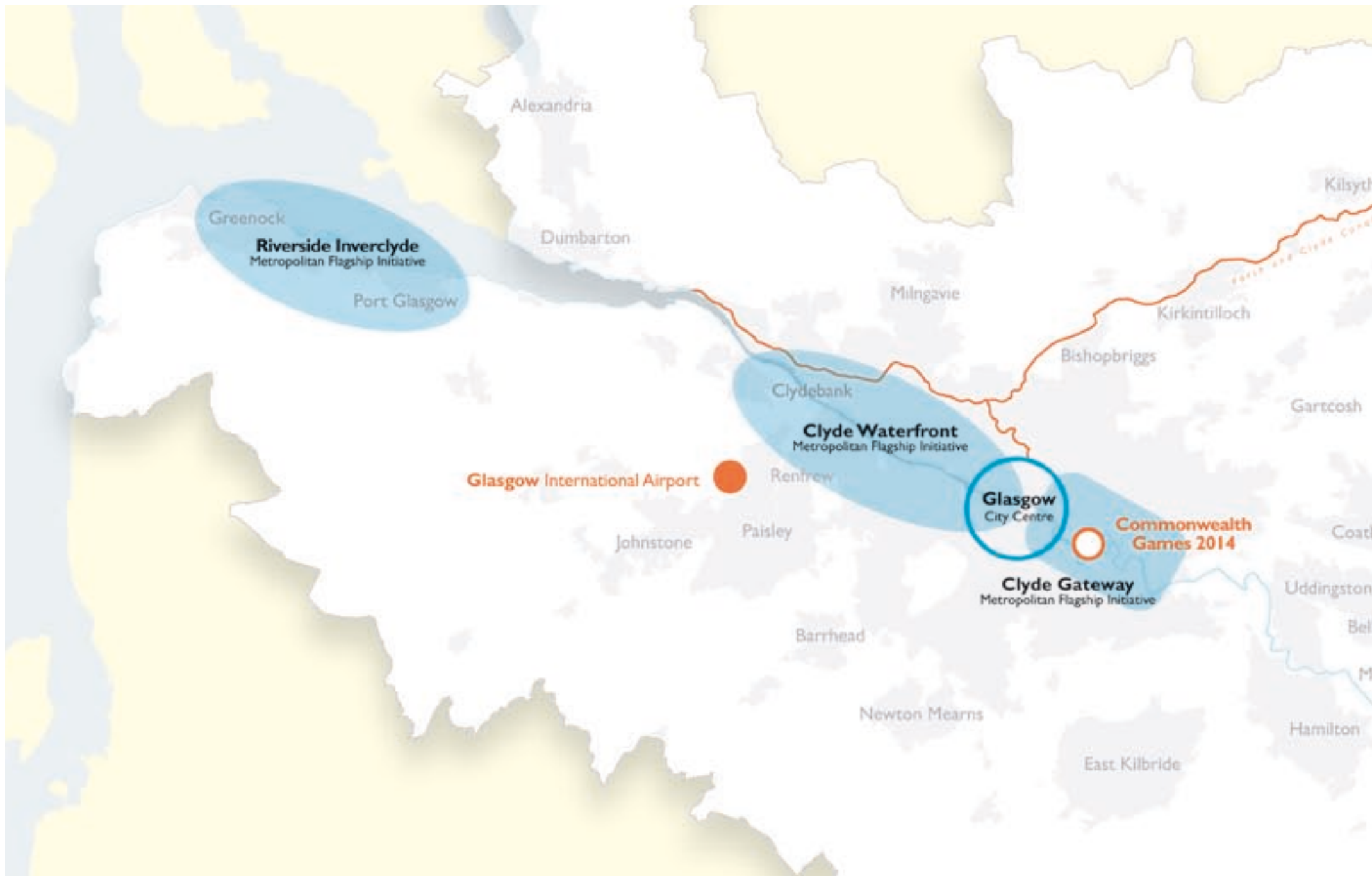


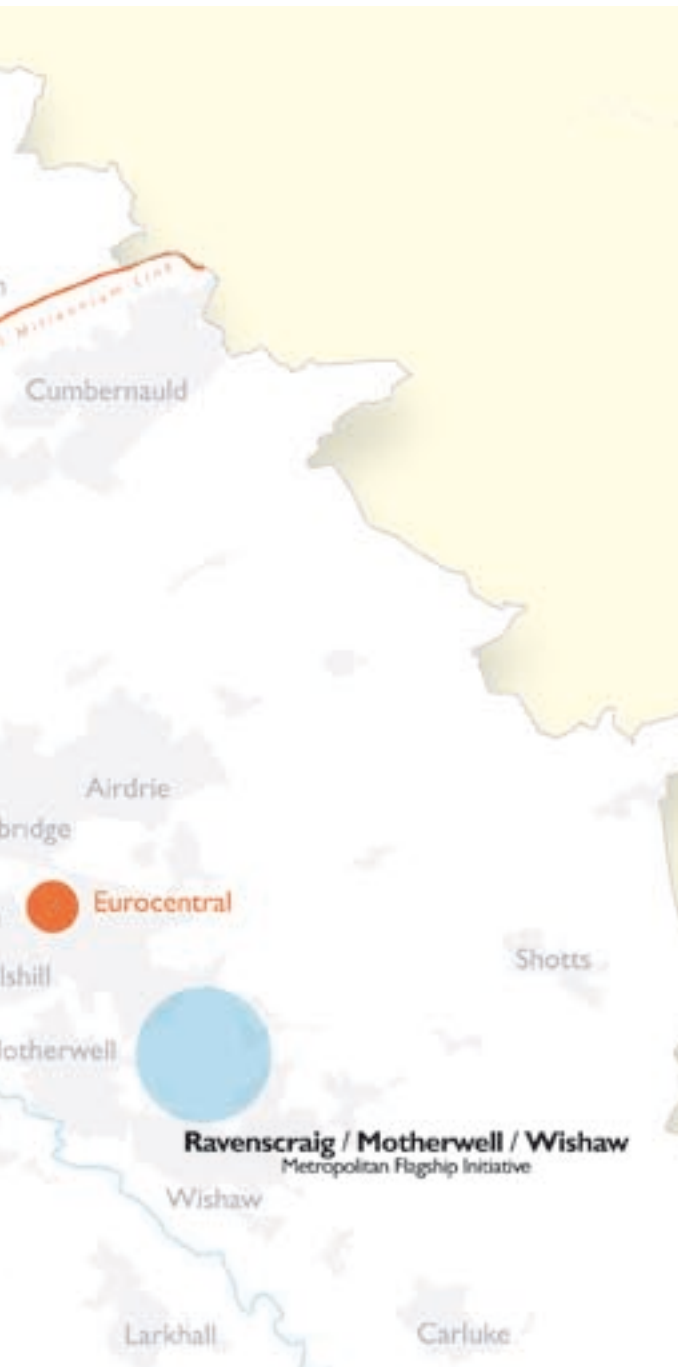


# METROPOLITAN GLASGOW

Our vision for the  
Glasgow City Region  
2008 - 2013

“... Our vision is clear. We want the Glasgow City Region to be one of the most dynamic, economically competitive and socially cohesive regions within Europe...”





**DEREK MACKAY**  
Leader of Renfrewshire Council

## OUR VISION

“As Local Authority leaders, and as the principal agencies for community planning, we have a clear leadership role to play on behalf of the communities we have been elected to serve.

For our citizens and businesses, it is our duty to make our area a better place in which to live and work. We recognise the need to have strong connections between the Glasgow City Region and its surrounding areas, and that we have to work together to maximise our competitiveness and to promote greater social cohesion.

Partnership working must, of course, extend far beyond local authorities. If we are to prosper we will need to pull together as a much larger team. The private sector, the Health Board, Scottish Enterprise, and many other regional and community based agencies all have a crucial role to play in shaping, and achieving our vision.”

A handwritten signature in black ink, reading "Derek Mackay".

Chair, Clyde Valley Community  
Planning Partnership



# INTRODUCTION

## CONTENTS

- CHAPTER 1 **OUR CONTEXT**
- CHAPTER 2 **OUR RECENT PROGRESS**
- CHAPTER 3 **OUR VISION PROCESS**
- CHAPTER 4 **OUR STRATEGIC AIMS**
- CHAPTER 5 **OUR VISION**
- CHAPTER 6 **OUR TARGETS**
- CHAPTER 7 **OUR AGENDA FOR CHANGE**
- CHAPTER 8 **DRIVING CHANGE**

1. Terraced Houses in the West End of Glasgow
2. Harbour in Inverclyde
3. Braehead Shopping Centre

“Sustainable cities need thriving regions and, in turn, the success of the national economy depends on the economic competitiveness of our regions”

In 2003 the Clyde Valley Community Planning Partnership (CVCPP) launched a 10-year vision for the development of the Metropolitan Glasgow region. The Metropolitan Glasgow City Vision was:

**‘We want the Glasgow City Region to be one of the most dynamic, economically competitive and socially cohesive city regions in Europe. A City Region which prospers and, through effective public and private sector partnership working at all levels, includes all of its people in its success. A place of quality where people choose to live.’**

Five years since its launch, the value of taking a city regional approach to public policy - especially economic development - has gathered pace and support. Key to the progress made has been organisations in the city region understanding more about each others ‘work and how we can work together to achieve our goals. We have learned from our experience and built upon our knowledge. At this midway point the time is now right to review and refresh our vision.

Our refreshed vision clarifies:

- **Our progress**
- **Our objectives**
- **Our challenges**
- **Our priorities**

Glasgow City Region covers the local authority areas of Glasgow, East and West Dunbartonshire, North and South Lanarkshire, East Renfrewshire, Renfrewshire and Inverclyde. This area has 1.75 million residents, 34% of Scotland’s population.



It is Scotland’s only true conurbation and is of a scale with the UK’s other large conurbations.

This geographical definition does not, however, take account of Glasgow’s growing sphere of influence in Western Scotland such as: the increasing educational links and commuter flows from North Ayrshire, Argyll & Bute and Stirling into Glasgow or the increased role being played by Prestwick airport as the city region’s second international airport. Nevertheless, it provides a robust starting point for a unified economic region of the eight interdependent local authority areas and an essential ‘mix’ of a strong and growing central city (Glasgow) and attractive and complementary surrounding areas which add up to a city region.





## FIVE YEARS ON

Core cities are the 'beating heart' of our economy. They are the main economic drivers of their regions, acting as the chief market place for goods, services and employment. They are centres of innovation and education. They form the hubs of our social and cultural interaction. Increasingly, they are places that people want to visit and where they want to live. However, a core city relies on a strong region for long term sustainable growth.

1. Glasgow Harbour Project
2. Johnstone Town Centre
3. Glasgow International Airport

“We need good community planning at a local level”



Core cities rely on surrounding regions in order to:

- **Create balanced growth and avoid unsustainable pressure on the core;**
- **Create the internal and external mobility upon which regional vitality depends;**
- **Provide quality environments where people wish to live and play;**
- **Support metropolitan services and ensure their continued viability;**
- **Provide supporting services such as airport and freight facilities and water supply;**
- **Achieve a more managed approach to the growth of car travel and the provision of enhanced public transport services.**

It is central to our vision that we build the city region around a vibrant core city and a strong surrounding network of healthy local economies and communities.

The Metropolitan Glasgow City Region exists in a competitive global environment. Some city regions have clear advantages necessary to make them successful, while others struggle to make progress. While we can learn from our competitor

regions, there is no blue-print for success. The interventions we apply must be flexible enough to cope with an increasingly fast-moving global economy.

There are two key challenges for all of our cities: achieving and maintaining growth and creating opportunities so that everyone benefits.

It is vital that we examine both demand and supply issues. While our key objective is economic growth, that growth must benefit all of our citizens. EU guidelines encourage an integrated approach to policy; promoting economic and employment growth, and also setting social and environmental objectives. Our vision focuses on regeneration as the lever that will drive much of the social, economic and environmental change that we need.

Regeneration alone is not enough; this is as much about people as it is about place. To improve our citizens' lives, we need good community planning at a local level. Regeneration of our communities will happen through a combination of public and private sector development. We must ensure that we create a climate in which the private sector can flourish.

Much has happened in the Metropolitan Glasgow City Region since 2003:

- **The M74 extension and Glasgow Airport masterplan have been approved and have generated significant new opportunities;**
- **Major investments have been made along the Clyde Waterfront, providing a basis for long term regeneration of the areas;**
- **Significant areas of vacant and derelict land have been developed to create new opportunities across the region;**
- **Key employment sites have been created and developed across the region;**
- **Increased investment in our town centres, designed to develop their function and increase their sustainability;**
- **The Commonwealth Games in 2014 provides the region with a new opportunity for physical and social regeneration and will raise Glasgow's international profile.**

This refresh of our vision aims to assess our progress and absorb the impact of the economic, social, cultural and physical changes that have

occurred since we stated our objectives in 2003. It also re-examines our objectives to ensure that they address current challenges and that they keep us working towards our required 'step change'. We also know that we cannot, immediately, fund all the initiatives which we believe are needed. Therefore, this refresh will re-assess our priorities and highlight a range of projects with different potential impacts on the future of the region.

Our original aim was to establish an overarching development context for the Glasgow City Region. This strives to weave together the key strands of spatial, economic and social development in a cohesive and integrated way. This cannot be done without the sort of effective partnership working that characterises the achievements of the Clyde Valley Community Planning Partnership to date. This vision sidelines any parochialism and, instead, takes a clear regional view where objectives and priorities are dominated, not by local interests, but by a wider ambition. Our vision is only as strong as our partnership.

# CHAPTER 1



## OUR CONTEXT

Glasgow, the region's urban core, is Scotland's largest city with a population of around 600,000 and with a sphere of influence that extends way beyond its boundaries. It is the main employment and service centre, the main retail centre, the main centre of further and higher education, and the main centre of cultural, leisure and entertainment activities for western central Scotland. It is a cosmopolitan city and it is the engine that powers regional growth. However, we do not see Glasgow at the top of the pyramid of Scotland's towns; we see a network of interconnected urban centres, each with a distinctive economic role to play and contribution to make.

1. IMAX Theatre and the Glasgow Tower
2. Crane Landmark on the Clyde
3. Pacific Quay



# “Making progress but still major challenges”



The wider city region, with a population of 1.75 million plays a significant role in Scotland. We recognise the diversity of this city-region; its places and its people vary enormously. It may be overwhelmingly urban, but much of this area is open countryside that accommodates numerous farming communities and several large country parks. Our region is home to significant minority ethnic communities whose traditions and commercial acumen have enriched the region's cultural, economic and social fabric.

More recently, these communities have been joined by new migrants from Eastern Europe whose skills are making a positive contribution to our labour force. The Glasgow City Region has provided a welcoming environment for refugees and asylum seekers who will contribute increasingly as they integrate into our communities. Our diversity is a great strength and we celebrate it.

The City Region makes a vital and growing contribution to Scotland. Its success is crucial to Scotland's success. The Glasgow City Region accounts for:

- 35% of Scotland's GVA
- 35% of Scotland's jobs
- 36% of Scotland's exports
- 34% of Scotland's population

The City Region economy has performed well in recent years. Since the CVCPP launched its vision in 2003, we have:

### CREATED NEW JOBS:

41,800 additional jobs have been created - an increase of 5.2% against the Scottish average of 3.7%.

### MOVED MORE PEOPLE INTO WORK:

30,000 additional people have moved into employment. However, with an employment rate of 72.1%, we remain below the Scottish average rate of 75%.

### CREATED NEW BUSINESSES:

There has been a 21% increase in the number of new business starts across the region compared to an average increase across Scotland of 9.3%.

### CREATED MORE WEALTH:

Average weekly pay for full time workers has risen to £433 compared to a Scottish average of £431.

### GROWN OUR SKILLS BASE:

There has been a 2% increase in the numbers with degree level qualifications - meaning our region has more highly skilled people than the Scottish average.

### REDUCED OUR SHARE OF DEPRIVED AREAS

The City Region has reduced the number of datazones that are in the worst 15% deprived in Scotland by 7.5% since 2003.

### INCREASED PRODUCTIVITY:

GVA per capita is now £15,697, above the Scottish average of £15,523.

### MAJOR CHALLENGES

Although we have made substantial progress, there are many challenges ahead.

The City Region still:

### SUFFERS FROM LOW LEVELS OF EMPLOYMENT:

The rate ranges between 64% and 83% across the region.

### SUFFERS DISPROPORTIONATELY FROM WORKLESSNESS:

Five of our unitary authority areas have workless rates in excess of the UK average and 13% of our residents remain on Incapacity Benefit.

### SUFFERS FROM DEPRIVATION:

60% of Scotland's most deprived wards are in the Glasgow City Region.

### HAS TOO MUCH VACANT AND DERELICT LAND:

44% of Scotland's vacant and derelict land is in this region.

### SUFFERS FROM ILL HEALTH:

People in the Glasgow City Region are, generally, less healthy than other Scots.



“Our vision recognises that health and our economy are inextricably linked”

Glasgow and its surrounding areas have enjoyed economic growth in recent years but not all of our people or places have been able to fully benefit. Worklessness remains disproportionately high in our region. This reduces the flexibility of our labour market and limits the number of our citizens who can benefit from our economic growth. Our vision will not leave any of our people behind. In recent years we have allocated significant resources to tackling worklessness and this remains a priority.

Progress is still required to remove Glasgow's label as the 'sick city' of Europe. Our vision recognises that health and our economy are inextricably linked. Trends in key health determinants such as housing and employment are likely to influence the health of our region and in turn we need a healthy active workforce to provide the fuel for economic growth.

1. Shopping in Buchanan Street
2. Continental Market, Paisley
3. Srathclyde Business Park



Not all of our town centres have been able to grow and prosper in recent years. During the past four to five years, there have been significant changes to the scale and quality of retailing in the Glasgow and Clyde Valley area.

Against this background, the retailing performance of a number of our older town centres has declined markedly. These centres have suffered in the face of increasing regional supply, changing shopping habits, the growth of e-shopping and the changing requirements of the retail operators. As a consequence, both regionally and nationally, our older centres, which continue to play important socio-economic functions at the heart of our communities, are losing many long-established operators from their High Streets. Many of these town centres are developing their own local strategies to address the consequences of these trends; looking to encourage new occupiers and develop alternative uses while also supporting a mix of physical regeneration and support for existing businesses.

### KEY REGENERATOR PROJECTS AND PROGRESS MADE

In 2003 a number of key regenerator projects were identified. These were:

- Clyde Waterfront
- Clyde Gateway
- Ravenscraig/Motherwell/Wishaw
- Strategic Employment Sites
- Glasgow City Centre and the Regional Town Centres
- New Housing Neighbourhoods and Glasgow Housing Association
- The Millennium Canal Project
- Derelict and Vacant Land Programme

The Cities Growth Fund has been used to drive these key strategic initiatives.

Many are projects which will only deliver benefits over a longer term, but significant progress is already evident. Progress made in some of our key projects is highlighted throughout this document.



### SECC

The SECC campus plan was completed in 2005 and its main components are:

- The development of a 750 unit sustainable urban village
- The construction of a 12,500 seat arena
- The development of a new civic square
- The provision of new access to the conference railway station and other public Transport enhancements
- The construction of a new 2,000 space multi-storey car park, and improved access to Clyde Expressway

Outline planning consent for the full masterplan and detailed planning consent for the arena and public square was granted in mid 2006. The overall cost of the proposals is in excess of £500 million of which £112 million is being progressed as phase 1.

Research undertaken by SECC suggests that the facility contributes £127 million and 3,500 jobs to the regional economy. The addition of the arena will raise the contribution by a further £55 million and 1,580 jobs when complete.



## RESPONDING TO POLICY

Since the launch of the vision in 2003, there have been several major policy initiatives. These are driving our current regeneration efforts and also provide the context in which this refreshed vision will operate.

Our political landscape has changed with a new Scottish Government and new administrative arrangements locally. The Scottish Government has defined its purpose as:

'To focus Government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing economic growth'

Key strategic objectives are to make Scotland -Wealthier and Fairer, Healthier, Safer and Stronger, Smarter and Greener.

1. East Kilbride Bus Station
2. Quarry Street, Hamilton
3. Clydebank College and The Titan Crane

Courtesy: McAteer Photography

“Our region has a key role to play in Scotland’s future”



Scotland’s new economic strategy sets out ambitious targets to raise the Scottish GDP rate to the UK level by 2011. Key drivers of this growth will be:

- **Increased productivity and competitiveness**
- **Economic participation**
- **Population growth**

This Metropolitan Glasgow city vision is our contribution to developing this ambitious agenda. Our region has a key role to play in Scotland’s future.

The Scottish Government’s Regeneration Statement, People and Place, has highlighted investment priorities across the region. It also emphasises the importance of holistic regeneration which benefits all of our communities.

Scotland’s Employability Framework, Workforce Plus has reinforced the need for agencies to provide more coherent, efficient and effective employability services. As the region strives to raise employment levels, this framework provides the guidance and impetus that our region needs.

Skills for Scotland sets out a vision for a smarter Scotland with a globally competitive economy based on high value jobs, with progressive and innovative business leadership.

The Scottish Government has outlined a Vision for tourism over the next decade, with an ambitious target to increase tourist revenue by 50%. Glasgow and its surrounding areas will have a key role to play in realising this target.

Following the launch of Improving Scotland’s Health: The Challenge, there has been a series of targets to improve the nation’s health. The Glasgow Centre for Population Health is providing the knowledge base to ensure our region can respond to this agenda.

Choosing our Future, Scotland’s Sustainability Strategy, sets out Scotland’s role in the shared priorities set out in the UK Framework for Sustainable Development. We have responded to this in our refreshed vision with new emphasis on making our region greener.

The Third Alteration (2006) to the 2000 Clyde Valley Structure Plan is designed to form part of the City Vision. The Agenda for Sustained Growth in the 2006 Plan creates a fresh context for the 2000 Plan’s vision of transforming the Glasgow and Clyde Valley area. The Agenda for Sustained Growth is based on a faster rate of development than first assumed in the 2000 Plan and complements our vision of a region making rapid progress.

Scottish Enterprise is currently developing the Metro West Plan which will set out a vision designed to develop the assets, knowledge resources and competitive capabilities of our cities and their surrounding regions. This will boost their productivity and catalyse growth.

All of these policy developments have played a role in our thinking.

### LEARNING FROM OUR EXPERIENCE

Since 2003, the Glasgow and Clyde Valley Community Partnership has matured and grown beyond its original purpose. Our use of the Cities Growth Fund has been unique in Scotland. Through meaningful and effective partnership working, it has supported a range of projects. The evaluation of the Cities Growth Fund highlighted that the fund achieved additionality and engendered good practice in partnership working. However, a lack of iconic projects was identified as a problem. In response, we have prioritised those projects that have significant potential impacts. Our vision is to support those projects which are catalytic and enable wider regeneration.

## CHAPTER 2

## TARGETS AND ACHIEVEMENTS

When we launched our vision in 2003, we set ambitious long term targets for the region.

Our overarching aspirational target is to raise Glasgow's ranking from the bottom quarter to the top half of the European City league (as defined in Competitive Cities in Europe, Urban Studies Vol 36, 1999) by 2013.

Our principal subsidiary targets have been:

- To stabilise our population at 2003 levels
- To secure an annual average GDP growth of 2% per annum - representing £6 billion by 2013
- To raise our employment rate to 75% - bringing an additional 70,000 people of working age back into work by 2013
- To raise GDP per head to the Scottish average
- To increase the rate at which brownfield land is developed and/or treated from 300 Ha to 400 Ha per annum.
- To generate a 10% increase in visitor expenditure - representing £80 million of increased tourist income

We have monitored this on a yearly basis.

“The Clyde Valley Structure Plan has been altered to plan for a faster rate of development”



Progress as measured in 2007 is as follows:

#### POPULATION

After decades of population decline, the region's population has stabilised in recent times; up from 1.74 million in 2002/2003 to 1.75 million in 2005/2006 (an increase of 0.2%).

The figures have been boosted by inward migration from Eastern Europe following A8 accession in 2004. However, forecasts to 2013, suggest that we should expect a period of short term population decline followed by a period of growth. Partners cannot, therefore, be complacent. In response, the Clyde Valley Structure Plan has been altered to plan for a faster rate of development.

Our vision is to make our region an area which attracts and retains people on a sustainable basis.

#### PRODUCTIVITY

Between 1995 and 2004, average GVA growth in the Metropolitan region has been 2.5% compared with a Scottish average of 1.9%. During the period 1995 to 2004, average annual GDP growth per head reached 2.8% in the Metropolitan area compared to 2.4% in Scotland. Progress has been positive however faster growth is required if we are to achieve our objectives.



1. IMAX Theatre
2. Illustration of The Argyle International Hotel
3. The Barrhead Dams



## TARGETS AND ACHIEVEMENTS

### EMPLOYMENT

Employment rates in the region have increased by 3% since 2003, rising to 72% of the working age population. This means that an additional 30,000 people have now joined the region's workforce. While it is clear that there has been some progress, the region still falls some way short of our target of a 75% employment rate and the UK government target of 80%.

### VACANT & DERELICT LAND

Vacant and Derelict land blights our image and constrains our growth. This region has 44% of Scotland's total of vacant and derelict land, with Glasgow, North Lanarkshire and Renfrewshire accounting for 77% of this total. Since 2003, the amount of urban vacant and derelict land in the region has fallen by 13% - a reduction of 530 hectares. We expect more significant progress to be made in the coming years as large projects such as those at Clyde Waterfront and Ravenscraig transform vast areas of land into new economic opportunities.



“Much has been achieved in a short period of time but progress must be maintained...”



## TOURISM

Our target is to increase tourist spend by 10% (£80 million) by 2013. Recent statistics show Glasgow’s hotel occupancy rates for the first part of 2007 have, for the first time, matched Edinburgh’s. Glasgow is increasingly recognised as a prime conference location. There has also been an increase in the number of direct air routes, accompanied by a growth in international visitors to Scotland and our region. Scotland’s tourist industry is showing signs of strong growth and Glasgow and its surrounding areas are playing a vital role in this.

## CONCLUSIONS

These figures present a positive picture of the region’s recent progress but they do not permit any complacency. Much has been achieved in a short period of time but progress must be maintained to maximise the opportunities we have. We must now review our progress, redefine our strategies and refresh our vision.

### RENFREW RIVERSIDE

Kings Inch Road, Clyde View Park, the walkway and the first phase of the residential development are now complete. The 400,000 sq ft Xscape complex, which opened in April 2006, represented a significant milestone for the project. This £70 million complex will provide a significant boost to the Renfrewshire economy and is estimated to create around 1,000 jobs.

The second phase of development is well underway and planning consent has been granted for 2,000 homes to the west and

south of the Riverside area where work is planned to start early this year. The development of 33,000 sq ft of office space adjacent to the Xscape complex has also commenced. An application for detailed planning consent has also been submitted for a hotel adjacent to Xscape.

Masterplans are being drawn up to develop the sites to the southwest of the Riverside area for residential and community uses. It is envisaged that development will take place at the Riverside area over a 10 year period.



1. New Housing, Inverclyde
2. Braehead
3. Paisley Gilmour Street Station

# CHAPTER 3

## OUR VISION PROCESS

This refresh of the City Region Vision has been carried out through a consultative process. This has facilitated:

- Broad consensus on development priorities with the greatest potential for regional impact;
- A sense of ownership across local authority boundaries;
- Increased understanding among partners of activities planned across the region.

Our vision takes account of the economic and policy context outlined in Chapter 1, together with the individual visions of our partner agencies. This refresh is particularly concerned with spreading the benefits of physical regeneration.

1. Aerial view of the Inverclyde Region
2. Ravenscraig Sports Facility

“A forward-looking inclusive vision developed through consultation is a crucial step towards understanding local competitive advantage”

### STAGE 1

The first stage in the process has been a review of the existing strategic documents at a national level, including:

- The Government’s Economic Strategy
- A Smart, Successful Scotland
- People and Place - Scotland’s Regeneration Statement
- Workforce Plus - An Employability Framework for Scotland
- More Choices, More Chances - A NEET strategy for Scotland
- Scottish Planning Policy Statements
- National Planning Framework

At a regional level we have taken account of:

- The Glasgow and Clyde Valley Structure Plan
- Regional Transport Strategy
- Scottish Enterprise’s Metropolitan West Strategy - A Prospectus for Growth

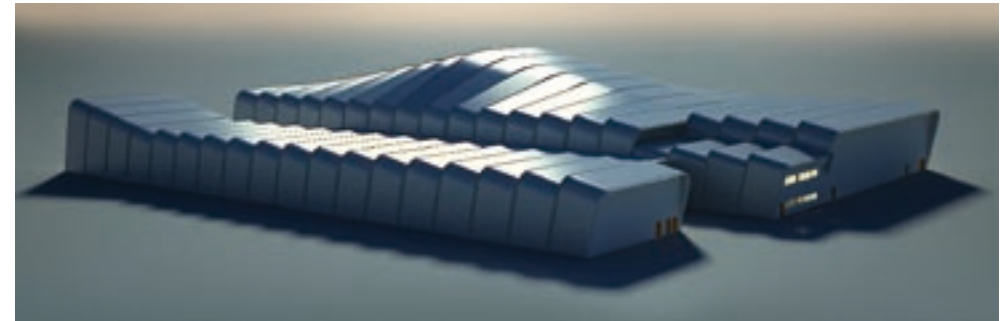
At a local level we have taken account of:

- **The community plans for the eight local authority areas**
- Local authority local plans
- Local transport strategies
- Local community learning and adult literacy strategies
- Community safety and health development plans; and
- Local economic forum strategies

### STAGE 2

A one-day workshop was held with partners to examine all of the priorities across the region. This fed into our refreshed vision. Partners used the Metropolitan Glasgow scenarios to test the potential impacts of our planned activities and identified projects:

- **That will drive change. These will be strategic and have national level impacts**
- **That we need to deliver to get maximum impact from these changes at a local level**



- **That are necessary and enabling and will span the region, e.g. water and sewerage infrastructure**

### RAVENSCRAIG

Work is well underway to re-profile part of the site and to install infrastructure in advance of the first phase of housing development.

This has involved grouting the former mineworkings in one area to stabilise the ground. It has also included the creation of a new habitat area for rare birds and butterflies in the eastern part of the site, where there will be a new Community Nature Park to compensate for the damage to former habitats. Detailed proposals for the first housing developments are under consideration, and the house builders hope to be able to begin work on-site early next year.

Detailed planning permission has been granted for a new campus for Motherwell College. This will include a five storey teaching block, a workshop block, a seven storey student residence with 50 flats, and a children’s nursery. Work has begun on-site and the new campus will be open for the beginning of the 2009-10 academic year.

The final design of the Regional Sports Facility, being developed by North Lanarkshire Council in partnership with Sportscotland and Ravenscraig Limited, has been completed, and a Stage 2 submission has been made to Sportscotland. A planning application has also been submitted, and it is intended that work will begin on site in the spring of 2008, with opening in 2009.

# CHAPTER 4



## OUR STRATEGIC AIMS

To achieve our vision, we must develop programmes and projects which address regional competitiveness, cohesion and sustainability. Only by developing in these areas will we be able to address the national objectives of a wealthier and fairer, stronger and safer, smarter, healthier and greener nation.

1. The Mill, Paisley
2. Apartments, Glasgow Harbour  
Courtesy: McAteer Photography

“Towns and cities need to find and exploit sources of competitive advantage and successful niches in order to grow”

### COMPETITIVENESS

City regions compete in an increasingly global environment. Cities and regions need to strive ever harder to gain competitive advantage. The Glasgow City region is no exception. Having survived the deep recession of the 1980s through a process of reinvention, Glasgow has emerged as a city with a responsive and flexible approach to socio-economic challenges. Much of the region has restructured its economic base following the demise of heavy industries in the 80s and 90s. New growth industries have emerged to take their place. However, some scars still remain.

In recent years, Glasgow has enhanced its image and renewed its physical infrastructure to give the region the look and feel of a dynamic and vibrant metropolitan area. Progress is evident in the newly dynamic core city centre, the International Financial Services District, Strathclyde Business Park, the Eurofreight terminal, the development of the River Clyde, and the development of a strong portfolio of tourist facilities and infrastructure.

Our competitive edge also relies on our people. Low skills represent a considerable risk in today's knowledge economy. A recent OECD study has shown that a 1% rise in literacy scores relative to the international average is associated with an eventual 2.5% relative rise in labour productivity. Developing a workforce which is equipped for the 21st century global economy has been key and will remain so.

Change is happening at a faster rate than ever before and our ability to adapt to and drive change is the key to our future. We are improving our competitive position but we still have some way to go.



### COHESION

**‘Poverty and spatial polarisation are probably the most difficult challenges for metro-regions’ (OECD, 2006)**

Economic and social cohesion remains an objective to be pursued at all levels. It is a key plank in European policy development and has shaped much of the regeneration efforts at city and region level. In a cohesive city region, spatial and economic development cannot be pursued at the expense of social development. The future success of the city region will be seriously compromised if the issues of spatial development and of social inclusion - often referred to as the opportunity gap - are not given equal weight.

Although employment is central to breaking the cycle of deprivation, cohesion is a much broader issue. It is about removing the barriers which exclude sections of the community from engaging in society in a meaningful and productive way. It is also about addressing the inequalities arising from disability,

ethnic origin, sexual orientation, or gender. Successfully dismantling these barriers requires an integrated approach to regeneration, incorporating high quality housing, transport initiatives, interventions in education, health promotion, equal opportunities, and community safety initiatives. Current approaches to community planning will play a significant part in enhancing our cohesion.

Our city region has enjoyed strong economic growth in recent years. However, it is clear that the benefits have not benefited all of our people or places equally. There remain polarised communities with very high levels of economic inactivity. City regions are well placed to respond to such issues by identifying local key industries and employers, the geography and demography of their labour force and the particular skills challenges that they face. Linking opportunity and need has emerged as an important agenda. We recognise that regeneration is as much about our people as it is about our place.



## OUR STRATEGIC AIMS

### SUSTAINABLE DEVELOPMENT

The Scottish Government has committed itself to working towards the sustainable development goal of 'enabling to satisfy their basic needs and enjoy a better quality of life without compromising the quality of life of future generations'.

We are committed to the well-being of our people, thriving communities, protection for our natural heritage and resources, and making a full contribution to global issues.

1 & 2. Glasgow Canal Regeneration

3. Drumpellier

“Much has been achieved in a short period of time but progress must be maintained...”



Sustainable development is important. By increasing GDP, reducing vacant and derelict land, protecting our environment, promoting the use of public transport as an alternative to the private car, and improving health, we will make our progress more sustainable. We will improve the amenities and enhance the standard of life in the Glasgow Metropolitan area by re-using vacant land, recycling our waste, managing the watercourse, developing our use of renewable energies, investing in existing town centres and reducing pollution. Energy strategies and the reduction of pollution will all help create a better standard of amenity and generally lead to an improved quality of life.

**‘There will always be general lessons for good practice in economic policies, strategies and initiatives, but our cities are all different. Individual cities need to find and exploit their own special roles in the wider economy’**

### OUR CHALLENGE

The Glasgow City Region’s regeneration has led to much analysis of the economic, social and economic conditions within our area.

In reviewing and refreshing our vision, we have re-assessed our main strengths and weaknesses, the range of opportunities that exist and some of the threats which must be addressed.

### COMMONWEALTH GAMES GLASGOW 2014

In 2014 Glasgow will play host to the Commonwealth Games – the biggest sporting event to come to Scotland with some 6,500 competitors, 1,500 officials and 15,000 volunteers taking part. The Games budget is £280m which will be complemented by a ‘non-games’ capital investment of £500m. Categorised as a national planning development priority, the Games are expected to catalyse large-scale development projects in the city’s east end including major roads and water/sewerage infrastructure, as well as leave a lasting legacy in terms of the provision of training and employment opportunities for the people of Glasgow.

Venues for the Games will be the combination of upgraded existing facilities (70%) and strategic new ones (30%), clustered across the city with easy access to all events:

**Southside:** Hampden, Ibrox Stadium, Cathkin

**East End:** Celtic Park, Strathclyde Country Park, National Indoor Sports Arena, National Swimming Centre

**Central:** Glasgow Green,

**West End:** SECC, Scotstoun, Kelvin Precinct

A major component of the infrastructure will be the Games Village which will create over 1000 residential units in an area of 38.5 hectares within a riverside setting and post games reconfiguration of the site will create an additional 500 permanent homes.

During the Games, the city expects to attract an additional 400,000 day trips generating around £50m for the Glasgow economy.

# CHAPTER 5

## OUR VISION

(OECD 2006)

In 2003 we set out our vision for the Glasgow City Region. Since the launch of our vision, much has changed, progress has been made, and new challenges have arisen. We will need to develop new responses in order to achieve our goals but our vision for the region remains clear:

We want the Glasgow City Region to be one of the most dynamic, economically competitive and socially cohesive city regions in Europe. A City Region which prospers and, through effective public and private sector partnership working at all levels, includes all of its people in its success. A place of quality where people choose to live.

1. Strathclyde Park
2. Coatbridge Town Centre
3. Greenhill House



# “A strategic vision is required to foster the competitiveness of metro-regions”



Our key aim is to develop a competitive, cohesive and sustainable region.

Our vision has proved to be both challenging and realistic. We set out looking for a ‘step-change’ in regional competitiveness, cohesion and sustainability. Our progress to date is encouraging and reinforces our vision.

We recognise that our progress is dependent on many factors. Our analysis identifies many areas in which we already have advantage. The challenge facing us is to ensure that we develop and optimise these opportunities, and that we do so in a way that ensures balanced, equitable and wide-reaching development and benefits. To achieve this, we need new resources but we must also be smart and innovative in our plans and practices to gain the maximum benefits from our existing resources.

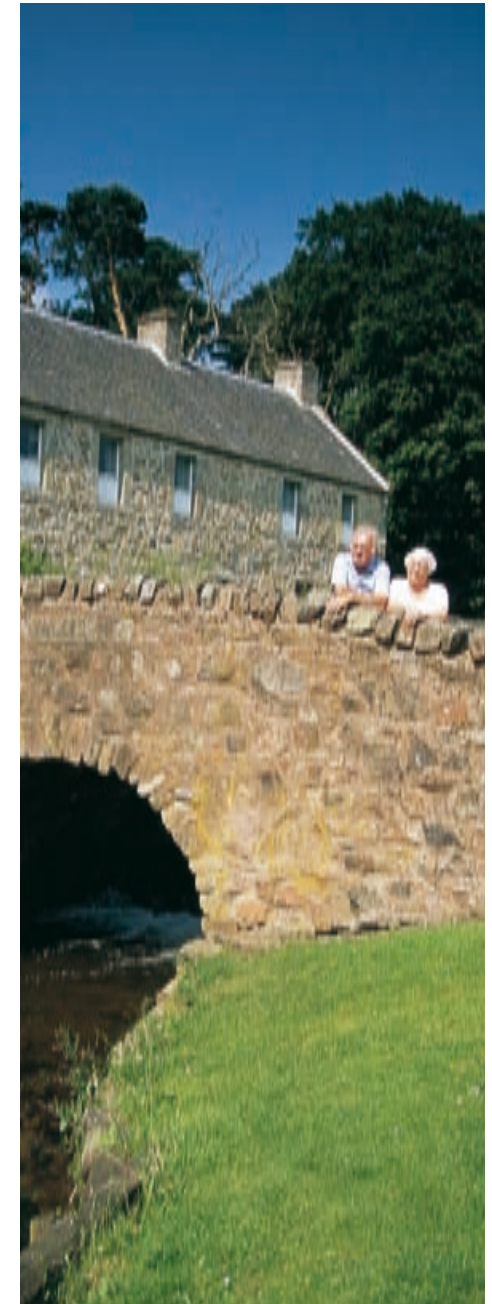
The Scottish Government’s Regeneration Statement makes it clear that lasting regeneration is about people and place.

Recognising this, our vision for the Glasgow City Region remains focused on physical, economic and social development. Experience elsewhere shows clearly that single issue solutions rarely work. Regeneration requires an integrated basis that recognises the links between physical, economic, and social development and which also makes the appropriate connections between these in programme development and in project delivery. Regeneration is a collective challenge.

Our vision will, therefore, be delivered through a wide range of programmes and projects that involve a wide range of agencies and organisations. The scale of the challenge will require that we prioritise and draw distinctions between those projects that are of strategic importance to the City Region, and those projects that are of more local importance. In refreshing our vision we have taken time to assess our major initiatives and their role in delivering our vision. Demand for resources

is ever-present and we need to ensure that projects which can deliver a ‘step change’ do not suffer from a lack of resource.

We have assessed how these projects contribute to our vision. Our refreshed vision demonstrates an increased commitment to Linking Opportunity and Need. We have identified the impact that regeneration investment has on economic inactivity. The LOAN agenda underpins all of our capital investment priorities. The priorities detailed below are as much about investing in our people as in our place.





## OUR PRIORITIES

Our ultimate challenge is quite clear. We must build a competitive environment - underpinned by a cohesive and sustainable region. To achieve this we have developed thematic priorities and key regenerator projects which address these priorities. It is these projects which will drive the implementation of our vision.

1. Clyde Auditorium
2. Glasgow Audi, Braehead
3. University Graduates

“Attracting people and investment to our region is vital for our future growth”



### TECHNOLOGY AND BUSINESS DEVELOPMENT

Our region has a strong history of ingenuity and innovation - our future global competitiveness will be dependent on our ability to develop and utilise new technologies. Our priority is to create the right conditions to make the region a global force. Key to the delivery of this will be projects such as the Advanced Forming Research Centre and the Science and Technology Diamond.

### TRANSPORT INFRASTRUCTURE

For our region to grow and prosper in a sustainable manner, we must invest in transportation solutions that facilitate growth and provide greener options. Our priority is to ensure that our region is well connected to the global marketplace and to ensure that our region's people can move easily, providing a flexible, efficient workforce that is able to access opportunity. Key to the delivery of this will be projects such as the development of Glasgow Airport, the M77 Junction 4 upgrade and development of our public transport infrastructure.

### TOURISM INFRASTRUCTURE

Attracting people and investment to our region is vital for our future growth. Developing our world class tourism attractions is a priority for our region. Key to the delivery of this will be developments such as those at Loch Lomond and the Strathleven Corridor and Glasgow City Centre.

### TACKLING WORKLESSNESS

Underpinning all of our priorities is a desire for growth to benefit all of our region's people. The problem of worklessness must be tackled if we are to achieve this - our priority is to reduce this and allow our entire region to prosper. Key to achieving this will be the implementation of projects such as 'Glasgow Works' and the Construction Skills Action Plan.

### REGENERATING PLACE

Changes in the way we live, work and consume have left many of our town centres struggling to adapt. Our region's industrial past has also left a legacy of environmental degradation. Transforming un-productive land into new economic opportunities is a priority for partners. This transformation makes our region more attractive to investors and provides a place which our people can have pride in. Delivering this will depend on the success of initiatives such as Clyde Gateway, Ravenscraig, the Clyde Waterfront and Town Centre regeneration schemes.

### SUSTAINABLE DEVELOPMENT

We have recognised our role in ensuring that our growth is environmentally sustainable. We have given more focus to creating a greener region and have prioritised those projects which we believe can make a significant contribution. To achieve this we have prioritised initiatives such as the Energy Challenge Fund and the Greenspace Network.

### WORKING TOGETHER

And finally we recognise that Glasgow and its surrounding areas can gain strength and competitive advantage through co-operation and collaboration with the Edinburgh City Region. Both regions have a vital role to play in Scotland's future and we see further development of this relationship as key.

The projects highlighted above are only a part of our vision. Parties are committed to a range of business development and infrastructure projects which will continue to contribute to the regeneration of our area.

## CHAPTER 6



## OUR TARGETS

### WHAT WE HOPE TO ACHIEVE

Chapter 2 reported our progress against the headline targets set out in our original vision. While our progress is positive, our headline targets must continue to be both challenging and realistic.

Our aspirational target remains to raise Glasgow's ranking from the bottom quarter to the top half of the European City league by 2013.

We have refreshed our original subsidiary targets - 'raising the bar' where this is possible.

1. CentreWest, East Kilbride
2. Clyde Gateway
3. Glasgow Art School

“A strategic vision is required to foster the competitiveness of metro-regions”



#### POPULATION

Our target remains to stabilise our population levels at 2003 levels. Population forecasts to 2013 suggest a reduction of 10,000. This therefore remains a challenging target.

#### PRODUCTIVITY

Our target is to achieve annual GVA growth 0.5% above the UK average over the next five years. Gross Value Added (GVA) is the accepted measure of productivity at a regional level.

#### EMPLOYMENT

Our target remains to raise our employment rate to 75%, bringing an additional 32,000 people of working age back into work by 2013.

#### LAND TRANSFORMATION

We remain committed to reducing the amount of vacant and derelict land in the region through transforming 400 Ha of vacant and/or derelict land per annum.

#### TOURISM

Our target is to generate a 40% increase in tourism revenue across the region by 2013. This follows the Scottish Government's favoured method of measurement and sets a target in line with the Government's ambition for the sector.

#### A GREENER REGION

We recognise the role our region has in meeting the Scottish Government's national targets. The Glasgow and Clyde Valley Green Network will form a major part of our efforts. Specific targets will be published which will drive our objective to make the Glasgow region a greener region.

#### A HEALTHIER REGION

We are also committed to improving the health of our most deprived communities and will target a reduction of 10% in the number of areas that fall into the 15% most health deprived zones in Scotland by 2013.

Our progress can be measured in a variety of ways. We have highlighted those which will allow us to measure progress most accurately and will monitor progress against these targets and report on an annual basis to the CVCPP.



# CHAPTER 7



## DRIVING CHANGE

The Clyde Valley Community Planning Partnership has driven the Glasgow Metropolitan Vision since 2003. Our refreshed vision demonstrates the strength of this partnership. Partners have been able to further develop a truly regional strategic vision.

1. Royal Exchange Square, Glasgow
2. Renfrew Riverside

“Greater cooperation with neighbouring towns and cities can create better functioning city regions, which can develop more dynamic economies and build bigger markets”

The Partnership Board has multi-agency representation. Members are:

- **The Leaders of the eight local authorities**
- **The Convenor of the Joint Structure Plan Committee**
- **Scottish Enterprise**
- **Job Centre Plus**
- **Strathclyde Police**
- **Strathclyde Fire & Rescue**
- **NHS Glasgow and Lanarkshire**
- **Strathclyde Partnership for Transport**
- **Visit Scotland**
- **The Community and Voluntary Sectors**
- **Glasgow Chamber of Commerce**
- **Higher Education and Universities**

We have learned from our experience since 2003. Partners have expressed a desire that funding relating to the City Region is allocated in a more transparent fashion and that we are clearer about our priorities. We aim to be open, transparent and accountable. The partnership will report on an annual basis and detail:

- **the progress which has been made on our priority projects,**
- **the progress being made against our key indicators and**
- **any new or corrective actions which will move us towards our vision.**

Although the Partnership will oversee the further development of our vision and the implementation of its projects, individual projects will continue to be delivered by a range of agencies and organisations working individually or collectively. Arrangements will be put in place, wherever possible, to progress the key projects where they are cross authority



boundaries. More localised development opportunities will be progressed according to individual circumstances and local community planning conditions. New partnerships are emerging at a local level such as those with community health partnerships - making these work effectively is a challenge we face.

We believe our vision remains sound and that it has built the platform for many of the regeneration programmes which the City Region needs. Some of our priorities will already be resourced, some will be driven by the private sector and others will require significant public sector funding.

Many projects will require support and commitment from the public utility companies to provide the infrastructure that is vital to their delivery. All will require partnership to make them work.

The resources which are already in place through national government and its agencies, through local government and the private

sector, are already driving progress in many key areas. While private finance will fund many of the major physical development opportunities, we have identified the need for substantial public investment to tackle issues such as derelict land, transportation infrastructure, water/sewerage infrastructure enhancement, and labour market exclusion. We look forward, therefore, to a positive dialogue with Government.

The Metropolitan Glasgow City Region in 2008 is an exciting place of transformation and opportunity. Partnership working is driving action across the region and we can take real pride in our achievements. The region 's recent past is one of growth, new ideas and ambition. However, we must look to the future. Vision alone is not enough; it will take action and partnership to make a real difference to peoples ' lives in the Glasgow City Region.

**WE CAN MAKE IT HAPPEN.**

# METROPOLITAN GLASGOW

Our vision for the Glasgow City Region 2008-2013

