

A special meeting of the Environment & Regeneration Committee will be held on Tuesday 27 November 2018 at 3pm within the Municipal Buildings, Greenock.

GERARD MALONE
Head of Legal and Property Services

BUSINESS

**** Copy to follow**

1. Apologies, Substitutions and Declarations of Interest	Page
NEW BUSINESS	
2. Inverclyde Strategic Housing Investment Plan 2019-2024 Report by Corporate Director Environment, Regeneration & Resources	p
3. Residual Waste Strategy – Procurement Rationale Report by Corporate Director Environment, Regeneration & Resources	p
4. City Region Tourism Strategy Report by Head of Organisational Development, Policy & Communications	p
5. Brexit Preparedness – Current Situation Report by Corporate Director Environment, Regeneration & Resources	p
6. King George VI Building – 9-11 King Street, Port Glasgow Report by Corporate Director Environment, Regeneration & Resources	p
The documentation relative to the following items has been treated as exempt information in terms of the Local Government (Scotland) Act 1973 as amended, the nature of the exempt information being that set out in the paragraphs of Part I of Schedule 7(A) of the Act whose numbers are set out opposite the heading to each item.	
7. Inchgreen – City Deal Strategic Business Case (** Appendix to follow) Report by Corporate Director Environment, Regeneration & Resources seeking authority to submit a revised Strategic Business Case to the City Deal Cabinet	Paras 6,8 & 9 p
8. Review of Riverside Inverclyde Report by Corporate Director Environment, Regeneration & Resources providing an update on the Review of Riverside Inverclyde	Paras 6,8 & 11 p

Enquiries to – **Diane Sweeney** - Tel 01475 712147

Report To: Environment & Regeneration Committee

Date: 27 November
2018

Report By: Corporate Director
Environment, Regeneration & Resources

Report No: ENV/043/18/DH

Contact Officer: Drew Hall

Contact No: 01475 714272

Subject: Inverclyde Strategic Housing Investment
Plan 2019 - 2024

1.0 PURPOSE

- 1.1 The purpose of this report is to seek Committee approval for the new annual Inverclyde Strategic Housing Investment Plan (SHIP), covering the period from 2019/20—2023/24, to be submitted to the Scottish Government.

2.0 SUMMARY

- 2.1 To secure funding every local authority is required to prepare an annual Strategic Housing Investment Plan (SHIP). The SHIP sets out the key investment priorities for affordable housing in Inverclyde over a five year period to achieve the outcomes of the Local Housing Strategy (LHS) 2017-2022, and help the Scottish Government reach the national target of providing 50,000 new affordable homes by 2021/22.
- 2.2 The Scottish Government issued revised Guidance on the preparation of SHIPs in August 2018 and all local authorities were required to submit their SHIPs to the Scottish Government Area Team Office by Friday 26 October 2018 via the Housing and Regeneration Programme (HARP). HARP is a web-based system designed to store consistent and accurate information about all Local Authority housing programmes.
- 2.3 As per agreed protocol and due to the date of our Committee meeting, The Scottish Government was advised that we would submit a draft of the SHIP pending the decision on its approval at today's Committee meeting.
- 2.4 The SHIP 2019 - 2024 has been prepared in consultation with all our local Registered Social Landlord (RSL) partners and includes a full programme of affordable housing development proposals over the five-year period.

3.0 RECOMMENDATIONS

- 3.1 That the Committee:

- a) Approve the Strategic Housing Investment Plan for the five-year period from 2019 - 2024 for submission to the Scottish Government by Inverclyde Council as detailed at Appendix 1. and
- b) Note the projects included in the Strategic Housing Investment Plan 2019 - 2024 as detailed at Appendix 1.

App. 1

4.0 BACKGROUND

4.1 The revised SHIP Guidance (August 2018) requires all local authorities to prepare and submit a new five-year SHIP by 26 October 2018. The Scottish Government have been advised that due to scheduling, we submitted a draft SHIP pending the decision on Committee approval of the SHIP at today's meeting. The SHIP 2019/20 - 2023/24 sets out Inverclyde Council's priorities for affordable housing development and presents an overview of what might be achieved throughout Inverclyde over the next five years.

5.0 SHIP 2019/20 - 2023/24

5.1 Inverclyde is currently benefitting from significant investment in new affordable housing which will address the housing priorities in our area which most reflect the needs of our residents. National and local housing providers will receive around £32 million grant funding from the Scottish Government's Affordable Housing Supply Programme (AHSP) and will deliver over 800 new homes in Inverclyde over the next 3 years.

5.2 The SHIP is the result of ongoing consultation with RSLs, the Scottish Government and HSCP. Similarly, discussions with Council colleagues such as those in Roads, Planning, Property Services and Legal are fundamental in helping to resolve issues and ensure the delivery of development proposals which contribute appropriate housing for the area.

5.3 RSLs have put forward a comprehensive series of proposals for new affordable housing developments across Inverclyde covering the first four years of the planning period from 2019/20 to 2023/24. Table 1 (see Appendix 1) provides details of all projects over the five-year period.

5.4 The SHIP proposals provide affordable housing for social rent only. No projects have been put forward for affordable housing for sale (through shared equity schemes). However, the Council is in discussion with RSLs on the possibility of developing units for New Supply Shared Equity; eligibility for which has been recently expanded to include over 60's.

5.5 National population projections indicate that 4 of out every 10 households are expected to be single person households in Inverclyde by 2029. The majority of these are projected to be inhabited by older persons, who generally wish to continue living independently in home and community settings. We have been exploring different ways of supplying housing suitable for older residents with our RSL and HSCP partners, and increasing accommodation suitable for this demographic in the SHIP proposals. By utilising 24 hour care services; providing specific dementia friendly accommodation; and increased use of technologies such as telehealth and telecare; we are confident that we can address the housing and health needs of our increasing older population and support independent living.

5.6 In support of action 62 of the Fairer Scotland for Disabled People Action Plan, the Scottish Government SHIP guidance (August 2018) requested a greater focus on the delivery of wheelchair accessible housing across each local authority area. With over 800 units proposed in the SHIP and the Council's current 3% wheelchair accessible target; we would expect at least 25 wheelchair accessible homes to be added to the social rented stock of Inverclyde over the next five years.

5.7 To help achieve Scottish Government climate change and fuel poverty objectives, and contribute to the proposed 80% reduction in emissions by 2050, all of the projects proposed in the SHIP will tackle fuel poverty and ensure that heat is affordable for residents by increasing energy efficiency and therefore reducing the amount of energy required to heat the home.

5.8 The decision making process, which determines what projects to prioritise, involves many considerations including proposed house type/mix; impact new housing might have on older stock in the area; and ownership of the land to be used for development. Inverclyde Council SHIP submission forms stipulate that the projects which would be prioritised are those which

achieve the best balance between the following categories:

- Reflect LHS outcomes
- Address Housing Need and Demand
- Deliverability

- 5.9 We will continue to work with RSLs and HSCP partners with the aim of identifying which type of housing, in which location, best achieves the outcomes of the LHS, and therefore the needs of the population.
- 5.10 The 'Summary of Inverclyde SHIP 2019/20 - 2023/24' table at Appendix 1 displays a deliberate and substantial over-programming which would require grant funding far in excess of what has currently been offered. This over-programming is recommended by the Scottish Government. The intention is to allow for substitution of projects if a development stalls and cannot proceed due to unforeseen circumstances. Over-programming will help to ensure no loss of AHSP funding to the Inverclyde Council area; and provide an option for Inverclyde to take advantage of underspend elsewhere in Scotland and build additional housing where appropriate. App.1
- 5.11 A total of 1188 units contained in 27 projects are proposed in this SHIP, with a total AHSP expenditure of £89.868m. The minimum available AHSP funding is £31.982m.

6.0 AHSP Activity Update

- 6.1 Three affordable housing developments have been completed in Greenock and Port Glasgow since last years' SHIP. Combined, these three sites offer 109 new units for social rent including wheelchair and amenity housing:
- River Clyde Homes' Bay Street development contains a mixture of 41 flats and houses for social rent in Port Glasgow, including a wheelchair accessible property.
 - The Garvald Street site developed by Oak Tree Housing Association offers 45 units for social rent through a combination of houses and cottage flats.
 - Link completed a project with a mix of 21 amenity standard cottage flats and 2 wheelchair designed properties on the former St Gabriel School site, managed by Larkfield Housing Association.
- 6.2 Completions for River Clyde Homes' sites at Slaemuir (Phase 1) and Mallard Bowl are imminent. These two sites will offer 48 units across Greenock and Port Glasgow. The Slaemuir site in Port Glasgow is the first in a 3 phase development which will provide 96 units of varying house type including 3 bedroom family homes and 1 bedroom flats, and incorporate wheelchair housing. All River Clyde Homes properties are capable of being adapted to suit a range of housing needs.
- 6.3 Preparatory works have begun for several other projects, to enable them to either start in 18/19 or shortly thereafter. Oak Tree has 2 sites, Auchmead Road in Greenock and Shore Street in Gourrock which are nearing site start stage. Bow Farm in Greenock will provide 62 units for social rent and site is scheduled to start in October 2019.
- 6.4 Sanctuary Group are about to provide 5 sites across Greenock and Port Glasgow at Auchenbothie Road, Lilybank Road, Dubbs Road, Mount Pleasant Street and Broadstone Avenue which will deliver 103 units for social rent. The sites will offer a range of house types with cottage flats, family homes, and 23 units of amenity housing at Dubbs Road.
- 6.5 The joint project between Cloch Housing Association and Oak Tree at Kings Glen will provide 58 units for social rent including large family homes and cottage flats with some homes on split level due to the topography of the site. Consultation with colleagues in HSCP identified a requirement for throughcare accommodation in the area and this has been taken into account in the housing mix proposals with four 2 bedroom cottage flats to be provided as throughcare accommodation.

- 6.6 The development at the Ravenscraig Hospital site by Link Group in partnership with Oak Tree is expected to have a site start of May 2019 and will help meet the demand for one bedroom and family homes. Link's target of providing 10% wheelchair housing and the provision of amenity cottage flats will support more residents to live independently for as long as possible in their own homes and communities.
- 6.7 Adding to the imminent completion of projects at Slaemuir (Phase 1) and Mallard Bowl, River Clyde Homes have a number of other sites in the current SHIP across Greenock and Port Glasgow projected to start soon which will add over 400 more socially rented homes to Inverclyde.
- 6.8 The continuing project at Slaemuir, combined with the 138 units at James Watt Dock and the 224 units at the old St. Stephen's school site will include a variety of homes ranging from 1 bedroom assisted living properties to family homes, and will also provide wheelchair accessible properties. This variety and number of new homes for social rent will improve communities, lift local asset values and assist future regeneration.

7.0 IMPLICATIONS

7.1 Strategic

The SHIP 2019/20 - 2023/24 provides a means to support housing choices and of addressing tenure imbalance across the Inverclyde Council area both of which are strategic outcomes of the Inverclyde Local Housing Strategy (LHS) 2017 - 2022.

7.2 Financial

The Resource Planning Assumptions for AHSP funding over the period 2018/19—2020/21 amount to £31.982m, however the More Homes Division has emphasised that these are minimum assumptions for planning purposes and that over-programming is essential. The SHIP has therefore been prepared in the expectation of additional AHSP funding becoming available in future years and the MHD have agreed on appropriate measures to ensure the delivery of the programme in the event that there may be insufficient resources available in any one year.

One off Costs

Cost Centre	Budget Heading	Budget Year	Proposed Spend this Report	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments
N/A					

7.3 Legal

There are no legal implications for Inverclyde Council arising from this report.

7.4 Personnel

There are no Personnel implications arising from this report.

7.5 Equalities

Has an Equality Impact Assessment been carried out?

Yes See attached appendix

No This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required.

7.6 Repopulation

The provision of new affordable good quality housing is intended to support and complement the work on Repopulation, which is seeking to stabilise the existing population and to attract new people to the Inverclyde Council area by improving the housing quality and expanding the housing options available across Inverclyde.

8.0 CONSULTATIONS

8.1 This report has been prepared in consultation with the following:

- Developing RSLs operating within the Inverclyde Council area;
- All other RSLs operating within the Inverclyde Council area; and
- Scottish Government More Homes Division, Glasgow and Clyde Area Office

9.0 LIST OF BACKGROUND PAPERS

9.1 Guidance on the Preparation of Strategic Housing Investment Plans; Scottish Government Housing Supply Division Guidance Note (MHDGN 2017/03), July 2017.

INVERCLYDE

STRATEGIC HOUSING INVESTMENT PLAN

2019/20- 2023/24

SUPPORTING STATEMENT

DRAFT

Introduction

Inverclyde is currently benefitting from significant investment in new affordable housing which will address the housing priorities in our area which most reflect the needs of our residents. National and local housing providers will receive around £32 million grant funding from the Scottish Government's Affordable Housing Supply Programme (AHSP) and will deliver over 800 new homes in Inverclyde over the next 3 years.

To secure funding every local authority is required to prepare an annual Strategic Housing Investment Plan (SHIP). The SHIP sets out the key investment priorities for affordable housing in Inverclyde over a five year period to achieve the outcomes of the Local Housing Strategy (LHS) 2017-2022, and help the Scottish Government reach the national target of providing 50,000 new affordable homes by 2021/22.

Preparation and delivery of the SHIP requires close collaboration between a range of stakeholders including Registered Social Landlords (RSLs), Scottish Government's More Homes Division, the Health and Social Care Partnership and other services within the Council, including Planning, Roads and Property Services. These partnership arrangements help facilitate delivery and implementation of both the LHS and the SHIP.

The SHIP is a five-year plan based on three year Resource Planning Assumptions, which are notified to the local authority on an annual basis. Assumptions and forecasts are based on information available at the time of preparation and are therefore subject to refinement as projects are developed. The SHIP details how we believe grant funding should be utilised across Inverclyde over the next 5 years to achieve the outcomes in the LHS.

In June 2018 the Scottish Government issued a revised Strategic Local Planning Agreement and Resource Planning Assumptions (RPAs) to Inverclyde Council for the period 2018/2019 to 2020/2021. The RPAs are as follows:-

Year	RPA
2018/19	£11.249m
2019/20	£10.031m
2020/21	£10.702m
Total	£31.982m

The SHIP identifies priority sites for development; it also states what resources are required to implement them. New guidance was issued by the Scottish Government in August 2018 which provided revised procedures for Local Authorities. This guidance has been utilised in preparing the SHIP.

Covering the 5 year period, 2019/20 - 2023/24, the SHIP and corresponding programme table (Appendix 1) sets out the key investment priorities and projected grant requirement to deliver affordable housing in the Inverclyde area.

Housing Need and Demand Assessment

The LHS was informed by the Housing Needs and Demand Assessment co-produced by the Strategic Development Authority for the region, Clydeplan, and the eight Glasgow City

Region Housing Authorities who collaborate through a Housing Market Partnership. This provides a robust, shared and agreed evidence base to support each authorities' LHS and development plans.

The LHS is prepared every 5 years, and requires the evidence base included in the HNDA to be regularly reviewed and updated. The current LHSs for local authority partners run from either 2016 - 2021 or 2017 - 2022.

From 2021, preparation will commence on the next Inverclyde LHS. This will require a refreshed evidence base. The HNDA Tool and associated guidance has now been refreshed and will assist in the production of the next HNDA. The HNDA Guidance is designed to assist local authorities to estimate the future number of additional homes required to meet existing and future housing need and demand.

While the HNDA is firmly rooted in evidence and has drawn a picture of local housing requirements, the process has also highlighted areas where further research needs to be conducted in order to fully understand local needs and demands, and to address them appropriately through inter-agency work and partnership arrangements. For example, further research was recommended into the impacts of poor quality and lower demand housing in Inverclyde.

Local Housing Strategy

The Inverclyde Local Housing Strategy 2017-2022 sets out the strategic policy approach of the Local Authority and its partners to deliver high quality housing and housing related services across all tenures to meet identified need in Inverclyde.

The Inverclyde LHS was designed to overcome many of the challenges that face social tenants, private tenants, home owners and homeless people of Inverclyde; and help us to achieve our vision, aims and outcomes by 2022.

It identified 6 outcomes which the SHIP process will help the Council and its partners meet:

Outcome 1: Provide a supply of good quality affordable housing solutions across all tenures

Outcome 2: Sustainable, attractive and well-designed communities with well-functioning town centres

Outcome 3: Prevent homelessness where possible through provision of ongoing support to meet the needs of individuals

Outcome 4: People supported to live independently for as long as possible in their own homes and communities

Outcome 5: Tackle fuel poverty and contribute to meeting the climate change target

Outcome 6: Improve stock condition across all tenures

The LHS sets out Housing Supply Targets (HST) for private and affordable housing and the SHIP establishes priorities to achieve the affordable HST and related outcomes, as set out in the LHS. Considering all determining factors, it was calculated that a realistic and deliverable HST for Inverclyde would be 90 affordable units and 170 private sector units per annum over the lifetime of the LHS.

Inverclyde is one of the few Local authority areas which has a population which is projected to decrease, however the annual HST reflects the continued need to replace poor quality and unsuitable stock.

Demographics

Net migration, particularly of the 20s to 30s age group, continues to be a major contributor to depopulation across Inverclyde. The rate of population decline is projected to slow between the years of 2012-2024, then increase again from 2024-2037.

A decline in the working age population, along with a lower than average projected household formation rate is combining to create a decline in households over the period to 2029. This will reduce the number of family-sized and working age households; resulting in implications for the local economy in terms of lower tax contributions. It will also put further pressures on already stretched services.

Depopulation coupled with negative projected household change will result in an increase in the number and proportion of single person households in Inverclyde. 4 of out every 10 households are expected to be single person households by 2029. The majority of these are projected to be inhabited by older persons, who generally wish to continue living independently in home and community settings. This requires serious consideration being paid to future housing provision, including Specialist Provision, and service delivery considerations for the Council and its partners.

Independent Living

The LHS identified a requirement for suitable housing for older residents who may be looking to downsize but are possibly unable to afford a property in the private sector. New Supply Shared Equity guidance has recently been revised to allow over 60's to benefit from the scheme and we are actively promoting this and other available shared equity schemes through the Council website, social media platforms, and to the national and local RSLs in the area.

We have also been exploring different ways of supplying housing more suitable to older residents with our RSL and HSCP partners, and introducing higher numbers of units within current SHIP projects suitable for this demographic. By utilising 24 hour care services; providing specific dementia friendly accommodation; and increased use of technologies such as telehealth and telecare, we hope to address the housing and health needs of our increasing older population.

Our new build stock, though not specifically designed for an older or mobility impaired population, will benefit from the requirement to align with Housing for Varying Needs standards. These standards will ensure that the new build properties are more suitable for older and mobility impaired populations than much of our current stock.

Fuel Poverty

Our LHS highlights the need to tackle fuel poverty in Inverclyde. Inverclyde Council have been successful recently in delivering our HEEPS ABS programme and we are keen to continue to improve the energy efficiency of the housing stock through the SHIP programme.

We are investigating whether introducing innovative approaches such as the Passivhaus standard, which reduces energy use and carbon emissions, would provide a viable, cost effective solution to fuel poverty in the area and help Inverclyde Council meet the Scottish Government's carbon emission targets.

All of the projects proposed in the SHIP will tackle fuel poverty and ensure that heat is affordable for residents by increasing energy efficiency and reducing the amount of energy required to heat the home.

RSLs advise in their submissions that projects will promote energy efficiency and reduce fuel poverty by various methods such as building houses to Silver Standard for sustainability and energy efficiency as detailed in the Building Standards Technical Handbook 2017. They will follow technical briefs which require the specification of the houses to be energy efficient by utilising technology such as renewable energy water heating, solar heating where possible and smart meters. High levels of insulation and energy efficient lightbulbs will be used. All of these aspects will help reduce energy consumption and keep energy bills down for residents.

Quality affordable housing solutions across all tenures

We are investigating a number of low cost housing options and their viability across various sites to increase the supply of good quality affordable housing solutions across all tenures. We are working with one of our RSLs and have jointly appointed consultants to carry out research and conduct market analysis on issues around supplying a range of tenures which would provide house types and designs tailored to meet local need.

The Council is in discussions with partners around utilising the Scottish Government's Partnership Support for Regeneration policy to encourage low cost private housing development in the area. Also, information between the Council and RSLs on the effect of new build housing on existing stock and other such issues is shared and discussed at the RSL Liaison meetings, and work is being commissioned to examine this particular issue further.

The Council is also discussing with developing RSLs the possibility of delivering units for New Supply Shared Equity (NSSE). The stipulations for who can benefit from NSSE have recently been revised to allow over 60's and Inverclyde Council will soon be discussing with Link and other national and local RSLs the suitability of providing a similar housing option to Paisley's Abbey Place retirement apartments. Options such as Open Market Shared Equity, NSSE, and shared ownership will be reviewed and promoted as appropriate.

Homelessness

Inverclyde Council and partners began reviewing our temporary accommodation provision model in 2017. Those with complex support needs often fail to sustain tenancies, leading to

repeat presentations to the Homelessness service. Without the appropriate support this cycle will continue.

A Rapid Rehousing approach utilising the Housing First model where required is the solution proposed by the Housing and Rough Sleeping Action Group (HARSAG) to address this situation. Housing First provides ordinary, settled housing with support as a first response for people with complex needs. The Scottish Government have asked all local authorities to produce a Rapid Rehousing Transition Plan (RRTP) by the end of December 2018; to be implemented by April 2019. From 2020, all SHIPs will provide information on the progress of RRTPs.

The Scottish Government has identified funding to support the transition to a Rapid Rehousing approach: £21m has been allocated from the £50m 'Ending Homelessness Together' fund for 2018-23, along with a health funding contribution of 1.5m over the first two years. To minimise time spent in temporary accommodation and adopt a Rapid Rehousing approach, HARSAG recommended that 25% of social rented stock in Inverclyde should be let to homeless households.

The Homelessness service in Inverclyde lies under the directorate of the HSCP who have set up a RRTP working group with members from across HSCP, RSLs, Housing Strategy, Commissioning and Finance to discuss ways to implement this HARSAG recommendation and produce the RRTP.

Wheelchair Accessible housing

The demand for wheelchair accessible housing is expected to increase significantly across Scotland, with a projected 80 per cent increase in the population of wheelchair users by 2024. The Clydeplan HNDA estimated that 'between 1% and 5% of all new additional units across the region may be required as wheelchair accessible homes.' All new housing in the area will meet Housing for Varying Needs standards as a minimum requirement, and the current LHS stipulates that 3% of all new social rented housing should meet wheelchair accessible standards to help increase the supply of housing suitable for wheelchair use in the area and meet the need of our residents.

We are assessing the benefits of producing an 'Inverclyde Standard' which would stipulate basic essential requirements for housing (including the 3% wheelchair accessible target) across all tenures in Inverclyde.

Calculating the provision of wheelchair accommodation in the RSL sector and avoiding double counting is problematic given the range of definitions and terminology employed across individual landlords. In addition, there is a distinction between purpose-built housing and existing stock that has been adapted for wheelchair use.

We are in the process of attempting to harmonise categories of supported accommodation across our social landlords to build our knowledge base and map availability of current supply on GIS. This will enable better assessment of future wheelchair accessible requirements.

We are engaged in a Specialist Housing Review with our partners and we are also in discussions with RSLs to ensure that the number of wheelchair accessible housing across

the current SHIP projects meets the 3% target. Specific wheelchair housing is now discussed at an early planning stage between Housing & HSCP for any new housing project; and we liaise with RSLs to determine the viability of including bespoke wheelchair accessible housing on all upcoming sites.

Link Group Ltd, in partnership with Oak Tree Housing Association, is planning to deliver 150 new high quality affordable homes for social rent at the old Ravenscraig Hospital site in Greenock. This site will benefit from Link Group's own specialist provision target of providing 10% wheelchair exemplar properties on each site. Officers from Housing Strategy and the HSCP are in regular communication with Link Group and other housing providers to ensure that new build housing can provide homes to meet an array of needs.

With over 800 units proposed in the SHIP and the Council's current 3% wheelchair accessible target, we would expect at least 25 wheelchair accessible units to be added to the social rented stock of Inverclyde over the next five years.

All of our developing RSLs are looking at ways of accommodating more specialist provision housing, including wheelchair accessible housing, on their sites and we are working with partners to increase the number where possible.

New affordable housing will also help to address other housing needs by incorporating dementia friendly designs and providing 'assisted living' homes for older and disabled residents.

Consultation

This SHIP is the result of ongoing consultation with RSLs, the Scottish Government and HSCP. Similarly, discussions with Council colleagues such as those in Roads, Planning, Property Services and Legal are fundamental in helping to resolve issues and ensure the delivery of development proposals.

In Inverclyde, the Council, the HSCP, and RSLs regularly attend a Housing Partnership Group. One of this group's key functions is to analyse the need for specialist housing to be included in projects which are submitted to the SHIP.

Regular programme meetings take place with representation from each of the RSL's and the More Homes Division of the Scottish Government to ensure that sites are progressing as they should. This affords the RSLs the opportunity to discuss any programme delays and discuss possible solutions.

The ongoing work of the Housing Partnership Group and the regular programme meetings between Housing Strategy, RSLs and the Scottish Government help to develop and deliver the housing type appropriate for the area.

Methodology

The decision making process which determines what projects to prioritise involves many considerations including proposed house type/mix; impact new housing might have on older stock in the area; and ownership of the land to be used for development. When asking for SHIP submission forms from our RSLs, Inverclyde Council stipulate that the projects which

would be prioritised are those which achieve the best balance between the following categories:

- Reflect LHS outcomes
- Address Housing Need and Demand
- Deliverability

In last years' SHIP, projects were similarly assessed considering deliverability, housing needs and LHS outcomes. However, our prioritisation process was weighted towards those projects which were deemed to be more deliverable.

Though many projects in the SHIP are rolled forward from previous submissions, we are continually monitoring how successfully the highest priority projects meet the housing need for the area, and their efficacy in helping to achieve the LHS outcomes. A more holistic method of project selection is now being utilised as part of our on-going decision making process.

Within the SHIP guidance, the Scottish Government stressed the importance of applying a 'minimum slippage factor of 25%' to the AHSP element of the SHIP. We have already benefitted from accelerating alternative projects due to slippage. Our 'over programmed' approach will help to address the number of units delivered. We will continue to work with RSLs and HSCP partners with the aim of identifying which type of housing, in which location, best achieves the outcomes of the LHS, and therefore the needs of the population.

The projects listed in the SHIP table at Appendix 1 are listed in order of priority from the top to the bottom of the table. Where slippage occurs on our higher priority sites, we have 'slippage projects' which can replace other projects as needed. River Clyde Homes and Oak Tree have a number of slippage projects at varying stages of readiness.

The development proposed by the Link Group (in partnership with Oak Tree Housing) for the building of 150 social rented properties on the Ravenscraig Hospital Grounds is the highest priority new build project over the next five years. The site will provide a large number of social rented homes for the south west of Greenock and will include a significant number of wheelchair and amenity housing, helping to ease the increasing need for these types of homes. Beyond the initial 150 homes there is also the expectation that a private developer will contribute housing for owner occupation with the possibility of providing affordable housing ownership options such as New Supply Shared Equity. The Ravenscraig Hospital site has been derelict for over a decade; the proposed development will bring sustainable, well-designed and attractive regeneration to the area.

Development Constraints

There are a range of development constraints which have been identified in the submissions. These constraints include land not yet being in the ownership of the RSL and in some cases land not fully identified; loan funds not being finalised; and design teams not yet appointed. Further development constraints include statutory consents not being in place (including zoning of land by the Planning authority); site investigations not yet carried out; RSL committee approval yet to be secured; final costs not yet available; problems with

topographic issues remaining unresolved; contamination issues such as Japanese Knotweed; and the requirement for excavations of rock before the development can commence.

Inverclyde Council are looking for a developer for the former Babylon nightclub site on the corner of Argyle Street/West Stewart Street, Greenock. This site remains in a state of disrepair. It is currently an eyesore and could be utilised to provide town centre living, possibly for those requiring amenity or wheelchair accommodation. Currently this site has failed to attract attention due to the extent and projected costs of infrastructure works required. Inverclyde Council are investigating other possible areas of grant funding which could make this site viable to an RSL and allow them to transform the building and contribute to the regeneration of a well-functioning town centre.

One of the areas of grant funding which could facilitate construction on this important site is the Scottish Government's Housing Infrastructure Fund (HIF). The HIF is managed and administered by More Homes Division and provides extra funding to sites which are of strategic importance and cannot proceed or have stalled due to exceptional infrastructure works. It allows for such sites to be unlocked for the delivery of affordable housing.

AHSP Activity Update

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Avenue which will deliver 103 units for social rent. The sites will offer a range of house types with cottage flats, family homes, and 23 units of amenity housing at Dubbs Road.

The joint project between Cloch Housing Association and Oak Tree at Kings Glen will provide 58 units for social rent including large family homes and cottage flats with some homes on split level due to the topography of the site. Consultation with colleagues in HSCP identified a requirement for throughcare accommodation in the area and this has been taken into account in the housing mix proposals with four 2 bedroom cottage flats to be provided as throughcare accommodation.

The development at the Ravenscraig Hospital site by Link Group in partnership with Oak Tree Housing is expected to have a site start of May 2019 and will help meet the demand for one bedroom and family homes. Link's target of providing 10% wheelchair housing and the provision of amenity cottage flats will support more residents to live independently for as long as possible in their own homes and communities.

Adding to the imminent completion of projects at Slaemuir (Phase 1) and Mallard Bowl, River Clyde Homes have a number of other sites in the current SHIP across Greenock and Port Glasgow projected to start soon which will add over 400 more socially rented homes to Inverclyde.

The continuing project at Slaemuir, combined with the 138 units at James Watt Dock and the 224 units at the old St Stephens school site will include a variety of homes from 1 bedroom assisted living properties to family homes and also provide wheelchair accessible properties. This variety and number of new homes for social rent will improve communities, lift local asset values and assist future regeneration.

Council Tax on second and empty homes and developer contributions

On the issue of monies received from Council Tax on second and empty homes, we receive around £260,000 annually and Inverclyde Council expects to continue to receive funding from this source. The highest priority for investment with these funds lies in tackling the current degraded condition of the housing stock and contributing to the regeneration of Clune Park. It is envisaged that much of the funding from this source will continue to help achieve the Council's aim to redevelop the area for affordable housing.

Additionally the Council, in partnership with River Clyde Homes and Shelter Scotland, employ an Empty Homes Officer who also contributes to the supply of affordable housing. We are examining the possibility of setting criteria to allow RSLs to bid for some of the money from this source. They can use the funding to assist them to purchase empty properties in areas where they are currently being prevented from investing in stock due to owners of empty properties being unwilling to pay for their share of the necessary investment work.

Regarding the development fund created to hold monies generated from the sale of assets by River Clyde Homes: in 2014/15 we received £66,124 from River Clyde Homes due to the sale of land and £15,076 of this was paid to the Scottish Government for knotweed remediation, the remainder was used to pay for unforeseen roads works in phase 3 of the Woodhall development. Any further funding received will be channelled to enable the delivery of affordable homes.

Last years' SHIP Supporting Statement noted a commuted sum of £150,000 due from the developer of the navy buildings site in Eldon Street Greenock. However, this is dependent on the number of private units the developer is able to complete and so far relatively few properties have been completed on site. Inverclyde Council has however received £40,000 from a development at Auchneagh Road, and we have used the sum to buy out the lease of a commercial property at Cumberland Walk to allow for the demolition of the site for the construction of affordable housing.

The Inverclyde Council Housing Land Supply Technical Report 2018 concluded that there is no longer a need for the Local Development Plan to have a policy seeking a contribution of affordable housing from private housing development sites across the whole of Inverclyde. The rationale for this is that due to More Homes Scotland funding and the quantity of land available to housing associations, affordable housing requirements can be met without contribution from private sector sites.

It is anticipated that this approach will help attract developers and deliver increased numbers of private housing and provide a balance of tenures across Inverclyde. However, it is recognised that within the Inverclyde villages (Kilmacolm, Quarriers Village, Inverkip and Wemyss Bay) there is a limited supply of social rented housing available and no land identified for social rented housing development. There will therefore be a proposed requirement for 25% of houses built on greenfield housing sites in the Inverclyde villages to be available for social rent.

Equalities and Environmental Assessments

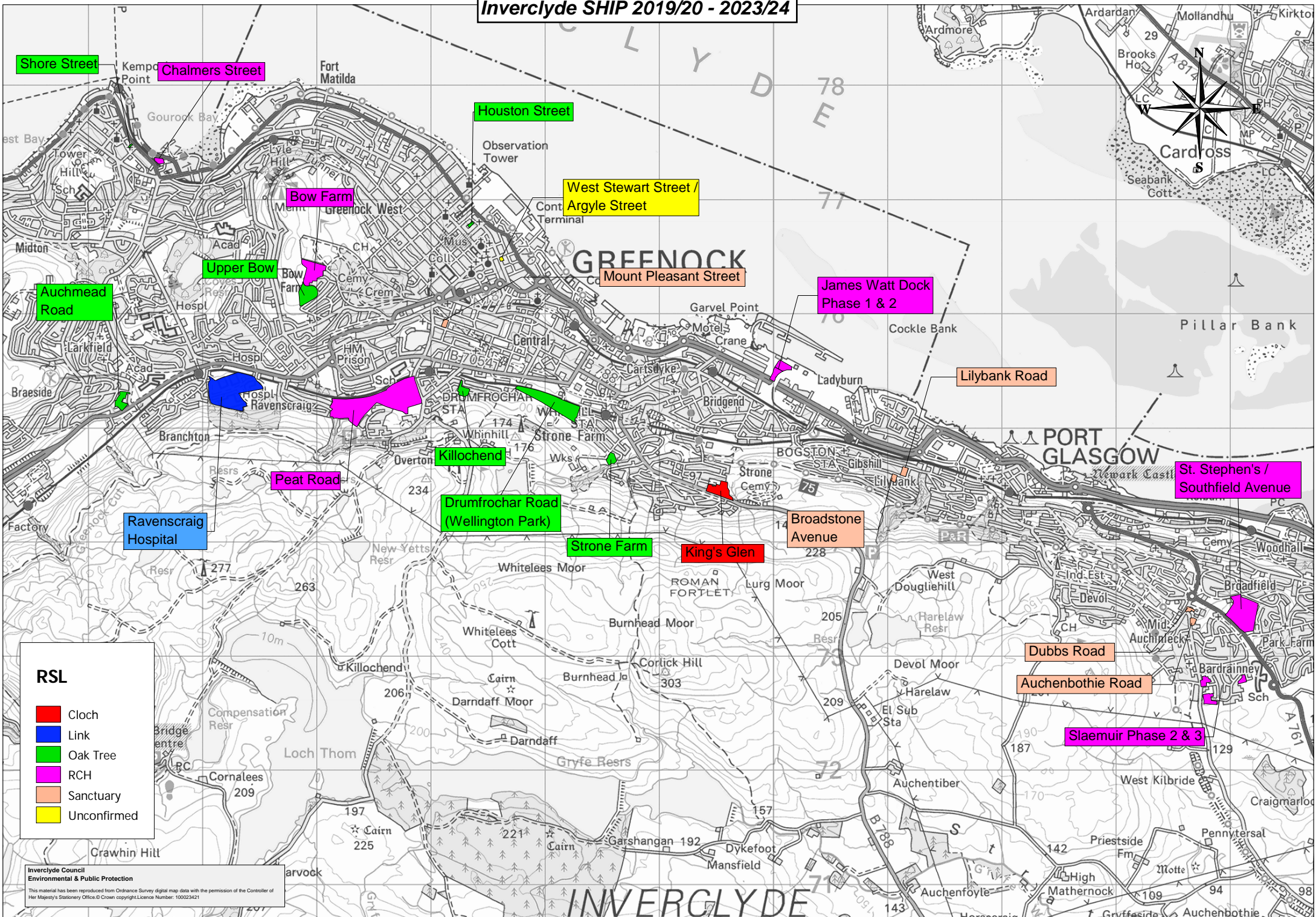
The development of the SHIP has taken into account the outcomes of the equalities impact assessment and current strategic environmental assessment undertaken within the current Inverclyde LHS and Local Development Plan.

In their submissions RSL's describe various measures they will take which will meet the equalities agenda such as homes being built to the Scottish Government's Housing for Varying Needs standard. The RSLs will be developing high specification wheelchair and amenity housing to provide a more complete response to the needs of some residents, and their Allocations Policies will also take account the requirements of equalities legislation.

October 2018

Appendix 1 - Summary of Inverclyde SHIP 2019/20 - 2023/24														
PROJECT	AREA	DEVELOPER	UNITS TYPE				APPROVAL DATE	COMPLETION DATE					AHSP FUNDING REQUIREMENT	
			Total Units	GN	Specialist Provision	Type of Specialist Need	Year (Est. or actual)	19/20	20/21	21/22	22/23	23/24	Total Completions over Period of SHIP	Total funding required Over SHIP Period (£m)
Ravenscraig Hospital	Greenock	Link	149	122	27	15 Wheelchair Accessible & 12 Amenity	2018/19	0	149	0	0	0	149	15.083
Auchmead Road	Greenock	Oak Tree	36	34	2	Wheelchair Accessible	2018/19	36	0	0	0	0	36	2.69
St Stephens/Southfield Avenue	Port Glasgow	River Clyde Homes	224	217	7	Wheelchair Accessible	2019/20	0	224	0	0	0	224	16.128
Kings Glen	Greenock	Cloch	58	54	4	Throughcare	2017/18	58	0	0	0	0	58	4.031
James Watt Dock Phase 1	Greenock	River Clyde Homes	72	70	2	Wheelchair Accessible	2018/19	0	72	0	0	0	72	5.184
James Watt Dock Phase 2	Greenock	River Clyde Homes	66	58	8	Blackwood	2019/20	0	66	0	0	0	66	4.752
Dubbs Road	Port Glasgow	Sanctuary	23	0	23	Amenity	2018/19	23	0	0	0	0	23	1.268
Lilybank Road	Port Glasgow	Sanctuary	16	16	0		2018/19	16	0	0	0	0	16	0.902
Slaemuir Phase 2	Port Glasgow	River Clyde Homes	34	33	1	Wheelchair Accessible	2018/19	34	0	0	0	0	34	2.448
Mount Pleasant Street	Greenock	Sanctuary	44	44	0		2017/18	44	0	0	0	0	44	2.673
Auchenbothie Road	Port Glasgow	Sanctuary	8	8	0		2018/19	8	0	0	0	0	8	0.478
Broadstone Ave	Port Glasgow	Sanctuary	12	12	0		2018/19	12	0	0	0	0	12	0.902
Slaemuir Phase 3	Port Glasgow	River Clyde Homes	30	29	1	Wheelchair Accessible	2019/20	0	0	30	0	0	30	2.16
Shore Street	Gourock	Oak Tree	8	8	0		2018/19	8	0	0	0	0	8	0.572
Bow Farm	Greenock	Oak Tree	62	60	2	Wheelchair Accessible	2019/20	0	62	0	0	0	62	5.045
Houston Street	Greenock	Oak Tree	20	19	1	Wheelchair Accessible	2019/20	20	0	0	0	0	20	1.569
Strone Farm	Greenock	Oak Tree	16	16	0		2019/20	16	0	0	0	0	16	1.278
Chalmers Street	Gourock	River Clyde Homes	40	39	1	Wheelchair Accessible	2018/19	0	40	0	0	0	40	2.88
Peat Road	Greenock	River Clyde Homes	51	49	2	Wheelchair Accessible	2018/19	0	51	0	0	0	51	3.672
Upper Bow	Greenock	River Clyde Homes	26	25	1	Wheelchair Accessible	2018/19	0	26	0	0	0	26	1.872
Killochend	Greenock	Oak Tree	9	9	0		2018/19	0	9	0	0	0	9	0.706
Drumfrochar Road	Greenock	Oak Tree	70	68	2	Wheelchair Accessible	2019/20	0	0	70	0	0	70	5.367
West Stewart Street/Argyle Street	Greenock	TBC	24	23	1	Wheelchair Accessible	2020/21	0	0	24	0	0	24	1.205
An Other 1	TBC	Oak Tree	30	29	1	Wheelchair Accessible	2020/21	0	0	30	0	0	30	2.354
An Other 2	TBC	Oak Tree	15	15	0		2020/21	0	0	15	0	0	15	1.177
An Other 3	TBC	Oak Tree	30	29	1	Wheelchair Accessible	2021/22	0	0	0	30	0	30	2.355
An Other 4	TBC	Oak Tree	15	15	0		2021/22	0	0	0	15	0	15	1.117
Total			1188	1101	87			275	699	169	45	0	1188	89.868

Inverclyde SHIP 2019/20 - 2023/24



RSL

- Cloch
- Link
- Oak Tree
- RCH
- Sanctuary
- Unconfirmed

Report To:	Environment & Regeneration Committee	Date:	27 November 2018
Report By:	Corporate Director Environment, Regeneration and Resources	Report No:	ENV44/18/KL
Contact Officer:	Kenny Lang	Contact No:	01475 715906
Subject:	Residual Waste Strategy - Procurement Rationale		

1.0 PURPOSE

1.1 This report updates Committee on the procurement rationale with regard to the biodegradable municipal waste (BMW) landfill ban to come into effect in 2021 and seeks approval from Committee to agree to progress a collaborative procurement for residual waste disposal services for Inverclyde Council, West Dunbartonshire Council and the Lomond and Helensburgh area of Argyll & Bute Council.

2.0 SUMMARY

2.1 The Waste (Scotland) Regulations 2012 will ban landfilling of 95% of Biodegradable Municipal Waste (BMW) from 2021.

2.2 All Councils will require to have arrangements in place to divert this waste (BMW) and it is likely that this will require infrastructure to convert waste material to an energy source.

2.3 Inverclyde Council will therefore require to have an appropriate contract in place to meet these obligations

2.4 West Dunbartonshire Council and Argyll & Bute Council have contracts terminating in March 2019 and will look to procure a contract to meet the landfill ban. This would be a beneficial opportunity for Inverclyde Council to participate in, and benefit from, the economies of scale that this will bring. West Dunbartonshire Council will act as lead authority for this collaborative procurement for the three authorities

3.0 RECOMMENDATIONS

3.1 That the Committee note the contents of this report and procurement rationale in respect of the future residual waste strategy.

3.2 That the Committee agrees that the Council participate in the procurement of residual waste disposal services in collaboration with West Dunbartonshire Council and Argyll & Bute Council.

3.3 That the Committee notes that should the projected costs exceed existing budgets that this will be reported back to Committee prior to the Council formally agreeing to participate in the collaborative contract.

Scott Allan
Corporate Director
Environment, Regeneration and Resources

4.0 BACKGROUND

- 4.1 Inverclyde Council currently has a waste management contract with Barr Environmental Ltd for the disposal of residual waste. This contract expires on 16 August 2019 with the option to extend for two one year periods to 16 August 2021. The value of this contract is around £2.9m annually.
- 4.2 The Waste (Scotland) Regulations 2012 places a legal requirement for Councils to dispose of their waste and meet legislative requirements set out by Scottish Government in respect of the ban on landfilling BMW from 2021.
- 4.3 The shift from traditional landfill will require that the Council has arrangements in place with contractors to divert 95% of BMW. It is likely that this will involve a technology solution to convert waste material to energy or as a fuel stock. Direct incineration is not an option which meets the Scottish Government's aims in terms of dealing with residual waste.
- 4.4 West Dunbartonshire Council and Argyll & Bute Council's have residual waste contracts with Barr Environmental Ltd ending on 31 March 2019 and while they were not designed to be coterminous, this situation provides an opportunity for a collaborative approach. Officers from the authorities have met and have agreed to take this to the respective Council Committees for consideration.

5.0 PROCUREMENT RATIONALE

- 5.1 There is a statutory obligation on Councils to make arrangements to collect and recycle or process and dispose of waste from households and civic amenity sites. The waste stream of Municipal Solid Waste (MSW) is collected by the Councils and is streamed for recovery treatment or disposal. Residual waste collected by Councils decomposes over time emitting gasses and it is this material that will no longer be acceptable at landfill.
- 5.2 The EU's Landfill Directive aims to reduce the amount of waste to landfill and recover value from waste to develop more sustainable management practices of reuse, recycling or recovering forming the European Waste Framework Directive's waste hierarchy.
- 5.3 Disposal to landfill remains the least preferred option and landfill tax has been used as a fiscal measure to move waste up the waste hierarchy. Notwithstanding the Brexit considerations, the Scottish Government has committed to progressive bans on certain materials going to landfill, such as food waste as part of its Zero Waste Plan. The Waste (Scotland) Regulations 2012 places a legal requirement for Councils to dispose of their waste and meet legislative requirements set out by Scottish Government in respect of the ban on landfilling BMW from 2021.
- 5.4 A prime consideration therefore in developing the Council's future strategy will be to meet any obligations in respect of the forthcoming BMW ban from 1 January 2021 while maintaining a cost effective and sustainable contract. Non-compliance could result in the Local Authority being prosecuted by Scottish Environment Protection Agency and facing further legal challenge. Potential punitive financial action from the Scottish Government through the imposition of significant financial penalties could also be a possibility along with the attendant reputational damage to the Authority.
- 5.5 Inverclyde Council currently has a landfill contract with Barr Environmental Ltd to the 16 August 2019 with the option of 2 one year extensions which if both are taken would extend beyond the deadline to meet the ban. The current landfill contract will not be fit for purpose by 2021 and the Council will therefore require to have a compliant contract in place. It is anticipated that any future contract will require a technology element to reduce the element of BMW and recover value, most likely in the form of energy recovery or fuel feedstock. Inverclyde is well placed in that we have a waste transfer facility and there will be no change in terms of waste delivery to a new contractor for

onward processing.

- 5.6 This change in the treatment of waste has required Officers to undertake a review of our existing arrangements in order to meet the BMW ban criteria while delivering best value to the authority.
- 5.7 In considering the most appropriate procurement route the following key areas have been assessed:

Market Capacity

At present there is limited market capacity to deliver the 2021 BMW landfill ban. The Scottish Planning Policy published in June 2014, provides the planning policies that support Scotland's Zero Waste Plan and SEPA regularly reviews the shortfall in operational capacity required to meet the Zero Waste Plan targets and regulations. Despite the estimated decline in the amount of waste going to landfill. The Scottish Government estimate that nationally in Scotland there will be a processing shortfall for BMW of around 1m tonnes in the first year of the ban and that this shortfall will drop by 500k tonnes in 2022.

Although a number of planning applications have been issued for waste management facilities; the scale of investment and attendant risk means that Contractors are unlikely to develop speculative facilities in the absence of firm contractual commitments.

In order to ensure that Inverclyde Council has access to planned facilities, it is a requirement that we engage with suitable contractors in advance of the 2021 deadline and have contracts in place to meet the BMW ban obligations.

Technology

Technologies and systems that could ensure compliance with the ban can be broadly broken down as follows:

1. Energy from Waste (EfW)

Using the waste as feedstock in the generation of heat/ electricity producing an inert by product. Including:

- Refuse Derived Fuel (RDF) for supply to EfW plant
- Anaerobic Digestion (AD)

EfW has historically been an area of slow investment and growth in Scotland and has limited capacity available. This has led to shipping to further areas of the UK or export to Europe as alternate end destination after recovery. It has to be noted that the RDF market is likely to fluctuate in price particularly as a result of Brexit and growth in domestic market.

2. Composting

Compost is organic matter that has been decomposed in a process called composting. This process recycles various organic materials - otherwise regarded as waste products and produces a soil conditioner (the compost). Problems with the quality of material and compliance with the forthcoming ban have been experienced by

- Dumfries & Galloway: 25 year contract from 2004 until 2029 terminated 2018.
- Argyll and Bute: 25 year contract with Shanks signed in 2001, product would not meet new legislative targets. Review underway in 2018

Composting on an industrial scale requires large land areas for remediation or conditioning. The technologies which have been used for this method of diversion have also experienced difficulties in terms of the output quality of material largely as a result

of the mixed elements of municipal waste thereby requiring large scale front end extraction systems.

An alternate option for the BMW element is to landfill elsewhere in the UK or even the EU where there is currently no ban on BMW going to landfill.

The National Waste Plan allows for technological solutions that could convert waste to energy through thermal treatment, for use in district heating, in industrial processing or to generate electricity. SEPA's Guidelines for Thermal Treatment of Municipal Waste notes that economies of scale for building such plant may not occur within a single local authority.

A thermal treatment technology that recovers both heat and electricity or offers combined heat and power (CHP) would be consistent with the Scottish Planning Policy. It is unlikely that thermal treatment of waste without some form of energy recovery would be granted a permit. The evaluation of any technology to meet the BMW ban would be assessed under the criteria developed by SEPA and there are a number of technologies which have delivered high efficiencies in terms of energy recovery from waste.

The tender evaluation will require to take cognisance of the technology risk and compliance with Scottish Government policies.

Interim and Contingency arrangements

As contractors are not building any facilities without contracts in place there will be a lead-in time for the construction of facilities coupled with the technology solution. The specification will include for this and ensure that the risk of delivering the service is with the contractor from the outset. This approach differs from that taken by a number of authorities who have tied contractors in to a design and construction type contract. Where these have been let there are risks to the authority and the issue of any increased costs being borne through the contract pricing structure. The approach being developed minimises this risk and ensures contractors have either facilities in place or access to interim solutions to ensure that the Council will be compliant at a known and agreed cost.

Contract duration

In developing the rationale Officers from Inverclyde Council, West Dunbartonshire Council and Argyll & Bute Council have held a market analysis day with leading waste processors. A total of 6 presentations were made and, as identified in this report, there was a uniform consensus that a contract of 10 years with a 5 year extension would not only provide security to investors but would also provide surety to the council, in turn allowing budget certainty.

Informing this evidence have been a number of large scale waste contracts which were let for 25 years and have been beset with the technology and legislative changes.

More recently a significant 25 year waste contract has been identified as going £95m over budget resulting in significant costs to the Contractor. The Glasgow and Clyde valley waste project also signed a 25 year contract for £700m for 190,000 tonnes r. It is to be seen how these contracts are delivered over the longer term however, losses and contract risks at the level above cannot be sustained long term and it is likely that a specification to account for a commodity like waste which has a changing composition and reducing quantities would require costly future proofing adding to the overall gate fee

An initial contract period of 10 years supports the service providers and allows investment in infrastructure while minimising the risk of legislative developments and materials input. The 5 year option to extend should incentivise service providers to perform in the initial period and will also provide the Councils with an option to extend or

revisit the market should the contractor be underperforming or the market has changed.

Procurement Methodology

A collaborative approach by the Councils for the treatment of residual waste will be more attractive and allow for capital investment for the likes of EfW plants or material sorting facilities. Respective Council Officers have met with Scotland Excel and identified that Scotland Excel's Dynamic Purchasing System (DPS) will allow for the a further competitive procedure to be run with a pre-selected list of service providers who will have the capability, capacity and expertise to deliver a solution for the three councils.

Scotland Excel will have a pre selection list of service providers that have successfully passed the minimum qualification criteria, (capability to service, licensing, convictions, insurances etc), confirming that they are capable of providing the service as defined within the Contract Notice.

The DPS will allow the three Councils to achieve bespoke pricing based upon a commitment of municipal solid waste tonnage, the material content and quality as well as individual operational requirements. The contract can and will be tailored to meet the Councils' requirements in terms of price variations, terms and conditions and service delivery, allowing focus upon the areas that matter most to them, both in an operational sense, as well as areas such as community benefits and added value.

The minute of understanding for Roads Minor Works drawn up by our Legal Services will be used as the basis to support the collaborative tender. West Dunbartonshire Council have agreed to act as the lead Authority in any joint procurement exercise

As the Council does not currently have the same requirement to engage a new contract for the end of this financial year it would be considered appropriate that the Council retain an option to defer any decision to participate where the new contracted costs are not financially advantageous. This would also allow future costs to be considered through the budget setting process while allowing officers to monitor developing opportunities.

A further advantage is that West Dunbartonshire Council and Argyll & Bute Council currently haul their waste in refuse collection vehicles to landfill directly whereas Inverclyde Council has it's waste collected at Pottery Street and transported to landfill. Further potential exists where it may benefit the partner authorities to share the Council's transfer facility and generate income to this Authority and this can be explored at a later date.

6.0 IMPLICATIONS

6.1 Finance

One off costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments

Annually Recurring Costs/(savings)

Cost Centre	Budget Heading	With effect from	Annual net impact £000	Virement From	Other Comments
Waste Disposal		TBA	3,000		Minimum 10 year contract

6.2 Legal

There is a risk of non-compliance with The Waste (Scotland) Regulations 2012 if the Council does not have arrangements in place to secure a waste disposal route that meets new BMW landfill diversion requirements.

6.3 Human Resources

There are no human resources implications

6.4 Equalities

There are no equalities implications.

6.5 Repopulation

This report does not impact on Repopulation

7.0 REFERENCES

Treatment options for residual waste

http://www.parliament.scot/ResearchBriefingsAndFactsheets/S4/SB_13-41.pdf

SEPA – Thermal Treatment Guidelines

https://www.sepa.org.uk/media/28983/thermal-treatment-of-waste-guidelines_2014.pdf

<https://www.mrw.co.uk/latest/viridor-to-lose-95m-on-its-glasgow-efw-project/10029534.article>

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Report To:	Environment & Regeneration Committee	Date:	27 November 2018
Report By:	Head of Organisational Development, Policy & Communications	Report No:	HR/24/18/GB
Contact Officer:	George Barbour	Contact No:	01475 712385
Subject:	City Region Tourism Strategy		

1.0 PURPOSE

- 1.1 The purpose of this report is to highlight plans for tourism development collaboration across the city region through the Glasgow City Region tourism strategy and action plan.

2.0 SUMMARY

- 2.1 The Glasgow City Region: regional economic strategy, was approved by the Glasgow City Region Cabinet in December 2016 with a key ambition to attract an additional 1 million tourists to the city region by 2023.
- 2.2 A new city region tourism and destination marketing portfolio was created, led by Inverclyde Council, which brought together a range of national tourism partners and the tourism leads at each of the eight councils.
- 2.3 The portfolio group has created a tourism strategy and action plan (Appendix 1 and 2) to push forward the commitment to increase visitor numbers and to collaborate across the wider region.

3.0 RECOMMENDATIONS

- 3.1 It's recommended that the Committee:
- Note the content of the Glasgow City Region tourism strategy and action plan and the commitment to work collaboratively across the region to work towards the increased visitors to the city region area.

Steven McNab
Head of Organisational Development, Policy & Communications

4.0 BACKGROUND

4.1 The Glasgow City Region: regional economic strategy, was approved by the Glasgow City Region Cabinet in December 2016 with a key ambition to attract an additional 1 million tourists to the city region by 2023.

4.2 This is underpinned by three key objectives:

- 'We will provide specialised support to develop and grow the city region's food and drink sector'
- 'We will develop a shared tourism offer throughout the city region. This will be founded upon a joint 'tourism and visitor marketing strategy' developed in conjunction with Visit Scotland and Visit Britain'
- 'We will establish a regional events and festivals forum to maximise the economic benefits they can bring across the city region. This would co-ordinate a regional approach to securing events and festivals and consider the regional expansion of existing festivals'

4.3 The Glasgow City Region tourism strategy and action plan will underpin the economic strategy tourism related objectives and has been written to align with local tourism strategies.

4.4 The tourism strategy and action plan (Appendix 1 and 2) have been developed through the portfolio group, and the main benefits expected through its delivery are:

- Further growth, employment and income for tourism businesses;
- Wide range of tourism offerings across the city region which are stronger through closer collaboration and shared working;
- Helps build a strong network of business, sector and interest groups sharing a common purpose to grow the tourism economy;
- Increase the value of tourism; length of stay and extend the season by 'packaging' a wider City Region offering and a more memorable experience;
- More cross-referencing and cross-selling of local and regional products and events.

4.5 The regional tourism strategy and action plan have also drawn from key aspects of the various local tourism strategies and a range of actions have been developed to realise the benefits described above, and they focus on:

- Assets based cultural tourism
- Assets based business events
- Assets based events and festivals
- Outdoor activity
- Transport connectivity
- Collaboration
- Destination marketing
- Developing regional market intelligence and data
- Investment and Infrastructure opportunities
- Service excellence

4.6 The Glasgow City Region tourism strategy and action plan (at Appendix 1 and 2) has been approved by the Glasgow City Region Cabinet.

5.0 IMPLICATIONS

5.1 Finance

N/A

Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virement From (If Applicable)	Other Comments
N/A					

5.2 Legal

N/A

5.3 Human Resources

N/A

5.4 Equalities

Has an Equality Impact Assessment been carried out?

YES (see attached appendix)

NO - This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required.

6.0 CONSULTATIONS

6.1 The portfolio group across the wider city region has presented drafts of the Glasgow City Region tourism strategy and action plan to each of the area tourism partnership groups (or their equivalent) and sought feedback, comment and input.

The national partners involved in the Glasgow City Region tourism and destination marketing portfolio group include Visit Scotland, Scottish Enterprise and the Scottish Tourism Alliance.

The strategy and action plan has also been subject to Glasgow City Region cabinet and Scottish Government review.

7.0 LIST OF BACKGROUND PAPERS

7.1 **P+R/17/01/01/SJ/ - Glasgow City Region - Regional Economic Strategy 2017 – 2035**
Policy and Resources Committee, 31 January 2017.

E+R/16/04/03/SJ/RG - Review of the Inverclyde Tourism Strategy 2009-2016 and approval of a refreshed Inverclyde Tourism Strategy for 2016-2020
Environment & Regeneration Committee, 28 April 2016

TOURISM STRATEGY

2018 - 2023



Tourism and destination marketing portfolio



FOREWORD

The Glasgow City Region is an area of contrasts and opportunity for visitors.

Our strong heritage is there to see in our locations, in our buildings and in our landscapes. Each of the areas that make up the region have a unique story to tell.

This tourism strategy aims to bring together the eight city region partners to highlight the breadth of the tourism and visitor offer and to set out the joint approach we intend to take in sharing our stories with visitors from across the world.

The city region collaboration across the councils and our partners was born from the Glasgow City Region City Deal which is delivering £1bn of infrastructure investments.

Every project aims to improve our area by making significant infrastructure improvements, investing in skills and delivering jobs.

In my own local area, Inverclyde, on the banks of the river we are excited to be delivering a new Greenock Ocean Terminal.

As one of the only infrastructure projects which can be described as directly related to tourism and visitors to our area, the Greenock Ocean Terminal project aims to secure future growth in visitors coming to Greenock through the cruise market.

Through this strategy and its associated action plan, the partners commit to working collaboratively in a range of areas including promoting our area as an attractive location to more day visitors, UK leisure tourists, study visitors as well as identifying and targeting emerging markets

The overall aim is an ambitious one: to attract an additional 1 million tourists to the city region by 2023.

While each of the council areas will work towards the delivery of the action plan, a clear recognition is set out that our visitors do not recognise the boundaries we operate under.

Only by working together as equal partners with a clear goal can we maintain our unique identities, but work towards that wider goal of delivering more visitors to the city region and Scotland.

I commend this Glasgow City Region tourism strategy to you and would like to thank the public and private agencies and range of partners who have brought it to fruition and have committed to work together to deliver it.

COUNCILLOR STEPHEN MCCABE
LEADER OF INVERCLYDE COUNCIL, and
GLASGOW CITY REGION PORTFOLIO LEAD FOR TOURISM AND DESTINATION MARKETING



Cruise ships in Inverclyde

As part of the Glasgow City Region City Deal, Inverclyde Council and Peel Ports are delivering a joint venture aimed at increasing the number of cruise ship visitors to Scotland. The project will create a new purpose built Greenock Ocean Terminal berth and visitor centre.

The West Highland Way East Dunbartonshire

The West Highland Way starts in Milngavie town centre in East Dunbartonshire and stretches 96 miles (154 km) to Fort William in Argyll.

The route takes walkers and cyclists past a huge variety of the stunning Scottish landscape. The West Highland Way weaves through historic Mugdock Country Park, along the shores of the world famous Loch Lomond and Trossachs National Park, across open moorland and up into rugged mountain landscapes.



INTRODUCTION

The Glasgow City Region (GCR) is a collaboration of the eight local authorities of: East Dunbartonshire; East Renfrewshire; Glasgow City; Inverclyde; North Lanarkshire; Renfrewshire; South Lanarkshire and West Dunbartonshire councils.

The city region economic strategy (2017-2035) takes a long term outlook and is supported by a short term three year action plan.

The 2035 Vision is:

'A strong, inclusive, competitive and outward-looking economy, sustaining growth and prosperity with every person and business reaching their full potential'

The economic strategy identifies 11 objectives to support this vision:

- Attract and retain talent and enterprises relocating to Glasgow City Region
- Improve economic outcomes for all through addressing long standing barriers in the labour market such as skills and health, both for those who are currently out of work and those on low incomes
- Create a skills and employment system that meets the current and future needs of Glasgow City Region businesses and supports our residents to access jobs and progression opportunities
- Grow the presence of Scotland's growth sectors in the city region so that we increase the total number of Glasgow City Region's businesses and employees who work in these sectors
- Significantly improve the productivity of Glasgow City Region's diverse business base through increased investment, innovation and exporting
- Increase the number of sustainable and high growth start-ups surviving beyond five years
- Grow Glasgow City Region supply chain activity whose growth underpins the success of Glasgow City Region sectors
- Building on the city deal bring forward in parallel strategic programmes, projects and associated investment that maximise the value of the deal

- Maximise the potential of the key Glasgow City Region economic assets
- Actively promote Glasgow City Region globally, with a focus on international investment opportunities
- Increase the number of housing and commercial completions and decrease the amount of derelict and vacant land

A number of these objectives influence the tourism agenda and are supported by the following actions within the Glasgow City Region economic action plan.

Ref. 4.2 We will provide specialised support to develop and grow the city region's food and drink sector

Ref. 4.3 We will attract an additional 1 million tourists to the city region by 2023

Ref. 4.4 We will develop a shared tourism offer throughout the city region. This will be founded upon a joint tourism and destination marketing strategy developed in conjunction with VisitScotland and VisitBritain.

Ref. 4.5 We will establish a regional events and festivals forum to maximise the economic benefits they can bring across the city region. This would co-ordinate a regional approach to securing events and festivals and consider the regional expansion of existing festivals

To support delivery of the single, shared vision a 'distributive leadership' model allocates each of the eight local authorities' responsibility for a portfolio, with Inverclyde Council leading on tourism and destination marketing. The portfolio group, comprised of public and private partners, have developed this Glasgow City Region tourism strategy and will drive forward the activities detailed in its accompanying action plan.

Many of the actions are inter-connected therefore the tourism portfolio group will work in liaison with the enterprise; inward investment; skills and employment; transport and connectivity and infrastructure and assets portfolios to maximise impact.

Whitelee windfarm East Renfrewshire

Whitelee is the the UKs largest onshore windfarm.

It is also home to the unique Whitelee windfarm visitor centre, offering a hands-on interactive experience bringing renewable energy to life.



POLICY CONTEXT

The strategy sits within the context of the Glasgow City Region economic strategy 2017 – 2035 and is aligned to Scotland’s economic strategy (March 2015) the Scottish Government’s agenda for cities (Reviewed January 2016) and ‘Tourism Scotland 2020’.

Tourism Scotland 2020 is the national industry strategy for tourism and sets the ambition to grow the value of visitor spend to at least £5.5bn per annum by 2020.

The strategy is built around a strong focus on those markets that offer Scotland the greatest growth potential and highlights those assets or strengths in our visitor offering which appeal strongly to our customers, both current and in the future in those growth markets.

Scotland boasts world class assets in our natural environment, in our heritage and culture, in our music and events offering, with many of these coming together to create a strong destination offer alongside high quality accommodation, food and drink and entertainment. We also host a wide range of local, national and international events and festivals and feature strongly on the global meetings, conferences and exhibitions stage.

The commitment of Glasgow City Region partners to work together at a regional level, and with national agencies, provides a strong platform for the city, the region and Scotland to benefit from Glasgow’s strengths as an attractor for visitors coupled with the richness of the wider regional offering. This will help to spread the valuable economic contribution from tourism beyond the city, and importantly, to manage visitor flows at peak times throughout the year.

The city deal provides investment to further enhance key aspects of the visitor journey within the region. Key projects such as the redevelopment of the ocean terminal facility in Greenock for cruise ships and the Glasgow Airport access project will aim to attract an increase in visitors. Alongside a new Glasgow City Region tourism strategy and action plan, we are well placed to attract new visitors and to increase visitor spend and business turnover.

This will support the creation of thousands of new jobs and help lever in significant private sector investment, benefiting both our communities and our visitors. We will strive to make tourism in the city region inclusive and available to all.

Glasgow City Region offers day, overnight, study, leisure, and business visitors a rich and diverse product, and is a sector which provides a significant element in the ongoing economic vitality of the city region. With the city at its vibrant heart, we are fortunate to have a wide range of products on offer from the UNESCO World Heritage Site in New Lanark in the south of the region and the Antonine Wall World Heritage Site in the north of the region, to the stunning Loch Lomond and Trossachs National Park in the north of the region.

The city region is a destination which visitors strongly associate with culture, heritage, the arts, nature, shopping, events, sport, leisure and festivals, and as a year round destination.

The tourism strategy seeks to provide a coordinated approach to enhance the aims of eight member authorities’ economic and tourism plans within the Glasgow City Region , through growth in day, leisure and business visitors. Our strategy provides a structure for joint contributions of private and public sector organisations to engage the wider tourism community in an integrated and agile way. It will prioritise coordinated tourism support, the alignment of marketing endeavours and the annual monitoring of our markets, priorities and enablers.

To maximise our reach and engagement with consumers, collaboration between VisitScotland and VisitBritain will be bolstered to increase the visibility of the Glasgow City Region as a gateway to Scotland, and in turn, the wider Scotland tourism offer recognising the importance of entry to the area by land, sea and air.

We will work with Partners including Scottish Enterprise and VisitScotland to ensure that we develop a robust, reliable set of indicators which measure the added value our collaboration yields.



SSE Hydro Glasgow

The SSE Hydro is part of the SEC (Scottish Event Campus) which includes the Armadillo and conference centre.

The SSE Hydro plays host to national and international music megastars as well as global entertainment and sporting events attracting an audience of more than a million visitors each year.

The venue is consistently ranked in the top ten arenas globally, alongside iconic venues like Madison Square Garden and The O2.

VISION

A strong, inclusive, competitive and outward-looking tourism sector, which delivers high quality, value for money and memorable visitor experiences, delivered by skilled and passionate people.

TARGET

To attract an additional 1 million tourists to the city region by 2023.

OUR MARKETS

The City of Glasgow is by far the most significant tourism centre in the city region.

The tourism portfolio group agreed that identification of the key markets would be guided by those identified in the Glasgow City visitor strategy.

The other regional partners would seek to work with Glasgow City to capitalise on the city's marketing plans for the rest of the region and using these opportunities to complement and inform their own destination marketing activities.

UK leisure tourists

Our largest partner, Glasgow City Council, has completed customer segmentation research of the UK holiday and short break market to build a detailed understanding of the most appropriate audiences to target.

Based on attitudes and interests reflective of Glasgow's assets, they have identified four key market segments. City Region partners have agreed to support Glasgow's marketing activities, to work collaboratively to draw tourists out of Glasgow to experience the wider city region tourism offer.

Our key segments are predominantly found in Scotland, the North of England and Northern Ireland because of their proximity to the Glasgow City Region.

London is also important because of the large numbers of people seeking culturally motivated city breaks and the improved connectivity to Glasgow by rail and air.

European short breaks, long haul markets and emerging markets

International tourists are important because of their propensity to spend in the city.

In 2013, 26% of tourist trips and 38% of tourism spend in Glasgow was from international markets. Analysis undertaken has identified the city's priority international leisure tourism markets as: USA, Germany, Canada, France and Australia. Strategic marketing communications activity will continue to build on opportunities from these key territories.

The Netherlands, Spain, Scandinavia and Eastern European countries with an affinity with Glasgow have also been identified as markets with potential for growth.

Partners will work together, to prioritise building and nurturing relationships with a portfolio of carriers, travel intermediaries and media partners to reach our target audiences.

The emerging economies of China and India offer significant long-term potential and promotion of leisure tourism will sit together with inward investment, higher and further education and trade development initiatives.

Visiting friends and relatives

In 2015 (based on a three year annual average from 2013 to 2015) visiting friends and relatives (VFR) from domestic overnight visitors to Glasgow City Region accounted for 37% of trips and 25% of expenditure. 40% of international inbound visitors to Glasgow City Region visited for VFR purposes accounting for 36% of expenditure. Raising the profile of Glasgow with those with a connection to the city and amongst Scottish diaspora, presents an opportunity to contribute to our targets. Improved connectivity with the rest of UK and the expansion of existing and new routes from North America, Australia and Eastern Europe will drive further demand.

Gourock outdoor pool Inverclyde

Sitting on the banks of the river Clyde, Gourock outdoor pool is a salt water pool, heated to 29 °C, with spectacular views of the Clyde estuary.

Starlight swims during the summer offer visitors the chance to swim beneath the stars.

It is an ideal location to relax and spot the marine life on the river and the many cruise ships which bring over 120,000 passengers to Scotland at nearby Greenock Ocean Terminal.

Strathclyde Country Park North Lanarkshire

Strathclyde Country Park is an iconic country park which lies in 400 hectares of countryside in the valley of the River Clyde.

Set within beautiful surroundings the park is one of the most popular family attractions in the central belt of Scotland, with thousands of visitors coming each year to the park to enjoy the vast range of activities and events on offer.



Day visitors

Using a three-year average from 2014-2016, the number of tourism day visits to Glasgow City Region generated an average spend of £1,253 million per annum.

The average distance of travel for day visitors is forty-five miles but the majority, some 16 million visits, involved a trip of over three hours, the largest proportion within three to four hours travel time .

Day visits to the City Region are more likely to involve visiting friends and relatives, shopping, visiting attractions, going for something to eat or drink in a restaurant or café, socialising in a pub or club and attending an event.

The scale of this opportunity is recognised in this plan, as leisure day visitors remain an important year round, repeat market for the city region. We will continue to inspire, engage and provide experiences that encourage day visitors to return more often, stay longer and spend more on the diverse range of products available within the region.

Study visitors

The growth of UK and International students is a priority for our world-class universities and colleges.

Through an innovative cross-sector approach, we will showcase our vibrant city, unique education institutions and high quality of life.

This will be achieved by further developing compelling reasons to study and visit.

The growth in study visits also presents further opportunity for the visiting friends and relatives market.

Paisley Abbey Renfrewshire

Paisley Abbey was founded in 1245, when the former priory was raised to the status of an Abbey, answerable only to the pope in Rome. William Wallace was educated by the monks of Paisley Abbey and it is often described as the 'cradle of the house of Stuart' as King Robert II of Scotland, the first of the Stewart monarchs, was born in the Abbey.



THE CITY REGION'S ASSETS: OUR STRENGTHS

Cultural tourism

Our built and social heritage and cultural and creative credentials are globally renowned and this strategy is our opportunity to amplify the regions story. These include contemporary art, music, architecture, museums and collections and textiles as well as two World Heritage sites.

The Glasgow City Region is a culturally well-developed destination and will continue to invest in its assets. Over and above this, we will align, programme and communicate our proposition with target markets using anniversaries and landmark events. We will amplify our cultural products that best fit our target markets, providing imaginative and creative programming and curation of collections, exhibitions, events and festivals.

Events and festivals

There are a range of unique, world class sporting and cultural venues across the city region. For example, open water swimming, rowing, mountain biking and golf events help to create a compelling proposition. Support for facilities to strengthen their own capabilities to deliver world-class events is key to our objectives. We will establish a city region events and festivals forum to bring together inclusive and accessible events programmes across the city region to maximise impact and drive more visitors, showcasing the wide range of events available, avoiding regional duplications. The legacy of Glasgow 2014 Commonwealth Games and its cultural programme will provide future opportunities to showcase the city on the global stage, including major events of scale such as the inaugural European Championships in 2018 and UEFA Euro 2020.

Business events

Glasgow delivers for Scotland in business events boasting fantastic venues and a recognised ability to deliver a quality of event experience which more than meets client needs. The SSE Hydro is repeatedly in the top four busiest ticketed venues globally, whilst Glasgow Convention Bureau has just been awarded the accolade of The UK's best convention bureau for the 12th consecutive year which is recognition of the outstanding team which the region has bidding for, and delivering, future business events. The range of venues across the city region strengthens

and broadens our appeal as a destination in an increasingly competitive global marketplace. Continued investment in our signature venues will be key to protecting the city region's and Scotland's competitive position and the many jobs supported by the sector.

Increasingly the potential of business events to deliver more than tourism benefits is being recognised with a greater focus on supporting growth in key sectors. Through the likes of the city's ambassador programme, we will build on our business tourism credentials, grow our calendar of UK and international conferences and encourage the wider region to capitalise on the opportunities, such as business extenders, packaging experiences and incentives.

Outdoor activities

The city region offers a range of outdoor activities which appeal to tourists, day visitors and locals alike. These include walking the John Muir Way, cycling at Cathkin Braes, wildlife watching at New Lanark, horse riding or sailing on the Clyde. These activities complement the more urban, city experiences providing opportunities for visitors to get out of the city and also to extend their stays.

Touring

For many visitors touring a region by bus, car, bike or even boat is the perfect way to explore. Partners will work together to highlight the range of experiences available across the city region and develop ways to make this exploration easier for visitors, whether they have arrived off a cruise ship, are based in Glasgow or are visiting the region on a day trip.

Food and drink

Glasgow City Region has a vibrant and award winning eating and drinking scene, with food and drink available to suit all tastes and pockets. The city region's food and drink is about experience and authenticity. This is underpinned by the clever use of Scotland's exceptional natural larder. We will provide support and advice to businesses with the goal of improving the quality and sustainability of the tourism sector.

Chatelherault Country Park South Lanarkshire

Chatelherault Country Park, is a five star visitor attraction set in 500 acres of countryside and woodland and over ten miles of routed pathways.

It features an adventure play ground, picnic facilities and is home to a listed 18th century hunting lodge boasting breathtaking views across the central belt, Campsie Hills and Ben Lomond.



IMPROVING THE CUSTOMER JOURNEY

Customer experience

How tourists and visitors experience our region must be personalised and memorable. Building on our friendly reputation we will continue to invest in service excellence training and development, such as the 'Welcomes' programmes and to encourage businesses and facilities to be open to all, through continued promotion of accessibility programmes and schemes. Increased use of digital technologies and social media channels, e-commerce and e-ticketing will also enhance the customer experience during a visit. It is therefore important that we work closely with the Enterprise and Skills & Employment Portfolios to ensure businesses have the skills to provide those digital products and services.

Transport connectivity

To compete effectively, the city region has to ensure that it is more easily accessible by air, rail, road and sea. As tourism and visitor numbers grow, demands on the region's transport infrastructure will increase. To respond to the different needs of our customers, an efficient, integrated and sustainable transport network is required to provide the quickest and most direct routes to, and in and around the city region and we will liaise closely with the transport and connectivity portfolio. Along with our existing transport nodes we aspire for the city region to provide a tourism gateway to Scotland.

The priorities for air route development will be the expansion of existing and new direct routes from major European cities. Driving demand in established North American services from the United States and Canada is also prioritised and will benefit from integrated marketing communications support. Indirect connectivity with major hubs will also grow inbound leisure tourism from Australia and emerging markets.

Visitors to the city region can now enjoy uninterrupted motorway transport between Glasgow and Edinburgh for the first time and ongoing investment in rail infrastructure will improve the transport system.

Digital connectivity

Investment in superfast broadband is critical for the visitor experience. Improved digital connectivity is central to the city region's economic growth and we are progressing measures to vastly enhance current digital connectivity to ensure a world class digital network delivering faster speeds and superior reliability.

Coupled with the benefits that will emerge from smart city technologies, this will ensure visitors and tourists have reliable access to information and services.

It will do this by providing an extensive fibre network that allows quicker and more reliable access to cloud-based services and enables fixed and wireless networks to work together to deliver all of the future 5G benefits. This network will also enable benefits generation from the future roll-out of the so-called 'internet of things' (IoT) technologies.

Digital connectivity will help spread economic benefits and growth of the city region tourism offer by providing an interactive customer experience as well as enhancing the engagement of visitors and tourists.

ENABLING TOURISM TO GROW

Leadership and partnerships

Tourism is an industry, delivered largely to visitors by the private sector and supported by many publicly funded facilities, services and organisations.

If the strategy is to be effectively implemented and successfully delivered then strong and valued partnerships between public, private and third sectors are essential.

Greater involvement of the private sector is essential if we are to increase jobs and growth. These partnerships should be used and, where appropriate, build on existing groups and networks and should be task oriented.

There is a need to ensure that industry is engaged in the development and delivery of this strategy.

Recognising that many aspects of the strategy will be delivered by the public sector, there is a commitment to develop effective structures to ensure successful industry engagement and participation.

We will do this by working closely with the national industry leadership group through the Scottish Tourism Alliance and local industry partnerships.

Jobs and skills

Tourism is a people industry and therefore a focus on jobs and skills is essential to the success of tourism in the region. We need to not only focus on attracting talent into the industry but also on retaining these people and support them through a career in this sector. Tourism can provide rewarding jobs and careers for young and old alike offering opportunities straight from school to those looking for a second career.

Working with the skills and employment portfolio group and through the regional and national skills investment plan we will:

- work with industry partners to align skills and employment opportunities to meet demands
- work collaboratively with skills agencies and partners to deliver a comprehensive pipeline of skills and training from school to degree level qualifications
- work with employers to invest in skills for people already in the industry to support sustainability and enable greater economic growth
- work collaboratively with industry partners to make work pay through Fair Work practices
- establish a city region approach to supporting employers and increasing diversity in the workplace
- work collaboratively with universities, colleges, government and businesses in the sector to retain graduates and ensure that post-study work visa policies allow us to retain talent and grow our regional economy
- establish a regional offer to employers in the sector and a single point of contact to make it as easy as possible for employers to access appropriate support regardless of their location
- work with schools and other agencies to increase awareness of opportunities and to raise perceptions of the industry.

Dumbarton Rock and Castle West Dunbartonshire

Dumbarton Castle is located in the ancient capital of Scotland and is spectacularly sited on a volcanic rock overlooking the River Clyde.

Visitors can scale over 500 steps to stand atop one of Scotland's greatest ancient strongholds. The volcanic plug, which is Dumbarton Rock, in-filled the crater of a volcano that was active 350 million years ago.

World Heritage Site: New Lanark

New Lanark World Heritage Site is a unique 18th century mill village sitting alongside the picturesque River Clyde, less than one hour from Glasgow and Edinburgh.

Visitors can see recreated millworkers' houses, historic working machinery and the nearby 'Falls of Clyde' waterfalls.

There's a Mill Shop selling locally made textiles and produce and the 4-star New Lanark Mill Hotel.

Destination marketing

Glasgow City Region, the place, our people and assets provide a platform for tailored marketing communications to our target markets. Technology is transforming consumer behaviour and our customers are transforming our marketplace. There is little point in marketing everything to everyone. We will market specific assets that are relevant to specific markets.

Infrastructure and investment

Working with the Infrastructure and assets portfolio group, we will support public and private sectors to maintain targeted capital investment and delivery in support of this plan. However, we must also influence our policies, strategies and plans to represent and respond to the needs of tourists and visitors and enhance their experience.

Demand for hotel accommodation has reached record levels and is forecast to grow. If the city region is to deliver one million additional tourists by 2023, further supply is absolutely essential to achieve our ambition.

The city has a pipeline of developments with a projected 1,500 hotel bedrooms, however the city alone requires 2,500 rooms to meet increased demand from current, and projected, leisure and business tourism markets. Opportunity exists for all of the city regions member authorities to contribute to addressing this issue. Planned developments include investment in the road network; extending the Greenock Ocean Terminal cruise ship visitor welcome and the proposed Glasgow Airport access project. Examples of other major investments include The Burrell renaissance; Kelvin Hall sports venue and expansion of the Scottish Event Campus (SEC).

In response to constrained supply and increasing consumer demand, we will support the sharing economy and the diversification and growth of short-term accommodation provision that appeals to customers seeking authentic experiences in vibrant neighbourhoods across the city and the city region.

Data and Insights

Sharing of data and insights has the potential to help identify new opportunities. Evolving digital technologies will influence consumer behaviours and impact the Glasgow City Region experience.

Our development, investment and marketing decisions must be knowledge driven. Partners and businesses across the city are committed to the collection and sharing of data so we have market insights to inspire and inform consumers, enhance productivity and improve the customer journey.

In particular, we will use the expertise and opportunities presented by the Glasgow City Region intelligence hub, future City Glasgow demonstrator, digital Glasgow strategy and digital tourism Scotland which collectively set out how businesses can engage, participate, collaborate and shape how our digital economy can help to deliver growth.

To enable this we will set up a new data and insights group to collect, analyse and share more effectively. This group will leverage big data knowledge and best practice from our universities and industry that will provide actionable insight.

To deliver service excellence to our tourists and visitors, we must ensure we all have detailed product knowledge and information for our priority assets therefore we will support businesses to best utilise such data. Furthermore, new product or service developments that enhances city experiences will be supported with targeted investment.



World Heritage Site: The Antonine Wall

Running for 37 miles (60km) from Old Kilpatrick in the west to near Bo'ness in the east, the Antonine Wall cuts across the central belt of Scotland. Built on the orders of Emperor Antoninus Pius around 143 AD and abandoned around 165AD shortly after his death when the Roman troupes re-occupied Hadrian's Wall. The Wall offers something for everyone, whether you are a fan of visiting Roman remains, a keen walker or cyclist, there are a range of scenic spots and pathways to visit and visitors can enjoy scenic views of the Kilpatrick and Campsie Hills and the Kelvin Valley.



OUR DELIVERY MODEL

This strategy is aligned with the individual tourism strategies of the member authorities and to tourism Scotland 2020. It seeks to act as an enabler across the city region and is heavily reliant on a number of supporting strategies both at a regional and local level.

The city region and industry work well together and are effective at mobilising strategic partnership working and collaboration.

The new delivery model should be agile and dynamic. To connect more organisations and businesses with the priorities of this strategy, we are putting in place a structure that promotes industry action, with support from public partners.

Our new strategy provides an opportunity to cement the role of the new Tourism and Destination Marketing Portfolio Group to promote strategic level collaboration in the delivery of the plan. It will meet four times a year, oversee the strategy and drive progress and monitoring.

Glasgow City Region member authorities have their respective strategies, plans or website information providing their detailed tourism offering.

East Dunbartonshire Council

<https://www.eastdunbarton.gov.uk/residents/planning-and-building-standards/planning-policy/economic-development/economic-development>

East Renfrewshire Council

<http://www.eastrenfrewshire.gov.uk/daysout>

Glasgow City Council

<http://www.glasgowcitymarketing.com/tourism-and-visitor-plan/>

Inverclyde Council

<https://www.inverclyde.gov.uk/tourism-and-visitor-attractions/strategy-for-tourism-development>

North Lanarkshire Council

<https://www.visitlanarkshire.com/media/3970/ltap-2020.pdf>

Renfrewshire Council

<https://paisley.is/>

South Lanarkshire Council

<https://www.visitlanarkshire.com/media/3970/ltap-2020.pdf>

West Dunbartonshire Council

<http://www.west-dunbarton.gov.uk/leisure-parks-events/tourism-and-visitor-attractions/>

www.glasgowcityregion.co.uk

@GlasgowCityDeal



GLASGOW
CITY REGION

TOURISM STRATEGY

Action plan (2018 – 2021)



Tourism and destination marketing portfolio



Launch of strategy

Action	Description	Lead / Partners	By When
Launch of strategy	Strategy to be launched at both City Region and individual Local Authority level	All	September 2018

Key Markets

Action	Description	Lead / Partners	By When
Within the 'Key Markets' Section.	Further initial work to be undertaken to bring together the market profiles across the City Region, better understand how visitors move around the region and highlight markets where growth can be secured. There will be ongoing activity to support this work.	Intelligence Hub	September 2018

ASSETS (Cultural Tourism)

Action	Description	Lead / Partners	By When
Establish a City Region Culture Group to promote and maximise existing cultural assets.	Undertake mapping exercise of offering to identify and inform work. Identify themes that allow cross-boundary activities.	Renfrewshire Council and Intelligence Hub	By March 2019
Undertake cultural mapping exercise.	Define the audience and potential market spread to gain greater knowledge of the City Region offer. Identify themes and opportunities for cross-boundary activities and collaborative working.	Intelligence Hub to undertake cultural mapping exercise	
Maximise opportunities via The Year of Scotland's Stories 2022.	Themed Years encourage industry to think in new ways and take more innovative approaches. We will tap into new audiences and inspire visitors to see the City Region in a new way.	VisitScotland	January 2021

ASSETS (Business events)

Action	Description	Lead / Partners	By When
Portfolio Group to work with Glasgow Convention Bureau to identify ways for the City Region to more effectively work with business events held in the city. Business Events Workshop to be organised.	Include City Region offer to extend stay during Conferences; Exchanges; Meetings.	Glasgow Convention Bureau	By end June 2018
Work collaboratively with principal venues and through expansion of SEC, to bid for large scale Conventions and maximise the number of business events.	Encourage more businesses to engage with Convention Bureau.	Glasgow Convention Bureau	Ongoing

ASSETS (Events and festivals)

Action	Description	Lead / Partners	By When
Establish a Regional Events and Festivals Forum to: <ul style="list-style-type: none"> Glasgow Life Events to chair twice yearly meetings. Map and co-ordinate a programme of events which develops and engages new and existing audiences; drives more visitors and offers capacity to drive additional tourists, showcasing the wider city region event offer. Develop a Communication Plan for engaging residents and businesses affected by events i.e. noise levels; road closures; restricted parking. Include awareness raising for taxi drivers. Through the partnership approach of the Regional Events and Festivals Forum, events will share best practice across the sector, supporting the development of a regional events programme to improve sustainability and ensure they are part of the wider city region proposition. 	Establish terms of reference, expected outcomes of the Forum and target events specific to each local authority but which have potential City Region cross-over.	Glasgow Life)	September 2018 and bi-annually thereafter
	Production of an annual Calendar of all City Region Events over next 5 years and to include reference to Event Scotland's Inclusive and Accessible Events Guide.	Inverclyde Council	By September 2018
	Event planners will engage with residents and businesses affected by events to support the customer and visitor experience.	Inverclyde Council	By December 2018
	Sustain, develop and promote the City Region's profile as one of the foremost Events destinations.	All	Ongoing

ASSETS (Outdoor activities)

Action	Description	Lead / Partners	By When
Establish City Region Outdoor Activities Group to promote and maximise Outdoor Activities.	Undertake mapping exercise of offering. Identify themes that allow cross-boundary activities. Define the audience and market.	East Dunbartonshire Council	By March 2019
Maximise opportunities via The Year of Scotland's Coast and Waters 2020	Themed Years encourage the industry to think in new ways and take more innovative approaches. We will tap into new audiences and inspire visitors to see the City Region in a new way.	Inverclyde Council	January 2019

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CUSTOMER JOURNEY (Service excellence)

Action	Description	Lead / Partners	By When
Raise the profile of the Food and Drink Sector through 'Taste our Best' and the new Scotland Food and Drink Tourism Strategy to attract more customers and improve business sales.	VisitScotland's accreditation scheme recognises and celebrates businesses who provide locally sourced, quality food and drink.	VisitScotland	Ongoing
Engage with Glasgow Welcomes Ltd.	Explore opportunities for a 'City Region Welcomes' initiative.	Glasgow Life	By September 2018
Encourage wide uptake of regional 'Welcomes' schemes to ensure high levels of customer service.	Partners to encourage greater take-up of national initiatives / available learning and development opportunities.	All Partners	By December 2018

Continue to support adoption of accessibility schemes by tourism sector.	Adopt EventScotland's Inclusive and Accessible Events Guide.	All Partners	Ongoing
Utilise business leaders to promote service excellence.	Promote case studies / videos via Websites and Social Media.	All Partners	By December 2018

CUSTOMER JOURNEY (Transport connectivity)

Action	Description	Lead / Partners	By When
Work closely with Transport and Connectivity Portfolio Group to ensure the tourism transport needs are included in plans.	Strategy and Action Plan to be shared with relevant Portfolios	City Region Team	By 3 May 2018 and ongoing dialogue
Liaison with SPT; Abellio and Transport Operators to improve connectivity with easy, accessible connections and SMART ticketing.	Discuss with Transport and Connectivity Portfolio Group. Encourage Transport Operators to put Tourism on their agenda and engage them in Tourism Portfolio Group.	Inverclyde Council	By December 2018
City Deal project aspires to double the number of visitors to the region from cruise ship visitors.	The industry hopes to continue to benefit from the weak pound, which will attract overseas visitors and, indeed, the domestic market, as the UK continues its 'staycation nation' status.	Inverclyde Council	Annually to 2020
We will support Glasgow Airport to bid for new routes, both from a marketing and inward investment perspective and linked to target markets such as North America, Germany, France.	Ensure Strategy and Action Plan is shared with Inward Investment and Enterprise Portfolios.	Glasgow Life	By December 2018 and ongoing dialogue

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ENABLING TOURISM TO GROW (Leadership and collaboration)

Action	Description	Lead / Partners	By When
Greater involvement of private sector to support increase in jobs and growth and engage with local Industry Stakeholder Groups; Chairs of Associations of Hotels, Restaurants etc.	Work with Industry Leaders via the Scottish Tourism Alliance.	Scottish Tourism Alliance	By December 2018
Establish a City Region Tourism Leadership Group drawn from local Tourism Groups and Council Tourism Lead Officers. Local tourism leaders are invited to attend events and festivals forum sub and portfolio groups annually.	This group will act as a 'sounding board' for the Tourism Strategy. Each LA to share the strategy with their local tourism groups for endorsement and establish if they would be interested in participating in a City Region Tourism group.	All City Region Local Authorities	By end September 2018
Establish a Task and Finish Working Group to plan and co-ordinate a City Region Tourism Conference in 2019/2020.	Tourism is a huge resource across the City Region. A City Region Conference will demonstrate the benefits of working collaboratively; allow access to support; keep costs down and share risks.	Glasgow Life	By December 2018

CUSTOMER JOURNEY (Infrastructure and investment)

Action	Description	Lead / Partners	By When
Work closely with 'Infrastructure and Assets' Portfolio Group to ensure the tourism opportunities are included in plans.	Strategy and Action Plan to be shared with relevant Portfolios.	City Region Team	By 3 May 2018 and ongoing dialogue
Review investments listed in Tourism Development Framework to provide an overview on regional investment plans affecting the tourism sector.	Ensure collation and visibility of investments on the Framework (master document) that captures all new activities.	East Renfrewshire Council	September 2018
Identify the high priority projects based on opportunities for tourism in City Region.	Enabling and directing investment.	All	By September 2018

CUSTOMER JOURNEY (Jobs and skills)

Action	Description	Lead / Partners	By When
Develop a programme of activities which focus on supporting tourism leaders.	This programme will develop leadership skills and knowledge, providing useful tools and techniques for participants.	Scottish Enterprise	Delivery during 2018
Identify skills gaps and labour supply issues across Glasgow City Region and develop a programme of activities which focus on supporting tourism skills, progression opportunities and ensure areas of skills demand are addressed.	A programme to be developed by SDS through the Skills and Employment Portfolio Group.	Skills and Employment Portfolio Group	By December 2018

CUSTOMER JOURNEY (Data and insights)

Action	Description	Lead / Partners	By When
Utilise a data and insight driven process for customer segmentation, creative product and campaign development, and competitor and trend analysis.	Market insights will help identify new opportunities; enhance productivity and improve the customer journey.	Intelligence Hub	Develop during 2018
Capitalise on the City Region's Intelligence Hub to ensure consistent and accurate tourism indicators and insights for region.	Intelligence Hub to assist with development and delivery of performance monitoring framework.	Intelligence Hub	Develop during 2018
Develop a programme of support to tourism businesses to take advantage of data and emerging technologies.	This programme will support businesses to make better use of data and insights to drive improved business performance.	Scottish Enterprise	Develop during 2018
Develop a Monitoring and Evaluation Framework.	Monitor and measure progress towards target of 1 million additional visitors by 2023.	Glasgow Life	By September 2018

CUSTOMER JOURNEY (Destination marketing)

Action	Description	Lead / Partners	By When
Develop a City Region destination marketing plan.	Establish partner group and industry network; identify our priority markets; develop compelling propositions and undertake collaborative content creation to engage, inspire and inform our target customers; deliver content through an owned, earned, shared and paid channel plan.	Glasgow Life	September 2018
Maximise the opportunities presented by the Themed Years Programme in terms of engagement and impact.	Develop content aligning with the themes to present the region through relevant channels. <ul style="list-style-type: none"> • 2018 Year of Young People • 2020 Year of Scotland's Coast and Waters • 2022 Year of Scotland's Stories. 	VisitScotland	<ul style="list-style-type: none"> • January 2019 • December 2021
Engage Scottish Development International (SDI) to support the destination marketing ambitions of the City Region partnership.	SDI will support businesses to gain the knowledge, confidence and connections to trade successfully in international markets important to Glasgow City Region.	Scottish Development International	By September 2018

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GLASGOW
CITY REGION

Report To:	Environment & Regeneration Committee	Date:	27 November 2018
Report By:	Corporate Director Environment, Regeneration & Resources	Report No:	ENV046/18/SA
Contact Officer:	Scott Allan	Contact No:	01475 712764
Subject:	Brexit Preparedness – Current Situation		

1.0 PURPOSE

- 1.1 The purpose of this report is to update the Committee on Brexit preparations relevant to Inverclyde Council. Brexit preparations are being evaluated through COSLA, who is co-ordinating research on the potential direct implications for Local Government and also through Glasgow City Region where the wider economic implications are being considered. A report was also issued by Audit Scotland in October.

2.0 SUMMARY

- 2.1 The UK will leave the European Union in March 2019. It is now widely understood that this is a very complex and challenging process in view of extent of integration of legislation and policy across European partners. At this stage, and with only a few months left, there remains a lack of clarity on what the nature of Brexit will be and the future relationship with the EU.
- 2.2 Potential scenarios for the UK have been widely reported in the media and followed by officers to try and get a sense of potential implications for Inverclyde. Clearly this will be very difficult until the final shape of Brexit is known. Whilst a proposal is now being taken through the parliamentary process there is as yet no guarantee on the outcome. Two significant pieces of work have been progressing which are relevant to Inverclyde.
- 2.3 Firstly COSLA has been leading on the potential implications for Local Authorities on employees. In a report presented to Leaders in October the extent of non UK EU / EEA workforce across Local Authorities has been assessed as approximately 1.5% of the total workforce. This group of employees may be directly affected by Brexit, especially if there is no 'deal'. In Inverclyde we have 21 employees who fall into this category and consideration will be given to options in respect of these employees depending on the nature of the agreed Brexit. The Council will continue to look to COSLA to lead on strategic implications across Scottish Local Authorities.
- 2.4 Secondly, Glasgow City Region commissioned a piece of work by the Fraser of Allander Institute into the potential economic impacts of Brexit. The report was presented to Chief Executives in October 2018. The key messages in this report is the reliance of the City Region economy on Europe and the potential negative impact from Brexit depending on the nature of the deal. It is clearly important that the private sector predicts the impact of Brexit so far as possible and makes contingency for changes to European trading (as well as looking for new opportunities). For Local Authorities, potential actions are not defined at this stage other than to be aware of the potential local economic downturn depending on the nature of Brexit. Our Economic Development team will continue to monitor this and bring further reports as necessary.

- 2.5 Separate to work initiated by Scottish Councils, Audit Scotland have recently produced a report titled – Withdrawal from the European Union (October 2018).
- 2.6 The report presents the view of Audit Scotland in terms of the key issues that withdrawal from the EU presents to the public bodies as at October 2018 together with suggested questions that all public bodies should be asking themselves in lead up to 29 March 2019. As part of their 18/19 Audit, Audit Scotland intend to assess and report on public bodies' responses to withdrawal from the EU.
- 2.7 Para 4 of the report sets out their expectation that all public bodies are assessing the potential impact of EU withdrawal on their organisation and identifying any specific risk and how they will respond to them, which will vary greatly between organisations. Para 5 sets out the fact that planning for leaving the EU has to be balanced with the management of other risks and uncertainties, existing financial and workforce pressures and the need to maintain business as usual.
- 2.8 As part of Service Risk Registers, common risks surrounding people, finance, rules and regulations are already considered and mitigations are developed including continuity plans for key risks identified. The Financial Strategy also sets out a number of risks and current mitigations e.g. inflation, supplier failure, and higher interest rates. It also specifically mentions Brexit and anticipates scenario planning when information becomes available.
- 2.9 The Financial Strategy is reviewed in June and December each year and is updated for short, medium and longer term issues. Clearly as soon as there is certainty around the nature of 'Brexit' all potential risks and opportunities will be reviewed.
- 2.10 In the meantime, the key questions in the audit Scotland Report are being considered and actioned where appropriate and a report will be taken to the Environment and Regeneration Committee in January.

3.0 RECOMMENDATIONS

- 3.1 Committee is asked to note the work ongoing around Brexit, the potential implications for the Council and the intention to report to the Environment and Regeneration Committee in January.

4.0 FINANCIAL IMPLICATIONS

Finance

4.1 There are no financial implications from this report.

Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
N/A					

Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virement From (If Applicable)	Other Comments
N/A					

Legal

4.2 There are no legal implications from this report.

Human Resources

4.3 There are no human resources implications from this report.

Equalities

4.4 Has an Equality Impact Assessment been carried out?

	NO - This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required.
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Repopulation

4.5 There are no repopulation implications from this report.

Scott Allan
Corporate Director
Environment, Regeneration & Resources

Report To:	Environment & Regeneration Committee	Date:	27 November 2018
Report By:	Corporate Director Environment, Regeneration & Resources	Report No:	ENV047/18/AM
Contact Officer:	Alan McClintock	Contact No:	01475 714222
Subject:	King George VI Building – 9-11 King Street, Port Glasgow		

1.0 PURPOSE

- 1.1 The purpose of this report is to update Committee on the proposal to refurbish the King George VI building and to seek approval to utilise the residual Council funding with the Regeneration Capital Grant Fund, if awarded, to progress the Phase 2 refurbishment.

2.0 SUMMARY

- 2.1 This proposal was the subject of a report to this Committee in January 2018 intimating a two phased approach with the first phase to refurbish the roof to make safe and weathertight and the second phase to alter and refurbish the building for community use.
- 2.2 Committee approved the expenditure of part of the budget for Phase 1 and that residual funding be retained for use in Phase 2.
- 2.3 Phase 1 has now progressed to tender with the estimated project cost of £530,000. The residual funding will therefore be £470,000.
- 2.4 Phase 2 is subject to grant funding for the alteration, refurbishment and extension of the buildings to suit the business plan of RIG Arts. The Stage 1 application to the Regeneration Capital Grant Fund (RCGF) has been successful and the Stage 2 application for funding has been submitted. The cost of this phase is estimated at £1,435,000. It is anticipated that the residual funding of £470,000 from the £1m Council budget will part fund the works and the remaining funded from the RCGF Stage 2 application.

3.0 RECOMMENDATIONS

It is recommended that the Committee:

- 3.1 Notes the current position as regards the Stage 2 funding application and approves the use of the residual Council funding of £470,000 to part fund the project estimated at £1,435,000.

Scott Allan
Corporate Director
Environment, Regeneration & Resources

4.0 IMPLICATIONS

Finance

4.1 Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
King George VI Refurbishment	Capital	2018/19	530k		Phase 1 refurbishment
		2019/20			
		2019/20 2020/21	470k		Phase 2 refurbishment
			Total £1m		

Annually Recurring Costs/(Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (If Applicable)	Other Comments

Legal

4.2 No implications

Human Resources

4.3 No Implications

Equalities

4.4 No Implications

Repopulation

4.5 No Implications

5.0 CONSULTATIONS

5.1 None

6.0 BACKGROUND PAPERS

6.1 None