

Argyll and Bute CPP Single Outcome Agreement 2013-23 Delivery Plan

Overarching outcome: Argyll and Bute’s economic success is built on a growing population.

OUTCOME 1: The economy is diverse and thriving		Outcome Lead – Douglas Cowan HIE
Main areas of focus included within this outcome:		
Business growth, sustainability and start up. Development of specific sectors – tourism, marine science, renewables, digital economy, culture and heritage, food and drink and traditional sectors. (SOA 2013-23)		
Community Planning Partners delivering on this outcome:		
Argyll and Bute Council Highlands and Islands Enterprise Argyll College UHI Skills Development Scotland Job Centre Plus Third Sector Partnership		
Community Planning Partnership SOA Performance Indicators:		
Preventative measures and early interventions: <i>“Actions which prevent problems and ease future demand on services by intervening early, thereby delivering better outcomes and value for money”. (Scottish Government SOA Guidance, Dec 2012)</i>	Lead organisation	
Equality Outcomes	Lead organisation	
<ul style="list-style-type: none"> • An increasing number of young people aged 16-24 move into suitable employment as a result of partner influence and involvement. • There is an increasing number of women in leadership roles in Argyll and Bute • As an employer HIE promotes inclusive working practices which recognise the diverse ways that working in dispersed locations affect employees, particularly in relation to the protected characteristics. 	<ul style="list-style-type: none"> • All • Argyll and Bute Council • HIE 	

SHORT TERM OUTCOME 1.1 To achieve business growth and additional employment opportunities.

Actions on this short term outcome	Target completion date	Lead Organisation / Partnership	Lead Officer	Performance Indicators for this short term outcome	Target Performance (increase/decrease/frequency of data, etc)
1.1.1 Prepare a clear prioritised inward investment action plan and information packs to allow proactive targeting of inward investment nationally and internationally	Oct 2014	ABC, HIE, SE, SDI (stratified)		Completion of action plan	Oct 2014
1.1.2 Support an increase in international trade through 1) more business trading internationally, and 2) businesses increasing international turnover	Annual	HIE / SE / SDI		1) No of businesses exporting for the first time 2) increase in international turnover through HIE support	4 annual £2M annual
1.1.3 Improve awareness of local sectoral, business and employment opportunities for young people through increased engagement by the business community with schools and FE / HE provision.		1) Employability Partnership ?		Increase in employment opportunities supported by the 'Move into Work' recruitment agency.(?)	
1.1.4 Support Business Growth (including social enterprise) through HIE / SE account management and Business Gateway	Ongoing	HIE, SE,		Growth in business turnover (HIE). (£6.m Jobs created/retained (HIE) (60) Number of businesses taking up growth grant opportunity (BG).(15) New account managed businesses HIE	£6M annual 80 annual 15 annual 8 of which 3 from Business Gateway growth pipeline End of Dec 2014.
1.1.5 Review business support mechanisms in Argyll and Bute	Ongoing	ABC		Approved report	
1.1.6 Increase management and leadership capacity		HIE		Chamber – mentoring IoD – Director training for account managed clients MIT for high growth acceleration	6 annual 4 annual 1 annual

SHORT TERM OUTCOME 1.2 To ensure our towns, villages and rural communities are economically dynamic, sustainable and connected building on their distinct opportunities.

Actions on this short term outcome		Target completion date	Lead Organisation/ Partnership	Lead Officer	Performance Indicators for this short term outcome	Target Performance (increase/decrease/ frequency of data, etc)
1.2.1	Undertake a scoping / feasibility study on positioning Oban as a university town.	Oct 2014	HIE/UHI		Proposition scoping study completed.	Oct 2014
1.2.2	Action plan to attract new residents and inward investment to Dunoon & Cowal	Oct 2014	ABC (HIE support)		Action Plan to secure inward investment / new residents to Dunoon.	Oct 2014
1.2.3	Develop a holistic Regeneration Plan for Rothesay working with SURF.	End of Dec 2014	HIE/ABC		SURF commissioned and	March 2014
1.2.4	Prepare a plan to leverage inward investment opportunities at Machrihanish and Campbeltown harbour	Ongoing	HIE (ABC support)		Regeneration Plan agreed. complete action plan / proposition document	March 2015 March 2015
1.2.5	Build on recent investment activity in Helensburgh.	Ongoing	ABC		Agree action plan	March 2015
1.2.6	Deliver Community Account Management model to support sustainable growth and community empowerment		HIE		Work with minimum of 6 communities to develop and deliver growth plans	March 2015
1.2.7	Review of HIE Fragile Areas		HIE		Commission research to review HIE fragile and employment action areas to reflect recent census data and inform area prioritisation.	September 2014

SHORT TERM OUTCOME 1.3 To create the right environment where more people choose to live, work, visit and invest in Argyll and Bute

Actions on this short term outcome		Target completion date	Lead Organisation / Partnership	Lead Officer	Performance Indicators for this short term outcome	Target Performance (increase/decrease/frequency of data, etc)
1.3.1	Raise awareness nationally of the qualities and attractiveness of Argyll & Bute as a location for investing, working, living, studying and visiting by developing a 'compelling' proposition for Argyll and Bute including a clear CPP communication strategy which will enable the promotion of positive perceptions and improvements.		ABC		Increase in population (mid-year estimates)	Annual.
1.3.2	A register of surplus public owned property assets be collated and policies put in place to maximise economic benefit from these assets.		ABC		Preparation of register and draft policies	March 2015

SHORT TERM OUTCOME 1.4 To ensure that Argyll and Bute is recognised nationally and internationally as a location for marine education, research, business and recreation activity

Actions on this short term outcome		Target completion date	Lead Organisation / Partnership	Lead Officer	Performance Indicators for this short term outcome	Target Performance (increase/decrease/frequency of data, etc)
1.4.1	Increase awareness of marine employment, education and business opportunities through engagement with SAMS, local businesses and schools		HIE		Action plan (1.2.1)	
1.4.2	Secure tenants for Malin House, European		HIE		1 st tenant by	

	Marine Science Park				end June 2014, 2 nd by end Oct	
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SHORT TERM OUTCOME 1.5 To ensure we have a thriving, sustainable renewable energy sector with well-developed local supply chains and community benefits

Actions on this short term outcome	Target completion date	Lead Organisation / Partnership	Lead Officer	Performance Indicators for this short term outcome	Target Performance (increase/decrease/frequency of data, etc)
1.5.1 Establish clear indicators for the use of community benefit funds, with a focus on technical skills training for the sector.		ABC (plus HIE, SDS?)		Number of communities benefitting	?
1.5.2 Influence delivery of Islay Tidal Array through infrastructure, inward investment, supply chain, employment and training		HIE (plus ABC)		Project fully consented	Mid 2015
1.5.3 Support the development of the local energy supply chain		HIE		and installed Number of account managed companies engaged in the supply chain	End 2016 Increase annually
1.5.4 Increase in renewable generation		ABC		% increase in generation capacity	?

SHORT TERM OUTCOME 1.6 To ensure we have a robust tourism sector with an extended season, a higher value proposition and increased turnover.

Actions on this short term outcome	Target completion date	Lead Organisation / Partnership	Lead Officer	Performance Indicators for this short term outcome	Target Performance (increase/decrease/frequency of data, etc)
1.6.1 Secure and maintain ongoing sustainability of the Argyll and the Isles Tourism Co-operative Ltd (trading arm of AISTP) to further develop the tourism value chain linked to the area's unique heritage, provenance and authenticity.	Ongoing	ABC/HIE/VS		Increase in tourism spend (STEAM and DREAM data).	Annual performance

SHORT TERM OUTCOME 1.7 To create an environment where levels of entrepreneurship are increased

Actions on this short term outcome	Target completion date	Lead Organisation / Partnership	Lead Officer	Performance Indicators for this short term outcome	Target Performance (increase/decrease/frequency of data, etc)
1.7.1 To increase business starts in each of our four council administrative areas	Ongoing	ABC		Number of business start-ups by administrative area.	Annual performance (ongoing monitoring throughout the year).
1.7.2 To establish an innovation centre for entrepreneurs in Helensburgh (Pilot) (John Logie Baird Centre).	2016	ABC ./ Business Gateway with support from Scottish Enterprise		Establish centre (perhaps initially in disused council offices in the town centre)	

SHORT TERM OUTCOME 1.8 To maximise the economic impact of the public sector.

Actions on this short term outcome	Target completion date	Lead Organisation / Partnership	Lead Officer	Performance Indicators for this short term outcome	Target Performance (increase/decrease/frequency of data, etc)
1.8.1 To address the impact of potential future reductions in public sector employment. 1) to mitigate future reductions, and 2) develop the social and economic case to retain and attract public sector employment to Argyll & Bute	Ongoing	ABC		1) Commission research into changes in public sector employment and threats and scope for private sector to take up skills. 2) Study to identify possible opportunities for new public sector employment.	March 2015
1.8.2 To optimise public sector employment and training opportunities including work experience, apprenticeships, graduate placements, research, etc.	Ongoing	ABC/HIE all partners		Number of modern apprenticeships. Number of graduate placements/internships.	End of Dec 2014
1.8.3 Optimise local benefits through public sector procurement process through 1) support to local businesses on procurement, 2) review	Ongoing	1) ABC 2) All		Increased proportion of procurement going to local businesses	

Risk	
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Strategic Partnerships	Supporting strategies / plans
<ul style="list-style-type: none"> • Argyll and Bute Renewables Alliance • Argyll and the Isles Strategic Tourism Partnership • Argyll and Bute Employability Partnership • Third Sector and Communities Strategic Partnership 	<ul style="list-style-type: none"> • Argyll and Bute Local Housing Strategy • Argyll and Bute Skills Pipeline • Argyll and Bute Youth Employment Activity Plan • Argyll Voluntary Action Strategic Plan • CHORD programme plan • Economic Development Action Plan • Government Economic Strategy • Highlands and Islands Enterprise Operating Plan • Local Development Plan • Opportunities for All Development Plan • Renewable Energy Action Plan • Roads Asset Management and Maintenance Strategy • Scottish Enterprise Operating Plan • Scottish Ferries Plan • Strategic Housing Investment Plan 2013-18, • Strategic Infrastructure Plan (proposed) • Third Sector Partnership Business Plan