

Getting it Right for Broomhill (GiRfB)

Case Study

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July 2018

1. Background

As part of River Clyde Homes (RCH)¹ package of £26 million planned investment in the regeneration of the Broomhill area of Greenock (see Figure 1)², Inverclyde's Single Outcome Agreement (SOA) Programme Board (May 2015) requested the development of a community-based development strategy (i.e. Getting it Right for Broomhill - GiRfB) to be delivered to coincide with investment planned in the area over a three year period. The Single Outcome Agreement (SOA) Programme Board's intent was to ensure the local community were part of the wider planning of RCH's regeneration investment approach, by designing services and early community-based interventions with a focus on community development, underpinned by the principles of: Locality Planning; Asset based community development; Theory of change; Co-production³.

Figure 1: Broomhill Area



Figure 1: Source: Broomhill Area Reassurance Initiative Inverclyde Community Safety Partnership, (2016:1)

¹ Inverclyde-based housing association.

² The Broomhill area is situated in the Greenock Central and East area, defined as: Captain Street, Dempster Street (section covering Nos 23-53), Togo Place, Broomhill Street, Mill Street, Ann Street, Prospecthill Street (section covering Nos 1-5), Nile Street and Drumfrochar Road (section covering Nos 89-121).

³ 'Getting it Right for Broomhill', report presented at the Inverclyde Alliance Board (21/3/16).

1.2 Socio-economic challenges and opportunities in case study area

The Broomhill area has experienced significant economic and physical decline over a number of years, reflecting a negative image over some 15 years, based on perceived crime and anti-social behavior associated with the area. SIMD data confirms the Broomhill area as one of Scotland's most deprived areas, with some 30% of residents income-deprived and 33% employment-deprived. Broomhill is also in the worst 5% of neighborhoods for crime.

From the stock transfer of housing from Inverclyde Council to the newly created River Clyde Homes in 2007, much of the stock was poor quality and required significant investment in both the physical housing and the environmental surroundings. Although serviced by good transport links and the newly re-built St Patrick's Primary School and new community centre, the area is geographically built on a large hill, comprised of some 660 properties with a mix of high density multi-storey and tenemental housing, which is currently undergoing major investment and redesign.

Broomhill has historically not been perceived as an attractive place to due to key economic and social issues affecting the area, including:

- Anti-social behaviour (ASB)
- Crime
- Social isolation
- Future skills gaps
- Unemployment
- Health
- Digital and financial inclusion issues

As part of the Inverclyde Alliance Community Planning Partnership's (IA CPP) work to understand the issues in Broomhill, Inverclyde Council (IC) and the Community Safety Partnership commissioned research in 2016 (i.e. the Place Standard Tool) to understand key areas including: health, assets and community consultation. This was carried out alongside River Clyde Homes (RCH) and in conjunction with the local tenants and residents association (TARA).

A key finding for the area is that it has the lowest possible performance score for 'play and recreation', facilities and amenities' and 'natural space'. As a result, the GIRfB group is planning to revisit the study area in the coming years and to monitor progress on observed outcomes.

An analysis of the crime statistics (i.e. drugs offences, violent crime, ASB incidents and domestic abuse) for the area (i.e. datazones S01004080, S01004068 and S01004069 (which cover the Broomhill area) compared to the Inverclyde total were extracted from the Scottish Operational and Management Information System (ScOMIS) for the fiscal periods 2012/13 – 2015/16 YTD (21 January 2015) (see Annex 2 for fuller details)⁴. A summary of the findings suggest:

- The proportion of Inverclyde's violent crime occurring in Broomhill has fallen from 7% in 2014/15 to 4.4% in 2015/16 year to date (YTD). However, an increase was noted in the

⁴ SOA Programme Board Report. *Getting it Right for Broomhill, Greenock (GIRfB): Neighborhood Locality Planning*. February 2016.

recent period in relation to crimes of serious violence, with an increase on year-end figures for 2014/15 and 2015/16 YTD, for both robbery and serious assault. Publicly reported incidents of ASB are following a downwards trend, with the Broomhill area accounting for a decreasing proportion of Inverclyde's total – down from 6.5% in 2014/15 to 5.4% in 2015/16 YTD.

- The proportion of drugs and weapon offences fell from approximately 9% and 7% of the Inverclyde total in 2014/15, to 5% and 4.2% respectively.

1.2 Previous interventions/approaches

In January 2014, a masterplan for the Broomhill area was approved by Inverclyde Council's Environment and Regeneration Committee, including:

- Improvements to key roads, including street parking; widening of roads etc
- Identification of key housing and retail sites for development
- Public realm and landscaping improvements

There have been no further large scale IC investments identified in the area (although IC invested £27,000 on shopfronts in 2017). Riverside Inverclyde Urban Regeneration Company (URC) is being used as the main delivery agent for future environmental projects relative to realigning the road at Bakers Brae, the main carriageway through Broomhill from east to west.

Furthermore, up until 2015 there was limited community involvement in future investment planning of the area. A key aim of the current GiRfB approach is about providing greater awareness of the communities' needs to ensure they are at the centre of future investment planning for the area.

2. Origins of Current Approach

2.1 Brief description of current approach

Following the stock transfer of a variety of building types of high density accommodation from IC to RCH in December 2007, the RCH Management Board agreed in 2014 to commit £26million to the regeneration of the Broomhill area: comprised of a proposed spend of 12.4 million during 2015/16 and 13.6 million during 2016/17. A dedicated Broomhill Investment Project Team was set up, located in a local office within the community at Broomhill Way to help ensure clear lines of communication between RCH and the local community. An internal Project Board, with a member of the Management Board on it, supports the governance around the project.

RCH provide regular updates on their Broomhill investment plans at Inverclyde Alliance (IA) Community Planning Partnership (CPP) meetings, where 'the need to better assess the requirements of the local community in line with investment plans' are raised. This helps to plan and prioritise activities and resources to target those in most need. RCH raised ambitions for a community-centred approach to its investment programme, which included:

- raising the profile of a community-centred approach to social housing investment

- encouraging community involvement through volunteering, mentoring and art classes
- achieving increased employability through the use of Community Benefit Clauses during their investment programme, as well as improving the delivery of neighbourhood services (e.g. cleaning; environmental objectives etc)
- improving health and wellbeing, and reducing social isolation, through community based regeneration.

Strategic ambitions for a community-centred approach to the planned investment in Broomhill resulted in the development of the GiRfB strategy in 2016. The key priority for this approach is to improve outcomes and reduce inequalities for those living in Broomhill and making Broomhill a desirable place to live. The aims and objectives of the GiRfB strategy are aligned to Inverclyde’s CPP structures, as set out in Table 1 below, indicating direction of travel. Clearer outcomes will be developed throughout the programme of work, in agreement with the Broomhill community.

Table 1: GiRfB: Aims and Objectives (Direction of Travel)



| Aims  | Impact  | Outcomes |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • Work even more closely with communities and residents to further involve the public in the design and delivery of the services they use (co-production) • Identify and harness all the assets available in a community to help deliver positive outcomes • Support families/households to help themselves and reduce dependency • Support more families/individuals into employment and into good quality, sustained work • Improve levels of physical and mental health • Reduce drug and alcohol misuse • Reduce levels of reoffending and antisocial behaviour • Support families with children to achieve more. • Build on our existing partnership working to enhance integrated services and improved outcomes. • Look for opportunities to reduce duplication, better use resources and share services (public, third and private sectors). | <ul style="list-style-type: none"> • Reducing demand and focussing on early intervention • Removing duplication and waste by considering delivery from a whole system perspective • Involving individuals/families and practitioners directly in recognising need for and developing service re-design. | <ul style="list-style-type: none"> • Empowered and sustainable community • Increased wellbeing and reduced inequalities • Increased feelings of safety • Increased financial security through employment or better access to support and advice services • Greater social inclusion of families • All children have the best start and improved opportunities in life |

Table 1: Source: SOA Programme Board. Getting it Right for Broomhill (GiRfB). 16 February 2016 (p 5-6)

2.2 Key national and/or local political commitments

National policy context:

- The Community Empowerment (Scotland) Act⁵ brought a duty for community planning partnerships to take a locality approach to planning, requiring Inverclyde's CPPs to identify locality plans. The policy requirement is for CPPs to make their Single Outcome Agreements (SOAs) a local plan, aimed at reducing inequalities in the most deprived areas and sets out how communities have been engaged.
- The Christie Commission (2011)⁶ emphasises that 'public service organisations should work to extend and deepen a local partnership approach, building on, but going well beyond the current community planning partnership model' (Christie Commission, 2011, p.45), by utilising various approaches including: asset based approaches; co-production; partnership; preventative spending.
- Public Bodies (Joint Working) (Scotland) Act 2013 Integration of Health and Social Care (HSCPs), sets out a requirement, for Integration Joint Boards, in their strategic plans to include provision for: dividing local authority areas into two or more localities, and separate arrangements for the carrying out of the integration functions in relation to each such locality. The Act requires improved locality planning and working that is inclusive of local communities and their priorities.

The GiRfB approach for community planning and engagement is strongly in line with the above key national policy context and underpinning principles, supporting the need for improved community structures and refreshed strategy for the Broomhill area.

Experience of learning from elsewhere in helping to develop approach

The Initiative *Successful Communities - Broomhill & Lynedoch* in December 2014 identified the Broomhill area as a place of interest for Inverclyde Community Safety Partnership (ICSP). The initiative recommended assessing the needs of the local community using an asset based approach in order for the partnership to plan activities and prioritise appropriate action, by allowing resources to be targeted to where they are most needed.

The chief executive officer of RCH attended a meeting of the SOA Programme Board in May 2015 to update on the planned £26m investment in Broomhill area. A potential gap in current service provision in the Broomhill area was discussed, reflective of the pattern of repeat homelessness. The need for a new community strategy was proposed for the area, to take particular account of local people's needs in investment plans and achieve better understanding of the demand for public services through more joined-up service provision.

The CPP proposed the need to develop a 'Total Place' type approach to regeneration and community development in Broomhill, to be delivered in tandem with the planned investment in the area. The Partnership referred to key learnings from elsewhere, including consideration of current service

⁵ Community Empowerment Act Scotland <http://www.gov.scot/Topics/People/engage/CommEmpowerBill>

⁶ The Christie Commission, 2011 <http://www.gov.scot/resource/doc/352649/0118638.pdf>

provisions and approaches. Some of the approaches/policies working in the area and referred to as background learning for the development of a community-strategy for Broomhill included:

Provision of community-based services in the area:

- *Dundee Families Project* - A project run by Action for Children, aimed at tackling homelessness amongst a select number of families in relation to anti-social behaviour (Dillane et. al, 2001). The policy has been extensively evaluated as part of a NatCen evaluation of Family Intervention Projects (FIPs) in 2010, suggesting practical-based social policy interventions of intensive family support, combined with strategic leadership across agencies, can be very effective (see also: <https://www.rip.org.uk/news-and-views/blog/reflecting-on-the-troubled-families-agenda/>).
- *Turning Point* - A charitable organisation providing person centred support to adults with a range of complex needs living in Inverclyde, including Port Glasgow to Skelmorlie since 2002. Working in partnership with various local agencies in the area, the project is a community based service for individuals with mental health or addictions, providing supported living services including: housing support service; residential support; social opportunities and peer group support nights.
- *Moving On* - A charitable organisation that supports the residents of Inverclyde affected by drug problems, to find recovery. The service is open to all ages, genders, ethnicity, and social backgrounds with varying degrees of drug dependency, and referrals can be made by any partner agency or through self-referral. The service offers a day care and evening support programme incorporating a wide range of recovery focused therapeutic activities ranging from cognitive group and individual interventions, employability skills, alternative therapies, arts and crafts, plus outward bound events.

The SOA Programme Board requested a proposal be further developed to bring together a number of concepts discussed around the theme of community involvement in local regeneration, underpinned by an asset-based community development (ABCD) approach, using co-production as a way of engaging communities in the co-production of an agreed set of outcomes and activities. The focus on ABCD is much in line with the principles of the Christie Commission principles, by emphasising two key ambitions:

- How can local public services provide on tap support to help communities to be at the core of local community development, improvement and planning?
- How can organisations better co-ordinate services where more intensive support is required?

A locality, asset-based community development approach for Broomhill was identified, based on a theory of change approach.

Local policy content:

- The GiRfB approach is aligned with Inverclyde's CPP objectives⁷, stated in the Inverclyde Alliance Single Outcome Agreement (2013-2017).
- Inverclyde Council's Economic Development and Regeneration Single Operating Plan (2016)⁸ highlights the increasing strategic focus of investment and regeneration resources in Broomhill

⁷ Inverclyde Alliance Single Outcome Agreement 2013 – 2017 Inverclyde Together (June 2013)

⁸ Inverclyde Economic Development & Regeneration Single Operating Plan. Inverclyde Council (14th April 2016).

and the need for area renewal initiatives. Greenock is identified as a key area for investment due its nature as one of the most disadvantaged areas of Inverclyde (i.e. including Broomhill), highlighting the need to “*address a range of economic, physical and social regeneration issues, and further investment in the town centre*” (p18).

Given the above national and local policy content, strong political support for a community-focused approach to RCH’s planned investment in Broomhill was timely, reflective of early discussions at IA CPP meetings. Endorsement has been provided by all the main public sector and voluntary sector agencies interested in the well-being of the area, including: the police, 3rd sector organizations, Inverclyde Council, Riverside Inverclyde (RI).

Thereafter, the GiRfB approach was drafted and approved by IA CPP and RCH in 2016, strategically aligned to deliver against the objectives of IA CPP Single Outcome Agreement (SOA) objectives, resulting in the development of a ‘Terms of reference’ in August 2016 for a dedicated governance group to oversee the implementation of the GiRfB strategy.

Funding enablers

Key funding sources for Broomhill include:

- RCH £26million;
- ECO related SRPUCE - £5million;
- IC - £850,000 towards horticulture and community centre, £7million towards St Patrick’s primary school, £1.4 million towards Bakers Brae Realignment’
- Scottish Government’s Regeneration Capital Grant fund - £900,000 towards community enterprise hub at Bakers Brae, £397,308 toward horticulture and community centre.

Table 2 outlines the planned spend on physical investment in Broomhill amounting to £26 million of direct public funding over a three year period up to 2017, with the main funders being RCH. IC provides additional resource and funding in relation to the works for widening the road and local bottlenecks in the area.

Table 2: Broomhill Physical Investment Budget

| | Budget |
|----------------------|--------------------|
| Income | £984,816 |
| | £26,000,000 |
| Stage 1 Improvements | £10,200,000 |
| Stage 2 Improvements | £2,000,000 |
| Stage 3 Improvements | £5,000,000 |
| Stage 4 Improvements | £1,500,000 |
| Stage 5 Improvements | £4,500,000 |
| Roofing | £700,000 |
| Fees | £750,000 |
| Asbestos | £750,000 |

| | |
|--------------|--------------------|
| Revenue | £500,000 |
| Total | £24,915,184 |
| Contingency | £1,084,816 |

In addition, Riverside Inverclyde (RI) and the health and social care partnership (HSCP) both contributed £10,000 each towards a Community Development Officer post, with RCH contributing £20,000, plus their Head of Customer Service for the Central area overseeing the project.

Part of the work of the Community Development Officer is to help leverage funding to progress a set of planned initiatives in line with the GiRfB strategy. For example, ‘RigArts Project (see Table 3 below) was established in October 2015, funded by British Gas (£45,000), RCH (£60,000 over three years) and RI (£20,000). The project has successfully secured additional funding from Creative Scotland, as well as awards of £14,000 and £9,000 from Tesco and £54,000 from the Climate Challenge Fund.

Table 3: Arts Project Funding

| Funder | Amount | Frequency |
|-------------------------|---------|-----------|
| RCH (project) | £20,000 | per year |
| RCH (documentary) | £5,000 | per year |
| BG | £45,000 | lump sum |
| Riverside Inverclyde | £20,000 | Lump sum |
| Tesco (RIG) | £12,000 | Lump sum |
| Tesco (RIG) | £9,000 | Lump sum |
| Climate Challenge (RIG) | £54,000 | Lump sum |

2.3 Feedback from residents

The initial response from residents in the area was scepticism, with some having a preference for large-scale demolition.

The general view of the strategic partners interviewed during the case study was that partner agencies working in the Broomhill prior to the development of GiRfB, ‘were largely satisfied with current levels of provision and support services in the area’, and ‘did not see the need for a different or new community strategy approach for the area’. However, the proposed ABCD approach discussed at IA CPP meetings were viewed positively as part of developing a community engagement approach in the future direction and investment of Broomhill.

Public and third sector partners

The IA CPP structures overseeing the SOA are involved in the development and implementation of the GiRfB approach, formally engaging key stakeholders, including: Police Scotland, Inverclyde Health and Social Care Partnership (HSCP), IC. The third sector have been informally involved through CVS

and other 3rd sector groups, as well as more formal involvement of local Arts Charities (e.g. RIG, Engine Shed). British Gas have also been involved up until 2016 with a new contractor appointed to lead on the energy technology. The Broomhill TARA has played a key role in linking with the local community.

Community / residents' involvement

RCH's investment and physical-works plan have been guided by close consultation with the Broomhill Tenants and Residents Association (TARA), resulting in six packages of investment over the 3 years. The view of RCH is that residents' expectations for the future of the area need to be *"carefully managed, recognising it takes time and consultation has to be involved"* (Informant interview).

Feedback from community consultation/events regarding investment in Broomhill highlights an overall *'great community spirit'*⁹ in light of the areas positive access to the town centre and good quality schools. However, a history of negative perceptions associated with the Broomhill area is a key concern of residents, resulting in a general *"Low demand for housing"* and *"a sense of people being dumped into the area"* (Respondent interview).

Prior to the implementation of RCH's investment programme, around one third of all properties in the Broomhill area were void (i.e. 200), raising a general concern among existing residents regarding the future of housing in the area.

RCH have worked previously with the police (e.g. with community police officers for the area) and other key stakeholders in the past (e.g. Community Wardens, HSCP and community learning and development staff) to help deal with the context of ASB in Broomhill. However, a climate of *"community mistrust"* (Respondent Interview) between the community and key public sector stakeholders was present *"due to a general fear of reporting crime"* and the appearance that *"nothing was being done."*

As part of the development of a GiRfB approach, an ABCD approach was used in 2015 to assess the needs of the local community and plan activities and priorities for action using 'the Place Standard Tool' for Broomhill (see Table 1 in Annex 3 for a summary of the results). The Place Standard tool was developed by Scottish Government, NHS Health Scotland and Architecture and Design Scotland, to help identify areas performing well, or requiring improvement and to ascertain the existing and potential strengths of a place in order to inform good decision-making¹⁰. Overall feedback highlighted some favourable features of the area, including: the central location, access to facilities, sense of community, terrific views, good schools, good rapport with agencies and Councillors and good Tenants And Residents Association (TARA). Areas thought to require change include: a greater variety of shops and amenities, more green space, better lighting and less antisocial behaviour.

Therefore, maintaining the positive community spirit and building trust with the community in the area are considered to be key requirements for future investment, including:

- Reducing the 'grey and dirty' appearance;
- Provision of more green spaces;
- Cleaner, open spaces;

⁹ RCH. 'Performance and Services Committee Report'. June 2016 (p5).

¹⁰ Inverclyde Community Safety Partnership. 'Broomhill Area Reassurance Initiative' (2016). <http://www.placestandard.scot/#/home>

- More activities and facilities for families and children;
- Reduction in vandalism.

A RCH Customer Services Office was established in a former shop unit in the Broomhill Way area (opened in April 2015), to provide a focal point for customers during the three years of investment taking place.

In addition to the community consultations, various community events have been held in the area, with a focus to enhancing the close working relationship between the community and RCH. Events included; an art competition organised with local primary schools when opening the new Broomhill office; a family fun day with over 800 people attending, an annual 'Doors Open Day' weekend in 2016 and 2017, showing a flat in one of the Broomhill high rise blocks, hosting an exhibition of photographs and an employability fair.

3. Lead delivery organisation(s)

RCH is the delivery agent for the Broomhill Investment Programme through the establishment of a RCH Customers Services office in a former shop unit in the Broomhill Way area (opened in April 2015). RCH established a project management team to oversee the investment programme and set up a housing office accessible to residents in a previously vacant shop.

Table 4 provides an outline of the physical investment programme over five stages.

Table 4: Broomhill Area Physical Investment Programme

| Stage | Works | Timeline | On Programme |
|-------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Enablement Works New Security entry doors and system New LED lighting internally and externally New communal close windows New communal satellite system Improved external drainage New screens to replace existing screens | 04/2015 - 09/2016 | YES Final Martec doors being fitted by the end of the month. Security systems & LED lighting continuing to be installed. |
| 2 | External Wall Insulation and District Heating system New external wall insulation to all of the elevations A new biomass boiler district heating system that will provide Safe efficient heating for all of our customers | 05/2015 - 08/2016 | NO Approximately 2 weeks delayed. Heating installation on programme to be completed by Sept 2016. |
| 3 | Internal Refurbishment Kitchen, bathroom replacements and rewire | 07/2016 - 05/2017 | YES |
| 4 | Common close refurbishment Tiling and painting closes and landings in the | 08/2016 – 05/2017 | YES |

| | | | |
|---|------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|-----|
| | high rise. | | |
| 5 | Environmental Improvements Improving the general environment, providing private secure rear gardens with drying greens, tree planting, play areas etc. | 09/2016 – 09/2017 | YES |

Table 4: Source: RCH Performance and Services Committee Update Report (June 2016)

3.1.1 RCH physical investment programme

- Extensive environmental improvements, including full modernisation of the properties, a new district heating system serving the 600 houses in the area and 20 planned new-build homes including full external wall insulation to all buildings.
- British Gas was procured to develop a £7.2m replacement for the 40-year-old heating plant for the high-rise blocks and surrounding homes, resulting in lower bills for customers. The new energy centre is a biomass plant. The new system results in cheaper fuel bills for residents and a reduced carbon footprint.
- Smart Technology Partnership: RCH launched the *Smart Neighbourhood@Broomhill* project - in partnership with HouseMark, Flexeye, Arqiva, Webthings and Smart Compliance, aimed at exploring the benefits to landlords and tenants of the installation of a comprehensive package of sensor-based Internet of Things (IoT) devices in social housing. The demonstrator is field testing around three hundred multi-functional IoT devices in RCH homes in Broomhill, Greenock, and the surrounding external estate. The demonstrator project by House Mark is project managed to produce an analysis and evaluation of the demonstrator project in a 'Thought Leadership' publication promoted by House Mark through various routes such as the House Mark website, House Mark events and clubs, external conferences, through our media partnership on innovation with Inside Housing, etc. Furthermore, there will be opportunities for 'Business Insight' visits from senior executives in the housing sector to visit the demonstrator, which would be filmed as a 'TED talk' type session for the sector, thereby promoting RCH as a ground-breaking leader in the smart building/neighbourhood arena (*this would be published within our Innovation area of the House Mark website*), (see Annex 4 for details of the project).

3.1.2 Community-based GiRfB projects:

- A Community Development Officer has been employed to help engage the local community. The CD Officer is focussed on the development of: employability, training, education, increasing community participation and reducing social isolation within Broomhill.
- The Arts project classes have been well attended with various funding bids, including: Creative Scotland; Arts in Business; SURF awards. Box 1 below provides an in-depth account of the community-based Arts programmes delivered in the Broomhill area.
- Marketing Strategy for Broomhill: the strategy aims to promote Broomhill and raise the overall profile of the area, including marketing of vacant flats (e.g. two show flats), targeting existing waiting list applicants and raising the profile of the new Broomhill within the wider market (see Annex 4 for further details of the Marketing strategies plans). A key aim of the marketing strategy is to change perceptions of the area, whilst not wanting to displace social housing

demand from elsewhere. Therefore, an estate agent approach has been adopted focussed on increasing the let of properties in the area.

Box 1: Broomhill Arts Project

Artists and artist-led organisations are major investors in the arts and communities, often working in strong and successful partnerships with larger stakeholders. Over the last five years, self organised artist collectives, collaborators and organisations have begun to undertake work, offsetting some of the needs of Broomhill's communities through the delivery of ambitious and professional arts programmes.

Building on the initial research and development project called 'Engine Shed' between 2014-15, which first commissioned local artists to engage the community in art. Supported by the IPP and through a new partnership project between artists, River Clyde Homes and Broomhill Tenants and residents association, the partners undertook a study trip to the Fatima Community Centre in Dublin and learned from a strong, inspiring team of local artists and residents about the role the arts played in the regeneration of their once beleaguered community. On return, the 'Heid O' the Hill' project was launched in Broomhill, led by RIG Arts community arts charity with the Broomhill Tenants and Residents Association, securing significant funding for the development of a socially engaged arts project to support the regeneration of Broomhill in Greenock. RCH also funded an arts dig into the cultural archaeology of the Broomhill area to help engage the residents in the change process and planning development of the area.

Timeline of events:

- September 2015: Artists and tenants from Broomhill go on a fact-finding trip to Fatima in Dublin.
- November 2015: RIG Arts begin working with River Clyde Homes on the regeneration of Broomhill opening a Community Arts Flat.
- October 2016: RIG Arts receive significant funding award from Creative Scotland for arts regeneration in Broomhill.

Source: *Ice-cream Architecture. A Vision of a Creative Inverclyde: DRAFT. Nov 2016.*

The latest progress report for Broomhill (April 2017) provides an action plan of key projects and community engagement activity over the last 6 months (see Annex X). It is apparent that the range of projects are steadily increasing, with a range of partnership input and range of funding routes being explored. There are strong identified aims and outcomes that have been developed by the GIRFB governance group and aim to deliver real, lasting and sustainable change in Broomhill by 2019.

3.2 Future plans for new activities

The community development projects have been designed on principals that encourage them to become self-financing in future. Although the Arts project is funded for three years, further funding bids to Creative Scotland are planned. Some community projects in planning include:

- A Men's Shed to combat isolation for the elderly male population;
- Group led cycles and day trips;

- RCH funding a community employment initiative ‘positive goals’, via Morton Community Development Trust
- Employability and training event
- Increased activities in new Broomhill Court – newly designated as retirement housing

In relation to additional capital projects and physical investment in the area are on-going, including landscaping works.

4. Partnership structures and management arrangements

4.1 Overview of partnership structures, governance and reporting arrangements

The partnership structures and management arrangements for the implementation of the GiRfB are important to clarify, in terms of the connections and role of different organisations and governance arrangements relating to the overall implementation of the strategy.

The Broomhill investment programme is delivered through the following structures:

- **Project Team:** managed by a Senior Project Manager, two Project Officers & one Customer Liaison Officer. The project consists of a range of contracts using a contract programme, a contract spreadsheet, a monthly cost report and a monthly progress meeting. The team is supported by a project Quantity Surveyor to manage costs.
- **Project Board:** an internal Project Board has been established of Executive Directors and a Board member to support the governance of the project, supported by the Senior Project Manager and Head of Customer Services (Central). All progress and cost reports, risks and issues are reported to this board on a monthly basis.
- **Registered Tenants Organisation:** The team attends the Broomhill TARA on a monthly basis to discuss project progress and discuss concerns.

Additional partnership and governance structures on the implementation of the GiRfB strategy:

- **Enhanced Project Team:** in addition to the physical investment programme structures, the GiRfB led by RCH, is delivered via the Customer Services Directorate and appointment of a Community Development Officer aimed at supporting communities and to help co-ordinate, facilitate and help build capacity so that communities can then take development forward themselves. The CD Officer is also tasked with undertaking research to identify additional funding routes (e.g. Big lottery, Robertson Trust, Lloyds etc.).
- **Programme Board** – Reports will be made directly to the Programme Board on a 6th.
- **The Getting it Right for Broomhill Governance Group** (see Annex 5 for list of members of the group) - The Steering Group comprises of representatives from a broad range of partners and works with the Lead Officer in owning, leading and championing the project. The Lead Officer leads and champions the approach. This governance group is the initial point of escalation for

risks and issues. The group meets on a quarterly basis – January, April, July and October meetings. Specifically, the Governance Group:

- has the authority, seniority and credibility to make decisions regarding the direction of the programme
- has representatives from other SOA Outcome Delivery Groups on this group to ensure corporate wide responsibility/buy-in and a cohesive approach is cascaded
- commits the necessary resources required to achieve targets to the programme
- considers progress, risks and issues at a strategic level as well as progress towards benefit realisation
- ensures that any issues are addressed
- has ownership of strategic risks and taking any action where appropriate .

The Governance Group also provides external verification and an objective, external assurance of impact of the approach and raise awareness externally of the positive impact of the multi-agency approach.

Progress is overseen by the CPP Board, with detailed programme scrutiny provided by the Alliance Programme Board, chaired by the council’s CEO. Project Management is overseen by RCH under the GiRfB governance group, as per the below.

Figure 2: GiRfB Governance Arrangements



5. Impact of Current Approach

5.1 Impact of the Broomhill approach will be measured against planned for changes in relation to:

- changing local perceptions of the area;
- encourage families back into the area;
- fully occupied and higher demand for homes;

- reduced anti-social behaviour and crime;
- reduced fuel and child poverty;
- improved 'place standard' measurement results;
- increasing engagement with residents

As of April 2017, the latest Broomhill update report provides an overview summary of key GiRfB strategic activities mapped against a set of key outcomes (see Annex). The key outcomes were devised inclusive of community feedback from the Public Reassurance Initiative across five key areas:

1. Community Engagement
2. Employability and Education
3. Anti-Social Behaviour and Community Safety
4. Health and Wellbeing
5. Housing and Residency

Annex 6 presents progress against key outcomes, with key messages including:

- Good progress been made on the physical investment projects within Broomhill.
- Baseline figures and outcome targets have still to be agreed for the GiRfB projects.
- Work is continuing to help change the negative perceptions associated with the area, through a distinct Marketing Strategy for the area.
- Momentum is starting to build since the restructure of RCH and action plan being progressed by the CD worker (see Annex 7), including continued community engagement activity with the local residents and potential for new projects to meet specific needs of the community.

5.2 Statistical impacts

Albeit it is too early in the project's delivery to observe any significant change in the areas statistical profile, however a reduction of ASB in Broomhill is observed, with reported incidents falling significantly from 43 in 2012/13 to 29 in 2015/16.

Progress with the housing improvements indicate that 75 homes have been let in Broomhill from end November 2016 to July 2017. However, 60% of lets have been to new residents coming into the area, highlighting an increase in the demand for homes.

6. Identifying what works

6.1 Which of the implemented actions have been most effective in bringing about the economic regeneration of the case study area?

- A Leader in Smart Technology for Social Housing: In partnership with House Mark, the project has been promoted as a key innovation for house building in the social housing sector, and helped to promote RCH as a trailblazing leader in the smart building/neighbourhood arena.
- The Arts Project: A key outcome from the Arts project in Broomhill and partnership between RIG Arts and RCH is the message that socially engaged arts projects can be used to achieve '*something positive from creative places*' following the creation of the 'Heid O' the Hill project

led by RIG Arts in Broomhill. The project is thought to demonstrate how *‘positive partnership engagement on creative projects can provide a positive impact on the relationship between the community and places’*. As a result, the project evolved into a larger, more ambitious programme of community engagement and workshops, allowing residents in the Broomhill area to *‘develop a strong voice in the regeneration of their neighbourhood.’* The project also helped secure additional funding from Creative Scotland, RCH and British Gas to deliver further themed programmes ‘Up the Broomy’ in 2016-18.¹¹

- The Arts Project has been successful in helping to build relationships with the community and ensure the community are at the centre of investment decisions. The work has involved the community visiting two areas in Dublin to learn lessons about the stark nature of some projects, helping boost the community’s confidence that change can happen and Broomhill can have a prosperous future.
- As a result of the GiRfB approach being embedded within IA CPP structures, the opportunity for greater stakeholder buy-in and engagement on the strategy across Inverclyde has been achieved.
- A restructure of RCH during 2016 and work to progress the GiRfB, are thought to have brought a renewed focus to the GiRfB group.
- Commitment to a local visible presence and continuous community engagement

6.2 What activities have been ineffective in bringing about the economic regeneration of the case study area?

- Delays through contractor negotiations (e.g. British Gas) leading to community being unsettled about progress at times;
- Trying to gain learning from other places about a community-led approach to housing investment has not been fully supported by all the partners, with indications of some *‘sensitivities with partners who think things in Broomhill are fine’* (Respondent Interview).
- Organisational flux and staff changes within RCH, as well as having to work to a tight investment timescale, has meant slow progress in some places potentially limiting the full impact of community involvement.
- There are challenges in meeting the full extent of communities expectations. For example, there are limitations associated with the housing stock type, especially given that renovation is being progressed as opposed to new build, thus, potentially not meeting all the communities expectations. There are expectations associated with improving the green and public spaces in the area, however, there are still budget concerns for this that need to be addressed. There are also a lack of facilities in the area and shopping is limited, potentially increasing the inequalities.

7. Conclusions

The Broomhill case study represents a focus on a housing-led regeneration project involving a distinct community asset-based approach. The asset-based community development approach using

¹¹ Icecream Architecture. A Vision of a Creative Inverclyde: DRAFT. Nov 2016

co-production as a way of effectively agreeing outcomes and activities for the area, show early indications of improved community cohesion and reduced anti-social behavior.

Encourage features of the project include:

- Distinct community strategy and focus on measuring outcomes
- Development of new strategic partnerships
- Strengthened partnership working
- Strengthening links with the community through engagement
- Widening community and third sector involvement
- Strategic alignment with wider policies and strategies
- Seedcorn funding helping to leverage additional resources

Although the physical investment programme is nearing completion, the achievement of wider social and economic outcomes over the long-term are still relatively unknown. Therefore, the future success of improving the social outcomes for the residents of the area will rely much upon a continued commitment to a focused approach for Broomhill, through on-going work with the community beyond the investment programme.

Key to the project's current success has been the alignment of ambitions with surrounding strategies and policies, achieving wider stakeholder buy-in. Over the longer-term, the ongoing commitment of stakeholders to facilitating and resourcing a dedicated Broomhill approach will be key to its success. The continued focus on community outcomes over and above the physical investment, is being supported by a dedicated community development worker. The ability to leverage additional resources beyond the physical investment programme is key to future on-going community development focus.

This case study supports the findings of the research report *Economic Regeneration in Scotland Past Lessons; Current Practice; Future Challenges*.

Read and download the full report on the What Works Scotland website at:

whatworksscotland.ac.uk/publications/economic-regeneration-in-scotland-past-lessons-current-practice-future-challenges

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<http://www.gov.scot/Topics/People/engage/CommEmpowerBill>

Annex 1: Case Study Approach

A range of professionals were interviewed drawn from the partner organisations involved in developing and delivering the GiRfB, including:

- Sandra McLeod, Executive Director of Customer Services at RCH
- Kirsteen McGinn, Senior Property Manager at River Clyde Homes
- Miriam McKenna, Corporate Policy and Partnership Manager, Inverclyde Council.
- Jillian Moffat, Vice-Chair of RCH Board.
- Jenny, Tom and Jeanette.

Interviews were recorded and transcribed, the key points from the interviews were captured through notes. Interpretation and analysis of the interviews was undertaken using standard qualitative methodology.¹²

All the facts of the case study were checked with the key informants. Responsibility for interpretation, analysis and any errors lies with What Works Scotland.

¹² Silverman D., 2013. Doing qualitative research: A practical handbook. London: Palgrave.

Annex 2: Broomhill Area Crime Profile (Police Scotland)

Inverclyde Crimes

| | | 2012/13 | 2013/14 | 2014/15 | 2015/16 | Total |
|----------------------|-------------------------------------------------------|---------|---------|---------|---------|-------|
| ASB Offences | Antisocial behaviour offences | | 1 | | 1 | 2 |
| | Threatening & abusive behaviour (CJ&LSA s38) | 724 | 683 | 735 | 667 | 2809 |
| ASB Offences (Total) | | 724 | 684 | 735 | 668 | 2811 |
| Violence | Attempted Murder | 7 | 5 | 11 | 14 | 37 |
| | Culpable and reckless, causing injury (from Apr 2011) | 5 | 2 | 2 | 1 | 10 |
| | Minor Assault | 581 | 509 | 506 | 400 | 1996 |
| | Minor assault of an emergency worker | 114 | 93 | 100 | 83 | 390 |
| | Murder | | 2 | 2 | 3 | 7 |
| | Robbery | 25 | 20 | 18 | 24 | 87 |
| | Serious Assault | 84 | 84 | 74 | 84 | 326 |
| Violence (Total) | | 816 | 715 | 713 | 609 | 2853 |
| Drugs | Bringing drugs into prison | 12 | 11 | 8 | 8 | 39 |
| | Illegal Importation of drugs | | | | 1 | 1 |
| | Other Drugs Offences | 3 | | 6 | 2 | 11 |
| | Possession of drugs | 739 | 1175 | 1067 | 795 | 3776 |
| | Production, manufacture or cultivation of drugs | 11 | 9 | 9 | 6 | 35 |
| | Supply of Drugs incl. possess with intent | 65 | 64 | 65 | 69 | 263 |
| Drugs (Total) | | 830 | 1259 | 1155 | 881 | 4125 |
| Weapons Offences | Carrying of Knives etc S Act 1993 | 38 | 33 | 37 | 31 | 139 |
| | Possess a firearm w/i to endanger life etc. | 2 | | 1 | | 3 |

| | | | | | | |
|--------------------------|-----------------------------------|----|----|----|----|-----|
| | Possession of an offensive weapon | 31 | 14 | 32 | 17 | 94 |
| | Reckless conduct with firearms | | 3 | | | 3 |
| Weapons Offences (Total) | | 71 | 50 | 70 | 48 | 239 |

Broomhill Crimes

| | | 2012/13 | 2013/14 | 2014/15 | 2015/16 | Total |
|--------------------------|-------------------------------------------------|---------|---------|---------|---------|-------|
| ASB Offences | Threatening & abusive behaviour (CJ&LSA s38) | 43 | 36 | 34 | 29 | 142 |
| ASB Offences (Total) | | 43 | 36 | 34 | 29 | 142 |
| Violence | Attempted Murder | | | 3 | 1 | 4 |
| | Minor Assault | 39 | 29 | 39 | 12 | 119 |
| | Minor assault of an emergency worker | 2 | 3 | 2 | 4 | 11 |
| | Murder | | 1 | | | 1 |
| | Robbery | 3 | 2 | | 3 | 8 |
| | Serious Assault | 8 | 4 | 6 | 7 | 25 |
| Violence (Total) | | 52 | 39 | 50 | 27 | 168 |
| Drugs | Other Drugs Offences | | | 1 | | 1 |
| | Possession of drugs | 67 | 122 | 98 | 41 | 328 |
| | Production, manufacture or cultivation of drugs | | | | | 0 |
| | Supply of Drugs incl. possess with intent | 7 | 3 | 6 | 3 | 19 |
| Drugs (Total) | | 74 | 125 | 105 | 44 | 348 |
| Weapons Offences | Carrying of Knives etc S Act 1993 | 4 | 3 | 2 | 1 | 10 |
| | Possession of an offensive weapon | 5 | 1 | 2 | 1 | 9 |
| Weapons Offences (Total) | | 9 | 4 | 4 | 2 | 19 |

% of Inverclyde Crimes Occurring in Broomhill

| | | 2012/13 | 2013/14 | 2014/15 | 2015/16 YTD | Total |
|--------------|----------------------------------------------|---------|---------|---------|-------------|-------|
| ASB Offences | Threatening & abusive behaviour (CJ&LSA s38) | 5.9 | 5.3 | 4.6 | 4.3 | 5.1 |

| | | | | | | |
|------------------|-------------------------------------------------|------|------|------|------|------|
| Total | | 5.9 | 5.3 | 4.6 | 4.3 | 5.1 |
| Violence | Attempted Murder | 0.0 | 0.0 | 27.3 | 7.1 | 10.8 |
| | Minor Assault | 6.7 | 5.7 | 7.7 | 3.0 | 6.0 |
| | Minor assault of an emergency worker | 1.8 | 3.2 | 2.0 | 4.8 | 2.8 |
| | Murder | 0.0 | 50.0 | 0.0 | 0.0 | 14.3 |
| | Robbery | 12.0 | 10.0 | 0.0 | 12.5 | 9.2 |
| | Serious Assault | 9.5 | 4.8 | 8.1 | 8.3 | 7.7 |
| Total | | 6.4 | 5.5 | 7.0 | 4.4 | 5.9 |
| Drugs | Other Drugs Offences | 0.0 | 0.0 | 16.7 | 0.0 | 9.1 |
| | Possession of drugs | 9.1 | 10.4 | 9.2 | 5.2 | 8.7 |
| | Production, manufacture or cultivation of drugs | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| | Supply of Drugs incl. possess with intent | 10.8 | 4.7 | 9.2 | 4.3 | 7.2 |
| Total | | 8.9 | 9.9 | 9.1 | 5.0 | 8.4 |
| Weapons Offences | Carrying of Knives etc S Act 1993 | 10.5 | 9.1 | 5.4 | 3.2 | 7.2 |
| | Possession of an offensive weapon | 16.1 | 7.1 | 6.3 | 5.9 | 9.6 |
| Total | | 12.7 | 8.0 | 7.1 | 4.2 | 7.9 |

ASB Incidents

Inverclyde

| | 2012/13 | 2013/14 | 2014/15 | 2015/16 | Total |
|-------|---------|---------|---------|---------|-------|
| Total | 7798 | 6001 | 5895 | 4573 | 24267 |

Beat KC64

| | 2012/13 | 2013/14 | 2014/15 | 2015/16 | Total |
|-------|---------|---------|---------|---------|-------|
| Total | 459 | 376 | 385 | 248 | 1468 |

% of Inverclyde ASB Incidents Occurring in Broomhill

| | 2012/13 | 2013/14 | 2014/15 | 2015/16 | Total |
|-------|---------|---------|---------|---------|-------|
| Total | 5.9 | 6.3 | 6.5 | 5.4 | 6.0 |

Annex 3: The Place Standard Tool: Results

Average of Rating

Broomhill Focus Groups



Theme

Table 5: Broomhill Results from the ‘Place Standards Tool’

| Place Standard Themes | Comments | Rating |
|------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| Moving Around | Participants were concerned with uneven pavements, slippery paths, shaky steps, overgrown areas, dim lighting, the lack of safe cycling areas, fly tipping, cars parking on pavements and bins blocking the pavements on bin day. | 3 |
| Public Transport | Participants were concerned with reduced bus services after 6pm and on Sundays, no bus service to Inverclyde Royal Hospital, the standard pricing of the Broomhill Circular, lack of bus shelters, poorly marked bus stops and poor lighting outside Drumfrochar train station. Participants praised the Young Person’s £1 daily bus ticket and agreed that buses are comfortable and provide good services most of the time. | 5 |
| Facilities & Amenities | Participants were concerned with the reduction in the range of shops in the area, the lack of phone boxes and the shortage of drying areas. People liked the accessibility of the health centre. | 1 |
| Natural Space | Participants were concerned with the lack of green space, the lack of environmental features and fencing between gardens. Participants acknowledged that noise and dust from ongoing work in the area was short term. | 1 |
| Play & Recreation | Participants were concerned with the lack of play areas for children and recreational areas for adults. | 1 |
| Housing | Participants acknowledged the significant improvements to | 6 |

| | | |
|----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|
| | <p>housing in the area.</p> <p>Participants were keen that improvements continue, specifically in relation to landscaping.</p> | |
| Impact of Vehicles | Participants were concerned with traffic congestion, pedestrian crossings and inappropriate parking – on bus stops, on zig-zag lines, double parking. | 4 |
| Streets & Spaces | Participants were concerned with poor waste management, fly tipping, poor lighting, lack of green space, poor street signage and poor accessibility for the mobility impaired. | 2 |
| Identity & Belonging | <p>Participants were concerned with the lack of venues to convene groups.</p> <p>Participants were positive about the sense of identity and belonging being supported by ongoing work and activities in the area.</p> | 6 |
| Social Interaction | Participants were concerned with the lack of venues for social interaction, both indoor and outdoor. | 3 |
| Influence & Sense of Control | Participants acknowledged the range of opportunities available for residents to voice their opinion. | 6 |
| Care & Maintenance | <p>Participants were concerned with poor maintenance of public areas, dog fouling, antisocial behaviour and poor waste management.</p> <p>Participants acknowledged the intention to increase coverage of CCTV in the area and active participation in Tenants and Residents Association meetings by agencies.</p> | 2 |
| Feeling Safe | Participants recognised the improved presence of agencies within the area, leading to issues being dealt with more efficiently and effectively. Participants praised the sense of community within the area. | 5 |
| Work and the Economy (wider Inverclyde area) | <p>Participants were concerned with the range and quality of employment opportunities across Inverclyde and the number of empty industrial units in the area.</p> <p>Participants acknowledged the opportunities for productive further education and the potential for commuting.</p> | 3 |

*The Place Standard tool is based on 14 themes that reflect issues thought to influence how good a place is and how well it works.

Annex 4: Smart neighborhood partnership with HouseMark

Figure 3: Illustration of one of the 'smart' multi-storey properties at Broomhill:



*Source: <http://www.housemarkinnovation.io/news/innovation-insight/latest-articles/river-clyde-homes-launches-smart-neighbourhood-partnership-with-housemark-and-major-technology-players>

Table 6: RCH Project Outcomes Mapped to Potential Demonstrator Benefits

| Outcome: | Description | Demonstrator benefits |
|------------------|-------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Outcome 1 | Addressing issues around fuel poverty for the tenant and effectiveness and efficiency of heating and ventilation system | <ul style="list-style-type: none"> • Fulfil duty of care by ensuring tenants are adequately heating their homes – using real-time and historic trend data • Identify over/under heating to improve efficiency and reduce heating costs • Potential ability to analyse and improve efficiency of assets over time |
| Outcome 2 | Minimising maintenance and more effective management | <ul style="list-style-type: none"> • Reduce tenant calls to RCH contact centre • Reduce no fault found callout charges from contractors • Reduce unplanned maintenance /improving work management |

| | | |
|------------------|--------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | efficiency and as a consequence reduce management and maintenance costs |
| Outcome 3 | Effective building management | <ul style="list-style-type: none"> • Reduced asset lifecycle costs • Selection of optimal performing products • Intelligence through aggregations of information across multiple assets • Workforce operational efficiency through maintenance prediction and real-time asset performance data • Reduced incidence of false call-outs • Predictive asset management – schedule maintenance at the right time (and only when needed) |
| Outcome 4 | Ensuring effectiveness of detection of smoke/carbon monoxide | <ul style="list-style-type: none"> • Mitigating risk to tenant and landlord • Reducing damage to property • Reducing associated costs, e.g. property damage, compensation to tenants, reputation damage, etc. |

Annex 5: Getting it Right for Broomhill Governance

Group list of members

| Name | Designation | Organisation |
|----------------------------------------------|---------------------------------------------------------|-----------------------------------------------|
| Lead Officer/Chair Kirsty Morrison | Head of Customer Services | River Clyde Homes |
| Elaine Cannon | Senior Improvement Manager | River Clyde Homes |
| Katrine Hoey | Community Development Officer | River Clyde Homes |
| Laura Stewart | Partnership Sergeant Local Authority Liaison Officer | Police Scotland |
| Bill Clements | Partnership Manager | CVS Inverclyde |
| Sharon McAlees – or nominee | Head of Children and Families and Criminal Justice | Inverclyde Health and Social Care Partnership |
| Fiona McGuire | Acting Chief Executive | Riverside Inverclyde |
| Karen McCready | Corporate Policy Officer | Inverclyde Council |
| Drew Hall | Service Manager Community Safety & Wellbeing | Inverclyde Council |
| Dougie Smith | More Choices, More Chances Development Officer | Education Services, Inverclyde Council |
| Shaun Lundy | Regeneration and Planning | Inverclyde Council |
| Kenneth Gibb | Professor in Housing Economics | University of Glasgow |
| Eileen McClafferty | Employer and Partner Manager, Inverclyde | Department of Work and Pensions |
| Allan Dick | Economic Development Manager | West College Scotland |
| Margaret Tait | Chief Executive | Inverclyde Association for Mental Health |
| Miriam McKenna | Corporate Policy and Partnership Manager | Inverclyde Council |

Other members will be co-opted onto the group for specific projects as appropriate.

Annex 6: Outcomes

| Outcomes | Measurement | Baseline | Target 2017/18 | Agencies |
|--------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------------|------------------------------|
| Increased level of community engagement | <ul style="list-style-type: none"> • Footfall in RCH Broomhill Office • Attendance at TARA Public Meetings • Attendance at surgeries in Whinhill Court • Attendance at Open Days | | | RCH, TARA, IC, RIG Arts |
| Increased level and attendance of community activities | <ul style="list-style-type: none"> • Attendance at Art Flat • Attendance at P1 Grand Prix of the Sea • Attendance at Christmas parties • Footfall in new Community Centre | | | RCH, TARA, IC, RIG Arts |
| Increased families engaging in family learning | <ul style="list-style-type: none"> • Attendance at CLD events | | | RCH, IC, RIG Arts, Barnardos |
| Increased level of community cohesion | <ul style="list-style-type: none"> • Police reports – decline in crime | | | RCH, IC, RIG Arts |

| Outcomes | Measurement | Baseline | Target 2017/18 | Agencies |
|-------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------------|--------------------------|
| Reduced levels of crime | Police reports: <ul style="list-style-type: none"> • Fly-tipping • Graffiti • Vandalism • House break-ins | | | Police Scotland, RCH, IC |
| Reduced levels of ASB | Police Reports: <ul style="list-style-type: none"> • ASB | | | Police Scotland, RCH, IC |
| Increase feeling of safe after dark | <ul style="list-style-type: none"> • Public Reassurance Survey • Increased lighting • Increased surveillance; both CCTV & let properties | | | Police Scotland, RCH, IC |

| Outcomes | Measurement | Baseline | Target 2017/18 | Agencies |
|----------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------------|-----------------------------------|
| Increased access to employment opportunities | <ul style="list-style-type: none"> • RIG Arts admin job for Broomhill Art Project • Apprenticeships and training through RCH tender brief | | | RIG Arts, DWP, The Trust, IC, WCS |
| Improved access to training opportunities | <ul style="list-style-type: none"> • Open RCH training academy to customers • Referrals to the Trust | | | DWP, The Trust, IC, WCS |
| Increased attainment for children living in Broomhill | <ul style="list-style-type: none"> • School leaver destination results | | | IC |
| Improved access to further education for children and young people living in Broomhill | <ul style="list-style-type: none"> • College registration | | | IC, WCS |

| Outcomes | Measurement | Baseline | Target 2017/18 | Agencies |
|-----------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|----------|----------------|-----------------|
| Increased feeling of mental wellbeing | <ul style="list-style-type: none"> • | | | RCH, IAMH, HSPC |
| Increased feeling of physical wellbeing | <ul style="list-style-type: none"> • | | | RCH, IAMH, HSPC |
| Decreased hospital admissions related to drug and alcohol abuse | <ul style="list-style-type: none"> • Number of hospital admissions relating to drug and alcohol | | | HSPC |
| Decreased hospital admissions related to morbidity | <ul style="list-style-type: none"> • Number of hospital admissions relating to morbidity | | | HSPC |
| Decreased hospital admission related to mortality | <ul style="list-style-type: none"> • Number of hospital admissions relating to mortality | | | HSPC |
| Increase access to high quality open space | <ul style="list-style-type: none"> • Public Reassurance Survey • RCH landscape and maintenance | | | RCH, ri, IC |
| Decrease in households living in poverty | <ul style="list-style-type: none"> • SIMD data | | | RCH, IC |

| Outcomes | Measurement | Baseline | Target 2017/18 | Agencies |
|------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|----------------|-------------------------|
| Increased satisfaction with housing quality | <ul style="list-style-type: none"> • Settling in visits | | | RCH |
| Increased access to local facilities | <ul style="list-style-type: none"> • New Community Centre • New Health Centre • Art Flat • Broomhill Way shop investment | | | RCH, IC, RIG Arts, IAMH |
| Compliance with Scottish Housing Quality Standard | <ul style="list-style-type: none"> • Scottish Housing Quality Standard Assessment | From last audit | | RCH |
| Compliance with Energy Efficiency Standard for Scottish Housing (ESSH) | <ul style="list-style-type: none"> • Biomass • New windows • EWI | From last audit | | RCH |
| Decreased number of terminations | <ul style="list-style-type: none"> • RCH Data | | | RCH |
| Decreased number of void properties | <ul style="list-style-type: none"> • RCH Data | | | RCH |
| Increase number of properties let | <ul style="list-style-type: none"> • RCH Data | | | RCH |
| Satisfaction with public areas and streetscapes | <ul style="list-style-type: none"> • Public Reassurance Survey | | | RCH, IC, ri |

Annex 7: Partnership and community working

A: Partnership activity

| Agency | Name | Role | Date of Meeting | Points of Discussion |
|-------------------------------------------------|--------------------------------------|-----------------------|---------------------------|--------------------------------------------------------------------------------------------------|
| RIG Arts | Karen Orr | Manager | 17 th February | Past, current and future projects in Broomhill |
| Inverclyde Council CLD | Alan Deans | CLD Officer | 20 th February | Alan's progress with Broomhill TARA and future aspirations. New community centre and TARA's use. |
| Inverclyde Association for Mental Health (IAMH) | Margaret Tait | CEO | 22 nd February | New community centre – design and community use. |
| Scottish Association for Mental Health (SAMH) | Roz | Facilitation Worker | 1 st March | What SAMH does for Inverclyde residents |
| Department of Work and Pensions (DWP) | Eileen McClafferty | Centre Manager | 24 th February | What can be done to support Broomhill residents into work |
| Stepwell Cook Schools | Angela Darroch | Head of Business | 8 th March | What does the Cook School offer and how can we link to Broomhill, costs and funding /referrals |
| Shettleston Men's Shed | Willie Smillie Michael McLaughlin | Chairman Treasurer | 10 th March | What does the Men's Shed offer & its successes/limitations |

B Community engagement / project development activity

| Project | Feedback | Next Steps |
|-------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|
| On Yer Bike! | Very happy – think it's a good idea to get a bus organised to transport group to and from the destination | Progress with application. Advertise and establish interest. Establish RCH budget. |
| Local Heritage Bus Tour | Very happy – suggested stopping somewhere for a cup of tea/refreshments | Additional funding required for teas and coffees. Need to speak to Inverclyde Tourist Group and if there is the possibility to stop/get off the bus. |
| Playground Design | Happy with this idea – suggested a few small parks instead of one big park | Consult with children through RIG Arts |
| Pen Pal Service | Very happy – concerns over clearance and red tape. Need to work with both St Patricks and Whinhill | Speak to Education Department at Inverclyde Council in the first instance. |
| Broomy Bairns Day Out | Very happy – need to get volunteers to go along with children as parents may not want to join. Residents would like something similar for Adults | Speak to RIG Arts and contact parents. Put funding bid together. Need 1/3 fund from RCH. Source funds for adult day trips. |
| Cook School | Happy with this idea – suggested that kids activities e.g. biscuit making could be done in the new community centre | Keep an eye on Community Food (Scotland) Annual Development Fund. Maybe something to be developed when Community Centre opens. |

| | | |
|------------|---|-------------------|
| Men's Shed | - | Progress with CVS |
|------------|---|-------------------|

Annex 8: Broomhill Community Development Action Plan (March 2017)

| Project | Comments | Objectives | Partners/Agencies | Funding |
|--------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|
| On Yer Bike! May/June | Encourage residents to get out of Broomhill and down to Gourock for an instructor lead cycle along the promenade. Potential for family cycles but initial thought would be to try reach single adults | <ul style="list-style-type: none"> Encourage mental and physical health and wellbeing Encourage exercise uptake Encourage confidence on a bike Encourage confidence outside Broomhill | Clyde Activity Bikes | Inverclyde Health Improvement Fund £1000 max |
| | | <ul style="list-style-type: none"> Encourage social interaction Encourage family activities | | |
| Local Heritage Bus Tour June | Inverclyde Tourist Group will take residents on a heritage bus tour of Inverclyde | <ul style="list-style-type: none"> Education of local history Encourage social interaction Instil local pride | Inverclyde Tourist Group | Free |
| Playground Design | Engage with local school children (primary and secondary), teachers and parents to devise a Playground design for the Broomhill area – note a site will need to be established. This can be done in school and through RIG Arts classes. Attending Kids Art Classes on 15 th March to have informal chat with kids – will use this info as part of play strategy within Neighbourhood Plan | <ul style="list-style-type: none"> Education on urban design Encourage career aspirations Community led planning Hopefully reduce potential vandalism | RCH appointed landscape architect, RIG Arts | Free (within tender) |
| Pen Pal Service April/May (before schools knock off) | Pen pal service between local primary school pupils (p5+) and elderly people who may suffer from social isolation. Handwritten letters, pictures and potential meet up. Children to do this during English lesson. Still to speak to IC Education then to Head Teachers | <ul style="list-style-type: none"> Tackle social isolation and loneliness Link to school literacy programme Encourage mental wellbeing | St Particks/Whinhill Primary Schools, Inverclyde Council's education | Free – CDO will hand deliver letters/provide envelopes & paper for residents who require it. Schools to provide paper for pupils. |
| Broomy Bairns Day Out Hopefully more than one July (during holidays) | Summer outing to Cornalees. Aimed at children who live in disadvantages areas and who would not normally get a summer holiday | <ul style="list-style-type: none"> Encourage health and wellbeing among children Encourage play | Clyde Muirshiel Park Rangers, RIG Arts | Henry Smith Holiday Grants for Children 0 will only fund 2/3 of it. £500 - £2.5k |
| Cook School | Range of projects: <ul style="list-style-type: none"> Kids days £30 per head Elderly | <ul style="list-style-type: none"> Encourage health and wellbeing Encourage | Stepwell, DWP | Possible 2017 Community Food & Health (Scotland) annual development |

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| | <p>“Celebrating Life” 4 sessions £2k</p> <ul style="list-style-type: none"> • Training for unemployed – referral through DWP | <p>confidence</p> <ul style="list-style-type: none"> • Tackle social isolation • Encourage food awareness • Encourage skills in cooking | | <p>fund (£500 - £3k)</p> <p>Or Inverclyde Health Improvement Fund £1k max</p> |
| Men’s Shed | <p>Men’s Shed in Broomhill Community Centre – aim this at wider community and not just Broomhill.</p> <p>Working group already established</p> | <ul style="list-style-type: none"> • Encourage confidence • Increase feeling of wellbeing • Encourage social interaction • Tackle social exclusion • Increase community spirit | <p>CLD, CVS, Age Scotland, Your Voice</p> | <p>Possible funds from Scottish Men’s Shed Association</p> |