

**Argyll and Bute Community Planning Partnership**

**Single Outcome Agreement**

**2013-2023**

**Overarching aim: Argyll and Bute's economic success is built on  
a growing population**

**Delivery plan for Outcome 1:  
The economy is diverse and thriving**

## OUTCOME 1: The economy is diverse and thriving

Outcome Lead – Douglas Cowan HIE

### Main areas of focus included within this outcome:

This outcome focuses on business growth, sustainability and start up. Tourism, marine science, renewables, digital economy and food and drink are the key sectors which will be developed through this outcome.

### Community Planning Partners delivering on this outcome:

Argyll and Bute Council (ABC)  
Highlands and Islands Enterprise (HIE)  
Scottish Enterprise (SE)  
Argyll College UHI (AC)  
Skills Development Scotland (SDS)  
Job Centre Plus (JC+)  
Third Sector Partnership (TSP)

### Equality outcome

### Lead organisation

An increasing number of young people aged 16-24 move into suitable employment as a result of partner influence and involvement.

All

There is an increasing number of women in leadership roles in Argyll and Bute

ABC

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. This is evidenced through HIE's Equality Impact Assessments

HIE

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

Short term outcome lead - David Smart, HIE

Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
1.1.1	Prepare a clear prioritised inward investment action plan to allow proactive targeting of inward investment nationally and internationally	HIE Head of Regional Development	Completion and implementation of action plan	Minimum of 3 key actions implemented	Oct 2014
1.1.2	Support an increase in international trade through more businesses trading internationally and businesses increasing international turnover		No of businesses exporting for the first time	4	March 2015
		Increase in international turnover through HIE support	£2.5M annual support		
1.1.3 Ref 3.2.3	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.	Employability Partnership Chair	Increase in employment opportunities supported by initiatives such as the 'Move into Work' recruitment agency	24	
1.1.4	Support Business Growth (including social enterprise) through HIE / SE account management and Business Gateway (BG)	HIE Head of Regional Development	Growth in business turnover (HIE).	£6M annual	
			Jobs created/retained (HIE)	100 annual	
		ABC Head of Economic Development	Number of businesses taking up growth grant opportunity (BG)	26	
			New account managed businesses (HIE)	8 of which 3 from BG growth pipeline	
1.1.5	Review business support mechanisms in Argyll and Bute	ABC Head of Economic Development	Report prepared and implemented	Key actions implemented	

1.1.6	Expand the management and leadership capacity of private sector businesses in Argyll and Bute	HIE Head of Regional Development	Inverness Chamber – mentoring programme participants	6 annual	
			Institute of Directors – Director training for account managed clients	4 annual	
			Massachusetts Institute of Technology for high growth acceleration	1 annual	
1.1.7	Ensure businesses are ready to take advantage of the opportunities offered by improved Broadband speeds	ABC Senior Development Officer Business Gateway	New courses to be run by BG in a number of areas across Argyll and Bute	Minimum of 4 courses held	March 2015

<b>SHORT TERM OUTCOME 1.2 To ensure our towns, villages and rural communities are economically dynamic, sustainable and connected building on their distinct opportunities.</b>					
Short term outcome lead - Kerrie Grant, HIE					
<b>Actions on this short term outcome</b>		<b>Lead Organisation and Responsible Post</b>	<b>Performance Indicators for this short term outcome</b>	<b>Target</b>	<b>Completion date</b>
1.2.1	Expand upon recent investment activity in Helensburgh and ensure readiness for the implementation of the Maritime Change Programme	ABC Head of Economic Development	Agree action plan with all parties and reflect effects of Maritime Change Programme	Plan completed	March 2016
1.2.2	Action plan to attract new residents to Dunoon & Cowal		Action Plan developed to secure inward investment / new residents to Dunoon.	Plan completed	Oct 2014
1.2.3	Develop a holistic Regeneration Plan for Rothesay working with SURF.	HIE Head of Strengthening Communities Team	Regeneration Plan prepared.	Plan completed	March 2015
1.2.4	Prepare a plan to leverage inward investment opportunities at Machrihanish and Campbeltown	HIE Head of Regional Development	Develop master plan and proposition document for Machrihanish.	Plan completed	September 2015
1.2.5	Undertake a scoping / feasibility study on positioning Oban as a university town.	HIE Head of Projects and Partnerships Team	Proposition and scoping study completed.	Study completed	Oct 2014

1.2.6	Deliver Community Account Management model to support sustainable growth and community empowerment	HIE Head of Strengthening Communities	Work with minimum of 9 fragile and island communities to develop and deliver growth plans	2 plans completed	March 2015
1.2.7	Review of HIE Fragile Areas	HIE – Area Manager	Commission research to review HIE fragile and employment action areas to reflect recent census data and inform area prioritisation.	Review completed	Sept 2014

<b>SHORT TERM OUTCOME 1.3 To create the right environment where more people choose to live, work, visit and invest in Argyll and Bute</b>					
Short term outcome lead - Fergus Murray, ABC					
<b>Actions on this short term outcome</b>		<b>Lead Organisation and Responsible Post</b>	<b>Performance Indicators for this short term outcome</b>	<b>Target</b>	<b>Completion date</b>
1.3.1	Raise awareness nationally of the qualities and attractiveness of Argyll and Bute as a location for investing, working, living, studying and visiting	ABC Head of Economic Development	Hold population summit	Summit held	May 2014
			Establish a public / private sector economic forum to lead and guide the preparation and implementation of a long term economic plan.	Forum established	Oct 2014
1.3.2	Develop a clear CPP communication strategy which will enable the promotion of positive perceptions and improvements.	ABC Communications Manager	Agree communication strategy with CPP partners	Strategy produced	March 2015
1.3.3	To deliver new signage/branding for our main gateways to Argyll and Bute (road, rail, ferry and air)	ABC Communications Manager	Agreement on branding to be used	Delivery of new signage	April 2016

<b>SHORT TERM OUTCOME 1.4 To ensure that Argyll and Bute is recognised nationally and internationally as a location for marine education, research and business</b>					
Short term outcome Lead - Lucinda Gray, HIE					
<b>Actions on this short term outcome</b>		<b>Lead Organisation and Responsible Post</b>	<b>Performance Indicators for this short term outcome</b>	<b>Target</b>	<b>Completion date</b>
1.4.1	Increase awareness of marine employment, education and business opportunities through engagement with SAMS and all local stakeholders	HIE Head of Projects and Partnerships Team	Introduce STEM Ambassador Programme to local businesses.	4	March 2015
			Attend events to highlight opportunities	3	

1.4.2	Secure tenants for Malin House Dunstaffnage, European Marine Science Park,		Tenants secured for premises	First 2 leases agreed	October 2014
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<b>SHORT TERM OUTCOME 1.5 To ensure we have a thriving, sustainable renewable energy sector with well-developed local supply chains and community benefits</b>					
Short term outcome lead - Audrey Martin, ABC					
<b>Actions on this short term outcome</b>		<b>Lead Organisation and Responsible Post</b>	<b>Performance Indicators for this short term outcome</b>	<b>Target</b>	<b>Completion date</b>
1.5.1	Establish clear indicators for the use of community benefit funds, with a focus on technical skills training for the sector.	ABC Projects and Renewables Manager	Number of communities benefitting	7	March 2015
			Appointment of Energy Skills Education Post in partnership with AliEnergy	Post successfully recruited	November 2014
1.5.2	Influence delivery of Islay Tidal Array through infrastructure, inward investment, supply chain, employment and training	HIE Head of Projects and Partnerships Team  Scottish Power	Financial closure by developer and project fully consented	September 2015	March 2017
			Installation completed	December 2016	
1.5.3	Support the development of the local energy supply chain	HIE Head of Projects and Partnerships Team  ABC Projects and Renewables Manager	Number of opportunities created for businesses to engage in direct supply chain contact	6	March 2015
			Update Renewable Energy Action Plan (REAP)	Update completed	September 2014

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

Short term outcome lead - Kerrie Grant, HIE

Actions on this short term outcome		Lead Organisation and Responsible Post	Performance Indicators for this short term outcome	Target	Completion date
1.6.1	Secure and maintain ongoing sustainability of the Argyll and the Isles Tourism Co-operative Ltd (AITC) (trading arm of AISTP) to further develop the tourism value chain linked to the area's unique heritage, provenance and authenticity.	ABC Head of Economic Development	Increase in tourism spend (STEAM and DREAM data).		March 2015
		HIE Head of Strengthening Communities Team	Increase in number of businesses becoming members of AITC through their local marketing groups	Membership to reach 800	
1.6.2	Create partnership structures with the capacity and desire to develop the culture and heritage sector to maximise the unique opportunities provided by the unique culture and heritage of the area.	Argyll and Bute Council Culture and Libraries Manager	Development of cultural strategy and implementation of action plan	Implement action plan	
			Total visits in person and by website to museums	160,000 visitors annually	
		Implement the Gaelic Action Plan	Plan implemented		
		HIE Head of Strengthening Communities	Support implementation of 3 capital projects	Funding approved	
1.6.3	Support the delivery of high quality tourism experiences across Argyll and Bute	HIE Head of Strengthening Communities	Account manage tourism and cultural businesses and social enterprises	15 relevant organisations being account managed	
1.6.4	Build upon the local food and drink offering	HIE Head of Strengthening Communities	Deliver collaborative food, drink and tourism projects	2 projects delivered	

<b>SHORT TERM OUTCOME: 1.7 To create an environment where levels of entrepreneurship are increased</b>					
Short term outcome lead - Isabel Bremner, ABC					
<b>Actions on this short term outcome</b>		<b>Lead Organisation and Responsible Post</b>	<b>Performance Indicators for this short term outcome</b>	<b>Target</b>	<b>Completion date</b>
1.7.1	To increase business starts in each of the four council administrative areas	ABC Senior Development Officer Business Gateway  with support from Scottish Enterprise	Number of business start-ups	100 businesses across all four areas	March 2015
1.7.2	To establish an innovation centre for entrepreneurs in Helensburgh (Pilot) (John Logie Baird Centre).		Development of an innovation centre in Helensburgh	Centre established	

<b>SHORT TERM OUTCOME: 1.8 To maximise the economic impact of the public sector.</b>					
Short term outcome lead - Fergus Murray, ABC					
<b>Actions on this short term outcome</b>		<b>Lead Organisation and Responsible Post</b>	<b>Performance Indicators for this short term outcome</b>	<b>Target</b>	<b>Completion date</b>
1.8.1	To address the impact of potential future reductions in public sector employment.	CPP Management Committee	Commission research into changes in public sector employment and threats and scope for private sector to take up skills.	Research completed	March 2015
1.8.2	Attract public sector employment to Argyll and Bute	ABC Head of Improvement and HR	Study to identify possible opportunities for new public sector employment.	Study commissioned	
			Marketing campaign to promote Argyll and Bute as a great place to live, work and play.	Campaign prepared	December 2014
1.8.2 Ref 3.2.4 And Ref 3.2.5	To optimise public sector employment and training opportunities including work experience, apprenticeships, graduate placements, research, etc.	ABC Head of Improvement and HR	Number of modern apprenticeships.	20	March 2015
			Number of graduate placements/internships.	4	
		HIE Head of Operations	Establish a protocol for creating modern apprenticeships on a pan CPP basis	Protocol established	



1.8.3	Optimise local benefits through public sector procurement process through continued usage of supplier development programme, utilising community benefit clauses where appropriate	ABC Procurement and Commissioning Manager	Increased number of local businesses bidding for tender opportunities	Increase by 2% from benchmark of 36%	March 2015
			Review of procurement policies	Review complete	

Strategic Partnerships	Supporting strategies / plans
<ul style="list-style-type: none"> <li>• Argyll and Bute Renewables Alliance</li> <li>• Argyll and the Isles Strategic Tourism Partnership</li> <li>• Argyll and Bute Employability Partnership</li> <li>• Third Sector and Communities Strategic Partnership</li> </ul>	<ul style="list-style-type: none"> <li>• Argyll and Bute Local Housing Strategy</li> <li>• Argyll and Bute Skills Pipeline</li> <li>• Argyll and Bute Youth Employment Activity Plan</li> <li>• Argyll Voluntary Action Strategic Plan</li> <li>• CHORD programme plan</li> <li>• Economic Development Action Plan</li> <li>• Scottish Government Economic Strategy</li> <li>• Highlands and Islands Enterprise Operating Plan</li> <li>• Local Development Plan</li> <li>• Opportunities for All Development Plan</li> <li>• Renewable Energy Action Plan</li> <li>• Roads Asset Management and Maintenance Strategy</li> <li>• Scottish Enterprise Operating Plan</li> <li>• Scottish Ferries Plan</li> <li>• Strategic Housing Investment Plan 2013-18,</li> <li>• Strategic Infrastructure Plan (proposed)</li> <li>• Third Sector Partnership Business Plan</li> </ul>
<b>Glossary of Abbreviations</b>	
SAMS	Scottish Association for Marine Science
SURF	Scottish Urban Regeneration Forum
STEAM	Scottish Tourism Economic Activity Monitor
DREAM	Detailed Regional Economic Accounting Modules
STEM	Science Technology Engineering and Mathematics