

**HELENSBURGH AND LOMOND ECONOMIC DEVELOPMENT ACTION PLAN 2015/16**

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**1. EXECUTIVE SUMMARY**

- 1.1** The purpose of this paper is to seek approval from the Helensburgh and Lomond Area Committee on the proposed Helensburgh and Lomond Economic Development Action Plan (EDAP), 2015/16.
- 1.2** The content of the Helensburgh and Lomond EDAP aligns with the Single Outcome Agreement (SOA) Delivery Plans developed by the Community Planning Partnership.
- 1.3** It is important to note that the Helensburgh and Lomond EDAP is a working document so that economic opportunities can be captured and addressed as they arise during 2015/16.
- 1.4** The following recommendations are for consideration:
  - The Helensburgh and Lomond Area Committee notes the content of this paper.
  - The Helensburgh and Lomond Area Committee discusses the Helensburgh and Lomond Economic Development Action, 2015/16 and approves this working document for 2015/16.

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**HELENSBURGH AND LOMOND ECONOMIC DEVELOPMENT ACTION PLAN 2015/16**

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**2.    INTRODUCTION**

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

**3.    RECOMMENDATIONS**

**3.1** The Helensburgh and Lomond Area Committee notes the content of this paper.

**3.2** The Helensburgh and Lomond Area Committee discusses the Helensburgh and Lomond Economic Development Action, 2015/16 and approves this working document for 2015/16.

**4.    DEVELOPMENT AND PREPARATION OF THE HELENSBURGH AND LOMOND EDAP**

**4.1** A workshop session was held in Helensburgh, on Friday, 22<sup>nd</sup> May 2015 to discuss the required specific, measurable, achievable, realistic and time bound (SMART) actions and success measures for inclusion in the Helensburgh and Lomond Economic Development Action Plan, 2015/16.

**4.2** From a list of 51 invited elected members and Community Planning Partners, a total of 15 individuals were able to attend, including the Director, EKOS Economic and Social Development consultants who facilitated the session. The turnout did not detract from having a very focused discussion on a variety of issues.

**4.3** Further input was received through consultation with senior council officers at the Strategic Management Team, Business meeting on Monday, 29<sup>th</sup> June 2015.

**5.    IMPLEMENTATION OF THE HELENSBURGH AND LOMOND EDAP**

**5.1** Following approval by the Area Committee, officers will work to implement the key actions as contained in the Helensburgh and Lomond EDAP. It should be noted that given many of the actions will require partnership working with our Community Planning Partners, there may be a future need to integrate the area-based EDAPs, with the SOA Local and the other local community based plans, for example the LDP Community Plan, as appropriate. This proposed integration/simplification will be subject to a further report to the Area Committee.

## 6. CONCLUSION

6.1 Helensburgh and Lomond Area Committee notes the content of the Helensburgh and Lomond EDAP and approval is sought on taking forward this area-based EDAP as a working document for 2015/16.

## 7. IMPLICATIONS

7.1 The implications for the Helensburgh and Lomond Area Committee are as outlined in **Table 7.1** below.

<b>Table 7.1: Implications for the Helensburgh and Lomond Area Committee</b>	
<b>Policy</b>	The Helensburgh and Lomond EDAP 2015/16 (and subsequent in-year plans) must align and adhere, as appropriate, to the overarching EDAP, 2013-2018, Local Development Plan and the SOA Local/SOA Delivery Plans.
<b>Financial</b>	The Helensburgh and Lomond EDAP will ensure that the area's resources are allocated efficiently and effectively with regard to the economic development priorities and ambitions for Helensburgh and Lomond. There will need to be annual consideration of best alignment between resources and priorities.
<b>Legal</b>	All legal implications at project level will be taken into consideration.
<b>HR</b>	The Helensburgh and Lomond EDAP priorities will be resourced in terms of staff time in the context of the Council's annual service planning process and through shared staff resource discussions with Community Planning Partners.
<b>Equalities</b>	The Helensburgh and Lomond EDAP will comply with all Equal Opportunities policies and obligations.
<b>Risk</b>	If the Helensburgh and Lomond EDAP for 2015/16 is not approved, then there will be no clear focus on or understanding of the economic development activities, and the associated resources, that will have the greatest beneficial economic impact for the area over the next three financial years.
<b>Customer Service</b>	The Helensburgh and Lomond 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.

### For further information contact:

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**Appendix 1: Helensburgh and Lomond Economic Development Action Plan, 2015/16**

## Helensburgh and Lomond Economic Development Action Plan (working document)

### 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 and a revitalised Hermitage Park; and with change in Helensburgh's conservation area guided by a management plan.
- 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.
- 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 renewable energy projects, established community forests, woodlands 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.

### Overarching Challenge, Actions and Success Measures for Helensburgh and Lomond

The overarching challenge for the Helensburgh and Lomond economy, aligned to the whole of Argyll and Bute, is to reverse the overall decline in population while rebalancing from aging to young/working age residents by achieving positive net migration. (Current projections suggest a decline of 17% of the Helensburgh and Lomond population by 2037; with a forecast that the working age population will fall by 25%).

As noted above a key focus for the Helensburgh and Lomond economy is the tourism sector. This has been verified by the Compelling Argyll and Bute and its Administrative Areas study, June 2015, where there has been a positive change in the employment opportunities (up by 750, source Business Register Employment

Survey (BRES), 2013) with regard to the accommodation sector over the period, 2009-2013 for the Helensburgh and Lomond area.

With the location of the Clyde Naval Base at Faslane and Coulport within the Helensburgh and Lomond it is anticipated that the defence sector will be a main source of civilian employment opportunities going forward.

It is important to note that employment in the Helensburgh and Lomond area is impacted strongly by the area's proximity to Glasgow.

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

- To undertake a **mapping of the tourism industry** in the area, with input from the Compelling study and the recent Tourism Barometer work at the local level being undertaken by Argyll and the Isles Tourism Co-operative (AITC). This work will provide an evidence base on the visitor type to the area coupled with the number and ambition of the resident (indigenous and inward investing) business base by rebalancing focus on companies of scale and with growth aspirations and those capable of moving up the value chain. Business growth targets for this sector could then be established; taking into consideration the added value opportunities that Business Gateway aims to achieve through the Local Business Growth Accelerator programme, match funded by the new European Regional Development Programme, 2014-20.
- Using the evidence base provided by the tourism mapping study, ATIC, Argyll and Bute Council and Scottish Enterprise needs to work in partnership with the communities across the area to **develop a competitive tourism proposition with a focus on short breaks**, including day visitors, in order to make Helensburgh and Lomond a destination of choice.
- An understanding needs to be gained on the **type and level of employment opportunities to be realised by civilians and supply chain businesses to the Clyde Naval Base** on the back of the accommodation development of the Neptune Village, coupled with a mix of the skills profiles required to enable residents to secure sustainable employment going forward.

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

## Competitive Helensburgh and Lomond

<b>Theme – A Competitive Helensburgh and Lomond</b>					
<b>Business Growth</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 Organisation and Responsible Post</b>	<b>Key Partners</b>
1.1.4, 1.7.1, CO1 & ET01	Thriving and successful business community within the Helensburgh and Lomond area.	Business Gateway Advisers and other appropriate Argyll and Bute Council staff to provide support and guidance to any potential start-up and existing businesses in the Helensburgh and Lomond area.  To establish why the conversion rate of business start-up enquiries to actual starts differs between and within administrative areas.	Business Gateway to conduct a roadshow across the Helensburgh and Lomond business community during 2015/16 to promote available business support.  Undertake study to report on conversions rates for Helensburgh and Lomond by March 2016.	Argyll and Bute Council's Business Gateway Team: Economic Development Manager, Argyll and Bute Council.  Argyll and Bute Council Business Gateway: Senior Development Officer, Business Gateway.	Helensburgh and Lomond business community.  Scottish Enterprise (SE)
<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)</b>	<b>Lead Organisation and Responsible Post</b>	<b>Key Partners</b>
1.7.2, CO11 & ET02	To establish an innovation centre for entrepreneurs in Helensburgh.	Undertake a scoping exercise and feasibility study into the Innovation Centre concept with a key focus on demand and supply issues.	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 pre-feasibility study scoping work.  Detailed feasibility study to be undertaken during 2015/16.	Scottish Enterprise: Argyll and Bute contact.	Argyll and Bute Council (ABC) Business Gateway and Helensburgh Community Council.

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

<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 Organisation and Responsible Post</b>	<b>Key Partners</b>
2.6.1, CO11 & ET02	Regenerate our main town of Helensburgh, building on the CHORD Programme in a manner that optimises sustainable economic growth.	<p>Expenditure of residual CHORD funding to conclude CHORD programme and support regeneration outcomes.</p> <p>Preparation of Stage two Parks for People Heritage Lottery Fund Application for Hermitage Park.</p> <p>Official launch of CHORD works</p> <p>Development of Helensburgh Pierhead.</p> <p>Council approval to purchase former Gasometer site.</p>	<p>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.</p> <p>Submission of Stage two Parks for People Heritage Lottery Fund Application for Hermitage Park by end of August 2015.</p> <p>Official launch of CHORD works in June 2015. Shop fronts – completion of phase 1 grant awards by March 2016.</p> <p>Project Initiation Document signed off for the development of Helensburgh Pierhead by end of December 2015.</p> <p>Design Team appointed by December 2015 to take forward the Pierhead development.</p> <p>Park &amp; Ride at former Gasometer site – land purchase by October 2015 and Design Team appointed by January 2016.</p>	Argyll and Bute Council: CHORD Programme Manager.	Historic Scotland (HS); Heritage Lottery Fund (HLF); SE and Strathclyde Partnership for Transport (SPT).
<b>Place: Maritime Change Programme</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 Organisation and Responsible Post</b>	<b>Key Partners</b>
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.	<p>Ensure co-ordination with other Council departments to make Helensburgh and Lomond an attractive place for MOD families to relocate to the area.</p> <p>Development of Neptune Village at Faslane.</p>	<p>Agree an action plan with all parties and reflect effects of the Maritime Change Programme, including:</p> <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>	Argyll and Bute Council: Head of Economic Development and Strategic Transportation.	MOD, Babcocks and SE.

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<b>Place: Luss Village Strategic Development Framework</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 Organisation and Responsible Post</b>	<b>Key Partners</b>
2.4.4, CO11 & ET02	Sustainable redevelopment of Luss village centre to respond to demands of tourism, new affordable housing and associated public realm works.	Work with Luss Estates, Loch Lomond and the Trossachs National Park and stakeholders to support the sustainable development of Luss.  Luss Master Plan – adopted by Loch Lomond and the Trossachs National Park Authority.	To attend quarterly stakeholder meetings throughout 2014/15 to progress the sustainable development of Luss.	Argyll and Bute Council: Head of Economic Development and Strategic Transportation.	Luss Estates; Loch Lomond and the Trossachs National Park Authority (LL&TNPA); Transport Scotland (TS) and SE.
<b>Sustainable Economic Assets: Priority Two – Tourism, Quality Food and Drink, Forestry in Helensburgh and Lomond</b>					
<b>Tourism 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 Organisation and Responsible Post</b>	<b>Key Partners</b>
1.6.1, CO1 & ET01	Move tourist sector up the value chain, extend season and improve profile and propositions.	Working with key partners such as Argyll and the Isles Tourism Co-operative Ltd (AITC) to further develop the tourism value chain linked to area's unique heritage, provenance and authenticity.  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.	Encourage greater collaboration between Visit Helensburgh (VH), Love Loch Lomond (LLL), Helensburgh Chamber of Commerce (HCC), key attractions (e.g. Lomond Shores, Cruise Loch Lomond and the Hill House) and outdoor activities (e.g. Three Lochs Way and John Muir Way). Delivery of promotional information on the Explore Argyll website accompanied by a suite of leaflets by March 2016.	AITC: Development Agent for Helensburgh and Lomond.	ABC; VH; LLL; SE, Argyll and the Isles Coast and Countryside Trust (AICCT) and LL&TNPA.
1.6.1, CO1 & ET01	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 2015/16 by 5%.	Private Operators.	ABC and SE in discussion with private operators.
1.6.1, CO1 & ET01	Argyll Coastal Waters project delivery.	Argyll and Bute Council to work in partnership with AITC to continue to promote the Argyll Sea Kayak Trail during 2015/16	Delivery of Kayak Trail PR event at the Victoria Halls, Helensburgh, on 30 <sup>th</sup> June 2015.	Argyll and Bute Council's Projects and Renewables Team: Senior Development Officer (Social Enterprise).  AITC Development Agent for Helensburgh and Lomond.	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.

## 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 (in year)</b>	<b>Lead Organisation and Responsible Post</b>	<b>Key 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.  Availability of next generation superfast broadband within the Helensburgh and Lomond area.  Argyll and Bute Council will work closely with Community Broadband Scotland to support communities to achieve at least a 2mbps broadband connection.	Argyll and Bute interests are safeguarded and the Scottish Government’s Rest of Scotland project meets its targets for Helensburgh and Lomond.  Rhu – summer 2015 with other locations to follow.  Maximise the £5 million funding available from Community Broadband Scotland.	Argyll and Bute Council: Projects and Renewables Manager.	SE; BT; Scottish Government (SG). 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.	Argyll and Bute Council: Projects and Renewables Manager.	SE.
<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)</b>	<b>Lead Organisation and Responsible Post</b>	<b>Key Partners</b>
2.1.1, 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 (as outlined in the SOA) with the inclusion of the Helensburgh and Lomond area during 2015.	Argyll and Bute Council: Head of Roads and Amenity Services.	Transport Scotland (TS); Argyll and Bute Timber Transport Group (ATTG); Regional Transport Partnership (RTPs); SE and Argyll and the Isles Strategic Tourism Partnership (AISTP).

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<b>Road (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 Organisation and Responsible Post</b>	<b>Key Partners</b>
1.3.3, 2.1.1, 2.1.2, CO11 & ET02	Road – accurate and positive signage with regard to road closures on the A83.	Lobby Transport Scotland to provide accurate and positive signage with regard to road closures e.g. to still allow access to places prior to location of road closure.	Successful lobbying activity with Transport Scotland resulting in positive signage by 2015.	Argyll and Bute Council: Head of Roads and Amenity Services.	TS
<b>Rail Services</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 Organisation and Responsible Post</b>	<b>Key Partners</b>
2.1.2, CO11 & ET02	Safeguard and influence the improvement of rail links to and from Helensburgh to Central Scotland.	Promotion of the West Highland line.	AITC to include the promotion of the West Highland Line on the Explore Argyll website accompanied by a suite of leaflets by March 2016	AITC: Development Agent for Helensburgh and Lomond.	ScotRail and TS.
<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 Organisation and Responsible Post</b>	<b>Key Partners</b>
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.	Completion of the cycle path from Helensburgh to Dumbarton by 2020 (CPO required).	Completion of Active Travel Audit for Helensburgh by March 2016.	Argyll and Bute Council: Strategic Transportation Manager.	SPT; Sustrans; Forestry Commission Scotland; LL&TNPA; AITC; VH; SE, AICTT; LLL and private sector.

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

## Collaborative Helensburgh and Lomond

<b>Theme – A Collaborative Helensburgh and Lomond</b>					
<b>European Policy and Funding 2014-2020: Argyll and the Islands LEADER Programme</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 Organisation and Responsible Post</b>	<b>Key Partners</b>
3.6.3, CO1 & ET01	Maximise European funding and Argyll and Bute's policy influence in order to promote sustainable economic growth and regeneration across Helensburgh and Lomond.	Launch of the Argyll and the Islands LEADER programme, 2014-2020.	<p>Appoint LEADER Strategic Co-ordinator, July 2015 (based on indicative funding allocation provided by the Scottish Government).</p> <p>Appoint one LEADER Development Officer and one Compliance Officer, by end of September 2015.</p> <p>Delivery of 3 Argyll and the Islands LEADER awareness raising meetings and events across Helensburgh and Lomond by end of December 2015.</p> <p>Final LEADER Local Development Strategy approved by the Scottish Government by October 2015.</p> <p>Preparation and development of a refreshed LEADER, 2014-2020 website by end of October 2015.</p> <p>Service Level Agreement between Argyll and Bute Council and the Scottish Government as Managing Authority approved and signed by November 2015.</p>	Argyll and Bute Council: Economic Development Manager and European Team.	Communities and businesses across Helensburgh and Lomond.

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

Theme – A Collaborative Helensburgh and Lomond (continued)					
European Policy and Funding 2014-2020: European Regional Development Fund – Business Gateway Local Growth Business Accelerator					
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead Organisation and Responsible Post	Key Partners
1.1.4, CO1 & ET01	Maximise European funding and Argyll and Bute’s policy influence in order to promote sustainable economic growth for small to medium sized enterprises across Helensburgh and Lomond.	Launch of Business Gateway Local Growth Business Accelerator strategic intervention under the European Regional Development Fund, 2014-2020.	<p>Marketing of Business Gateway Local Growth Accelerator strategic intervention – leaflets, press releases and online – further to launch (anticipated date 1 October 2015). (N.B. additional activity to core Business Gateway remit).</p> <p>Argyll and Bute Council area <b>annual</b> targets to the end of 2018:</p> <ul style="list-style-type: none"> <li>• Specialist Advice: 12 businesses assisted with one to one advice.</li> <li>• Growth Grant: 12 businesses supported with grant funding.</li> <li>• Graduate Placement Service: 4 businesses supported with six to twelve month graduate placements.</li> <li>• Growth Workshops: 144 attendees at 24 workshops, 48 businesses assisted.</li> <li>• Regional Specific Entrepreneurial Support: 12 businesses assisted with advice, information or events.</li> <li>• Key Sector Support: 33 businesses assisted with advice, information or events.</li> </ul> <p>Ongoing monitoring and reporting to Area Committee on a six month and yearly basis, with regard to the proportion of annual targets realised in Helensburgh and Lomond.</p>	Argyll and Bute Council: Economic Development Manager and Business Gateway Team.	Helensburgh and Lomond business community.

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

<b>Theme – A Collaborative Helensburgh and Lomond (continued)</b>					
<b>European Policy and Funding 2014-2020; European Social Fund – Enhanced Employability Pipeline</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 Organisation and Responsible Post</b>	<b>Key Partners</b>
3.2.1, 3.6.7, CO1 & ET01	Maximise European funding and Argyll and Bute’s policy influence in order to promote sustainable employment opportunities for the long-term unemployed, particularly young people and inclusive growth across Helensburgh and Lomond.	Launch of the Enhanced Employability Pipeline strategic intervention under the European Social Fund, 2014-2020.	<p>Delivery of Enhanced Employability Pipeline across Argyll and Bute further to launch (anticipated date late 2015).</p> <p>To support 21 unemployed and inactive participants with multiple barriers to enter education or training per annum across Helensburgh and Lomond until the end of 2018.</p> <p>Ongoing monitoring and reporting to Area Committee on a six month and yearly basis.</p>	Argyll and Bute Council: Economic Development Manager.	Members of the Argyll and Bute Employability Partnership.
<b>Harness the Potential of the Helensburgh and Lomond Community and Third Sector</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 Organisation and Responsible Post</b>	<b>Key Partners</b>
3.6.3, CO8 & ET04	Harness the potential of partnership working and increase capacity to deliver sustainable communities.	Regeneration of Hermitage Park.	Submit second stage bid to Heritage Lottery Fund during 2015/16.	Argyll and Bute Council’s Projects and Renewables Team: Senior Development Officer (Social Enterprise).	Friends of Hermitage Park (FoHP) and Amenity Services.
		Assist with the redevelopment of St Peter’s/Kilmahew site.	In partnership with NVA, submit a bid to the Regeneration Capital Grants Fund during 2015/16.	Argyll and Bute Council’s Projects and Renewables Team: Senior Development Officer (Social Enterprise).	NVA
		Assist with the development of a Heritage and Culture Trail to attract visitors to the area.	Preparation of draft Culture and Heritage Trail for Helensburgh and Lomond during 2015/16 and into 2016/17.	Argyll and Bute Council’s Projects and Renewables Team: Senior Development Officer (Social Enterprise).	NVA and other tourism partners.

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<b>Harness the Potential of the Helensburgh and Lomond Community and Third Sector (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 Organisation and Responsible Post</b>	<b>Key Partners</b>
3.6.3, CO8 & ET04	Harness the potential of partnership working and increase capacity to deliver sustainable communities.	Argyll and Bute Council to administer the Stalled Spaces Scotland project further to providing 50% of the £20,000 funding pot. Grants of up to £2,500 are available for projects which have growing, healthy living or youth activity at their heart, and also propose to improve underused, vacant or derelict spaces within town centres on a temporary basis (i.e. one day event to years until such time a site can be redeveloped).	Report on the number of grants secured by the Helensburgh community by end of March 2016.	Argyll and Bute Council: Projects and Renewables Manager.	Architecture and Design Scotland and the Helensburgh community.

## Compelling Helensburgh and Lomond

Theme – A Collaborative Helensburgh and Lomond					
Increase Profile of Helensburgh and Lomond					
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead Organisation and Responsible Post	Key Partners
1.3.1, 1.3.2, 1.3.3, CO1 & ET01	Increase the profile of the 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 and growth.	Creation of a Promotional Action Plan with input from local communities and employers.	<p>Completion of Compelling Argyll and Bute Administrative Areas study, by end of June 2015.</p> <p>Development of a detailed Promotional Action Plan for Helensburgh and Lomond by October 2015, with a focus on the issues and challenges raised in the Compelling research.</p> <p>Launch of Compelling Helensburgh and Lomond Action Plan by end of 2015.</p>	Argyll and Bute Council: Head of Economic Development and Strategic Transportation.	AITC; SE and Visit Scotland (VS).

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