

Joint Over-arching Vision	Argyll and Bute's Economic Success is built on a growing population						
Council Mission	Making Argyll and Bute a place people choose to Live, Learn, Work and do Business						
	Choose Argyll, Love Argyll						
	A Place people choose to Live			A Place people choose to Learn	A Place people choose to Work and Do Business		Getting It Right
Corporate Outcomes	People live active healthier and independent lives	People will live in safer and stronger communities	Children and young people have the best possible start	Education, Skills and training maximise opportunities for all	Our economy is diverse and thriving	We have an infrastructure that supports sustainable growth	
Business Outcomes	BO101 We Ensure Information And Support Is Available For Everyone.	BO104 Our Communities Are Protected And Supported.	BO106 Our Looked After Young People Are Supported By Effective Corporate Parenting.	BO108 All Our Children And Young People Are Supported To Realise Their Potential.	BO110 We Support Businesses, Employment And Development Opportunities.	BO113 Our Infrastructure Is Safe And Fit For The Future.	BO115 We Are Efficient And Cost Effective.
	BO102 We Provide Support, Prevention And Opportunities To Help People Make Better Lifestyle Choices.	BO105 Our Natural And Built Environment Is Protected And Respected.	BO107 The Support And Lifestyle Needs Of Our Children, Young People, And Their Families Are Met.	BO109 All Our Adults Are Supported To Realise Their Potential.	BO111 We Influence And Engage With Businesses and Policy Makers.	BO114 Our Communities Are Cleaner And Greener.	BO116 We Engage And Work With Our Customers, Staff And Partners.
	BO103 We Enable A Choice Of Suitable Housing Options.				BO112 Argyll & Bute Is Promoted To Everyone.		BO117 We Encourage Creativity And Innovation To Ensure Our Workforce Is Fit For The Future.
CROSS-CUTTING	Socio-Economic Duty, Equalities, Gaelic						
OUR VALUES	<p style="text-align: center;">Caring, Committed, Collaborative & Creative Cùramach, Dealasach, Cruthachail agus Com-pàirteach</p>						

Development and Economic Growth (2021-2022)

The principal purpose of the Service is to:

Enhance access to housing, supporting businesses, protecting public health and safety, and improving the economic, social and environmental wellbeing of the area. This is done by ensuring that new development and the monitoring of business activities takes place in a sustainable manner in accordance with our Local Development Plan where economic opportunities are harnessed for all.

The Service is leading on the delivery of the £50 million Rural Growth Deal. The aim of which is that the Council and its partners will deliver success across Argyll and Bute, based on three key economic drivers:

- Attracting.
- Growing.
- Connecting.

The Service employs 174 FTE

The Service faces the following significant challenges:

Leaving the EU will bring an end to European structural funding programmes such as LEADER, ERDF and EMF. This will have an impact on what our staff do and have a negative impact on our communities if this is not replaced with UK Structural funds.

Ensure that service priorities for planning, building standards and regulatory services are aligned with available resources to meet our current and emerging statutory duties.

Addressing potential shortfalls in planning fee income.

To meet the increased demands on the food export market in light of EU Exit.

The risks that food consignments exported to the EU and other countries following EU exit will require additional certification. These risks relate to the impact to the sustainability of businesses to incur additional costs or regulations, and also to the local authority, which will require to meet new demand.

Recognition that many SMEs across Argyll and Bute have shifted from a growth agenda to a survival agenda as a result of the COVID-19 pandemic, exacerbated by EU exit.

Address the challenges faced from COVID-19 as it relates to service delivery, the economy, and regulation to protect public health, and deliver the Recovery Strategy.

Continued uncertainty over future replacement funding that previously came from Europe.

The difference the Service makes:

The Service contributes to the following Business Outcomes:

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| BO102 | DEG102 | We provide support, prevention and opportunities to help people make better lifestyle choices |
| BO103 | DEG103 | We enable a choice of suitable housing options |
| BO104 | DEG104 | Our communities are protected and supported |
| BO105 | DEG105 | Our natural and built environment is protected and respected |
| BO110 | DEG110 | We support businesses, employment and development opportunities |
| BO111 | DEG111 | We influence and engage with businesses and policy makers |
| BO112 | DEG112 | Argyll and Bute is promoted to everyone |
| BO113 | DEG113 | Our infrastructure is safe and fit for the future |

Development and Economic Growth (2021-2022): Success Measures

	SM Code	Success measures	Target	Timescale	Benchmark
BO102		We provide support, prevention and opportunities to help people make better lifestyle choices			
	DEG102_01	Protecting health of our people through the delivery of the formally approved Joint Health Protection Plan. (18-20 plan)	90%	FQ4 2021/22	No benchmark

To monitor progress against the plan, to target our own and, multiagency work with partners, and to take corrective actions where appropriate.

SM Code	Success measures	Target	Timescale	Benchmark
BO103	We enable a choice of suitable housing options			
DEG103_01	Number of new affordable homes completed per annum.	75	FQ4 Annually	Strategic Housing Investment Plan: 75 per annum
We aim to have a good supply of affordable housing across the area. This will help keep people in the area and attract inward migration. This is a core requirement of the Local Housing Strategy and Strategic Housing Investment Plan (SHIP).				
DEG103_02	The percentage of positive homeless prevention interventions (prevent 1).	50%	Quarterly	Local Housing Strategy: 50%
We personalise preventative measures to help people access a housing option that meets their needs. This statutory measure recognises the importance to prevent homelessness.				
DEG103_03	The number of empty properties brought back in to use per annum.	25 per annum	FQ4 Annually	Local Housing Strategy: 25 per annum
We want to reduce homelessness, improve affordability and help prevent dereliction. We aim to do this by improving the housing supply.				

SM Code	Success measures	Target	Timescale	Benchmark
BO104	Our communities are protected and supported			
DEG104_01	Maintain the percentage of broadly compliant food businesses as a result of our enforcement interventions. [This will be replaced by a national measure.]	85%	Quarterly	National benchmark: 87%
To protect the public we assess how compliant a food business is with recognised hygiene standards. 'Broadly' compliant is the middle compliant level.				
DEG104_02	Undertake an enforcement intervention programme to high risk premises in respect of environmental health, animal health and welfare and licensing standards.	95%	Quarterly	Internal benchmark: 95%
High risk premises and activities with the area are proportionally targeted. If any issues are identified, then corrective action takes place.				

SM Code	Success measures	Target	Timescale	Benchmark
BO105	Our natural and built environment is protected and respected			
DEG105_01	Respond to Building Warrant applications within 20 days.	80%	Quarterly	Previous quarter performance: FQ1 2020/21: 99.5% FQ1 2019/20: 99.0%
Providing a prompt service helps support the local economy. This national target allows us to benchmark our performance.				
DEG105_02	The percentage of building warrants and amendments issued within 6 days from receipt of all satisfactory information.	90%	Quarterly	National benchmark: TBC
Providing a prompt service helps support the local economy. This national target allows us to benchmark our performance.				
DEG105_03	Market the Building Standards service commercially to become self-funding and to assist with budget reconciliation.	£100k annually profiled quarterly	Quarterly	No benchmark
Additional income stream assisting Building Standards to become self-funding. Also assists with junior staff development.				

SM Code	Success measures	Target	Timescale	Benchmark
BO110	We support businesses, employment and development opportunities			
DEG110_01	Increase visitor numbers by working in partnership with the tourism industry.	24,558 (1.5% on previous calendar year 2019 24,195)	FQ2 2020/21 FQ4 2020/21	STEAM (Scottish Tourism Economic Activity Monitor): 2.799m visitors
Tourism is a key sector for Argyll & Bute both in terms of securing and retaining a skilled workforce and with Argyll & Bute being a world-class destination. The Economic Strategy aims to increase visitor numbers by 15% by 2030.				
DEG110_02	The 12 month survival rate of new small and medium sized businesses.	77%	Quarterly	2020/21: TBC 2019/20: 90% 2018/19: 85%
We support new small and medium sized business start-ups during the difficult first 12 months by offering free, impartial and confidential advice. This is a key driver to growing our economy.				
DEG110_03	The number of new business start-ups supported.	100 per annum	FQ4 2020/21	2020/21: TBC 2019/20: 138 2018/19: 116
Topical or legislative workshops and/or advisory support is offered to new business start-ups. The advice given is free, impartial and confidential. This is a key driver to growing our economy.				
DEG110_04	The time it takes to determine 'local' planning applications is no longer than 10% above the National Average.	10 weeks	Quarterly	Scottish National Average: 2019/20: TBC 2018/19: 9 weeks
This indicates the efficiency of the Council's planning process. Prompt planning application decisions is a driver to support and help grow the local economy.				
DEG110_05	Maintain up-to-date Local Development Plan replaced in accordance with the approved Local Development Plan scheme.	On track	Quarterly	No benchmark
An up to date LDP is essential to ensure that the appropriate supply of land for homes and economic development is in the right areas. Correct future development is crucial for underpinning investment and funding activity. It is also a key indicator of planning performance.				

SM Code	Success measures	Target	Timescale	Benchmark
BO111	We influence and engage with businesses and policy makers			
DEG111_01	An enforcement intervention is performed in a consistent and fair manner with businesses fully supported throughout.	80% measured by customer survey responses	FQ2 2020/21 FQ4 2020/21	2020/21: TBC 2019/20: 90%

This is a requirement of the Scottish Government's Regulators Strategic Code. We seek feedback from our customers on a range of issues including fairness and officer behaviours. This is also essential evidence for the Customer Services Excellence award.

SM Code	Success measures	Target	Timescale	Benchmark
BO112	Argyll and Bute is promoted to everyone			
DEG112_01	Deliver the Dunoon CARS (Conservation Area Regeneration Scheme) project. Percentage of project delivery to date Total spend to date	60% delivery complete £s TBC	FQ1 2022/23	No benchmark
This strategic development project is delivering Stronger Places. It focuses on delivering physical improvements and creating an outstanding built environment and a sense of place.				
DEG112_02	Deliver the Rothesay TH (Townscape Heritage) project. Percentage of project delivery to date Total spend to date	60% delivery complete £s TBC	FQ4 2022/23	No benchmark
This strategic development project is delivering Stronger Places. It focuses on delivering physical improvements and creating an outstanding built environment and a sense of place.				
DEG112_03	Deliver the Tarbert and Lochgilphead Regeneration Fund project. Percentage of project delivery to date Total spend to date	70% delivery complete £s TBC	Quarterly	No benchmark
This strategic development project is delivering Stronger Places. It focuses on delivering physical improvements and creating an outstanding built environment and a sense of place.				
DEG112_04	Deliver the Lochgilphead CARS (Conservation Area Regeneration Scheme) project. Percentage of project delivery to date Spend to date	10% delivery complete £s TBC	FQ4 2024/25	No benchmark
This strategic development project is delivering Stronger Places. It focuses on delivering physical improvements and creating an outstanding built environment and a sense of place.				

SM Code	Success measures	Target	Timescale	Benchmark
BO113	Our infrastructure is safe and fit for the future			
DEG113_01	Percentage of scheduled flights flown as compared to planned.	75%	Quarterly	New measure, no benchmark

A viable airport is vital for services to our islands as well as supporting our economic and tourist sectors and providing employment opportunities.

Development and Economic Growth (2021-2022): Service Improvements

SI Code	Improvement Action	Completion date	Source of improvement	Source detail
BO105	Our natural and built environment is protected and respected			
DEG105_01i	Replace CIVICA with the Idox document management system.	FQ4 2021/22	Employee suggestion	This improvement seeks to ensure a faster and more customer focused on site service delivery.

SI Code	Improvement Action	Completion date	Source of improvement	Source detail
BO115	We are efficient and cost effective			
DEG115_01i	Develop a project evaluation procedure to capture our lessons learned and use the knowledge to help inform future projects and service delivery and investment opportunities.	TBC	Other	Economic profiles and committee papers.
DEG115_02i	Fully digitalise all document and evidence exchanges for LDP2 Examination in Public.	TBC	Employee suggestion	Previous successful partial digital transfer at the previous Examination and encouragement by the Scottish Government.
DEG115_03i	Review current performance measures and identify appropriate outcomes with targets across Regulatory Services.	TBC	Self-evaluation	Association of Public Services and Excellence Performance Network.
DEG115_04i	Increase the use of digital technology to improve mobile/remote working and new enforcement interventions including virtual inspections.	FQ4 2022/23	Other	