

Appendix C

Draft Argyll and Bute Economic Action Plan

Critical Economic Infrastructure – to national and international markets

Routes to Market

Key Outcome	ACTIONS	EDST Role	Delivery Partner(s)	Date of delivery
Securing routes to market for our residents, businesses and visitors	Inform and influence the review of the National Transport Strategy 2	Influence	Scottish Government; Transport Scotland; Roads and Amenity Services; SPT; Hi-Trans; Abellio; Scotrail	Summer 2019
	Secure Transport Connectivity Investment through our Rural Growth Deal that supports the growth of our economy.	Influence and Facilitate through RGD	UK and Scottish Governments; Transport Scotland; Hi-Trans; SPT; Abellio; Scotrail.	2019
	Inform our Regional Transport Strategies for Argyll and Bute that meets the needs of our economy.	Facilitate	Transport Scotland; SPT; Hi-Trans; Roads and Amenity Services; Planning and Regulatory Services;	Autumn 2020
	To establish Oban Airport as a regional hub connecting to the central belt and the Highlands and islands region.	Influence and Facilitate through RGD	Scottish and UK Governments; HIAL; HIE; Hi Trans; Transport Scotland;	2021

Better Connected

Key Outcome	ACTIONS	EDST Role	Delivery Partner(s)	Date of delivery
A better connected place for our residents, businesses and visitors	Lobby the National R100 and mobile digital programmes to provide 100% coverage for our geographic region.	Influence and Facilitation	UK and Scottish Governments; BT; Digital Scotland; HIE.	2021
	Secure a Rural Growth Deal investment in digital Infrastructure to deliver innovative Fibre to Fibre Ultrafast technology and address gaps in 4g mobile coverage.	Influence and Facilitation through RGD	UK and Scottish Governments; HIE; BT; Digital Scotland.	2019 onwards
	Influencing investment in our energy grid	Influence	ABRA; National Grid; SSE; Energy Companies	2019 onwards
	Secure external investment in our active travel network	Influence and facilitate through Sustrans and RGD	Scottish Government; Sustrans; Paths for All; Hi Trans; SPT;	2019 onwards

Place and People – skills, residents, visitors & Businesses

Stronger Places

Key Outcome	ACTIONS	EDST Role	Delivery Partner(s)	Date of delivery
Creating a sense of Place through an outstanding built environment	To make best use of available external funding to deliver physical improvements to our built environment making our area more attractive to live, work and invest in.	Influence and Facilitation	Historic Environment Scotland (HES); Heritage lottery Fund (HLF); HIE; and Scottish Government.	Ongoing
	To deliver a Sense of Place Fund through the Rural Growth Deal focusing on smaller communities.	Influence and Facilitation	UK and Scottish Governments; HES; HLF.	Ongoing
Creating a clear vision for our communities	Supporting local communities to retain and develop BIDs and community economic alliances	Influence and Facilitation	Oban, Dunoon and Helensburgh BIDs; Bute Islands Alliance; Inspire Dunoon; HIE; BIDs Scotland; SURF.	Ongoing
	We will look to inform the content of the National Islands Plan	Influence and Facilitation	Argyll Strategic Islands Group	Ongoing
	Supporting local communities in securing assets	Facilitation	Community Groups; HIE	Ongoing
To raise our profile as a centre for cultural activity and create a vibrant and sustainable creative sector	To support the development of key cultural hubs	Influence and Facilitate	UK and Scottish Governments; HES; HLF; Community Groups and Trusts; Creative Scotland; HIE.	Ongoing
	To distribute a strategic events and festivals budget subject to available resources	Facilitate	Community Groups; Events Scotland; Creative Scotland	ongoing

	To support the development of a sustainable Creative Business sector through the creation of a network of effective regional hubs.	Influence and Facilitate through CHArts	Creative Scotland; CHArts/Creative sector.	2019
	To support Film and TV production in Argyll	Influence and Facilitate	Council Services; Creative Scotland; Screen Scotland.	2018 onwards to 2023
Create Key worker housing to support economic growth	Secure additional housing investment in the Rural Growth Deal	Influence and Facilitate through the RGD	UK and Scottish Governments; HIE; Construction companies; Strategic Housing and Communities Forum; Housing service;	2019/20 onwards to 2023

Skills for Work

Key Outcome	ACTIONS	EDST Role	Delivery Partner(s)	Date of delivery
The creation of an inclusive economy	We will look to make work pay through the development of a regional Fair Work Strategy that will include the promotion of an Argyll Region Living Wage.	Influence and Facilitate	Private sector; HIE; Scottish Enterprise; DYW	2021
	We will deliver an employability service that assists people with multiple barriers into employment on a commercial basis.	Influence and Facilitate through Employability	Scottish Government;	Ongoing
Improving people's working skills to achieve higher paid employment	Align the region's skills system to support our key growth areas through a Regional Skills Strategy	Influence and Facilitate through the RGD	SDS; Argyll College; UHI; SAMs; HIE; SE; Education Service	2020
	Support delivery of the Developing Young Workforce Programme	Influence	Skills Partnership; DYW Argyll; Scottish Government; private sector; SDS	Ongoing
We will ensure that 95% of school leavers across Argyll enter employment, training or education.	Implement DYW programme	Influence	Scottish Government; DYM; Argyll College UHI; HIE; SDS; Education service.	Ongoing
We will increase the total number	Establish Newton Rooms/STEM portals through the	Influence	UK and Scottish Governments;	2019

of employees and businesses across Argyll that work within our key business sectors identified in the Rural Growth Deal	Rural Growth Deal		SDS; Education service	
To expand our academic offer in Argyll and Bute that meets the needs of our key business sectors.	Establish key business clusters related to our key business sectors	Influence and facilitation through the RGD	HIE; SE; MOD; University of the Highlands and Islands; UK and Scottish Governments; Stirling University; Strathclyde university; Argyll College - UHI; Glasgow College; Private sector.	2023
	To grow and develop Oban as a University Town to have a minimum of 1,700 students by 2030	Influence and facilitation through Oban as a University Town partnership and RGD	HIE; SAMs; Argyll College – UHI; Oban Bids; Education service; Oban Community Council;	2021 onwards
To increase the number of businesses eligible for the growth pipeline	Deliver core Business gateway support	Facilitate	HIE; SE;	Ongoing

Smart Growth – *doing more that works*

Supporting Our Priority Sectors

Key Outcome	ACTIONS	EDST Role	Delivery Partner(s)	Date of delivery
Increase the employment opportunities and GVA of our priority sectors	Deliver a sector-specific growth programme through specialist support in tourism, food and drink, marine sciences, renewables and defence industries	Facilitate	HIE; Universities; Scottish Enterprise; AITC; Visit Scotland; Food from Argyll; Private sector; Agricultural Forum; MOD;	Ongoing
To increase the number of visitors by 15 % and the value of Tourism to the Argyll economy by 10% by 2030.	To deliver a new Regional Tourism Strategy and 10 year Action Plan	Influence and facilitation	HIE; SE; AITC; Visit Scotland; Cal Mac; Loch Lomond and Trossachs National Park.	2020 onwards
	Identify locations for future hotel investment	Influence and facilitation	Planning and Regulatory Services; AITC; Visit Scotland; SDI	2019
	Identify future cultural, marine and adventure tourism investment opportunities for inclusion in the Rural Growth Deal	Influence and facilitation through the RGD	Planning and Regulatory Services; AITC; Visit Scotland; SDI	2019
	To achieve World Host Status for Argyll	Influence and facilitation through Business Gateway	AITC; Visit Scotland; people plus.	2019
To increase the value of the Argyll Food and Drink Industry	To identify and develop opportunities for the growth of	Influence and facilitate through the RGD	HIE; Food from Argyll; Agricultural Forum; Mount	ongoing

	Argyll's food & drink sector		Stuart;	
Delivery of the Maritime Change Project that best benefits the Argyll wider economy	Maintain the existing strategic partnership and implement action plan	Influence and facilitate through partnership working and the RGD	UK Government; SE; MoD; Private sector partners; SDS; SDI	Ongoing
	Secure additional investment through the Regional Growth Deal for an Engineering business acceleration cluster.	Influence and Facilitate through the RGD	UK and Scottish Governments; SE; Strathclyde University; MoD; Private sector partners;	2023
To grow our population and raise our National profile as a place to live, invest, learn, do business and visit.	To secure an Argyll Rural Growth Deal	Influence and Facilitate	UK and Scottish Governments; HIE; SE; SFT;	2019 onwards
	To sustain and update a clear Argyll marketing and branding strategy for our region	Influence	Council Communications team; CPP partners	2019 onwards

Improving Innovation and Productivity

Key Outcome	ACTIONS	EDST Role	Delivery Partner(s)	Date of delivery
Establish Argyll as the natural choice for ambitious and innovative industries to grow and flourish.	Deliver phases 2 and 3 of the European Marine Science Park at Dunbeg including a new Marine Training Centre.	Influence and Facilitate Oban as a University town and RGD	UK and Scottish Governments; HIE; UHI; Argyll College – UHI; Glasgow College; HIE;SAMs; Private sector partners;	2021
	Deliver a Centre of aquaculture excellence at Machrihanish (MACC).	Influence and Facilitate through the RGD	UK and Scottish Governments; HIE; MACC; Stirling University.	2020/21
	Secure additional investment through the Regional Growth Deal for an Industry logistics centre at Kilmory Industrial Estate	Influence and Facilitate through the RGD	UK and Scottish Governments; HIE; Private sector partners;	2020
Increase the start-up rate, growth and survival of small and medium sized businesses	Deliver core Business gateway support	Facilitate	HIE; SE	Ongoing
	Deliver enhanced support through attracting additional external funding	Facilitate	HIE; SE	Ongoing
	Deliver a comprehensive, robust and up to date economic profile for our region	Facilitate	HIE; SE	Ongoing
To lower our carbon footprint	Maintain ABRA	Influence	UK Government; National Grid;	Ongoing

	To examine opportunities to better utilise our renewable energy resource in Argyll	Influence	UK and Scottish Governments; ABRA;	2020
Ensuring a modern fit for purpose energy grid	Lobby through ABRA to bring forward improvements to the national grid and take forward pilot projects that look to improve the local energy grid and increase the use of renewables	Influence and Facilitation	ABRA members; ALIE Energy; HIE; Local communities	Ongoing
Create Business clusters	Identification of investor ready development opportunities and seek external funding to address critical economic infrastructure as required.	Influence and Facilitate	Planning and Regulatory Services; HIE; SE; SDI	2019/20

EDST Intervention Criteria	Core Activities
Our role is to intervene in the event of market failure with potential regional impacts.	<ul style="list-style-type: none"> • Work with partners to broker solutions and mitigate against negative impacts.
Our role is to monitor, lobby and bid for external funding to address our economic priorities.	<ul style="list-style-type: none"> • Deliver Rural Growth Deal; • Prepare external funding updates and prepare/submit evidence for new structural funding streams.
Our role is to provide local economic information and evidence to improve our economic competitiveness as a region and enable economic growth.	<ul style="list-style-type: none"> • Collect, analyse and disseminate demographic and economic data to inform public and private sector decision makers looking to invest.
Our specific role through the strategy is to ensure that housing will support economic growth in our region by being available for key workers in the right place and of the right type.	<ul style="list-style-type: none"> • Provide evidence to obtain funding for key worker housing through the Rural Growth Deal.
Our role is to influence, inform and lobby the Scottish Government, national and regional transport agencies for improved transport connectivity within, to and from Argyll.	<ul style="list-style-type: none"> • Provide the necessary justification and evidence for the delivery of critical transport infrastructure by regional and national partners.
Our role here is to influence the energy industry including the national grid for the need for further investment in our energy system.	<ul style="list-style-type: none"> • Work with ABRA.
Our role here is to facilitate minor improvements to the network, improve integration of services and examine how new technology can improve our public transport system for the benefit of the local economy.	<ul style="list-style-type: none"> • Work with SPT and Hi Trans to attract external investment and undertake feasibility studies.
Our role is to influence, inform and lobby for fit for purpose, modern digital connectivity throughout Argyll.	<ul style="list-style-type: none"> • Work with our national partners to seek solutions to reduce gaps in the digital network and argue for additional investment through the RGD.
Our role is to work with our partners to highlight places and individual sites in Argyll and Bute to potential investors.	<ul style="list-style-type: none"> • Prepare data for potential investors • Identify sites through the LDP and provide supporting economic data as appropriate.
Our role is to promote our area as a place for film and TV production.	<ul style="list-style-type: none"> • Maintain an easy to use film support network including a dedicated web site with transparent charges for the use of council assets.

Our role is to undertake area regeneration activity that has the potential to deliver transformational change to local communities that makes them investor ready.	<ul style="list-style-type: none"> • Bid for external funding for area regeneration projects. • Deliver agreed heritage projects.
Our role is to help people with multiple barriers gain sustainable employment.	<ul style="list-style-type: none"> • Deliver Government sponsored contracts through the employability service.
Our role is to support and build on the activities of developing the Young Workforce (DYW).	<ul style="list-style-type: none"> • Work with DYW and skills providers.
Our role here is to support the growth of ambitious local SMEs that can offer additional and preferably higher value, employment opportunities.	<ul style="list-style-type: none"> • Offer one to one advice through Business gateway • Offer ERDF funding assistance • Deliver bespoke training event in key areas such as digital training.
Our role is to work with our academic partners to expand further and higher education opportunities in Argyll.	<p>Through the Rural Growth Deal and targeted investments at:</p> <ul style="list-style-type: none"> • Helensburgh – defence and engineering • SAMs at Dunbeg – marine science • Machrihanish/MERL – Aquaculture • Argyll – UHI network improvements.
Our role will be to create, or take an active part in, strategic level partnerships, that have a clear aim to improve our economic performance.	<ul style="list-style-type: none"> • Tourism Strategic Partnership • ABRA • Oban as a University Town • Maritime Change.
Our role is to establish Argyll as a world class tourism destination.	<ul style="list-style-type: none"> • Help deliver a new strategic tourism strategy with clear priorities identified. • Facilitate World Host Training • Undertake Placemaking and Area Regeneration activity.
Our role here is to inform and facilitate this process including community asset transfer and by doing so helping to secure a sustainable economic future for all our local communities.	<ul style="list-style-type: none"> • Attracting external funding to undertake economic projects including RCGF • Asset Transfer • Community Renewables.
Our role is to support the expansion of the food and drink industry.	<ul style="list-style-type: none"> • Targeted feasibility studies, • Attending promotional events • Supporting the expansion of Food from Argyll.
Our role is to support the growth of the creative industry including supporting events with national and international appeal.	<ul style="list-style-type: none"> • Work with CHArts • Administering grants for strategic level events • Film and TV work.

<p>Our role here is to attract sufficient private and public investment to establish a number of business clusters with the ability to accelerate growth in higher value jobs.</p>	<ul style="list-style-type: none">• Work with strategic partners to deliver the RGD.
<p>Our role is to ensure compliance with relevant legislation and audit processes.</p>	<ul style="list-style-type: none">• Ensure proper records are kept• Prepare briefing papers on all aspects of economic and transport policy.