

ACTION PLAN 2008 – 2011

Theme	Strategic Objective	Action	Timescale	Monitoring Indicator	Annual Targets
The Economy	Support the competitiveness of Angus Businesses particularly through adoption of sustainable principles and technologies.	<ul style="list-style-type: none"> Partnership Trade Development activities (including Market Development Grant). Scottish Enterprise Account Management Business Gateway (BG). Grant and loan support. Support a procurement initiative to enable local companies to bid to provide supplies or services to the public sector. 	Ongoing Summer 08	No of businesses supported through:- <ul style="list-style-type: none"> Trade development activities SE Account managed BG – VAT + start ups - Start up into growth pipeline - Existing Businesses into growth pipeline Angus Grant Scheme Launch and promotion of Supplier Development Programme in Angus. 	<ul style="list-style-type: none"> 10 companies receive AC Market Development Grant. 35 Angus Account Managed Companies achieve projected growth in turnover 43 VAT+ start ups 6 Start ups into growth pipeline 8 existing Businesses into growth pipeline
	Build on the potential strengths of Angus in key economic sectors and encourage efficiency synergies in Key Locations	<ul style="list-style-type: none"> Support business groupings co-operating towards achievement of efficiencies of e.g. Food & Drink/Outdoor Activities. Develop a Tourism Strategy and Action Plan for Angus. Pilot eco business park initiative in Arbroath and if successful roll out to other Angus Business Parks 	Spring 08 March 09 Summer 08 March 09	<ul style="list-style-type: none"> Launch Outdoor Angus Group. Submit Interreg Food & Drink application Tourism Strategy and Action Plan adopted Waste management and energy use efficiencies achieved. 	<ul style="list-style-type: none"> Outdoor Angus Group achieves it's targets. Bid submitted March 09 Tourism Strategy Action Plan initiated and targets met. 12 businesses participate in 08/09 pilot.

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The Economy	Encourage growth in jobs to widen employment opportunities in Angus	<ul style="list-style-type: none"> • Support inward investment, particularly from “green” businesses. • Promote Angus for business investment. • Undertake research on green job opportunities within Angus and promote these opportunities. • Facilitate sectoral support initiatives e.g. Tayscreen, Angus & Dundee Tourism Partnership. 	<p>March 09</p> <p>March 09</p> <p>March 2010</p> <p>Ongoing</p>	<ul style="list-style-type: none"> • No of new jobs created from non indigenous companies. • No of business enquiries received • Research completed • Outcomes from supported initiatives. 	<ul style="list-style-type: none"> • 20 new jobs created • 500 Business inquiries processed by angus Economic Development Division • Participate in “Path is Green Initiative”. • Tayscreen annual outputs
	Enhance physical infrastructure with due regard to the environment	<ul style="list-style-type: none"> • Provide employment land and property where market failure in such provision can be demonstrated. • Facilitate private sector provision of employment land and property, where need can be identified. • Lobby for removal of infrastructural constraints out with the control of the local authority e.g. water and electricity capacity, encouraging innovative sustainable solutions. • Support physical regeneration initiatives such as Brechin Townscape Heritage initiative 	<p>March 09</p> <p>March 09</p> <p>March 2013</p> <p>January 2013</p>	<ul style="list-style-type: none"> • Retain a supply of vacant but serviced business land in Public ownership. Baseline 24 ha of vacant serviced land available at September 2008 • Private sector investment in employment land and property in (estimated £2.3m in 2007/08). • New investment in infrastructure to remove constraints. • Investment in property/environment £000's 	<ul style="list-style-type: none"> • 20 hectares retained across Angus. • Annual increase in private investment. • Timeous removal of constraints • Priority properties improved within Brechin Thi • Programmed expenditure achieved.

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The Economy	Increase awareness and perceptions of Angus locally, nationally and internationally.	<ul style="list-style-type: none"> Facilitate community and business based events attracting visitors from outwith Angus. 	March 09	<ul style="list-style-type: none"> Number of events occurring and their outcomes e.g. Number of visitors from outwith Angus. 	<ul style="list-style-type: none"> Annual increase in the number of visitors attracted.
		<ul style="list-style-type: none"> Continue to develop Tartan Day as a national and international celebration of Scotland. 	Ongoing	<ul style="list-style-type: none"> Number of local partners engaging in Tartan Day activities and Number of Visitors to Angus in April based on VisitScotland STEAM figures (2009/10 baseline to be established). 	<ul style="list-style-type: none"> Increase partnership engagement Increase number of visitors in April.
		<ul style="list-style-type: none"> Continue to promote Angus through Angus Ahead and associated brand products e.g. Angus Ambassador Awards, adopting a sustainable location theme. 	Ongoing	<ul style="list-style-type: none"> Re run George St Research perceptions of Angus Study – 1998 Baseline. 	<ul style="list-style-type: none"> Improved knowledge of Angus, locally, nationally and internationally against 1998 baseline.
		<ul style="list-style-type: none"> Continue to promote to the Golf market through Carnoustie Country, East of Scotland Golf Alliance and associated products 	March 09	<ul style="list-style-type: none"> Golf initiatives income generated to the local economy. (baseline to be established for 2008/09) 	<ul style="list-style-type: none"> Increase value of income generated to local economy.
		<ul style="list-style-type: none"> Promote Angus for sporting and activity events. 	March 09	<ul style="list-style-type: none"> Number of events/activities 	
		<ul style="list-style-type: none"> Continue to develop the Angus Portal. 	March 09	<ul style="list-style-type: none"> Number of visits to portal (159,980) and pages read (998,052) (2006/07 Baseline) 	<ul style="list-style-type: none"> Annual increase
		<ul style="list-style-type: none"> Promote public sector owned facilities in Angus e.g. Pictavia, Town Museums 	March 09	<ul style="list-style-type: none"> Number of visitors and value of income generated (using standard day visitor multipliers). 3,861 visitors to Pictavia in 06/07. and £154,672 spend 	<ul style="list-style-type: none"> Increase visitors to Pictavia by 2%
	Encourage research and technological developments	<ul style="list-style-type: none"> Establish working relationships with universities and research institutes, with particular emphasis on 	March 2010	<ul style="list-style-type: none"> Number of joint initiatives launched and their outcomes. 	<ul style="list-style-type: none"> One new initiative/joint venture launched

		sustainable technologies e.g. Abertay Centre for the Environment.			with a university or Research Institute.
		<ul style="list-style-type: none"> Assist companies to access appropriate research and technological advice. 	March 2010	<ul style="list-style-type: none"> Number of Businesses supported. 	<ul style="list-style-type: none"> 2 Businesses supported in accessing research or advice

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The Environment	To identify and harness natural assets in Angus for economic gain without detriment to these assets.	<ul style="list-style-type: none"> • Develop outdoor activity markets in Angus e.g. walking, cycling, sea angling. • Develop management plans for major environmental/biological assets to develop good practice e.g. Coastal Management Plan, River South Esk Catchment Management Plan. • Support South East Scotland Inshore Fisheries Group (SESIFG). 	<p>March 09</p> <p>December 09</p> <p>March 09</p>	<ul style="list-style-type: none"> • Activities of Outdoor Angus Group and associated outcomes. • Production of River South Esk Catchment Management Plan • Activities of SESIFG and associated outcomes. 	<ul style="list-style-type: none"> • Targets associated with Outdoor Angus Group Action Plan. • Issues report produced and associated consultation complete by March 2009 • Co-ordinating officer appointed and Action Plan developed.
	Support sustainable energy and energy efficiency initiatives	<ul style="list-style-type: none"> • Support improvements to the public transport network and to private transport solutions e.g. "green" travel plans for Business Parks. • Promote agricultural diversification aimed at developing alternative energy options. • Adopt high standards of insulation, and resource efficiency on all new build employment property and investigate provision of sustainable energy solutions on new employment land sites. 	<p>March 2011</p> <p>March 09</p> <p>March 2012</p>	<ul style="list-style-type: none"> • Green Travel Plan adopted for at least two Business Parks in Angus. • Hold alternative energy promotional event for the farming community. • Carnoustie Business centre constructed to high Environmental standard. 	<ul style="list-style-type: none"> • 2009/10 – Kirkton, Arbroath. • 2010/11 – Orchardbank, Forfar • Event held in 08/09. No. of attendees and success rating. • Achieve lowCo² emission for new properties and reduce emissions for existing premises.

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The Environment		<ul style="list-style-type: none"> • Move towards reduced Co² emissions for the Partners vehicle fleets. 	March 2012	<ul style="list-style-type: none"> • Number of vehicles achieving above current emissions standards. 	<ul style="list-style-type: none"> • Annual increase
	Promote the environmental excellence of Angus as a locational advantage for investment and attraction of visitors	<ul style="list-style-type: none"> • Promote Angus as a “green” business friendly area (Angus Ahead for Green Businesses). 	March 2010	<ul style="list-style-type: none"> • Marketing and Promotion Plan produced 	<ul style="list-style-type: none"> • Greening of the Portal Business Channel

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Healthy Safe and Caring Communities	Support economically inactive people to overcome barriers to employment	<ul style="list-style-type: none"> • Support employability initiatives through the Fairer Scotland Fund. • Support regeneration initiatives in particularly depressed areas. • Support Angus wide initiatives through Job Centre Plus, Skills Development Scotland and Angus Health and Social Care Academy • Support Disadvantaged Area Funding (DAF) initiatives in Harbour and Brothock wards, Arbroath, in partnership with Triage and Job Centre Plus. • Support disadvantaged residents to tackle barriers through partnership working with Jobcentre Plus and Progress2Work/Link Up, Triage, Working for Families/Buddy to Work, Adult Literacy, DEAP. 	March 09	<ul style="list-style-type: none"> • Fairer Scotland Fund targets established for 09/10 • As Above 	<ul style="list-style-type: none"> • Targets as set in the Single Outcome Agreement. • 18 job outcomes
			June 09		
			March 09	<ul style="list-style-type: none"> • DAF funding spent on an annual basis and associated outcomes 	
			Ongoing	<ul style="list-style-type: none"> • Annual targets against each initiative achieved 	
	Support growth of the social economy and social enterprise.	<ul style="list-style-type: none"> • Identify opportunities for development of social enterprises with particular emphasis on childcare, health, tourism and the environment sectors. 	March 2010	<ul style="list-style-type: none"> • Number of Social enterprises supported to establish • Number of jobs created 	<ul style="list-style-type: none"> • 1 – New Social Enterprise established. • 5 jobs created

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Healthy Safe and Caring Communities	Recognise the value of voluntary and unpaid work.	<ul style="list-style-type: none"> Support the work of Volunteer Centre Angus and Angus Association of voluntary Organisations. 	March 09	<ul style="list-style-type: none"> More people in Angus Volunteer. Baseline to be established. 	<ul style="list-style-type: none"> % increase
		<ul style="list-style-type: none"> Promote citizen participation in voluntary social/environmental and economic activity. 	March 09	<ul style="list-style-type: none"> People who choose to Volunteer have an excellent Volunteering experience 	<ul style="list-style-type: none"> Volunteer Survey +10%
		<ul style="list-style-type: none"> Promoting volunteering to young people and partnership support to the Angus Volunteer Academy 	June 09		
		<ul style="list-style-type: none"> Support the growth of Student Volunteering in Angus. 	March 09 - July 2011	<ul style="list-style-type: none"> Number of Students involved in volunteering 	<ul style="list-style-type: none"> +5%/annum for 2011. Lead role in national group.
	Encourage businesses to contribute to community activity.	<ul style="list-style-type: none"> Support the work of Scotland Business in the Community. Encourage business sponsorship of community activity through Angus Council External Funding Unit. Encourage business participation in Enterprise in Education initiatives. 	<p>June 08</p> <p>December 08</p>	<ul style="list-style-type: none"> New SBC officer appointed for Angus. To be established from Sponsorship Policy Indicators identified for Enterprise in Education 	<ul style="list-style-type: none"> Achieve Officers targets Angus Council sponsorship policy produced. Achieve annual targets

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Healthy Safe and Caring Communities	Support Health Initiatives which will improve the workforce.	<ul style="list-style-type: none"> • Support the work of the Angus Drug & Alcohol Action Team (DAAT) particularly facilitating access to the business community. • Provide opportunities for employees to be more active, e.g. Angus Council Be Active initiative • Encourage companies to attain Healthy Working Lives Award 	<p>March 09</p> <p>June 2010</p>	<ul style="list-style-type: none"> • Indicators identified for DAAT • Take up of monthly Be Active Direct Debits • Number of Awards received by Angus organisations 	<ul style="list-style-type: none"> • DAAT • Increased take up of BeActive. • 2 Gold/3 Silver/4 Bronze
	Assist fellow EU and international workers to contribute to Angus socially.	<ul style="list-style-type: none"> • Research the number of incoming workers, the nature of work undertaken, what qualifications they have, living conditions, their racial/cultural backgrounds and their perceptions of Angus. • Support initiatives to improve living conditions, including continuing active participation in Migrant Workers Forum. • Enable access to facilities/services enjoyed by Angus residents. • Grow the availability of ESOL courses and follow-on vocational skills development 	<p>March 10</p> <p>Ongoing</p> <p>Oct 08</p> <p>June 09</p>	<ul style="list-style-type: none"> • Research undertaken • Reprint of Welcome Booklet • Number of Students progressing from ESOL 	<ul style="list-style-type: none"> • Research undertaken • 80 FTE and 40 FTE respectively.

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Lifelong Learning	Encourage an entrepreneurial culture.	<ul style="list-style-type: none"> • Support the Business Gateway in stimulating new start business particularly in sustainable sectors. • Promote Angus Achievers through the Angus Ahead Initiative. • Support PSYBT young entrepreneur and other similar initiatives. 	<p>March 09</p> <p>November 08</p> <p>March 09</p>	<ul style="list-style-type: none"> • Number of VAT Start ups • Number of Start Ups into growth pipeline • Media coverage for Angus Achievers • Number of Angus businesses achieving PSYBT awards 	<ul style="list-style-type: none"> • (See the Economy section for targets) • 1 Angus Business achieves a PSYBT Award
	Support in-work workforce development.	<ul style="list-style-type: none"> • Manage Angus Vocational Training Fund. • Training initiatives supported by Skills Development Agency. • Grow Angus College specialist work with employers on workforce development through its brands Metropolitan and Ubi 	<p>March 2010</p> <p>June 09 – July 2011</p>	<ul style="list-style-type: none"> • In work training numbers supported • Number of Modern Apprentices in training • Number of Modern Apprenticeship qualifications achieved • Number of TNAs completed • Supporting and assisting young people to make well informed decisions re training opportunities. • Number of Companies engaged with • No of employees undergoing skills development 	<ul style="list-style-type: none"> ▪ Fund re-opened for 2009/10 with new targets. ▪ Targets for SDS still to be agreed ▪ +5% and 8%/annum respectively to 2010/2011

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Lifelong Learning	Support community learning in providing literacy, numeracy and other key work and capacity building skills	<ul style="list-style-type: none"> • Support community economic development initiatives aimed at capacity building. • Support work of Angus Council Community Learning team primarily through External Funding. 		<ul style="list-style-type: none"> • Lifelong Learning Partnership Community Capacity Building Sub Group Action Plan • Number of Grants awarded under Angus Council Grant schemes 	<ul style="list-style-type: none"> • Achievement of action plan targets.
	Work with Education, Skills Development Scotland, training agencies and the business community to improve communications	<ul style="list-style-type: none"> • Continue to employ education industry links officer. • Support Determined to Succeed and other education/industry link initiatives. • Develop partnerships for 16+ Learning Choices and other More Choices More Chances Initiatives. 	December 08	<ul style="list-style-type: none"> • Targets of Officer employed. • Reduction in unemployed young people. 	<ul style="list-style-type: none"> • Annual targets of officer. • Achieve initial targets.

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Lifelong Learning	Supported skills development particularly through working with further and higher education establishments.	<ul style="list-style-type: none"> • Continue to develop the partnership between Angus Council Education Department and Angus College to deliver vocational training as part of the school curriculum. • Support Angus College in developing links with higher education establishments to provide degree education locally. • Support Angus College in its 2010 aim of working with 1 in 10 of local population annually. • Support Angus College with assisting school leavers needing support with transition from School to college 	<p>Ongoing</p> <p>Ongoing</p> <p>June 2010</p> <p>Ongoing</p>	<ul style="list-style-type: none"> • Vocational training facilities established in 2 schools. • New degree Course delivered in Angus • Number of Student enrolments • Higher retention rates 	<ul style="list-style-type: none"> • 2 established centres by 2010/11 • 15 students 09/10 20 students 10/11 • 10,500 – 11,000 by 2010 • Improved by 2%/annum
	Monitor changing labour needs, alternative working patterns, trends in employment law and promote opportunities to business.	<ul style="list-style-type: none"> • Sub-group of the Angus Economic Development Partnership to develop effective communication with the Angus Business Community. • Develop a framework for monitoring labour market issues/trends and for disseminating this information. 	<p>Winter 09</p> <p>Summer 09</p>	<ul style="list-style-type: none"> • Communications Plan agreed and commenced. • Monitoring Framework and dissemination procedures developed. 	<ul style="list-style-type: none"> • Determine by Communication Plan.