

A meeting of the Environment & Regeneration Committee will be held on Thursday 16 June 2022 at 3pm.

Members may attend the meeting in person or via remote online access. Webex joining details will be sent to Members and Officers prior to the meeting. Members are requested to notify Committee Services by 12 noon on Wednesday 15 June 2022 how they intend to access the meeting.

In the event of connectivity issues, Members are asked to use the *join by phone* number in the Webex invitation and as noted above.

Please note that this meeting will be live-streamed via YouTube with the exception of any business which is treated as exempt in terms of the Local Government (Scotland) Act 1973 as amended.

Further information relating to the recording and live-streaming of meetings can be found at the end of this notice.

IAIN STRACHAN
Head of Legal & Democratic Services

BUSINESS

****Copy to follow**

1. Apologies, Substitutions and Declarations of Interest	Page
PERFORMANCE MANAGEMENT	
2. Environment and Regeneration 2021/22 Capital Budget – Period 13 (31 March 2022) Report by Interim Director, Finance & Corporate Governance and Interim Director, Environment & Regeneration	p
3. Environment & Regeneration Capital Programme Progress Report by Interim Director, Environment & Regeneration	p
4. Environment, Regeneration and Resources Corporate Directorate Improvement Plan – Progress Report 2021/22 and Annual Refresh 2022/23 Report by Interim Director, Environment & Regeneration and Interim Director Finance & Corporate Governance	p
NEW BUSINESS	
5. General Update Report by Interim Director, Environment & Regeneration	p
6. Local Employability Partnership Delivery Plan and Scottish Government Employability Funding	

	Report by Interim Director, Environment & Regeneration		p
7.	UK Government Shared Prosperity Fund: Inverclyde Investment Plan Report by Interim Director, Environment & Regeneration		p
8.	Fraser of Allander Institute - Supporting economic recovery in Inverclyde, West Dunbartonshire & Argyll & Bute Report by Interim Director, Environment & Regeneration		p
9.	Contract Awards 1 October 2021 to 31 March 2022 Report by Interim Director, Environment & Regeneration		p
10.	Virement – Rankin Park, Greenock Report by Interim Director, Environment & Regeneration		p
11.	Proposed Traffic Regulation Order – The Inverclyde Council Disabled Persons' Parking Places (On-Street) Order No.2 2022 Report by Interim Director, Environment & Regeneration		p
12.	Regeneration of Shore Street, Gourock – Request by Councillor McCluskey Report by Head of Legal & Democratic Services		p
13.	Property Assets Management Report – Public Report Report by Interim Director, Environment & Regeneration		p
<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.</p>			
NEW BUSINESS			
14.	Property Assets Management Report – Private Report Report by Interim Director, Environment & Regeneration making recommendations in respect of a number of property assets	Paras 6 & 9	p
15.	Clune Park Acquisitions - Update Report by Interim Director, Environment & Regeneration providing an update with respect to the Clune Park Estate	Paras 8 & 9	p
16.	Path Agreement between Inverclyde Council and Peel Land & Property (Greenock Harbours) Limited for the Construction of the NCN75 Shared Path through East India and Victoria Harbour Report by Interim Director, Environment & Regeneration seeking approval to enter into a path agreement with Peel Land & Property (Greenock Harbours) Limited	Para 9	p
17.	Advertising Hoarding Site, Dalrymple Street, Greenock Report by Interim Director, Environment & Regeneration seeking authority to grant a lease for an advertising hoarding site at Dalrymple Street, Greenock	Paras 6 & 9	p
18.	John Wood Street, Port Glasgow – Variation of Permitted Use and Lease Extension	Paras 2, 6 & 9	

	Report by Interim Director, Environment & Regeneration seeking authority for the variation and extension of an existing lease for premises at John Wood Street, Port Glasgow		p
19.	Inverkip Street, Greenock – Lease Renewal Report by Interim Director, Environment & Regeneration seeking authority to grant a new lease for premises at Inverkip Street, Greenock	Paras 2, 6 & 9	p
20.	Retail Unit, Dubbs Road, Port Glasgow – Lease Renunciation and Renewal Report by Interim Director, Environment & Regeneration seeking authority for the renunciation of an existing lease and then granting of a new lease for premises at Dubbs Road, Port Glasgow	Paras 2, 6 & 9	p

The reports are available publicly on the Council's website and the minute of the meeting will be submitted to the next standing meeting of the Inverclyde Council. The agenda for the meeting of the Inverclyde Council will be available publicly on the Council's website.

Please note: this meeting may be recorded or live-streamed via YouTube and the Council's internet site, where it will be capable of repeated viewing. At the start of the meeting the Provost/Chair will confirm if all or part of the meeting is being recorded or live-streamed.

You should be aware that the Council is a Data Controller under the Data Protection Act 2018. Data collected during any recording or live-streaming will be retained in accordance with the Council's published policy, including, but not limited to, for the purpose of keeping historical records and making those records available via the Council's internet site or YouTube.

If you are participating in the meeting, you acknowledge that you may be filmed and that any information pertaining to you contained in the recording or live-stream of the meeting will be used for webcasting or training purposes and for the purpose of keeping historical records and making those records available to the public. In making this use of your information the Council is processing data which is necessary for the performance of a task carried out in the public interest. If you are asked to speak at the meeting then your submission to the committee will be captured as part of the recording or live-stream.

If you have any queries regarding this and, in particular, if you believe that use and/or storage of any particular information would cause, or be likely to cause, substantial damage or distress to any individual, please contact the Information Governance team at dataprotection@inverclyde.gov.uk

Enquiries to – Colin MacDonald – Tel 01475 712113
--

Report To:	Environment & Regeneration Committee	Date:	16 June 2022
Report By:	Interim Director, Finance & Corporate Governance and Interim Director, Environment & Regeneration	Report No:	FIN/37/22/AP/MT
Contact Officer:	Matt Thomson	Contact No:	01475 712256
Subject:	Environment and Regeneration 2021/22 Capital Budget – Period 13 (31 March 2022)		

1.0 PURPOSE

- 1.1 The purpose of this report is to report the Committee's 2021/22 Capital Budget position at period 13 to 31 March 2022.

2.0 SUMMARY

- 2.1 The Environment & Regeneration capital budget is £55.951m. The budget for 2021/22 is £12.619m. The current projection is £55.951m which means total projected spend over the 2021/25 period is on budget. The Committee is projecting to spend £9.262m in 2021/22 with net slippage of £3.357m (26.6%) being reported, up 5.37% from the last monitoring period. Appendices 1-3 detail the spend on a project basis. A detailed progress update is reported elsewhere on the agenda.
- 2.2 Ongoing material and labour shortages together with restricted working practices resulting from the Covid pandemic have continued to affect the delivery of the capital programme in 2021/22, in addition further material shortages resulting from the current situation in Ukraine were experienced in March, taken together these unavoidable circumstances have had a significant impact on the level of slippage experienced.
- 2.3 City Deal capital projects are not included in the above Committee figures, the City Deal budget is £24.320m. The current projection for 2021/22 is £2.735m with slippage of £7.715m (73.8%) as a result of delays in the Ocean Terminal, Inverkip and Inchgreen. Appendix 4 details the City Deal programme.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee notes the current position of the 2021/25 Capital Programme and City Deal. The financial progress on the specific projects is detailed in Appendices 1-4 with physical progress reported elsewhere on the Agenda.

Alan Puckrin
Interim Director,
Finance & Corporate Governance

Stuart Jamieson
Interim Director,
Environment & Regeneration

4.0 BACKGROUND

- 4.1 The purpose of this report is to advise Committee of the current position of the 2021/25 Committee Capital budget.
- 4.2 In February 2022 the Council approved a revised 3 year 2022/25 Capital Programme. This report reflects the approved capital programme however also reports on the projected outturn for 2021/22, temporarily increasing the programme to a 4 year programme.

5.0 2021/25 CURRENT CAPITAL POSITION

- 5.1 The Environment & Regeneration capital budget is £55.951m. The budget for 2021/22 is £12.619m. The current projection over 2021/25 is £55.951m which means total projected spend is on budget.
- 5.2 The Committee is projecting to spend £9.262m in 2021/22 with net slippage of £3.357m (26.6%) being reported. This is an increase in slippage of £0.678m (5.37%) from the previous position.
- 5.3 Ongoing material and labour shortages together with restricted working practices resulting from the Covid pandemic have continued to affect the delivery of the capital programme in 2021/22, in addition further material shortages resulting from the current situation in Ukraine were experienced in March, taken together these unavoidable circumstances have had a significant impact on the level of slippage experienced.
- 5.4 The main reasons for the net slippage position are advancement within the Cemetery Development (£0.104m), Vehicle Replacement Programme (£0.162m), SPT projects (£0.389m) and Minor Works/Statutory Duties (£0.441m), offset by slippage in Spaces for People (£0.352m), Flooding Strategy (£0.245m), Cremator Development (£0.413m), Play Area Strategy (£0.331), T&VC Other (£0.358m), T&VC Babylon Demolition (£0.239m), Place Based Funding (£0.675), Ivy House Replacement (£0.319m), Clyde Square Re-roofing (£0.157m), Waterfront Leisure Centre Lifecycle Works (£0.185m) and Boglestone Community Centre Roof (£0.228m). Appendices 1-3 detail the spend on a project basis.
- 5.5 It should be noted that while projections for 2021/22 represent, effectively, final outturn, the report is written while in the process of closing the year end accounts and as a result the projections are subject to change. The final outturn and slippage position will be reported to Policy & Resources committee in August 2022.
- 5.6 City Deal projects are not included in the above Committee figures, the City Deal budget is £24.320m. The current projection for 2021/22 is £2.735m with slippage of £7.715m (73.8%) as a result of delays in the Ocean Terminal, Inverkip and Inchgreen. Appendix 4 shows the financial position of the City Deal programme.

6.0 IMPLICATIONS

6.1 Finance

All finance implications are discussed in detail within the report above.

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					

6.2 Legal

There are no specific legal implications arising from this report.

6.3 Human Resources

There are no specific human resources implications arising from this report.

6.4 Equalities

(a) Has an Equality Impact Assessment been carried out?

	YES (see attached appendix)
X	NO – This report does not introduce a new policy, function or strategy or recommend a substantive change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required

(b) Fairer Scotland Duty

If this report affects or proposes any major strategic decision:-

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

	YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
X	NO

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

	YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.
X	NO

6.5 Repopulation

There are no repopulation issues within this report.

7.0 CONSULTATIONS

7.1 The report has been jointly prepared by the Interim Director Environment & Regeneration and the Interim Director of Finance & Corporate Governance.

8.0 LIST OF BACKGROUND PAPERS

8.1 There are no background papers relating to this report.

COMMITTEE: ENVIRONMENT & REGENERATION

Project Name	1	2	3	4	5	6	7	8	9
	Est Total Cost	Actual to 31/3/21	Approved Budget 2021/22	Revised Est 2021/22	Actual to 31/12/22	Est 2022/23	Est 2023/24	Est 2024/25	Future Years
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Roads & Environmental Services									
Roads									
Core Programme									
Cycling, Walking & Safer Streets	867		406	374	374	493	0		0
SPT	2,453		789	1,178	1,178	1,275	0		0
Spaces for People	126		478	126	126	0	0		0
Flooding Strategy - Future Schemes	1,402	250	326	81	81	295	776		0
Kirn Drive Passing Places	200	8	15	0		15	20	157	0
Drumshantie Road Carpark	80	-	80	80	80	0	0		0
Former St Ninians School Site	195	-	75	0	-	75	120		0
Roads & Footways (Participatory Budgeting)	250				-	250			
Feasibility Studies	90	-	90	0	0	90	0		0
Complete on Site	8	-	8	0	0	8	0		0
Roads - Core Total	5,671	258	2,267	1,839	1,839	2,501	916	157	0
Roads Asset Management Plan									
Carriageways	8,142		1,562	1,658	1,658	1,554	2,430	2,500	0
Footways	814		314	228	228	336	250		0
Structures	594		94	211	211	133	250		0
Lighting	1,065		415	210	210	205	650		0
Other Assets	483		183	132	132	201	150		0
Staff Costs	1,100		360	412	412	318	370		0
Roads Asset Management Plan Total	12,198	0	2,928	2,851	2,851	2,747	4,100	2,500	0
Roads Total	17,869	258	5,195	4,690	4,690	5,248	5,016	2,657	0
Environmental Services									
Cemetery Development	1,600	218	480	584	584	666	132		0
Cremator Replacement	1,650	111	496	83	83	1,161	295		0
Zero Waste Fund	244		64	24	24	100	60	60	0
Vehicles Replacement Programme	3,942		105	267	267	1,117	1,279	1,279	0
Dog Park	20	-	20	0	0	20	0		0
Murdieston/Thom Dam Area	25	-	25	19	19	6	0		0
Overton Play Park surrounds	40	-	40	11	11	29	0		0
Play Area Strategy	569		376	45	45	424	100		0
Play Areas complete on Site	10	-	10	8	8	2	0		0
Barr's Brae Steps	40	-	40	0	0	40	0		0
Nature Restoration Fund	88		88	0	0	88			0
Park, Cemeteries & Open Spaces AMP	806		118	139	139	42	425	200	0
Birkmyre Park Kilmacolm MUGA Upgrade	80			7	7	68	5		0
Environmental Services	9,114	329	1,862	1,187	1,187	3,763	2,296	1,539	0
ROADS & ENVIRONMENT TOTAL	26,983	587	7,057	5,877	5,877	9,011	7,312	4,196	0

COMMITTEE: ENVIRONMENT & REGENERATION

Project Name	1	2	3	4	5	6	7	8	9
	<u>Est Total Cost</u>	<u>Actual to 31/3/21</u>	<u>Approved Budget 2021/22</u>	<u>Revised Est 2021/22</u>	<u>Actual to 31/12/22</u>	<u>Est 2022/23</u>	<u>Est 2023/24</u>	<u>Est 2024/25</u>	<u>Future Years</u>
	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>
Regeneration and Planning									
<u>Core Regeneration:</u>									
Port Glasgow Town Centre Regeneration	1,457	1,418	39	14	14	25	0		0
Central Gourock	150	130	20	0	0	20	0		0
T&VC - West Blackhall Street	3,712	125	2	0	0	487	3,100		0
T&VC - Lyle Fountain	130	14	116	77	77	5	34		0
T&VC - Jamaica Street Car Park	250	149	101	7	7	94	0		0
T&VC - Babylon Purchase & Demolition	680	280	400	161	161	114	125		0
T&VC - Other	835	279	372	14	14	342	200		0
Comet Replacement	1,003				0	503	500		
Place Based Funding	1,259		675	0	0	1,259			
Core Regeneration Total	9,476	2,395	1,725	273	273	2,849	3,959	0	0
<u>Public Protection:</u>									
Scheme of Assistance	3,229		708	760	760	740	996	733	0
Clune Park Regeneration	2,000	639	27	85	85	276	1,000		0
Public Space CCTV	201	186	15	0	0	15	0		0
Public Protection Total	5,430	825	750	845	845	1,031	1,996	733	0
Regeneration Services Total	14,906	3,220	2,475	1,118	1,118	3,880	5,955	733	0

COMMITTEE: ENVIRONMENT & REGENERATION

Project Name	1	2	3	4	5	6	7	8	9
	Est Total Cost	Actual to 31/3/21	Approved Budget 2021/22	Revised Est 2021/22	Actual to 31/12/22	Est 2022/23	Est 2023/24	Est 2024/25	Future Years
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Property Assets									
Core Property Assets									
General Provision	4,998	-	129		0	463	2,535	2,000	0
Additional Covid pressure allowance - General	129	-	0	0	0	29	100		0
Feasibility Studies	270	162	18	2	2	31	75		0
Greenock Municipal Buildings - Window Replacement	548	268	32	5	5	265	10		0
Greenock Municipal Buildings - Clyde Square Re-roofing	1,265	318	897	740	740	157	50		0
Greenock Municipal Buildings - Air Handling	100	8	87	6	6	86	0		0
Greenock Cemetery _ Ivy House Replacement	500	131	354	35	35	295	39		0
Waterfront Leisure Centre Lifecycle Works	1,318	1,018	210	25	25	255	20		0
Boglestone Community Centre Roof	570	30	520	292	292	228	20		0
Various Garages/Stores Replacement	120		0	6	6	104	10		
Caladh House Remedial Works	70		0	35	35	35			
Vehicle Maintenance Facility Drying Room Alterations	100				0	95	5		
Sea Walls/Retaining Walls	100	-	15	30	30	60	10		0
Customhouse Square - Risk/DDA Works	300	13	247	123	123	99	65		0
Watt Institute - Risk/DDA Works	175	5	90	3	3	162	5		0
Net Zero	350				0	50	300		
Minor Works									
Farms	30		9	0	0	25	5		0
Minor Demolitions	59		18	39	39	20	0		0
Inverclyde Leisure Properties	373		14	173	173	100	100		0
General Works	447		19	247	247	100	100		0
Design & Pre-Contract	50		31	25	25	25	0		0
Reservoirs	111		59	61	61	50	0		0
Statutory Duty Works									
Electrical	97		21	67	67	30	0		0
Lightning Protection	21		9	11	11	10	0		0
Lifts	26		0	16	16	10	0		0
Water	84		20	54	54	30	0		0
Gas	11		1	0	0	11	0		0
Asbestos	67		55	17	17	50	0		0
Fire Risk	159		37	109	109	50	0		0
DDA/Equality	185		95	10	10	100	75		0
Capital Works on Former Tied Houses	600	227	0	13	13	3	150	60	147
Complete on Site Allocation	197		63	106	106	0	91		0
Core Property Assets Total	13,430	2,180	3,050	2,250	2,250	3,028	3,765	2,060	147
Asset Management Plan:									
Depot Demolitions - Balance	56	-	0	0	0	5	51		0
Kirn Drive Depot Demolition	49	7		1	1	41			
Kirn Drive Civic Amenity Site / Craigmuschat Recycling Facility	407	116	37	16	16	192	83		0
Pottery Street Depot Resilience Generator	77	2		0	0	70	5		
AMP Complete on site	43		0	0	0	0	43		0
Asset Management Plan Total	632	125	37	17	17	308	182	0	0
Property Assets Total	14,062	2,305	3,087	2,267	2,267	3,336	3,947	2,060	147

Report To:	Environment & Regeneration Committee	Date:	16 June 2022
Report By:	Interim Director, Environment & Regeneration	Report No:	E+R/22/06/05/ SJ/EM
Contact Officer:	Stuart Jamieson	Contact No:	01475 712764
Subject:	Environment & Regeneration Capital Programme Progress		

1.0 PURPOSE

- 1.1 The purpose of the report is to update the Committee in respect of the status of the projects within the 2022/25 Environment & Regeneration Capital Programme.

2.0 SUMMARY

- 2.1 This report advises the Committee in respect of the progress of the projects within the Environment & Regeneration Capital Programme incorporating Roads and Environmental Services, Regeneration and Planning, Property and City Deal.

3.0 RECOMMENDATIONS

- 3.1 That the Committee
- a) notes the current position of the 2022/25 Capital Programme and the progress on the specific projects,
 - b) and agrees it prudent not to award the tender for the Kirn Drive depot at this stage.

Stuart Jamieson
Interim Director,
Environment & Regeneration

4.0 BACKGROUND

4.1 This report shows the current position of the approved Environment & Regeneration Capital programme reflecting the allocation of resources approved by Inverclyde Council on 24th February 2022. This effectively continues the previously approved 2021/24 Capital Programme to 2022/254. In addition to the core annual allocations funding was approved to address inflationary pressures in the RAMP and an initial allocation towards the approved Carbon Reduction Strategy.

5.0 ROADS AND ENVIRONMENTAL SERVICES

Core Programme

- 5.1 **Cycling, Walking & Safer Streets:** The design of the cycle route through East India Harbour Greenock is complete awaiting path agreement. Mirren's Shore Port Glasgow has started on site. Installation of cycle stands across Inverclyde is at the design stage.
- 5.2 **SPT:** The West Blackhall Street town centre project is being procured through the Scape framework and the contractor is currently preparing a detailed price estimate. The installation of the signalised junction at Grey Place and West Blackhall Street is expected to be completed in June 2022. Speed reductions in town and village centres, speed surveys are currently being undertaken and the design will start on the conclusion of the survey results.
- 5.3 **Spaces for People:** Further monitoring of traffic flows, pedestrian's and cycle usage is programmed for June and July with the results presented to committee in August 2022.
- 5.4 **Flood Risk Management (Central Greenock):** Discussions to install a new access to the grill on Dellingburn Street are on-going with the land owner.
- 5.5 **Flood Risk Management (Flood Risk Management Plan):** The Glen Mosston, Kilmacolm design works are complete. The Gotter Water project design is complete. The funding has been reinstated and the both projects are due to start on site September 2022.
- 5.6 **Former St Ninian's School Site:** Topographical survey being undertaken prior to completion of outline design drawings in consultation with local community.
- 5.7 **Participatory Budget:** 4 carriageway resurfacing schemes and 5 footway resurfacing schemes are programmed to be delivered as part of the £400k Participatory Budget allocation for resurfacing schemes prioritised by public consultation as below:

Carriageway Resurfacing:

1. Terrace Road Greenock
2. Barhill Road Greenock
3. Muirshiel Road Port Glasgow
4. Cumbrae Avenue Port Glasgow

Footway Resurfacing:

1. Shore Street Gourock (St Johns Rd to John St fronting shops)
2. Shore Street Gourock (North side at Health Centre car park)
3. Eldon Street Greenock (Esplanade to Wood St south side - Esplanade to North St - north side)
4. Boglestone Avenue Port Glasgow (Bridgend Avenue to West Rd - north side)
5. Drumfrochar Road Greenock (Merino Rd to Old Largs Rd - east side)

- 5.8 **Inverclyde Traffic Study:** Another tender document and scope is being prepared after the previous tender received no returns. Kirn Drive One-Way, evaluation and impact of turning Kirn Drive one-way will start on completion of the Inverclyde Study. Glen Huntly One-Way, evaluation and impact of turning Glen Huntly one-way will start on completion of the Inverclyde Study. Caledonia Crescent One-Way, evaluation and impact of turning Caledonia Crescent one-way will start on completion of the Inverclyde Study.
- 5.9 **Larkfield Rd / George Rd:** The consultation on the proposed 4 schemes will start August 2022.
- 5.10 **Kilmacolm Carpark:** The detailed design on the proposed carparks at the corner of Moss Road and Gilburn Road and behind the Old Police Station will start July 2022.

Roads Asset Management Plan

- 5.11 **Carriageways:** 1 of 16 carriageway resurfacing schemes is now complete with 21 large patching schemes also programmed for delivery.
- 5.12 **Footways:** 3 of 12 footway resurfacing schemes are now complete with 4 of 8 large patching schemes also complete.
- 5.13 **Structures:** A project to replace the bearings and bridge deck on the footbridge at Lochwinnoch Road in Kilmacolm is in initial design phase.
- 5.14 **Street Lighting:** Street lighting project design is in final checking with tender issue for column replacement contract to follow in June 2022.
- 5.15 **Traffic Calming:** The priority list is complete for 2021 and the top two sites are Newark Street and Union Street and these are being evaluated for traffic calming measures and if the budget is available both these site will be completed.

Environmental Services

- 5.16 **Cemetery Development:** Works commenced on the Knocknairshill Cemetery Extension project on Monday 8 November 2021 with completion originally programmed for July 2022. 75% of stone retaining walls have been completed with the attenuation/soakaway pond 80% complete and base layers for footpaths complete The Contractor is currently reporting behind programme due to adverse weather conditions over the programme to date with completion now projected mid-August.
- 5.17 **Cremator Replacement:** The contract for specialist cremator manufacturer has been awarded with the receipt of the signed Advance Payment Bond awaited prior to commencing manufacture. The design for the alterations to the building has progressed with Listed Building consent now received and with the Building Warrant application submitted. Production drawings have been completed and tender document preparation is in progress. Tender issue for the building works is anticipated mid-June. Pre-contract works to upgrade the incoming electrical supply will progress shortly.
- 5.18 **Vehicle Replacement Programme:** Budget for 2022/23 is £1.1m. Vehicle orders have been placed for a number of vehicles and it is anticipated that the full amount will be delivered in this financial year however there are supply issues due to national issues.
- 5.19 **Play Areas:** Installation work has commenced on the 6 priority play areas approved by committee and will be phased into June 2022.
- 5.20 **Nature Restoration Fund:** The Works have commenced on the path improvements and naturalised seeding. Additional habitat improvement spend is planned and full spend will be delivered in this financial year.
- 5.21 **Parks, Cemeteries and Open Spaces Asset Management Programme:** An allocation of funds has been made to the Birkmyre Park MUGA Upgrade project in 5.19 below as previously reported. The balance of funding will be delivered in this financial year.

- 5.22 **Birkmyre Park Kilmacolm MUGA Upgrade:** The works are nearing completion but due to supply chain issues and adverse weather conditions, completion has been delayed which is now anticipated by the end of May.
- 5.23 **Port Glasgow Sculpture:** The sculpture is erected and paths and footways are due to be completed June 2022, with the installation of lighting to follow.

6.0 REGENERATION AND PLANNING

Core Regeneration

- 6.1 **Town & Village Centres - West Blackhall Street:** The project is being led by the Roads Service and procured through the Scape framework and the contractor is currently preparing a detailed price estimate.
- 6.2 **Town & Village Centres - Lyle Fountain:** Restoration works have now been completed and the fountain is functioning although a defect regarding the water supply has now become apparent and is being investigated. Information boards are being developed to inform the public of the history of the fountain.
- 6.3 **Town & Village Centres - Jamaica Street Car Park:** Construction works have started, with completion projected by the end of May 2022.
- 6.4 **Town & Village Centres - Former Babylon Building Demolition:** The building has now been demolished with the ground levelled and topsoil/seeding completed. A timber fence has been erected on the public footway boundary and pavement surfacing reinstated. The existing boundary walls within the site have been made good with the only outstanding item being the installation of a concrete coping.
- 6.5 **Town and Village Centres / Place Based Funding:** At the March Committee it was agreed to progress with the following projects from the 2021/22 allocation and these works have been instructed.
- Kilmacolm Village Centre Phase 1 St James Footpath improvements £75,000
 - Port Glasgow Princes Street Canopy Improvements £31,000
 - Port Glasgow Lamonts mural lighting £6,500
 - Port Glasgow Comet Interpretation Boards £10,000
 - Greenock Town Centre Signage £80,000
 - Gourock Park Lighting pilot £74,000
 - Inverkip £25,000
 - Town and Village Centre pavement cleaning £57,000

7.0 PROPERTY

Core Property Assets

7.1 Greenock Municipal Buildings

Window Replacement: The windows within the courtyard / air well at the Fire Museum are included in the next phase of proposed window replacement. As previously reported, the scope of the works has been expanded to make best use of the necessary temporary access scaffolding that will be required to facilitate the works. A small area of slated roof which has not formed part of the roofing projects to date and works to address historical water penetration issue related to the interface with the Dalrymple Tower will also be incorporated. The estimated cost of the project is £280K which will be funded from the Core Property General Provision. Listed Building Consent has been received with tenders issued and return imminent.

Clyde Square Elevation Re-roofing: All works complete and scaffolding removed.

Grand Corridor Offices Ventilation: The works involve the provision of a permanent air handling unit (AHU) serving internal offices with limited natural ventilation. Listed building consent and Building Warrant have now been granted. Tenders were returned on 13 May and are currently being evaluated.

Greenock Town Hall: The January 2022 report provided background on the scoping of the project to address the last significant roofing project within the campus i.e. the Town Hall element. The project continues to be developed with surveys in progress to inform the process. A cost estimate will be prepared at the appropriate stage to inform the allocation required from the 2022/23 Core Property budget.

- 7.2 **Greenock Cemetery Complex (Ivy House):** The contract has been awarded with works in progress. Foundations complete and matching sandstone being sourced for repairs to the existing tower.
- 7.3 **Waterfront Leisure Complex Lifecycle Works:** The project addresses the replacement of the fire/panic alarm systems and replacement of emergency lighting. Tenders have been returned with a letter of acceptance now issued. A pre-start meeting is being arranged.
- 7.4 **Boglestone Community Centre - Re-Roofing:** The works have been progressing on site but have been delayed due to adverse weather conditions. The Contractor is now projecting completion by the end of May.
- 7.5 **Sea Walls/Retaining Walls:** Provision of £100K was made in the 2020/21 budget to address the progression of surveys and mapping of Council assets in order to establish condition and any current/future capital project works required. The survey and report to assess the condition of the sea defences at the Greenock Waterfront between the Ocean Terminal location and the Beacon Arts Centre has now been completed. Work is also on-going through Legal Services and Landownership Scotland in respect of legal searches and clarification of title / ownership of the waterfront from Newark to Kelburn Park in Port Glasgow. The scope and location of surveys will continue to be assessed by Officers.
- 7.6 **Risk/DDA Works:** Provision of £0.400m was made available in the 2020/21 budget to address areas of risk and future claims against the Council including priority equality works.

Customhouse Square: Available funding is being prioritised to address improvements to the existing cobbled roads surrounding Customhouse Square. Phase 1 works were completed in December 21. Commencement of Phase 2 has been delayed to facilitate the Meliora Festival and will commence on the 21 June.

Watt Institute Lift: The project involves provision of a lift within the Watt Institute gallery space to address the lack of an accessible route to the upper exhibition floor. The design team are now working through RIBA Stage 3 which will allow an application for Listed Building Consent to be made.

- 7.7 **Grounds Service Accommodation:** The project involves proposals to address the poor condition of four small garage/storage buildings across Inverclyde (Gourock Cemetery / Port Glasgow Cemetery / Birkmyre Park Kilmacolm / Parklea). Overall project being prioritised based on available resources. Initial Stage 2 report and costs have now been prepared for all locations which are currently under review.
- 7.8 **Caladh House Building, John Street, Gourock:** Works to address issues with the en-suite showers throughout the property are nearing completion and projected to be complete by the end of May.
- 7.9 **Vehicle Maintenance Facility Drying Room Alterations:** The project involves internal alterations to provide more space for changing and storing wet clothes for drying. The air conditioning will also be adapted to provide drying in the summer when the heating system may not be active. The projected cost of the works is £100K with £65K contribution from the unallocated balance of an organisational recovery earmarked reserve for alterations at Pottery Street and the balance from the Core Property General Provision.

Minor Works – General

- 7.10 **Inverclyde Leisure – Birkmyre Gym AHU:** The project involves the replacement/relocation of the existing life expired air handling unit. Listed Building Consent was submitted and subsequently withdrawn following concerns over the location of the proposed unit from a local community group raised as part of the planning process. It should be noted that the original location of the unit results in an inherently inefficient solution due to the heat losses through the flow and return pipes. The preferred option is to progress with the AHU located adjacent to the Pavilion as previously proposed. Officers are currently reviewing the position.
- 7.11 **Inverclyde Leisure – Wemyss Bay Community Centre:** As previously reported an allocation of £100K for general upgrade works was made in the 2019/20 budget with progress on works and expenditure reported through the Education & Communities Committee. That allocation was fully expended with a final element of work required involving ventilation / daylighting improvements through installation of high level windows within the main hall space. This final phase of work has now been completed.
- 7.12 **Inverclyde Leisure – Grieve Road Community Centre:** As previously reported an allocation of £200K for partial refurbishment / general upgrade works was made in the 2019/20 budget with progress on works and expenditure reported through the Education & Communities Committee. That allocation was insufficient to progress the final element of work required which involved minor internal alterations and ventilation / daylighting improvements through installation of high level windows within the main hall space. The final phase of work is now substantially complete with minor outstanding items projected to be complete by the end of May.

Statutory Duty Works

- 7.13 **DDA/Equality - Greenock Town Hall Stage Lift:** A letter of acceptance has been issued with the lift currently in manufacture. The programme has been agreed in conjunction with Inverclyde Leisure.
- 7.14 **DDA/Equality – Port Glasgow Town Hall Lift Replacement:** The project involves the replacement of the existing lift which is nearing end of serviceable life and with components / parts no longer readily available. The works involve structural alterations to address current building standards and larger lift size. The tender for the supply and installation of the lift only has been issued with a return date of 20 May. The appointment of a supplier will provide technical information for the building warrant. Manufacture can commence while the building warrant progresses. It is anticipated that the Town Hall will be closed for a period over October / November 22 subject to bookings of the Town Hall. The Vaccine Centre will be relocated to the Greenock Town Hall. This will enable the Port Glasgow Town Hall to have full disabled access to the Vaccination Centre prior to the winter and onset of anticipated rise in vaccinations.

Asset Management Plan – Depots

- 7.15
- **Kirn Drive Depot:** The August Committee approved the progression of proposals to address improvements to the existing Kirn Drive Civic Amenity facility. The existing Civic Amenity facility was closed at the end of January 2022 with the facility temporarily relocated to Craigmuschat Quarry. The existing services within Kirn Drive have been terminated with the depot building now demolished and fuel tanks removed. The foundations are currently being removed. Planning Consent for the improved Kirn Drive facility has been granted with Building Warrant expected imminently. A tender for the main works on the site namely:- Upgrade of the existing site including the provision of a new welfare facility for staff, new water electrical, IT and drainage services, re-surfacing of civic amenity yard, CCTV and intruder alarm installations and new floodlighting installation has been issued, returned and subsequently evaluated. The value of the checked tender is £250,014 which is approximately £95,000 over the budgeted costs. This excludes fees projected to be approximately £41,000. Officers consider it prudent not to award the tender at this stage pending decisions in respect of the forthcoming budget setting process.

7.16 **Pottery Street Depot Resilience Generator:** The project involves the provision of a generator at the Pottery Street depot to enable the depot to be used as an emergency coordination centre for the Council in the event of a black start or other widespread power failure. Power resilience remains a major risk for the Council and the community with the recent initial findings about the impact of Storm Arwen focussing largely on the disruption caused to the electrical distribution network. At present the Council has no provision for a coordination site with its own power supply and this would put the delivery of Council services to the most vulnerable at risk. The estimated cost of the project is £77K and will be funded by a combination of a previously approved earmarked reserve, a contribution from the remaining balance within the Depot AMP funding model, and from a review of the AMP complete on site budget.

8.0 CITY DEAL

8.1 **Greenock Ocean Terminal:** The works commenced on site on 17th May with original contract completion date of 10th May 2022. As previously reported, the contractor encountered difficult ground conditions and obstructions in the ground which impacted progress in the early stages. The Contractor has also experienced difficulties with his supply chain including the insolvency of a key sub-contractor which has now been addressed. The works are progressing with the main building wind and water tight and with the final external cladding, roofing and brickwork progressing. Internal partitions and services installations are also progressing. The contractor is currently projecting completion in early September however this is subject to remaining work package completion and the on-going industry challenges of materials and labour availability being experienced across the sector. The Council also continues to work with the future users of the facility who have a key input in the final fit-out and completion / operation of the facility.

8.2 **Inverkip:** Negotiations underway into Council progressing Main Street/A78 improvements directly. The budget was re-phased with £0.100m estimated to be spent in 2021/22, a further £1.900m in 2022/23 and £1.250m in 2023/24. The Planning application in Principle was approved by the January Planning Board.

8.3 **Inchgreen:** The Final Business Case was approved by the GCR Chief Executives Group. Since then the Joint Venture Company has been formed with Councillors McCabe and Curley joining the Board. Initial meeting of the JV Company have taken place with regular meetings being scheduled.

9.0 IMPLICATIONS

9.1 Finance

Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	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					

9.2 Legal

None.

9.3 Human Resources

None.

9.4 Equalities

Equalities

(a) Has an Equality Impact Assessment been carried out?

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

(b) Fairer Scotland Duty

If this report affects or proposes any major strategic decision:-

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

	YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
X	NO

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

	YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.
X	NO

9.5 Repopulation

None.

10.0 CONSULTATIONS

10.1 None.

11.0 BACKGROUND PAPERS

11.1 None.

Report To:	Environment and Regeneration Committee	Date:	16 June 2022
Report By:	Interim Director, Environment and Regeneration and Interim Director Finance and Corporate Governance	Report No:	ENV/025/22/SJ
Contact Officer:	Stuart Jamieson / Alan Puckrin	Contact No:	01475 712402
Subject:	Environment, Regeneration and Resources Corporate Directorate Improvement Plan - End of year 3 progress report and Annual Refresh 2022/23		

1.0 PURPOSE

1.1 The purpose of this report is to present the Committee with (i) a progress report on the delivery of the improvement actions within the Environment, Regeneration and Resources (ERR) Corporate Directorate Improvement Plan (CDIP) and (ii) a refreshed ERR CDIP Improvement Plan 2022/23, containing new or revised improvement actions which require the approval of this Committee.

2.0 SUMMARY

2.1 The core element of the CDIP is an Improvement Plan which is subject to annual review to ensure that it remains relevant and reflects any new challenges or legislation that will impact on the Directorate in the coming year. At its meeting on 14 September 2021, the Policy and Resources Committee approved an extension to the CDIP planning term for a fourth year, meaning that the Plans will now continue until April 2023.

2.2 Scrutiny of the delivery of the CDIP Improvement Plan is provided by both this Committee and the Policy and Resources Committee, which receives a separate Corporate Services Performance Report focusing on the actions within the CDIP relating to Finance, ICT, Legal and Property Services. The performance report for the ERR CDIP at the end of year 3 is attached as Appendix 1 and an overall summary of the status of the actions is provided below::

	Blue – complete	Green – on track	Amber – slight slippage	Red – significant slippage
April 2022	4	7	4	1

2.4 The refreshed ERR Improvement Plan for 2022/23 is attached as Appendix 2. Details of performance in relation to the Directorate’s key performance indicators in 2021/22 is also provided.

2.5 In line with the established reporting cycle, performance reports on the refreshed improvement actions will be presented to every second meeting of this Committee.

3.0 RECOMMENDATIONS

3.1 It is recommended that the Environment and Regeneration Committee:

- a. Note the progress that has been made in the delivery of the ERR Improvement Plan in year 3, as set out in Appendix 1;
- b. Approve the refreshed Environment, Regeneration and Resources Corporate Directorate Improvement Plan 2022/23, as set out in Appendix 2.

Stuart Jamieson
Interim Director
Environment and Regeneration

Alan Puckrin
Interim Director
Finance and Corporate Governance

4.0 BACKGROUND

- 4.1 Improving corporate and service performance is a key priority for Inverclyde Council. Information is regularly given to key stakeholders to allow them to evaluate and make informed judgements about performance and the delivery of strategic priorities.
- 4.2 CDIPs are a key component of the council's Strategic Planning and Performance Management Framework. They are the principal vehicle for the delivery of the organisational priorities in the Corporate Plan 2018/22, as well as the wellbeing outcomes, which are: Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible and Included (SHANARRI).

5.0 IMPROVEMENT PLAN – FINAL PROGRESS REPORT ON YEAR 3

- 5.1 Scrutiny of the delivery of the Improvement Plan is provided by both this Committee and the Policy and Resources Committee, which receives a separate Corporate Services Performance Report focusing on those CDIP actions relating to Finance, ICT, Legal and Property Services. The aim of this is to provide Members with a summary of progress and to give the Committee the opportunity to make appropriate judgements on where performance across the Council is improving, good or where performance has declined.
- 5.2 This is the final report that will focus on the delivery of the improvement actions in the third year of the Plan. The status of the improvement actions as at April 2022 is summarised below:

	Blue – complete	Green – on track	Amber – slight slippage	Red – significant slippage
April 2022	4	7	4	1

- 5.3 Appendix 1 provides further information on each of the improvement actions, together with a commentary from the appropriate Service.
- 5.4 **Improvement actions with a blue status – complete**

4 improvement actions were complete by the end of the year:

2022/23 Budget

The 2022/23 budget was approved on 24 February 2022.

Information Governance

Freedom of Information policy and procedures have been updated to reflect current practice.

Review of long term empty homes levy

The Long Term Empty Property and Second Homes Council Tax Policy was approved by Policy and Resources Committee on 1 February 2022.

Elections

The May 2022 election was successfully delivered.

- 5.5 **Improvement actions with a green status – on track**

Progress with 7 improvement actions is on track, examples of which include:

Sustainable Travel

Project delivery has been monitored throughout the year and updates provided to capital monitoring group and external partners. Due to the ongoing nature of the programme, 6 month reports will be provided to the Environment and Regeneration Committee.

Local Housing Strategy

Initial meetings have taken place with an aimed completion date of December 2022. It is anticipated that the Local Housing Strategy will be presented to Committee in March 2022.

Channel Shift

Updated tools available for implementation of online forms and routes to service, including improved accessibility standards and upgraded payment provision service.

Jobs Recovery Plan

Good progress has been made in respect of achieving the targets associated within the plan. Regular reports will be provided to the Environment and Regeneration Committee reviewing progress against target.

5.6 Improvement actions with an amber status – slight slippage

4 improvement actions have an amber status. These are:

Non domestic rates policy – unoccupied premises

Extended Covid-19 restrictions has delayed legislation and policy development. A new target has been set to have the policy approved and letters issued by December 2022.

Fee Income Target

Fee projection work will be informed by the draft 2022/25 capital programme, with an implementation date of April 2023.

Collaboration and share strategic management of Roads and Transportation Service

Procurement and external funding opportunities are being progressed where identified and further opportunities continue to be explored. The review date has been moved from May 2022 to October 2022.

City Deal

Delays have been experienced following adverse ground conditions, sub-contractor failure and material shortages resulting in a revised completion date for Ocean Terminal of September 2022. The Inverkip final business case is due to be submitted in April 2023.

5.7 Improvement actions with a red status – significant slippage

1 improvement action has a red status as noted below:

Transfer of former tied houses

The programme was initially delayed due to Covid-19 and the inability to access properties for survey works. Property Surveys has now progressed this via external consultants and a report will be submitted to the Environment & Regeneration Committee at its meeting in June on the proposed revised actions and timeline for progression.

6.0 ENVIRONMENT, REGENERATION AND RESOURCES CDIP ANNUAL REFRESH

- 6.1 The Council's CDIPs are subject to annual review to ensure that the improvement actions remain relevant and reflect any emerging challenges or legislation that will impact on the Directorate during the remaining term of the Plan. The refreshed ERR Improvement Plan is attached as Appendix 2.

- 6.2 The Improvement Plan also contains key performance indicators, comprising statutory performance indicators and local performance indicators and data for 2021/22 is provided where it is available.
- 6.3 Progress in the delivery of the refreshed Improvement Plan will be reported to every second meeting of this Committee. Additionally, because there are improvement actions that are corporate in nature, a separate Corporate Services Performance Report will be submitted to every second meeting of the Policy and Resources Committee.

7.0 IMPLICATIONS

7.1 Financial Implications - One off Costs

Cost centre	Budget heading	Budget year	Proposed spend this report	Virement from	Other comments
n/a	n/a	n/a	n/a	n/a	n/a

Financial Implications - Annually Recurring Costs/(Savings)

Cost centre	Budget heading	With effect from	Annual net impact	Virement from (if applicable)	Other comments
n/a	n/a	n/a	n/a	n/a	n/a

Human Resources

- 7.2 There are no direct human resources implications arising from this report.

Legal

- 7.3 There are no direct legal implications arising from this report.

Equalities

- 7.4 The CDIPs set out their commitment to ensuring equality of opportunity in everything they do. There is a specific section in both plans about what the Directorate is doing in relation to equality and diversity.

- (a) Has an Equality Impact Assessment been carried out?

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

- (b) Fairer Scotland Duty

If this report affects or proposes any major strategic decision:-

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

	YES – A written statement showing how this report’s recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
X	NO

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

	YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.
X	NO

7.5 Repopulation: The provision of services that are subject to close scrutiny with the aim of delivering continuous improvement for current and potential citizens of Inverclyde supports the Council’s priority of retaining and enhancing the local population.

8.0 CONSULTATION

8.1 The refreshed CDIP has been developed in full consultation with the Directorate Management Team.

9.0 LIST OF BACKGROUND PAPERS

9.1 None.

APPENDIX 1 - ENVIRONMENT, REGENERATION AND RESOURCES CDIP 2021/22– FINAL PROGRESS REPORT

The information provided in this section shows the progress made in the delivery of the CDIP improvement actions in year three of the plan (2021/22)

Corporate Improvement Actions status at April 2022

These improvement actions have implications for the whole Council or more than one Directorate

Corporate Improvement Actions 2021/22						
	Where do we want to be?	How will we get there?	Status April 2021		Commentary April 2022	Corporate Plan priority
1	<p><u>2022/23 Budget</u></p> <p>Council to approve a balanced 2022/23 Revenue Budget and a 2022/25 Capital Programme which is within funding parameters.</p>	<p>Revenue Budget developed by March 2022.</p> <p>Calculate funding gap by December 2021.</p> <p>Identify sustainable funding for the 2022/25 Capital Programme</p> <p>Regular meetings of the MBWG and Joint Budget Group</p>	●	Blue - Complete	The Budget 2022/23 was approved on 24 February 2022.	OP9
2,	<p><u>Information Governance</u></p> <p>The Freedom of Information Policy was last formally reviewed in 2011 and, along with procedural guidance, requires to be reviewed and updated to reflect current practice and guidance from the Scottish Information Commissioner in order to improve the quality and response times of FOI responses. A training programme for officers is also needed.</p>	<p>Freedom of Information Policy and procedures are updated to reflect current practice.</p> <p>Information Management System to manage FOI requests is implemented.</p> <p>A corporate training programme is established.</p> <p>December 2021</p>	●	Blue-Complete	All actions associated with this workstream are now complete.	OP9

APPENDIX 1 - ENVIRONMENT, REGENERATION AND RESOURCES CDIP 2021/22– FINAL PROGRESS REPORT

Corporate Improvement Actions 2021/22

	Where do we want to be?	How will we get there?	Status April 2021		Commentary April 2022	Corporate Plan priority
3.	<u>Channel Shift</u> Move customers away from traditional channels of communication to digital channels such as self-serve and online services.	Improve range of services and systems available online by increasing the number of channels and transactions dealt with via digital routes. Projects to be identified by services as part of the 22/23 budget.	●	Green- on track	Updated tools available for implementation of online forms and routes to service, including improved accessibility standards, upgraded payment provision service.	OP9

APPENDIX 1 - ENVIRONMENT, REGENERATION AND RESOURCES CDIP 2021/22– FINAL PROGRESS REPORT

Cross-Directorate Improvement Actions status as at April 2022

These improvement actions are implemented by more than one Council Service

Cross-Directorate Improvement Actions 2021/22						
	Where do we want to be?	How will we get there?	Status April 2022		Commentary April 2022	Corporate Plan priority
1.	<p><u>Review of Long term empty homes levy</u></p> <p>A sustainable LTE Policy supported by Members and the Public</p>	<p>Consultation –summer 2022, review by Members September 22. Amended policy approved as part of the 2022/23 Budget</p>	<p>●</p>	<p>Blue-Complete</p>	<p>The Policy and Resources Committee approved the updated Long Term Empty Property and Second Homes Council Tax Policy at its meeting on 1 February 2022.</p>	<p>OP7 OP9</p>

APPENDIX 1 - ENVIRONMENT, REGENERATION AND RESOURCES CDIP 2021/22– FINAL PROGRESS REPORT

Service Improvement Actions – status as at April 2022

These improvement actions are implemented by individual Council Services

Service Improvement Actions 2021/22						
	Where do we want to be?	How will we get there?	Status April 2022		Commentary April 2022	Corporate Plan priority
FINANCE						
1.	<u>Non-domestic rates Policy- Unoccupied Premises</u> Policy set by the Council and communicated to Rate Payers	Policy Approved by March, 2022 Letters issued April, 2022	●	Amber – slight slippage	Extended Covid-19 restrictions delayed legislation and policy development. Target re-set to have a policy approved and letters issued by December, 2022.	OP9
2.	<u>Cloud Migration Strategy</u> Office 365 implemented including roll out of MS Teams and implementation of new telephony approach.	Procure Office365 licences and roll out throughout 2021.	●	Green- on track	Procurement Exercise completed. Initial configuration complete, test implementations and configuration underway.	OP9
PROPERTY SERVICES						
3.	<u>Transfer of former tied houses</u> All housing subject to regulation via the Scottish Housing Regulator transferred to River Clyde Homes.	Programme of survey and engagement with tenants on transfer undertaken in conjunction with River Clyde Homes, Scottish Housing Regulator and Tenant Participation Advisory Service. December 2021	●	Red – significant slippage	The programme was initially delayed due to Covid-19 and the inability to access properties for survey works. Property Surveys now progressed via external consultants. Report to be submitted June Environment & Regeneration Committee on proposed revised actions and timeline for progression.	
4.	<u>Fee Income Target</u> Resources which better match available workload and fee targets Increased opportunities for development and reduced use of agency/consultants	Succession Planning monitoring and restructure approved by CMT. Proposals agreed March, 2022	●	Amber – slight slippage	Fee projection work to be informed by draft 2022/25 capital programme. Implementation date of April 2023.	

APPENDIX 1 - ENVIRONMENT, REGENERATION AND RESOURCES CDIP 2021/22– FINAL PROGRESS REPORT

Service Improvement Actions 2021/22

	Where do we want to be?	How will we get there?	Status April 2022	Commentary April 2022	Corporate Plan priority
LEGAL SERVICES					
5.	<u>Elections</u> An Election Team is identified with responsibility for planning / arrangements to deliver the local government election in 2022.	Develop succession planning to ensure that an Election Team is in place to deliver the required actions and to support the new Returning Officer Review in May 2022	● Blue-Complete	The actions associated with this workstream are now complete	OP9
ROADS AND ENVIRONMENTAL SHARED SERVICES					
6.	<u>Collaboration and shared strategic management of Roads & Transportation services</u> In a shared collaborative model sharing best practice and efficiencies in Service delivery.	Regular engagement between both local authorities and workshops with trade unions identifying and maximising opportunities Review in May 2022	● Amber – slight slippage	Procurement & external funding opportunities progressed when identified. Further opportunities for joint working will continue to be explored. Review date now October 2022.	
7.	<u>Sustainable Travel</u> In a shared collaborative model sharing best practice and efficiencies in Service delivery.	Regular engagement between both local authorities and workshops with trade unions identifying and maximising opportunities Review in May 2022	● Green- on track	Project delivery monitored throughout the year and updates given to capital monitoring group and external partners. Due to ongoing nature of programme 6 monthly reports will be provided to Environment and Regeneration committee	
PUBLIC PROTETION AND RECOVERY					
8.	<u>Strategic Housing Investment Plan</u> RSLs are supported to increase new housing provision in the area.	Regular programme meetings with RSLs and Scottish Government 31 March 2022	● Green- on track	Programme meetings are held regularly and the first tranche of 2022 meetings have just been held.	OP4, OP6, OP7
9.	<u>Local Housing Strategy</u>	Initial discussions and strategy development to End of March 2022.	● Green- on track	Initial meetings to discuss our approach were held in November and January 2021. Revised programme aiming for	OP1, OP7

APPENDIX 1 - ENVIRONMENT, REGENERATION AND RESOURCES CDIP 2021/22– FINAL PROGRESS REPORT

Service Improvement Actions 2021/22

	Where do we want to be?	How will we get there?	Status April 2022		Commentary April 2022	Corporate Plan priority
	The new LHS provides a vision for housing in accordance with Housing to 2040.	Consultation on Strategy to October 2022. Strategy approved by committee by January 2023.			completion in December 2022. Anticipated that the Strategy will be presented to Committee by March 2023 at the very latest, preceded by an all members briefing on the final draft.	
REGENERATION						
10.	<u>City Deal</u> Ocean Terminal complete by May 2022 Inchgreen Final Business Case approved December 2021 with works commenced in quarter one 2022 Inverkip Outline Business Case approved 2021	Delivery of business cases for all projects. Staff resource.	●	Amber – slight slippage	Delays have occurred following adverse ground conditions, sub-contractor failure and material shortages resulting in a revised completion date of September 2022. JV formed, works to be complete by December 2023, 6 monthly reports to Environment and Regeneration Committee. Final Business Case to be submitted by April 2023.	OP1, OP3
11.	<u>Town Centres</u> Town centres to return to pre-COVID-19 activity levels with a void rate similar to the west of Scotland average.	Work with the business community to encourage a return to the town centres by the general public over the next two years (2021/23)	●	Green- on track	Following local authority elections Town Centre Regeneration Forums will engage with local businesses and have completed, or in the process of progressing, projects which support the health of the town centres. Covid Recovery Plan committed town centre projects e.g. events, also support the town centres. Reports on number of businesses supported and events held will be presented to E+R.	OP1, OP3
12.	<u>Jobs Recovery Plan</u> Inverclyde's unemployment statistics to be equal to, or better than, our pre pandemic figures	Work with clients, the community and employers to retain and develop posts whilst deploying the	●	Green- on track	Good progress has been made in respect of the achieving the targets associated with this plan, regular reports will be provided to the Environment and	OP1, OP3, OP4

APPENDIX 1 - ENVIRONMENT, REGENERATION AND RESOURCES CDIP 2021/22– FINAL PROGRESS REPORT

Service Improvement Actions 2021/22

	Where do we want to be?	How will we get there?	Status April 2022		Commentary April 2022	Corporate Plan priority
		Councils employability interventions over the next 24 months			Regeneration Committee reviewing progress against target.	

APPENDIX 2
ENVIRONMENT, REGENERATION AND RESOURCES CDIP IMPROVEMENT PLAN 2022/23

APPENDIX 2: Environment, Regeneration and Resources Improvement Plan 2022/23

The Environment, Regeneration and Resources CDIP Improvement Plan is reviewed annually to ensure that the actions within it remain relevant, that it reflects the current position and also any new challenges that have emerged in the previous year. This section sets out the refreshed improvement actions for the Directorate.

Improvement Plan Overview	
Public Protection and Recovery	Corporate Plan Priority
Strategic Housing Investment Plan (SHIP)	OP4, OP6, OP7
Local Housing Strategy	OP1, OP7
Finance	Corporate Plan Priority
2022/26 Budget	OP9
Non domestic rates policy – Unoccupied premises	OP9, OP10
Channel Shift	OP9
Cloud Migration Strategy	OP9
Property Services	Corporate Plan Priority
Transfer of former tied houses	OP9
Fee Income Target	OP9
Net Zero	OP7
Legal Services	Corporate Plan Priority
Information Governance	OP9
Regeneration	Corporate Plan Priority
City Deal	OP1, OP3, OP7
Town Centre Regeneration	OP1, OP3, OP7

APPENDIX 2: Environment, Regeneration and Resources Improvement Plan 2022/23

Improvement Plan Overview	
Jobs Recovery Plan	OP1, OP3
Roads and Environmental Shared Services	Corporate Plan Priority
Collaboration and shared strategic management of Roads & Transportation services	OP7, OP9, OP10
Sustainable Travel	OP6, OP7
All Services	Corporate Plan Priority
Clune Park	OP7

APPENDIX 2: Environment, Regeneration and Resources Improvement Plan 2022/23

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?
Corporate Improvement Actions							
CA1	2023/26 Budget	It is proposed to set a 2023/26 Budget but a significant funding gap projected.	Council to approve a 2023/26 Budget balanced for at least 2023/25 Revenue Budget and a 2023/26 Capital Programme which is within funding parameters.	Revenue Budget developed by March 2023. Calculate funding gap by December 2022. Identify sustainable funding for the 2023/26 Capital Programme Regular meetings of the MBWG and Joint Budget Group	Detailed approved plans setting out how the budget will be balanced. Regular reports to Policy & Resources Committee and Full Council	Interim Director Finance & Corporate Governance	Within existing resources
CA2	Channel Shift	Many transactions take place through traditional channels, which can be more costly. Learning from Covid will highlight opportunities to expand on line / remote service delivery. Core platforms upgraded to allow more on line service delivery options	Move customers away from traditional channels of communication to digital channels such as self-serve and online services.	Improve range of services and systems available online by increasing the number of channels and transactions dealt with via digital routes. Reporting line for customer services moved to ICT from 1.4.22 to strengthen links to Digital Strategy.	Monitoring of channel statistics. Reduced contact from customers through traditional methods such as face to face and telephone and a shift to using electronic forms, reporting and mobile applications	ICT and Customer Services Manager/ All Heads of Service	Within existing resources supported by Digital Access reserve
CA3	Information Governance	There is cross directorate activity around information governance overseen by Information Governance Steering	Refresh of IGSG	Refresh of Terms of Reference and membership by August 2022 Revised Records Management Plan for Council	Terms of Reference agreed. Refreshed group established. Revised Records Management Plan	Head of Legal & Democratic Services	Within existing resources, noting that work, including EDRMS business case,

APPENDIX 2: Environment, Regeneration and Resources Improvement Plan 2022/23

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?
		Group (IGSG), with the CDIP improvement actions around FOI having been completed for 2021/22.	<p>A revised Records Management Plan (statutory requirement) for Council and Inverclyde Licensing Board has been developed</p> <p>Improved Council compliance with website accessibility</p> <p>EDRMS Business Case developed.</p>	<p>and Inverclyde Licensing Board submitted to the Keeper of the Records of Scotland by August 2022;</p> <p>Guidance issued to staff and associated action plan implemented;</p> <p>EDRMS Business Case submitted to CMT for consideration, by October 2022.</p> <p>Create a further archives store in the in the west wing of the ground floor of the Watt;</p>	<p>developed and submitted to the Keeper</p> <p>Action plan in place, staff aware of accessibility requirements</p> <p>EDRMS Business Case has been considered by CMT.</p> <p>Archives store created and functional.</p> <p>Sensitive records moved from Kingston to the Watt Institution.</p>		<p>may identify need for additional ring-fenced funds, which will be subject to approval in the normal way.</p> <p>£30K to create an archives store at the Watt Institution.</p>
Cross Directorate Improvement Actions							
CD1	Clune Park	The Council has part ownership of a below tolerable estate and is unable to progress development plans.	Regeneration of Clune Park area.	Continue to pursue ownership and demolition of all properties. Finalise development plan.	Regular updates.	Interim Director, Regeneration & Environment	Allowance in Clune Park EMR and Capital Programme
Service Improvement Actions							
FINANCE							

APPENDIX 2: Environment, Regeneration and Resources Improvement Plan 2022/23

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?
FIN1	Non-domestic rates Policy- Unoccupied Premises	Responsibility to be delegated to Councils to set NDR Policy for Unoccupied properties from March,2023	Policy set by the Council and communicated to Rate Payers	Policy Approved by November, 2022 Communicate with rate payers January 2023.	Policy Approved	Interim Director, Finance & Corporate Governance	Within existing resources & Government Grant
FIN2	Cloud Migration Strategy	The majority of current systems are 'on premises'. Existing licences have expired and need renewed.	Office 365 implemented including roll out of MS Teams and implementation of new telephony approach.	Procure Office365 licences and roll out by August 2022. Telephony decision early 2023.	Project delivered successfully	ICT and Customer Services Manager	Existing resources plus earmarked reserve for one off
PROPERTY SERVICES							
PS1	Transfer of former tied houses	The service has responsibility for the management of a small number of houses retained as tied houses at the time of stock transfer to River Clyde Homes in 2007. The majority of tenancies were reviewed in 2010 and are now occupied under Scottish Secure Tenancies with the associated requirement for the Council to abide by the legislation enforced by the Scottish Housing Regulator.	All housing subject to regulation via the Scottish Housing Regulator transferred to River Clyde Homes or another Registered Social Landlord.	Programme of survey and engagement with tenants on transfer undertaken in conjunction with Registered Social Landlord, Scottish Housing Regulator and Tenant Participation Advisory Service. April 2023	Completed property surveys with condition reports Tenant consultation and response on conditions of transfer.	Interim Head of Property Services	Within existing resources

APPENDIX 2: Environment, Regeneration and Resources Improvement Plan 2022/23

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?
PS2	Fee Income Target	Current resources are not aligned to medium projections of fee income and the workforce demographic means key employees will leave over the next few years	Resources which better match available workload and fee targets Increased opportunities for development and reduced use of agency/consultants	Succession planning monitoring and restructure approved by CMT. Proposals agreed March 2022, implementation by April 2023	Achievement of fee targets 2021/23	Interim Head of Property Services	Mya be some VER costs subject to VFM criteria being met
PS3	Net Zero	The Council adopted its Net Zero Strategy in October 2021. The Council has already reduced its carbon emissions by 39% from 19,104 tonnes in baseline year 2012/13 to 11,561 tonnes in 2019/20.	Net Zero emissions by 2045 and 72.5% reduction from 2012/13 baseline year by 2031.	Costed Action Plan to be developed and reported to Committee in third quarter 2022.	Annual checks on progress through Climate Change Group and as part of Public Bodies Duty Reporting.	Interim Director Environment and Regeneration	Within existing resources plus earmarked reserve for 2022/25 capital pressures, maximising external funding opportunities and bids to the 2023/24 Budget process.
ROADS AND ENVIRONMENTAL SHARED SERVICES							
R&E SS1	Collaboration and shared strategic management of Roads &	Challenges continue to exist in the delivery of this model.	In a shared collaborative model sharing best practice and efficiencies in Service delivery.	Regular engagement between both local authorities and workshops with trade unions identifying and maximising opportunities	Demonstration of shared delivery benefits with shared knowledge and learning	Shared Head of Roads and Environmental Services	Within existing resources

APPENDIX 2: Environment, Regeneration and Resources Improvement Plan 2022/23

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?
	Transportation services			Review and present in October 2022.			
R&E SS2	Sustainable Travel	Identification of key active travel and sustainable travel links	Development of external funding bids and delivery of identified sustainable transport projects	Through successful funding bids and delivery of projects. Review of on-going programme in April 2022, report to June Committee and further review in April 2023.	Submission of projects to capital plan and delivery of projects	Shared Head of Roads and Environmental Services	Within resources and external funding awards
PUBLIC PROTECTION AND RECOVERY							
PP& R1	SHIP	The Council has an approved Strategic Housing Investment Plan for the period 2019/22 – 2023/26.	RSLs are supported to increase new housing provision in the area.	Regular programme meetings with RSLs and Scottish Government Review March 2022, further review March 2023.	Increase in the number of good quality, affordable homes that meet the needs of our residents	Interim Director Environment and Regeneration	Funding of the SHIP programme is direct from Scottish Government to RSLs.
PP& R2	Local Housing Strategy	A new LHS for 2023-2028 is due to be developed.	The new LHS provides a vision for housing in accordance with Housing to 2040.	Initial discussions and strategy development to End of March 2022. Consultation on Strategy to October 2022. Strategy approved by committee by January 2023.	The strategy meets the particular housing needs and circumstances of the Inverclyde community in all tenures.	Interim Director Environment and Regeneration	N/A
REGENERATION							

APPENDIX 2: Environment, Regeneration and Resources Improvement Plan 2022/23

Ref no	Area of Directorate activity	Where are we now?	Where do we want to be?	How will we get there (including timescale)?	How will we know we are getting there?	Who is responsible?	How much will it cost?
R1	City Deal	Positive momentum continues with all three City Deal projects	<p>Ocean Terminal complete by September 2022</p> <p>Inchgreen Final Business Case approved February 2022 with works commenced in quarter two 2022.</p> <p>Inverkip Final Business Case approved quarter one 2023.</p>	<p>Delivery of business cases for all projects.</p> <p>Staff resource.</p>	<p>Monitor progress towards the achievement of project milestones</p> <p>Reports on progress will be delivered to the City Deal Project Board and the Environment & Regeneration Committee.</p>	Regeneration Manager	Staff resources supplemented by consultant support
R2	Town Centre	The impact of COVID-19 has had a significant detrimental effect on our town centres	Town centres to return to pre-COVID-19 activity levels with a void rate similar to the west of Scotland average.	Work with the business community to encourage a return to the town centres by the general public over the next two years (2022/24)	Activity levels and voids will be our indicators which will be reported to committee	Interim Director Environment and Regeneration	Staff resource and Emr budget
R3	Jobs Recovery Plan	COVID-19 has the potential to have a significant impact on our unemployed statistic	Inverclyde's unemployment statistics to be equal to, or better than, our pre pandemic figures	Work with clients, the community and employers to retain and develop posts whilst deploying the Councils employability interventions over the next 24 months.	Monitoring of employment situation locally. Regular reports to Committee	Interim Director Environment and Regeneration	Existing core budgets and Emr's

APPENDIX 2: Environment, Regeneration Key Performance Indicators

Key Performance Measures	Performance				Target 2021/22	Target 2022/23	Rank/national average (where available)
	2018/19	2019/20	2020/21	2021/22			
Council Tax – In year collection level	95.7%	95.4%	94.4%	95.5%	90.5%	95.0%	LGBF indicator – ranked 22 nd in Scotland in 2020/21. 2021/22 benchmarking data will be published in February 2023
Speed of processing changes in circumstances to Housing Benefit	3.74 days	2.55 days	1.95 days	2.17days	4 days	3 days	
Speed of Processing new claims for Council Tax Reduction	33 days	31.12 days	20.36 days	22.4days	34 days	25 days	
Percentage of invoices sampled that were paid within 30 days	95.86%	96.2%	96.84%	95.5%	95.0%	95.5%	LGBF indicator – ranked 7 th in Scotland in 2020/21. 2021/22 benchmarking data will be published in February 2023
ICT Service Delivery SLA Attainment		90.4%	85.17%	86%	90%	90%	
Category 1 Potholes – Make safe/repair within 24 hours of identification	100%	100%	100%	100%	90%	90%	
Category 2 Potholes – Make safe/repair within 7 days of identification	92.8%	100%	98.9%	93.9%	80%	80%	
Street Lighting Failed Dark Lamp	90.6%	92.3%	88.9%	96.4%	92%	92%	
Waste Recycling (households)	56%	54%	37.1%	Due Feb 23	50%	50%	LGBF indicator – ranked 22 nd in Scotland in 2020/21. 2021/22 benchmarking data will be published in February 2023
Number of Business/Property Assists	27	16	14	16	16	16	-

APPENDIX 2: Environment, Regeneration Key Performance Indicators

Key Performance Measures	Performance				Target 2021/22	Target 2022/23	Rank/national average (where available)
	2018/19	2019/20	2020/21	2021/22			
Percentage of all planning applications decided in under 2 months	80%	84%	71.3%	66.1%	90%	90%	-
Percentage of householder planning applications decided in under 2 months	90%	92%	76.6%	68%	95%	90%	-
Percentage of building warrants assessed within 20 working days of registration	95%	94%	94%	92.2%	95%	95%	-

Report To:	Environment & Regeneration Committee	Date:	16 June 2022
Report By:	Interim Director, Environment & Regeneration	Report No:	E+R/22/03/05/SJ
Contact Officer:	Stuart Jamieson	Contact No:	01475 712402
Subject:	General Update		

1.0 PURPOSE

- 1.1 The purpose of this report is to provide the Committee with an update on a number of projects.

2.0 SUMMARY

- 2.1 Since the impact of COVID-19, Committee has been advised of a number of points via an expedited business report or update
- 2.2 Section 4 provides Members with a general update on a number of general progress updates.

3.0 RECOMMENDATION

The Committee are asked to:

- 3.1
- a) Note the development of a Clyde Green Freeport bid;
 - b) Note the development of the Greenock Town Centre Levelling Up Fund bid;
 - c) Note the requirement to update the terms of reference for the three Town Centre Regeneration Forums and nominate Chairs for the forums from the appropriate ward members;
 - d) Note the implementation date for the change in Food Waste uplifts;
 - e) Note the use of an Emergency Powers report to allocate £5,000 to the cost of consultant support for the Green Freeport bid;
 - f) Note the use of an Emergency Powers report for the interim grounds management model continuing until 31 December 2022 to allow assessment of the sustainability and effectiveness of shared services.

Stuart Jamieson
Interim Director, Environment and Regeneration

4.0 UPDATE

Green Freeports

- 4.1 A series of updates have been provided in December last year and in March this year to Committee in respect of a potential bid for a Green Freeport within the Metropolitan City Region.
- 4.2 On 23rd March 2022 the UK Government, in collaboration with the Scottish Government, issued the prospectus for two Green Freeports within Scotland.
- 4.3 The Green Freeport bidding prospectus sets out Scottish and UK governments' expectations for Green Freeports. Both governments expect ports, businesses, local government, and other local partners to come together to bid for Green Freeport status. Partners from across the public and private sectors need to closely collaborate in order to produce the most competitive bids.
- 4.4 The Green Freeport model closely aligns to the offer set out in England. Green Freeports are based upon 4 main objectives:
 - promote regeneration and high-quality job creation
 - promote decarbonisation and a just transition to a net zero economy
 - establish hubs for global trade and investment
 - foster an innovative environment.
- 4.5 The bidding prospectus describes how the Governments expect bidders to show how the Green Freeport incentives will be used to achieve the 4 objectives.
- 4.6 The bidding process opened on 25 March 2022 and will close at 10am on 20 June 2022. Glasgow City Council commissioned Mott MacDonald consultants to develop a City Region Clyde Green Freeport bid utilising the four port tri modal bid previously reported to Committee. As the bid has developed it has focussed on land around the railhead at Bellshill, Glasgow Airport and sites on the Clyde, stretching from KGV in Glasgow to Greenock. Sites are being identified for Customs and Tax purposes and Officers will provide a verbal update on progress at Committee.

Levelling Up Fund

- 4.7 On 23rd March 2022 the UK Government, issued the prospectus for the Levelling Up Fund Round 2.
- 4.8 The Levelling Up Fund is designed to invest in infrastructure that improves everyday life across the UK. The £4.8 billion fund will support town centre and high street regeneration, local transport projects, and cultural and heritage assets.
- 4.9 Across England, Scotland, Wales and Northern Ireland (NI), unitary authorities (including metropolitan borough councils), London borough councils and district councils in two tier areas in England are eligible to submit bids for the second round of the Levelling Up Fund which was announced in the 2022 Spring Statement.
- 4.10 In April Officers provided an All Member Briefing on proposals for Greenock Town Centre. Since the briefing the challenges identified around the bull ring, including connectivity and active travel, have been developed and discussions are ongoing with Transport Scotland. Bid submission is 6th July 2022.

Town Centre Regeneration Forums

- 4.11 Town Centre regeneration Forums were established a number of years ago in Port Glasgow Greenock and Gourock. Budget and decisions for the three forums require the endorsement of the Environment and Regeneration Committee.

4.12 Resourcing of the three forums was traditionally supported by colleagues from Riverside Inverclyde however since the structural changes in the operation of Riverside Inverclyde this function has been fulfilled by the Councils Regeneration team.

Membership of the three forums has generally been made up from

- Elected Members from the relevant ward and one Member has taken on the role of Chair;
- Community Council Reps from the local Community Councils;
- Federation of Small Businesses/Chamber of Commerce;
- Traders Reps;

Supported by Council staff

4.13 Terms of Reference exist for the Greenock and Gourock Forums however Officers have not been able to source any document for Port Glasgow. The documents which exist for Greenock and Gourock were last updated several years ago.

4.14 Since the election in May the ward member composition has changed and it is felt appropriate that terms of reference should be established / updated. On the basis that ward members are likely to continue involvement, suggested chairs of each of the forums should be established in order that meetings continue under appropriate stewardship and that common terms of reference are agreed by a future meeting of this Committee.

Food waste saving

4.15 As part of the 2022/23 budget implementation of the Food waste saving was due to commence on 4th July 2022.

4.16 Due to resource limitations the implementation date requires to be moved to 18th July. There will be limited impact on the overall financial impact of the saving as the staffing implication has already been realised.

Use of Emergency Powers

4.17 Emergency Powers have been used on two occasions during the pre/ post election period. On 7th April Cllrs McCormick, Clocherty, Jackson and Curley approved the allocation of £5,000 to provide consultant support to the Green Freeport Bid. On 7th June Cllrs McCormick, Cassidy, Clocherty, and Robertson approved that the interim grounds management model continues until 31 December 2022 to allow assessment of the sustainability and effectiveness of shared services at a cost of £22,900.

5.0 IMPLICATIONS

Finance

5.1

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report £000	Virement From	Other Comments
Feasibility Studies Environmental Services	Employee Costs	2022/23	£5,000	n/a	Emergency Powers
		2022/23	£22,900	n/a	Emergency Powers

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

None.

5.3 Human Resources

None.

5.4 Equalities

Equalities

Has an Equality Impact Assessment been carried out?

YES

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

Fairer Scotland Duty

If this report affects or proposes any major strategic decision:-

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.

NO

Data Protection

Has a Data Protection Impact Assessment been carried out?

YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.

NO

5.5 Repopulation

N/A

6.0 CONSULTATIONS

6.1 None.

7.0 LIST OF BACKGROUND PAPERS

7.1 None.

Report To:	Environment & Regeneration Committee	Date:	16 June 2022
Report By:	Interim Director, Environment and Regeneration	Report No:	E+R/22/06/02/SJ/JH
Contact Officer:	Jennifer Horn	Contact No:	01475 715573
Subject:	Local Employability Partnership Delivery Plan and Scottish Government Employability Funding		

1.0 PURPOSE

- 1.1 The purpose of this report is to provide an update on No One Left Behind (NOLB) and seek approval for finalisation of the Local Employability Partnership Delivery Plan.

2.0 SUMMARY

- 2.1 In 2019 the Scottish Government introduced and managed the No One Left Behind programme which sought transformational change with the ambition to develop better aligned and integrated employability service in Scotland.
- 2.2 Phase 2 of the programme will result in a shift from national to local governance arrangements and a move towards collaboration and co-production. It will see the cessation of the Employability Fund and Community Jobs Scotland in March 2022.
- 2.3 Local Authorities will be the lead accountable bodies in administering the funds but the services that are required to be commissioned will be determined by the Local Employability Partnerships (LEP).
- 2.4 The Regeneration Service has worked with the Local Employability Partnership to prepare Delivery Plan in appendix which includes the allocation of funding to employability programmes.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Environment and Regeneration Committee approves the Local Employability Partnership Delivery Plan which is appended to this report and approves the submission of the Plan to the Scottish Government.

Stuart Jamieson
Interim Director, Environment and Regeneration

4.0 BACKGROUND

- 4.1 In 2019 the Scottish Government introduced No One Left Behind which sought transformational change with the ambition to develop better aligned and integrated employability service in Scotland.
- 4.2 The first phase has been completed and it has been announced, after some delay, that phase 2 will commence in April 2022.
- 4.3 Phase 2 will see the cessation of the Employability Fund and Community Jobs Scotland in March 2022, there will be a move from national to local governance arrangements and a move towards collaboration and co-production. Phase 3 will see the cessation of Fair Start Scotland to become integrated into the NOLB approach.
- 4.4 There will be a sustained shift towards user engagement, collaboration in service design, and more effective and improved partnership working through increased local governance.
- 4.5 Moving to a local governance approach will allow Local Employability Partnerships, statutory bodies including Skills Development Scotland, Department for Work and Pensions, Colleges, the third sector and business representatives to work together with local communities to design and deliver services that best meet local needs.
- 4.6 The Minister for Just Transition, Employment and Fair Work and the COSLA spokesperson for Community Wellbeing stressed this is not removing funding from the system. Nor is it additional money being awarded to Local Authorities.
- 4.7 No One Left Behind will see a move from the national funding of programmes to a local commissioning and grant approach, and it will continue to deliver a mixed economy of provision at a local level.
- 4.8 Local Authorities will be the lead accountable bodies in administering the funds but the services that are required to be commissioned will be determined by the Local Employability Partnerships, which is chaired by the Local Authority.
- 4.9 **Local Employability Partnerships and Delivery Plan**
- 4.10 No One Left Behind (NOLB) is transformational change with the ambition to develop better aligned and integrated employability service in Scotland.
- 4.11 To allow the delivery of NOLB a strong Local Employability Partnership (LEP) is required.
- 4.12 Inverclyde previously had the Inverclyde Regeneration Employability Partnership (IREP) where programmes and initiatives were shared amongst partners however there was limited collaboration and no co-production.
- 4.13 A review of LEPs was undertaken in 2021/22 through a questionnaire with the Improvement Service.
- 4.14 Through the analysis of the LEP review the Inverclyde Local Employability Partnership was established.
- 4.15 It was considered that the IREP had too many members therefore the LEP is a smaller group of organisations including:
 - CVS Inverclyde
 - Department for Work and Pensions
 - Inverclyde Chamber of Commerce
 - Inverclyde Council Education Service
 - Inverclyde Council More Choices More Chances
 - Inverclyde Council Workforce Development Team
 - Inverclyde Council Community Learning and Development
 - Inverclyde Health and Social Care Partnership

- Skills Development Scotland
- West College Scotland

- 4.16 The purpose of the LEP is to enable collective leadership and shared commitment across partners to effectively support a more aligned approach to employability support in Inverclyde, reflecting the need to shape a more coherent employability provision locally in line with Local Outcome Improvement Plan for Inverclyde.
- 4.17 The Partnership will take forward, at a local level, the actions from the national No One Left Behind and Young Persons Guarantee delivery plan and partners Covid – 19 response measures and recovery plans by working together openly, transparently and constructively in pursuit of our shared aims and objectives.
- 4.18 Working together the Inverclyde LEP Action Plan was agreed and most recently the delivery plan was created.
- 4.19 It should be noted, that in comparison to other Local Authority areas, the Inverclyde LEP is in its infancy and is developing

4.20 Delivery Plan

- 4.21 Bringing together information gathered by the LEP, through engagement sessions and local information such as the Regional Skills Assessment and Glasgow City Region's Data Toolkit, the Inverclyde delivery plan was prepared.
- 4.22 The 3 year mission statement and vision, developed through partnership working, stated in the plan is:

'Employability services in Inverclyde support people into fair, sustainable jobs and contribute to Inverclyde's inclusive, sustainable economy and support them to realise their potential. Employability provision is accessible to all and responsive to the needs of the economy and those using the services. Employability provision is targeted in particular to those with greatest need and is designed and delivered having been informed by the needs and aspirations of those using our services.

In the next 3 years Inverclyde Local Employability Partnership will coordinate and work together to:

- *Support people into fair, sustainable work*
- *Accessible network of services that supports them in their journey towards employment and realise their potential*
- *Support children – giving them the best start in life and support aspirations from school and throughout their working life*
- *Boost skills and reduce worklessness by supporting local residents to develop employability and vocational skills*
- *Remove barriers to employment'*

- 4.23 The delivery of NOLB in Inverclyde will be a global programme which focuses on those harder to reach individuals with multiple barriers, while supporting anyone who contacts us with a need for support into or to maintain employment.

- 4.24 Target groups identified include:

- Economically Inactive
- Workless households
- School leavers and young people
- Long term unemployed
- Residents of SIMD areas (lowest 20%)
- Low skilled and no qualifications
- Parents (particularly 6 groups identified as priority in Child poverty action plan)
- Disabled
- BAME
- Refugees

- Ex-veterans
- Women returners
- In work poverty, precarious employment and under employment
- Health related issues (including mental health, physical health, addiction)

4.24 The delivery plan states that the following will be delivered in the first year:

- Key worker model to support people into fair work opportunities
- Key worker model supporting young people aged 16-24 to transition to a positive destination from school, in particular supporting those identified as Not in Employment, Education or Training (NEET).
- Demand led employer recruitment incentives target at those most in need within our identified priority target groups
- Parental employability support, targeting 6 priority groups in child poverty action plan, but including support to all parents
- Long Term Unemployed (25+) support into employment
- Employer engagement to support to encourage fair, flexible, sustainable jobs where employees are encouraged to upskill and progress.
- Youth engagement hubs, set within most deprived areas of the community, supporting young people, particularly those economically inactive, onto the employability pipeline.
- Development of volunteering opportunities for all ages
- Development of a supported employment programme
- Anti-poverty initiatives that target specialists groups e.g. those with addictions

4.25 The Delivery Plan focuses on year 1 and is a rolling programme of employability programmes which will be updated each year. This also allows for the LEP to become more established in collaboration, co-production and in particular improve on stakeholder engagement with local employability user engagement and employer engagement. It enhances our existing employability service provision

4.26 The appended Delivery Plan: Service Delivery section sets out the proposed activities for year 1 and how they will be funded. The activities are funded through a blend of Council funding, UK Government Funding through Community Renewal Fund, funding to Local Employability Partners and Scottish Government Funding.

4.27 The Governance model for the LEP is that ongoing developments shall be reported to the Alliance Board as well as E&R. The Delivery Plan will be presented to the Board and Committee and there will be regular updates of progress.

4.28 Scottish Government Funding

4.29 As part of the changes through No One Left Behind, the Scottish Government's Employability Fund, which was previously administered through Skills Development Scotland, has now been included as part of the Scottish Government's employability funding. It should be noted that the funding

4.30 Inverclyde has been allocated the following::

Scottish Government Funding	No One Left Behind	Parental Employment Support Fund	Long Term Unemployed	Young Persons Guarantee	Total
Inverclyde allocation	£234,941.76	£154,045.43	£300,000	£233,532.81	£922,520

4.31 The funding is allocated to the Council for administration however the funding is to be allocated through the agreement of the Local Employability Partnership. The appended Delivery Plan sets out the commitments agreed through the LEP.

4.32 As part of the funding agreement for Scottish Government employability funds, there was a requirement that a draft LEP Delivery Plan had to be submitted to the Scottish Government by the 30 April. This has been submitted along with the signed grant offer letter, but in doing so the

Council made it clear that Committee approval was required for submission of the finalised LEP Delivery Plan.

- 4.33 In addition, there is a further funding agreement requirement that the Equalities Impact Assessment has to be submitted to the Scottish Government by the 30 June.
- 4.34 It should be noted that the requirement is to submit the documents only. The Scottish Government do not have any remit in approving the plan. The approval of the plan is for the Local Employability Partners, the Council and Alliance Board.
- 4.35 To support the delivery plan outcomes and the aims of the Scottish Government funds the Council has funded 3 new temporary Workforce Development Officers.

5.0 Next Steps

- 5.1 The Regeneration Service will continue to work with the LEP to drive the delivery of NOLB phase 2 and work to continuously improve our employability services.
- 5.2 The LEP Delivery Plan Equalities Impact Assessment will be submitted to the Scottish Government by 30 June 2022.

6.0 IMPLICATIONS

Finance

- 6.1 There are no direct financial implications arising from this report as this is an update on previously approved financial commitments.

Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
		22/23	£922,520		Scottish Government funding to be spent this financial year.

Annually Recurring Costs/ (Savings)

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

6.2 Legal

There are no direct legal implications arising from this report.

6.3 Human Resources

There are no direct human resource implications arising from this report.

6.4 Equalities

Equalities

(a) Has an Equality Impact Assessment been carried out?

X	YES – Assessment will be made available on the Inverclyde Council website through the following link: https://www.inverclyde.gov.uk/council-and-government/equality-impact-assessments/equality-impact-assessments-2022
	NO – This report does not introduce a new policy, function or strategy or recommend a substantive change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required

(b) Fairer Scotland Duty

If this report affects or proposes any major strategic decision:-

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

	YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
X	NO

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

	YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.
X	NO

6.5 Repopulation

There are no direct repopulation implications arising from this report.

7.0 CONSULTATIONS

7.1 None.

8.0 BACKGROUND PAPERS

None.

Inverclyde Local Employability Partnership

Employability Delivery Plan 2022-2025



Contents

0	Preface	4
1	Introduction	8
2	Vision, Mission, Aims, Objectives and Impacts	13
3	Economic, Policy and Operational Context	19
4	Service Delivery	24
5	Resource Requirements	29
6	Performance Management and Reporting	31
Annex 1	Service Design and Delivery	33
Annex 2	Service Mapping	34
Annex 3	Service Delivery 22-23	38
Annex 4	National Performance Framework Alignment	46

0. PREFACE

The employability system in Scotland is undergoing a transformation, as indeed it has been doing so since the publication of A New Future for Employability Support in Scotland in 2016. In March 2018 the publication of the No One Left Behind [Strategic Document which outlined the need for a better aligned and integrated employability support system](#). Fair Start Scotland the first devolved employment service commenced in April 2018, with the award of nine contracts lasting up to five years.

[In November 2018 a Review](#) of Employability support in Scotland was published and outlined a three phased approach to implementing an all age, person centred, needs led approach to change including a move to increased local governance of resources. In December 2018 Scottish and Local Government signed a '[No One Left Behind](#) Partnership Agreement to support the shared ambition of transformational change in Scotland's employability support system.

In April 2019 Phase 1 of No One Left Behind was implemented when Activity Agreements and the Scottish Employer Recruitment Incentive ceased as national programmes and this investment was available to Local Authorities to develop alternative approaches with partners to meet local needs. In March 2020 Covid 19 had a significant impact on the joint programme of work and the response to the consequences of Covid 19 on the economy and service delivery disrupted the initial programme of work delaying the pace of change. National and local responses to the health and economic impacts also lead to unplanned activities as efforts were temporarily diverted and new ways of working were embedded alongside new and additional measures to deal with the disproportionate impact on individuals and communities. The implementation of Phase 2 transferring national investment in Employability Fund and Community Jobs Scotland to local governance arrangements initially scheduled for April 2021 was delayed. The Minister for Just Transition, Employment and Fair Work on 5th October 2021 confirmed further implementation of No One Left Behind from April 2022, with the ceasing of two national programmes Community Jobs Scotland and Employability Fund, investment will be transferred to No One Left Behind.

A refreshed and updated [Joint Delivery Plan](#) was published in November 2020 to reflect the additional challenges in the labour market and provided a sharper focus to the Workstream deliverables and the critical path which would enable the work programme to get back on track. In addition the [Young Person's Guarantee](#) was established and the employability delivery element was through the already established approach to No One Left

Behind. To assist with the local governance arrangements a [Local Employability Partnership Framework](#) was developed to provide national coherence and local flexibility to assist with the ***Strengthening of Local Partnerships***. 32 Local Employability Partnership Self Assessments were undertaken to help increase the effectiveness and functionality and readiness to implement Phase 2 of No One Left Behind and a [National Overview of Local Partnership Self Assessments](#) was published assisting the creation of 32 Local Improvement Action Plans supporting the place based approach and improving local co-production, co-commissioning and stakeholder engagement.

To support the effective design and delivery of person centred, needs led approaches the Local Employability Partnerships (LEPs) are supporting the implementation of the [Scottish Approach to Service Design](#) and actively helping to develop national frameworks such a customer charter and minimum service standards which support local flexibilities.

0.1 No One Left Behind – Policy to Practice

There are 7 key principles for the transformation of Scotland’s employability services in working towards creating a **better person-centred system**:

1. Treating people **with Dignity and respect**, fairness and equality and continuous improvement
2. Providing a flexible and **person-centred support – aspirations for all age, needs based**
3. Is **straightforward** for people to navigate – no wrong door
4. **Integrated and aligned** with other services – building on the Scottish Approach to service design with the user at the centre
5. Providing pathways into **sustainable and fair work**
6. Driven by **evidence** including data and the experience of users
7. Support more people to move into the **right job, at the right time**

No One Left Behind aims to support those facing structural inequalities in the labour market. In order to deliver the principles, plans must ensure connectivity with other local services and policy priorities aligned to the National Performance Framework (See Annex 3). Key policy drivers which connect with the ambitions and delivery priorities of No One Left Behind include:

- Tackling Child Poverty
- Addressing the Gender Pay Gap
- Closing the Disability Employment Gap
- Addressing Race Employment Gap
- Promoting and Embedding Fair Work
- Delivering the Young Person’s Guarantee
- Delivering on The Promise
- Supporting Community Wealth Building
- Supporting Public Sector Reform
- Supporting Place Based Approaches

0.2 THE DELIVERY FRAMEWORK

As part of the critical path this **National Delivery Plan Framework** will enable national coherence and support LEPs to design and deliver employability support that allows local flexibility, collective leadership and shared commitment to effectively implement the policy intent of No One Left Behind.

Tackling labour market inequalities and supporting those at risk of being left behind to move closer to and into fair, sustainable jobs is the core purpose of the local delivery plans. The LEP will build on the strengths of existing national and local services, to better align funding and to improve the integration of employability services with other support to ensure that services are designed and delivered to meet the needs and aspirations of service users. The delivery plan will be co-produced and will help to inform the local commissioning approach and any additional requirements from a nationally available framework.

To drive forward and implement the shared ambitions and actions of No One Left Behind the Delivery Plan will ensure the right support is available in the right way at the right time and will:

- Incorporate the Scottish Approach to Service Design to co-produce an all-age employability support service that is person-centred, more joined up, flexible and responsive to individual needs.
- Involve service users throughout the planning, commissioning and delivery process
- Utilise agreed available data to inform decisions, identify priorities and support the design of interventions
- Align with other employability resources locally to improve opportunities and outcomes
- Align and integrate with other support services to foster a “no wrong door” approach for service users
- Address structural inequalities faced by key groups in our society to support the development of a fairer, wellbeing, inclusive economy
- Align as appropriate with regional and national approaches
- Include the delivery of the Young Person’s Guarantee

The Delivery Plan Framework is suggesting a 3-year proposition recognising timing is essential to enable constructive co-production and that planning is essential to enable the incremental and sustained transformation required incorporating the consequences emerging from the impacts of COVID-19 Brexit, changes to European Structural Funds, phased implementation of No One Left Behind and unforeseen changes in the labour market and wider economy. The national Framework therefore provides for local assumptions over time with annual operational plans.

0.3 DELIVERY PLAN FRAMEWORK

National Products and Approaches

The Local delivery Plan will as appropriately adopt and/or customise national products developed through the refreshed shared workstreams such as the Customer Charter, Service Standards Framework, Shared Measurement Framework as well as utilising toolkits such as Continuous Improvement and Service User Involvement.

1. Introduction

Employability services are crucial for Inverclyde.

Inverclyde has a strong industrial heritage and strong community spirit, evidenced by the strength of commitment by all stakeholders in working to achieve for the people of Inverclyde. The Local Outcome Improvement Plan vision is 'Nurturing Inverclyde: Getting it right for every child, citizen and community' and it is in this spirit that this Developing Plan and Inverclyde's employability service are being developed.

However there are also challenges such as poverty and it is recognised in the LOIP that improving employment in the area is vital to support communities out of poverty, to improve well-being and healthy lifestyles of residents, reduce child poverty and help create an Inverclyde with a stable population and where people want to live, work and visit.

This delivery plan provides information on what the key requirements of employability services in the Inverclyde area are for the next 3 years.

1.1. Background Information about the Local Employability Partners

The Inverclyde Local Employability Partnership (LEP) is a newly formed partnership which was formed in late summer 2021.

There was a previous partnership, the Inverclyde Regeneration and Employment Partnership which met quarterly and involved a number of key stakeholders in the areas of regeneration, economic development and employability. Unfortunately this group disbanded during 2020 due to the impact of the COVID 19 pandemic and focus of groups being understandably elsewhere.

While this group was effective in sharing good practice and all the groups individually were achieving and ambitious in the work that they were doing locally, it was considered that this group was not fit for the purpose of transformational change required for No One Left Behind Phase 2.

For this reason the strategic group of the Local Employability Partnership was formed in 2021

1.2 Membership

Inverclyde Council Regeneration Service

The Regeneration Service is the Council lead service for employability teams. The service works with Inverclyde residents with tailor made pathway of support, where their individual circumstances, barriers, needs and aspirations are assessed and delivery organisations work collaboratively to support and progress each individual through their personal pathway towards, and into, a positive destination.

There are 2 employability teams: More Choice More Chances and Workforce Development. The More Choices More Chances team work with individuals from 16-24 who are transitioning from education to a positive destination such as work, further education or training. The Workforce Development Team work with people of all ages to support them into a positive destination.

Inverclyde Council Education Service

Inverclyde Council is delivers a high quality education provision in learning environments fit for learning and teaching in the 21st century. Education work with children and young people from early years to young adults, in environments that nurture ambition and aspirations, improve attainment and achievement, and create and widen opportunities for all children and young people to achieve their full potential. In relation to employability in education, this starts at a young age but formally from S3 and into the senior phase. A key aim of education is to Improving employability skills and sustained, positive school leaver destinations for all young people. This will be achieved through the senior year action plan and working in partnership with the LEP.

Inverclyde Council Community Learning and Development

Community Learning and Development (CLD) is 'a field of professional practice that enable people to identify their own individual and collective goals, to engage in learning and take action to bring about change for themselves in their communities. It uses a range of formal and informal methods of learning and social development with individuals and groups in their communities' (CLD Standards Council for Scotland). CLD provision is targeted to those most in need and resources are deployed in localities to address identified needs in those communities. The Inverclyde CLD works in partnership with key agencies to delivery on their CLD Plan and to support young people, adult learners and community groups to empower them to make positive changes to their lives through learning. There are key links between the priorities of this Delivery Plan, the CLD Plan and the Child Poverty Action plan which is also delivered by Inverclyde Council's CLD Service.

Inverclyde Health and Social Care Partnership

The Health and Social Care Partnership (HSCP) brings together community health services and social work services. The vision for HSCP is that 'Inverclyde is a caring and compassionate, community working together to address inequalities and assist everyone to live active, healthy and fulfilling lives' and the seek to achieve this through six big actions: reducing inequalities, giving children and young people the best start in life; protecting our population; supporting independent living; reduce harm from alcohol, tobacco and drugs; and, build on the strengths of our people and our community. There are key links between this Delivery Plan and the HSCP Strategic Plan and through working in partnership we can support the attainment of the aims in both plans.

Inverclyde Department for Work and Pensions (DWP)

The Department for Work and Pensions (DWP) is responsible for welfare, pensions and child maintenance policy. The local DWP office in Greenock provides support for people to move from benefits into work and help employers advertise jobs. It also deals with benefits for people who are unemployed or unable to work because of a health condition or disability.

CVS (Council for Voluntary Sector) Inverclyde (third sector interface)

CVS Inverclyde is the Third Sector Interface (TSI) for Inverclyde, and have five key focus areas.

- Supporting – capacity building, development and innovation. They harness the third sector's collective power to support communities; pushing for the best possible environment for charities and volunteering to thrive by providing a range of practical support to organisations.
- Connecting – communication & engagement. They facilitate and broker opportunities between third sector organisations, and between the third sector and public sector partners. It is only through these partnerships that the third sector can make positive changes for the people with whom they work.
- Representing – advocacy & influencing. They will work with our members to build and develop stronger relationships with decision and policy makers to influence the dialogue on the third sector and volunteers.
- Involving – empowering communities. They encourage approaches that build the social, environmental and financial capital of communities and give people control over their lives.
- Evolving – leadership. They support collaborative working to be a more diverse, equal and inclusive organisation informed by available evidence, good practice and insights.

Inverclyde Chamber of Commerce

Inverclyde Chamber of Commerce supports Inverclyde businesses to improve by creating the right economic conditions for a buoyant Inverclyde economy, while enabling members and employees to be successful and prosperous. They support businesses to be empowered, connected to other businesses within Inverclyde through networking and mentoring, and they advocate for businesses working closely with other Chambers to ensure items of common interest have an Inverclyde perspective and a national reach.

Skills Development Scotland (SDS)

Operating across Inverclyde, **SDS** provides Career Information, Advice and Guidance (CIAG) services to Inverclyde school pupils annually through universal and targeted support in every maintained secondary school and schools specialising in additional support, and to post school customers through their SDS centres, partner, and outreach locations and through Partnership Action for Continuing Employment (PACE). This also includes delivery of SDS's commitments under the Scottish Government's Opportunities for All policy.

SDS also provide key labour market data.

A team of 12 Professionally Qualified Careers Advisers and 2 Personal Advisers are supported by 2 Team Leaders and an Area Manager.

West College Scotland

West College Scotland is the further education provider in the Inverclyde area. West College Scotland allocates considerable resources to employability provision and opportunities. This includes Full time and Part time SCQF accredited courses across a wide range of vocational areas delivered in our Finnart St and Waterfront campuses in Greenock. A wide range of online courses are also available via our Distance Learning team.

The College also delivers Modern Apprenticeship and Foundational Apprenticeship framework , short skills boost course via YPG and NTTf funding for both young people and adults

Employee upskilling is provided via the Flexible Workforce Development Fund and also via bespoke programmes funded via CRF targeted at key priority vocational areas.

The LEP is chaired by Inverclyde Council Regeneration Service.

Roles have been assigned to support the preparation of the plan and as the partnership becomes more embedded, further roles will be assigned to delivery areas of the plan.

The LEP is the strategic group and currently one sub group; employer engagement. There will be additional subgroups created to support the delivery of the plan and the delivery of employability services in Inverclyde.

1.3 Governance and Reporting Arrangements

The Local Employability Partnership is part of the Inverclyde Local Outcome Improvement Plan reporting through the Economy Outcome.

General updates on progress will be presented through the Economy Outcome Action Plan quarterly and progress reports will be presented to Inverclyde Council's Economy and Regeneration Committee and the LOIP Alliance Board on an interim and yearly basis.

1.4 Strengthening Local Partnership Actions/Self-Assessment

The Partnership will undertake regular self-evaluation of services against the objectives and desired outcomes of this plan and make amendments to the actions of the group as required by the self-assessment and in response to changing labour markets.

2. Vision, Mission, Aims, Objectives and Impacts

2.1 Mission Statement and Vision

Employability services in Inverclyde support people into fair, sustainable jobs and contribute to Inverclyde's inclusive, sustainable economy and support them to realise their potential.

Employability provision is accessible to all and responsive to the needs of the economy and those using the services. Employability provision is targeted in particular to those with greatest need and is designed and delivered having been informed by the needs and aspirations of those using our services.

In the next 3 years Inverclyde Local Employability Partnership will coordinate and work together to:

- Support people into fair, sustainable work
- Accessible network of services that supports them in their journey towards employment and realise their potential
- Support children – giving them the best start in life and support aspirations from school and throughout their working life
- Boost skills and reduce worklessness by supporting local residents to develop employability and vocational skills
- Remove barriers to employment

2.2 Aims and Objectives

Aim	Objective	Measures of Success
1) A strong integrated, effective and aligned Local Employability Partnership	1.1 Galvanise and strengthen relationships and extend to other organisations through regular meetings. 1.2 Work together, share success and learning 1.3 Align programmes and collaborate on new approaches to employability in Inverclyde	<ul style="list-style-type: none"> • New governance structure in place and members contributing • Roles and responsibilities (executive groups, subgroups) articulated on paper and demonstrated through behaviours (performance management) • Improved Range and Coordination of Employability Providers and reduction of duplication • Coordinate Employability Providers through performance management • Simplify the process of accessing support • Enhance marketing of employability services through coordination
2) Create a person centred approach and improve reach and presence in the community	2.1 Ensure that there is a clear offer for people of all ages 2.2 Ensure that services are accessible to those most in need, including potential 'outreach' for most in need areas. 2.3. Learn from existing targeted group pilots.	<ul style="list-style-type: none"> • No unknowns for 16-24 • Reduce economically inactive 25+
3) 'No Wrong Door' approach	3.1 Create a single point of contact 3.2 Use Inverclyde Practitioners Forum to engage user and communicate programmes. 3.3 Ensure that every connection counts – educate workforce to know where to signpost service users to employability	<ul style="list-style-type: none"> • Simplified process • Wider knowledge about Inverclyde's employability offer. • Positive feedback from users.
4) Boost skills	4.1 Better understand what skills people have and how they present them. 4.2 Understand skills gaps and skills required for emerging sectors 4.3. Provide proportionate opportunities, tailored to individuals through training programmes,	<ul style="list-style-type: none"> • Increase employment participation rates • Reduce vacancies from employers • Positive feedback from employers on employees

	college courses, education, volunteering, and supported employment.	
5) Reduce worklessness	<p>5.1 Support young people into a positive destination, starting from early in the senior phase in school.</p> <p>5.2 Support 25+ into a positive destination</p> <p>5.3 Identify barriers and put in place support to reduce and remove barrier to employability</p> <p>5.4 Provide tailored support for a persons' employability journey</p> <p>5.6 Create outreach centres, particularly for young people, in areas of high deprivation.</p>	<ul style="list-style-type: none"> • School Leavers Destination Results are maintained and improved. • Reduction in economic inactivity in 16-24 year olds • Reduction in economic inactivity in 25+ • Reduce number of workless households reduced.
6) Provide more and better jobs and support people into fair sustainable work	<p>6.1 Support employers through initiatives and incentives e.g. wage incentives.</p> <p>6.2 Support employers through education around additional support needs, flexible work etc.</p> <p>6.3 More employers engaged through the Local Employability Partnership and using employability services to engage with prospective employees.</p> <p>6.4 Encourage anchor organisations to employ locally, provide fair work and encourage progression of workforce.</p>	<ul style="list-style-type: none"> • Employers engaged in exploring opportunities and different ways of supporting employees.
7) Support child poverty action plan	<p>7.1 Support parents into work</p> <p>7.2. Support parents into sustainable work.</p> <p>7.3. A specific focus on lone parents throughout</p> <p>7.4 Support a positive transition of young people from school into a positive destination.</p>	<ul style="list-style-type: none"> • Parents experience less barriers to employment • Employers are supported to provide flexible options to employment. • School Leavers Destination Results are maintained and improved.
8) Help people maintain work	<p>8.1 Raise awareness of in-work support available through employability services or signposting to other organisations.</p>	<ul style="list-style-type: none"> • All services confidently know the Inverclyde employability offer • Increase in the number of employers engaged in employability services

	8.2 Support employers to provide fair, flexible work and in work support to upskill existing employees.	
--	---	--

2.3 Developing and Delivering the Plan

The delivery infrastructure will be a blended approach of internal Council delivery using a Key Worker model of support and commissioned services where required. The LEP will ensure that delivery is aligned with the Service Standards Framework, Customer Charter, and Shared Measurement Framework. To ensure that Inverclyde Residents feel empowered and services meet their needs our services and programmes will follow the 7 No One Left Behind (NOLB) principles

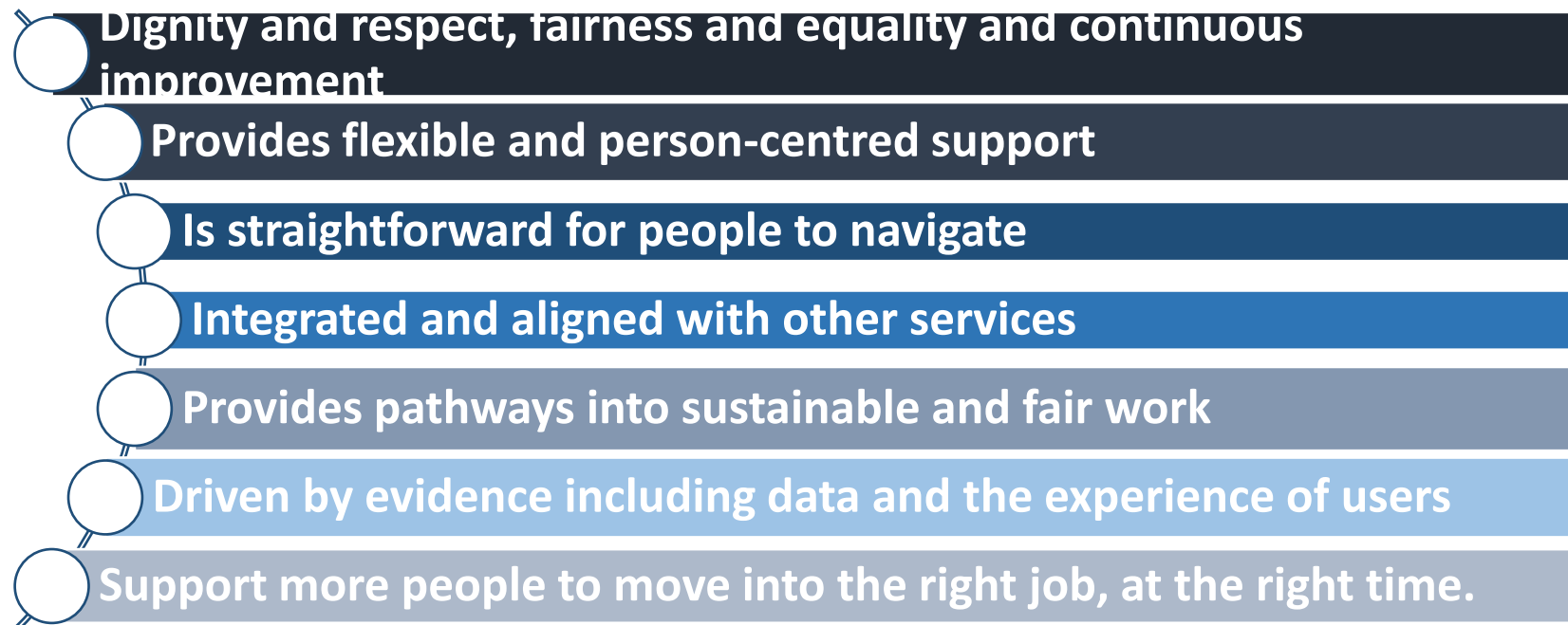


Figure 1: 7 principles of No One Left Behind

It is recognised that there is improvement to be made in terms of service user involvement in the development of the services that are being provided. Over year 1 2022/23 the Local Employability Partnership will take steps to improve engagement of users and employers to ensure that employability services are refined in future years.

The world of work is constantly changing, and has changed significantly over the course of the pandemic. Recognising this, the LEP will ensure that there is a culture of continuous improvement to ensure that our aims, objectives and delivery plan is relevant to the requirements of Inverclyde residents and employers.

2.4. Our Approach to delivery

NOLB is a new approach to employment support. We want support to be accessible to all people and to offer the right support at the right time.

Inverclyde LEP is leading on this transformational change to develop a person centred approach to employability service and ensuring that our services are flexible and responsive.

A number of tools and frameworks have been made available to LEPs to support the development of delivery and these will continue to be utilised:

1. [Employability Service Standards](#)



2. An [Employability Customer Charter](#)
3. [Tools to support service user involvement in line with the Scottish Approach to Service Design.](#)
4. [A Continuous Improvement Toolkit.](#)

2.5 Delivery Infrastructure

Many organisations currently deliver a diverse employability service across the 5 stage employability pipeline.

In Inverclyde the first points of contact for those seeking employability support are the Department of Work and Pensions DWP, Inverclyde Regeneration Service's employability teams (Workforce Development and More Choices More Chances) and Skills Development Scotland. Our educational establishments, West College Scotland and Inverclyde Education Department (through Developing Young Workforce) also support people in their employability journey.

2.6 Local Alignment and Integration

Collaboration is at the heart of the Local Employability partnerships aims. We recognise that to deliver for the people of Inverclyde we need to work together, sharing good practice, resources, training opportunities to offer a coherent service that meets the labour market requirements of our local economy.

The Inverclyde Local Employability Partnership has been working together to map out the services that all the partners currently deliver. This is to ensure that we understand the provision in place, where there is duplication and where there are gaps.

The LEP also went through self-evaluation as part of the process of delivering the plan and this will continue to be carried out to ensure that the LEP is fit for purpose and engaged with our service users

3. Economic, Policy and Operational Context

3.1 Local economic and Labour Market Profile

Strengths	Weakness
<p>Investment through City Deal projects – Greenock Ocean Terminal, Inchgreen and Inverkip</p> <p>Regional partnership</p> <p>High rate of young people transitioning from school to a positive destination</p> <p>Council committed to employability and support through financial resources</p>	<p>Economic Inactivity</p> <p>Low income families and individuals</p> <p>Low qualification rate</p> <p>Workless households</p> <p>A declining and ageing population</p> <p>Low skilled workforce and low level jobs</p> <p>Low job and business density</p> <p>Narrow business base and predominance of public sector</p> <p>Ageing and declining Population</p>
Opportunities	Threats
<p>Buoyant labour market</p> <p>Improving Local ‘offer’</p> <p>Business Start Up opportunities</p> <p>Council focus on anti-poverty initiatives</p> <p>Levelling Up/Shared Prosperity initiatives</p> <p>Green Freeports and Glasgow City Region opportunities</p> <p>Shared Prosperity</p> <p>Growth sectors e.g. marine engineers, carbon zero</p> <p>New LEP</p>	<p>Covid 19 and recovery</p> <p>Skills shortages</p> <p>Inflation – cost of living</p> <p>Poverty</p> <p>Child Poverty</p> <p>Low healthy life expectancy</p> <p>Economic Inactivity</p>

3.2 Place Plan Priorities

Inverclyde Local Outcome Improvement Plan has the vision: ‘Nurturing Inverclyde: Getting it right for every Child, Citizen and Community’

The plan uses SHANARRI, a wellbeing tool which states that people should be **Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible and Included**. 4 of the SHANARRI indicators in the LOIP are important for our Delivery Plan

- **Achieving:** Being supported and guided in lifelong learning. Having opportunities for the development of skills and knowledge to gain the highest standards of achievement in educational establishments, work, leisure or the community.
- **Nurtured:** Having a nurturing place to live and learn, and the opportunity to build positive relationships within a supporting and supported community.
- **Active:** Having opportunities to take part in activities and experiences in educational establishments and the community, which contribute to a healthy life, growth and development.
- **Respected:** Respected and share responsibilities. Citizens are involved in decision making and play an active role in improving the community. Responsible Included Overcoming social, educational, health and economic inequalities and being valued as part of the community.

We recognise that strong employability services are key to realising the outcomes of the LOIP.

Employability is also a key focus of the Inverclyde Economic Development Strategy which has the vision:

“Our ambition is clear - to create, attract and safeguard more and better jobs in Inverclyde. This will lead the way to a more inclusive, prosperous, competitive, balanced and sustainable local economy, delivering economic regeneration for the benefit of all our businesses, residents, and communities whilst maximising funding support.”

This Delivery Plan has a golden thread running from relevant national, regional and local plans and documents such as the Glasgow City Region: Regional Economic Strategy, Community Learning and Development Plan and the Child Poverty Action Plan, where aims and objectives identified in this delivery plan will contribute to the realisation of aims and objects of others. Over the life of this plan the LEP review the actions of the Delivery Plan to ensure that it is fit for purpose, adapting to the changing economy and reflecting new relevant policies and strategies. In addition, the LEP will work with other stakeholders, partners and agencies to advocate for employability in Inverclyde and influence other strategies and policies.

3.3 Evidence Led

Evidence is gathered from a number public sources which has supported the development of the Delivery Plan.

Data sources include:

- Office for National Statistics: NOMIS – Official Labour Market Statistics
- Skills Development Scotland: Participation Measurement, Regional Skills Assessment, 16+ Data Hub
- Glasgow City Region Intelligence Hub Data Toolkit

The information below has been extracted from the Data Toolkit developed by the Improvement Service on behalf of the Local Employability partnership. It summarised the key economic indicators relating to the Economy, Labour Market, Education, Poverty and Child Poverty.

			Member Authority RAG			City Reigon			
Indicator:			Date	Inverclyde	Current Performance Against National Average	Short-term Performance Against National Trends	Performance Target	Glasgow City Region	Scotland
Poverty and Child Poverty	% Children in Child Poverty		2020	23.8			↓	26.0	24.3
	% Children in Childcare		2019	20.1			↑	25.6	27.2
	% of Children in Low Income Families		2020	18.3			↓	21.1	18.6
	Families with Children receiving Universal Credit or Tax Credits (%)		2021	40.6			↓	37.7	35.0
	Families with Dependent Children eligible for Child Benefit (%)		2020	95.0			↓	94.1	92.5
	Claimant Count Rate (%)		2021	5.6			↓	5.7	4.9
	% of Household that are workless		2019	31.4			↓	24.8	21.5
Education	% of School Leavers in Positive Destination		2020	93.0			↑	93.6	93.3
	Participation Rate (%)		2021	93.3			↑	92.4	92.2
	Degree-level Qualifications Rate (%)		2020	41.9			↑	47.4	49.3
	No Qualifications Rate (%)		2020	12.1			↓	10.6	8.0
Labour	Number of Incapacity Based Benefits (per 1,000 16 - 64 population)		2020	80.4			↓	75.0	59.9
	Economic Inactive: Long-term Sick/Disabled Rate (%)		2020	38.6			↓	30.7	28.7

	Economic Inactivity Rate (%)	2020	28.5			↓	24.3	23.2
	Employment Rate (%)	2020	67.9			↑	72.2	73.5
	Unemployment Rate (%)	2020	5.1			↓	4.6	4.4
	Employment in low pay sectors (%)	2020	29.4			↓	30.8	29.6
	% of Residents employed in Quality Work	2018	66.9		n/a	↑	67.4	62.6
	Gender Employment Gap (% difference between Male and Female Employment Rates)	2020	0.9			↓	6.2	5.1
	Median Weekly Earnings (Residence-based, full-time)	2021	570.1			↑	643.3	622.0
	20th Percentile Weekly Earning (Residence based, full time)	2021	395.1			↑	437.7	431.2
	Underemployment Rate %	2020	7.2			↓	7.4	8.1
	% Employed in SOC 1 Occupations	2020	6.8			↑	8.0	8.9
Economy	% of Procurement spend on Local SMEs	2020	27.5			↑	20.7	28.5
	Social Enterprise Rate (per 10,000 total population)	2019	8.1			↑	7.8	11.0
	Gross Value Added (£m)	2019	1,241	n/a		↑	47,324	147,333
	GVA per hour worked (£)	2019	30.2			↑	32.6	34.4

4. Service Delivery

4.1 Supply and Demand Mapping

Through the Inverclyde Local Employability Partnership the supply and demand has been mapped. This exercise has shown areas where there has historically been overlap in supply and areas where there has been gaps. The mapping can be viewed in Annex 2.

While the approach to NOLB has streamlined and simplified the approach, the challenge to map all services and ensure that there are no gaps or duplication remains, particular as the LEP is new. Over the life of the delivery plan the LEP will continue to update the map with the aim of reducing any gaps and avoiding duplication.

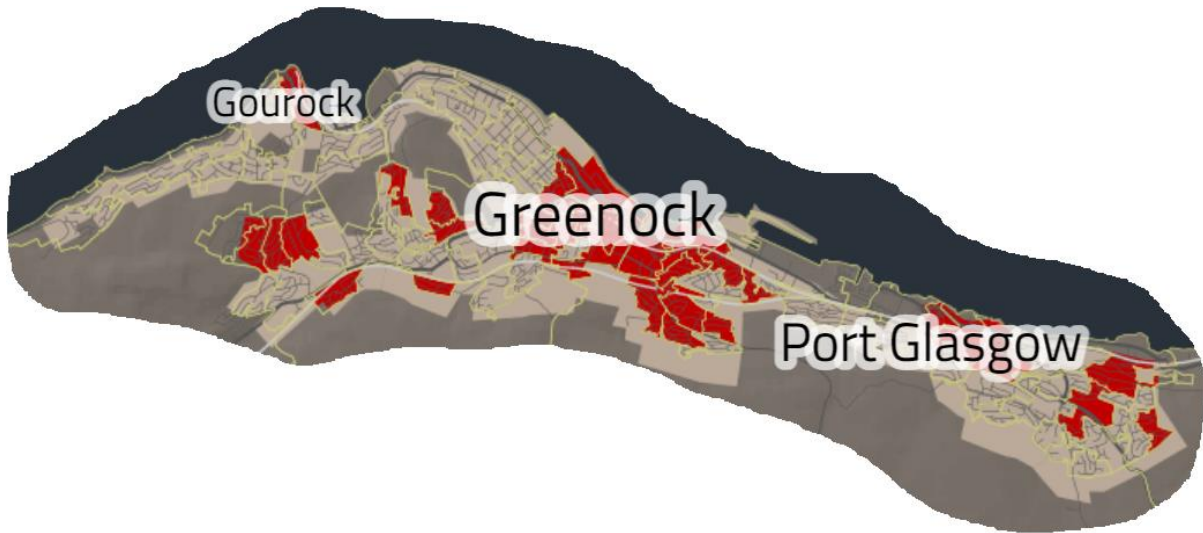
4.2 Service Delivery Priorities

4.2.1 Geographical considerations

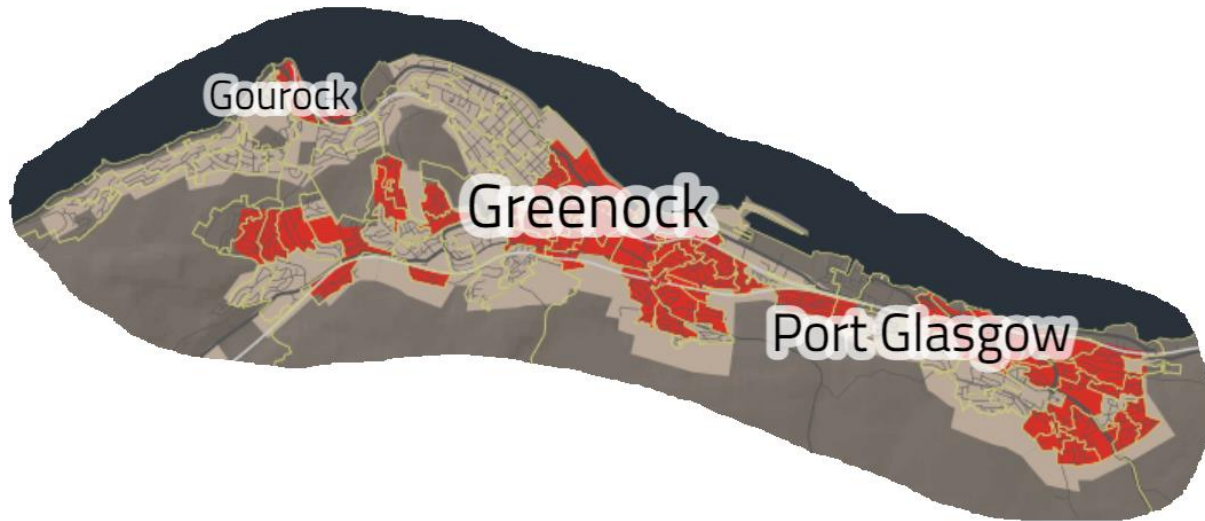
Inverclyde has a high number of residents living in the most deprived 5% in Scotland. Greenock Central and West is Scotland's most deprived area (SIMD 1). Employability is a strong route to support people out of poverty therefore it is critical that the most deprived areas of Inverclyde are targeted with employability provision.



Map 1: Inverclyde's Most Deprived 5%



Map 2: Inverclyde's Most Deprived 10%



Map 3: Inverclyde's Most Deprived 20%

4.2.2. Targeting priority groups

The delivery of NOLB in Inverclyde will be a global programme which focuses on those harder to reach individuals with multiple barriers, while supporting anyone who contacts us with a need for support into or to maintain employment.

Target groups identified include:

- Economically Inactive
- Workless households
- School leavers and young people
- Long term unemployed
- Residents of SIMD areas (lowest 20%)
- Low skilled and no qualifications

- Parents (particularly 6 groups identified as priority in Child poverty action plan)
- Disabled
- BAME
- Refugees
- Ex-veterans
- Women returners
- In work poverty, precarious employment and under employment
- Health related issues (including mental health, physical health, addiction)

4.3 Service Delivery Requirements and Approach

This delivery plan has been developed to ensure that employability services tackles the aims and objectives set out previously in this plan – particularly tackling poverty, worklessness and skills. The aims of the plan is to effectively integrate and alignment of anti-poverty, economic and employability programmes, and provision to deliver services that are responsive and promote collaboration.

Inverclyde LEP supports a whole systems approach, with strategic interventions and coordinated actions (annex 2) which are aimed at targeted groups but are adaptable and flexible to meet changing needs and responsive to anyone who requires support into and to maintain employment.

The aim of interventions is to provide a clear pathway, ensuring delivery of training and employment support that meets the needs of Inverclyde residents and supports people into fair, sustainable jobs, contributing to Inverclyde’s sustainable economy, while realising their own potential.

To create clarity of entry to support, a single point to contact will be created. The process of engagement, enquiry and referral will be simplified through the Single Point of Contact and will facilitate simplified and streamlined access to support available across Inverclyde for the public, employers and service providers.

4.3.1 Our Approach: Delivery in Year One

The services offered will be flexible in nature and duration to respond to a challenging economy and changing labour market delivered in the next 3 years. In the first year, the partnership will build upon programmes that have worked well in the past such as youth engagement, wage subsidies and a wider menu of skills employability support.

Investment through NOLB, as well as other funding, will add value and compliment the services that are offered by partners.

In the first year

- Key worker model to support people into fair work opportunities
- Key worker model supporting young people aged 16-24 to transition to a positive destination from school, in particular supporting those identified as Not in Employment, Education or Training (NEET).
- Demand led employer recruitment incentives target at those most in need within our identified priority target groups
- Parental employability support, targeting 6 priority groups in child poverty action plan, but including support to all parents
- Long Term Unemployed (25+) support into employment
- Employer engagement to support to encourage fair, flexible, sustainable jobs where employees are encouraged to upskill and progress.
- Youth engagement hubs, set within most deprived areas of the community, supporting young people, particularly those economically inactive, onto the employability pipeline.
- Development of volunteering opportunities for all ages
- Development of a supported employment programme
- Anti-poverty initiatives that target specialists groups e.g. those with addictions

The performance of the above initiatives will be reviewed at the LEP and through reporting to the Alliance Board at 6 monthly intervals. Any amendments required to make the services fit for purpose or additions to meet need will be made.

5. Resource Requirements

5.1 People

Supply and demand mapping shows the spread of the resources amongst the partnership. Through the prioritisation shown through this plan resources have been aligned to ensure the partnership can meet need while also being flexible and adaptable to changes over the coming years.

5.2. Commissioning

The ILEP will allocate funding to key workers to create person centred plans and to ERIs. In addition, further commission will take place in a hybrid model of procurement through Inverclyde Council and the National Procurement Dynamic Purchasing Time. In time, it is intended that there will be a framework for commissioning to ensure an adaptive and responsive offer.

5.3 Money 2022-23

Scottish Government has provided the following funding towards Inverclyde's employability services:

Scottish Government Funding	No One Left Behind	Parental Employment Support Fund	Long Term Unemployed	Young Persons Guarantee	Total
Inverclyde Council's allocation	£234,941.76	£154,045.43	£300,000	£233,532.81	£922,520

Other funding towards employability also comes from Inverclyde Council, UK Government Community Renewal and allocations to ILEP Partners.

In the near future there will be further funding opportunities through Scottish Government Child Poverty Action Plan and UK Government's Shared Prosperity Fund, as well as other initiatives.

5.4 Delivery Capacity

The ILEP builds on the great work of the employability network in Inverclyde. Through development of the delivery plan there are good opportunities for local infrastructure to support delivery and achievement of outcome.

The Council currently has resources and capacity for reporting on Council expenditure in relation to employability funding. Further work is required to detail how this will be achieved for the LEP.

5.5. Alignment and Integration

This delivery plan is aligned with the No One Left Behind Operating Plan and the National Performance Framework National Outcomes (Annex 3)

NOLB will connect the wider employability and other interdependent services to ensure we maximise partner provision and services delivered under NOLB are complimentary and add value to the existing provision.

As the ILEP is still developing it is recognised that this is an area of continuous improvement that will be improved over the coming years. The organisations represented on the Partnership reflects the needs to integrate with other plans and programmes that sit outwith employability but where collegiate working is imperative; these connections have been used to develop this plans. As we move forward, this approach will be strengthened through the creation of sub groups e.g. Employer Engagement and by encouraging wider participation of organisations on the wider ILEP and subgroups.

6. Performance Management and Reporting

6.1 Approach and Performance Indicators

Inverclyde Council will lead on performance management and reporting on behalf of the LEP. Performance will be reported and discussed at the LEP on a quarterly basis.

In addition to quarterly performance updates at the LEP, there will interim year reports and end of year report that are submitted to the Alliance board noting performance, improvement requirement and any necessary changes to the plan in response to changing economic climates and need.

Performance Indicators will be monitored against the actions set out previously and reviewed with the Shared Measurement Framework.

6.2 Continuous Improvement

The Inverclyde LEP has a culture of encouraging continuous improvements as we recognise the need to adapt and respond to economic circumstances. The LEP will ensure that we are responding to changing economy and need, looking to best practice throughout Scotland and beyond, to ensure that we are delivering the best possible employability service for the people of Inverclyde.

6.3 Evaluation

The performance will be evaluated through sessions at key times through the LEP strategic group and subgroups e.g. Employer engagement group. In addition, further subgroups will be set up to encourage continuous improvement and evaluation of the offer and for each individual person and employer engaged in employability we will collect feedback at key points through their journey and use this to improve the service we provide.

6.4. Review

Phase 2 NOLB Delivery Plan	April 2022
Delivery plan year 1 interim review	October 2022
Delivery plan year 1 review	March 2023
2023-25 Deliver NOLB Phase 3 Plan	March 2023
Delivery plan year 2 interim review	October 2023
Delivery Plan year 2 review	March 2024
Delivery plan year 3 and Phase 3 interim review	October 2024
Delivery plan year 3 review	March 2025
ILEP Delivery Plan Review	July 2025

Annex 1

Service Design and Delivery

No One Left Behind, places people at the centre of service delivery, promotes a strengthened partnership between spheres of government, the third and private sector to make informed, evidence based decisions on required support, flexing these to meet emerging labour market demands.

The move to local governance of services will foster social renewal and place-based approaches that prioritise the needs of people and communities rather than policies and organisations.

No One Left Behind services will be targeted at people with protected characteristics as defined by the Equality Act (Scotland) 2010 and those with certain life experiences who are significantly more likely to struggle to improve their employability and successfully gain and sustain employment. These characteristics and life experiences often interact with each other (also known as intersectionality) meaning that people are often affected by more than one issue at a time which can have a cumulative impact on person's journey to work. People have to be able to find the service, and be able to access it regardless of their circumstances. Referral routes should be as seamless as possible where they are needed.

It is anticipated that Local Employability Services will be designed and delivered in line with the principles set out in the Scottish Approach to Service Design. Using a [5 Stage Employability Pipeline](#) approach. However, it is recognised that individuals do not follow a linear journey.

Stage 1 Engagement, Referral and Assessment	Stage 2 Needs Assessment and Barrier Removal	Stage 3 Vocational Activity	Stage 4 Employer Engagement and Job Matching	Stage 5 In Work Support and Aftercare
This stage is about reaching out and supporting people into regular activity, positive routines connecting them with others	Assessing needs of individuals and agreeing key activities to address any barriers to employment or training	Activities include delivering a range of accredited training, employability core skills, job search etc.	Activities such as work experience or volunteering placements with employers, assisting individuals to secure job vacancies.	Activities includes supporting individuals to maintain and progress within the workplace
End to End Continuous Case Management/Key Worker Support				

Annex 2

Service Mapping

Discover Work Service - Dundee City			Stages of Strategic Skills Pipeline and Places Per Stage (include unknown)					Primary / Specific Target Groups	General Eligibility & Referral Process
			Stage 1 Support	Stage 2 Support	Stage 3 Support	Stage 4 Support	Stage 5 Support		
Employability Programme / Funding Type	Funding Stream	Delivery Partner / Provider	Engagement & Needs Assessment	Personal Needs, Employability Needs & Barrier Removal	Accredited & Vocational Activity	Employer Engagement & Job Matching	In Work Support & Aftercare		
Sector Work Academy Placements (Swap)	DWP	DWP							All age groups, This programme can be offered to support employer recruitment by setting up training, work experience and a job interview
Work Experience	DWP	DWP							This can be arranged with employers who have signed up to our Work Experience agreement
Mentoring Circles	DWP	DWP							All age groups,
Job Entry Targeted Support Programme	DWP	DWP							All age groups unemployed more than 13 weeks
Dynamic Purchasing System	DWP	Various						Various. This process is driven by demand from customer needs. It can range from Stage 1 to Stage 5 depending on what the Business Case for. A Business Case	Can be for all customers dependant on need.

								will be put forward for training or provision if there is nothing local that would meet this need.	
Activity Agreements- N.O.L.B.	Scottish Government	Inverclyde Council						Young People aged 16-19 who are not in Education, Employment or Training.	Live in Inverclyde- Referrals from Skills Development Scotland.
Steps 2 Progression	UK Government	Inverclyde Council						Targeting people aged 16-24 economically inactive	Drop in youth hubs for people aged
Job Refresh programme	Inverclyde Council	Inverclyde Council						All age unwaged/unemployed or underemployed.	All age unwaged/unemployed or underemployed.
Employability Service	Inverclyde Council	Inverclyde Council						All age unwaged/unemployed or underemployed.	All age unwaged/unemployed or underemployed.
Work Experience	Inverclyde Council	Inverclyde Council						S4 - S6 school pupils	S4 - S6 school pupils
Diverse Workforce	Inverclyde Council	Inverclyde Council						Local employers, any size/sector though focus on SME's re diverse workforce support, planning and identification of opportunities.	Local employers, any size/sector though focus on SME's re diverse workforce support, planning and identification of opportunities.
Health Barriers	Inverclyde Council	Inverclyde Council						All age - Physical and/or mental health barriers and long term health conditions	All age - Physical and/or mental health barriers and long term health conditions
Advice and Employment rights	Inverclyde Council	Inverclyde Council						All age - local residents requiring employment advice, advocacy or support	All age - local residents requiring employment advice, advocacy or

								to remain in employment.	support to remain in employment.
Employer Recruitment incentive		Inverclyde Council						See below	See below
Wage Subsidies and training support		Inverclyde Council						Inverclyde businesses hiring local unemployed/unwaged/underemployed resident receiving varying grant support	Inverclyde businesses hiring local unemployed/unwaged/underemployed resident receiving varying grant support
Core College Provison 22/23	Scottish Funding Council	WCS						All Age	
YPG 22/23	Scottish Funding Council	WCS						16-24 (Not confirmed for 22/23)	
NTTF 22/23	Scottish Funding Council	WCS						25+ (Not confirmed for 22/23)	
FWDF 22/23	Scottish Funding Council	WCS						Support for current employees all companies inc SMEs	
Apprenticeship Programme F A/MA	SDS	WCS						Anyone within age range 16-18, 19-24, 25+	
CRF Care Academy Recovery College	UKGovt	WCS			15			All Age	
CRF Care Academy Care Pathways	UKGovt	WCS				14		All Age	

CRF Care Academy Care Skills /Leading Care	UKGovt	WCS					85	Support for current employees all companies inc SMEs	
CRF Project Neptune Marine Engineering Pathways	UKGovt	WCS			36			All Age	
CRF Project Neptune Activity Tourism Pathways	UKGovt	WCS			24			All Age	
CRF Project Neptune Micro Marine	UKGovt	WCS			10			All Age	
Work clubs	Inverclyde Council	CLD						Any Inverclyde resident	Any Inverclyde resident

Annex 3

Service Delivery 2022-23

Type of provision	Target Group	Rationale for Intervention	Delivery Partners	Budget	Source of Investment	Volumes	Delivery Method	Outcome Expected
End to End Employability service, including Key Worker Model to support people into fair work opportunities, further/higher education or volunteering.	16 – 67 yrs. All groups, with focus on those with particular barriers to employment.	Addressing the need to create person centred support to ensure people are supported throughout relevant stages of the employability pipeline, including in-work support.	Inverclyde Council Employability & Skills Team. Inverclyde Community Development Trust	£2M	Inverclyde Council. Scottish Government.	780	Key worker support, face to face meetings etc Training courses where required Support with health and wellbeing, finance, signposting to other services,	Reduce economic inactivity Reduction in unemployment Reduction in workless households
Modern Apprenticeship	All age All groups	Provision of quality apprenticeships with additional in-work training.	Inverclyde Council Employability & Skills Team.	£1M	Inverclyde Council. Scottish Government.	50	Key worker support. On-the-job learning and assessment. Barrier removal. In-work support.	Reduce economic inactivity. Reduction in unemployment. Reduction in underemployment.
Key worker model to support young people aged 16-19 to transition to positive destination from school, in particular supporting those identified as NEET	16-19 All groups	Addressing the need to create person centred support for young people as the transition from school into the labour market either through further education, employment or training and volunteering opportunities	Inverclyde Offer Inverclyde Council More Choices More Chances Skills Development Scotland	£200k	Scottish Government	150	Key worker support with young people. Face to face meetings, potentially home visits Support with health and wellbeing, finance, signposting to other services, Training courses where required	Reduce economic inactivity in young people Reduce no of people with no qualifications

			West College Scotland Inverclyde Council Education Service Training Providers					
Employer Recruitment Incentives/Wa ge Subsidies	All age All groups	Addressing the need to encourage sustainable, fair employment through Inverclyde Employers; support employers increase their workforce to maintain and grow their businesses.	Inverclyde Council Employability & Skills Team	£1M	Inverclyde Council Scottish Government		Employer engagement – Employability & Skills Team, Inverclyde Council. Candidate identification and in-work support – Employability & Skills Team, Inverclyde Council.	Reduction in unemployment Increase in jobs
Parental employability support, targeting 6 priority groups as identified in child poverty action plan, but support open to all parents	Parents	Addressing the need to reduce child poverty by supporting parents into sustainable employment and supporting those in employment to progress.	Inverclyde Council Employability & Skills Team	£200K	Inverclyde Council. Scottish Government		Key worker support, face to face meetings etc Training courses where required Support with health and wellbeing, finance, signposting to other services.	Reduction of economic inactivity Reduction of workless households Reduction in child poverty

Support long term unemployed into work	Long Term Unemployed 25+ Job Creation Programme	Address the need for support those who have been unemployed for a long period of time, ensuring they gain confidence and support to re-enter the labour market through fair and sustainable work	Inverclyde Council Employability & Skills Team	£650K	Inverclyde Council Scottish Government.	30	Key worker support, face to face meetings etc Training courses where required Support with health and wellbeing, finance, signposting to other services.	Reduction in unemployment Reduction in economic inactivity Reduction in workless households
Employer engagement to support and encourage fair, flexible, sustainable jobs where employees are encouraged to upskill and progress	All groups	Address the need for employers to offer fair, flexible and sustainable jobs. Address the need to upskill staff and ensure that the workforce have the skills required by employers.	Inverclyde Council Inverclyde Chamber of Commerce Business Gateway	£50k	Scottish Government		LEP engagement with Local employers to address identified skills gaps in the workforce	Reduction in unemployment Reduction in economic inactivity Increase in residents employed in quality work
Youth engagement hubs within community, particularly SIMD areas	16-24	Address the need to reach out into most in need, creating opportunities for support without the need to travel out of their community.	Inverclyde Council More Choices More Chances DWP Skills Development Scotland	£300k £34k	UK Community Renewal Fund (Until Dec 22) Scottish Government	200	Agency hubs in local community centres Support with health and wellbeing, financial fitness. Engagement with key employability services	Increase engagement in employability services Reduce 'unknowns' Reduce economic inactivity in young people

			I.C. Community Learning and Development WCS					
Development of volunteering opportunities for all ages	All groups	Address gap in volunteering opportunities.	Inverclyde Council CVS Inverclyde	£25k	UK Government – Community Renewal Fund	NA	CVS Inverclyde is currently enhancing the 16-24 volunteering opportunities offer as currently only 8% of volunteers come from this group	All age volunteering opportunities available
Development of an all age supported employment service	Those with barriers to employment particularly disabled and those with mental health barriers.	Address gap in opportunities in supported employment to ensure that people with additional support needs have opportunities in the workforce.	Inverclyde Council	£20k	UK Government – Community Renewal Fund	NA	Scottish Supported Employment Service initial mapping and scoping report is complete and we are discussing the next steps, SUSE will present to the LEP	Inverclyde is moving towards implementing an all age supported employment service by April 2023
Anti-poverty initiatives that target specialist groups e.g. those with addictions	Barriers to employment – drug addiction	Address the need to supporting males from SIMD areas up to the age of 40, onto the employability pipeline and into work.	Inverclyde Council		Inverclyde Council	30	Key worker support, face to face meetings etc Training courses where required Support with health and wellbeing, finance, signposting to other services,	Reduce economic inactivity
Inverclyde Jobs Recovery Plan	All age. Out of work. In low paid, low skilled or precarious work.	Support the Council as a large employer provide candidates to meet their workforce and recruitment needs,	Inverclyde Council Employability & Skills Team &	£3M	Inverclyde Council Scottish Government	200	Pre-employment support Working with the employer to address skills gap	Reduce Unemployment





		targeting hard to fill vacancies and supporting required training e.g, HGV training. Provision of work placements including Kickstart wraparound, Graduate Work Experience and Modern Apprenticeships.	Human Resources					
Addressing health barriers to employment	All age. Out of work and experiencing health issues.	Address the need to support those with health barriers to enter into employment or progress along the employability pipeline	Inverclyde Council Employability & Skills Team. Stepwell Consultancy Ltd.	£125k	Inverclyde Council Scottish Government	58	Supporting unemployed/inactive residents with a health barrier by providing life and career coaching, specialist health provision, personal development activities, accredited vocational training and supported work placements. It helps people identify their strengths, understand their specific barriers to employment, and develop positive coping strategies while also working with them to improve their physical, emotional and mental health.	Reduce economic inactivity
Employer Engagement and Support	All age. Out of Work with specific barriers. Local employers.	Address the need to support employers and employees to support and maintain existing	Inverclyde Council Employability & Skills Team.	£110k	Inverclyde Council Scottish Government	80	Will work with local employers to assess recruitment practices and workforce demographics to promote diversity and	





		staff and attract new employees.	Enable Scotland.				inclusive practice. It will also engage a small number of individuals with a learning and/or physical disability, providing a specialist, person centred service. It will support members within their household to maximise their income through gaining employment or upskilling.	
Employment advice, advocacy and guidance	All age. In work. At risk of losing employment.	Address the need to minimise potential job losses by providing advocacy and support at early stages of dispute.	Inverclyde Council Employability & Skills Team. Inverclyde Advice & Employment Rights.	£71k	Inverclyde Council.	400	Specialist advice, advocacy, and guidance on employment rights including employment law, workplace health and safety and occupational health.	Maintain employment levels.
School Developing the Young Workforce Coordinator in post full time in every mainstream secondary and one split between special provision	Secondary age	To support leavers find and secure positive destination. Support younger groups to think about employability skills and their future pathways to employment	Inverclyde Education Service – schools	£160k	Scottish Government Young Person Guarantee DYW West		DYW Coordinator will be based in school to support 1:1 and group work support	Increase in positive destination figures and longer term participation measure increased.

Targeted employability programmes for local demand sectors : Care and Marine Engineering	All Age	Provide entry level training to prepare individuals for employment for in these sectors	West College Scotland	£100k	UK Government Community Renewal	78	Training courses delivered in blended approach	Reduce economic activity Reduction in unemployment
Enterprise Programme Art Of Enterprise	All Age	Provide entry level mentored support for people at beginning on developing their business ideas	WCS	£25k	UK Government Community Renewal	78	12 week mentorship programme that will guide applicants through their business ideas	Reduce economic inactivity Reduction in unemployment

Annex 3

National Performance Framework Alignment

National Outcome	No One Left Behind contribution
 <p>Economy</p>	<p>No One Left Behind supports the Scottish Government’s purpose and vision for inclusive economic growth by ensuring that as many people as possible, including those further from the labour market and facing complex or challenging circumstances, have the opportunity to access fair and sustainable work. No One Left Behind can support businesses helping them thrive and innovate, with quality jobs and fair work for everyone and access to a highly skilled local workforce.</p>
 <p>Poverty</p>	<p>No One Left Behind and the approach taken to employability services supports the Scottish Government’s ambition to eradicate child poverty by providing parents additional support to participate and progress within the labour market. We believe that delivering this agenda is vital to ensure a more diverse and inclusive workforce and breaking the cycle of poverty and disadvantage.</p>
 <p>Communities</p>	<p>No One Left Behind will further develop and deliver a holistic employability provision that is integrated with other local services based on user feedback using the Scottish Approach to service design. Building employability interventions around local areas, taking a placebased approach enables our communities’ voices to be heard and will enable resources to be deployed to better meet service user needs and complement local investment, and be capable of overall national reach and coherence.</p>
 <p>Children</p>	<p>No One Left Behind support families and individuals to increase disposable income by supporting them to access and progress in Fair Work opportunities that are local and encourages local economies to be more inclusive.</p>

 Education	No One Left Behind will support individuals to further their education and skills enabling them to contribute to society and gain further wellbeing benefits derived from employment.
 Fair Work & Business	No One Left Behind will support workers in Scotland to have the right to fair remuneration and equal pay for equal work by promoting this in all engagements with employers and businesses locally. Local approaches will ensure employability support does not reinforce occupational segregation and will encourage employers to adopt more inclusive recruitment and workplace practices
 Health	No One Left Behind offers holistic person-centred support for individuals to identify and address their specific barriers including mental health and physical health conditions. Promoting an integrated and aligned approach with a range of local services including health services.
 Human Rights	No One Left Behind supports an individual's right to work and will work locally to deliver improved accessibility thereby tackling barriers for protected groups and supporting those facing structural and socio economic inequalities. Local Employability Partnerships along with Scottish Government are mindful that no one should be denied the opportunity because of their race or ethnicity, their disability, their gender, sexual orientation or religion and will consider how they can positively contribute to the advancement of equality.

Report To:	Environment & Regeneration Committee	Date:	16 June 2022
Report By:	Interim Director, Environment & Regeneration	Report No:	E+R/22/06/01 SJ/JH
Contact Officer:	Jennifer Horn	Contact No:	01475 715573
Subject:	UK Government Shared Prosperity Fund: Inverclyde Investment Plan		

1.0 PURPOSE

1.1 The purpose of this report is to provide an update on the UK Shared Prosperity Fund including the allocation to Inverclyde, the role of Glasgow City Region and Inverclyde Council, and to seek general agreement on the themes identified to allow the investment plan to be submitted over the summer recess.

2.0 SUMMARY

2.1 The UK Government launched the UK Shared Prosperity Fund (UK SPF) in April 2022 and Inverclyde has been allocated £2,948,498 in core funding and £615,463 to the multiply programme, over a three year period.

2.2 The UKSPF will support the UK government's wider commitment to level up all parts of the UK by delivering on each of the levelling up objectives of :-

- Boost productivity, pay, jobs and living standards by growing the private sector, especially in those places where they are lagging
- Spread opportunities and improve public services, especially in those places where they are weakest
- Restore a sense of community, local pride and belonging, especially in those places where they have been lost
- Empower local leaders and communities, especially in those places lacking local agency.

2.3 As Inverclyde is part of the Glasgow City Region, the Glasgow City Region will be the lead strategic geography. Our allocation will be paid to us via the City Region.

2.4 Inverclyde Council will be the local lead authority and will prepare an investment plan which will allocate funding across the 3 themes set out by the UK Government:

- Communities and Place
- Supporting Local Business
- People and Skills

2.5 The UK Government has set out the funding split across the next 3 financial years. All funding must be spent by March 2025.

2.6 This report sets notional allocations of funding across the 3 themes in the 3 financial years, these are not considered to be absolute due to the developing landscape of the funds and guidance updates and in the first year the mechanism for allocation is likely to be straight

allocation, however in future years there could a regional collaboration.

- 2.7 The Regeneration Service will work with stakeholders, internal and external to the Council, to create an Investment Plan, which draws from evidence of need within our strategic policy documents and creates proposals to address this need.
- 2.8 The investment plan will then be submitted through the Glasgow City Region to the UK Government by 1 August 2022.

3.0 RECOMMENDATIONS

- 3.1 It is recommended the Environment and Regeneration Committee
 - a) notes the UK SPF allocation;
 - b) notes the role of Glasgow City Region and;
 - c) agree that the Regeneration Service will lead the preparation of the Investment Plan.
 - d) notes that prior to submission to the UK Government, the Interim Director – Environment and Regeneration will seek member approval under Emergency Powers to allow the Regeneration Service to submit the Investment Plan by 1 August 2022; and
 - e) notes that further reports will be presented to Committee in due course.

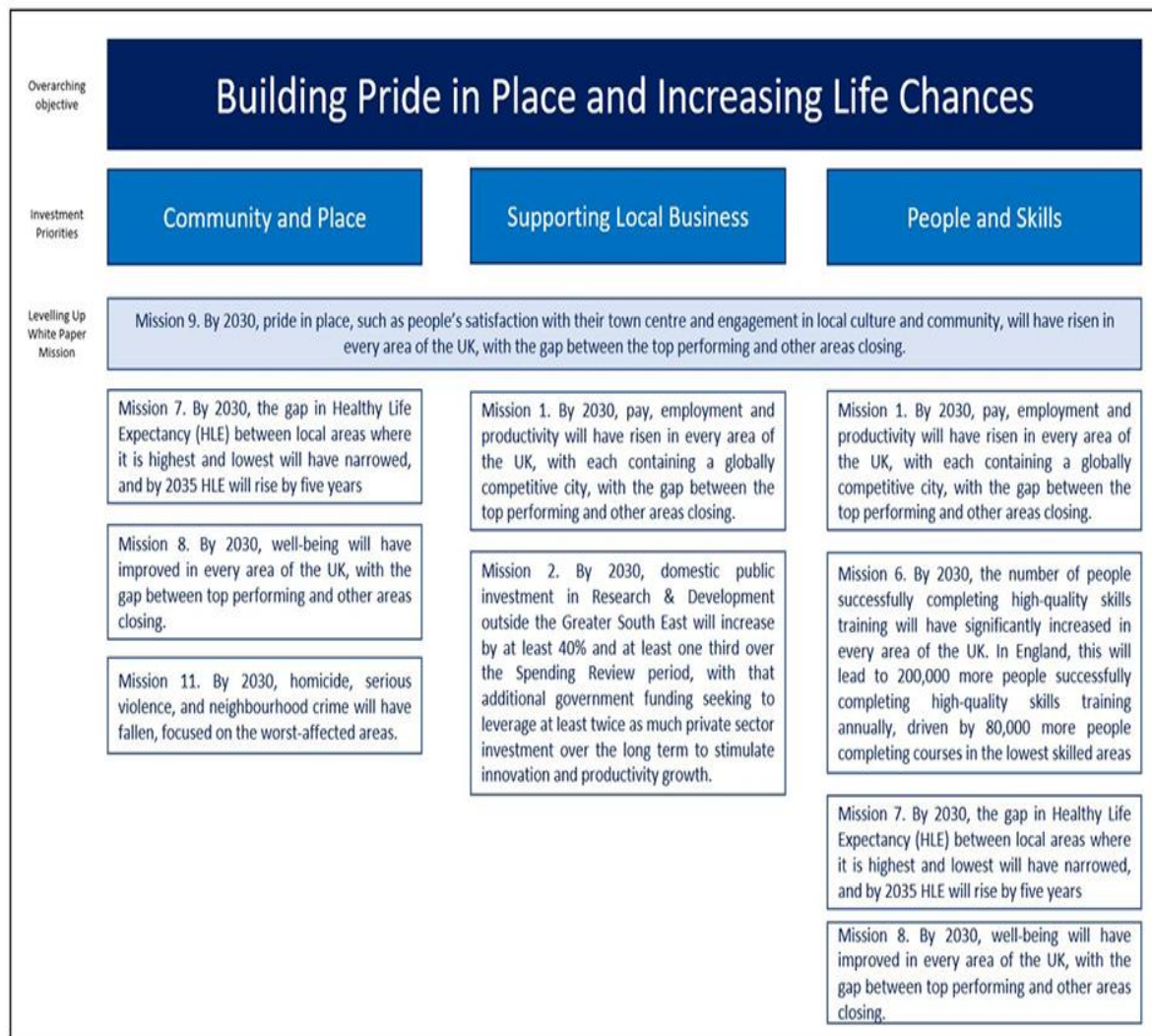
Stuart Jamieson
Interim Director, Environment & Regeneration

4.0 BACKGROUND

- 4.1 The UK Shared Prosperity Fund is a £2.6bn fund for local investment, with all areas of the UK receiving an allocation of funding. This fund is a central pillar to the UK Government's Levelling Up agenda and will replace European Structural Funds which will operate until December 2023. Inverclyde has benefitted from a range of European Structural Fund programmes which have focussed on people and place.
- 4.2 Post Brexit, the UK Government are replacing EU Structural Funds with the SPF. Structural Funds are a set of EU funding pots designed to support economic development and reduce inequality between and within countries across Europe. As a member state of the EU, the UK was eligible for financial support from the European Regional Development Fund (ERDF) and the European Social Fund (ESF). In the 2004-2013 and 2014-2020 programming periods Inverclyde Council received a total of £5.8m for the delivery of employability activity via ESF for business growth grants and Business Gateway services via ERDF.
- 4.3 It should be noted that Local Authorities received a proportion of EU funding available and other national agencies also received funding. Under the 2014 – 2020 programme around 27% of the total programme budget was allocated to Local Authorities, the remainder was utilised by the Scottish Government to fund national agencies.
- 4.4 The UK Government launched the full prospectus on the 13 April 2022 which included the allocation for each Lead Authority.
- 4.5 The UKSPF will support the UK government's wider commitment to level up all parts of the UK with delivery on each of the levelling up objectives:
- Boost productivity, pay, jobs and living standards by growing the private sector, especially in those places where they are lagging
 - Spread opportunities and improve public services, especially in those places where they are weakest
 - Restore a sense of community, local pride and belonging, especially in those places where they have been lost
 - Empower local leaders and communities, especially in those places lacking local agency.
- 4.6 The prospectus sets out overarching goal, key themes, investment plan requirements and key dates

5.0 UK COMMUNITY SHARED PROSEPERITY FUND

- 5.1 The primary goal of UKSPF is 'Building Pride in Place and Increasing Life Chances' and this will be achieved through investments over the themes: Community and Place, Supporting Local Business, and People and Skills.
- 5.2 Underneath the overarching aim there are three UKSPF investment priorities: communities and place; supporting local business; and people and skills. There are detail objectives associated with each of the priorities which are aligned to the relevant Levelling Up White Paper mission. This is detailed in the figure below:



- 5.3 All places across the UK have received a conditional allocation which requires to be spent by March 2025.
- 5.4 To access the allocation, each place must set out measurable outcomes that reflect local needs and opportunities. These should inform interventions they wish to delivery. Places can choose to invest across all three investment priorities of communities and place, local business, and people and skills and there is flexibility to invest across a range of activities that represent the right solution for Inverclyde.
- 5.5 The interventions will be set out in an investment plan submitted to the UK Government for approval. In the plans, places will select outputs and outcomes relevant to each UKSPF investment priority. This will allow lead local authorities, local partners, the UK Government, and the devolved administrations to monitor progress.
- 5.6 Investment Plans can be submitted to the UK Government from 30 June to the 1 August 2022. Given the emerging landscape and engagement of this fund, colleagues within the City Region have sought an extension beyond the August date to allow opportunity to better engage Members.
- 5.7 The fund is worth £2.6bn over the period to March 2025 Funding is confirmed for three financial years - £400m for 2022-23, £700m for 2023-24 and £1.5bn for 2024-25. This is made up of 'core' funding and a 'multiply' allocation – a specific budget for skills interventions. The 'core' funding will be split across the three year funding period using the split noted above. 'Multiply' funding will be allocated equally across the three years.

5.8 Inverclyde's Allocation is as following:

2022-2025	Core SPF	Multiply	Total
Inverclyde Allocation	£2,948,498	£615,463	£3,563,961
Glasgow City Region Allocation (Aggregation of 8 MA's)	£61,116,874	£12,757,406	£73,874,280

5.9 In Scotland, local government is being given responsibility for developing an investment plan for approval by the UK government, and for delivery of the Fund thereafter. Where the fund operates over a strategic geography, such as the Glasgow City Region, allocations will be aggregated at the strategic geography level.

5.10 THE ROLE OF GLASGOW CITY REGION

5.11 The Glasgow City Region presented a paper to Chief Executives Group to outline the quantum of the SPF for the GCR and the timescales for the development of an Investment Plan, potential options for the regional approach to SPF.

5.12 At the meeting Chief Executives agreed:

1. That the in year 1 the GCR will have a Project Management Office (PMO) role similar to the current PMO. There is a view to move to PMO+, which would see GCR undertake the function as noted above and also manage regional activity that supports the delivery of the Regional Economic Strategy. This approach would require a portion of the funding allocation to be 'ring-fenced' and managed at the GCR level through the Regional Partnership/Cabinet. In this sense, GCR would be the 9th partner in the city region with the 9 individual allocations for local authorities and a regional allocation to develop the actions contained within the Regional Economic Partnership. This would allow the GCR to work to address regional priorities through local delivery initially whilst developing, scoping and building the business case for region-wide projects for future years.
2. That proposals will be developed which had match funding as a core principle, with options to be explored by the SPF project group
3. That the Regional Partnership act in an advisory capacity to the GCR Cabinet on the management and delivery of the SPF in the GCR ; and
4. That relevant officers attend a workshop with GCR and UK Government on the development of an Investment Plan – this was attended by the Regeneration Manager
5. GCR officers will engage with UKG officials on the management and retention of underspend within the GCR SPF programme; and
6. Requested that the GCR Head of SPF and Project Group develop an outline Investment Plan approach for consideration of the next Chief Executive meeting which will take place on 9 June 2022.

5.13 In addition to the above, at the SPF Project Group, the Head of SPF has written to the UK Government to request an extension of time for the finalised investment plan to be submitted. It is requested that a draft investment plan be submitted by the 1 August 2022. This would give Local Authorities the opportunity to agree investment plans at local committees after the summer recess, thereby giving extra time for their development. It is anticipated that regional projects will be developed in years 2 and 3 of the programme.

5.14 THE ROLE OF INVERCLYDE COUNCIL

5.15 Inverclyde Council will be the local lead for SPF and this will involve developing the investment plan for the area.

5.16 All the 8 GCR Member Authorities will lead the investment plans for their local area ensuring that it meets the local needs identified through our policies and strategies.

- 5.17 The Regeneration Service will lead the development of the investment plan.
- 5.18 This will involve engagement with our stakeholders which will include other Council services and local agencies such as CVS Inverclyde, Local Employability Partnership etc.
- 5.19 The Regeneration Manager is also the lead officer on the GCR SPF Project Group.

5.20 SPF INVESTMENT PRIORITIES AND INVERCLYDE ALLOCATIONS

5.21 The core SPF can be used across the 3 themes:

- Communities and Place:
 - Strengthening our social fabric and fostering a sense of local pride and belonging, through investment in activities that enhance physical, cultural and social ties and access to amenities, such as community infrastructure and local green space, and community-led projects.
 - Building resilient, healthy and safe neighbourhoods, through investment in quality places that people want to live, work, play and learn in, through targeted improvements to the build and natural environment innovative approaches to crime prevention.
- Supporting local business:
 - Creating jobs and boosting community cohesion, through investments that build on existing industries and institutions, and range from support for businesses to visible improvements to local retail, hospitality and leisure sector facilities.
 - Promote networking and collaboration, through interventions that bring together businesses and partners, within and across sectors to share knowledge, expertise and resources, and stimulate innovation and growth.
 - Increasing private sector investment in growth-enhancing activities, through targeted support for small and medium-sized businesses to undertake new-to-firm innovation, adopt productivity-enhancing, energy efficient and low carbon technologies and techniques, and start or grow their exports.
- People and skills
 - Boosting core skills and support adults to progress in work, by targeting adults with no or low level qualifications and skills in maths, and upskill the working population, yielding personal and societal; economic impact, and by encouraging innovative approaches to reducing adult learning barriers.
 - Reducing levels of economic inactivity through investment in bespoke intensive life and employment support tailored to local need. Investment should facilitate the join-up of mainstream provision and local services with an area for participants, through the use of one-to-one keyworker support, improving employment outcomes for specific cohorts who face labour market barriers.
 - Supporting people furthest from the labour market to overcome barriers to work by providing cohesive, locally tailored support including access to basic skills.
 - Supporting local areas to fund gaps in local skills provision to support people to progress in work, and supplement local adult skills provision e.g. by providing additional volumes; delivering provision through wider range of routes or enabling more intensive/innovative provision, both qualification based and non-qualification based. This should be supplementary to provision available through national employment and skills programmes.

5.22 As well as a core SPF allocation there is an allocation for Multiply. This is a programme to support adults across the UK by their functional numeracy skills through free personal tutoring, digital training and flexible courses. Multiply should complement and not duplicate existing provision.

5.23 Through Multiply the UK Government want to see local areas invest in meaningful provision that boosts people's ability to use math's in their daily life, at home and work – an enable adults to

achieve formal locations that can open doors for them. Further clarity on the delivery vehicle is required on this area.

5.24 The target learner are adults 19+ who have not previously attained a Level 2/SCQF Level 5. They can be either working toward maths Level 2/SCQF Level 5 or Functional Skills Qualification, need specific numeracy for their work or progression, or just want to brush up on the skills to get on in life and work.

5.25 Below are the allocations across financial years for core SPF and Multiply, with percentage of the fund that can be used for a management fee and the minimum capital spend

	2022-23	2023-24	2024-25	Total
Core SPF	£357,827	£715,655	£1,875,015	£2,948,498
Multiply	£186,070	£214,696	£214,696	£615,463
Total Fund	£543,897	£930,351	£2,089,711	£3,563,961
4% management share	£14,313.08	£28,626.20	£75,000.60	£117,939.92
Minimum Capital share of Core SPF	£37,214	£89,457	£335,628	£462,299

5.26 The UK Government Shared Prospectus states that the match funding is favourable but is not a requirement. This has been discussed through the GCR SPF Project Group and it was considered that member authorities should have discretion to determine the level of match funding, rather than being decided at GCR level. It should be noted, that even with this approach, match funding levels will still be aggregated at a programme level and reported to the UK Government.

5.27 It is proposed that the core SPF funding is broken down over the 3 themes and the following shows an indicative funding split:

	22-23	23-24	24-25	Total
Communities and Place	£89,457	£178,914	£562,505	£830,876
Supporting Local Business	£161,022	£286,262	£656,255	£1,103,539
People and Skills	£107,348	£250,479	£656,256	£1,014,083
Total	£357,827	£715,655	£1,875,016	£2,948,498

5.28 It should be stressed that the split above has been done at early scoping stage of SPF and before any engagement has been carried out therefore is likely to change.

5.29 With regards to the allocations, the largest share has been put towards 'supporting local business' and 'people and skills' as it is considered that that these themes are where the greatest need lies as evidenced through the Local Outcome Improvement Plan and Economic Development Strategy.

5.30 The funding is also split in this way to take cognisance of other funding available from other sources which have similar outcomes to the UK SPF e.g. Scottish Government's Place Based Funds and NOLB.

5.31 The 'Communities and Place' theme sees its share increase over the 3 years. This is to allow time to build towards delivering potential projects as it is acknowledged that this is a harder theme to deliver in year one and potentially year two.

5.32 It should be noted that the funding split is indicative and will be subject to change following engagement with stakeholders and work on the investment plan.

5.33 Considering the above funding split the following provides notional ideas of what funding may be spent on:

- **Communities and Place:**
 - Funding for the development and promotion of wider campaigns which encourage people to visit and explore the local area
 - Funding to support relevant feasibility studies
 - Community measures to reduce the cost of living, including through measures to improve energy efficiency, and combat fuel poverty and climate change.
 - Place based improvements for regeneration and town centre improvements, which could include better accessibility for disabled people, including capital spend and running costs.
- **Supporting Local Business:**
 - Funding for the development and promotion (both trade and consumer) of the visitor economy, such as local attractions, trails, tours and tourism products more generally
 - Investing in enterprise infrastructure and employment/innovation site development projects
 - Strengthening local entrepreneurial ecosystems and supporting local businesses at all stages of development to start, sustain, grow and innovate, including through local networks
 - Support for growing local social economy, including community businesses, cooperatives, and social enterprises
- **People and skills**
 - Employment support for economically inactive people: Intensive and wrap-around one-to-one support to move people closer towards mainstream provision and employment, supplemented by additional and/or specialist life and basic skills (digital, English, maths and ESOL) where there are local provision gaps
 - Courses including basic skills (as stated above) and life skills and career skills provision for people who are not economically inactive and who are unable to access training or wrap around support detailed above. This could be supplemented by financial support for learners to enrol onto courses and complete qualifications
 - Activities such as enrichment and volunteering to improve opportunities and promote wellbeing
 - Green skills courses to ensure we have the skilled workforce to support the Just Transition to a net zero economy and climate resilience, with a particular focus on vulnerable or low-income groups who will be disproportionately affected by climate change. Retraining support for those in high carbon sectors, providing career guidance and supporting people to seek employment in other sectors.

5.34 Projects can be delivered through a number of mechanisms. Lead local authorities have flexibility over how they deliver the fund. We may wish to use a mix of competition for grant funding, procurement, commissioning or deliver some activity through in house teams.

NEXT STEPS

5.35 The Regeneration Service will continue to engage with GCR, in particular the Head of SPF and the GCR SPF project team to agree on the timelines, if match funding is required and delivery mechanism.

5.36 Engagement will commence with local stakeholders to ensure that investment plan reflects aspirations of local policies and strategies and reflects a range of delivery mechanisms to ensure that interventions can be delivered successfully.

5.37 The Regeneration Service will then prepare a local investment plan to dovetail with the investment plan at the regional level, led by GCR.

5.38 The Interim Director – Environment and Regeneration will seek member approval for emergency powers to allow the submission of the draft investment plan to UK Government. Following summer recess, the Regeneration Service will present the submitted plan to the first Environment and Regeneration Committee after the 1 August.

6.0 IMPLICATIONS

Finance

6.1 Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
N/A		22/23 to 24/25	£3,563,961		The budget is broken down per financial year as per the report and there is a ringfenced amount of £615k for Multiply All funds must be spent by 2025

Annually Recurring Costs/ (Savings)

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

Legal

6.2 There are no direct legal implications arising from this report.

Human Resources

6.3 There are no direct human resource implications arising from this report.

6.4 Equalities

Equalities

(a) Has an Equality Impact Assessment been carried out?

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

(b) Fairer Scotland Duty

If this report affects or proposes any major strategic decision:-

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

	YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
X	NO

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

	YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.
X	NO

6.5 Repopulation

There are no direct repopulation implications arising from this report.

7.0 CONSULTATIONS

7.1 None.

8.0 Background Papers

8.1 None.

Report To:	Environment & Regeneration Committee	Date:	16 June 2022
Report By:	Interim Director Environment and Regeneration	Report No:	E+R/22/06/06/SJ
Contact Officer:	Stuart Jamieson	Contact No:	01475 712041
Subject:	Fraser of Allander Institute - Supporting economic recovery in Inverclyde, West Dunbartonshire & Argyll & Bute		

1.0 PURPOSE

- 1.1 The purpose of this report is to provide the Committee with an update on the Fraser of Allander Institute's study Supporting economic recovery in Inverclyde, West Dunbartonshire & Argyll & Bute and to seek Committee approval for the study to be used as the basis of any engagement with both the UK and Scottish Governments, and in particular with the proposed Task Force for Inverclyde.

2.0 SUMMARY

- 2.1 Inverclyde Council, in conjunction with Argyll & Bute Council and West Dunbartonshire Council, commissioned the Fraser of Allander Institute to provide a report which considers the subject - Supporting economic recovery in Inverclyde, West Dunbartonshire & Argyll & Bute.
- 2.2 A report was presented to the Environment & Regeneration Committee in March of this year which provided a synopsis of the findings of the Fraser of Allander Institute's draft final report.
- 2.3 The three Councils have now received a copy of the draft final report which is contained in appendix 1 and has been subject of an all Member briefing.
- 2.4 Following engagement between the Leader of the Council and the Cabinet Secretary for Finance and the Economy the Council is attempting to establish a Task Force in conjunction with both the UK and Scottish Governments, to address the distinct challenges faced within Inverclyde
- 2.5 The report provides a narrative on the challenges faced by Inverclyde Council, along with our near neighbours and sets out a number of potential initiatives to enhance repopulation within Inverclyde and it is suggested that the Supporting economic recovery in Inverclyde, West Dunbartonshire & Argyll & Bute document be used in discussions with colleagues on the Task Force.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee -
- note the content of the draft report from the Fraser of Allander Institute;
 - agree that pending the issue of the Fraser of Allander Institute's final report the report can be used in discussions with UK and Scottish Governments, specifically with regards to the Task Force.

Stuart Jamieson
Interim Director
Environment and Regeneration

4.0 BACKGROUND

- 4.1 Inverclyde's continued depopulation has long been recognised within the Council and its key strategic documents but it is clear that without radical interventions from Governments in both Westminster and Holyrood in order to stimulate economic activity and stop the drift of working age populations east or to the major cities, then it is likely that the Council will continue to depopulate with the resultant impact on funding and levels of deprivation.
- 4.2 The Council In conjunction with Argyll & Bute Council and West Dunbartonshire Council, commissioned the Fraser of Allander Institute to provide a report which considers the subject - Supporting economic recovery in Inverclyde, West Dunbartonshire & Argyll & Bute.
- 4.3 At its meeting in January 2022 the Committee was appraised of the interim findings of the study which highlighted issues around:-
- Population decline
 - Increasing the supply of affordable housing;
 - Attracting skilled workers through 'good jobs'; and,
 - Developing business clusters.
 - Economic recovery in areas requiring regeneration
 - Industrial specialisation; and,
 - Skills mismatch.
 - Dealing with poverty and inequalities
 - Encouraging inclusive growth.
- 4.4 The draft final report has now been received by the three Councils. It reaffirms the interim findings and supports the synopsis provided in March
- 4.5 The report highlights:
- What works: a discussion of the grand challenges facing the three councils, and a literature review on policies, UK-wide and globally, that have aimed to, and worked at, tackling these grand challenges.
 - Analysis of the overall performance of the three councils under a range of indicators, highlighting local authorities across Great Britain that are similar to each of the council areas, and that face similar long-term challenges.
 - Primary Research: Qualitative interviews with economic development policymakers in the similar or "sister" local authorities (or associated bodies linked to these areas, like overseeing Government departments, enterprise partnerships, or umbrella bodies) to understand the policies that have been successful in tackling some of these challenges. Through the course of our research, we have also identified those often cited as "best in class", and have engaged with these areas too.
- 4.6 They found that the three local authorities of Argyll & Bute, Inverclyde, and West Dunbartonshire are distinctive council areas in Scotland that face similar long-term

challenges, known as 'Grand Challenges'. These Grand Challenges are - Population Decline; Economic Recovery in areas requiring regeneration; and, Dealing with poverty and inequalities. Their discussions with policymakers in local government, umbrella bodies, enterprise bodies, combined authorities, and national government, were centred around the following areas:- -

Policy context, in particular recent trends in the economic development landscape. The range of powers available in the combined authority model was highlighted as a way that more regional powers could address key problems in areas, ensuring opportunities surrounding economic development, employment, skills, and housing.

Skills & knowledge economy. Collaboration between further and higher education institutions was discussed as being a critical way for regions to address skills mismatches in the local areas, allowing education providers to specialise in fields demanded by the local economy. Government incentives were highlighted as a way to support education providers in offering courses that may not be in demand now, but will be essential to address future challenges such as Brexit or climate change

Attracting investment. A range of policies aimed at encouraging the relocation of high-profile firms to a region are available to local authorities. One of which is the offering of grants, not loans, to large enterprises. Whilst there are a range of incentives available to regenerate large Brownfield sites, some solutions, i.e. Carbon Capture and Storage Sites, are better suited to regions that have existing links with UK Continental Shelf activity.

Foundational economy. Throughout their engagement, investment in the foundation economy, i.e. essential goods and services in hospitality, retail, etc., was outlined as being essential in ensuring vital sectors of the economy are supported, offering the chance to reverse the deterioration of employment conditions, reverse the leakage of money from communities, and address the environmental costs of extended supply chains.

Infrastructure and housing. Focussing on the economic and social benefits that come from spending public money in the local economy was highlighted as a crucial way of ensuring development or regeneration projects support local supply chains and local jobs. Some areas attach clauses to projects to ensure maximum community benefits from infrastructure/housing investments whilst other areas have mapped out their supply chains to ensure that a greater percentage of public money is being reinvested into the local economy.

- 4.7 Following engagement between the Leader of the Council and the Cabinet Secretary for Finance and the Economy, the Council is attempting to establish a Task Force in conjunction with both the UK and Scottish Governments. The two Governments agreed to a Joint Task Force focused on supporting Inverclyde's economic recovery, however this was delayed due to the new wave of the pandemic caused by the Omicron variant. In the meantime, however, the Council and the Scottish Government have worked on a terms of reference for the Task Force. A date is currently being arranged for the next on this.

5.0 PROPOSALS

- 5.1 It is proposed that subject to Committee endorsement of the of the Fraser of Allander draft final report that it be shared with our Community Planning Partners and used to inform discussions with the Task Force with UK and Scottish Governments.

6.0 IMPLICATIONS

6.1 Finance

Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	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					

6.2 **Legal**

None.

6.3 **Human Resources**

None.

6.4 **Equalities**

Equalities

(a) Has an Equality Impact Assessment been carried out?

<input type="checkbox"/>	YES
<input checked="" type="checkbox"/>	NO – This report does not introduce a new policy, function or strategy or recommend a substantive change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required

(b) Fairer Scotland Duty

If this report affects or proposes any major strategic decision:-

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

<input type="checkbox"/>	YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
<input checked="" type="checkbox"/>	NO

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

<input type="checkbox"/>	YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.
--------------------------	---

X	NO
---	----

6.5 **Repopulation**

The development of the issues highlighted in this report will if developed have a positive impact on the Council's repopulation agenda.

7.0 **CONSULTATIONS**

7.1 Consultation has taken place with appropriate officers and the report is supported by the Corporate Management Team

8.0 **BACKGROUND PAPERS**

8.1 None.

Fraser of Allander Institute

Supporting Economic Recovery in
Inverclyde, West Dunbartonshire &
Argyll & Bute

March 2022

Table of contents

The Fraser of Allander Institute

1

Introduction

2

What Works

18

**Identifying "sister"
areas**

26

**Primary research
results: examples
of best practice**

34

Conclusions

36

Methodology

38

Bibliography

Disclaimer

The analysis in this report has been conducted by the Fraser of Allander Institute (FAI) at the University of Strathclyde. The FAI is a leading academic research centre focused on the Scottish economy.

This report was commissioned in July 2021 by Argyll & Bute Council, Inverclyde Council, and West Dunbartonshire Council.

The analysis and writing-up of the results was undertaken independently by the FAI. The FAI is committed to providing the highest quality analytical advice and analysis. We are therefore happy to respond to requests for technical advice and analysis. Any technical errors or omissions are those of the FAI.

Executive Summary

Despite having their differences, the three local authorities of Argyll & Bute, Inverclyde, and West Dunbartonshire face similar challenges.

Some of the most notable refer to population decline, economic recovery in areas requiring regeneration, and how to address complex issues such as inequality and poverty.

What works – lessons from the literature

A comprehensive literature review was carried out to identify successful policies both from practice here in the UK and abroad.

We found a range of policies which have successfully addressed **population decline** in the past -

- Increasing affordable housing
- Improving local infrastructure
- Implementing employment initiatives

To support **economic regeneration** efforts, the following policies are available to policymakers -

- Developing a knowledge exchange economy
- A strategy of industrial specialisation
- Addressing a skills mismatch
- Attracting new-high profile firms to the region

Policy initiatives to address **inequality and poverty** have included –

- Encouraging inclusive growth
- Introducing employment initiatives
- Social lending initiatives
- Building community engagement
- Retrofitting homes and buildings

Which areas in Great Britain are facing similar challenges?

Whilst desk-based research provided useful examples of best practice, we carried out qualitative research to find out what has worked, across Great Britain, in tackling these grand challenges.

In order to identify, and then interview, similar, or “sister” local authorities across GB that are facing the same challenges as the three councils, we created a similarity index based on four themes: demographics, industry, labour market, and poverty.

These indicators identified the following areas in England and Wales as similar to the three councils:

- **Argyll & Bute:** Powys, Ceredigion, and Northumberland (part of North East LEP).
- **Inverclyde:** Blaenau Gwent, Redcar and Cleveland (part of Tees Valley combined authority and LEP) and Neath Port Talbot.
- **West Dunbartonshire:** Knowsley (part of Liverpool city region combined authority and LEP), Blaenau Gwent and Merthyr Tydfil.

The literature review also highlighted areas that have successfully tackled some of these grand challenges which we therefore interviewed as part of our primary research. These areas are the Greater Birmingham & Solihull (GBS) Local Enterprise Partnership (LEP) and the D2N2 LEP.

Feedback from our interviews/engagements are used throughout this report.

What did these areas tell us?

In Q1 2022, we engaged with policymakers in local government, umbrella bodies, enterprise bodies, combined authorities, and national government. Our findings from our primary research fell under five key themes, highlighted below.

Policy Context

There was considerable reflection from policy makers on the economic development landscape over the past decade or so, and the impact that recent developments, i.e. Levelling Up, have had.

The range of powers that are available in the combined authority model was highlighted as a way that more regional powers were “able to offer the package of powers that are more able to holistically address the issues in our region, and ensure that we are offering opportunities to young people, in terms of economic development, employment opportunities, skills and housing”.

Skills & Knowledge Economy

In their recently published skills report, D2N2 identified technological change, COVID-19, and Brexit as the cause of some pronounced skills mismatches in the regional economy. One initiative discussed was to engage with further and higher education providers to understand where current skills mismatches lie, and what action could be used to address these issues. Governments could provide incentives to education providers to offer courses that may not be in demand now, but will be essential to address future challenges emerging from issues like Brexit.

Attracting investment

Certain types of policies can encourage the relocation of high-profile firms to a region, provided the correct incentives are offered. For example, in our interviews, it was highlighted that grants, not loans, had been particularly effective at attracting high-profile firms to the area. This was epitomised by the relocation of SmartParc to the D2N2 region, owing in part to a £12 million grant offered by the D2N2 LEP. As a result of SmartParc’s relocation, over 5000 jobs were created in the D2N2 region.

The Tees Valley also provides examples of incentives that have been used to regenerate large Brownfield sites, most notably the British Steel site in Redcar and Cleveland.

Foundational economy

The foundational economy refers to organisations/businesses that provide services and products within their communities that support everyday life. Jobs in the foundational economy most notably refer to health, care, education, housing, utilities, tourism, food supply and high street retail.

According to the Centre for Research on Socio-Cultural Change (CRESC), policymakers often neglect the side of the economy that creates and distributes essential goods and services, instead focussing on high-tech, R&D intensive sectors which may not be well suited to their region. Investment, promotion and support of the foundational economy are being particularly pursued in parts of Wales.

Infrastructure & Housing

In our engagement, there was a notable focus on the economic and social benefits that come from spending public money in the local economy. For example, Swansea Council, as part of their Community Benefits Policy, now attach community benefit clauses - i.e. a clause that ensure supply chains are committed to local sourcing - to development or regeneration projects.

Another interesting initiative was a grant offered by the United Welsh Housing Association as part of a partnership in Blaenau Gwent. This grant enabled the housing association to map out their supply chains and better understand their local economic impact. Through this initiative, a greater percentage of public money is reinvested in the local economy, supporting local suppliers and jobs.

Introduction

The ‘Three Councils’ of Argyll and Bute, Inverclyde, and West Dunbartonshire are unique economies.

Argyll & Bute is the second largest council area in Scotland. The area has a rich prehistoric landscape and is made up of a mainland economy and small island economies, like the Isle of Bute.

Inverclyde, famous for its maritime infrastructure and shipbuilding history, borders Renfrewshire and North Ayrshire, and is home to coastal villages like Inverkip which lies on the Firth of Clyde.

West Dunbartonshire is home to towns such as Clydebank and Dumbarton, and is well known for its scenic villages in Balloch and Loch Lomond and the Trossachs National Park.

Whilst the three councils have unique histories they face similar ‘Grand Challenges’.

These challenges are –

- Population decline;
- Economic recovery in areas requiring regeneration; and,
- Dealing with poverty and inequalities.

Given the diverse nature of the three Councils, this report looks to identify a handful of similar, “sister”, areas across Great Britain for each council, examining a number of dimensions, including -

- Demographics;
- Labour market; and,
- Industry;
- Poverty.

This report sets out qualitative interviews with the economic development functions and/or LEPs in these “sister” areas to explore:

- Policies that have been successful in recent years to address population or household decline, stimulate economic regeneration, and/or reduce poverty and inequality;
- Plans for supporting economic recovery post-COVID; and,
- How policy initiatives can support Scotland or UK wide strategies such as Levelling Up.

This report is structured as follows -

- Section 1 includes a ‘what works’ discussion of the grand challenges facing the three councils, and a literature review on policies, UK-wide and globally, that have aimed to, and worked at, tackling these grand challenges;
- Section 2 includes analysis of the overall performance of the ‘three councils’ under a range of indicators, highlighting local authorities across Great Britain that are similar to each of the council areas, and that face similar long-term challenges;
- Section 3 highlights key takeaways from our primary research, i.e. qualitative interviews, with economic development policymakers in the similar or “sister” local authorities (or associated bodies linked to these areas, like overseeing Government departments, enterprise partnerships, or umbrella bodies) to understand the policies that have been successful in tackling some of these challenges. Through the course of our research, we have also identified areas cited as “best in class”, and have engaged with them too.
- Section 4 concludes this report.

1. What works?

Despite having their differences, the three local authorities of Argyll and Bute, Inverclyde, and West Dunbartonshire face similar challenges.

Some of the most notable refer to population decline, economic recovery in areas requiring regeneration, and how to address complex issues such as inequality and poverty.

This section provides a comprehensive review of the literature to understand which policies have worked in the past to address these challenges.

1. Population Decline

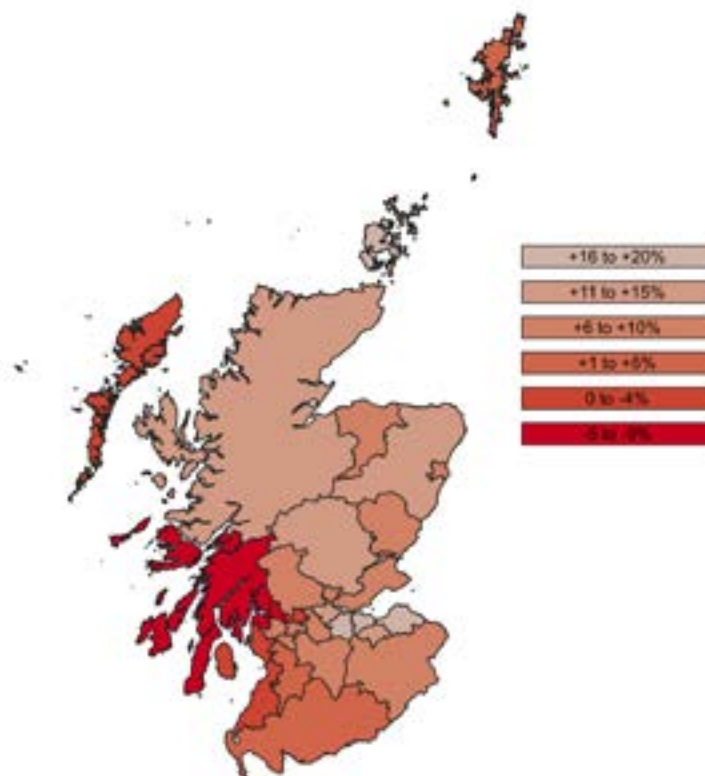
Population decline is a challenge faced primarily by West Coast Authorities in Scotland.

Not only does population decline have an economic impact – decreasing output, lowering the pool of skilled workers, and reducing employment opportunities -, it can also have a social impact.

Between 2000-2020, the Scottish regions most acutely affected by population decline were Argyll and Bute, Inverclyde, and West Dunbartonshire. See Diagram 1.

In the past two decades, population has declined by 9% in Inverclyde, and in both Argyll and Bute and West Dunbartonshire, population has fallen by 6%.

Diagram 1: Rates of population change in Scotland, 2000 – 2020

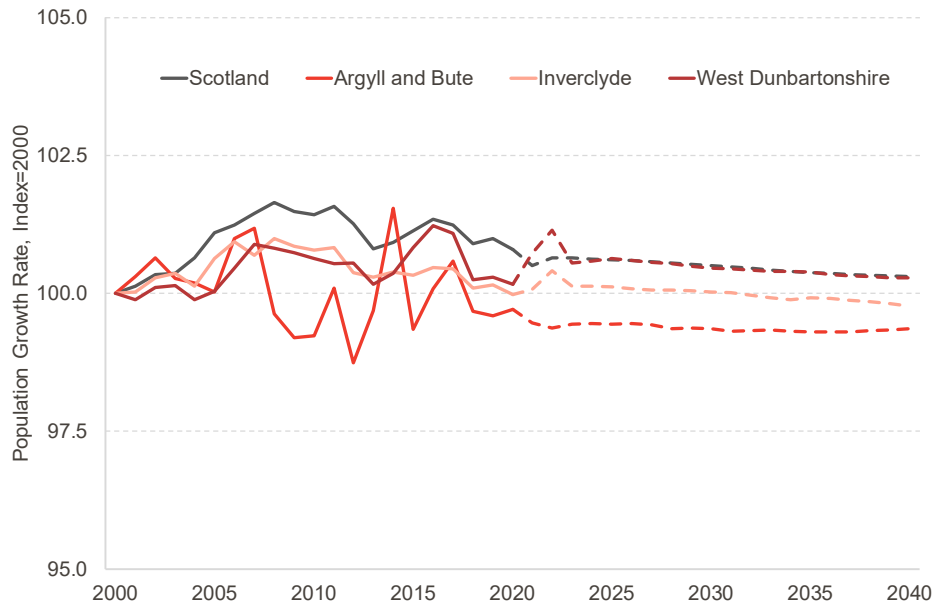


Source: National Records of Scotland (2021)

National projections see population decline in these local authorities persisting in the future.

They estimate the population of Inverclyde will decline by a further 13% between 2020-2040, as well as by 12% in Argyll and Bute and 6% in West Dunbartonshire. See Chart 1.

Chart 1: Projected Population, Scotland, Argyll & Bute, Inverclyde, and West Dunbartonshire, outturn 2000 – 2020, forecasts 2020-2040



Source: National Records of Scotland

“Our population is ageing and we have significant sections of the economy that are not acquiring the skills to stay economically active. This is a real area of concern for us.”

Economic policy can support regional economies to tackle demographic challenges, and there are several policies that have successfully addressed population decline in the past.

These include –

- Increasing the supply of affordable housing;
- Improving local infrastructure; and,
- Attract workers.

Increase the supply of affordable housing

As highlighted by Mulder (2006), affordable housing can play a crucial role in attracting people to local areas.

In particular, increasing the supply of affordable housing can extend homeownership opportunities to people typically priced out of the housing market.

Investment in affordable housing, coupled with investment in good schools, play parks, and local businesses, work together to attract young professionals and families to communities.

Sasser (2010) found that housing affordability was associated with the number of people who chose to live in a particular area. Additionally, Vermeulen and Van Ommeren (2009) found that as local housing provision increased by 10% in the Dutch Randstad area of the Netherlands, there was a subsequent 6.5% increase in the regional population aged between 15-64.

In recent years, several policies in the UK have aimed at building affordable housing. One such policy implemented by Birmingham City Council was called 'Brummie Bonds'.

This policy refers to a low-cost method of raising finance dedicated to affordable housing developments. Under this programme, Birmingham city council raised finance from private lenders. Notably, this method of raising finance was £1.4 million cheaper than going through government organisations (GBCC, 2017).

Through the 'Birmingham's Brummie Bond' programme, £45 million was raised for low-cost housing development, supporting Birmingham city councils' development plan of building 89,000 new homes by 2031 (Bailey, 2017).

Improving local infrastructure

Like increasing the provision of affordable housing, infrastructure investment can generate numerous benefits for an area, helping attract workers, and overcome issues associated with population decline.

This report focuses on two types of infrastructure: digital and transport.

Digital infrastructure

Owing to the onset of COVID-19 and the growing prevalence of remote working, digital infrastructure has never seemed more important (Forster, 2020).

In 2020, the Scottish Government published a review of the 'Scottish Technology Ecosystem', written by Mark Logan. In this report, 34 policy recommendations were proposed, drawing on successful initiatives implemented elsewhere.

Some of these policy recommendations include:

- Establishing a network of incubators providing start-up support with local workspaces and a high-speed internet connection;
- Grant funding that is better aligned to the needs of start-ups; and,
- Investment in digital skills through engagement with schools and initiatives like CodeClan – an SQA accredited skills academy that aims to bridge the digital skills gap in Scotland's tech industry.

Through the initiatives identified within this report, not only will workers be better equipped for an increasingly digital world, but there will also be improved educational and talent outcomes, upgraded infrastructure, and better-targeted funding available to businesses.

Highlighting the shift to digitalisation, in October 2020, just under a fourth of all workers in the UK worked remotely (ONS, 2020). With many employers adopting home working or hybrid models – splitting work between home and office space -, some suggest this could create an opportunity for rural and sub-rural regions to attract remote workers (Local Government Association, 2021).

"Working from home has really benefitted rural economies because now people do not need to move to big cities for job opportunities."

To facilitate this rise in remote working, it is important that local authorities have adequate digital infrastructure in place.

"We have a big deficit in terms of our rural connectivity. We are trying to intervene and strengthen this connectivity, and we're doing quite a lot of work to understand how 5G could be an enabler for the work that we are doing."

In the Hamilton Country region of Tennessee, one city called Chattanooga has demonstrated the benefits of investing in digital infrastructure.

In 2009, Chattanooga and the broader Hamilton County region invested \$396 million to develop fibre optic infrastructure and deliver an advanced smart grid power distribution system. This resulted in Chattanooga's businesses and residents gaining access to the fastest internet speeds in the Western Hemisphere at the time.

A study undertaken by Lobo (2020) aimed to measure the impact of this infrastructure investment.

They found that due to this investment in digital infrastructure, there was a 9.3% uplift in population growth between 2010-2019, a value 2% higher than the national average.

Between 2011-2020, Lobo's research also highlighted several other benefits that accrued from this investment:

- \$2.7bn in economic value for Chattanooga and the broader Hamilton County region, which translates to an annual economic benefit of \$645 for each Hamilton County over the study period;
- The creation and retention of almost 9,200 jobs, accounting for 40% of all jobs created in the region;
- Cost savings in excess of \$26.5 million from improved energy management and reduced power outages;
- Improved educational outcomes for 12,000 students through the HCS EdConnect scheme, a programme that offered high-speed internet access at no cost to students so they could continue their studies remotely during the COVID-19 pandemic;
- The reduction of 7,900 tonnes of carbon emissions from the advanced smart grid power distribution system due to improved energy generation and demand management; and,
- Research grants of \$110 million to research institutions like the University of Tennessee to establish Chattanooga as a Smart City Living Laboratory.

Transport Infrastructure

Transport Infrastructure can act as an important consideration when people decide to move to a new area (Duranton and Turner, 2012).

"Generally, we found areas with better transport links tended to do better employment-wise than more isolated areas."

Several UK policies have aimed to improve transport infrastructure in rural and suburban areas, making commuting and other forms of travel faster and more affordable.

Notably, in 2015, the Borders railway between Tweedbank and the City of Edinburgh was reopened after being closed for 46 years, bringing much-needed transport infrastructure back to the Scottish Borders.

Between 2017 and 2020, over 5 million passengers travelled on the newly opened Borders railway (Scottish Government, 2020a). In a survey undertaken by Transport Scotland (2017), it was found that 52% of borders railway users classed it as an important factor in their decision to move to their current address, highlighting its contribution to in-migration.

After the success of the Borders railway reopening, further railway expansion is expected as part of the Borderlands Inclusive Growth Deal. This is expected to generate investment exceeding £450 million in the region, resulting in an expansion of local education and work opportunities (Thompson, 2021).

Attract workers

As stated by Trendle (2009): “People follow jobs”, whereby more job opportunities can convince people to relocate to a particular area and persuade those already living there to remain as residents.

In recent years, several policies have been designed to encourage overseas talent to address labour shortages and fill vacancies in the UK.

Atlantic Canada Immigration Pilot (AIP)

One such policy was the Atlantic Canada Immigration Pilot (AIP), which the Canadian government launched in 2017.

Under this programme, visas were granted to skilled foreign workers and international graduates who wished to take up positions in Atlantic Canada to fill local labour shortages.

As of the 31st of December 2019, the Canadian government received over 9,000 applications to the AIP, around 6,100 of which were approved and just under 5,600 of whom arrived in Atlantic Canada (IRCC, 2020).

Due to the pilot’s success, the Canadian government has committed to making the AIP a permanent programme.

Spain has also implemented a similar policy to address skills shortages, known as the Spanish Catalogue of Hard-to-Fill Occupations (FAI, 2021).

Scottish Rural Visa Pilot Scheme

In Scotland, similar policies have also been considered.

Notably, in 2021, an expert advisory group on migration and population proposed several new designs for a rural visa to address declining rural populations. These include -

- Expanding the Skilled Worker route.

This would involve the creation of a 'Shortage Occupation List' where sponsored employers can list vacancies to recruit foreign workers. These vacancies will be listed in specific areas which lack domestic talent and are intended to fill roles of strategic importance.

- Scottish Visa.

Under the initiative, a quota is set for the number of workers which can be supplied to a particular region, using a points-based system to prioritise workers based on features like technical skills, language skills, and occupational experience.

■ Remote and Rural Partnership Scheme

This would involve the Scottish Government collaborating with employers and local authorities to develop a strategic mitigation plan that maps out critical vacancies and identify where future job needs could exist. Through this initiative, enrolled employers could nominate foreign employees to apply for the right to work in designated areas of Scotland.

Each of these initiatives aim to encourage foreign talent to fill critical vacancies in the UK. Through implementing these policies, critical vacancies which are central to addressing the issue of population decline could be filled.

2. Economic Recovery in Areas Requiring Regeneration

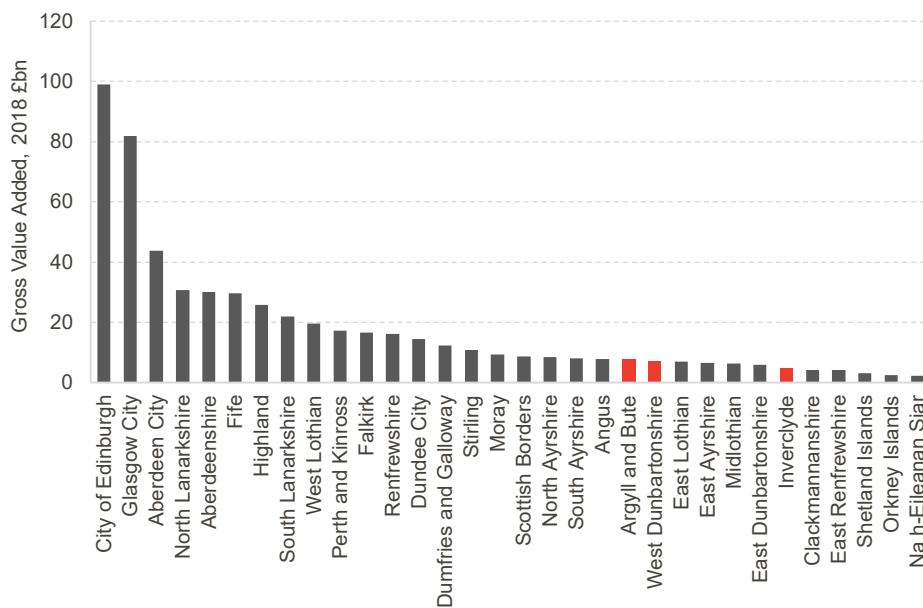
Like much of the UK, industrial activity in Scotland declined in the latter part of the 20th century (Lever, 1991). As shipyards, coal mines, and steel plants shut down, vital sources of employment ceased to exist, leaving many without a job and pushing many areas into a state of economic decline.

In Scottish regions that experienced high levels of industrial decline, McIntyre, Roy and Waite (2022) highlight that they now often feature higher levels of deprivation, as well as weaker labour market outcomes.

Using Gross Value Added (GVA) – which measures the value of goods and services produced in an area -, the three local authorities of Argyll and Bute, Inverclyde, and West Dunbartonshire can be compared across their level of economic activity.

Of the 32 local authorities, Inverclyde had the 27th highest, or 6th lowest, regional GVA in 2018 at a value of £4.7 billion, followed by West Dunbartonshire which had the 11th lowest regional GVA at a value of £7.1 billion, and Argyll and Bute which had the 12th lowest regional GVA at a value of £7.7 billion. See Chart 2.

Chart 2: Gross Value Added by Scottish Local Authorities, 2018, £bn



Source: ONS

To support economic regeneration efforts, several policies are available to policy makers.

These include -

- Establish a knowledge exchange economy;
- Industrial specialisation;
- Resolve skills mismatches; and,
- Encourage firm relocation.

Establish a knowledge economy

There is a strong, positive relationship between knowledge and skills development, and economic growth. One way of accumulating knowledge and skills, known as human capital, is to develop a knowledge economy.

"We have a programme centred around innovation, which aims to address the innovation gap in the region. We have really good universities doing R&D, but very little of it is translated into delivery in the region."

A knowledge economy is an economy that features:

- Knowledge-intensive business sectors;
- High education levels across the population;
- Scientific and higher education institutions; and,
- Investment in innovation by local firms.

Buseti et al. (2018a) suggest numerous policies that could develop a knowledge economy. Some of which are:

- Engagement with universities;
- Increased investment in research and development (R&D);
- Investment in technological and digital infrastructure;
- The promotion of innovation;
- The development of STEM expertise; and,
- The promotion of policies that encourage the circulation of knowledge and technology.

Characteristics of successful links with academic and private sector partners

When establishing a knowledge economy, local authorities can play an important role, providing funding to universities, as well developing a link between higher education institutions and private sector firms.

Rybnicek and Königsgruber (2018) find that government support is often essential to establish successful collaborations between universities and firms.

The concept of a triple helix, proposed by Ektzkowitz and Leydesdorff in the 1990s, suggests how successful collaborations could work between local authorities, higher education institutions, and private sector firms.

Abbas et al., (2019) suggest these relationships work best when government and educational institutions collaborate to develop new knowledge, which is then commercialised by industry to drive innovation and productivity growth. See Diagram 2.

Diagram 2: Theoretical model for Government-University-Industry collaborations



Source: Abbas et al (2019).

Civic University

Furthering the idea of a triple helix relationship, Goddard and Kempton (2016) propose the idea of a civic university.

A civic university is one that integrates knowledge exchange activities within teaching, research, and other academic activities.

Fundamentally, the concept of a civic university recognises that higher education institutions should contribute to the major challenges facing society, and therefore should work to deliver outputs that have a positive societal impact.

Within their paper, Goddard and Kempton (2016) highlight that higher education institutions are often principally influenced by government engagement and policy.

They suggest local authorities should play a central role at developing coherent policies that link territorial development to innovation and higher education.

Furthermore, local authorities should engage all stakeholders in the relationship (higher education and private sector firms), to understand any potential barriers that limit collaboration, and how they can implement evidence-based policies to support innovation and growth that benefits civil society.

How local authorities should engage higher education institutions

Establishing a successful link between universities and industrial partners can depend on several factors.

Curry (2016) proposes several recommendations to ensure successful collaborations between local authorities and universities are formed:

- Identify a shared purpose or vision, and clearly define the roles for each partner.

Time should be spent to understand where the aims of local authorities and universities overlap, and clearly define where opportunities exist for each partner to contribute to the project.

- Establish a culture of openness and responsiveness.

A high-level of responsiveness to the queries and needs of partners, as well as an open and approachable working environment, can ensure relationships are cooperative.

- Building trust over time.

Realistic expectations should be set at the start of the relationship, a dispute-resolution process should be formulated, and partners should be willing to offer their assistance even if it does not generate any direct short-term benefit for themselves.

- Communicate regularly using multiple approaches.

A designated liaison manager could be assigned to ensure ensuring communication channels are kept open, and ensure information flows efficiently between partners.

- Encourage and develop multilayer points of contact.

Stakeholders should engage others beyond those immediately involved, through means such as encouraging student engagement and engaging with research institutions linked to the university.

Examples of knowledge economies

Several regions have benefited from establishing a knowledge economy, such as Mecklenburg-Vorpommern in Germany and Malopolska in Poland.

Mecklenburg-Vorpommern, Germany

Through their initiative, called the 'Masterplan for the Health Economy,' regional authorities in Mecklenburg-Vorpommern developed their own knowledge economy focused around the health sector.

They implemented a range of policies to improve infrastructure, encourage the settlement of new companies, develop research institutes, and expand educational facilities. Business clusters were also established, and a network management company was created to encourage collaboration between local stakeholders.

As a result of this initiative, the health economy sector in Mecklenburg-Vorpommern featured continuous growth since the start of the century, and net-migration in the region grew from -5% in 2000 to +10% in 2015 (Buseti et al., 2018b).

Malopolska region, Poland

Like Mecklenburg-Vorpommern, the Malopolska region of Poland understood the potential benefits of establishing a knowledge exchange economy.

There, the regional government implemented several policies to foster the creation a knowledge economy, primarily focussed on the technology and pharmaceutical sectors.

"We're doing huge amounts of work trying to better align the science base in the region with the economy and industrial sectors"

Policies aimed to improve physical and soft infrastructure, support entrepreneurship and innovation, allocate funding towards R&D investment, and increase cooperation between local businesses. The regional government also set up an initiative to provide consultancy services and academic expertise to regional businesses.

Through these initiatives, the Malopolska region experienced growth in their science and technology industry. Notably, the number of people employed in these roles increased by 60% between 2005 and 2010.

In addition, the Malopolska region featured increased international migration, particularly by students and skilled migrants (Busetti et al., 2018c).

Industrial specialisation

Industrial specialisation can also play a key role in stimulating economic recovery in areas requiring regeneration.

Research from ESPON (2019) suggests that local authorities could benefit from an ‘oasis strategy’, which is a process whereby governments focus support on the region’s most vibrant business sectors.

"We want to focus on things we are good at, what we already have to work with, and what our natural assets are. This acts as the center of our economic policy."

One local council that has implemented a policy of industrial specialisation is the Renfrewshire council.

Recently, they collaborated with partners, such as the Scottish Government and Strathclyde University, to develop the Advanced Manufacturing Innovation District Scotland (AMIDS) initiative. AMIDS has been designed as an internally recognised centre for innovation, research, and manufacturing, specialising in sectors like medicine manufacturing.

Although not yet complete, this initiative has sourced £165 million in investment (Scottish Cities, 2021), providing jobs, infrastructure, and other economic development opportunities.

However, it should be noted that industrial specialisation does come with some risks.

As industries become more specialised in a region, there can be high concentrations of employment in specific sectors and a lack of economic diversity. If specialised industries lose their competitiveness, this can lead to large-scale job losses and high regional unemployment (Shuai, 2013).

This was particularly relevant in cities like Glasgow, where dependence on shipbuilding led to the gradual loss of over 100,000 jobs (Lever, 1991).

Resolve skills mismatches

In areas requiring regeneration, a skills mismatch can occur. A skills mismatch refers to a situation when the skills and expertise of workers in a particular area do not closely match those that firms require. In instances like this, firms and workers may have to relocate, negatively impacting regeneration efforts.

Even before the COVID-19 pandemic, approximately 10 million workers across the UK faced a skills mismatch between their skills and those employers required (Haldane, 2021). Following the pandemic, this skills mismatch has only widened.

"More than 40% of employers say the biggest barrier to growth in the workplace is attracting the right talent."

One group of regional authorities which aimed to align the supply and demand for skills in their regions was Derby, Derbyshire, Nottingham, and Nottinghamshire (D2N2) when they created their Local Enterprise Partnership (LEP).

Through collaborative efforts with the University of Derby, the D2N2 LEP recently published their Local Skills Report in March 2021 to identify skills shortages in the region.

Using this report, policymakers were informed of which skills they needed to foster in the local economy, such as digital skills and those associated with the COVID-19 recovery. Further steps were taken to understand how these skills could be improved, utilising initiatives like boot camps, skills pathways, and engagement with local educational centres (D2N2, 2021).

Encourage firm relocation

New businesses can have a transformative effect when they relocate to a new area.

Since the 1960s, the Tradeston area of Glasgow underwent periods of decline, characterised by low levels of investment and high unemployment (Strachan, 2020). However, this area is currently undergoing regeneration, owing in part to the £330 million investment from Barclays to develop their new financial hub on the banks of the River Clyde.

This new financial hub is expected to bring 2,500 jobs to the area, bringing the total number of Barclays staff employed there to 5,000 by 2023 (Barclays, 2021). 42% of these new positions are expected to be in “high-value” posts, with a promised 340 roles ring-fenced for disadvantaged workers or those with a disability (BBC, 2018).

Importantly, this development is expected to generate more than just jobs for the Tradeston area. Instead, a more comprehensive programme of regeneration is expected, such as:

- Improved local transport infrastructure, such as the refurbishment of the Tradeston Bridge;
- The creation of green spaces, as well as cafés and restaurants;
- New housing developments, such as the 324 affordable rental apartments which are part of a major riverside development;
- Improved lighting, as well as dedicated cycling and walking paths to improve safety; and,
- The development of a curated space where social enterprises and local entrepreneurs can showcase and sell their products.

To encourage projects such as this, regional government intervention can play a crucial role.

In this case, Barclays was incentivised to relocate to the area as part of a £12.8 million package offered by Scottish Enterprise (BBC, 2018).

Regional authorities often justify these incentive packages through increased productivity levels of neighbouring companies when a new high-profile firm relocates to the area.

This occurs through a process known as spill-overs, which refers to the idea that bringing people together in one place allows people to benefit from each other’s ideas and become more productive.

Research from Greenstone, Hornbeck, and Moretti (2010) suggests that spill-overs from the presence of a new, high-profile firm can increase the productivity of neighbouring companies by 12%.

3. Address Inequality and Poverty

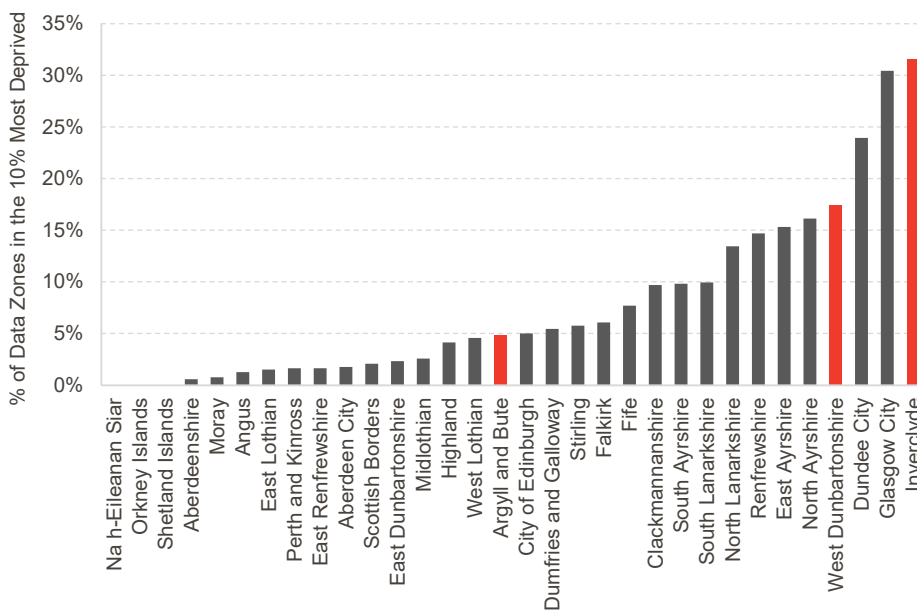
Like many parts of the UK, Scotland experiences poverty, and there are both interregional and intraregional inequalities up and down the country.

The Scottish Index of Multiple Deprivation (SIMD) indicates where deprivation is concentrated across Scotland.

According to the SIMD, Inverclyde is the most deprived area in Scotland.

In 2020, 32% of Inverclyde’s data zones were in the 10% most deprived data zones in Scotland, followed by 17% in West Dunbartonshire and 5% in Argyll and Bute. See Chart 3.

Chart 3: Percentage of local authority data zones in the 10% most deprived data zones in Scotland, 2020



Source: Scottish Government (2020)

Several studies highlight that inequality and poverty has been exacerbated by the pandemic (Ferreira, 2021).

"COVID has hit us disproportionately hard, largely due to the makeup of economy. We have a large manufacturing base, and a large reliance on the hospitality and retail sector. A lot of the workers in these sectors were furloughed, which particularly affected young people and those from BAME backgrounds."

Inequality and poverty can have far reaching effects.

Not only can inequality and poverty impact health, education, and social outcomes, but they can also limit the opportunities individuals have available, making it difficult for those who grew up in poverty to escape themselves (Balboni., et al, 2020).

To address issues of inequality and poverty, policymakers have several initiatives they could consider.

These include –

- Encourage inclusive growth;
- Employment initiatives;
- Social lending initiatives;
- Community engagement; and,
- Retrofitting homes and buildings.

Encourage inclusive growth

Inclusive growth – growth that benefits everyone – is economic growth that is distributed fairly and equally across society (Joseph Rowntree Foundation, 2017).

In recent years, policies centred around inclusive growth have grown in popularity having been suggested as one way to target issues of poverty and inequality (Poverty and Inequality Commission, 2019).

In 2018, the West Midlands Combined Authority established the Inclusive Growth Unit (IGU) - an initiative intended to support policymaking throughout the West Midlands associated with inclusive growth.

This unit collaborates across different sectors of the economy and society, blending academic expertise with citizen insights to provide resources, research, and community engagement. Policymakers consult the IGU to inform their vision of inclusive growth, the areas required for action, and how they embed inclusive growth policies within the region’s long-term economic plan (CPP, 2019).

As stated by WMCA (2021), initiatives of the IGU refer to the creation of:

- The West Midlands Inclusive Growth Audit, which tracks issues such as job inclusivity;
- The Population Hub, which monitors health outcomes to encourage pre-emptive action; and,
- The Inclusive Growth Toolkit, which measures how investment decisions support inclusive growth outcomes.

Employment initiatives

Central to the concept of inclusive growth, higher participation in the workforce and more rewarding and well-paying jobs is essential to ensure the proceeds from economic growth are shared equally throughout society (OECD, 2014).

As stated by the United Nations (2007):

“The creation of productive employment opportunities is essential for achieving poverty reduction and sustainable economic and social development”.

Creating ‘good jobs’ - those which pay decent wages, have predictable hours, offer sufficient training, and provide adequate professional development opportunities -, could perhaps be one of the major drivers of poverty and inequality reduction (United Nations, 2014).

The development of business clusters is one initiative that could encourage the creation of high-quality jobs (Delgado, Porter and Stern, 2014).

Research from Fowler and Kleit (2013) found that in areas where the concentration of business clusters was high, there were lower levels of poverty.

Develop Business Clusters

The term business clusters was defined in 1998 by Porter as:

“A geographic concentration of interconnected companies and institutions in a particular field.”

In simpler terms, business clusters refer to groups of companies, suppliers, and institutions that benefit from working near each other.

In the UK, several business clusters have emerged. For example, Dundee has been an established centre for gaming innovation since the 1980s, London created its East London Tech City in 2010, and Hull secured funding in 2020 to become a leader in offshore wind technology.

Business clusters often arise naturally from a self-selection process by firms (Morgan and Cooke, 1998).

However, several policies can encourage their development.

These include (McKinsey, 2014) –

- Facilitating a link for collaborations between higher education institutions and local entrepreneurs;
- Introducing policies which reduce the administrative barriers that business owners and foreign workers face when they want settle in a new region;
- Supporting the development of suitable infrastructure; and,
- Introducing policies which improve business connectivity, encourage networking, and facilitate the exchange of knowledge, technology, and information.

Furthermore, in a review of the literature, the Department of Trade and Industry (2004) suggested three key drivers to business cluster development:

These include -

- The presence of functioning networks and partnerships across companies, institutions, and higher education partners;
- A strong innovation base, with supporting research and development investment; and,
- The existence of a skilled and knowledgeable workforce.

Not only can the creation of business clusters bring “good jobs” to an area, alleviation issues of poverty and inequality, but they can also yield several other benefits.

Notably, they have been found to improve economic vitality (Wennberg and Lindqvist, 2008), increase wages in clustered industries (Chrisinger, Fowler and Kleit, 2015) and support regional prosperity (Ketels and Protsiv, 2021) – each of which has been found to translate into welfare gains at a regional and national level (OECD, 2005).

Social lending initiatives

Like introducing more ‘good jobs’ to an area, social lending has been suggested as one initiative that could reduce inequality and poverty.

Often, people living in poverty don't have access to financial services like overdrafts or credit cards. As a result, these groups often turn to pay-day loans in emergencies, where the high rates of interest can create an additional burden on their finances (Hartfree and Collard, 2014).

To address this issue, the Joseph Rowntree Foundation (2016) has suggested the concept of social lending.

Social lending is an initiative whereby local authorities provide emergency loans to those in poverty at speeds which can compete with pay-day loans (without the unaffordable rates of interest).

In 2015, Sheffield's local council implemented a social lending scheme called 'Sheffield Money'. This council-funded service works alongside community partners to provide a website, physical store, and phone application, to provide a range of services and quick access to loans (in as little as 15 minutes).

Through the programme's implementation, Sheffield Money has been projected to save low-income residents £20 million a year by reducing their reliance on high-cost lenders (Rodrigues, 2016).

Community engagement

Bristol City Funds is an initiative that demonstrates how governmental bodies can engage communities to tackle issues that matter to them.

Led by community engagement with the charities and organisations directly responsible for improving local communities, Bristol's City Funds was established to mobilise local investment to high-priority areas.

Each year, the programme identifies several priorities they want to address and then directs investment towards these areas. Areas that have recently been targeted include food poverty, economic inclusion, and environmental transformation.

As of March 2021, £10 million had been raised for social investment, with £2.4 million already invested (Bristol City Funds, 2021).

Retrofitting homes and buildings

Policies supporting the retrofit of old homes and buildings have also been suggested as one way to reduce inequality and poverty.

"We have several policies focused on retrofitting. This could create career opportunities for our population, with a particular focus on providing jobs for young people."

Not only does retrofitting homes and buildings reduce carbon emissions and build resilience to climate change, but it can also bring down heating costs, reduce fuel poverty, improve health outcomes, and create thousands of new, local, green jobs (Bankers for Net Zero, 2021).

The Association of Directors of Environment, Economy, Transport and Planning (ADEPT) suggest local authorities should plan to retrofit all public sector buildings, as well as incentivise all private homeowners to do the same.

They suggest local authorities could set a goal of retrofitting all public buildings to bring them up to an energy efficiency ratings of EPC 'C' by 2030, with a particular focus social housing.

Additionally, at a private sector level, they suggest incentives could be offered to businesses and private landlords in the form of green mortgages, low-cost financing options for energy retrofitting, or grants to encourage more efficient heating methods such as heat pumps.

Research suggests policies like this wouldn't just achieve the social benefits above but could also generate considerable financial benefits.

Notably, the Energy Efficiency Infrastructure Group (2017) found that for each £1 invested to improve the energy efficiency of homes, £3.20 was generated in Gross Domestic Product (GDP).

Understanding the potential benefits of retrofitting, Glasgow City Council has recently allocated £10 billion as part of their 'Greenprint for Investment' to upgrade the insulation of all homes in the Glasgow City region by 2030.

Summary

Following a comprehensive review of the literature, several interesting policy initiatives were identified that could address each of the three grand challenges. However, during this stage of the report, we ran into several challenges, most notably relating to gaps in the literature.

We found that secondary data sources – such as books, reports, and journals – often cited national policy initiatives.

As this report set out to provide tailored policy recommendations to the three councils we found many of these policy recommendations unsuitable.

Additionally, we found there were often numerous policies that could be useful, but that had not yet had their impact measured. This created a challenge as we wanted to include policies that had a known impact – either quantitatively or qualitatively – in our list of recommendations.

In response to these challenges, later sections of this report set out to explore primary sources.

Of these primary sources, interviews were deemed the best way to address any gaps in the literature.

The first step of this process involved identifying Local Enterprises Partnerships (LEPs) that came up in the 'what works' section as pioneers of innovative policy initiatives (the D2N2 LEP and GBS LEP), and then to identify "sister" areas to the local authorities of Inverclyde, West Dunbartonshire and Argyll and Bute that face the same underlying challenges and are likely to be tackling these issues with a range of innovative policies that the three councils could adopt too.

2. Identifying "sister" areas

In this section, the three councils of Argyll & Bute, Inverclyde, and West Dunbartonshire are compared to local authorities in Great Britain (GB).

The aim of this analysis is to identify local authorities in Great Britain that are experiencing similar challenges to the three councils so that they can be included in the qualitative research in Section 3.

To determine the relative performance of the three councils, a range of indicators across the following themes are considered -

■ Demographics

- Population: % change in population (1991-2020)
- Population density: Inhabitants per sq km (2020)

■ Industry

- Labour productivity: GVA per hour worked (2019)
- Industrial change: percentage point change in GVA share from primary industries (1998 – 2019)

■ Labour market

- Unemployment: unemployment rate (%) (2020)
- Education/skills: % with no qualifications (NVQ) – aged 16-64 (2020)

■ Poverty

- Income: gross disposable household income per capita (£) (2020)
- Life expectancy: healthy life expectancy at birth (2019)
- Housing deprivation: % of socially rented dwellings (2020)

First, comparisons are made between the three councils and the GB average to better understand the overall performance of each council relative to the rest of the country. Then, a similarity index is used to determine GB local authorities that are most similar to each of the three councils.

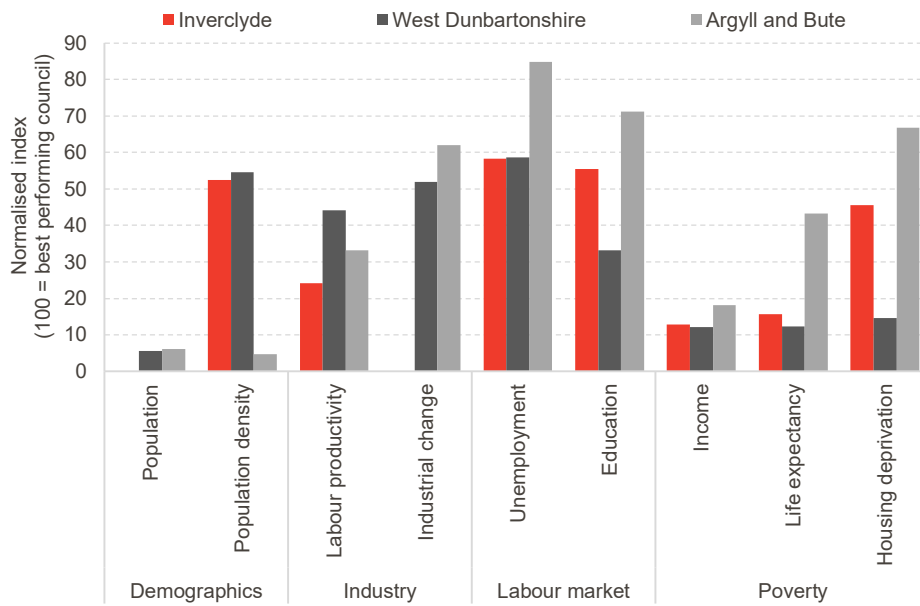
The methodology used to construct the indices used throughout this section can be found in the methodology section.

Overall performance of the three councils

The 3 councils are geographically close and face three key challenges: population decline, economic regeneration, and inequalities.

But, there are some areas where the 3 councils differ. See Chart 4.

Chart 4: Performance across different measures for demographics, industry, labour market and poverty



Source: ONS, FAI calculations

- Argyll & Bute is the second largest council area in Scotland, adjoining West Dunbartonshire, the Highlands, Perth & Kinross, and Stirling. Argyll & Bute is made up of a mainland economy and small island economies, like the Isle of Bute, and hence has a much lower population density compared to the other two councils. While Argyll & Bute has a well-qualified workforce, a low unemployment rate, and a low share of socially rented housing, it suffers from poor productivity and has many residents on low income.
- Inverclyde borders Renfrewshire and North Ayrshire, and is home to coastal villages like Inverkip which lies on the shoreline of the Firth of Clyde. Inverclyde performs fairly well on labour market indicators however, of all local authorities, Inverclyde performs the worst in terms of population and industrial decline. Inverclyde’s industrial decline over the past 20 years has seen GVA from production industries contract by 26 percentage points.
- West Dunbartonshire is home to towns such as Clydebank and Dumbarton, and it borders Argyll and Bute, along with East Dunbartonshire, Renfrewshire and Stirling. West Dunbartonshire has the best labour productivity among the three councils, and is the most densely population. However, it performs worse than Argyll and Bute and Inverclyde across all poverty indicators, and education presents a challenge for the area.

Based on our aggregate index West Dunbartonshire and Argyll & Bute are the most similar. Under this aggregate index, Inverclyde performs slightly worse compared to the 2 councils. See Chart 5.

Furthermore, compared to the rest of GB, the 3 councils rank towards the bottom end of all local authorities in terms of overall economic performance

Box 1: GVA - a workplace measure

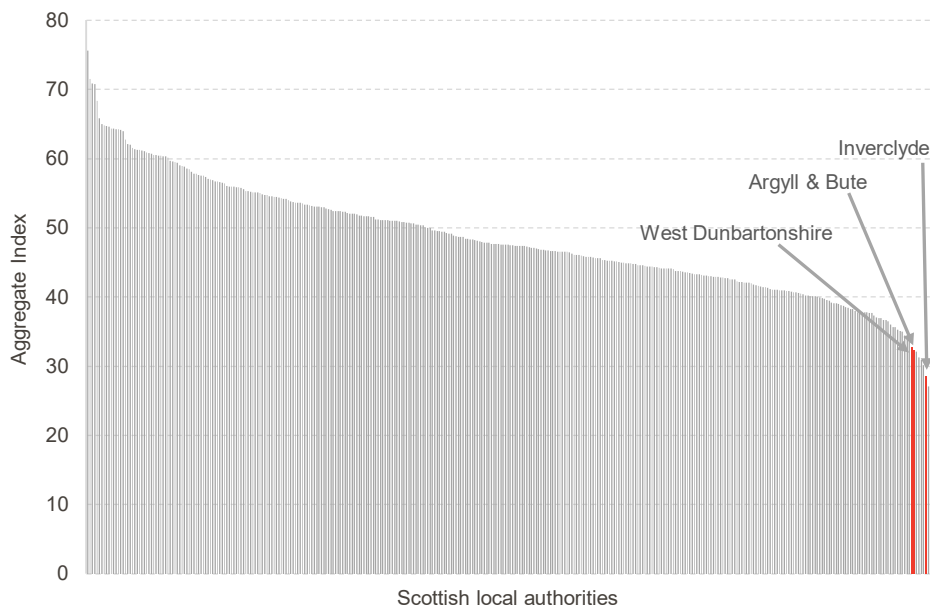
It is worth noting that GVA is a workplace-based measure, which means that cities typically perform better than the areas surrounding them because people commute into cities for work. Cities also benefit from clusters of businesses and public sector activity which further supports their economic output.

For example, looking at GVA alone for somewhere like East Lothian would lead you to believe that the area faces economic challenges. For example, GVA per head in East Lothian and Midlothian is just above that of East Ayrshire and North Ayrshire – two regions in Ayrshire that struggle with deprivation.

Because of its proximity to the capital, East Lothian has a large number of residents that commute into Edinburgh City for work. If we look at a wide range of other metrics, it is clear that East Lothian is an affluent area in Scotland.

Therefore, areas like the three councils typically perform worse on GVA-based indicators.

Chart 5: Aggregate performance index, 357 local authorities across Great Britain



Source: ONS, FAI calculations

Similarity index

In this section, each of the three councils is paired with a group of LAs in Great Britain that have similar characteristics.

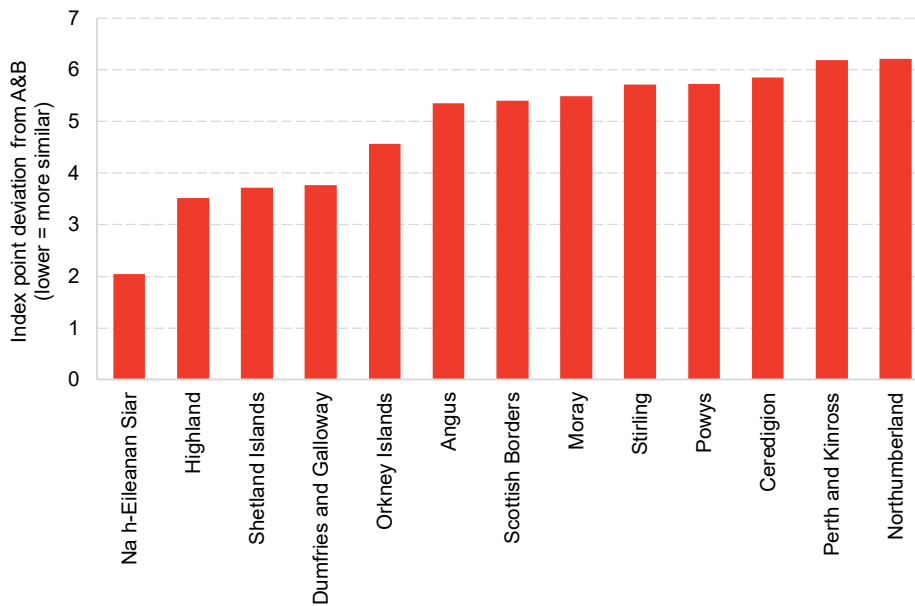
Unsurprisingly, we find the three councils to be most alike to Scottish LAs, largely due to similarities in measures like population density. Therefore, we focus on areas outside of Scotland for our analysis to allow for a wide range of policies across the whole of GB to be considered.

Results: Argyll & Bute

Na h-Eileanan Siar, the Highlands, the Shetland Islands, and Orkney are the most similar local authorities to Argyll & Bute. This is mainly driven by the fact that they are also local authorities with a low population density.

Powys, Ceredigion, and Northumberland are local authorities, outside of Scotland, that have been identified as being the most similar to Argyll & Bute. See Chart 6.

Chart 6: Most similar local authorities to Argyll & Bute



Source: FAI calculations

Powys

- Welsh local authority.
- One of the lowest labour productivities in GB.
- Low household income.
- Low population density, and suffering from population decline.
- Particularly similar to Argyll & Bute on measures of poverty.



Ceredigion

- Welsh coastal area.
- Low productivity and low household income.
- Experiencing population decline.
- Slightly higher life expectancy, population density, and share of social housing compared to Argyll & Bute



Northumberland

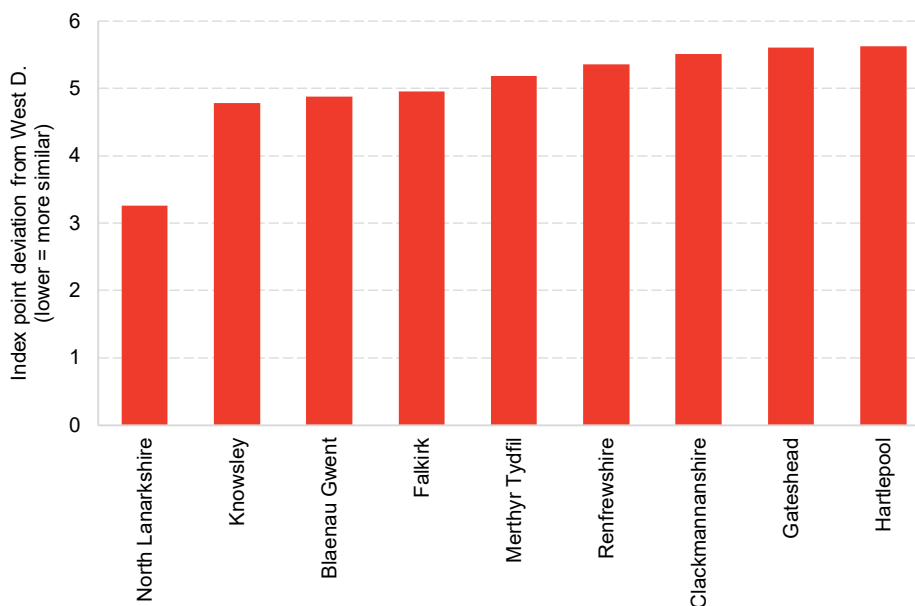
- North-East England local authority that borders Scotland.
- North Sea coastline.
- Low productivity and low household income
- Low population density, and suffering from population decline.



Results: West Dunbartonshire

North Lanarkshire is the most similar LA to West Dunbartonshire. Knowsley, Blaenau Gwent and Merthyr Tydfil are non-Scottish LAs which have the most in common with West Dunbartonshire. See Chart 7.

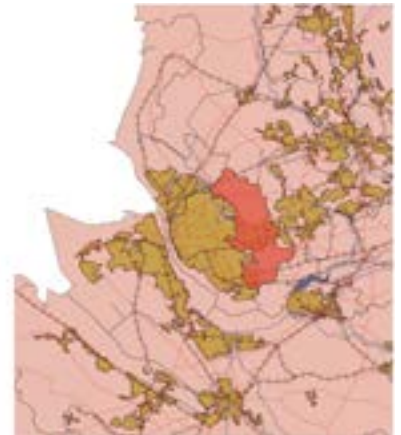
Chart 7: Most similar local authorities to West Dunbartonshire



Source: FAI calculations

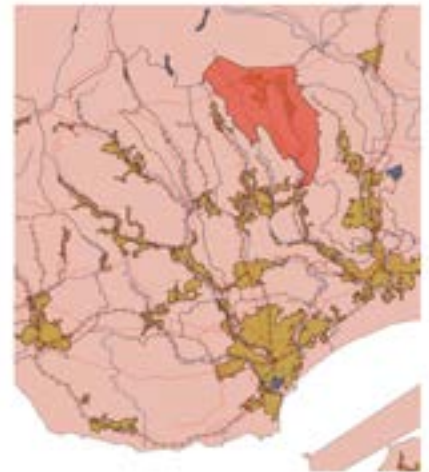
Knowsley

- Village in Merseyside, England.
- Very similar to West Dunbartonshire in that it has low productivity and low household income, and it is experiencing population decline.
- Lower share of socially rented housing than West Dunbartonshire.
- Slightly higher population density & life expectancy than in West Dunbartonshire.



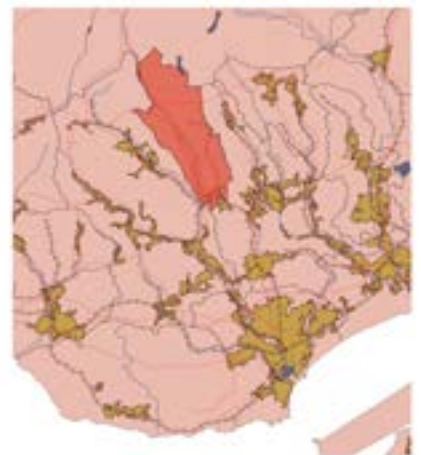
Blaenau Gwent

- Southern Wales borough.
- Very similar to West Dunbartonshire on most measures.
- Slightly better performing on social housing & life expectancy than West Dunbartonshire.
- However, this area has experienced a stronger industrial decline.



Merthyr Tydfil

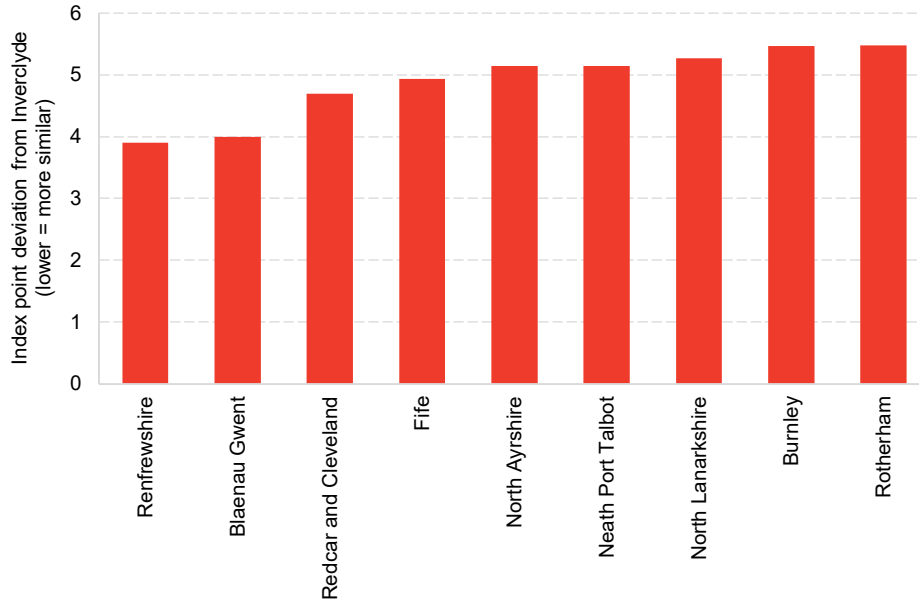
- Welsh town just 23 miles north of the capital, Cardiff.
- Characterised by: low-qualified workforce, low productivity, low household income, and population decline.
- Similar to West Dunbartonshire in its industrial decline



Results: Inverclyde

Renfrewshire is the most similar LA to Inverclyde. The most similar non-Scottish LAs to Inverclyde are Blaenau Gwent, Redcar and Cleveland and Neath Port Talbot. For Blaenau Gwent – see the West Dunbartonshire section. See Chart 8.

Chart 8: Most similar local authorities to Inverclyde



Source: ONS, FAI calculations

Redcar and Cleveland

- Coastal area in North Yorkshire, England.
- Low productivity, low household income, and strong population decline.
- Has less social housing than Inverclyde.
- Higher life expectancy and less strong industrial decline compared to Inverclyde



Neath Port Talbot

- Coastal borough in Southern Wales.
- Low productivity, low household income, and population decline.
- Has less unemployment and social housing than Inverclyde.
- Slightly lower population density compared to Inverclyde



Summary

Our findings have identified the following "sister" authorities for our three councils -

- **Argyll & Bute:** Powys, Ceredigion, and Northumberland (part of North East LEP).
- **Inverclyde:** Blaenau Gwent, Redcar and Cleveland (part of Tees Valley combined authority and LEP) and Neath Port Talbot.
- **West Dunbartonshire:** Knowsley (part of Liverpool city region combined authority and LEP), Blaenau Gwent and Merthyr Tydfil.

The following section includes qualitative interviews, with economic development policymakers in the similar or "sister" local authorities (or associated bodies linked to these areas, like overseeing Government departments, enterprise partnerships, or umbrella bodies) to understand the policies that have been successful in tackling some of these challenges.

The literature review also highlighted areas that have successfully tackled some of these grand challenges which we therefore interviewed as part of our primary research. These areas are the Greater Birmingham & Solihull (GBS) Local Enterprise Partnership (LEP) and the D2N2 LEP.

3. Primary research results: examples of best practice

Qualitative research

In the first quarter of the year we engaged with and/or interviewed policymakers in local government, umbrella bodies, enterprise bodies, combined authorities, and national government.

Throughout these interviews, questions were centred around which policies have been successful at addressing issues of population decline, economic regeneration, and inequality and poverty.

We found our discussions surrounding policies implemented to tackle these grand challenges to be centred around the following areas -

- Policy context, in particular recent trends in the economic development landscape;
- Skills & knowledge economy;
- Attracting investment;
- Foundational economy; and,
- Infrastructure and housing.

This section highlights 'What Works' and 'What's in the Works' in tackling the three grand challenges of demographic change, economic regeneration, and poverty and inequalities.

Policy Context

Through the course of our primary research, there were reflections from many policymakers on the impact that the pandemic had, both on their local areas and the capacity of local economic development. Despite many cuts in economic development functions at a local level in the years running up to the pandemic, many reflected on the critical role local government had to support local businesses and households.

Particularly when considering the inequalities in their areas, many were concerned that the experience of the pandemic was likely to have exacerbated existing inequalities.

"The policies that were a success in the run up to the pandemic are not going to be enough anymore to deal with the issues in our area."

Additionally, there was considerable reflection from policy makers on the trends in the economic development landscape over the past decade or so, and in particular, the impact that recent developments around the Levelling Up agenda have had.

There was a concern about the uneven levels of economic development capability across different local authorities, which constrains the ability of some local authorities to bid for and benefit from challenge style funds, such as the Levelling Up Fund and Community Renewal Fund. This was emphasised as a worry for what may come as part of the UK Shared Prosperity Fund.

It was also flagged by a number of contributors that the focus on direct and challenge funds to local authorities could be seen as a bit of a "backwards" step, after the more strategic regional funding that had been provided through city and region deals in recent years.

"It is important that funding for growth deals benefits rural areas as well as big cities."

“Between growth deals, local strategies and national agendas like Levelling Up, there are a lot of parallels with many committees discussing the same issues”

The range of powers that are available in the combined authority model was highlighted as a way that more regional powers were -

“able to offer the package of powers that are more able to holistically address the issues in our region, and ensure that we are offering opportunities to young people, in terms of economic development, employment opportunities, skills and housing.”

Skills & Knowledge Economy

In their recently published [skills report](#) D2N2 identified technological change, COVID-19, and Brexit as the cause of some pronounced skills mismatches in the regional economy. One in five adults lacked the digital skills required by employers, a statistic that is likely more pronounced in areas with concentrated unemployment, inactivity and deprivation.

One initiative was to engage with further and higher education providers to understand where the current skills mismatches lie, and what action could be used to address these issues.

Governments could provide critical incentives to education providers to offer courses that may not be in demand now, but will be essential to address the future challenges emerging from Brexit and climate change.

“In order to meet our climate targets, we need more people with green skills and we need enough training provisions in place to support the development of these skills.”

Encouraging engagement between higher education providers can also yield benefits. Colleges in the D2N2 region and now starting to engage in deciding what courses to offer. This has allowed different colleges to specialise in certain subjects, as well as provide a wider range of courses to the regional population.

“Our colleges are working together on what courses we provide. This has allowed us to specialise in courses that better suit the demands of our local economy.”

Many areas mentioned the importance of partnerships with their higher and further education providers, not only in the area of skills development but also ensuring the research and development might in an area was focussed on the challenges of the local economy. It was highlighted that this is an ongoing challenge when engaging with particularly HE institutions which are globally focussed.

More recently, there are concerns that the ongoing COVID-19 pandemic has exacerbated issues surrounding skill development, particularly for young people, making overcoming these challenges all the more difficult -

“Data shows not only a worsening of pre-pandemic challenges in areas such as unemployment and skills, but also a dramatic increase in mental health issues and a loss in confidence among young people.”

To address these challenges, and concentrate support towards young people, the Greater Birmingham and Solihull LEP implemented their Youth People Strategy in 2021.

This Youth Strategy adopts a triple helix structure to bring together business, education, and local government leaders to ensure decision making is collaborative and evidence-based.

Several interesting policies have been implemented as part of this strategy. Some of the most notable include -

- Tailored career guidance, which identifies individuals existing skills and experience and makes them aware of opportunities relating to employment, apprenticeships, work experience, and entrepreneurial support.
- Including young people in the decision-making process, notably including a youth-advisor on the board to ensure they have a say in decisions affecting strategic direction, as well as where funding and resources are allocated.
- The development of a Skills and Apprenticeship Hub, which acts as a single point of access for employers to advertise jobs, apprenticeship schemes to be conceived and developed, and training opportunities to be run to develop young people's skills and employability.
- Offering high-quality work experience and volunteering opportunities that improves young people's employment outlook, and build skills and experience that develops their CV.

Additionally, in 2013, the Gatsby Foundation commissioned Sir John Holman to identify international best practices and understand what good careers guidance looks like.

Based on this research, Holman proposed eight principles known as the Gatsby benchmarks. Between 2016 and 2019, the Gatsby benchmarks were piloted in England's North East school curriculum. Owing to the success of the pilot, the GATSBY careers framework has now been rolled out as a national policy.

The eight Gatsby principles include –

- A stable careers programme;
- Learning from career and labour market information;
- Addressing the needs of each pupil;
- Linking curriculum learning to careers;
- Encounters with employers and employees;
- Experience of the workplace;
- Encounters with further education and higher education; and
- Personal guidance.

Schools that implemented the Gatsby careers framework were found to experience a 39% increase in student careers readiness scores, significantly improved GCSE results, better student engagement, raised student aspiration, as well as a better understanding of the skills required for different jobs (Hanson., et al, 2021).

“We have our own skills team, which has led on the Gatsby benchmarks to embed skills education across our schools and colleges. This has been hugely successful in changing people's understanding of the job structure in the region, and what the future of jobs could be like.”

Providing youth-targeted support in line with the initiatives above could improve the regional opportunities available for young people, and help to address challenges relating to demographic shifts and population decline.

“A big challenge for us is that many young people move to the capital for university. As a rural authority, what we need to do is provide enough opportunities that these young people come back once they get their [higher] education.”

One way of attracting young people back to the local area was by offering business start-up grants of £5,000 -

“Councils in North Wales have implemented enterprise support for school children. One programme gave 16-17 year olds £5000 to start their own business. This has worked well in my opinion - It has opened up opportunities for young people, and made them understand they don't just have to go into medicine or agriculture, but can instead start their own business.”

Attracting investment

One method of attracting investment in local economies is through the creation of an entrepreneurial ecosystem like that in Birmingham.

In 2020, Birmingham saw the highest number of new company start-ups outside of London. There were 18,394 new enterprises started in 2020, an uplift of 26.8% when compared to 2019 (Covill, 2021).

Entrepreneurial ecosystem has several benefits. Not only does it create employment opportunities for the local population, but it can also drive productivity, increase innovation, and promote human capital accumulation (Mason and Brown, 2014). Notably, start-ups were also found to employ a greater proportion of disadvantaged groups than other companies, such as the long-term unemployed (Coad et al., 2014).

To encourage a start-up culture, several initiatives have been implemented in the Birmingham and Solihull region.

Much of these initiatives centre around the LEP's Growth Hub, which provides one-to-one business support, R&D insights, collaboration opportunities with universities, skills development, funding opportunities, and advice on conducting business internationally (Greater Birmingham and Solihull LEP, 2022).

Additional initiatives include the creation of a Midlands Engine Investment Fund to facilitate the region's finance needs, a 'scale up' programme to support businesses with high-growth potential, and over 30 accelerators, incubators and business support programmes to support digital and technology start-ups (Greater Birmingham and Solihull LEP, 2016; Birmingham Tech, 2022).

“We have worked hard to develop entrepreneurship incubators, as well as start-up support. We also have a partnership with the intellectual property office to help SMEs, including start-ups, understand intellectual property and protect it.”

Innovation-delivery partnerships have been found to be useful by the North-East LEP in stimulating investment and growth.

IDPs are cross-sectional partnerships centred around business ecosystems and clusters, intended to bring together the right people, organisations, and assets, to exploit market opportunities and accelerate innovation-led growth (Finance for Sustainable Growth, 2021).

Potential benefits of IDPs include –

- Higher levels of R&D investment;
- Increased levels of innovation-led business activity;
- Better engagement with universities and other research-intensive institutions; and,
- A more competitive and productive regional economy.

One of the LEP's most notable IDPs refers to the North East Energy Catalyst.

“We have something called the North East Energy Catalyst, which is a collaboration of public, private, research, and institutional sectors, that aims to bring people together to address future energy challenges. It has been really successful, we have got £300 million worth of collaborative projects in the pipeline there.”

By facilitating these IDPs, the North East LEP can fill the innovation gap in the region, with the aim of ensuring R&D from universities is translated into market outcomes.

“We are trying to understand where future markets will be, and explicitly bring together partners that have the assets to build innovation collaborations in these different sectors. We have about 12 [projects] ready to go in sectors like energy, chemicals, pharmaceuticals, and life sciences.”

Additionally, through our interviews we have identified examples of incentives that have encouraged investment in particular areas.

The Tees Valley provides examples of incentives that have been used to regenerate large Brownfield sites, most notably the British Steel site in Redcar and Cleveland.

“We have a huge area of land that used to be owned by British Steel. When they left, they took around 8,000 jobs with them. This is now Europe's largest brownfield site, and we are trying to create a hub for clean energy and advanced manufacturing. To do this, we need to attract the right kind of businesses to the area.”

The policies implemented in Tees Valley have included:

- The designation of the area as a “Special Economic Area”, which allows the area to retain rates to reinvest in the site
- Locating both one of the UK's Freeport sites and Carbon Capture and Storage sites here to incentivise investment and build jobs and supply chains
- Creation of the South Tees Development Corporation which was the first Mayoral Development Corporation out of London

Whilst there are a range of incentives available to regenerate large Brownfield sites, some solutions, i.e. Carbon Capture and Storage Sites, are better suited to regions that have existing links with UK Continental Shelf activity, i.e. Aberdeen, Bacton, and Teesside.

Additionally, The D2N2 region is home to two of the UK's leading business clusters: the high-tech manufacturing cluster centred around Rolls Royce in Derby, and the digital tech cluster located in Nottingham's Creative Quarter.

Certain types of policies can encourage the relocation of high-profile firms to a region, provided the correct types of incentives are offered.

During our primary research, it was highlighted that grants, not loans, had been particularly effective at attracting high-profile firms to the area.

“In other areas, they tried a very similar programme last year but with loans [not grants] as the offer, and they received almost no interest.”

This was epitomised by the relocation of SmartParc to the region, owing in part to a £12 million grant offered by the D2N2 LEP. As a result of SmartParc’s relocation, over 5000 jobs were created in the D2N2 region (D2N2, 2021).

“Our latest capital programme, our Low Carbon Fund, has been four times oversubscribed which clearly demonstrates the demand out there for grant incentives.”

National government can also play an important role in bringing jobs to local areas.

For example, recently it was announced that the UK Government would move 200 Government staff to the North East in Darlington.

The Darlington site will now have over 1,700 civil servants working across the Treasury, the Department for Business, Energy and Industrial Strategy (BEIS), Office of National Statistics (ONS), and the Department for Levelling Up.

“This investment has not only generated the employment benefits directly. We have also seen additional jobs generated in the wider professional services sector, giving a hub agglomeration benefit, providing a range of high quality graduate job options.”

The UK Government is also set to move 1,000 civil service jobs to Scotland, with 500 Cabinet Office staff being relocated to Glasgow, the Office's 'Second Headquarters', by 2024.

These relocations aim to better involve communities across the UK into national government decision making, whilst also bringing new jobs and investment into areas in need of it.

Foundational economy

The foundational economy refers to organisations and businesses that provide basic services and products within their communities that support everyday life. Jobs in the foundational economy most notably refer to health, care, education, housing, utilities, tourism, food supply and high street retail.

“Foundational economy jobs are there for the long haul, they are always going to be needed.”

When the Centre for Research on Socio-Cultural Change (CRESC) developed the idea of the foundational economy, they suggested policymakers often neglect the side of the economy that creates and distributes essential goods and services. Instead, they suggest policymakers focus on the allure of high-tech, R&D intensive sectors which may not be well suited to their region.

“COVID-19 has highlighted how essential [foundational sectors] like health and care are to local economies.”

Setting policies that invest in the foundational economy could ensure vital sectors of the economy are well supported, offering the chance to reverse the deterioration of employment conditions, reverse the leakage of money from communities, and address the environmental costs of extended supply chains.

Investment, promotion and support of the foundational economy are being particularly pursued in some parts of Wales.

In addition to the sectors that make up the foundations of a regional economy, it is important that there is investment into a region's most vibrant business sectors – outlined in the 'what works' section of this report as the "Oasis Strategy".

Teeside Valley recommend that regions consider where their strengths lie – what skills, resources, and infrastructure they have available.

"We want to understand what assets we have available and how to maximise their benefits. We have a very strong chemical and processing sector – arguably the largest in Europe – which is a big player in our local economy. As part of that, we have existing specialities in areas like hydrogen production where we produce 50% of UK hydrogen. We have the infrastructure, technical skills, and business base to support a hydrogen economy."

Government support concentrated towards these vibrant business sectors has helped these industries compete nationally. Notably, the productivity of key sectors like chemicals and processing, as well as digital, was higher in the Tees Valley than in the rest of the UK (Tees Valley Combined Authority, 2019).

Infrastructure & Housing

The case for strategic regional planning, involving a range of local stakeholders, was particularly strong when focussing on infrastructure investment. Those we talked to saw a key role for combined authorities and LEPS to bring together the relevant parties to more easily make progress. So, for example, from one contributor -

"We have taken the position that within our next capital budget, we would insist that if you are building a road for example, then we want to see evidence that you are also talking to the water, gas, and telecoms companies to ensure – as much as possible – that there is a holistic approach to infrastructure development."

During our primary research, the rollout of the Rhondda Cynon Taf Empty Homes Scheme was brought to our attention.

This is a programme intended to bring vacant homes across the Welsh Valleys back into use, providing regeneration benefits to towns and communities.

The Valleys taskforce was instrumental in the introduction of this policy, bringing together key partners such as the Welsh Government, local authorities, registered social landlords, and the Development Bank of Wales.

During its initial rollout, £10 million was contributed to the scheme, enabling applications to apply for a grant of up to £20,000 (Valleys Taskforce, 2021).

By September 2020, over 600 applicants had applied for the scheme, providing direct benefits to those who received funding to refurbish a previously unusable home, supporting local tradesman with up to 2000 hours of work per grant awarded, regenerating local areas, and providing a sustainable, cost-effective solution to housing shortages as it is often much cheaper and environmentally friendly to refurbish a home than to build a new one.

In our engagement, there was a notable focus on the benefits of mapping out supply chains, and the economic and social benefits that come from spending public money in the local economy.

"A challenge for us is that whenever there is a large scale construction project we need to outsource because we do not have large enough construction firms in our local area to meet the demands of the project. This means that not all of the economic benefits are felt in the communities where the projects are taking place."

One interesting initiative was a grant offered by the United Welsh Housing Association as part of a partnership in Blaenau Gwent. This grant enabled the housing association in Blaenau Gwent to map out their supply chains and understand how their spending power could be used to support local suppliers and benefit communities.

Through this initiative, a greater percentage of public money is reinvested in the local economy, thus providing a steady pipeline of work for local suppliers and contractors.

"There has been a lot of emphasis on social value in procurement, looking at a wide range of social benefits."

Another interesting policy with similar links to public spending was implemented by Swansea Council. As part of their Community Benefits Policy, they now ensure community benefit clauses are attached to any development or regeneration projects where public money is spent.

These clauses can include:

- Supply chain initiatives that are committed to local sourcing;
- Targeted recruitment e.g., focused on the long-term unemployed;
- Environmental benefits during works and at completion; as well as,
- Community consultations to ensure contractors act considerately.

This process of using community clauses aims to ensure the maximum amount of added value is generated from all public sector spending.

"We don't just want to build houses, we want to have community benefits on the back of it."

4. Conclusions

The three local authorities of Argyll & Bute, Inverclyde, and West Dunbartonshire are distinctive council areas in Scotland that face similar long-term challenges, known as 'Grand Challenges'.

These Grand Challenges include -

- Population Decline;
- Economic Recovery in areas requiring regeneration; and,
- Dealing with poverty and inequalities.

This report set out to find out 'What Works', in terms of economic policies, to tackle these three issues

Whilst desk-based research proved useful in highlighting examples of best practice in the UK and internationally, primary research, i.e. talking to areas facing similar challenges and asking them 'What Works' and 'What's in the Works', provided us with information on a far greater range of levers that local government can use to tackle these issues.

Our discussions with policymakers in local government, umbrella bodies, enterprise bodies, combined authorities, and national government, were centred around the following areas -

- Policy context, in particular recent trends in the economic development landscape.
 - The range of powers available in the combined authority model was highlighted as a way that more regional powers could address key problems in areas, ensuring opportunities surrounding economic development, employment, skills, and housing.
- Skills & knowledge economy.
 - Collaboration between further and higher education institutions was discussed as being a critical way for regions to address skills mismatches in the local areas, allowing education providers to specialise in fields demanded by the local economy. Government incentives were highlighted as a way to support education providers in offering courses that may not be in demand now, but will be essential to address future challenges such as Brexit or climate change.
- Attracting investment.
 - A range of policies aimed at encouraging the relocation of high-profile firms to a region are available to local authorities. One of which is the offering of grants, not loans, to large enterprises. Whilst there are a range of incentives available to regenerate large Brownfield sites, some solutions, i.e. Carbon Capture and Storage Sites, are better suited to regions that have existing links with UK Continental Shelf activity.
- Foundational economy.
 - Throughout our engagement, investment in the foundation economy, i.e. essential goods and services in hospitality, retail, etc., was outlined as being essential in ensuring vital sectors of the economy are supported, offering the chance to reverse the deterioration of employment conditions, reverse the leakage of money from communities, and address the environmental costs of extended supply chains.

- Infrastructure and housing.
 - Focussing on the economic and social benefits that come from spending public money in the local economy was highlighted as a crucial way of ensuring development or regeneration projects support local supply chains and local jobs. Some areas attach clauses to projects to ensure maximum community benefits from infrastructure/housing investments whilst other areas have mapped out their supply chains to ensure that a greater percentage of public money is being reinvested into the local economy.

This report highlights a number of best practice policies, from across the UK and internationally, to tackle the three grand challenges of population decline, economic regeneration, and poverty and inequalities.

Whilst some policies may be better suited to some areas than others, there are five key themes that can support the three councils of Argyll & Bute, Inverclyde, and West Dunbartonshire in overcoming these issues facing their economies.

The five themes discussed throughout this report each play a role in tackling each of grand challenges facing the three councils. For example, policies relating to infrastructure and housing can act to regenerate local areas, creating jobs and opportunities for local consumers and producers, attracting people to the region, and therefore tackling inequalities and demographic change.

COVID-19 and Brexit has exacerbated existing issues, not just in the three council areas, but across the UK, making them all the more difficult to overcome.

However, the significant changes experienced in our economy over the past two years provides local governments to rethink how they tackle issues in their local area, offering a shift in how policy making is done.

Policies that worked pre-pandemic will no longer be enough to overcome these grand challenges.

Methodology

To determine the relative performance of local authorities (LAs) we consider a range of indicators across the following areas:

- Demographics;
- Industry;
- Labour market; and,
- Poverty

There are 374 district local authorities in the UK. Due to methodology differences between Northern Ireland and Great Britain in estimating some of the indicators, estimates for Northern Irish LAs (of which there are 11) are removed. Also, 6 LAs (5 in England and 1 in Wales) do not have estimates for every indicator needed for the index and so they are also dropped. This leaves the total number of Great British LAs in this index to 357.

We use the following indicators and weights to construct an aggregate performance index and similarity index for 357 local authorities in Great Britain (GB). See Table 1.

Table 1: Aggregate performance index and similarity Index components

Area	Indicator	Weight	Measurement	Source	
Demographics	Population	15%	% change in population (1991 - 2020)	NOMIS - Population estimates	Green
	Population density	25%	Inhabitants per sq km (2020)	ONS	Green
Industry	Labour productivity	10%	GVA per hour (£) (2019)	ONS	Green
	Industrial change	10%	ppt change in GVA share from primary industries (1998 - 2019)	NOMIS - BRES	Red
Labour market	Unemployment	5%	Unemployment rate (%) (2020)	NOMIS - LFS	Red
	Education/skills	5%	% with no qualifications (NVQ) - aged 16-64 (2020)	NOMIS - APS	Green
Poverty	Income	10%	Gross disposable household income per capita (£) (2020)	ONS	Green
	Life expectancy	10%	Healthy life expectancy at birth (2019)	ONS	Red
	Housing deprivation	10%	% of socially rented dwellings (2020)	Ministry of Housing, Communities & Local Government, NRS, Stat Wales	Red

Note: Highest value = 100 (green), Lowest value = 100 (red)

Source: Source: Fraser of Allander Institute

To construct the index, we first normalise each measure to take a value between 0 and 100 depending on how a given LA ranks in comparison to the other LAs.

We normalise to allow comparisons to be made between each indicator. That is, normalisation allows an indicator like GVA per hour, measured in pounds, to be comparable to an indicator like the unemployment rate, measured in percentage terms.

A value of 100 represents that the LA performs better than all other LAs for a particular measure, whereas a value of 0 means that the LA is the worst-performing.

Equation 1 represents the calculation carried out for indicators whereby a higher number brings the overall index down (i.e. unemployment), whilst Equation 2 represents the calculation carried out for indicators in which a higher number is positive for the index (i.e. labour productivity). Once normalised, all indicators are comparable – See Equation 3.

$$K_{l,i(neg)} = \frac{(k_{l,i(neg)} - \max(k_{i(neg)}))}{(\min(k_{i(neg)}) - \max(k_{i(neg)}))} \times 100 \text{ (eq. 1)}$$

$$K_{l,i(pos)} = \frac{(k_{l,i(pos)} - \min(k_{i(pos)}))}{(\max(k_{i(pos)}) - \min(k_{i(pos)}))} \times 100 \text{ (eq. 2)}$$

$$K_{l,i(neg)} = K_{l,i(pos)} = K_{l,i} \text{ (eq. 3)}$$

Where: k represents the indicators, i reflects each specific indicator (e.g. unemployment rate, population density, labour productivity), i(neg) represents indicators which have a negative relationship with the index performance (i.e. unemployment), i(pos) represents indicators which have a positive relationship with the index performance (i.e. labour productivity), and K is equal to the normalised index of an indicator for each local authority, l. The maximum and minimum values here represent the maximum and minimum values for each indicator across all 357 local authorities.

We then calculate two separate measures: an aggregate performance index and a similarity index.

The aggregate performance index is calculated as follows:

$$A_l = \sum_{i=1}^9 K_{l,i} \times Weight_i \text{ (eq. 4)}$$

Where: A is the aggregate index of all indicators, i (of which there is 9), for each local authority, l, and Weight represents the weight associated with each indicator (5%, 10%, 15% or 25%).

The aggregate performance index is used to estimate where the local authorities rank in comparison to the rest of GB, whereas the similarity index is used to find out which local authorities are the most similar to one another.

The similarity index penalises large differences more heavily than the aggregate index.

In order to construct the similarity index, we estimate the deviation of each of the 357 local authorities across the 9 indicators from each of the 3 council areas:

$$D_{c,l} = (K_{l,i} \times Weight_i) - (K_{c,l} \times Weight_i) \text{ (eq. 5)}$$

$$Sum\ of\ squares_{c,l} = \sum_{i=1}^9 (D_{c,l,i})^2 \text{ (eq. 6)}$$

Where: D is the difference between the normalised indicators for each local authority, l, against the three councils (Argyll & Bute, Inverclyde, and West Dunbartonshire), c.

Finally, we take the square root of the sum of squares to obtain an “index point deviation” for a given local authority from one of the 3 councils:

$$Index\ point\ deviation_{c,l} = \sqrt{Sum\ of\ squares_{c,l}} \text{ (eq. 7)}$$

The local authority which is most similar to each of the three councils has the lowest index point deviation from that council.

Bibliography

- Abbas, A., Avdic, A., Xiaobao, P., Hasan, M. M. and Ming, W. (2019). 'University-government collaboration for the generation and commercialization of new knowledge for use in Industry', *Journal of Innovation and Knowledge*, 4(1), pp. 23-31.
- ADEPT. (2021). A blueprint for accelerating climate action and a green recovery at a local level. Available at: <https://www.adeptnet.org.uk/documents/blueprint-accelerating-climate-action-and-green-recovery-local-level> (Accessed: 25 November 2021).
- Alvarez-Diaz, M., D`Hombres, B., Ghisetti, C., Pontarollo, N. & Dijkstra, L. (2020). 'Unveiling the local determinants of population growth in the European Union,' *Growth and Change*, 52 (1), pp. 150-166.
- Bailey, D. (2017). 'Birmingham City Council has issued 'Brummie Bonds' to build homes,' *Business Live*, 26 April. Available at: <https://www.business-live.co.uk/opinion-analysis/birmingham-city-council-issued-brummie-12947488> (Accessed: 2 November 2021).
- Balboni, C. et al. (2020). Why do people stay poor?, National Bureau of Economic Research. Available at: <https://sticerd.lse.ac.uk/dps/eopp/eopp67.pdf> (Accessed: 21 February 2022).
- Bankers for Net Zero. (2021). Tooling up the Green Homes Industry: Financing the Retrofit Supply Chain. Available at: https://volans.com/wp-content/uploads/2021/09/Tooling-up-the-Green-Homes-Industry_FINAL.pdf (Accessed: 21 February 2022).
- Barclays. (2021). Barclays unveils a state-of-the-art campus in Glasgow. Available at: <https://home.barclays/news/press-releases/2021/10/barclays-unveils-state-of-the-art-campus-in-glasgow/> (Accessed: 4 November 2021).
- Barreira, A.P., Ramalho, J.J.S., Panagopoulos, T., Guimaraes, M.H. (2017). 'Factors driving the population growth and decline of Portuguese cities,' *Growth and Change*, 48 (4), pp. 853-868.
- BBC. (2018). Barclays plans 2500 new jobs in Glasgow, *BBC News*, 23 July. Available at: <https://www.bbc.co.uk/news/uk-scotland-scotland-business-44910560> (Accessed: 4 November 2021).
- Birmingham City Council. (2021). Birmingham's Levelling Up Strategy. Available at: https://www.birmingham.gov.uk/downloads/file/21159/birminghams_levelling_up_strategy (Accessed: 25 February 2022).
- Birmingham City Council. (2021). East Birmingham Inclusive Growth Strategy 2021. Available at: https://www.birmingham.gov.uk/downloads/file/19118/east_birmingham_inclusive_growth_strategy_2021 (Accessed: 25 February 2022).
- Birmingham Tech. (2022). Accelerators, Incubators & Business Support. Available at: <https://birmingham.tech/accelerators-incubators-business-support/> (Accessed: 28 February 2022).
- Bristol City Funds. (2021). City Funds Annual Report 2020. Available at: https://bristolcityfunds.co.uk/wp-content/uploads/2021/03/City-Funds-annual-report-2020_final.pdf (Accessed: 1 November 2021).
- Buseti, S., Drufuca, S., Melloni, E., Patrizio, M., Lodovici, M.S., Vasilescu, C., Barbone, L., Speckesser, S., Hadjivassiliou, K., Marvell, R., Manzoni, R., Manzoni, C., Green, M., Bruck, A., Gajewski, J., Hillmann, F. & Slezak, E. (2018a). The Geography of New Employment Dynamics in Europe: Final Report, ESPON, Luxembourg.

Buseti, S., Drufuca, S., Melloni, E., Patrizio, M., Lodovici, M.S., Vasilescu, C., Barbone, L., Speckesser, S., Hadjivassiliou, K., Marvell, R., Manzoni, R., Manzoni, C., Green, M., Bruck, A., Gajewski, J., Hillmann, F. & Slezak, E. (2018b). The Geography of New Employment Dynamics in Europe: Annex to Chapter 6: Case Study – Mecklenburg – Vorpommern (DE) Final Version. ESPON: Luxembourg.

Buseti, S., Drufuca, S., Melloni, E., Patrizio, M., Lodovici, M.S., Vasilescu, C., Barbone, L., Speckesser, S., Hadjivassiliou, K., Marvell, R., Manzoni, R., Manzoni, C., Green, M., Bruck, A., Gajewski, J., Hillmann, F. & Slezak, E. (2018c). The Geography of New Employment Dynamics in Europe: Annex to Chapter 6: Case Study – MALOPOLSKA (PL) Final Version. ESPON: Luxembourg.

Business Wales. 2020. Foundational Economy. Available at: <https://businesswales.gov.wales/foundational-economy#:~:text=The%2ofoundational%2oeconomy%2oapproach%2offers,cost%2oof%2oextended%2osupply%2ochains> (Accessed: 21 February 2022).

Chapman, A. and Kiberd, E. (2021). Skills Through Crisis: Upskilling and (Re)training for a Green Recovery in Wales, New Economics Foundation. Available at: <https://www.futuregenerations.wales/wp-content/uploads/2021/05/20-05-2021-ENG-NEF-Skills-report.pdf> (Accessed: 21 February 2022)

Chen, E., Schuetze, C. and Benjamin, N. (2021). ‘Long Slide Looms for World Population with Sweeping Ramifications’, The New York Times, 23 May. Available at: <https://www.nytimes.com/2021/05/22/world/global-population-shrinking.html> (Accessed: 19 November 2021).

Child Poverty Action Group. (2022). The Effects of Poverty. Available at: <https://cpag.org.uk/child-poverty/effects-poverty> (Accessed: 15 February 2022).

Chrisinger, C.K., Fowler, C.S. and Kleit, R.G. (2015). ‘Industry clusters and employment outcomes in Washington State’, *Economic Development Quarterly*, 29(3), pp. 199-210.

Coad, A., Daunfeldt, S., Johansson, D. and Wennberg, K. (2014). ‘Whom do high-growth firms hire?’, *Industrial and Corporate Change*, 23(1), pp. 293, 327.

Coventry University. (2020). Coventry University helps lead the way in 5G and connected automated logistics. Available at: <https://www.coventry.ac.uk/research/about-us/research-news/2020/coventry-university-helps-lead-the-way-in-5g-and-connected-and-automated-logistics/> (Accessed: 24 February 2022).

Covill, R. (2021). ‘Birmingham crowned UK’s regional startup capital for seventh year running’, The Business Desk, 13 January. Available at: <https://www.thebusinessdesk.com/westmidlands/news/2047766-birmingham-crowned-uk%E2%80%99s-regional-startup-capital-for-seventh-year-running> (Accessed: 28 February 2021).

CPP. (2019). How to do Inclusive Growth. Available at: <https://www.progressive-policy.net/publications/how-to-do-local-inclusive-growth-2> (Accessed: 29 October 2021).

CRESC. 2013. Manifesto for the Foundational Economy. Available at: <https://foundationaleconomycom.files.wordpress.com/2017/01/wp131.pdf> (Accessed: 2 February 2022).

Curry, J.E. (2016). ‘The Dynamics of University/City Government Relations: It’s Personal’, *Metropolitan Universities*, 27(1), pp. 56-70.

D2N2. (2020). Recovery and Growth Strategy. Available at: https://d2n2lep.org/wp-content/uploads/2021/01/Recovery-Strategy-2020_V4_190121-compressed.pdf (Accessed: 22 February 2022).

D2N2. (2021). £12m D2N2 investment announced for SmartParc high-tech food manufacturing distribution campus in Derby, 21 September. Available at: <https://d2n2lep.org/12m-d2n2-investment-announced-for-smartparc-high-tech-food-manufacturing-and-distribution-campus-in-derby/> (Accessed: 22 February 2022).

D2N2. (2021). D2N2 Local Skills Report. Available at: https://d2n2lep.org/wp-content/uploads/2021/03/D2N2-Skills-Report-2021_APPROVED-compressed.pdf (Accessed: 2 November 2021).

D2N2. (2022). D2N2 Local Skills Report. Available at: https://d2n2lep.org/wp-content/uploads/2022/01/D2N2-Skills-Report-Refresh_January_2022_compressed-2.pdf (Accessed: 22 February 2022).

Department for Education. (2020). Employer Skills Survey 2019. Available at: <https://www.gov.uk/government/collections/employer-skills-survey-2019> (Accessed: 22 February 2022).

Department for Work and Pensions. (2021). Absolute Low Income. Available at: Stat-Xplore - Home (dwp.gov.uk) (Accessed: 1 February 2022).

Department of Trade and Industry. (2004). A practical guide to cluster development. Available at: <https://bluetongue1.files.wordpress.com/2008/04/2004-a-practical-guide-to-cluster-development-uk-dti.pdf> (Accessed: 17 November 2021).

Duranton, G. & Turner, M. (2012). “Urban Growth and Transportation”, *The Review of Economic Studies*, vol. 70, no. 4, pp. 1407-1440

Earle, J. Froud, J. Haslam, C. and Johal, S. (2017). What Wales Can Do: Asset Based Policies and the Foundational Economy. Available at: <http://www.regenwales.org/upload/pdf/071417104336What%20Wales%20Can%20Do%2022%20June%202017%20FINAL%20V2.pdf> (Accessed: 2 February 2022).

Energy Efficiency Infrastructure Group. (2017). Affordable Warmth, Clean Growth. Available at: <https://www.theeeig.co.uk/media/1026/fe-energy-efficiency-final-clean-250917.pdf> (Accessed: 25 November 2021).

ESPON. (2019). Policy Brief: Addressing Labour Migration Challenges in Europe: An Enhanced Functional Approach. ESPON: Luxembourg.

Etzkowitz, H. and Leydesdorff, L. (1995). ‘The Triple Helix – University-Industry-Government Relations: A laboratory for Knowledge Based Economic Development’, *EASST Review*, 14(1), pp.14-19.

Eurostat. (2021). ‘Population change by NUTS 2 region - Crude rates of total change, natural change and net migration plus adjustment’. Available at: <https://ec.europa.eu/eurostat/databrowser/view/tgsoo099/default/line?lang=en> (Accessed: 25 November 2021).

Expert Advisory Group on Migration and Population. (2021). Designing a Pilot Remote and Rural Migration Scheme: Analysis and policy Options. Available at: <https://www.gov.scot/publications/designing-pilot-remote-rural-migration-scheme-scotland-analysis-policy-options/documents/> (Accessed: 1 February 2022).

FAI. (2021). Scottish Cities Outlook: An Update. Available at: <https://fraserofallander.org/publications/> (Accessed: 28 October 2021).

Ferreira, F.H.G. (2021). Inequality in the time of COVID-19, Washington: IMF. Available at: <https://www.imf.org/external/pubs/ft/fandd/2021/06/inequality-and-covid-19-ferreira.htm> (Accessed: 3 March 2022).

Finance for Sustainable Growth. (2021) Innovation Delivery Partnerships. Available at: <https://f4sg.co.uk/innovation-delivery-partnerships/> (Accessed: 24 February 2021).

Forster, B. (2020). Why digital infrastructure could emerge stronger from COVID-19. 7 August, Schroders. Available at: <https://www.schroders.com/en/insights/economics/why-digital-infrastructure-could-emerge-stronger-from-covid-19/> (Accessed: 9 November 2021).

Foundational Economy. 2019. The Foundational Economy. Available at: <https://foundationaleconomy.com/research-reports/> (Accessed: 2 February 2022).

GBCC. (2017). £45m housing investment secured through 'Brummie Bonds'. Available at: <https://www.greaterbirminghamchambers.com/latest-news/news/2017/4/26/45m-housing-investment-secured-through-brummie-bonds/> (Accessed: 2 November 2021).

Goddard, J. and Kempton, L. (2016). The Civic University: Universities in Leadership and Management of Place', University of Warwick. Available at: https://eprints.ncl.ac.uk/file_store/production/227721/93F7E065-1286-4171-9DC2-D6399E31D5BE.pdf (Accessed: 21 February 2022).

Government of the Netherlands. (2022). Causes and Effects of Population Decline. Available at: <https://www.government.nl/topics/population-decline/causes-and-effects-of-population-decline> (Accessed: 15 February 2022).

Greater Birmingham and Solihull LEP. (2016). Strategic Economic Plan 2016-2030. Available at: <https://gbslep.co.uk/strategy/strategic-economic-plan/#:~:text=The%20Strategic%20Economic%20Plan%20outlines,for%20growth%20across%20our%20communities> (Accessed: 28 February 2022).

Greater Birmingham and Solihull LEP. (2021). Young People Strategy, You(th) Matter. Available at: <https://gbslep.co.uk/resource/report/gbslep-young-people-strategy-youth-matter/> (Accessed: 28 February 2021).

Greater Birmingham and Solihull LEP. (2022). 10 Ways the Growth Hub can help you. Available at: <https://www.gbslepgrowthhub.co.uk/about-us/10-ways-the-growth-hub-can-help-you> (Accessed: 28 February 2022).

Haldane, A. (2021). Only a large-scale skills programme can protect against Covid's fallout. The Guardian, 31 March. Available at: <https://www.theguardian.com/business/2021/mar/31/only-a-large-scale-skills-programme-can-protect-against-covids-fallout> (Accessed: 4 November 2021).

Hanson, J., Moore, N., Clark, L. and Neary, S. (2021). An Evaluation of the North East of England pilot of the Gatsby Benchmarks of Good Career Guidance. Derby: International Centre for Guidance Studies. Available at: <https://www.gatsby.org.uk/uploads/education/ne-pilot-evaluation-full-report.pdf> (Accessed: 24 February 2021).

Harding, R. (2020). 'The costs of a declining population', Financial Times, 14 January. Available at: <https://www.ft.com/content/c017334e-36bb-11ea-a6d3-9a26f8c3cba4> (Accessed: 18 November 2021).

Hartfree, Y. and Collard, S. (2014). Poverty, debt and credit: An expert-led review. Bristol: Personal Finance Research Centre, University of Bristol. Available at: <http://www.bristol.ac.uk/media-library/sites/geography/migrated/documents/pfrc1404.pdf> (Accessed: 4 November 2021).

HM Government. (2022) What are Enterprise Zones? Available at: <https://enterprisezones.communities.gov.uk/about-enterprise-zones/> (Accessed: 23 February 2022).

IRCC. (2020). Evaluation of the Atlantic Immigration Pilot. Available at: https://www.canada.ca/content/dam/ircc/documents/pdf/english/corporate/reports-statistics/evaluations/E2-2019_AIP_Accessible_Eng.pdf (Accessed: 1 November 2021).

Jones, C. I. (2020). The end of economic growth? Unintended consequences of a declining population, Cambridge: National Bureau of Economic Research. Available at: https://www.nber.org/system/files/working_papers/w26651/w26651.pdf (Accessed: 19 November 2021).

Joseph Rowntree Foundation. (2016). UK Poverty: Causes, Costs and Solutions. Available at: <https://www.jrf.org.uk/report/uk-poverty-causes-costs-and-solutions> (Accessed: 29 October 2021).

Joseph Rowntree Foundation. (2017). What is inclusive growth and why does it matter? Available at: <https://www.jrf.org.uk/blog/what-inclusive-growth-and-why-does-it-matter> (Accessed: 4 November 2021).

Ketels, C. and Protsiv, S. (2021). 'Cluster presence and economic performance: A new look based on European data', *Regional Studies*, 55(2), pp. 208-220.

Kirchherr, J. Scherf, G. and Suder, K. (2014). 'Creating growth clusters: What role for local government?', McKinsey & Company, 1 July. Available at: <https://www.mckinsey.com/industries/public-and-social-sector/our-insights/creating-growth-clusters-what-role-for-local-government> (Accessed: 22 November 2021).

Lever, W. F. (1991). 'Deindustrialisation and the reality of the post-industrial city', *Urban Studies*, 28(6), pp. 983-999. Available at: <https://www.jstor.org/stable/pdf/43195853.pdf?refreqid=excelsior%3Acd3c1728f8ebb1b69cc358eea02aa75d> (Accessed: 4 November 2021).

Lobo, B. J. (2020). Ten Years of Fiber Optic and Smart Grid Infrastructure in Hamilton County, Tennessee. Chattanooga: The University of Tennessee. Available at: https://assets.epb.com/media/Lobo%20-%20Ten%20Years%20of%20Fiber%20Infrastructure%20in%20Hamilton%20County%20TN_Published.pdf (Accessed: 8 November 2021).

Local Government Association. (2021). Remote Working: A path to an adaptable economy agenda, 17 February 2021. Available at: <https://www.local.gov.uk/remote-working-path-adaptable-economy-agenda-17-february-2021> (Accessed: 19 November 2021).

Logan, M. (2020). Scottish Technology Ecosystem: Review, Scottish Government, Available at: <https://www.gov.scot/publications/scottish-technology-ecosystem-review/pages/8/> (Accessed: 4 March 2022).

Lutz, W., Skirbekk, V. and Testa, M.R. (2006). 'The low fertility trap hypothesis: Forces that may lead to further postponement and fewer births in Europe'. *Vienna Yearbook of Population Research*, pp. 167-192.

Mason, C. and Brown, R. (2014). Entrepreneurial Ecosystems and Growth Orientated Entrepreneurship, The Hague: OECD. Available at: <https://www.oecd.org/cfe/leed/Entrepreneurial-ecosystems.pdf> (Accessed: 28 February 2022).

- Morgan, K. and Cooke, P. (1998). 'The associational economy: firms, regions, and innovation', University of Illinois at Urbana-Champaign's Academy for Entrepreneurial Leadership Historical Research Reference in Entrepreneurship. Available at: https://papers.ssrn.com/sol3/papers.cfm?abstract_id=1496189 (Accessed: 18 November 2021).
- Mulder, C. H. (2006). 'Population and housing: A two-sided relationship', *Demographic Research*, 15, pp. 401-412.
- National Records of Scotland (2020). Population Projections for Scottish Areas (2018-based). Available at: <https://www.nrscotland.gov.uk/statistics-and-data/statistics/statistics-by-theme/population/population-projections/sub-national-population-projections/2018-based/> (Accessed: 1 February 2022).
- National Records of Scotland (2021). Population Estimates Time Series Data. Available at: <https://www.nrscotland.gov.uk/statistics-and-data/statistics/statistics-by-theme/population/population-estimates/mid-year-population-estimates/population-estimates-time-series-data> (Accessed: 16 November 2021).
- National Records of Scotland. (2021). Scotland's Population Growth Slowest Since 2003. Available at: <https://www.nrscotland.gov.uk/news/2021/scotlands-population-growth-slowest-since-2003> (Accessed: 5 November 2021).
- North East LEP. (2021). Our Economy 2021. Available at: <https://www.northeastlep.co.uk/wp-content/uploads/2021/10/NEL1123-Our-Economy-2021-FINAL.pdf> (Accessed: 24 February 2022).
- OECD. (2005). *Business Clusters*, Paris: OECD Publishing. Available at: https://www.oecd-ilibrary.org/employment/business-clusters_9789264007116-en (Accessed: 16 November 2021).
- OECD. (2021). Building a resilient recovery. Available at: <https://www.oecd.org/coronavirus/en/> (Accessed: 5 November 2021).
- ONS. (2019). Regional Gross Value Added (Balanced) by Industry: Local Authorities by NUTS1 region. Available at: <https://www.ons.gov.uk/economy/grossvalueaddedgva/datasets/regionalgrossvalueaddedbalancedlocalauthoritiesbynuts1region> (Accessed: 21 February 2022).
- ONS. (2020). Coronavirus and the latest indicators for the UK economy and society: 1 October 2020. Available at <https://www.ons.gov.uk/peoplepopulationandcommunity/healthandsocialcare/conditionsanddiseases/bulletins/coronavirustheukeconomyandsocietyfasterindicators/1october2020> (Accessed: 9 November 2021).
- Porter, M. E. (1998). 'Clusters and the new economics of competition', *Harvard Business Review*, 76(6), pp. 77-90, Boston: Harvard University.
- Poverty and Inequality Commission (2019). *Delivering Inclusive Growth in Scotland*. Available at: <https://povertyinequality.scot/wp-content/uploads/2019/06/Poverty-and-Inequality-Inclusive-Growth-final-report.pdf> (Accessed: 21 February 2022).
- Rodrigues, L. (2016). *The credit safety net: How unsustainable credit can lead to problem debt and what can be done about it*. London: StepChange. Available at: https://www.stepchange.org/Portals/o/documents/Reports/StepChange_Debt_Charity_credit_safety_net_report.pdf (Accessed: 1 November 2021).
- Roy, G. (2020). Blue Sky(scanner) thinking..., 27 August, Fraser of Allander Institute. Available at: <https://fraserofallander.org/blue-skyscanner-thinking/> (Accessed: 4 March 2022).

Rybnicek, R. and Königsgruber, R. (2019). 'What makes industry-university collaboration succeed? A systematic review of the literature', *Journal of Business Economics*, 89, pp. 221-250.

Sasser, A. (2010). 'Voting with their feet: Relative economic conditions and state migration patterns', *Regional Science and Urban Economics*, 40 (2-3), pp. 122-135

Scottish Cities. (2021). Glasgow: Advanced Manufacturing Innovation District Scotland. Available at: <https://scottishcities.org.uk/invest/glasgow/glasgow-advanced-manufacturing-innovation-district-scotland/> (Accessed: 2 November 2021).

Scottish Government (2021). Poverty and Income Inequality in Scotland 2017-20. Available at: https://data.gov.scot/poverty/#Income_inequality (Accessed: 5 November 2021).

Scottish Government. (2017). Enterprise and Skills Review: Report on Phase 2 Skills Alignment. <https://www.gov.scot/binaries/content/documents/govscot/publications/progress-report/2017/06/enterprise-skills-review-report-phase-2-skills-alignment/documents/00521441-pdf/00521441-pdf/govscot%3Adocument/00521441.pdf> (Available at: 21 February 2022).

Scottish Government. (2020a). Borders Railway Passenger Footfall: FOI Release. Available at: <https://www.gov.scot/publications/foi-202000034325/> (Accessed: 3 November 2021).

Shuai, X. (2013). 'Will Specialization Continue Forever? A Case Study of Interactions Between Industry Specialization and Diversity', *The Annals of Regional Science*, 50. pp. 1-24.

Social Mobility Commission. (2020). Moving out to move on. Understanding the link between migration, disadvantage and social mobility. Available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/902943/Moving_out_to_move_on_report.pdf (Accessed: 24 January 2022).

Strachan, R. (2020). Glasgow's resurgence remains on track, *Investment Monitor*, 14 December. Available at: <https://www.investmentmonitor.ai/business-activities/cities/glasgow-resurgence-remains-on-track> (Accessed: 5 November 2021).

Sunderland Smart City. (2022). 5G Smart City Project. Available at: <https://www.sunderlandoursmartcity.com/casestudies/5g-smart-city-project/> (Accessed: 24 February 2022).

Swansea Council. 2020. Beyond Bricks and Mortar. Available at: <https://archive.swansea.gov.uk/beyondbricksandmortar> (Accessed: 2 February 2022).

Tees Valley Combined Authority. (2019). Tees Valley Local Industrial Strategy July 2019. Evidence Based Report. Available at: <https://teesvalley-ca.gov.uk/wp-content/uploads/2019/08/Local-Industrial-Strategy-Evidence-Base-Report.pdf> (Accessed: 23 February 2022).

Tees Valley Combined Authority. (2021). Teesside Freeport. Available at: <https://teesvalley-ca.gov.uk/teesside-freeport/> (Accessed: 23 February 2022).

Thompson, J. (2016). SIMO Rural Deprivation, Evidence Summary. Communities Analysis Division: Scottish Government. Available at: <https://www.gov.scot/binaries/content/documents/govscot/publications/research-and-analysis/2017/02/scottish-index-of-multiple-deprivation-rural-deprivation-evidence-and-case-studies/documents/rural-deprivation-an-evidence-review/rural-deprivation-an-evidence-review/govscot%3Adocument/rural%2Bdeprivation%2Bevidence%2Breview.pdf> (Accessed: 4 November 2021).

- Thompson, M. (2021). Borders Railway Extension: Project Could ‘Truly Transform’ Region, *Border Telegraph*, 14 October. Available at: <https://www.bordertelegraph.com/news/19647963.borders-railway-extension-project-truly-transform-region/> (Accessed: 3 November 2021).
- Ton, Z. (2017). ‘The case for good jobs’, *Harvard Business Review*, 30 November. Available at: <https://hbr.org/2017/11/the-case-for-good-jobs> (Accessed: 18 November 2021).
- Transport Scotland. (2017). Borders Railway Year 1 Evaluation. Available at: <https://www.transport.gov.scot/media/39388/borders-railway-1-year-evaluation.pdf> (Accessed: 3 November 2021).
- Trendle, B. (2009). “The Determinants of Population and Employment Growth in Small Queensland Regions”, *Economic Analysis and Policy*, vol. 39, no. 2, pp. 295-307.
- UNESCO. (2021). *Cities, Culture, Creativity: Leveraging Culture and Creativity for Sustainable Urban Development and Inclusive Growth*. Paris: World Bank. Available at: <https://openknowledge.worldbank.org/handle/10986/35621#:~:text=Cultural%20and%20creative%20industries%20are,to%20city%20competitiveness%20and%20sustainability.> (Accessed: 23 February 2022).
- Valleys Taskforce. (2021). *The Valleys Taskforce, 2016-2021: A Final Report*. Available at: <https://gov.wales/valleys-taskforce-2016-2021-final-report> (Accessed: 21 February 2021).
- Vermeulen, W. and Van Ommeren, J. (2009). “Does Land Use Planning Shape Regional Economies? A Simultaneous Analysis of Housing Supply, Internal Migration and Local Employment Growth in the Netherlands”, *Journal of Housing Economics*, vol. 18, no. 4, pp. 294-310
- Wennberg, K. and Lindqvist, G. (2008). How do entrepreneurs in clusters contribute to economic growth, *SSE/EFI Working Paper Series in Business Administration*, 2008(3), pp. 1-9. Available at: <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.520.4899&rep=rep1&type=pdf> (Accessed: 22 November 2021).
- WMCA. (2021). *Inclusive Growth Unit*. Available at: <https://www.wmca.org.uk/what-we-do/public-service-reform/inclusive-growth-unit/> (Accessed: 2 November 2021).

Fraser of Allander Institute

University of Strathclyde
199 Cathedral Street
Glasgow G4 0QU
Scotland, UK

Telephone: 0141 548 3958

Email: fraser@strath.ac.uk

Website: fraserofallander.org

Follow us on Twitter via @Strath_FAJ

Follow us on LinkedIn: FAJ LinkedIn

the place of useful learning

www.strath.ac.uk

University of Strathclyde Glasgow

The University of Strathclyde is a charitable body,
registered in Scotland, with registration number SC015263



Report To:	Environmental & Regeneration Committee	Date:	16 June 2022
Report By:	Interim Director, Environment & Regeneration	Report No:	ENV029/22/DA
Contact Officer:	David Aitken	Contact No:	01475 712964
Subject:	Contract Awards – 1 October 2021 to 31 March 2022		

1.0 PURPOSE

- 1.1 The purpose of this report is to advise the Committee of contracts awarded for the supply of goods or materials, provision of services and execution of works during the period 1 October 2021 to 31 March 2022.

2.0 SUMMARY

- 2.1 The Policy & Resources Committee at the meeting held on 20 May 2014 agreed that six monthly reports on contract awards between £25,000 and £500,000 be submitted to the Committee by the Head of Legal & Property Services (min ref 2014 para 371(2)). A subsequent review by the Corporate Management Team concluded that the information should be enhanced to include contract awards over £500,000, Direct Awards, Negotiated Contracts and Modifications. It should be noted that the review of the Council's key governance documents including the Standing Orders Relating to Contracts and Financial Regulations was reported to and approved by The Inverclyde Council at its meeting of 17 February 2022 and subsequent reports will be based on the revised thresholds as detailed in section 8.1 of the revised Standing Orders Relating to Contracts effective 1st March 2022. However, for the purpose of this report the thresholds as detailed in section 6.1 of the previous Standing Orders Relating to Contracts will be reported.
- 2.2 Appendix 1 provides details of contracts awarded for the period 1 October 2021 to 31 March 2022 where the estimated price of the contract exceeds £25,000 for the supply of goods or materials/ the provision of services and where the estimated price of the contract exceeds £100,000 for the execution of works.
- 2.3 Appendix 2 provides details of direct awards; direct call-offs from frameworks; ICT negotiated contracts; and contract modifications made in the period 1 October 2021 to 31 March 2022 where the value of the contract exceeds £25,000 for the supply of goods or materials/ the provision of services.

3.0 RECOMMENDATIONS

- 3.1 That the Committee note the contracts awarded by the Council during the period 1 October 2021 to 31 March 2022.

Eddie Montgomery
Interim Head of Property Services

4.0 BACKGROUND

- 4.1 The Policy & Resources Committee at the meeting held on 20 May 2014 agreed that six monthly reports on contract awards between £25,000 and £500,000 be submitted to the Committee by the Head of Legal & Property Services (min ref 2014 para 371(2)). A subsequent review by the Corporate Management Team concluded that the information should be enhanced to include contract awards over £500,000, Direct Awards, Negotiated Contracts and Modifications. It should be noted that the review of the Council's key governance documents including the Standing Orders Relating to Contracts and Financial Regulations was reported to and approved by The Inverclyde Council at its meeting of 17 February 2022 and subsequent reports will be based on the revised thresholds as detailed in section 8.1 of the revised Standing Orders Relating to Contracts effective 1st March 2022. However, for the purpose of this report the thresholds as detailed in section 6.1 of the previous Standing Orders Relating to Contracts will be reported.
- 4.2 Appendix 1 provides details of those contracts awarded during the period 1 October 2021 to 31 March 2022 for:
- the supply of goods or materials where the estimated price of the contract exceeds £25,000
 - the provision of services where the estimated price of the contract exceeds £25,000
 - the execution of works where the estimated price of the contract exceeds £100,000
 - collaborative purchasing contracts secured through collaborative purchasing (in terms of Contract Standing Order Clause 6.6) where the estimated price of the contract exceeds £25,000 for the supply of goods/materials/services and exceeds £100,000 for the execution of works
- 4.3 Appendix 2 provides details of direct awards; direct call-offs from frameworks; ICT negotiated contracts; and contract modifications made in the period 1 October 2021 to 31 March 2022 where the value of the contract exceeds £25,000 for the supply of goods or materials/ the provision of services.
- 4.4 Both Appendix 1 and Appendix 2 are in accordance with the thresholds set out previous Contract Standing Order 6.1
- 4.5 There have been no blacklisting protocol applications during the period 1 October 2021 to 31 March 2022.

5.0 IMPLICATIONS

Finance

5.1 Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	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					

Legal

5.2 There are no legal implications arising as a result of this report. Any legal implications in respect of each of the contract awards will be reported to the relevant service Committee.

Human Resources

5.3 There are no direct human resources implications arising as a result of this report.

Equalities

5.4 Equalities

(a) Has an Equality Impact Assessment been carried out?

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

(b) Fairer Scotland Duty

If this report affects or proposes any major strategic decision:-

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

	YES - A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
X	NO

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

	YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.
X	NO

Repopulation

5.5 While there are no direct repopulation implications arising as a result of this report many of the contracts awarded will enhance the area or facilities provided and operated by the Council which may help to stabilise and grow the population of Inverclyde.

6.0 CONSULTATIONS

6.1 The Head of Legal & Democratic Services was consulted during the preparation of this report.

7.0 BACKGROUND PAPERS

7.1 None

DATE OF AWARD	TITLE	NAME OF SUCCESSFUL TENDERER	LOCATION OF SUCCESSFUL TENDERER	CONTRACT AMOUNT	CONTRACT TERM	SME YES/NO	NUMBER OF LOCAL COMPANIES WHO SUBMITTED A TENDER	CONTRACT LOTTED YES/NO
CONTRACT AWARDS								
19/10/2021	Provision of a Dementia Friendly and Enabled Community Development Service	Inverclyde Community Care Form T/A Your Voice	Greenock	£60,000.00	18 Months	Yes	1	No
26/10/2021	Construction of a Fully Signalised Junction at West Blackhall Street and Dalrymple Street/Grey Place	MacLay (Civil Engineering) Limited	Stirling	£214,905.00	One Off	Yes	0	No
04/11/2021	Provision of a Housing Information & Advice Service	Legal Services Agency Limited	Glasgow	£275,000.00 (£55k per annum)	5 Years	Yes	0	No
04/11/2021	Boglestone Community Centre, Re-Roofing Works, Phase 1	Hugh LS McConnell	Kilmarnock	£398,948.65	One Off	Yes	1	No
11/11/2021	Design, Supply and Installation of Outdoor Play Equipment	Hawthorn Heights Sutcliffe Play (Scotland) Limited Kompan Scotland Limited	Derry Dundee Livingston	£283,640.00 £45,000.00 £26,512.00	6 Months	Yes	0	No
29/11/2021	Provision of MTC for Maintenance & Minor works for Fencing, Balustrades and Blacksmith	Inverweld Welding and Fabrication (Lot 1) Lux Fabrication Ltd (Lot 2) City Gate Construction (Scotnad) Ltd (Lot 3)	Port Glasgow Stirling Linwood	Estimated (Schedule of Rates) £250,000.00 (£125k per annum) £110,000.00 (£55k per annum) £56,000.00 (£28k per annum)	1 + 1 Year	Yes	2	Yes
30/11/2021	Greenock Cremator Replacement (Equipment)	Faculatreve Technologies Limited	Leeds	£780,660.00	One Off Capital	Yes	0	No
	Greenock Cremator Replacement (Maintenance)	Faculatreve Technologies Limited	Leeds	Total £721,080 (£48,072 per annum subject to RPI)	15 Years	Yes	0	No
09/12/2021	Former Babylon Nightclub Demolition	Central Demolition Limited	Stirling	£219,368.00	One Off	Yes	1	No
24/12/2021	Design Manufacture and Supply of Specialist signs - Greenock Ocean Terminal	Coeval Limited	Glasgow	£28,828.00	One Off	Yes	0	No
05/01/2022	SXL Framework 0618 - Supply, Delivery and Installation of Active Panels	Avmi Kinly Ltd	Middlesex	£699,715.00	6 Weeks	Yes	0	No
14/01/2022	SXL Framework 0820 Lot 1 Roads and Structures Principal Inspections 2021	WSP UK Limited	London	£40,897.25	2 Months	No	0	No
20/01/2022	Part Demolition and Frabric Repairs of Ivy House and Erection of New Bothy, Greenock Cemetery	WH Kirkwood Limited	Greenock	£326,698.31	6 Months (One Off)	Yes	1	No
24/02/2022	Framework - Provision of a Counselling Service	Therapeutic Counselling Services Limited The Talking Room Ltd MindMosaic Counselling and Therapy	Uddingston Glasgow Greenock	Schedule of Rates Total Estimated £64k (£32k per annum)	1 + 1 Year	Yes	1	No
05/03/2022	Provision of a Recovery Community Service	Inverclyde Community Care Forum T/A Your Voice	Greenock	£497,894.00 (£248,947 per annum)	1 + 1 Year	Yes	1	No
09/03/2022	Custom House Quay, Resurfacing of Cobble Areas Phase 2	Rainton Construction (Scotland) Ltd	Kirkintilloch	£122,726.44	4 Months	Yes	1	No

DATE OF AWARD	TITLE	NAME OF SUCCESSFUL TENDERER	LOCATION OF SUCCESSFUL TENDERER	CONTRACT AMOUNT	CONTRACT TERM	SME YES/NO	NUMBER OF LOCAL COMPANIES WHO SUBMITTED A TENDER	CONTRACT LOTTED YES/NO
16/03/2022	Employability Services in Inverclyde	Inverclyde Community Development Trust (Lot 1) Stepwell Consultancy Ltd (Lot 2) Enable Scotland(Lot 3)	Greenock Greenock Lanarkshire	Lot 1 £1,900,000 (£950k per annum) Lot 2 £248,746 (£124,373 per annum) Lot 3 £219,970 (£109,985.00 per annum)	1 + 1 Year	Yes	2	Yes
29/03/2022	Urban Herbicide Treatment	R & D Spray Services Limited	Kinross	£37,313.15	6 Months	No	0	No
29/03/2022	Care at Home Services	Allied Health Care (Lot 3/5) Care1 Professional Services Ltd (Lot 1/5) Scotia Homecare Solutions Ltd (Lot 2/5) CSN Care Group Limited (Lot 1/2/5) Evergreen Home Support (Lot 5)	Stafford Livingston Glasgow Greenock Alloa	Schedule of Rates £4,212,300 (£2,106,150 per annum)	1 + 1 Year	No	1	Yes
31/03/2022	Provision of an Inverclyde House Condition Survey	David Adamson & Partners Limited	Edinburgh	£88,870.00	6 Months	Yes	0	No
12/04/2022	Swimming Pool Moveable Floor Replacement at Waterfront Leisure Complex	WH Kirkwood Limited	Greenock	£343,284.00	1 Month	Yes	1	No
13/04/2022	Traffic Management at Various Trunk and Non-Trunk Road Locations in Inverclyde 2022 and 2023	Markon Limited	Glasgow	Estimated £30,000 Schedule of Rates	20 Months	Yes	0	No

DATE OF AWARD	TITLE	SUPPLIER	LOCATION OF SUPPLIER	CONTRACT AMOUNT	CONTRACT TERM	SME YES/NO
DIRECT AWARDS						
19/10/21	Provision of a Carers Support Service	Inverclyde Carers Centre	Greenock	£220,491.00	6 Months + 3 Months	Yes
25/10/21	Provision of an Early Intervention Family Support	Homestart Renfrewshire and Inverclyde	Paisley	Total £104k (£52k per annum)	1 + 1 Year	Yes
25/10/21	Provision of a Zero Food Waste Food Pantry in Inverclyde	Inverclyde Community Development Trust	Greenock	Total £60k (£30k per annum)	1 + 1 Year	Yes
01/11/21	Childrens Respite Shorts Breaks	Quarriers	Bridge of Weir	Schedule of Rates Estimated £142,000	2 Years	No
08/11/21	Delivery of the PATHS Programme	Barnardos	Essex	£85,000.00	1 Year	No
10/11/21	Residential Care & Education	Good Shepherds Centre	Bishopton	Schedule of Rates Estimated £536,736.00 (£268,368 per annum)	1 + 1 Years	Yes
14/12/21	Provision of a Specialist Dementia Service	Alzheimers Scotland - Action on Demntia	Greenock	Schedule of Rates £106,020	6 Months	No
07/02/22	Provision of a Care Home Service for People with Mental Health Problems	Inverclyde Association for Mental Health	Greenock	Schedule of Rates Estimated £1.5M	5 Years	Yes
18/03/22	Provision of a Family Support Worker Service	Barnardos	Bridge of Weir	£141,411.48	3 Months	No
21/03/22	Provision of an Inverclyde Home Starter Pack Service	Starter Parks Inverclyde	Greenock	£37,000.00	1 Year	Yes
29/03/22	Financial Fitness	Financial Fitness Resource Team	Greenock	£60,900.00	1 Year	Yes
29/03/22	Provision of a New Scots Integration Service	Inverclyde Community Care Forum	Greenock	£117,220.00	2 Years	Yes
29/03/22	Provision of a Specific Fuel Poverty Response/Initiating Advice Service	The Wise Group	Glasgow	£200,000.00	1 Year	Yes
01/04/22	Employment Advice, Advocacy and Guidance	Inverclyde Advice and Employment Rights	Greenock	£142,000 (£71k per annum)	1 + 1 Year	Yes
DIRECT CALL OFF FROM FRAMEWORK						
01/12/21	Performance Management System	Ideagen Gael Ltd	East Kilbride	Total £58,221.00 (£33,321 initial 2 years, £12,450 per extension)	2 + 2 Years	Yes
01/02/22	Bill Payment Solutions	Capita Business Services Limited	London	£100,000.00	2 Years	No
30/03/22	Award of Mobile Voice and Data Services	Telefonica (02) UK Ltd	Slough	£44,688.00	2 Years	No
01/04/22	Sheriff Officer	Alex M Adamson LLP	Falkirk	Schedule of Rates Estimated £100,000 (£25k per annum)	2 + 1 + 1 Year	Yes
ICT NEGOTIATED CONTRACTS						
23/12/21	EDRMS	CIVICA	London	£203,130.00	5 Years	No
MODIFICATIONS						
05/10/21	Provision of a Specific Fuel Poverty Response/Initiating Advice Service	The Wise Group	Glasgow	£60,000.00	6 Months	Yes

Report To:	Environment & Regeneration Committee	Date:	16 June 2022
Report By:	Interim Director Environment and Regeneration	Report No:	ENV002/22/KL
Contact Officer:	Kenny Lang	Contact No:	01475 715906
Subject:	Virement – Rankin Park, Greenock		

1.0 PURPOSE

- 1.1 The purpose of the report is to seek Committee approval to vire £15,740 from Grounds Services to Education and Communities in respect of Rankin Park.

2.0 SUMMARY

- 2.1 Education and Communities are the Client service for Inverclyde Leisure activities within Inverclyde. As part of the ongoing development of leisure services the transfer of Rankin Park to Inverclyde Leisure forms part of the overall service level agreement.
- 2.2 Currently the budget for heating, lighting overtime and cleaning sits within Grounds Services, the value of this is £15,740. It is proposed that a virement of this amount is made from Grounds Services to Education and Lifelong Learning in order to allow the transfer of Rankin Park to Inverclyde Leisure.
- 2.3 The virement and subsequent transfer would then be made effective from July 2022.

3.0 RECOMMENDATIONS

- 3.1 That the Committee agrees the virement of £15,740 from Grounds Services to Education and Communities in respect of Rankin Park.

Gail MacFarlane
Head of Shared Services
Environment and Regeneration

4.0 BACKGROUND

- 4.1 Inverclyde Leisure operate a number of facilities under a service level agreement for Inverclyde Council. The agreement allows the transfer of facilities to allow Inverclyde Leisure to provide suitable leisure activities to residents of Inverclyde.
- 4.2 Education and Communities are the client for this service and pay Inverclyde Leisure a management fee for all activities they undertake. At present the budget for this sits within Grounds Services. In order to allow the transfer a virement of £15,740 is required from the Grounds Budget to Education and Communities
- 4.3 Officers have met with Inverclyde Leisure and advised that if the virement is agreed the transfer will go ahead shortly thereafter.

5.0 PROPOSED VIREMENT

- 5.1 The budget covers a number of elements and the proposed virement is made up as follows
- Overtime £8,480 (payments for set up etc. at match days)
 - Cleaning £1,650
 - Electricity £2,860
 - Gas £2,750
 - Total virement £15,740
- 5.2 The virement will form the management fee from Education and Communities to Inverclyde Leisure and it is proposed that this will be made in July 2022.

6.0 FINANCE

6.1 One off Costs

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

6.2 Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact £000	Virement From (If Applicable)	Other Comments
Communities	IL Management Fee	July 2022	£15,740	Grounds	
Grounds Services	Various	July 2022	(£15,740)	Communities	Reduction in various budget lines per para 5.1

7.0 CONSULTATION

7.1 Legal

There are no legal implications in respect of this report.

7.2 Human Resources

There are no direct staffing implications in respect of the report.

7.3 Equalities

(a) There are no equalities implications in this report.

	YES (see attached appendix)
X	NO – This report does not introduce a new policy, function or strategy or recommend a substantive change to an existing policy, function or strategy. Therefore, no Equality Impact Assessment is required

(b) Fairer Scotland Duty

If this report affects or proposes any major strategic decision:-

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

	YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
X	NO

(c) Data Protection

Has a Data Protection Impact Assessment been carried out?

	YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.
X	NO

7.4 Repopulation

The delivery of the projects identified in this report will assist in making Inverclyde a more attractive place to live and hence contribute to the Council's repopulation agenda.

8.0 LIST OF BACKGROUND PAPERS

8.1 None.

Report To:	Environment & Regeneration Committee	Date:	16 June 2022
Report By:	Interim Director, Environment and Regeneration	Report No:	LS/039/22
Contact Officer:	Emma Peacock	Contact No:	01475 712115
Subject:	Proposed Traffic Regulation Order - The Inverclyde Council Disabled Persons' Parking Places (On-Street) Order No.2 2022		

1.0 PURPOSE

- 1.1 Local Authorities are empowered to make Orders under the Road Traffic Regulation Act 1984 as amended and under the Council's Scheme of Delegation the Head of Shared Services Roads and Environmental Services and the Head of Legal and Democratic Services are responsible for the making, implementation and review of Traffic Management Orders and Traffic Regulation Orders.
- 1.2 The purpose of this report is to inform the Committee of the outcome of the consultation procedure undertaken for the Traffic Regulation Order (TRO) entitled The Inverclyde Council Disabled Persons' Parking Places (On-Street) Order No.2 2022 where 1 maintained objection has been received. The report also seeks a decision whether Committee will hear the objection relating to the TRO themselves or appoint an independent Reporter.

2.0 SUMMARY

- 2.1 The provision of on-street parking places for use by disabled drivers, who are the holders of a Disabled Driver's Badge, is regulated by The Disabled Persons' Parking Places (Scotland) Act 2009. The Council is required to promote a Traffic Regulation Order to regulate the use of such parking places.
- 2.2 In order to comply with The Disabled Persons' Parking Places (Scotland) Act 2009, Section 5, the Council propose to introduce a TRO to accompany the provision of parking places for disabled persons' vehicles. This will restrict parking to vehicles displaying a Blue Badge only and will enable enforcement of such restrictions at the locations shown on the plans attached to the TRO.
- 2.3 The proposed TRO will have the effect of creating a Disabled Persons' Parking Place at No. 4 Glenview Terrace, Murdieston Street, Greenock.
- 2.4 As a result of the consultation carried out in connection with the proposed TRO, there is 1 maintained objection.

3.0 RECOMMENDATIONS

3.1 It is recommended that the Committee:

a. Notes the requirement to hold a public hearing to consider the maintained objection, and decides either to hear this before a special meeting of this Committee or by an independent Reporter and remits it to the Head of Shared Services Roads and the Head of Legal and Democratic Services to make the necessary arrangements for the public hearing.

b. Notes, if the Committee decides to appoint an independent Reporter, the cost associated with this is approximately £10,000 which would come from the Decriminalised Parking Enforcement Revenue Budget.

Iain Strachan
Head of Legal and Democratic Services

4.0 BACKGROUND

- 4.1 The proposed TRO was issued for public consultation on 03 March 2022 with responses invited by 24 March 2022. At the end of this consultation period, 1 objection was received.
- 4.2 Officers wrote to the objector following the public consultation in connection with this proposed TRO. The objector did not respond therefore the objection is considered to be maintained.

5.0 IMPLICATIONS

Finance

- 5.1 Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	Proposed Spend this Report	Virement From	Other Comments
Capital	Other assets	22/23	£1k		Sign and lines

Legal

- 5.2 There are no legal implications arising from this report.

Human Resources

- 5.3 There are no Human Resources implications associated with the proposal.

Equalities

- 5.4 Equalities

Has an Equality Impact Assessment been carried out?

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

Fairer Scotland Duty

If this report affects or proposes any major strategic decision:-

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

	YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
X	NO

Data Protection

Has a Data Protection Impact Assessment been carried out?

X

YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.

NO

Repopulation

5.5 There are no Repopulation implications associated with the proposal.

6.0 CONSULTATIONS

6.1 The proposal has been advertised in the Greenock Telegraph and full details of the proposal has been made available for public inspection on the Council's website. A copy of the draft Order forms Appendix 1.

7.0 LIST OF BACKGROUND PAPERS

7.1 None.

THE INVERCLYDE COUNCIL
DISABLED PERSONS' PARKING PLACES
(ON-STREET) ORDER NO.2 2022
TRAFFIC REGULATION ORDER

THE INVERCLYDE COUNCIL
DISABLED PERSONS' PARKING PLACES (ON-STREET)
ORDER NO.2 2022

The Inverclyde Council in exercise of the powers conferred on them by Section 32(1) of the Road Traffic Regulation Act 1984 ("the Act") and of all other enabling powers and after consultation with the Chief Constable of Police Scotland in accordance with Part III of Schedule 9 to the Act hereby make the following Order.

1. This Order may be cited as "The Inverclyde Council Disabled Persons' Parking Places (On-Street) Order No.2 2022" and shall come into operation on #####.
2. In this Order the following expressions have the meanings hereby assigned to them:-
 - "Council" means The Inverclyde Council or its successors as Roads Authority;
 - "disabled person's badge" means:
 - (a) a badge issued under Section 21 of the Chronically Sick and Disabled Persons Act 1970 (as amended);
 - (b) a badge issued under a provision of the law of Northern Ireland corresponding to that section; or
 - (c) a badge issued by any member State other than the United Kingdom for purposes corresponding to the purposes for which badges under that section are issued;and which has not ceased to be in force;
 - "disabled person's vehicle" means a vehicle lawfully displaying a disabled person's badge;
 - "parking attendant" means a person employed in accordance with Section 63A of the Act to carry out the functions therein;
 - "parking place" means an area of land specified by number and name in Columns 1 and 2 in the Schedule to this Order;
 - "traffic sign" means a sign prescribed or authorised under Section 64 of the Act; and
 - "vehicle" unless the context otherwise requires, means a vehicle of any description and includes a machine or implement of any kind drawn or propelled along roads whether or not by mechanical power.
3. The Schedule titled "Disabled Persons' Parking Places (On Street) Order No.2 2022" forms the Schedule to this Order.
4. Each area of road which is described in the Schedule Part 1 to this Order and the plans relative to this Order is hereby designated as a parking place.
5. The parking places shall only be used for the leaving of disabled persons' vehicles displaying a valid disabled person's badge.

6. The limits of each parking place shall be indicated on the carriageway as prescribed by The Traffic Signs Regulations and General Directions 2016, as amended.
7. Every vehicle left in any parking place shall stand such that no parking place is occupied by more than one vehicle and that every part of the vehicle is within the limits of the parking place provided that, where the length of a vehicle precludes compliance with this paragraph, such vehicle shall be deemed to be within the limits of a parking place if:-
 - the extreme front portion or, as the case may be, the extreme rear portion of the vehicle is within 300mm of an indication on the carriageway provided under this Order in relation to the parking place; and
 - the vehicle, or any part thereof, is not within the limits of any adjoining parking place.
8. Any person duly authorised by the Council or a police officer in uniform or a traffic warden or parking attendant may move or cause to be moved in case of any emergency, to any place they think fit, vehicles left in a parking place.
9. Any person duly authorised by the Council may suspend the use of a parking place or any part thereof whenever such suspension is considered reasonably necessary:-
 - for the purpose of facilitating the movement of traffic or promoting its safety;
 - for the purpose of any building operation, demolition, or excavation in or adjacent to the parking place or the laying, erection, alteration, removal or repair in or adjacent to the parking place of any sewer or of any main, pipe, apparatus for the supply of gas, water electricity or of any telecommunications apparatus, traffic sign or parking meter;
 - for the convenience of occupiers of premises adjacent to the parking place on any occasion of the removal of furniture from one office or dwellinghouse to another or the removal of furniture from such premises to a depository or to such premises from a depository;
 - on any occasion on which it is likely by reason of some special attraction that any street will be thronged or obstructed; or
 - for the convenience of occupiers of premises adjacent to the parking place at times of weddings or funerals or on other special occasions.
10. A police officer in uniform may suspend for not longer than twenty four hours the use of a parking place or part thereof whenever such suspension is considered reasonably necessary for the purpose of facilitating the movement of traffic or promoting its safety.

Sealed with the Common Seal of The Inverclyde Council and subscribed for them and on their behalf by #####, Proper Officer, on the ##### day of #####, Two Thousand and Twenty Two.

INVERCLYDE COUNCIL

**DISABLED PERSONS' PARKING PLACES (ON-STREET)
ORDER No.2 2022**

SCHEDULE

All and whole that area of ground as described in Column 2 in the table below:

Column 1	Column 2
<u>Ref No.</u>	<u>Address of Disabled Person's Parking Place to be created "ex-adverso"</u>
2152	4 Glenview Terrace, Murdieston Street, Greenock

DISABLED PERSONS' PARKING PLACE



Inverclyde
council
Roads & Transportation

Environment, Regeneration & Resources
Stuart Jamieson, Interim Service Director – Environment and Economic Recovery

Municipal Buildings
Clyde Square
Greenock, PA15 1LY
Tel: 01475 712712
Fax: 01475 712731
stuart.jamieson@inverclyde.gov.uk

Address: 4 Glenview Terrace, Murdieston Street, GREENOCK

Place No.: 2152

27/07/2021



Reproduced by permission of Ordnance Survey
on behalf of HMSO.
© Crown copyright and database right 2021.
All rights reserved.
Ordnance Survey Licence number 10023421.

Report To:	Environment & Regeneration Committee	Date:	16 June 2022
Report By:	Head of Legal & Democratic Services	Report No:	CM/LS/052/22
Contact Officer:	Iain Strachan	Contact No:	01475 712710
Subject:	Regeneration of Shore Street, Gourock – Request by Councillor McCluskey		

1.0 PURPOSE

- 1.1 The purpose of this report is to advise the Committee of a request received from Councillor McCluskey, as an Elected Member who is not a Member of the Environment & Regeneration Committee, in the following terms:
- 1.2 “Residents of Gourock have raised concerns regarding the disrepair of Shore Street and several historic buildings on the street. Gourock contains a quarter of all listed buildings in Inverclyde and Shore Street alone contains three.

“Shore Street is a key entrance to Gourock town centre. It contains many residential and retail properties, and its future is crucial to the future success of the town. The street is ranked 497 out of 6976 SIMD data zones in Scotland, meaning that residents are among the 10% most deprived in Scotland.

“Organisational Priority 7 of the Council's Corporate Plan is to "protect and enhance our natural and built environment” and with the launch of Historic Scotland's People and Place fund in March 2022, there is a strong case to be made in seeking external funding for the regeneration of Shore Street.

“Therefore, the Committee asks the Interim Director, Environment & Regeneration to bring a report to a future meeting of the committee on the options available for the regeneration of Shore Street, Gourock, including feasibility of applying for external funding from Historic Scotland's People and Place programme and any other potential external funding stream.”

- 1.3 Standing Order 60 of the Inverclyde Council Standing Orders and Scheme of Administration as published in March 2022 outlines the process by which a Councillor can submit a Member's Request to a Committee of which they are not a member.

2.0 RECOMMENDATION

- 2.1 That the Committee considers the request by Councillor McCluskey.

Report To:	Environment & Regeneration Committee	Date:	16 June 2022
Report By:	Interim Director Environment and Regeneration	Report No:	ENV027/22/AG
Contact Officer:	Audrey Galloway	Contact No:	01475 712102
Subject:	Property Asset Management – Public Report		

1.0 PURPOSE

The purpose of this report is to:-

- 1.1 Advise Committee of the outcome of a public consultation recently carried out for land at Caddlehill Street, Greenock, (**Appendix 1a**), in order to obtain and consider the views of the community in relation to a request from Caddlehill Community Green Space, a community group, who wish to use the site to facilitate an inclusive, community led group which will organically improve the habitat and usability of this space and will promote a safe, healthy environment which will provide opportunities for intergenerational connections, creative collaborations and the common good of the immediate surrounding community.
- 1.2 Advise Committee of a request by the owner of the Café Continental to lease a section of the gap site at Kempock Street, Gourock, as shown hatched on the plan at **Appendix 2**, which is situated directly adjacent to his property. The site is classed as open space and also forms part of the Common Good, as such a public consultation requires to be carried out prior to any decision to lease.
- 1.3 Advise Committee of a request by Scotland Gas Networks (SGN) to acquire a small site at Market Place, Kilmacolm to site their new gas governor. The site is shown on the plan at **Appendix 3**. SGN wish to acquire both the hatched and cross hatched areas. As the site is currently open space, an open space consultation requires to be carried out prior to any decision to sell.

2.0 SUMMARY

Caddlehill Green Space

- 2.1 The Council owns the land at Caddlehill Street, Greenock. The site is vacant and unused and forms part of the alienable Common Good. The local residents have formed a community group; Caddlehill Community Green Space and have requested that permission be granted to lease the site to them for a period of 5 years on the basis of a discounted rent, however, prior to taking discussions further, a public consultation required to be carried out and this report seeks to update Committee on those consultations.
- 2.2 There is a separate report on the agenda for this meeting in the private and exempt section that brings detail of the proposed lease before the Committee, dependent on the outcome of their consideration of the open space consultation in terms of this report.

Café Continental - Public Consultation

- 2.3 The Council owns the gap site situated between the Café Continental and Sainsbury's. It is used by locals as a shortcut to access lower Kempock Street and to sit and take in the view.

The owner of the Café Continental wishes to lease a section of this site to offer alfresco dining. As the site is split level it is intended to construct a bin store on the lower level with decking above which will accommodate tables and chairs.

- 2.4 The gap site is inalienable Common Good and classed as open space in the current Local Development Plan, a public consultation will be required to obtain the views of the local community prior to considering any lease. Officers will progress such consultation in terms of delegated powers.
- 2.5 On completion of the consultation a report will be brought back to this Committee with officer recommendations informed by any consultation response received on the proposed lease. It should however be noted that as the site is inalienable Common Good then the consent of the court will be required prior to agreeing to any lease.

Gas Governor, Market Place, Kilmacolm

- 2.6 SGN has approached Council officers to request that the Council sell them a small area of land at Market Place, Kilmacolm. The land required is shown hatched and cross hatched on the plan at **Appendix 3**. The present gas governor is no longer fit for purpose and this site has been identified by SGN as the preferred location for the new gas governor. As this site is part of an open space, a public consultation will be required to obtain the views of the local community prior to considering any disposal. Officers will progress such consultation in terms of delegated powers.

3.0 RECOMMENDATION

It is recommended that the Committee:-

Caddlehill Green Space

- 3.1 Notes the outcome of the Common Good consultation at Caddlehill Street Greenock, in relation to the proposal to use the site to facilitate an inclusive, community led group which will organically improve the habitat and usability of this space and will promote a safe, healthy environment which will provide opportunities for intergenerational connections, creative collaborations and the common good of the immediate surrounding community.

Having regard to those representations, decides either:

- (a). to instruct the Head of Legal & Democratic Services to withdraw from negotiations for the proposed lease; or
- (b). to further consider the terms of the proposed lease detailed in the separate report that is before the Committee for later consideration.

Café Continental - Public Consultation

- 3.2 Notes the approach that officers have received with proposals for the gap site at Kempock Street, Gourock, as shown hatched at **Appendix 2**, and that a report will be brought to a future meeting of this Committee to allow consideration of any responses received in the consultation and of detailed officer recommendations on the proposals.

Gas Governor, Market Place, Kilmacolm

- 3.3 Notes the approach that officers have received with proposals for the site at Market Place, Kilmacolm, as shown hatched and cross hatched on the plan at **Appendix 3**, and that a report will be brought to a future meeting of this Committee to allow consideration of any responses received in the consultation and of detailed officer recommendations on the proposals.

Stuart Jamieson
Interim Director, Environment & Regeneration

4.0 BACKGROUND

Public Consultation - Caddlehill Street Greenock

- 4.1 The Council owns the land at Caddlehill Street, Greenock the site has been vacant since the departure of Inverclyde Association of Mental Health in 2016. Following confirmation that a previous community group (Permallot) were no longer interested in this site, the local residents came together and formed a properly constituted community group, the Caddlehill Green Space Community Group, who then approached council officers to request permission to use the site for a community garden to benefit the residents of the area.
- 4.2 Caddlehill Community Green Space wish to use the land to facilitate an inclusive, community led group which will organically improve the habitat and usability of this space and will promote a safe, healthy environment which will provide opportunities for intergenerational connections, creative collaborations and the common good of the immediate surrounding community.
- 4.3 That request was reported to this Committee in August 2021 when authority was granted to carry out a public consultation, which was required in terms of the Community Empowerment (Scotland) Act 2015 as the site forms part of the Common Good. The consultation is required in order to obtain the views of the local community on the proposal and for the Committee to consider and have regard to those views in deciding whether or not to proceed further.
- 4.4 Officers have completed the necessary consultation which closed on 6th December 2021. This was advertised on the Council website, and by notices posted at the site. The representations received, and officers correspondence with the parties who made those representations, is detailed in **Appendix 1b**. The Committee will be aware that the Council has had to obtain court authority in the past for certain proposals on Common Good land. As this site is part of the alienable Common Good, such action is not required in this instance.

Café Continental - Open Space Consultation

- 4.5 The Council owns the land situated between the Café Continental and Sainsbury's on Kempock Street, Gourock, commonly referred to as the 'gap' site. It is classed as Open Space in the Local Development Plan and in addition is inalienable Common Good, as such it has not been leased out in the past.
- 4.6 The owner of the Café Continental recently approached officers to request that he be permitted to lease a section of this gap site to provide alfresco dining. The site is split level and the Café owner wishes to construct a bin store on the lower level of the site with decking on top to facilitate dining. It is known that there have been issues with storage of bins from both the Café and Sainsbury's in the past and it is hoped that this proposal would deal with that problem.
- 4.7 The owner advises that he wishes to provide an external dining area and street café neighbouring the existing bar/restaurant. He suggests the norm for the formation of this type of area is to utilise the pavement in front of a premises, unfortunately at Kempock Street, the pavements are too narrow to achieve this. He suggests that the area to the side would provide the opportunity to create a street café space within Kempock Street which is currently unavailable in the town centre.
- 4.8 The gap site is utilised by pedestrians as a route to the car parking at the rear, it is noted that the pathway will be unaffected by the proposals. There are also information boards within the space which shall be unaffected, however, the bike racks would require to be moved to the other side of the gap site to enable the street café space to function, the cost of this would be covered by Café Continental. The area would also be maintained and tidied by Café Continental.
- 4.9 The proposals are to utilise the space from mid Spring to mid-Autumn (April 1st to 30th September), when the weather is more suitable. The area shall open from 12 noon & close at

9pm, so as not to cause any noise inconvenience to neighbours in the early & late hours. However, full terms and conditions will be brought back to this Committee for consideration on conclusion of the Open Space Consultation.

- 4.10 As the site is currently open space and is also Common Good, prior to deciding on any lease proposal, a consultation requires to be carried out to obtain the views of the local community. Officers will progress such a consultation in terms of delegated powers. It should be noted that as the site is inalienable Common Good any consent to lease will require the agreement of the court. Should the public consultation be favourable then authority will be sought in due course for a petition to the court for the necessary authority.
- 4.11 Members should note aspects of the proposals may separately come before the Licensing Board or the Planning Board in due course, and that these are distinct processes from the present consideration as land owner. Whilst the Committee is not in any way to be discouraged from a full and frank discussion, any Committee Members participating in consideration of the proposal at either of these *quasi judicial* boards, should consider carefully any comments they make at this Committee to ensure no conflict of interest or question of bias arises.

Gas Governor, Market Place, Kilmacolm

- 4.12 The Council owns land at Market Place, Kilmacolm. SGN have requested that the Council sell to them the area shown hatched and cross hatched on the plan at **Appendix 3** so that they can site their new gas governor there. The hatched site is the location of the cabinet storing the governor and the cross hatched area is an access path which is required for maintenance purposes. The new governor is required as the present one, which is situated underground at The Cross, is no longer fit for purpose.
- 4.13 SGN has identified this site as the most suitable location for the new governor due to the present pipe runs and it wishes to house the site above ground for easier maintenance. As the site is currently open space, prior to considering any sale a public consultation requires to be carried out to obtain the views of the local community. Officers will progress such a consultation in terms of delegated powers.
- 4.14 On conclusion of any consultation a report will be brought back to this Committee with the results of same together with, if appropriate, the terms and conditions for any sale.

5.0 IMPLICATIONS

5.1 Finance

Financial Implications:

One off Costs

Cost Centre	Budget Heading	Budget Years	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					

Legal

- 5.2 As regards recommendations 3.1 and 3.2, as the sites involved are part of the Common Good Estate, it is necessary for the Council, prior to reaching a decision on disposal (be that by lease or by sale) or change of use of same, to carry out a consultation in terms of Section 104 of the Community Empowerment (Scotland) Act 2015, and for the Council to have regard to the responses of such a consultation when determining the matter.
- 5.3 As regards recommendation 3.2, as the site involved is part of the inalienable common good, prior to any disposal (by way of lease or sale) or change of use it would be necessary for the Council to obtain court consent in terms of Section 75 of the Local Government (Scotland) Act 1974.
- 5.4 As regards recommendations 3.2 and 3.3, as the sites involved are land forming part of an open space, then in terms of the Town and Country Planning (Scotland) Act 1959, it is necessary for the Council to carry out a consultation as provided for in that Act, and for the Council to have regard to the responses to such a consultation when determining the matter. Where such a consultation is required under both this provision and the provisions of the Community Empowerment (Scotland) Act 2015 referred to above, both can be incorporated in the one consultation exercise.

5.5 Human Resources

None

5.6 Equalities

Equalities

- (a) Has an Equality Impact Assessment been carried out?

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

- (b) Fairer Scotland Duty

If this report affects or proposes any major strategic decision:-

Has there been active consideration of how this report's recommendations reduce inequalities of outcome?

	YES – A written statement showing how this report's recommendations reduce inequalities of outcome caused by socio-economic disadvantage has been completed.
X	NO

- (c) Data Protection

Has a Data Protection Impact Assessment been carried out?

	YES – This report involves data processing which may result in a high risk to the rights and freedoms of individuals.
X	NO

5.7 Repopulation

None.

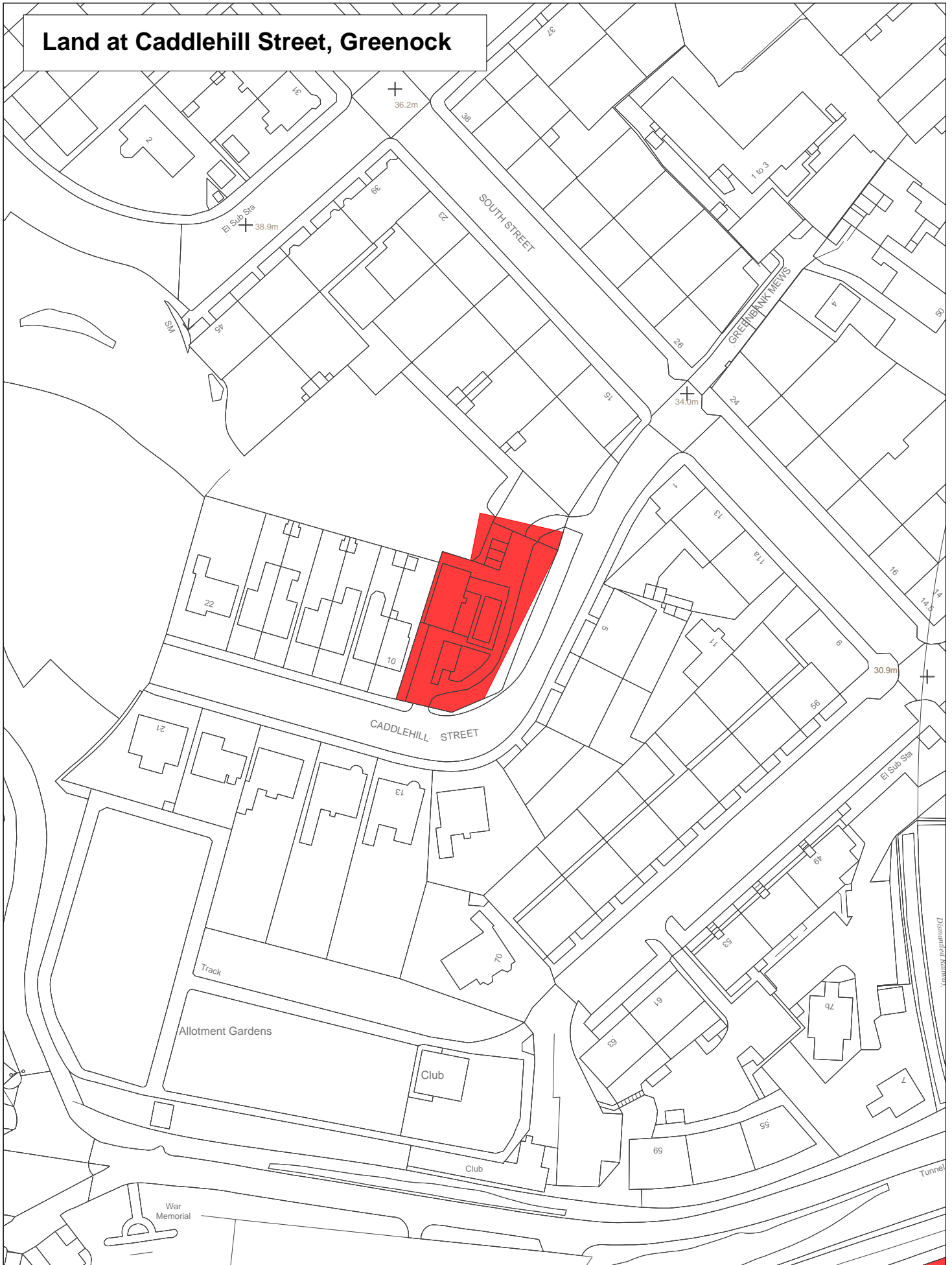
6.0 CONSULTATIONS

6.1 None.

7.0 BACKGROUND PAPERS

7.1 None.

Land at Caddlehill Street, Greenock



Responses Received in Consultation Under Section 104 of the Community Empowerment (Scotland) Act 2015 on Proposals For Land at Caddlehill Street, Greenock.

This document contains verbatim transcriptions of email correspondence between respondents to the consultation and council officers, subject to the necessary redactions shown.

It should be noted the views and opinions expressed in the responses received are those of the respondents, and should not be read as the views or opinions of the Inverclyde Council or its officers.

1.	Struthers Memorial Church	ii
2.	Greenock Wanderers RFC	ii
3.	Respondent 3	ii
4.	Respondent 4	vi
5.	Respondent 5	viii
6.	Respondent 6	x
7.	Respondent 7	xii
8.	Respondent 8	xii
9.	Respondent 9	xiii
10.	Respondent 10	xiii
11.	Respondent 11	xiv
12.	Respondent 12	xiv
13.	Respondent 13	xv

1. Struthers Memorial Church

From: [EMAIL REDACTED]

Sent: 07 October 2021 15:56

To: Property <Property@inverclyde.gov.uk>

Subject: RE: (Official - Sensitive) Consultation on Land at Caddlehill Street

Thanks for your email. This seems a good use of the land and we wish it well.

[NAME REDACTED]

Struthers Memorial Church

2. Greenock Wanderers RFC

From: Hon Sec [EMAIL REDACTED]

Sent: 08 October 2021 21:16

To: Peter MacDonald

Subject: Re: (Official - Sensitive) Consultation on Land at Caddlehill Street

Dear Peter,

Thank you for giving Greenock Wanderers RFC the opportunity and consideration to respond to the proposal. I can confirm that Greenock Wanderers RFC have no objection to the proposal outlined below.

If I can be of further assistance, please don't hesitate to contact me.

Regards,

[NAME REDACTED]

GWRFC

3. Respondent 3

From: [NAME AND EMAIL REDACTED]

Sent: 10 October 2021 01:17

To: Property <Property@inverclyde.gov.uk>

Subject: Caddle hill street land consultation.

To whom it may concern;

I am raising a serious concern here about this proposal.

Firstly this looks like its been copied it from another local group "permallott inverclyde".

As you well know, permallott submitted a proposal last year and had been in talks with the council about obtaining land to work on. It was suggested by the council that this land was available. The objective is to have a place to sustainably grow and also offer partnerships with local community

groups (of which connections and support have already been in place), support local mental health as well as the environment and helping tackle poverty.

This proposal received a lot of support as well as having relationships already built with local nurseries and community centres/groups.

The proposal was met with objections from the people I believe to be behind this new proposal. People who are residents of Caddlehill Street. At the time, they had a discussion with Permallott to discuss their concerns. They were offered to come together and join the project, but offered no positive input and when asked what they would do instead or differently they had no answer. They complained about it not being for locals, when a number of the Permallott volunteers live one street away, possible events, complained about having bees and didn't want it to be accessed outside working Mon - Fri hours. They made it so difficult that as Permallott are made up of full-time working volunteers, there would be no time to access it and work. At the time and a long time after it the Caddie project Facebook page had no plans and barely a discussion on it. Posts by Inverclyde now regarding it had residents commenting on it as they were deciding how best to use the land as it's on "their street". Another post shared by a Permallott supporter was also commented on from a Caddlehill St resident implying something was wrong with the way the Permallott proposal came about.

So I'm actually appalled that now they have submitted an almost identical proposal including events and bees!

I'm disgusted. What this says to me is that no one else can have that land, only them. It's disgusting that they would take ideas from a proposal that they themselves objected to. So really what this is, is residents wanting to use land that's been empty for years, for themselves only. That's not community based. That's an extra garden for residents boosting their house prices or at least attraction to buying? That's not what this was supposed to be about.

I cannot find any social media group to interact with or learn about, to do with this group. I feel strongly that if this goes ahead it will be to the benefit of the residents of Caddlehill Street only at the cost of the real reason behind the idea in the first place.

- sustainable growing
- permaculture
- improving social connections
- helping the environment
- helping local communities ACROSS Inverclyde not JUST Caddlehill Street.
- building a network with Inverclyde communities /community groups/nurseries/schools and charities.
- helping to improve mental health, healthy eating and food poverty.
- being inclusive to everyone no matter where they are from.

I had the understanding that Permallott were looking for alternative land. So by allowing this to go ahead, this takes away from their project and could hamper future partnerships, sponsorship or fundraising.

I seriously question the council's decision to accept a copied proposal. The people behind Permallott are local people, brought up here in poverty, trying to help improve the area and the lives and

mental health of those across the whole of inverclyde as well as their own. Do we accept people complaining about a project now the submitting the same idea for themselves? Have they reached back out to permallot to ask to join forces?

I wish i was wrong, but i know how hard permallotts members have worked on this proposal as well as physically growing food, studying permaculture and building a local network of communities. I dont believe that copied ideas should be rewarded.

Sincerely

[NAME REDACTED] [ADDRESS IN INVERCLYDE REDACTED].

From: Peter MacDonald

Sent: 19 October 2021 09:07

To: **[NAME AND EMAIL REDACTED]**

Subject: RE: (Official - Sensitive) Caddle hill street land consultation.

Classification: Official - Sensitive

Dear **[NAME REDACTED]**

I thank you for taking the time to respond to the above consultation. I will include your comments when we prepare a report on this proposal for consideration by the appropriate Council committee.

I have also passed your comments to my Client service for their consideration and comment, and will pass on any response I receive.

If you have any further questions or queries, please come back to myself or my property colleagues.

Regards.

Peter

Peter J MacDonald
Principal Solicitor

From: Peter MacDonald

Sent: 25 October 2021 10:18

To: **[NAME AND EMAIL REDACTED]**

Subject: RE: (Official - Sensitive) Caddle hill street land consultation.

Classification: Official - Sensitive

Dear **[NAME REDACTED]**

My client service has discussed the points you have raised with the group who have responded as follows:

“The suggestion that the proposal was copied from the previous proposal is not true. Admittedly, we did look at various proposals, this activity being new to us, and also being suggested to us that we do this.

We had read their proposal with interest, so there may have been some elements of similarity in the format. But not in the content.

We were initially told, when we reached out to have a meeting, that the local residents would not be part of the project as the committee was already set up, however, maybe some people would be able to volunteer. This was a situation we considered, but decided against, as the content of the proposal was different to our vision of what we could do with the space. Later, we received an email suggesting that they could find space on their committee for 2 residents from the community. While we also appreciated this gesture, we felt it would be counter productive to be on a committee with differing visions.

It is right to comment that there was no social media to be connected with. In the early days, we felt this would be presumptuous, as no application had been made to the Council at this point.

We do plan to use social media which will be open to everyone.

We never suggested that only Caddlehill residents could use the site...ever. In fact, the previous proposers suggested that entry to the site for residents would not be encouraged. We could understand this in light of the activities they were proposing.

At this stage, we have not reached out to Permalot, but would be happy to do so. We realise that they have other projects, and assumed they would be busy with them.”

You have queried whether the application should be considered as you consider it to be in effect copied from a previous application. Please note that officers consider each application on its merits. A proposal being similar or indeed very close to a previous proposal by a different group would not of itself prevent it being considered by officers.

The group’s position is detail above, and it is not for council officers to comment at this stage on how similar or dissimilar the present application is to any previous application. However, should there be concern expressed about any similarity in any responses received, that will be placed before the relevant Council Committee for consideration as part of the consultation process.

I hope that is of assistance and goes some way to address your concerns. If however you have any further comments you wish me to pass on to the Committee when this proposal is considered by them, then please come back to me. If you have any further questions or queries about the proposal, please come back to me or to my property colleagues.

Regards.

Peter

Please note that this e-mail and any attachments contain legal advice for internal Council use only and should not be copied or forwarded without the permission of the author.

Peter J MacDonald
Principal Solicitor
Inverclyde Council

4. Respondent 4

From: [NAME AND EMAIL REDACTED]
Sent: 10 October 2021 11:44
To: Property <Property@inverclyde.gov.uk>
Subject: Caddlehill Street Community Garden Proposal
Importance: High

Good Morning,

I'm looking to find out when the proposal documents will become publicly available?

I know of a previous community group that were proposing a similar idea but received objections from residents so I'm now curious as to what has been changed that another group have decided to propose a very similar idea?

It wouldn't be fair if one group had objected solely on the basis of who was controlling the site rather than it's use and purpose so I'd like to be able to review the differences between the two proposals as soon as possible.

Kind Regards,

[NAME REDACTED]

From: Peter MacDonald
Sent: 19 October 2021 09:08
To: [NAME AND EMAIL REDACTED]
Subject: RE: (Official - Sensitive) Caddlehill Street Community Garden Proposal

Classification: Official - Sensitive

Dear [NAME REDACTED]

I thank you for taking the time to respond to the above consultation. I will include your comments when we prepare a report on this proposal for consideration by the appropriate Council committee.

I have also passed your comments to my Client service for their consideration and comment, and will pass on any response I receive.

If you have any further questions or queries, please come back to myself or my property colleagues.

Regards.

Peter

Peter J MacDonald
Principal Solicitor
Inverclyde Council

From: Peter MacDonald
Sent: 25 October 2021 10:03
To: [NAME AND EMAIL REDACTED]
Cc: Property <Property@inverclyde.gov.uk>
Subject: RE: (Official - Sensitive) Caddlehill Street Community Garden Proposal

Classification: Official - Sensitive

Dear [NAME REDACTED]

My client service has discussed your comments with the group, who have responded as follows.

"We believe that our proposals are now available to anyone. We are happy with that as we would always strive to be open and transparent

Our proposal is not the same, in fact, quite different from the previous one, which was really interesting and very worthy, but, in our opinion, not the best one for local community cohesion and natural open spaces that everyone can have access to.

We would be more than willing to discuss and explain our proposal with any interested parties, even just to clear the air, but hopefully to gain more interested members."

There is information about what the group proposes on the Council website at www.inverclyde.gov.uk/caddlehill .

I hope that is of assistance and goes some way to address your concerns. If however you have any further comments you wish me to pass on to the Committee when this proposal is considered by them, then please come back to me. If you have any further questions or queries about the proposal, please come back to me or to my property colleagues.

Regards.

Peter

Peter J MacDonald
Principal Solicitor
Inverclyde Council

From: [NAME AND EMAIL REDACTED]

Sent: 25 October 2021 10:52

To: Peter MacDonald

Cc: Property <Property@inverclyde.gov.uk>

Subject: Re: (Official - Sensitive) Caddlehill Street Community Garden Proposal

Good Morning Peter,

No that's great, thank you very much! I just wasn't sure if all of the proposal details were available but I'll check them out as I do have a potential interest in what they may achieve and possibly working with them in future if possible.

Kind regards,

5. Respondent 5

From: [NAME AND EMAIL REDACTED]

Sent: 15 October 2021 11:30

To: Peter MacDonald

Subject: Re: (Official - Sensitive) Consultation on Land at Caddlehill Street

Dear Pete

Thanks for the email. All the information is very vague regarding the "property" [REFERENCE REDACTED]. Once more information is available such as who is responsible for the opening and closing of the property morning and night, what are the opening hours, who decides who gets access.

How the privacy and security of [REFERENCE REDACTED] will be maintained when the public gets use of the property. As many of the flats in this area are rented and there is a problem with drugs and violence on lower south street and the west station area. I feel I need more information before I can make a informed decision regarding my stance on the proposal.

Best regards

[NAME REDACTED]

From: Peter MacDonald

Sent: 19 October 2021 09:10

To: [NAME AND EMAIL REDACTED]

Subject: RE: (Official - Sensitive) Consultation on Land at Caddlehill Street

Classification: Official - Sensitive

Dear [NAME REDACTED]

I thank you for taking the time to respond to the above consultation. I will include your comments when we prepare a report on this proposal for consideration by the appropriate Council committee.

I have also passed your comments to my Client service for their consideration and comment, and will pass on any response I receive.

If you have any further questions or queries, please come back to myself or my property colleagues.

Regards.

Peter

Peter J MacDonald
Principal Solicitor
Inverclyde Council

From: Peter MacDonald
Sent: 25 October 2021 10:07
To: [NAME AND EMAIL REDACTED]
Cc: Property <Property@inverclyde.gov.uk>
Subject: RE: (Official - Sensitive) Consultation on Land at Caddlehill Street

Classification: Official - Sensitive

Dear [NAME REDACTED]

My client service has discussed your comments with the group, who have responded as follows.

“If we are successful in our application, we will be give a lease from the Council, and we understand that we would have full responsibility for the safety and security of the space.

We would take this on through consultation with the local residents, local police and Community wardens.

We intend to have nominated keyholders to the site, who would work on a rota basis. We propose that the site would be open during the hours of daylight, but not before 9am, and no later than 9pm in summer months.

Security fencing should protect any adjacent properties. People can only access through gates at either end of the plot. And these accesses are locked when not in use.

Public byelaws, (eg no alcohol consumed in public), would be adhered to at all times. We would include this in public information, reinforce on social media and consider on site notices to this effect”

I hope that is of assistance and goes some way to address your concerns. If however you have any further comments you wish me to pass on to the Committee when this proposal is considered by them, then please come back to me. If you have any further questions or queries about the proposal, please come back to me or to my property colleagues.

Regards.

Peter

Peter J MacDonald
Principal Solicitor
Inverclyde Council

From: [NAME AND EMAIL REDACTED]
Sent: 05 December 2021 00:23
To: Property <Property@inverclyde.gov.uk>
Subject: Caddlehill street

Against.. I believe the proposal will be impossible to manage. It's purely to occupy the egos of some very bored local residents. The proposal is very vague. Who is responsible for the safety. Who do you phone when there is a problem. If it's local residents how do you know considering most of the local properties are rented. Who is responsible for security. Who will tell people to leave when it's closing time.

With all these different people supposedly using it I believe there is a real concern for antisocial behavior, loud noise, music etc in a residential area. There is many parks nearby for the use of the community. And a far more suitable common space at the sight of the old hector Mcneil's baths.

[REFERENCE REDACTED] than any of the people behind the proposal I believe [REFERENCE REDACTED] who have to deal with every problem all of the time!!

Sincerely

[NAME REDACTED] _____

From: Peter MacDonald
Sent: 15 December 2021 14:41
To: [NAME AND EMAIL REDACTED]
Cc: Property <Property@inverclyde.gov.uk>
Subject: FW: (Official - Sensitive) Caddlehill street

Dear [NAME REDACTED]

Thank you for your further comments, which I will also include when we prepare a report on this proposal for consideration by the appropriate Council committee.

If you have any further questions or queries, please come back to myself or my property colleagues.

Regards

Peter

Peter J MacDonald
Principal Solicitor
Inverclyde Council

6. Respondent 6

From: [NAME AND EMAIL REDACTED]
Sent: 18 October 2021 12:28
To: Property <Property@inverclyde.gov.uk>
Subject: Caddlehill Green Space community group

I am writing in support of the above proposal for a community garden in Caddlehill Street. **[REFERENCE REDACTED]** look into the area previously occupied by the InWork project. We would be willing to assist in some gardening tasks, as long as there are enough volunteers, as it is a big space. I do feel that the project would need some continuing support from the council in the form of tree and hedge cutting. In principle, we are in favour of this proposal.

From: Peter MacDonald
Sent: 19 October 2021 09:11
To: **[NAME AND EMAIL REDACTED]**
Subject: RE: (Official - Sensitive) Caddlehill Green Space community group

Classification: Official - Sensitive

Dear **[NAME REDACTED]**

I thank you for taking the time to respond to the above consultation. I will include your comments when we prepare a report on this proposal for consideration by the appropriate Council committee.

I have also passed your comments to my Client service for their consideration and comment, and will pass on any response I receive.

If you have any further questions or queries, please come back to myself or my property colleagues.

Regards.

Peter

Peter J MacDonald
Principal Solicitor
Inverclyde Council

From: Peter MacDonald
Sent: 25 October 2021 10:12
To: **[NAME AND EMAIL REDACTED]**
Subject: RE: (Official - Sensitive) Caddlehill Green Space community group

Classification: Official - Sensitive

Dear **[NAME REDACTED]**

My client service has discussed your comments with the group, who have responded as follows.

"Having consulted with council officers, we are aware that these services [..tree and hedge cutting..] would indeed be our responsibility, but we would involve partners (eg InWork and Parklea) in planning regular maintenance of these areas.

These, and the other issues highlighted, will take priority at our next meeting, this week."

I hope that is of assistance and goes some way to address your concerns. If however you have any further comments you wish me to pass on to the Committee when this proposal is considered by them, then please come back to me. If you have any further questions or queries about the proposal, please come back to me or to my property colleagues.

Regards.

Peter

Peter J MacDonald
Principal Solicitor
Inverclyde Council

7. Respondent 7

From: [NAME AND EMAIL REDACTED]

Sent: 21 October 2021 17:30

To: Property <Property@inverclyde.gov.uk>

Subject: Caddlehill Community Green Space

REF: [NAME REDACTED]

[ADDRESS IN INVERCLYDE REDACTED]

Dear Sir,

I wish to register my full approval for the proposal submitted by the above group to take responsibility for providing a safe green space for citizens from Central and West Greenock.

Please note that I did object to the earlier Permallot proposal which did not seem to allow for local involvement in deciding about the best use of the site or to provide open access for residents within walking distance.

Thanking you for your attention,

[NAME REDACTED]

21 October 2021

8. Respondent 8

From: [NAME AND EMAIL REDACTED]

Sent: 29 October 2021 13:54

To: Property <Property@inverclyde.gov.uk>

Subject: Caddlehill Green Space

I would like to encourage the council to accept the proposal from the Caddlehill Green Space Community Group who have applied for responsibility of this site as a community garden.

Having lived in [REFERENCE REDACTED] for 40 years now, and, with my husband, have brought up 3 sons... [REFERENCE REDACTED], I cannot stress how important it is to have this space for community cohesion.

Along with many others children in the street and beyond, this is where they learned to make friends, use their imaginations, develop a love of being outdoors and take care of each other... no matter what gender, age, ability or background. These friendships are still solid, as they begin to grow their own families here in Inverclyde. [REFERENCE REDACTED].

However, at that time, the space was derelict, untidy, with broken glass and bricks and not very safe! it did not dampen their enthusiasm to be out doors all the time!

So now, the space is free again, and is much safer and can be made more so, and has an amazing opportunity to become that place of cohesion, not just for children, but for anyone in the street, the surrounding area and beyond. For people, for plants. for birds and other wildlife.

i admit that I am part of the group wishing to take up the challenge, and who have so far being committed to working through what the community would be happy with, listening to the vision of others, being open to advice and learning from others groups... the good and the bad bits. We are engaged in drawing up a robust business plan, and determined to make this space sustainable and special together with the community.

Regards,

[NAME AND ADDRESS IN INVERCLYDE REDACTED]

9. Respondent 9

From: [NAME AND EMAIL REDACTED]

Sent: 29 October 2021 15:31

To: Property <Property@inverclyde.gov.uk>

Subject: Fully support the Caddlehill proposal

Please accept this email as confirmation of support of the proposed community garden on Caddlehill Street as a [REFERENCE REDACTED] I feel it would benefit all residents and the surrounding community.

Thanks

[NAME REDACTED]

10. Respondent 10

From: [NAME AND EMAIL REDACTED]

Sent: 25 November 2021 11:07

To: Property <Property@inverclyde.gov.uk>

Subject: Caddlehill Green Space - consultation

To whom it may concern,

I am the [REFERENCE REDACTED]. Having met with two members of the committee, I am certain that this project will benefit the community, specifically the pupils in the school.

Having worked alongside other Community Gardens such as Parklea Branching Out, Belville Community Gardens and The Inverclyde shed, it is clear what benefits such a facility can have in the local community. Currently, it is difficult for the school to use these other Community Gardens due to the cost of transport, this would not be an issue if the Caddlehill Street proposal were to go ahead as it is within walking distance of the school.

If the proposal were to go ahead, pupils would get to experience; growing food from seed, harvesting food, preparing food and finally eating it; all important parts of the curriculum. In addition, it would provide a green space for pupils to enjoy activities such as art, meditation, caring for plants and building relationships within the local community. The school playground is limited in natural resources, this project would create a variety of opportunities for the school.

Older pupils are familiar with the space and have memories of taking part in various activities when it was previously in use. In addition, there would be opportunities for school staff to upskill with support and guidance from local volunteers.

[REFERENCE REDACTED] fully support the proposal for the Caddlehill Green Space.

Regards

11. Respondent 11

From: [NAME AND EMAIL REDACTED]

Sent: 05 December 2021 10:36

To: Property <Property@inverclyde.gov.uk>

Subject: Caddlehill st green space

I would like to say I am for the proposed community green space at Caddlehill st. I live [REFERENCE REDACTED]. It would be an amazing opportunity for the local area.

[NAME REDACTED]

12. Respondent 12

From: [NAME AND EMAIL REDACTED]

Sent: 06 December 2021 16:37

To: Property <Property@inverclyde.gov.uk>

Subject: Caddlehill Green Space

Hello to whom it may concern,

My name is [NAME REDACTED].

I write to add my voice to all in favour of the above mentioned green space.

I have been a happy resident in Inverclyde for over 30 years, and appreciate the positive changes and developments that have been introduced in recent years.

I specifically appreciate green spaces that I visit regularly when out walking or cycling - the Broomhill Community Garden, the Inverclyde Shed garden (Gourock), and Bellville garden. Myself and my family are connected to these green spaces through a wide network of friends, family and work colleagues. I have spent time with friends and family in these spaces, contributed my time and donated items to these spaces. In my role as a lecturer, I have introduced West College Scotland students to these spaces.

The addition of the Caddlehill Green Space will certainly further enhance Inverclyde's green space offerings, as well as opportunities for some (more) community members to have improved mental health chances.

I am wholeheartedly in favour of the Caddlehill Green Space project, as I know it will have a positive and lasting impact on hundreds of people, my family and the surrounding area.

Please feel free to contact me should you have any questions about my comments.

Yours faithfully,

[NAME REDACTED].

13. Respondent 13

From: [NAME AND EMAIL REDACTED]

Sent: 07 December 2021 16:22

To: Property <Property@inverclyde.gov.uk>

Subject: Caddlehill Garden Space Proposal

Hi,

I just want to confirm my absolute approval of this space opening up to offer inclusion and wellbeing to the surrounding community.

The West End as a whole doesn't have a space like it and I know that this will bring the community together.

Warmest wishes

[NAME REDACTED]

MLWS

Boulders and S

Kempock Street East
(Car Park)

Shelter

LOWER KEMPOCK STREET

PH

32

22
to
26

20

18

10 to 14

8
6

40
42

34

KEMPOCK STREET

9.0m

52

44 to 50

64
to
68

54 to 62

53

47

49

43

45

41

35

39

37

29 to 33

PO

27

21

19

Bank

13

17

9

11

6

Kempock Stone

Posts

Castle Mansions

Castle Gardens

BATH STREET

El Sub Sta





Appendix 3

THIS PLAN IS INDICATIVE ONLY.

SCALE: 1:500		DRAWN BY:		DATE: 11/05/2022	
Originating Group:				Drawing No. Ground at Market Place, Kilnacolm - A1	