

Clune Park Area, Port Glasgow – Regeneration Plan

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Education & Communities Directorate

Safer & Inclusive Communities Service

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CONTENTS

BACKGROUND	2
PROPOSAL.....	3
CURRENT OCCUPANCY LEVELS AND DEMOGRAPHICS.....	3
CURRENT PROPERTY CONDITIONS.....	4
STAGE 1: RE-HOUSING	5
WOODHALL PHASE 2.....	6
STAGE 2: MANAGING DEMOLITION OF REMAINING PROPERTY	8
CURRENT VACANCIES	8
STRATEGY FOR DEALING WITH PRIVATE LANDLORDS	12
PHASING OF WORK.....	13
INVESTMENT FRAMEWORK.....	13
APPENDICES	

BACKGROUND

The Clune Park area to the east of Port Glasgow was constructed by local shipbuilders in the 1920s to provide housing for under-management employees. The site was developed in the form of five horse-shoe shaped backcourts, comprising mainly four storey terraced tenemental units – the exceptions being the single storey links at each corner. In total the area accommodates 430 flats.

By the early 1970s shipbuilding and heavy industry was in decline and the profile of Clune Park had begun to change. Over the past 20 years, the owner occupied sector in Clune Park has been undermined by a rise in the subsidised private rental sector. An increasing concentration of vulnerable households, often with chaotic lifestyles has led to dramatically falling house prices. As a result, properties have been abandoned or owners forced to become reluctant landlords.

Coupled with the increasing influence of a number of private landlords with significant interests in the area, there has been a rapid deterioration of the area and the spiral of decline is ongoing. An analysis of the area by Strathclyde Police in May 2011, indicates that there has been a drop in crime between 2009/10 and 2010/11 but that violent crime, housebreaking and misuse of drugs prevail.

Whilst Inverclyde has suffered decline as a result of economic restructuring and population decline, strategies have been put in place to create sustainable neighbourhoods and places where people want to live. However, a number of studies have been undertaken in Clune Park in the last 11 years but there has been a failure to reach a viable solution to deal with the acute problems that exist.

The Clune Park area has been identified in the Local Development Plan Main Issues Report, in the Local Housing Strategy, and in the associated Strategic Housing Investment Plan (SHIP) as a priority for regeneration. These strategic planning documents make it clear that particular attention is required in order to address the social and physical issues facing the Clune Park area.

This is also reflected in the fact that the regeneration of the Clune Park area is the number one priority in the later years of the SHIP 2011 – 2016 as approved by Inverclyde Council in October 2010. The SHIP is subject to annual review and the timing of the SHIP programme may be altered to take account of changes in circumstances, such as funding being made available earlier than anticipated.

Since 2006, the Clune Park Residents and Tenants Association and public agencies have been meeting regularly to address this impasse in determining a strategy and a regeneration plan has now been agreed. The partners involved in these discussions have considered in detail the following options for the area:

1. Do nothing;

2. Demolish the existing housing and rebuild, allowing local residents to remain in Clune Park; or
3. Re-house tenants elsewhere and then deal with the housing stock.

Following a full analysis of the costs associated with each option and the benefits to be accrued from each, option 3 has been selected as the only viable solution. Details of the plan to implement this option are set out in the subsequent sections of this document.

The objective of this plan is to:

“accelerate the physical regeneration of the Clune Park area by re-housing all existing tenants and dealing with environmental dereliction in an effort to provide a competitive location for a new mixed use development by 2017”.

PROPOSAL

Under the approved plan, there are two essential stages to the regeneration of Clune Park:

- a) Re-housing of the existing residents, and
- b) Managing the process of closing and demolishing void properties.

Inverclyde Council recently commissioned a house condition and social survey¹ of the Clune Park area in an attempt to gain an accurate view of levels of occupancy and housing standards. Having analysed the findings, it is proposed to re-house an estimated 218 people, who currently live in one of the 180 remaining households (137 private rented sector and 43 owner-occupiers), from the Clune Park area to alternative housing of mixed tenure within the Lower Port Glasgow area, specifically Woodhall Phase 2, or further afield if required.

Consequently, the closing, acquisition and demolition of the total number of 430 properties in the Clune Park area requires to be planned, managed and funded over the next 5 years.

CURRENT OCCUPANCY LEVELS AND DEMOGRAPHICS

The house condition and social survey of Clune Park completed in July 2011 on behalf of Inverclyde Council, reports that occupancy levels appear to change rapidly and indeed this occurred during the survey period itself. The last known position in terms of occupancy is therefore May 2011.

The area comprises 430 individual flats located within 46 tenemental blocks on six streets. Where previously vacancies were clustered within particular blocks evidence shows that this trend is now spreading into every street.

Vacancy rates are estimated at 58% representing 250 vacant dwellings from a total housing stock of 430 dwellings.

¹ Clune Park Area Study – House Condition and Social Investigation 2011; David Adamson and Partners Ltd.; Ref: E2116; July 2011.

Tenure patterns for all properties are 236 landlord-owned and 194 are in private ownership but not necessarily occupied.

In terms of 180 occupied properties, with a household population of 218 people, 137 are private rented and 43 are owner occupied. Comparing these to figures from a similar study in 2006² demonstrates a downward trend in occupancy level. The 2006 study identified 231 households. Similarly a shift in occupancy tenure is evidenced by 2006 figures which identified 57 owner occupiers and 174 private tenants.

Household structures are dominated by two main household types although the area's demographic profile is mixed. Small households predominate. 153 households contain one person with a further 19 households containing two people.

130 households are single person non pensioner in type; and 23 households contain single elderly persons.

Demographically, 45 households have a head of household aged 35 years or younger; 55 households have a head of household aged 55 years or older.

The area comprises a small number of households with children – 8 households are single parent families; 3 households are small families with up to 2 children.

The private rented sector is dominated by single non elderly households.

Economic differences are also clear. Within the private rented sector 64% are unemployed and 23% are permanently sick or disabled.

Benefit dependency is extremely high with 90% of households in receipt of means tested or disability related benefit and average income remains below the area average.

CURRENT PROPERTY CONDITIONS

Survey work has confirmed that health and safety risks exist due to external conditions in 44 of the 46 tenemental blocks with issues relating to deteriorating render/stonework; broken windows; and poor window conditions.

All blocks exhibit visual evidence of disrepair (beyond those expected as part of normal/routine maintenance) to the external shell and curtilage and common access components. Minor repairs are substantial across the majority of external elements including in particular roof structures and coverings; chimney stacks, soil waste and rainwater downpipes, external wall structures, curtilage fencing and paving. Repairs to the common access areas are more significant in extent affecting in particular common ceilings and wall finishes, common windows and service mains, particularly electrical.

² Robert Street Area Housing Options Study; ODS Consulting; June 2006.

Based on external conditions, 192 dwellings have been identified as below the Tolerable Standard (BTS).

Key internal defects in properties at Clune Park include heating, penetrating dampness and condensation. Internal joinery and finishes exhibit a profile of disrepair symptomatic of general age deterioration and wear and tear against the age of properties. Repairs required to individual flat windows and access doors are substantial. The repair condition of internal services and amenities is also poor with major repairs required to many kitchens, bathrooms, electrical systems and heating appliances.

Overall internally, visible disrepair is evident in 391 dwellings.

Combining details from the internal and external survey programme provides an overall condition perspective for Clune Park. Overall, 406 dwellings potentially fail the requirements of the Tolerable Standard and are BTS.

Combining existing property conditions and the social issues which exist for residents of the area, set out below are details of the proposed approach to the regeneration of Clune Park.

STAGE 1: RE-HOUSING

Acquisition and refurbishment of the existing blocks to improve physical condition and reduce housing density is an unaffordable option in the current economic environment. Therefore, alternative options must be considered which will tackle the physical conditions in Clune Park and allow residents to access appropriate housing.

The survey work completed to date has allowed Inverclyde Council to gain a better insight into the residential history of people, their reasons for moving to the area and future intentions. This information provides a useful guide to area stability and longer term residential potential and will also help inform final re-housing plans.

In terms of residential history, within the private rented sector 89 households have moved to their current dwelling within the last 2 years. Alternatively 30 owner occupied households have lived in their dwelling over 10 years.

Reasons for moving to their current dwelling are dominated by the proximity of family and friends, by affordable housing costs, and by changes in previous circumstances including leaving home and eviction.

Of the 43 owner occupied households resident in Clune Park only 8 are believed to have existing mortgage commitments against their home.

Among households with a mortgage, the median size of this mortgage is estimated at £10,000 per household.

Given the relative property prices and mortgages levels, owner occupiers with an outstanding mortgage are unlikely to have any significant equity in their property.

Owner occupiers who have no outstanding mortgage could have in the region of £12,000 equity.

52% of households (94 in total) confirmed an intention to move from their present home within the next two years. Of these 42% (39 households) have already taken action to move, while the remainder have no intention to move in the short term.

Future movement from the area is substantial. Of the 94 households intending to move only 7 intend to remain within the area. 52 wish to move elsewhere in Port Glasgow and 21 would move elsewhere in Inverclyde.

The survey records the reasons for wishing to move and some of these relate to changing housing requirements. To ensure a comprehensive understanding of these requirements the completion of personal housing plans for all 180 households will be key.

The Council acknowledges the huge impact that this regeneration plan for Clune Park, and indeed the consequent relocations, will have on existing residents. There is a clear need to strike a balance between mitigating the impact on individuals by, and securing long term benefits to the community from, the redevelopment that will take place in the future.

Everyone due to be re-housed under this plan will be required to provide adequate information to Council officers to enable them to determine what their housing needs and aspirations are. This will be combined with financial compensation for the loss of their original home if relevant. Where necessary a decant policy will be implemented to make more immediate provision for those who may ultimately be seeking a shared equity/low cost housing option in a development area such as Woodhall Phase 2. Discussion is ongoing with local RSLs to facilitate any decants.

In terms of accessing a shared equity option and given the demographics of Clune Park, it is possible that some households will have, of necessity, exceptional housing and living costs, and greater flexibility will be required in terms of the percentage stake required by those residents.

While it is difficult to quantify the number of residents seeking assistance to relocate from the area as part of the regeneration plan, discussions have been initiated with RSLs. So far, these discussions have been positive and it is anticipated that the personal housing plan process will strengthen these discussions further. The first tranche of personal housing plans will be completed by mid November 2011.

WOODHALL PHASE 2

Woodhall lies to the east of Clune Park, is described as one of Inverclyde's gateway sites and is currently undergoing major redevelopment by River Clyde Homes. The second phase of this development is an obvious housing solution for at least some of the Clune Park residents; given its proximity to

Clune Park; its accessibility both from the main road network and by public transport; and the scale of masterplan proposals developed by RCH.

Originally, Woodhall Phase 2 was estimated to deliver 76 social rented units and 6 low cost home ownership options as part of RCH's re-provisioning programme. These figures reflected the occupancy levels of the area at that time. The remainder of the site was designated for private sector housing.

The number of existing Woodhall tenants seeking to be re-housed in the phase 2 works has reduced significantly since RCH's initial master-planning process in 2007 and would, if any development was restricted solely to meeting their needs, create a very isolated neighbourhood challenged with sustainability issues from the outset. Their homes would most likely, in the short term at least, be surrounded by undeveloped waste ground and services would be limited.

Retaining the residential units provision largely in line with the original plans would enhance the sense of community; reduce isolation and associated dereliction and potential crime and would send a more positive message to the market about Inverclyde's commitment to its communities and their sustainability. It would also create a more positive image for one of Inverclyde's most highly visible sites. It is estimated that around 50 units would support the aspirations of Clune Park residents as well as the remaining Woodhall tenants.

A priority in the SHIP, the Woodhall Phase 2 scheme was projected to start in 2012/13 but more recently funding issues and market frailties have impacted on plans and there has been a degree of slippage.

To progress plans, River Clyde Homes issued an invitation for expressions of interest in the redevelopment of the site to developers and a more detailed brief has been prepared for interested parties. Partnership meetings will be arranged to analyse any subsequent proposals.

It is anticipated that a shared equity option at Woodhall Phase 2 will appeal to some of Clune Park's owner occupiers and others will want to access social housing there, although the likelihood is that at least some of the latter group could be accommodated by local RSLs and private landlords through their existing stock. In addition, other options/development sites exist at present which could provide suitable alternatives for Clune Park residents. These are:

- 2 sites in the lower Port Glasgow area (Highholm St and Lower Mary St); and
- Rental Off The Shelf (ROTS), linked to a possible Innovation and Investment Fund (IIF) bid for social renting stock.

The completion of personal housing plans will shed more light on the number of households wishing to re-locate to Woodhall. Inverclyde Council and RCH will remain in dialogue regarding the delivery of the phase 2 scheme and the Council will work with RCH to develop appropriate IIF funding bids to support this.

STAGE 2: MANAGING DEMOLITION OF REMAINING PROPERTY

There are currently 250 void properties in the study area, ranging from seriously fire damaged properties to properties that have been secured by the owner but not let in the private rented sector.

The survey found that over 94% of the properties in the Clune Park area are below the Tolerable Standard (BTS) which the legislative standard defines as whether a house is fit for human habitation. A large number of the flats are failing the Tolerable Standard due to structural and insulation faults but these will need further assessment by Environmental Health Officers prior to concluding that the flat is BTS and should be closed in terms of Section 114 Housing (S) Act 1987. The BTS rate for Housing in Inverclyde is 3.5%

Currently, there are 32 properties closed, 14 pending and a systematic approach to implementing Closing Orders on the remaining properties will be adopted to reduce the number of sub-standard properties in the area that could potentially be let.

Council personnel are currently prioritising properties for inspection and the initial focus will be on void sub-standard flats to reduce the 'churn' of lets within the area. Priority will be given to occupied flats.

Upon serving of a Closing Order the flatted property cannot be occupied and it is the responsibility of the owner to make it secure. Where whole closes are made void by Closing Orders security measures will be undertaken by Inverclyde Council to secure the building using its general powers in relation to wellbeing. Where entire blocks of tenemental properties are subject to Closing Orders consideration will be given to conversion to demolition orders under the Housing (Scotland) Act 1987, Part VI, Sections 114 – 115.

Following completion of the initial Closing Order strategy, the condition of all properties will be closely monitored to ensure that further properties which fall below the required standard are dealt with promptly. However, it is clear that there will still be a significant number of flats which meet basic standards and consideration will have to be given to the process of acquiring these flats and of securing alternative accommodation for the owners and tenants.

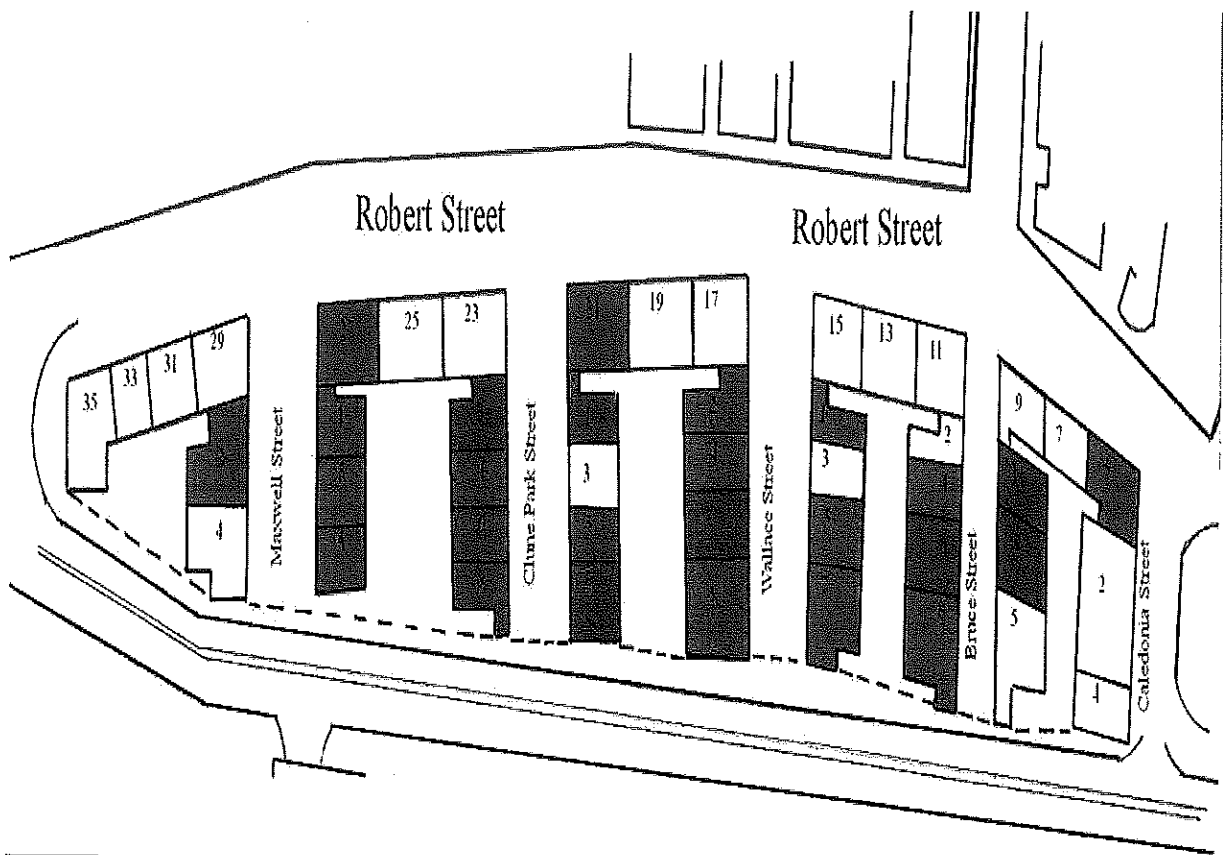
To facilitate the processes set out above, delegated authority will be sought from Council Committee at the end of October to allow the Corporate Director with responsibility for housing to sign off demolition orders; appoint demolition contractors and instruct negotiations on property acquisitions.


CURRENT VACANCIES


The following tables set out the number of vacancies in Clune Park at present by street and block (table 1) and also by vacancy levels (table 2):

TABLE 1 : HOUSING OCCUPANCY BY BLOCK					
BLOCK ADDRESS	TOTAL DWGS	BLOCK OCCUPANCY			
		OCCUPIED		VACANT	
		DWGS	%	DWGS	%
1 Bruce Street	8	0	0.0	8	100.0
3 Bruce Street	8	0	0.0	8	100.0
5 Bruce Street	8	6	75.0	2	25.0
2 Bruce Street	8	7	87.5	1	12.5
4 Bruce Street	8	3	37.5	5	62.5
6 Bruce Street	8	0	0.0	8	100.0
8 Bruce Street	8	3	37.5	5	62.5
2 Caledonia Street	11	6	54.5	5	45.5
4 Caledonia Street	1	1	100.0	0	0.0
1 Clune Park Street	8	0	0.0	8	100.0
3 Clune Park Street	11	7	63.6	4	36.4
5 Clune Park Street	11	3	27.3	8	72.7
7 Clune Park Street	8	0	0.0	8	100.0
2 Clune Park Street	8	0	0.0	8	100.0
4 Clune Park Street	8	3	37.5	5	62.5
6 Clune Park Street	11	1	9.1	10	90.9
8 Clune Park Street	8	1	12.5	7	87.5
1 Maxwell Street	8	2	25.0	6	75.0
3 Maxwell Street	11	4	36.4	7	63.6
5 Maxwell Street	8	1	12.5	7	87.5
2 Maxwell Street	8	3	37.5	5	62.5
4 Maxwell Street	8	4	50.0	4	50.0
5 Robert Street	11	4	36.4	7	63.6
7 Robert Street	11	7	63.6	4	36.4
9 Robert Street	11	8	72.7	3	27.3
11 Robert Street	11	7	63.6	4	36.4
13 Robert Street	11	7	63.6	4	36.4
15 Robert Street	11	5	45.5	6	54.5
17 Robert Street	11	7	63.3	4	36.4
19 Robert Street	11	7	63.3	4	36.4
21 Robert Street	11	2	18.2	9	81.8
23 Robert Street	11	10	90.9	1	9.1
25 Robert Street	11	9	81.8	2	18.2
27 Robert Street	11	4	36.4	7	63.6
29 Robert Street	11	6	54.5	5	45.5
31 Robert Street	11	7	63.6	4	36.4
33 Robert Street	11	9	81.8	2	18.2
35 Robert Street	8	4	50.0	4	50.0
1 Wallace Street	8	3	37.5	5	62.5
3 Wallace Street	8	2	25.0	6	75.0
5 Wallace Street	11	6	54.5	5	45.5
7 Wallace Street	8	3	37.5	5	62.5
2 Wallace Street	8	3	37.5	5	62.5
4 Wallace Street	11	4	36.4	7	63.6
6 Wallace Street	11	0	0.0	11	100.0
8 Wallace Street	8	1	12.5	7	87.5

TABLE 2: VACANCY LEVELS					
BLOCK ADDRESS	TOTAL DWGS	BLOCK OCCUPANCY			
		OCCUPIED		VACANT	
		DWGS	%	DWGS	%
1 Bruce Street	8	0	0.0	8	100.0
3 Bruce Street	8	0	0.0	8	100.0
6 Bruce Street	8	0	0.0	8	100.0
1 Clune Park Street	8	0	0.0	8	100.0
2 Clune Park Street	8	0	0.0	8	100.0
7 Clune Park Street	8	0	0.0	8	100.0
6 Wallace Street	11	0	0.0	11	100.0
6 Clune Park Street	11	1	9.1	10	90.9
8 Clune Park Street	8	1	12.5	7	87.5
5 Maxwell Street	8	1	12.5	7	87.5
8 Wallace Street	8	1	12.5	7	87.5
21 Robert Street	11	2	18.2	9	81.8
1 Maxwell Street	8	2	25.0	6	75.0
3 Wallace Street	8	2	25.0	6	75.0
5 Clune Park Street	11	3	27.3	8	72.7
3 Maxwell Street	11	4	36.4	7	63.6
27 Robert Street	11	4	36.4	7	63.6
5 Robert Street	11	4	36.4	7	63.6
4 Wallace Street	11	4	36.4	7	63.6
4 Bruce Street	8	3	37.5	5	62.5
8 Bruce Street	8	3	37.5	5	62.5
4 Clune Park Street	8	3	37.5	5	62.5
2 Maxwell Street	8	3	37.5	5	62.5
1 Wallace Street	8	3	37.5	5	62.5
2 Wallace Street	8	3	37.5	5	62.5
7 Wallace Street	8	3	37.5	5	62.5
15 Robert Street	11	5	45.5	6	54.5
4 Maxwell Street	8	4	50.0	4	50.0
35 Robert Street	8	4	50.0	4	50.0
2 Caledonia Street	11	6	54.5	5	45.5
29 Robert Street	11	6	54.5	5	45.5
5 Wallace Street	11	6	54.5	5	45.5
3 Clune Park Street	11	7	63.6	4	36.4
11 Robert Street	11	7	63.6	4	36.4
13 Robert Street	11	7	63.6	4	36.4
17 Robert Street	11	7	63.3	4	36.4
19 Robert Street	11	7	63.3	4	36.4
31 Robert Street	11	7	63.6	4	36.4
7 Robert Street	11	7	63.6	4	36.4
9 Robert Street	11	8	72.7	3	27.3
5 Bruce Street	8	6	75.0	2	25.0
25 Robert Street	11	9	81.8	2	18.2
33 Robert Street	11	9	81.8	2	18.2
2 Bruce Street	8	7	87.5	1	12.5
23 Robert Street	11	10	90.9	1	9.1
4 Caledonia Street	1	1	100.0	0	0.0



 62% + vacancy

 100 % vacancy

Looking at the plan above, at Bruce Street, numbers 1 and 3 are closed entirely and number 5 has some vacancies. With available funding, Inverclyde Council will look to acquire the remaining occupied properties at number 5; re-house the tenants and demolish that entire block in Bruce Street. This will be a significant first step in the process and serve to underline the Council's commitment to the comprehensive regeneration of Clune Park.

Similarly, at Clune Park Street, number 2 is empty, 6 and 8 are largely empty and number 4 is also more than 50% empty so that acquisition and re-housing is an option in this street too and would allow a demolition order to be put in place.

The data available to the Council indicates that in Bruce Street the occupied properties remaining at number 5 are in the both owner occupied and private rented. Inspections will be carried out on individual properties as appropriate to ascertain whether or not they are below the Tolerable Standard (as defined under Section 86 of the Housing (Scotland) Act 1987 (as amended)) and

closing orders will be sought for those that are. Where this is not the case the District Valuer will be engaged to value properties and to negotiate a voluntary solution to acquisition.

A similar mix of tenure exists in the remaining occupied properties in Clune Park Street and the same approach will be applied as set out above.

STRATEGY FOR DEALING WITH PRIVATE LANDLORDS

There has been ongoing dialogue with residents in Clune Park; particularly owner occupiers and long term residents, through the Clune Park Tenants and Residents Association. They have a good general awareness of Inverclyde Council's plans for the area and a general willingness to help progress these. However there are also a number of private landlords operating in the area and some who are absent. For these landlords the properties they rent out often represent a major source of income and a very viable business to them.

There is evidence from the Housing Conditions Survey that many of the landlords have failed to invest in their properties and have allowed them to fall below the Tolerable Standard. Equally, it can be perceived that they have exploited some of society's most vulnerable members by accommodating them in poor conditions. However, it would be naïve to imagine that these landlords are going to acquiesce to the Council's regeneration plans without demands for significant financial redress. Their expectations appear to exceed current market values; they sell properties within their family unit in an attempt to inflate values; and they believe that the condition of the area is in no way associated with their practices but reflects a lack of policing and invention by the public sector.

Communication with the landlords in Clune Park has been limited up until now due to the lack of a robust plan for the area. A communication plan has now been drafted to take this project forward and information will be provided to all stakeholders in a fair and equitable way going forward. A communication plan for this project is attached at Appendix 1.

When examining the options for dealing with the difficulties that landlords could cause to the implementation of the project, it is important to be clear that a full options appraisal has been carried out on the area and that there is no movement in terms of a closing and demolition programme with survey work commissioned by the Council bearing out the need for this approach.

In terms of actions landlords may take to stall the regeneration programme attempting to abort closure of properties and closes can be dealt with relatively quickly by recourse to the law. There will be lobbying to politicians; letters to the press and demands for public meetings which will have to be dealt with and answered but these represent delaying tactics rather than tangible barriers to progress.

A more long term problem will be how to deal with landlords who opt to bring some of their properties up to a Tolerable Standard so that entire closes can not be closed and entire blocks cannot be demolished. Given that this plan

is being implemented at a time of financial constraints and public sector cuts there is a gap in funding for its entire completion and the Council is prepared to demolish blocks as it can and leave others standing. The priority to relocate residents away from Clune Park can still largely be achieved in this context.

PHASING OF WORK

As set out in the Council's initial plan, the comprehensive regeneration of Clune Park is likely to take several years and Appendix 2 provides details of the timescale for activities together with a risk assessment.

INVESTMENT FRAMEWORK

Current cost estimates for a five year programme are £15.5M. In terms of the re-housing element of the plan, costs have been included for 3 options: 40 shared equity new build, 40 social rented new build and 10 rental off the shelf solutions on the basis of £100K per unit for new build and £80K per unit for the final option. At a total of approximately £8.8M, re-housing costs represent just over 50% of the total budget.

Acquisition costs have been based on current market values of properties in the area and value of cleared sites in Inverclyde at present and totals £6.7M. This total figure is based on acquiring 230 flats and 200 shares of the final cleared site.

Cost estimates also include demolitions costs, site security and project management and planning fees over the lifetime of the project. A number of assumptions are made about the level of support from IIF; the number of new build units required and the balance between property acquisitions and site acquisitions.

As part of the house condition and social survey, consultants have provided estimates of costs for bringing all properties up to Scottish Housing Quality Standards, undertaking comprehensive repairs and maintaining them over a thirty year period. These costs are estimated at a similar level to the preferred proposal for regeneration but fail to address the ongoing decline and negative perceptions of the area.

The investment framework developed for this project identifies potential sources of funding including prudential borrowing by Inverclyde Council funded through council tax receipts on second properties and the submission of funding bids through IIF. The Council will continue to explore alternative funding options which could be accessed to support its aspirations.

The funding gap which exists is estimated to be £3.85M, ranging from £1.51M in year 3 to £0.19M in year 1. A full breakdown of costs and potential funding sources is attached at Appendix 3.

COMMUNICATIONS PLAN

Plan for: Clune Park Regeneration Area Initiative

Background: The regeneration of the Clune Park area of Port Glasgow is a comprehensive development programme based initially on re-housing existing occupants in alternative housing of mixed tenure within the Port Glasgow/Inverclyde area and consequently closing and demolishing the total number of existing properties.

The footprint created will be redeveloped in line with the Inverclyde Development Plan which identifies the area for housing and community use. Current consultation on the Development Plan is expected to build on this by identifying a mixed use approach to Clune Park.

The Clune Park Tenants and Residents Association (CPTARA) has been meeting on a regular basis since 2006 and are aware of the outline plans in place however it is necessary to communicate the draft plan to all stakeholders and ensure that where possible a refined plan takes account of feedback.

Objectives of this plan:

Raise awareness of the regeneration plan for Clune Park;
Fulfil our obligation to serve statutory notices to home owners and landlords within the area;
Provide up to date and accurate information to all stakeholders on a regular basis; and
Address any concerns articulated by stakeholders or the wider community.

Principle of this communication plan:

The regeneration of Clune Park is a long term project and we will seek to manage our communications in line with the evolving shape of the project.

The perceptions of this project will be derived from what and how we communicate about it and therefore we will endeavour to communicate in a positive manner and to be consistent in our approach.

Initially this plan sets out the communication requirements of the first nine months of project implementation, recognising that not each element will require the same communication method or indeed have the same audience.

This communication plan will be reviewed and updated on a 6 monthly basis to ensure it remains focused on its objectives and relevant to the regeneration plan.

Resources:

A small budget may be required to support the production of leaflets but the majority of the communication materials produced can be done within the Safer, Inclusive Communities Team and at no additional cost.

Stakeholder management and communications:

Audiences	Stakeholders and general public in Inverclyde
Clune Park stakeholders	Owner occupiers
	Landlords
	Property managers, factors and agents
	Tenants
	Tenants and residents association
Other partners	Cllrs/MSPs/MPs
	All Council Staff
	Mortgage companies
	Specific Council services including legal, public health and housing, planning, building standards, revenue and benefits

	RSLs
	Community and voluntary sector
	Local engagement networks
	Developers
	Riverside Inverclyde

Communication methods	
External	Press releases
	Articles in council magazine
	Articles supplied to local websites
	leaflets
	Meetings with stakeholders
Internal	Intranet
	Council committee reports
Supporting materials required	
	Press articles
	FAQs
	Letters
	Leaflets

COMMUNICATION ACTIONS FROM OCTOBER 2011/MARCH 2012

KEY ACTIONS IN CLUNE PARK REGENERATION PLAN	PROPOSED, ASSOCIATED COMMUNICATIONS ACTIVITIES	TIMESCALE	LEAD	STATUS
GENERAL AWARENESS RAISING OF PLAN	ESTABLISH INTERNAL COUNCIL GROUP TO OVERSEE PLAN IMPLEMENTATION	OCT +	DH	First meeting scheduled for 10 Sept.
	BRIEFING TO ALL COUNCILLORS/MSPs and MPs	OCT 2011	RL/Adamson	Scheduled for 18 Oct.
	MEET WITH OWNER OCCUPIERS	OCT +		
	MEET WITH LANDLORDS/PROPERTY MANAGERS	NOV		In conjunction with closing orders.
	PRESS RELEASE - GREENOCK TELEGRAPH INVERCLYDE NOW THE HERALD	NOV	Corporate Comms	
	COUNCIL WEBSITE - PLANS AND FAQs		WR/SH	
	ARTICLE FOR COUNCIL MAGAZINE - INTERVIEW	MAR	SH	
	MEETING WITH SG	NOV		Additional information being pulled together for SG.

	ISSUE LETTERS TO ALL HOUSEHOLDS	OCT/NOV/DEC	SH	Letter/questionnaire etc finalised.
IMPLEMENTATION OF PERSONAL HOUSING PLANS	ARTICLE SUPPLIED TO LOCAL WEBSITES AND PRESS ABOUT THIS PROCESS	NOV	SH	
	FOLLOW UP CALLS TO ARRANGE PHP APPOINTMENTS	NOV/DEC	WR/SH	
	PREPARE FAQs FOR ISSUE TO HOUSEHOLDERS AT PHP INTERVIEW STAGE	NOV	WR/SH	
	PRODUCE AND ISSUE PHPS FOR AGREEMENT/FURTHER DISCUSSION	FEB	WR/SH	
CLOSING ORDERS	ISSUE STATUTORY NOTICES	ONGOING	JS/JB	
	REPORT TO CLUNE PARK REGENERATION TASK GROUP	ONGOING	DH	
	LANDLORD/OWNERS MEETING		DH	
	MEETING WITH RSLs	ONGOING	RL/SH	Additional info has been provided to RSLs regarding current CP households and potential re-housing needs. Follow up

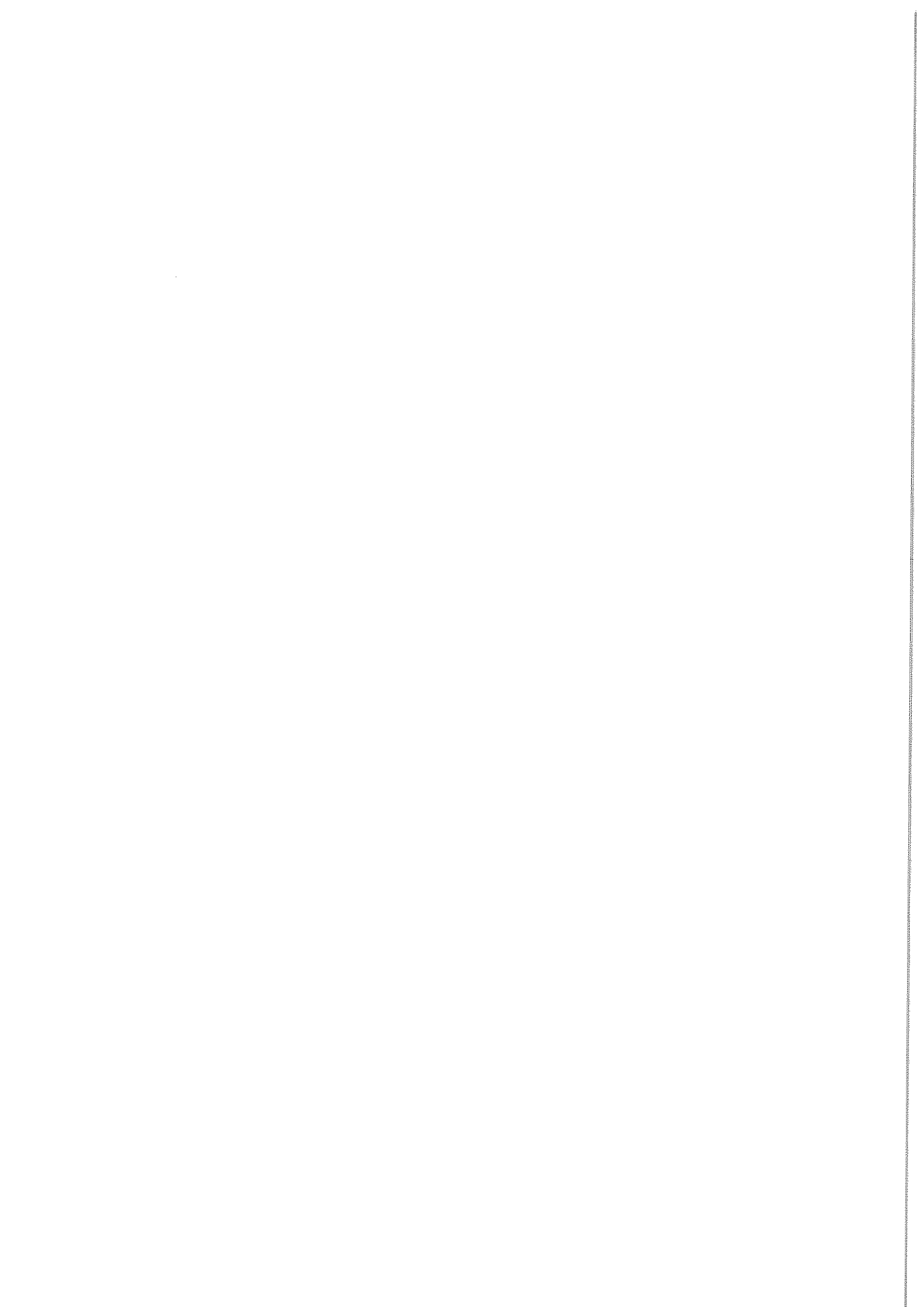
					meetings underway.
RE-HOUSING	BRIEFING OF MEMBERS/COMMITTEE REPORT UPDATE	JAN/MAR	DH		
	UPDATE PRESS RELEASE ISSUED	MAR	SH		
	SEEK COMMITTEE APPROVAL FOR SELECTIVE ACQUISITIONS	MAR	DH		
ACQUISITION STRATEGY	DISCUSSIONS WITH SG RE: FUNDING	ONGOING	DH		

PROJECT: CLUNE PARK REGENERATION PLAN																
ACTIVITY	RESP.	2011	2012	2013	2014	2015										
		OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC
1. COMMUNICATION PLAN	/C															
2. RE-HOUSING OF EXISTING TENANTS																
INITIATE PERSONAL HOUSING PLAN PROCESS	/C	▲														
UNDERTAKE INTERVIEWS	/C															
ISSUE DRAFT PLANS	/C															
PROVIDE PHP DETAILS TO RSLs	/C															
INSPECTIONS OF PROPERTIES	/C															
SERVE CLOSING ORDERS	/C	▲														
DV TO VALUE PROPERTIES AND NEGOTIATE ACQS.	/C															
IIF BIDS	RSLs															
3. DEMOLITION OF PROPERTY																
SERVE DEMOLITION ORDERS	/C															
UNDERTAKE CPO PROCESS	/C															
APPOINT DEMOLITION CONTRACTORS	/C															
DEMOLITION PROCESS	/C															
CLEAR SITE	/C															

▲ denotes activities that have started.

PROJECT: CLUNE PARK REGENERATION

RISK ASSESSMENT		POTENTIAL IMPACT	IMPACT RATING	LIKELIHOOD RATING	RISK SCORE	COMMENTS/MITIGATING ACTIONS
REF	RISK					
FINANCIAL	1.1	Lack of funding	4	3		Continued dialogue with RSLs and SG to ensure buy in to the plan and its associated costs. Consideration being given to alternative funding sources and innovative ways of resourcing this plan.
	1.2	Project runs over budget/rising costs	3	2 M		Cost projections are based on experience of delivering similar activities. Project monitoring will ensure no overspends.
	1.3	Disruption to business – loss of key personnel due to illness/departure and inability to replace	3	2 M		A robust communication plan will ensure that partner agencies can support any short term gaps created by a loss of personnel.
STRATEGIC	2.1	Changing priorities for IC	4	2 M		Regular updates to Council committees and briefings to Members will ensure that the importance of this project is fully understood.
	2.2	Changing priorities for partners	4	2 M		A regular schedule of meetings will ensure that there is a good understanding of the objectives of this project.
	2.3	Project fails to meet local and national strategies	3	2 M		Reports to SOA Delivery Groups will ensure the continued contribution of this project to SOA outcomes.
PROJECT DELIVERY	3.1	Challenges to Closing Orders	3	4 M		
	3.2	Challenges to Demolition Orders	3	4 M		
	3.3	Partners fail to deliver their agreed actions	3	2 M		Regular meetings will highlight any slippage in terms of project actions and remedial action can be taken if partners cease to attend meetings.
	3.4	Failure to secure CPO	3	3 M		Attempts will be made to ensure that negotiated agreement can be reached and the need to go to CPO is negated.
	3.5	Landlords bring selected properties up to tolerable standard	4	4		This will extend the lifetime of this project and result in the short/medium term in gap sites but the priority to relocate residents away from Clune Park can still largely be achieved. Use of CPO if necessary.



PROJECT : CLUNE PARK REGENERATION									
1: PROJECT EXPENDITURE PROFILE									
	1	2	3	4	5	6	7	8	
	Unit Nos	Unit Cost	12/13	13/14	14/15	15/16	16/17	Total	(£000)
		(£000)	(£000)	(£000)	(£000)	(£000)	(£000)	(£000)	(£000)
Acquisition of property	230	0.016	1.09	1.18	0.82	0.59	0.00	3.68	
Acquisition of cleared sites	200	0.007	0.00	0.20	0.40	0.50	0.30	1.40	
Homeless and displacement allowances	200	0.002	0.07	0.08	0.07	0.08	0.10	0.40	
Demolition	5	0.200	0.10	0.30	0.40	0.20	0.00	1.00	
Security	45	0.002	0.02	0.03	0.03	0.01	0.00	0.09	
Shared Equity New Build: IIF Programme	40	0.040	0.00	0.80	0.80	0.00	0.00	1.60	
Shared Equity New Build: RSL Private Finance	40	0.045	0.00	0.90	0.90	0.00	0.00	1.80	
Shared Equity New Build: Owner-Occupier Acquisition	40	0.015	0.00	0.30	0.30	0.00	0.00	0.60	
Social Rent New Build: IIF Programme	40	0.040	0.00	0.80	0.80	0.00	0.00	1.60	
Social Rent New Build: RSL Private Finance	40	0.060	0.00	1.20	1.20	0.00	0.00	2.40	
Rental off-the-shelf: IIF Programme	10	0.040	0.00	0.40	0.00	0.00	0.00	0.40	
Rental off-the-shelf: RSL Programme	10	0.040	0.00	0.40	0.00	0.00	0.00	0.40	
Project Management Costs & Planning Fees	14	0.009	0.03	0.03	0.03	0.02	0.02	0.13	
Total Project Expenditure Profile			1.31	6.62	5.75	1.40	0.42	15.50	
2: SOURCES OF FUNDING/PARTNER CONTRIBUTIONS									
			Yr1	Yr2	Yr3	Yr4	Yr5	Total	
Inverclyde Council (Capital)		0.350	0.12	0.12	0.11	0.00	0.00	0.35	
Inverclyde Council Prudential Borrowing (C/Tax based)	annually	0.070	0.00	1.00	0.00	0.00	0.00	1.00	
Inverclyde Council Prudential Borrowing (PSH based)	annually	0.070	1.00	0.00	0.00	0.00	0.00	1.00	
IIF Programme New Build (Shared Equity & New Build)	80	0.040	0.00	1.60	1.60	0.00	0.00	3.20	
RSL Finance New Build (Shared Equity & New Build)	80	0.053	0.00	2.10	2.10	0.00	0.00	4.20	
Owners-Occupier Finance (Shared Equity)	40	0.015	0.00	0.30	0.30	0.00	0.00	0.60	
IIF Programme ROTs	10	0.040	0.00	0.40	0.00	0.00	0.00	0.40	
RSL Finance ROTs	10	0.040	0.00	0.40	0.00	0.00	0.00	0.40	
Recovery of demolition costs	200	0.002	0.00	0.12	0.13	0.12	0.13	0.50	
Total Funding Available			1.12	6.04	4.24	0.12	0.13	11.65	
3: SUMMARY OF SOURCES OF FUNDING/PARTNER CONTRIBUTIONS									
			Yr1	Yr2	Yr3	Yr4	Yr5	Total	
Inverclyde Council			1.12	1.12	0.11	0.00	0.00	2.35	
Owners (recovery of demolition costs)			0.00	0.12	0.13	0.12	0.13	0.50	
IIF and RSL Funding for new build			0.00	4.80	4.00	0.00	0.00	8.80	
Funding Gap			-0.19	-0.58	-1.51	-1.28	-0.29	-3.85	
The table above demonstrates a net funding gap each year, ranging from £1.51M in year 3 to £0.19M in year 1.									
The cumulative funding gap over the 5 years of the regeneration plan is £3.85M.									
Columns 1 and 2 set out the assumptions made in this framework.									
Costs do not include an inflationary factor and no element has been included for contingencies.									
In order to measure the sensitivity of the base case against movement in the assumptions and costs, 5 scenarios have been modelled against the base case and the table below demonstrates the sensitivity of each scenario on the funding position over the project period and the relative movement from the base case scenario.									

Sensitivities	funding gap (£000)	movement from base (£000)	movement from base (%)				
base case	-3.85						
Project expenditure profile +5%	-4.63	-0.78	0.20				
Project expenditure profile +10%	-5.40	-1.55	0.40				
Partner contributions +25%	-0.94	2.91	-0.75				
Partner contributions - 25%	-6.76	-2.91	0.75				
Inflation at 3%	-4.32	-0.47	0.12				