

**MID ARGYLL, KINTYRE AND THE ISLANDS ECONOMIC DEVELOPMENT ACTION
PLAN 2015/16**

1. EXECUTIVE SUMMARY

- 1.1** The purpose of this paper is to seek approval from the Mid Argyll, Kintyre and the Islands Area Committee on the proposed Mid Argyll, Kintyre and the Islands Economic Development Action Plan (EDAP), 2015/16.
- 1.2** The content of the Mid Argyll, Kintyre and the Islands 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 Mid Argyll, Kintyre and the Islands 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 Mid Argyll, Kintyre and the Islands Area Committee notes the content of this paper.
 - The Mid Argyll, Kintyre and the Islands Area Committee discusses the Mid Argyll, Kintyre and the Islands Economic Development Action, 2015/16 and agrees to amend as appropriate and then approve this working document for 2015/16.

MID ARGYLL, KINTYRE AND THE ISLANDS ECONOMIC DEVELOPMENT ACTION PLAN 2015/16

2. INTRODUCTION

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

3. RECOMMENDATIONS

3.1 The Mid Argyll, Kintyre and the Islands Area Committee notes the content of this paper.

3.2 The Mid Argyll, Kintyre and the Islands Area Committee discusses the Mid Argyll, Kintyre and the Islands 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 MID ARGYLL, KINTYRE AND THE ISLANDS EDAP

4.1 A workshop session was held in Campbeltown, on Wednesday, 6th May 2015 to discuss the required specific, measurable, achievable, realistic and time bound (SMART) actions and success measures for inclusion in the Mid Argyll, Kintyre and the Islands Economic Development Action Plan, 2015/16.

4.2 From a list of 62 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, 29th June 2015.

4.4 **Three** overarching actions and success measures for the Mid Argyll, Kintyre and the Islands area were identified from the consultation process noted above, as follows:

- To undertake a **mapping of the food and drink industry** in the area, with input from the Compelling Argyll and Bute and its Administrative Areas study, July 2015, the private sector and partner agencies, such as Highlands and Islands Enterprise and Scotland Food and Drink, to show where these

employment opportunities are located and the skills requirements in order to fill such opportunities.

- A similar **mapping exercise** should also be undertaken for the **forestry sector**, with input from the Argyll and Bute Timber Transport group and relevant partner agencies.
- Using the evidence from the food and drink industry mapping exercise and the Compelling study, work with partners such as Argyll and the Isles Tourism Co-operative Ltd (AITC) in order to **promote the food and drink sector** in the area **coupled** with the **tourism/heritage offering**. In particular, focus should be given to the promotion of the remote rural and island communities across the area.

Discrete actions and success measures which fit with and will contribute to the overarching issues are detailed in the Mid Argyll, Kintyre and the Islands Economic Development Action Plan, 2015/16 (**Appendix 1**).

5. IMPLEMENTATION OF THE MID ARGYLL, KINTYRE AND THE ISLANDS EDAP

5.1 Following approval by the Area Committee, officers will work to implement the key actions as contained in the Mid Argyll, Kintyre and the Islands 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 Mid Argyll, Kintyre and the Islands Area Committee notes the content of the Mid Argyll, Kintyre and the Islands 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 Mid Argyll, Kintyre and the Islands Area Committee are as outlined in **Table 7.1** below.

Table 7.1: Implications for the Mid Argyll, Kintyre and the Islands Area Committee	
Policy	The Mid Argyll, Kintyre and the Islands 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.
Financial	The Mid Argyll, Kintyre and the Islands EDAP will ensure that the area's resources are allocated efficiently and effectively with regard to the economic development priorities and ambitions for Mid Argyll, Kintyre and the Islands. There will need to be annual consideration of best alignment between resources and priorities.

Table 7.1: Implications for the Mid Argyll, Kintyre and the Islands Area Committee (continued)	
Legal	All legal implications at project level will be taken into consideration.
HR	The Mid Argyll, Kintyre and the Islands 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.
Equalities	The Mid Argyll, Kintyre and the Islands EDAP will comply with all Equal Opportunities policies and obligations.
Risk	If the Mid Argyll, Kintyre and the Islands 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.
Customer Service	The Mid Argyll, Kintyre and the Islands EDAP will provide internal and external customers with a clear articulation of the key priorities for developing the Mid Argyll, Kintyre and the Islands economy, thereby facilitating focus, effective resource planning and partnership working at the local level.

For further information contact:

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**Appendix 1: Mid Argyll, Kintyre and the Islands Economic Development Action Plan,
2015/16**

Mid Argyll, Kintyre and the Islands Economic Development Action Plan, 2015/16 (working document)

By 2024, Mid Argyll, Kintyre and the Islands will be:

- A **better connected and accessible place** with improved ferry services, road, rail, air and active travel links together with improved telecommunications networks and broadband coverage.
- A place of **outstanding natural and built heritage** with enhanced natural assets and green networks linking the Main Towns to the adjacent countryside and effective use of its key assets such as Kilmartin Glen Heritage and the Crinan Canal.
- A place that can offer a **wide range of housing choices** in places with modernised essential services and infrastructure with a focus on larger scale growth in Campbeltown, Lochgilphead/Ardrihaig, Tarbert, Bowmore and Inveraray.
- A **competitive place better connected to the global economy** – with thriving local communities that provide an incentive for businesses to locate to, particularly at the community owned Machrihanish Green Technologies Business Park and at the expanded Kilmory Strategic Business site together with major tourism developments at Tarbert, Craobh Haven and Machrihanish.
- A **greener place** with numerous community led smaller scale renewable energy projects and larger scale commercial off shore wind, wave and tidal projects that have helped grow the local and national economy.

Overview

This area is famous for historic sites such as Dunadd and Kilmartin Glen (the influence for the landscape in the Oscar winning film, *Brave*); the malt whiskies of Campbeltown, Islay and Jura; and is emerging as a key location for aquaculture, forestry and tourism with investments in golf and high quality accommodation. Also, the successful community buy-out of the Machrihanish Airbase has the potential to offer significant investment opportunities, such as the location for the European Spaceport.

With a mixed picture for population decline in this central part of Argyll, the main towns of Campbeltown and Lochgilphead/Ardrihaig perform a crucial role in delivering economic opportunities for the wider area. In particular, the main town of Campbeltown offers the potential for significant economic growth, through established and emerging industries such as tourism, forestry and food and drink. Furthermore Campbeltown/Machrihanish is an important national hub for the renewable energy industry with significant private and public investment and the harbour's proximity to the Irish Sea and Atlantic and nearby off-shore developments, such as the Sound of Islay Tidal Device. This potential could be better realised through better connectivity, such as the re-establishment of the vehicular ferry link to Northern Ireland for example. While still economically fragile, the thriving islands of Islay and Jura are also well placed to take advantage of the emerging off shore energy industry and continue to diversify their economic base as new opportunities present themselves. Elsewhere, there is also potential for sustainable economic growth given the area's outstanding natural, built and cultural environment with a focus on communities such as Tarbert, Gigha, Craobh Haven and Kilmartin Glen. There is also potential for supporting the sustainable growth of the well-established aquaculture industry, through both new developments within marine sites and associated hatcheries and processing.

Overarching Challenge, Actions and Success Measures for Mid Argyll, Kintyre and the Islands

The overarching challenge for the Mid Argyll, Kintyre and the Islands 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 14% of the Mid Argyll, Kintyre and the Islands population by 2037; with a forecast that the working age population will fall by 22%).

As noted above a key focus for the Mid Argyll, Kintyre and the Islands economy is the food and drink sector. This has been verified by the Compelling Argyll and Bute and its Administrative Areas study, July 2015, where there has been a positive change in the employment opportunities (up by 100, source Business Register Employment Survey (BRES), 2013) with regard to the food and drink sector over the period, 2009-2013 for the Mid Argyll, Kintyre and the Islands area.

A principal requirement for attracting labour from outside the region is the availability of affordable housing. It should be noted that Mid Argyll, Kintyre and the Islands 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 in Campbeltown.

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

- To undertake a **mapping of the food and drink industry** in the area, with input from the above study, the private sector and partner agencies, such as Highlands and Islands Enterprise and Scotland Food and Drink, to show where these employment opportunities are located and the skills requirements in order to fill such opportunities.
- A similar **mapping exercise** should also be undertaken for the **forestry sector**, with input from the Argyll and Bute Timber Transport group and relevant partner agencies.
- Using the evidence from the Compelling study, work with partners such as AITC in order to **promote the food and drink sector** in the area coupled with the tourism/heritage offering. In particular, focus should be given to the promotion of the remote rural island communities across the area.

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

Competitive Mid Argyll, Kintyre and the Islands

Theme – A Competitive Mid Argyll, Kintyre and the Islands					
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, 1.7.1, CO1 & ET01	Thriving and successful groups within the Mid Argyll, Kintyre and the Islands area.	<p>Business Gateway Advisers and other appropriate Argyll and Bute Council staff to provide support and guidance to any potential groups in the Mid Argyll, Kintyre and the Islands area.</p> <p>To establish why the conversion rate of business start-up enquiries to actual starts differs between and within administrative areas.</p>	<p>Business Gateway to conduct a roadshow across the Mid Argyll, Kintyre and the Islands business community during 2015/16 to promote available business support.</p> <p>Undertake study to report on conversions rates for Mid Argyll, Kintyre and the Islands by March 2016.</p>	<p>Argyll and Bute Council: Business Gateway Team and Economic Development Manager.</p> <p>Argyll and Bute Council: Business Gateway: Senior Development Officer.</p>	<p>Mid Argyll, Kintyre and the Islands business community.</p> <p>Highlands and Islands Enterprise (HIE)</p>
Place: Town Centre/Heritage Regeneration in Mid Argyll, Kintyre and the Islands					
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead Organisation and Responsible Post	Key Partners
2.6.1, CO11 & ET02	Regenerate our main town of Campbeltown building on the CHORD Programme and the Townscape Heritage Initiative in a manner that optimises sustainable economic growth.	<p>Expenditure of residual CHORD funding to conclude CHORD programme and support regeneration outcomes.</p> <p>Delivery of the outstanding priority projects within the Campbeltown Town Heritage Initiative (THI): Town Hall and Main Street/Cross Street.</p> <p>Develop and delivery Campbeltown CARS Round 6 (April 2015 to March 2020).</p>	<p>Completion of Campbeltown Berthing Facility May 2016.</p> <p>Completion of the THI projects: Town Hall and Main Street/Cross Street by November 2015.</p> <p>Construction works underway at 10-20 Longrow South (Campbeltown CARS priority building). To be completed by November 2015.</p>	Argyll and Bute Council: Projects and Renewables Manager.	Historic Scotland (HS); Heritage Lottery Fund (HLF) and HIE.

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/Heritage Regeneration in Mid Argyll, Kintyre and the Islands (continued)					
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead Organisation and Responsible Post	Key Partners
2.6.1, 1.3.1, CO11 & ET02, LDP Areas for Action (AFA) 12/1 and 12.5.	Regenerate the main towns of Ardrishaig (including the Crinan Canal) and Lochgilphead.	Preparation of an Investment Plan for Mid Argyll.	Identification of key priority projects within Mid Argyll which will feed into the Mid Argyll Investment Plan being developed by the Mid Argyll Chamber of Commerce (August/September 2015).	Mid Argyll Chamber of Commerce: Project Officer.	Argyll and But e Council (ABC) and HIE.
		Lochgilphead and Ardrishaig (including the Crinan Canal) identified as an Areas for Action within the Local Development Plan where a Charrette process will be developed during 2015/16.	Charrette/'Planning for Real' process developed in Lochgilphead during 2015/16.	Argyll and Bute Council: Development Policy Manager.	ABC; HIE and Scottish Canals.
		Preparation of Kilmory Industrial Estate Masterplan.	Completion of Kilmory Industrial Estate Masterplan, July 2016.	Private Sector: MacLeod Construction	ABC and HIE.
		Delivery of Dalriada Arts and Culture project.	Advance proposal for the delivery of the Dalriada Arts and Culture project on vacant land at Baddens, just outside Lochgilphead.	Dalriada Arts and Culture Group.	ABC and HIE
1.3.1, CO11 & ET02, AFA 13/1 and 13/2	Regenerate our key settlement locations: Inveraray, Bowmore and Tarbert.	Delivery of Conservation Area for Regeneration Scheme (CARS) in Inveraray.	Delivery of CARS five-year funding programme. Commencement of one priority building on site during 2015/16.	Argyll and Bute Council: Projects and Renewables Manager.	HS; Argyll Community Housing Association (ACHA) and HLF.
		Support Kilmartin Museum aligned to the CPP Single Outcome Agreement.	Resubmitted Stage 1 of Heritage Lottery bid in April 2015. Outcome of Stage 1 bid to be advised in July 2015. If successful will invited to submit a Stage 2 bid.	Argyll and Bute Council: Projects and Renewables Manager.	HIE and private sector.
		Regeneration of Bowmore.	Delivery of Phase 2 of the Bowmore Masterplan (10 affordable houses) by March 2016.	Argyll and Bute Council: Head of Planning and Regulatory Services.	ACHA and HIE.

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: Strategic Sites					
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead Organisation and Responsible Post	Key Partners
1.2.4, CO14 & ET03	Campbeltown/ Machrihanish (NRIP site) – promoting development of harbour and working with Machrihanish Airbase Community Company (MACC) Limited to realise potential.	Machrihanish Strategic Business Site. Submission of bid for European Spaceport at Machrihanish.	Argyll and Bute Council signs Spaceport consortium agreement with MACC 2015/16. Secure the European Spaceport for Machrihanish during 2015/16 (subject to external decisions).	Argyll and Bute Council: Head of Economic Development and Strategic Transportation.	HIE, Machrihanish Airbase Community Company (MACC) Ltd and Highlands and Islands Airports Limited (HIAL).
Sustainable Economic Assets: Priority One - Renewable Energy in Mid Argyll, Kintyre and the Islands					
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead Organisation and Responsible Post	Key Partners
1.5.3, CO14 & ET03	Optimise the renewable energy potential for the benefit of Mid Argyll, Kintyre and the Islands, to ensure we have a thriving, sustainable renewable energy sector with well-developed local supply chains and community benefits.	Work with key stakeholders to ensure that potential renewable energy within Mid Argyll, Kintyre and the Islands is developed to promote sustainable economic growth. Scottish Islands Federation (SIF) in partnership with Argyll and Bute Council to support individuals and organisations on Gigha 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 Gigha 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 MAKI communities. HIE; ARBA; and Gigha 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.

Sustainable Economic Assets: Priority Two – Tourism, Quality Food and Drink and Forestry in Mid Argyll, Kintyre and the Islands					
Tourism in Mid Argyll, Kintyre and the Islands					
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead Organisation and Responsible Post	Key Partners
1.6.1, CO1 & ET01	Move industry up the value chain, extend season and improve profile and propositions.	Work with local and national partners to stimulate tourism investment across the Mid Argyll, Kintyre and the Islands area.	<p>Promotion of the Loch Fyne Viking Festival June 2015 linking up different communities across the Mid Argyll.</p> <p>Delivery of the Islay, Jura and Colonsay – tourism business survey with existing and non-members; leading to the production of a new member benefits statement and the development of a new website based on the Explore Argyll model.</p> <p>Liaison between Explore Kintyre and Gigha and Explore Campbeltown groups seeking to develop a board, website and membership.</p>	AITC: Freelance Development Agent for Mid Argyll, Kintyre and the Islands.	ABC and HIE
1.6.1, 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 Mid Argyll, Kintyre and the Islands for cruise ships companies, including cultural and leisure activities.	In partnership with AITC, Argyll and Bute Council to develop a clear marketing proposition for Mid Argyll, Kintyre and the Islands for cruise ships companies, including cultural and leisure activities.	AITC with Argyll and Bute Council: Freelance Development Agent for Mid Argyll, Kintyre and the Islands and the Council's Head of Economic Development and Strategic Transportation.	Cruise Scotland; Shipping Companies; Visit Scotland (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 Community Centre, Lochgilphead, on 23 rd June 2015.	<p>Argyll and Bute Council's Projects and Renewables Team: Senior Development Officer (Social Enterprise).</p> <p>AITC Development Agent for Mid Argyll, Kintyre and the Islands.</p>	STRAMASH.

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

Quality Food and Drink in Mid Argyll, Kintyre and the Islands					
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	Sustainable food and drink supply chain that adds value across all its key components, primary producers to processors, in order to generate growth and wealth for Mid Argyll, Kintyre and the Islands.	Promotion and provenance of Argyll and Bute meats.	Delivery of a Hill Farming Conference, September 2015.	Argyll and Bute Agricultural Forum: Development Officer.	ABC.
Forestry in Mid Argyll, Kintyre and the Islands					
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead Organisation and Responsible Post	Key Partners
		<p>Thoughts – aligned to the overarching action with regard to mapping of the forestry sector?</p> <p>Innovative timber technology aligned to the renewables sector?</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 Mid Argyll, Kintyre and the Islands

Theme – A Connected Mid Argyll, Kintyre and the Islands					
Digital Connectivity/Utilities in Mid Argyll, Kintyre and the Islands					
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead Organisation and Responsible Post	Key Partners
2.2.1, CO11 & ET02	Superfast broadband to 85% – 90% of the population by 2020.	Argyll and Bute Council will work closely with HIE to ensure the success of their digital infrastructure project across Mid Argyll, Kintyre and the Islands. Argyll and Bute Council will work closely with Community Broadband Scotland to ensure that communities receive the 2mbps broadband provision.	Argyll and Bute interests are safeguarded and the HIE project meets its targets for Argyll and Bute, including Mid Argyll, Kintyre and the Islands Maximise the £5 million funding available from Community Broadband Scotland. Progressing Giga+ Argyll in Colonsay, Islay, Jura and Craignish during 2015/16. Superfast broadband - Campbeltown and Lochgilphead in the summer of 2015.	HIE BT Project: HIE Director of Digital Highlands and Islands.	ABC; HIE; BT and Ofcom.
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.	Continue to influence mobile phone providers to upgrade coverage across Argyll and Bute, including Mid Argyll, Kintyre and the Islands.	Argyll and Bute Council: Projects and Renewables Manager.	HIE.
2.3.1, CO11 & ET02	Grid – Improvements to transmission network and resilience	Argyll and Bute Council communicates needs to the national grid. Hunterston to Carradale subsea cable link. Crossaig to Hunterston subsea cable (double circuit 220kV, 240MVA) in construction. Crossaig to Carradale 132kV overhead line rebuild in construction.	Through ABRA continue to influence the National Grid to increase capacity on the network. Completion of subsea cable link and associated onshore infrastructure by 2015.	Argyll and Bute Council: Projects and Renewables Manager.	National Grid; ABRA and SSE.

Transport Infrastructure: Road, Ports and Harbours/Ferries Transport in Mid Argyll, Kintyre and the Islands					
Road					
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead Organisation and Responsible Post	Key Partners
2.1.2, CO11 & ET02	Road – upgrade and maintain council road network and for trunk roads (A82, A83).	Participation in working groups e.g. A83 Marketing Taskforce Group, Transport Scotland A83 Working Group and Argyll Timber Transport Group.	Roads asset planning and maintenance strategy aligned to the preparation of an Infrastructure Action Plan with the inclusion of the Mid Argyll Kintyre and the Islands area during 2015.	Argyll and Bute Council: Head of Roads and Amenity Services	Transport Scotland (TS); Argyll and Bute Timber Transport Group (ATTG); Regional Transport Partnership (RTPs); HIE and Argyll and the Isles Strategic Tourism Partnership (AISTP).
Port and Harbours/Ferries					
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	Realise greater economic development benefit from our ports and harbours and explore opportunities arising from Scottish Ferries Plan and safeguard Argyll and Bute Council's interests.	Argyll and Bute Council works with Transport Scotland to explore transfer of Council ferry services. Argyll and Bute Council to continue to work with CalMac Ferries Ltd and Transport Scotland to operate Campbeltown to Ardrossan ferry service pilot scheme.	Transfer of responsibility of Council operated ferry services to TS in 2015/16. Continuation of ferry service beyond the conclusion of the pilot scheme in 2015. Growth in passenger numbers by 5% during 2014/15.	Argyll and Bute Council: Marine Operations Manager.	Scottish Government; TS and CalMac Ferries Ltd.

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Cycling and Walking					
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead Organisation and Responsible Post	Key Partners
2.1.2, 2.1.4, CO11 & ET02	Improve cycling network across Argyll and Bute and improve active travel network, for example, Kintyre Way, Core Paths Plan, 2013.	Market and promote local cycle/walking routes through improved signage and maps for key Mid Argyll, Kintyre and the Islands towns.	Complete mapping project for Ardrishaig and Lochgilphead and active travel signage project for Campbeltown by March 2016. Undertake a feasibility study to investigate improved access to the Crinan Canal bank in Lochgilphead by March 2016.	Argyll and Bute Council: Strategic Transportation Manager.	TS; Sustrans and Scottish Canals.
Argyll and Bute Transport Connectivity and Economy Study					
Ref (SOA, CO & SO)	Outcome (by year 5+)	Actions to achieve outcome	Success measures (in year)	Lead Organisation and Responsible Post	Key Partners
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.	HIE Consultations with CPP (including ABC) 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.

Collaborative Mid Argyll, Kintyre and the Islands

Theme – A Collaborative Mid Argyll, Kintyre and the Islands					
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 Mid Argyll, Kintyre and the Islands.	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 Mid Argyll, Kintyre and the Islands 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 Mid Argyll, Kintyre and the Islands.

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 Mid Argyll, Kintyre and the Islands.	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 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>Ongoing monitoring and reporting to Area Committee on a six month and yearly basis, with regard to the proportion of annual targets realised in Mid Argyll, Kintyre and the Islands.</p>	Argyll and Bute Council: Economic Development Manager and Business Gateway Team.	Mid Argyll, Kintyre and the Islands 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.

European Policy and Funding 2014-2020; European Social Fund – Enhanced Employability Pipeline					
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead Organisation and Responsible Post	Key Partners
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 Mid Argyll, Kintyre and the Islands.	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 Mid Argyll, Kintyre and the Islands 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.
Harness the Potential of the Mid Argyll, Kintyre and the Islands Community and Third Sector					
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, CO8 & ET04	Harness the potential of partnership working and increase capacity to deliver sustainable communities.	Assist with the preservation of Dalintober Pier.	Assist the group with attracting funding for a feasibility study.	Argyll and Bute Council: Projects and Renewables Team, Senior Development Officer (Social Enterprise).	Local community groups.
		Assist with the redevelopment of Inveraray Community Hall.	Assist the group with attracting funding for a feasibility study.	Argyll and Bute Council: Projects and Renewables Team, Senior Development Officer (Social Enterprise).	Local community groups and businesses.

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

Harness the Potential of the Mid Argyll, Kintyre and the Islands Community and Third Sector (continued)					
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, 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 a site can be redeveloped).	Report on the number of grants secured by the Campbeltown community by end of March 2016.	Argyll and Bute Council: Projects and Renewables Manager.	Architecture and Design Scotland and the Campbeltown 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.

Compelling Mid Argyll, Kintyre and the Islands

Theme – A Collaborative Mid Argyll, Kintyre and the Islands					
Increase Profile of Mid Argyll, Kintyre and the Islands					
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 Mid Argyll, Kintyre and the Islands area to attract economically active new residents (individuals and families) inward investors and visitors (with a potential to locate to Mid Argyll, Kintyre and the Islands) 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 Mid Argyll, Kintyre and the Islands by October 2015, with a focus on the issues and challenges raised in the Compelling research.</p> <p>Launch of Compelling Mid Argyll, Kintyre and the Islands Action Plan by end of 2015.</p>	Argyll and Bute Council: Head of Economic Development and Strategic Transportation.	AITC, HIE and 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.