

BUTE AND COWAL ECONOMIC DEVELOPMENT ACTION PLAN 2015/16 - UPDATE

1. EXECUTIVE SUMMARY

- 1.1** The purpose of this paper is to provide members of the Bute and Cowal Area Committee with an update with regard to the progress of the actions and success measures in the Bute and Cowal Economic Development Action Plan (EDAP), 2015/16.
- 1.2** The content of the Bute and Cowal 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 Bute and Cowal EDAP is a **working document** so that economic opportunities can be captured and addressed as they arise during 2015/16.
- 1.4** A detailed financial year-end presentation will be delivered by representatives from the Economic Development and Strategic Transportation Service at this Bute and Cowal Area Committee meeting.
- 1.5** The following recommendations are for consideration:

 - The Bute and Cowal Area Committee members note the Bute and Cowal EDAP provided in this paper and the progress update for each action.

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2. INTRODUCTION

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

3. RECOMMENDATIONS

- 3.1** The Bute and Cowal Area Committee members note the Bute and Cowal EDAP provided in this paper and the progress update for each action.

4. BUTE AND COWAL EDAP UPDATE

- 4.1** Following approval by the Area Committee in August 2015 of the Bute and Cowal 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 beyond as appropriate.

- 4.2** 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 Bute and Cowal.

5. CONCLUSION

- 5.1** The Bute and Cowal 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 Bute and Cowal Area Committee are as outlined in **Table 7.1** below.

Table 6.1: Implications for the Bute and Cowal Area Committee	
Policy	The Bute and Cowal 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.
Financial	The Bute and Cowal EDAP will ensure that the area's resources are allocated efficiently and effectively with regard to the economic development priorities and ambitions for Bute and Cowal. There will need to be annual consideration of best alignment between resources and priorities.
Legal	All legal implications at project level will be taken into consideration.
HR	The Bute and Cowal 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.
Equalities	The Bute and Cowal EDAP will comply with all Equal Opportunities policies and obligations.
Risk	Without a Bute and Cowal EDAP for 2015/16 there would 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.
Customer Service	The Bute and Cowal EDAP will provide internal and external customers with a clear articulation of the key priorities for developing the Bute and Cowal 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: Bute and Cowal Economic Development Action Plan, 2015/16, Progress to Date
(March 2016)**

Bute and Cowal Economic Development Action Plan, 2015/16 (working document)

As detailed in the Local Development Plan the aspirations for the Bute and Cowal area for 2024 are outlined below:

- A place that **enjoys revitalised town centres and waterfronts** in both Dunoon and Rothesay, with Dunoon taking full advantage of its gateway position to the Loch Lomond and Trossachs National Park and Rothesay capitalising on its outstanding built heritage.
- A **competitive place, better connected to the global economy** with thriving local rural communities that provide an incentive for businesses to locate to, particularly major new mixed use and tourism developments in places such as Portavadie, Castle Toward and Ardyne.
- A place of **outstanding natural and built heritage** with enhanced natural assets, better public realm and restored iconic buildings such as the Royal Hotel and Pavilion in Rothesay and the Queen's and Burgh Halls in Dunoon.
- A better **connected and accessible place** with improved ferry services, road and active travel links, together with improved telecommunications networks and broadband coverage.
- A place that can offer a **wide range of housing choice** in places with modernised essential services and infrastructure, with a focus of larger scale growth in Rothesay and Dunoon.

Overview

With close proximity to Glasgow, a pristine natural environment with opportunities for growth in the aquaculture and quality food and drink industry, the significant built and cultural heritage of its communities, such as Dunoon and Rothesay, make this area a location for resort tourism and short-breaks. Both Dunoon and Rothesay have the potential to build more competitive tourism propositions based on their rich built and cultural heritage, diversity of venues and proximity to Glasgow. Dunoon has the additional opportunity to build on the marine leisure market and capitalise on its proximity to the Loch Lomond and Trossachs National Park.

It is important therefore that the Bute and Cowal Economic Development Plan for 2015/16 capitalises on existing and new opportunities to assist and create sustainable economic growth in areas of strength.

Overarching Challenge, Actions and Success Measures for Bute and Cowal

The overarching challenge for the Bute and Cowal 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 27% of the Bute and Cowal population by 2037; with a forecast that the working age population will fall by 37%).

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.

As noted above a key focus for the Bute and Cowal area is to build more competitive tourism propositions with a focus on resort tourism and short breaks, including day visitors. Data from the Visit Scotland

Marketing Opportunities study, 2013/14, noted that annual footfall at the Rothesay and Dunoon Visit Scotland Information Centres has increased by 13% and 7% respectively between 2013 to 2014.

The incidence of micro businesses in agriculture, forestry and fishing is considerably higher than the total Bute and Cowal business base. The professional, scientific and technical sector is also well represented at the micro level in Bute and Cowal (source: NOMIS, 2013). However, the key employment sectors in Bute and Cowal are real estate, health and social care work (source: BRES/NOMIS 2013).

A principal requirement for attracting labour from outside the region is the availability of affordable housing and a mix of type and size of housing e.g. larger family homes. It should be noted that Bute and Cowal 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 on Rothesay.

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

- 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.

Progress to date, March 2016: aligned to the recent sub regional Economic Baseline for Bute and Cowal in the Compelling study report and the recent appointment of the new Economic Growth Officer – Tourism, the mapping of the tourism industry will be taken forward into 2016/17. In addition, the Local Business Growth Accelerator programme strategic intervention and operations applications have been with the Scottish Government since October 2015. We are now still awaiting our letter of award in order to launch the programme officially.

- Leading on from the above (as outlined in the plan below), is the **increased provision of premises for small businesses**. With focus on the Sandbank Business Park Masterplan, Dunoon, Highlands and Islands Enterprise is currently delivering a 742m² facility at Sandbank by the summer of 2015. The new premises will provide up to 5 business units ranging in size from 115m² to flexible space for inward investors and business growth. Aligned to this activity, the Council's Business Gateway team will also undertake a study to establish why the conversion rate of business start-up enquiries to actual starts differs between and within administrative areas.

Progress to date, March 2016: research into why the conversion rate of business start-up enquiries to actual starts differs between and within administrative areas is currently being undertaken by IBP Research. Report to be finalised by the end of March 2016.

- In addition to the recent focus on the education sector, Argyll Community Housing Association (ACHA) and Fyne Homes, in partnership with Argyll and Bute Council and Highlands and Islands Enterprise to identify alternative clients groups (businesses and inward investors) to **increase the tenant base** to newly refurbished properties on **Rothesay**. ACHA wishes to see a step change in the uptake over 2015/16; setting a specific target number was not viewed to be realistic or appropriate.

Progress to date, March 2016: some properties on Bute are now occupied by Syrian refugees. At present the Refugee Resettlement Group (partnership group chaired by Argyll and Bute Council) is working up a Refugees Employability Plan which will include business start-up support. A number of the refugees are keen to start-up their own businesses. It is understood that many ran successful businesses in Syria and need more support with regard to governance/corporate issues/systems such as taxation, etc. In addition, many have skill sets that may be appropriate for local job opportunities. A discrete Business Gateway workshop session with the Syrian refugees in Rothesay has been arranged for Friday, 1st April 2016.

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

Competitive Bute and Cowal

Theme – A Competitive Bute and Cowal				
Businesses: Business Gateway – Support to Business Improvement Districts Scotland (BIDS) in Bute and Cowal				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Progress to March 2016
1.1.4, 1.7.1, CO1 & ET01	Thriving and successful Business Improvement Districts Scotland (BIDS) groups within the Bute and Cowal area.	Business Gateway Advisers and other appropriate Argyll and Bute Council staff to continue to provide support and guidance to the Dunoon BIDS group and any other potential BIDS groups in the Bute and Cowal area.	<p>Business Gateway Adviser to do a presentation at a Dunoon BIDS meeting (and other potential BIDS groups within Bute and Cowal) on Business Gateway services by September 2015.</p> <p>Business Gateway to survey Dunoon BIDS members (and other potential BIDS groups within Bute and Cowal) asking them which course they would like Business Gateway to deliver. Completion of survey work by October 2015.</p>	<p>Business Gateway Adviser has met with the Dunoon BIDS manager on a number of occasions to date.</p> <p>Survey Monkey prepared a few months ago by Business Gateway, but has yet to be disseminated by the BIDS Group to all members. This is being pursued continually by the Business Gateway Adviser who covers the Bute and Cowal area.</p> <p>The Head of Economic Development & Strategic Transportation accompanied by Business Gateway staff undertook two meetings with businesses across the B&C 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"> • Business Lunch, Victoria Hotel, Rothesay, Wednesday, 16th December. • Business Lunch, The Braes, Dunoon, Thursday, 17th December. <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. Follow-up events will be held with businesses in six months' time.</p> <p>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.</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.

Business Growth				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Progress to March 2016
1.1.4, 1.2.3, 1.7.1, CO1 & ET01	To deliver business growth and an entrepreneurship culture in Bute and Cowal.	<p>Scottish Urban Regeneration Forum (SURF) currently undertaking a feasibility study for Highlands and Islands Enterprise (HIE) to develop a sustainable 'Alliance for Action' regeneration initiative focused on the town of Rothesay, which will be used to direct future regeneration activities.</p> <p>To establish why the conversion rate of business start-up enquiries to actual starts differs between and within administrative areas.</p> <p>Encourage business start-ups across Bute and Cowal through the development of small business units.</p>	<p>SURF to work with local people to form a community steering group of interested individuals, business owners and agencies (Alliance for Bute) whose main task will be to agree a collective vision for the town and to identify 3 to 4 key regeneration projects that will help to deliver the vision by end of August 2015.</p> <p>Undertake study to report on conversions rates for Bute and Cowal by March 2016, aligned to business survival rates.</p> <p>Delivery of a 742m² facility at the Sandbank Business Park Masterplan, Dunoon by the summer of 2015. The new premises will provide up to 5 business units ranging in size from 115m² to flexible space for inward investors and business growth.</p> <p>Identification and development of small business premises (20m²) throughout Bute and Cowal.</p>	<p>SURF is continuing to move forward with the work in Rothesay. The Alliance for Action has held a number of public meetings and continues to meet regularly. SURF will soon appoint a part time development officer to work to support the Alliance for Action progress through 2016. Funding has been secured for a Charrette in Rothesay from Mount Stuart and the Scottish Government with officer support from the council. The funding will require to be drawn down by 31st March 2016. The Charrette preparatory work is underway with the main workshops planned to take place between 24th and 27th February. Consultant team, Ice Cream Architecture have been appointed to facilitate the Charrette. The Alliance also made a submission for Town Centre Community Capital Grant, but was unsuccessful.</p> <p>SURF has now begun discussions in Dunoon and is working towards facilitating a similar project there. Fergus Murray has been identified as the lead officer from the council. Depending on what comes out of the Dunoon Alliance for Action, there is potential for submitting a bid to the Scottish Government for a Dunoon Charrette in 2016/17. This would align with the PPSL Committee decision on the June 2015.</p> <p>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 in the final quarter of 2015/16.</p> <p>Sandbank new offices, taken forward by HIE, are now completed and open for business. Availability of smaller business units to be discussed with HIE.</p>

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Place: Town Centre Regeneration in Bute and Cowal				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Progress to March 2016
1.2.2, CO11 & ET02	Establish a strong sense of place in order to regenerate Dunoon in a manner that optimises sustainable economic growth.	<p>Delivery of in-year works to the Wooden Pier, Dunoon.</p> <p>Delivery Dunoon Conservation Area Regeneration Scheme (CARS) feasibility study with regard to the building survey and costings.</p> <p>Dunoon identified as an Area for Action within the Local Development Plan where a 'planning for real' Charrettes process will be undertaken during 2015/16.</p> <p>Delivery of in-year works to the Queens Hall, Dunoon</p>	<p>Wooden Pier, Dunoon: commence Phase 1A works May 2015, completion 19 February 2016; and commence Phase 1B works May 2015 and complete by September 2015. This will deliver:</p> <ul style="list-style-type: none"> 160m² of multi-purpose space within the refurbished Waiting Room across three rooms (69m², 60m² and 31m²), serviced by a lobby of 53m² providing reception, toilets and ancillary facilities; and re-decoration and minor refurbishment of 48m² of office and ancillary accommodation for the Harbour Master and associated personnel. <p>Develop Dunoon CARS feasibility study during 2015/16, including a 'drop in' community event on 1st August 2015.</p> <p>Development of the Dunoon Charrettes 'planning for real' work during 2015/16.</p> <p>Queens Hall:</p> <ul style="list-style-type: none"> Commence procurement exercise for the main works contract. Procure services of Asbestos consultant to undertake Asbestos demolition/ refurbishment surveys of all affected properties. Complete acquisition of property at 15 Argyll Street Dunoon (CPO or Purchase by Agreement). 	<p>The Dunoon Wooden Pier contract is underway for phase 1a and 1b (paper taken to B&C Area Committee on 6th October).</p> <p>Dunoon Wooden pier substantially complete, Completion Certificate issued 2 December 2015 for Phase 1a and for Ph1b on the 8 December. Final Accounts agreed, projects delivered slightly under budget. Wooden Pier was on RCHAMS Buildings At Risk Register as being at 'High Risk'. Following completion of the works RCHAMS have advised that 'As a reflection of the works carried out to date we have moved our Condition assessment to Good and dropped the Risk assessment to Low.'</p> <p>The Dunoon CARS scoping work is complete. The next CARS funding bid should be announced this year. A further report will be brought to Area Committee once the scoping work is fully concluded.</p> <p>SURF has begun to strike up a dialogue with prominent individuals as the first step towards creating a Dunoon Alliance for Action</p> <p>Queens Hall:</p> <ul style="list-style-type: none"> Contract Notice Published 2 October 2015. ITT issued 1 February 2016. ACS Physical Risk Control undertook all appropriate surveys between November 2015 and January 2016. Property Acquired by Agreement – transaction completed on 26 January 2016.

Place: Town Centre Regeneration in Bute and Cowal				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Progress to March 2016
1.2.3, 2.4.1, CO11 & ET02	Establish a strong sense of place in order to regenerate Rothesay in a manner that optimises sustainable economic growth.	Delivery of the refurbishment of the Rothesay Pavilion delivery (now that full business case approved).	Rothesay Pavilion – let contract and anticipated start on site early 2016. The project is likely to support around 40-60 jobs during construction and in terms of a community benefit clause in the region of 5 Modern Apprenticeships.	<p>Rothesay Pavilion is moving to tender stage following closure of the building. A substantial amount of investigative survey work has been undertaken since the closure of the building to the general public. The findings of this survey work were reported to the Area Committee and to P&R in December 2015 where it was agreed that an Advance works contract would be let in spring 2016 with completion around early July 2016. These works will inform the brief for the Main Tender.</p> <p>Rothesay THI is drawing to a successful close. A Stage One bid for a second project, a Townscape Heritage (TH) was successful. A development grant of up to £109,700 has been awarded to enable the full analysis and consideration of the potential project components. It is intended to submit an application to the second round early 2017, and which will request the earmarked £1.9M in funding from HLF.</p>

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Sustainable Economic Assets: Priority Two – Tourism, Quality Food and Drink, Forestry in Bute and Cowal				
Sustainable Economic Assets: Priority One - Renewable Energy in Bute and Cowal				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Progress to March 2016
1.5.3, CO14 & ET03	Optimise the renewable energy potential for the benefit of Bute and Cowal, Argyll and Bute and Scotland.	<p>Work with key stakeholders to ensure that potential renewable energy within Bute and Cowal is developed to promote sustainable economic growth.</p> <p>Scottish Islands Federation (SIF) in partnership with Argyll and Bute Council to support individuals and organisations on Bute to develop an Island Sustainable Energy Action Plan through the SMILEGOV project.</p>	<p>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.</p> <p>Community Renewables Seminar to be held in Lochgilphead, during 2015/16 – date to be confirmed.</p> <p>Preparation of an Island Sustainability Energy Action Plan for Bute during 2014/15 and 2015/16 through the SMILEGOV project. Finalised for delivery by September 2015.</p>	<p>September 2015 ABRA meeting postponed, next meeting planned for February 2016. The meeting was held on the 17th of February and focused on shared ownership.</p> <p>Seminar held September 2015. A number of community groups across Bute and Cowal are progressing their own renewables proposals or looking to invest in shared ownership of a commercial scheme.</p> <p>Bute Island Energy Audit completed by Towards Zero Carbon Bute.</p>
Tourism/Quality Food and Drink in Bute and Cowal				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Progress to March 2016
1.6.1, 1.6.4, CO1 & ET01	Move the industry up the value chain, extend season and improve profile and propositions.	<p>Argyll and the Isles Tourism Co-operative Ltd (AITC) in partnership with Visit Cowal to develop a Year of Food and Drink programme of events, including a new Kitchens of Cowal event.</p> <p>Assist in the development of Ardyne to become an area of excellence with regard to aquaculture.</p>	<p>Delivery of the Kitchens of Cowal event in September 2015, with participation of at least 10 local businesses.</p> <p>Capture feedback from businesses with regard to the economic impact of the event e.g. increase in turnover by end of November 2016.</p> <p>Increase the primary sector (agriculture, forestry and fishing) business base from 115 businesses (Office of National Statistics, 2013) to 120 direct and related supply chain businesses across Bute and Cowal by March 2016 through a focus on aquaculture.</p>	<p>AITC: Freelance Development Agent for Bute and Cowal to address Area Committee on local tourism activity at a future date.</p> <p>The Ardyne Masterplan showing a £19m potential investment has been approved by the council's PPSL on the 21st of October including a detailed consent for phase 1 which includes a processing plant and access road; HIE is now considering a business plan for possible funding for phase 1.</p>

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Tourism in Bute and Cowal (continued)				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Progress to March 2016
2.7.4, 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 Bute and Cowal for cruise ships companies, including cultural and leisure activities.	Increase the number of cruise ships passengers disembarking at Rothesay from the Hebridean Princess to the full complement (50 guest capacity) during 2015/16 (36 passengers disembarked during 2014/15).	AITC: Freelance Development Agent for Bute and Cowal 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 Queens Hall, Dunoon, on 30 th June 2015.	Kayak Trail completed and promotion ongoing. New Promotions and Marketing Officer started with Economic Development and Strategic Transportation on Monday, 18 th January 2016.
Forestry in Bute and Cowal				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Progress to March 2016
1.1.4, 1.6.3, CO1 & ET01	Optimise the woodlands' contribution to tourism and recreation in Bute and Cowal.	Work with communities and businesses in Bute and Cowal to further develop the tourism and recreation offering through woodland activities.	Complete a mapping study of the current tourism and recreation woodland activities available in Bute and Cowal in 2015/16 in order to assess the untapped demand.	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 Bute and Cowal forestry industry is still being taken forward during 2015/16 and into 2016/17.

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Connected Bute and Cowal

Theme – A Connected Bute and Cowal				
Digital Connectivity/Utilities in Bute and Cowal				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (medium term and longer term)	Progress to March 2016
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 Bute and Cowal.</p> <p>Argyll and Bute Council will work closely with Community Broadband Scotland to ensure that communities receive the 2mbps broadband provision.</p> <p>During 2015/16 Community Broadband Scotland to continue to supporting the Kyles of Bute communities at the scoping stage to determine whether they can deliver a community based superfast broadband solution.</p>	<p>Superfast broadband availability in Dunoon and Rothesay brought forward to the summer 2015.</p> <p>The majority of premises within the Dunoon and Rothesay exchange areas to be connected by the end of 2015.</p> <p>For those communities within Bute and Cowal which do not appear to be covered by the Phase 1 fibre project, make them aware of the support available from Community Broadband Scotland to maximise the spend of the £7.5m funding within Argyll and Bute and to enable them to develop their own superfast broadband project.</p> <p>Improved social, business and learning opportunities to be realised during 2015/16 with approximately £20 in net economic impact for every £1 of public investment. Highlands and Islands Enterprise to advise on supporting evidence base data by the end of 2015/16.</p>	<p>Superfast Broadband now available to some premises in Dunoon, Innellan, Kilmun, Rothesay, Strachur and Tighnabruaich exchange areas. Ardentinny, Kilchattan Bay and Toward exchange areas have been announced as expecting connections within the first half of 2016.</p> <p>Final modelling of Phase 1 project still awaited, expected to be received early 2016 by HIE.</p> <p>Community Broadband Scotland continuing to support the Kyles Community Broadband proposal (www.kcb.scot) which is investigating options to connect premises in the Colintraive, Glendaruel, Kilchattan Bay, Rothesay and Tighnabruach exchange areas which would not otherwise be connected to the superfast broadband fibre network. Public Information meetings have been held and we understand that the scope of the project may need to be re-assessed due to State Aid regulations.</p>

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Digital Connectivity/Utilities in Bute and Cowal (continued)				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (medium term and longer term)	Progress to March 2016
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.	Meet with mobile operators in Summer 2015 to seek to upgrade coverage to 4G across Argyll and Bute, including Bute and Cowal. Mobile phone signal - initial indication that six masts will be upgraded to 4G across Bute and Cowal, but no timescale specified. Arrange meeting with Vodafone and O2 throughout 2015/16 to advance this upgrade.	Ofcom maps indicate that 4G coverage available in the Dunoon area from Vodafone, O2, EE and 3. In the Rothesay area 4G is available from EE. Indications are that upgrades to mobile masts on the western side of Cowal are being planned. Liaison with mobile operators continues.
Transport Infrastructure: Sustainable Transportation, Road, Ports and Harbours/Ferries in Bute and Cowal				
Ref (SOA, CO & SO)	Outcome (by year 5+)	Actions to achieve outcome	Success measures (medium term and longer term)	Progress to March 2016
2.1.2, 2.7.4, CO11 & ET02	Integrated sustainable transport networks.	Influence the delivery of appropriate infrastructure investment in order to increase ferry service reliability to Dunoon.	To re-establish a reliable 1 hour 13 min journey time from Dunoon to Glasgow. Lobby transport providers through Transport Scotland to ensure that the development of the train and ferry timetables run concurrently.	Continue to Lobby Transport Scotland and key stakeholders to improve reliability of services and integration of ferry and rail timetables.
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.	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.
2.1.2, CO11 & ET02	Improve cycling and walking network across Bute and Cowal.	Delivery of A815 Sandhaven to Inverreck footway.	Market and promote local cycle/walkway routes through improved signage for Dunoon by March 2016. Approval of design by Sustrans.	Construction of the A815 Sandhaven to Inverreck Footway has commenced and works will be completed by March 2016. An active travel signage strategy for Dunoon has been awarded and will be implemented in 2016.

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Collaborative Bute and Cowal

Theme – A Collaborative Bute and Cowal				
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 March 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 Bute and Cowal.	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 Bute and Cowal 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>	<p>A detailed overarching update report on European Policy and Funding was presented at the EDI Committee on 12th 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 appointed and will be in post by 31st May 2016.</p> <p>Awareness meetings will be undertaken once the LEADER/EMFF Development Officers are in post. 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 March 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 Bute and Cowal.	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 annual targets to the end of 2018:</p> <ul style="list-style-type: none"> • Specialist Advice: 12 businesses assisted with one to one advice. • Growth Grant: 12 businesses supported with grant funding. • Graduate Placement Service: 4 businesses supported with six to twelve month graduate placements. • Growth Workshops: 144 attendees at 24 workshops, 48 businesses assisted. • Regional Specific Entrepreneurial Support: 12 businesses assisted with advice, information or events. • Key Sector Support: 33 businesses assisted with advice, information or events. <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 Bute and Cowal.</p>	<p>The initial Business Gateway Local Growth Accelerator Programme strategic intervention application was submitted to the Scottish Government on 27th 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. The final application was signed by the council's Chief Executive Officer on Friday, 9th 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>

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European Policy and Funding 2014-2020; European Social Fund – Enhanced Employability Pipeline				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Progress to March 2016
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 Bute and Cowal.	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 Bute and Cowal 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 26th 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).</p> <p>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 21st August 2015.</p> <p>As the pipeline is a relative new approach for the Argyll and Bute area the feedback was welcomed. This new pipeline approach will provide additional support to vulnerable individuals with multiple barriers to employment through internal and external service provision. The initial figures listed in the success measures i.e. 181 unemployed and inactive participants have now been revised.</p> <p>It is hoped that a finalised application will be submitted in April 2016, further to approval from the EDI Committee on 7th April 2016.</p> <p>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>
Harness the Potential of the Bute and Cowal Community and Third Sector				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Progress to March 2016
3.6.3, CO8 & ET04	Harness the potential of partnership working and increase capacity to deliver sustainable communities.	Assist with the refurbishment of Blairmore Village Hall.	Assist with an application to Big Lottery Fund Growing Community Assets and others as appropriate during 2015/16.	Ongoing support to the group to identify appropriate funders and submit applications.
		Assist with the development of Dunoon Community Sports Centre.	Assist the group with funding applications to a variety of funders during 2015/16.	Ongoing support to the group to provide information to funders.
		Assist with the development of Argyll Mausoleum.	Support the group develop a tender for a business, funding and marketing plan and an application for funding to Heritage Lottery Fund during 2015/16..	Bid and invitation to tender finalised and submitted to HLF in November 2016. The bid is now on hold as the applicant is currently in discussion with HLF and partners.

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Harness the Potential of the Bute and Cowal Community and Third Sector (continued)				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Progress to March 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 that a site can be redeveloped).	Report on the number of grants secured by the Rothesay and Dunoon communities by end of March 2016.	Six awards have been made to community groups across Argyll and Bute. A proposed layout for the Rothesay site is currently being drawn up and discussions are ongoing with the owners of the site in Dunoon to establish whether the community might utilise the site on a temporary basis.

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 Bute and Cowal

Theme – A Collaborative Bute and Cowal				
Increase Profile of Bute and Cowal				
Ref (SOA, CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Progress to March 2016
1.3.1, 1.3.2, 1.3.3, CO1 & ET01	Increase the profile of the Bute and Cowal area to attract economically active new residents (individuals and families) inward investors and visitors (with a potential to locate to Bute and Cowal) 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 Bute and Cowal by October 2015, with a focus on the issues and challenges raised in the Compelling research.</p> <p>Launch of Compelling Bute and Cowal 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 14th 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 2nd 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. This has now been completed.</p> <p>Actions to be taken forward with key input from the new Promotions and Marketing Officer within the Economic Development and Strategic Transportation Service.</p>

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