SUBMISSION FROM ARgyll AND BUTE COUNCIL

What does ‘regeneration’ mean in your area?

1. The vision for Argyll and Bute Council is ‘realising our potential together’ and the central policy document for Argyll and Bute Council in respect of regeneration is the Economic Development Action Plan 2010 – 2013 which is currently under review. Our guiding vision is as follows;

2. “Argyll and Bute will unlock the potential of its significant, sustainable economic assets for the benefit of its communities and the competitiveness and security of the Scottish and EU economies”.

3. Whilst this vision relates to the wider topic of economic development, it promotes regeneration utilising all our sustainable economic assets in manner that maximises the benefits to our communities. Within Argyll and Bute, our top four sustainable economic assets are established as renewable energy, tourism, food and drink and forestry.

4. The guiding framework for our Economic Development Action Plan (EDAP) is as follows;

   - Connected Argyll and Bute; Transport, Grid and Utilities
   - Competitive Argyll and Bute; Business, Places, Sustainable Economic Assets
   - Collaborative Argyll and Bute;
     - National/ European Policy and Funding
     - Employability
     - Profile
     - Communities/ Social Enterprise

5. Collectively the three C’s seek to provide compelling reasons for people to live, visit and work in Argyll and Bute. The EDAP builds on our ambitious and forward looking £30m programme to assist regeneration in five of our waterfront towns – Campbeltown, Helensburgh, Oban, Rothesay and Dunoon, collectively known as CHORD.

6. This holistic and programme approach to regeneration allows the Council to coordinate the regeneration of our key service centres to provide opportunities for new and existing business within their hinterlands in addition to our more urban centres which are critical to the success of our remote rural regions.

7. As can be demonstrated through our CHORD programme, in accordance with the principles of PRINCE 2, Argyll and Bute Council apply a business case approach to regeneration projects where well developed and established objectives of both communities and our development plans are central to successful and sustainable outcomes. Aligning community and business needs with council plans engenders successful partnership working.

The regeneration strategy, resources and funding
8. The Regeneration Strategy commits the Scottish Government to improving collaborative working across public sector agencies and to strengthening partnerships between the public, private and third sectors, alongside communities themselves, in order to successfully tackle deep-rooted issues of deprivation and disadvantage.

9. The funding streams highlighted above are in the main (with the exception of the Regeneration Capital Grant Fund) tailored for urban and lowland authorities and this raises a number of issues for rural local authorities such as Argyll and Bute in accessing finance to tackle specific regeneration issues affecting their area.

10. Currently the grant fund focus is on the URCs – as scope for future activity is developed, the potential for rural development funding should be monitored. In particular, the following issues in connection with the Scottish Government Regeneration Strategy should be addressed:

- There is a gap in the current funding streams available to tackle specific rural regeneration issues facing Argyll and Bute. The vast majority of the funding streams referred to above are primarily accessible to those urban and lowland local authorities. Consequently, this gap needs to be filled as soon as possible to allow longer term and sustainable regeneration to take place in rural and island areas such as Argyll and Bute and to allow our Council to assist the Scottish Government in delivering on the Regeneration Strategy and linking back to those outcomes in Annex A.

- The Vacant and Derelict Land Fund (VDLF) has £26.6m allocated to it for 2012/15, this year’s tranche being £8.146m. This fund was previously ring-fenced and forms part of the local government settlement, allocated to local authorities on the basis of indicators from the Scottish Vacant and Derelict Land Survey. Five local authorities currently benefit on this basis and all have received funding for 2012/13. These five local authorities are: Glasgow, South Lanarkshire, North Lanarkshire, Dundee, and Highland. The VDLF currently sits within the local government settlement. Argyll and Bute should have access to the vacant and derelict land fund, and this fund should be made sufficiently flexible to tackle buildings at risk or remove areas of planning blight and should allow us to link into our strategic investment programme centred around our town centre regeneration strategy (CHORD). Argyll and Bute has a significantly historical and important but ageing built environment which has suffered from decades of neglect and is need of significant investment. The complexities of delivering Conservation Area Regeneration Schemes (CARS) and Townscape Heritage Initiatives (THI) have highlighted the sheer scale of investment required to safeguard our historical built heritage for another generation and the importance of being able to work with partners to access various funding streams such as those from HLF, HS, Big Lottery, Leader and HIE. The alignment of partner objectives and associated funding support is critical to secure a wider benefit.
- The VDLF does form part of the local government settlement in the form of a specific capital grant. Scottish Government has confirmed that there is no intention to remove this from the local government settlement. However there will be a review of VDLF during 2012 to consider its current application and whether any change is needed. In turn, the review may consider which areas should receive funding in the future and what activities will be funded to provide more flexibility to local authorities to respond to issues with vacant and derelict land and property. Argyll and Bute Council would support a review the areas which would receive funding in the future to allow Argyll and Bute to be considered.

- JESSICA has been developed by the European Commission and EIB as an innovative investment model, capable of attracting public and private sector finance and expertise, to assist deliver urban regeneration projects across Europe. As it is part-funded by the European Commission (ERDF Priority 3); it can only operate in the 13 local authority areas across the Lowlands & Uplands Scotland Programme areas that are eligible for European support.

- The SPRUCE Fund will provide £50m (£24m ERDF/£26m Scottish Government) of capital aimed at financing regeneration projects in Scotland, with funding that has been repaid from successful projects being used to fund further regeneration projects. The Government’s intention is that the fund will support a range of regeneration projects offering loans and equity investment, and will be recycled up to 3 times within 10 years, providing significant resource to support successful regeneration in the 13 eligible areas. Argyll and Bute does not fall within one of the 13 local authority areas that are eligible for this fund.

- Across VDLF, URC, and SPRUCE currently 15 local authorities are eligible or receive funding for Regeneration activities. The proposal for the £25m Regeneration Capital Grant would provide an opportunity for all local authorities to potentially access regeneration funding and Argyll and Bute Council would welcome this however there is no guarantee that every local authority will benefit annually from the new fund. Input from Local authorities to the criteria applied to funding

- Regeneration Investment Fund, which is a new funding model proposed within the Regeneration Strategy related to the re-configuration of resources and has two distinct but interrelated parts: a Capital Investment Fund and the People and Communities Fund.

- The People and Communities Fund, launched in May 2012 will provide at least £6 million per year for the next three years. The fund aims to promote and support community-led regeneration initiatives across Scotland. Local authorities are however not eligible to apply to this fund and therefore this fund cannot be factored in as LA’s develop their strategic investment programmes to secure regeneration.

- The Capital Investment Fund is intended to provide support for physical development and will focus on a number of key interventions such as land
remediation, enabling infrastructure, and support for town centres. This Fund would be a critical element of funding support for a rural local authority such as Argyll and Bute looking to tackle issues of economic decline and depopulation and in the development of regeneration projects to tackle these issues. However the funding streams that sit under this Fund would in the main not apply to Argyll and Bute as it is not within an eligible area. This is a significant issue for us.

- A £25m Regeneration Capital Grant Fund, including the previous £12.5m Urban Regeneration Companies (URCs) funding. This funding stream related to funding for the following for URCs: Clyde Gateway (Glasgow and South Lanarkshire), Riverside Inverclyde (Inverclyde), Irvine Bay (North Ayrshire), and Clydebank Rebuilt (West Dunbartonshire). Under the previous arrangements, the £12.5m would have been available through some form of distribution for CPP priorities, this now means the opportunity for Local Government to access funding from a larger £25m pot.

- The Regeneration Capital Grant fund will focus on delivering large scale transformational change, aimed at delivering projects and programmes which can lever in private sector investment and address market failure. Key activities may include: land remediation, enabling infrastructure and support for town centres. As the Regeneration Strategy highlights, physical change cannot be delivered in isolation and should be part of a holistic approach to regeneration which also encompasses economic and social aspects. Therefore it is anticipated that projects funded from the Regeneration Capital Grant Fund would need to demonstrate both economic and social benefits through any physical/infrastructure changes. The Council through its Strategic investment through the CHORD programme is seeking to achieve the above objectives. However securing the necessary level of investment for the regeneration of our town centres of Campbeltown, Helensburgh, Oban Rothesay or Dunoon is a significant one. Access to seed core funding via a Regeneration Fund could greatly assist in delivering economic and social benefit to our communities and our businesses. The issues facing our retail centres are significant and the Council welcomes

11. In addition to the above the following general comments should be taken into consideration:

- Future funding initiatives should have realistic and deliverable timescales for both the preparation of the business case and delivery of project. The Scottish Government’s ‘Town Centre Regeneration Fund’ of 2009 was welcomed by Argyll and Bute Council and we hope that there will be similar funding call in the future. However, funding initiatives tend to have ambitious timescales for the submission of bids allowing less time for the development of applications, particularly in relation to Business Cases. It would be useful if the Scottish Government could give more notice of when new funding streams are opened up; this includes funding criteria. Two stage applications are welcomed by Argyll and Bute Council as the effort required to submit high quality submissions can be onerous but worthy of the effort if there is confidence in receiving funding. A stage one approval from a funding stream gives the
confidence to release precious resources to develop sound business cases and well developed plans.

- Given the time and resources to pull together meaningful business cases future funding initiatives should clearly set out how applications will be prioritized/scored.

- Funds should be clearly linked to supporting outcomes in Annex A of the Regeneration Strategy.

- An accessible webpage providing an overview on all available funding from the Scottish Government would be useful.

- The alignment of funding deadlines and approval timescales should be taken into consideration particularly in regard to fitting with LA budget setting processes and timelines

**Regeneration, equalities and preventative spending**

12. Regeneration strategies can often be reactive as opposed to proactive as they are defined by need. Public sector intervention requires to be justified by policy which in turn are informed and influenced by economic data e.g. Scottish Index of Multiple Deprivations. Such is the competitive demand for public sector investment in our communities; the challenge at present is investing wisely in our top priorities in a manner that maximises the benefits across our communities and area.

13. Rural areas can suffer from pockets of deprivation that are difficult to identify or quantify and can missed. Whilst the SIMD is an excellent resource to identify issues at the strategic level, they do not highlight pockets of deprivation. In the absence of an alternative means of identifying areas of need, the SIMD can portray an inaccurate picture at the local level. Historic Scotland’s CARS funding applications highlight this particular issue when requesting evidence of need including data on SIMD. Whilst Argyll and Bute Council welcomes the HS CARS funding calls, the onus on using SIMD in assessments can potentially provide a misconstrued analysis of socio-economic disadvantages and this can disadvantage rural authorities such as Argyll and Bute where the bids are being assessed for both urban and rural bids.

14. Within the CHORD programme are two Town Heritage Initiatives in Campbeltown and Rothesay. In addition to investing in our built heritage, the Council has developed up to date Tenement Maintenance Guides which are promoted to encourage private property owners to undertake their preventative measures to ensure that the integrity of their properties remain for another generation.

15. In respect of the recommendations of the Christie Commission, Argyll and Bute Council are already leading on ways on understanding community needs and working in partnership with third sector organisations. Argyll and Bute Council’s Third Sector and Social Enterprise officers are key partners in third sector
network organisations such the Argyll and Bute Social Enterprise Network and the Argyll and Bute Local Services Initiative which is working with the Carnegie Trust UK and other organisations to primarily deliver on the recommendations of the ‘Harnessing the Potential of the Third Sector to Help Achieve Council Objectives’ (2010) which was developed by Argyll and Bute Council in partnership with Community Planning Partners and the Big Lottery Fund. Key recommendations relate to funding, assets, procurement and training and skills.

16. In response the Council reduced grant funding streams to third sector organisations and community groups from three to one to make the process more transparent and fair.

17. The Council’s third sector and social enterprise team work closely with third sector organisations on a wide range of projects; whether it is from providing advice to more intense ‘hand holding’, the Council endeavours to support third sector organisations and assist in addressing issues of capacity within third sector organisations.

18. The Council has recently approved the Third Sector Asset Transfer Process which seeks to put in place suitable arrangements to support asset transfer to the third sector. This approach has been developed through the Council’s Demonstration Project Board (referred to previously). It seeks to put in place a rigorous and fair process and one that clearly identifies and assesses the capacity of applicant organisations and highlights wider community benefit that could be derived from a potential asset transfer. Argyll and Bute Council provided a formal response to the Christie Commission consultation in May 2011. The Council recognises that there is considerable value in adopting a rolling reform approach based on the following principles:-

- Rebuild and strengthen local accountability and devolve more decisions to local bodies,
- Redefine the role and relationship between national and local government bodies, and
- Improve collaboration across Government and public services to improve outcomes and efficiencies for service users.

19. Argyll & Bute Council has been taking a leading role in promoting the introduction of shared services across the Highlands and Islands through the Convention of the Highlands and Islands (COHI). Within the Argyll and Bute Council boundary, the Council is working with Strathclyde Police, Strathclyde Fire and Rescue and NHS Highland to take forward a common agenda of shared interests.

20. Across the wider West Highlands, this Council has scoped out a range of projects which it is taking forward on a joint basis with Highland Council and NHS Highland. The two most significant workstreams with the potential for the greatest efficiency savings are in relation to shared support services and the integration of Health and Social Care Services.

21. In regard to Service Improvement and innovation the Council has been leading on increasing employee involvement via the development of the HUB and
Cascade which allow the dissemination of information and easy access to policy development and budget and transformation programmes and areas of general interest.

22. In line with the Council’s Community Engagement Strategy and improved approach to Community Planning, *Forward Together* events have been held across Argyll and Bute. These events, involving the Council and Community Planning Partners, are an effective means of engaging with a wide cross-section of local communities to determine the needs and concerns across the area.

23. Argyll and Bute Council has, for the first time, undertaken public consultation on proposals for its budget. The 2011/12 budget will be the first Council budget that has canvassed the views of a wide range of service users in Argyll and Bute and considered those views as part of the budget setting process.

24. Argyll and Bute Council’s recently approved Procurement & Commissioning Strategy, partly seeks to ensure that local businesses and the third sector in particular have a valuable role in supporting the work of the local authority and the strategy is aimed at removing barriers to those, often small organisations with limited resources, providing best value to the Council. This will be achieved by:

- On-going Supplier events for SME’s to cover areas of concern and help educate on how to become a supplier to the Council.

- The Council will work with organisations from the social sector to remove any barriers, real or perceived, which hinder the ability of those organisations to trade with the Council.

- Encourage main contractors to engage with local suppliers and SME’s through the inclusion of Community Benefit clauses, re-tender clauses and early engagement in commodity strategies.

- The Council will oblige main contractors involved in major infrastructure projects to re-tender in open competition, aspects of the work suitable for sub-contracting.

- The Council will strive to remove barriers to small and medium sized companies who wish to trade with the Council and will, within the overall framework of best value purchasing, seek to support local communities and local employment.

**Regeneration and sustainable economic development**

25. In the wider context, as highlighted above, our Economic Development Action Plan provides the framework for economic development giving clear signals to all sectors where the Council’s economic development ambitions lie. Funding support is a critical element to secure the delivery of our ambitions and those of our partners, communities and businesses.
26. The Council’s CHORD programme is seen as playing a critical role in driving rural economic growth and competitiveness across our area, creating more and better jobs and opening up new economic opportunities and encouraging strong and growing our key service centres. This is a strategic regeneration programme and it is anticipated that this will create the sense of place and socio-economic wellbeing necessary to engender private sector investment in our region. This links to the Scottish Government’s focus on Infrastructure Development and Place in order to drive sustainable economic growth and develop a more resilient and adaptable economy. However, it is reliant upon a collaborative approach from our partners and communities and from Scottish Government.

27. The Council has been successful in working with key partners and funders to take forward the development of the Kintyre Renewables Hub project. This principally involves the improvement of road, marine, and port infrastructure in Campbeltown. In combination, these improvements are designed to enable the efficient and effective import and export of materials to and from manufacturing facilities within Kintyre including Machrihanish airfield, which accommodates a wind turbine tower manufacturing plant. Campbeltown/Machrihaich is identified as one of the 10 strategic sites to service the off-renewables industry across Scotland (National Renewables Infrastructure Plan (N-RIP)).

28. The project also aims to facilitate the positioning of Campbeltown as the Renewables Hub of the Kintyre Peninsula, and a key element of a South-West Scotland Renewables Cluster. This would build upon the close proximity of offshore wind, wave and tidal proposals, and the opportunities provided by Campbeltown’s harbour, airport, and land availability at Machrihanish.

29. The rationale for the strategic investment in Campbeltown’s Infrastructure is as follows:

- the current economic challenges in Kintyre, and Campbeltown;
- the specific local advantages that Campbeltown / Machrihanish has to offer the Renewable Energy industry, particularly its proximity to wind, wave and tidal sites; the sheltered and deep-water harbour at Campbeltown; and the development land that is available at Machrihanish; and
- the wider economic potential arising from the Renewables Energy Industry.

30. This is recognised as a “once in a lifetime” opportunity to attract high value economic development to the area. It must be recognised that the Renewables Energy Industry is at an early stage and although early investment in infrastructure at Campbeltown may provide first mover advantage, there are substantive risks and uncertainties around this. It is also noted that at present the focus by developers appears to have been placed on developments on the East Coast of Britain rather than the West Coast of Scotland, potentially facilitating a chance to learn early lessons from the first generation of off-shore developments.
31. This project would not have been feasible had various funding streams and public sector organisations not been allowed to come together to secure the delivery of this significant project.

32. The development of the Kintyre renewable hub links to the ambitions and vision within the Argyll and Bute Renewable Energy Action Plan (REAP) which is a Community Planning document. The REAP sets out the strategic vision for our area as regards securing economic development from the development of renewables. Through the Argyll and Bute Alliance, a strategic partnership of public sector and private sector organisations (Marine Scotland, Crown Estate, Highlands and Islands Enterprise, Skills Development Scotland, Scottish and Southern Energy, Scottish Power Renewables) we are working to deliver our vision for renewables and to stimulate economic development and growth within our area. The key focus for action is in regard to ensuring the correct infrastructure investment is in place relating to both grid capacity and port/harbour facilities. The alignment of Scottish Government policy and investment programmes through National Planning Framework and N-RIP are critical to securing the development of the renewables industry in Argyll with a particular focus on offshore wind, wave and tidal.

33. Argyll and Bute Council has been successful in securing an outline bid for Tax Incremental Finance (TIF). The Council’s TIF project relates to infrastructure investment that will stimulate economic development in the Oban, Dunstaffnage, Dunbeg, North Connel and Barcaldine area. The package of infrastructure provision has been named the Lorn Arc and includes road infrastructure at Dunbeg / Dunstaffnage and new and improved Port and Marine infrastructure in the area.

34. Oban has been an important economic and social centre for the Highlands and Islands for many years. It’s unique geographic location and function as “Gateway to the Isles”, combined with its marine resources, world class research, transport connectivity, quality of environment and produce represent distinct factors of economic advantage.

35. These potential sources of growth can create employment and wealth across a range of industries including renewable energy, marine sciences, tourism, manufacturing, transport and communication.

36. The provision of this infrastructure will reposition the wider Oban economy in terms of a range of industries, including renewable energy, tourism and marine sciences, and enable significant additional economic activity at a local, regional and national level. It is anticipated that there will be significant economic benefit from this investment. The proposed project aligns with both local and national plans and ambitions for economic development and will complement the Council’s ambitious CHORD regeneration programme.

37. The most significant impediment within Argyll and Bute is connectivity with the greatest challenges relating to the A83. The A83 is the primary transport corridor
into Argyll from the central belt and the continued threat of landslides at the Rest and Be Thankful and other sites is harmful to our regeneration potential, particularly in relation to our key economic drivers including tourism, business development, forestry, agriculture all of which are key sustainable economic driver.

38. In respect of digital connectivity, it is established that there is very little or no 3G mobile phone communications in the Highland and Islands region at a time when 4G is now being rolled out in the London area. Broadband speeds are low compared to urban regions and collectively places a competitive disadvantage on Argyll as a place to work, visit and live. Whilst super-fast broadband is not an economic panacea to creating economic activity in remote rural areas, it is integral to social and economic development and to the delivery of Scotland’s National Outcomes in rural Scotland. Social media is now recognised as a critical tool for both marketing and doing businesses; however, the lack of critical infrastructure in our remote rural regions continues to place a constraint on our potential economic development.

39. Continued investment in the fabric of our towns and retail sector is critical if we are to secure successful regeneration and to deliver economic and social benefits. The Council welcomes the fact that the Regeneration Strategy and Fund support town centres and visioning a future for local high streets as a priority. The Council welcomes the fact that the Scottish Government will undertake a review of town centres during 2012 to develop practical, focused solutions for town centres. This health of our town centres is a key issue for us as a local authority and the need to secure continued investment in the fabric of our towns but also in looking at innovation solutions to tackle the increased number of vacant retail units is a key focus for us at this time.

40. Developing sustainable solution to address the increasing number of vacant and neglected properties occupying prominent locations within our main streets is an area we would seek to work with the Scottish Government on. The active neglect by owners of properties, the lack of factoring and lack of any financial burden placed on these owners needs to be given serious consideration if we are to stop the rot.

41. We are working closely with the third sector in the development of a sustainable approach to our town centres and in securing that sense of place. Community Action Plans are being developed in a number of our more vulnerable communities across Argyll and Bute. This is being driven with funding support from HIE and provides a vision for the future, highlighting what matters most to those in the community as well as the priorities and actions for the future. There needs to be an alignment between partners both with regard to policy and funding, to ensure that these actions can then be delivered.

42. Rural communities are complex and funding sources and support needs to be sufficiently flexible to ensure that they can access support. Whilst the Scottish population is growing at a national level, in addition to an ageing population and a falling working age population, Argyll and Bute is forecast to experience a
continued decline in growth of -7.2% by 2035 as highlighted in the SAC report ‘Rural Scotland in Focus 2012’. This report also highlights the following:

- Campbeltown and Dunoon as two of the most vulnerable settlements in Scotland.
- Whilst there is a universal demand for more housing, second home ownership is considerably in the Highlands and Islands and highest in Argyll and Bute; particularly on the Cowal Peninsula (highest at 35%), Coll and Tiree (29%) and also on Jura and Islay.

43. It is important that as we move forward to address many of the issues facing our communities that we have a strategic vision that we are working towards and that there is an alignment of funding support to achieve this if we are to be successful in securing sustainable regeneration.

Community led regeneration and CPPs

44. Argyll and Bute Council has a track record in developing community led regeneration and recently Argyll and Bute Council’s Planning Policy Department received a commendation at the Scottish Government’s Awards for Quality in Planning in respect of the Craignish Community Plan. The plan was developed by the local community in partnership with the Council’s Planning Policy Department. The principle of the Craignish Community Plan is to outline a vision for how the Craignish Community wants to develop and set out actions for achieving its aspirations. The plan is now adopted as Supplementary Planning Guidance and provides a platform for partnership working.

45. The CPP within Argyll and Bute is an important resource for development of our Single Outcome Agreement and the subsequent formulation of Council policies and actions in a manner that identifies and addresses the needs of our communities.

46. The CPP is an important partner in delivering service improvements and the CHORD programme. As mentioned above, community and business needs are aligned with council plans to identify shared objectives and engender successful partnership working.

47. Argyll and Bute Council welcomes community led regeneration and some of the best examples in Scotland lie within Argyll including the achievements of Gigha Heritage Trust after the community buy out of Gigha. Looking ahead, the former RAF Machrihanish Air Base outside of Campbeltown has been purchased by a community group and is currently developing plans for its regeneration. Argyll and Bute Council also welcome the new Scottish Land Fund which is essential in assisting communities to take control of their own destiny and tackle their specific issues.

48. However, whilst local communities contain significant potential to improve their areas, there are always questions over capacity, capability, longevity and access to finance, both development and capital. Whilst the public sector has a crucial
role to play in assisting community groups, the shrinkage of the public sector coupled with the growth of empowering community groups requiring assistance has resulted in a mismatch of support available.

49. A key frustration with communities is the perception that regeneration in their localities is ‘taking too long’. It is well established that successful and sustainable regeneration takes time and managing expectations can be a challenge to prevent ‘fatigue’ within communities. Support for communities and third sector organisations are critical and the development of community action plans has a key role to play in the identification of actions and priorities. The development of community action plans allows communities to not just consider the negative aspect of where they live and work but also allows a collective focus on the assets that they have be these economic, physical and social – and use these assets to deliver sustainable, positive change. This asset-based approach helps to support communities to have a positive identify in the future.

**Regeneration and climate change targets**

50. The utilisation of our renewable resource and the development of the renewables industry within Argyll and Bute does and will continue to assist the Scottish Government in the delivery of their climate change targets. However to deliver on these targets for the future it is critical that there is significant commitment and investment from Scottish Government to improving infrastructure within our area, this would be in relation to road, port and harbour, air services, digital and grid investment.

51. The provision of the Argyll and Bute Sustainable Design guides seeks to ensure that in the design of any new build energy efficiency and the use of renewable technologies is actively encouraged.

52. The manner in which projects are designed and delivered on site seeks to minimise any environmental impact and to deliver projects in a sustainable manner seeking to minimise impact and reduce carbon footprint.

Argyll and Bute Council