

OBAN, LORN AND THE ISLES ECONOMIC DEVELOPMENT ACTION PLAN 2016/2021

1. EXECUTIVE SUMMARY

- 1.1 The purpose of this paper is to seek approval from the Oban, Lorn and the Isles (OLI) Area Committee on the proposed OLI 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 OLI 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 OLI 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 OLI Area Committee notes the content of this paper.
 - The OLI Area Committee provides comments on the OLI EDAP, 2016/21 and endorses the plan as a working document as outlined in **Appendix 1**.
 - The OLI 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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2. INTRODUCTION

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

3. RECOMMENDATIONS

3.1 The recommendations for the OLI Area Committee are as follows:

- The OLI Area Committee notes the content of this paper.
- The OLI Area Committee provides comments on the OLI EDAP, 2016/21 and endorses the plan as a working document as outlined in **Appendix 1**.
- The OLI 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 OLI EDAP

4.1 The overarching challenge for the OLI economy is to retain its population, particularly the young people, by improving and enhancing the skills profile of the area by rebalancing to a higher skilled workforce able to obtain higher value employment which in turn will attract higher earnings.

4.2 The revised EDAP for OLI 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 OLI area, and for Argyll and Bute as a whole, 'Infrastructure' has been considered as a key priority. In addition, 'Islands' has also been identified as a key priority.

- 4.3 A workshop session was held in Oban, on Friday, 27th 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 OLI 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’ in Islands’ and ‘Infrastructure’, and ‘Inclusive Growth’ were critical areas of focus as outlined in **Figure 1** below. However, it should be noted that all the ‘i’s are not mutually exclusive of each other.

Figure 1: Economic Growth Framework for OLI



- 4.5 To continue the inclusive approach, a draft OLI EDAP for 2016/21 was circulated to all elected members and other workshop attendees (including those that had sent their apologies) on 24th June 2016 with comments requested by 5th July 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 OLI 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;
- 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 OLI 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 OLI, such as the completion of the new Oban High School by March 2018.

4.9 With regard to housing development for the OLI area this equates to the development of 555 houses by the end of 2021, of which 240 will be affordable homes and 315 will be private dwellings. In particular, it should be noted that 90 new homes will be built across Mull, Iona, Coll and Tiree of which 40 will be affordable homes and 50 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 OLI EDAP and those in the overarching Strategic EDAP.

5. CONCLUSION

5.1 This report provides the OLI Area Committee with a revised area-based EDAP aligned as appropriate to the four priorities outlined in Scotland's Economic Strategy. The OLI 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 from May to July 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 OLI Area Committee are as outlined in **Table 6.1** below.

Table 6.1: Implications for the OLI Area Committee	
Policy	The OLI EDAP 2016/21 (and subsequent in-year plans) must align and adhere, as appropriate, to Local Development Plan and the SOA Local/SOA long term objectives, 2016-2023.
Financial	The OLI EDAP will ensure that the area's resources are allocated efficiently and effectively with regard to the economic development priorities and ambitions for OLI. There will need to be annual consideration of best alignment between resources and priorities.
Legal	All legal implications at project level will be taken into consideration.
HR	The OLI 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.
Equalities	The OLI EDAP will comply with all Equal Opportunities policies and obligations.
Risk	None.
Customer Service	The OLI EDAP will provide internal and external customers with a clear articulation of the key priorities for developing the OLI 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
 12th September 2016

For further information contact:

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APPENDIX 1: OBAN, LORN AND THE ISLES 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

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 in the Oban, Lorn and the Isles (OLI) area.

OLI: INVESTMENT IN INFRASTRUCTURE - PHYSICAL/CAPITAL PROJECTS				
SOA Long Term Objectives (2023)	Outcome (by year 5)	Description of Activity	Milestones/Actions (in year)	Medium to Longer Term Success Measure
Rural growth is underpinned by a cohesive approach to regeneration. (Outcome 2)	Capital investment has successfully regenerated OLI in a manner that optimises sustainable economic growth.	Oban Maritime Quarter Maritime Visitor Facility and Oban Transit Berthing Facility. Both projects will run at the same time off season January to May/June 2017.	<ol style="list-style-type: none"> 1. Full business cases and detailed designs due for completion September 2016. 2. Tender dispatch forecasted to be October/ November 2016. 3. Contract award November/December 2016. Construction start anticipated January 2017. 4. Award Contract for Contamination surveys anticipated July 2016, Demolition between August and October dependent of survey findings (minor). 	All works complete and facilities operational forecasted summer 2017. Construction jobs.
		Ongoing delivery of the Lorn Arc TIF	<ol style="list-style-type: none"> 1. Recruitment of Project Managers (2) and Programme Manager (1), successful candidates in post between June and October 2016. 2. Oban North Pier extension - concept design completed. 3. Oban Airport Business Park – utilities feasibility studies completed – August/September 2016. 4. Oban Airport Business Park – submission/approval of Masterplan - September/October 2016. 5. Oban Airport Business Park – procurement of site services following submission of above feasibility studies and obtaining required committee approvals, autumn 2016. 6. Oban South – options for progressing with full business case (FBC) brought forward to committees for approval September/October 2016. Followed by with FBC sign off by Policy & Resources Committee and Lorn Arc TIF Executive – January 2017. 7. Halfway House Roundabout - continue to progress discussions with LINK, who are indicating Options Agreement will not be concluded with landowner until September 2017. 8. Lorn Road/Kirk Road – Continue to progress discussions with HIE regarding their timescales for bringing forward additional office space at SAMS. 	Completion of the North Pier extension and streetscape anticipated by the end of 2020.

OLI: INVESTMENT IN INFRASTRUCTURE - PHYSICAL/CAPITAL PROJECTS (continued)				
SOA Long Term Objectives (2023)	Outcome (by year 5)	Description of Activity	Milestones/Actions (in year)	Medium to Longer Term Success Measure
Rural growth is underpinned by a cohesive approach to regeneration. (Outcome 2)	Capital investment has successfully regenerated OLI in a manner that optimises sustainable economic growth.	Oban as a University Town	<ol style="list-style-type: none"> 1. Map the key priorities and recommendations to take Oban forward as a University town. Led by Highlands and Islands Enterprise (HIE). 2. Examine the potential for Oban south (Lorn Arc TIF project) to be the location for student accommodation. 	Oban is recognised as a University Town by end of 2021.
Areas within Argyll and Bute realise their potential through partnership working. (Outcome 1)	Integrated sustainable transport networks.	Increase use of Oban and the Isles Airport	<ol style="list-style-type: none"> 1. Marketing of the airports and subsidised PSO air services. 2. Lobby to attract commercial air lines to operate commercial air services to Glasgow/Edinburgh. 	<p>Increase passengers on subsidised air services to the islands (evidence based with 2016).</p> <p>New commercial air services to the Central Belt.</p>
OLI: INVESTMENT IN KEY SECTORS AND BUSINESS SUPPORT				
SOA Long Term Objectives (2023)	Outcome (by year 5)	Description of Activity	Milestones/Actions (in year)	Medium to Longer Term Success Measure
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 OLI.	Investment in the branding of Oban.	<ol style="list-style-type: none"> 1. Scope out the actions required and stakeholder involvement to integrate Oban's branding of 'Seafood Capital of Scotland', 'Gateway to the Isles' and 'University Town' into a consistent brand that highlights its excellent food and drink offering by end of March 2017. 	A strong recognisable brand for Oban by end of 2021.

OLI: 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
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 OLI.	Potential of seaweed farming and processing in the OLI area.	1. Explore the present and future market demand for seaweed farming and processing and the potential for Scottish Association for Marine Science (SAMS) to act as a centre of 'know-how' for seaweed farming by the end of 2018.	OLI area recognised as a centre of excellence for seafood farming and processing, attracting state of the art biotechnology businesses to the European Marine Science Park by end of 2021.
Entrepreneurship is at the heart of all we do. (Outcome 1)	Sustainable and growing businesses in OLI.	Roadshow across the OLI business community to promote available business support with a focus on the EDF 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 Breakfast event held late 2015 in Oban in the autumn 2016.	Establish new and grow existing relationships between the Council and the OLI business community.
OLI: 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
Areas within Argyll and Bute realise their unique potential through partnership working. (Outcome 1)	Thriving, sustainable and successful OLI Communities and the Third Sector.	Bespoke support to communities and third sector organisations to access funding information.	1. Assist with the potential Third Sector Asset Transfer to Council owned Dervaig site on Mull.	Former toilets are opened and beneficial in increasing tourism in the area.

INNOVATION

OLI must foster a culture of innovation alongside specific initiatives.

OLI: INNOVATION - ENTREPRENEURSHIP				
SOA Long Term Objectives (2023)	Outcome (by year 5)	Description of Activity	Milestones/Actions (in year)	Medium to Longer Term Success Measure
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 OLI.	1. Delivery of Enterprise Week in Oban, 31 st October to 4 th November 2016, in partnership with HIE.	Increase in enterprise and entrepreneurship activity by end of 2018 (evidence based with 2016).

INTERNATIONALISATION

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

INTERNATIONALISATION – PROMOTION AND MARKETING OF OLI				
SOA Long Term Objectives (2023)	Outcome (by year 5)	Description of Activity	Milestones/Actions (in year)	Medium to Longer Term Success Measure
Argyll and Bute has a positively promoted image within and outwith its area boundary. (Outcome 1)	OLI 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"> Promotion of success of major capital regeneration projects and venue marketing, such as Oban Public Realm Works, Stafford Street. Joined up marketing of local events e.g. Highland Games, Mull Rally, half marathons/10k, National Mod, music festivals e.g. Tiree Music Festival – attractive for visitors and also for people who may decide to move there. 	<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>

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.

INVESTMENT IN INFRASTRUCTURE - PHYSICAL/CAPITAL PROJECTS					
SOA Long Term Objectives (2023)	Outcome (by year 5)	Description of Activity	Milestones/Actions (in year)	Medium to Longer Term Success Measure	Key Partners
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)
INVESTMENT IN DIGITAL INFRASTRUCTURE – BROADBAND AND MOBILE					
SOA Long Term Objectives (2023)	Outcome (by year 5)	Description of Activity	Milestones/Actions (in year)	Medium to Longer Term Success Measure	Key Partners
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).

INVESTMENT IN DIGITAL INFRASTRUCTURE – BROADBAND AND MOBILE (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
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"> 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. 2. Continue to lobby Mobile Network Operators (MNOs) to extend commercial coverage. 	<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)
INVESTMENT IN ISLANDS (INCLUDING INFRASTRUCTURE INVESTMENT)					
SOA Long Term Objectives (2023)	Outcome (by year 5)	Description of Activity	Milestones/Actions (in year)	Medium to Longer Term Success Measure	Key Partners
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"> 1. Islands Connections event, October 2016. 2. Consulting island communities with regard to support and content of event. 3. Engaging with Scottish Government Islands Bill consultations. 	<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"> 1. Analyse existing documents with regard to ferry services and capacity by September 2016. 2. Work with Calmac to develop solutions and responsibilities by September 2016. 3. Finalise plan (including ferry issues) and present to members and Community Planning Partnership, November 2016. 	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.

INVESTMENT IN ISLANDS (INCLUDING INFRASTRUCTURE INVESTMENT (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)	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.
INVESTMENT IN KEY SECTORS AND BUSINESS SUPPORT					
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 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.

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
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"> 1. Research cruise ship market structure and identify growth opportunities 2. Proactively market the region to prospective new companies. 3. Maintain current relations and keep up to date with market needs. 4. Ensure Argyll and Bute is packaged effectively alongside the rest of the West Coast of Scotland. 	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 its 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"> 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. 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. 	<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"> 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. 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. 3. Explore the above as a potential Argyll and the Islands LEADER co-operation project. 	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"> 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. 2. Develop a close working relationship with University of the Highlands and Islands (UHI) by working on securing inward investment and local training opportunities. 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. 	<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"> 1. Launch of Local Growth Accelerator Programme (autumn 2016). Argyll and Bute Council area annual targets to the end of 2018: <ul style="list-style-type: none"> • Specialist Advice: 12 businesses assisted with one to one advice. • Growth Grant: 12 businesses supported with grant funding. • Graduate Placement Service: 4 businesses supported with six to twelve month graduate placements. • Growth Workshops: 144 attendees at 24 workshops, 48 businesses assisted. • Regional Specific Entrepreneurial Support: 12 businesses assisted with advice, information or events. • Key Sector Support: 33 businesses assisted with advice, information or events. 	<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"> 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 12th August 2016 to seek approval for the formal launch of LEADER on Monday, 15th August 2016. Development of the Small Business Support Scheme and Farm Diversification during July 2016. Develop and prepare scoring paperwork for LEADER projects by end of September 2016. 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 27th October 2016. 	<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"> Finalised Framework Agreement between Argyll and Bute Council and Marine Scotland by the end of August 2016. Establishment of joint marketing material for the Fisheries Local Action Group with the Ayrshires by the end of September 2016. Seek programme guidance and application forms from Marine Scotland in order to launch the programme before the end of 2016. 	<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"> 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. 	<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.

INNOVATION - ENTREPRENEURSHIP					
SOA Long Term Objectives (2023)	Outcome (by year 5)	Description of Activity	Milestones/Actions (in year)	Medium to Longer Term Success Measure	Key Partners
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"> 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. 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. 	Increase in enterprise and entrepreneurship activity by end of 2018 (evidence based with 2016).	Argyll and Bute Council, Argyll College UHI and HIE.
INNOVATION – DOING THINGS DIFFERENTLY					
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 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"> 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). 2. Work with businesses to assess the scope for joint ticketing to attractions across Argyll and Bute. 3. Identify key business figures and/or celebrities to champion Argyll and Bute. 	<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"> 1. Develop a digital picture library which includes images of areas across Argyll and Bute. 2. Promote Argyll and Bute as a place to stay or relocate – develop case studies for difference audiences. 	<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"> 1. Promotion of the Argyll Sea Kayak Trail through the discrete marketing plan for that project. 	<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"> 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. 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). 	<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"> 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. 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. 3. Explore opportunities for an Argyll and the Islands LEADER co-operation project focusing on this theme. 	<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"> 1. Council attends/supports industry representatives to attend international food and drink trade shows and events. 	<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.

INCLUSIVE GROWTH – SKILLS DEVELOPMENT					
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)	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.
INCLUSIVE GROWTH – EQUITY OF EMPLOYMENT OPPORTUNITIES					
SOA Long Term Objectives (2023)	Outcome (by year 5)	Description of Activity	Milestones/Actions (in year)	Medium to Longer Term Success Measure	Key Partners
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 st 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.