



"I think overall the plans are great giving the area a boost, it is going to lift the peoples spirits as well and get the community together again."

Kincora Park/Carew Park Resident

”

2.2 Economic Strategy

The regeneration process is a key driver of socio-economic change in Limerick. Its contribution to the overall economic rejuvenation of the city is critical to sustained socio-economic vibrancy across Limerick. The commitment towards regeneration has never being stronger and will play a very significant role in the economic, social and physical regeneration of the city in its entirety. Consistent with the transformational project approach prescribed for the city centre, Limerick Regeneration is adopting a comparable strategy, leveraging off existing community assets, building capacity in the target areas and working towards a sustainable 'fit for purpose' programme of economic activity.

In preparing the economic development approach, the strategy is grounded in achieving short to medium term objectives such as capacity building, training and employment opportunities that will contribute to the longer term goals of attracting industry and commercial activity into areas of regeneration. The proposed economic development plan is based on building on existing local resources and capacity, while providing the appropriate support structures to accelerate a sustained programme of economic activity within the areas of regeneration.

2.2.1 Economic Development Objectives

The economic development strategy for regeneration is focused on the delivery of a number of key objectives.

- Ensuring the growth of local capacity through the provision of focused sectoral training and employment opportunities.
- Development of a stronger engagement platform to promote economic activity in the target areas between all stakeholder groups and local resources.
- Foster a culture of social innovation and social enterprise in Regeneration areas.
- Creation of a programme of civic and economic interventions to attract, support and grow micro and community enterprise.
- Development of niche economic activities that will leverage off existing third level and regional enterprise expertise.
- Creation of a series of hubs for a thematic economic development approach across all communities.
- Contribute to the knowledge economy in key areas

of community development through sustained evaluation and research, e.g., community health and well-being.

- Attract inward investment into areas of Regeneration through infrastructural improvements and institutional supports.
- Creation of employment opportunities in Regeneration process for local residents and within new enterprise established in the area.
- Economic integration of Limerick Regeneration areas within the broader economic and spatial development plans for Limerick City.
- Provision of communications infrastructure to support enterprise and socio economic development through all communities.

2.2.2 Economic Development Critical Success Factors

A successful economic development strategy is contingent on the delivery of a number of key projects and the creation of local conditions that support long term economic planning for the Regeneration areas. The focus for the economic development approach will concentrate on the following key initiatives to meet the longer term objectives established through the Office of Regeneration. These include:

- Creation of a platform for thematic sector development across a number of key industries that will provide local capacity building, training and employment opportunities e.g. non skilled and semi-skilled manufacturing, services industry, green economy.
- Successful marketing of sites in areas of strategic value across areas of regeneration that will attract industry and contribute to local employment, training and capacity building objectives.

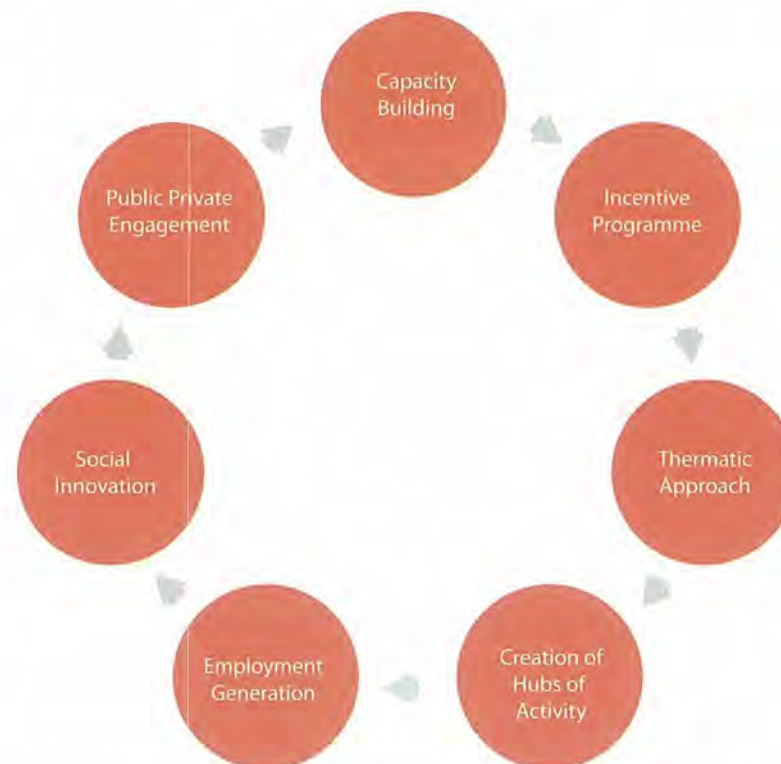


Figure 1.4

2. Framework Strategy

- Creation of appropriate conditions and supports to stimulate social innovation and micro enterprise development.
- Creation of a number of sector focused clusters to provide training and enterprise supports e.g. Integrated training campus in Moyross focusing on construction up skilling, social enterprise and training cluster in Galvone, Southill industrial zone with emphasis on green economy.
- Creation of a local platform to engage with the broader business community at regional and national level through structured approaches under the theme of Corporate Social Responsibility.
- Development of a funding model from the philanthropic sector to deliver two socially and economically significant projects for Regeneration areas.
- Creation of enterprise development incentives and supports to include microfinance and civic incentives.
- Development of a mixed tenure housing model to introduce new residents to areas of regeneration.
- Access to appropriate levels of broadband across all communities to support socio-economic programme development.
- Creation of a project of national significance that establishes benchmark activity in Limerick through the development of a National Hub in the area of Social Innovation.
- Development of targeted up-skilling programmes to generate local capacity to meet physical regeneration requirements.
- Opening up of communities through additional Waterways Infrastructure development to complement new road access into regeneration areas that will integrate Limerick City with Moyross / St. Marys Park. This will generate training and employment opportunities adopting a maritime and tourism theme incorporated into the extended Limerick City Economic & Spatial Planning Strategy.

2.2.3 Economic Development Approach

The economic development model has been devised based on an analysis of specific area requirements and stimuli that will generate sustainable activity within the communities for capacity building and local employment generation. This will lead to the longer term economic vision of attracting inward investment into the area and the provision of sustainable employment opportunities for local residents.

Thematic Development

The basis for the thematic focus for economic regeneration strategy is its prioritisation under EU policy. The concentration on a number of themes by the EU is comparable to the thematic approach adopted by the Office of Regeneration. These include low carbon economy, employment and labour mobility, education and investment in health and social infrastructure. Among the initial themes for development include the following:

Green Economy

There are a number of very strong arguments in favour of pursuing a green economic focus. The physical regeneration process offers immediate scalability for local green industry providers through new build and refurbishment. The level of academic and research interest within UL and LIT offers a further platform for development providing linkages between industry and research. The development of a dedicated industrial hub focused on attracting green sector businesses is proposed for the Southill area availing of existing industrial space capacity providing immediate training and employment opportunities.

Unskilled and Semi-Skilled Manufacturing

The creation of a dedicated training and enterprise site is proposed that will focus on capacity building and training opportunities in the area of manufacturing materials. These will be used initially in the physical regeneration process expanding to the wider marketplace. The model proposed for adoption is based on the successful Glasgow regeneration manufacturing hub initiative that has now grown to employ *circa* 200 people from surrounding regeneration areas. The creation of a focal point for training with the opportunity of progression to a local employer is proposed through an integrated training and enterprise hub located in Moyross.

Horticulture - Community Garden Enterprise

The creation of a community garden and horticulture training centre will be developed to capitalise on successful existing smaller pilot projects. This will have the capacity to offer training opportunities in the area of horticulture for future incorporation in landscaping / estate management across the areas of regeneration. Additional opportunities exist around the area of sports ground maintenance for incorporation into plans for local sports facility development.

The immediate use of available sites such as Delmege Park, Barrys Field and the Ballinacurra Weston Community Centre green field site can host the development of large scale community gardens to facilitate this training. The proposed Urban Orchard in Southill would further contribute to the overall theme. Further outputs include food production training (e.g. micro enterprise in artisan local food production from the produce of the community garden using existing enterprise training supports in the local areas).

Social Innovation and Enterprise Development

The area of social enterprise will be developed as a key theme leveraging off existing enterprise supports provided through national agencies in addition to local enterprise groups which have successfully nurtured social entrepreneurs through their training and enterprise support structures e.g. Limerick City Build (Business Transformation Programme) and Southill Enterprise Development. The creation of enterprise supports for local groups and appropriate operating conditions can realise considerable potential across many sectors and as by-products of other local economic activity e.g. food production from community gardens.

Marketing of Sites

There are a number of key strategic sites within the control of Limerick City Council that will be marketed for potential enterprise development attracting further inward investment. It is proposed that these sites will be available for low or no cost with a range of civic or tax incentives to attract new enterprise location with the purpose of de-risking an element of direct investment. In addition to the local employment and training opportunities such inward investment will realise, additional local employment will be supported through indirect jobs creation in the community in areas such as retail and support services.

The sites and areas proposed for immediate consideration include;

- Moyross – lands adjacent to Industrial Park.
- Galvone Industrial Estate Units
- Nicholas St Buildings
- Ballinacurra Weston Sites
- Opera Centre site

National Social Innovation Hub

It is proposed to create a National Social Innovation Hub to facilitate the development of social entrepreneurship and stimulate local enterprise development, create employment opportunities and act as a focal point for capacity building and job creation. The creation of a National Social Innovation Hub will represent the inaugural centre in Ireland and will be designed to attract the support and patronage of Multi National Companies (MNC) widely engaged in social innovation. Further scope will include a multi-party third level element focusing on social entrepreneurship as a subset of the proposed City Centre Campus.

The hub will become the basis for social innovation and supporting local enterprise in addition to providing a focal point for local enterprise initiatives such as Limerick City Build, Southill Enterprise Development, etc.

The development of the Social Innovation Hub will be designed to facilitate the implementation of socially focused projects in partnership with MNCs and third level institutes e.g. ICT & Community Health & Well-Being, Social Research.

The Hub will require a micro finance funding structure as part of a regeneration civic and start up intervention programme to assist start ups or employing personnel from the target areas Further linkages with the Georgian creative hub can deliver additional cross city synergies using the Innovation Hub as an incubation centre for a range of enterprise directly or indirectly related to the arts and culture.

Structural Fund regulations for 2014-20 offer many new opportunities for social innovation and the creation of a National Hub in Limerick provides a focal point to attract funds to support specific programmes. They include:

- 1. Social inclusion
- 2. Migration
- 3. Urban regeneration
- 4. Social Economy
- 5. Microfinance
- 6. Health & Ageing



Figure 1.6

- 7. Incubation
- 8. Workplace innovation
- 9. Regional strategies

The suggested structure for the development of the National Social Innovation Hub is as follows:

Nicholas Street, King's Island

The Nicholas St location would be the focal point and central administration base.

The proposed Nicholas Street location would also act as an incubation centre to attract a mix of social innovation and social enterprise in addition to local training provision. Its proposed location adjacent to the city centre will provide a direct link between the city centre and regeneration and provide a focal point for activity that will have a city wide impact.

The creation of the nearby medical village at George's Quay / Mary St will provide immediate employment opportunities for residents of regeneration. Linkages with training organisations and availing of LIT's applied science capacity, will enable a focus on upskilling trades people to develop skills as technicians while non skilled labour job opportunities will also be created across all service and facilities management areas. The Village adjacent to the proposed National Social Innovation Hub will also facilitate further supply side activity.

Additionally the theme of Social Innovation in Community Health & Well-Being can be developed from the Nicholas Street base leveraging the medical village and shared third level expertise.

2. Framework Strategy

Moyross / St. Marys Park

The development of supply side businesses for products and services leveraging off successful Limerick City Build.

This proposed model for this aspect of the National Social Innovation Hub is based on the successful 'Glasgow Model' that has successfully established manufacturing businesses to supply local physical regeneration projects. This element of the hub will be located at the proposed Training & Enterprise development in Moyross.

Southill

The development of the Green economy theme is proposed for the Southill area with immediate consideration given to utilising the Galvone Estate as a natural hub for green sector focused development. The creation of recycling and light manufacturing focused industries with a green theme can leverage third level expertise and local industry practitioners to create training and employment opportunities with the refurbishment of the local housing stock as an immediate target. Additional opportunities exist in the area of metal recycling, composting, paper and glass recycling and alternative energy source creation as themes for further development. The options for location of the Southill Social Innovation hub will be Galvone and Fullflex.

Expansion of Southill Enterprise Development into a bigger enterprise centre will provide the immediate link to the National Social Innovation Hub with a focus on enterprise development.

Ballinacurra Weston

The creation of a Community Garden with a training and enterprise focus is proposed for Ballinacurra Weston. The objective for the Community Garden theme is to provide training opportunities in the area of horticulture, landscaping and maintenance with a view to developing local capacity to work on estate management and landscaping as an integral element of the physical regeneration project. The creation of a local food production theme will create further opportunities through the cycle of planting, yield and crop management to artisan food production training and retail. Further opportunities include the development of international linkages, social research programmes and a national focus of attention to attract third sector and private sector investment in social enterprise. The hub will represent a first for

Ireland with considerable profiling opportunities for Limerick and its socio-economic regeneration strategies.

Micro Enterprise Incentive Programme

Notwithstanding the difficulties in providing tax incentives in the current economic environment, it is recommended that a series of supports are provided to stimulate new social enterprise in regeneration areas while contributing to the development of existing enterprises with growth potential.

The ability to attract new micro enterprise activity into the area will be supported through the creation of a dedicated enterprise fund to support existing practitioners in stimulating local enterprise. It is proposed that an incentive pilot programme is developed targeting specific industry sectors such as the Green Economy.

The development of the proposed National Social Innovation Hub can act as a conduit for a range of supports and start up initiatives to include:

1. Tax designation zones for certain industries and start ups e.g. Galvone and green sector). This tax designation model could be comparable to the recently announced 'Living City Initiative'.
2. Regeneration Innovative Start-up Enterprises (RISE Programme) with access to mentoring and seed capital through loans available through a central fund.
3. Examination of a national pilot programme for microfinance provision for social enterprise (loans and access to credit) using sourced funding from philanthropy and locally generated financial supports (crowd funding model)
4. Integration of scholarship and educational programmes with micro-financing programme to provide pathways from local schools and colleges into sector specific industries.
5. Creation of social innovation vouchers to provide access to mentoring supports and industry experts.

Green Industry Hub - Galvone Industrial Estate

The designation of a green industry hub is proposed based on an integrated approach of capacity building, 'green energy vocational training' contributing to the medium to longer term objectives of employment and establishment of Green Economy cluster. It is

proposed that the Galvone Industrial Estate is developed as the anchor site for the creation of a Green Industry Hub complementing the CleanTech developments in LEDP.

A number of multi-stakeholder approaches will be employed. These include the development of third level partnerships with LIT and UL in the area of green / environmental research in conjunction with the Southill Enterprise Development and the National Social Innovation Hub. This would form a focal point for a cooperative approach among industry practitioners / experts (glass, fuel, metal, paper, etc.) and facilitate the development of a new industry base around the Southill area and available surrounding lands. The organic cycle of capacity building, training and green business creation will result in an immediate involvement in the refurbishment and new build elements of the physical regeneration programme.

The use of incentives to attract 'light' manufacturing businesses operating in the green sector is proposed based on their ability to train and employ local residents and work on refurbishment and new build projects.

Moyross Training & Enterprise Hub

The creation of a training and enterprise hub in Moyross will capitalise on the ongoing capacity building, local resources and employment generation cluster that exists in the area. Access to locally owned sites with a commitment from landowners to develop them will provide a training centre to focus on skills development for light manufacturing and construction skills and jobs. This training centre will also develop training programmes to supply staff to other enterprise focused sites such as the Green Industry Hub. Broader social and capacity building programmes can also be accommodated on site though existing tenants. The proposed location for the Training Centre has a number of adjacent green field sites that will be marketed for development in order to create an employment outlet for the training centre participants.

The redevelopment of the 'Bays' site will add additional local capacity and contributes to the formation of a natural training cluster. The output from training services will require local employment opportunities, highlighting the need to adopt a comparable enterprise development model

successfully delivered in Glasgow Regeneration areas. This model will facilitate an integrated approach to capacity building, training opportunities and realistic opportunities to secure local employment.

Southill Training & Enterprise Hub

Current levels of micro enterprise support structures in the Southill area will be considerably enhanced with the creation of a dedicated enterprise centre in the immediate community. Options under consideration include the development of additional space in the 'Fulflex' building in addition to available sites in the Galvone industrial estate.

Current local enterprise promotion through the Southill Enterprise Development would be greatly enhanced through access to a larger purpose specific site. This would become a further component of the proposed National Social Innovation Hub with an emphasis on training and capacity building.

2.2.4 Vocational Sports

The successful inclusion of sports as a social regeneration mechanism must be capitalised upon. The development of a 'community garden' themed approach to training offers a broad range of training and employment opportunities in the area of sports facility management and maintenance. The sites at Delmege and Barry's Field offer immediate opportunities for vocational sports development with additional training capacity provided at The Factory and the Moyross Training Centre. The use of St. Enda's also needs examination from a vocational sports perspective and creation of a focal point for education and sport for regeneration projects.

The role of sport as a means of integrating teenagers into broader educational and vocational opportunities requires development with a partnership approach between current social partners and engagement with sports agencies and professional bodies in the areas of turf management, golf course maintenance, playing field development and maintenance, training and education developing on successful programmes initiated by Arsenal FC and Limerick City.

The creation of a dedicated horse site has the capacity to develop innovative programmes. These include feedstuffs for the equine industry, horse care programmes, equipment supply to meet specific equine industry requirements.

2.2.5 Service Industry Training Development

Based on the demographic profile of the regeneration areas, the hospitality service industry remains a key focus for employment. The provision of hospitality industry training for local jobs in hotels, restaurants needs re-examination. The previously successful CERT model needs adoption into a local training plan with direct links into local schools to highlight a pathway for jobs in the service sector. The expansion of a 'service industry training' centre can also facilitate programmes to build local capacity for a broad range of roles in re-emerging businesses e.g. call centres. The premises on the grounds of LEDP is long associated with hospitality training while LIT successfully operate hospitality management courses that can be adopted for local residents.

2.2.6 Philanthropic & Public Partnership Project – Maritime Resource Development

The economic development plan requires the creation of 'visionary projects' supported by a mix of funding options that include a Philanthropic and Public Partnership approach. A 'transformational project' approach is recommended to develop additional linkages between the city and areas of regeneration. A flagship project with training, employment and tourism potential is the development of the waterway to include St. Marys Park, Moyross to Grove Island and city.

The development of a maritime themed approach will open access from the city to regeneration areas and link into tourism destinations such as Killaloe. The initial funding will be dedicated to create the appropriate waterways infrastructure to open up access at a number of key strategic points. Further opportunities will include the creation of training in a range of maritime service supports, river maintenance, guiding and provision of dedicated water sports areas such as a paddle sports centre.

2.2.7 National CSR Engagement Centre

The Office of Regeneration will create a platform for engagement with the private sector at national and international level as a model to develop sustained activity under a Corporate Social Responsibility platform. The creation of a National CSR Engagement Centre will enable the private sector to become involved in specific projects detailed under socio-economic plans for the Office of Regeneration. This will enable local enterprise and projects gain access to

industry experts, potential private sector investment and provide an immediate platform for engagement with local communities not available heretofore. The National CSR Engagement Centre will identify a number of key economic development projects for partnership with the private sector, including activity through the National Social Innovation Hub.

2.2.8 Strategic Use of Public Procurement

The programme of new build, rebuild and refurbishment will be subject to the adoption of social clauses to enhance the prospects of local employment and training during the physical regeneration process. The level of construction job losses within the target areas highlights a high level of trades people available for immediate engagement while the opportunity to provide training and apprenticeships will be considered in the final procurement delivery model as employed throughout the EU.

Public procurement strategy for the regeneration process will consider socially responsible public procurement to include social clauses to employ local residents and consider provision of training and capacity building options. Further procurement considerations, which are commonly employed in the EU, include Green Public Procurement to link with the green industry hub and Public Procurement Promoting Innovation.

The sources of law that support the adoption of social clauses in Public Procurement include; European Treaty and EC Directives, Government Guidelines / Regulations, Case Law and Irish Law.

More specifically, Article 2 of the EC Treaty includes in the list of community objectives "a high level of employment and of Social Protection... a high level of protection and improvement of equality of the environment, the raising of the standard of living and quality of life and economic and social cohesion and solidarity among member states".

The Social Chapter was inserted into the text of the EC Treaty by the Treaty of Amsterdam in 1997 and Article 136 lists social objectives which include "the promotion of employment, improved living and working conditions... the development of human resources and the combating of exclusion".

2. Framework Strategy

Article 137 (1) deals with "social policy activities in that Member States and that the community will work towards development co-ordinated strategy for employment particularly promoting a skilled, trained and adaptable workforce and labour markets responsive to economic change".

Article 12 contains a general prohibition on discrimination.

Article 28 deals with free movement of goods, which prohibits bans on use of imported goods and contracts.

Article 46 deals with the freedom of establishment

Article 47 deals with the free movement of services, which prohibits bans on non national contractors providing services.

Directive 2004 / 18 / EC

Covers the co-ordination of procedures for the award of Public Works, Contracts, Public Supply Contracts and Public Service Contracts.

Article 23 refers to the obligation to make the criteria clear to Tenderers at the contract stage.

Article 26 of this Directive states that contracting authorities may lay down special conditions relating to the performance of a contract, provided that these are compatible with community law and are indicated in the contract notice or in the specifications. In particular, the conditions governing the performance of a contract may concern social considerations

Recital 1 of the Directive states that public concerns in the social area may be included by a contracting authority provided they are linked to the subject matter of the contract.

Recital 33 states that contract performance conditions may favour on site vocational training, the employment of people experiencing particular difficulties achieving integration and the fight against unemployment. It further states that mention may be made of the recruitment of long term jobs seekers or to implement training measures for the unemployed or young persons. Contract performance conditions must not be directly or indirectly discriminatory.

Recital 45 states that in order to guarantee equal treatment, the criteria for the award of a Contract

should enable Tenders to be compared and assessed objectively. A Contracting Authority may use criteria aimed to meet social requirements in response to particular needs defined in the specifications of the Contract of particularly disadvantaged groups of people to which those receiving / using the works, supplies or services which are the object of the Contract belong.

Section 65 of The Local Government Act 2001 confirms the power of Local Authorities to do things which are ancillary or related to their expressed statutory powers which can be carried out advantageously in conjunction with them.

Section 66 provides that a Local Authority make take such measures, engage in such activities or do such things in accordance with law (including incurring expenditure) as it considers necessary or desirable to promote the interest of the local community.

The implementation of any policy must be in accordance with the general EC principles of fairness, equality of non discrimination etc.

The Treaty and Directives only apply to Contracting Authorities in EC Directives a Contracting Authority is defined as a State Regional or Local Authorities, Bodies governed by Public Law, associations formed by one or more of such Authorities or Bodies governed by Public Law.

Bodies governed by Public Law means anybody (a) established for the specific purposing of meeting needs in the general interest not having an industrial or commercial character and (b) having legal personality or (c) financed, for the most part by the State or Regional or Local Authorities or subject to management supervision by those bodies, or having an administrative, managerial or supervisory board more than half of whose members are appointed by the State, Regional or Local Authority or by other bodies governed by Public Law.

Policy Statement

The Authority will continue to use all of its powers, whenever it can, to promote social benefits in public procurement to include but not be limited to the following:

- Creating skills and training opportunities
- Creating employment opportunities for long term

unemployed

- Encouraging equal opportunities for all regardless of gender, race and disability
- Supporting SMEs and Social Enterprises
- Comply with the principles of the EC, Irish Law, Procurement Directives and Government Guidelines
- Consult with the public, the wider community and other stakeholders in the Procurement System
- Contractors will be required to support the Authority's Policy and will be required to actively participate in the economic and social regeneration of the locality of the place of delivery for the Contract.
- Continue to use all of its powers wherever it can to promote social benefits in Public Procurement

The Authority will seek to implement its aims as stated in this Policy of securing skills and equal opportunities in employment. This will be achieved by using in its Procurement and Development Contracts specifications which promote its Policy. The Authority may require particular conditions concerning performance of the Contract to include monitoring clauses provided that those conditions are compatible with European Community Law and provided they are stated in the Contract Notice or in the Contract Documents

Implementation of Policy

It is the Authority's intention to implement the Policy adopted in all applicable cases in order to promote social inclusion in Public Procurement Contracts.

In the first instance it would be the primary objective of any contract or in the alternative it would be secondary objective that there is such social inclusion. The primary objective should satisfy the operational requirements of the authority and contribute to the achievement of policies adopted. Requirements will be directly relevant to the product or service being procured. They will be specified to any Tenderers at the outset and they will form part of the award criteria and will be capable of being monitored and enforced and payment of the contract price will be tied to the performance of the social considerations in the award criteria.

The Authorities shall before embarking on procurement consider if the policy document adequately supports the proposed scope of the contract.

All E-Tenders and OJEU Notices shall clearly set out the social nature of its requirement where it is a primary objective. Any pre-qualification questionnaire shall contain sufficient questions to allow the Authority to access the technical capacity and / or ability of a Tenderer to provide any training programme.

Where an Invitation to Tender or Invitation to Negotiation issues, the Tenderers shall be required to set out their principle solutions to achieving the primary objective.

Tenderers will be provided with an outline of how there Tenders will be treated by the Authority when considering the evaluation and scoring of the tender documentation for award purposes. The criteria may include a scoring framework which contains a list of the expected social benefits grouped by subject. Each bid of social benefit can be evaluated against the agreed criteria and allocated a score. Each benefit should be allocated a weighting and then a scoring scale agreed which identifies the marks against which responses to tender questions will be assessed.

Having specified the primary requirements for procurement in the documentation that issues the contract document shall be used to enforce delivery of the goods, works or services by the chosen Contractor, in the way described in the Contracting Authority Specification and any service deliver plan provided by the Contractor in response. There should be a requirement on the Contractor to provide a method statement as to how the goals can be achieved and a duty to provide monitoring information when and to whom and a facility for progress reviews.

Secondary Policies may be promoted both prior to and at different stages of the Procurement Process including:

- Pre-Process Stage
- Specification stage
- The Contract Conditions Stage
- The Contractor Qualification Stage
- The Award Stage

At the Pre-Process Stage the Authority may raise awareness of the Process and its requirements.

At the Specification Stage the description or specifications of the products or service to be procured can be used to promote Secondary Policies.

At the Contract Conditions Stage Secondary Policies can also be provided by formulating contractual conditions that require providers to comply with Secondary Requirements by rejecting tenders that do not accept those conditions.

For the Awards Stage Secondary Policies can be implemented. Contractors may be given an opportunity to submit proposals on how they might comply with the Secondary Policy. This method has the benefit of enabling Contracting Authorities to access quite precisely the optimum balance between costs and the benefit of achieving the Policy to include same as a contract condition. Another method is to give priority to a bid which offers secondary benefits only when other aspects of the bid are equal although it is accepted that this is likely to be a rare event.

2.2.9 Supply Side Supports – Physical Regeneration

The success of the Glasgow regeneration model and the development of offsite manufacturing is a proven illustration of a capacity building resource generating local employment and meeting a demand for the supply of materials used in the physical regeneration of the city. The creation of a training and enterprise centre in Moyross would provide an immediate link to a comparable entity in Glasgow which is currently self sustaining. The funding model used is Public Private Partnership while Philanthropic investment will be considered under the transformational project model.

2.2.10 Connectivity as a Facilitator – E-Inclusion

The opportunity to develop a social enterprise culture and access to capacity building structures can be only realised through the provision of the appropriate local infrastructure. Connectivity is a key requirement to lessen the social divide between the target areas of regeneration and the wider city and commercial districts. Access to broadband and improving local resident's technology competency is a key strategic priority.

New access points and road developments, new house construction and refurbishments need to facilitate a cost effective means of broadband delivery into all areas of the community and projected enterprise development hubs. In addition to the socio-economic programme development through E-Inclusion, the development of enterprise in the medium to longer term requires international standard networks that

can become a point of differentiation for areas such as Moyross and Southill to attract inward investment.

