Annual Business Plan 2025/26					
ID	**Priority Description**	**Next Steps/Action**	**Activity**	**Success Measure**	**Outcome**
Communities					
ABP01	Build stronger connections and collaborations with communities to increase empowerment and make the best use of local knowledge to help shape delivery of local solutions.	Meeting people where they live - progressing and engagement programme for senior leadership across and around local communities.	Roll out and raise awareness of Community Engagement Framework and its associated training and guidance which was approved in December 2024. Take forward actions of Community Planning Partnership Improvement Plan to better connect with communities.	Publish Community Engagement Guidance. Launch Community Engagement Training. Promote Community Engagement Framework to staff and available on MyCouncilWorks for all. Complete actions within Community Planning Partnership Improvement Plan relating to improving connections with communities. 100% complete by 31st March 2026.	The Community Engagement guidance published on My Council Works. Community Engagement Training available to all staff in LEON e-learning module. Over 100 staff have undertaken the training. All actions in the CPP Improvement Plan are complete. Actions relating to Community Councils will follow the Community Council Elections on 20th August.
ABP02	Enhance and deepen our understanding of local issues and improvement opportunities for collaboration - including launch of Aspiring Places: Community Projects programme in Argyll and Bute.	Use online tools/digital platforms to find ways to reach those not in established groups and start ongoing conversations about local issues.	Design, develop, launch and grow online platform 'Aspiring Places'. Work with Area Community Planning Groups to develop action plans. Continue to provide support to groups on Local Place Plans.	Submit to Member by close of financial year a business case assessment, options and recommendation on future of platform. Capture a minimum of 36 community projects on the platform. Complete four Area Community Planning Group Action Plans. Deliver two training sessions and one event for groups on Local Place Plans. Event bring groups who have produced plans together to share experience and discuss next steps.	Aspiring Places was successfully launched and captured 110 projects through the platform in 2025-26. A report was presented to the Policy and Resources Committee on 4 December 2025, setting out the key findings of the project evaluation. The report recommended that, before any decisions were taken on the future of the platform, a formal review of the council's approach to the management of grant funding should be undertaken. By end of 2025-26, the review had completed much of its baseline assessment. The review is expected to conclude in November 2026, with recommendations subsequently presented to elected members. These recommendations will include proposals regarding the future role and operation of Aspiring Places. Aspiring Places ACPG action plans complete. Evidence within set of actions agreed by CPP Board on which sit the 4 area community planning group chairs. Local Place Plan training sessions complete. Evidence on website: https://www.argyll-bute.gov.uk/my-community/communities-and-partnerships/local-place-plan-training Area Community Planning Group (ACPG): The Argyll and Bute Outcomes Improvement Plan (ABOIP) action delivery plan was agreed by the CPP Management Committee in March 2026, and this has been shared with the 4 Area Community Planning Groups, including details on the specific actions with ACPGs.

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					The Local Place Plan training webpage provides guidance and support for communities developing Local Place Plans in Argyll and Bute. The page includes five training events/webinars, including three LPP masterclasses. In 2025/26 3 training sessions were delivered, and 4 newsletters were produced to support community groups. A LPP Community of Practice consisting of community members and supported by the council's community development team meets on 6 weekly cycles to share experience. Due to the deadline for LPPs extending to 2027, events for communities that have produced LPPs are being planned to take place in November 2026.
ABP03	Take forward a piece of work to support Area Committees to reshape their business, decision-making and overall activities to align with existing/emerging local plans and issues, following agreement of Priorities.	Once Priorities agreed by Council - Area Committee Chairs to have initial discussion and feed back views to political leadership as first action.	Assist the Council's Administration to develop and establish a governance structure for Area Committees that supports the Council's Priorities. Work around any proposed governance structure will be taken forward once a position is agreed by the Administration. Dependent on what is agreed, there may need to be updates made to the Council's constitution.	Establish the agreed governance arrangements for Area Committees.	A report was considered by the Council in June 2026 which outlined the issues which had been raised and discussed by the Area Chairs and Vice-Chairs. The majority of these were complete with an outstanding ask that consideration was given to increasing the number of Area Committee meetings from 4 to 6 per annum. The Council agreed that from August 2026 the number of meetings would be increased to 6 with additional resource allocated to the Governance Team to take this forward.
ABP04	Reaffirm our commitment to refugee resettlement, valuing the contribution that new families and residents make to life in Argyll and Bute.	Ensure that our approach to refugee resettlement has regard to the availability of housing, employment and skills locally while being delivered through national funding scheme.	As part of ongoing participation in the Afghan Relocations and Assistance Policy scheme, UK Resettlement scheme and Ukrainian sponsorship schemes, develop and publish strategy.	Deliver the Refugee and Asylum Strategy by November 2026.	Our refugee and asylum strategy which reaffirms our commitment to refugees in Argyll and Bute was approved by Elected Members at the Council meeting on 26 November 2025 Appendix 1 - AB_Refugee_Asylum_Strategy_DIGITAL.pdf The film made by community filmmakers AyeGlas - An Argyll and Bute Welcome showcases the lives of refugees and asylum seekers in Argyll and Bute, the support they have received, the warm welcome from our communities and what refugees have brought to our communities. An Argyll and Bute Welcome will be shown across Scotland at a variety of venues, and online, during this year's Scottish Refugee Festival in June.

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Children and young people					
ABP05	Develop our school curriculums with the jobs of the future in mind, to build up a strong local skills base and help create more opportunities for young people to stay and grow in their own communities.	Look at data from across the Council to identify skills, service delivery and employment needs locally - to shape learning opportunities for the short and medium term which contribute to overall population and economic growth.	Support and challenge establishments to design a curriculum which is relevant, engaging and meets the needs of all learners. Develop strong partnerships (we already have an Argyll and Bute Employability partnership that needs to be recognised) to broaden and improve work-based vocational learning opportunities. Deliver targeted and universal support to further develop our children and young people's Science, Technology, Engineering and Mathematics (STEM) skills (a key aspect of this is the development of the STEM Hubs one in Dunoon Grammar and one at SAMs/Dunbeg). Broaden and improve different curriculum pathways and opportunities including work-based vocational learning opportunities for all young people, improving vocational educational provision in schools and developing stronger partnerships with employers and agencies.	Leaver Initial Positive Destinations 98.0% Leaver Sustained Positive Destinations 96.5% P1,4,7 stretch aims in Literacy / Numeracy will be met: Literacy, overall - 76% Q1 - 75% / Q5 - 85% Gap Q1/Q5 - 10pp Numeracy, overall - 83% Q1 - 78% / Q5 -91% Gap Q1/Q5 - 13pp participation measure stretch aims will be met: Overall, 95% Q1 - 92.5% / Q5 - 97% Gap - 4.5pp SQA attainment at National 5, Higher and Advanced Higher will exceed national averages.	The 2024-2025 Initial Positive Destinations figure for Argyll and Bute was 94.8%, measured in October 2025 This represents a 0.3% improvement on the October 2024 figure and is 3.2% below target. The Follow-Up Destinations figure, measured in April 2026, was 92.5%. This represents a 1.6% improvement on 2024/25 and is 4.0% below target. The gap of 2.3% between initial and follow-up positive destinations is 1.6% lower than in 2023-2024. Literacy and Numeracy Stretch Aims June 2026 Literacy P1/4/7: Overall achievement 73.5 % (2.5% below target); Q1 66.1% (8.9% below target); Q5 84.8% (0.2% below target); Gap 18.7% (8.7% greater than target gap) Numeracy P1/4/7 Overall achievement 81.4% (1.6% below target); Q1 73.1% (4.9% below target); Q5 93.4% (2.1% above target); Gap 20.2% (7.2% greater than target gap) Participation of 16-19 year-olds Stretch Aims July 2026 The last Skills Development Scotland (SDS) Annual Participation Measure for Argyll and Bute (August 2025) identified that 94.6% of all 16-19 year-olds were participating (0.4% below target); Q1 Participating 92.2%
ABP06	Enabling as many young people as possible to for school to positive destinations of all kinds.	Work with partners on local further and higher education provision and apprenticeship opportunities that meet identified skills, service delivery and employment needs.	Further develop approaches to tracking of young people's pathways within school and in the period after leaving school to ensure appropriate support, guidance and opportunities are in place to gain and sustain positive destinations.	Leaver Initial Positive Destinations 98.0% Leaver Sustained Positive Destinations 96.5% Participation measure stretch aims will be met: Overall, 95% Q1 - 92.5% / Q5 - 97% Gap - 4.5pp	There has been no fall in school leaver initial positive destinations in Argyll and Bute between 2023-2024 and 2024/25, despite economic challenges for employers, rising youth unemployment nationally and legacy issues stemming from COVID-19. Argyll and Bute Council's Annual Participation Measure (16-19 year-olds in education, employment or training) released by Skills development Scotland for 2024/25 was 94.6%, an increase of 0.3% on 2023/24, placing Argyll and Bute 9th of all Scottish local authorities. Argyll and Bute Council is on track to meet its 2025/26 Scottish Government Stretch Aims of 95% Participation of 16-19 year-olds in the local authority and reducing the gap between the most and least advantaged young people (SIMD quintiles 1 and 5 respectively) to 4.5 percentage points. Data expected October 2026.

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ABP07	Explore ways to enhance Argyll and Bute's early learning and childcare offer to support employment and business needs of local families alongside its role in nurture and contribution to access to better life chances for young people.	Identify measure to increase provision with partners.	Collaboration with Scottish Child Minding Association to recruit more child minders. Note the current work being taken forward by the Argyll and Bute. Employability Partnership to provide training support for individuals to become childminders. Continuing to develop our 'grow our own' approach to training Modern Apprentices to deliver child care.	Increase the numbers of childminders to three through Scottish Child Minding Association. Increase the number of trained Modern Apprentices to three.	Collaboration with SCMA in year 2 has delivered 4 registered childminders, with 2 more at stage of having completed the induction process and a further 2 moving through the induction process. This supports working parents across the authority with vital childcare, both early years and school age, enabling them to return to work. The Early Years team now operate our training centre and this focus continues to support the Council's Grow Our Own workforce strategy, increasing qualification opportunities and strengthening future workforce capacity across Early Years and Care Services. This session, we have overseen the Early Years Modern Apprenticeship programme deliver 2 qualified MA's, with a further 4 currently in training. We have also overseen the completion and cessation of the Foundation Apprenticeship course, which saw 3 learners complete this qualification. From within the existing Early Years central team our training centre team now has 6 qualified assessors , 3 qualified verifiers and 2 team members undertaking assessor training, contributing to the delivery of this course. Training centre plans for 2026/27 delivery also now include a further 2 courses: * SVQ Integrated Health and Social Care (SCQF Level 7) for 5 Hostel Staff. * Forest Kindergarten National Workplace Award with our 8 Modern Apprentices in the first cohort.

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ABP08	Enable learners to take full advantage of emerging technology and to be ready for the 'jobs of the future' here in Argyll and Bute.	Pursue opportunities for investment in schools digital network - 21st century digital network for schools and wider education infrastructure.	Upgrade and modernise the education digital network infrastructure to enhance cyber security and support innovative and flexible learning. Evaluate school Wi-Fi performance to identify areas where improved connectivity would enhance the learning experience for pupils and staff. Include STEM hubs through Rural Growth Deal (RGD). Migrate schools to Microsoft Office 365 to enhance collaboration, productivity, and security, providing them with the same robust tools and flexibility as corporate users. Explore funding options to bring all school purchased devices into a suitable and sustainable computer replacement programme.	Deliver new network by December 2026. Commence project to upgrade education network including appointment of additional ICT engineer. Complete review of 100% of school Wi-Fi. Government approval of full STEM Hub South business justification case. Migrate 100% of schools to MS Office 365. Deliver Business Case for inclusion of all school devices into Council's computer replacement programme.	Complete the Proof of Concept (POC) network upgrade at Kirn Primary School by August 2026, Project Board has agreed defined success criteria. Wider rollout to all schools needs to be planned in line with available resources and POC feedback. Agree and approve a scalable rollout plan for all schools through the Project Board by March 2027. ICT has appointed an additional ICT engineer. - ICT has completed a full review and implemented targeted Wi Fi enhancements to improve network performance and coverage. A second iteration of the STEM Hub South business justification case was submitted to the government for approval on 22 May. 100% of schools migrated to MS Office 365. A paper was submitted and approved by the Council, with five-year funding secured and an annual device rollout programme now underway.
ABP09	United Nations Convention of the Rights of the Child (UNCRC) - ensuring that views of children and young people are considered in decision making.	Developing our organisational culture to be receptive to the views of children and young people in our decision making.	Support establishments on their journey to achieving 'Rights Respecting' accreditation. Develop partnership working in order to ensure that the Children's Rights agenda underpins the work of our establishments and services. Support establishments to ensure that their curriculum celebrates and promotes children's rights.	Increase in number of schools and settings with Rights Respecting School accreditation by June 2026: 18 Gold, 40 Silver, 20 Bronze (74% of our schools at Silver/Gold).	We have continued to engage with UNICEF Rights Respecting Schools Programme with the focus on embedding rights at silver and gold accreditation levels. CLPL has been delivered to connect UNCRC to learning, teaching and assessment to ensure that we are connecting the understanding of rights and wellbeing with attainment and achievement. As a result of this work, we have seen 100% engagement in the Rights Respecting Schools programme and a significant increase in accreditation across all areas since July 2024 when the UNCRC legislation came into place. This work has increased children and young people's awareness of their rights as well as increase awareness within the local communities. This work has also ensured that school policies are continuing to be reviewed and developed in line with legislation. As of May 2026: 15 Gold, 37 Silver, and 26 Bronze.

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ABP10	Continue the programme of improvement in our schools so that they are a compelling choice for families, providing good educational attainment and supporting the wellbeing of young people.	Explore options for Education Review.	(1) Support establishments in developing and utilising a range of pedagogical approaches to ensure high quality experiences for all learners. (2) Support building professional capacity in the effective use of data to support improved attainment. (3) Support establishments' approaches to literacy and numeracy through targeted and universal support. (4) Increase focus on improving Secondary attainment at both Broad General Education and Senior Phase. (5) Establishments and the Central Team work to engage in strategic planning, implementation and evaluation which promotes a culture of ambition and continuous improvement. (6) Continue to support and challenge establishments to review and reflect on embedding nurturing approaches and embed trauma informed practices. (7) Improve approaches to supporting young people with additional support needs or who are care experienced. (8) Support schools to improve children and young people's attendance.	P1,4,7 stretch aims in Literacy / Numeracy will be met: Literacy, overall - 76% Q1 - 75% / Q5 - 85% Gap Q1/Q5 - 10pp Numeracy, overall - 83% Q1 - 78% / Q5 -91% Gap Q1/Q5 - 13pp (1,2,3,5) S3 ACEL Literacy/Numeracy 3rd level or better Literacy 90%, Numeracy 92.5% (1,2,3,4,5) Secondary stretch aims will be met: School Leavers with 1 or more pass at ALL SCQF Level 5, overall - 93% Q1 - 89% / Q5 - 100% Gap Q1/Q5 - 11pp School Leavers with 1 or more pass at ALL SCQF Level 6, overall - 69% Q1 - 63% / Q5 - 89% Gap Q1/Q5 - 26pp (1,2,3,4,5) QS attainment at N5, H and AH will exceed national averages: Increase in establishments progressing through Our Children, Their Nurturing Education (OCTNE) framework. Nurture stretch aim will be met: Overall, 70% (6) * Increase in establishments achieving Education Scotland's We Promise Award, designed to support CECYP. * Increase in the number of Designated Managers across all Primary and Secondary settings who have completed Designated Manager training. (7) Attendance stretch aims will be met Primary, overall - 94.5% FSM reg - 91% Non FSM - 94.4% Gap - 3.5pp Secondary, overall - 92% FSM reg - 85% Non FSM - 92% Gap - 7pp (8)	Cohort 8 QI writing impact: 6 schools were part of cohort 8. Where schools had already high attainment within cohorts this was maintained but all schools/cohorts with lower attainment showed clear and consistent improvement in the proportion of pupils working on track following the training. Several stages across schools moved from moderate attainment to 100% on track. The intervention can be implemented effectively as a school wide approach. Learners were observed being more motivated in witing lessons with reluctant writers showing increased willingness to write and write more. Survey of schools to measure initial reach and impact of parental numeracy resources end of June 2026. All ELCs (standalone and school) were sent the resource to share with parents. This was in a poster format with links to activities to support home learning. Establishments responded to a survey. Most shared the resource through digital communication including Groupcall and Seesaw with others displaying posters. A few reported they had not shared the resource. The resource was welcomed by establishments to share ideas for home learning with parents. Improvements have been made in Literacy and Numeracy at both primary and secondary level. Provisional data has Primary Literacy increasing by 0.8% against 24/25. Primary Numeracy has increased by 1.1% against 24/25. At Secondary level, the proportion of pupils achieving Fourth level has increased by 0.6% in Literacy and 3.7% in Numeracy Exam data from August showed that the presentation rate of Argyll and Bute pupils increased at National 5 and Higher. This means the average pupil presented for more awards than the average pupil in 24/25. In terms of pass rates, the following occurred: N5 A-D pass rate – A&B = 89.4% - National = 89.4% Higher A-D Pass Rate – A&B = 90.8% - National = 90.1% Adv Higher A-D Pass rate – A&B = 88.8% - National = 89.5%

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Housing, economic growth and population					
ABP11	Sharpen focus on the Housing Emergency Action Plan and other plans/delivery bodies as appropriate in line with the pace required in emergency. Refresh and update our Local Housing Strategy. Use policy and fiscal levers at our disposal to speed up delivery - lobby other agencies where required. Seek reform or flexibility on use of Resource Planning Assumption (RPA).	Look at overarching plans: - Argyll and Bute Local Housing Strategy - Strategic Housing Investment Plan - Local Development Plan - Oban and Helensburgh Development Masterplans Using latest data to reframe and target activities and resources to the right places at the right times. Revisit Strategic Housing Fund. Examine scope to reduce time spent in temporary accommodation. Lobbying work.	Activity from Economic Strategy Action Plan, 2025-2028 (focus on actions for 2025-26): Complete mapping of second homes and short term lets to inform the delivery of Planning Control Zones.	Present proposals for PCZ for Short Term Lets to Council in spring 2026. Manage progress of Oban Strategic Development Framework and Helensburgh Strategic Development Framework according to project plan. Have a regularly updated online mapping tool based on Short Term Lets published Register.	Proposals for a Short Term Let Control Zone were developed during 25/26 and were presented to Council in June 2026. The Oban and Helensburgh Strategic Development Frameworks have progressed according to project plans which has included several rounds of public, key agency, stakeholder and Member engagement. Both Strategic Development Frameworks are expected to be completed before the end of 2026. An online record of Short Term Lets which is regularly updated is online. It was decided to review the merits of publishing a mapped version and this has not been done.

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ABP12	Drive forward in partnership across all sectors to deliver on vital areas like key worker accommodation, mid-market rentals, private sector development in addition to activity on affordable homes.	Engagement and partnership working across all sectors. Local Housing Strategy review to open up greater opportunities for partnership working and securing additional resources to support swifter delivery. Housing Emergency Action Plan.	Employ consultants to support Housing Needs Demand Assessment.	Consult to inform delivery of new Housing Needs and Demand Assessment which will underpin future Local Housing Strategy and the Local Development Plan 3.	HNDA work is ongoing. Consultation/ survey work has been undertaken. Strategic Housing forum has been engaged in process. Finalisation of HNDA delayed by Scottish Government production of a new CMHA statistical model which must be used to complete the process. Still within the timetable that will align with LDP 3 production.
ABP13	Explore scope for greater commercialisation of Council assets and otherwise attract external investment for the Council and communities.	Build on the existing foundations to derive further commercial income from Council assets. Explore opportunities for Community Partnerships to divest/operate Council assets. Further develop the approach to community benefits and the opportunities from planning gain for communities to augment Council funding.	Complete the delivery of the essential infrastructure works at Kilmory Business Park. Create new business space at Oban Airport. Lease or sell assets freed up by our Modern Workspace or other services transformation programmes.	Certify Practical Completion of works at Kilmory Business Park. Phase 2 by early 2025/26. Design and Build Development Agreement is finalised for the delivery of initial works at Oban Airport and commence construction. Generate commercial income that can be invested into Council priorities. Set up of new Marriage Room Venue at Kilmory for 2026 wedding season.	New lease agreements concluded at Oban Airport and Helensburgh and Lomond Civic Centre will generate significant new commercial income for the council with potential for future growth. The disposal of properties freed up by transformation programmes has also continued with the sales of Eaglesham House, Milton House, Skipness PS, Southend PS and Achaleven PS. Complete the delivery of the essential infrastructure works at Kilmory Business Park to revised Programme for Certification of Practical Completion of 12 August 2026. Oban Airport Business Park, construction of Bristow Helicopters Ltd building and essential infrastructure works has commenced, and is on programme for completion FQ3 2026/27.

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ABP14	Take a clear 'return on investment' approach to allocations of resources at all levels - prioritise action that brings people, jobs and business to Argyll and Bute through maximising community benefit opportunities from local development and promote community wealth building. Maximising community benefit opportunities from local development and promote community wealth building.	Agree refreshed Economic Strategies. Development Masterplans. Critical evaluation of activities, financial allocations and requests and how those will translate into employment or growth. Use policy and fiscal levers in our power to stimulate, attract and incentivise growth - for example exploring creation of enterprise zones. Where power to drive growth sits with other agencies, lobby for support to complement the actions we are taking and investments we are making (e.g. fuel, transport costs in rural areas). Engage with Argyll and Bute's key sectors and major employers in food and drink, tourism, construction, energy and social care to progress shared priorities and work in partnership where possible.	Commence Stage 2b and Stage 2c works on the Rothesay Pavilion. Delivery of the SMART actions for 2025-2026 in the Economic Strategy Action Plan, 2025-2028, with a focus on actions under the four strategic priorities of People, Place, Planet and Prosperity.	Annual review of the Economic Strategy Action Plan in April/May each year. Drawdown of 2025/26 Rothesay Pavilion funding. Endorsement of: *Rothesay Pavilion Full Business Case. *Kintyre Sea Sports Full Business Case. *Tobermory Housing Full Business Case. Endorsement of revised Economic Strategy Action Plan 2025-2028 by EDI Committee. Complete measures set out in the Economic Strategy Action Plan 2025-2028.	The Economic Strategy Action Plan, 2025-2028 was endorsed by the Environment, Development and Infrastructure Committee on 11th September 2025. Measures, in particular in-year measures relating to funding opportunities, have been completed. An initial update paper on the progress of actions for 2025/26 from the in-year delivery of the Economic Strategy Action Plan (ESAP), 2025-2028 will be presented to the Environment, Development and Infrastructure Committee in September 2026 (revied meeting date to be confirmed). This paper also provides proposals for a new strategic approach going forward for the next three years, 2026-2029 and beyond to 2034. If this new approach is endorsed by Environment, Development and Infrastructure Committee, a revised Economic Strategy Action Plan will be presented at the next committee meeting in December 2026. Rothesay Pavilion - £6m of Rural Growth Deal (RGD) funding drawn down in 2025/26. A further £2m of funding profiled for spend in 2026/27. Aim is to secure full endorsement of Full Business Case (FBC) in 2026/27. Kintyre Sea Sports - £88k of match funding secured via the Scottish Government's Regeneration Capital Grants Fund. Detailed design and tender documentation currently being progressed. Aim to secure full endorsement of the FBC in FQ3 2026/27. Enabling infrastructure completed at Rockfield Road, Tobermory in July 2025. Community Regeneration Programme funding of £1m confirmed in December 2025 and the council has agreed to use the Strategic Housing Fund money to cashflow the project in advance of the RGD business case approval. Tender documents due to be published in the summer 2026.

ABP15	Continue to lead on bringing depopulation to national government attention.	Bringing together group of depopulating local authorities to act together as a collective voice. Engage with Scottish Ministers and Ministerial Taskforce.	Ongoing participation of the Settlement Project Support Officer, Economic Growth (part funded by the Scottish Government) with key external partners, in particular the Highland and Western Isles Councils through the Highlands and Islands Regional Economic Partnership Population Working Group. Feed activity into the Scottish Government Addressing Depopulation Action Plan.	Delivery of key actions for 2025/26 to retain and attract people to live, work and study in Argyll and Bute as outlined in the EDI Committee paper: Item 4 Latest Update on the Settlement Project Support Officer Actions. https://www.argyll-bute.gov.uk/moderngov/documents/g16646/Public reports pack Thursday 18-Dec-2025 10.30 Environment Development and Infrastructure Commit.pdf?T=10	During 2025/26 the Council's Settlement Project Support Officer, Economic Growth, has provided two update papers on all project work to the Environment, Development and Infrastructure Committee on 18th December 2025 and 19th March 2026. Regular feedback reports are provided to the Scottish Government's Population Team on the progress of the Argyll and Bute repopulation work and the contribution to the actions outlined in the Scottish Government's Addressing Depopulation Action Plan.
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Transport, infrastructure and digital connectivity					
ABP16	Seek full funding for delivery of internal ferry services, given that responsibility for these sits with Transport Scotland (TS).	Pursue formal request for full funding, noting previous shortfall.	Continue to engage with TS with as realistic projections as possible within the time scale.	Submit projected running costs to Transport Scotland on schedule.	Commitment from Transport Scotland to provide full funding is in place.
ABP17	Use strong data to develop a Transport Strategy which recognises the significance of connectivity to population and economic growth.	Explore options for full transport study (which can include looking at integration, organisation options) following RIS Review.	Work alongside Economic Growth colleagues. Undertake transport issues consultation	Approve Draft Local Transport Strategy by the end of March 2026 for public consultation.	A public consultation has been completed on the key local Transport issues facing Argyll and Bute. The findings of this consultation is being reported back to the June EDI Committee recommending further engagement with key transport stakeholders to inform a draft transport strategy that will come back to members for approval in December prior to a further period of public consultation prior to being brought back to the council for approval likely to be April 2027.

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Environment					
ABP18	Reduce carbon emissions generated by the Council. Agree policies in relation to waste, recycling and other environmental issues, which will inform next steps. Evaluate Council targets for deliverability and improvement.	After agreement of policies, agree and implement SMART measures. *(Not in Corporate Plan.)*	Delivery of a Net Zero tracker and new Net Zero Route map (which will supersede current decarbonisation plan).	Evidence of being 'on track' to becoming a Net Zero Organisation by 2045 by annual submission to the Public Bodies Climate Change Duties being in a downwards trajectory from the previous year. This is not a trend measure.	W.I.P, a Proposed Carbon Management Plan is at drafted status. This will replace our Decarbonisation Plan. While our carbon emissions are slowly dropping, the evidence shows we are significantly off track to meeting our 2045 statutory target. Significant investment in decarbonisation is required if we are to correct course.
ABP19	Harness opportunities from expansion of renewable energy sector in the area.	Explore potential community/Council benefits from renewables projects. *(Not in Corporate Plan)* Revisit exploration of renewables projects on Council land. *(Not in Corporate Plan.)*	The Council continue to engage with a number of renewable energy developers on a range of local projects including some of national significance. The Council are particularly keen to support a future servicing base in Argyll and Bute which could secure considerable investment and long-term economic benefits to the region. We continue to lobby developers for enhanced community benefits and are currently developing a social value charter for renewable energy developments. This will be a collaborative framework to ensure renewable energy developments deliver widespread social and economic benefits across Argyll and Bute. The Council continues to explore opportunities for renewable energy projects across our estate including a potential solar farm within the Kilmory Estate. Low Carbon projects are also being scoped as part of a £3m investment via the Rural Growth Deal.	The Council and key stakeholders to endorse a Social Value Charter in 2026. Support developers to invest in local renewable energy projects across the region. Endorsement of Treasury 5 Full Business Case by Central Government. Secure Central Government endorsement to including funding for a solar farm within the Kilmory Estate as part of the Councils Rural Growth Deal Programme.	Social Value Charter and Renewable Energy Action Plan being reviewed with a view to a single document covering renewable energy developments in Argyll and Bute. This is a key item on the Agenda of the Next ABRA meeting on the 19th May. Discussions with colleagues in Commercial Services are on-going regarding a potential solar farm at Kilmory Industrial Estate. Growth Deal Leads and Scottish and UKG Government have been advised of this and are keen to see progress during the 2026/27 Financial Year. It is likely this may require a formal change request prior to commencing work on FBC.

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Sustainable service delivery					
ABP20	Provide the best services we can with the money available.	Expand the RIS Review approach to other service areas to ensure we have the most effective and efficient delivery models possible.	Education Review is complete, published and agreed by full Council in November 2025.	Establish governance, timeline and working groups by March 2026.	Education Review Board now established along with ten workstreams covering each area of recommendation from the Review. Timescales for each workstream agreed and updates reported via Community Services Committee beginning in June 2026.
ABP21	Provide the best services we can with the money available.	Develop proposals to expand and make the most of digital/technology, including further exploration of AI.	Complete a Conversational AI customer service bot Proof of Concept with Humley PLC. Complete upgrading of Customer Contact Centre to use Net call next generation Converse CX platform. Ongoing programme of automating customer contact activity is on track. Complete the migration of M365 with additional functionality including full Teams telephony available from fixed and mobile devices. Complete pilot of Copilot AI technology across M365 services.	Proof of Concept for conversational AI complete. Contact Centre successfully upgraded. Complete the implementation of the Customer Service Strategy Action Plan to schedule by end of March 2026. M365 fully implemented and operational. Copilot Proof of Concept successfully launched January 2026.	Proof of Concept for conversational AI complete and being used on corporate website and HR section of MyCouncilWorks, with over 1k queries a month being handled. Upgrade to Net call Converse CX platform and integration to Teams Telephony complete. All actions in the Customer Service Strategy action Plan complete as at March 2026. M365 fully installed, project phase 1 implemented and system is operational across the organisation. P2&Ph3 underway. Co-Pilot proof of concept launched with an end date of May 2026. Assessment underway.
ABP22	Make clear the service standards that communities can expect with the resources available.	Review, update, communicate clear quality service standards that match with local needs as well as available resources.	Complete pilot of core business dashboards and roll out. Make our performance information easily accessible to the public.	98% of eligible teams have scorecard to monitor their agreed core business service standards. Review improvements to the Performance Reporting section of the website and complete in accordance with Performance Excellence Project.	Pilot was completed and majority of team dashboards have been built and are being progressively handed over for use. The remainder are in progress to revised timescales as a result of requests from managers to incorporate with other activities. Performance Reporting section of the website has been updated and data and reports are being added on an ongoing basis as it becomes available.

Annual Business Plan 2025/26					
ID	**Priority Description**	**Next Steps/Action**	**Activity**	**Success Measure**	**Outcome**
ABP23	Completion and implementation of the Roads and Infrastructure Services (RIS) Review, particularly creation of robust, reliable data to inform decisions.	Progress and implement RIS Review.	Finalise the reshaping of structure. Further progress the Roads and Information Asset Management Systems improvement project to deliver improvements to customer service and the data required to improve service efficiency. Continue the review of commercial waste income to maximise the level of income being achieved by the Council. Continue work to improve project management across RIS.	RIS 3rd tier restructure complete by end of calendar year 2025. 4th tier restructure due to be complete by spring 2026. Changes to digital reporting of roads defects by public achieved and operating well. Increase in income through commercial waste collection service - savings of £700k. Create project management centre of excellence within RIS.	3rd tier restructure complete autumn 2025. 4th tier restructure to be complete by end of August 2026. Environmental Management Data project complete. Migration from Total to WDM complete for financial management. Integration between WDM and CRM complete. Commercial Waste income increase £0.203m. Shortfall attributed to inaccurate data and assumptions around customer requirements. Project Management Centre of Excellence paused due to lack of resource in service at this time.