quantify).</p>	

## **INCLUSIVE GROWTH**

Argyll and Bute is recognised as an area that promotes fair and equitable inclusive growth.

<b>INCLUSIVE GROWTH – SKILLS DEVELOPMENT</b>					
<b>SOA Long Term Objectives (2023)</b>	<b>Outcome (by year 5)</b>	<b>Description of Activity</b>	<b>Milestones/Actions (in year)</b>	<b>Medium to Longer Term Success Measure</b>	<b>Key Partners</b>
Education and training opportunities are aligned to economic development opportunities both within Argyll and Bute and nationally. (Outcome 3)	Robust and sustainable engagement between employers and education.	Argyll and Bute Developing the Young Workforce (DYW) Regional Group.	1. Economic Development, in partnership with Education colleges, Argyll College UHI, Skills Development Scotland and HIE to assist the private sector to prepare and submit the Argyll and Bute DYW Regional Group bid to the Scottish Government by end of September 2016.	Delivery of the 11 Wood Commission Recommendations and associated key performance indicators to be taken forward by DYW Regional Groups by the end of March 2019.	Argyll and Bute Council, Argyll College UHI, SDS, HIE and the private sector.
<b>INCLUSIVE GROWTH – EQUITY OF EMPLOYMENT OPPORTUNITIES</b>					
<b>SOA Long Term Objectives (2023)</b>	<b>Outcome (by year 5)</b>	<b>Description of Activity</b>	<b>Milestones/Actions (in year)</b>	<b>Medium to Longer Term Success Measure</b>	<b>Key Partners</b>
Everyone in Argyll and Bute is supported to be ambitious and realise their full potential. (Outcome 3)	Education and skills training opportunities are aligned to economic development opportunities within the Argyll and Bute area.	Preparation prior to devolved Welfare agenda.	1. In partnership with other appropriate Council departments input to the preparation of the Welfare agenda for Scotland prior to being devolved to the Scottish Government on 1 <sup>st</sup> April 2017.	Council's Employability Team is integral to the delivery of the Welfare agenda during 2017/18.	Argyll and Bute Council and other local authority areas across Scotland.