

# Apply to the levelling up fund round 2

## Submission details

Submission reference	LUF20224
Created time	Wed, 10 Aug 2022 08:50
Signed-in user	35d493f1-bf1c-45aa-8df9-c5daf2598716

## What is the legal name of the lead applicant organisation?

Inverclyde Council

## Where is your bid being delivered?

Scotland

## Select your local authority

Inverclyde

## Enter the name of your bid

Greenock Central

Does your bid contain any projects previously submitted in round 1? No

## Bid manager contact details

Full name	[REDACTED]
Position	Interim Director - Environment & Regeneration
Telephone number	[REDACTED]
Email address	[REDACTED]
Postal address	Inverclyde Council Municipal Buildings Greenock Inverclyde PA15 1LY

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## Senior Responsible Officer contact details

Full name	[REDACTED]
Position	Interim Director - Environment & Regeneration
Telephone number	[REDACTED]
Email address	[REDACTED]

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## Chief Finance Officer contact details

Full name	[REDACTED]
Telephone number	[REDACTED]
Email address	[REDACTED]

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## Local Authority Leader contact details

Full name	[REDACTED]
Position	Leader of the Council
Telephone number	[REDACTED]
Email address	[REDACTED]

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## Enter the name of any consultancy companies involved in the preparation of the bid

Ironside Farrar Ltd.  
Ekos Consultants

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## Enter the total grant requested from the Levelling Up Fund

£19390000

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## Investment themes

Regeneration and town centre	80%
Cultural	5%
Transport	15%

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## Which bid allowance are you using?

Full constituency allowance

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How many component projects are there in your bid?

1

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Do you have the support of all the authorities with the relevant statutory responsibility before proceeding?

Yes

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File upload 1

Upload pro forma 1 LUF Round 2 Pro forma 1 (TS)\_ (1).pdf

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Are you submitting a joint bid?

No

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Grant value declaration

I am submitting a bid as a single applicant and can confirm that the bid overall does not exceed £20 million grant value

Tick to confirm

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Gateway criteria: costings, planning and defrayment

I confirm that some LUF grant funding will be defrayed in the 2022/23 financial year

Tick to confirm

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Costings and Planning Workbook

LUF\_Single\_Project\_Costings\_and\_Planning\_Wkbook\_v2.00\_FINAL\_INVERC LYDE.xlsx

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Provide bid name

Greenock Central

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Provide a short description of your bid

Greenock Central is a transformational Town Centre Regeneration Project seeking to address fundamental place-based challenges created by the negative legacy of roads infrastructure. It has been developed by Inverclyde Council with Transport Scotland and West College Scotland and will:

- Demolish the elevated A78 dual-carriageway that currently runs through the town centre, along with 40% of the existing Oak Mall retail space to remove severance and associated negative place perceptions, adverse environmental

quality, rebalance retail space requirements and put the 'heart' back into the town centre.

- Replace with a new high quality urban public realm, based around public squares and greenspace animated by activity created by mixed-use development, with priority given to pedestrian movement, place-making, and opportunities for follow-on investment. The elevated A78 trunk road will be replaced by an at-grade street with full active travel integration, remodelled as an urban signalised junction incorporating pedestrian / cycle crossings.

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## Provide a more detailed overview of your bid proposal

The project has been developed as a catalyst for regeneration and transformation of Greenock Town Centre. It addresses the fundamental challenges created by an elevated inner-urban road infrastructure, a failing retail mall, hostile pedestrian environments and restricted access that carves up the town centre, restricts connectivity between bus/rail stations and town centre and waterfront. Both accessibility and the image and profile of the town are adversely impacted with attendant environmental (noise/air pollution) and public safety issues.

The project is tightly scoped to maximise the outputs and regeneration outcomes. The project will deliver a transformed Greenock Town Centre radically restructuring of the centre in terms of place, connectivity, appeal, footfall and investment opportunity re-balancing retail /services /public realm space and creating a new sense of place based on live-work-learn-invest-visit as a place of choice. Full details of the proposed interventions, outputs are set out within the Business Case (Section 1).

- Demolition of c.500 metres of elevated Trunk Road section (A78)- agreed with Transport Scotland
- Demolition of three underpass pedestrian routes with significant user/safety challenges
- Demolition 6,500 m2 Mall based retail
- Creation of town Centre investment sites 20,000M2 to support new College Campus
- Restructuring 91 parking spaces (Bull Ring) with a balance of parking and active travel measures
  
- Transforming the town and town centre opportunities for successful place regeneration
- Rebuilding an at-grade 4-way signal controlled urban junction to create new public realm, support connectivity / safe mobility and town centre health & well-being
- Re-design of 765metres of existing elevated dual carriageway to provide an at-grade urban street supporting access and safe mobility and providing the enabler for town centre regeneration
- Masterplanned high-quality public realm space - c.5700m2 of (plus developer public realm)
- Removing the effective blight created by elevated transport corridor (V&DL)
- Provision of 1000m2 greenspace / park / tree planting
- Integrating 1400 linear metres of barrier-free footway/cycleways
- Provision of 4 Trunk Road Pedestrian Priority Crossings to facilitate town centre connectivity
- Provision of 16 DDA parking spaces / 6 Car club/Shared Use/Taxi spaces for town centre
- Provision of 12 E-electric (EV-UFC) and 24 E-Bike Charging Stations

Investment will be the catalyst for follow-on / leveraged investment masterplanned to include:

- Creation of West College Scotland Town Centre Campus of c. 3000 sqm
- Development of new residential units / affordable housing of c. 50-60 units
- New mixed-use services / specialist retail of c. 600 sqm (3 units)
- Investment in Community Library / Adult & Digital Learning Centre
- Development of Cultural Quarter around Glebe Building

Key benefits resulting from the Project will include:

- Revitalising the currently failing town centre by removing long-term vacant retail units and aged infrastructure, creating conditions for regeneration of the

town centre as an accessible, multi-functional appealing place that is easy to access, safe and welcoming, and a positive place to invest.

- Supporting positive health and well-being outcomes in one of the most deprived areas in Scotland. The Project will facilitate active travel opportunities and deliver broader benefits to wellbeing through creation of high-quality public realm, quality greenspace and active and affordable travel measures.

- The Project will restore pride-in-place that has been lacking from Greenock, by removing blighted and failing buildings and investing in new public realm and place-making to transform perceptions of the town centre.

- Strengthening of local 20-minute neighbourhoods by improving accessibility to the retail centre and local services for communities around the town centre, creating stronger pedestrian accessibility and legibility with safe and highly visible routes across the area.

- Facilitating and enabling follow-on investment in the town centre by West College Scotland, Lunar Greenock SARL (hereafter referred to as 'Oak Mall Greenock Ltd'), Inverclyde Council and other private sector operators, which will create a thriving, multi-functional centre with strong place appeal for local communities and visitors.

The significant benefits and positive impacts from the project are set out within the Business Case and Theory of Change document attached to this Funding Bid.

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## Provide a short description of the area where the investment will take place

The project is focused on west side of the Greenock Town Centre defined by the existing A78 Corridor and Oak Mall environs. The A78 dual-carriageway is an elevated urban dual-carriageway that bridges across the roof of the Oak Mall. East-west access through the Town Centre is via the Mall and is only accessible during normal retail hours.

A Site Plan showing the layout of the area and key features is included in the Business Case attached to this Funding Bid.

Greenock has a proud history as a maritime town with strong industrial heritage. The modern town centre has developed progressively over the 20th century, shaped by gradual de-industrialisation of its waterfront, the major realignment of road infrastructure (A78 / A8) in the 1980's, and development of large-format mall based retail which continues to negatively define much of the town centre. The design re-enforced the motor vehicle as the predominant mode of travel with major adverse impacts on the town centre.

The impact has been to 'hollow-out' the centre, disrupt normal circulation, fragment footfall and push investment to edge of centre sites capable of offering better amenity and place quality. Key high-intensity inter-active place-based uses (Café-Culture/ Evening Economy/ College - Library –Services - etc) are disadvantaged and the critical multi-user based footfall essential to town centre vitality has been lost.

Retail has found it easier to compete within peripheral retail park sites with Oak Mall unable to secure tenants (units under the A78 suffer water ingress and are unleaseable) presenting 90% vacancies and inability to attract new retail investment.

The resultant poor-quality environment and negative place perceptions are recognised (Council /Oak Mall/ Chamber of Commerce) as the primary challenge for any successful town centre regeneration. Transformation of the place profile addressing place quality and the revitalisation of the town centre offer (retail /leisure/town centre living/learning) is predicated on structural change. All town centres face challenges in terms of national trends including online shopping, consolidation of national retailers, lack of functional diversity, covid recovery, etc.

Greenock to compete as a strong regional centre needs to radically re-structure, re-define its offer and build a live/work/learn/invest and visit that connects to its local residents and consumers and offer a place that works functionally and can once again become a destination of choice.

## Does your bid include any transport projects?

Yes

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## Provide a short description of the transport project

1980's transport infrastructure created the A78 elevated dual carriageway through town centre along with the Bullring roundabout, effectively carving it into three parts, severing the town centre from the waterfront and allowing east-west connections only via a Retail Mall (accessible shopping hours only) or through the hostile environment of tunnel underpasses, service yards and car parks. A Site Plan showing the layout and route of the road and key surrounding features is included in the Business Case attached to this Funding Bid.

The existing A78 will be replaced by an at-grade street with full active travel integration, and the Bullring Roundabout remodelled as a signalised junction incorporating pedestrian / cycle crossings that reconnects key town centre nodes / functions (bus/rail interchange, waterfront, retail, local services, civic / Council buildings).

In terms of specific transport interventions and delivery, the project includes:

- Demolition of c.500 metres of elevated Trunk Road section (A78)- agreed with Transport Scotland
  - Demolition of three underpass pedestrian routes with significant user/safety challenges
  - Restructuring 91 parking spaces (Bull Ring) with a balance of parking and active travel measures
  - Rebuilding an at-grade 4-way signal controlled urban junction to create new public realm, support connectivity / safe mobility and town centre health & well-being
  - Re-design of 765metres of existing elevated dual carriageway to provide an at-grade urban street supporting access and safe mobility and providing the enabler for town centre regeneration
  - Removing the effective blight created by elevated transport corridor (V&DL)
  - Integrating 1400 linear metres of barrier-free footway/cycleways
  - Provision of 4 Trunk Road Pedestrian Priority Crossings to facilitate town centre connectivity
  - Provision of 16 DDA parking spaces / 6 Car club/Shared Use/Taxi spaces for town centre
  - Provision of 12 E-electric (EV-UFC) and 24 E-Bike Charging Stations
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## Provide location information

### Location 1

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Enter location postcode PA15 1JJ

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Enter location grid reference NS 27890 76216

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Percentage of bid invested at the location 100%

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Optional GIS file upload for the location LUF\_GreenockLocationPoint.shp

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## Select the constituencies covered in the bid

### Constituency 1

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Constituency name	Inverclyde
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Estimate the percentage of the bid invested in this constituency	100%
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## Select the local authorities covered in the bid

### Local Authority 1

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Local authority name	Inverclyde
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Estimate the percentage of the bid invested in this local authority	100%
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## Sub-categories that are relevant to your investment

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Select one or more regeneration sub-categories that are relevant to your investment	Commercial Civic Residential
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Select one or more cultural sub-categories that are relevant to your investment	Arts and Culture Visitor Economy Heritage buildings and sites
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Select one or more transport sub-categories that are relevant to your investment	Active Travel Strategic Road Local Road
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## Provide details of any applications made to other funding schemes for this same bid that are currently pending an outcome

Not applicable.

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## Provide VAT number if applicable to your organisation



## Bidders are invited to outline how their bid will promote good community relations, help reduce disparities amongst different groups, or strengthen integration across the local community

Inverclyde and Greenock include some of the most disadvantaged communities in Scotland. The Scottish Index of Multiple Deprivation (SIMD) identifies East Greenock (covering the town centre) as having an income

deprivation rate of 48% and an employment deprivation rate of 44%. The SIMD dataset particularly highlights long-standing deprivation in terms of health, crime, employment / income, and housing quality. It is notable that levels of deprivation have worsened in recent years –in the 2016 iteration of SIMD data Greenock was ranked 23rd most deprived in Scotland but fell to become the no.1 most deprived in the 2020 iteration.

This is an area significantly disadvantaged by industrial restructuring, a lack of investment and the absence of opportunities for young people. Population has declined and local town centres have struggled to maintain vitality and vibrancy or secure investment supporting regeneration meeting community needs. Disparities within the community (wage inequality / health/ opportunities young people/ gender/ etc) are exacerbated by the failing town centre where local choice is limited, public transport and active travel connections difficult, adverse environmental conditions (air quality); and issues of safety and barrier free mobility challenging.

The project will help to improve social cohesion, build a more inclusive place-based environment, and strengthen inter-community relations by:

- Addressing long-standing blight in the town centre and removing vacant / under-utilised buildings, signalling positive change and investment in the community and breeding new confidence in the locality with new development that will improve access to key local services.
- Extend choice and ready access to services and town centre activity for all regardless of gender, income, health and remove barriers to civic and community participation for those living with disadvantage.
- Creating civic space that supports use across all community groups (age/ ethnicity/income/etc) creating multi-purpose functionality and a public realm accessible to all regardless of age / gender / religion / race / social background.
- Creating new sense of ownership by the community in the heart of 'our town centre' created through participation (live-work-learn-invest-visit) in a centre that is close to residential communities offers ready access by active-low cost-carbon neutral travel to support a cohesive 20-minute neighbourhood.
- The proposals will create a safe, appealing and welcoming town centre environment, removing underpasses, hostile overbridge environments and unsafe passages that attract anti-social behaviour which through 'Safe-by-Design' positively contribute to reducing crime levels in the town centre.
- Promoting Greenock as a successful place –reducing the stigma of deprivation –encouraging tourism, day visitors and widening the town centre catchment with both economic and social benefits.

As evidence of the consideration of equalities, Inverclyde Council have completed an Equalities Impact Assessment Scoping, based on the review of the project proposals. The EQIA Scoping has been shared with the relevant Locality Planning and Community Services Teams and approved at Head of Service level. The EQIA Scoping has identified no detriment to any groups and recorded positive outcomes for all interest groups / minorities / excluded or otherwise disadvantaged groups. Positive benefits are expected across all Protected Characteristics and Town Centre User Groups, primarily around safe accessibility including the perceptions of safe access and mobility. Wider positive benefits are associated with reducing inequalities caused by socio-economic disadvantage and health deprivation, by facilitating new investment and regeneration into the area.

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**Is the support provided by a 'public authority' and does the support constitute a financial (or in kind) contribution such as a grant, loan or guarantee?**

No

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**Does the support measure confer an economic advantage on one or more economic actors?**



Yes

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**Provide further information supporting your answer**

The support measure may confer an advantage on economic actors (e.g. town centre businesses/retailers) situated in Greenock Town Centre relative to other economic actors in the Inverclyde region, by improving the town centre trading environment and attracting greater footfall to the area through place-making / place appeal, additional footfall and public realm.

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**Is the support measure specific insofar as it benefits, as a matter of law or fact, certain economic actors over others in relation to the production of certain goods or services?**

Yes

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**Provide further information supporting your answer**

The support measure does not seek to provide specific support to a certain economic actor(s) over others. It is an area-wide regeneration project that seeks to improve the town centre environment in terms of place, environment and accessibility by removing over-capacity, blighted buildings, aged transport infrastructure, and providing new public realm and active travel infrastructure with opportunities for further investment and place-making. The investment provides public goods that are freely accessible for all to use and do not confer a specific economic advantage.

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**Does the support measure have the potential to cause a distortion in or harm to competition, trade or investment?**

Yes

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**Provide further information supporting your answer**

The project will provide enhanced public realm and place quality in the town centre through re-modelling of existing infrastructure and demolition of aged / dilapidated buildings. The full amount of the grant funding will be spent on public assets, which will be owned and operated for the public good.

It does not impinge on or restrict ability of any economic actors to compete, trade, or invest in free market

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**Will you be disbursing the funds as a potential subsidy to third parties?**

No

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**Has an MP given formal priority support for this bid?**

Yes

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**Full name of MP**

Ronnie Cowan MP

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**MP's constituency**

Inverclyde

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**Upload pro forma 6**

ProForma 6 - MP Support.pdf

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**Describe what engagement you have undertaken with local relevant stakeholders. How has this informed your bid and what support do you have from them?**

Inverclyde Council have led a comprehensive programme of stakeholder

engagement and consultation around regeneration of Greenock Town Centre. Engagement has informed the development of this project and Funding Bid. Full details are set out within the attached Business Case (Section 1) and summarised below.

The communities of Inverclyde and Greenock have been engaged in a process of future place visioning since the Town Charrette (Scottish Government Mainstreaming Programme). Through the town charrette process, 10 overarching design principles emerged to inform future town centre regeneration. These included the following principles to which the Greenock Central project has sought to respond:

- Place-mending –repair the urban fabric, urban desire lines, infill, mixed-uses
- Always Connect, All Ways –town to water, Blackhall Street to Cathcart Street and beyond
- Design Streets not Roads –from car dominated to pedestrian / bike friendly
- Gateway –improve 1st impressions (public transport / main roads / arrivals)
- Social by Design –encourage active, safe spaces (e.g. Bullring, around Oak Mall)

• Celebrate Greenock –history, heritage, art + people –pride in place.

Post the Greenock Charrette the 'Our Place Our Future' consultation survey was undertaken by the Council in building on the Town Charette process and supported through the Aspiring Communities Fund (2018).and a 'Celebrate the Present, Shape The Future' event in 2019.

The project engagement has strong links to Locality Planning and engagement with Community planning partners with the priorities for Greenock East and town centre identified as:

- Improved mental health and wellbeing
- Local connections and access services
- Access to employment and training opportunities
- Access to good quality, clean, tidy, natural space/parks and play areas.

The Greenock Town Centre Project developed in response to these priorities, which have emerged from an extensive, multi-year consultation process with local communities.

To build on the work of the Town Centre Charette and Locality Planning, Inverclyde Council launched a full consultation on the Bid Proposals in June 2022. Via a structured questionnaire and online survey the Council sought feedback from local stakeholders on all aspects of the project, as well as providing opportunity for general comment. The main findings were:

- 538 responses were received.
- 80% of respondents supported removal of the A8 elevated dual-carriageway and at-grade replacement
- 80% support demolition of Oak Mall (eastern section) /Hector McNeil House to create new civic / public realm space, and creation of new cultural quarter including Glebe Building.

The project demonstrates strong support from the local community and stakeholders. The vision has been strongly endorsed as a priority action and the core elements of the bid proposals supported. The Bid aligns positively with project partner aspirations / requirements and ambitions to identify a town centre campus site for investment. Engagement has established a strong collaborative partnership with key stakeholder interests including:

- Oak Mall Greenock Limited recognise that the Oak Mall in its current format is unsustainable and requires radical re-structuring. Oak Mall has subsequently formalised its discussions with Inverclyde Council and secured a planning application to demolish the eastern section of the mall and create a new entrance to the West of the A78.
- Transport Scotland (TS) have had long-standing issues with Oak Mall Greenock Limited on the maintenance of the A78 Bridge Deck / Deck Safety and water ingress /leaks from A78 over-bridge. TS in policy turn is now focused on multi-modal transport and movement and seeking to enhance connections/ active travel within Trunk Road network.
- West College Scotland are keen to develop their Greenock Campus and secure additional space –ideally within the town centre and with good connectivity to both rail/ bus stations.
- Inverclyde Council has significantly advanced its Place-Making agenda and Active Travel Strategy and with partner support (Transport Scotland /Oak Mall /

## Has your proposal faced any opposition?

The Project has not faced any opposition during the consultation and stakeholder engagement process. The consultation process undertaken by Inverclyde Council has highlighted strong support(75%+) for all aspects of the project, and strong support for the principle of revitalising the town centre. The areas where local concerns need to be addressed are associated with the potential impacts of disruption, construction traffic management and construction environmental management. The A78 has been closed for bridge deck maintenance (2018/20) with Drumfrochar Road successfully operating as the diversion route. Detailed contract and construction management will be coordinated with Inverclyde Council Transportation /Transport Scotland and Oak Mall Ltd. A Construction Management plan will include appropriate local engagement and communications to ensure disruption and construction related impacts are minimised.

Consultation feedback has also sought information and clarification around junction design and junction capacity and the impact this may have on traffic flow through the town centre. The principle of replacing the roundabout with signalised 4-way junction for the given traffic volumes is aligned with 'Design Manual for Roads and Bridges' (DMRB): TA79/99 / TA 30 / TD 50/04) and has in principle support from Transport Scotland and Inverclyde Council Transportation. DMRB assessments and further traffic modelling of AADT design year flows will inform design and final junction configuration. Transport Scotland through the engagement has requested provisional allowances for dual entry/exit lanes at the A8/A78 junction.

The benefits of the proposals are supported by Transport Scotland / Oak Mall and Inverclyde Council will adopt a formal Memoranda of Agreement with Transport Scotland (see Exemplar –Appendices) to ensure design proposals are advanced within a formal collaborative framework.

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## Do you have statutory responsibility for the delivery of all aspects of the bid?

No

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## Which parts of the project do you not have statutory responsibility for?

Transport Scotland have statutory responsibility for works to the Trunk Road network, including the elevated section of A78 dual-carriageway which is subject to demolition and replacement as part of this project.

Transport Scotland have advised that the Agency are not providing formal support to any transport-related projects in Scotland through the LUF Funding Process. However, the structural issues and problems associated with the bridge deck and the opportunity to secure a long-term partnership solution have enabled a project specific response in this instance.

The Greenock Project with the restructuring /realignment of the A78 addresses a long standing issue for Oak Mall and Transport Scotland. Resolution of the maintenance and access to the A78 bridge deck requires a long-term solution with demolition offering scope for both addressing town centre retail over-capacity and removing the place and environmental adverse impacts of an elevated dual carriageway.

Transport Scotland has issued an email of support outlining positive discussions between Transport Scotland and Inverclyde Council and confirming Transport Scotland will work with the Council and wider

## Who is the relevant responsible authority?

Transport Scotland

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## Support/consent of the relevant responsible authority

Do you have the support/consent of the relevant responsible authority?

Yes

Pro forma upload (if required) LUF Round 2 Pro forma 1 (TS)\_ (1).pdf

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## Provide evidence of the local challenges / barriers to growth and context that the bid is seeking to respond to

Greenock is one of Scotland's most deprived and disadvantaged communities. The issues and challenges facing local communities are long-standing and diverse. Successful town centres support communities with positive wide ranging and positive impacts across the whole community. Full details of the local challenges and barriers to growth are set out within the attached Business Case (Section 1) and are summarised below.

Greenock Town Centre has four major issues that adversely impact on its capacity to compete, meet the needs of its communities and be a successful place. These are:

- Greenock Town Centre is failing as a town centre, as witnessed by steady loss of footfall due to a failing retail offer, shop closures, town centre severance (eg. Safe accessibility and connections between cultural/transport/leisure/retail/services), poor environmental quality and loss of town centre functionality.
- Oak Mall Greenock Ltd have provided data that historic footfall of 100,000 persons per week has declined to approximately 50,000-60,000 per week, despite no change in catchment. The Oak Mall is the retail core of the town centre, but currently 1/3rd of the Mall is vacant, with very weak occupier demand and no prospect of ever occupying long-term vacant units. The eastern section of the Oak Mall (proposed to be demolished in this Project) experiences vacancy levels up to 90%. The area has lost anchor / brand-name tenants and footfall creators (Marks & Spencer, WH Smith, Optical Express, O2) to out-of-centre retail parks around Glasgow. The town centre is 'over-retailed' with Oak Mall (capacity 60+ units) well in excess of a viable capacity in the contemporary retail environment
- 1980's transport infrastructure created an elevated dual carriageway through town centre, effectively carving it into three parts, severing the town centre from the waterfront and allowing east-west connections only via a Retail Mall (accessible shopping hours only) or through the hostile environment of tunnel underpasses, service yards and car parks.
- The town centre is therefore disconnected from its local catchment in an area of long standing health and wealth inequalities, an aging population and lack of opportunities for young people where even simple place based functions (connections between bus/rail stations; college and town centre; leisure facilities and town centre) are problematic and challenging. Diagrams and plans illustrating these issues are provided in Section 1 of the attached Business Case.
- Scottish Index of Multiple Deprivation Data (SIMD) identifies Greenock Central (the datazone in which the project will take place) as the most deprived data-zone in Scotland. Within the town centre, there is an income deprivation rate of 48% and an employment deprivation rate of 44%.

- All neighbouring data-zones are in the most deprived 10%. Across Inverclyde, 45% of data-zones fall within the 20% most deprived in Scotland (lowest quintile). This is the highest level of all local authority areas in Scotland.
- Greenock Central has significantly worse than average health outcomes, with over 50% of people suffering from one or more long-term health conditions (Scottish Census, 2011). In the same area, 14.3% of people are economically inactive due to long-term sickness or disability, 3 times the national average (Scottish Census, 2011).
- According to National Statistics Socio-Economic Classification, there is a very high concentration in Greenock Central of people who have never worked or are long-term unemployed. In the immediate vicinity of the site this is as high as 20%, 4 times the national average.

The proposed demolition and remodelling of the A78 along with the eastern portion of the shopping centre creates the opportunity to address these issues, rationalise the retail floorspace offer towards functioning units with a more viable future, and enable comprehensive road re-configuration, public realm creation, and clear / rehabilitate land for future investment that can address long-standing socio-economic deprivation.

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## Explain why Government investment is needed (what is the market failure)

The HM Treasury Green Book advises that market failure occurs where “a market is unable to function fairly according to the economic ideas of efficient markets, from a Green Book perspective which looks beyond simply economic efficiency this means the market is unable to provide satisfactory levels of welfare efficiency”.

The land subject to the proposed interventions is under the control of Inverclyde Council (Inverclyde Council / Oak Mall Greenock Ltd/ Transport Scotland). Oak Mall Greenock Ltd. are the private owners of Oak Mall and are transferring the necessary A78 Corridor land assets to Inverclyde Council to support project delivery.

The section of the A78 extending south-west from the Bullring which is subject to re-configuration is owned by Inverclyde Council and operated as a ‘Trunk Road’ by Transport Scotland.

The principal market failure relates to the inefficient allocation of resources where the market cannot respond to the need for investment in public assets and infrastructure, leading to a long-term deterioration and inability to address negative externalities arising from legacy of 1980’s road construction and the resultant fragmentation of the town centre.

The project involving the restructuring of the A78 and investment in new public realm deliver a public good which cannot be provided by other parties and deliver public benefits for which there are no single direct beneficiaries and which are non- excludable that mean there no incentive for private/ market driven investment.

The public good delivers economic, social and environmental benefits that support area regeneration, investment and civic health & wellbeing outcomes in an area of significant deprivation. Public investment will generate positive impacts on the place perceptions and its overall appeal in terms of the town centre as a destination and by extending its appeal and catchment. Market opportunities are restricted by ownership, public infrastructure and the ability to secure return on investment with no mechanism from which investment would benefit from these positive externalities that would flow from the project. Enabling public investment is required to provide the catalyst for change, drive new investment opportunities and secure the public good.

The scale and nature of the issues presented by legacy infrastructure and the associated need for town centre regeneration are such that they cannot be satisfactorily addressed within existing Council’s budgets and works programmes. The Bullring Roundabout, A78 road re-configuration, and the public realm improvements which are proposed are public goods, such that users cannot meet the funding / cost requirements through pricing

mechanisms. In particular, the proposed interventions exhibit the following characteristics of public goods:

- The benefits and positive outcomes which will arise as a result of the proposed interventions will not be limited to those funding them, i.e. non-excludability.
- The infrastructure and public realm created will be free / available to use by all, such that its use by one user (or group of users) would not restrict its use by others, i.e. non-rival consumption.

The market/private sector is unable to deliver the restructuring of the public infrastructure essential for town centre regeneration. No viable investment case can be made to address the issues associated with the continued presence of the A78 elevated dual-carriageway, and the wider challenges of regenerating the town centre environment as an accessible and high-quality destination. This results in inefficient allocation of resources with loss of economic and social welfare.

Public sector intervention is therefore required to address the issues and develop public goods. Without intervention, existing market failures and negative externalities will be reinforced as aging transport infrastructure and deteriorating built environment continue to impair place quality and vitality of the retail centre.

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## **Explain what you are proposing to invest in and why the proposed interventions in the bid will address those challenges and barriers**

What is the proposed investment?

The Project is focused on delivering town centre regeneration and transformation through investment in:

- Demolition of the eastern section of the Oak Mall along with the grade separated A78 dual-carriageway to remove legacy roads infrastructure, non-viable retail space and create sites for town centre investment.
- Development of a new quality urban civic spaces, based around public squares and greenspace animated by activity and mixed-use development, with priority on pedestrian movement, place-making.
- Create sites for inward investment in the town centre that allows diversification of the town centre with education and town centre living replacing office and retail space that is out of balance with market need

The existing A78 will be replaced by an at-grade street with full active travel integration, and the Bullring Roundabout remodelled as a signalised junction incorporating pedestrian / cycle crossings that reconnects key town centre nodes / functions (bus/rail interchange, waterfront, retail, local services, civic / Council buildings)

How the planned interventions will address identified challenges and barriers?

The proposed interventions will directly address identified challenges to growth and local place-quality by removing the current configuration of the Oak Mall retail centre and the A78 elevated dual-carriageway. This is a demonstrably failed arrangement of land and infrastructure that is failing to adequately deliver place based functionality either as a commercial / retail centre, an area accessible to local people, as a visitor destination, or as essential infrastructure.

Why deliver this project ?

Inverclyde Council and project partners recognise that the only way to address the town centre, regeneration and transportation challenges is to address the issue holistically, with a whole town vision based on strong place-making principles. All partners accept that Greenock's regeneration requires a partnership solution and public agency intervention to demolish the A78, restructure the public space putting place before movement and remove the barriers to a functionally successful town centre.

The proposals directly address the client group objectives, respond to the identified and long-standing problem and offer the opportunity to capture new investment. As well delivering strong economic outcomes, the project will positively shape perceptions of Greenock as an appealing destination and restore local pride in the town centre.



The interventions facilitate conditions for future investment in Greenock Town Centre as a mixed-use, multi-functional destination with strong appeal as a place to live-work-learn-invest-visit and provide inclusive access to all key local services. The proposals positively contribute to tackling local deprivation, by revitalising the local economy and creating opportunities to access employment as well as skills / training / education (through West College Scotland), as well wider health & wellbeing associated with living in an accessible, safer neighbourhood with better environmental quality.

What different options were considered and why the proposed solution is preferred.

An appraisal of different development options / interventions is set out in the attached Business Case (Section 2). The project development explored a range of options included:

- A 'Do-Nothing' option (essentially the position for the last 15+ years)
- Demolition / re-structuring of the Oak Mall (Eastern Portion) only, leaving A78 elevated dual-carriageway and Bullring roundabout in-situ and as per current arrangements (Oak Mall Planning Application).
- Restructuring of the Oak Mall (Eastern Portion) and A78 dual-carriageway, leaving Bullring Roundabout in-situ and as per current arrangements (Reduced scope with limited Town Centre user benefits).

These options were reviewed but discounted as each failed to deliver against shared client scheme objectives for a comprehensive and sustainable town centre solution and could only provide part-solution or limited gains relative to the needs of the town, the barriers to growth and the capacity to support regeneration.

The preferred option as presented to Levelling Up was selected as it secured strongest regeneration outcomes, fully addressed town centre accessibility and severance, provided opportunities for follow-on investment and enables the town centre to develop its mixed-use activity including education / independent and specialist retail / housing / culture and an evening economy that deliver clear positive benefits and a cost benefit ratio capable of attracting support funding.

Why is this the preferred location –

The site is the preferred location (relative to other opportunities in Greenock / Inverclyde) because it is situated at the heart of the town centre, and by including the A78 road and Oak Mall incorporates the key assets that require change to address the challenges of place, town centre regeneration, growth and investment.

It is both the most deprived and the most physically severed part of the town centre that has acute and direct physical barriers to access, as well as associated failings in place and environmental quality. It includes the town's retail core and is situated between key nodes of railway station, bus station, waterfront, and surrounding communities. It is therefore an area that has a longstanding need for investment and regeneration, that is well aligned to LUF objectives around place quality, health & wellbeing, and pride in place.

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**Upload Option Assessment report (optional)**

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## **How will you deliver the outputs and confirm how results are likely to flow from the interventions?**

A full Theory of Change document is attached to this funding bid, outlining the connections and causal links between proposed inputs, outputs, outcomes and impacts. This has been prepared with regard to Technical Note –Annex B and the project outputs and outcomes are strongly aligned to the 'Standard' LUF outcomes to which the Fund is targeted.

The project outputs have been developed with regard to the scope of the LUF Funding (Annex B), and comprise:

- Demolition and replacement of elevated dual-carriageway and replacement with new at-grade road operated by Transport Scotland as Trunk Road Authority
- Replacement of existing Bullring roundabout with 4-way signalised, controlled, pedestrian priority junction
- Integration into remodelled road network of pedestrian / cycling pathways to improve active travel accessibility into town centre.
- Creation of major new public realm at the heart of the town centre linked to Clyde Square and animated by Civic Buildings, Greenock Library and future west College Scotland College campus.
- Clearance and rehabilitation of under-utilised, aged, and dilapidated land and infrastructure
- Rationalisation and improvement of existing retail floorspace by clearing vacant units and improved public realm environs
- Creating educational and residential floorspace within the town centre via follow-on / leveraged investment by West College Scotland and Inverclyde Council
- Creating of new green space and tree planting to be integrated into the public realm

These outputs will be delivered by Inverclyde Council, working in partnership with Transport Scotland and Oak Mall Limited, West College Scotland and with continued local engagement with local communities and stakeholders. Opportunities for local benefits and Community Wealth Building will be sought through both the ongoing engagement and procurement process to enhance community capacity, develop civic participation, create opportunities (jobs/training/skills) for young people, and build confidence across the community that there exists a broad based commitment to Greenock regeneration that supports the community and improves the everyday lives of local people.

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Theory of change upload (optional)

Appendix 2 LUF\_Greenock\_Theory of Change.pdf

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## Set out how other public and private funding will be leveraged as part of the intervention

Key to the ambition and the long-term success of the project is ensuring the project is a catalyst for leveraging follow-on investment to regenerate the town centre by extending its catchment (spatially /qualitatively) and diversify the reasons for visiting the centre. Making the town centre a more dynamic shared experience will increase footfall, dwell time and town centre spend and is based on positively promoting the live-work-learn-invest and visit concept. Key areas of ambition already well developed with partners include:

- Town Centre Educational Campus: collaboration with West College Scotland who operate two peripheral sites in Greenock to develop a central 'Hub' campus site with ready access to rail/bus interchanges and supporting day and evening economy. Project is at early stage of development but envisages an investment of circa £24million complimenting the existing facilities.
- Town Centre Living: collaboration with Inverclyde Council Housing and partnered with a local RSL to deliver new mixed tenure town centre living opportunities on the site of Hector McNeil House. Capacity identified for 40-60 units with a capital investment of up to c. £8 million potentially including a proportion of special needs homes.
- Greenock Cultural Quarter: collaboration with various arts and cultural and heritage groups to develop the concept of a Cultural Quarter extending the tourism/visitor and event offer within the town focussed on a 3rd Sector/Public partnership to create within the Glebe Building a hub for creative arts / heritage and enterprise space.
- Retail Re-investment: diversifying the retail environment from the 'closed mall' serviced retail environment to a more outward facing model with retail facing and fronting streets expressing footfall /mixed-use activity connecting with public realm.
- Tourism & Event Promotions making more of the waterfront connections (Tall Ships / Waverley/ Maritime Heritage) securing added value from the Beacon Arts Centre, Ocean Terminal, Wyllie Gallery / Greenock Museum with a town



centre 'Fayre Weekend' annual cultural event. The new public realm offers opportunity to create a major 'town centre event space' combining Cathcart Square / Clyde Square / Cathcart Street & Car Park and the new public realm.

- Street –Café Culture: Greenock is a town with an interesting mix of streets, squares, classic civic buildings. The mall limits street activity and animation. Re-connecting people with the town through day/evening economy, street facing trading and external café seating will support a change in profile perceptions and encourage town centre footfall.

Greenock is Inverclyde's primary town centre. Its failing centre is not inevitable or beyond a capacity to build on and express its many special and distinctive qualities. Critical is the need to build a stronger mixed-use town centre that is a place of choice with strong functionality and place appeal.

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## **Explain how your bid aligns to and supports relevant local strategies and local objectives for investment, improving infrastructure and levelling up**

Full details of Project alignment to relevant local strategies and policy documents is provided within the Business Case (Section 1).

In seeking to deliver a comprehensive town centre regeneration with emphasis on place-making, public realm and accessibility the project is overall strongly aligned to the local policy agenda. Key documents and plans and the project's response to their priorities is summarised below:

**CLYDEPLAN (STRATEGIC DEVELOPMENT PLAN) (2017)** - Within the Clydeplan, Greenock is classed as a Strategic Centre. The project fully responds to identified 'Future Actions' for the centre including improving the public realm and retail offer and continuing to improve the quality of the environment.

**INVERCLYDE LOCAL DEVELOPMENT PLAN (2019)** - The project is well aligned to the priorities of the LDP, by facilitating development of vacant and under-utilised land (Oak Mall Shopping Centre East Portion), and delivering significant improvements to town centre connectivity and the retail trading environment. It will facilitate and enable follow-on investment in additional town centre uses (e.g West College Scotland Campus), supporting the function of Greenock as a commercial / retail / administrative centre.

**INVERCLYDE ECONOMIC REGENERATION STRATEGY (2021-25)** - The project significantly re-configures this area of Greenock Town Centre, to create a more attractive and long-term viable business environment, as well as linking more effectively with Greenock's water-front assets by addressing the severance of the Bullring roundabout and strategic road network.

**INVERCLYDE REGIONAL TOURISM STRATEGY 2016-2020** - The appeal of Greenock (and Inverclyde) as a tourist / visitor destination will be enhanced by the project, as it removes and upgrades legacy infrastructure that detracts from place quality and creates new high-quality public realm to reinforce positive perceptions of place at a key gateway to the town centre.

**INVERCLYDE ACTIVE TRAVEL STRATEGY (2018)** - The project will deliver a major upgrade to active travel infrastructure. It will replace the A78 elevated dual-carriageway which provides no active travel measures and is challenging to navigate, with an at-grade road incorporating cycle-ways and pedestrian priority crossings. It will facilitate greater uptake of active travel as a mode to access Greenock Town Centre, and to move through the town.

**GREENOCK EAST AND CENTRAL –LOCALITY PLAN (2020)** - The project has been developed to respond directly to priorities established through the Locality Plan. Specifically, it will significantly improve connections / accessibility between town centre services and surrounding communities and create new multi-functional open and civic space. By facilitating active travel, improving environmental quality, and attracting new investment, the project will positively impact health & well-being in communities around Greenock.

**SCOTTISH GOVERNMENT: 20 MINUTE NEIGHBOURHOODS** - The Project

fully aligns with the creation of 20-minute neighbourhoods. Re-connecting the town centre (east-west) transport interchanges, edge of centre residential neighbourhoods in an area of low car ownership with investment in active travel connections through segregated cycleways / footways and offering safe mobility in an area with significant health, wealth and access disadvantage.

GLASGOW CITY REGION ECONOMIC STRATEGY - The project is well aligned with the priorities of the Action Plan, by facilitating new development and regeneration in a deprived, town-centre location. It will support and enable follow-on investment (West College Scotland / Oak Mall Greenock Ltd.), creating new employment opportunities and economic activity.

REGIONAL TRANSPORT STRATEGY (SPT) - The Greenock Town Centre project will positively contribute to each of the SPT priority outcomes, improving facilities and networks for active travel that will improve connectivity and reduce emissions, as well as upgrading the Trunk Road network to improve reliability.

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## **Explain how the bid aligns to and supports the UK Government policy objectives**

Full details of Project alignment to relevant UK Government and Scottish Government strategies and policy documents are provided within the Business Case (Section 1). The bid is strongly aligned with all national/ regional and local policy objectives including Scottish Government National Performance Framework, national outcomes and indicators.

Key documents and plans and the project's response to their priorities is summarised below:

LEVELLING UP WHITE PAPER (2022) - The project is strongly aligned to the core objectives of Levelling Up. It is situated in a deprived area which faces socio-economic and health & wellbeing challenges. The project provides a significant investment in Greenock town centre regeneration and will transform place-quality, re-configuring a major roundabout and trunk road elevated dual-carriageway to enable new public realm, place-making, active travel opportunities, and revitalising the retail, cultural and civic buildings around.

NATIONAL PERFORMANCE FRAMEWORK - National outcomes are set to create a clear measurable framework setting out the outcomes that Scotland is seeking to create. The outcomes are aligned with the values and aspirations of the people of Scotland, United Nations Sustainable Development Goals and help to track progress in reducing inequality. National Indicators measure the progress against National Outcomes.

BUILD BACK BETTER HIGH STREETS (2021) - The project responds positively vision and objectives of Build Back Better. The site and land areas subject to intervention are at the heart of the Greenock town centre, but currently compromised by the legacy of 1980's road infrastructure. Re-configuration and investment with a priority on pedestrian accessibility and creating new public realm can breathe new life into the town centre, and deliver strong outcomes for community / place-making / health & wellbeing / retail vitality in the town centre.

SCOTLAND'S NATIONAL STRATEGY FOR ECONOMIC TRANSFORMATION (2022) - The project is strongly aligned to the vision of a wellbeing economy for Scotland, supporting socio-economic regeneration in a deprived town centre with priority outcomes around place, environmental quality, and active travel.

SCOTTISH GOVERNMENT - UPDATE TO THE CLIMATE CHANGE PLAN 2018-2032: SECURING A GREEN RECOVERY ON A PATH TO NET-ZERO (2020) - Re-configuration of the road network (Bullring roundabout and A78) and creating of new public realm in an accessible town centre location, exemplifies a place-based approach to green recovery. It will help reduce car kilometres by encouraging active travel journeys to the town centre, supporting local / regional / national net-zero objectives.

#### SCOTTISH GOVERNMENT - PLACE PRINCIPLE –(PST-2 and PST -CL)

The Project has been developed in line with the Place Principle, combining enhancement in local assets and service delivery, with the support of the local community and stakeholders (Transport Scotland, Oak Mall Greenock Ltd), to secure enhanced participation, health & wellbeing, and regeneration outcomes for Greenock. Addresses 'place-making reflecting Place Standard Toolkit (PST-2 and the emerging pilots for PST-Climate Lens>

#### SCOTTISH GOVERNMENT - NATIONAL PLANNING FRAMEWORK 4 – CONSULTATION DRAFT (2021) -

The Project is strongly aligned to the NPF4 strategy around positive place-making by re-configuring a car dominated town centre area to provide new public realm, active travel connections, and facilitating healthier and more active, lives for communities in Greenock. It replaces aged and declining 20th century assets (A78 dual-carriageway / partial Oak Mall demolition) with high-quality town centre public realm and place-making features that will revitalise the town centre and create a distinctive, appealing destination.

#### SCOTTISH GOVERNMENT - NATIONAL TRANSPORT STRATEGY 2 (2020) -

The project will positively contribute towards all key priorities of the National Transport Strategy, by encouraging active travel mode share, reducing motor vehicle pre-dominance in town centre, and improving connectivity / accessibility to/from/between communities. It will facilitate inclusive economic activity and regeneration of the town centre in a heavily deprived area, by remedying the negative legacy of 1980's infrastructure.

#### TRANSPORT SCOTLAND: ACTIVE TRAVEL FRAMEWORK (2021) -

The project will provide full integration of active measures in a re-configured Trunk Road, with priority lanes / pathways for cycling and pedestrian priority crossings. It will contribute significantly to creation of a healthier, more pleasant and liveable town centre environment, with reduced prominence of motor vehicles.

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## Alignment and support for existing investments

### Where applicable explain how the bid complements or aligns to and supports existing and/or planned investments in the same locality

Greenock and the wider Inverclyde region is an area that has suffered from a lack of investment and has been badly exposed to negative impacts of long-term de-industrialisation, economic downturns, re-structuring of retail sector, and Covid-19 (both in terms of local health and economy), as evidenced by the recent formation of the Inverclyde Taskforce, a multi-disciplinary / agency group to address the inequalities within Inverclyde.

For the town centre area, the Greenock Central Project is a significant 'key strategic infrastructure' step in Inverclyde Council's longer-term vision for the regeneration of the wider town as a regional centre and a place that local people are proud of, and which has a positive future.

The Project has a significant enabling and catalytic function in creating the conditions in which businesses / institutions / developers will want to locate and invest in Greenock, as well as creating a safe, welcoming, attractive place quality for visitors complementing the Ocean Terminal (Cruise Terminal /Gallery) and other cultural attractions of the town. The Project is crucial in the delivery of the Council's Local Development Plan objectives and Development & Regeneration Strategy, which prioritise promoting sustainable growth, developing vacant and under-utilised land, and strengthening the business base.

The project is a key component part of a 'whole-town' place based regeneration delivered across multiple platforms with multiple partners. The town centre is a key element and complementary to the following projects elsewhere in Greenock / Inverclyde:

**GREENOCK WATERFRONT CRUISE TERMINAL:** Re-developed Cruise Ship terminal, due to be completed in Summer 2022. It is a £19.2 million development (co-funded through City Deal/Peel Ports Group /George Wyllie Foundation) which will include a visitor centre, arrivals/departure hall, museum, restaurant and roof terrace. It is expected to receive up to 150,000 visitors per

year and significantly boost local tourism to Greenock and Inverclyde. Planned transformation of the town centre will positively complement waterfront regeneration and broaden Greenock's appeal as a welcoming and attractive visitor destination.

#### GLEBE CULTURAL QUARTER

Multi-partnered collaboration connecting various arts and cultural and heritage groups to promote the concept of a Greenock Cultural Quarter aligned with the re-development of the Glebe Building (Sugar Warehouse –Category B Listed Bldg) and potential wider opportunity with Tobacco Warehouses in the Clarence Street / Ker Street East Town centre former waterfront area. This could include space for creative arts, enterprise and museum space together with small workshop/ artisan and creative serviced workspaces for micro/ small and medium enterprises and extending Greenock's tourism/visitor/event offer.

CLYDE GREEN FREEPORT: In partnership with other Glasgow City Region local authorities, Inverclyde Council forms part of the bidding consortium seeking Green Freeport status for the Clyde region. Greenock Deep Ocean Terminal is a key marine gateway within the Green Freeport Bid, from which it is anticipated its capacity could double as part of a bold port decarbonisation programme. Across Inverclyde, regeneration of up to 85 ha of land would be enabled by tax site benefits. Green Freeport Status would deliver a range of positive economic outcomes and positively complement place-specific economic regeneration enabled by the Greenock Central Project.

#### GREENOCK –TOWN CENTRE LIVING:

Inverclyde Council are under the Strategic Housing Investment Plan (SHIP: 2022-2027) promoting a Central Greenock Development Strategy seeking to appoint a consultancy team to prepare a development strategy for the Central Greenock housing area to encouraging repopulation and regeneration by enabling housing led physical regeneration. SHIP submission for RSLs, require that the new projects will be prioritised to secure the best balance between: LHS outcomes / Housing Need and Demand / Deliverability.

#### NEW GREENOCK HEALTH & CARE CENTRE

A new edge of Town Centre development by the Inverclyde Health and Social Care Partnership (HSCP) a new integrated health and social care services centre on Trafalgar Street to the north of the Town Centre. The facility will include Health and social Care Partnership services including the Children Adolescent Mental Health Services Team (CAMHS) and Family Centre and Speech and Language Therapy staff along with the four GP practices. The facility will be fully operational in 2022.

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## **Explain how the bid aligns to and supports the government's expectation that all local road projects will deliver or improve cycling and walking infrastructure**

The National Transport Strategy sets out an ambitious and compelling vision for Scotland's transport system. Critically it aims to reduce inequalities, take climate action, support inclusive growth and improve health and well-being. The strategy additionally advocates a vision that will help create great places. These are shared objectives with Greenock Central and are central to the project and town centre regeneration strategy.

The National Transport Strategy also frames the Strategic Transport Projects Review (STPR2) and has clear links to NPF4 (draft) with the clear goal of improving active travel infrastructure: encouraging more people to walk, wheel and cycle more often; cutting carbon emissions and improving health and wellbeing, particularly of children, while supporting sustainable economic growth. These aims and goals are all reflected in the Greenock Central project.

The project creates a within the town centre a new cycling and walking infrastructure and potentially bus priority measures whilst removing the negative impact of an inner-urban elevated dual carriageway and a hostile pedestrian /cycle environment.

Central to the design of re-configured road network offering a full integration of active travel infrastructure that prioritises pedestrians and cyclists. In total, this

will include 1,400 linear metres of new footways and cycleways incorporated into the new at-grade streetscape, offering safe mobility and access across the area. All cycle-ways will adhere to national standards / design guidance for Scotland and be developed in collaboration with Transport Scotland. Wider links will align with the current proposals for to the west of the Oak Mall on Blackhall Street (IC/Sustrans)

The Project also replaces the existing Bullring roundabout (impassable for pedestrians at street level) with a 4-way urban signalised junction, reconnecting more effectively the elements of the town centre and reducing the pre-dominance of road vehicles in the town centre. Design development has been advanced with Transport Scotland based on an inner-urban design solution in accord with the Design Manual for Roads and Bridges (DMRB) plus Cycle by Design (2021) guidance together with Design for Active Travel (Sustrans) and Designing Street Toolkit. The design accords with the National Transport hierarchy that prioritises sustainable transport (walking/wheeling /cycling/public transport/shared transport) over private car use.

Further details of the Active Travel infrastructure to be provided through the Project are set out within the Business Case (Section 1).

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## Confirm which Levelling Up White Paper Missions your project contributes to

### Select Levelling Up White Paper Missions (p.120-21)

Living Standards  
Transport Infrastructure  
Education  
Wellbeing  
Pride in Place  
Housing  
Crime

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### Write a short sentence to demonstrate how your bid contributes to the Mission(s)

Living Standards –The Project invests in Scotland’s most socio-economically deprived area (SIMD Rank 1). It will improve the quality of place and access to local services, supporting a higher quality of living within a safer and more permeable 20-minute neighbourhood.

Transport Infrastructure –The Project will remove and replace aged transport infrastructure (A78 elevated dual carriageway) that severs the town centre and detracts heavily from local place and environmental quality and replace it with upgraded road infrastructure incorporating full suite of active travel measures and create new accessible public realm.

Wellbeing –The Project will support and improve local wellbeing by transforming the place quality of Greenock Town Centre, creating new civic and green open spaces that are accessible to local people. It will enable healthier and more active lifestyles for communities, where they have access to local services, employment, and leisure / retail.

Pride in Place –The Project will represent a major investment in Greenock and remove aged and blighted buildings, replacing them with new public spaces designed to a high quality that create a positive perception of Greenock that local people can take pride in.

Crime –The Project removes and replaces existing underpasses and poor pedestrian routes beneath the A78 which attract anti-social behaviour and can feel unsafe for many town centre users outside of daylight hours, it will provide high quality public realm that is safer and more welcoming, with high visibility and overlooking.

Education –The Project is strongly supported by West College Scotland (Local higher education provider) who have ambition to develop a town centre campus, which will be enabled by the Project and its clearance of existing buildings / infrastructure and creatin of public realm in a remodelled town centre.

Housing –The Project creates the opportunity for follow-on investment by Inverclyde Council in town-centre living, as part of their ongoing affordable



## Provide up to date evidence to demonstrate the scale and significance of local problems and issues

Full details of the evidence base around local problems and issues is set out within the Business Case (Sections 1 and 2) that is attached to this Funding Bid.

Greenock exhibits deprivation and disadvantage across a wide range of indices and metrics. It also faces significant on-going social and economic challenges, in terms of employment, income, crime and anti-social behaviour, health & wellbeing, and quality of place and local environment. This is evidenced through statistics set out below. These should be read alongside SIMD data which is included in the Business Case attached.

- The Scottish Index of Multiple Deprivation Data (SIMD) identifies Greenock Central (the datazone in which the project will take place) as the most deprived data-zone in Scotland. Within the town centre, there is an income deprivation rate of 48% and an employment deprivation rate of 44%. The SIMD dataset particularly highlights long-standing deprivation in terms of health, crime, employment / income, and housing quality. It is notable that levels of deprivation have worsened in recent years –in the 2016 iteration of SIMD data Greenock was ranked 23rd most deprived in Scotland but fell to become the no.1 most deprived in the 2020 iteration.
- All neighbouring data-zones are in the most deprived 10%. Across Inverclyde, 45% of data-zones fall within the 20% most deprived in Scotland (lowest quintile). This is the highest level of all local authority areas in Scotland.
- SIMD data also highlights that of the 31 datazones within Greenock Central and East Locality Area, 23 are within the 20% most health deprived in Scotland (lowest quintile) and 15 are in the 5% most deprived in Scotland.
- In the same Greenock East and Central Locality Area, 22% of the working population are identified as 'employment deprived', and 26% of the total population are identified as 'income deprived' (SIMD, 2020).
- The Greenock East and Central Locality Plan (2020) highlights that 42.1% of children are living in low income families. This is more than double the Scottish average.
- It also highlights that the percentage of population in Greenock East and Central who are living within 500 metres of derelict land is significantly higher than the Scottish average.
- Greenock Central has significantly worse than average health outcomes, with over 50% of people suffering from one or more long-term health conditions (Scottish Census, 2011). In the same area, 14.3% of people are economically inactive due to long-term sickness or disability, 3 times the national average (Scottish Census, 2011).
- According to National Statistics Socio-Economic Classification, there is a very high concentration in Greenock Central of people who have never worked or are long-term unemployed. In the immediate vicinity of the site this is as high as 20%, 4 times the national average.
- At a regional level, between 1998 and 2020, the population of Inverclyde has decreased by 10.2%. This is the lowest percentage change of all 32 council areas in Scotland. Over the same period, Scotland's population rose by 7.7%. Between 2018 and 2028, the population of Inverclyde is projected to decrease by 6.1% (National Records for Scotland, 2022).

Interventions that can address the significant socio-economic issues highlighted above and create positive health & wellbeing, regeneration and

place-making outcomes are a priority for Inverclyde Council. The challenges in Greenock are such that a transformational plan is needed, which this Project has been designed to deliver with the support of LUF Funding.

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## **Demonstrate the quality assurance of data analysis and evidence for explaining the scale and significance of local problems and issues**

Social and economic data which has been used to inform this Funding Bid (including Business Case) has been collated from a number of sources to provide a rounded and robust evidence base. Evidence has predominantly been collated from Scottish-level national data sets which provide a good level of comparison of Greenock relative to regional / national performance.

**SCOTTISH INDEX OF MULTIPLE DEPRIVATION (SIMD)** –SIMD is a nationwide index of levels of deprivation in communities across Scotland. It measures deprivation on a relative scale across 6,976 small areas of approximately 700-800 people, known as 'data-zones'. SIMD looks at the extent of deprivation within these areas across seven criteria: income, employment, education, health, access to services, crime, and housing. In total, across the seven criteria it includes 30 indicators of deprivation. In combination, this can provide a rounded and comprehensive picture of local deprivation that goes beyond traditional measurements such as unemployment rate, or crime statistics.

It subsequently ranks data-zones from most deprived (rank 1) to least deprived (rank 6,976), as well as allowing for organisation of data-zones into group rankings eg. the 5%, 10%, 20% most deprived data zones in Scotland as an overall indication.

The most recent iteration of SIMD data is dated 2020 (previous versions dated 2012 and 2016), providing an up-to-date and contemporary account of local deprivation. It is a standardised data-set, collated and produced by Scottish Government for the express purpose of identifying deprived areas so that policies, interventions and funding can be effectively targeted.

In rural settings, SIMD data can have limited application as data-zones cover large land areas that will incorporate a more mixed picture of people with different levels of deprivation. In urban communities and town centre areas such as Greenock, it is appropriate and highly effective at identifying socio-economic trends and how interventions should be targeted accordingly.

**SCOTTISH CENSUS** –The most recent iteration of the Scottish Census was undertaken in 2011 and has been used to provide additional and confirmatory data to support that obtained from SIMD. In particular, Scottish Census data around specific local health outcomes has been obtained to complement broader measures of health deprivation from SIMD. The Census is a government administered and robust, comparable data-source that can also provide data at a very precise local level via the DataShine Scotland Mapping Application, and this has been incorporated into the Business Case attached (see Section 1).

**SCOTTISH HOUSEHOLD SURVEY** –The Scottish Household Survey is undertaken annually (since 1999) and provide a cross-sectional survey across private households in Scotland. It is Scotland-wide, undertaken across all 32 local authorities allowing for inter-regional and national comparison. It provides robust evidence on the composition, characteristics, attitudes and behaviour of private households and individuals, across a large and randomised sample of households in communities across Scotland. It is administered by Scottish Government on a continual basis to track national trends, providing an independent and representative evidence-base for a range of policy applications. Topics included in the survey include: Demographics, Housing, Neighbourhoods, Economic Activity, Finance, Internet, Physical Activity, Local Services, Environment, Volunteering, Culture, Childcare.

**LOCALITY PLANNING** –In addition to national data metrics / indices, information has been obtained from the Greenock East and Central Locality Plan, produced in 2020 by the Inverclyde Alliance and Inverclyde Health &

Social Care Partnership. It is local document that is highly specific to the area of proposed interventions, covering the centre and east of Greenock. It provides a review of key community assets (physical / infrastructure / people) and key views / feedback from local people on the direction of their community.

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## **Demonstrate that the data and evidence supplied is appropriate to the area of influence of the interventions**

Social and economic data which is obtained from SIMD, Scottish Census and Locality Planning is highly location specific and relevant to the Greenock Central Project. The summary data within the Strategic Needs Assessment (2022) and SMID 2021 is very current (2020) and locational specific.

As SIMD data is collected at a data-zone level (population grouping of 700-800 people) it is finely grained and provides an appropriate basis for evidencing targeted interventions towards the town centre and surrounding communities where deprivation is highest. As mapping utilised in the attached Business Case (Section 1) highlights, the data provides a clear picture of deprivation at detailed, local levels.

The Greenock Central and East Locality Plan (which incorporates a range of SIMD data) is specific to area, incorporating 31 data zones across the centre and east of Greenock with an overall population of 20,826 people, all within the catchment of the town centre. The data, outcomes, and priorities which it expresses are therefore highly relevant and appropriate to inform the case for this Funding Bid.

The Inverclyde Alliance is the Community Planning Partnership for Inverclyde. The CPP coordinate a wealth of data on the Inverclyde area to inform the development of key plans and strategies for both the Council and the Community Planning Partnership, the Inverclyde Alliance. The Strategic Needs Assessment (SNA - 2022) provides detailed data at the Inverclyde level s for each of Inverclyde's six localities.

The SNA Report provides 77 pages of detailed socio-economic and environmental data for the area covering:

- Population Profile
- Economy
- Deprivation
- Health
- Environment

Data used in the attached Business Case (Section 1) and Theory of Change provides a clear picture of deprivation for the geographic area of both the town Center (Greenock East) d and wider Greenock Town Centre local neighbourhoods and catchment.

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## **Provide analysis and evidence to demonstrate how the proposal will address existing or anticipated future problems**

The Business Case sets out in a theory of change model how the inputs and activities and strategy for town centre regeneration will be effective, and how the activities link to the outcomes and impacts the project and the intended impact. The model has been developed with the client group / key decision makers / partners and stakeholders. The initial stage tested the evidence around the Case for Change – ( problems / opportunities/ issues/ challenges) that started the process of defining potential interventions and exploring options. Inverclyde Council, Transport Scotland and Oak Mall Limited each had a clear evidence base for the challenges they faced individually but with ability to shape individual stakeholder issues with the wider goals of town centre and area based regeneration capable of securing wider public benefit. The focus and evidence (including evidence collected through public engagement) was that the biggest single barrier to town centre regeneration was a dysfunctional town centre adversely impacted by the negative legacy of



transport infrastructure and a dated unsustainable mall based retail environment.

The review supported through work undertaken by our consultant team took a whole town view (place-based contextual analysis / community locality planning and social issues / health and well-being / place perceptions including perception of place (crime/ anti-social behaviour/welcome/safe mobility) alongside key policy drivers (town centre living/ active travel for health and well-being / access, transport choice and affordability / environmental quality. Town centre outcomes, place and and community regeneration and health and well -being outcomes reinforced thinking around the need for a key output to be the radical restructuring of transport and retail mall environments in Greenock.

The critical assumption, reinforced by the key stakeholders was that without a significant intervention to address connectivity and create investment space long-term change and project outcomes would not be realised.

A draft diagram captured thinking with elements consolidated through an iterative process as the Business Case provided further evidence and supporting detail on the predicted outputs and outcomes. Internal consultation within Inverclyde Council services and with locality planning partners has used the model as a communication tool to frame the project, set out how the proposals address need / challenge and drive the desired impacts

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## **Describe the robustness of the analysis and evidence supplied such as the forecasting assumptions, methodology and model outputs**

For the assessment of benefits, a bespoke Excel based economic impact model has been prepared based on the routes to impact framework that was discussed and agreed by partners. Full details are noted below

The assessment has been undertaken in line with HM Treasury Green Book guidance and the economic case follows the following broad process. The approach to modelling therefore:

- focused wherever possible on information that has been validated, particularly through strategic business planning and/or market research activity.
- made explicit all of the assumptions upon which beneficiary forecasts and the resultant EIA estimates are based.
- demonstrated the sensitivity of forecasts to variations in these assumptions.

Project specific data has been provided by the partners. Where project data was unavailable, the economic model has utilised a range of official and published data sources to inform this.

The model is flexible (to accommodate any changes) and has provided a range of outputs that measure the “best case” and “worst case” scenarios – this helps partners understand the impact on the Return on Investment should key model parameters change.

In addition, the model includes a longitudinal review of Impact (60 years) to account for the “persistence effect”. Consideration has been given to (for costs and benefits): Constant Prices i.e. expressed as a ‘real price’ for that specific time period and used the ONS time-series data Gross Domestic Product (GDP) deflator and Present Values –considers the Social Time Preference Rate (STPR) of consumption, the rate used for discounting future benefits and costs - 3.5%.

---

## **Explain how the economic costs of the bid have been calculated, including the whole life costs**

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

---

## Describe how the economic benefits have been estimated

As a Town Centre –whole town regeneration project, the activities being delivered will have wider benefit and impact. Quantifiable cash releasing and non-cash releasing benefit receptors are considered below. This is set out full within Section 2 (Economic Case) of the attached Strategic Outline Business Case.

Where appropriate, all benefits have been adjusted to net present values through the application of displacement, leakage and multipliers.

### INITIAL BCR

Cultural Wellbeing –libraries and community hub (25% additionality of benefits):

Non-cash releasing benefit. DCMS research (Quantifying and Valuing the Wellbeing Impacts of Culture and Sport, 2014) identifies a wellbeing impact of £1,579 per person per year for community education hubs and library usage. The total number of users has been estimated based on 100,000 beneficiaries using the new library and 85,000 beneficiaries using the new education (west College Scotland) and community hub. Assuming 2 visits to the library and 3 visits per week to the education and community hub = 3,269 and 4,940 annual visitors, respectively. We have applied a large displacement factor of 75% to account for displaced activity. Additionality is therefore 25%

Local amenity value –commercial property (100% additionality of benefits):

Cash releasing benefit. The average additional value per commercial property within 500m of the regeneration project (£9,478 high end estimate) –the project will deliver several environmental and place-making improvements,

including, 400 trees planted, 1,400m of new pathways, rehabilitate 23,000sqm of Brownfield land, deliver 5,700sqm of new public realm, create 1,000 sqm of new greenspace, and improve the frontage of 3 listed buildings.

The counterfactual position is that the town centre would continue to be underutilised, polluted and in physical disrepair/dilapidation –contributing to a loss of amenity for commercial premises in proximity.

The Business count identifies that 380 businesses operate within the relevant intermediate zone: S02002046 : Greenock Town Centre and East Central

Local amenity value –residential property (100% additionality of benefits): Cash releasing benefit. The average additional value per residential property within 500m of the regeneration project (£9,478 high end estimate) –the project will deliver several environmental and place-making improvements, including, 400 trees planted, 1,400m of new pathways, rehabilitate 23000sqm of Brownfield land, deliver 5,700sqm of new public realm, create 1,000 sqm of new greenspace, and improve the frontage of 3 listed buildings.

The counterfactual position is that the town centre would continue to be underutilised, polluted and in physical disrepair/dilapidation –contributing to a loss of amenity for residential premises in proximity.

National Register for Scotland (small area household estimates) identifies that 375 occupied dwellings within the relevant datazone: S01010891 : Greenock Town Centre and East Central - 02

Land Value Uplift (100% additionality of benefits): Cash releasing benefit. The regeneration works will open up new sites for affordable housing, as identified in local development plans there are proposal for an additional 60 units. The GDV is estimated at £120,000 average sale price \* 60 units = £7.2m. The land price is estimated based on market intelligence for development costs, expected returns/profit and fees = £5.76m. the private benefit is therefore £1.44m. The current value of the land is based on DV guidance of £100,000 per hectare (Brownfield land) and the site is c. 4 hectares = £400,000. The change in value is therefore estimated at £1.04m

#### ADJUSTED BCR

Household Expenditure (50% additionality of benefits): Place-based non-cash-releasing benefit. The creation of new housing units (leveraged/catalysed via the town centre regeneration project) will create new expenditure from the households that occupy the new units –in the form of ‘one-off spend’ for furnishing etc and ‘ongoing spend’ such as comparison and retail spend, transport, etc.

Spend data is based on the assumed size of the units (mix of 1-,2-,3-bedrooms) and ONS data (average of £5,000 for one-off spend and £25,000 annual spend per household)

The project has a focus on place-based regeneration and it was therefore deemed appropriate that an element of place-based and distributional analysis was undertaken to quantify the wider benefits. In particular, the nature/sector/occupation of the jobs supported by an increase in household expenditure are likely to be within the wider retail, food and beverage and service sectors. These jobs typically have lower barriers to entry (including PT and flexible working opportunities) and are more likely to be taken up by local residents. As noted above, Inverclyde has long-term systemic issues and challenges with regards to resident-based unemployment and economic inactivity and is one of the most afflicted regions in Scotland in terms of income and employment deprivation.

The uplift in expenditure has been converted into net additional GVA and a distributional weighting applied based on the median average household income, compared to the UK and raised to the power of 1.3 (marginal elasticity of income), Additionality is assessed at 50%.

Increased Town Centre Spend from people being retained and contributing to local economy (9% additionality of benefit): Place-based non-cash releasing benefit. The proposed project will transform Greenock town centre and identify,

economy, dwell time and average expenditure profile of visitors. It is anticipated it will increase annual visitors and expenditure to the town centre across the following groups:

- Students to UWS and users of the library (new community education hub in centre) –85,000, 50,000)
- Cruise passengers and cruise staff (upgraded Ocean Terminal project funded via GCR City Deal is anticipated to drive new cruise ship traffic ) –250,000, 30% coming to town centre = 85,000
- Cultural visitors –visitors that travel to the region for e.g. to visit new George Wylie museum –200,000, 10% coming to town centre = 20,000
- Existing users to the town centre( Oak Mall), waterfront and out of town retail = 8m, +37.7% uplift anticipated = 3m.

The average spend per visit to the town centre is estimated at a conservative £5, = £15.96m,

The project has a focus on place-based regeneration and it was therefore deemed appropriate that an element of place-based and distributional analysis was undertaken to quantify the wider benefits. In particular, the nature/sector/occupation of the jobs supported by an increase in visitor/town centre users' expenditure are likely to be within the wider retail, food and beverage and service sectors. These jobs typically have lower barriers to entry (including PT and flexible working opportunities) and are more likely to be taken up by local residents. As noted above, Inverclyde has long-term systemic issues and challenges with regards to resident-based unemployment and economic inactivity and is one of the most afflicted regions in Scotland in terms of income and employment deprivation.

The uplift in expenditure has been converted into net additional GVA and a distributional weighting applied based on the median average household income, compared to the UK and raised to the power of 1.3 (marginal elasticity of income)

We have applied a large displacement and leakage factor to account for displaced activity. Additionality is therefore 9%

One-off net additional GVA with the construction sector (40% additionality of benefit) -

Through the capital works the project will support a range of one-off impacts in the wider construction sector. This receptor captures the net additional GVA created through the capital spend and construction activity. Average industry co-efficient were used for SIC 41-43.

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## Provide a summary of the overall Value for Money of the proposal

The intervention delivers significant quantifiable and wider qualitative benefits/impacts (NPPV –£14.6m, initial BCR –1.8, not including the spatial/distributional impacts and makes a notable contribution to supporting Inverclyde and Greenock to level up.

It is good practice to include an element of sensitivity analysis within the economic appraisal and we have modelled 2 scenarios within the preferred option to provide an element of sensitivity as follows:

- Sensitivity 1 - costs increase by 20% (in addition to +20% that has already been included to account for Optimism Bias); and
- Sensitivity 2 - costs increase by +20% and benefits reduced by -20%.

Under scenario 1 which considers cost increases, the preferred option continues to deliver a positive NPPV and high value for money. Under scenario 2 which could be considered the 'worst case' –cost increase (+20%) and a decrease in the benefit flow (-20%), the NPPV continues to remain positive at +£4.0m and delivers a medium value for money category (1.2).

The BCR has been prepared within the Appraisal Summary Table which is attached to this submission as an Appendix and summarised below.

### OVERALL PROJECT BCR

Present Value Benefits: £33,619,921

Present Value Costs: £19,092,870

Present Value of other quantified impacts (£m): £19,572,466  
Net Present Public Value (£m) [A-B] or [A-B+C]: £14,527,051  
'Initial' Benefit-Cost Ratio [A / B]: 1.8  
'Adjusted' Benefit Cost Ratio [(A + C) / B]: 2.8  
Significant Non-monetised Impacts - one-off construction effects (net PV GVA):  
-  
Value for Money (VfM) Category: High value (>2)

#### SENSITIVITY ANALYSES

Net Present Public Value, Sensitivity 1 - costs increase by +20%: £10,708,477  
BCR, Sensitivity 1 - costs increase by +20%: 1.5  
Net Present Public Value, Sensitivity 2 - costs increase by +20% and benefits reduced by -40%: £3,984,493  
BCR, Sensitivity 2 - costs increase by +20% and benefits reduced by -40%:  
1.2  
Switching Values & rationale for VfM category: The costs would need to increase by £14.5m (+76%) for the project to move from delivering a high value BCR to a poor value BCR  
DCLG Financial Cost (£m) (nominal, not discounted): £19.390m

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Upload explanatory note  
(optional)

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## Have you estimated a Benefit Cost Ratio (BCR)?

Yes

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## Estimated Benefit Cost Ratios

Initial BCR	1.8
Adjusted BCR	2.8

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## Describe the non-monetised impacts the bid will have and provide a summary of how these have been assessed

Aligned to the Logic Model / Theory of Change, we have estimated the project will help deliver the following qualitative and wider benefits:

- Contribution to key national and regional policy areas including town centre regeneration, 20-minute neighbourhoods promoting the arts and culture, and physical and mental health wellbeing.
- Retaining important local services –library, community and education hub, contributing to 20-min neighbourhoods.
- Safeguarding the long-term sustainable future and improving the setting of three listed buildings in a prominent visible location - helping to improve the local communities' sense of pride in place.
- Rehabilitating Brownfield land and removing environmental blight
- Through the creation of a joined-up path network encouraging walking, cycling and a modal shift away from private transport
- Utilizing natural/environmental capital such as greening and planting trees to act as a physical barrier to help reduce/mitigate noise and air pollution
- Providing access to public greenspace –supporting wellbeing
- Linking place-making with wider infrastructure projects such as the Ocean Terminal upgrade and creation of new George Wylie museum to transform Greenock town centre into a 'destination' for cruise ship passengers and staff that disembark
- Creating new education, community and civic hubs in the town centre to attract and retain local people/users while also providing access to valuable services
- Supporting diversification in the regional economy to help create a sustainable day and night-time economy, increase dwell time and increase

expenditure

- Supporting local town centre businesses by helping to retain footfall and expenditure in the town centre.
  - One-off construction impacts and benefits - jobs, salaries, GVA, and community benefits (training)
  - Reduced traffic congestion (and pollution) and peak travel times –helping to create a ‘nicer’ and safer environment
  - Through increased footfall it is anticipated that the project will have a knock on positive effect on reducing vacancy rates in the town centre
  - Through the creation of additional retail premises/units, attracting new, good quality retailers and specialist retailers to the town centre
- 

## Provide an assessment of the risks and uncertainties that could affect the overall Value for Money of the bid

The main risks and uncertainties relate to:

- Increased capital costs
- Delayed timescales for development and build
- Lower than anticipated demand from users
- Increased displacement
- Reduced benefit profile i.e. less effect on health and wellbeing
- External macro-economic shocks

The economic impact is based on project specific data –we have, where possible minimised the risk and uncertainty within the economic impact calculations.

Within the BCR sensitivity analysis (presented above) we have calculated the “worst case scenario” as an increase in costs of +20% and a decline in impact of -20%. Even under this scenario the project continues to deliver a medium value BCR of 1.2

Full analysis of potential project risks is set out within the Risk Register which is attached to this bid.

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## Upload an Appraisal Summary Table to enable a full range of impacts to be considered

### Appraisal Summary Table 1

Upload appraisal summary table	Appraisal Summary Table_DLUHC Format.pdf
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## Additional evidence for economic case

None selected

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## Confirm the total value of your bid

Total value of bid	£21586233
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## Confirm the value of the capital grant you are requesting from LUF

Value of capital grant	£19390000
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## Confirm the value of match funding secured

£2196233

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Evidence of match funding  
(optional)

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Where match funding is still to be secured please set out details below



## Land contribution

If you are intending to make a land contribution (via the use of existing owned land), provide further details below

Land required to deliver the Project is currently owned by a combination of Inverclyde Council and Oak Mall Greenock Ltd and or under the control (adoption) of Transport Scotland as Trunk Road Authority.

Oak Mall Greenock Ltd. have confirmed intent to contribute land transfer value (£1m) to enable the scheme, incorporating the eastern portion of the Oak Mall and surrounding environs. It is considered that the Oak Mall land area has a market development value of £0.8m (Development of c.60 residential units with planning consent plus land being available for College Campus) and this represents Oak Mall Greenock Limited project contribution. To enable comprehensive site regeneration, the additional area of King Street Car Park (also part of Oak Mall Greenock Ltd. holdings) would be acquired by the Council at market value (£0.2m) and incorporated into the project. Once LUF Funding is confirmed a Development Agreement between Inverclyde Council and Oak Mall Limited will see the transfer of the land-holding into Inverclyde Council ownership.

Upload letter from an independent valuer

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Confirm if your budget includes unrecoverable VAT costs and describe what these are, providing further details below

It is expected that all VAT will be recoverable, and the budgets excluded all VAT costs.

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Describe what benchmarking or research activity you have undertaken to help you determine the costs you have proposed in your budget

Inverclyde Council secured and reviewed cost budgets from within the appointed professional support team by a Chartered Civil Engineer and



support team with wide current experience of large infrastructure project and construction design, budgeting and delivery.

- Cost budget rates are derived from Scottish construction cost data for major infrastructure projects (transportation /building / utilities / services ) cross-referenced to 2022 industry published cost data Aecom/SPONS 2022 Price Books, including

- o Civil Engineering and Highways –used to inform cost budget rate for construction of new roads, new and amended carriageways / footways, linkage cycle parks, pedestrian priority crossings and signalised junction delivery.

- o Architects and Builders –used to inform cost budget rate for demolition and clearance of existing structures, weathertight works to Glebe building, cycle and car charging infrastructure, enabling and accommodation works.

- o External Works/ Public Realm /Landscape –used to inform cost budget rate for wider environs hard landscaping and public realm, delivery of green spaces and soft landscaping.

- The costs have subsequently been benchmarked against commercial internal price database for current similar projects in Scotland / UK, to confirm these provided an accurate representation of costs for the elements of the project. Costs for the Drumfrochar Road works are based on a schedule of works reflecting previous experience and requirements for the A78 Diversion Works.

- As set out within the Planning & Costings Workbook attached to this funding bid, project costs are calculated to include a variety of contingency, inflation and optimism bias allowances

- All base costs have an allowance of 20% for preliminaries, to reflect the potential multi-contractor nature of the construction delivery for a complex town centre project involving demolition activity, road infrastructure / engineering works, delivery of new public realm and landscaping.

- It is expected that delivery will be via framework contractors utilising Scotland Excel (or similar) established framework contractors and contract arrangements, procured through well established 'mini-competition' within the framework.

- It is assumed that the major infrastructure elements of works associated with the Trunk Road will be procured through a single lead contractor. Early contractor engagement will allow cost validation and early contractor testing / value engineering of design proposals. Early market engagement will be advanced with Transport Scotland to identify added value and innovation opportunity and to ensure that contract is informed by market. Following Stage 3 design final procurement and contract issues will be agreed with Transport Scotland. Early advance procurement of A78 Diversion Route requirements will be advanced by Inverclyde Council.

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## **Provide information on margins and contingencies that have been allowed for and the rationale behind them**

Details on the margins and contingencies that have been allowed for in the Cost Plan are set out in the Costings and Plannings Workbook attached to this Funding Bid. In summary:

- Inflation allowances have been calculated from published figures and forecasts from the Office of National Statistics Construction output price indices - Office for National Statistics and the Aecom/SPONS 2022 publications Civil Engineering and Highways and External Works and Landscape Price books: UK: Library ([vitalsource.co.uk](http://vitalsource.co.uk)) . Calculations are shown on the relevant worksheet of our cost budget calculation, and total 12% for the years 2022 –2025, being base year plus three years at 5.5% inflation. (see also below)

- Cost budget rates are derived principally from the Aecom/SPONS 2022 Price



Books, including

o Architects and Builders –used to inform cost budget rate for demolition and clearance of existing structures, weathertight works to Glebe building, cycle and car charging infrastructure, enabling and accommodation works.

o Civil Engineering and Highways –used to inform cost budget rate for construction of new roads, new and amended carriageways / footways, linkage cycle parks, pedestrian priority crossings and signalised junction delivery.

o External Works and Landscape –used to inform cost budget rate for wider environs hard landscaping and public realm, delivery of green spaces and soft landscaping.

- The base rates used contain a 5% contingency allowance and the OB calculations include a further 4.2% within the financial risk and dispute assessment scoring (0.3 mitigation calculated vs 0.5 assessed) contained within the overall 44% allowance for inflation and Optimism Bias. This gives a total 9.2% contingency allowance on all base costs.

- Optimism Bias of 29% of total costs has been calculated in accordance with Green Book guidance and is included within the cost budgets. The full calculation of the appropriate Optimism Bias for the Project is demonstrated as supporting information within the Costings and Planning Workbook attached to this Funding Bid.

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## **Describe the main financial risks and how they will be mitigated**

Full details of the project risk profile are set out in the attached Risk Register which is submitted as an appendix to this Bid. Risk Management is also addressed in Sections 4 and 5 (Management Case and Financial Case) of the Strategic Outline Business Case which is appended to this Bid.

The main project specific financial risks relate to project funding and budget and are set out below. Management of the financial risks is the responsibility of Inverclyde Council and will form part of overall governance led by the Council's Environment & Regeneration Team. The costs of risk management and mitigation will be met by Inverclyde Council through internal budgets.

### **1. External Capital Funding Support is not secured**

Risk effect –Scheme fails as partner and sponsor objectives cannot be met and there are no other likely external funding sources.

Management & Mitigation –Development of robust Business Case and Funding Application that addresses fundamental regeneration need and satisfies funder objective. Complete all reporting to align project and funding.

### **2. Financial Risk: Increase in project capital costs as technical design development progresses.**

Risk effect –In the event of significant cost increases beyond current allowances it is likely that the project will fail, or require significant amendments in scope such that it would not achieve key objectives of the Council / partners / funding sponsors. Inverclyde Council carry liabilities for increased costs and have no budget / finance to advance if tender values above budget, other than value engineering.

Management & Mitigation –Detailed cost review has been undertaken at an early stage in project development, including Green Book compliant calculation of Optimism Bias. Optimism Bias has been set at a high level to reflect scale and potential complexity of infrastructure works, including to Trunk Roads and roundabout junctions. Cost allowances have been based on local benchmarking and incorporating inflation allowances.

### **3. Leverage follow-on investment to support regeneration is delayed**

Risk effect –Regeneration impacts and benefits take longer time to deliver with outcomes around town centre footfall, consumer spend, and place quality less comprehensively realised (though not entirely).

Management & Mitigation –Inverclyde Council are progressing a long-term strategic regeneration programme for transformational change, across multiple

elements / dimensions of town centre activity. Extensive collaborative working highlights committed interest from key partners (Oak Mall Greenock Ltd. / West College Scotland) to town centre investment (subject to board and further approvals). Within their Letter of Support (attached to this Bid), West College Scotland have confirmed their interest in developing a campus facility in Greenock Town Centre.

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Upload risk register

Appendix 5 Greenock Working Risk Register V004.pdf

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## If you are intending to award a share of your LUF grant to a partner via a contract or sub-grant, please advise below

LUF Funding award will be direct to Inverclyde Council.  
No share of the funding will be distributed to third parties via contract or sub-grant.

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## What legal / governance structure do you intend to put in place with any bid partners who have a financial interest in the project?

### PROJECT GOVERNANCE

The project will be delivered by Inverclyde Council working with Transport Scotland and wider partners. The arrangement with Transport Scotland will be based on a formal Memorandum of Agreement (see Appendix) with Transport Scotland. The MoA defines the obligations and requirements between Transport Scotland and Inverclyde Council to deliver the scheme. Transport Scotland at the Trunk road Authority will formally agree Road Standard Design, Employers Requirements and support the Contract Procurement.

The proposed governance structure is set out within Section 3 and 5 of the attached Business Case (Commercial Case and Management Case). Project Governance will be managed by a Project Board chaired by the SRO and operating in accord with the Councils and Transport Scotland's standard operating, procurement and reporting procedures.

Inverclyde Council has overall responsibility for the project. The Project Board reports to the Environment and Regeneration Committee of the Council. The project governance will be organised through a Project Board that operates with 2 sub-groups addressing:

- Design, Procurement, Contract Implementation including Community Engagement / Comms / Consents
- Financial Management / Procurement & Legal Agreements

The Project Board and operating sub-groups provide monthly reporting to the Environment and Regeneration Committee. All sub-groups are involved in risk assessment and risk evaluation with risk owners sitting within all relevant groups. The SRO and Project Board is advised on project risk as a standing item of the monthly meetings and reporting.

The Board has a Project Management responsibility acting within defined delegated authority. The Project Board provides a mechanism for accountable Project Management delivered by regular progress reporting and updates and coordination of all design teams and initiatives associated with infrastructure, employability, business and innovation strands. The Project Board will be responsible for coordinating activities and presentations between officers and Elected Members.

The Senior responsible Officer (SRO) will chair the Project Board and has overall authority for those matters delegated to officers to progress. For those matters not expressly delegated to officers, the Council and its committees provide guidance and oversight. Reports on progress within the LUF Framework are reported through the Corporate Services Committee. As matters progress, service committees including Tendering Committee and the Audit and Performance Review Committee will have appropriate input and

support the oversight of the project.

Project Governance is structured to ensure leadership and an accountable process for project delivery, monitoring and change management including risk management. The Project Governance demonstrates clear lines of responsibility and accountability for delivery of the various elements of the project. The senior team members have considerable and relevant experience in delivering and overseeing comparable project investments relating to the design, appraisal, delivery, management and operation of infrastructure project investments, including Ocean Terminal, City Deal and Council Estates Programme (school and leisure facilities).

Operational project management will be secured through monthly meetings scheduled between the Sub-Groups and Project Board meetings chaired by Corporate Director Inverclyde Council. Matters arising and progress is then fed through to the Council's Corporate Leadership Group. A dedicated Project Team will be formed to manage the delivery of the projects with a Project Director (Project Sponsor) reporting to the SRO. A dedicated Project Management will deliver the project drawing on Transport Scotland expertise and contract procedures. The Project Team will be supported with necessary inputs on matters such as development planning, benefits realisation, transportation planning, asset management. The Team will be supported by specialist resource provided by external consultancy who will be procured to conclude the options appraisal process, to undertake specimen design and completion of contract documentation.

The Project Board has overall responsibility for Project Governance. As indicated above the Board will include the following members:

- [REDACTED] Interim Service Director (Chair)
- [REDACTED] IC Project Sponsor
- [REDACTED] Inverclyde Council Chief Financial Officer
- [REDACTED] head of Legal and Democratic Services
- [REDACTED] Chief Engineer Transport Scotland

Advisors to the Board in Senior Project Management roles will include:

- [REDACTED] –Inverclyde Council Legal Services
- [REDACTED] –Senior Project Manager
- [REDACTED] –Building Services & Procurement Manager
- [REDACTED] Head of Shared Services (Roads & Environmental )
- [REDACTED] Service Manager Finance
- [REDACTED] Oak Mall (Lunar Greenock Sarl) (Representative to be confirmed / appointed)
- [REDACTED] Transport Scotland Area Manager
- Lead Consultant / Design Team (To be confirmed / appointed)

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## **Summarise your commercial structure, risk allocation and procurement strategy which sets out the rationale for the strategy selected and other options considered and discounted**

### **COMMERCIAL / CONTRACT ARRANGEMENTS**

Inverclyde Council will deliver the Greenock Central scheme with Transport Scotland and wider partners. within a Design-Build (DBC) Contract. DBC contracting is a method of project delivery in which the design and construction phases are combined into a single contract, competitively secured based on a suite of documentation defining the Employers Requirements. .DBC Contracts offer significant time savings compared with the more traditional Design-Tender Contract in which the design and construction services are undertaken in sequence. The DBC project is standard to Transport Scotland and accelerates the completion of the project, allows innovation and appropriate risk transfer and secures early input from the contracting sector. The contract documentation will be approved by Transport Scotland (MOA) offering an approved Employer's Requirements define the client's requirements.

Inverclyde Council will develop the design and undertake the works in accordance with documentation approved with Transport Scotland compliant with the Employers Requirements / Specification; Design Manual (DMRB);

Necessary Consents; The Specification for Highway Works ; Transport Scotland's Roads for All - Good Practice Guide for Roads; Transport Scotland's Cycling by Design; and the relevant provisions of the Equality Act 2010.

#### RISK ALLOCATION

DBC Contracts transfer design risk to the contractor, in accordance with the conditions of contract allowing the contractor opportunity to add value and innovation by ensuring the design is time and cost efficient and ensuring the design process takes full account of buildability reducing cost and risk.

Transport Scotland use DBC as the preferred procurement process creating a single contract accountability for all aspects of the contract works.

Transport Scotland and Inverclyde Council propose to adopt NEC4 Option D (target Contract with Bills of Quantities. The form directs the contractor funding and client/Contractor risk allocation.

To facilitate the programme the contract will include the requirement for the Contractor to be doing elements or all of the design by including such requirements within the scope effectively advancing the project as a design and build contract arrangement.

The contract will be defined by Contract Bills prepared in accordance with the 7th Edition of the Standard Method of Measurement published by The Royal Institution of Chartered Surveyors and the Construction Confederation. Tendering will be on the basis of drawings and a firm bill of quantities.

#### PROCUREMENT APPROACH

Inverclyde Council has a council wide Procurement Policy that provides clear guidelines on how goods, services and works are procured and ensures that all procurement activities carried out on behalf of the Council are in line with 5 strategic aims and priorities (set out below). A copy of the Procurement Policy (2022) is attached to this Funding Bid. Procurement will support services across the council by ensuring the requirements for supplies, services and works are procured compliantly in a way that maximises outcomes, mitigates risks and supports the delivery of the Councils objectives.

##### A) LEADERSHIP, RISK MANAGEMENT AND GOVERNANCE

- Raising the profile of procurement with improved stakeholder communications internally & externally
- Actively supporting cross-functional working and ensuring that this Procurement Strategy is embedded into day to day working.
- To assess, monitor and manage risks within procurement activity in line with the Council's Risk Management Monitoring and Reporting Process.

##### B) VALUE FOR MONEY & CONTINUOUS IMPROVEMENT

- Identifying opportunities for efficiencies.
- Benchmarking of contracts and contract management
- Continuing to challenge current delivery models while identifying opportunities to adopt new delivery models.

##### C) SUSTAINABILITY & SOCIAL VALUE

- Implement and embedding Sustainable Procurement tools that maximise the impact and delivery of the sustainable outcomes.
- Increasing awareness of community benefits through tender opportunities
- Ensuring Fair Work First outcomes are promoted internally and externally and procurement is used to influence and increase positive fair work and socially responsible outcomes which benefit the council area by addressing poverty and inequality.

##### D) ECONOMIC RECOVERY

- Ensuring local economy considerations are factored in to all market options at contract strategy stage;
- Increasing engagement, working with key business and third sector to support "meet the buyer" events, workshops and awareness of contract opportunities
- Supporting Suppliers & Communities, and Local SMEs to access public sector opportunities

##### E) NET-ZERO CIRCULAR ECONOMY

- Embedding Net Zero considerations within the council process to maximise opportunities in relation to the delivery of our climate ambitions;
- Developing and implementing a procurement specific action plan that supports the overall delivery of the council's Net Zero Strategy

The Procurement team will adopt the Scottish Government Construction Procurement Handbook and Transport Scotland's Procurement Guidance to support contract procurement.

For the Greenock Central Project, Inverclyde Council propose to adopt a 'Conventional/Traditional Procurement Approach using the NEC 4. On the basis that the project includes significant works to existing Trunk Road network, Transport Scotland / Inverclyde Council propose a NEC Contract Form including the Engineering and Construction Contract (ECC) main contract, NEC4 Professional Service Contract (PSC) design subcontract and NEC4 Engineering and Construction Subcontract (ECS) works subcontract.

The procurement route will ensure a robust procurement arrangement between coordinated between Inverclyde Council and Transport Scotland that will deliver best value and meet the Trunk Road Authority standing procedures. The strategy reflects the scope, nature and value of the works; programme constraints, dependencies and opportunities; and allows the use of existing frameworks and/or awards based on open competitive or restricted tender procedure.

The works will be procured by Inverclyde Council in accordance with applicable Procurement Regulations and Legislation and IC/TS Contract Standing Orders. Payments to contractors for the delivery of the works will be made in line with contract arrangements and conditions, and in accordance with monthly valuations certified by the appointed Project Manager/Cost Consultant .

In reviewing the procurement arrangement and proposed route to market, consideration has been given in two parts:

- Firstly, whether the project requires the procurement of more than one contract (Advance Works /Main contract) or whether to adopt a single appointment under a framework
- Secondly, whether the procurement should constitute a new procurement or make use of an existing IC/TS framework

The Council and Transport Scotland have established frameworks of suppliers with appropriate levels of expertise, capacity, capability and typically these meet requirements such as appropriate levels of insurances and offer subject to capacity accelerated appointments. The principal frameworks include:

- Transport Scotland Engineering Services Framework
- Scotland Excel 2020 –Lot 1 Roads & structures / Lot 2 Transportation & Traffic / Lot 6 Geo-environmental & Geo-technical / Lot 9 Project Management.
- Crown Commercial Services (CCS) Construction Works and Associated Services
- Inverclyde Council Engineering Services Framework

The CCS framework covers a wide range of project types and values. The applicable lots for Scotland being Lots 3.4 and 4.2 for General Construction Works between £10 million - £30 million and between £30 million - £80 million respectively.

The proposed contract for the design and construction works for the project will be in the form of an NEC4 Engineering and Construction Contract. NEC4 Engineering and Construction form of Contract the most appropriate form for this type of Civil and Structural Engineering related works. The Council have used NEC 3 successfully for a number of years on its larger capital construction projects and in its roads and transport contracts. There are six main options available under the NEC4 ECC, the choice of which option (A/B/C/D) is project context specific and dependant on the management and control over contract risk and securing best value. Inverclyde will with Transport Scotland / Client Lead Consultant team confirm the optimal contract option.

The Procurement Policy and procurement approach will therefore follow public procurement regulations and will adopt a model successfully implemented and

ensure that Inverclyde Council :

- Appoint a full multi-disciplinary Design Team / Framework Consultant compliant with public procurement to develop the Scheme Design and complete the Employers Requirements
- Contract Form: NEC 3 / 4
- Tender the Contract Works as Design and Build Contract
- Award with IC administering the Contract

The contract works arrangement include:

- Design Contract: covers Design Team / Design Stages
- Construction Contract: NEC -ECC
- Advance Works Contract (Term Consultancy /Term Contractor to Inverclyde Council)

#### TENDER & AWARD PROCESS

Market engagement and the experience of the Council to date has been that receiving high quality, well considered, competitive bids for what will be an extensive set of tender documents and requirements, is best achieved through inviting a shortlist of bidders to submit detailed proposals. This restricts the bidding costs to a smaller number of bidders, increasing the chance of success and consequently improves the quality of submissions.

ITT responses will be assessed on Technical Capability (Quality) and Cost Competitiveness (Cost) with the Invitation to Negotiate stage based on Technical Evaluation (40%) and Commercial Evaluation (60%). Scoring and evaluation will be completed by IC Procurement Team. The Contract procurement will follow the NEC 4 structured to provide a compliant process that will included advertised via Public Contracts Scotland; Pre-Qualifying Questionnaire (PQQ) stage and an Invitation to Negotiate (ITN) stage. The NEC Form is widely used by Inverclyde Council. It provides for a fully developed design before tender and provides client certainty about design quality and cost, with the contractor appointed on design completion and issue of contract.

The Employers Requirements will be prepared by the Inverclyde Council framework appointed Design Team providing full DBC tender documentation. The Employers Requirements and Specimen Design will be issued to tenderers for them to prepare Contract Proposals. Tenders will be assessed against a pre-agreed scoring criterion, which was detailed to bidders in the tender documents and briefed out at the bidders site visit held at commencement of the Tender Stage. A formal Community Benefits Scheme will operate and be monitored as part of both contractor and consultant contracts.

Inverclyde Council Design & Contracts Team will undertake robust background checks on tenderers at each stage and on the preferred Bidder, including review of financial/ economic standing, technical capability, insurance cover, health & safety, references, certifications, etc. Market engagement and the experience of the Council to date has been that receiving high quality, well considered, competitive bids are best achieved through tendering the works to a pre-qualified shortlist of bidders. Two stage tendering for design and build projects allows for early engagement. Stage 1: the employer tenders the project on the basis of Specimen Design prepared by the employer's professional team with the contractor submitting fully detailed proposals compliant with the Employers Requirements and a Lump Sum Cost under the DBC Contract.

#### PROCUREMENT TIMESCALES

1. ACTIVITY –Consultation / Design Team / Specialist Supplier Procurement  
TIMESCALE –2022-2023
2. ACTIVITY –Accommodation Works / Advanced Preparation Contractor.  
NEC3 / NEC4  
TIMESCALES –2023-2023
3. ACTIVITY –Engineering Main Works Contractor. NEC4 ECC  
TIMESCALES –2024-2025

Sustainable procurement is embedded throughout the procurement process. One of the core objectives of the procurement team is to support the drive to ensure that all of the Council's Regulated procurements should incorporate

initiatives which will help to improve the social, environmental and economic wellbeing of Inverclyde with a particular focus on reducing inequality. For all major projects, Community Benefits officer(s) will attend mobilisation meetings to discuss and agree a delivery plan for offered community benefits. They also provide direct contacts to a number of key partners including colleagues to liaise with contractors to identify suitable candidates for new jobs and training opportunities

We also provide clear instructions to tenderers including a Community Benefits Outcome Menu and a guide setting out the Council's expectations and aspirations, which will be linked to wider Monitoring & Evaluation activity.

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## **Who will lead on the procurement and contractor management on this bid and explain what expertise and skills do they have in managing procurements and contracts of this nature?**

Further details on Procurement Process and Contract Management is set out within the Business Case (Section 3) which is attached to this Funding Bid.

Inverclyde Council will lead the Project Procurement and Contract Management for which IC have extensive experience, capability and resource. In accordance with PCSR 2015 the works will be procured through a multi-stage Competitive Procedure.

The Corporate Procurement Unit (CPU) is the central procurement hub for Inverclyde Council and works with Council services and suppliers to develop contracts and procedures that deliver Best Value. The CPU is responsible for the purchasing of goods and services for all council services and ensuring procurement processes, procedures, strategies and policies in line with national best practice. As set out elsewhere in this Funding Bid and Business Case, a project specific procurement approach will be adopted to ensure Inverclyde Council / Transport Scotland will manage the Procurement and Contract Delivery to ensure the appropriate skills/ expertise and project implementation minimises risk and creates an accountable framework for project and contract management.

The Council's Procurement & Building Services Manager (██████████) has extensive experience in major infrastructure projects (marine and terrestrial); extensive experience with transport, public realm, and commercial regeneration works contracts delivering often multi-partnered projects. Inverclyde Council have recently overseen delivery of major infrastructure and regeneration delivery at Greenock Cruise Terminal and Inchgreen Dry Dock, involving contract management for significant, multi-phase engineering and building works.

Inverclyde Council will work with Transport Scotland to commission an appropriately experienced Client Consultancy Team to develop detailed design proposals, complete the DBC procurement and administer the contract. The delivery of the works will take place under a standard Transport Scotland Memorandum of Agreement (MoA).

A Lessons Learnt and knowledge transfer approach is adopted across all Council projects, and with wider partnerships seeking to support good and best practice in procurement, contract and project management throughout the project including the alignment of community benefits across Inverclyde Council.

Inverclyde Council with Transport Scotland has the experience, skills and resource to organise a public sector compliant procurement process and administer and deliver a contract for the Greenock Central Project, taking full responsibility for implementation and contract administration of the works.

Engagement with SW-Scotland (AMEY) (design and operational delivery services for Scotland's South West Trunk Roads Network) will be coordinated through Transport Scotland/ The Council would lead and coordinate all works as the Local Authority / Roads Authority and incorporate close partnership working with Transport Scotland / Oak Mall Greenock Ltd / West College



Scotland as key partners. This creates a single accountable lead body for project delivery, that has experience and appropriate capability in large project delivery. This approach to project delivery has been agreed with Transport Scotland / Oak Mall / West College Scotland.

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## **Are you intending to outsource or sub-contract any other work on this bid to third parties?**

Yes

The Greenock Central scheme is a major infrastructure project requiring well-resourced Project Management and clear Contract Management coordinated between Inverclyde Council and Transport Scotland. The intention is to appoint (under framework or by competitive tender) a Lead Consultant to prepare the documentation for a Design Build Contract and to administer the contract on behalf of Inverclyde Council and transport Scotland.

Project support and design services will be sub-contracted out to external consultants with specific expertise and experience in developing and delivering roads infrastructure projects for Transport Scotland. Inverclyde Council will consult and agree the appointment with Transport Scotland.

External resources will be appointed to under Council's Framework or through competitive tender from existing frameworks. Technical support and inputs will also be provided by stakeholder partners with a detailed knowledge and historical involvement in the site, including Transport Scotland and Oak Mall Greenock Ltd.

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## **How will you engage with key suppliers to effectively manage their contracts so that they deliver your desired outcomes**

The Council's Corporate Procurement Unit have adopted a standard process towards management of contracts and external suppliers, seeking to ensure that best-value is delivered through the all projects and programmes.

The approach to contract management is continuation of the aims and objectives set out in the Council's Procurement Strategy, with emphasis on five key priority areas of: risk management and compliance; value for money and continuous improvement; sustainability and social value; economy recovery; net-zero and circular economy.

Contract Management processes will be led by the Council's Procurement Unit, working in close collaboration with the Project SRO and Project Managers, utilising a consistent contract management approach that seeks to maintain establish positive working relationships with key suppliers. For the Greenock project proposal additional contract details and awareness of market suppliers will be accessed in partnership with Transport Scotland. Priorities and key actions within the Contract Management Strategy will include:

- Maintaining regular monitoring meetings between CPU and Contractors, with standardised agenda, minutes and formation of a template for tracking key contract areas
- Common framework for assessment of contractor performance across key project deliverables
- Incorporating review of Inverclyde Council performance and feedback within review meetings
- Facilitating engagement between Contractors and local supply base (including SME's) through the inclusion of Community Benefit requirement, and early local engagement in commodity strategies
- Standardisation of the supplier management process, and implementation of rigorous controls across all projects to manage the supplier database and transactions within Procurement systems.
- Avoid the risk of awarding contracts to companies involved in organised crime, through continual information sharing with area police authorities, and



utilising robust bid selection process via Business Probity and criminality checks (undertaken by the CPU).

In the case of this project, where the contract(s) will be advanced in close liaison with Transport Scotland, knowledge and approaches to procurement will be shared to better inform the performance management / monitoring of the contract. It will include Management Information System (MIS) monitoring, and use of the Council's framework for Contractor Performance Monitoring, feeding into regular project reporting and Project Board Meetings. At the appointment stage, a bespoke and project specific Contract and Supplier Management Plan will be developed which will include:

- The Agreed Level of Management and resultant processes
- Risks & Issues
- Roles & Responsibilities
- Escalation Process (within supplier organisation and the authority)
- Regular Review Meeting Schedule
- Processes for conducting continued supplier financial checks (Council Financial Appraisal Guidelines)

As indicated above, regular Review Meetings with the Contracted Supplier will form a key part of the management process (in parallel to broader Project Status Reporting and Project Board Meetings). These will provide the Corporate Procurement Unit, Project Team, and Contractor to identify any issues at an early stage and agree opportunities for improvement and innovation.

It is recognised for a project of complex infrastructure delivery, management of change control will be an essential element of contract administration. It has the potential to impact on scope of works, project budget costs, programme, and overall end specification / quality. Specific change control procedures would be provided for in the contract, with clear identification of roles / responsibilities, and procedures for raising, evaluation, costing and approving change requests.

- Requesting changes
- Assessment of Impact
- Prioritisation & Authorisation
- Agreement with provider
- Control of implementation
- Documentation and Communication of change
- Updates to Terms & Conditions where applicable

Throughout the Change Control process (including the effect of cumulative changes), the scale and scope of the contracted works will be reviewed to ensure it continues to achieve best value and value for money overall.

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## Set out how you plan to deliver the bid

A Delivery Plan is attached separately to this Bid, and further detail is also provided within Sections 3 and 5 (Commercial Case and Management Case) of the Business Case.

Inverclyde Council will lead delivery of the project, utilising experienced personnel and established project management procedures within their Environment, Regeneration and Resources directorate. The approach to project delivery as summarised below and set out within the Deliver Plan / Business Case represents current understanding between Inverclyde Council and key partners / stakeholders of the proposed project delivery, including Transport Scotland and Oak Mall Greenock Ltd. This remains a 'Live' document that will be reviewed and updated as the project progresses through detailed design and in response to issues and opportunities as they arise.

### PROJECT PROGRAMME

The project programme has been developed to enable an accelerated process through key gateways including funding approval, advance enabling works (highways), consenting, procurement, and commencement of on-site works including significant demolition scope and delivery of new infrastructure.

A development programme for the project has been prepared, covering key stages of consents, design, enabling and main construction works, and project operation. A Gantt chart illustrating the full extent of the programme is appended to the Delivery Plan and included in the Costings and Planning Workbook, but key milestones and project phases are summarised below. The Project Programme will remain under review and be responsive to issues as they arise during the development process.

To date, the project has been advanced to RIBA Stage 2 with a full design team and engagement across all statutory and non-statutory bodies and community interests. The programme for delivery provides for all approvals, consents and procurement processes for demolitions, supply, design, and construction contracts to be concluded and under way by Q3 2023. The project will be delivered in a single phase, with all works planned to be commenced by Q1 2024. The programme reflects the complexity associated with delivering a reconfigured Trunk Road within a densely developed town centre environment, with opportunities sought to accelerate delivery where possible through advance enabling works such that current failing infrastructure and development can be replaced and local benefits delivered by early 2026. In particular, the programmed works include Advance –Accommodation Works Contract (road improvement/ junction/ signage) on Drumfrochar Road as the contract diversion route and enable closure of the A78 between Buccleuch Street and Dalrymple Street.

#### CONSENTS & REGULATORY APPROVALS

Consultation and liaison with planning, regulatory and consenting authorities has already been advanced, and no significant issues have been identified associated with the principles of the proposed road re-configuration works and associated consents. This has included liaison within Inverclyde Council and with Transport Scotland.

In November 2021, planning permission (19/0285/IC) was granted for demolition of the eastern portion of the Oak Mall Shopping Centre, and erection of mixed-use development to include new homes and a Community Hub. The principle of demolition of the existing buildings on the site is agreed and consented by all key parties and stakeholders, including Transport Scotland, and capable of being implemented as an early project action. Further planning applications processes to secure consent for remaining demolitions and a comprehensive public realm design and associated re-configuration of the A78 and Bullring roundabout are in the process of being developed and have been positively received at pre-application stage by Inverclyde Council planning/design officers and Transport Scotland. The project area is not subject to any restrictive planning designations or environmental / landscape allocations (SSSI / SLA etc.) and the principle of town-centre redevelopment is strongly supported in planning policy at local (LDP), regional (ClydePlan) and national (NPF) levels.

There are listed buildings and a Conservation Area to the east of the site, which require careful consideration in the design process. The proposed clearance of existing aged / poor quality buildings and elevated dual-carriageway and replacement with high-quality public realm will enhance their setting and greater appreciation of their historic and architectural character. Historic Environment Scotland will be consulted at all stages throughout the planning process (including pre-application).

A Road Construction Consent will be developed and progressed in parallel (working with Transport Scotland as relevant Road Authority) and include full compliance with Design Manual for Roads & Bridges (DMRB) including being subject to a Road Safety Audit with detailed traffic modelling.

#### DEPENDENCIES & INTERFACES

The interdependencies and constraints and how they will be managed is set out in the Delivery Plan and Business Case attached. They will continue to be reviewed and monitored as the project is developed. As set out in detail in the Management Case, Inverclyde Council will implement the LUF funded works on the site(s), including demolition of the existing A78 elevated dual-carriageway, delivering of a re-configured and at-grade A78 along with 4-way signalised junction to replace Bullring roundabout, and creation of a major new urban public realm to address long-standing connectivity challenges and revitalise the town centre.

Once delivered, Inverclyde Council will be responsible for managing the ongoing operation and maintenance of the public realm. Maintenance and operation of the A78 will revert to Transport Scotland as part of its Trunk Road network.

While separate from this funding bid and to be delivered independently, it is anticipated that after re-configuration of A78 and clearance of Oak Mall Shopping Centre (Eastern Portion), follow-on development will be delivered by West Scotland College to provide a new education campus on the site, and Oak Mall Greenock Ltd. Both parties are supportive of the project with ambition to development in the new Greenock Town Centre to align with and complement this project.

#### PROJECT MANAGEMENT & KEY PERSONNEL

Inverclyde Council delivery of the project is led by the Environment, Regeneration and Resources directorate by the Environmental and Commercial Services Team. The Management Structure reflects the Council's standard large project delivery structure, with project roles assigned as shown in the table below. The lead members below have considerable and relevant experience in the developing and delivering projects of this scale and complexity.

#### STAKEHOLDER MANAGEMENT

The Project Team and named personnel are experienced in partnership working with a wide range of groups, including local communities, public / statutory stakeholders, and private interests during all phases of project delivery.

The project has already been subject to an extensive stakeholder engagement process, including local communities, statutory consultees (Transport Scotland, and key local partners (Oak Mall Greenock Ltd. and West College Scotland). This has influenced the direction of the proposals to seek a radical re-structuring of the road infrastructure as a means to delivering town centre regeneration and opportunities for follow-on investment. Stakeholders at all levels have recognised the potential of the project and are committed to working collaboratively with the Council to deliver it. As evidenced through public engagement, there is already strong local support for the project over 80% of respondents supporting removal of the A78 elevated dual-carriageway and replacement at-grade, along with wider demolitions to create new civic / public realm space.

During the next phases of project delivery, which will include planning consents, demolition and construction, it will be essential to ensure stakeholders and local communities remain informed and can continue to feedback to the Council. A detailed approach to stakeholder management and community outreach during later project phases will be developed in collaboration with appointed contractor(s) and Transport Scotland as the key consultee and delivery partner. Feedback and information received through the stakeholder management process will be collated by the Project Management Team and included within Project Status Reporting, that is prepared for the Project Board on a regular basis.

Key stakeholders that will need to be managed through the development process are identified in the Delivery Plan and in the Business Case, along with details of how the project addresses their needs, and their respective interests that must be managed.

#### MONITORING & EVALUATION

A detailed Monitoring & Evaluation Plan has been prepared and is appended elsewhere to the LUF Funding Bid.

The process of project monitoring will be funded, resourced and undertaken by Inverclyde Council working closely with project partners, integrated with and forming part of the project management and reporting the Project Board.

Project Monitoring activity is broadly divided into two sections:

- Monitoring of project delivery, with focus on effective delivery of outputs up to the point of completion. This is principally monitored through design information and project management reporting, such as milestone programmes, budget and cost reviews, and planning application documents.

Throughout the development of the project, regular Project Status Reporting will be prepared to collate this information and track delivery of key outputs.

- Monitoring of overall project objectives, with focus on outcomes and impacts of the project post-implementation. This involves more diverse data collation and review over a longer time frame, reflective of the key objectives of the project around town centre regeneration, and wider benefits around health & wellbeing, pride in place, and place quality. Data collation / measurement will utilise a range of sources and methods but anticipated to include:
  - Automated and manual measurement of town centre footfall at key locations
  - Traffic flow counters
  - Road traffic accident data
  - Planning applications records (as evidence of regeneration and renewed investment activity)
  - Place Standard Assessment(s) undertaken through Locality Planning process
  - GIS Based Accessibility Mapping to monitor pedestrian / cycle flow and accessibility
  - Socio-Economic Data (SIMD / Census / Scottish Household Survey) to provide comparable, quantitative insight into health & wellbeing and socio-economic deprivation in Greenock's communities.

Project Evaluation will be informed by the ongoing monitoring, with primary focus on impacts and ensuring key challenges for town centre regeneration have been successfully addressed by the project interventions. The Evaluation will take the form of two-stage review process. A Project Evaluation Review undertaken 0-12 months after completion of the project, and a Post Implementation Review undertaken 3 and 5 years after completion. This would allow for comprehensive monitoring data over a time period that allows project outcomes and impacts to materialise, particularly around follow-on development by Inverclyde Council, West College Scotland, and other partners.

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## **Demonstrate that some bid activity can be delivered in 2022-23**

The Project Programme includes the following planned activity in 2022/23 (subject to LUF Funding award):

- Preparation and completion of Minute of Agreement with Transport Scotland, including design, methodology and detailed programme for works to A78 Trunk Road
- Completion of STAG Assessment and DMRB Stage 3 Design for proposed A78 / A8 road enhancement / re-alignment works, linked to and informing the above and ensuring all necessary consents are in place for road / active travel interventions.
- Follow-on consultation and engagement with key statutory stakeholders to inform design development process, including (but not limited to): Inverclyde Council Highways, Inverclyde Council Planning & Development, Transport Scotland, Oak Mall Greenock Ltd, Historic Environment Scotland.

It is critical that these detailed design and stakeholder engagement processes are undertaken in 2022/23 in order to enable timely commencement of main works in financial year 2023/24.

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## **Risk Management: Set out your detailed risk assessment**

A detailed Risk Register has been developed for the Project and is attached to this funding bid, setting out full details of potential risks along with anticipated impacts, mitigations, and assigned responsibilities. The Risk Register is a live document and will continue to be updated throughout the duration of the project as risks are addressed and/or new risks arise. At the current stage, risks have been broadly categorised as: Business Case & Financial / Economic Risks, Statutory Approval Risks, Design & Construction Risks, and Operational Risks.

The core of the project involves the restructuring of Trunk Road infrastructure

and the associated demolition of the eastern section of the Oak Mall and Hector McNeil House. The proposals are based on masterplan and early-stage design concepts. No detailed building or structural assessments/ site investigations within the road corridor have been undertaken and service/utility infrastructure based on record data. Detailed traffic surveys, assessments and modelling will be required in due course to define the design parameters for the junction and will inform ongoing risk assessment and approaches to management / mitigation.

Those risks with the highest impact score (probability x potential impact) are summarised below:

**FINANCIAL / BUSINESS CASE RISK:** External Capital Funding Support is not secured

**RISK EFFECT** –The scheme is very unlikely to be delivered to the current design and would fail to meet its current objectives around town centre regeneration, improving place quality, and addressing socio-economic and health & wellbeing deprivation. There are currently no other likely external sources that can provide timely grant of significant funding to enable project delivery.

**MANAGEMENT & MITIGATION** –IC have led development of robust Business Case and Funding Application that addresses fundamental regeneration need and satisfies core LUF / UK Government objectives. All reporting and analysis has been developed specifically to align project and funding, including external consultant support and liaison with key stakeholders to ensure Bid is well evidenced and meets relevant criteria.

**DESIGN / CONSTRUCTION RISK:** DMRB Process / Transport Scotland Requirements necessitate amendment to currently planned scope of works to road infrastructure

**RISK EFFECT** –Likely delay in project costings to accommodate design amendments and change in scope of works, and potential effect on project programme to accommodate.

**MANAGEMENT & MITIGATION** –IC (and external consultant support) have collaborated closely with Transport Scotland as key consenting authority on the concept design of the road infrastructure works for the project, including 2no. meetings and incorporation of suggested amendments at very early stage. Transport Scotland have indicated 'in principle' agreement to scope of design, subject to further detailed review through DMRB process. Transport Scotland's Bridge Engineering Team have indicated strong support, recognising mutual benefit to both parties of re-configuring the existing assets. IC will continue to work closely with Transport Scotland at all stages of design and delivery, and ensure all works conform to national standards / policy.

**FINANCIAL RISK:** Increase in project capital costs as technical design development progresses.

**RISK EFFECT** –In the event of significant cost increases beyond current allowances it is likely that the project will fail, or require significant amendments in scope such that it would not achieve key objectives of the Council / partners / funding sponsors. Inverclyde Council carry liabilities for increased costs and have no budget / finance to advance if tender values above budget, other than value engineering.

**MANAGEMENT & MITIGATION** –Detailed cost review has been undertaken at an early stage in project development, including Green Book compliant calculation of Optimism Bias. Optimism Bias has been set at a high level to reflect scale and potential complexity of infrastructure works, including to Trunk Roads and roundabout junctions. Cost allowances have been based on local benchmarking and incorporating inflation allowances.

Other risks which are included on the Risk Register and require specific mitigations are summarised below (inter alia):

- **RISK:** Leverage / follow on investment in town centre regeneration is delayed  
**MITIGATION:** Inverclyde Council advancing early discussion with key partners (WCS / Oak Mall Greenock Ltd.) to encourage investment and ensure early agreement on shared ambitions and key objectives.

**RISK:** Partner support not concluded in terms of detailed delivery agreement with failure to secure necessary follow-on investment

**MITIGATION:** Inverclyde Council have established positive dialogue with all key partners and secured letters of support for project, aligned in terms of ambitions and objectives for town centre regeneration.

RISK: Transport Scotland fail to support finalised design proposals, with effect that scheme is incapable of being delivered in current design / scope.

MITIGATION: Early dialogue has been undertaken with TS to ensure their 'in principle' support and recognition of potential mutual benefit to proposed works. Collaborative design process with TS to include DMRB ensuring their feedback and technical input is incorporated.

The principal responsibility for management of all risks is with Inverclyde Council, as the lead body for delivery of the project. Management of risks is integral to the project management processes adopted by the Council and will include 4-weekly updates to the Risk Register by the appointed Project Manager. It is recognised that risk evaluation is an ongoing process and will also be aligned with Change Management as the project advances to implementation.

In summary, the approach to Risk Management for the Project will incorporate:

- Independent assessment / analysis of the Partnership Agreements
- Regular review, monitoring and appraisal of risk register.
- Early confirmation of scope / costs incl. allowances for OB / programme
- Subsidy Control Compliance (IC to advise PMO)
- Ongoing strategy to assess, evaluate, manage and mitigate risks
- Clear risk management protocol with clear risk ownership and responsibility for actions.

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## Provide details of your core project team and provide evidence of their track record and experience of delivering schemes of this nature

Inverclyde Council's delivery of the project is led by the Environment, Regeneration and Resources directorate by the Environmental and Commercial Services Team. The Management Structure reflects the Council's standard large project delivery structure, with project roles assigned as shown below:

### SENIOR RESPONSIBLE OFFICER: [REDACTED]

Overall responsibility and accountability for delivery of the project, the SRO's role is to ensure the project is focused and meets its objectives, as well as commitments around budget and programme.

Stuart has over 30 years leadership and experience in capital project delivery for local authorities, including town centre regeneration and large capital projects such as Inchgreen Dock regeneration project (Capital Value £9.47m) Ocean Terminal (£19.3m) and project management for projects up to £72 million.

### PROJECT SPONSOR: [REDACTED]

Accountable to the SRO and those charged with governance, the PS is the key driving force behind the project Responsibility for managing the delivery of the Inverclyde Council / Transport Scotland project interface.

[REDACTED] has over 25 years' experience in regeneration and programme management and delivery. Strong background in regeneration and Project Management. Project Management of projects up to £40m as part of the Council's School Estate Programme deliver.

### SENIOR PROJECT MANAGER(S): [REDACTED]

Responsible for day-to-day coordination and direction across the overall project and coordination between consultant design team, key stakeholders, and council officers. Providing support to Monitoring & Evaluation activity and delivery of Community Benefits throughout all phases of the project.

The lead members of the Project Team have considerable and relevant experience in developing and delivering projects of this scale and complexity. The Project Management Team will call upon Corporate Services across all relevant Council Departments with a Client Board / Steering Group.

Key elements of design and technical assessment necessary to deliver the scheme will be undertaken by external consultants, to be appointed by the Inverclyde Council Project Team. Specialist services to be appointed and provide support the Project Team may include: engineering, design (landscape / public realm), and cost consultancy / quantity surveyor services. Where necessary, external resources will be appointed under the Council's



Framework or through competitive tender from existing frameworks. Technical support and input will also be provided by stakeholder partners with a detailed knowledge and historical involvement in the site, including Transport Scotland and Oak Mall Shopping Ltd.

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## Set out what governance procedures will be put in place to manage the grant and project

Full details of the proposed Governance Procedures for the Project are set out within the Business Case (Section 5) attached to this funding bid.

Inverclyde Council has put in place a governance structure for the project to ensure robust monitoring throughout the development and delivery. The Project Board will provide formal governance and oversight and be accountable for delivery of the project against planned timescales and budgets. Details of this structure are set out in an organisation chart within Section 5 (Management Case) of the Business Case, illustrating direct links between the Project Team and Project Board. The Project Team will report to the Project Board (see Members below) which will be chaired by the SRO

The Project Board provides opportunities to bring together senior officers from key services that are delivering, receiving, and funding the assets through the development. Where necessary, officers reporting to the Project Board will be supporting in providing oversight and direction by senior colleagues from planning, legal and property services.

The Project Team (led by Inverclyde Council Project Managers) will report regularly to the Project Board, at Quarterly Meetings where Project Status Reports will be prepared and reviewed including:

- Review and updating of Project Risk Register
- Review and update of Project Issue Management
- (Re)assessment of project interfaces and dependencies
- Financial Control and Contingency Management
- Change Control review and assessment
- Grant Disbursement Arrangements will be monitored
- Delivery of Project Outputs / Outcomes / Impacts will be monitored

The Project Board in turn reports into the Council's Leadership Board who scrutinises, oversees and authorises the progress of the project. Following these checks, papers will be provided to the appropriate funding authority to ensure transparency of information, clear corporate and accountable decision making and robust governance.

The Project Board will comprise. Officer Representatives Inverclyde Council plus Contracts Manager / Officer from Transport Scotland (eg. Trunk Road Contracts). Other officers in attendance as required will include Director of Finance and Resource, Director of Environment and Infrastructure and the Head of Corporate Governance as required.

The Project Board has overall responsibility for Project Governance. As indicated above the Board will include the following members:

- [REDACTED] Interim Service Director (Chair)
- [REDACTED] IC Project Sponsor
- [REDACTED] Inverclyde Council Chief Financial Officer
- [REDACTED] head of Legal and Democratic Services
- [REDACTED] Chief Engineer Transport Scotland

Advisors to the Board in Senior Project Management roles will include:

- [REDACTED] –Inverclyde Council Legal Services
- [REDACTED] –Senior Project Manager
- [REDACTED] –Building Services & Procurement Manager
- [REDACTED] Head of Shared Services (Roads & Environmental )
- [REDACTED] Service Manager Finance
- [REDACTED] Oak Mall Shopping Centre Ltd. (Representative to be confirmed / appointed)
- [REDACTED] Transport Scotland Area Manager

- Lead Consultant / Design Team (To be confirmed / appointed)

Linked to Project Governance and Board Reporting, where necessary the Project Team will seek approval for additional activities whose approval falls under the remit of specific existing Council Committees. Specifically, it is anticipated that approvals will be required from Corporate Services, Finance and Resource, and Planning Committees.

The proposed Governance Structure seeks to provide a regime that is robust in its monitoring and reporting, and sufficiently agile and local to respond to issue arising during the course of project delivery, providing direction as required by appropriately senior officers, in line with the Council's Standing Orders and Scheme of Delegation. As noted above, regular reporting to Councillors, and approvals as required, are undertaken through Committee reporting, augmented with detailed stage specific briefings.

The monitoring of the project finance will be undertaken by as Senior accountant within the Council providing monthly monitoring information in respect of spend to the SRO /and Project Board. Both the Service manage and Chief Financial officer will be responsible for reviewing all financial accountability and seeking agreement/ approval from the project Board. All of the processes associated are within CIPFA Guidelines and subject to full audit from the Chief Financial Auditor (Andi Priestman).

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## **If applicable, explain how you will cover the operational costs for the day-to-day management of the new asset / facility once it is complete to ensure project benefits are realised**

### Trunk Roads Infrastructure

The Trunk Road infrastructure will be managed, operated and maintained by Transport Scotland and their maintenance operator Amey South-West Trunk Roads. The remodelled A78 will provide an at-grade road with full active travel scheme delivered in full collaboration with Transport Scotland, including their input on technical design, certification and delivery under an MOA. . Once complete, responsibility for maintenance and operation of the A78 will revert to Transport Scotland as part of its Trunk Road Network.

### Local Road Network

The local Road Network infrastructure will be managed, operated and maintained by Inverclyde Council  
Following completion of the project, Inverclyde Council will be responsible for managing the ongoing operation and maintenance of the local roads including any amendment / reorganisation of the Construction Diversion Route – Drumfrochar Road.

### Public Realm

The Greenock Central will create additional public realm within the heart of the town. Inverclyde Council will maintain and operate the public realm to ensure project benefits around place quality and creation of a safe and welcoming town centre environment are realised.

The new public realm delivered through the project will remain in the effective ownership of the Council, and maintained and operated by the Environment, Regeneration and Resources directorate. Operational costs will be subsumed into Inverclyde Council's existing budgets for street cleaning, rubbish collection, maintenance of landscape and public realm which they currently undertake for the adjacent Clyde Square and Cathcart Square to which the new public realm will effectively form an extension.

Follow-on development and investment in the town centre as a result of the project, for example by West College Scotland, would be delivered and subsequently maintained by those parties, with no additional management responsibilities or costs for Inverclyde Council.

The development of a cultural hub and the safeguarding of The Glebe is limited to safeguarding of the Listed Building to facilitate follow-on investment

as part of the regeneration of the Town Centre. Inverclyde Council will continue to maintain the building.

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Upload further information  
(optional)

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## Set out proportionate plans for monitoring and evaluation

A comprehensive Monitoring & Evaluation Plan has been prepared and is appended to this Bid. It outlines how the monitoring of project outputs, outcomes and impacts will be undertaken by the Project Team both during and post-implementation of the project, and how this will feed into overall Project Evaluation processes.

The Plan has been developed to align with DLUHC Levelling Up Fund Monitoring & Evaluation Strategy (Technical Note –Annex E), as well as having regard to HMT's Magenta Book guidance on what to consider when designing an evaluation.

The Plan involves an ongoing process of data collation and review, tracking delivery against programme and planned targets, as well as wider assessment of the project's effectiveness beyond implementation, especially in terms of measuring impacts and whether anticipated benefits and value for money has been delivered. The Plan is closely linked to the Theory of Change (attached to this Funding Bid), and tracking the causal links between outputs, outcomes and impacts within this over the duration of the project. The regeneration and place-making outcomes of the project are particularly key, and will be the primary focus of M&E activity.

Inverclyde Council recognise that monitoring & evaluation is an important part of project delivery, critical to identifying successes and failures and informing ongoing improvement and the embedding of positive practice. A coordinated and well-resourced approach to data-gathering, review, and evaluation of project interventions is needed to maximise their successes, and support robust accountability and tracking around costs, programme, and delivery.

For all Inverclyde Council projects, the key objectives of Monitoring & Evaluation are to track and monitor project impacts and value for money, to ensure that these are being optimised throughout project delivery, and to identify issues, challenges, or failings that may require addressing. In the context of the Greenock Central project and its objectives, key questions that will be considered in the Monitoring & Evaluation process therefore include (inter alia):

- Has the project been delivered within the planned timescales and in line with allocated budgets? Have planned project outputs been delivered to a high-quality standard of design and physical specification?
- Have town centre vacancy levels been reduced, and have town centre footfall levels increased?
- Has follow-on investment taken place in the Town Centre for education / cultural / retail / residential uses and has the business / trading environment been improved?
- Has the Quality of Place in Greenock Town Centre been improved, and is it easier for pedestrians and cyclists to access and navigate through the area safely?

The process of Monitoring & Evaluation will involve collation and review of information and data relevant to the above questions and the wider outcomes and impacts anticipated from the Project. This is set out in detail in the attached Monitoring & Evaluation Plan. At this stage of the Project, the Plan remains a Working or 'Live' document, that will continue to be updated as the Project is developed in more detail.

Project Monitoring activity is broadly divided into two sections:

- Monitoring of project delivery, with focus on effective delivery of outputs up to the point of completion. This is principally monitored through design information and project management reporting, such as milestone

programmes, budget and cost reviews, and planning application documents. Throughout the development of the project, regular Project Status Reporting will be prepared to collate this information and track delivery of key outputs.

- Monitoring of overall project objectives, with focus on outcomes and impacts of the project post-implementation. This involves more diverse data collation and review over a longer time frame, reflective of the key objectives of the project around town centre regeneration, and wider benefits around health & wellbeing, pride in place, and place quality. Data collation / measurement will utilise a range of sources and methods but anticipated to include:

- Automated and manual measurement of town centre footfall at key locations
- Traffic flow counters
- Road traffic accident data
- Planning applications records (as evidence of regeneration and renewed investment activity)
- Place Standard Assessment(s) undertaken through Locality Planning process
- GIS Based Accessibility Mapping to monitor pedestrian / cycle flow and accessibility
- Socio-Economic Data (SIMD / Census / Scottish Household Survey) to provide comparable, quantitative insight into health & wellbeing and socio-economic deprivation in Greenock's communities.

Project Evaluation will be informed by the ongoing monitoring, with primary focus on impacts and ensuring key challenges for town centre regeneration have been successful addressed by the project interventions. Evaluation will also consider value-for-money, ensuring that the project has delivered effective use of LUF Funding and wider resources, and review of project delivery to identify lessons that Inverclyde Council may apply in future projects.

The Evaluation will take the form of two-stage review process. A Project Evaluation Review undertaken 0-12 months after completion of the project, and a Post Implementation Review undertaken 3 and 5 years after completion.

- Project Evaluation Review (PER) - The PER is in effect an interim evaluation, undertaken shortly after completion of the project. It will combine elements of process evaluation, considering the lessons learned from project delivery (via Project Status Reporting), and the first phase of impact evaluation, considering how the completed project outputs have started to effect change in outcomes.

- A Post Implementation Review (PIR) - A Final Post-Implementation evaluation will be undertaken after completion and a period of project operation. This is with a view to reviewing how successful the project has been in meeting its aims and objectives and how on-going regeneration and place/town centre elements can be aligned. For the Greenock Central Project, it is anticipated that this PIR may be undertaken in two stages –3 years post-implementation and 5 years post implementation. This would allow for comprehensive monitoring data over a time period that allows project outcomes and impacts to materialise, particularly around follow-on development by Inverclyde Council, West College Scotland, and other partners, which will take time to deliver and therefore fully realise the full potential extent of town centre regeneration benefits. This Final Evaluation is principally focused on impacts, seeking to review and gauge the extent to which the Project has caused positive change for the town centre.

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## Senior Responsible Owner Declaration

Upload pro forma 7 - Senior Responsible Owner Declaration

Proforma 7 - SRO (Greenock).pdf

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## Chief Finance Officer Declaration

Upload pro forma 8 - Chief Finance Officer Declaration

Proforma 8 - CFO (Greenock).pdf

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## Publishing

**URL of website where this bid will be published** <https://www.inverclyde.gov.uk/your-council-your-say/levelling-up-greenock-town-centre>

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### Additional attachments

#### Additional file attachment 1

**Upload attachment** Greenock SOBC V007-28.07.22.pdf

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#### Additional file attachment 2

**Upload attachment** Greenock SOBC Appendices Combined (1).pdf

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#### Additional file attachment 3

**Upload attachment** LUF\_Single\_Project\_Costings\_and\_Planning\_Wkbook\_v2.00\_FINAL\_INVERCLYDE.xlsx

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#### Additional file attachment 4

**Upload attachment** LUF\_Greenock\_Proformas.pdf

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#### Additional file attachment 5

**Upload attachment** LUF\_Greenock\_Delivery Plan.pdf

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#### Additional file attachment 6

**Upload attachment** LUF\_Greenock\_Monitoring & Evaluation Plan.pdf

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#### Additional file attachment 7

**Upload attachment** LUF\_Greenock\_Theory of Change.pdf

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