

## BUTE AND COWAL ECONOMIC DEVELOPMENT ACTION PLAN 2013-2018

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### 1. SUMMARY OF ISSUES

- 1.1 The purpose of this paper is to seek approval from the Bute and Cowal Area Committee on the proposed Bute and Cowal Economic Development Action Plan (EDAP) for the period 2013-2018. The five-year timescale has been selected to align with the overarching EDAP and with the Local Development Plan.
- 1.2 As agreed by Argyll and Bute Council the first iteration of four discrete administrative area-based action plans have been developed in order to complement and contribute to the outcomes within the main document. Furthermore, the content of the area-based EDAPs also align with the Single Outcome Agreement (SOA) delivery plans developed by the Community Planning Partnership.
- 1.3 The Bute and Cowal EDAP outlined in **Appendix 1** articulates the area's key outcomes over the next five years accompanied by discrete in-year success measures for developing the Bute and Cowal economy. Consideration will need to be given to financial and staff resources in order to deliver this Plan.
- 1.4 It should be noted that the in-year success measures articulated in the Plan focus on the current financial year 2013/14. 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 over the next five financial years. Therefore the actions and in-year success measures contained within the Bute and Cowal EDAP will be reviewed and re-profiled at the end of this current financial year.

### 2. RECOMMENDATIONS

- 2.1 Bute and Cowal Area Committee approves the content of the area EDAP for the five year period 2013 to 2018.
- 2.2 The Bute and Cowal Area Committee agrees that the area EDAP is shared with the full Bute and Cowal Community Planning Group. It is proposed that members of the Bute and Cowal Community Planning Group are issued a copy of the area EDAP for consultation further to the completion of any amendments made by the Area Committee. Comments made by the Community Planning Partners could then be factored into the annual review of the Plan during April 2014.

### 3. DEVELOPMENT AND PREPARATION OF THE BUTE AND COWAL EDAP 2013-2018

- 3.1 The Bute and Cowal EDAP sets out the growth agenda for the economy of Bute and Cowal, with a key focus on partnership delivery. The area EDAP provides a framework for sustainable economic development centred round four 'C's':
  - **Competitive** Bute and Cowal – businesses, places and sustainable economic assets;
  - **Connected** Bute and Cowal – transport, infrastructure, digital connectivity and grid;
  - **Collaborative** Bute and Cowal – national and European policy and funding, employability and skills development, and the need to harness the potential of the third sector; and
  - **Compelling** Bute and Cowal – increase the profile of the area to attract economically active new residents (individuals and families), inward investors and visitors.

**3.2** An area-based workshop session on 1<sup>st</sup> October 2013, facilitated by the Improvement Service, captured input from elected members and a selection of Community Planning Partners supported by Council officers from the Development and Infrastructure Directorate, Communities Services and Improvement and HR. Group breakout discussions took place with regard to the **competitive** and **connected** themes. The **collaborative** and **compelling** topics were discussed collectively.

**3.3** The workshop session was written up in detail and translated into the attached five-year plan which contains realistic and deliverable actions in order to take forward sustainable economic growth and to ensure the impact of investment opportunities in the area is optimised.

#### **4. CONCLUSION**

**4.1** Bute and Cowal Area Committee approves the content of the area EDAP for the five year period 2013 to 2018 and agrees to the proposed consultation exercise with the Bute and Cowal Community Planning Group.

#### **5. IMPLICATIONS**

**5.1** The implications for the Bute and Cowal Area Committee are as outlined in **Table 5.1** below.

<b>Table 5.1: Implications for the Bute and Cowal Area Committee</b>	
<b>Policy</b>	The Bute and Cowal EDAP 2013-2018 aligns and adheres, as appropriate, to the overarching EDAP, 2013-2018 and the SOA delivery plans.
<b>Financial</b>	The Bute and Cowal EDAP will ensure that the area's resources are allocated efficiently and effectively with regard to the Bute and Cowal's economic development priorities and ambitions. 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 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.
<b>Equalities</b>	The Bute and Cowal EDAP will comply with all Equal Opportunities policies and obligations.
<b>Risk</b>	If the Bute and Cowal EDAP 2013-2018 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 five financial years.
<b>Customer Service</b>	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.

**For further information contact:**

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## **Appendix 1: Bute and Cowal Economic Development Action Plan**

## Competitive Bute and Cowal

<b>Theme – A Competitive Bute and Cowal</b>					
<b>Businesses: Business Gateway - Support to New and Existing Businesses in Bute and Cowal</b>					
<b>Ref (CO &amp; SO)</b>	<b>Outcome (by year 5)</b>	<b>Actions to achieve outcome</b>	<b>Success measures (in year)</b>	<b>Lead partners</b>	<b>Budget*</b>
CO1 & ETO1	Growing businesses and entrepreneurship in Bute and Cowal.	Delivery of the Business Gateway Development Plan and work with 29 new businesses to help them start, grow and prosper (2013/14).	Number of start-ups assisted 140 (2013/14) at the Argyll and Bute level.	ABC, HIE and PTYBS.	£X Staff time
CO1 & ETO1	As above.	Delivery of the Business Gateway Development Plan and work with 60 existing businesses to help them start, grow and prosper (2013/14).	Existing businesses assisted 220 (2013/14) at the Argyll and Bute level.	ABC.	£X Staff time
<b>Businesses: Business Gateway – Support to Business Improvement Districts Scotland (BIDS) in Bute and Cowal</b>					
<b>Ref (CO &amp; SO)</b>	<b>Outcome (by year 5)</b>	<b>Actions to achieve outcome</b>	<b>Success measures (in year)</b>	<b>Lead partners</b>	<b>Budget*</b>
CO1 & ETO1	Thriving and successful 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.	Business Gateway Advisers to develop and build on a process in order to actively engage with and support the existing Dunoon BIDS group and proposed BIDS groups throughout Bute and Cowal. (2013/14)	ABC and discrete BIDS Groups across Argyll.	£X Staff time
<b>Businesses: Business Gateway – Key Interface for Private Sector Engagement in Bute and Cowal</b>					
<b>Ref (CO &amp; SO)</b>	<b>Outcome (by year 5)</b>	<b>Actions to achieve outcome</b>	<b>Success measures (in year)</b>	<b>Lead partners</b>	<b>Budget*</b>
CO1 & ETO1	Business Gateway is the key interface for private sector engagement with Argyll and Bute Council services.	Business Gateway Advisers to continue to signpost customers within Bute and Cowal to relevant Council departments and services.	Increase private sector engagement through the establishment of an Argyll and Bute Business Engagement Forum (2013/14).	All appropriate departments across ABC.	£X Staff time

Notes: Ref (CO and SO) – reference to corporate outcome and service outcome which this particular outcome will contribute towards. **\*Budget to be confirmed after budget decision in February 2014.**  
Lead partners: Argyll and Bute Council (ABC); Highlands and Islands Enterprise (HIE); Princes Trust Youth Business Scotland (PTYBS).

Theme – A Competitive Bute and Cowal (continued)					
Place: Town Centre Regeneration in Bute and Cowal					
Ref (CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead partners	Budget*
CO11 & ET02	Establish a strong sense of place in order to regenerate our main towns of Dunoon and Rothesay building on the CHORD Programme in a manner that optimises sustainable economic growth.	<p>Assist in the regeneration of our main towns building on the CHORD Programme Plan and Project Plans for example:</p> <ul style="list-style-type: none"> <li>• Rothesay – Pavilion and Royal Hotel</li> <li>• Dunoon – Queens and Burgh Halls.</li> </ul> <p>Develop partner action plans for Rothesay and Dunoon in order that the benefit of CHORD investment and other developments are optimised.</p> <p>Ensure that other Departments policies and actions link with CHORD investment e.g. community and culture.</p>	Develop pilot partner action plan(s) for Rothesay and Dunoon during 2013/14.	ABC, HS, HLF, HIE and PT.	£X Staff time
Place: Rural and Islands in Bute and Cowal					
Ref (CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead partners	Budget*
CO11 & ET02	Spread the economic development benefits to our smaller settlements, island and rural communities throughout Bute and Cowal.	<p>Deliver the Secretariat function to the Argyll and the Islands LEADER Local Action Group.</p> <p>Business Gateway has schedule of visits to remote communities.</p> <p>Continued representation on the Regional Proposal Assessment Committee (RPAC) to ensure the integrated delivery of economic development through Scottish Rural Development Programme (SRDP) funding (2013/14)</p>	<p>See under Collaborative Priority: Monitor European Funding.</p> <p>12+ BG visits per annum to island/remote communities (2013/14) at the Argyll and Bute level.</p>	ABC and A&I LEADER LAG.	£X Staff time

Notes: Ref (CO and SO) – reference to corporate outcome and service outcome which this particular outcome will contribute towards. **\*Budget to be confirmed after budget decision in February 2014.**  
Lead partners: Argyll and Bute Council (ABC); Historic Scotland (HS); Heritage Lottery Fund (HLF); Princes Trust (PT); Highlands and Islands Enterprise (HIE); Argyll and the Islands LEADER Local Action Group (LAG).

Theme – A Competitive Bute and Cowal (continued)					
Sustainable Economic Assets: Priority One - Renewable Energy in Bute and Cowal					
Ref (CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead partners	Budget*
CO14 & ET03	Optimise renewable energy potential for the benefit of Bute and Cowal, Argyll and Bute and Scotland.	<p>Work with key stakeholders to ensure that potential of renewable energy within Bute and Cowal and Argyll and Bute is developed to promote sustainable economic growth.</p> <p>Refresh Argyll and Bute on-shore community wind farm benefit policy.</p> <p>Scope and develop Argyll and Bute Community Renewables Opportunity Plan (CROP).</p> <p>Refresh Renewable Energy Action Plan – align with refreshed EDAP and LDP.</p> <p>Development of the green economy – transitional towns and island communities (10 year timeframe). Includes issues such as green deal, community renewables focus (solar, insulation, biomass and wind) and keeping money locally.</p>	<p>Four meeting of Argyll &amp; Bute Renewables Alliance (ABRA) in total across the whole of Argyll and Bute (2013/14).</p> <p>Sign off policy during 2013/14.</p> <p>Evidence base/actions from the CROP to feed into revised REAP 2013 onwards.</p>	<p>ABC, HIE, SG, MS, SPR, SSE, CEC and SDS.</p> <p>ABC, SNH and ABRA.</p> <p>CPP Man Com and Area CPP groups.</p> <p>ABC, HIE and ABRA.</p>	<p>£X</p> <p>Staff time</p>

Notes: Ref (CO and SO) – reference to corporate outcome and service outcome which this particular outcome will contribute towards. **\*Budget to be confirmed after budget decision in February 2014.**  
Lead partners: Argyll and Bute Council (ABC); Highlands and Islands Enterprise (HIE); Scottish Government (SG); Marine Scotland (MS); Scottish Power Renewables (SPR); Scottish and Southern Energy (SSE); Crown Estate Commission (CEC); Skills Development Scotland (SDS); Scottish Natural Heritage (SNH); Argyll and Bute Renewables Alliance (ABRA); Community Planning Partners (CPP).

<b>Theme – A Competitive Bute and Cowal (continued)</b>					
<b>Sustainable Economic Assets: Priority Two – Tourism, Quality Food and Drink, Forestry in Bute and Cowal</b>					
<b>Tourism in Bute and Cowal</b>					
<b>Ref (CO &amp; SO)</b>	<b>Outcome (by year 5)</b>	<b>Actions to achieve outcome</b>	<b>Success measures (in year)</b>	<b>Lead partners</b>	<b>Budget*</b>
CO1 & ET01	Move industry up the value chain, extend season and improve profile and propositions.	<p>Work with local and national partners to stimulate tourism investment, particularly in places such as Rothesay and Dunoon Town Centres, Portavadie, Castle Toward and Ardyne.</p> <p>Working with key partners such as Argyll and the Isles Tourism Co-operative Ltd (trading arm of AISTP) to further develop the tourism value chain linked to area's unique heritage, provenance and authenticity.</p>	<p><b>Measure? Private concerns such as Portavadie account managed by HIE.</b></p> <p>Representation from Bute and Cowal businesses at national and international tourism expositions during 2013/14.</p>	AISTP, VS, HIE and ABC.	£X Staff time
CO1 & ET01	As above.	<p>Quality accommodation provision – need to identify the provision, for example: high quality bunkhouses, self-catering to five star hotels with a key link to skills development in the tourism/hospitality industry.</p> <p>Cultural and heritage events packages – day trippers and overnight stays.</p> <p>Social enterprise activity to replace activities and provision affected by the required cuts in public sector spend, for example, Victorian toilets in Rothesay.</p>	<b>Measures?</b>	AISTP, VS, HIE and ABC.	£X Staff time
<b>Ref (CO &amp; SO)</b>	<b>Outcome (by year 5)</b>	<b>Actions to achieve outcome</b>	<b>Success measures (in year)</b>	<b>Lead partners</b>	<b>Budget*</b>
CO11 & ET02	Develop cruise ship market value chain across Argyll and Bute and improve profile.	Argyll and Bute Council works with partners to grow market.	Increase number of cruise ships and passengers across Argyll and Bute Council area, including Dunoon.	Cruise Scotland, ABC, Shipping Companies, VS and RYA.	£X Staff time

Notes: Ref (CO and SO) – reference to corporate outcome and service outcome which this particular outcome will contribute towards. **\*Budget to be confirmed after budget decision in February 2014.**  
Lead partners: Argyll and the Isles Strategic Tourism Partnership (AISTP); Visit Scotland (VS); Highlands and Islands Enterprise (HIE); Argyll and Bute Council (ABC); Royal Yachting Association (RYA).

<b>Theme – A Competitive Bute and Cowal (continued)</b>					
<b>Sustainable Economic Assets: Priority Two – Tourism, Quality Food and Drink, Forestry in Bute and Cowal</b>					
<b>Tourism in Bute and Cowal (continued)</b>					
<b>Ref (CO &amp; SO)</b>	<b>Outcome (by year 5)</b>	<b>Actions to achieve outcome</b>	<b>Success measures (in year)</b>	<b>Lead partners</b>	<b>Budget*</b>
CO1 & ET01	Argyll Coastal Waters project delivery.	Work in partnership to deliver this project across two key locations in Cowal (e.g. West Bay, Dunoon and Toward Sailing Club).	Completion of Cowal infrastructure works by end of April 2014.  Employment of Paddle Sports Development Officer during 2013/14 (Argyll and Bute wide).  Rolling out of five modern apprenticeships within existing businesses across whole of Argyll and Bute, 2013/14.	ABC and STRAMASH.	£X Staff time
<b>Quality Food and Drink in Bute and Cowal</b>					
<b>Ref (CO &amp; SO)</b>	<b>Outcome (by year 5)</b>	<b>Actions to achieve outcome</b>	<b>Success measures (in year)</b>	<b>Lead partners</b>	<b>Budget*</b>
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 Bute and Cowal	Council collaborates with the Argyll and the Isles Agricultural Forum, Food from Argyll, HIE and Argyll and the Islands LEADER LAG to build on and support local initiatives/projects.  Delivery of Taste of Rural Europe (TORE) project	Development of new up-to-date strategy for Argyll and Isles Agricultural Forum, (Argyll and Bute wide) 2013/14.  Development and delivery of TORE web portal (2013/14) with key partners.  Development and build of online listing that can offer combination packages to the visitor of food, accommodation and activities, also the production of a flier for the listing (2013/14).	ABC, A&IAF, SAOS, HIE, SFD and A&I LEADER LAG.	£X Staff time
<b>Forestry in Bute and Cowal</b>					
<b>Ref (CO &amp; SO)</b>	<b>Outcome (by year 5)</b>	<b>Actions to achieve outcome</b>	<b>Success measures (in year)</b>	<b>Lead partners</b>	<b>Budget*</b>
CO1 & ET01	Strengthen the commercial competitiveness of the forestry sector in Bute and Cowal with a focus on added value.  Deliver/contribute to the low carbon economy.	Delivery of Argyll and Bute Woodland and Forestry Strategy and Action Plan.	Delivery of appropriate areas of the Action Plan (2013/14) where Argyll and Bute Council Development and Infrastructure Directorate is the lead partner. Discrete targets for Argyll and Bute Council will be developed in-year.	ABC, FCS and A&I LEADER LAG.	£X Staff time

Notes: Ref (CO and SO) – reference to corporate outcome and service outcome which this particular outcome will contribute towards. **\*Budget to be confirmed after budget decision in February 2014.**  
Lead partners: Argyll and Bute Council (ABC); Visit Scotland (VS); Royal Yachting Association (RYA); Argyll and the Isles Agricultural Forum (A&IAF); Scottish Agricultural Organisation Society (SAOS); Highlands and Islands Enterprise (HIE); Scotland Food and Drink (SFD); Forestry Commission Scotland (FCS); Argyll and the Islands LEADER Local Action Group (LAG).



## Connected Bute and Cowal

Theme – A Connected Bute and Cowal					
Digital Connectivity/Utilities in Bute and Cowal					
Ref (CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (medium to longer-term)	Lead partners	Budget*
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 Bute and Cowal.  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 Bute and Cowal  Maximise the £5 million funding available from Community Broadband Scotland.	ABC, HIE, BT, and Ofcom.	£X Staff time
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 Bute and Cowal.	ABC and HIE.	£X Staff time
CO11 & ET02	Grid – Improvements to transmission network	Argyll and Bute Council communicates needs to the national grid.	Through ABRA continue to influence the National Grid to increase capacity on the network.	National Grid and ABRA.	£X Staff time
Transport Infrastructure: Road, Ports and Harbours/Ferries Transport in Bute and Cowal					
Road					
Ref (CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead partners	Budget*
CO11 & ET02	Road – upgrade and maintain council road network	Participation in working groups e.g. Transport Scotland A83 Working Group, Argyll Timber Transport Group.	Roads asset planning and maintenance strategy.	TS, ATTG, RTPs, HIE and AISTP	£X Staff time
CO11 & ET02	Influence investment and contingency plans for arterial trunk road network with partners (A83, A836).	Participation in working groups e.g. Transport Scotland A83 Working Group, Argyll Timber Transport Group.	Provision of an emergency relief route at the Rest and Be Thankful during 2013/14 and continued involvement with Transport Scotland and key partners in identifying longer term solutions.	TS, ATTG, RTPs, HIE and AISTP	£X Staff time
Rail Services					
Ref (CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead partners	Budget*
CO11 & ET02	Integrated transport networks.	More frequent trains Glasgow to Gourock (Dunoon) to Wemyss Bay (Rothesay) return to meet with ferry services to Bute and Cowal.	Measures?		

Notes: Ref (CO and SO) – reference to corporate outcome and service outcome which this particular outcome will contribute towards. **\*Budget to be confirmed after budget decision in February 2014.**  
Lead partners: Argyll and Bute Council (ABC); Highlands and Islands Enterprise (HIE); British Telecom (BT); Argyll and Bute Renewable Alliance (ABRA); Transport Scotland (TS); Argyll Timber Transport Group (ATTG); Regional Transport Partnerships (RTPs); Highlands and Islands Enterprise (HIE); Argyll and the Isles Strategic Tourism Partnership (AISTP).

Theme – A Connected Bute and Cowal (continued)					
Transport Infrastructure: Road, Ports and Harbours/Ferries Transport in Bute and Cowal					
Port and Harbours/Ferries					
Ref (CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead partners	Budget*
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 transfer of Council ferry services.  Work with Inverclyde Council and Scottish Government on the three point action plan for the development of the Gourock-Dunoon town centre ferry route.  Ferry fare structure – RET and timetable (dependent on location).	Transfer of responsibility of Council operated ferry services to Transport Scotland in 2014.	SG, TS and Inverclyde Council.	£X Staff time
Cycling and Walking					
Ref (CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead partners	Budget*
CO11 & ET02	Improve cycling and walking network across Argyll and Bute and improve active travel network, for example, Core Paths Plan, 2013.	Pursue external funding and work with in partnership to develop the local and national cycle network and core path network.	Maximise external funding secured.  Increase usage of cycle network, through annual monitoring of customer satisfaction undertaken by Sustrans.	TS, Sustrans, HC and FCS.	£X Staff time
Road Safety in Bute and Cowal					
Ref (CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead partners	Budget*
CO11 & ET02	Improve journey safety to promote improved access and minimise risk of accident - increased economic activity will increase road usage.	Reduction of casualties of 40% by 2020 based on the 2004/08 average developed by the Scottish Government.  Work with partners to promote a protocol of effective and efficient co-ordination and communication for the re-opening of roads further to road accidents.	Facilitate and deliver a programme of road safety education, training and promotional measures throughout Argyll and Bute by the Road Safety Unit (2013/14).  Development of a protocol during 2013/14 by Argyll and Bute Council is liaison with Scottish Police service et al.	ABC, SG, FRS, PS and RSWoS.	£X Staff time

Notes: Ref (CO and SO) – reference to corporate outcome and service outcome which this particular outcome will contribute towards. **\*Budget to be confirmed after budget decision in February 2014.**  
Lead partners: Scottish Government (SG); Transport Scotland (TS); Argyll Timber Transport Group (ATTG); Regional Transport Partnerships (RTPs); Highlands and Islands Enterprise (HIE); Argyll and the Isles Strategic Tourism Partnership (AISTP); Highland Council (HC); Forestry Commission Scotland (FCS); Argyll and Bute Council (ABC); Fire and Rescue Scotland (SFRS); Police Scotland (PS); Road Safety West of Scotland (RSWoS).

## Collaborative Bute and Cowal

Theme – A Collaborative Bute and Cowal					
Monitor National Policy					
Ref (CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead partners	Budget*
CO1 & ETO1	Enhance economic development throughout Bute and Cowal through understanding of and alignment with national policy.	Participation in appropriate and relevant national initiatives.	Annual dissemination and awareness raising of national policy through the annual review of the Bute and Cowal EDAP.	ABC	£X Staff time
Monitor National Funding					
Ref (CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead partners	Budget*
CO1 & ETO1	Collaboration of internal Council departments and Community Planning Partners in order to maximise and benefit from national funding opportunities.	Lever maximum resource and support from national funding through working with an optimal number of eligible projects. Identify new funding sources.	Benchmark funding per capita compared with other local authorities (2013/14).  Ongoing monthly dissemination of national funding opportunities internally and externally through the Council's Funding Alert.	ABC, CPP and SLOG.  ABC	£X Staff time
Monitor European Policy					
Ref (CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead partners	Budget*
CO1 & ETO1	Maintain a key focus on relevant European policies.	Work with our European networks to influence European policy throughout the new programming period, 2014-2020.	Ongoing delivery of the refresh European Action Plan (2013-18) aligned to the Council's European Work Plan, 2014-2020.  Maintain and monitor the European consultation forward planner document on an ongoing basis to ensure responses meet deadlines (input from relevant Council departments).	ABC, CPMR, HIEP and WOSEF  ABC	£X Staff time

Notes: Ref (CO and SO) – reference to corporate outcome and service outcome which this particular outcome will contribute towards. **\*Budget to be confirmed after budget decision in February 2014.**  
 Leader partners: Argyll and Bute Council (ABC); Community Planning Partners (CPP); Scottish Lottery Officers Group (SLOG); Conference of Peripheral Maritime Regions of Europe (CPMR); Highlands and Islands European Partnership (HIEP); West of Scotland European Forum (WOSEF).

Theme – A Collaborative Bute and Cowal (continued)					
Monitor European Funding					
Ref (CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead partners	Budget*
CO1 & ETO1	Maximise European funding and Argyll and Bute's policy influence in order to promote sustainable economic growth and regeneration.	Lever maximum resource and support from Europe through working with an optimal number of eligible projects for funding. Identify new funding sources.  Facilitation and support to Argyll and Bute Council Project Managers within the Bute and Cowal area with regard to the European funding element of project applications and the preparation and delivery of claims.	Benchmark funding per capita compared with other local authorities (2013/14).  Ongoing monthly dissemination of European funding opportunities internally and externally through the Council's Funding Alert.  Successful closure of the projects under the European programming period, 2007-2013 (2013/2014 and 2014/2015).	ABC and SGSFD  ABC  ABC and SGSFD	£X Staff time
CO1 & ETO1	Successful completion and closure of the Argyll and the Islands LEADER Programme, 2007-2013.	Maintain the Secretariat function and Lead Partner role with Argyll and Bute Council to support the Argyll and the Islands LEADER Local Action Group (LAG) during the completion and closure for the 2007-2013 programming period.	Meet completion and closure timetable set by the Scottish Government (2013/2014 and 2014/2015).  Successful monitoring and audit visits by the Scottish Government (approx. two per annum).	ABC and A&I LEADER LAG  ABC and A&I LEADER LAG	£X Staff time
CO1 & ETO1	Delivery of the 2014-2020 Argyll and the Islands LEADER Programme.	Secure the local delivery of the 2014-2020 Argyll and the Islands LEADER Programme through participation on appropriate Scottish Government and Scottish Rural Development Programme working groups.  Prepare and submit the Local Development Strategy and Business Plan to the Scottish Government in order to bid for the Argyll and the Islands LEADER programme for 2014-2020.	Submission of one Local Development Strategy and one Business Plan for the Argyll and the Islands LEADER programme 2014-2020.	ABC and A&I LEADER LAG	£X Staff time

Notes: Ref (CO and SO) – reference to corporate outcome and service outcome which this particular outcome will contribute towards. **\*Budget to be confirmed after budget decision in February 2014.**  
 Leader partners: Argyll and Bute Council (ABC); Scottish Government Structural Funds Division (SGSFD); Argyll and the Islands LEADER Local Action Group (A&I LEADER LAG).

Theme – A Collaborative Bute and Cowal (continued)					
Employability					
Ref (CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead partners	Budget*
CO1 & ETO1	Argyll and Bute Employability service maintains delivery of the UK Government's Work Programme and other supportive employability programmes.	<p>Ongoing development of the relationship with Working Links and delivery partners to secure arrangements for optimal delivery to the unemployed.</p> <p>Ongoing development of the relationship with partners with regard to other supportive employability programmes to ensure optimal delivery to clients through established Service Level Agreements.</p>	<p>Job entries under the claimant groups Job Seeker Allowance (JSA) 18-24 cohort and JSA 25+ cohort of the Work Programme to increase by 3% per annum.</p> <p>Job entries under the claimant group Employment Support Allowance (ESA) Flow of the Work Programme to increase by 1.5% per annum.</p>	ABC, Argyll Training, Arkle Training, JCP, LH, TO, TSH, 20/20C	£X Staff time
Skills Development					
Ref (CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead partners	Budget*
CO1 & ETO1	Skills development interventions respond to the needs of the Bute and Cowal economy and support individuals and businesses realise their full potential.	<p>Work in partnership with Skills Development Scotland and appropriate Council and Community Planning Partners.</p> <p>Growth and development of the Argyll and Bute Employability Partnership to enhance service delivery aligned to customer needs.</p> <p>Delivery of bespoke Business Gateway workshops in Bute and Cowal to build the economic capacity of start-up and existing businesses throughout Argyll and Bute.</p>	<p>Host the Youth Employment Activity Plan with Skills Development Scotland on behalf of Community Planning Partners.</p> <p>During 2013/2014 contribute to the development and implementation of the Strategic Skills Pipeline and the Youth Employment Activity Plan through the Argyll and Bute Employability Partnership.</p> <p>11 workshops to be delivered by Argyll and Bute Council's Business Gateway team in the Bute and Cowal area (2013/14).</p>	<p>ABC and SDS</p> <p>ABC, HIE, SDS, JCP, AC, AVA, NHS CHP, UHI</p> <p>ABC</p>	£X Staff time

Notes: Ref (CO and SO) – reference to corporate outcome and service outcome which this particular outcome will contribute towards. **\*Budget to be confirmed after budget decision in February 2014.**  
 Leader partners: Argyll and Bute Council (ABC); Job Centre Plus (JCP); Lochaber Hope (LH); Tell Organisation (TO); Third Sector Hebrides (TSH); 20/20 Clearview (20/20C); Highlands and Islands Enterprise (HIE); Skills Development Scotland (SDS); Job Centre Plus (JCP); Argyll College (AC); Argyll Voluntary Action (AVA); National Health Service Community Health Partnership (NHS CHP); University of the Highlands and Islands (UHI).

Theme – A Collaborative Bute and Cowal (continued)					
Harness the Potential of the Community and Third Sector					
Ref (CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead partners	Budget*
CO8 & ET04	Harness the potential of the third sector and increase their capacity to deliver sustainable communities.	<p>Bespoke support to developing social enterprises from within and outwith the Council which meet with Council priorities (CHORD, EDAP).</p> <p>Work with Community Planning Partners to ensure the benefits of the Argyll and Bute Local Service Initiative (ABLSI) are realised into the medium to longer term.</p> <p>Support the Third Sector to take ownership of Council assets through the Third Sector Asset Transfer process.</p>	<p>As projects are identified on an annual basis within Bute and Cowal (2013/14).</p> <p>Number of Argyll and Bute Council services, on an annual basis, implementing delivery in partnership with social enterprises and HIE, through ABLSI (2013/14).</p> <p>Launch the Third Sector Asset Transfer Policy and Procedures (2013/14).</p> <p>Provide ongoing support for asset transfers within the process over the five-year period.</p>	<p>ABC</p> <p>ABC</p> <p>ABC (Social Enterprise Team, Estates and Legal)</p>	<p>£X</p> <p>Staff time</p>
CO8 & ET04	As above.	<p>Maximise external funding opportunities for Third sector groups.</p> <p>Continue to prepare and disseminate the Council's Funding Alert, Topic Sheets and online toolkits and resources such as GRANTnet.</p>	<p>Monthly Funding Alert and ongoing dissemination and facilitation of appropriate documentation to meet customer needs.</p>	<p>ABC</p>	<p>£X</p> <p>Staff time</p>

Notes: Ref (CO and SO) – reference to corporate outcome and service outcome which this particular outcome will contribute towards. **\*Budget to be confirmed after budget decision in February 2014.**  
 Leader partners: Argyll and Bute Council (ABC).

## Compelling Bute and Cowal

Theme – A Compelling Bute and Cowal					
Increase Profile					
Ref (CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead partners	Budget*
CO1 & ETO1	Increase the profile of the Bute and Cowal area to attract economically active new residents (individuals and families) inward investors and visitors in order to promote economic development.	Creation of a 5 year action plan detailing: <ul style="list-style-type: none"> <li>• who is responsible?</li> <li>• resources required?</li> <li>• who we want to appeal to?</li> <li>• what are the Compelling messages for each key group?</li> <li>• how do we align with the other three Cs?</li> <li>• how do we reach target audiences?</li> <li>• who are our key partners?</li> <li>• how do we monitor?</li> </ul>	Approved plan with resources assigned.	ABC Comms team, ABC departments and other appropriate Community Planning Partners.	£X Staff time
CO1 & ETO1	As above.	Create and agree clear propositions based on <ul style="list-style-type: none"> <li>• quality of life/family friendly environment</li> <li>• physical environment</li> <li>• economic opportunities</li> </ul> Create consistent messages and campaigns to promote proposition.	Recognition of key messages (would require benchmarking/tracking).  Increase press coverage.  Track response to activities.	ABC Comms team ABC Economic Development HIE VisitScotland	£X Staff time
CO1 & ETO1	As above.	Provide greater marketing and information to encourage economically active individuals and families to relocate to Bute and Cowal: <ul style="list-style-type: none"> <li>• offer practical relocation advice</li> <li>• improve profile information on Council website and provide single point of contact for enquiries</li> <li>• create packages of support around key propositions, including families with young children, young people and lifestyle enthusiasts.</li> </ul>	To be confirmed once action plan developed.	ABC Comms team, ABC departments and other appropriate Community Planning Partners.	£X Staff time

Notes: Ref (CO and SO) – reference to corporate outcome and service outcome which this particular outcome will contribute towards. **\*Budget to be confirmed after budget decision in February 2014.**  
 Leader partners: Argyll and Bute Council (ABC).

Theme – A Compelling Bute and Cowal (continued)					
Increase Profile					
Ref (CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead partners	Budget*
CO1 & ETO1	Increase the profile of the Bute and Cowal area to attract economically active new residents (individuals and families) inward investors and visitors in order to promote economic development.	Provide greater support to businesses considering relocating to Bute and Cowal liaising with Highlands and Islands Enterprise (HIE) and Scottish Development International (SDI).	To be confirmed once action plan developed.	HIE SDI ABC Comms team ABC Economic Development	£X Staff time
CO1 & ETO1	As above.	Greater exposure for Bute and Cowal by increasing visitor volumes: <ul style="list-style-type: none"> <li>• support AISTP activities</li> <li>• target volume visitor entry points with ‘compelling’ information, with focus on heritage, culture and provenance, outdoor enthusiasts, food and drink tourists, and wildlife tourists</li> <li>• follow up visitors interested in returning/relocating/purchasing from area.</li> </ul>	To be confirmed once action plan developed.	AISTP, ABC Comms team, ABC Economic Development and ABC Community & Culture.	£X Staff time

Notes: Ref (CO and SO) – reference to corporate outcome and service outcome which this particular outcome will contribute towards. **\*Budget to be confirmed after budget decision in February 2014.**  
Leader partners: Argyll and Bute Council (ABC), Highlands and Islands Enterprise (HIE), Scottish Development International (SDI) and Argyll and the Isles Strategic Tourism Partnership (AISTP).