

HELENSBURGH & LOMOND ECONOMIC DEVELOPMENT ACTION PLAN 2013-2018

1. SUMMARY OF ISSUES

- 1.1 The purpose of this paper is to seek approval from the Helensburgh and Lomond (H&L) Area Committee on taking forward the H&L Economic Development Action Plan (EDAP) as a **working document**, as outlined in **Appendix 1**.
- 1.2 The H&L 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 H&L 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 H&L EDAP has been developed further to recent discussions with the Elected Members who sit on the H&L Area Committee and through a separate consultation workshop with Community Planning Partners in the Helensburgh and Lomond 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 Helensburgh and Lomond economy. In addition, all the key in-year actions and success measures for the CHORD programme have also been highlighted.

2. RECOMMENDATION

- 2.1 H&L 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 H&L Area Committee are as outlined in **Table 3.1** below.

<b>Table 3.1: Implications for the Helensburgh and Lomond Area Committee</b>	
<b>Policy</b>	The H&L EDAP 2013-2018 aligns and adheres, as appropriate, to the overarching EDAP, 2013-2018 and the SOA delivery plans.
<b>Financial</b>	There will need to be ongoing consideration of best alignment between resources and priorities.
<b>Legal</b>	All legal implications at the project level will be taken into consideration.
<b>HR</b>	The H&L 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.
<b>Equalities</b>	The H&L EDAP will comply with all Equal Opportunities policies and obligations.
<b>Risk</b>	If the H&L 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.
<b>Customer Service</b>	The H&L EDAP will provide internal and external customers with a clear articulation of the key priorities for developing the Helensburgh and Lomond economy, thereby facilitating focus, effective resource planning and partnership working at the local level.

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**Appendix 1: Helensburgh and Lomond Economic Development Action Plan**

## Helensburgh and Lomond Economic Development Action Plan

### By 2024, Helensburgh and Lomond will be:

- A **better connected and accessible place** with improved ferry services, road, rail and active travel links together with improved telecommunications networks and broadband coverage.
- A place that offers a **revitalised Helensburgh Town Centre and Waterfront** that takes full advantage of its position as a high quality, short term visitor destination close to the Glasgow conurbation.
- A place of **outstanding natural and built heritage** with enhanced natural assets, better townscape and public realm with new community facilities such as the Helensburgh Pierhead Swimming Pool and Leisure Centre together with a refurbished East Clyde Street Centre.
- 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 Helensburgh and Cardross delivered through the Greenbelt Masterplan.
- A **competitive place better connected to the global economy** with thriving local communities that provide an incentive for businesses to locate to, particularly within the context of the Maritime Change Programme and its role in tourism both relating to the adjoining Loch Lomond and the Trossachs National Park and as a day tripper destination.
- A **greener place** with numerous community led smaller scale renewable energy projects, established community forests and green networks.

### Overview

Adjacent to the Glasgow conurbation with key road, river and rail links (including direct trains to Glasgow and Edinburgh), the area encompasses the Faslane and Coulport Naval Bases (with a key focus on the Maritime Change Programme), a developing creative industries hub on the Rosneath Peninsula, iconic Loch Lomond and its surrounding attractions, such as the conservation village of Luss, the new Ben Arthur resort development at Arrochar and the Cobbler, with access to the wider West Highlands. The waterfront town of Helensburgh has significant development potential to become a vibrant retail and visitor location, with a particular focus on marine leisure and exploiting attractions such as Charles Rennie MacKintosh's iconic Hill House.

### Key Facts for Helensburgh and Lomond (latest available):

- **Resident population 2011:** 25,717 a 7.5% decline since 2001.
- **Total employee jobs 2012<sup>1</sup>:** 9,773
  - Total full-time employee jobs: 6,705
  - Total part-time employee jobs: 3,068.

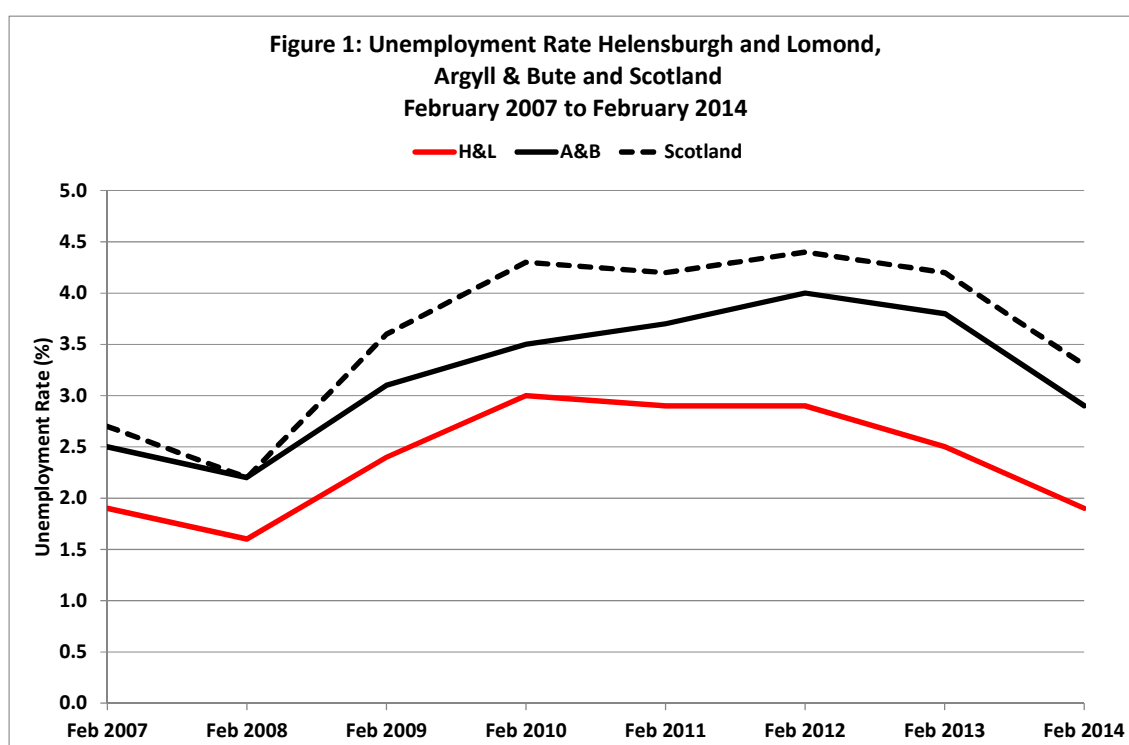
**(During 2014/15, a more detailed analysis with regard to employee jobs will be undertaken, with a focus on HM forces employment).**

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<sup>1</sup> Source: Business Register and Employment Survey 2012 – using 2003 Census Area Statistics (CAS) wards. 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 – Helensburgh and Lomond is included in the Dumbarton, TTWA.

### Key Facts for Helensburgh and Lomond (continued):

- **Key sectors (% of total employee jobs):**
  - public admin and defence: 21.4%;
  - administration and support services: 18.1%; and
  - tourism: 13.9%.
- **Business start-ups:** third quarter of 2013/14, six start-ups were supported, against a quarterly target of eight. By the end of the third quarter, 25 start-ups supported year-to-date target of 28 (89% of target achieved).
- **Unemployment:** consistently below the Argyll and Bute and the national average as depicted in **Figure 1** below.



Source: Claimant Count, March 2014, NOMIS

- **Planning applications:** decrease of 13.7% from 2007/08 to 2012/13.
- **Pre-planning applications:** increase of 31.8% from 2011/12 to 2012/13.

The communities of Cardross, Helensburgh and Garelochhead are subject to different development pressures from the rest of Argyll and Bute, with their relative accessibility to the adjacent Glasgow conurbation and the presence of the Greenbelt. The area-based Economic Development Action Plan, aligned to the Council's Local Development Plan, needs to help unlock the full potential for this area to enjoy sustainable economic growth and regeneration of its settlements, while at the same time taking into account its proximity to the Loch Lomond and the Trossachs National Park and the needs of the Roseneath Peninsula.

## Competitive Helensburgh and Lomond

<b>Theme – A Competitive Helensburgh and Lomond</b>				
<b>Businesses: Business Gateway – Support to Business Improvement Districts Scotland (BIDS) in Helensburgh and Lomond</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 partners</b>
1.1.4, CO1 & ETO1	Thriving and successful BIDS groups within the Helensburgh and Lomond area.	Business Gateway Advisers and other appropriate Argyll and Bute Council staff to provide support and guidance to potential BIDS groups in the Helensburgh and Lomond area.	Identify opportunities for joint working between Argyll and Bute Council’s Business Gateway and any potential BIDS groups throughout 2014/15.	ABC, discrete BIDS Groups and Helensburgh Chamber of Commerce.
<b>To Create an Environment where levels of Entrepreneurship are Increased</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 and medium term)</b>	<b>Lead partners</b>
1.7.2, CO11 & ETO2	To establish an innovation centre for entrepreneurs in Helensburgh (pilot) (John Logie Baird Centre).	<b>Undertake a feasibility study into the Innovation Centre concept linked to Maritime Change Project – local business development and start-up opportunities aligned to education and modern apprenticeships.</b>	<b>Business Gateway in liaison with SE to establish a portfolio of business needs (demand and supply issues) within Helensburgh and Lomond as a key component of the feasibility study.</b>  Completion of the feasibility study by end of March 2015.	ABC, ABC Business Gateway and SE.
<b>Place: Town Centre Regeneration in Helensburgh and Lomond</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 partners</b>
2.6.1, CO11 & ETO2	Regenerate our main town of Helensburgh, building on the CHORD Programme in a manner that optimises sustainable economic growth.	<b>Expenditure of residual CHORD funding to conclude CHORD programme and support regeneration outcomes.</b>  £1/50p bus – circular route around Helensburgh from Kidston Part to Hill House to Sinclair Street.	<b>Develop pilot partner action plan(s) for Helensburgh town centre and waterfront to ensure that the benefit of CHORD investment and other developments are optimised with a particular focus on Hermitage Park.</b>  <b>Completion of CHORD works during 2014/15. Plus:</b> <ul style="list-style-type: none"> <li>• <b>Shop fronts - funds awarded to successful applicants.</b></li> <li>• <b>Outcome on review of additional on-street parking.</b></li> <li>• <b>Project Initiation Document signed off for the development of Helensburgh Pierhead.</b></li> </ul> Delivery of bus service using creative ticketing during John Muir weekend in April 2014? Timescale?	ABC, HS, HLF and SE.

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); Scottish Enterprise (SE).

Theme – A Competitive Helensburgh and Lomond (continued)				
Place: Maritime Change Programme				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year and medium term)	Lead partners
1.2.1, 2.4.3, CO11 & ET02	Maximise investment opportunities in Argyll and Bute with regard to the Maritime Change Programme, with a particular focus on inward investment around Faslane and Coulport.	Ensure co-ordination with other Council departments to make Helensburgh and Lomond an attractive place for MOD families to relocate to the area.	Agree an action plan with all parties and reflect effects of the Maritime Change Programme, including: <ul style="list-style-type: none"> <li>Number of new jobs created.</li> <li>Number of new households created and type of households (e.g. social housing).</li> </ul> <p>To be completed by March 2016.</p>	ABC, MOD, Babcocks and SE.
Place: Luss Village Strategic Development Framework				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year and medium term)	Lead partners
	Sustainable redevelopment of Luss village centre to respond to demands of tourism, new affordable housing and associated public realm works.	<b>Work with Luss Estates, Loch Lomond and the Trossachs National Park and stakeholders to support the sustainable development of Luss.</b>	<b>To attend quarterly stakeholder meetings throughout 2014/15 to progress the sustainable development of Luss.</b>	ABC, Luss Estates, LL&TNPA, TS and SE.
Sustainable Economic Assets: Priority Two – Tourism, Quality Food and Drink, Forestry in Helensburgh and Lomond				
Tourism in Helensburgh and Lomond				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year and medium term)	Lead partners
1.6.1, CO1 & ET01	Move tourist sector up the value chain, extend season and improve profile and propositions.	<p>Work with local and national partners to stimulate tourism investment in Helensburgh and Lomond, including using the latent potential of the River Clyde e.g. yachting and sailing.</p> <p>Working with key partners such as Argyll and the Isles Tourism Co-operative Ltd (trading arm of AISTP) to further develop the tourism value chain linked to area's unique heritage, provenance and authenticity.</p> <p><b>Helensburgh and Lomond to be developed as a day tripper/short stay destination given its unique adjacent position with the Loch Lomond and Trossachs National Park.</b></p>	<b>Increase day tripper/short stay visitor numbers to the Helensburgh and Lomond area by 5% during 2014/15. (STEAM and DREAM models with associated costs for local level data).</b>	AITC, VS, ABC, AICCT, CYA, RYA and LL&TNPA.

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); Ministry of Defence (MOD); Scottish Enterprise (SE); Loch Lomond and the Trossachs National Park Authority (LL&TNPA); Argyll and the Isles Strategic Tourism Partnership (AISTP); Argyll and the Isles Tourism Co-operative (AITC); Visit Scotland (VS); Argyll and the Isles Coast and Countryside Trust (AICCT); Clyde Yachting Association (CYA); Royal Yachting Association (RYA).

<b>Theme – A Competitive Helensburgh and Lomond (continued)</b>				
<b>Sustainable Economic Assets: Priority Two – Tourism, Quality Food and Drink, Forestry in Helensburgh and Lomond</b>				
<b>Tourism in Helensburgh and Lomond (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 partners</b>
1.6.1, CO11 & ET02	Develop coach tour market value chain across Argyll and Bute and improve profile.	Argyll and Bute Council works with partners to grow market.	Increase number of coach tour visitors to the Helensburgh and Lomond area during 2014/15 by 5%.	ABC and SE in discussion with private operators.
1.6.1, CO1 & ET01	Argyll Coastal Waters project delivery.	Work in partnership to deliver this project at the Helensburgh waterfront.	Completion of Helensburgh 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); Scottish Enterprise (SE).

## Connected Helensburgh and Lomond

<b>Theme – A Connected Helensburgh and Lomond</b>				
<b>Digital Connectivity/Utilities in Helensburgh and Lomond</b>				
<b>Ref (SOA, CO &amp; SO)</b>	<b>Outcome (by year 5)</b>	<b>Actions to achieve outcome</b>	<b>Success measures (medium to longer term)</b>	<b>Lead partners</b>
2.2.1, CO11 & ET02	Superfast broadband to 85% – 90% of the population by 2020.	Argyll and Bute Council will work closely with the Scottish Government Rest of Scotland team to ensure the success of their digital infrastructure project in Helensburgh & Lomond.  Argyll and Bute Council will work closely with Community Broadband Scotland to ensure that communities that do not receive 2mbps broadband.	Argyll and Bute interests are safeguarded and the Scottish Government’s Rest of Scotland project meets its targets for Helensburgh and Lomond.  Fibre technology infrastructure into Helensburgh by May 2014.  Maximise the £5 million funding available from Community Broadband Scotland.	ABC, SE, SG. 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 Helensburgh and Lomond.	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.
<b>Transport Infrastructure: Road, Rail, Cycling and Walking Transport in Helensburgh and Lomond</b>				
<b>Road</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 and medium term)</b>	<b>Lead partners</b>
2.1.2, CO11 & ET02	Road – upgrade and maintain council road network and for trunk roads (A82).	Participation in working groups e.g. Argyll Timber Transport Group.	Roads asset planning and maintenance strategy aligned to the preparation of an Infrastructure Action Plan with the inclusion of the Helensburgh and Lomond area during 2015.	ABC, TS, ATTG, RTPs 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); Scottish Enterprise (SE); Scottish Government (SG); British Telecom (BT); Argyll and Bute Renewable Alliance (ABRA); Transport Scotland (TS); Argyll Timber Transport Group (ATTG); Regional Transport Partnerships (RTPs); Argyll and the Isles Strategic Tourism Partnership (AISTP).



Theme – A Connected Helensburgh and Lomond (continued)				
Transport Infrastructure: Road, Rail, Cycling and Walking Transport in Helensburgh and Lomond (continued)				
Rail Services				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year and medium term)	Lead partners
2.1.2, CO11 & ET02	Safeguard and influence the improvement of rail links to and from Helensburgh to Central Scotland.	Ongoing support to improved rail connectivity from Helensburgh with central Scotland.	Annual increase in passenger numbers. Reduction in journey time to Glasgow and onto Edinburgh.	ScotRail and Sustrans.
Cycling and Walking				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead partners
2.1.2, 2.1.4, CO11 & ET02	Improve cycling and walking network across Argyll and Bute, including Helensburgh and Lomond, and improve active travel network, for example, Core Path Plan, John Muir Way, Green Pilgrimage and Three Lochs Way.	Bid submitted to Sustrans, 14 Feb 2014 – Community Link Programme.  <b>Grow, maintain and market cycling and walking in Helensburgh and Lomond area.</b>	Increase usage of cycle network by 5%, through annual monitoring of cycle counters.  <b>Completion of the cycle path from Helensburgh to Cardross during 2014/15.</b>	ABC, SPT, Sustrans, FCS and LL&TNPA.

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); Strathclyde Partnership for Transport (SPT); Forestry Commission Scotland (FCS); Loch Lomond and the Trossachs National Park Authority (LL&TNPA).

**Collaborative Helensburgh and Lomond**

<b>Theme – A Collaborative Helensburgh and Lomond (continued)</b>				
<b>Skills Development</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 partners</b>
3.6.6, 5.6.7, CO1 & ETO1	Skills development interventions respond to the needs of the Helensburgh and Lomond economy and support individuals and businesses realise their full potential.	<b>Deliver a skills audit for Helensburgh and Lomond aligned to the proposed Argyll and Bute Skills Investment Plan, led by Skills Development Scotland.</b>	<b>Completion of Skills Audit by end of March 2015.</b>	ABC, SDS and SE

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: Leader partners: Argyll and Bute Council (ABC), Skills Development Scotland (SDS); Scottish Enterprise (SE).

## Compelling Helensburgh and Lomond

Theme – A Compelling Helensburgh and Lomond				
Increase Profile				
Ref (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 Helensburgh and Lomond area to attract economically active new residents (individuals and families) inward investors and visitors (with a potential to locate to Helensburgh and Lomond) in order to promote economic development.	<p><b>Creation of a Promotional Action Plan/Market Campaign with input from local communities and employers.</b></p> <p><b>This will include addressing some key questions, such as:</b></p> <ul style="list-style-type: none"> <li>• <b>who is responsible?</b></li> <li>• <b>resources required?</b></li> <li>• <b>who we want to appeal to?</b></li> <li>• <b>what are the Compelling messages for each key group?</b></li> <li>• <b>how do we align with the other three Cs?</b></li> <li>• <b>how do we reach target audiences?</b></li> <li>• <b>who are our key partners?</b></li> <li>• <b>how do we monitor?</b></li> </ul>	<p><b>Delivery of unified approved plan/marketing campaign for Helensburgh and Lomond with resources assigned, by summer 2014.</b></p> <p><b>Tourism Summit, Helensburgh, November 2014.</b></p>	ABC Comms team, ABC departments, SE 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); Scottish Enterprise (SE).