

## HELENSBURGH & LOMOND 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 Helensburgh and Lomond Area Committee on the proposed Helensburgh and Lomond 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 Helensburgh and Lomond 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 Helensburgh and Lomond 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 Helensburgh and Lomond 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 Helensburgh and Lomond EDAP will be reviewed and re-profiled at the end of this current financial year.

### 2. RECOMMENDATIONS

- 2.1 Helensburgh and Lomond Area Committee approves the content of the area EDAP for the five year period 2013 to 2018.
- 2.2 The Helensburgh and Lomond Area Committee agrees that the area EDAP is shared with the full Helensburgh and Lomond Community Planning Group. It is proposed that members of the Helensburgh and Lomond 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 HELENSBURGH AND LOMOND EDAP 2013-2018

- 3.1 The Helensburgh and Lomond EDAP sets out the growth agenda for the economy of Helensburgh and Lomond, with a key focus on partnership delivery. The area EDAP provides a framework for sustainable economic development centred round four 'C's':
  - **Competitive** Helensburgh and Lomond – businesses, places and sustainable economic assets;
  - **Connected** Helensburgh and Lomond – transport, infrastructure, digital connectivity and grid;
  - **Collaborative** Helensburgh and Lomond – national and European policy and funding, employability and skills development, and the need to harness the potential of the third sector; and

- **Compelling** Helensburgh and Lomond – 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 8<sup>th</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 Helensburgh and Lomond 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 Helensburgh and Lomond Community Planning Group.

#### 5. IMPLICATIONS

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

<b>Table 5.1: Implications for the Helensburgh and Lomond Area Committee</b>	
<b>Policy</b>	The Helensburgh and Lomond EDAP 2013-2018 aligns and adheres, as appropriate, to the overarching EDAP, 2013-2018 and the SOA delivery plans.
<b>Financial</b>	The Helensburgh and Lomond EDAP will ensure that the area's resources are allocated efficiently and effectively with regard to the Helensburgh and Lomond'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 Helensburgh and Lomond 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 Helensburgh and Lomond EDAP will comply with all Equal Opportunities policies and obligations.
<b>Risk</b>	If the Helensburgh and Lomond 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 Helensburgh and Lomond EDAP will provide internal and external customers with a clear articulation of the key priorities for developing the Helensburgh and Lomond economy, thereby facilitating focus, effective resource planning and partnership working at the local level.

#### For further information contact:

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## **Appendix 1: Helensburgh and Lomond Economic Development Action Plan**

## Competitive Helensburgh and Lomond

<b>Theme – A Competitive Helensburgh and Lomond</b>					
<b>Businesses: Business Gateway - Support to New and Existing Businesses in Helensburgh and Lomond</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 Helensburgh and Lomond.	Delivery of the Business Gateway Development Plan and work with 52 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, SE and PTYBS.	£X Staff time
CO1 & ETO1	As above	Delivery of the Business Gateway Development Plan and work with 40 existing businesses to help them start, grow and prosper (2013/14). **	Existing businesses assisted 220 (2013/14) at the Argyll and Bute level.	ABC	As above.
<b>Businesses: Business Gateway – Support to Business Improvement Districts Scotland (BIDS) in Helensburgh and Lomond</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 Helensburgh and Lomond area.	Business Gateway Advisers and other appropriate Argyll and Bute Council staff to continue to provide support and guidance to the BIDS group and any other potential BIDS groups in the Helensburgh and Lomond area.	Business Gateway Advisers to develop and build on a process in order to actively engage with and support BIDS group and proposed BIDS groups throughout Helensburgh and Lomond. (2013/14)	ABC and discrete BIDS Groups across Argyll and Bute.	£X Staff time
<b>Businesses: Business Gateway – Key Interface for Private Sector Engagement in Helensburgh and Lomond</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 Helensburgh and Lomond 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.**

**\*\*This is new activity in Helensburgh and Lomond post October 2012.**

Lead partners: Argyll and Bute Council (ABC); Scottish Enterprise (SE); Princes Trust Youth Business Scotland (PTYBS).

Theme – A Competitive Helensburgh and Lomond (continued)					
Place: Town Centre Regeneration in Helensburgh and Lomond					
Ref (CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead partners	Budget*
CO11 & ET02	Regenerate our main town of Helensburgh, building on the CHORD Programme in a manner that optimises sustainable economic growth.	<p>Assist in the regeneration of Helensburgh by building on the CHORD Programme Plan and individual Project Plans, for example:</p> <ul style="list-style-type: none"> <li>• Helensburgh Pierhead leisure and related developments</li> <li>• Improved flood defences</li> <li>• Town Centre Public Realm improvements</li> <li>• Provision of additional on-street parking</li> <li>• Town Centre Shopfront improvements</li> <li>• Refurbishment of East Clyde Street Centre</li> <li>• Hermitage Park.</li> <li>• Greenbelt release of new housing land.</li> </ul> <p>Develop partner action plans for Helensburgh town centre and waterfront 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 Helensburgh during 2013/14.	ABC, HS, HLF and SE.	£x Staff time
Place: Maritime Change Project					
Ref (CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead partners	Budget*
CO11 & ET02	Maximise investment opportunities in Argyll and Bute with regard to the Maritime Change project	<p>Ensure co-ordination with other council departments to make Helensburgh and Lomond an attractive place for MOD families to relocate to the area.</p> <p>Innovation Centre concept linked to Maritime Change Project – local business development opportunities aligned to education and modern apprenticeships.</p>	<p>Number of new jobs created</p> <p>Number of new households created</p>	ABC, MOD, Babcocks and SE.	£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); Ministry of Defence (MOD); Scottish Enterprise (SE).

Theme – A Competitive Helensburgh and Lomond (continued)					
Sustainable Economic Assets: Priority One - Renewable Energy in Helensburgh and Lomond					
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 Helensburgh and Lomond, Argyll and Bute and Scotland.	<p>Work with key stakeholders to ensure that potential of renewable energy within Helensburgh and Lomond 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 Community Renewables Opportunity Plan (CROP).</p> <p>Refresh Renewable Energy Action Plan – align with refreshed EDAP and LDP.</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.</p> <p>Evidence base/actions from the CROP to feed into revised REAP 2013 onwards.</p>	<p>ABC, SE, 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>
Tourism in Helensburgh and Lomond					
Ref (CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead partners	Budget*
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 in Helensburgh and Lomond, including using the latent potential of the River Clyde e.g. high speed water buses.</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>Helensburgh and Lomond to be developed as a day tripper/short stay destination given its unique adjacent position with the Loch Lomond and Trossachs National Park.</p>	<p><b>Measure?</b></p> <p>Representation from in Helensburgh and Lomond businesses to attend international tourism expositions during April 2013.</p>	AISTP, VS and ABC.	<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); Scottish Enterprise (SE); 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); Highlands and Islands Enterprise (HIE); Argyll and the Isles Strategic Tourism Partnership (AISTP); Visit Scotland (VS).

Theme – A Competitive Helensburgh and Lomond (continued)					
Sustainable Economic Assets: Priority Two – Tourism, Quality Food and Drink, Forestry in Helensburgh and Lomond					
Tourism in Helensburgh and Lomond					
Ref (CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead partners	Budget*
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 Helensburgh.	Cruise Scotland, ABC, Shipping Companies, VS and RYA.	£X Staff time
CO1 & ET01	Argyll Coastal Waters project delivery.	Work in partnership to deliver this project at the Helensburgh waterfront.	Completion of Helensburgh infrastructure works by end of April 2014.  Employment of Paddle Sports Development Officer by end of 2013 (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
Quality Food & Drink in Helensburgh and Lomond					
Ref (CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead partners	Budget*
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 Helensburgh and Lomond.	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 the 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/SE, SFD 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); Scottish Enterprise (SE); Scotland Food and Drink (SFD); Argyll and the Islands LEADER Local Action Group (LAG).

Theme – A Competitive Helensburgh and Lomond (continued)					
Sustainable Economic Assets: Priority Two – Tourism, Quality Food and Drink, Forestry in Helensburgh and Lomond (continued)					
Forestry in Helensburgh and Lomond					
Ref (CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead partners	Budget*
CO1 & ET01	Strengthen the commercial competitiveness of the forestry sector in Helensburgh and Lomond 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 department is the lead partner. Discrete targets for Argyll and Bute Council will be developed in-year.	ABC, FCS, SE 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); Forestry Commission Scotland (FCS); Scottish Enterprise (SE); Argyll and the Islands LEADER Local Action Group (LAG).



## Connected Helensburgh and Lomond

Theme – A Connected Helensburgh and Lomond					
Digital Connectivity/Utilities in Helensburgh and Lomond					
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 the Scottish Government Rest of Scotland team to ensure the success of their digital infrastructure project in Helensburgh & Lomond.  Argyll and Bute Council will work closely with Community Broadband Scotland to ensure that communities that do not receive 2mbps broadband.	Argyll and Bute interests are safeguarded and the Scottish Government’s Rest of Scotland project meets its targets for Helensburgh and Lomond.  Maximise the £5 million funding available from Community Broadband Scotland.	ABC, SE, SG. 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 Helensburgh and Lomond.	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, Rail, Cycling and Walking Transport in Helensburgh and Lomond					
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 (A82).	Participation in working groups e.g. Argyll Timber Transport Group.	Roads asset planning and maintenance strategy.	ABC, TS, ATTG, RTPs and AISTP.	£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); Scottish Enterprise (SE); Scottish Government (SG); British Telecom (BT); Argyll and Bute Renewable Alliance (ABRA); Transport Scotland (TS); Argyll Timber Transport Group (ATTG); Regional Transport Partnerships (RTPs); Argyll and the Isles Strategic Tourism Partnership (AISTP).

<b>Theme – A Connected Helensburgh and Lomond (continued)</b>					
<b>Transport Infrastructure: Road, Rail, Cycling and Walking Transport in Helensburgh and Lomond (continued)</b>					
<b>Rail Services</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>
CO11 & ET02	Safeguard and influence the improvement of rail links to, from Helensburgh to Central Scotland.	Ongoing support to improved rail connectivity from Helensburgh with central Scotland.	<b>Success measure?</b>		£X Staff time
<b>Cycling and Walking</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>
CO11 & ET02	Improve cycling and walking network across Argyll and Bute and improve active travel network, for example, Core Path Plan, 2013.	Pursue external funding and work with in partnership to develop the local and national cycle network (e.g. Helensburgh to Cardross Cycle Way) and Core Path Plan.	Maximise external funding secured e.g. from SPT and Sustrans  Increase usage of cycle network through annual monitoring of customer satisfaction undertaken by Sustrans.	ABC, SPT, Sustrans, HC and FCS.	£X Staff time
<b>Road Safety in Helensburgh and Lomond</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>
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 a programme of road safety education, training and promotional measures throughout Argyll and Bute by the Road Safety Unit (2013/14).	ABC, SG, SFRS, 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: Argyll and Bute Council (ABC); Strathclyde Partnership for Transport (SPT); Highland Council (HC); Forestry Commission Scotland (FCS); Scottish Government (SG); Scottish Fire and Rescue Service (SFRS); Police Scotland (PS); Road Safety West of Scotland (RSWoS).

## Collaborative Helensburgh and Lomond

Theme – A Collaborative Helensburgh and Lomond					
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 Helensburgh and Lomond 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 Helensburgh and Lomond 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 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); West of Scotland European Forum (WOSEF).

Theme – A Collaborative Helensburgh and Lomond (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.	<p>Lever maximum resource and support from Europe through working with an optimal number of eligible projects for funding. Identify new funding sources.</p> <p>Facilitation and support to Argyll and Bute Council Project Managers within the Helensburgh and Lomond area with regard to the European funding element of project applications and the preparation and delivery of claims.</p>	<p>Benchmark funding per capita compared with other local authorities (2013/14).</p> <p>Ongoing monthly dissemination of European funding opportunities internally and externally through the Council's Funding Alert.</p> <p>Successful closure of the projects under the European programming period, 2007-2013 (2013/2014 and 2014/2015).</p>	<p>ABC and SGSFD</p> <p>ABC</p> <p>ABC and SGSFD</p>	<p>£X</p> <p>Staff time</p>
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.	<p>Meet completion and closure timetable set by the Scottish Government (2013/2014 and 2014/2015).</p> <p>Successful monitoring and audit visits by the Scottish Government (approx. two per annum).</p>	<p>ABC and A&amp;I LEADER LAG</p> <p>ABC and A&amp;I LEADER LAG</p>	<p>£X</p> <p>Staff time</p>
CO1 & ETO1	Delivery of the 2014-2020 Argyll and the Islands LEADER Programme.	<p>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.</p> <p>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.</p>	Submission of one Local Development Strategy and one Business Plan for the Argyll and the Islands LEADER programme 2014-2020 (to include Helensburgh).	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 Helensburgh and Lomond (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 Helensburgh and Lomond 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 Helensburgh and Lomond 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>13 workshops to be delivered by Argyll and Bute Council's Business Gateway team in the Helensburgh and Lomond area (2013/14).</p>	<p>ABC and SDS</p> <p>ABC, HIE, SDS, JCP, AC, AVA, NHS CHP, AC 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); Argyll College University of the Highlands and Islands (UHI).

Theme – A Collaborative Helensburgh and Lomond (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 Helensburgh and Lomond (2013/14).</p> <p>Number of Argyll and Bute Council services, on an annual basis, implementing delivery in partnership with social enterprises and SE, 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 Helensburgh and Lomond

Theme – A Compelling Helensburgh and Lomond					
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 Helensburgh and Lomond 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 SE VisitScotland	£X Staff time
CO1 & ETO1	As above.	Provide greater marketing and information to encourage economically active individuals and families to relocate to Helensburgh and Lomond: <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); Scottish Enterprise (SE).

Theme – A Compelling Helensburgh and Lomond (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 Helensburgh and Lomond 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 Helensburgh and Lomond liaising with Highlands and Islands Enterprise (HIE) and Scottish Development International (SDI).	To be confirmed once action plan developed.	SE SDI ABC Comms team ABC Economic Development	£X Staff time
CO1 & ETO1	As above.	Greater exposure for Helensburgh and Lomond 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), Scottish Enterprise (SE), Scottish Development International (SDI) and Argyll and the Isles Strategic Tourism Partnership (AISTP).