

**MID ARGYLL, KINTYRE AND THE ISLANDS ECONOMIC DEVELOPMENT ACTION PLAN 2015/16 - UPDATE**

---

**1. EXECUTIVE SUMMARY**

- 1.1** The purpose of this paper is to provide members of the MAKI Area Committee with an update with regard to the progress of the actions and success measures in the MAKI Economic Development Action Plan (EDAP), 2015/16.
- 1.2** The content of the MAKI 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 MAKI 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 MAKI Area Committee members note the updates provided in this paper.
  - The MAKI Area Committee members agree that an officer attends the MAKI Area Committee to provide a detailed update on an annual basis given that many of the projects and areas of work require sufficient time to be developed to a point where there is something meaningful to report. However, a quarterly update as in the format outlined in **Appendix 1** of this report will be provided to the MAKI Area Committee.

**MAKI ECONOMIC DEVELOPMENT ACTION PLAN 2015/16 – UPDATE**

---

**2. INTRODUCTION**

**2.1** The purpose of this paper is to provide members of the MAKI Area Committee with an update with regard to the progress of the actions and success measures in the MAKI Economic Development Action Plan (EDAP), 2015/16.

**3. RECOMMENDATIONS**

**3.1** The MAKI Area Committee members note the MAKI EDAP provided in this paper

**3.2** The MAKI Area Committee members agree that an officer attends the MAKI Area Committee to provide a detailed update on an annual basis given that many of the projects and areas of work require sufficient time to be developed to a point where there is something meaningful to report. However, a quarterly update as in the format outlined in **Appendix 1** of this report will be provided to the MAKI Area Committee.

**4. MAKI EDAP UPDATE**

**4.1** Following approval by the Area Committee in August 2015 of the MAKI EDAP, officers continue to work to implement the key actions. As members will be aware many of the actions are reliant upon partnership working with our Community Planning Partners. Many of the actions will be taken forward over a 12 month timeframe and therefore whilst an update can be given to each MAKI Area Committee meeting a more meaningful update would be given over a twelve month period. The update outlined in **Appendix 1** provides a tabular presentation to include comments on progress for each of the actions and success measures under the four headings of competitive, collaborative, compelling and connected MAKI.

**5. CONCLUSION**

**5.1** The MAKI EDAP is a working document for 2015/16 and officers continue to work and focus on the delivery of the actions with key partners.

## 6 IMPLICATIONS

6.1 The implications for the MAKI Area Committee are as outlined in **Table 7.1** below.

<b>Table 6.1: Implications for the MAKI Area Committee</b>	
<b>Policy</b>	The MAKI 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 MAKI EDAP will ensure that the area's resources are allocated efficiently and effectively with regard to the economic development priorities and ambitions for MAKI. 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 MAKI 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 MAKI EDAP will comply with all Equal Opportunities policies and obligations.
<b>Risk</b>	If the MAKI 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 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.

**Pippa Milne, Executive Director of Development and Infrastructure**

**Policy Lead, Councillor Aileen Morton**

**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: Mid Argyll, Kintyre & the Islands Economic Development Action Plan, 2015/16,  
Progress to Date (January 2016)**

## Mid Argyll, Kintyre and the Islands Economic Development Action Plan, 2015/16 (working document)

### 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 and effective use of its key assets such as Kilmartin Glen Heritage and the Crinan Canal.
- 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 Campbeltown, Lochgilphead/Ardrihaig, Tarbert, Bowmore and Inveraray.
- 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 economy.

### 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, such as the location for the European Spaceport.

With a mixed picture for population decline in this central part of Argyll, the main towns of Campbeltown and Lochgilphead/Ardrihaig 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. Furthermore 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. This potential could be better realised through better connectivity, such as the re-establishment of the vehicular ferry link to Northern Ireland for example. While still economically fragile, the thriving islands of Islay and Jura are also well placed to take advantage of the emerging off shore energy industry and continue to diversify their economic base as new opportunities present themselves. 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. There is also potential for supporting the sustainable growth of the well-established aquaculture industry, through both new developments within marine sites and associated hatcheries and processing.

## Overarching Challenge, Actions and Success Measures for Mid Argyll, Kintyre and the Islands

The overarching challenge for the Mid Argyll, Kintyre and the Islands 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 14% of the Mid Argyll, Kintyre and the Islands population by 2037; with a forecast that the working age population will fall by 22%).

As noted above a key focus for the Mid Argyll, Kintyre and the Islands economy is the food and drink sector. This has been verified by the Compelling Argyll and Bute and its Administrative Areas study, July 2015, where there has been a positive change in the employment opportunities (up by 100, source Business Register Employment Survey (BRES), 2013) with regard to the food and drink sector over the period, 2009-2013 for the Mid Argyll, Kintyre and the Islands area.

A principal requirement for attracting labour from outside the region is the availability of affordable housing. It should be noted that Mid Argyll, Kintyre and the Islands has a much higher proportion of second homes than the national and regional average (which can drive up the cost of private houses) coupled with a good stock of vacant social rented housing, particularly in Campbeltown.

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

- To undertake a **mapping of the food and drink industry** in the area, with input from the above 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.

**Progress to date, January 2016:** aligned to the recent sub regional Economic Baseline for MAKI in the Compelling study report the mapping of the food and drink industry will still be taken forward during 2015/16 and into 2016/17.

- A similar **mapping exercise** should also be undertaken for the **forestry sector**, with input from the Argyll and Bute Timber Transport group and relevant partner agencies.

**Progress to date, January 2016:** On the back of the Compelling study, the Argyll and Bute Employability Partnership has reviewed how to tap into forestry skills development and training opportunities as outlined in the Forestry Skills Action Plan currently being prepared by the Forest Skills and Technology Group (led by the School of Forestry in Inverness and SDS). The mapping of the MAKI forestry industry will still be taken forward during 2015/16 and into 2016/17.

- Using the evidence from the Compelling study, work with partners such as AITC in order to **promote the food and drink sector** in the area coupled with the tourism/heritage offering. In particular, focus should be given to the promotion of the remote rural island communities across the area.

**Progress to date, January 2016:** this work will now be advanced in more detail with input from the new Promotions and Marketing Officer who started the Economic Development and Strategic Transportation on Monday, 18<sup>th</sup> January 2016.

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

## Competitive Mid Argyll, Kintyre and the Islands – Progress to Date (January 2016)

Theme – A Competitive Mid Argyll, Kintyre and the Islands				
Business Growth				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Progress to January 2016
1.1.4, 1.7.1, CO1 & ET01	Thriving and successful 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 groups in the Mid Argyll, Kintyre and the Islands area.	Business Gateway to conduct a roadshow across the Mid Argyll, Kintyre and the Islands business community during 2015/16 to promote available business support.	<p>The Head of Economic Development &amp; Strategic Transportation accompanied by Business Gateway staff undertook three meetings with businesses across the MAKI area during November and December 2015, with a focus on the findings of the Compelling Argyll and Bute and its Administrative Areas study as follows:</p> <ul style="list-style-type: none"> <li>• Business Lunch, Loch Fyne Hotel, Inveraray, Tuesday, 24<sup>th</sup> November.</li> <li>• Business Breakfast, Ardsheil Hotel, Campbeltown, Friday, 6<sup>th</sup> December.</li> <li>• Business Breakfast, Enterprise Centre, Lochgilphead, Thursday, 10<sup>th</sup> December 2015.</li> </ul> <p>The feedback from each of these sessions has been collated. In general there was broad agreement on the main themes emerging out of the Compelling study. However a number of specific issues were raised and these are being followed up with the individuals concerned. Some issues across the MAKI area were:</p> <ul style="list-style-type: none"> <li>• infrastructure improvements required, including road links to the Central Belt (A83), greater coverage of superfast broadband and mobile connectivity (although improving in some areas);</li> <li>• investment in social infrastructure i.e. leisure and entertainment aligned with employment/training opportunities, to help retain young people in the area; and</li> <li>• further promotion and use of the area’s tourism assets, such as the Crinan Canal, Mid Argyll.</li> </ul> <p>Follow-up events will be held with businesses in six months’ time.</p>
		To establish why the conversion rate of business start-up enquiries to actual starts differs between and within administrative areas.	Undertake study to report on conversions rates for Mid Argyll	Research work undertaken for Business Gateway by IBP Research during the third quarter of 2015/16. The findings will be collated into a discrete report.

Place: Town Centre/Heritage Regeneration in Mid Argyll, Kintyre and the Islands				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Progress to January 2016
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.	Expenditure of residual CHORD funding to conclude CHORD programme and support regeneration outcomes.	Completion of Campbeltown Berthing Facility May 2016.	New Campbeltown berthing facility returns positive report on business generated since opening in late June. A discrete report on the performance of the berthing facility will be presented at a MAKI Business Day.  The Campbeltown CHORD financial position will be outlined in a separate report to the MAKI Area Committee.
		Delivery of the outstanding priority projects within the Campbeltown Town Heritage Initiative (THI): Town Hall and Main Street/Cross Street.	Completion of the THI projects: Town Hall and Main Street/Cross Street by November 2015.	Final THI projects now due for completion, April 2016.
		Develop and delivery Campbeltown CARS Round 6 (April 2015 to March 2020).	Construction works at 10-20 Longrow South (Campbeltown CARS priority building). To be completed by November 2015.	CARS grants approved at the Special MAKI Area Committee, January 2016 with works commencing shortly at 10-20 Longrow South.
2.6.1, 1.3.1, CO11 & ET02, LDP Areas for Action (AFA) 12/1 and 12.5.	Regenerate the main towns of Ardrishaig (including the Crinan Canal) and Lochgilphead.	Preparation of an Investment Plan for Mid Argyll.	Identification of key priority projects within Mid Argyll which will feed into the Mid Argyll Investment Plan being developed by the Mid Argyll Chamber of Commerce (August/September 2015).	Being advanced by Mid Argyll Chamber of Commerce: Project Officer, with input from the Council and HIE. Shared copies of the Compelling study to assist in identifying future actions.
		Lochgilphead and Ardrishaig (including the Crinan Canal) identified as an Areas for Action within the Local Development Plan where a Charrette process will be developed during 2015/16.	Charrette/'Planning for Real' process developed in Lochgilphead during 2015/16.	Memorandum of Understanding with Scottish Canals and the Council agreed at the EDI Committee in November 2015. Charrette funding for the Crinan Canal secured from the Scottish Government. This Charrette is a key focus of the Mid Argyll Regeneration Initiative. In partnership with Scottish Canals (Lead Partner), the Ardrishaig and Lochgilphead Community Councils and associated Trusts and the Council Projects & Renewables and Development Policy Teams are currently developing the Charrette where the main purpose is to draw up a plan and place-making strategy to drive economic growth along the canal corridor focusing on key locations including Lochgilphead and Ardrishaig. The Crinan Channel Charrette is most likely to take place during March 2016 (tender to be issued by Scottish Canals mid-January 2016).
		Preparation of Kilmory Industrial Estate Masterplan	Completion of Kilmory Industrial Estate Masterplan, July 2016.	The Kilmory Industrial Estate Masterplan will be presented at a MAKI Business Day in order to gather members' comments on the draft masterplan. At the same time the masterplan will go for public comment.

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/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>Progress to January 2016</b>
2.6.1, 1.3.1, CO11 & ET02, LDP Areas for Action (AFA) 12/1 and 12.5.	Regenerate the main towns of Ardrishaig (including the Crinan Canal) and Lochgilphead.	Delivery of Dalriada Arts and Culture project.	Advance proposal for the delivery of the Dalriada Arts and Culture project on vacant land at Baddens, just outside Lochgilphead.	Being advanced by Dalriada Arts and Culture Group.
1.3.1, CO11 & ET02, AFA 13/1 and 13/2	Regenerate our key settlement locations: Inveraray, Bowmore and Tarbert.	Delivery of Conservation Area for Regeneration Scheme (CARS) in Inveraray.	Delivery of CARS five-year funding programme. Commencement of one priority building on site during 2015/16.	Inveraray CARS, 9 small grants approved. January 2016 MAKI Committee approved 4 priority building CARS grants: Relief Land, Ark Land, Chamberland and Temperance. Grant approved for Community Hall to undertake an Options Appraisal. Consultants appointed and Options Appraisal due for completion by end of March 2016.
		Support Kilmartin Museum aligned to the CPP Single Outcome Agreement.	Resubmitted Stage 1 of Heritage Lottery bid in April 2015. Outcome of Stage 1 bid has been successful (July 2015). Now invited to submit a Stage 2 bid.	HLF Stage 1 approval granted. Working with Kilmartin Museum Trust to take forward the HLF Stage 2 bid.
		Regeneration of Bowmore.	Delivery of Phase 2 of the Bowmore Masterplan (10 affordable houses) by March 2016.	Bowmore expansion – 20 houses opened and 10 under construction. 17 new affordable houses at Port Ellen green field site on Islay now under construction. Thus over 50 new affordable houses provided on Islay over last two years.
<b>Place: Strategic Sites</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>Progress to January 2016</b>
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.	Machrihanish Strategic Business Site.  Submission of bid for European Spaceport at Machrihanish.	Argyll and Bute Council signs Spaceport consortium agreement with MACC 2015/16.  Secure the European Spaceport for Machrihanish during 2015/16 (subject to external decisions).	MACC now moving to Stage 2 of the UK Spaceport with the Machrihanish site still offering some of the key criteria identified in the latest publication by the UK Space Agency. Work is due to be completed soon on a feasibility study to inform the Stage 2 Bid that has been prepared through MACC with assistance from Argyll and Bute Council and HIE. This report is highly technical in nature and will be presented to members in due course.

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>Sustainable Economic Assets: Priority One - Renewable Energy 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>Progress to January 2016</b>
1.5.3, CO14 & ET03	Optimise the renewable energy potential for the benefit of Mid Argyll, Kintyre and the Islands, 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.	Argyll and Bute Renewables Alliance (ABRA) to meet in May 2015 and September 2015. ABRA to focus on shaping proposals during 2015/16 to actively and proactively promote Campbeltown as a Renewables Hub.  Community Renewables Seminar to be held in Lochgilphead, during 2015/16 – date to be confirmed.	ARBA September 2015 meeting postponed until 17 <sup>th</sup> February 2016.  Seminar delivered successfully in partnership with Local Energy Scotland. 50 delegates attended. See Council website: <a href="http://www.argyll-bute.gov.uk/crop-benefits-community">http://www.argyll-bute.gov.uk/crop-benefits-community</a>
		Scottish Islands Federation (SIF) 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.	Preparation of an Island Sustainability Energy Action Plan for Gigha during 2014/15 and 2015/16 through the SMILEGOV project. Finalised for delivery by September 2015.	Completed. Undertaken by SIF.
<b>Sustainable Economic Assets: Priority Two – Tourism, Quality Food and Drink and Forestry in Mid Argyll, Kintyre and the Islands</b>				
<b>Tourism 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>Progress to January 2016</b>
1.6.1, 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 Mid Argyll, Kintyre and the Islands area.	Promotion of the Loch Fyne Viking Festival June 2015 linking up different communities across the Mid Argyll.  Delivery of the Islay, Jura and Colonsay – tourism business survey with existing and non-members; leading to the production of a new member benefits statement and the development of a new website based on the Explore Argyll model.  Liaison between Explore Kintyre and Gigha and Explore Campbeltown groups seeking to develop a board, website and membership.	Nominal funding contribution from the Economic Development to support the Loch Fyne Viking Festival in June 2015. (Notification that this Festival will not take place in 2016 as it is hoping to grow in future years)  AITC: launch of the Argyll and the Isles 2020 Tourism Rocket at Machrihanish on 21 <sup>st</sup> October 2015. Argyll and the Isles Business Barometer survey (tourism related business activity). Quarterly updates on business performance and confidence compared with the same quarter the previous year.  AITC: Freelance Development Agent for Mid Argyll, Kintyre and the Islands to address Area Committee on local tourism activity at a future date.

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>Tourism 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>Progress to January 2016</b>
1.6.1, CO11 & ET02	Develop cruise ship market value chain across Argyll and Bute and improve profile.	In partnership with AITC, Argyll and Bute Council to develop a clear marketing proposition for Mid Argyll, Kintyre and the Islands for cruise ships companies, including cultural and leisure activities.	In partnership with AITC, Argyll and Bute Council to develop a clear marketing proposition for Mid Argyll, Kintyre and the Islands for cruise ships companies, including cultural and leisure activities.	AITC: Freelance Development Agent for Mid Argyll, Kintyre and the Islands to address Area Committee on local tourism activity at a future date.
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 Community Centre, Lochgilphead, on 23 <sup>rd</sup> June 2015.	Kayak Trail completed and promotion ongoing. New Promotions and Marketing Officer to start with Economic Development and Strategic Transportation on Monday, 18 <sup>th</sup> January 2016.
<b>Quality Food and Drink 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>Progress to January 2016</b>
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.	Promotion and provenance of Argyll and Bute meats.	Delivery of a Hill Farming Conference, September 2015.	Completed. Conference took place in Oban in October 2015. Key outcomes were presented to a meeting of the Argyll and the Isles Agriculture Forum in December 2016.
<b>Forestry 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>Progress to January 2016</b>
1.1.4, CO1 & ET01	Optimise the opportunities to add and retain value to the timber product within Mid Argyll, Kintyre and the Islands.	Develop a skilled workforce in Mid Argyll, Kintyre and the Islands, geared to future forest management and processing requirements, but also reflecting the development of the biomass sector and specialist niche activities.	Complete a mapping study of the forestry sector in 2015/16 in order to assess the untapped demand, with a focus on processing activities and innovative technologies.	On the back of the Compelling study, the Argyll and Bute Employability Partnership has reviewed how to tap into forestry skills development and training opportunities as outlined in the Forestry Skills Action Plan currently being prepared by the Forest Skills and Technology Group (led by the School of Forestry in Inverness and SDS). The mapping of the MAKI forestry industry will still be taken forward during 2015/16 and into 2016/17.

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 Mid Argyll, Kintyre and the Islands

Theme – A Connected Mid Argyll, Kintyre and the Islands				
Digital Connectivity/Utilities in Mid Argyll, Kintyre and the Islands				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Progress to January 2016
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. Progressing Giga+ Argyll in Colonsay, Islay, Jura and Craignish during 2015/16.  Superfast broadband - Campbeltown and Lochgilphead in the summer of 2015.	An overarching report on digital and mobile connectivity was presented to the MAKI Area Committee, December 2015.
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.	
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. Crossaig to Hunterston subsea cable (double circuit 220kV, 240MVA) in construction. Crossaig to Carradale 132kV overhead line rebuild in construction.	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.	Actions to be updated by SSE at the next ABRA meeting on 17 <sup>th</sup> February 2016.

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>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)</b>	<b>Progress to January 2016</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.	Regular updates provided to the MAKI Area Committee by Road and Amenity Services.
<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)</b>	<b>Progress to January 2016</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 the transfer of Council ferry services (addressing the capacity issues for specific crossing such as the Islay/Jura ferry service).  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.	Ongoing.  Scottish Government has announced that the current ferry service will be continued on a permanent basis during the summer months.

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>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>Progress to January 2016</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.	Market and promote local cycle/walking routes through improved signage and maps for key Mid Argyll, Kintyre and the Islands towns.	Complete mapping project for Ardrishaig and Lochgilphead and active travel signage project for Campbeltown by March 2016.  Undertake a feasibility study to investigate improved access to the Crinan Canal bank in Lochgilphead by March 2016.	Mapping going out to tender for Ardrishaig and Lochgilphead. Active signage for Campbeltown is postponed due to the extent of the work and time available following initial survey work. Looking to come back in 2017.  Draft feasibility study completed. Looking to prepare action plan.
<b>Argyll and Bute Transport Connectivity and Economy Study</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>Progress to January 2016</b>
2.1.2, CO11 & ET02	Integrated sustainable transport networks.	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).  Consider the scope for major transformative investments in transport infrastructure to produce transformative economic impacts. (Identifying opportunities).	Completion of study by September 2015.  Report to the Argyll and Bute Community Planning Management Committee, autumn 2015.	Study completed by HIE, led by the HIE Senior Development Manager - Transport. Reported to 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.

## Collaborative Mid Argyll, Kintyre and the Islands

Theme – A Collaborative Mid Argyll, Kintyre and the Islands				
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)	Progress to January 2016
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 Mid Argyll, Kintyre and the Islands.	Launch of the Argyll and the Islands LEADER/EMFF (European Marine and Maritime Fund) programme, 2014-2020.	<p>Appoint LEADER/EMFF Strategic Co-ordinator, July 2015 (based on indicative funding allocation provided by the Scottish Government).</p> <p>Appoint one LEADER/EMFF Development Officer and one Compliance Officer, by end of September 2015.</p> <p>Delivery of 3 Argyll and the Islands LEADER/EMFF awareness raising meetings and events across Mid Argyll, Kintyre and the Islands by end of December 2015.</p> <p>Final LEADER/EMFF Local Development Strategy approved by the Scottish Government by October 2015.</p> <p>Preparation and development of a refreshed LEADER/EMFF, 2014-2020 website by end of October 2015.</p> <p>Service Level Agreement (SLA) between Argyll and Bute Council and the Scottish Government as Managing Authority approved and signed by November 2015.</p>	<p>A detailed overarching update report on European Policy and Funding was presented at the EDI Committee on 12<sup>th</sup> November 2015.</p> <p>Successful appointment of LEADER/EMFF Strategic Co-ordinator, Colin Fulcher, in July 2015.</p> <p>Two LEADER/EMFF Development Officers and two LEADER/EMFF Compliance Officers have been advertised and appointments are anticipated to be made in January 2016.</p> <p>Awareness meetings will be undertaken once the LEADER/EMFF Development Officers are in post.</p> <p>LEADER/EMFF 2014-2020 has yet to be launched by the Scottish Government.</p> <p>Final LEADER approval has been given by the Scottish Government for the LEADER element of the LEADER/EMFF Local Development Strategy with an indicative allocation to the Argyll and the Islands Local Action Group (LAG), of £4,886,126 and an indicative allocation of £985,000 to the EMFF Fisheries Local Action Group (FLAG) to be shared with the Ayrshires (joint FLAG approach).</p> <p>The preparation of a refreshed LEADER/EMFF website is currently ongoing.</p> <p>The LEADER SLA was signed with conditions by the Executive Director of Customer Services at the end of October 2015.</p>

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)	Progress to January 2016
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 Mid Argyll, Kintyre and the Islands.	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 Mid Argyll, Kintyre and the Islands.</p>	<p>The initial Business Gateway Local Growth Accelerator Programme strategic intervention application was submitted to the Scottish Government on 27<sup>th</sup> March 2015 (seeking just over £272k of ERDF funding until the mid-term review in 2018).</p> <p>The application was assessed by the Scottish Government’s Scrutiny and Risk Panel (SRP) and feedback provided. The application was updated to include the responses raised by the SRP and anticipated spend re-profiled due to the lack of activity between April to September 2015.</p> <p>The final application was signed by the council’s Chief Executive Officer on Friday, 9<sup>th</sup> October 2015.</p> <p>The Scottish Government has advised that the strategic intervention application will be approved by the Scottish Government during the first quarter of 2016, calendar year.</p>

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>Progress to January 2016</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 Mid Argyll, Kintyre and the Islands.	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 Mid Argyll, Kintyre and the Islands area.</p> <p>Ongoing monitoring and reporting to Area Committee on a six month and yearly basis.</p>	<p>Argyll and Bute Enhanced Employability Pipeline was submitted initially in May 2015 and then re-submitted on 26<sup>th</sup> June 2015 further to comments from the Scottish Government (ability to secure £3.66m of European Social Fund (ESF) funding that requires 50% match funding). The application was reviewed by the Scottish Government’s SRP during the summer and formal feedback was received through a face-to-face meeting with Scottish Government Structural Fund staff on 21<sup>st</sup> August 2015.</p> <p>As the pipeline is a relative new approach for the Argyll and Bute area the feedback was welcomed. The Operations Manager from the Argyll and Bute Council’s Employability Team is currently working on developing this strategic intervention further for Argyll and Bute. This new pipeline approach will provide additional support to vulnerable individuals with multiple barriers to employment through internal and external service provision.</p> <p>It is hoped that a finalised application will be submitted in March 2016, further to approval from the P&amp;R Committee. It should be noted that there is also a delay by the Scottish Government in the launching of the ESF programme for 2014-2020.</p>
<b>Harness the Potential of the Mid Argyll, Kintyre and the Islands 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>Progress to January 2016</b>
3.6.3, CO8 & ET04	Harness the potential of partnership working and increase capacity to deliver sustainable communities.	Assist with the preservation of Dalintober Pier.	Assist the group with attracting funding for a feasibility study.	Ongoing.
		Assist with the redevelopment of Inveraray Community Hall.	Assist the group with attracting funding for a feasibility study.	Ongoing.

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

Harness the Potential of the Mid Argyll, Kintyre and the Islands Community and Third Sector (continued)				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Progress to January 2016
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 Campbeltown community by end of March 2016.	<p>Campbeltown stalled spaces - South Kintyre Development Trust (SKDT):</p> <ul style="list-style-type: none"> <li>• Lease approved in principle; currently being drawn up by ACHA's solicitors.</li> <li>• A portion of the site is owned by Argyll Estates, who has also agreed to a temporary lease of the land.</li> <li>• Argyll College UHI has produced a design for the site.</li> <li>• Argyll College UHI and Adult Learning will provide the volunteers with Risk Assessment and Health and Safety training.</li> <li>• Public liability insurance should be in place to coincide with the formal lease agreements.</li> <li>• SKDT is continuing to promote the project.</li> <li>• SKDT is preparing a maintenance plan for the site.</li> <li>• Working towards a February 2016 start on site.</li> </ul> <p>Lochgilphead stalled spaces – Blarbuie Woodlands:</p> <ul style="list-style-type: none"> <li>• Site cleared.</li> <li>• Additional funding secured for a new development officer post.</li> <li>• Working towards a spring 2016 start on site.</li> </ul>

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 Mid Argyll, Kintyre and the Islands

Theme – A Collaborative Mid Argyll, Kintyre and the Islands				
Increase Profile of Mid Argyll, Kintyre and the Islands				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Progress to January 2016
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 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 Mid Argyll, Kintyre and the Islands by October 2015, with a focus on the issues and challenges raised in the Compelling research.</p> <p>Launch of Compelling Mid Argyll, Kintyre and the Islands Action Plan by end of 2015.</p>	<p>A progress report on the Compelling Argyll and Bute and its Administrative Areas Study was presented to the Environment, Development and Infrastructure (EDI) Committee on 14<sup>th</sup> January 2016.</p> <p>To date a number of awareness raising events (as noted under Business Growth above) have been delivered to disseminate the findings of the study. In particular, at a Steering Group meeting on 2<sup>nd</sup> December 2015, it was agreed that in the first instance the suggested thematic interventions from the Compelling research should be fed directly into the review of all the six Single Outcome Agreement (SOA) Delivery Plans (in particular Outcomes 1 to 3) during December 2015, rather than create another suite of plans.</p>

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