

**BUTE AND COWAL ECONOMIC DEVELOPMENT ACTION PLAN 2015/16**

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**1. EXECUTIVE SUMMARY**

- 1.1** The purpose of this paper is to seek approval from the Bute and Cowal Area Committee on the proposed Bute and Cowal Economic Development Action Plan (EDAP), 2015/16.
- 1.2** The content of the Bute and Cowal EDAP aligns with the Single Outcome Agreement (SOA) Delivery Plans developed by the Community Planning Partnership.
- 1.3** It is important to note that the Bute and Cowal EDAP is a working document so that economic opportunities can be captured and addressed as they arise during 2015/16.
- 1.4** The following recommendations are for consideration:
  - The Bute and Cowal Area Committee notes the content of this paper.
  - The Bute and Cowal Area Committee discusses the Bute and Cowal Economic Development Action, 2015/16 and agrees to amend as appropriate and then approve this working document for 2015/16.

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### **2. INTRODUCTION**

**2.1** The purpose of this paper is to seek approval from the Bute and Cowal Area Committee on the proposed Bute and Cowal Economic Development Action Plan (EDAP), 2015/16.

### **3. RECOMMENDATIONS**

**3.1** The Bute and Cowal Area Committee notes the content of this paper.

**3.2** The Bute and Cowal Area Committee discusses the Bute and Cowal Economic Development Action, 2015/16 and agrees to amend as appropriate and then approve this working document for 2015/16.

### **4. DEVELOPMENT AND PREPARATION OF THE BUTE AND COWAL EDAP**

**4.1** A workshop session was held in Dunoon, on Tuesday, 5<sup>th</sup> May 2015 to discuss the required specific, measurable, achievable, realistic and timebound (SMART) actions and success measures for inclusion in the Bute and Cowal Economic Development Action Plan, 2015/16.

**4.2** From a list of 61 invited elected members and Community Planning Partners, a total of 14 individuals were able to attend, including the Director, EKOS Economic and Social Development consultants who facilitated the session. The turnout did not detract from having a very focused discussion on a variety of issues.

**4.3** Further input was received through consultation with senior council officers at the Strategic Management Team, Business meeting on Monday, 29<sup>th</sup> June 2015.

### **5. IMPLEMENTATION OF THE BUTE AND COWAL EDAP**

**5.1** Following approval by the Area Committee, officers will work to implement the key actions as contained in the Bute and Cowal EDAP. It should be noted that given many of the actions will require partnership working with our Community Planning Partners, there may be a future need to integrate the area-based EDAPs, with the SOA Local and the other local community based plans, for example the LDP Community Plan, as appropriate. This proposed integration/simplification will be subject to a further report to the Area Committee.

## 6. CONCLUSION

6.1 Bute and Cowal Area Committee notes the content of the Bute and Cowal EDAP and approval is sought on taking forward this area-based EDAP as a working document for 2015/16.

## 7. IMPLICATIONS

7.1 The implications for the Bute and Cowal Area Committee are as outlined in Table 7.1 below.

<b>Table 7.1: Implications for the Bute and Cowal Area Committee</b>	
<b>Policy</b>	The Bute and Cowal EDAP 2015/16 (and subsequent in-year plans) must align and adhere, as appropriate, to the overarching EDAP, 2013-2018, Local Development Plan and the SOA Local/SOA Delivery Plans.
<b>Financial</b>	The Bute and Cowal EDAP will ensure that the area's resources are allocated efficiently and effectively with regard to the economic development priorities and ambitions for Bute and Cowal. There will need to be annual consideration of best alignment between resources and priorities.
<b>Legal</b>	All legal implications at project level will be taken into consideration.
<b>HR</b>	The Bute and Cowal EDAP priorities will be resourced in terms of staff time in the context of the Council's annual service planning process and through shared staff resource discussions with Community Planning Partners.
<b>Equalities</b>	The Bute and Cowal EDAP will comply with all Equal Opportunities policies and obligations.
<b>Risk</b>	If the Bute and Cowal EDAP for 2015/16 is not approved, then there will be no clear focus on or understanding of the economic development activities, and the associated resources, that will have the greatest beneficial economic impact for the area over the next three financial years.
<b>Customer Service</b>	The Bute and Cowal EDAP will provide internal and external customers with a clear articulation of the key priorities for developing the Bute and Cowal economy, thereby facilitating focus, effective resource planning and partnership working at the local level.

### For further information contact:

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**Appendix 1: Bute and Cowal Economic Development Action Plan, 2015/16**

## **Bute and Cowal Economic Development Action Plan, 2015/16 (working document)**

As detailed in the Local Development Plan the aspirations for the Bute and Cowal area for 2024 are outlined below:

- A place that **enjoys revitalised town centres and waterfronts** in both Dunoon and Rothesay, with Dunoon taking full advantage of its gateway position to the Loch Lomond and Trossachs National Park and Rothesay capitalising on its outstanding built heritage.
- A **competitive place, better connected to the global economy** with thriving local rural communities that provide an incentive for businesses to locate to, particularly major new mixed use and tourism developments in places such as Portavadie, Castle Toward and Ardyne.
- A place of **outstanding natural and built heritage** with enhanced natural assets, better public realm and restored iconic buildings such as the Royal Hotel and Pavilion in Rothesay and the Queen's and Burgh Halls in Dunoon.
- A better **connected and accessible place** with improved ferry services, road and active travel links, together with improved telecommunications networks and broadband coverage.
- A place that can offer a **wide range of housing choice** in places with modernised essential services and infrastructure, with a focus of larger scale growth in Rothesay and Dunoon.

### **Overview**

With close proximity to Glasgow, a pristine natural environment with opportunities for growth in the aquaculture and quality food and drink industry, the significant built and cultural heritage of its communities, such as Dunoon and Rothesay, make this area a location for resort tourism and short-breaks. Both Dunoon and Rothesay have the potential to build more competitive tourism propositions based on their rich built and cultural heritage, diversity of venues and proximity to Glasgow. Dunoon has the additional opportunity to build on the marine leisure market and capitalise on its proximity to the Loch Lomond and Trossachs National Park.

It is important therefore that the Bute and Cowal Economic Development Plan for 2015/16 capitalises on existing and new opportunities to assist and create sustainable economic growth in areas of strength.

### **Overarching Challenge, Actions and Success Measures for Bute and Cowal**

The overarching challenge for the Bute and Cowal economy, aligned to the whole of Argyll and Bute, is to reverse the overall decline in population while rebalancing from aging to young/working age residents by achieving positive net migration. (Current projections suggest a decline of 27% of the Bute and Cowal population by 2037; with a forecast that the working age population will fall by 37%).

The recent Compelling Argyll and Bute and its Administrative Areas study (EKOS Ltd, June 2015) found that the sectoral strengths across Argyll and Bute as a whole are in tourism, food and drink, aquaculture and renewables; with further opportunities in care, construction and the primary sectors.

As noted above a key focus for the Bute and Cowal area is to build more competitive tourism propositions with a focus on resort tourism and short breaks, including day visitors. Data from the Visit Scotland

Marketing Opportunities study, 2013/14, noted that annual footfall at the Rothesay and Dunoon Visit Scotland Information Centres has increased by 13% and 7% respectively between 2013 to 2014.

The incidence of micro businesses in agriculture, forestry and fishing is considerably higher than the total Bute and Cowal business base. The professional, scientific and technical sector is also well represented at the micro level in Bute and Cowal (source: NOMIS, 2013). However, the key employment sectors in Bute and Cowal are real estate, health and social care work (source: BRES/NOMIS 2013).

A principal requirement for attracting labour from outside the region is the availability of affordable housing. It should be noted that Bute and Cowal has a much higher proportion of second homes than the national and regional average (which can drive up the cost of private houses) coupled with a good stock of vacant social rented housing, particularly on Rothesay.

Therefore, for the 2015/16, there are **three** main overarching actions and success measures. These are outlined below as follows:

- To undertake a **mapping of the tourism industry** in the area, with input from the Compelling study and the recent Tourism Barometer work at the local level being undertaken by Argyll and the Isles Tourism Co-operative (AITC). This work will provide an evidence base on the visitor type to the area coupled with the number and ambition of the resident (indigenous and inward investing) business base by rebalancing focus on companies of scale and with growth aspirations and those capable of moving up the value chain. Business growth targets for this sector could then be established; taking into consideration the added value opportunities that Business Gateway aims to achieve through the Local Business Growth Accelerator programme, match funded by the new European Regional Development Programme, 2014-20.
- Leading on from the above (as outlined in the plan below), is the **increased provision of premises for small businesses**. With focus on the Sandbank Business Park Masterplan, Dunoon, Highlands and Islands Enterprise is currently delivering a 742m<sup>2</sup> facility at Sandbank by the summer of 2015. The new premises will provide up to 5 business units ranging in size from 115m<sup>2</sup> to flexible space for inward investors and business growth. Aligned to this activity, the Council's Business Gateway team will also undertake a study to establish why the conversion rate of business start-up enquiries to actual starts differs between and within administrative areas.
- In addition to the recent focus on the education sector, Argyll Community Housing Association (ACHA) in partnership with Argyll and Bute Council and Highlands and Islands Enterprise to identify alternative clients groups (businesses and inward investors) to **increase the tenant base** to newly refurbished properties on **Rothesay**. ACHA wishes to see a step change in the uptake over 2015/16; setting a specific target number was not viewed to be realistic or appropriate.

Discrete actions and success measures which fit with and will contribute to the overarching issues are detailed below in the Bute and Cowal Economic Development Action Plan, 2015/16.

## Competitive Bute and Cowal

Theme – A Competitive Bute and Cowal					
Businesses: Business Gateway – Support to Business Improvement Districts Scotland (BIDS) in Bute and Cowal					
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead Organisation and Responsible Post	Key Partners
1.1.4, 1.7.1, CO1 & ET01	Thriving and successful Business Improvement Districts Scotland (BIDS) groups within the Bute and Cowal area.	Business Gateway Advisers and other appropriate Argyll and Bute Council staff to continue to provide support and guidance to the Dunoon BIDS group and any other potential BIDS groups in the Bute and Cowal area.	<p>Business Gateway Adviser to do a presentation at a Dunoon BIDS meeting (and other potential BIDS groups within Bute and Cowal) on Business Gateway services by September 2015.</p> <p>Business Gateway to survey Dunoon BIDS members (and other potential BIDS groups within Bute and Cowal) asking them which course they would like Business Gateway to deliver. Completion of survey work by October 2015.</p>	Argyll and Bute Council: Business Gateway Team and Economic Development Manager.	Dunoon BIDS group plus other BIDS groups across Bute and Cowal.
Business Growth					
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead Organisation and Responsible Post	Key Partners
1.1.4, 1.2.3, 1.7.1, CO1 & ET01	To deliver business growth and an entrepreneurship culture in Bute and Cowal.	<p>Scottish Urban Regeneration Forum (SURF) currently undertaking a feasibility study for Highlands and Islands Enterprise (HIE) to develop a sustainable 'Alliance for Action' regeneration initiative focused on the town of Rothesay, which will be used to direct future regeneration activities.</p> <p>To establish why the conversion rate of business start-up enquiries to actual starts differs between and within administrative areas.</p> <p>Encourage business start-ups across Bute and Cowal through the development of small business units.</p>	<p>SURF to work with local people to form a community steering group of interested individuals, business owners and agencies (Alliance for Bute) whose main task will be to agree a collective vision for the town and to identify 3 to 4 key regeneration projects that will help to deliver the vision by end of August 2015.</p> <p>Undertake study to report on conversions rates for Bute and Cowal by March 2016.</p> <p>Delivery of a 742m<sup>2</sup> facility at the Sandbank Business Park Masterplan, Dunoon by the summer of 2015. The new premises will provide up to 5 business units ranging in size from 115m<sup>2</sup> to flexible space for inward investors and business growth.</p>	<p>HIE: Area Manager.</p> <p>Argyll and Bute Council: Business Gateway, Senior Development Officer.</p> <p>HIE: Area Manager.</p>	<p>Argyll and Bute Council (ABC), Projects and Renewables Team, SURF</p> <p>HIE.</p> <p>ABC Business Gateway.</p>

Notes: Ref (SOA, CO and SO) – reference to the Single Outcome Agreement, corporate outcome and service outcome which this particular outcome will contribute towards.

Place: Town Centre Regeneration in Bute and Cowal					
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead Organisation and Responsible Post	Key Partners
1.2.2, CO11 & ET02	Establish a strong sense of place in order to regenerate Dunoon in a manner that optimises sustainable economic growth.	Delivery of in-year works to the Wooden Pier, Dunoon.	Wooden Pier, Dunoon: commence Phase 1A works May 2015, completion 19 February 2016; and commence Phase 1B works May 2015 and complete by September 2015. This will deliver: <ul style="list-style-type: none"> <li>160m<sup>2</sup> of multi-purpose space within the refurbished Waiting Room across three rooms (69m<sup>2</sup>, 60m<sup>2</sup> and 31m<sup>2</sup>), serviced by a lobby of 53m<sup>2</sup> providing reception, toilets and ancillary facilities; and</li> <li>re-decoration and minor refurbishment of 48m<sup>2</sup> of office and ancillary accommodation for the Harbour Master and associated personnel.</li> </ul>	Argyll and Bute Council: Dunoon Regeneration Project Manager.	Wooden Pier, Dunoon: Historic Scotland (HS); Heritage Lottery Fund (HLF); Scottish Government (Regeneration Capital Grant Programme, RCGP) and HIE.
		Delivery Dunoon Conservation Area Regeneration Scheme (CARS) feasibility study with regard to the building survey and costings.	Develop Dunoon CARS feasibility study during 2015/16, including a 'drop in' community event on 1 <sup>st</sup> August 2015.	Argyll and Bute Council: Projects and Renewables Manager.	HS and HLF.
		Dunoon identified as an Area for Action within the Local Development Plan where a 'planning for real' Charrettes process will be undertaken during 2015/16.	Development of the Dunoon Charrettes 'planning for real' work during 2015/16.	Argyll and Bute Council: Projects and Renewables Manager and Development Policy Manager.	HIE.
1.2.3, 2.4.1, CO11 & ET02	Establish a strong sense of place in order to regenerate Rothesay in a manner that optimises sustainable economic growth.	Delivery of the refurbishment of the Rothesay Pavilion delivery (now that full business case approved).	Rothesay Pavilion – let contract and anticipated start on site early 2016. The project is likely to support around 40-60 jobs during construction and in terms of a community benefit clause in the region of 5 Modern Apprenticeships.	Argyll and Bute Council: Rothesay Pavilion Project Manager	HS; HLF; Scottish Government (RCGP) and HIE.

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<b>Sustainable Economic Assets: Priority One - Renewable Energy in Bute and Cowal</b>					
<b>Ref (SOA, CO &amp; SO)</b>	<b>Outcome (by year 5)</b>	<b>Actions to achieve outcome</b>	<b>Success measures (in year)</b>	<b>Lead Organisation and Responsible Post</b>	<b>Key Partners</b>
1.5.3, CO14 & ET03	Optimise the renewable energy potential for the benefit of Bute and Cowal, Argyll and Bute and Scotland.	Work with key stakeholders to ensure that potential renewable energy within Bute and Cowal is developed to promote sustainable economic growth.  Scottish Islands Federation (SIF) in partnership with Argyll and Bute Council to support individuals and organisations on Bute to develop an Island Sustainable Energy Action Plan through the SMILEGOV project.	Argyll and Bute Renewables Alliance (ABRA) to meet in May 2015 and September 2015. ABRA to focus on shaping proposals during 2015/16 to actively and proactively promote Campbeltown as a Renewables Hub.  Community Renewables Seminar to be held in Lochgilphead, during 2015/16 – date to be confirmed  Preparation of an Island Sustainability Energy Action Plan for Bute during 2014/15 and 2015/16 through the SMILEGOV project. Finalised for delivery by September 2015.	Argyll and Bute Council: Projects and Renewables Manager  Scottish Islands Federation: Chair of the Scottish Islands Federation.	HIE; ABRA and Bute and Cowal communities.  HIE; ARBA; and Bute community.
<b>Sustainable Economic Assets: Priority Two – Tourism, Quality Food and Drink, Forestry in Bute and Cowal</b>					
<b>Tourism/Quality Food and Drink in Bute and Cowal</b>					
<b>Ref (SOA, CO &amp; SO)</b>	<b>Outcome (by year 5)</b>	<b>Actions to achieve outcome</b>	<b>Success measures (in year)</b>	<b>Lead Organisation and Responsible Post</b>	<b>Key Partners</b>
1.6.1, 1.6.4, CO1 & ET01	Move the industry up the value chain, extend season and improve profile and propositions.	Argyll and the Isles Tourism Co-operative Ltd (AITC) in partnership with Visit Cowal to develop a Year of Food and Drink programme of events, including a new Kitchens of Cowal event.  Assist in the development of Ardyne to become an area of excellence with regard to aquaculture.	Delivery of the Kitchens of Cowal event in September 2015, with participation of at least 10 local businesses.  Capture feedback from businesses with regard to the economic impact of the event e.g. increase in turnover by end of November 2016.  Increase the primary sector (agriculture, forestry and fishing) business base from 115 businesses (Office of National Statistics, 2013) to 120 direct and related supply chain businesses across Bute and Cowal by March 2016 through a focus on aquaculture.	AITC with Visit Cowal: AITC Freelance Development Agent for Bute and Cowal.  AITC with Visit Cowal: AITC Freelance Development Agent for Bute and Cowal with input from the Council's Economic Development Manager.  Argyll and Bute Council in partnership with HIE: Area Manager, HIE; Head of Economic Development and Strategic Transportation, Argyll and Bute Council.	ABC; HIE; Argyll and the Isles Strategic Tourism Partnership (AISTP) and Visit Scotland (VS).  ABC Business Gateway Team and the private sector.

Notes: Ref (SOA, CO and SO) – reference to the Single Outcome Agreement, corporate outcome and service outcome which this particular outcome will contribute towards.

Tourism in Bute and Cowal (continued)					
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead Organisation and Responsible Post	Key Partners
2.7.4, CO11 & ET02	Develop cruise ship market value chain across Argyll and Bute and improve profile.	In partnership with AITC, Argyll and Bute Council to develop a clear marketing proposition for Bute and Cowal for cruise ships companies, including cultural and leisure activities.	Increase the number of cruise ships passengers disembarking at Rothesay from the Hebridean Princess by 5% during 2015/16 (36 passengers disembarked during 2014/15).	AITC with Argyll and Bute Council: Freelance Development Agent for Bute and Cowal and the Council's Head of Economic Development and Strategic Transportation.	Cruise Scotland; ABC; Shipping Companies; VS and Royal Yachting Association (RYA).
1.6.1, CO1 & ET01	Argyll Coastal Waters project delivery.	Argyll and Bute Council to work in partnership with AITC to continue to promote the Argyll Sea Kayak Trail during 2015/16	Delivery of Kayak Trail PR event at the Queens Hall, Dunoon, on 30 <sup>th</sup> June 2015.	Argyll and Bute Council and AITC: Council's Senior Development Officer (Social Enterprise), Projects and Renewables Team and AITC Development Manager.	STRAMASH.
Forestry in Bute and Cowal					
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead Organisation and Responsible Post	Key Partners
		<p><b>Thoughts?</b></p> <p><b>Innovative timber technology aligned to the renewables sector?</b></p>			

Notes: Ref (SOA, CO and SO) – reference to the Single Outcome Agreement, corporate outcome and service outcome which this particular outcome will contribute towards.

## Connected Bute and Cowal

Theme – A Connected Bute and Cowal					
Digital Connectivity/Utilities in Bute and Cowal					
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (medium term and longer term)	Lead Organisation and Responsible Post	Key Partners
2.2.1, CO11 & ET02	Superfast broadband to 85% – 90% of the population by 2020.	<p>Argyll and Bute Council will work closely with HIE to ensure the success of their digital infrastructure project across Bute and Cowal.</p> <p>Argyll and Bute Council will work closely with Community Broadband Scotland to ensure that communities receive the 2mbps broadband provision.</p> <p>During 2015/16 Community Broadband Scotland to continue to supporting the Kyles of Bute communities at the scoping stage to determine whether they can deliver a community based superfast broadband solution.</p>	<p>Superfast broadband availability in Dunoon and Rothesay brought forward to the summer 2015.</p> <p>The majority of premises within the Dunoon and Rothesay exchange areas to be connected by the end of 2015.</p> <p>For those communities within Bute and Cowal which do not appear to be covered by the Phase 1 fibre project, make them aware of the support available from Community Broadband Scotland to maximise the spend of the £7.5m funding within Argyll and Bute and to enable them to develop their own superfast broadband project. Include this information in the refresh Renewable Energy Action Plan.</p> <p>Improved social, business and learning opportunities to be realised during 2015/16 with approximately £20 in net economic impact for every £1 of public investment. Highlands and Islands Enterprise to advise on supporting evidence base data by the end of 2015/16.</p>	HIE BT Project: HIE Director of Digital Highlands and Islands.	ABC; HIE; BT and Ofcom.

Notes: Ref (SOA, CO and SO) – reference to the Single Outcome Agreement, corporate outcome and service outcome which this particular outcome will contribute towards.

<b>Digital Connectivity/Utilities in Bute and Cowal (continued)</b>					
<b>Ref (SOA, CO &amp; SO)</b>	<b>Outcome (by year 5)</b>	<b>Actions to achieve outcome</b>	<b>Success measures (medium term and longer term)</b>	<b>Lead Organisation and Responsible Post</b>	<b>Key Partners</b>
2.2.2, CO11 & ET02	Improved mobile phone signal quality and coverage levels throughout Argyll and Bute.	Identify the impacts of various mobile providers' development plans on coverage across Argyll and Bute.  Develop plans with partner organisations to work with the industry to maximise coverage across Argyll and Bute.	Meet with mobile operators in Summer 2015 to seek to upgrade coverage to 4G across Argyll and Bute, including Bute and Cowal.  Mobile phone signal - initial indication that six masts will be upgraded to 4G across Bute and Cowal, but no timescale specified. Arrange meeting with Vodafone and O2 throughout 2015/16 to advance this upgrade.	Argyll and Bute Council: Projects and Renewables Manager.	HIE.
<b>Transport Infrastructure: Sustainable Transportation, Road, Ports and Harbours/Ferries in Bute and Cowal</b>					
<b>Ref (SOA, CO &amp; SO)</b>	<b>Outcome (by year 5+)</b>	<b>Actions to achieve outcome</b>	<b>Success measures (medium term and longer term)</b>	<b>Lead Organisation and Responsible Post</b>	<b>Key Partners</b>
2.1.2, 2.7.4, CO11 & ET02	Integrated sustainable transport networks.	Influence the delivery of appropriate infrastructure investment in order to increase ferry service reliability to Dunoon.	To re-establish a reliable 1 hour 13 min journey time from Dunoon to Glasgow. Lobby transport providers through Transport Scotland to ensure that the development of the train and ferry timetables run concurrently.	Transport Scotland: Argyll and Bute contact.	ABC.
2.1.2, CO11 & ET02	Integrated sustainable transport networks.	Assess the extent to which transport connectivity between the five main population and economic centres (Campbeltown, Dunoon, Lochgilphead, Oban and Rothesay), and to these from the Glasgow/Inverclyde area, has a real impact on businesses, service providers, and the potential for future economic growth. (Identifying problems).  Consider the scope for major transformative investments in transport infrastructure to produce transformative economic impacts. (Identifying opportunities).	Completion of study by September 2015.  Report to the Argyll and Bute Community Planning Management Committee, autumn 2015.	HIE: Senior Development Manager, Transport.	ABC plus all Community Planning Partners including the private sector.
2.1.2, CO11 & ET02	Improve cycling and walking network across Bute and Cowal.	Delivery of A815 Sandhaven to Inverreck footway.	Market and promote local cycle/walkway routes through improved signage for Dunoon by March 2016. Approval of design by Sustrans.	Argyll and Bute Council: Strategic Transportation Manager.	Sustrans.

Notes: Ref (SOA, CO and SO) – reference to the Single Outcome Agreement, corporate outcome and service outcome which this particular outcome will contribute towards.

## Collaborative Bute and Cowal

Theme – A Collaborative Bute and Cowal					
European Policy and Funding 2014-2020: Argyll and the Islands LEADER Programme					
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead Organisation and Responsible Post	Key Partners
3.6.3, CO1 & ET01	Maximise European funding and Argyll and Bute's policy influence in order to promote sustainable economic growth and regeneration across Bute and Cowal.	Launch of the Argyll and the Islands LEADER programme, 2014-2020.	<p>Appoint LEADER Strategic Co-ordinator, July 2015 (based on indicative funding allocation provided by the Scottish Government).</p> <p>Appoint one LEADER Development Officer and one Compliance Officer, by end of September 2015.</p> <p>Delivery of 3 Argyll and the Islands LEADER awareness raising meetings and events across Bute and Cowal by end of December 2015.</p> <p>Final LEADER Local Development Strategy approved by the Scottish Government by October 2015.</p> <p>Preparation and development of a refreshed LEADER, 2014-2020 website by end of October 2015.</p> <p>Service Level Agreement between Argyll and Bute Council and the Scottish Government as Managing Authority approved and signed by November 2015.</p>	Argyll and Bute Council: Economic Development Manager and European Team.	Communities and businesses across Bute and Cowal.

Notes: Ref (SOA, CO and SO) – reference to the Single Outcome Agreement, corporate outcome and service outcome which this particular outcome will contribute towards.

European Policy and Funding 2014-2020: European Regional Development Fund – Business Gateway Local Growth Business Accelerator					
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead Organisation and Responsible Post	Key Partners
1.1.4, CO1 & ET01	Maximise European funding and Argyll and Bute’s policy influence in order to promote sustainable economic growth for small to medium sized enterprises across Bute and Cowal.	Launch of Business Gateway Local Growth Business Accelerator strategic intervention under the European Regional Development Fund, 2014-2020.	<p>Marketing of Business Gateway Local Growth Accelerator strategic intervention – leaflets, press releases and online – further to launch (anticipated date 1 October 2015). (N.B. additional activity to core Business Gateway remit).</p> <p>Argyll and Bute Council area <b>annual</b> targets to the end of 2018:</p> <ul style="list-style-type: none"> <li>• Specialist Advice: 12 businesses assisted with one to one advice.</li> <li>• Growth Grant: 12 businesses supported with grant funding.</li> <li>• Graduate Placement Service: 4 businesses supported with six to twelve month graduate placements.</li> <li>• Growth Workshops: 144 attendees at 24 workshops, 48 businesses assisted.</li> <li>• Regional Specific Entrepreneurial Support: 12 businesses assisted with advice, information or events.</li> <li>• Key Sector Support: 33 businesses assisted with advice, information or events.</li> </ul> <p>Ongoing monitoring and reporting to Area Committee on a six month and yearly basis, with regard to the proportion of annual targets realised in Bute and Cowal.</p>	Argyll and Bute Council: Economic Development Manager and Business Gateway Team.	Bute and Cowal business community.

Notes: Ref (SOA, CO and SO) – reference to the Single Outcome Agreement, corporate outcome and service outcome which this particular outcome will contribute towards.

<b>European Policy and Funding 2014-2020; European Social Fund – Enhanced Employability Pipeline</b>					
<b>Ref (SOA, CO &amp; SO)</b>	<b>Outcome (by year 5)</b>	<b>Actions to achieve outcome</b>	<b>Success measures (in year)</b>	<b>Lead Organisation and Responsible Post</b>	<b>Key Partners</b>
3.2.1, 3.6.7, CO1 & ET01	Maximise European funding and Argyll and Bute’s policy influence in order to promote sustainable employment opportunities for the long-term unemployed, particularly young people and inclusive growth across Bute and Cowal.	Launch of the Enhanced Employability Pipeline strategic intervention under the European Social Fund, 2014-2020.	<p>Delivery of Enhanced Employability Pipeline across Argyll and Bute further to launch (anticipated date late 2015).</p> <p>To support 181 unemployed and inactive participants with multiple barriers to enter education or training per annum across the Highlands and Islands part of Argyll and Bute until the end of 2018. A proportion of these will be in the Bute and Cowal area.</p> <p>Ongoing monitoring and reporting to Area Committee on a six month and yearly basis.</p>	Argyll and Bute Council: Economic Development Manager.	Members of the Argyll and Bute Employability Partnership.
<b>Harness the Potential of the Bute and Cowal Community and Third Sector</b>					
<b>Ref (SOA, CO &amp; SO)</b>	<b>Outcome (by year 5)</b>	<b>Actions to achieve outcome</b>	<b>Success measures (in year)</b>	<b>Lead Organisation and Responsible Post</b>	<b>Key Partners</b>
3.6.3, CO8 & ET04	Harness the potential of partnership working and increase capacity to deliver sustainable communities.	Assist with the refurbishment of Blairmore Village Hall.	Assist with an application to Big Lottery Fund Growing Community Assets and others as appropriate during 2015/16.	Argyll and Bute Council’s Projects and Renewables Team: Senior Development Officer (Social Enterprise).	Blairmore Village Hall Trust
		Assist with the development of Dunoon Community Sports Centre.	Assist the group with funding applications to a variety of funders during 2015/16..	Argyll and Bute Council’s Projects and Renewables Team: Senior Development Officer (Social Enterprise).	Dunoon Boxing Club
		Assist with the development of Argyll Mausoleum.	Support the group develop a tender for a business, funding and marketing plan and an application for funding to Heritage Lottery Fund during 2015/16..	Argyll and Bute Council’s Projects and Renewables Team: Senior Development Officer (Social Enterprise).	Argyll Mausoleum Ltd

<b>Harness the Potential of the Bute and Cowal Community and Third Sector (continued)</b>					
<b>Ref (SOA, CO &amp; SO)</b>	<b>Outcome (by year 5)</b>	<b>Actions to achieve outcome</b>	<b>Success measures (in year)</b>	<b>Lead Organisation and Responsible Post</b>	<b>Key Partners</b>
3.6.3, CO8 & ET04	Harness the potential of partnership working and increase capacity to deliver sustainable communities.	Argyll and Bute Council to administer the Stalled Spaces Scotland project further to providing 50% of the £20,000 funding pot. Grants of up to £2,500 are available for projects which have growing, healthy living or youth activity at their heart, and also propose to improve underused, vacant or derelict spaces within town centres on a temporary basis (i.e. one day event to years until such time that a site can be redeveloped).	Report on the number of grants secured by the Rothesay and Dunoon communities by end of March 2016.	Argyll and Bute Council: Projects and Renewables Manager.	Architecture and Design Scotland and the Rothesay and Dunoon communities.

Notes: Ref (SOA, CO and SO) – reference to the Single Outcome Agreement, corporate outcome and service outcome which this particular outcome will contribute towards.



## Compelling Bute and Cowal

Theme – A Collaborative Bute and Cowal					
Increase Profile of Bute and Cowal					
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead Organisation and Responsible Post	Key Partners
1.3.1, 1.3.2, 1.3.3, CO1 & ET01	Increase the profile of the Bute and Cowal area to attract economically active new residents (individuals and families) inward investors and visitors (with a potential to locate to Bute and Cowal) in order to promote economic development and growth.	Creation of a Promotional Action Plan with input from local communities and employers.	<p>Completion of Compelling Argyll and Bute Administrative Areas study, by end of June 2015.</p> <p>Development of a detailed Promotional Action Plan for Bute and Cowal by October 2015, with a focus on the issues and challenges raised in the Compelling research.</p> <p>Launch of Compelling Bute and Cowal Action Plan by end of 2015.</p>	Argyll and Bute Council: Head of Economic Development and Strategic Transportation.	AITC; HIE and Visit Scotland (VS).

Notes: Ref (SOA, CO and SO) – reference to the Single Outcome Agreement, corporate outcome and service outcome which this particular outcome will contribute towards.