

Development of Area Plans to Reflect Investment Opportunities

1.0 EXECUTIVE SUMMARY

1.1 In June the Council approved the Corporate Plan 2023 – 2027 within which there is a key deliverable to creating area-based plans for all our communities, reflecting investment opportunities and local service prioritisation.

2.2 This report sets out an approach to undertaking this ambitious endeavor in a manner that allows engagement with our communities and the production of meaningful area plans.

2.3 Recommendations

1. Members are asked to agree;
 - a) That the number of locality plans covering Argyll and Bute is 8 plans (option A), as set out in paragraphs 4.31 to 4.33 of this report.
 - b) The principles on which the initiative will be designed and implemented as set out in paragraph 4.35 of this report.
 - c) The approach to this initiative as set out in paragraphs 4.36 to 4.40.
 - d) The resourcing and timescales as set out in paragraphs 4.41 to 4.45.

2. Members are asked to agree to an allocation of £200,000 from the Council's Priorities Investment Fund to fund two temporary posts and associated costs to allow commencement of this initiative.

Development of Area Plans to Reflect Investment Opportunities

2.0 INTRODUCTION

- 2.1 Further to the Council recently approving the Corporate Plan 2023 – 2027, Members are now offered the opportunity to commence the implementation of a key deliverable within the plan, creating area-based plans for all our communities, reflecting investment opportunities and local service prioritisation.
- 2.2 This report sets out an approach to undertaking this ambitious endeavor in a manner that allows engagement with our communities and the production of meaningful plans.

3.0 RECOMMENDATIONS

- 3.1 Members are asked to agree;
- a) That the number of locality plans covering Argyll and Bute is 8 plans (option A), as set out in paragraphs 4.31 to 4.33 of this report.
 - b) The principles on which the initiative will be designed and implemented as set out in paragraph 4.35 of this report.
 - c) The approach to this initiative as set out in paragraphs 4.36 to 4.40.
 - d) The resourcing and timescales as set out in paragraphs 4.41 to 4.45.
- 3.2 Members are asked to agree to an allocation of £200,000 from the Council's Priorities Investment Fund to fund two temporary posts and associated costs to allow commencement of this initiative.

4.0 DETAIL

- 4.1 Within the priorities agreed by the Council in November 2022, under the theme 'People and Places, Our Core Business as a Council' is an action 'creating area-based plans for all our communities, reflecting investment opportunities and local service prioritisation'.
- 4.2 This paper is set out to support Members on a) agreeing an approach and b) agree to commence this initiative at the first available opportunity. There are key questions to consider in developing the desired approach as follows.
1. What do we want from the area plans?
 2. What geographical areas should they cover?
 3. Opportunity for a joined up approach with other plans and consultations.
 4. How will we engage with communities?
 5. What is the timescale to developing these?
 6. What resource is available to developing these?

National Policy and Legislation

- 4.3 Below sets out current national policy and legislation in relation to area plans.
- 4.4 Place principle; the Scottish Government and COSLA agreed to adopt the Place Principle which states that:
- All those responsible for providing services and looking after assets in a place need to work and plan together, and with local communities, to improve the lives of people, support inclusive and sustainable economic growth and create more successful places.
 - We commit to taking a more collaborative, place-based approach with a shared purpose to support a clear way forward for all services, assets and investments which will maximise the impact of their combined resources.
- 4.5 Local place plans; introduced by the Planning (Scotland) Act 2019, 'Local Place Plans' are a new type of plan and contains the right for communities to provide their own plan as part of the Scottish planning system. Not dissimilar to Community Led Action Plans, they can help communities develop a common vision for their area.

- 4.6 The plans may identify land and buildings that the community body considers to be of particular significance. These plans are required to have regard to the Local Development Plan and the National Planning Framework.
- 4.7 Local development plans (LDP); LDPs are well established as a statutory requirement that sets out the long term vision for where development should and shouldn't happen. There is extensive public engagement in the development of these plans and any unresolved issues (representations) on proposals are submitted to Scottish Ministers for decisions. Any proposals within other plans would be expected to align with the LDP.
- 4.8 Summary of national policy; national policy promotes a) the development of place based plans and b) co-production of place plans with communities. Legislation provides the right for communities to develop plans as part of the LDP and may identify land and buildings they consider to be of significance.
- 4.9 Consideration of National Policy and Legislation – Members may wish to consider adoption of the place principle in the development of area plans and collaborate with communities in the development of plans.

Types of Area Plans in Argyll and Bute

- 4.10 Within Argyll and Bute there is a history of area plans including statutory area plans and a short summary is provided below.
- 4.11 CHORD; in November 2008 the Council agreed to allocate more than £30m to a town centre regeneration programme which became known as CHORD (Campbeltown, Helensburgh, Oban, Rothesay and Dunoon).
- 4.12 Prior to the decision by the Council, officers commissioned experts to support the development of potential projects for each of the main towns with a focus on the socio-economic baseline, potential investment opportunities and an outline understanding of the potential cost, deliverability and economic impact of each of the proposed projects.
- 4.13 Area Economic Development Action Plans (EDAPs); created for the consideration of Area Committees, these evolved and the final set of area plans covering the period 2016 – 2021 contained detail under the following themes;
1. Investment in infrastructure.
 2. Investment in key sectors and business support.
 3. Investment in communities.
 4. Investment in people.

5. Promotion and marketing.

- 4.14 The plans were outcomes focussed, aligned with the Argyll and Bute Outcome Improvement Plan (ABOIP) and provided an overview of all existing and planned activity for the area. Unlike CHORD, these plans captured planned and proposed activity as opposed to being drivers of change. You can review the area plans at [Economic Development Action Plan \(argyll-bute.gov.uk\)](http://argyll-bute.gov.uk)
- 4.15 Community Planning Group Area Plans; the Community Empowerment Act requires each Community Planning Partnership to have 'locality plans' which are focussed on reducing inequalities within communities. Within Argyll and Bute, they are branded as Community Planning Action Plans to avoid confusion with the 'Locality Plans' developed by the HSCP (see later).
- 4.16 The plans cover each of the 4 sub-administrative areas, are developed for the consideration of the area Community Planning Groups and have been in place since 2017. They are due to be reviewed in tandem with the emerging ABOIP 2023 - 2033 and work will commence autumn this year (2023).
- 4.17 A recent development is the agreed strategic priorities for the ABOIP which are housing, transport and community wellbeing. There remains an opportunity to develop area plans in tandem with the development of Area Community Planning Action Plans.
- 4.18 HSCP Locality Plans; each HSCP is required to have a strategic plan ([Joint Strategic Plan 2022 - 2025](#)) which is informed by a Population Needs Assessment (an evidenced based understanding of the demands needs of the population). This key document informs commissioning by the HSCP and Locality Plans.
- 4.19 The HSCP has 4 Locality Planning Group areas which are aligned with the Council's 4 sub administrative areas. Formerly the HSCP had 8 smaller locality plans and for the new strategic plan, have maintained some profiling of these 8 areas which are aggregated into 4 larger areas (the administrative areas). The profiles includes information on demographics, local priorities, areas of work and information on where care is delivered locally, who delivers care and level of spend. These areas are set out in the table below.

Table 1; HSCP Locality Areas

B&C Area	H&L Area	MAKI Area	OLI Area
Bute	Helensburgh and Lomond	Mid Argyll	Oban and Lorn
Cowal		Kintyre Islay, Jura and Colonsay	Mull, Iona, Coll and Tiree

- 4.20 It is noted that the main islands are separated out from the mainland and grouped in a manner that is compatible with the 4 administrative areas.
- 4.21 The HSCP are about to commence the development of new Locality Plans with the Locality Planning Groups (LPGs) and will be developed in consultation with the Community Planning Partnership. There remains an opportunity to develop area plans in tandem with the development of HSCP Locality Plans.
- 4.22 Community Led Action Plans; community action plans have been around for quite some time (pre-dating Local Place Plans) and use a number of methodologies to develop a common vision for a community and setting out the steps to achieve this using specific co-production tools e.g. ‘planning for real’, charrettes etc.
- 4.23 A number of community led action plans have been developed in Argyll and Bute however some were developed a number of years ago and the most recent are Tiree (2023 – 2028) and Glenorchy and Innishail (2021 – 2026). It is understood that plans are also in development for Craignish, Islay, Lismore and Luing.
- 4.24 Community led action plans have a value in capturing the demand and needs of communities and have particular weight when applying for funding. Increasingly, government funds require demonstration of meaningful engagement with communities, especially where it is a competitive bidding process.
- 4.25 Summary of Types of Area Plans in Argyll and Bute; the Council, HSCP and some of our communities have extensive experience in the development of area plans. Currently there are two statutory requirements for area plans, both of which will be commencing development this year (CPG and HSCP). Plans that can demonstrate meaningful engagement with communities carry weight, particularly when applying for funding.

- 4.26 Officers are liaising with colleagues within the CPG and HSCP to take a joined up approach to development and consultation on plans where possible.

Community Wealth Building (CWB)

- 4.27 Another priority agreed by the Council that may be included in the consideration of area plans is to seek ways of securing more community wealth building opportunities across Argyll and Bute and supporting communities to gain maximum benefit from development in their area.
- 4.28 CWB is based on the premise that traditional economic development practice and developer-led regeneration are failing to address the economic challenges of our time, Community Wealth Building is a person centred approach to local economic development which redirects wealth back into the local economy and places control and benefits into the hands of local people. It is based on the following principles:
1. Plural ownership of the economy.
 2. Making financial power work for local places.
 3. Fair employment and just labour markets.
 4. Progressive procurement of goods and services.
 5. Socially productive use of land and property.
- 4.29 The Argyll and Bute Community Planning Partnership has been exploring what CWB means for our area and how to integrate this approach with existing best practice. A steering group commissioned an external organisation to undertake a mapping exercise to capture existing practice of CWB in our area to identify gaps and opportunities for further action and research. This work is well advanced and findings will emerge towards the end of 2023.
- 4.30 Consideration of Community Wealth Building; referring back to the Council's agreed priority to seek ways of securing more community wealth building opportunities, it is worth considering at this stage whether this should be included in the scope of area plans. An alternative option is to consider CWB opportunities as a future development of area plans.

Number of Plans

- 4.31 An attempt has been made to develop options on geographies of area plans as follows:
- A. 8 'local areas' as originally defined by HSCP which fit within our 4 Administrative Areas.

B. 15 localities per – 4 localities per Administrative Area (3 for Helensburgh and Lomond).

C. 18 localities to capture investment opportunities at a smaller scale.

4.32 Detail on how this is broken down is available to review in appendix 1 and a map showing the boundaries of Community Councils is available in appendix 2.

4.33 It should be assumed that the more localities selected, the greater resource and time is required to progress the development of plans. It is recommended in this instance to Members to select option A above.

Principles

4.34 As set out in the Council Priorities, the purpose of area plans is to;

- Capture community vision and aspirations for each area.
- Reflect investment opportunities
- Identify local projects.

4.35 To provide further clarity on the development and purpose of the plans, it is recommended that the following principles are applied;

1. The plans will be orientated towards maximising external funding.
2. The plans do not guarantee the provision of funding towards any of the projects contained therein.
3. The plans will seek to promote proposals that are aligned with the Council's strategic plans and priorities.
4. All projects delivered by the Council will be prioritised and developed using our adopted project methodologies and processes.

Approach

4.36 The plans should not be considered as Council delivery plans but capture the vision and aspirations for areas as part of a wider framework. We know from experience that ambitious ideas captured within plans can take many years to come to fruition.

4.37 For example, the waterfront public realm works completed in Ardrishaig this year was first captured within the Council's Strategic Plan in 2002 and further identified as an ambition in the Local Development Plan, the Ardrishaig Regeneration Strategy (2007) and a Placemaking Plan. Despite the length of

time from inception to delivery, this initiative was delivered when resources allowed the project to proceed.

- 4.38 Resources are not available to deliver all great ideas at the same time but by capturing all ideas within a place based holistic framework, and through partnership working, we will have more success in delivering the right initiatives in the right places, in the right order resulting in improved outcomes. The plans will help us to develop a pipeline of projects that can be aligned to funding opportunities such as Place Based Investment, Crown Estate Funding or Levelling Up Funding, when opportunities arise.
- 4.39 Assuming that the plans will be co-produced with communities, the stages of a general approach could be as follows.
1. Collation of information and data e.g. Scottish Government island consultation data, data from ABOIP place standard consultations, existing community led plans etc.
 2. Engage community councils and development trusts initially to test our findings and identify gaps and update maps and plans.
 3. Consultation on draft vision and maps and plans.
 4. Publish analysis on feedback from engagement on draft vision and maps and plans.
 5. Submit vision and maps and plans to Members for consideration.
- 4.40 As listed in the principles above, inclusion of projects within area plans are not a guarantee of funding and will be used to inform investment decisions. Once plans are agreed, the prioritisation and development of plans taking forward by the Council will be through the adopted strategic approach to developing capital projects. The purpose of this report is to secure resources to commence recruitment and further details on the plans for engagement and reporting will come to a future meeting.

Resourcing and Timescales

- 4.41 The Council has considerable experience of developing plans and currently there is no capacity within departments (both officer capacity and funding) to take forward extensive engagement and professional development of plans within a reasonable timescale.
- 4.42 With regards to officer capacity, it is proposed to recruit 2 short term posts to support the development of plans under a suitable Council manager who will work with a cross departmental officer steering group. The Executive Leadership Team will act as the Programme Board for the initiative.

4.43 With regards to finance, it is recommended that there is an allocation from the Priorities Investment Fund of £200,000 to allow the Council to commence the creation of area plans. Details on how this is spent will be submitted to this Committee for scrutiny.

4.44 A phased approach will be taken to developing the plans which will allow a) most effective use of resources and b) an iterative approach to learning from the process and identifying optimum methodologies.

4.45 Set out below is an indicative layout on how a phased approach may look based on option 1 for 8 localities;

- Phase 1; two localities – one island(s) locality and one mainland locality.
- Phase 2; three localities – one island(s) locality, two mainland localities.
- Phase 3; three localities – one island(s) locality, two mainland localities.

Table 2 - Indicative Timescales per phasing

When	Phase 1	Phase 2	Phase 3
Nov 2023 – Feb 2024	Recruitment of temporary team members		
Feb – April 2024	Collation of data		
May – June 2024	Engagement with Community Councils and Development Trusts	Collation of data	
July – Sep 2024	Consultation on draft vision and plans	Engagement with Community Councils and Development Trusts	Collation of data
Oct – Dec 2024	Publish analysis on feedback from engagement on draft vision and plans.	Consultation on draft vision and plans	Engagement with Community Councils and Development Trusts

When	Phase 1	Phase 2	Phase 3
Jan – March 2025	Approve plans	Publish analysis on feedback from engagement on draft vision and plans.	Consultation on draft vision and plans
April – June 2025		Approve plans	Publish analysis on feedback from engagement on draft vision and plans.
July – Sept 2025			Approve plans

5.0 CONCLUSION

- 5.1 There is a clear mandate to developing area plans to inform investment decisions and the Council has extensive experience in developing these. National policy seeks to direct public sector organisations to produce place plans with communities and consider further practice such as the inclusion of opportunities to improve Community Wealth Building.
- 5.2 The principle priorities of this paper is to a) agree the approach in creating area plans and b) agree a financial allocation from the Council's Priorities Investment Fund to enable the commencement of this initiative.
- 5.3 Strategic partners (e.g. HSCP and CPP) are in the early stages of developing area plans and there are options to consider a more integrated approach to developing area plans for our communities.
- 5.4 This paper also sets out principles to support the purpose of the plans and be clear that there is no guarantee of funding for projects identified within the plans and that prioritisation and development of any projects will be managed by the Council's strategic approach to capital projects.
- 5.6 A particularly challenging question for Members is the number and/or size of area plans and it is assumed that more plans will require further time and resource in their development. It is the view of officers that the optimum number of plans is 8 as set out in option A of appendix 1 of this report.

6.0 IMPLICATIONS

- 6.1 Policy; seeks to implement an action within the Council's Corporate Plan 2023 – 2027 to create area-based plans for all our communities, reflecting investment opportunities and local service prioritisation.
- 6.2 Financial; there is a request to draw down £200,000 funding from the Council Priorities Fund.
- 6.3 Legal; none.
- 6.4 HR; work is ongoing to define the skills required to implement this endeavour and the most effective way to recruit personnel required.
- 6.5 Fairer Scotland Duty:
 - 6.5.1 Equalities - protected characteristics; none.
 - 6.5.2 Socio-economic Duty; consideration will need to be given this duty.
 - 6.5.3 Islands; impact assessments may be required and will be considered.
- 6.6 Climate Change; there may be scope for the area plans to give consideration to impact on climate change.
- 6.7 Risk; none.
- 6.8 Customer Service; the initiative provides the opportunity to support community engagement.

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APPENDICES

Appendix 1 – Options on Geographies of Area Plans

Appendix 2 – Map – Community Councils in Argyll and Bute.

Appendix 1 - Options on Geographies of Area Plans

Option A – 8 ‘Local Areas’ which fit within 4 HSCP Localities

Local Area	HSCP Locality	Settlement (of 500 or more)
1. Mid Argyll	Mid Argyll, Kintyre and Islay	Ardrishaig Lochgilphead Tarbert
2. Kintyre		Campbeltown
3. Colonsay, Islay and Jura		Bowmore Port Ellen
4. Oban and Lorn	Oban, Lorn and the Isles	Dunbeg Oban
5. Coll, Iona, Mull, Tiree		Tobermory
6. Bute	Bute and Cowal	Rothesay Port Bannatyne
7. Cowal		Dunoon Hunter’s Quay Innellan Tighnabruaich
8. Helensburgh and Lomond	Helensburgh and Lomond	Cardross Garelochhead Helensburgh Kilcreggan Rosneath

Option B – 15 Localities

No	Group Name	Community Councils	Area
1	Kintyre	1. Campbeltown 2. East Kintyre 3. Gigha 4. Southend 5. The Laggan 6. West Kintyre	Mid Argyll, Kintyre and Islay
2	South Inner Hebrides	7. Colonsay 8. Islay 9. Jura	
3	Mid Argyll	10. Ardrishaig 11. Lochgilphead 12. Tarbert & Skipness 13. South Knapdale 14. North Knapdale 15. Craignish 16. Dunadd	
4	Loch Fyne North	17. Furnace 18. Inveraray 19. West Lochfyne	
5	South Lorne	20. Avich & Kilchrenan 21. Connel 22. Dunbeg 23. Glenorchy & Innishail 24. Kilmore & Kilbride 25. Kilninver & Kilmelford 26. Oban (inc Kerrera) 27. Taynuilt Connel	Oban, Lorne and the Isles
6	North Lorne	28. Appin 29. Ardchattan 30. Lismore	
7	Mull, Iona and Slate Islands	31. Iona 32. Mull 33. Luing 34. Seil & Easdale	
8	North Inner Hebrides	35. Coll 36. Tiree	
9	North Cowal	37. Ardentinny 38. Cairndow 39. Kilmun 40. Lochgoil	Bute and Cowal

No	Group Name	Community Councils	Area
		41. Strachur	
10	Central & South Cowal	42. Dunoon 43. Hunters Quay 44. Sandbank 45. South Cowal	
11	West Cowal	46. Colintrave & Glendaruel 47. Kilfinan	
12	Bute	48. Bute	
13	West Clyde Peninsula	49. Cove & Kilcreggan 50. Garelochhead 51. Rosneath & Clynder	Helensburgh and Lomond
14	East Clyde Peninsula	52. Cardross 53. Helensburgh 54. Rhu & Shandon	
15	Loch Lomond	55. Arrochar & Tarbert 56. Luss & Arden	

Option C – 18 Localities

No	Group Name	Community Councils	Area
1	Lower Kintyre	1. Campbeltown 2. Southend 3. The Laggan	Mid Argyll, Kintyre and Islay
2	Central Kintyre	4. East Kintyre 5. Gigha 6. West Kintyre	
3	Upper Kintyre	7. Ardrishaig 8. Lochgilphead 9. Tarbert & Skipness 10. South Knapdale	
4	Dalriada	11. North Knapdale 12. Craignish 13. Dunadd	
5	Loch Fyne North	14. Furnace 15. Inveraray 16. West Lochfyne	
6	South Inner Hebrides	17. Colonsay 18. Islay 19. Jura	

No	Group Name	Community Councils	Area
7	Loch Melfort	20. Luing 21. Seil & Easdale 22. Kilninver & Kilmelford	Oban, Lorne and the Isles
8	North Loch Awe	23. Avich & Kilchrenan 24. Glenorchy & Innishail 25. Taynuilt	
9	South Lorne	26. Connel 27. Dunbeg 28. Kilmore 29. Oban (inc Kerrera)	
10	North Lorne	30. Appin 31. Ardchattan 32. Lismore	
11	Mull and Iona	33. Iona 34. Mull	
12	Coll and Tiree	35. Coll 36. Tiree	
13	North Cowal	37. Ardentinny 38. Cairndow 39. Kilmun 40. Lochgoil 41. Strachur	
14	Central & South Cowal	42. Dunoon 43. Hunters Quay 44. Sandbank 45. South Cowal	
15	Bute and West Cowal	46. Colintrave & Glendaruel 47. Kilfinan 48. Isle of Bute	
16	West Clyde Peninsula	49. Cove & Kilcreggan 50. Garelohead 51. Rosneath & Clynder	Helensburgh and Lomond
17	East Clyde Peninsula	52. Cardross 53. Helensburgh 54. Rhu & Shandon	
18	Loch Lomond	55. Arrochar & Tarbert 56. Luss & Arden	