

OBAN, LORN AND THE ISLES ECONOMIC DEVELOPMENT ACTION PLAN 2013-2018

1. SUMMARY OF ISSUES

- 1.1 The purpose of this paper is to seek approval from the Oban, Lorn and the Isles Area Committee on the proposed Oban, Lorn and the Isles 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 Oban, Lorn and the Isles 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 Oban, Lorn and the Isles' 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 Oban, Lorn and the Isles 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 Oban, Lorn and the Isles EDAP will be reviewed and re-profiled at the end of this current financial year.

2. RECOMMENDATIONS

- 2.1 Oban, Lorn and the Isles Area Committee approves the content of the area EDAP for the five year period 2013 to 2018.
- 2.2 The Oban, Lorn and the Isles Area Committee agrees that the area EDAP is shared with the full Oban, Lorn and the Isles Community Planning Group. It is proposed that members of the Oban, Lorn and the Isles 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 OBAN, LORN AND THE ISLES EDAP 2013-2018

- 3.1 The Oban, Lorn and the Isles EDAP sets out the growth agenda for the economy of Oban, Lorn and the Isles, with a key focus on partnership delivery. The area EDAP provides a framework for sustainable economic development centred round four 'C's':
 - **Competitive** Oban, Lorn and the Isles – businesses, places and sustainable economic assets;
 - **Connected** Oban, Lorn and the Isles – transport, infrastructure, digital connectivity and grid;
 - **Collaborative** Oban, Lorn and the Isles – national and European policy and funding, employability and skills development, and the need to harness the potential of the third sector; and
 - **Compelling** Oban, Lorn and the Isles – 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 9th 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** Oban, Lorn and the Isles 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 Oban, Lorn and the Isles Community Planning Group.

5. IMPLICATIONS

- 5.1** The implications for the Oban, Lorn and the Isles Area Committee are as outlined in **Table 5.1** below.

Table 5.1: Implications for the Oban, Lorn and the Isles Area Committee	
Policy	The Oban, Lorn and the Isles EDAP 2013-2018 aligns and adheres, as appropriate, to the overarching EDAP, 2013-2018 and the SOA delivery plans.
Financial	The Oban, Lorn and the Isles EDAP will ensure that the area's resources are allocated efficiently and effectively with regard to the Oban, Lorn and the Isles' economic development priorities and ambitions. There will need to be annual consideration of best alignment between resources and priorities.
Legal	All legal implications at project level will be taken into consideration.
HR	The Oban, Lorn and the Isles EDAP priorities will be resourced in terms of staff time in the context of the Council's annual service planning process and through shared staff resource discussions with Community Planning Partners.
Equalities	The Oban, Lorn and the Isles EDAP will comply with all Equal Opportunities policies and obligations.
Risk	If the Oban, Lorn and the Isles 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.
Customer Service	The Oban, Lorn and the Isles EDAP will provide internal and external customers with a clear articulation of the key priorities for developing the Oban, Lorn and the Isles economy, thereby facilitating focus, effective resource planning and partnership working at the local level.

For further information contact:

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Appendix 1: Oban, Lorn and the Isles Economic Development Action Plan

Competitive Oban, Lorn and the Isles

Theme – A Competitive Oban, Lorn and the Isles					
Businesses: Business Gateway - Support to New and Existing Businesses in Oban, Lorn and the Isles					
Ref (CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead partners	Budget*
CO1 & ETO1	Growing businesses and entrepreneurship in Oban, Lorn and the Isles.	Delivery of the Business Gateway Development Plan and work with 30 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.	As above.
Businesses: Business Gateway – Support to Business Improvement Districts Scotland (BIDS) in Oban, Lorn and the Isles					
Ref (CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead partners	Budget*
CO1 & ETO1	Thriving and successful BIDS groups within the Oban, Lorn and the Isles 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 Oban, Lorn and the Isles 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 Oban, Lorn and the Isles. (2013/14)	ABC and discrete BIDS Groups across Argyll and Bute.	£X Staff time
Businesses: Business Gateway – Key Interface for Private Sector Engagement in Oban, Lorn and the Isles					
Ref (CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead partners	Budget*
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 Oban, Lorn and the Isles 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
Place: Town Centre Regeneration in Oban, Lorn and the Isles					
Ref (CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead partners	Budget*
CO11 & ETO2	Regenerate our main town of Oban, building on the CHORD Programme in a manner that optimises sustainable economic growth.	<p>Assist in the regeneration of Oban building on the CHORD Programme Plan and Project Plans.</p> <p>Develop partner action plans for Oban 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> <p>Deliver a new Oban High School.</p>	Develop pilot partner action plan(s) for Oban during 2013/14.	ABC, HLF and HIE.	£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); Business Improvement Districts Scotland (BIDS); Heritage Lottery Fund (HLF).

Theme – A Competitive Oban, Lorn and the Isles (continued)					
Place: Lorn Arc					
Ref (CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead partners	Budget*
CO11 & ET02	<i>Deliver the Business Case for the Lorn Arc in the context of Tax Incremental Finance (TIF) – if approved by the Council, Scottish Future Trust and Scottish Government.</i>	<i>Develop the Business Case in line with successful initial submission to Scottish Futures Trust.</i>	<i>One Business Case (2013/14).</i>	<i>ABC and HIE.</i>	<i>£X Staff time</i>
Place: Rural and Islands in Oban, Lorn and the Isles					
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 through Oban, Lorn and the Isles.	<p>Deliver Secretariat function to 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
Place: Argyll Marine Science Initiative, Dunstaffnage					
Ref (CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead partners	Budget*
CO11 & ET02	Dunstaffnage/Dunbeg fulfils its potential for marine science job creation and investment and as a residential location.	<p>Take forward the business case with stakeholders, aligned with the Lorn Arc, Tax Incremental Finance (TIF) initiative, to identify funding streams and responsibilities to deliver road infrastructure to enable development.</p> <p>Oban Marine Academy:</p> <ul style="list-style-type: none"> • Oban to become a Highlands and Islands University town; • broad range of skills from practical nautical skills through to marine sciences; • school curriculum aligned to sectoral employment opportunities; and • businesses hold a milk round in Oban, Lorn and the Isles. 	Detail the delivery mechanism and partner responsibilities to allow Phase 2 development of Science Park and development associated with the wider Dunbeg Corridor (2013/14).	ABC, WHHA and HIE.	£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); Argyll and the Islands LEADER Local Action Group (LAG); West Highland Housing Association (WHHA).

Theme – A Competitive Oban, Lorn and the Isles (continued)					
Sustainable Economic Assets: Priority One - Renewable Energy in Oban, Lorn and the Isles					
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 Oban, Lorn and the Isles, Argyll and Bute and Scotland.	<p>Work with key stakeholders to ensure that potential of renewable energy within Oban, Lorn and the Isles and Argyll and Bute is developed to promote sustainable economic growth.</p> <p>Refresh 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 & 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, 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).

Theme – A Competitive Oban, Lorn and the Isles (continued)					
Sustainable Economic Assets: Priority Two – Tourism, Quality Food and Drink, Forestry in Oban, Lorn and the Isles					
Tourism in Oban, Lorn and the Isles					
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, particularly in places such as Oban, Iona, Mull and Tiree (to include mountain biking, cycling, sailing and canoeing).</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>Undertake feasibility study for Oban, Lorn and the Isles to be developed as a business conference destination.</p> <p>Higher quality of accommodation provision across all types of accommodation – bunkhouse to four/five star hotels.</p>	<p>Success measure?</p> <p>Representation from in Oban, Lorn and the Isles businesses to attend international tourism expositions during April 2013.</p> <p>Completion of feasibility study.</p>	AISTP, VS and ABC.	£X Staff time
CO11 & ET02	Develop cruise ship market value chain across Argyll and Bute and improve profile.	<p>Argyll and Bute Council works with partners to grow market.</p> <p>Develop Oban's North Pier and establish reception centre.</p>	Increase number of cruise ships and passengers across Argyll and Bute Council area.	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 across three key locations in Oban and Lorn (e.g. Arduaine, Seil and Ganavan).	<p>Completion of Oban and Lorn infrastructure works by end of April 2014.</p> <p>Employment of Paddle Sports Development Officer by end 2013 (Argyll and Bute wide).</p> <p>Rolling out of five modern apprenticeships within existing businesses across whole of Argyll and Bute, 2013/14.</p>	ABC and STRAMASH.	£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); Argyll and Bute Council (ABC); Royal Yachting Association (RYA).

Theme – A Competitive Oban, Lorn and the Isles (continued)					
Sustainable Economic Assets: Priority Two – Tourism, Quality Food and Drink, Forestry in Oban, Lorn and the Isles					
Quality Food and Drink in Oban, Lorn and the Isles					
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 Oban, Lorn and the Isles.	<p>Council collaborates with the Argyll Agricultural Forum, Food from Argyll, HIE and Argyll and the Islands LEADER LAG to build on and support local initiatives/projects.</p> <p>Delivery of Taste of Rural Europe (TORE) project.</p> <p>Build on the development of Oban as the ‘Seafood Capital’ of Scotland.</p>	<p>Development of new up-to-date strategy for Argyll and the Isles Agricultural Forum, 2013/14.</p> <p>Development and delivery of TORE web portal (2013/14)</p> <p>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)</p>	ABC, A&IAF, SAOS, HIE, SFD and A&I LEADER LAG.	£X Staff time
Forestry in Oban, Lorn and the Isles					
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 Oban, Lorn and the Isles 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 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); Argyll and the Isles Agricultural Forum (A&IAF); Scottish Agricultural Organisation Society (SAOS); Highlands and Islands Enterprise (HIE); Scotland Food and Drink (SFD); Argyll and the Islands LEADER Local Action Group (LAG); Forestry Commission Scotland (FCS).

Connected Oban, Lorn and the Isles

Theme – A Connected Oban, Lorn and the Isles					
Digital Connectivity/Utilities in Oban, Lorn and the Isles					
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 Oban, Lorn and the Isles. Argyll and Bute Council will work closely with Community Broadband Scotland to ensure that communities that do not receive the 2mbps broadband provision	Argyll and Bute interests are safeguarded and the HIE project meets its targets for Argyll and Bute, including Oban, Lorn and the Isles. 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 Oban, Lorn and the Isles.	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, Air, Rail, Cycling and Walking in Oban, Lorn and the Isles					
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. Kirk Road upgrade and realignment.	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 (A82 & A85).	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 by 2013 and continued involvement with Transport Scotland and key partners in identifying longer term solutions.	TS, ATTG, RTPs, HIE 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: Highlands and Islands Enterprise (HIE); British Telecom (BT); Argyll and Bute Renewable Alliance (ABRA); Argyll and Bute Council (ABC); Transport Scotland (TS); Argyll Timber Transport Group (ATTG); Regional Transport Partnerships (RTPs); Argyll and the Isles Strategic Tourism Partnership (AISTP).

Theme – A Connected Oban, Lorn and the Isles (continued)					
Transport Infrastructure: Road, Ports and Harbours/Ferries, Air, Rail, Cycling and Walking in Oban, Lorn and the Isles (continued)					
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.	Transfer of responsibility of Council operated ferry services to TS in 2014.	SG and TS.	£X Staff time
Air Services					
Ref (CO & SO)	Outcome (by year 5)	Actions to achieve outcome	Success measures (in year)	Lead partners	Budget*
CO11 & ET02	Continue to grow patronage on Argyll and the Isles Air Services and explore options to be included in a larger air PSO network.	Argyll and Bute Council works with HITRANS, Western Isles Council and Transport Scotland to explore options for a West of Scotland PSO network. Develop a marketing strategy and business plan for Oban Airport and Argyll and the Isles Air Services (2012 – 2015).	Increase number of PSO air passengers. Implement a marketing strategy and business plan for Oban Airport and Argyll and the Isles Air Services (2012 – 2015).	Western Isles Council, TS, HITRANS, HIAL, Air operators.	£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	Safeguard and influence the improvement of rail links to, from Oban to central Scotland.	Support the initiative of five train services a day to Oban.	Success measure?	ScotRail and Hi-Trans.	£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, West Highland Way, Oban to St. Andrew's Pilgrim's Way.	Pursue external funding and work with in partnership to develop the local and national cycle network.	Maximise external funding secured. Completion of Oban and Tyndrum Cycle route feasibility study by 2013. Completion of Oban – Inverness cycleway in Argyll by 2015. Increase usage of cycle network, through annual monitoring of customer satisfaction undertaken by Sustrans.	ABC, TS, Sustrans, HC and FCS.	£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); Highlands & Islands Airports Ltd (HIAL); Argyll and Bute Council (ABC); Highland Council (HC); Forestry Commission Scotland (FCS).

Road Safety in Oban, Lorn and the Isles					
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 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); Scottish Government (SG); Scottish Fire and Rescue Service (SFRS); Police Scotland (PS); Road Safety West of Scotland (RSWoS).

Collaborative Oban, Lorn and the Isles

Theme – A Collaborative Oban, Lorn and the Isles					
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 Oban, Lorn and the Isles 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 Oban, Lorn and the Isles 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 Oban, Lorn and the Isles (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 Oban, Lorn and the Isles 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 Oban, Lorn and the Isles (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 Oban, Lorn and the Isles 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 Oban, Lorn and the Isles 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>15 workshops to be delivered by Argyll and Bute Council's Business Gateway team in the Oban, Lorn and the Isles 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 Oban, Lorn and the Isles (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 Oban, Lorn and the Isles (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 Oban, Lorn and the Isles

Theme – A Compelling Oban, Lorn and the Isles					
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 Oban, Lorn and the Isles 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"> • who is responsible? • resources required? • who we want to appeal to? • what are the Compelling messages for each key group? • how do we align with the other three Cs? • how do we reach target audiences? • who are our key partners? • how do we monitor? 	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"> • quality of life/family friendly environment • physical environment • economic opportunities 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 Oban, Lorn and the Isles: <ul style="list-style-type: none"> • offer practical relocation advice • improve profile information on Council website and provide single point of contact for enquiries • create packages of support around key propositions, including families with young children, young people and lifestyle enthusiasts. 	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); Highlands and Islands Enterprise (HIE).

Theme – A Compelling Oban, Lorn and the Isles (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 Oban, Lorn and the Isles 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 Oban, Lorn and the Isles 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 Oban, Lorn and the Isles by increasing visitor volumes: <ul style="list-style-type: none"> • support AISTP activities • target volume visitor entry points with ‘compelling’ information, with focus on heritage, culture and provenance, outdoor enthusiasts, food and drink tourists, and wildlife tourists • follow up visitors interested in returning/relocating/purchasing from area. 	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).