

ARGYLL AND BUTE STRATEGIC ECONOMIC DEVELOPMENT ACTION PLAN, 2016/21 – UPDATE REPORT 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

Investment in infrastructure (physical and digital), islands, key sectors, business support, communities and people will in turn attract further business investment, stimulate economic activity and deepen access to the labour market for Argyll and Bute.

INVESTMENT IN INFRASTRUCTURE - PHYSICAL/CAPITAL PROJECTS					
SOA Long Term Objectives (2023)	Outcome (by year 5)	Description of Activity	Milestones/Actions (in year)	Medium to Longer Term Success Measure	Progress to Date (end Mar 2017)
Areas within Argyll and Bute realise their potential through partnership working. (Outcome 1)	Integrated sustainable transport networks.	Permanent solution to the surrounding of the A83 to ensure the road remains open at all times. Upgrade of the A82 and A85. Upgrade the existing trains with new rolling stock.	1. Ongoing lobbying to the Scottish Government by elected members in partnership with the private sector.	Reduction in the number of days the A83 is unavailable. Recognition by the Scottish Government on the strategic importance of the trunk roads throughout the region and the rail connections to Oban and Helensburgh.	Transport Scotland is undertaking a programme of improvements on the A83 including innovative woodland planting to stabilise the ground, installation of catch-pits and widening the Old Military Road. Improvements will also be undertaken at Strone Point to improve road alignment. Further design work will be undertaken by Transport Scotland in 2017/18 regarding the upgrade of the A82 between Tarbet and Inverarnan, the Council and HITRANS will continue to liaise with Transport Scotland regarding the design, in particular relating to road width.
Buildings and land use are optimised to best sustain economic growth. (Outcome 2)	External infrastructure funding levered into Argyll and Bute	Preparation and delivery of a Single Investment Plan.	1. Analyse existing documents, identify key projects and sites by the end of March 2017. 2. Identify partners, solutions, costs, responsibilities and funding by end of March 2017. 3. Finalise plan and present to members and Community Planning Partnership by end of March 2017.	Production of the Single Investment Plan Actions during 2017/18. Inclusion of specific actions to take forward in the strategic and /or area-based EDAPs for 2018 until 2021.	Draft Single Investment Plan prepared and discussions have taken place with the UK Government and the Scottish Government on the preparation of a Rural Deal.

INVESTMENT IN DIGITAL INFRASTRUCTURE – BROADBAND AND MOBILE					
SOA Long Term Objectives (2023)	Outcome (by year 5)	Description of Activity	Milestones/Actions (in year)	Medium to Longer Term Success Measure	Progress to Date (end Mar 2017)
The digital network is equitable to high standards experienced across Scotland. (Outcome 2)	Full coverage of superfast broadband connectivity across Argyll and Bute	Highlands and Islands project in partnership with BT (including Giga Plus Argyll Project). Digital Scotland superfast broadband in partnership with BT.	<ol style="list-style-type: none"> 1. Continue to lobby the Highlands and Islands project in partnership with BT to achieve full coverage. 2. Continue to lobby the Digital Scotland project in partnership with BT to achieve full coverage 	<p>Capacity to deliver next generation broadband to 95% of premises by 2018.</p> <p>Full coverage by 2021. As indicated by the Scottish Government to the R100 programme.</p>	77.2% of premises now connected to the fibre network and 67% of premises can access speeds greater than 24Mbps.
	Increased coverage of mobile connectivity across Argyll and Bute.	Home Office led Emergency Service Mobile Communication Programme (ESCMP) to extend 4G coverage. Increased commercial coverage from MNOs.	<ol style="list-style-type: none"> 1. Continue to assist EE to extend mobile coverage across Argyll and Bute, also engage with Home Office to assist in the network extension programme in extreme rural locations. 2. Continue to lobby Mobile Network Operators (MNOs) to extend commercial coverage. 	<p>ESCMP has full coverage by 2017 prior to Airwaves transfer 2020.</p> <p>MNOs have their target of 98% of all premises to have 4G coverage by 2020.</p>	EE has advised that they anticipate 3G/4G geographic coverage being 96% by September 2017 and CTIL (Cornerstone Telecommunications Infrastructure Limited – a joint venture between Vodafone and Telefónica) has indicated that further infrastructure improvements are scheduled to be undertaken between March and September 2017.

INVESTMENT IN ISLANDS (INCLUDING INFRASTRUCTURE INVESTMENT)					
SOA Long Term Objectives (2023)	Outcome (by year 5)	Description of Activity	Milestones/Actions (in year)	Medium to Longer Term Success Measure	Progress to Date (end Mar 2017)
Areas within Argyll and Bute realise their potential through partnership working. (Outcome 1)	The islands in the Argyll and Bute area are thriving through taking advantage of opportunities to diversify their economic base.	Argyll and the Islands Taskforce activity.	<ol style="list-style-type: none"> 1. Islands Connections event, October 2016. 2. Consulting island communities with regard to support and content of event. 3. Engaging with Scottish Government Islands Bill consultations. 	<p>Completion of Islands Connections event.</p> <p>Argyll and Bute to positively influence the Scottish Government Islands Bill.</p>	<p>The Islands Connection event took place on 20th October 2016 and brought together around 70 people on Seil Island to share best practice on addressing issues that can affect life on Argyll and Bute's island communities. All the presentations were filmed and will be made available on the council's website. Slides from the event are already available here http://bit.ly/2gOXEVN.</p> <p>A report on the event will be used to inform both the council's involvement in the Scottish Government's Strategic Islands Group and its response to the Islands Bill, which is expected to be published before summer 2017.</p>
	External infrastructure funding levered into the island communities.	Preparation and delivery of a Single Investment Plan with regard to ferries.	<ol style="list-style-type: none"> 1. Analyse existing documents with regard to ferry services and capacity by September 2016. 2. Work with Calmac to develop solutions and responsibilities by September 2016. 3. Finalise plan (including ferry issues) and present to members and Community Planning Partnership, November 2016. 	<p>Production of the Single Investment Plan Actions during 2017/18. Inclusion of specific actions to take forward in the strategic and /or area-based EDAPs for 2018 until 2021.</p>	<p>Draft Single Investment Plan prepared and discussions have taken place with the UK Government and the Scottish Government on the preparation of a Rural Deal. Infrastructure relating to ferries is contained within this document. Ongoing.</p>

INVESTMENT IN ISLANDS (INCLUDING INFRASTRUCTURE INVESTMENT) (CONTINUED)					
SOA Long Term Objectives (2023)	Outcome (by year 5)	Description of Activity	Milestones/Actions (in year)	Medium to Longer Term Success Measure	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)	Education and skills training opportunities are aligned to economic development opportunities across the island communities.	Modern apprenticeship opportunities.	1. Work in partnership with Skills Development Scotland and Calmac to identify modern apprenticeship opportunities.	Increase uptake in modern apprenticeship opportunities for island residents by the end of 2018 (evidence based with 2016).	Ongoing – data required from SDS.
INVESTMENT IN KEY SECTORS AND BUSINESS SUPPORT					
SOA Long Term Objectives (2023)	Outcome (by year 5)	Description of Activity	Milestones/Actions (in year)	Medium to Longer Term Success Measure	Progress to Date (end Mar 2017)
Argyll and Bute has a thriving economy especially within the key sectors of tourism, maritime, food and drink. (Outcome 1)	Argyll and Bute is recognised as an all year round tourism destination	Collate market intelligence on the tourism market across Argyll and Bute and its administrative areas.	1. Establish (as far as practicable) a tourism baseline for Argyll and Bute based on identified key attractions and subsequent analysis.	Completion of baseline for end of 2017.	<p>Moffat Centre data has been obtained, STEAM data inputs are being updated and analysed, attendance figures to some strategic events have been sourced, road usage data sourced as well as other transport figures gathered.</p> <p>New sources of aggregated qualitative data are being investigated through digital.</p> <p>Data and performance group as an offshoot of AITSP has been established.</p> <p>Event funding information from Event Scotland, funding support for Museums and Galleries Scotland.</p>

INVESTMENT IN KEY SECTORS AND BUSINESS SUPPORT (CONTINUED)					
SOA Long Term Objectives (2023)	Outcome (by year 5)	Description of Activity	Milestones/Actions (in year)	Medium to Longer Term Success Measure	Progress to Date (end Mar 2017)
Argyll and Bute has a thriving economy especially within the key sectors of tourism, maritime, food and drink. (Outcome 1)	Argyll and Bute is recognised as an all year round tourism destination	Support Argyll and the Isles Tourism Co-operative (AITC) in its activities, linked to the Council's objectives and the Tourism Strategy.	<ol style="list-style-type: none"> Engage with tourism businesses to develop an understanding of their plans and requirements for future growth and expansion across Argyll and Bute and support in value added activities. Collaborate and build relations with other complementary local authorities on the west coast for aligned marketing and growth approach. 	Attract further tourism sector investment to Argyll and Bute by end of 2021 (evidence based with 2016).	<p>Funding secured for a further three years of AITC activity.</p> <p>Council represented at SLAED tourism meetings and shared working groups are being explored for common issues such as reduction in destination marketing funding.</p> <p>STEAM data obtained from Highland Council.</p>
Argyll and Bute has a thriving economy especially within the key sectors of tourism, maritime, food and drink. (Outcome 1)	Sustainable growth in tourism through skills development with Argyll and Bute as a whole being accredited as a World Host destination.	Roll-out World Host training.	<ol style="list-style-type: none"> Work in conjunction with Business Gateway and AITC to promote and encourage business uptake of World Host training. 	Increased number of businesses placing staff through accredited World Host training by end of 2018 (evidence based with 2016).	In 2016-17 Business Gateway delivered a total of 24 World Host workshops, training more than 200 business owners or employees in the Principles of Customer Care programme. This support, which leverages ERDF funding, is making a significant contribution to helping Argyll and Bute achieve Destination Status as a WorldHost accredited tourism destination.

INVESTMENT IN KEY SECTORS AND BUSINESS SUPPORT (continued)					
SOA Long Term Objectives (2023)	Outcome (by year 5)	Description of Activity	Milestones/Actions (in year)	Medium to Longer Term Success Measure	Progress to Date (end Mar 2017)
Argyll and Bute has a thriving economy especially within the key sectors of tourism, maritime, food and drink. (Outcome 1)	A recognised and sustainable cruise ship market value chain for Argyll and Bute.	Work with partners, improved research, relations and proactive promotion of the region.	<ol style="list-style-type: none"> 1. Research cruise ship market structure and identify growth opportunities 2. Proactively market the region to prospective new companies. 3. Maintain current relations and keep up to date with market needs. 4. Ensure Argyll and Bute is packaged effectively alongside the rest of the West Coast of Scotland. 	Increase cruise ship visits at ports and increase passenger volume across Argyll and Bute as a whole by 2021 (evidence based with 2016).	<p>Cruise Scotland meetings have been attended to keep up to date with the marketing actions.</p> <p>Scottish Cruise Summit attended which involved speaking with cruise operators and facilities nearby.</p> <p>Ongoing discussion on data capture of passengers numbers disembarking at Argyll and Bute ports and spend.</p>
Argyll and Bute has a thriving economy especially within the key sectors of tourism, maritime, food and drink. (Outcome 1)	A sustainable food and drink industry supply chain that adds value across all it key components (primary producers to processors) in order to generate economic growth, improved provenance and profile for Argyll and Bute.	Support the development of the aquaculture sector through the recommendations of the Economic Forum.	<ol style="list-style-type: none"> 1. Engage with aquaculture businesses to develop an understanding of their plans and requirements for future growth and expansion within Argyll and Bute by end of March 2017. 2. Feed into the Scottish Government's 'Review of the Aquaculture Consenting Regime' in collaboration with colleagues from Marine Planning by end of March 2017. 	<p>Attract and measure level of aquaculture investment to Argyll and Bute by the end of 2021.</p> <p>Adopt recommendations of the consenting review.</p>	<p>Met with several aquaculture executives with Argyll and Bute Council CEO Cleland Sneddon.</p> <p>Directorate has asked the newly formed aquaculture leadership group (ILG) to consider representation from Argyll and Bute Council.</p> <p>Provided information about support to potential aquaculture investors, including trout, shellfish and seaweed.</p> <p>Waiting to receive project description for seaweed farming feasibility study.</p>

INVESTMENT IN KEY SECTORS AND BUSINESS SUPPORT (continued)					
SOA Long Term Objectives (2023)	Outcome (by year 5)	Description of Activity	Milestones/Actions (in year)	Medium to Longer Term Success Measure	Progress to Date (end Mar 2017)
Argyll and Bute has a thriving economy especially within the key sectors of tourism, maritime, food and drink. (Outcome 1)	A sustainable food and drink industry supply chain that adds value across all its key components (primary producers to processors) in order to generate economic growth, improved provenance and profile for Argyll and Bute.	Support Food from Argyll in its development.	<ol style="list-style-type: none"> 1. Grow a portfolio of successful Argyll and Bute food and drink case studies with recommendations to feed into the development of Food from Argyll by end of March 2017. 2. Collaborate with other local authorities on the west coast for a concerted marketing and growth approach, including a focus on a food and drink trail by end of March 2017. 3. Explore the above as a potential Argyll and the Islands LEADER co-operation project. 	Growth of Food from Argyll and/or West Coast food & drink brand(s) by 10 producers across the whole of Argyll and Bute by the end of 2018.	<p>Collated a comprehensive list of food & drink producers in Argyll and Bute and promoted Food from Argyll membership.</p> <p>Supported Food from Argyll to conduct three projects:</p> <ul style="list-style-type: none"> • Establishment of a Food Assembly in Oban; • Digital distribution feasibility study; and • Participation at two Argyll festivals.
Education and training opportunities are aligned to economic development opportunities both within Argyll and Bute and nationally. (Outcome 3)	Forestry industry has moved up the value chain.	Greater access to local training and employment opportunities for the forestry sector.	<ol style="list-style-type: none"> 1. Review of Forest and Woodland Strategy in conjunction with Forestry Commission Scotland to establish baselines for training and employment opportunities and identify key growth opportunities for the forestry sector in Argyll and Bute. 2. Develop a close working relationship with University of the Highlands and Islands (UHI) by working on securing inward investment and local training opportunities. 	<p>Establish a baseline and identify sustainable forestry activities and opportunities for Argyll and Bute by early 2018.</p> <p>Increased local take up of training opportunities by end of 2018 (evidence based with 2016).</p>	Contacts within FCS has been identified with assistance of the FCS Policy and Development Officer to compile knowledge of Argyll's Forestry operations and sector. To develop the baseline but also to serve as a list of engagement for encouraging the uptake of more Forestry related apprenticeships.

			3. Through initial biomass discussions with businesses with input from Business Gateway and in partnership with HIE and participation in wood fuel forums throughout the year, gather market intelligence to identify gaps and opportunities for Argyll and Bute.	Encourage development of wood biomass power facilities throughout Argyll and Bute.	Ongoing.
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INVESTMENT IN KEY SECTORS AND BUSINESS SUPPORT (continued)					
SOA Long Term Objectives (2023)	Outcome (by year 5)	Description of Activity	Milestones/Actions (in year)	Medium to Longer Term Success Measure	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.	Business Gateway – Local Growth Accelerator Programme where 50% of funding has been secured from the European Regional Development Fund (ERDF).	<p>1. Launch of Local Growth Accelerator Programme (autumn 2016). Argyll and Bute Council area annual targets to the end of 2018:</p> <ul style="list-style-type: none"> • Specialist Advice: 12 businesses assisted with one to one advice. • Growth Grant: 12 businesses supported with grant funding. • Graduate Placement Service: 4 businesses supported with six to twelve month graduate placements. • Growth Workshops: 144 attendees at 24 workshops, 48 businesses assisted. • Regional Specific Entrepreneurial Support: 12 businesses assisted with advice, information or events. • Key Sector Support: 33 businesses assisted with advice, information or events. <p>(These milestones will be reprofiled once the first claim is approved by the Scottish Government).</p>	<p>Successful delivery of the Local Growth Accelerator Programme with associated outcomes by end of December 2018.</p> <p>Meeting European compliance rules resulting in 100% draw down of European funding claims (ERDF and LEADER) from the Scottish Government.</p>	<p>(As of 11th May 2017). A total of 41 clients have been accepted onto the Local Growth Accelerator Programme since the programme launched in November 2016. 14 clients applied for and were approved for grants.</p> <p>Officers are collating the first claim for European funding which will confirm the current programme spend to date against target. This will be a performance measure for 2017-18.</p>

INVESTMENT IN COMMUNITIES					
SOA Long Term Objectives (2023)	Outcome (by year 5)	Description of Activity	Milestones/Actions (in year)	Medium to Longer Term Success Measure	Progress to Date (end Mar 2017)
<p>Argyll and Bute has a thriving economy especially within the key sectors of tourism, maritime, food and drink. (Outcome 1)</p> <p>Rural growth is underpinned by a cohesive approach to regeneration. (Outcome 2)</p>	<p>Maximise European funding and Argyll and Bute's policy influence in order to promote sustainable economic growth and regeneration across Argyll and Bute.</p>	Argyll and the Islands LEADER programme, 2014-2020.	<ol style="list-style-type: none"> Given that the Argyll and Bute Council is the Accountable Body for LEADER and EMFF, submit a paper to the Environment, Development and Infrastructure (EDI) Committee on 12th August 2016 to seek approval for the formal launch of LEADER on Monday, 15th August 2016. Development of the Small Business Support Scheme and Farm Diversification during July 2016. Develop and prepare scoring paperwork for LEADER projects by end of September 2016. Ongoing work with communities and project applicants on initial expressions of interest and then applications as appropriate. First anticipated LEADER Local Action Group meeting is 27th October 2016. 	<p>Number of rural economic development projects supported by 2018.</p> <p>Achieving spend of circa. £9m throughout Argyll and Bute through a combination of LEADER and additional levered-in funding by 2018.</p> <p>Compliant completion of the Argyll and the Islands LEADER 2014-2020 programme by end of 2020.</p>	<p>Up to the end of March, all four in-year milestones have now been met.</p> <p>LEADER launched on Monday, 15th August 2016. Since launch, there have been four Local Action Group meetings, with 14 Applications being approved. 11 Community Projects, two Small Business Support Projects, one Farm Diversification Project.</p> <p>The next round of LEADER applications are due to be considered on 22nd June 2017.</p>
		Argyll and the Ayrshires EMFF (European Maritime and Fisheries Fund) programme, 2014-2020.	<ol style="list-style-type: none"> Finalised Framework Agreement between Argyll and Bute Council and Marine Scotland by the end of August 2016. Establishment of joint marketing material for the Fisheries Local Action Group with the Ayrshires by the end of September 2016. Seek programme guidance and application forms from Marine Scotland in order to launch the 	<p>Number of EMFF supported projects across the Argyll and the Ayrshires FLAG area by 2018.</p> <p>Compliant completion of the Argyll and the Ayrshires EMFF 2014-2020 programme by end of 2020.</p>	<p>The Framework Agreement was signed by Douglas Hendry, Executive Director, on 3rd October 2016 and submitted to Marine Scotland on 4th October 2016.</p> <p>Extensive work was undertaken in merging the EMFF themes from both the Argyll and Islands LEADER Local Development Strategy (LDS) and the Ayrshire LDS. This was approved in February 2017.</p> <p>Following a meeting with Ayrshire,</p>

			programme before the end of 2016.		preparation and planning for launch is now well under way and we hope to open the programme for expressions of interest on June 12 th 2017.
Areas within Argyll and Bute realise their unique potential through partnership working. (Outcome 1)	Thriving, sustainable and successful Argyll and Bute Communities and the Third Sector.	Generic support to communities and third sector organisations to access funding information.	1. Number of communities and third sector organisations accessing the Funding Alert and amount of funding secured as a consequence. Measured annually. By end of March 2017.	Ongoing sustainable communities that have access to the appropriate support information.	Over 1,000 groups and individuals access Funding Alert. A survey was undertaken in April 2017 and organisations reported that £398,060 of funding awarded had been identified through Funding Alert, eight respondents reported identifying funding for other groups, and 34 had identified funding but didn't stipulate the amount awarded.

INVESTMENT IN PEOPLE					
SOA Long Term Objectives (2023)	Outcome (by year 5)	Description of Activity	Milestones/Actions (in year)	Medium to Longer Term Success Measure	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 Argyll and Bute.</p>	<p>Council's Modern Apprenticeship Programme.</p>	<p>1. Work with appropriate Council departments to encourage the uptake of modern apprenticeships throughout 2016/17.</p>	<p>Increased uptake of Council modern apprenticeships by end of 2018 (evidence based with 2016).</p>	<p>Ongoing.</p> <p>One of the first changes under the Growing Our Own Scheme is to undertake recruitment of Modern Apprentices in cohorts.</p> <p>Recruitment campaign for Modern Apprentices will go live on the 26th May 2017 with interviews throughout July and start dates in August 2017.</p>

INNOVATION

Argyll and Bute Council must foster a culture of innovation alongside specific initiatives.

INNOVATION - ENTREPRENEURSHIP					
SOA Long Term Objectives (2023)	Outcome (by year 5)	Description of Activity	Milestones/Actions (in year)	Medium to Longer Term Success Measure	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 Argyll and Bute.	<ol style="list-style-type: none"> 1. Work with Argyll College UHI and HIE to take forward the concept of a Coastal Communities Centre for Creativity and Enterprise and relevant qualifications in Entrepreneurship for businesses by the end of 2016. 2. Business Gateway to assist in facilitating a survey to micro businesses on what the demands and gaps are with regard to entrepreneurship and enterprise skills development by the end of 2016. 	Increase in enterprise and entrepreneurship activity by end of 2018 (evidence based with 2016).	<ol style="list-style-type: none"> 1. Argyll College UHI was not successful in its bid to the Coastal Communities Fund. HIE commissioned a recent study to look at an Entrepreneurship Framework. 2. Business Gateway facilitated a survey, conducted by researchers on behalf of HIE, as part of AEW 2016.
INNOVATION – DOING THINGS DIFFERENTLY					
SOA Long Term Objectives (2023)	Outcome (by year 5)	Description of Activity	Milestones/Actions (in year)	Medium to Longer Term Success Measure	Progress to Date (end Mar 2017)
Argyll and Bute has a thriving economy especially within the key sectors of tourism, maritime, food and drink. (Outcome 1) Argyll and Bute embraces digital opportunities. (Outcome 1)	Argyll and Bute has a robust profile through social media and a robust tourism sector.	Building on the Explore Argyll and the Isles suite of leaflets use digital and social media more innovatively to increase awareness of the Argyll and Bute area as a place to live, work and visit.	<ol style="list-style-type: none"> 1. Scope out how the Council's website and social media facilities can be used more innovatively (e.g. promoting a series of events in an area) to encourage more people to visit and/or relocate to the area (set a baseline of activity). 2. Work with businesses to assess the scope for joint ticketing to attractions across Argyll and Bute. 3. Identify key business figures and/or celebrities to champion Argyll and Bute. 	<p>Exponential increase in social media reach and website visits by end of 2018 (measure against 2016 baseline).</p> <p>Joint ticket deals to increase visit to attractions by 10% by end of 2020 (measure against 2016 baseline).</p> <p>Increase traction in media (evidence base required) through coverage of celebrity champions by the end of 2020.</p>	<p>Widely promoted Wild About Argyll event on social media, in cinemas in the central belt and throughout Glasgow Subway.</p> <p>Ongoing.</p> <p>As above for Wild About Argyll.</p>

INTERNATIONALISATION

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

INTERNATIONALISATION – PROMOTION AND MARKETING OF ARGYLL AND BUTE					
SOA Long Term Objectives (2023)	Outcome (by year 5)	Description of Activity	Milestones/Actions (in year)	Medium to Longer Term Success Measure	Progress to Date (end Mar 2017)
Argyll and Bute has a positively promoted image within and outwith its area boundary. (Outcome 1)	Argyll and 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"> 1. Develop a digital picture library which includes images of areas across Argyll and Bute. 2. Promote Argyll and Bute as a place to stay or relocate – develop case studies for difference audiences. 	<p>Photo library complete for use by Argyll and Bute Council and partners (2017/18 and ongoing).</p> <p>Case study subject(s) identified, stories written and library created (2017/18 and ongoing).</p>	<p>Photos have been sourced from local photographers and schools which have been added to photo library and are being used in publicity.</p> <p>A further list of desired photography will be developed and sourced on an on going basis.</p> <p>Case studies will continue to be collected.</p>
		Delivery of the Marketing Plan for the Argyll Sea Kayak Trail.	<ol style="list-style-type: none"> 1. Promotion of the Argyll Sea Kayak Trail through the discrete marketing plan for that project. 	National and international recognition of the recreational activities such as kayaking in Argyll and Bute.	Refreshed marketing plan and press release coverage for Dean Dunbar completing the Sea kayak Trail. Alterations to the website to make it more effective, video content published on YouTube and on the website. Due to limited resources, coverage of the Sea Kayak Trail is incorporated in the Wild about Argyll campaign.
Argyll and Bute has a positively promoted image within and outwith its area boundary. (Outcome 1) Education and training opportunities are aligned to economic	Education and skills training opportunities are aligned to economic development opportunities within Argyll and Bute.	Securing inward investment and local employment/training opportunities for Argyll and Bute.	<ol style="list-style-type: none"> 1. Develop a close working relationship with Scottish Development International (SDI), Highlands and Islands Enterprise (HIE) and Argyll College UHI to identify and attract inward investment to Argyll and Bute. 	Increased take up in training opportunities linked to inward investment local job opportunities by the end of 2018.	Ongoing.

<p>development opportunities both within Argyll and Bute and nationally. (Outcome 3)</p>			<p>2. Focus on opportunities in Argyll and Bute that could secure funding from the Council via the Inward Investment Fund (£1m) and Rural Resettlement Fund (£500k).</p>	<p>Dissemination and delivery of the Council wide Inward Investment Fund (£1m) and Rural Resettlement Fund (£500k).</p>	<p>Ongoing - £40k awarded to DSUK from the Inward Investment Fund as a result of officer working closely with them.</p> <p>New web pages are now live. Marketing plan is being developed. PR will be delivered in conjunction with Communications department.</p>
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INTERNATIONALISATION – GLOBAL NETWORKS AND CONTACTS					
SOA Long Term Objectives (2023)	Outcome (by year 5)	Description of Activity	Milestones/Actions (in year)	Medium to Longer Term Success Measure	Progress to Date (end Mar 2017)
Argyll and Bute has a thriving economy especially within the key sectors of tourism, maritime, food and drink. (Outcome 1) Argyll and Bute has a positively promoted image within and outwith its area boundary. (Outcome 1)	A sustainable food and drink industry supply chain that adds value across all it key components (primary producers to processors) in order to generate economic growth, improved provenance and profile for Argyll and Bute.	Strengthen the region's twinning arrangement with the Bavarian district Amberg-Sulzbach to expand Argyll and Bute's international network.	<ol style="list-style-type: none"> 1. Complete a successful twinning visit to Amberg-Sulzbach in August 2016 in order to expose businesses to international markets and share best practice and expertise in economic growth of the food and drink sector. 2. Convene a task force for collaborative projects by end of 2016 and promote activity with businesses through Business Gateway and in partnership with HIE. 3. Explore opportunities for an Argyll and the Islands LEADER co-operation project focusing on this theme. 	<p>Promotional information on the two areas appears on the Amberg-Sulzbach and Argyll and Bute Council digital platforms</p> <p>Local businesses capitalise on potential market opportunities in Amberg-Sulzbach and/or wider Bavaria.</p> <p>Local food/drink producers participate in a LEADER co-operation project.</p>	<p>Successful visit to Amberg-Sulzbach</p> <p>Paper to P&R Committee about strengthening the twinning was received well. Dedicated budget received for organising 50th anniversary visit.</p>
		Sharing of good practice from international food and drink trade shows and events.	<ol style="list-style-type: none"> 1. Council attends/supports industry representatives to attend international food and drink trade shows and events. 	Trade show attendance (identify trade shows and quantify).	Exploration of regional stand in BBC good food show.

INCLUSIVE GROWTH

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

INCLUSIVE GROWTH – SKILLS DEVELOPMENT					
SOA Long Term Objectives (2023)	Outcome (by year 5)	Description of Activity	Milestones/Actions (in year)	Medium to Longer Term Success Measure	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.	Argyll and Bute Developing the Young Workforce (DYW) Regional Group.	1. Economic Development, in partnership with Education colleges, Argyll College UHI, Skills Development Scotland and HIE to assist the private sector to prepare and submit the Argyll and Bute DYW Regional Group bid to the Scottish Government by end of September 2016.	Delivery of the 11 Wood Commission Recommendations and associated key performance indicators to be taken forward by DYW Regional Groups by the end of March 2019.	On the 1 st March 2017, Jamie Hepburn MSP, Minister for Employability and Training, officially launched the Developing Young Workforce (DYW) Argyll Regional Group and announced that £422,213 is to be awarded to the Argyll group to support its work with employers, colleges and schools over a three year period. Led by the private sector, the DYW Argyll Regional Group is supported by Argyll and Bute Council (includes Business Gateway), local Chambers of Commerce, Argyll College UHI and Highlands and Islands Enterprise.
INCLUSIVE GROWTH – EQUITY OF EMPLOYMENT OPPORTUNITIES					
SOA Long Term Objectives (2023)	Outcome (by year 5)	Description of Activity	Milestones/Actions (in year)	Medium to Longer Term Success Measure	Progress to Date (end Mar 2017)
Everyone in Argyll and Bute is supported to be ambitious and realise their full potential. (Outcome 3)	Education and skills training opportunities are aligned to economic development opportunities within the Argyll and Bute area.	Preparation prior to devolved Welfare agenda.	1. In partnership with other appropriate Council departments input to the preparation of the Welfare agenda for Scotland prior to being devolved to the Scottish Government on 1 st April 2017.	Council's Employability Team is integral to the delivery of the Welfare agenda during 2017/18.	The Council's Employability Team has successfully tendered to Skills Development Scotland to secure Employability Fund delivery for 2017/18 in partnership with Adult Learning and Literacies Service (the service hosts the council's accreditation centre). The team has secured 71 starts out of a possible 99 (30 starts under Stage 2 and 41 starts under Stage 3). The team will also be delivering the Work Able Scotland contract during 2017/18 for Progress Scotland. The Employability Team is now involved in bids for delivery for the Argyll and Bute area for the Fair Start

					Scotland Contract, April 2018 to March 2021.
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