

**OBAN, LORN AND THE ISLES 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 Oban, Lorn and the Isles Area Committee on the proposed Oban, Lorn and the Isles Economic Development Action Plan (EDAP), 2015/16.

**1.2** The content of the Oban, Lorn and the Isles 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 Oban, Lorn and the Isles 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 Oban, Lorn and the Isles Area Committee notes the content of this paper.
- The Oban, Lorn and the Isles Area Committee discusses the Oban, Lorn and the Isles Economic Development Action, 2015/16 and agrees to amend as appropriate and then approve this working document for 2015/16.

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**2. INTRODUCTION**

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

**3. RECOMMENDATIONS**

**3.1** The Oban, Lorn and the Isles Area Committee notes the content of this paper.

**3.2** The Oban, Lorn and the Isles Area Committee discusses the Oban, Lorn and the Isles Economic Development Action, 2015/16 and agrees to amend as appropriate and then approve this working document for 2015/16.

**4. DEVELOPMENT AND PREPARATION OF THE OBAN, LORN AND THE ISLES EDAP**

**4.1** A workshop session was held in Oban, on Wednesday, 13<sup>th</sup> May 2015 to discuss the required specific, measurable, achievable, realistic and time bound (SMART) actions and success measures for inclusion in the Oban, Lorn and the Isles Economic Development Action Plan, 2015/16.

**4.2** From a list of 63 invited elected members and Community Planning Partners, a total of 13 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 OBAN, LORN AND THE ISLES EDAP**

**5.1** Following approval by the Area Committee, officers will work to implement the key actions as contained in the Oban, Lorn and the Isles 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 Oban, Lorn and the Isles Area Committee notes the content of the Oban, Lorn and the Isles 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 Oban, Lorn and the Isles Area Committee are as outlined in **Table 7.1** below.

<b>Table 7.1: Implications for the Oban, Lorn and the Isles Area Committee</b>	
<b>Policy</b>	The Oban, Lorn and the Isles 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 Oban, Lorn and the Isles EDAP will ensure that the area's resources are allocated efficiently and effectively with regard to the economic development priorities and ambitions for Oban, Lorn and the Isles. 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 Oban, Lorn and the Isles 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 Oban, Lorn and the Isles EDAP will comply with all Equal Opportunities policies and obligations.
<b>Risk</b>	If the Oban, Lorn and the Isles 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 Oban, Lorn and the Isles EDAP will provide internal and external customers with a clear articulation of the key priorities for developing the Oban, Lorn and the Isles economy, thereby facilitating focus, effective resource planning and partnership working at the local level.

### For further information contact:

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

**Appendix 1: Oban, Lorn and the Isles Economic Development Action Plan, 2015/16**

## Oban, Lorn and the Isles Economic Development Action Plan, 2015/16 (working document)

### By 2024, Oban, Lorn and the Isles 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 new community owned facilities such as the Lismore Community Museum, the Luing Atlantic Centre and the Coll Community Centre.
- A place that can offer a **wide range of housing choice** in places with modernised essential services and infrastructure, with a focus on larger scale growth in Oban, the Dunbeg Corridor and Tobermory in Mull.
- A **competitive place better connected to the global economy** with thriving island and mainland communities that provide an incentive for businesses to locate to, particularly at Dunstaffnage in relation to the European Marine Science Park and the implementation of the Lorn ARC\* together with major tourism related developments at Saulmore Farm and Tom Leith at Dunbeg.
- A **greener place** with 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 economy.

\*The “Lorn Arc” project is an ambitious £20 million proposal to extend Oban’s North Pier and construct road infrastructure in Dunbeg/Dunstaffnage. The proposal covers Oban, Dunstaffnage, Dunbeg, North Connel and Barcaldine.

### Overview

The town of Oban is an important transport hub and is a centre for local services, retail, marine and land based tourism, fishing, aquaculture, the Seafood Capital of Scotland, Gaelic culture and world-class marine research at the Scottish Association of Marine Science (SAMS) and the European Marine Science Park. The area is endowed with world-class tourist attractions and a variety of environments unsurpassed in Scotland. The island economies, although fragile, have the opportunity to build on their outstanding environment and heritage, such as Iona, in terms of its unique place in the story of Scotland and Christianity; and Mull as a centre for eco-tourism and the arts with Argyll and Bute’s only theatre and arts centre, An Tobar.

The area-based Economic Development Action Plan needs to ensure that this potential for growth can be fully realised through a planned extension of Oban, including the Dunbeg Corridor; that at the same time addresses known infrastructure constraints, including the need for high quality affordable housing.

## Overarching Challenge, Actions and Success Measures for Oban, Lorn and the Isles

The overarching challenge for the Oban, Lorn and the Isles economy is to retain its population, particularly the young people, by improving and enhancing the skills profile of the area by rebalancing to a higher skilled workforce able to obtain higher value employment which in turn will attract higher earnings.

The recent Compelling Argyll and Bute and its Administrative Areas study (EKOS Ltd, June 2015) found that the sectoral strengths across Argyll and Bute as a whole are in tourism, food and drink, aquaculture and renewables; with further opportunities in care, construction and the primary sectors.

For the Oban, Lorn and the Isles the study shows that over the period 2009-2013 there has been a positive change in the employment opportunities (up by 200, source Business Register Employment Survey (BRES), 2013) with regard to the food and drink sector.

In addition, scientific research and development has witnessed an increase a growth in employment (up 100) and likewise in the accommodation sector (up 100) over the period 2009-2013 (source Business Register Employment Survey (BRES), 2013).

The current business base for the area highlights the importance of the food and drink sector coupled with tourism i.e. over one fifth (22%) of businesses are involved in agriculture, forestry and fishing and 13% in the accommodation and food service sector.

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

- Broadband provision (including speeds) and transport connectivity are crucial factors to make the Oban, Lorn and the Isles attractive to new residents, businesses and visitors. A greater focus needs to be given to **(digitally) integrated transport networks** with input from Argyll and Bute Council (focus on Oban Airport), Argyll and the Isles Tourism Co-operative (AITC) and CalMac Ferries Ltd.
- To undertake a **mapping of the food and drink industry** in the area, with input from the Compelling study, the private sector and partner agencies, such as Highlands and Islands Enterprise and Scotland Food and Drink, to show where these employment opportunities are located and the skills requirements in order to fill such opportunities. The key outcome of this work will be to increase 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 from the Compelling study, there is a need to work with partners such as Argyll and the Isles Tourism Co-operative (AITC) in order to **promote the food and drink sector** (Oban as the Seafood capital of Scotland) in the area coupled with the activity tourism/marine tourism/heritage offering (Oban and indeed Argyll and Bute, the 'Land of Lochs and Seas').

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

## Competitive Oban, Lorn and the Isles

Theme – A Competitive Oban, Lorn and the Isles					
Business Growth					
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, 1.7.1, CO1 & ET01	Thriving and successful groups within the Oban, Lorn and the Isles area.	<p>Business Gateway Advisers and other appropriate Argyll and Bute Council staff to continue to provide support and guidance to the Oban BIDS group and any other potential BIDS groups in the Oban, Lorn and the Isles area.</p> <p>To establish why the conversion rate of business start-up enquiries to actual starts differs between and within administrative areas.</p>	<p>Business Gateway to conduct a roadshow across the Oban, Lorn and the Isles business community during 2015/16 to promote available business support.</p> <p>Undertake study to report on conversions rates for Oban, Lorn and the Isles by March 2016.</p>	<p>Argyll and Bute Council: Business Gateway Team and Economic Development Manager.</p> <p>Argyll and Bute Council: Business Gateway: Senior Development Officer, Business Gateway.</p>	<p>Oban, Lorn and the Isles business community.</p> <p>Highlands and Islands Enterprise (HIE)</p>
Place: Town Centre Regeneration in Oban, Lorn and the Isles					
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead Organisation and Responsible Post	Key Partners
2.6.1, CO11 & ET02	Regenerate our main town of Oban, 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 outcome.</p> <p>Delivery of Maritime Visitor Facility.</p> <p>Delivery of Oban Public Realm, Phase 1 and Phase 2.</p> <p>Delivery of interim step-ashore facility.</p> <p>Delivery of transit berthing facility.</p>	<p>Award contract for Maritime Visitor Facility subject to legal issues being satisfactorily addressed.</p> <p>Oban Public Realm Phase 1 completed by early July 2015, and Phase 2 awarded and on site by Sept 2015.</p> <p>Interim step-ashore facility in place for the summer of 2016 subject to approval of design/cost.</p> <p>Agreement on design brief by end of March 2016.</p>	Argyll and Bute Council: Head of Economic Development and Strategic Transportation.	Heritage Lottery Fund (HLF) 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.

<b>Place: Argyll Marine Science Initiative, Dunstaffnage</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	Dunstaffnage/ Dunbeg fulfils its potential for marine science job creation and investment and as a residential location.	<p>Take forward the business case with stakeholders, aligned with the Lorn Arc, Tax Incremental Finance (TIF) initiative, to identify funding streams and responsibilities to deliver road infrastructure to enable development.</p> <p>Improvements to existing access arrangements to enable a new Business Park at Oban Airport.</p> <p>North Pier extension.</p> <p>North Pier streetscape</p>	<p>By March 2016:</p> <p>a) Access road fully completed.  b) Masterplan approved.  c) Servicing planning application approved and design work completed.  d) Site marketing underway.</p> <p>North Pier extension - preliminary design work and full business case approved, during 2015/16.</p> <p>North Pier streetscape - preliminary design work and full business case approved, by March 2016.</p>	Argyll and Bute Council: Head of Economic Development and Strategic Transportation.	HIE and local business community.
<b>Place: Oban as a University Town</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>
1.2.5, 1.4.1, CO11 & ET02	To ensure Oban and the surrounding rural communities are economically dynamic, sustainable and connected to distinct opportunities.	<p>Oban to become a Highlands and Islands University town:</p> <ul style="list-style-type: none"> <li>• Oban Marine Academy;</li> <li>• broad range of skills from practical nautical skills through to marine sciences;</li> <li>• school curriculum aligned to sectoral employment opportunities; and</li> <li>• businesses hold a milk round in Oban, Lorn and the Isles.</li> </ul>	Approve feasibility study and agree key actions to achieve Oban as a University Town in 015/16.	Argyll College, UHI; Principal	ABC 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.



Sustainable Economic Assets: Priority One - Renewable Energy in Oban, Lorn and the Isles					
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead Organisation and Responsible Post	Key Partners
1.5.3, CO14 & ET03	Optimise the renewable energy potential for the benefit of Oban, Lorn and the Isles 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 Oban, Lorn and the Isles is developed to promote sustainable economic growth.  Scottish Islands Federation in partnership with Argyll and Bute Council to support individuals and organisations on Iona, Lismore, Luing, Mull and Coll to develop an Island Sustainable Energy Action Plan through the SMILEGOV project. (Other islands can join as appropriate).	Argyll and Bute Renewables Alliance (ABRA) to meet in September 2015. Community Renewables Seminar to be held in Lochgilphead, during 2015/16 – date to be confirmed.  Training opportunities delivered through the SMILEGOV project with the local five island communities noted and other key stakeholders by the end of March 2016.	Argyll and Bute Council: Projects and Renewables Manager.  Scottish Islands Federation: Chair of the Scottish Islands Federation.	HIE and Argyll and Bute Renewables Alliance (ABRA).  Five island communities across Oban, Lorn and the Isles.
Sustainable Economic Assets: Priority Two – Tourism, Quality Food and Drink, Forestry in Oban, Lorn and the Isles					
Tourism in Oban, Lorn and the Isles					
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead Organisation and Responsible Post	Key Partners
1.6.1, 1.6.2, CO1 & ET01	Move industry up the value chain, extend season and improve profile and propositions.	Work with local and national partners to stimulate tourism investment across the Oban, Lorn and the Isles area.	Delivery of capacity building support to Oban and Lorn Tourism Association and to the Holiday Mull & Iona leading to the production of a new association model and membership structures.	Argyll and the Isles Tourism Co-operative (AITC): Freelance Development Agent for Oban, Lorn and the Isles.	ABC and HIE
2.7.4, CO11 & ET02	Develop cruise ship market value chain across Argyll and Bute and improve profile.	Argyll and Bute Council works with partners to grow market.  Develop Oban's North Pier Maritime Quarter and North Pier Maritime Visitor Facility – aligned to the Lorn Arc TIF initiative.	Increase number of cruise ships and passengers to the Oban, Lorn and the Isles area during 2014/15 by 10%.  Completion of the North Pier Maritime Visitor Facility by September 2016 in order to grow Oban as a marine transport hub.	Argyll and Bute Council: Marine Operations Manager.	Cruise Scotland; Shipping Companies; Visit Scotland (VS) and Royal Yachting Association (RYA).
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.  Development of a further Argyll Sea Kayak Trail site at Ellenabeich	Delivery of Kayak Trail PR event at the Corran Halls, Oban on 23 <sup>rd</sup> June 2015.  Delivery of signage and storage hooks for kayaks and addition of site to the Paddle Argyll website, by end of March 2016.	Argyll and Bute Council's Projects and Renewables Team: Senior Development Officer (Social Enterprise).  AITC Development Agent for Oban, Lorn and the Isles.	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.

Quality Food and Drink in Oban, Lorn and the Isles					
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead Organisation and Responsible Post	Key Partners
1.6.1, 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 Oban, Lorn and the Isles.	Build on the development of Oban as the 'Seafood Capital' of Scotland.  National event in Oban in early November 2015 to celebrate 2015 as Scotland's Year of Food and Drink.	Increase in visitor numbers to the Oban, Lorn and the Isles area by 5%. (STEAM and DREAM data but cost will be incurred).	AITC Development Agent.	ABC (including Business Gateway); HIE, and VS.
Forestry in Oban, Lorn and the Isles					
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead Organisation and Responsible Post	Key Partners
		<b>Thoughts?</b>  <b>Innovative timber technology aligned to the renewables sector?</b>			

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 Oban, Lorn and the Isles

Theme – A Connected Oban, Lorn and the Isles					
Digital Connectivity/Utilities in Oban, Lorn and the Isles					
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead Organisation and Responsible Post	Key Partners
2.2.1, CO11 & ET02	Superfast broadband to 85% – 90% of the population by 2020.	<p>Argyll and Bute Council will work closely with HIE to ensure the success of their digital infrastructure project across Oban, Lorn and the Isles.</p> <p>Superfast broadband - Connel, Craignure, Ledaig, Dalmally, Taynuilt, Kilmelford and Balvicar – summer 2015</p> <p>Argyll and Bute Council will work closely with Community Broadband Scotland to ensure that communities receive the 2mbps broadband provision</p>	<p>Argyll and Bute interests are safeguarded and the HIE project meets its targets for Argyll and Bute, including Oban, Lorn and the Isles.</p> <p>Superfast broadband to these seven locations by summer 2015.</p> <p>Maximise the £5 million funding available from Community Broadband Scotland.</p> <p>Giga+ Argyll: Mull, Iona, Luing and Lismore by March 2016.</p>	HIE BT project: Stuart Robertson, HIE.	ABC, HIE, BT, and Ofcom.
2.2.2, CO11 & ET02	Improved mobile phone signal quality and coverage levels throughout Argyll and Bute.	<p>Identify the impacts of various mobile providers' development plans on coverage across Argyll and Bute.</p> <p>Develop plans with partner organisations to work with the industry to maximise coverage across Argyll and Bute.</p>	<p>Continue to influence mobile phone providers to upgrade coverage across Argyll and Bute, including Oban, Lorn and the Isles.</p> <p>Vodafone Rural in Dunbeg, Connel, Luing, Seil, Easdal and Crossaig (Tiree) by March 2016.</p>	Argyll and Bute Council's Projects and Renewables Team: Projects and Renewables Manager.	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.	Argyll and Bute Council's Projects and Renewables Team: Projects and Renewables Manager.	National Grid and ABRA.

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

Transport Infrastructure: Road, Ports and Harbours/Ferries, Air, Rail, Cycling and Walking in Oban, Lorn and the Isles					
Road					
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead Organisation and Responsible Post	Key Partners
2.1.2, CO11 & ET02	Road – upgrade and maintain council road net work and for trunk roads (A82, A85).	Participation in working groups e.g. Transport Scotland A83 Working Group, Argyll Timber Transport Group.  Kirk Road upgrade and realignment.	Roads asset planning and maintenance strategy aligned to the preparation of an Infrastructure Action Plan with the inclusion of the Oban, Lorn and the Isles area.	Argyll and Bute Council: Head of Roads and Amenity Services	Transport Scotland, Argyll and Bute Timber Transport Group, Regional Transport Partnership, HIE and Argyll and the Isles Strategic Tourism Partnership.
Port and Harbours/Ferries					
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead Organisation and Responsible Post	Key Partners
2.7.4, CO11 & ET02	Realise greater economic development benefit from our ports and harbours and explore opportunities arising from Scottish Ferries Plan and safeguard Argyll and Bute Council's interests.	Transport Scotland to explore transfer of Council ferry services.  Influence ferry operator to align with commuter needs i.e. ferry arriving from Mull prior to 10 a.m.  Development of the Sound of Iona port infrastructure.	Transfer of responsibility of Council operated ferry services to TS in 2015/16.  Establish a sailing from Mull to Oban at 7 a.m.  Introduction of RET to Mull, Iona and Lismore in October 2015.  Use the recent Bathymetric survey, by Aspect Surveys to develop breakwater development options for the Sound of Iona by March 2016.	Argyll and Bute Council: Marine Operations Manager  Argyll and Bute Council – lobbying activity by Elected Members.  Argyll and Bute Council: Marine Operations Manager	Scottish Government; Transport Scotland and CalMac Ferries Ltd.
Air Services					
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead Organisation and Responsible Post	Key Partners
2.1.3, CO11 & ET02	Continue to grow patronage on Argyll and the Isles Air Services and explore options to be included in a larger air PSO network.	Argyll and Bute Council works with HITRANS, Western Isles Council and Transport Scotland to explore options for a West of Scotland PSO network, to include a regular commercial air link between Oban and Glasgow/Oban to Barra.	Secure new regular commercial air link between Oban and Glasgow/Oban to Barra.	Argyll and Bute Council: Strategic Transportation Manager.	Western Isles Council, Transport Scotland, HITRANS, HIAL, Air operators.

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Rail Services					
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead Organisation and Responsible Post	Key Partners
TBC	Continue to develop passenger numbers on the Oban to Glasgow route and sleeper services	<p><b>Upgrade the existing trains with new rolling stock.</b></p> <p><b>Look to improve the environment of Oban railway station</b></p>	Secure a 5% increase in passenger numbers	Argyll and Bute Council: Strategic Transportation Manager.	Abellio; Hi Trans; AITC; Visitscotland

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

Transport Infrastructure: Road, Ports and Harbours/Ferries, Air, Rail, Cycling and Walking in Oban, Lorn and the Isles (continued)					
Cycling and Walking					
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead Organisation and Responsible Post	Key Partners
2.1.2, 2.1.4, CO11 & ET02	Improve cycling and walking network across Argyll and Bute and improve active travel network, for example, Core Paths Plan, 2013, West Highland Way, Oban to St. Andrew's Pilgrim's Way and Columba Pilgrimage Way.	Market and promote cycling and walking network in Oban, Lorn and the Isles.	Continue to assist lead partners in the completion of Oban to Fort William cycleway during 2015/16.	Argyll and Bute Council: Strategic Transportation Manager.	Transport Scotland and Sustrans.
Argyll and Bute Transport Connectivity and Economy Study					
Ref (SOA, CO & SO)	Outcome (by year 5+)	Actions to achieve outcome	Success measures (in year)	Lead Organisation and Responsible Post	Key Partners
2.1.2, CO11 & ET02	Integrated sustainable transport networks.	<p>Assess the extent to which transport connectivity between the five main population and economic centres (Campbeltown, Dunoon, Lochgilphead, Oban and Rothesay), and to these from the Glasgow/Inverclyde area, has a real impact on businesses, service providers, and the potential for future economic growth. (Identifying problems).</p> <p>Consider the scope for major transformative investments in transport infrastructure to produce transformative economic impacts. (Identifying opportunities).</p>	<p>Completion of study by September 2016.</p> <p>Report to the Argyll and Bute Community Planning Management Committee, autumn 2015.</p>	HIE: Senior Development Manager - Transport.	HIE Consultations with CPP (including ABC) and the 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 Oban, Lorn and the Isles

Theme – A Collaborative Oban, Lorn and the Isles					
European Policy and Funding 2014-2020: Argyll and the Islands LEADER Programme					
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead Organisation and Responsible Post	Key Partners
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 Oban, Lorn and the Isles.	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 Oban, Lorn and the Isles 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 Oban, Lorn and the Isles.

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

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 Oban, Lorn and the Isles.	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 Oban, Lorn and the Isles.</p>	Argyll and Bute Council: Economic Development Manager and Business Gateway Team.	Oban, Lorn and the Isles 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>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 Oban, Lorn and the Isles.	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 181 unemployed and inactive participants with multiple barriers to enter education or training per annum across the Highlands and Islands part of Argyll and Bute until the end of 2018. A proportion of these will be in the Oban, Lorn and the Isles area.</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 Oban, Lorn and the Isles 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.	Assist with the potential Third Sector Asset Transfer of council owned Dervaig site on Mull.	If appropriate, transfer of asset to the third sector.	Argyll and Bute Council’s Projects and Renewables Team: Senior Development Officer (Social Enterprise).	Argyll and Bute Council Estates.
		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 Oban community by end of March 2016.	Argyll and Bute Council: Projects and Renewables Manager.	Architecture and Design Scotland and the Oban 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.

## Compelling Oban, Lorn and the Isles

Theme – A Collaborative Oban, Lorn and the Isles					
Increase Profile of Oban, Lorn and the Isles					
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 Oban, Lorn and the Isles area to attract economically active new residents (individuals and families) inward investors and visitors (with a potential to locate to Oban, Lorn and the Isles) 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 July 2015.</p> <p>Development of a detailed Promotional Action Plan for Oban, Lorn and the Isles by October 2015, with a focus on the issues and challenges raised in the Compelling research.</p> <p>Launch of Compelling Oban, Lorn and the Isles Action Plan by end of 2015.</p>	Argyll and Bute Council: Head of Economic Development and Strategic Transportation.	AITC, HI, 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.