



esep

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► assisting progress through partnership

LETTER

..... issue **4** September 2005

## FOCUS ON FIFE : REGENERATION AND RENEWAL

### Ministerial visit on 10 August to Methil Docks

Allan Wilson, Deputy Minister for Enterprise and Lifelong Learning, as part of a summer tour of Fife, visited two significant projects supported by the East of Scotland Objective 2 Programme. The visit began in Thomson House with a warm welcome from Janet Lowe CBE, Principal of Lauder College, Joe Noble, Chief Executive of Scottish Enterprise Fife, Christine May, MSP and Gordon McLaren, Chief Executive of ESEP. In his introductory remarks, Gordon underlined the Partnership commitment to added value by building in sustainable development throughout the Programme. He also referred to the fundamental role of Partnership as another aspect of added value and paid tribute to the exemplary nature of the partnership projects featured in the Ministers visit, which also involved significant and pivotal participation from the private sector. The invited guests included the partners involved in both projects representing both the public and private sectors. Next came presentations on the two projects - the Employment and Enterprise Centre by Rose Duncan, Lauder College and the Fife Energy Park by Willie Johnston, SE Fife. The

presentations underlined the dynamism, partnerships and the potential of the regeneration activities in the Methil Docks, an area that has largely lain derelict for thirty years. Project managers underlined the fact that the Structural Funds were a catalyst for bringing together partners and a critical element in facilitating the projects and enabling risks to be taken.

In a brief interview for this newsletter, Minister Allan Wilson reiterated the core principle underlining Structural Fund programmes – partnership. While acknowledging the different focus of the projects, he stressed the key characteristics that are important for sustainability: the fact that the projects are rooted in local enterprise culture and the fact that skills development and employability are core elements. For the Employment and Training Centre this means a contribution to regeneration through training and up-skilling the local population. For the Energy Park this represents an opportunity to develop high-level skills in an international class facility. The knock-on effect may come with supply chain links and the

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## WELCOME

Welcome to this latest and long overdue issue of the ESEP Newsletter. However, I hope that the wait has been worth it and you find something of interest and value in this extended edition.

Aside from key information on the progress in implementing the Programme, particularly at this juncture as we move inexorably towards Programme closure, we feature a number of project case studies which importantly demonstrate the Partnership's strategic aim of promoting sustainable economic development in the East of Scotland. And yes, no ESEP communication would be complete without reference to N+2.

I am pleased also to record that a number of these projects were the subject of a visit to Methil in Fife on 10 August 2005 by Allan Wilson, the Deputy Minister for Enterprise and Lifelong Learning.

I should also like to take this opportunity to highlight two other important articles and they concern the latest position on Structural Funds post 2006, and at a more operational level changes in staffing and the organisational structure of the Programme Management Executive.

GORDON MCLAREN  
CHIEF EXECUTIVE



European  
Ministry of  
Regional Development



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repopulation of the region through people returning to live in the area or new jobs attracting skilled workers. Having responsibility for energy and renewables, Allan Wilson stated that "Scotland has a growing reputation for excellence in renewable energy. We have set a challenging target to generate 40% of our electricity from renewable sources by 2020 - this will help us combat climate change and provide clear economic benefits". The Minister underlined the importance of cutting edge research and application, skills development and life-long learning.

The Minister also acknowledged that Structural Funds are used to plug gaps, addressing market failure and producing innovative partnerships. He commended the projects and expressed his positive impressions and enjoyment of the visit to the region.

The Employment and Enterprise Centre Employment & Enterprise, part of The Lauder Group, operates as a network of centres throughout East Central Scotland. Previously based in less suitable premises in Methil, the Employment and Enterprise Centre has since 2004, been housed in Thomson House, a modern building providing flexible accommodation. In 2000, the Centre was awarded The Queens Anniversary Prize in recognition of the services to the unemployed. The expanded service provision has been enabled by Structural Fund support and by a far-sighted approach by the Lauder Group taking the risk of locating in the Methil area.

Among the successes of the Centre are new business start-ups and high numbers of long term unemployed people progressing into work.

The approach is to provide a high level of individual support with a team of dedicated staff. Thomson House has full disability access, parking, and technology support for job search.

They offer a range of programmes in partnership with Jobcentreplus, Careers Scotland, Scottish Enterprise Fife and Fife Council. A further innovation, Embryonic Pods, are designed to enable new fledgling businesses to remain sustainable and make a positive impact on the local economy and communities.

## The Employment and Enterprise Centre



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## Fife Energy Park

Fife Energy Park is a partnership project between Scottish Enterprise Fife and Fife Council. The project started with redevelopment of the Kvaerner site and targets manufacturing opportunities associated with the energy sector. The project aims to support high-end manufacturing recognising that this will ensure sustainability and maximum impact in the local economy. SE Fife and their partners Fife Council have recognised the strategic importance of the Kvaerner site in the future economic growth of the Fife economy. They have highlighted its continuing development as a key priority project within the

Central Fife Action Plan and the Fife Local Economic Development Strategy. The 10 year Masterplan, expected to commence on site in January 2006, allows for up to 500,000 sq feet of high specification business space and will bring together the sea-accessed site with companies directly operating in the engineering, oil, gas and renewable sectors including suppliers and sub-contractors in the sector supply chain. The project is also supported at a National level by the Scottish Enterprise Energy Team and also in terms of resource within the 5 Year Investment Plan for high impacting projects



# CONFERENCE REPORT

ESEP/SCOTTISH ESF OBJECTIVE 3 PARTNERSHIP: MAINSTREAMING THE HORIZONTAL THEMES GOOD PRACTICE EVENT 29TH OCTOBER 2004 AT THE BUSINESS LEARNING CENTRE, HALBEATH, DUNFERMLINE

**The conference, which focused on sustainable development and equal opportunities, was attended by eighty delegates from across the region. The morning session involved a number of key speakers from Scotland and the EU Commission. The speakers stressed the benefits of the mainstreaming approach and the business case for sustainable development and equal opportunities. In the afternoon, delegates participated in a series of workshops providing an opportunity for exchanging experience asking questions and discussing the key issues.**

The morning session began with Christine May MSP, chairperson of the MSP Group on coalfields renewal and the local MSP. Christine's knowledge of the region and its needs were evident in her insightful and frank presentation. She began by outlining the importance of the Structural Funds in Scotland as a resource for economic development. In addition, she underlined the determination to use the funds well in the East of Scotland and the commitment to mainstreaming sustainable development and equal opportunities. The shift to mainstreaming she said, requires an understanding that these priorities must be built into all policies and programmes. 'The relationship and interaction of economic development, social inclusion and environment sustainability can and must be mutually reinforcing, and not as some would have it mutually exclusive' While acknowledging the challenge that changing practice demands, she pointed to the Best Value regime as an important mechanism where policy formulation and delivery can work towards an improved quality of life and economic prosperity. Finally, she underlined that mainstreaming sustainable development and equal opportunities represents a fundamentally better way of doing business and can contribute to a coherent approach to addressing demographic change, globalisation and the effects of climate change.

Next came a presentation by Pierre Schellekens, advisor to the cabinet of Margot Walstrom, the EU Environment Commissioner. Pierre pointed out that he had a role in the then 'caretaker' Commission and he gave a frank appraisal of the approach to sustainable development at EU and member state level. For Pierre, sustainable development has not been mainstreamed because of the focus of the Lisbon process on competitiveness and job creation. "The conceptual problem here is that instead of having a strategy that was all-encompassing we made a strategy

that was presented as an add-on to what had been adopted one year before with the Lisbon process". The result is that the focus of sustainable development strategies has been environmental with some emphasis on social issues. In what he described as a personal view, Pierre underlined the challenges to sustainable development-biodiversity, climate change, transport and the ageing society. He pointed out that unlike the UK, many other member states do not have an impact assessment culture. He concluded by inviting the delegates to take part in a web-based debate about how progress can be made.

The next speaker, Scottish Natural Heritage Chairman, John Markland underlined the point that sustainable development is 'good for business, good for the environment and good for Scotland'. Launching the report "Linking Sustainable Development to Regional Development", Mr Markland and SEPA Chief Executive, Campbell Gemmell reiterated their partnership approach to promoting sustainable development. Published jointly by SEPA and SNH, the report reinforces the clear message that businesses of every size can improve bottom line performance, as well as exercise corporate responsibility, by tailoring strategies to these goals. Furthermore, he maintained that "the SEPA/SNH report shows how placing an emphasis on environmental sustainability can make real and lasting contributions towards economic development and social inclusion".

The final speaker in the morning session, Rona Fitzgerald of the Equal Opportunities Commission, outlined the business case for equality and diversity. She updated the conference about the work of the EOC in building an evidence base to quantify the cost to businesses of discrimination and gender inequality. Rona stressed that gender inequalities like the pay gap and discrimination against pregnant women are inefficient and ultimately cost employers dearly with staff losses and tribunal awards. Employers that take gender equality seriously have reported higher productivity, staff retention and a better working atmosphere for all staff. Finally, she congratulated the many projects in the East of Scotland that had embraced the mainstreaming approach in respect of gender equality and sustainable development.

## PUBLICATIONS

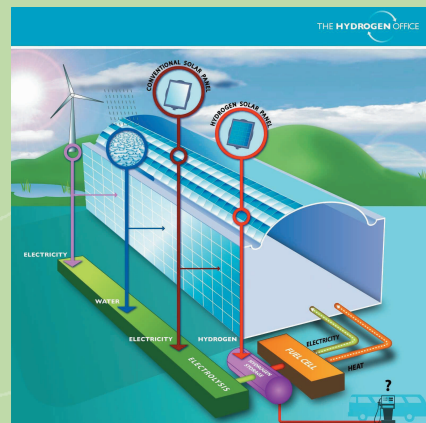
The horizontal themes are at the very heart of the economic re-conversion strategy for the East of Scotland Objective 2 Programme area. The Partnership has been working hard to deliver on the central objective of fully integrating the horizontal themes, in particular sustainable development and equal opportunities, by embedding good practice across all mainstream activities. In order to showcase the projects that have promoted mainstreaming and exemplify good practice, two key publications have been produced in respect of projects funded in this programme period. Mainstreaming Sustainable Development in Regional Regeneration: Review Of The ESEP Approach and Guidance For Applicants. This report aims to record the progress being made on developing the ESEP approach to sustainable development. It also provides up to date practical guidance for all project applicants and Advisory Groups undertaking project appraisal. The East of Scotland Objective 2 Programme 2000-2006 supports a wide variety of projects, including business development and advisory services, business and training infrastructure, and activity to support local communities.



The second publication, Equal Opportunities: Equality in Practice - making it work is a practical guide for projects funded from the EU Structural Funds to build in equality issues from the start. The guide presents a clear, concise and comprehensive guide to making progress. Both the publications highlight case studies and underline the range of options for project sponsors in terms of promoting equality and complying with regulations.

# PROJECT CASE STUDIES: REGENERATION AND RENEWAL

The 2000/2006 Programme funds a range of projects, some representing new partnerships and innovations, like the Hydrogen Office and others building on the work supported in previous programmes like West Fife Enterprises Ltd. The two publications mentioned above on sustainable development and equal opportunities showcase a range of projects. This section draws attention to two projects that are quite different in focus but both have sustainable development and regeneration at their core.



## The Hydrogen Office

The Hydrogen Office is a partnership project to harness renewable energy sources. The purpose of the project is to develop and build an office building that can meet all its energy needs from renewable sources. The project is both innovative and unique. It is innovative because of its core focus - using hydrogen, a substance associated with explosive energy to replace fossil fuels within both business and domestic settings. In other words, providing an energy source for homes and offices that can harness the positive energy potential of hydrogen. The project is also unique in that it will combine a range of technology applications to promote high energy efficiency. According to the project sponsors, the Business Environment Partnership, "The Hydrogen Office will prove that buildings operating independently of fossil fuels can insulate themselves against the increasing economic and environmental costs created by our current reliance on these fuels. Costs that impact on not only the bottom line

profit figures (increasing cost of energy, increasing risk of energy supply disruption, increasing cost of insurance), but also have a major impact on climate change". The Economist in its August 2005 edition, reported that worldwide oil consumption is 84 million barrels a day. In addition by 2030, the number of cars on the planet will increase by 50 percent. The enormous energy demands of a rapidly developing China and to a lesser extent India, make projects like this crucial for a sustainable future.

Hydrogen is generated from the electrolysis of water, using energy generated from renewable sources; it is stored and then used by a fuel cell to create energy without unwanted pollutants. Hydrogen creates the opportunity to store energy in large volumes and for long periods, and has many benefits over traditional storage technologies such as batteries.

The Hydrogen Office project gives Scotland the opportunity to demonstrate that it has the skills and technologies that are central to the harnessing of hydrogen in this clean, safe and economical manner. In addition, the project provides an opportunity to stimulate the development of commercial partnerships, and advance collaborative research between leading Scottish and UK based companies who are focused on developing renewable and hydrogen technologies.



## EAST OF SCOTLAND OBJECTIVE 2 PROGRAMME 2000 - 2006

# PLANNING SCHEDULE

## COMMITTEE AND APPLICATION DEADLINE FOR YEARS 2005/6

CYCLE NUMBER	DESCRIPTION	DATES
14	ERDF Application Deadline Advisory Group Meetings Programme Management Committee	26 August 2005 19 September 2005 – 28 October 2005 09 December 2005
15	ERDF Application Deadline Advisory Group Meetings Programme Management Committee	18 January 2006 06 February 2006 – 03 March 2006 31 March 2006
16	ERDF Application Deadline Advisory Group Meetings Programme Management Committee	25 August 2006 18 September 2006 – 27 October 2006 24 November 2006
	Programme Monitoring Committee	21 October 2005 23 March 2006

# THE FUTURE OF THE FUNDS

Most will be aware of the current thinking concerning the nature, scale and coverage of future Structural Funds in Scotland in the period 2007-2013. This of course is all subject to agreement on the future EU budget for the period 2007-2013, and in particular on the agreed level of that settlement which may or may not provide the scope for Structural Funds under the Competitiveness Strand (the successor to Objective 2/3). What is clear however, is that the volume of any future Structural Funds monies will be substantially reduced and certainly by as much as 50% of current values.

The nature and focus of future Structural Funds Programmes will be based on the revitalised Lisbon Strategy for Jobs and Growth, with the accompanying imperative to promote sustainable development as set out in the Gothenburg Strategy. Thus Programmes under the proposed new Competitiveness Objective will require to embody these overarching policy priorities whilst at the same time incorporating appropriate and innovative responses to the needs of both the SME business community and the labour market

of national and regional economies across the EU. From a Scottish policy perspective, and in keeping with 'Smart Successful Scotland', growing the knowledge economy through increasing investment in R&D, facilitating innovation and promoting entrepreneurship must be a key future consideration. Access to investment finance will continue to be a critical need, particularly early stage risk capital and proof of concept funding. Equally, and just as critical, will be the need for appropriately qualified and skilled people to support that growth. The ageing workforce as well as the continuing under-representation of women and other socially excluded groups in certain key economic sectors, will need particular attention. So too will labour migration and labour mobility as the effects of differential, and in some cases unbalanced spatial growth exacerbate levels of poverty and exclusion. All of this argues for greater support for active labour market policies in promoting a more sustainable economy.

Whilst the future of the Structural Funds is still unclear, with the decision on the EU budget not likely until early 2006, the Scottish Executive have now instigated a level of planning in order that initial preparatory work, consultations and early drafting can be undertaken by the end of this year. The planning process will draw upon key Executive strategies such as the refreshed Framework for Economic Development in Scotland, Smart Successful Scotland, and the new Employability Framework. As a consequence of the substantial reduction in funding for any future Programmes, the Scottish Executive envisages a greatly simplified Programme landscape in Scotland post 2006 with one Lowland Scotland ERDF Programme and one Lowland ESF Programme in addition to Highlands and Islands Convergence Programmes (ERDF and ESF). This also clearly has implications for programme management, and fundamentally there will be a substantial rationalisation of the current Programme Management Executive arrangements in any future Structural Funds Programmes in Scotland.





## EAST OF SCOTLAND OBJECTIVE 2 PROGRAMME 2000-2006

# PROGRAMME PERFORMANCE

The East of Scotland Programme has now completed 13 application rounds and committed grant to the value of £150.7m. This represents a substantial commitment involving 589 approved projects with some Measures outperforming others.

The table below provides an indication of the relative performance in terms of commitment across all Measures and the approximate amount of remaining monies in each Measure.

However, spend lags behind commitment with approx £93m of ERDF grant paid to project

sponsors to date. The financial spend target for 2005 i.e. the N+2 target is 152.7m Euro which at the August exchange rate equates to £105.5m.

This leaves a gap of £12.5m to bridge over the next 2-3 months and you are urged to continue to submit regular and timeous claims.

### EAST OF SCOTLAND OBJECTIVE 2 PROGRAMME 2000 - 2006

## FINANCIAL IMPLEMENTATION REMAINING ALLOCATION (AS AT AUGUST 2005)

Measure	SPD Allocation(£)*	Commitments to Date (£)	Remaining Balance (£)
Measure 1.1 Eligible	13,934,873	10,339,420	3,595,453
Measure 1.1 Transition	8,724,232	8,537,563	186,669
Measure 1.2 Eligible	9,472,260	5,267,461	4,204,799
Measure 1.2 Transition	6,897,468	6,323,763	573,705
Measure 1.3 Eligible	14,401,095	12,591,777	1,809,318
Measure 1.3 Transition	3,211,755	3,270,597	-58,842
Measure 2.1 Eligible	10,466,838	8,897,864	1,548,974
Measure 2.1 Transition	7,622,565	7,616,117	6,448
Measure 2.2 Eligible	45,397,915	45,467,858	-69,943
Measure 2.2 Transition	20,351,821	21,424,398	-1,072,577
Measure 3.1 Eligible	457,865	194,311	263,544
Measure 3.1 Transition	103,605	94,216	9,389
Measure 3.2 Eligible	20,684,393	15,089,573	5,594,820
Measure 3.2 Transition	10,643,687	10,477,343	166,344
Measure 3.3 Eligible	3,858,596	300,603	3,557,993
Measure 3.3 Transition	642,351	642,500	-149

\* The 22nd August 2005 Sterling Conversion Rate of 1 Euro = £0.66690 has been used.

It is evident from the table above that whilst grant resources remain available in the majority of operational measures, transition resources are becoming generally limited throughout the Programme. Although experience gained from implementing previous Structural Fund

Programmes indicate that some modest amount of over-commitment is possible in order to compensate for underperformance from existing approved projects, it is now clear that no new grant awards can be made in Measures 1.3 Transition, 2.1 Transition, 2.2 Transition and 3.3

Transition unless under-spends are declared. As a result, any applications submitted in the 14th round in these Measures will have to be assessed for inclusion on a reserve list. You will of course be kept informed if there are any changes in this position.

# West Fife Enterprises Ltd:

**Structural Fund support at its Best.  
Providing a Template for Addressing  
the Needs of Local Communities  
Through Skills Development, Cultural  
Change And Vision.**

The area served by West Fife Enterprises Ltd. is known locally as the West Fife Villages and includes 14 separate settlements, and a widely dispersed population of 13,000. The area has experienced substantial change from the closure of the pits to industrial restructuring and change in service provision. The impact on the communities was both economic and social. In addition, geographic factors meant that urban schemes were not suitable and yet the villages are not classified as rural. West Fife Enterprises was formed in 1983 to provide access to training and employment opportunities for those people who would have otherwise been excluded from the labour market.

The fundamental aim was, and is, to provide high quality, professional training services to meet the needs of unemployed individuals living locally. As Alan Boyle, the Chief Executive outlined, they developed "an instinctive model" of how to address the needs of local people. Many of the innovations of the project have become mainstream practice. However, "the full journey intervention" that is central to the company is not one that has been identified elsewhere. The key components of flexibility, support at every stage – from pre-access to aftercare – has yielded results that speak for themselves. For example, 84% of all

beneficiaries have a positive outcome with 73% gaining jobs and 11% going to further education. This compares very favourably with other schemes. In addition, the follow up survey after 6 months confirms that 90% are still working. The project has also been successful in attracting women with over 50% of beneficiaries being women.

A key factor has been European funding and the project is an excellent example of Objective 3 and Objective 2 funds combining support for training and capital investment to maximum benefit. As the organisation gears up for a new phase in more suitable premises, Alan Boyle, with his customary hard headed realism and positive vision, underlined the challenge for the next phase of development. "The project is embedded in the local community and significant cultural shift has taken place in respect of attitudes to developing skills and seeking work. The next phase needed expanded facilities and a plan for diversifying. What we now require is rounded community intervention focusing on life long learning and developing services. We needed facilities for this diversification - to allow us to continue our learning and skills development but also to allow expansion and branching out

into other services and educational provision. The lessons learned in the last twenty years will be applied to the next phase of development".

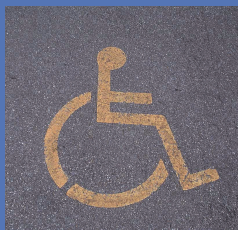
As an organisation they have achieved a number of prestigious training awards including Scottish Enterprise's National Training Award and the DFEE's National Training Award. The National Training Award was a notable achievement. It was won against very stiff competition from national and multi-national training organisations, and, interestingly, West Fife Enterprises were the first ever voluntary organisation to win the award.



## **UK Presidency of the EU**

The UK assumed the Presidency of the EU in July 2005 and remains in office until Dec 2005. According to the Presidency website, the priorities are economic reform and social justice; security and stability, and Europe's role in the world. In particular, the UK has signalled its intention to take forward the difficult issues of future financing and CAP reform as part of the wider debate on the future of Europe. A number of meetings will be

held in Scotland during the Presidency on a range of themes from fisheries, health matters, and social inclusion. For example, there will be an informal Meeting of EU Fisheries Directors on 7 - 9 September 2005. Possible venues under consideration are Edinburgh/Fife/Dundee. The Social Inclusion Round Table will be held in Edinburgh in October. A full list is available at [www.eu2005.gov.uk](http://www.eu2005.gov.uk).



## LEGISLATION: New Duties In Respect of Disability and Gender and The Equality Bill

The Disability Discrimination Act 1995 will be amended by the Disability Discrimination Bill 2005 to place a duty on all public sector authorities to promote disability equality. This new legislation will mean that public sector bodies will have a duty to promote disability equality in all aspects of their work

– similar to the Race Relations Amendment Act. From the police to health services, schools, local authorities, NHS trusts, central government, the entire public sector will have a duty to promote the equalisation of opportunities for disabled people. In addition, a duty on public bodies in respect of gender

equality is outlined in the draft Equality Bill to establish the Commission for Equality and Human Rights (CEHR).

The text of the Bill, together with the explanatory notes and any amendments that are tabled can be viewed on the Parliamentary website (address below).

<http://www.parliament.the-stationery-office.co.uk/pa/pabills.htm>

## COMMEMORATIVE PLAQUES Available to Order

We still have a limited number of commemorative plaques which acknowledge the support of the European Union for infrastructure projects in an approved format.

Please also be aware that the Commission has raised concerns over deficiencies in appropriate publicity measures during recent audit visits to Scotland.

The plaques, which are for internal use, are manufactured in 6mm thick toughened glass. The dimensions are approximately 30cm x 21cm (11<sup>3</sup>/<sub>4</sub> inches x 8<sup>1</sup>/<sub>4</sub> inches). Light alloy security fixings will be supplied that will allow the plaques to be fixed to most surfaces in a prominent location. The graphics are applied to the back face of the plaque in order to avoid wear and tear. By bulk ordering we are able to provide the plaques at cost price. The plaques are therefore competitively priced at £60 (exclusive of VAT). Please note that due to the fragile nature of the plaques, and subsequent experience of breakages by post and courier, we would ask that project sponsors make arrangements to personally uplift them from the esep offices at the address below (for directions visit our website).

To order a commemorative plaque, please contact Tracey Gillon by phone on 01383 622537, or by e-mail to [tgillon@esep.co.uk](mailto:tgillon@esep.co.uk)

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## ESEP STAFF CHANGES

**This last six months has seen a considerable change in personnel not to mention staffing levels.**

We bid a fond farewell to Gerry McDonald in April of this year when he left to join the International Consultancy IMC. Gerry is working on an extended contract in South Africa, although I clearly recall that he had an aversion to strong sunlight! I'm sure you will all agree with me in saying that Gerry made a substantial contribution to this organisation and his unique mix of skills, experience and personal attributes is impossible to replace.

In addition to losing one very experienced Programme Manager, Susan Tamburrini is now on maternity leave until January 2006. I am delighted to report that Susan gave birth to twin daughters, Amelia and Labeza in August. Mother and daughters are doing well and I am inclined to think that Susan will be back to work in January - for a break!

This all leave us somewhat bereft and depleted but is in line with our business plan projections which anticipate a downsizing of the company towards Programme closure. Not that the workload has diminished to any great extent!

In view of these significant changes we have had to review the current staffing structure and remits in order to ensure that we continue to provide a quality and comprehensive service to partners. As they say every challenge presents an opportunity

and consequently we have restructured the organisation in a way that provides opportunities for staff development and increased interdisciplinary working. Accordingly, Rob Gompertz is now acting Programme Manager and unlike previous arrangements he will not deal exclusively with any one Priority. Thus, and for example in the context of project development advice and support, you should contact Rob or Nigel Thomas, Assistant Chief Executive for prospective projects under any and all of the 3 Programme Priorities.

Stuart Borrowman, previously the Programme Manager for Priority 2 has now assumed the position of Programme Manager, EU Accession replacing Gerry McDonald. However, a modest proportion of Stuart's time will still be devoted to our core business.

Other changes are under consideration but please be assured that we are endeavouring to maintain the same level and standard of service within reducing resources. Should you be unhappy with the level and quality of support received at any time please do not hesitate to contact Gordon McLaren, Chief Executive on 01383 622537.