

1. SUMMARY OF ISSUES

- 1.1 The purpose of this paper is to seek approval from the Bute and Cowal Area Committee on taking forward the Bute and Cowal Economic Development Action Plan (EDAP) as a **working document**, as outlined in **Appendix 1**.
- 1.2 The Bute and Cowal EDAP is a working document so that economic opportunities can be captured and addressed as they arise over the next four financial years. Therefore the in-year and the medium term actions and success measures contained within the Bute and Cowal EDAP will be reviewed and re-profiled on an ongoing basis with a formal review at the end of each financial year.
- 1.3 The Bute and Cowal EDAP has been developed further to recent discussions with the Elected Members who sit on the Bute and Cowal Area Committee and through a consultation paper shared for comment with Community Planning Partners in the Bute and Cowal area.
- 1.4 The plan in **Appendix 1** highlights in bold text six key actions and associated success measures that will be delivered during the financial year 2014/15 for developing the Bute and Cowal economy. In addition, all the key in-year actions and success measures for the CHORD programme have also been highlighted.

2. RECOMMENDATION

- 2.1 Bute and Cowal Area Committee approves the area EDAP as a working document for the financial year 2014/15 and for the next three financial years up to 2017/18.

3. IMPLICATIONS

- 3.1 The implications for the Bute and Cowal Area Committee are as outlined in **Table 3.1** below.

Table 3.1: Implications for the Bute and Cowal Area Committee	
Policy	The Bute and Cowal EDAP 2013-2018 aligns and adheres, as appropriate, to the overarching EDAP, 2013-2018 and the SOA delivery plans.
Financial	There will need to be ongoing consideration of best alignment between resources and priorities.
Legal	All legal implications at the project level will be taken into consideration.
HR	The Bute and Cowal EDAP priorities will need to 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 Bute and Cowal EDAP will comply with all Equal Opportunities policies and obligations.
Risk	If the Bute and Cowal EDAP is not taken forward as a working document 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 four financial years.
Customer Service	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:

Fergus Murray, Head of Economic Development and Strategic Transportation, tel: 01546 604293
Ishabel Bremner, Economic Development Manager, tel: 01546 604375.

Appendix 1: Bute and Cowal Economic Development Action Plan

Bute and Cowal Economic Development Action Plan

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 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.

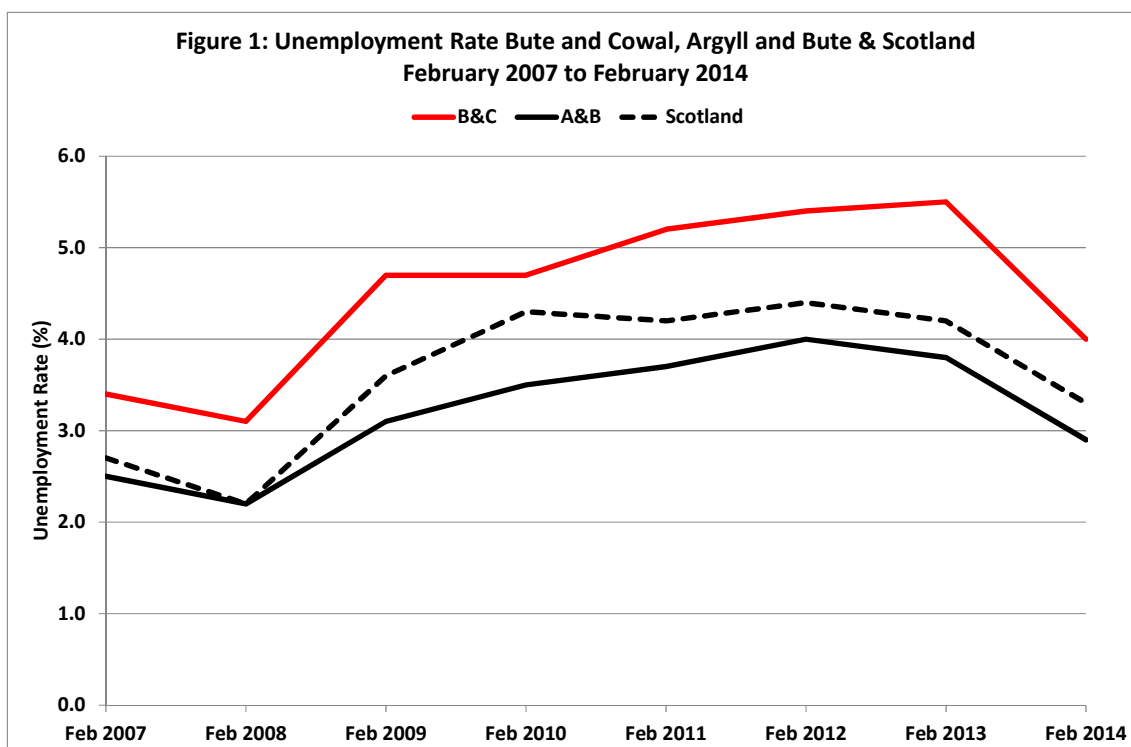
Overview

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.

Key Facts for Bute and Cowal (latest available):

- **Resident population 2011:** 21,506 a 4.8% decline since 2001.
- **Total employee jobs 2012¹:** 7,730
 - Total full-time employee jobs: 4,539
 - Total part-time employee jobs: 3,191.
- **Key sectors (% of total employee jobs 2012):**
 - public admin and defence: 17.6%;
 - healthcare: 19%; and
 - tourism: 11.6%.
- **Business start-ups:** third quarter of 2013/14, three start-ups were supported, against a quarterly target of three. End of the third quarter, 13 start-ups supported against a year-to-date target of 14 (93% of target achieved).
- **Unemployment rate:** consistently above the national average over the timeframe depicted in **Figure 1** overleaf, but has fallen by 1.5 percentage points between February 2013 and February 2014 (203 in total: 149 males and 54 females).

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.



Source: Claimant Count, March 2014, NOMIS

Key Facts for Bute and Cowal (continued):

- **Planning applications:** decrease of 25.8% from 2007/08 to 2012/13.
- **Pre-planning applications:** decrease of 8.3% from 2011/12 to 2012/13.

Key Questions (to be addressed during 2014/15):

- What is the relative population decline for Bute and Cowal – compare and contrast each area?
- What are the above demographic and labour market statistics telling us? There is a requirement for a clear evidence base and to remove unsubstantiated information.
- Does the area’s workforce have sufficient skills and training to address opportunities and challenges?
- National statistics provide a guide, but more detailed analysis (e.g. self-employment and voluntary sector employment) can be restricted by datasets in terms of the non-availability of data capture down to smaller local areas and the fact that many of these figures are in arrears. We need to get better at recording ‘real-time’ data, through distinct surveys, etc.

Therefore, the Island of Bute, together with the peninsular community of Cowal, are both facing numerous challenges given their falling population levels and fragile economies. It is important therefore that the area-based Economic Development Plan capitalises on existing and new opportunities to assist further town centre regeneration, to create sustainable economic growth in areas of strength such as tourism and better connectivity to the Glasgow conurbation and beyond.

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 partners
1.1.4, CO1 & ET01	Thriving and successful 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.	Identify opportunities for joint working between Argyll and Bute Council’s Business Gateway and Dunoon BIDS group throughout 2014/15.	ABC and discrete BIDS Groups across Argyll.
Small Business Units				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year and medium term)	Lead partners
1.1.4, CO1 & ET01	To deliver business growth (numbers and turnover) and an entrepreneurship culture in Bute and Cowal.	Encourage business start-ups to and in Bute through the development of small business units aligned to the current availability of housing.	Business Gateway in liaison with HIE to establish a portfolio of business needs (demand and supply issues) on Bute. Completion during 2015. Assess the level of investment in infrastructure required to influence local contractors to provide small business units on Bute.	ABC Business Gateway and HIE.
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 partners
1.2.2, 1.2.3, CO11 & ET02	Establish a strong sense of place in order to regenerate our main towns of Dunoon and Rothesay building on the CHORD Programme in a manner that optimises sustainable economic growth.	Expenditure of residual CHORD funding to conclude CHORD programme and support regeneration outcomes.	Deliver the third of Rothesay THI’s four priority projects - Guildford Court Apartments on Watergate. Anticipated completion date is the summer 2014. Development of the Guildford Square gap site by March 2015. Rothesay Pavilion - secure funding for Heritage Lottery Fund Stage 2 by January 2015. Dunoon Pier – deliver the Dunoon Pier improvements by end of March 2015, as per Regeneration Capital Grant Fund and European Regional Development Fund timescales. Dunoon Queens Hall – contract let by March 2015.	ABC, HS, HLF, HIE and PT. Burgh Hall – community led project. Rothesay Pavilion – community assisted project.

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); Princes Trust (PT).

Theme – A Competitive Bute and Cowal (continued)				
Sustainable Economic Assets: Priority One - Renewable Energy in Bute and Cowal				
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 Bute and Cowal, Argyll and Bute and Scotland.	<p>Development of the Bute and Cowal green economy – transitional towns and island communities (10 year timeframe). Includes issues such as green deal, community renewables focus (solar, insulation, biomass and wind) and keeping money locally.</p> <p>Scottish Islands Federation 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.</p>	<p>Preparation of an Island Sustainability Energy Action Plan for Bute during 2014/15 through the SMILEGOV project. Finalised for delivery by September 2015.</p> <p>Training opportunities delivered through the SMILEGOV project with the local Bute community and other key stakeholders by the end of March 2015.</p>	ABC, HIE, ABRA and SIF.
Sustainable Economic Assets: Priority Two – Tourism, Quality Food and Drink, Forestry in Bute and Cowal				
Tourism in Bute and Cowal				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead partners
1.6.1, CO1 & ET01	Move the industry up the value chain, extend season and improve profile and propositions.	<p>Quality accommodation provision – need to identify the provision, for example: high quality bunkhouses, self-catering to five star hotels with a key link to skills development in the tourism/hospitality industry.</p> <p>Cultural and heritage events packages – day trippers and overnight stays.</p> <p>Social enterprise activity to replace activities and provision affected by the required cuts in public sector spend, for example, Victorian toilets in Rothesay.</p>	<p>Seek support from AITC to conduct and complete an accommodation audit during 2014/15.</p> <p>Increase in tourist spend by 5% during 2014/15 (STEAM and DREAM models with associated costs for local level data).</p>	AITC, VS, HIE and ABC.

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); Scottish Islands Federation (SIF); Argyll and the Isles Tourism Co-operative (AITC); Visit Scotland (VS).

Theme – A Competitive Bute and Cowal (continued)				
Sustainable Economic Assets: Priority Two – Tourism, Quality Food and Drink, Forestry in Bute and Cowal				
Tourism in Bute and Cowal (continued)				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead partners
2.7.4, 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. 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 to the area 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 Cowal (e.g. West Bay, Dunoon and Toward Sailing Club).	Completion of Cowal infrastructure works by end of April 2014.	ABC and 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.
Lead partners: Argyll and Bute Council (ABC); Visit Scotland (VS); Royal Yachting Association (RYA).

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 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 Bute and Cowal. 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 Bute and Cowal 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 Bute and Cowal.	ABC and HIE.
2.3.1, CO11 & ET02	Grid – Improvements to transmission network	Argyll and Bute Council communicates needs to the national grid.	Through ABRA continue to influence the National Grid to increase capacity on the network.	National Grid and ABRA.
Transport Infrastructure: Sustainable Transportation, Road, Ports and Harbours/Ferries in Bute and Cowal				
Sustainable Transportation – with a focus on public transport				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year and medium term)	Lead partners
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.	TS
2.1.2, CO11 & ET02	Integrated sustainable transport networks.	Liaise with HIE to conduct research into commuter flow issues for the Bute and Cowal area.	Completion of study during 2015.	ABC and HIE.
2.1.2, CO11 & ET02	Improve cycling and walking network across Bute and Cowal.	Bid submitted to Sustrans, 14 Feb 2014 – Community Link Programme.	Increase usage of cycle network by 5%, through annual monitoring of cycle counters.	ABC, TS, Sustrans, 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: Argyll and Bute Council (ABC); Highlands and Islands Enterprise (HIE); British Telecom (BT); Argyll and Bute Renewable Alliance (ABRA); Argyll and the Isles Coast and Countryside Trust (AICCT).

Collaborative Bute and Cowal

Theme – A Collaborative Bute and Cowal				
Skills Development				
Ref (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 Bute and Cowal economy and support individuals and businesses to realise their full potential.	Deliver a skills audit for Bute and Cowal aligned to the proposed Argyll and Bute Skills Investment Plan, led by Skills Development Scotland.	Completion of Skills Audit by end of March 2015.	ABC, SDS, HIE, AITC and AIAF.

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); Argyll and the Isles Tourism Co-operative (AITC); Argyll and the Isles Agricultural Forum (AIAF).

Compelling Bute and Cowal

Theme – A Compelling Bute and Cowal				
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 & 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.	<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 unified approved plan/marketing campaign for Bute and Cowal (and separately as appropriate) with resources assigned, by the end of 2014.	ABC Comms team, ABC departments, HIE 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); Highlands and Islands Enterprise (HIE).