
Report To:	Regeneration Committee	Date:	12 May 2011
Report By:	Corporate Director- Regeneration and Environment	Report No:	RC/11/05/05/SJ/JH
Contact Officer:	Stuart Jamieson	Contact No:	01475 712401
Subject:	Inverclyde Economic Regeneration Strategy 2011-2014		

1.0 PURPOSE

- 1.1 The purpose of this report is to request Committee's approval of the Inverclyde Economic Regeneration Strategy 2011-2014 and to formally launch the Strategy on a future date yet to be agreed.

2.0 SUMMARY

- 2.1 The Economic Development Service has produced, in consultation with key partners, the Inverclyde Economic Regeneration Strategy (Appendix 1) for 2011-2014. In developing this strategy, account has been taken of related strategies and plans developed by the Council and key partners, for example the Single Outcome Agreement, as well as national strategies such as the Scottish Government's Economic Strategy.
- 2.2 The Inverclyde Economic Regeneration Strategy outlines the aims and objectives of Inverclyde Council's Regeneration and Planning Service as well as our partners, in order to address Inverclyde's socio-economic challenges and exploit the area's strengths and opportunities.
- 2.3 Specific actions over the next three years are outlined under the four key, cross-cutting themes of People; Business; Place and Partnership. An Action Plan has been developed (Appendix 2) which will support the Strategy and details the activities, inputs, outputs and outcomes that will be delivered. The plan will be monitored and reported upon on a six monthly basis.
- 2.4 The Action Plan sets out what we will do between now and 2014 in pursuit of the vision, themes and objectives within our Economic Regeneration Strategy. The plan is being presented at a time of economic downturn which may be slow and protracted in its recovery. We are mindful that internal and external economic and political factors will influence the progress of our plan which may need adjustment over time to reflect changing needs.
- 2.5 Key to the Economic Regeneration Strategy is that it undergoes an Equalities Impact Assessment (EIA). The purpose of the EIA is to ensure that decisions and activities do not adversely impact the most disadvantaged and/or socially excluded groups and to identify where those decisions and activities might better promote equality of opportunity. The EIA has assisted in the development of the Economic

Strategy in terms of consultation processes and any refinement of the aims, objectives and actions of the Strategy. This process has been completed.

- 2.6 Closely aligned to the Inverclyde Economic Regeneration Strategy are the aims and objectives of the Inverclyde Tourism Strategy which was endorsed by Committee in May 2009. Jointly, these will aim to provide a sound economic future for the area.

3.0 RECOMMENDATION

3.1 That Committee:

- Agrees to approve the Inverclyde Economic Regeneration Strategy 2011-2014 attached as Appendix 1.
- Agrees to a formal launch of the Strategy on a date yet to be agreed.

Stuart Jamieson
Head of Regeneration and Planning

4.0 IMPLICATIONS

4.1 Finance:

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	Allocation included within Economic Development budget 2011/12

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	Allocation included within Economic Development budget 2011/12

Personnel: None. Activity will be delivered by existing staff and partner agencies.

Legal: N/A

Equalities: Full consideration is given to equality and diversity processes within employability and business support programmes delivered by Regeneration and Planning which are non-discriminatory on the grounds of gender, ethnicity, religion or belief, disability, age or sexual orientation.

Programme design is undertaken with consideration of the diverse needs of target clients and to fully enable their participation an Equalities Impact Assessment has been completed. The employability agenda is an integral component of promoting social inclusion and geographical targeting at our most disadvantaged areas and individuals.

APPENDIX 1

INVERCLYDE ECONOMIC REGENERATION STRATEGY

2011 - 2014

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Foreword

by Councillor Ronnie Ahlfeld, Convener of Regeneration Committee

I am delighted to introduce this, the Inverclyde Economic Regeneration Strategy, to cover the period 2011 to 2014. This strategy outlines a new direction for the Inverclyde economy and sets out our aspirations and vision for the area.

There is no doubt that we are currently in a period of economic uncertainty however we will do what is necessary to ensure that the effects of the economic downturn are minimised. We have already seen a significant decrease in Inverclyde's unemployment rate over the last year and we will ensure that such progress is maintained.

It is evident that for Inverclyde to thrive and compete, we must build on our distinctive strengths to ensure that our economic growth creates a prosperous and sustainable Inverclyde, where everyone has the opportunity to achieve their potential.

This strategy sets out realistic and achievable plans to address economic priorities. Our vision is that Inverclyde will be characterised by healthy and inclusive communities, innovative, growing businesses and skilled residents living in attractive, thriving places.

I welcome this Economic Regeneration Strategy and look forward to working with business, partner agencies, stakeholders and individuals over the coming years to work towards making our vision a reality.

Executive Summary

The Inverclyde Economic Regeneration Strategy for 2011-2014 maps out how we plan to build a strong economic future based on our recent successes. The document sets out Inverclyde's economic priorities, building upon key themes identified within the Scottish Government's Economic Strategy.

This new strategy comes at a time when the global economy is going through a recession therefore the decision to develop a 3 year strategy instead of one that is longer term is a direct response to the economic uncertainties. Although there are signs that growth may be slowly returning, accurate forecasts are difficult and our strategy and supporting action plan require to be flexible. Partners acknowledge that they must be prepared to refocus priorities should new opportunities present themselves or if unanticipated external shocks arise. Our key priority is to support the acceleration of economic growth in Inverclyde.

The strategy focuses on four key cross-cutting themes:

- *People*: confident, skilled and enterprising communities
- *Business*: attract, create and develop modern and competitive businesses
- *Place*: an exciting place in which to work, live, visit and invest
- *Partnership*: facilitate and influence partnerships to maximise the local impact

Our Economic Strategy is based on the principles of sustainable growth, innovation and enterprise, resilience and economic opportunity.

Economic partners will work to achieve:

- A vital, vibrant and diverse Inverclyde
- Economically assured businesses and investors
- Diverse and sustainable communities
- A greater diversity of jobs, including those of higher value
- An appropriately skilled workforce
- Maximised income and minimised poverty

Our strategy will be delivered through a programme of activities contained within the supporting Action Plan which focus upon:

- Economic success
- Business support
- Skills development and access to jobs and/or training
- Financial inclusion

It is the aim of Inverclyde's economic partners to pursue the challenge of growing, strengthening and shaping the Inverclyde economy towards a positive future.

Realising our strategy will require effective partnership working between public, private and third sector organisations. Moreover, it will depend upon the involvement and participation of our local communities and residents.

1. Introduction

Inverclyde's Economic Regeneration Strategy provides the framework for actions that will drive forward the vision for the Inverclyde economy. Our vision is for Inverclyde to be a strong, vibrant, healthy economy comprised of dynamic businesses and full employment. This strategy is being developed during challenging economic times, nevertheless we will work in partnership to continue to tackle some of the enduring problems of worklessness and a low business birth rate.

Whilst we face a number of challenges, there have been some recent successes:

- The Fairer Scotland Fund created 231 jobs by those organisations contracted to deliver services.
- The Future Jobs Fund Programme has placed 480 young unemployed people into work and the Inverclyde programme was an example of best practice in Scotland.
- 157 businesses started up in Inverclyde in 2009-10, an increase on 139 in the previous year.
- The Inverclyde claimant count unemployment rate of 4.9% at January 2011 is the first time it has equalled the Scottish rate in almost a decade.
- We have worked with Riverside Inverclyde to regenerate our Town Centres leading to increased demand for support through the Property Assistance Grant and have advanced infrastructure to open up more waterfront land for future mixed use development. Further, there has been significant investment in new and existing facilities as well as direct support to local businesses through the Inverclyde Construction Forum.
- Inverclyde Construction plus was formally launched in 2009 to include Inverclyde Council, River Clyde Homes and Riverside Inverclyde. A supply chain was established led by The Trust as the single point of contact and supported by Jobcentre Plus, Skills Development Scotland, James Watt College, Construction Skills and Action for Children. Since its inception and the use of community benefits from construction, a total of 227 construction jobs have been created including 21 new apprentices. Inverclyde remains at the forefront of this activity within Scotland and is targeting broadening the programme out to other areas in the future.

The strategy identifies 4 key themes which have been developed from the vision and priorities which highlight the changes required if change is to be achieved. However, the strategy does not identify specific projects or initiatives as these will be identified within the Action Plan which will assess and respond to the strategy. A flexible approach is required to reflect changes in economic circumstances whilst the vision and key goals of the strategy remain constant.

Inverclyde's Economic Regeneration Strategy, has been developed expressly to address Inverclyde's socio-economic challenges and exploit the area's strengths and opportunities. Its rationale is to provide an evidenced based strategic foundation from which local people, businesses and other stakeholders in Inverclyde can prepare themselves in order to prosper over the next three years.

1.2 Local Context

This Economic Regeneration strategy is influenced by local and national strategies that will direct local service delivery to ensure that we can demonstrate, transparently, our priorities and progress and promote Inverclyde's contribution in the City Region. This will involve working closely with all of our key partners.

Our Economic Regeneration Strategy takes cognisance of the Scottish Government's Economic Strategy which identifies five Strategic Priorities for economic growth.

- Learning, Skills and Well-being
- Supportive Business Environment
- Infrastructure Development and Place
- Effective Government
- Equity

Moreover, it is tailored to the relevant national and local outcomes (Table 1) in order to reflect the local circumstances within Inverclyde in terms of the particular social, economic, physical and demographic conditions facing the area as set out in the Single Outcome Agreement:

Table 1: – National & Local Outcomes

National Outcomes	Local Outcomes
Wealthier and Fairer <ul style="list-style-type: none">▪ We live in a Scotland that is the most attractive place for doing business in Europe▪ We realise our full economic potential with more and better employment opportunities	<ul style="list-style-type: none">▪ The area's economic regeneration is secured▪ Economic activity in Inverclyde is increased and skills development enables both those in work and those furthest from the labour market to realise their full potential.
Smarter <ul style="list-style-type: none">▪ We are better educated, more skilled and more successful, renowned for our research and innovation.▪ Our young people are successful learners, confident individuals, effective contributors and responsible citizens.	<ul style="list-style-type: none">▪ Economic activity in Inverclyde is increased and skills development enables both those in work and those furthest from the labour market to realise their full potential.
Healthier <ul style="list-style-type: none">▪ We have tackled the significant inequalities in Scottish society.	<ul style="list-style-type: none">▪ The health of local people is improved, combating health inequality and promoting healthy lifestyles.

In developing this strategy we have taken account of related strategies and plans developed by the Council and key partners in relation to Tourism, Financial Inclusion, Local and Regional Transport, Sustainable Development, Local Plan, Glasgow & Clyde Valley Joint Structure Plan, National Planning Framework, Local Housing Strategy, River Clyde Homes' Business Plan, Riverside Inverclyde's Business Plan, Scottish Enterprise, Business Gateway, Skills Development Scotland, Jobcentre Plus and the Single Outcome Agreement (SOA) in particular, the Employability and Economic Regeneration local outcomes.

We will work actively with partners to make a difference, to promote our achievements and to market our area's current and future potential as a vibrant and prosperous place in which to work, live, visit and invest.

This strategy is a platform for the successes and opportunities for change in Inverclyde. Nevertheless, it is also being developed against a backdrop of economic uncertainty and at this stage we cannot confidently predict the full impact of the recession and the global economic slowdown on the Inverclyde economy.

Best value principles have been considered in developing this strategy. It is important to maintain a balance between the quality of the service delivered and the cost of delivery. Partners will strive to achieve continuous improvement in the performance of all their functions. We will ensure that there is improvement in the actual outcomes as well as improvement in the process of delivering services, applying the 4 'Es' - efficiency, effectiveness, economy and equal opportunities.

Inverclyde is a unitary local authority area in the Glasgow City Region. One of the smallest local authorities in Scotland with a population of 81,450, it is one of the most attractive places in Scotland in which to live and work with 61 square miles stretching along the south bank of the River Clyde. However, it is anticipated that the area's population could decline to 71,191 by 2024¹. The Economic Regeneration Strategy has a key role to play in reversing this decline.

The River Clyde has been one of the key assets for the area, supporting shipbuilding and port related industries. In addition, there are vital ferry services linking the residents of Argyll & Bute to jobs, hospital and health care services, colleges and universities as well as other services and facilities in Inverclyde and beyond. The River Clyde also supports regular passenger services. Year on year an increasing number of cruise liners are coming to Inverclyde resulting in thousands of passengers coming through the Ocean Terminal at Greenock every year. There were 52,329 passengers in 2010, a significant increase on the figure of 39,481 in 2005.

¹ Annual/Mid year population estimates – <http://www.gro-scotland.gov.uk/statistics/council-areas-map/inverclyde.html>

Inverclyde has well developed transport links giving it easy access to the whole of Scotland and further afield. The centre of Greenock is only 25 miles west of Glasgow via the M8. Glasgow International Airport is 15 minutes away and gives direct access to European and American markets. Glasgow Prestwick Airport is only an hour from Inverclyde. Rail services operate between Inverclyde and Glasgow where they link with services to other parts of Scotland and the UK. Car and passenger ferry services connect with Helensburgh, Bute and the Cowal Peninsula and on to the Mull of Kintyre.

Our economic base continues to be narrow and dependent on the electronics and call centre industries as a source of employment. Currently 55% of all jobs in the area are located in large sized companies as detailed in Table 2.

Table 2: Inverclyde and Scottish Employment & Enterprises by Size of Enterprise – March 2010

Size of enterprise	Inverclyde		Scotland	
	No. (000s)	%	No. (000s)	%
Total employment*	21	100%	1,836	100%
Small	7	31%	638	35%
Medium	3	14%	256	14%
Large	12	55%	942	51%
Size of enterprise	Number	%	Number	%
All enterprises	1,680	100%	153,460	100%
Small	1,450	86%	147,550	96%
Medium	50	3%	3,660	2%
Large	180	11%	2,260	1%

* Enterprises with geographical identity only

.. Data not available due to reliability or confidentiality

Importantly, the area is highly dependant on the public sector as an employer, accounting for 42% of all jobs.² Inverclyde continues to be more reliant on the manufacturing sector than Scotland as a whole (manufacturing jobs in Inverclyde increased by 42% between 2007 and 2008)³ and many jobs are in low skill areas. As such, Inverclyde's local economy is undoubtedly fragile and vulnerable to any downturn in the national economy and to external decisions about its business.

² <http://www.scotland.gov.uk/Topics/Statistics/Browse/Labour-Market> Includes Public Admin, Education, Health & Other Services

³ <http://www.scotland.gov.uk/Topics/Statistics/Browse/Labour-Market>

Nevertheless, we have a number of assets upon which we can capitalise. Inverclyde's spectacular views and scenery; well developed transport links to Glasgow and the rest of Scotland; River Clyde Homes housing led regeneration; the school estate programme; the continued momentum of Riverside Inverclyde and transfer of key sites to enable the Urban Regeneration Company to move forward with its plan to regenerate Inverclyde; robust partnership working and an adaptable workforce. These are all strengths we can exploit.

Despite these strengths and opportunities, Inverclyde faces some key challenges if it is to maintain a significant role in the City Region. Inverclyde will not only respond proactively to the challenges but also exploit the opportunities presented to it. This strategy provides a steer for Inverclyde to grow its performance and build its potential.

2. Inverclyde's Vision

By 2014 our vision is of a confident, inclusive Inverclyde with safe, sustainable, healthy communities and a thriving prosperous economy where everyone is encouraged to achieve their potential and make a positive contribution to the area.

There is a sense of optimism and expectation within Inverclyde. Along the waterfront, old industrial sites are being cleared, new residential developments are being built, new leisure and retail facilities are being created and new housing within communities, all of which provide an opportunity to reshape our future. Nevertheless, we are aware that we continue to face significant challenges such as bringing prosperity into our most disadvantaged communities; addressing worklessness and the barriers to employment and these are becoming increasingly challenging throughout the duration of the current economic downturn.

This vision underpins the Glasgow City Region vision and our role within it:

We want the Glasgow City Region to be one of the most dynamic, economically competitive and socially cohesive city regions in Europe. A city region which prospers and, through effective partnership working at all levels, includes all of its people in its success. A place of quality where people choose to live.

Metropolitan Glasgow – Our Vision for the Glasgow City Region 2003-2013

By 2014 we will have made significant strides in Inverclyde towards:

- A sustainable, stable and diverse population supporting the development of the area.
- A prosperous economy, with access to learning and jobs where everyone who is able to work is in work, thereby reducing levels of poverty and giving people improved opportunity and chances.
- An employment rate equal to, or better than, the average Scottish rate.
- Narrowing inequalities with better access to opportunities for disadvantaged groups.
- A vibrant housing market that meets the needs of all residents with a mix of social/private rented and owned housing that is attractively designed and affordable.
- An attractive investment environment for business.
- Sustainable, stronger and responsible communities where people are actively engaged in the regeneration and management of their areas.
- A healthy population with the gap in health inequalities reduced between those who are better off and those living in poverty.
- A diversified business base with emphasis on developing businesses with growth potential to strengthen the economic base.

- Strong and vibrant town centres.
- Our waterfront is revitalised and reconnected with our communities. It is viewed as a regionally important visitor destination through its rich cultural and industrial heritage.
- A green and attractive environment which people enjoy using, taking care of and respecting, with increased recycling and a reduction in waste production.
- Improved transport infrastructure through enhanced public transport and roads infrastructure.

DRAFT

3. Economic Background

3.1 Introduction

The Inverclyde Economic Regeneration Strategy prepares Inverclyde for the future. Building upon existing strengths and opportunities, it addresses the causal weaknesses and threats and moves the area forward to become a more exciting place to live, work and enjoy into 2014 and beyond.

This section puts it into context to guide our vision and objectives.

3.2 Inverclyde Context

The Scottish economy is expected to emerge slowly from recession. However, unemployment is expected to continue to rise, particularly within the public sector. In Inverclyde, unemployment remains a deep and intractable issue for many. Critically, there is a strong consensus that the pace of recovery will be slow and protracted. The Fraser of Allander Institute point to a number of reasons for this:

- Households have been and are likely to continue to reduce debt and raise savings. This means that consumer demand remains weak and consumption accounts for almost 70% of the economy.
- Businesses similarly faced with high debt levels and declining demand are also running down debt and cutting back significantly on investment.
- The impact of the fiscal stimulus and the bringing forward of public investment means that Government spending has recently been strong but will weaken after 2011.
- Export markets remain fragile with the IMF forecasting an 11% decline in world trade this year.
- The public sector, which has acted as a stabiliser in terms of jobs, will contract from 2011 onwards.
- Even as demand growth recovers, there is concern that the banking sector has insufficient equity capital or incentive to enable credit to be supplied on a sufficient scale to support the recovery.

The underlying structure of the Inverclyde economy remains weak and over reliant on the public sector to generate employment. Based on available forecasts there is a real danger that the long term growth rate of the Inverclyde economy will remain below that of Scotland unless significant restructuring of the economy takes place.

The latest figures in Table 3 show that public administration, education and health provide the highest proportion of jobs in Inverclyde at 42% followed by 23% within retail, wholesale and hotels.⁴

Table 3: Employee Jobs by Industry 2009

(Source: <http://www.scotland.gov.uk/Topics/Statistics/Browse/Labour-Market/EconomicProfilesLA>)

Industrial Group	Inverclyde		Scotland	
	No. (000's)	Percentage	No. (000's)	Percentage
All Industries	28	100	2,382.5	100
Agriculture, Forestry & Fishing	---	---	33.8	1
Production & Construction Total	3.4	12	381.6	16
Mining & Energy	0.1	0	61.7	3
Manufacturing	2.8	10	187.8	8
Construction	0.5	2	132.2	6
Services Total	24.5	88	1,967.1	83
Retail & Wholesale & Hotels	6.3	23	524.8	22
Transport & Communications	2.5	9	159.6	7
Finance & Business	4.3	15	447.6	19
"Other" Services*	11.4	42	835.2	35

* "Other" Services include Public Admin, Education, Health and Other Services

--- Data not available due to reliability or confidentiality

Between 1999 and 2005, there was growth in the finance and business sector - an increase of 3,200 jobs. In addition, over 3,000 jobs have been created in public administration, health, education ("other" services) and there was an increase of around 1,100 jobs in transport and communications. Whilst these trends suggest some buoyancy and diversity in the local economy nevertheless, between 2005 and 2006, 2,300 jobs were lost across these sectors with the exception of "Other" Services which showed a slight increase.⁵

So, compared to Scotland, there are a higher per cent of jobs in Public and other services and a lower per cent in Production and Construction.

⁴ <http://www.scotland.gov.uk/Topics/Statistics/Browse/Labour-Market/EconomicProfilesLA> - January 2011

⁵ <http://www.scotland.gov.uk/Topics/Statistics/Browse/Labour-Market/EconomicProfilesLA>

Inverclyde's position on business start up registrations is below the West of Scotland figure. In 2009, VAT registrations per 10,000 of the adult population stood at 24 compared to the West of Scotland figure of 33.⁶ Enterprise activity is particularly low in our most disadvantaged areas. This suggests a need to improve the entrepreneurial culture in the area and to continue providing high quality support to new and existing businesses.

The Scottish Government launched the More Choices, More Chances (MCMC) Strategy in 2006 which sets out an action plan aimed at reducing the number of 16-19 year olds not in education, employment or training. Inverclyde has a higher proportion of young people in this category than across Scotland as a whole. In 2008 there were 400 16-19 year olds in Inverclyde not in education, employment or training. This accounted for 9.4% of all young people in this age group, above the Scottish average of 8.8%.⁷ Nevertheless there was a substantial reduction in the number of 16-19 year olds in Inverclyde that were not in employment, education or training between 2004 and 2008⁸. Inverclyde is no longer in the top 7 'hot spots' for NEET young people. This is something we can capitalise on and we will continue to support our young people into positive destinations.

Inverclyde's secondary students attain better than the national average in standard grade results, whilst higher grade results are below average. Inverclyde has reduced the numbers of young people entering unemployment upon leaving school although a focus on young benefit claimants is required if there is to be a continued reduction in the More Choices, More Chances target group. In terms of economically active adults, only 28% of all working age residents in Inverclyde were qualified to degree level (NVQ Level 4) or above in 2007. This was below the Scottish rate of 33%.

3.3 Inverclyde's Strengths

On a more positive note, in recent years Inverclyde has experienced significant investment in key opportunities across the area, aimed at business creation, infrastructure and facility provision, attracting inward investments, wealth creation, environmental enhancements, community well being and civic pride. Examples include:

- New high quality employment sites, for example at Riverside Business Park, Pottery Street, Cartsidey and Kelburn.
- Agreed partnership activity on regeneration is well underway to expand the business base, provide new commercial floor space and build on the heritage and townscape qualities to develop the area's attractiveness to visitors.

⁶ www.sns.gov.uk – January 2011

⁷ 'Towards a Smarter Inverclyde' - SLiMS March 2010

⁸ 'Towards a Smarter Inverclyde' – SLiMS March 2010

Examples include the new 20,000 sq ft office accommodation at Riverside Business Park, the refurbished Ladyburn Business Centre, the Riverside Business Park Café and the purpose built children's nursery.

Joint venture funding has been secured by Riverside Inverclyde. The waterfront will, once again, be a thriving business location and will become one of the most popular residential and visitor locations in Inverclyde.

The towns of Port Glasgow and Gourock have experienced change and investment. A review of regeneration activities is underway to assess the need for further intervention. As with Greenock, the objective is to secure sustainable and effective centres providing jobs and quality services for its local population.

An area's local and external connectivity also plays a key role in attracting businesses and individuals. Moreover, the flexibility and willingness of Inverclyde's workforce to adapt to change has also had a positive impact in attracting, for example, the Royal Bank of Scotland Customer Call Centre.

Quality of life is an important aspect in economic success. In broad terms the physical and natural environment of Inverclyde is of a high standard. In particular, Inverclyde lays claim to some of the most affluent neighbourhoods in the area such as Kilmacolm, with expensive sought after housing and excellent environmental quality. Inverclyde boasts a unique coastline and riverside heritage, which is a key asset for creating a leisure economy. As to service centres, Inverclyde offers three distinct town centres in Port Glasgow, Greenock and Gourock. The role of these town centres within Inverclyde is important to the area's economic vitality and they provide potential for future development and opportunity.

Small and medium enterprises are the livelihood of an area's economy. They also provide an indication of its dynamism. In Inverclyde, 55% of the workforce is employed by 180 large businesses whilst 31% of the workforce is employed by 1,450 small businesses.⁹ Many of these large industries are vulnerable to external and global influences, making their future prospects difficult to determine. These firms are important to Inverclyde, not least for supporting the local labour market and generating wealth. The success of small and medium enterprises also improves external perceptions of Inverclyde as a place to do business and it is important that these firms receive continued advice and support to help them survive and grow.

⁹ <http://www.scotland.gov.uk/Topics/Statistics/Browse/Labour-Market/EconomicProfilesLA> - Dec 2010

3.4 Inverclyde's Challenges

Despite Inverclyde's assets, there are significant challenges ahead of us.

We need to diversify our business base and one way of facilitating this is through support to the creative industries and social enterprise. The refurbishment of Ladyburn School includes the creation of 6 studios for local artists as well as the creation of gallery space and quarterly exhibitions however more can be done to help this important creative sector flourish. Inverclyde has a relatively smaller business base than the Scottish average to provide for the employment needs of the local labour market.

As a result, the job density which represents the ratio of total jobs (33,000) in the area to the number of working-age residents in Inverclyde is low at 0.63, compared to the Scotland average of 0.80.¹⁰ Travel to work data suggests that 27%¹¹ of Inverclyde residents travel out of the area each day to work, a third of whom travelled to Glasgow - more than 3,000 people. More than half of all out-commuters from Inverclyde are employed in jobs at the higher end of the occupational scale. These trends suggest a particular shortage of high quality, value adding employment opportunities in Inverclyde. Nevertheless, these commuting flows are relatively low compared to many other local authority areas across West of Scotland.

There is some evidence that local employers are unable to recruit key skilled staff and 14% of Inverclyde's working age population have no qualifications. Over a fifth of all employers in Scotland report that not all of their staff have the skills to be fully proficient in their job. Nevertheless, there is evidence of limited investment from some employers in improving their existing skills base. The low skills base is reflected in the average wage rates achieved locally. At £459 per week, the gross average weekly earnings in April 2010 in Inverclyde are lower than those for Scotland (£486).¹² This gives further evidence for the existence of a low skill, low wage local economy.

In line with the West of Scotland, worklessness is an important issue for Inverclyde. The claimant count unemployment total in Inverclyde at the end of 2010 was 2,100 people, with 10,100 economically inactive residents.¹³ When we include the unemployed, the total workless population is estimated at just over 12,000. Many of these people are outside of the labour market voluntarily due to family responsibilities or early retirement but 3,600¹⁴ economically inactive people have indicated they would like to work if they had the right opportunity, incentive or pathway back into employment.

¹⁰ <https://www.nomisweb.co.uk> Jobs Density – 2008 data

¹¹ Census 2001, General Register Office for Scotland

¹² <http://www.scotland.gov.uk/Topics/Statistics/Browse/Labour-Market/EconomicProfilesLA> - January 2011

¹³ <http://www.scotland.gov.uk/Topics/Statistics/Browse/Labour-Market/EconomicProfilesLA> - Dec 2010

¹⁴ 'Towards a Wealthier and Fairer Inverclyde – SiiMS February 2010

Over 15% of the economically inactive population are aged between 50 and of state retirement age. Health and care issues have been identified as major barriers to labour market participation. With a growing base of older population groups, these trends could worsen. Moreover, 30.4% of the economically inactive population are aged 18 to 24 years. There was a dip in the total number of residents in work across all areas in 2009. This is likely to be attributable to the impact of the recession. Caring responsibilities have been identified as significant barriers to labour market participation for this age group.

Therefore in designing local initiatives around target groups, it is important to consider different groups of 'the workless' as well as the unemployed. Researchers at Sheffield Hallam University define the 'hidden unemployed' as those who are currently not in employment, that do not show up in traditional forms of unemployment, but who would work if the local economy was able to provide full employment. In 2007 they reported that Inverclyde had an above average level of hidden unemployment, amounting to 4,300 people or a third (34%) of all those economically inactive.

The level of in-migration is often a good indicator of an area's desirability as a place to live. Between 2006 and 2007 there was a higher level of net civilian out-migration (1,965 people) than net in-migration (1,647 people). We need to address the attractiveness of Inverclyde as a residential location to increase net civilian in-migration and to tackle the issue of de-population.

In terms of socio-economic deprivation, 45% of the population live in areas defined as the most deprived 20% across Scotland in 2009¹⁵. There are three key clusters of deprivation in the area. South West Greenock, Greenock East/Central and Port Glasgow are amongst the most deprived 15% of wards in Scotland. Other forms of deprivation prevalent in Inverclyde include income where 1 in 5 residents are income deprived and educationally where one fifth of the working age population have no formal qualifications.

The cycle of deprivation in certain parts of Inverclyde has been prevalent for many years. When the industries of former industrial Inverclyde were still productive, working age claimant rates were a lot lower. Employment growth in Inverclyde has been reliant on the public sector and, compared to Scotland, Inverclyde has a higher per cent of jobs in the public sector. This means real challenges lie ahead. Looking to the future, even if economic growth and welfare reform have a big impact, benefit numbers look likely to stay large in Inverclyde.

¹⁵ Scottish Index of Multiple Deprivation (SIMD) - 2009

3.5 Acknowledging the challenges and moving forward

The challenge for Inverclyde is to ensure that the structures and mechanisms are in place to enhance its wealth-creating ability. Improvements to the local enterprise culture, along with attracting inward investors, must be pursued as key drivers for future success. The quality of Inverclyde's built environment requires to be enhanced to ensure it attracts and facilitates investment and growth for all sections of society. Whilst addressing Inverclyde's physical environment, the people dimension must not be overlooked.

The strategy must reflect, capitalise on and improve the skills of the existing and future workforce. Moreover, there is a need to reduce barriers to employment and tackle worklessness, particularly in our most disadvantaged neighbourhoods. There is also a need to shift the attitudes of people so that entrepreneurship and innovation are encouraged and celebrated.

3.6 Key Influences

If Inverclyde is to close the gap in its performance with other regions and compete within an expanding Europe, the regional economy will need to continue to grow stronger. Nevertheless, we are in an economic downturn which will make our efforts more challenging.

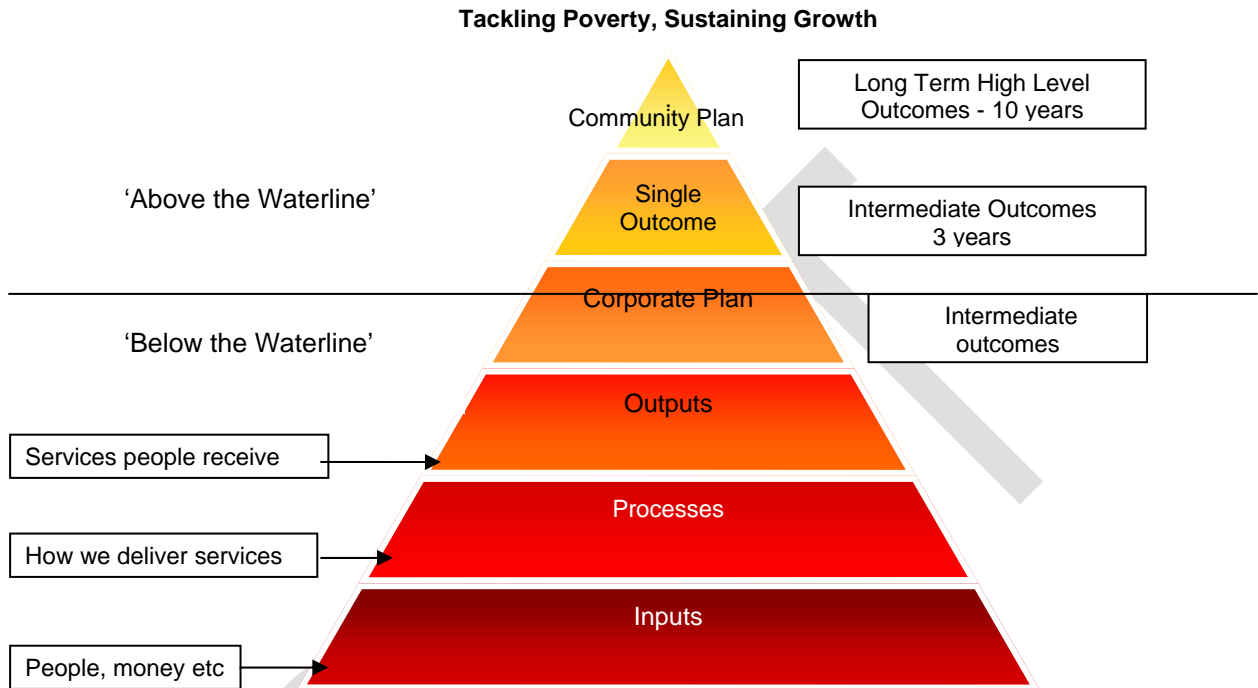
One such approach to improve competitiveness, is the Supplier Development Programme, a local authority partnership programme, which offers small and medium sized enterprises the opportunity to grow and diversify through procurement and help improve their performance in winning public sector contracts. As with all local authorities, Inverclyde Council must comply with EU legislation which requires the publication in the Official Journal of the European Union, tenders from the public sector that are above a certain financial threshold.

Increasingly our businesses are competing in a global market that creates both opportunities and threats. In response to this the European Union is committed to becoming the 'most competitive and dynamic knowledge-based economy in the world, capable of sustainable economic growth with more and better jobs, and greater social cohesion'. This ambition is repeated in the Scottish Government's Economic Strategy. As Scotland responds to this challenge so must Inverclyde if we are to provide a strong lead within the City Region.

The Inverclyde Economic Regeneration Strategy provides us with a strategic direction to work towards our success in a global economy. It is influenced by various national, regional and local frameworks and establishes direct linkages with a number of key strategies and policies built up from the local to the national level as demonstrated in Figure 1.

Our Economic Regeneration Strategy is based within the local context to deliver the economic outcomes required by our residents, businesses and communities.

Figure 1: The 'pyramid' of performance reporting:



At the local and regional level, the Council's Corporate Plan "A Confident, Ambitious Council" 2007-2011 aims to make Inverclyde a place in which people are proud to live, learn, work and relax. Regenerating the area and enhancing its economic profile are at the heart of achieving the Corporate Plan's vision.

'Tackling Poverty, Sustaining Growth' 2009-2011, the Single Outcome Agreement (SOA), also aspires to revitalise Inverclyde's economy. The outcomes suggest that creation of new employment opportunities along with improvements to living, working and leisure environment will be vital to achieving Inverclyde's regeneration aims and takes a targeted approach to regenerating Inverclyde's key urban areas including the riverside and the three town centres. These local ambitions and priorities are echoed in this strategy's specific objectives.

Riverside Inverclyde (ri) is the urban regeneration company tasked with regenerating the 4.5 mile strip of waterfront between Port Glasgow and Greenock over a 12 year programme. Riverside Inverclyde's Business Plan 2011 highlights the challenges affecting the area and identifies how it will work with local and national partners to address these.

Recognising the central role of 'place' in economic development as well as the need for 'inclusion', it is making a significant contribution to the regeneration of the local economy, in keeping with its twin track approach of 'going for growth' through exploiting existing and new opportunities and 'spreading the benefits of growth' to benefit local residents and businesses across the wider area of Inverclyde. Some of these highlights include:

- The creation of business space at Riverside Business Park in the Grade A office suites of Clyde View already have an occupancy of 44% with all remaining suites under offer.
- The flagship James Watt Dock project has made considerable progress with the Sugar Warehouse being made wind and watertight, the new access road and public realm environmental improvement works.
- In conjunction with other funding partners, the new Arts Guild Theatre site made ready and building works underway for a summer 2012 completion.
- Land has been platformed and readied at Kelburn for light industrial use and Cartdyke/Cartburn for office use.
- Promotion of Inverclyde as a viable location for the major growth industry of offshore renewables and has, to date, been distributed to 1500 companies within this sector to seek to attract mobile investment and associated jobs into Inverclyde.

The coastal location of Inverclyde naturally lends itself to tourism. Inverclyde's Tourism Strategy 'Working together for Future Growth' 2009-2016 will fully exploit this potential as an exciting and attractive tourist destination and raise Inverclyde's profile in the market place. Tourism and culture have strong links with economic regeneration. They contribute to the vitality of local areas, increasing job and business growth opportunities, encouraging creativity and boosting the economy. The Tourism Strategy will therefore also aim to maintain the tourism industry as a major employer and encourage investment.

The Local Transport Strategy (LTS) sets out the Council's vision of improving the existing transport system within Inverclyde to adequately meet the needs of the 21st century. The LTS seeks to address the transport related challenges associated with sustainable development, through providing solutions which promote social inclusion, bring economic benefit and reduce environmental impact. It also seeks to improve the movement of people and freight throughout the Council area to ensure good connections across Scotland and the development of Inverclyde's international transport links. The LTS sets out how the transport system in Inverclyde should develop in the short and medium terms and identifies the priorities which underpin the Council's present and future investments for the next five years.

The Local Development Plan will provide the statutory land use and policy context for future developments setting out the expectations for new proposals which will help to maintain and enhance the quality of the built environment and provide a degree of certainty to potential developers.

Access to safe, decent and affordable housing is key to the well-being and quality of life of residents of Inverclyde and is an important aspect of regeneration. The objective, driven by the Scottish Quality Housing Standards, is to reprovide new good quality housing where existing provision is no longer fit for purpose to revitalise local communities and reverse the decline.

River Clyde Homes, a not-for-profit housing association, was established following the transfer of Council housing stock in 2007. The key objectives of River Clyde Homes (RCH) Business Plan are to transform housing and the delivery of services and, by doing so, to transform the lives of their tenants and the communities they serve. The Business Plan sets out the investment proposals of RCH and how they will deliver 21st Century Homes. The organisation will liaise closely with communities to prioritise necessary investment works in given areas. RCH will invest in sustainable housing, with significant expenditure on reactive repairs, planned and cyclical maintenance and major repairs. In recognising the need for greater housing choice and lifetime homes, RCH will deliver a programme of demolition and new house building extending to 1,000 new homes over 8 years. RCH has assumed the direct delivery of 850 of these homes, with partners developing the remaining 150 homes. The organisation will continue to work in partnership to ensure that sufficient land, support for owners and development funding is available to radically improve the housing quality and choice for tenants and owners in Inverclyde, while making a positive contribution to the revitalisation of the area as a whole, through regenerating sustainable communities.

We must make sure that young people of all backgrounds are given the opportunity to reach high levels of educational performance, to help to secure their future by gaining well-paid employment and to meet the demands of the economy now and in the future. The More Choices More Chances Strategy has been a vehicle for this. This will be achieved by a number of interventions for example by widening vocational curriculum pathways, improving post 16 participation and establishing Employability Hubs in local communities. We will also work with partners to develop the private and public sector role in creating education to employment pathways.

Health has a significant impact on the labour market. Poor health affects the capacity and performance of the workforce and an individual's ability to gain and maintain employment. The health sector is a major contributor to the local economy in a number of ways - it is one of the largest employers, it has significant purchasing power and is a major contributor towards training, development and research. Partnership is achieved with the Health Sector by the recent formation of the Inverclyde Community Health and Care Partnership (CHCP). Through the SOA, a set of priorities have been agreed with the CHCP and a programme to improve health and well being has been put in place.

To achieve our vision by 2014 we need to ensure that the regeneration that takes place today is sustainable. The actions we take today must not limit our quality of life in the future. The Local Biodiversity Action Plan, the Local Greenspace Partnership and the Glasgow and Clyde Valley Green Network Partnership will incorporate measures to ensure that issues relating to Sustainability and Biodiversity are addressed as part of the planning process. In addition, the Council's Green Charter will guide regeneration initiatives to ensure that appropriate natural landscapes and habitats are protected and enhanced, and that sustainable transport solutions are promoted, reducing reliance on the car.

The Community Engagement Strategy identifies the key priorities for improving the quality of life of people living and working in Inverclyde. One of the key priorities of this strategy is effective community engagement on economic regeneration issues and continuing to develop effective engagement with individuals and organisations in the Third Sector. Similarly, the Community Learning and Development Strategy provides accessibility to greater learning opportunities.

Other important priorities, including job creation and entrepreneurship will be advanced by investment in our people, businesses and physical environment. Inverclyde's Economic Regeneration Strategy supports and complements these priorities. Our Economic Regeneration Strategy will not only act as a complementary mechanism to the City Region's growth but will also ensure that Inverclyde is not left behind as other developments are taken forward within the City Region.

4. Delivering the Vision

4.1 A Strategic Framework

The vision for Inverclyde is based on unlocking the opportunities and tackling the challenges which lie ahead of us. Central to our vision is a framework of Strategic Themes that bring together demand and supply side issues in Inverclyde to direct our economic regeneration policies and efficiently deploy our financial and human resources. Informed by the key intervention areas of the Scottish Government's Economic Strategy,¹⁶ and the National Outcomes, the four cross-cutting Strategic Themes for Inverclyde will allow us to demonstrate our contributions on a transparent and regular basis. The Strategic Themes also reflect the key economic building blocks we need to get right over the next three years.

The Strategic Themes are:

- *People*: confident, skilled and enterprising communities
- *Business*: attract, create and develop modern and competitive businesses
- *Place*: an exciting place in which to work, live, visit and invest
- *Partnership*: facilitate and influence partnerships to maximise the local impact

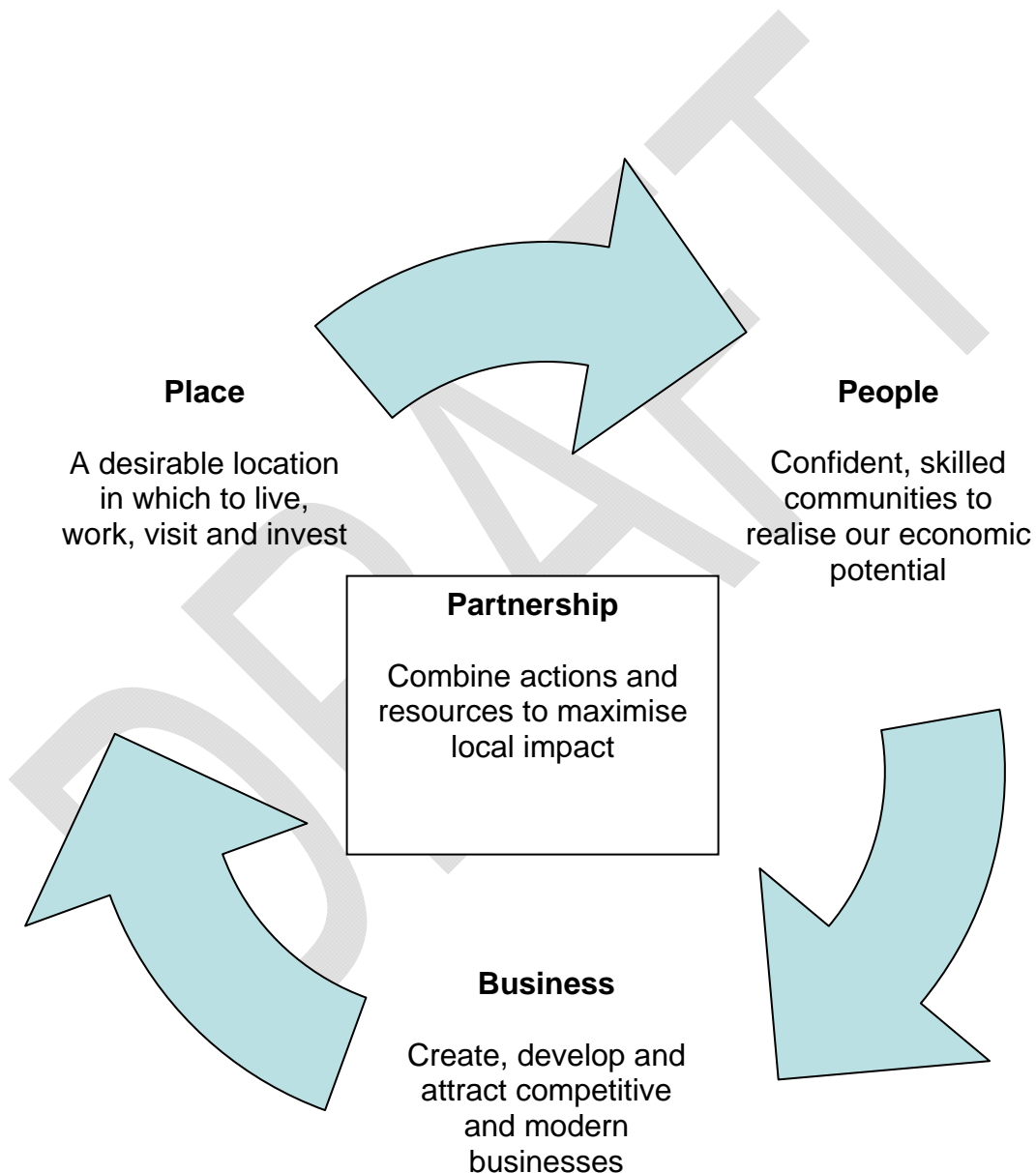
We now specify the ambition, rationale and objectives supporting each of these strategic themes. These aspects will guide the activities and actions contained within our Action Plan. The strategic framework is outlined in Figure 2.

¹⁶ Scottish Government's five Strategic Priorities – Learning, Skills & Well-being; Supportive Business Environment; Infrastructure Development and Place; Effective Government; Equity

Figure 2: The Strategic Framework

Vision

Inverclyde is a vibrant part of a strong city region with a competitive and thriving economy, sustainable communities and a flexible and skilled workforce.



4.2 Theme 1: People

Our aim is to provide the infrastructure and services which support enterprising, learning communities in Inverclyde allowing our working age residents to develop the confidence, qualities, learning and skills to achieve economic well-being by competing successfully in a modern, dynamic labour market.

Justification

- Around a fifth of the workforce has no qualifications.¹⁷
- Employers unable to recruit key skilled staff
- Employers reluctant to invest in upskilling their employees
- Workless households and negative role models leading to detachment from the labour market
- The JSA claimant count unemployment rate in Inverclyde at December 2010 is 5.1% whilst the Scottish rate is 5.0%¹⁸.
- The claimant count in certain wards, such as Gibshill and Greenock East Central is almost twice the local average and currently show signs of increasing.
- 10,100 working age benefit claimants in Inverclyde are claiming Incapacity Benefit/Employment Support Allowance, which is higher than for Scotland as a whole.¹⁹
- Average earnings in Inverclyde are significantly below the national average²⁰.

With comparatively high levels of worklessness, we need to create an environment which addresses social exclusion and supports people to move from benefit dependency to employment. We need to ensure that unemployed and economically inactive adults who have aspirations to rejoin the labour market are equipped with the right set of skills to meet the requirements of our local employers or successfully compete for jobs outwith Inverclyde. The evidence base also suggests that worklessness has an age factor, with nearly 61% of our economically inactive population falling within the 16-19 and 50-59 age groups²¹. Creating attractive and accessible opportunities for these groups will be vital for ensuring a prosperous and inclusive future for Inverclyde.

Developing an enterprise culture within disadvantaged neighbourhoods and vulnerable groups can bring a new lease of life to communities.

¹⁷ 'Towards a Smarter Inverclyde' - SLiMS February 2010

¹⁸ <http://www.scotland.gov.uk/Topics/Statistics/Browse/Labour-Market/EconomicProfilesLA> - Dec 2010

¹⁹ http://www.dwp.gov.uk/asd/statistics_a_to_z.asp

²⁰ <http://www.scotland.gov.uk/Topics/Statistics/Browse/Labour-Market/EconomicProfilesLA> - Dec 2010

²¹ 'Towards a Wealthier and Fairer Inverclyde' - SLiMS February 2010

We need to disseminate the appropriate support mechanisms to a wider audience to develop the area's entrepreneurial activity. Indeed, during an economic downturn, self-employment can often be a viable alternative to those facing redundancy.

Lifelong learning and enterprise activity will start to address the inequalities amongst the existing workforce. The ongoing improvement of our pupils at primary and secondary school is paving the way for a better outlook for Inverclyde. Increased participation in higher and further education will allow them to maximise their potential. However, there is still a need for our employers to provide our young people with invaluable work experience opportunities to ensure a successful transition from the classroom to the workplace.

Objectives

Our intention to create confident, skilled, enterprising and learning communities in Inverclyde will be supported through the following objectives:

1. Market the core strengths of the Inverclyde workforce to attract key employers into the area.

We will work with all relevant partners to promote the strengths of our workforce, such as transferable skills and adaptability, to potential inward investors.

2. Develop a skills infrastructure in Inverclyde both within and outwith employment fields to stimulate a learning culture.

We will work with our education partners and local employers to augment the provision, accessibility and take up of learning opportunities for existing and future members of the workforce.

3. Furnish our workforce with appropriate knowledge and skills to meet an increasingly diverse range of employer needs.

We will work with all relevant partners to ensure that working age residents can access appropriate advice, education and training to gain the skills required to support a modern business base in achieving its full potential.

4. Ensure that young people value the linkages between learning and work opportunities to realise that learning opens up exciting career and lifestyle opportunities.

Working with our education partners and employers, we will also ensure better connections between learning and work opportunities, in particular the transition from the school environment to the world of work, to safeguard the future of our young people.

Working with public and third sector partners, we will promote an increased sense of self confidence and self worth through education and training opportunities. Working with the Department of Work and Pensions/Jobcentre Plus, we will focus on what people can do, rather than on what they cannot, to support people to move off Employment Support Allowance and into work.

5. Bring about a step change in Inverclyde's enterprise activity by marketing self-employment and business start-ups, including social enterprise as a sustainable earning alternative, particularly amongst disadvantaged groups and communities.

We will support and deliver targeted services and interventions such as learning initiatives, employability skills, vocational training, start-up advice and other business support to raise the confidence of our workless residents, particularly in the disadvantaged neighbourhoods and direct them towards sustainable earning opportunities.

6. Develop community based approaches to reduce and remove barriers to employability and promote social inclusion of those furthest from the labour market.
7. Develop opportunities for all to access higher-level educational qualifications.

We will work with our partners to encourage young people and adults alike to participate in lifelong learning.

4.3 Theme 2: Business

To support the creation, attraction and development of businesses that will sustain a modern, diversified, competitive local economy and generate high quality employment opportunities.

Justification

Inverclyde needs to create a diverse economic base that will support future economic prosperity. Currently 55%²² of all jobs in the area are located in large sized companies. Our business base is relatively small and polarised and fails to provide sufficient employment for local residents. We must focus on creating business start-ups, encouraging company growth and attracting high quality inward investment to create sufficient sustainable employment opportunities for our local residents. This will require continued investment in Inverclyde's business support systems and commercial property portfolio.

Our electronics and call centre industries are a major source of employment. However, these industries are vulnerable to external and global factors, making their future prospects uncertain. Nevertheless, the future for Inverclyde lies in adopting a more focused approach to managing transition in our key declining industries and pursuing other growth opportunities to enhance our long-term prospects. The public sector is the main source of employment in Inverclyde. However, cuts in public expenditure also make this source of employment uncertain.

The waterfront developments are attractive resources for our leisure and tourism industries through the provision of new marinas, water and sport activities. However these, along with other growth opportunities, need to be investigated in detail to explore their potential for supporting indigenous start ups, bringing in key players from growing sectors to Inverclyde and upskilling our workforce.

Our goal is to achieve an outward looking business base pursuing growth opportunities, managing transition in declining industries and building a competitive advantage for Inverclyde.

Objectives

8. Take a targeted approach to the diversification process by managing transition in key declining sectors and pursuing opportunities in growth and indigenous specialist sectors.

²² <http://www.scotland.gov.uk/Topics/Statistics/Browse/Labour-Market/EconomicProfilesLA> - December 2010

We will manage transition in our declining sectors by pursuing new markets and products e.g. promoting Inverclyde as an excellent business location. We will also explore and pursue new growth opportunities such as the visitor/leisure economy, the creative industries and the social enterprise model. The end result will be a diverse economic base.

9. Establish hard and soft infrastructure to cultivate and develop the local business base.

We will work with all relevant partners to provide the full range of facilities and business services required to assist new businesses to start up and survive and to help existing businesses to compete and grow.

10. Continue nurturing and advancing entrepreneurship across Inverclyde.

We will continue working with our education, Business Gateway and Third Sector partners to further promote and develop enterprise activity and increase business start-ups in the area.

11. Develop a portfolio of sites and premises that attract a diverse range of businesses and make a significant contribution to the area.

We will continue working with public agencies and private developers, to build on our recent successes such as the redevelopment of the Ladyburn Business Centre and establish a high quality portfolio of commercial premises to encourage businesses from different sectors to locate in Inverclyde.

12. Encourage employers to support creation of long term sustainable employment opportunities.

We will encourage our employers to commit to regularly investing in the skills of their employees, to ensure that our workforce is ready for future challenges.

4.4 Theme 3: Place

To position Inverclyde as an excellent employment location by developing a sustainable physical environment and infrastructure that is favourable to economic growth, attracts further investment and visitors, and enhances the quality of life for our existing and future residents. The development of tourism in Inverclyde is an opportunity to change perceptions of the area and create a more positive profile and image.

Justification

Our main objective, as stated previously, is to diversify our economic base to create opportunity and prosperity for our residents. In doing so, we must continue to invest in our physical assets and provide a quality of life that meets the ambitions of our communities and attracts economic activity. We cannot establish a prosperous Inverclyde solely on the basis of our economic infrastructure. Our environmental, spatial and quality of life resources will play a critical part in delivering our objectives.

Central to this will be our three town centres: Port Glasgow, Greenock and Gourock. Despite some success brought about by regeneration programmes, these town centres continue to face challenges arising from changing retail patterns. Addressing this issue will be one of our key priorities.

Our riverside, which has considerable development potential, has continued to suffer from recurring decline due to the nature of its current and historic employment uses. We will explore the opportunities to ensure the best use of the coastline and riverside areas to support economic development. We will also seek to establish a leisure and cultural offer accessible to both the Inverclyde communities and visitors from further afield. There is evidence of the disproportionate contribution of the visitor economy to rural and coastal locales.²³ Nevertheless, Inverclyde's hinterland has spectacular moorlands, hills and lochs which lie mainly within Clyde Muirshiel Regional Park and offer a variety of outdoor pursuits and activities.

Inverclyde is developing high quality employment sites and premises. In particular, the new mixed developments over five miles of waterfront will help attract investors to the area. In addition, there is currently sufficient supply of suitable development land in these opportunity areas to continue these positive trends. Conversely, many of our newly designated new neighbourhoods, lack the provision of small sites to support local businesses.

²³ 'The Economic Case for the Visitor Economy' – Visit Britain & the Tourism Alliance 2008

In addition, many existing sites are under pressure for alternative high value uses such as housing and retail. We will aim to protect and provide sufficient appropriate sites to support our objectives of enterprise and area renewal. A mixed-use approach will initiate the revival of the riverside and its communities, an important contributory factor for regenerating Inverclyde.

In addressing these issues, we will build on existing good practice and work with partners to establish Inverclyde as a benchmark of design quality within the built environment.

Objectives

13. Provide a focus for physical and area regeneration in Inverclyde.

We will work with public and private partners to pursue three key physical regeneration agendas:

1. Support improvement of Inverclyde's Town Centres
2. The Coastal area to support our tourism role
3. The riverside and other deprived areas to promote mixed use and bring economic activity, learning opportunities and investment into the area.

14. Undertake to provide adequate land for employment across the area, in particular, at strategic locations such as the waterfront.

15. Where feasible, ensure targeted provision of small employment sites and premises for local entrepreneurship.

In conjunction with our planning partners, we will ensure that there is sufficient land and site allocation across Inverclyde, weighted appropriately in terms of size, type and location, to encourage investment by the industries of the future, provide a safe, attractive environment and enable sustainable communities to flourish.

16. Promote and support provision of a variety of modern business sites and premises in Inverclyde.

In partnership with private developers, we will work to ensure a supply of high quality business accommodation to meet the requirements of a diversifying and growing business base.

17. Breathe life into our flagging industrial estates.

We will work with private developers, landowners and current occupiers to improve and modify our under performing business sites.

18. Encourage investment in key transport infrastructure.

We will work with our partners to develop a comprehensive 21st century transport infrastructure and make Inverclyde one of the best-connected locations in the country.

19. Acknowledge and promote tourism and culture as key components in regeneration activities.

We will work with our partners to ensure that Inverclyde's rich cultural heritage is respected in all regeneration activities. This will incorporate not only the existing cultural foundation but will also seek to identify and support new cultural initiatives. These will further develop the tourist attraction and marketing of Inverclyde.

20. Ensure the sustainability of our new and existing sites and premises.

We will work jointly with land and property owners to improve the economic and environmental sustainability of existing sites and premises, thereby enhancing the area's image as an excellent employment location.

21. Develop Inverclyde as a model for design quality within the built environment.

Building on existing good practice, we will work with our partners to improve the physical environment. Encouraging developments that are of high design quality will allow us to create a range of built assets throughout Inverclyde that are rich in heritage.

We will continue to promote Inverclyde as a high quality environment in which to live, work and relax.

4.5 Theme 4: Partnership

To facilitate and/or participate in all relevant regional and local Partnerships to ensure Inverclyde has the influence and resources to maximise the local impact of successful economic regeneration.

Justification

Recent economic regeneration success has been achieved through our Council's active leadership and participation in partnership working. We will therefore maintain our involvement and influence in all relevant local and regional partnerships.

The Council has an active role in the City Region agenda through the Glasgow and Clyde Valley Community Planning Partnership and in that of the wider region. This provides an opportunity for Inverclyde to influence and shape the economic prospects of the region. It is also important that our engagement in these partnership processes continues to secure the resources necessary for the economic regeneration of Inverclyde.

Key to our partnership objectives is to enhance our engagement with private sector partners and facilitate effective community engagement through developing an area based approach to regeneration issues.

Objectives

- 22. Allow for effective dialogue with local stakeholders, private sector, third sector, other public sector organisations and residents on Inverclyde's economic regeneration issues.

Engage all public sector agencies, private sector, third sector and residents to agree a strategic pathway for Inverclyde and to manage change at the local level.

- 23. Capitalise on the marketing and promotion of Inverclyde

Locally and within the region, we will work with our partners to promote a greater awareness of the strengths and opportunities offered by Inverclyde.

- 24. Support the implementation of the Inverclyde Economic Regeneration Strategy through participation in the Inverclyde Alliance.

We will play an active role in the Inverclyde Alliance and other relevant partnerships to ensure local delivery of the Strategy and its objectives.

- 25. Develop synergies between the Strategy and other key service areas within the Council.

We will contribute to corporate working by aligning our Strategy and service delivery with other key service areas in the Council.

26. Secure resources for the economic regeneration of Inverclyde.

We will continue to bid for and secure appropriate resources to support delivery of our economic regeneration objectives.

4.6 Key Strategic Targets

A range of strategic targets have been developed to measure our progress towards achieving our vision and objectives. Table 4 illustrates the key indicators in achieving the step-change in local economic conditions required to translate this strategy into reality.

Table 4: Key Strategic Targets

Key Strategic Targets		
	Baseline	2014
Theme 1: People		
Increase in employment rate to close the gap with Scotland's employment rate.	72.5% (2009)	76%
Theme 2: Business		
Increase in the total number of VAT registrations per 1,000 of the population.	2.2 (2007)	2.7
Theme 3: Place		
Brownfield land reclaimed as a % of all land made available for industrial, commercial and leisure purposes	100%	RI – 77 ha by 2017

5. Implementing the Vision

5.1 The Action Plan

Critical to the success of any strategy are its supporting actions. Successful strategic frameworks are firmly connected to the delivery of initiatives that bring visions, themes and objectives to life. Our Economic Regeneration Strategy is no different. The quality, robustness and the value added by the actions emerging from our strategy will be the basis on which it will be judged over time.

Details of individual actions, outputs and outcomes are included in the Action Plan schedules that accompany this document. The Action Plan will be reviewed and updated annually as the strategy progresses to reflect changed circumstances and resources. As an introduction to the Action Plan this section briefly outlines the resources, performance management and delivery arrangements established for ensuring the success of the Inverclyde Economic Regeneration Strategy.

5.2 Resources

Much of this plan will be delivered through partnerships. The actions and initiatives outlined in the Action Plan schedules will be delivered or facilitated by core Council staff and partners engaged in the provision of economic regeneration services.

Where resources are required for delivering identified actions or initiatives, these are specified in the schedules by indicating either the resource requirement for the current year and/or future resource implications over a three year period.

5.3 Performance Management

The Performance indicators and targets included in the Action Plan relate to two levels. The first set of indicators and targets are “strategic” outcome measures, for example Inverclyde’s employment rate. These indicators sit ‘Above the Waterline’ with regard to the performance reporting diagram within the context of the SOA. Targets across these outcomes cannot be achieved by the Council alone and require co-ordinated action through joint working with our partners. “Strategic” performance indicators will be monitored through the SOA.

The second set of indicators consist of “activity” level output measures that will be used to measure delivery of the Council's own economic regeneration services and initiatives. These activity level outputs are intended to show the Council's contribution to the achievement of the “strategic” indicators and will be monitored through the Council's performance monitoring process.

These indicators sit 'Below the Waterline' with regard to the performance reporting diagram within the context of the SOA. Performance targets set out in the Action Plan are intended to be challenging but achievable as well as being strategically consistent with those in the Community Plan 2008/18 and the Single Outcome Agreement.

The "strategic" outcomes sought by the Inverclyde Economic Regeneration Strategy and the detailed "activity" outputs are shown in the Action Plan. In the annual review of the Action Plan, these Performance Indicators will be developed further in collaboration with our Partners.

5.4 Equality and Diversity

In developing the Inverclyde Economic Regeneration Strategy, we acknowledge that no one should be denied opportunities because of their background, gender, race, age, faith or sexual orientation. This principle underpins the work of the Scottish Government and we will integrate this into our activities through the Equality Impact Assessment process. We take our responsibilities under the statutory public sector equality duties seriously, not simply because it is a legal requirement but because a more equal Scotland will contribute to a more successful Scotland.

Equality is about creating a fairer society where people are free to fulfil their potential and this strategy aims to do that through learning and training opportunities, helping people gain qualifications and attaining employment opportunities.

Diversity is about recognising and valuing difference in its broadest sense. It is about respect, fairness, individuality, treating people as equals whilst recognising cultural norms.

6. Glossary

Bio-diversity	Life in all its forms, levels and combinations. This includes ecosystem diversity, species diversity and genetic diversity.
Economically Active	The working age population that are in work or registered unemployed and actively seeking work.
Economically Inactive	People of working age who are not working, are not in full-time education or training and are not actively seeking work.
MCMC/NEET	Those young people not in employment, education or training.
Scottish Index of Multiple Deprivation	The SIMD identifies small area concentration of multiple deprivation across all of Scotland.
Skills Shortages	Recruitment difficulties due to lack of supply of required skills in the labour market and a lack of adequately skilled individuals
SOA	Single Outcome Agreement is a 3 year agreement from 2008/2011 between the Council and its key partners within the public private and Third Sectors, along with Scottish Government
Sustainability	Improving our quality of life in a way where there is no harmful impact on the environment now or in the future.
Third Sector	Is a diverse, active, passionate sector. Organisations in the sector share common Characteristics in that they are value-driven, non-governmental and they reinvest surpluses to further social, environmental or cultural aims
Worklessness	A term to describe those without work. It includes all those out of work but who would like a job (unemployed claimants), those who are actively out of work and looking for a job and those who are economically inactive.

Hard Infrastructure

The large physical networks necessary for the functioning of a modern industrial economy. Types of 'hard' infrastructure include transportation and energy infrastructure.

Soft Infrastructure

Refers to all the institutions required to maintain the health, cultural and social standards of the economy.

APPENDIX 2

INVERCLYDE ECONOMIC REGENERATION STRATEGY 2011-2014

ACTION PLAN

INTRODUCTION

Inverclyde's Economic Regeneration Strategy aims for Inverclyde to become a strong, vibrant, healthy economy with sustainable wealth and well-being for its residents.

This action plan sets out what Inverclyde will do between now and 2014 in pursuit of the vision, themes and objectives within our Economic Regeneration Strategy. The plan is being presented at a time of economic downturn which may be slow and protracted in its recovery. Nevertheless, we are mindful that internal and external economic and political factors will influence the progress of this plan which may need adjustment over time to reflect changing needs.

Objectives will be reviewed every three years whilst the services and initiatives outlined in the following schedules will be reviewed annually.

Resources

Much of this plan will be delivered through partnerships. The Actions and Initiatives outlined in the Action Plan schedules will be delivered or facilitated by core Council staff and partners engaged in the provision of economic regeneration services. Where resources are required for delivering identified actions or initiatives, these are specified in the schedules by indicating either the resource requirement for the current year and/or future resource implications over a three year period.

Performance Management

The performance indicators and targets included in the Action Plan relate to two levels. The first set of indicators and targets are 'higher level' or **outcome** measures, for example, Inverclyde's employment rate, in the sense that they cannot be achieved by the Council alone and require co-ordinated action through partnership working. Higher level performance indicators will be monitored through both the Employability and Economic Regeneration SOA Outcome Delivery Groups.

The second set of indicators are 'lower level' or **output** related measures that will be used to measure delivery of the Council's own economic regeneration services and initiatives. For example, the number of workless residents accessing employment through our employment support initiatives or the number of business start-ups achieved by our Business Gateway activities.

THEME 1: PEOPLE

To provide the infrastructure and services which support enterprising, learning communities in Inverclyde allowing our working age residents to develop the confidence, qualities, learning and skills to achieve economic well-being by competing successfully in a modern, dynamic labour market.

Objectives

- 1.1 Develop the employability skills pipeline, enabling partners to provide integrated activity targeted at unemployed people and to improve career opportunities for those in employment to support a modern business base in achieving its full potential.
- 1.2 Working with public and third sector partners, we will target services to deliver reductions in the number of people claiming key benefits, including claimant count unemployment and those who are economically inactive.
- 1.3 We will work with our education partners and local employers to augment the provision, accessibility and take up of lifelong learning opportunities for existing and future members of the workforce. In particular, the transition from the school environment to the world of work, to safeguard the future of our young people.
- 1.4 We will support and deliver targeted services and interventions such as learning initiatives, employability skills, vocational training, start-up advice and other business support to raise the confidence of our workless residents, particularly in the disadvantaged neighbourhoods and direct them towards sustainable earning opportunities.
- 1.5 We will work with all relevant partners to promote the strengths of our workforce, such as transferable skills and adaptability to meet demand for labour and skills and to potential inward investors.
- 1.6 We will procure delivery of employability services via a full tendering process to ensure best value.
- 1.7 We will work with partners to ensure that community benefits accrue from all major public works, targeted at training and recruitment.

PEOPLE

Higher Level Performance Indicators (as per SOA Indicators)

Performance Indicator Description	Baseline 2008/09	Target 2011/12	Target 2012/13	Target 2013/14
The percentage of people of working age in employment	72.5%	Reduce the gap of 3.1% between the Inverclyde and the Scottish figures		
Percentage of economically inactive people of working age	22.9% (2008)	Reduce the gap of 2.9% between the Inverclyde and the Scottish figures		
Number and percentage of working age people with no qualifications	18.5% (2007)	Reduce the gap of 5% between the Inverclyde and the Scottish figures		
Percentage of people in receipt of DWP benefits	23.2% (2008)	Reduce the gap of 7.1% between the Inverclyde and the Scottish figures		
Total population of Inverclyde	81,000	Maintain the population at 81,000		

ACTION PLAN – PEOPLE

Actions & Initiatives	Lead Organisation	Timescale (Years)	Indicative Outputs	Funding	Strategic Linkages
Effective engagement of long term unemployed and support for economically inactive on key DWP benefits who face a range of barriers.	Inverclyde Council JCP	2	Inverclyde Integrated Employability Programme SOA Employability Pipeline DWP National Work Programme. Targets Year 1 & 2: 1,680 clients receiving support 350 clients entering employment 304 clients in employment after 6 months 600 gaining a partial qualification	2 year funding ESF - £821,532 SOA Match - £2,103,246	Community Plan 3 Single Outcome Agreement 1,3,4
Appropriate training & skills development to fully equip people for participation in the labour market as well as career development for those in low paid, low skilled jobs.	Inverclyde Council SDS	2	Inverclyde Integrated Employability Programme SOA Employability Pipeline	As above Workforce Development Budget of £75,870	Community Plan 3 Single Outcome Agreement 1,3,4
Support for the 'new unemployed' and those facing redundancy as a result of the economic recession	Inverclyde Council SDS JCP	0-3	Inverclyde Integrated Employability Programme DWP National Work Programme Partnership Action for Continuing Employment (PACE)	As above	Community Plan 3 Single Outcome Agreement 1,3,4
Training and employability support to young people through national programmes	Inverclyde Council SDS	0-3	2011 -2012 Recruitment Get Ready for Work – Average occupancy 25 placements. Modern Apprenticeships Level 2 and 3 – 12 new starts	2011-2012 contract secured. MA - £65,562. GRFW - £129,015.	Community Plan 3 Single Outcome Agreement 1,3,4
Ensuring Community Benefits follow from investment in schools; housing and area renewal	Inverclyde Council RI	3	Construction Plus Programme and the Single Point of Contact.	Investment in public works	Community Plan 3 Single Outcome Agreement 1,3,4
Develop a co-ordinated approach to Employer Engagement via Single Point of Referral	Inverclyde Council, SDS, JCP, Greenock Chamber, James Watt College, ICDT	2	Employer Engagement Sub-Group and Action Plan. Year 1 & 2: 1 Job Brokerage Initiative Supported 300 Individuals gaining employment 340 Enterprises Supported	2 year EU funding award of £229,502 . Match funding of £344,000	Community Plan 3 Single Outcome Agreement 1,3,4
Strategic integration of	Inverclyde	0-3	Strategic Employability Partnership	Staff Resources	Community Plan 3

Actions & Initiatives	Lead Organisation	Timescale (Years)	Indicative Outputs	Funding	Strategic Linkages
employability interventions	Council		Employability & Inclusion Group		SOA 1,3,4

THEME 2: BUSINESS

To support the creation, attraction and development of businesses that will sustain a modern, diversified, competitive local economy and generate high quality employment opportunities.

Objectives

- 2.1 We will manage transition in our declining sectors by pursuing new markets and products e.g. promoting Inverclyde as an excellent business location. We will also explore and pursue new growth opportunities such as the visitor/leisure economy, the offshore renewables sector, the creative industries and the social enterprise model. The end result will be a diverse economic base.
- 2.2 We will work with all relevant partners to provide the full range of facilities and business services required to assist new businesses to start up and survive and to help existing businesses to compete and grow.
- 2.3 We will continue working with our education, Business Gateway and third sector partners to further promote and develop enterprise activity and increase business start-ups in the area, including social enterprise.
- 2.4 We will continue working with public agencies and private developers to build on our recent successes such as the redevelopment of the Ladyburn Business Centre and establish a high quality portfolio of commercial premises to encourage businesses from different sectors to locate in Inverclyde.
- 2.5 We will encourage our employers to commit to regularly investing in the skills of their employees, to ensure that our workforce is ready for future challenges.

2.6 We will partner with Inverclyde Construction Forum to identify and enhance opportunities for business development growth.

BUSINESS

Higher Level Performance Indicators (as per SOA Indicators)

Performance Indicator Description	Baseline 2008/09	Target 2011/12	Target 2012/13	Target 2013/14
Average weekly earnings for full-time employees	£338.00	Increase at same rate as Scottish average weekly wage increases	Increase at same rate as Scottish average weekly wage increases	Increase at same rate as Scottish average weekly wage increases
Number of new business start-ups supported in the local area per 1,000 VAT registered businesses	19 per 1,000 (Inverclyde, 2007) 33 per 1,000 (Scotland, 2007)	Narrow the gap between the start-up rate in Inverclyde and start-up rate in Scotland	Narrow the gap between the start-up rate in Inverclyde and start-up rate in Scotland	Narrow the gap between the start-up rate in Inverclyde and start-up rate in Scotland
Increase Social Economy* Turnover	Estimated income of £35,000,000 per annum (2006)	Increase turnover by 1% year on year	Increase turnover by 1% year on year	Increase turnover by 1% year on year

* While there may be no exact definition of the social economy there is a growing acceptance that organisations within the social economy share a number of underlying characteristics such as - Volunteer Management; Economic Dimension to Activity; Community User Input; Non-Profit Contributing; Established for a Social Purpose.

ACTION PLAN - BUSINESS

Actions & Initiatives	Lead Organisation	Timescale (Years)	Indicative Outputs	Funding	Strategic Linkages
Support and advice to those wishing to start a new business. Signposting to appropriate agencies – Business Gateway; Property Advice; Supplier Development Programme; Jobcentre Plus.	Inverclyde Council Business Gateway	1.5 years	Promote sustainability and growth of new and existing businesses. Targets: Year 1 – 150 start ups Year 2 (part) – 75 start ups	Business Gateway 5 year funding until October 2012. Renfrewshire Council lead authority for contract of £674,499 for Renfrewshire, East Renfrewshire & Inverclyde	Community Plan 3 Corporate Plan SO4 Single Outcome Agreement 3
Marketing advice and support to develop Marketing Plans. Encourage use of Online Business Directory.	Inverclyde Council	0-3	Improve visibility of local businesses and provide networking opportunities.	Staff resources.	Community Plan 3 Corporate Plan SO4 Single Outcome Agreement 3
Small Business Assistance (Grant and Loans) - Promote sustainability and growth of new and	Inverclyde Council	0-3	50 company assists per annum (shared target with Property Assistance Grants) Up to 5 West of Scotland Loan Fund applications per annum.	Small Business Assistance Budgets £46,160 SBA Grants £13,980 SBA Loans £13,910 Training	Community Plan 3 Corporate Plan SO4 Single Outcome Agreement 3

Actions & Initiatives	Lead Organisation	Timescale (Years)	Indicative Outputs	Funding	Strategic Linkages
existing businesses by supporting capital investment and improving employee skill base.					
Tourism Development – Marketing and Promotion of Inverclyde	Inverclyde Council	0-3	Year on year growth in visitor numbers Improved internal and external perception of Inverclyde Redevelop Ocean Terminal to meet needs of Tourism Sector	£73,030 to support partner organisations & non profit making bodies (VS, DI and ITG); promotion and business development in the visitor economy	Community Plan 3 Corporate Plan SO4 Single Outcome Agreement 3
Assist Third Sector organisations to address constraints which inhibit their growth and employment potential.	Inverclyde Council	0-3	New and emerging social enterprises assisted with capacity building. Target – up to 5 social enterprises assisted per annum.	Support from Business Development / Workforce Development budgets and advisory assistance	Community Plan 3 Corporate Plan 4 Single Outcome Agreement 3,4
Identify 20 locally owned construction industry related companies with growth potential and provide business development support.	Riverside Inverclyde/Inverclyde Council	0-3	Year 1 = 10% of companies to increase recruitment Year 2 = 25% (cumulative) of those companies to increase recruitment Year 3 = 50% (cumulative) of those companies to increase recruitment	As per ri's Business Plan Support from Business Development budget.	Community Plan 3 Corporate Plan SO4 Single Outcome Agreement 3
Raise Inverclyde's profile as a potential for attracting offshore renewables mobile investment.	Riverside Inverclyde	0-3	Raise awareness of Inverclyde's potential amongst companies in this sector and increase companies visiting Inverclyde to research potential for mobile investment.	As per ri's Business Plan.	Community Plan 3 Corporate Plan SO4 Single Outcome Agreement 3
Business occupancy in new facilities.	Riverside Inverclyde	0-3	80% occupancy within 3 years	As per ri's Business Plan	Community Plan 3 Corporate Plan SO4 Single Outcome

Actions & Initiatives	Lead Organisation	Timescale (Years)	Indicative Outputs	Funding	Strategic Linkages
					Agreement 3

THEME 3: PLACE

To position Inverclyde as an excellent employment location by developing a sustainable physical environment and infrastructure that is favourable to economic growth, attracts further investment and visitors and enhances the quality of life for our existing and future residents.

Objectives

- 3.1 We will work with public and private partners to pursue three key physical regeneration agendas.
 1. Support improvement of Inverclyde's Town Centres.
 2. The Coastal area to support our tourism role.
 3. The riverside and other deprived areas to promote mixed use and bring economic activity, learning opportunities and investment into the area.
- 3.2 In conjunction with our planning colleagues, we will ensure that there is sufficient land and site allocation across Inverclyde, weighted appropriately in terms of size, type and location, to encourage investment by the industries of the future, provide a safe, attractive environment and enable sustainable communities to flourish.
- 3.3 In partnership with private developers, we will work to ensure a supply of high quality business accommodation to meet the requirements of a diversifying and growing business base.

- 3.4 We will work with our partners to ensure that Inverclyde's cultural heritage is respected in all regeneration activities. This will incorporate not only the existing cultural foundation but will also seek to identify and support new cultural initiatives. These will further develop the tourist attraction and marketing of Inverclyde.
- 3.5 We will continue to promote Inverclyde as a high quality environment in which to live, work and relax.
- 3.6 We will support communities through area renewal, environmental works and investment in neighbourhood shopping locations.
- 3.7 We will work with our partners to develop a comprehensive 21st century transport infrastructure and make Inverclyde one of the best-connected locations in the country.

PLACE

High Level Performance Indicators

Performance Indicator Description	Baseline	Target 2011/12	Target 2012/13	Target 2013/14
Previously developed land that is unused or may be available for redevelopment as a % of the local authority land area				
Visits to the Town Centre (measured by footfall)				
Prime retail rent per square metre				
The extent to which the local authority's investment in the development of land and premises for economic development has been instrumental in leveraging funds from other sources, including RSA.				
Brownfield land reclaimed as % of all land made available for industrial, commercial and leisure purposes.				

ACTION PLAN - PLACE

Actions & Initiatives	Lead Organisation	Timescale (Years)	Indicative Outputs	Funding	Strategic Linkages
Support town centre development .	Riverside Inverclyde	0-3	Implement projects for Port Glasgow, Greenock & Gourock Town Centres	ri Budget	Community Plan 3 Corporate Plan SO4 Single Outcome Agreement 3
Support Industrial Estate development at Port Glasgow, Drumfrochar and Lynedoch	Riverside Inverclyde	0-3	Implement projects to improve the buildings and the environment in order to make those locations more attractive for retaining existing companies and attracting new companies.	ri Budget	Community Plan 3 Corporate Plan SO4 Single Outcome Agreement 3
Support business to address property improvement requirements	Inverclyde Council	50 per year over 3 years	50 Property Assistance Grants (shared target with Small Business Assistance grants)	PAS Budget 2011/12 £49,750	Community Plan 3 Corporate Plan SO4 Single Outcome Agreement 3
Provide a one stop shop for all property enquiries	Inverclyde Council	100 Enquiries per year 100% per year over 3 years	100 Property Enquires 100% fulfilled within 28 days	Subscription to Scottish Property Network 2011/12 of £4,597	Community Plan 3 Corporate Plan SO4 Single Outcome Agreement 3
In partnership, promote new/existing business sites such as Riverside Business Park, James Watt Dock,	Riverside Inverclyde	0-3	Progress as identified in ri annual business plan in accordance with allocated budgets and board approvals.	ri Budget	Community Plan 3 Corporate Plan SO4 Single Outcome Agreement 3

Actions & Initiatives	Lead Organisation	Timescale (Years)	Indicative Outputs	Funding	Strategic Linkages
Kelburn, The Harbours, Carlsdyke/Cartburn to indigenous and incoming business.					

THEME 4: PARTNERSHIP

To facilitate and/or participate in all relevant regional and local Partnerships to ensure Inverclyde has the influence and resources to maximise the local impact of successful economic regeneration.

Objectives

- 4.1 Engage with public sector agencies, private sector, third sector and residents to agree a strategic pathway for Inverclyde and to manage change at the local level.
- 4.2 Locally and within the region, we will work with our partners to promote a greater awareness of the strengths and opportunities offered by Inverclyde.
- 4.3 We will play an active role in the Inverclyde Alliance and other relevant partnerships to ensure local delivery of the Strategy and its objectives.

- 4.4 We will contribute to corporate working by aligning our Strategy and service delivery with other key service areas in the Council.
- 4.5 We will continue to bid for and secure appropriate resources to support delivery of our economic regeneration objectives.

ACTION PLAN - PARTNERSHIP

Actions & Initiatives	Lead Organisation	Timescale (Years)	Indicative Outputs	Funding	Strategic Linkages
Ensure active participation in regional and local groups to develop and promote Inverclyde e.g. Discover Inverclyde	Inverclyde Council	3	Full participation in meetings to ensure added value. Discover Inverclyde (8 per annum or as required)	Staff Resources	
Actively participate in and provide support to the SOA Strategic Employability Group	Inverclyde Council	3	Number of meetings facilitated (6 per annum) Develop progress reports for Inverclyde Alliance	Staff Resources	
Lead and co-ordinate Employability & Inclusion Group	Inverclyde Council	3	Number of meetings facilitated (6 per annum) Implementation of Action Plan	Staff Resources	
Lead and co-ordinate Employer Engagement Sub-Group	Inverclyde Council	2	Number of meetings facilitated (6 per annum) Implementation of Action Plan and reports to Strategic Employability Group.	Staff Resources	

Actions & Initiatives	Lead Organisation	Timescale (Years)	Indicative Outputs	Funding	Strategic Linkages
Lead and co-ordinate Construction Plus partnership.	Inverclyde Council	3	Number of meetings facilitated (6 per annum) Number of jobs and training places created through community benefits package.	Staff Resources	
Actively participate in Inverclyde Construction Forum	Riverside Inverclyde/Inverclyde Council	3	ri lead role in Steering Committee and participation in all meetings.	Staff Resources	
Actively participate in Inverclyde Renewables Alliance Group	Riverside Inverclyde/Inverclyde Council	3	ri lead role in participation in IRAG meetings and assigned roles to actively improve Inverclyde's renewables proposition	Staff Resources	
Actively participate in the West of Scotland European Forum	Inverclyde Council	3	Full participation in meetings to ensure added value. Members Meetings (quarterly) Officers Meetings (quarterly)	Staff Resources	
Actively participate in meetings of the West of Scotland Loans Fund	Inverclyde Council	3	Full participation in meetings to ensure added value. Board Meetings (quarterly) Officers Meetings (8 per annum)	Staff Resources	
Actively participate in the National Development Group for Employability and report to Scottish Government	Inverclyde Council	3	Full participation in meetings to ensure added value (6 per annum)	Staff Resources	
Actively participate in local partnerships targeted at specific groups		3	Full participation in meetings to ensure added value (6 per annum) More Choices More Chances Recovery Inclusion Group	Staff Resources	
Submit applications for external funding	Inverclyde Council on behalf of Inverclyde Alliance Board	3	Number of bids submitted and % success rate of bids	Subject to available match funding	