

**Argyll and Bute Council**  
**Comhairle Earra Ghaidheal agus Bhoid**

**Customer Services**  
**Executive Director: Douglas Hendry**



*Kilmory, Lochgilphead, PA31 8RT*  
*Tel: 01546 602127 Fax: 01546 604435*  
*DX 599700 LOCHGILPHEAD*  
*e.mail –douglas.hendry@argyll-bute.gov.uk*

3 June 2014

## **NOTICE OF MEETING**

A meeting of the **MID ARGYLL PARTNERSHIP** will be held in the **COUNCIL CHAMBERS, KILMORY, LOCHGILPHEAD** on **WEDNESDAY, 11 JUNE 2014** at **10:00 AM**, which you are requested to attend.

Douglas Hendry  
Executive Director - Customer Services

## **BUSINESS**

- 1. APOLOGIES**
- 2. MINUTES OF MEETING HELD ON 12 MARCH 2014** (Pages 1 - 10)
- 3. MATTERS ARISING**
- 4. REFLECTION ON SEMINAR (AMENITY SERVICES, INSURANCE AND COMMUNITY ENGAGEMENT)**  
SOA Theme 2 – We have Infrastructure that Supports Sustainable Growth
- 5. COMMUNITY REPRESENTATION AND TERMS OF REFERENCE**  
All SOA Themes (Pages 11 - 16)
- 6. LOCAL ECONOMIC DEVELOPMENT ACTION PLAN 2013-2018**  
SOA Theme 1 – The Economy is Diverse and Thriving (Pages 17 - 28)
- 7. VILLAGE/ TOWN/AREA PLAN UPDATES INCLUDING**  
All SOA Themes
  - (a) Ardrishaig
  - (b) Craignish

- (c) Dunadd
- (d) Furnace
- (e) Inveraray
- (f) Lochgilphead
- (g) South Knapdale
- (h) Tarbert Conservation Area
- (i) West Lochfyne

**8. HOUSING ISSUES**

SOA Themes – 2, 4, 5 and 6

- 2. We have infrastructure that supports sustainable growth
- 4. Children and young people have the best possible start
- 5. People live active, healthier and independent lives
- 6. People live in safer and stronger communities

**9. SCOTTISH WATER**

SOA Theme 2 – We have infrastructure that supports sustainable growth

**10. TRANSPORTATION ISSUES**

SOA Theme 2 – We have infrastructure that supports sustainable growth

- (a) Update from Roads Department

**11. HEALTH/SOCIAL CARE ISSUES**

SOA Theme 5 – People live Active, Healthier and Independent lives

**12. COMMUNITY SAFETY**

SOA Theme 5 – People live Active, Healthier and Independent lives

**13. COMMUNITY INITIATIVES**

All SOA Themes

**14. AMENITY ISSUES**

**15. AOB**



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**MINUTES of MEETING of MID ARGYLL PARTNERSHIP held in the COMMITTEE ROOM 1,  
KILMORY, LOCHGILPHEAD  
on WEDNESDAY, 12 MARCH 2014**

**Present:**

	(Chair)	
	Councillor Sandy Taylor	
Councillor Anne Horn		Councillor Donald MacMillan
Iain MacLeod		ACHA
Sgt Danny McGeachy		Police Scotland
Heather Clark		Furnace CC
Sharon MacInnes		Furnace CC
Hugh Thomson		South Knapdale CC
Adrian Davis		Inveraray CC
Barbara Holness		Dunadd CC
Mary Smyth		Craignish CC
Bob Chicken		Tarbert & Skipness CC
Leonard McNeill		West Lochfyne CC
Jeannette Laughton		Ardrishaig CC
Tom Murphy		Argyll and Bute Council
Paul Martin		Argyll and Bute Council
Stephen Doogan		Argyll and Bute Council
Duncan Clelland		Argyll and Bute Council
Roanna Clark		Argyll and Bute Council
Raymond Flanagan		Argyll and Bute Council

**1. APOLOGIES**

Apologies were intimated by:

Councillor Robin Currie  
Councillor Douglas Philand  
Kate MacAulay, NHS Highland  
David C Jardine, Forest District Manager  
Jim Frame (SEPA)  
Benedict Tustin (SEPA)  
Rod Buchanan (ACHA)  
Stewart Clark (Argyll and Bute Council)  
Douglas Blades (Argyll and Bute Council)

The Chair welcomed everyone to the meeting and explained that the Amenity Services Area Manager – Tom Murphy had given a short presentation to Members in regards the proposed Amenity Service savings and welcomed input from the MAP in regards the review of this process.

Discussion continued and various issues and initiatives were outlined and Mr Murphy emphasised that he welcomed opportunities which would help establish partnerships with local Community Councils to address the proposed service reduction in the local area.

The issue of officers attending local Community Council meetings was raised and Mr Murphy highlighted that a reduction in his management structure negated attendance at all meetings, but that he could arrange officer attendance for specific issues.

The group drew attention to Insurance cover for duties which may be undertaken on a voluntary basis.

### **Decision**

The group agreed that:-

1. The Amenity Services Manager would organise a date to meet with Community Council representatives to give a fuller presentation and to explore any initiatives or suggestions that could be undertaken locally. A representative of Argyll and Bute Council or the insurers would also attend this meeting to advise on any insurance cover issues raised.

## **2. MINUTES OF MEETING HELD ON 11 DECEMBER 2013**

The Minute of the previous meeting held on 11 December, 2013 was approved as a true record, subject to the following amendments:-

Item 4 (b) The title should read – South Knapdale

Item 4 (d) Achahoish Primary School created a St Kilda Museum

## **3. MATTERS ARISING**

### **(a) IMPROVING REPRESENTATION AND TERMS OF REFERENCE**

The group gave consideration to a report which invited partners to consider the future shape and form of the group and also sought guidance from the partners as to whether they would consider reviewing the terms of reference (TOR) for the group, as well as considering its place within the Community Planning structures in place in Argyll and in Scotland as a whole.

Discussion followed and the group requested that further time be given to allow them to have further discussion within their own Community Councils.

### **Decision**

The group agreed that this issue be continued to the next MAP meeting scheduled for 11 June.

(Reference: Report by the Executive Director of Community Services, dated March 2014, submitted).

### **(b) CPP EVENT UPDATE**

The group heard an update from the Community Development Officer – Duncan Clelland detailing the success of the recent events held in the MAKI area.

He highlighted that overall 600 people had participated in the 15 events held across Argyll and Bute and 500 questionnaires had been completed. Duncan confirmed that there was a commonality across the events held and detailed the main issues that local communities had raised.

These included:-

Economy  
Community Plans  
Business  
Health and Education (including retention of staff)  
Training Opportunities  
Children and Young People  
Safer and Stronger Communities

**Decision:**

The group agreed that Duncan would disseminate a report to the group and local Community Councils which summarised the various issues highlighted and outlined at the recent events.

**4. VILLAGE/ TOWN/AREA PLAN UPDATES INCLUDING**

**(a) ARDRISHAIG**

The group heard an update from Jeannette Laughton where she detailed ongoing meetings with both Argyll and Bute Council and Scottish Canals. She highlighted various local initiatives – including Works at the War Memorial and tidying the Canal Bank. Jeannette added that the Community Council had also designed a flyer which would be distributed to people using the canal and would highlight the various amenities in Ardrishaig. She outlined the 6 sub-groups within the Community Council which were assigned for various projects.

**(b) TARBERT CONSERVATION AREA**

The group heard an update from Bob Chicken in which he reported that various road issues had not been resolved in the local area. He also reported that the Community Council was now quorate.

**(c) CRAIGNISH**

The group heard an update from Mary Smyth and she detailed that recent remedial works on the A816 had been completed. She added that plans had recently been submitted for Craobh Haven and Lunga without consultation with local residents. May continued that the beach clean season had commenced.

**(d) FURNACE**

Heather Clark and Sharon MacInnes reported on a recent event which had raised £700 for 2 local charities and the local lifeboat. Planning permission had been granted for the village hall extension and remedial work had been

completed on Redwell Park.

(e) **WEST LOCHFYNE**

Leonard McNeill updated the group on recent conservation work at the War Memorial and highlighted major problems which had been encountered in the Village Hall. He outlined various road issues and highlighted the potential impact of these onto tourist traffic in the summer.

(f) **LOCHGILPHEAD**

There was no update from Lochgilphead Community Council.

(g) **DUNADD**

Barbara Holness reported on the progress made towards the production of a local Community Plan and highlighted the growing cost of the footpath between Bridgend and Glassary. She advised the need for adequate parking issues at the Kilmartin Museum when it is further developed and a proposed meeting to try and resolve this.

(h) **SOUTH KNAPDALE**

Hugh Thomson informed the group that the Community Council were endeavouring to facilitate more formative local contact within the community. He highlighted the potential impact of the 2 proposed Wind farm projects to the local area.

(i) **INVERARAY**

Adrian Davis outlined various structural problems in the old Community Hall, in addition there were also ownership issues.

**5. HOUSING ISSUES**

The group heard a short update on ACHA issues from Iain McLeod, Local manager, Property Services. He emphasised that he was unable to provide a strategic overview to the group, but confirmed that Yvonne Litster, ACHA Regional Manager was prepared to attend a future MAP meeting to undertake this.

Iain's verbal update included details on the following:-

Dewar Avenue - the former play park is a blank canvas and ACHA would welcome any proposals from Lochgilphead CC.

Bridge Terrace road – Quotes have been obtained from ABC and Breedon Aggregates for resurfacing the road. In addition, Fyne Forestry has requested a quote from McNaughton and there is an agreement between Fyne Forestry, ACHA and Argyll Estates to pay a share of costs.

There is street lighting up to Bridge Terr and Council service vehicles use this road).



Three owners have been written to (South Craleckan, 5 Bridge Terrace and Bridge Cottage) and, to date, only one response has been received. The owner of Bridge Cottage has stated that he was not prepared to make a contribution. Reminder letters will be sent to owners of Bridge Terr and S Craleckan.

In regards Duncholgan core path, Argyll and Bute Council will be submitting a Sustrans funding bid again this year.

ACHA have submitted a planning application for a proposed new build at Oakfield, Tarbert which will comprise of 8 units. The design & build contract has been awarded to MacLeod Construction and the planning application has been approved. The site is currently owned by the Council and a land transfer agreement is being progressed.

In addition, a Planning application for Barn Park, Inveraray (12 units) in February and a design & build contract has been awarded to Stewart McNee Ltd., Dunoon. Subject to planning approval, a site start could be made in May 2014. The site is currently owned by Argyll Estates and a land transfer agreement has been agreed.

Iain informed the group of the on-going joint working between ACHA and PO on the CARS project. He advised of the appointment of the new CARS officer – Mr Iain Barker, who will work closely with all involved and help with the consolidation of the project.

Iain confirmed that the various Roof & Roughcast, Heating & Rewire Projects were still on-going. The replacement Windows, Doors, Kitchen & Bathrooms projects were drawing to an end. He highlighted that engagement with private owners was proving difficult in some R&R projects and causing these projects to be at a standstill. This in turn is causing problems for ACHA repairs and re-letting. Iain confirmed that ACHA was working with the Bill Halliday (Argyll and Bute Council, Area and Private Sector officer) on some of the more difficult projects.

Iain reported that the new Home Argyll policy would coincide with the introduction of the on-line application form. ACHA were preparing to rollout press releases, posters and letters to applicants. He advised that the introduction was due to commence on 22<sup>nd</sup> April and would 'go live' on 1<sup>st</sup> July.

In regards Argyll Homes for All (AHFA), Iain confirmed that the end of the first year reports and comments received from users have been good. He commented that 9 tradesmen were currently working for ACHA in Mid Argyll & Kintyre.

Councillor Horn enquired if the new on-line application form would enable applicants to make preferred housing choices, especially in rural areas where there are presently no existing socially affordable housing. Iain undertook to relay this question to the Area Manager, who would respond directly to Councillor Horn.

### **Decision**

The group noted Iain's update

1. That a request be made for Yvonne Litster to attend a future MAP meeting to provide a strategic overview of ACHA.
2. That ACHA would verify if the new on-line application form would have

provision for applicants own preferred choice of area.

## **6. SCOTTISH WATER**

There was no update from Scottish Water.

### **Decision**

The group requested that the contact details of the new Scottish Water representative be disseminated.

## **7. TRANSPORTATION ISSUES**

A report was tabled from Stewart Clark, Roads Performance Manager detailing the Roads Capital Budget for the Mid Argyll area for 2014-2015.

### **Decision**

The group agreed

1. To note the update.
2. That the Area Governance Officer would report the large pot hole on Union Street to Roads Department.

(Reference: Report by the Roads Performance Manager, dated 12 March 2014, tabled).

## **8. HEALTH/SOCIAL CARE ISSUES**

There were no updates provided.

## **9. ENGAGING WITH YOUNG PEOPLE**

The group heard updates from both Roanna Clark, Argyll and Bute Young Scot Co-ordinator and Raymond Flanagan, Youth Development Worker in regards the processes currently in place for engagement with young people.

The Chair advised the group that the Short Life Working Group (SLWG) was currently working on these issues.

Discussion ensued and the group detailed the various procedures being implemented locally in encouraging more community involvement with local young people. Roanna advised of the local representation on the Scottish Youth Parliament and the forthcoming Referendum workshop which would be held on 17 March in Lochgilphead.

Roanna highlighted various initiatives which included:-

Local Youth forums  
Homecoming Event  
Leadership Courses – which were SVQ Level 2 accredited

The group gave further consideration to the most opportune ways to involve young people. These included:

Leaflets/posters to be distributed on school buses  
Use of social media sites.

Both Roanna and Raymond indicated their willingness to work with and advise Community Councils in relation to the best ways to engage with young people in their area. The Community Council representatives welcomed this opportunity

The Chair thanked both Roanna and Raymond for their informative updates.

### **10. COMMUNITY SAFETY**

Sergeant McGeachy provided an update on local issues to the group. These included:

Incidences of two drunk drivers being detained in custody due to the level of alcohol in their blood (over 105 Mg)

The arrest and indictment of an easter European Man on charges of theft of property (Two large outboard Engines)

He reported on the reduction in housebreaking incidents which he indicated may be related to the increased number of police patrols.

Sgt. McGeachy also noted that as of 1<sup>st</sup> April Restructuring and staffing changes within Police Scotland will see Chief Inspector Baillie take command of police both in OLI and in MAKI

Discussion continued and the new Police Scotland newsletter was commended.

It was confirmed that police stations public desks in Lochgilphead Campbeltown and Oban will remain open 24hours

It was also noted that Sgt. Mark Wilson is in charge of the Local Police twitter feed and regular announcements appear on this platform

### **11. COMMUNITY INITIATIVES**

There were no new Community Initiatives

### **12. AMENITY ISSUES**

Paul Martin advised the group that remedial work on the cemetery wall at Craignish had been completed. He continued that a recent clean on the front green at Lochgilphead had resulted in 60 tonnes of debris being collected.

Paul highlighted that Community Councils should make contact with him in regards any local Amenity issues.

### **13. LOCAL ECONOMIC DEVELOPMENT ACTION PLAN 2013-2018**

The Chair advised that the Local Economic Development Plan was still being amended.

**Decision**

The group agreed:

1. That this Agenda item would be continued to the next MAP meeting scheduled for 11 June.
2. That a request would be made for representation from Economic Development.

**14. COMMUNITY PLANNING**

The next MAKI Community Planning meeting is scheduled for:-

**4 June, 2014 – 2.00p.m.  
Islay High School, Bowmore, Islay.**

**15. DATE OF NEXT MAP MEETING**

The next MAP meeting is scheduled for:-

**11 June, 2014 – 10.00a.m.  
Council Chambers, Kilmory**

**16. AOB**

There was no other business.



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**GOVERNANCE ISSUES**

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**1. SUMMARY**

This report invites partners to consider the future shape and form of the group and also seeks guidance from the partners as to whether they would consider reviewing the terms of reference (TOR) for the group, as well as considering its place within the Community Planning structures in place in Argyll and in Scotland as a whole.

**2. RECOMMENDATIONS**

That the Group:

- 2.1 Review the Terms of reference below and adopt them subject to any amendments which the group requires;
- 2.2 Notes that the Council has recently undergone changes in its Political Management Arrangements (PMA) Consequently there may be a requirement to make further minor revisions to the groups TOR at future meetings and;
- 2.3 In light of 2.2, the group consider whether they wish to have further discussion regarding the recommendation of the Community Planning Partnership (CPP) requesting that the group appoint a specific representative to the MAKI area CPG.

**3. DETAIL**

- 3.1 The MAP was originally formed to further the economic development and sustainability of the local economy in Mid Argyll and the group has developed and changed significantly over the years and is working well.

The group is held in high regard locally and is viewed as being an appropriate forum to take forward local area community planning. This is considerably broader than the groups' original focus and its membership and focus is evolving to take account of this broadening of focus.

The funding opportunities emanating from the council are today considerably smaller than in past years. However, Community groups and Community Councils now have access to a number of funding streams which are not accessible to the Council.

Clearly, It is essential that these groups feed into the Community planning process, and they are strongly encouraged to participate as partners; however since their funding does not come from the council : the Council has no locus to require attendance at meetings, and must both make

participation is groups such as MAP visibly beneficial to such groups in real terms and ensure that it is perceived as such.

It was originally intended that M.A.P. itself would initiate specific projects and make applications for funding for these projects; however in practice this is now done by either individual partners, third sector organisation or project specific groups. The M.A.P. operates as a reporting forum, as a source of advice and expertise and as a place where progress can effectively be communicated to both partners and the wider community

3.2 The Community Planning Partnership (CPP) has indicated (following its self-assessment process), that they remain of the view that the area CPG should continue to operate as the strategic group for the MAKI area. In recognition of the valued work of the M.A.P., the CPP proposal was that the group continue to operate but that a representative of the group should become a core member of the CPG to ensure effective linkages. Consideration therefore should to be given as to whether the MAP wishes to further discuss this at this meeting

3.3 The Terms of Reference below were originally drafted for the MAP Group in accordance with the vision of the founding partners of that group. It is clear that the group today has found its niche as a partnership working group aiming to improve communications between the Council and local community, while highlighting issues and contributing towards improving local service delivery.

In this regard, it is appropriate to that the group consider amending its TOR to reflect its expanded role and remit

3.4

**4. CONCLUSION**

4.1 Consideration of the expansion of the TOR for the group is a logical development given the current status of the group and will help to ensure its long term involvement and active participation in the community planning process

**5. IMPLICATIONS**

Policy -	None. The recommendations do not deviate from the structure outlined by the CPP or Council's current PMA
Financial –	None. The report seeks to rectify issue regarding there being no budgetary provision to support the group
Legal -	None
Personnel -	None. The administration of meeting will continue to be supported by Governance and Law
Equal Opportunities -	None

**Executive Director of Customer Services  
March 2014**



For further information contact: Stephen Doogan, Area Governance Officer,  
Kilmory, Lochgilphead (01546 604342) [Stephen.doogan@argyll-bute.gov.uk](mailto:Stephen.doogan@argyll-bute.gov.uk)

Appendix 1

**Mid Argyll Partnership**

**Remit and Guidelines**

**Purposes**

1. The main purpose of the group will be to provide a vehicle for maintaining good communications between the Council and local community organisations and to foster a partnership approach in responding to the needs of local communities.
2. The group will identify and priorities local needs and contribute to the development of local plans and initiatives
3. The group will be entitled to comment on the quality of local services, highlighting any problems or deficiencies
4. The group will provide an opportunity for joint working between the Council and community and voluntary organisation at a local level

**Membership**

1. Councillors from Wards 2 and 3
2. One representative from each community council within these wards. The representative will be a named person, but any member of the community council can attend as a substitute, in the event of the named representative being unavailable. (This could easily be representatives from a caucus)
3. Representative of voluntary organisation community with no more than one representative on behalf of an organisation or group of organisations as agreed by the group which represent a single interest.
4. Business organisations will be represented as agreed by the group.(Major Employers as well as MAC and the public sector organisation)
5. Statutory Bodies with a presence in the area will be represented as agreed by the group.

**Working Arrangements**

1. The group shall elect a chairperson and vice-chairperson from their number on a bi-annual basis. The chairperson and vice-chairperson shall be eligible for re-election for no more than five years.
2. There will be 4 meetings per year of the full membership. Additional meetings can be called by the Chairperson if there are items of urgency to be dealt with. The group may appoint such special sub-groups as may be considered appropriate.
3. The meetings will be open to the public
4. Meetings will be advertised at least 7 days in advance
5. Decisions will be taken by consensus, indicated by a show of hands if necessary. Different views may be reflected in the minutes if consensus is not reached.
6. The Area Governance Manager, Argyll and Bute Council will be responsible for the administrative arrangements of the group.
7. Appropriate staff of Argyll and Bute Council will attend meetings.

8. Members will have the opportunity to include issues of local concern on the agenda by advising the Area Governance Manager 7 days in advance of the meeting.

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## MID ARGYLL, KINTYRE &amp; THE ISLANDS ECONOMIC DEVELOPMENT ACTION PLAN

## 1. SUMMARY OF ISSUES

- 1.1 The purpose of this paper is for the Mid Argyll Partnership to note the content of the Mid Argyll, Kintyre and the Islands (MAKI) Economic Development Action Plan (see **Appendix 1**) approved by the MAKI Area Committee, on 2<sup>nd</sup> April 2014, as a **working document** for the financial year 2014/15 and for the next three financial years up to 2017/18.
- 1.2 As a working document the economic opportunities across the MAKI area of Argyll and Bute 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 MAKI 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 MAKI EDAP has been developed further to recent discussions with the Elected Members who sit on the MAKI Area Committee and through a consultation paper shared for comment with Community Planning Partners in the MAKI 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 MAKI economy. In addition, all the key in-year actions and success measures for the CHORD programme have also been highlighted.

## 2. RECOMMENDATION

- 2.1 The Mid Argyll Partnership notes the content of the MAKI 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 MAKI area are as outlined in **Table 3.1** below.

<b>Table 3.1: Implications for Mid Argyll, Kintyre and the Islands Area</b>	
<b>Policy</b>	The MAKI EDAP 2013-2018 aligns and adheres, as appropriate, to the overarching EDAP, 2013-2018 and the SOA delivery plans.
<b>Financial</b>	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 MAKI 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 MAKI EDAP will comply with all Equal Opportunities policies and obligations.
<b>Risk</b>	If the MAKI 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 MAKI EDAP will provide internal and external customers with a clear articulation of the key priorities for developing the MAKI economy, thereby facilitating focus, effective resource planning and partnership working at the local level.

**For further information contact:**

Ishabel Bremner, Economic Development Manager

Tel: 01546 604375,

E-mail: [ishabel.bremner@argyll-bute.gov.uk](mailto:ishabel.bremner@argyll-bute.gov.uk)

**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.

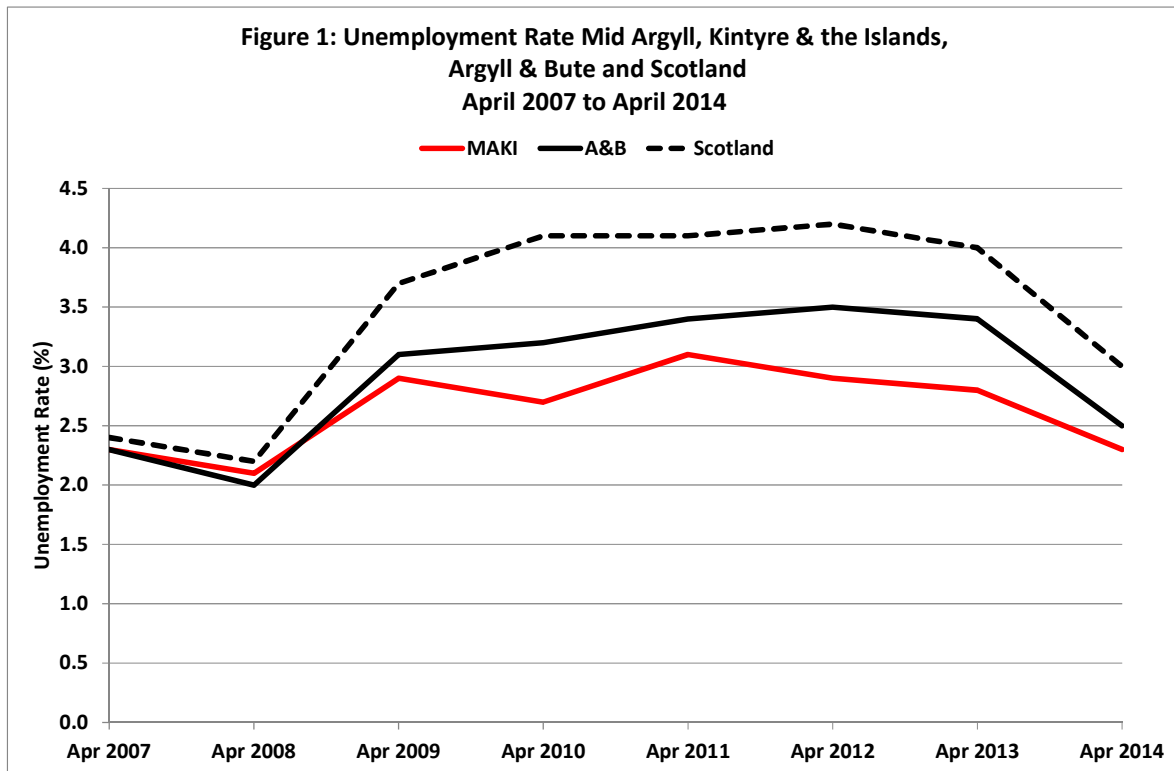
### Key Facts for Mid Argyll, Kintyre and the Islands (latest available):

- **Resident population 2011:** 20,951 a 3.6% decline since 2001.
- **Total employee jobs 2012<sup>1</sup>:** 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:** for the year 2013/14, 31 start-ups were supported in MAKI against a year-end target of 28 (111% of year-end target achieved).

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<sup>1</sup> 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, May 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 islands of Islay and Jura are well placed to take advantage of the emerging off-shore energy industry. 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

<b>Theme – A Competitive Mid Argyll, Kintyre and the Islands</b>				
<b>Businesses: Business Gateway – Support to Business Improvement Districts Scotland (BIDS) in Mid Argyll, Kintyre and the Islands</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 & ET01	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.
<b>Place: Town Centre/Heritage Regeneration in Mid-Argyll, Kintyre and the Islands</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 & 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><b>Expenditure of residual CHORD funding to conclude CHORD programme and support regeneration outcomes.</b></p> <p>Delivery of the outstanding priority projects within the Campbeltown THI: Town Hall, Cross Street and Main Street.</p> <p><b>Prepare and develop the full business case for the Campbeltown Berthing Facility.</b></p>	<p><b>Completion of current phase of development of the Old Quay, Campbeltown, March 2015.</b></p> <p>Completion of the Campbeltown THI projects by June 2015.</p> <p><b>Completion of the full business case by June 2014.</b></p>	ABC, HS, HLF and HIE.
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.	<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); Business Improvement Districts Scotland (BIDS); Historic Scotland (HS); Heritage Lottery Fund (HLF); Highlands and Islands Enterprise (HIE); Machrihanish Airbase Community Company (MACC) Ltd.

Theme – A Competitive Mid Argyll, Kintyre and the Islands (continued)				
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 and medium term)	Lead partners
1.3.1, CO11 & ET02	Regenerate our key settlement locations, Lochgilphead, Inveraray, Bowmore and Tarbert.	<p>Delivery of Conservation Area for Regeneration Scheme (CARS) for Inveraray.</p> <p><b>Regeneration of Lochgilphead.</b></p> <p><b>Regeneration of Bowmore.</b></p> <p>Tarbert (actions for consideration 2015/16).</p>	<p>Delivery of CARS five-year funding programme.</p> <p><b>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.</b></p> <p><b>Delivery of Phase 1 of the Bowmore Masterplan by end of March 2015.</b></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 and medium term)	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.  <b>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.</b>	2-2.5 MW of community renewable energy activity by 2015.  <b>Training opportunities delivered through the SMILEGOV project with the local Gigha community and other key stakeholders by the end of March 2015.</b>	ABC, HIE, ABRA and MAKI communities.  ABC, ABRA, SIF and Gigha community.
Sustainable Economic Assets: Priority Two – Tourism, Quality Food and Drink, 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 partners
1.6.1, CO1 & ET01	Move industry up the value chain, extend season and improve profile and propositions.	<b>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.</b>	<b>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.</b>	AITC, 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 for the Kayak Trail 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); Scottish Islands Federation (SIF); Argyll and the Isles Tourism Co-operative Ltd (AITC); 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 (continued)				
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
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.	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); Prince's Countryside Trust (PCT); Argyll and the Isles Agricultural Forum (AIAF); Scottish Agricultural Organisation Society (SAOS) Ltd.

## Connected Mid Argyll, Kintyre and the Islands

<b>Theme – A Connected Mid Argyll, Kintyre and the Islands</b>				
<b>Digital Connectivity/Utilities in Mid Argyll, Kintyre and the Islands</b>				
<b>Ref (SOA, CO &amp; SO)</b>	<b>Outcome (by year 5)</b>	<b>Actions to achieve outcome</b>	<b>Success measures (medium term and longer-term)</b>	<b>Lead 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 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.
<b>Transport Infrastructure: Road, Ports and Harbours/Ferries Transport in Mid Argyll, Kintyre and the Islands</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, 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.	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); Argyll and the Isles Strategic Tourism Partnership (AISTP).

<b>Theme – A Connected Mid Argyll, Kintyre and the Islands (continued)</b>				
<b>Transport Infrastructure: Road, Ports and Harbours/Ferries Transport in Mid Argyll, Kintyre and the Islands</b>				
<b>Port and Harbours/Ferries</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>
2.7.4, 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.
<b>Cycling and Walking</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>
2.1.2, 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.	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 & ET01	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.	<b>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.</b>	<b>Completion of Skills Audit by the end of March 2015.</b>	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 & 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.	<b>A Mid Argyll, Kintyre and the Islands ‘think tank’ is established to consider how significant employment opportunities of international importance can be brought to the Mid Argyll, Kintyre and the Islands area by engaging the entrepreneurial strength and commitment of local business people.</b>	<b>Establish a ‘think tank’ by the summer of 2014.</b>	ABC, business community/ employers and local communities throughout the Mid Argyll, Kintyre and the Islands area.
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.	<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"> <li>• who is responsible?</li> <li>• resources required?</li> <li>• who we want to appeal to?</li> <li>• what are the Compelling messages for each key group?</li> <li>• how do we align with the other three Cs?</li> <li>• how do we reach target audiences?</li> <li>• who are our key partners?</li> <li>• how do we monitor?</li> </ul>	Delivery of approved plan/marketing campaign for Mid Argyll, Kintyre and the Islands with resources assigned, by summer 2014.	ABC Comms team, ABC departments, AITC 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); Argyll and the Isles Tourism Co-operative Ltd (AITC).