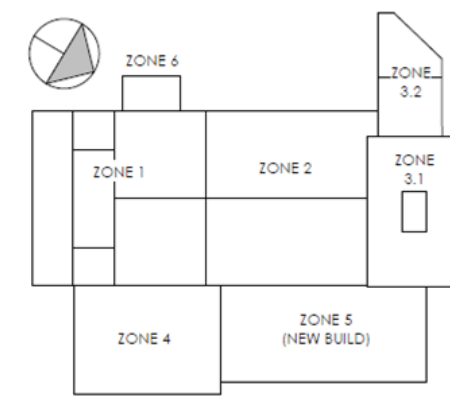


BUTE AND COWAL ECONOMIC DEVELOPMENT ACTION PLAN, 2016-21 - UPDATE END OF MARCH 2017

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 - COWAL

Investment in infrastructure (physical and digital), 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 Cowal area.

COWAL: INVESTMENT IN INFRASTRUCTURE - PHYSICAL/CAPITAL PROJECTS				
SOA Long Term Objectives (2023)	Outcome (by year 5)	Description of Activity	Milestones/Actions (in year)	Progress to Date (end Mar 2017)
Rural growth is underpinned by a cohesive approach to regeneration. (Outcome 2)	Capital investment has successfully regenerated Cowal in a manner that optimises sustainable economic growth.	Refurbishment of the Queen’s Hall and public realm works Dunoon.	<ol style="list-style-type: none"> 1. Award Contract for Enabling Works: Contract awarded 5th May 2016 to OES Ltd. Works commenced on site 30th May 2016. 2. Award Contract for Asbestos Removals Works: Contract awarded 5th May 2016 to Chamic Industrial Services Ltd. Works programmed to commence on site 27th June 2016. 3. Award Queens Hall Refurbishment and Public Realm Works Contract: Currently evaluating the commercial envelope of the tender submissions and subject to the necessary approvals from the Committees of the Council the Contract should be awarded on 10th October 2016. 4. Main Works: Commence on site on 11th November 2016.  <p>KEY PLAN NTS</p>	<ol style="list-style-type: none"> 1. Works Complete. 2. Works Complete. 3. Contract Awarded 7th September 2016 to McLaughlin & Harvey Ltd. 4. Formal contract start up meeting held on 14th October 2016. <ol style="list-style-type: none"> a. Pre-Construction works commenced on 12-Dec-16 b. Construction works commenced on 16-Jan-17 c. Pad foundations poured for 6 No. columns for Zone 1 canopy d. Lift pit in Zone 1 complete e. Roofing progressing in Zone 2 f. Main hall bird cage scaffolding complete. g. Electrical containment commenced in main hall. h. Asbestos removal in Zones 4 and 5 complete. i. Demolition of Zone 5 complete. j. Foundations in Zone 5 complete. k. Blockwork to Zone 6 escape stair

				progressing.
		Potential Dunoon Conservation Area Regeneration Scheme (CARS).	<ol style="list-style-type: none"> 1. Dunoon CARS bid to be considered by June full Council. 2. Subject to Council approval Dunoon CARS bid to be submitted by 31st August 2016 to be considered by Historic Environment Scotland. 3. Subject to Council approval, approval of CARS funding bid by end of March 2017. 	<p>Next Period – structural steelwork being delivered w/c 24-April and due to be erected between 29 April and 1-May 2017.</p> <p>Action 1 to 3 collective response: A successful bid secured £1M of funding from HES. The award was formally accepted by Full Council on 20.04.17. A dedicated CARS Officer post will be advertised shortly.</p>
		Dunoon identified as an Area for Action within the Local Development Plan where a 'planning for real' Charrettes process will be undertaken.	<ol style="list-style-type: none"> 1. SURF undertaking feasibility analysis on behalf of HIE. The analysis will identify actions which could strengthen the town's capacity for growth and for attracting inward investment. The report will also consider the potential for a Dunoon Alliance for Action. Recommendations from the report are also likely to support an application to the Scottish Government Charrette programme. 2. Appropriate match funding to support a bid to Scottish Government would be required to be identified. 	<ol style="list-style-type: none"> 1. Following a successful award from Scottish Government, Austin Smith Lord was commissioned to facilitate the charrette on behalf of SURF and the council. Consultation activity concluded on 20.04.17 and a masterplan is now in preparation. 2. A separate bid to Carnegie UK Trust was made on 25th November 2016 for shared learning opportunity between Dunoon and another UK town with similar characteristics. Unfortunately this was unsuccessful. This was a highly competitive process with only one Scottish town having been awarded the funds (Whitburn).

COWAL: INVESTMENT IN INFRASTRUCTURE - PHYSICAL/CAPITAL PROJECTS (continued)				
SOA Long Term Objectives (2023)	Outcome (by year 5)	Description of Activity	Milestones/Actions (in year)	Progress to Date (end Mar 2017)
Areas within Argyll and Bute realise their potential through partnership working. (Outcome 1)	Integrated sustainable transport networks.	Smarter Choices Smarter Places project to identify potential improvements to accessibility in the Dunoon town centre in particular around the town centre ferry terminal.	1. Undertake Smarter Choices, Smarter Places feasibility study by end of March 2017.	1. Sustrans has awarded £11,500.00 in 2017/18 to undertake signage improvements at West Bay, Dunoon. We will also be reviewing the recommendations of the Aecom feasibility study to determine if any further infrastructure improvements at West Bay can be funded in 2017/18 using Cycling Walking Safer Streets grant funding.
		Town centre to town centre ferry links	1. Continue to lobby for a Dunoon-Gourock town centre to town centre vehicle and passenger ferry service.	1. The tender process for the Dunoon – Gourock ferry service has been delayed by the Scottish Government whilst a wider review of the procurement of Scottish ferry services is undertaken.
COWAL: INVESTMENT IN KEY SECTORS AND BUSINESS SUPPORT				
SOA Long Term Objectives (2023)	Outcome (by year 5)	Description of Activity	Milestones/Actions (in year)	Progress to Date (end Mar 2017)
The environment is part of the solution to a growing economy. (Outcome 1)	Cowal recognised as an accessible location for documentary/film production.	Documentary and film production in Cowal.	1. Attract 4 documentary/film productions to Cowal by end of March 2017. 2. Calculate the spend generated by production activity by end of March 2017.	1. There have been 7 productions completed. This consists of 3 documentaries, 2 Netflix series, a short student film and a high profile photo shoot. 2. This has generated approximately £150,500 into the local economy.
Entrepreneurship is at the heart of all we do. (Outcome 1)	Sustainable and growing businesses in Argyll and Bute.	Roadshow across the Cowal business community to promote available business support with a focus on the EDRF 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 Lunch event held late 2015 in Dunoon in the autumn of 2016.	ERDF funded Local Growth Accelerator Programme was launched 31/10/16 and included in the funding seminar as part of Argyll Enterprise Week (as was LEADER). First applications for BG LGAP support received, including an application from the Cowal area. 1. Business Lunch held in Dunoon 11/10/16 with 9 attendees.

COWAL: INVESTMENT IN COMMUNITIES				
SOA Long Term Objectives (2023)	Outcome (by year 5)	Description of Activity	Milestones/Actions (in year)	Progress to Date (end Mar 2017)
Areas within Argyll and Bute realise their unique potential through partnership working. (Outcome 1)	Thriving, sustainable and successful Cowal Communities and the Third Sector.	Refurbishment of Blairmore Village Hall.	1. Assist with an application to the Big Lottery Fund Growing Community Assets and others as appropriate during 2015/16.	Assisted with development of a new up to date constitution as required by Big Lottery Fund. Bid to new Big Lottery Fund programme, Community Assets in spring 2017.
		Development of Dunoon Community Sports Centre.	1. Assist with the development of Dunoon Community Sports Centre with key input from Culture and Leisure Services.	Met with Dunoon Community Sports Centre and Sportscotland 18 th November to discuss a revised application. A revised outline application was thereafter submitted for the Dunoon Boxing Club. The Dunoon Boxing Club was given a full application (second stage) to complete and submit by 21 st February 2017. The club now has a Project Manager assigned by Sport Scotland to oversee any questions. Dates for submission of full applications have changed from a rolling monthly submission to only twice a year March and September. So this application will not go forward for submission until September 2017. The Social Enterprise Team is continuing to support the group taking forward this development.
		Development of the Argyll Mausoleum	1. Continue to support Historic Kilmun to develop a tender for a business, funding and marketing plan. 2. Assist Historic Kilmun with an application to the Heritage Lottery Fund during 2016/17 for Argyll Mausoleum, with input from Amenity Services.	1 & 2 Information provided to support the development of the marketing plan. Scoping of similar organisations in Bute and Cowal for collaborative purposes.

COWAL: INVESTMENT IN PEOPLE				
SOA Long Term Objectives (2023)	Outcome (by year 5)	Description of Activity	Milestones/Actions (in year)	Progress to Date (end Mar 2017)
<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 Cowal.</p>	<p>Dunoon Grammar School, Work Based Vocational Learning (WBVL) programme. A cornerstone of the WBVL is the EXite into employment (EXite) programme which is a course aimed at young people (Secondary School Years S4 to S6). The Principal Contractors for the physical works in Dunoon are required to provide the programme of placements covering the core building/ construction disciplines / trades and key project support disciplines submitted in their Tender Submission.</p>	<ol style="list-style-type: none"> Each individual placement will be provided between August through to April of the relevant academic year during the construction phase. Each individual placement will be provided on the basis of a half day or full day block each working week, Thursday or Friday, depending on availability. The location of the placement is generally to be within the Dunoon and wider Cowal area. 	<p>Actions 1 to 3 collective response:</p> <p>McLaughlin & Harvey Ltd (M&H) met on 7 October 2016, with Dunoon Grammar School, A&BC Procurement, A&BC Lead Officer – Developing our Young Workforce (DYW) and CHORD Programme Manager to discuss how the project will support the DYW agenda.</p> <p>M&H has provided Dunoon Grammar School with the necessary detail to enable them to programme the opportunities into their timetable/options for S4-S6. M&H has completed the H&S Compliance checks, with Alasdair McConnell (Customer Services,) for work experience placements from Dunoon Grammar School.</p> <p>M&H has gone out and visited all of the Cowal Primary Schools to discuss how the project and the schools might work together e.g. the Project will support Innellan Primary in the delivery of STEM syllabus/activities. Once demolition activities are complete each of the Primary schools will be offered the opportunity for a site visit.</p> <p>Next Period – we are developing a number of related exercises/projects to be delivered across Cowal Primary schools and Dunoon Grammar school, which are related to the discovery of the original time capsule (1956/58), plaque commemorating laying of foundation stone and in terms of History, Art & Design and Design & Technology subjects/syllabus</p>

INTERNATIONALISATION – COWAL

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

INTERNATIONALISATION – PROMOTION AND MARKETING OF COWAL				
SOA Long Term Objectives (2023)	Outcome (by year 5)	Description of Activity	Milestones/Actions (in year)	Progress to Date (end Mar 2017)
Argyll and Bute has a positively promoted image within and outwith its area boundary. (Outcome 1)	Cowal 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. Promotion of success of major capital regeneration projects and venue marketing, such as the Queens Hall. 2. Joined up marketing of local events in partnership with Dunoon BIDS group e.g. Cowal Games, Scottish Rally, half marathons/10k, National Mod, World Highland Dancing Championships, music festivals, etc. - attractive for visitors and also for people who may decide to move there. 	<ol style="list-style-type: none"> 1. New promotional stand promoting regeneration in Cowal completed in March. 2. Ongoing.

INVESTMENT - BUTE

Investment in Bute’s infrastructure (physical and digital) will in turn attract further business investment, stimulate economic activity and deepen access to the labour market.

BUTE: INVESTMENT IN INFRASTRUCTURE - PHYSICAL/CAPITAL PROJECTS				
SOA Long Term Objectives (2023)	Outcome (by year 5)	Description of Activity	Milestones/Actions (in year)	Progress to Date (end Mar 2017)
Rural growth is underpinned by a cohesive approach to regeneration. (Outcome 2)	Capital investment has successfully regenerated Bute in a manner that optimises sustainable economic growth.	Refurbishment of the Rothesay Pavilion (grade A heritage asset).	<ol style="list-style-type: none"> 1. Enabling contract started on site 18th April 2016 - contractor John Brown (Strone) Ltd. 2. Enabling contract due to complete on 22nd July 2016 although this is likely to be extended due to the extent of specialist concrete repairs that are necessary following the down taking of all ceilings (worse condition than anticipated). The extent of potential delay is currently being assessed. 3. Tender main works package – currently planned to go to tender during first week in September with a return in mid-October 2016. This may be affected by the potential delay to the enabling works highlighted above. 4. Main works currently planned to start in March/April 2017 but may be delayed for reasons outlined above. 	<p>1&2 Enabling works contract awarded to John Brown (Strone) Ltd – the works are now complete (24-Oct) and included:</p> <ol style="list-style-type: none"> a. Removal of all internal ceilings to expose the reinforced concrete ribbed construction above. b. Specialist repairs to the concrete ribs. c. Removal of all M&E fitments – pipework, ductwork etc. d. Removal of asbestos. e. The decision to award the enabling contract has proved very worthwhile as it has de-risked these elements of the project and provided additional technical information to be included in the tender documents for the main works contract. <p>3&4 Main works contract.</p> <ol style="list-style-type: none"> a. Four tenders were returned on 24th March 2017. b. The technical evaluation of the quality submissions have been completed. c. The project QS is currently progressing with the commercial evaluation which includes seeking clarification on particular issues where necessary. d. We are continuing to engage with key funding partners to look at avenues of additional funding. e. Key dates will become clearer.

BUTE: INVESTMENT IN INFRASTRUCTURE - PHYSICAL/CAPITAL PROJECTS (CONTINUED)				
SOA Long Term Objectives (2023)	Outcome (by year 5)	Description of Activity	Milestones/Actions (in year)	Progress to Date (end Mar 2017)
Rural growth is underpinned by a cohesive approach to regeneration. (Outcome 2)	Capital investment has successfully regenerated Bute in a manner that optimises sustainable economic growth.	Rothesay Townscape Heritage project.	<ol style="list-style-type: none"> 1. Preparation and submission of Rothesay TH Development stage 2 bid to Heritage Lottery Fund (HLF) by March 2017. 2. Charrette guiding principles being taken forward through TH and Bute Alliance. 3. Finding a sustainable future for Royal Hotel subject to analysis from SURF and forthcoming options appraisal to be undertaken during 2016/17 – funding secured through Rothesay TH. 	<ol style="list-style-type: none"> 1 & 2 Bute Island Alliance continues to be an active partner in the development of Rothesay TH. A Stage 2 bid was submitted on 3rd March. A decision is anticipated June/July. 3. A market analysis and options appraisal relative to the former Royal Hotel has been produced and discussions are ongoing with the property owner to look at possible solutions for the building.
BUTE: INVESTMENT IN KEY SECTORS AND BUSINESS SUPPORT				
SOA Long Term Objectives (2023)	Outcome (by year 5)	Description of Activity	Milestones/Actions (in year)	Progress to Date (end Mar 2017)
Entrepreneurship is at the heart of all we do. (Outcome 1)	Sustainable and growing businesses in Argyll and Bute.	Roadshow across the Bute business community to promote available business support with a focus on the EDRF funded Local Growth Accelerator Programme, the LEADER Enterprise funding and the LEADER Farm Diversification funding.	<ol style="list-style-type: none"> 1. The Head of Economic Development & Strategic Transportation accompanied by Business Gateway staff will repeat Business Lunch event held late 2015 in Rothesay in the autumn of 2016. 	<p>ERDF funded Local Growth Accelerator Programme was launched 31/10/16 and included in the funding seminar as part of Argyll Enterprise Week (as was LEADER).</p> <ol style="list-style-type: none"> 1. Business Lunch held in Rothesay 6/10/16 with 6 attendees.
		New business start-ups by the refugee population on Bute.	<ol style="list-style-type: none"> 1. Business Gateway to work with X-Forces during 2016 to assist business starts-up on Bute. 	<ol style="list-style-type: none"> 1. RTE is contracted to provide the support with self-employment. Business Gateway is providing local support, as are Regulatory Services. Three clients are developing business plans and seeking funding. One client recently secured loan funding from the SJ Nobel Trust. Finding premises has been one of the challenges.

INNOVATION - BUTE

Bute must foster a culture of innovation alongside specific initiatives.

BUTE: INNOVATION - ENTREPRENEURSHIP				
SOA Long Term Objectives (2023)	Outcome (by year 5)	Description of Activity	Milestones/Actions (in year)	Progress to Date (end Mar 2017)
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 Bute.	1. Develop actions that align with social enterprise activities such as Vital Spark, within a pop up shop environment to engender creativity on the island, linking specifically to work with young people and capacity building. This would be undertaken as part of Rothesay Townscape Heritage development stage to not only gauge community and business reaction, but allow feedback and develop ideas to the point of creation of new start-ups, which will then feed into Business Gateway support.	1. Potential creative entrepreneurs will be able to access the facilities of the popup shop from the middle of January 2017 to showcase their products within a traditional shop setting, and also online. The experiences of those who use the shop will be captured in a report format to support the delivery of Rothesay TH. In addition, there is a complementary piece of work being undertaken to look at training needs and skills development potential.

INTERNATIONALISATION – BUTE

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

BUTE: INTERNATIONALISATION – PROMOTION AND MARKETING OF BUTE				
SOA Long Term Objectives (2023)	Outcome (by year 5)	Description of Activity	Milestones/Actions (in year)	Progress to Date (end Mar 2017)
Argyll and Bute has a positively promoted image within and outwith its area boundary. (Outcome 1)	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"> Promotion of success of major capital regeneration projects and venue marketing, such as the Rothesay Pavilion. Joined up marketing of local events e.g. Highland Games, Music Festival, Jazz Festival, 'T in the Port', etc. - attractive for visitors and also for people who may decide to move there. 	<ol style="list-style-type: none"> New promotional stand promoting the Rothesay stand will be finalised once funding for the Pavilion is confirmed. Bute and Cowal featured in the Winter version of Transformation Magazine, January 2017. Ongoing.

INCLUSIVE GROWTH – BUTE

Bute is recognised as an area that promotes fair and equitable inclusive growth.

BUTE: INCLUSIVE GROWTH – SKILLS DEVELOPMENT				
SOA Long Term Objectives (2023)	Outcome (by year 5)	Description of Activity	Milestones/Actions (in year)	Progress to Date (end Mar 2017)
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.	Work with Mount Stuart regarding the development of an education/research campus in Rothesay with links to British and American Universities.	<ol style="list-style-type: none"> Work with Mount Stuart Trust in partnership with Bute Alliance to assist in securing the facility and progress local educational links to meet the needs of the community. 	<ol style="list-style-type: none"> Mount Stuart House is considering the purchase of adjacent council land to support better access for the education/research campus.