

Appendix 1: Mid Argyll, Kintyre and the Islands Economic Development Action Plan

Mid Argyll, Kintyre and the Islands Economic Development Action Plan

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.
- A place that can offer a **wide range of housing choices** in places where people want to live with modernised essential services and infrastructure with a focus on larger scale growth in Campbeltown, Lochgilphead, Ardrishaig, Tarbert, Bowmore, Inveraray and local settlements to encourage sustainability.
- 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 economies.

Overview

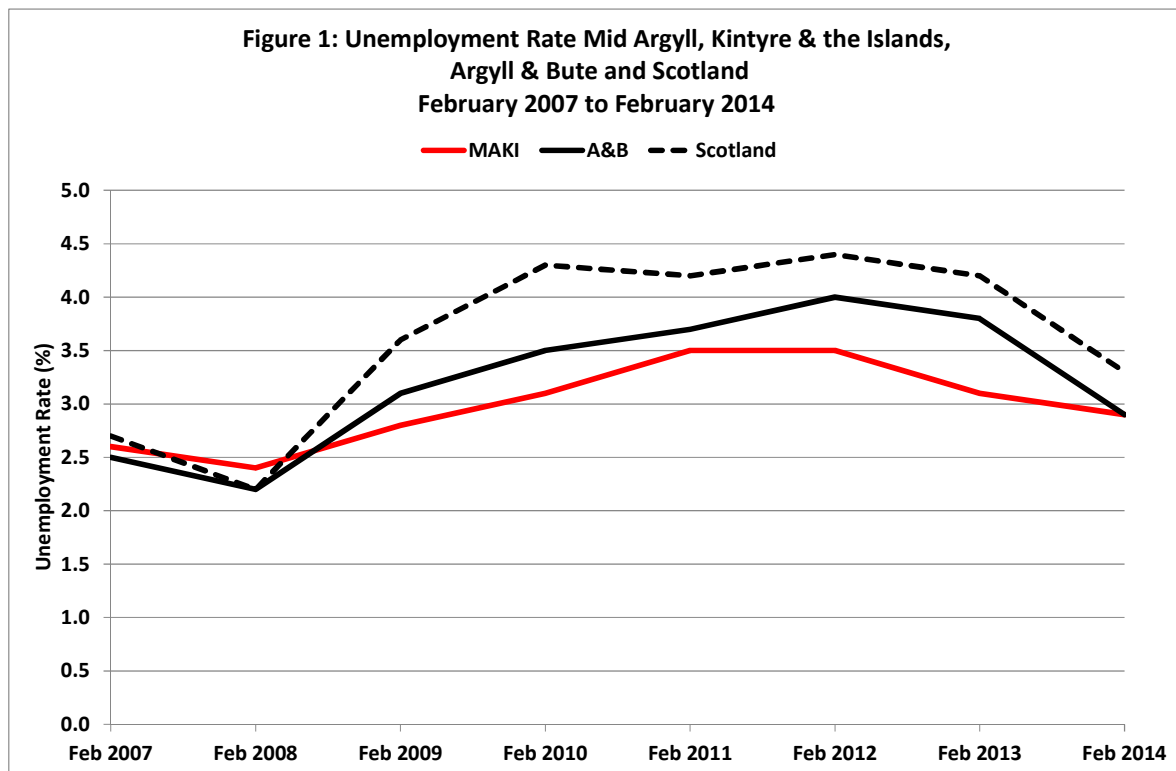
This area is famous for historic sites such as Dunadd and Kilmartin Glen (the influence for the landscape in the Oscar winning film, *Brave*); the malt whiskies of Campbeltown, Islay and Jura; and is emerging as a key location for aquaculture, forestry and tourism with investments in golf and high quality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

Key Facts for Mid Argyll, Kintyre and the Islands (latest available):

- **Resident population 2011:** 20,951 a 3.6% decline since 2001.
- **Total employee jobs 2012¹:** 8,782
 - Total full-time employee jobs: 5,201
 - Total part-time employee jobs: 3,581.
- **Key sectors (% of total employee jobs 2012):**
 - healthcare: 17.3%;
 - public admin and defence:13.9%
 - education: 10.1%; and
 - tourism: 9.3%.
- **Business start-ups:** third quarter of 2013/14, five start-ups were supported, against a quarterly target of five. End of the third quarter, 23 start-ups supported against a year-to-date target of 17 (135% of target achieved).

¹ Source: Business Register and Employment Survey 2012. It should be noted that this data excludes voluntary workers, the self-employed, working owners who are not paid via PAYE, government supported trainees and HM forces. Self-employed data is only available at the Travel-to-Work (TTWA) area level. For the MAKI area, one TTWA relates to Campbeltown, one to Lochgilphead while for the other Islay is amalgamated with Mull.

- **Unemployment rate:** consistently below the Argyll and Bute and the national average since around July 2008 as depicted in **Figure 1** below.



Source: Claimant Count, March 2014, NOMIS

Key Facts for Mid Argyll, Kintyre and the Islands (continued):

- **Planning applications:** decrease of 25.6% from 2007/08 to 2012/13.
- **Pre-planning applications:** increase of 6.3% from 2011/12 to 2012/13.

With a mixed picture for population decline in this central part of Argyll, the main towns of Campbeltown, Lochgilphead and Ardrishaig 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 together with the renewable energy industry. This potential could be better realised through better connectivity, such as the continuation of the vehicular ferry link to Ardrossan further to the conclusion of the current pilot service. 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.

Competitive Mid Argyll, Kintyre and the Islands

Theme – A Competitive Mid Argyll, Kintyre and the Islands				
Businesses: Business Gateway – Support to Business Improvement Districts Scotland (BIDS) in Mid Argyll, Kintyre and the Islands				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead partners
1.1.4, CO1 & ETO1	Thriving and successful BIDS groups within the Mid Argyll, Kintyre and the Islands area.	Business Gateway Advisers and other appropriate Argyll and Bute Council staff to provide support and guidance to any potential BIDS groups in the Mid Argyll, Kintyre and the Islands area.	Identify opportunities for joint working between Argyll and Bute Council’s Business Gateway and any potential BIDS groups throughout 2014/15.	ABC and discrete BIDS Groups across Argyll and Bute.
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 partners
2.6.1, CO11 & ETO2	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 THI: Town Hall, Cross Street and Main Street.</p> <p>Prepare and develop the full business case for the Campbeltown Berthing Facility.</p>	<p>Completion of current phase of development of the Old Quay, Campbeltown, March 2015.</p> <p>Completion of the Campbeltown THI projects by June 2015.</p> <p>Completion of the full business case by June 2014.</p>	ABC, HS, HLF and HIE.
1.2.4, CO14 & ETO3	Campbeltown/Machrihanish (NRIP site) – promoting development of harbour and working with Machrihanish Airbase Community Company (MACC) Limited to realise potential.	<p>Engage with the MACC Limited and Wind Towers Limited, as appropriate.</p> <p>Masterplan and proposition document for Machrihanish Airbase.</p>	Completion of Masterplan and proposition document for Machrihanish by September 2015.	ABC, HIE and MACC Ltd.

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

Lead partners: Argyll and Bute Council (ABC); Historic Scotland (HS); Heritage Lottery Fund (HLF); Highlands and Islands Enterprise (HIE); Machrihanish Airbase Community Company (MACC) Ltd.

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 partners
1.3.1, CO11 & ET02	Regenerate our key settlement locations, Lochgilphead, Inveraray and Bowmore.	<p>Delivery of Conservation Area for Regeneration Scheme (CARS) for Inveraray.</p> <p>Regeneration of Lochgilphead.</p> <p>Regeneration of Bowmore.</p>	<p>Delivery of CARS five-year funding programme.</p> <p>Develop a robust Community Action Plan for Lochgilphead with a focus on a sense of place (to include the expansion of Kilmory Industrial Estate) by end of March 2015.</p> <p>Delivery of Phase 1 of the Bowmore Masterplan by end of March 2015.</p>	<p>ABC, HS, ACHA and HLF.</p> <p>ABC and HIE.</p> <p>ABC, ACHA and Islay Estates.</p>
1.3.1, CO11 & ET02	Regenerate the Crinan Canal and Ardrishaig.	Preparation and delivery of key projects with partners to secure the regeneration of the Crinan Canal and nodal end points.	Sign off memorandum of understanding to enable discrete projects to progress (spring 2014 onwards).	ABC and Scottish Canals.

Notes: Ref (SOA, CO and SO) – reference to the Single Outcome Agreement, corporate outcome and service outcome which this particular outcome will contribute towards.
Lead partners: Argyll and Bute Council (ABC); Historic Scotland (HS); Argyll Community Housing Association (ACHA); Heritage Lottery Fund (HLF); Highlands and Islands Enterprise (HIE);

Theme – A Competitive Mid Argyll, Kintyre and the Islands (continued)				
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 partners
1.5.3, CO14 & ET03	Optimise the renewable energy potential for the benefit of Mid Argyll, Kintyre and the Islands, Argyll and Bute and Scotland. 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 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.	2-2.5 MW of community renewable energy activity by 2015. Training opportunities delivered through the SMILEGOV project with the local Gigha community and other key stakeholders by the end of March 2015.	ABC, HIE, ABRA and MAKI communities.
Sustainable Economic Assets: Priority Two – Tourism, Quality Food and Drink, Forestry in Oban, Lorn and the Isles				
Tourism in Oban, Lorn and the Isles				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead 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, particularly in places such as Campbeltown, Machrihanish Lochgilphead, Kilmartin Glen, Ardrishaig/Crinan Canal, Inveraray, Cairndow, Tarbert and Craobh Haven.	Develop Kilmartin House as a cultural visitor attraction subject to Stage 1 HLF funding bid approval (March 2014) progressing to Stage 2 during 2014/15.	AISTP, VS, HLF, ABC and Scottish Canals.
1.6.1, CO11 & ET02	Develop cruise ship market value chain across Argyll and Bute and improve profile.	Argyll and Bute Council works with partners to grow market.	Increase number of cruise ships and passengers to Campbeltown during 2014/15 by 5%.	Cruise Scotland, ABC, Shipping Companies, VS and RYA.
1.6.1, CO1 & ET01	Argyll Coastal Waters project delivery.	Work in partnership to deliver this project across two key locations in Mid Argyll (e.g. Crinan Canal and Tarbert).	Completion of Mid Argyll and Kintyre infrastructure works by end of April 2014.	ABC, STRAMASH and Scottish Canals.

Notes: Ref (SOA, CO and SO) – reference to the Single Outcome Agreement, corporate outcome and service outcome which this particular outcome will contribute towards.
Lead partners: Argyll and Bute Council (ABC); Highlands and Islands Enterprise (HIE); Argyll and Bute Renewables Alliance (ABRA); Community Planning Partners (CPP); Machrihanish Airbase Community Company (MACC) Limited; Argyll and the Isles Strategic Tourism Partnership (AISTP); Visit Scotland (VS); Heritage Lottery Fund (HLF); Royal Yachting Association (RYA).

Theme – A Competitive Mid Argyll, Kintyre and the Islands (continued)				
Sustainable Economic Assets: Priority Two – Tourism, Quality Food and Drink, Forestry in Mid Argyll, Kintyre and the Islands				
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 partners
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.	Working with farmer groups to secure supply chain relationships with regard to Argyll Hill Lamb and Islay Lamb. To support the Scottish Island Abattoir Programme, 2013-2015.	Access one new market by end of March 2015. Delivery of discrete expert business mentoring support, business planning advice and capital support towards processing improvements by end of March 2015.	ABC, PCT, AIAF and SAOS Ltd.

Notes: Ref (SOA, CO and SO) – reference to the Single Outcome Agreement, corporate outcome and service outcome which this particular outcome will contribute towards.
Lead partners: Argyll and Bute Council (ABC); Argyll and the Isles Agricultural Forum (AIAF); Prince’s Countryside Trust (PCT); Scottish Agricultural Organisation Society (SAOS) Ltd.

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 (medium to longer-term)	Lead 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.	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.	ABC and 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.	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.	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 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, 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.	TS, ATTG, RTPs, HIE and AISTP.

Notes: Ref (SOA, CO and SO) – reference to the Single Outcome Agreement, corporate outcome and service outcome which this particular outcome will contribute towards.
Lead partners: Argyll and Bute Council (ABC); Highlands and Islands Enterprise (HIE); British Telecom (BT); Argyll and Bute Renewable Alliance (ABRA); Scottish and Southern Energy (SSE); Transport Scotland (TS); Argyll Timber Transport Group (ATTG); Regional Transport Partnerships (RTPs); Highlands and Islands Enterprise (HIE); Argyll and the Isles Strategic Tourism Partnership (AISTP).

Theme – A Connected Mid Argyll, Kintyre and the Islands (continued)				
Transport Infrastructure: Road, Ports and Harbours/Ferries Transport in Mid Argyll, Kintyre and the Islands				
Port and Harbours/Ferries				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead 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.	SG, TS and CFL.
Cycling and Walking				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead partners
CO11 & ET02	Improve cycling network across Argyll and Bute and improve active travel network, for example, Kintyre Way, Core Paths Plan, 2013.	Bid submitted to Sustrans, 14 Feb 2014 – Community Link Programme.	Increase usage of cycle network by 5%, through annual monitoring of cycle counters.	TS, Sustrans, FCS and AICCT.

Notes: Ref (SOA, CO and SO) – reference to the Single Outcome Agreement, corporate outcome and service outcome which this particular outcome will contribute towards.
Lead partners: Scottish Government (SG); Transport Scotland (TS); Calmac Ferries Ltd (CFL); Forestry Commission Scotland (FCS); Argyll and the Isles Coast and Countryside Trust (AICCT).

Collaborative Mid Argyll, Kintyre and the Islands

Theme – A Collaborative Mid Argyll, Kintyre and the Islands				
Skills Development				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead partners
3.6.6, 5.6.7, CO1 & ETO1	Skills development interventions respond to the needs of the Mid Argyll, Kintyre and the Islands economy and support individuals and businesses realise their full potential.	Deliver a skills audit for Mid Argyll, Kintyre and the Islands aligned to the proposed Argyll and Bute Skills Investment Plan, led by Skills Development Scotland.	Completion of Skills Audit by the end of March 2015.	ABC, SDS 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.
 Leader partners: Argyll and Bute Council (ABC); Skills Development Scotland (SDS); Highlands and Islands Enterprise (HIE).

Compelling Mid Argyll, Kintyre and the Islands

Theme – A Compelling Mid Argyll, Kintyre and the Islands				
Increase Profile				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead partners
1.3.1, 1.3.2, 1.3.3, CO1 & ETO1	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.	<p>Creation of a Promotional Action Plan/Market Campaign with input from local communities and employers.</p> <p>This will include addressing some key questions, such as:</p> <ul style="list-style-type: none"> • who is responsible? • resources required? • who we want to appeal to? • what are the Compelling messages for each key group? • how do we align with the other three Cs? • how do we reach target audiences? • who are our key partners? • how do we monitor? 	Delivery of approved plan/marketing campaign for Mid Argyll, Kintyre and the Islands with resources assigned, by summer 2014.	ABC Comms team, ABC departments and other appropriate Community Planning Partners.

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