



# Regenerating Glasgow...

vision, leadership and partnership

Councillor Charlie Gordon

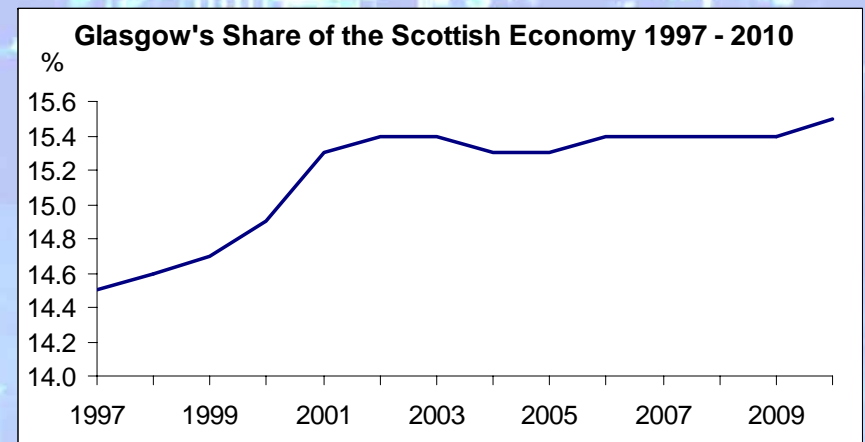
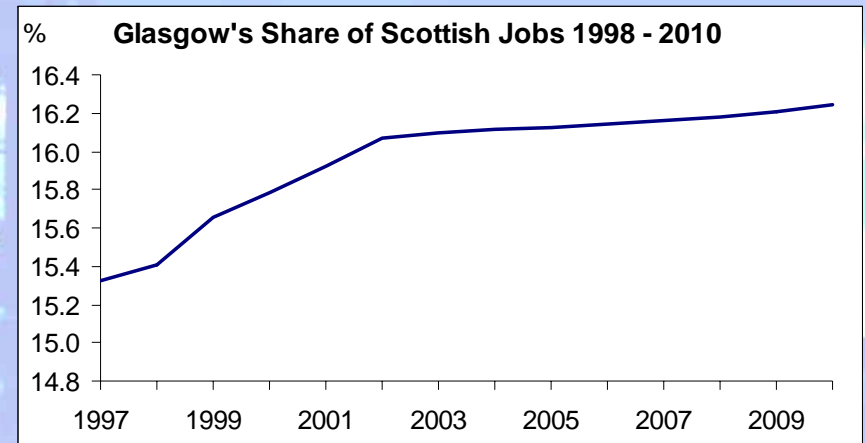
# Glasgow's role is substantial... .....and growing

**Glasgow's make the largest contribution to the Scottish economy....with**

- **12 % of population**
- **17 % of employment**
- **16 % of GDP**

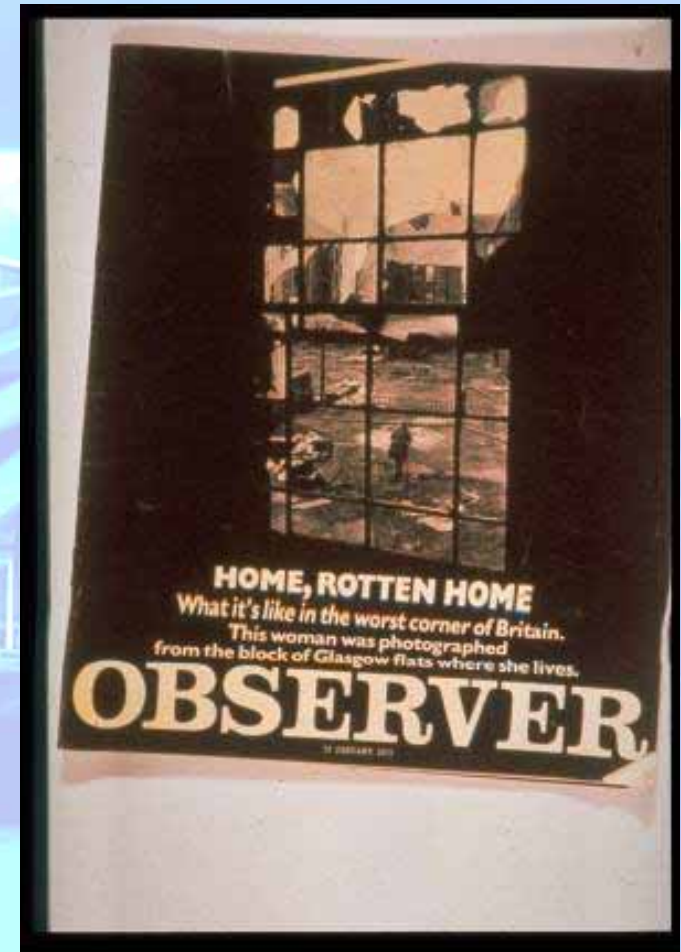
**BUT**

- **15% of unemployment**
- **37% of benefit claimants**
- **15 % of derelict /vacant land**



# Where we were.....

- Jobs decline from 382K to 326K 81-93.....56,000 jobs lost
  - Economy shrank by 2% 87-92...while the Scottish economy grew by 1.5%
  - 1990.....54K registered unemployed....17%
  - 1990 ....employment rate was 56%
- “Glasgow ...worse than East Berlin”
  - “Glasgow pater hides its problems”
  - “Glasgow’s miles worse – the second class city”
  - “No vision in the face of urban devastation



# Where we are...

- **The economy grew by 7.4% between 1992-97  
.....13.6% between 1997-2001**
- **Employment levels ... grew by 50K 1995-2002**
- **Glasgow provides work for 400K.....17% of all jobs in  
Scotland....in 16,000 companies**
- **Employment rate up to 66%**
- **1998-2003 Glasgow employment and GDP trends  
were well ahead of the national average**

# As other people see us....

- 3<sup>rd</sup> best location in Europe (Fortune)
- 2<sup>nd</sup> best retail centre in the UK (Experian)
- Leading investment centre in Britain (DTZ)
- 2<sup>nd</sup> best UK working city (Healey & Baker)
- 2<sup>nd</sup> city for corporate investment (WH mercer)
- UK's coolest city (National Geographic)



**Glasgow:**  
Scotland with style™

# Ahead of other UK cities.....

## GDP per capita 2001 (£)

25	Edinburgh	35K
29	Glasgow	32K
34	Bristol	29K
43	Leeds	26K
56	Birmingham	22K
57	Manchester	22K
58	Newcastle	20K
61	Liverpool	16K

## Employment changes 03-06

Glasgow	3.9
Bristol	3.0
Cardiff	2.4
Leeds	1.8
Nottingham	1.8
Sheffield	3.0
Manchester	1.2
Birmingham	0.6

Source Barclays Bank :  
61 European Cities

Source : Experian

# Where we are going....

- **GDP forecast to grow at 3.5% per annum 03-06**
- **Employment to grow by 30,000 by 2006**
- **ILO unemployment to continue to fall to below 8%**
- **Productivity to grow faster than national average**
- **Unemployment differentials within the city to narrow**

**BUT**

- **Activity rates to stay 10% points below Scotland**

# The policy framework...

- **At Regional level**

- Clyde Valley 'vision'...completed in May 2003....endorsed by the Executive
- Glasgow And Clyde Valley Structure Plan

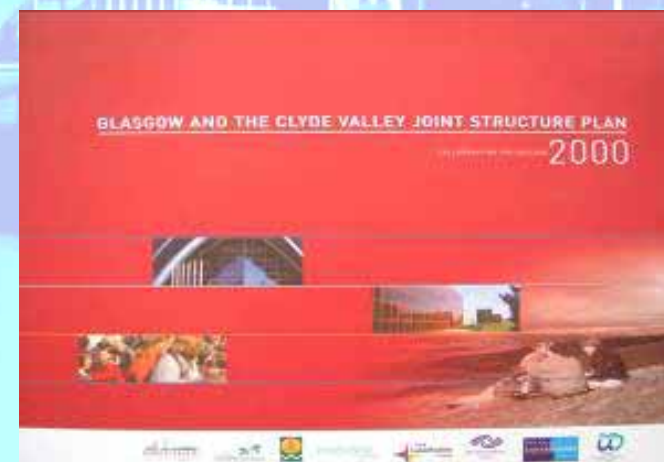
- **At City level**

- Glasgow City Plan...adopted in September 2003
- Joint Economic Strategy...approved by Local Economic Forum in March 2003

**a new agenda....A new approach to delivery...**

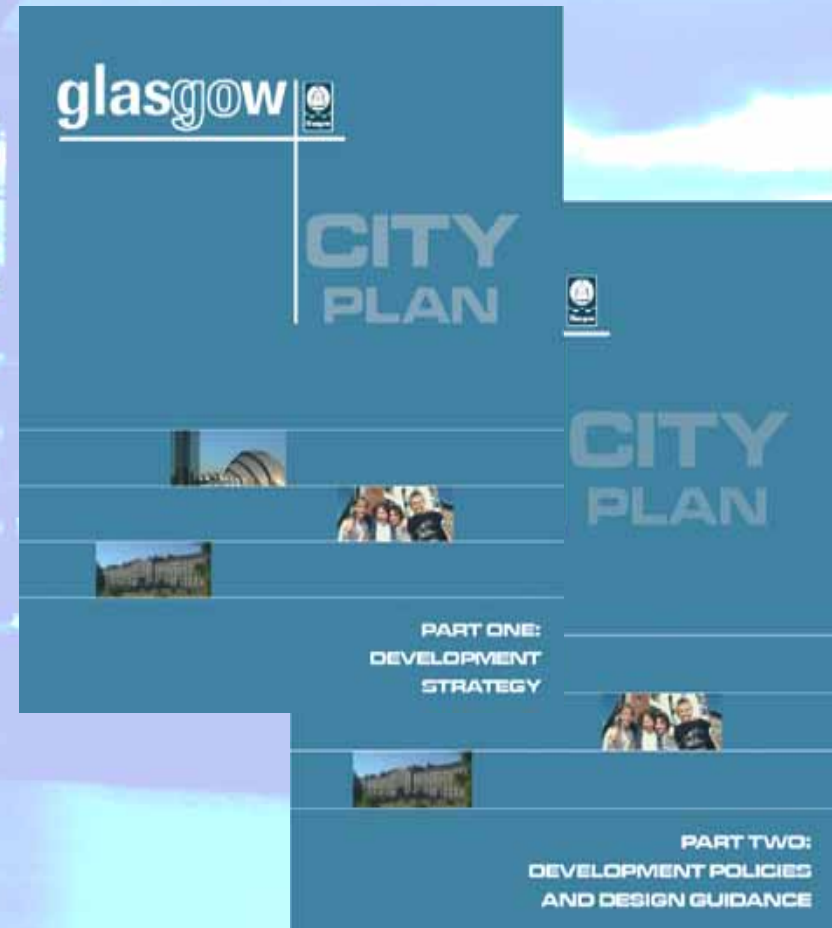
# Metropolitan Glasgow...

- **Approved May 2003**
- **Sets Glasgow in its regional context**
- **Identifies 'key regenerator projects'**
- **Identifies support programmes**
- **Identifies 10 year 'headline' targets**
- **Identifies benchmarks**
- **Managed by Clyde Valley Community Planning Partnership**
- **£40 million City Growth Fund**
- **£10 million Derelict Land Fund**



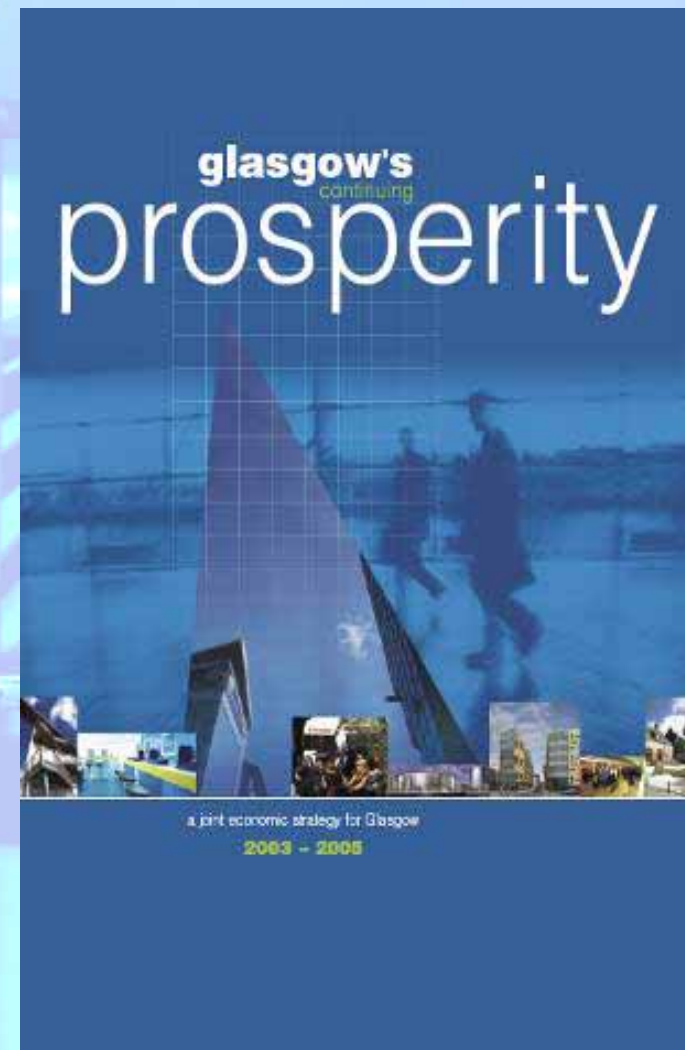
# The Glasgow City Plan....

- Provides the physical strategy for the city
- replaces 50+ local plans
- Identifies areas of change
- Identifies infrastructure needs
- Identifies physical priorities
  - River corridor
  - East End ...the Clyde Gateway
  - Canal Corridor
  - City Centre
  - New Housing Neighbourhoods



# The Economic Strategy...

- Prepared and managed by the Glasgow Economic Forum
- Phase 2 covers 2003-06
- Identifies 'headline' targets
- Delivery arrangements and allocates responsibilities
- Identifies 49 action programmes/projects
- Proposes five programmes
  - Sustainable economic growth
  - Job Creation
  - Tackling exclusion
  - Skills and training
  - Internationalisation



# ...Managing regeneration....

- **Our experience of regeneration suggests**
  - The need for strong political leadership
  - The need for more governance...less government
  - Challenging the view that the private sector has the monopoly on wisdom, ideas and dynamism
  - The task of regeneration is too big for one agency
  - The need to develop new forms of service delivery
  - Public sector should play many roles...provider, enabler, facilitator...and partner

# The partnership philosophy.....

- **Replaces 1980's dogma of public sector 'bad'...private sector 'good'**
- **Cooperation and sharing between the public, private and community sectors**
- **“an inclusive approach towards projects and service provision which embraces everyone who has a contribution to make, who would benefit from or be affected by , a programme or a project (EU, DG16)**

# From strategy to delivery.....

- **The objectives for partnership working**
  - To develop a shared vision and a common agenda
  - To improve linkages between services...and between different service providers
  - To deliver high quality cost effective services
  - To make best use of resources...finance and skills
  - To deliver 'best value' services
  - To find new flexible forms of delivery
  - To create the conditions to promote innovation
  - To encourage 'citizen ownership' of the regeneration process

# The Drivers for partnership working

- **Joint working triggers**
  - Like minded people sharing common beliefs
  - Informal networks becoming formal
  - Funding constraints within agencies
  - Legislative changes and regulations
  - New leadership.... seeking new approaches
- **Foundations of partnership based on**
  - Trust....openness...commitment...access to policy making....shared vision

# The hierarchy of partnership...

- **Strategic development**
- **Operational partnerships**
  - Joint project development
  - Joint project management
  - Joint funding
  - Joint staffing
- **Cross agency representation**
- **Inter-agency consultation**

# Some strategic partnerships

- **Clyde Valley Community Planning Partnership**
- **Glasgow Community Planning Partnership**
- **Joint Structure Plan Committee**
- **Local Economic Forum**
- **Welfare To Work Forum**
- **Tourism Development Group**

# Some operational partnerships

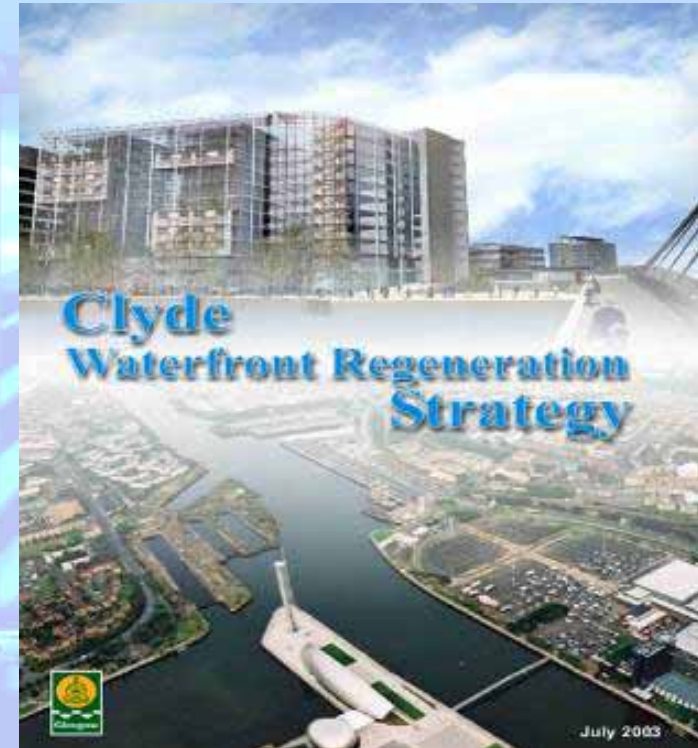
The background of the slide is a photograph of Glasgow Harbour. In the foreground, the water of the harbour is visible. In the middle ground, the Glasgow Science Centre, a large building with a distinctive curved, metallic facade, is prominent. To the left, a bridge with a lattice structure spans across the water. The sky is overcast with grey clouds.

- **Joint project development**
  - City Centre Action Plan
  - Tourism Action Plan
  - Welfare To Work Forum
  - Clyde gateway
- **Joint project management**
  - Glasgow Film Office
  - Glasgow North Canal Regeneration
- **Joint project funding**
  - Glasgow harbour local labour Programme
  - Glasgow Works programme
- **Joint project staffing**
  - Glasgow Business location service

# Partnership in Action...

## ...Riverside Regeneration

- **£2 Bn investment**
  - Strategic partnership
  - Key areas of focus
    - Financial Services District
    - Glasgow harbour
    - Pacific Quay
    - SECC Campus
    - Tradeston
    - Oatlands



# Partnership in action....

## Financial Services District...

- **Public/private partnership**
- **Joint Management Group**
- **Public**
  - **Public realm**
  - **River crossings/access**
  - **Marketing/promotion**
- **Private**
  - **£200 million property**
  - **£50 million Broadband**
  - **New electricity supply**
- **£300 million investment**
- **20,000 jobs over 10 year**
- **Launched 2002**



# Partnership In Action...

## ... North Canal Corridor

- 1200 acres....area of industrial decline
- Public/private sector
- JV between GCC/ISIS/  
British Waterways
- Strategic partnership agreement signed
- Masterplan prepared
- Initial funding in place
- 1st main project underway
- Local Regeneration Fund



# Partnership in action....

## ....tackling exclusion

- **Local Economic Development Companies**
  - 8 area based companies
  - Public/community/private boards
  - Business development/training/property
  - 450 staff.....£20 million pa turnover”
- **Social Economy Programmes**
  - Community Enterprise
  - Credit Unions
  - Glasgow Works
  - Access To Employment Programmes
  - Full Employment Zone
  - Local Labour projects with private developers

# Future of partnership working...

- **More focus on joint strategies and programmes**
- **More local agreements...clarifying role and responsibilities of individual agencies**
- **More partners involved in programme development...delivery...and management**
- **Increasing mobility of staff between agencies into joint teams**
- **Joint projects located where they deliver most effectively**
- **National frameworks facilitating local strategies**

# Some regeneration principles...

**A structured approach to regeneration requires:-**

- Long term COMMITMENT**
- The Establishment of a realistic VISION**
- Setting aspirational – but achievable - TARGETS**
- Strong political LEADERSHIP**
- EARLY BUY-IN by all partners**
- appropriate DELIVERY MECHANISMS**
- Public/Private PARTNERSHIP working**
- Clarity on ROLES AND RESPONSIBILITIES**



Thank you