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# **Council's Economic Strategy Refresh**

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## **Project Initiation Document**

Version 1.1

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Economic Growth Manager

(Key input from the Economic Strategy Refresh Officers' Working Group)

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**1. Project Initiation Document History**

**1.1 Document Location**

This document is only valid on the day it was printed.  
 The source of the document will be found on the project manager's PC in location.

**1.2 Revision History**

Revision date	Version No	Summary of Changes	Changes marked
04/05/23	1.1	Completion of full PID, including addressing feedback from the Executive Leadership Team meeting on 25/04/23	All sections of PID now completed

**1.3 Approvals**

This document requires the following approvals.

Name	Signature	Title	Date of Issue	Version

**1.4 Distribution**

This document has been distributed to:-

Name	Title	Date of Issue	Version
Fergus Murray	Head of Development and Economic Growth	04/05/23	1.1
Kirsty Flanagan	Executive Director	04/05/23	1.1

## **2. Introduction**

### **2.1 Purpose of Document**

The purpose of this Project Initiation Document (PID) is to:

- a) To set out the aims, objectives and outcomes of the project.
- b) To define the scope of the project.
- c) Set out the workstreams, key stages, activities, resources and responsibilities
- d) Set out the arrangements for governance and management of risks, issues and dependencies.

### **2.2 Background**

A refreshed Argyll and Bute economic strategy must be ambitious for our area, focused on priority actions, inclusive and developed from a solid and defensible evidence base. Continued focus is required on the medium to longer-term economic and social recovery agenda for Argyll and Bute in response to the economic shocks of the last three years. In particular, the pandemic, EU Exit and the cost of living, including the cost of doing business, crises. The strategy should be forward looking, with a place-based and business/person centred approach, to secure a fair, inclusive, and a prosperous future for the area, more resilient to external factors including the rapid advances in technology and increasing impacts of climate change.

## **3. Project Definition**

### **3.1 Aims and Objectives**

To develop and deliver an economic strategy for Argyll and Bute that is ambitious, targeted on our priorities, inclusive and forward looking.

### **3.2 Project Scope**

The new Argyll and Bute Council Economic Strategy will be prepared with a strong focus on collaborative working with partner agencies and stakeholders across Argyll and Bute and externally. Highlands and Islands Enterprise (HIE) is also reviewing its strategy. HIE has been invited to assist in the development of this strategy as a critical delivery partner to ensure synergies and complementary of the strategic direction and associated actions with the HIE Strategy. The outcome will be the development of a deliverable strategy matched to the available resources that will generate the desired impact.

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**3.3 Method of Approach**

The project will be taken forward by an Officers’ Working Group (OWG) and with input from an Industry Advisory Forum, both with clear terms of reference, including regularly meetings and ongoing feedback to ELT and Policy Leads throughout 2023 via regular highlight reports and committee reports as appropriate.

**3.4 Project Governance and Control**

<b>Role</b>	<b>Resource</b>	<b>Key Responsibilities and Activities</b>
Political Input	Elected members	<ul style="list-style-type: none"> <li>• To provide appropriate feedback and input through Policy Lead and committee reports on the economic strategy throughout 2023.</li> </ul>
Project Sponsor	Executive Leadership Team (ELT)	<ul style="list-style-type: none"> <li>• To be accountable for successful delivery of the project:               <ul style="list-style-type: none"> <li>➢ achievement of desired outcomes</li> <li>➢ realisation of expected benefits</li> </ul> </li> <li>• Internal and external promotion of project</li> <li>• Consideration and feedback on six weekly highlight reports from the Project Manager</li> <li>• Liaison with Senior Responsible Officer (SRO) and Project Manager.</li> </ul>
SRO and Project Manager	<p>SRO: Fergus Murray, Head of Development and Economic Growth</p> <p>Project Manager: Ishabel Bremner, Economic Growth Manager</p>	<ul style="list-style-type: none"> <li>• Chair Officer Working Group (OWG) meetings.</li> <li>• Admin resource required - to be confirmed.</li> <li>• Ensure OWG meets its remit.</li> <li>• Ensure Argyll Economic Resilience Forum is reinvigorated to become the Industry Advisory Forum with clear terms of reference.</li> <li>• Provide six weekly progress highlight reports to ELT – Policy Lead and committee reports as appropriate throughout 2023.</li> <li>• Internal and external collaborative promotion of the strategy development aligned to clear community engagement and communication plan/approach.</li> <li>• To be accountable for successful delivery of the economic strategy – the driving force behind it.</li> <li>• Successful achievement of agreed deliverables</li> <li>• Empowered to direct the project overall, to take decisions and resolve escalated issues.</li> <li>• To own the vision for the project.</li> <li>• To manage key strategic risks.</li> </ul>

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<p>Officers' Working Group</p>	<p>Membership:  Council Officers from Development and Economic Growth and Community Development</p> <p>HIE, Argyll and the Islands, Area Manager.</p>	<ul style="list-style-type: none"> <li>• Provide visible leadership and commitment to the Project.</li> <li>• Endorse and support the Project Manager on an ongoing basis.</li> <li>• Attendance at OWG to be held on a three weekly basis throughout 2023 - if necessary, nominate a proxy.</li> <li>• Reach agreement of the PID and ongoing update of plans.</li> <li>• Provide all resources and facilities required for the project – admin and financial support.</li> <li>• Reach agreement of the milestone achievements.</li> <li>• Undertake regular reviews of scope and identification of benefits to ensure the continued alignment to business continuity and corporate priorities.</li> </ul>
<p>Industry Forum</p>	<p>Meetings as and when required throughout 2023.</p>	<ul style="list-style-type: none"> <li>• It is proposed that the OWG reinvigorates the Argyll Economic Resilience Forum to become the Industry Advisory Forum, complete with additional industry contacts as appropriate, to complement the work of the OWG and help to shape and influence the strategy's direction and development.</li> <li>• This will be concluded by the end of May 2023.</li> </ul>

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**3.5 Project Team – Roles and Responsibilities**

<b>Role</b>	<b>Resource</b>	<b>Responsibility</b>
SRO/Project Manager	Staff time - officers and admin resource	<ul style="list-style-type: none"> <li>• Overall management and first point of contact.</li> <li>• To operationally manage the project, co-ordinating and delivery of all project products.</li> <li>• Ongoing project planning and management.</li> <li>• Six weekly highlight reports to ELT for consideration and feedback.</li> <li>• Policy Lead and committee reports as appropriate throughout 2023.</li> <li>• To operate the governance framework, including management of benefits, stakeholders, risks and issues, resources, quality, planning and control.</li> <li>• Develop and issue work packages.</li> </ul>
Officers’ Working Group	Staff time – officers and admin resource and finance for third party support to be considered as appropriate.	<ul style="list-style-type: none"> <li>• Develop a refreshed Argyll and Bute Economic Strategy that is ambitious for our area, focused on priority actions and developed from a solid and defensible evidence base. The strategy should be forward looking, with a place-based and business/person centred approach, to secure a fair, inclusive, and a prosperous future for the area, more resilient to external factors including the rapid advances in technology and increasing impacts of climate change.</li> <li>• Focus on the medium to longer-term (next five to ten years) economic and social recovery agenda for Argyll and Bute in response to the economic shocks of the last three years. In particular, the pandemic, EU Exit and the cost of living, including the cost of doing business, crises.</li> <li>• Develop an associated Action Plan (reviewed annually) to include the requirement to monitor and evaluate the performance and impact of the Economic Strategy over time.</li> <li>• Foster collaboration and a joined-up approach to the strategy’s preparation, working closely with the Community Development Team who are currently</li> </ul>

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Role	Resource	Responsibility
		<p>revising the Local Outcome Improvement Plan on behalf of the Argyll and Bute CPP, partner agencies and stakeholders across Argyll and Bute and externally.</p> <ul style="list-style-type: none"> <li>• Re-invigorate the Argyll Economic Resilience Forum to become the Industry Advisory Forum, to complement the work of the OWG and help to shape and influence the strategy's direction and development.</li> <li>• Share and communicate information with the ELT through six weekly highlight reports, with elected members through ongoing committee papers, the first going to the EDI Committee, 1<sup>st</sup> June 2023 and ongoing updates with relevant Policy Leads and CPP Strategic Partners, as appropriate. Feedback sought on key development milestones.</li> <li>• Share consultation/engagement/communication approach and events with that for the Local Outcome Improvement Plan (LOIP).</li> </ul>



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**4. Project Deliverables and Associated Timescales**

<b>Deliverable</b>	<b>Estimated completion date</b>	<b>Responsibility</b>
<b>Project Inception and Engagement</b>		
<b>Stage 1:</b> Establish the Officers' Working Group (OWG) and Industry Advisory Forum with clear terms of reference – to meet regularly, with ongoing feedback to ELT and Policy Leads throughout 2023.	End of May 2023	Project Manager
<b>Stage 2:</b> OWG gathering of an evidence base – feed in repopulation analysis and Community Development survey sense of direction (consideration given to commissioning consultancy support aligned to specific stages of work e.g. collaborative community engagement and communication).	End of May 2023	Officers' Working Group
Outcome Stages 1-2: Initial Baseline	End of May 2023	Officers' Working Group
<b>Strategic Pillars/Objectives and Priorities</b>		
<b>Stage 3:</b> OWG preparation of draft pillars/objectives, priorities and SWOT analysis.	End of June 2023	Officers' Working Group
<b>Stage 4:</b> Shared consultation/engagement/communication events for strategy and LOIP – pillars/objectives, priorities and SWOT to understand drivers of outcomes and impacts.	End of June 2023	Officers' Working Group
<b>Stage 5:</b> Identify ways to prioritise and/or target interventions to create and enable an ambitious wellbeing economy.	End of June 2023	Officers' Working Group
Outcome Stages 3-5: Agreed Strategic Pillars/Objectives and Priorities	End of August 2023	Officers' Working Group
<b>Further Consultation, Engagement, Communication and Prioritisation</b>		
<b>Stage 6:</b> Further deep dive and meaningful engagement – by themes and appropriate geographical areas.	End of August 2023	Officers' Working Group

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<b>Deliverable</b>	<b>Estimated completion date</b>	<b>Responsibility</b>
<b>Stage 7:</b> Map out the prioritised policies, projects and programmes to be delivered in an Action Plan.	End of September 2023	Officers' Working Group
<b>Stage 8:</b> Further consultation & engagement and communication on the associated Action Plan complete with a measurement framework, with clear outcomes & impacts.	End of September 2023	Officers' Working Group
Outcome Stages 6-8: Draft Economic Strategy for Senior Management scrutiny	End of October 2023	Officers' Working Group
<b>Finalise Economic Strategy and Associated Action Plan</b>		
<b>Stage 9:</b> Preparation of EDI Committee paper.	End of November 2023	Project Manager/Officers' Working Group
<b>Stage 10:</b> Address pre- agenda commentary on Economic Strategy.	End of November 2023	Project Manager/Officers' Working Group
Outcome Stages 9-10: Final sign off of the Economic Strategy by the EDI Committee	End of December 2023	EDI Committee

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5. Risk Log

Ref	Risk	Area of Risk	Inherent risk Impact (1-3)	Inherent risk Probability (1-3)	Inherent Risk per matrix (1-9)	Risk Mitigation Procedures/Controls in place	Residual risk Impact (1-3)	Residual risk Probability (1-3)	Residual Risk per Matrix (1-9)	Actions Planned
1	Delivery	Significant slippage in timescales and stages.	2	3	6	Establish Officers' Working Group (OWG) Inaugural meeting on 4 <sup>th</sup> May discussed the terms of reference, future meetings, governance framework agreed at ELT, required third party support and reinvigoration of the Argyll Economic Resilience Forum to become the Industry Advisory Forum.	2	1	2	OWG has put in place a clear terms of reference (inc. governance framework – see <b>section 3.5</b> ) and a programme of meetings throughout 2023 to ensure that a refreshed Economic Strategy and associated Action Plan is finalised for delivery from early 2024 to 2029.
2	Financial	Securing a budget to take forward required external support.	2	3	6	Discussed at OWG on 4 <sup>th</sup> May 2023.	2	1	2	A detailed budget plan will be prepared and submitted in due course

## **6. Key Stakeholders**

### **6.1 Communications and Community Engagement**

Communications/engagement will be managed by the OWG in close liaison with the Community Development Team. It will be the responsibility of the OWG to ensure a regular flow of informative and timely communications to all stakeholders.

The OWG will use already identified communication/engagement frameworks/toolkits and online mechanisms as a means for undertaking wider communication and consultation. This will be aligned with the communication/community engagement schedule for the revised LOIP and the work of the council's new Community Engagement Strategy Group. Members of the OWG sit on the Community Engagement Strategy Group.

### **6.2 Stakeholder analysis**

To shape and influence the strategy's direction and development will require engagement and communication with a number of key stakeholders. The OWG has identified some initial stakeholders, as listed below, and this will feed into ongoing discussions on the appropriate mechanism/varying approaches to gather feedback from specific stakeholders/organisations.

Stakeholders are as follows:

- Residents/communities of Argyll and Bute
- Inward investors across key sectors e.g. whisky, renewables, tourism, etc.
- Local businesses
- Visitors to Argyll and Bute
- CPP strategic partners
- Elected members
- Community Councils
- Third sector organisations/trusts/social enterprises, etc.
- Utility providers.

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**7. Budget**

A detailed budget plan will be prepared and submitted in due course.

**8. Quality Plan**

**8.1 Quality Expectations**

Approach	In accordance with best value principles
Deliverables	The Project Manager and SRO will be responsible for assuring the quality and availability of the project products and the documentation underpinning the project.
Consultation	Consultation with stakeholders must be comprehensive and facilitated by use of methods to record, quantify and analyse the outcomes of such consultation.
Standards	Prince2 is the standard project management methodology employed throughout the project.  Installed equipment should meet relevant Industry Standards for safety and design and be accompanied by relevant certificates and documentation.

**8.2 Quality Criteria**

Project documentation will be in a consistent format using standard templates and configuration management rules within shared directories.

Every work package issued will specify the acceptance quality criteria. Subject matter experts will be consulted in the development and completion of key products. Customer input will be sought wherever possible on customer facing elements.

**9. Project Controls**

**9.1 Control**

SRO/Project Manager will hold regularly meetings with the OWG to review progress against plan. A six-weekly highlight report will be presented at ELT meetings.

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#### **9.2 Configuration Management**

The Project Manager will be responsible for version control. The Project Manager will ensure that a library of project products, records of meetings, technical documentation and any other relevant documentation will be held in dedicated MS Teams space for access by all OWG members.

#### **9.3 Tolerances**

Once the PID has been agreed the following tolerances will apply:

**Time:**

Delay of project milestone of more than one week must be reported by the project manager to the SRO.

Delay of a project milestone of more than three weeks must be reported to ELT.

**Cost:**

Increase in project costs (once budget agreed) by more than 10% must be reported to ELT.

#### **9.4 Exception Process**

If the timescales or cost of the project is likely to exceed the agreed tolerance levels, the Project Manager will produce an exception report which will be sent ELT. All Change Requests will be submitted as Exception Reports.

The Exception Report will include:

- A description of the cause of the deviation from plan.
- The consequences of the deviation.
- The available options.
- The effect of each option on the business case, risks, project and stage tolerances.
- The Project Manager's recommendations.

## **10. Acceptance Criteria**

### **10.1 Acceptance Criteria**

The criteria for acceptance of the project are the delivery and sign off of all the deliverables to the satisfaction of the ELT and finally by the EDI Committee in December 2023.