Regeneration in Glasgow is delivered in a rich policy environment. A large number of strategies and programmes exist at regional and national level which shape and influence the policy interventions of the Council. The breadth of existing and imminent regeneration projects in Glasgow is extensive. The Council’s response represents a curtailed snapshot of the key regeneration projects and partnerships in the City.

**Strategy and Policy Issues**

1. How can the linkage between the various strategies and policies related to regeneration be improved?

The Council strives to maximise the impact of its policy interventions across all aspects of regeneration. Key themes include physical infrastructure, housing, employability, health, education/skills, business development, social enterprise, social inclusion, community cohesion and transport. The Council underline the importance of establishing strategic partnerships with public, private and third sector stakeholders to work together towards complementary regeneration goals. This approach allows the Council to target its human and financial resources at city-wide and/or local regeneration projects in a way that maximises the complementary resources of regeneration partners.

In Glasgow, the Council has adopted this approach successfully over the last decade. However, given the current economic challenges imposed by the recession, the Council recognises that in order to keeping taking the regeneration of the City forward, it has to do more of the same but in different ways. The following approaches demonstrate the importance of strong linkages between high level policy interventions around business development and employability to maximise their impact across Glasgow’s deprived communities. In particular, the need for job creation to reduce the high level of worklessness in the City and provide those who are unemployed with a route out of poverty.

**Glasgow Economic Leadership (GEL)**

GEL represents coordinated and effective strategic partnership working at the highest level between the public, private and third sectors with the complementary objective of delivering economic recovery and growth for Glasgow. GEL leads on the delivery of a comprehensive city-wide action plan which aims to build on Glasgow’s economic strengths by stimulating growth across a range of key business sectors. This type of joined-up approach to regeneration represents a strong delivery model because it adds greater focus and direction for all delivery partners.

**Tomorrow’s Council/Tomorrow’s Glasgow**

The Tomorrow’s Council programme of service reform and rationalisation, implemented over the past three years, has seen the Council become leaner and fit
for purpose by improving how it delivers its services internally. The next stage in this process of continuous improvement is the implementation of the Tomorrow’s Glasgow Programme which will address how the Council services the City. The overall aim is to encourage more effective joint working around the Council’s five key strategic priorities:

- Economic growth
- A world class city
- A sustainable city
- A city that looks after its vulnerable people
- A learning city

In response to the global economic situation, the Council has significantly reduced its workforce to enable it to maintain its high standards of service provision with a reduced budget. This represents a real challenge to successfully deliver on the above priorities. In recognition of this, the Council’s objective is to develop and implement innovative regeneration policy and efficient delivery mechanisms. Particular focus is placed upon engaging in more effective working relationships across Council services, Arms Length External Organisations (ALEOs) and with the public, private and third sectors.

**City Economic Development Group (CEDG)**
A positive outcome of the Council’s rationalisation programme is the co-location of Development and Regeneration Services, City Property Glasgow, Jobs and Business Glasgow (formerly Glasgow Regeneration Agency) and Glasgow City Marketing Bureau. To maximise the benefits of co-location, the Council has created a new City Economic Develop Group consisting of senior managers from each of the aforementioned agencies and Clyde Gateway.

CEDG is a delivery vehicle for synergised decision-making across specialist regeneration organisations thus creating a strategic and purposeful mechanism for delivering city-wide regeneration. The Group will have a significant impact on the effectiveness of economic development activity in the City and will assist directly in the delivery of the Council’s Strategic Plan.

2. Can physical, social and economic regeneration really be separate entities? The Committee would find it useful to hear about projects distinctly focussed on one or more aspects, and the direct and indirect outcomes of such activity.

No, regeneration is a holistic process that gives equal consideration to social, economic and physical issues. The interaction and balance of social, economic and place-making needs, goals and challenges create the potential for successful and sustainable regeneration outcomes. This approach is reflected in the Council’s overarching development and regeneration strategy for Glasgow to continuously improve its physical infrastructure in a way that creates a sustainable, innovative and productive economy that delivers high levels of employment; a just society that promotes social inclusion, sustainable communities and personal wellbeing. Examples of the Council’s regeneration projects are summarised below:

**Community Benefit in Public Procurement**
In 2008, the Council approved its Community Benefit (CB) in Public Procurement policy for inclusion in the procurement of all the major infrastructure projects in relation to the Commonwealth Games. The Council has since updated this policy to encourage the inclusion of CB clauses in all public procurement activity in Glasgow. Led by the Council, the CB delivery group represents a public and private sector multi-agency partnership to maximise the CB that can be derived from public sector investment across the City. The CB delivery group focuses on three main areas:

- Targeted Recruitment and Training (TR&T), specifically for the long term unemployed and those directly leaving education or training – classed as New Entrant Trainees (NETs)
- The advertising of business opportunities
- The development of SMEs and Social Enterprises (SEs)

Relevant stakeholders from each of the regeneration project examples highlighted below are represented on the CB delivery group. This integrated approach ensures that wider regeneration benefits are derived from investment in large-scale physical infrastructure projects. By working closely with large-scale construction contractors and sub-contractors, the Council and its employability and business development network have developed effective support mechanisms and strong working relationships that ensure CB outcomes are maximised across all projects. This has seen a significant number of additional jobs created for those unemployed and a high level of public sector procurement contracts secured by small to medium enterprises and social enterprises in Glasgow.

**Commonwealth Games**
A catalyst for regeneration and positive change to reverse the long-term social, economic, and physical decline of Glasgow’s east end. The Council has proactively developed effective multi-agency partnerships to ensure that businesses, organisations and communities in Glasgow and across Scotland will benefit from the wide range of regeneration opportunities that the games provide, both now and in the future.

**Clyde Gateway (Urban Regeneration Company – URC**
Strategic partners consist of Glasgow City Council, South Lanarkshire Council and Scottish Enterprise, with funding from the Scottish Government. Clyde Gateway is an excellent example of a long-term combined approach to area-based regeneration. The main objective is to achieve unparalleled social, economic and physical transformation across all of the communities within the designated Clyde Gateway area.

**The Transformational Regeneration Programme**
The programme represents one of the most ambitious programmes of urban renewal in the UK. Transforming Communities, a new partnership company consisting of Glasgow City Council, Glasgow Housing Association and the Scottish government will take forward the transformation of eight key regeneration areas across Glasgow by dramatically changing the housing landscape in these areas. This programme will oversee the demolition of 11,000 houses and the construction of 9000 new build houses, 3000 in the social rented sector and 6000 the private sector. Importantly, this is a wide-ranging regeneration programme that will deliver more than new
housing stock. The programme has been specifically planned to ensure that it also delivers regeneration opportunities such as jobs, education, business development and community facilities.

3. Are we achieving the best value from investment in this area? If not, how could funding achieve the maximum impact? Could the funding available be used in different ways to support regeneration?

The Council has made significant progress in securing best value from its investment in regeneration projects over the last decade. Central to this success, is the Council’s practice to continuously evaluate its performance in order to identify areas for further improvement. To achieve best value, the Council takes an integrated and broad approach to regeneration by ensuring it implements a range of complementary interventions that target the key pillars of people, place and business. Examples of specific complementary policies are briefly described below:

**Community Benefits**
The concept of CB has influenced the Council’s thinking across all of its employability and business service provision manifesting itself in more meaningful partnership working between the private, public and third sectors. The main learning point is the need to continuously innovate and create effective CB delivery mechanisms that maximise the impact of the policy for all parties. Glasgow’s approach has delivered excellent results and is widely recognised as a model of best practice.

**Commonwealth Apprenticeship Initiative (CAI)**
CAI was implemented by the Council, to ensure that after the Games are over, a legacy remains in Glasgow that is not simply the physical infrastructure, but a legacy which provides prosperity for all Glaswegians. The CAI team work in partnership with private, public and third sector business to delivery social benefit for the city in the form of apprenticeships for school leavers. This level of investment to employ and train young people during a recession demonstrates the Council’s commitment to minimise the long-term scarring effects experienced by many young people in previous recessions.

**Business Development**
The Council provides Glasgow’s business base and entrepreneurs with access to an extensive range of complementary business support services and programmes. By bringing the Glasgow Business Gateway in-house, the Council has created a one-stop shop for business development that spans all aspects of business support from start-up to high-growth. These programmes are further complemented by specialist business support programmes for small businesses and social enterprises that are delivered in partnership with Jobs and Business Glasgow and Community Enterprise in Scotland.

**Council Grants Integrated Project (CGIP)**
CGIP was introduced in 2008 to integrate the administration of all grants. CGIP has ensured that the significant resources that the Council provides by way of grant payments, whether individually or in conjunction with CPP partners, to the third
sector and other third parties, are used efficiently and meet agreed service delivery priorities of the Council and its partners.

**Tax Incremental Finance (TIF)**
The Scottish Government has approved the Council’s ambitious and innovative approach to use the TIF scheme to invest £80m in public realm and infrastructure improvements for the Buchanan Quarter to unlock hundreds of millions of private sector investment and create hundreds of new jobs.

**Community Asset Transfer Policy**
The Council has already transferred the management of a number of community buildings to local area management. There has been a growing move towards community involvement in the community assets. In recognition of this the Council has implemented a policy framework for the transfer of control and/or management of community or under-used Council assets to community or third sector groups.

**Stalled Spaces**
The Stalled Spaces project focuses on the temporary use of vacant land, under-utilised open space and stalled development sites. In the last 12 months, the project has brought over 12 hectares of land into temporary use.

**Partnership Working**

4. What delivery mechanisms, co-ordination of, and information on the funding that supports regeneration are required, to facilitate access by all sections of the community?

Glasgow City Council works to ensure that it receives best value for money and works in partnership with public and private sector organisations to this end. Businesses now have a partnership arrangement when they receive a grant from the Council, and they can use the funding to lever resources from other organisations.

The following are examples of how GCC directly relates to all sections of the community:

**Integrated Grant Fund (IGF)**
IGF was created to integrate all of the administration of all Council grants into one fund, thus making it easier for external organisations to apply, regardless of size or resources. The creation of the more client-focused IGF benefits external organisations as it has eliminated grant duplication, improved efficiency and introduced common performance targets. Decisions are transparent and consistent, ensuring that external organisations can be confident that grant disbursal is carried out fairly and equitably.

**Partnership Working**
Regeneration is carried out in partnership across Council departments, ALEOs and organisations. Development and Regeneration Services (DRS) is the Council’s lead department on regeneration and covers physical, social and economic aspects and also acts as a conduit between GCC and external partners, in particular representing community interests and social enterprises.
Co-operative Development Unit

The Labour administration of the Council has made a manifesto commitment to become a Co-operative Council and is aspiring to develop a Co-operative Development Unit. Making Glasgow a Co-operative Council will involve growing co-operative businesses and social enterprises, devolving power to local people and promoting the development of co-ops and other social enterprises in the city.

Communication

In terms of funding to support regeneration, DRS provides a range of support and communicates this through the Council’s website, social media and programmes of events such as Glasgow for Business Week. Business Gateway has recently been brought into the Council to ensure that we provide a co-ordinated approach to business assistance and can reach all sections of the community. Furthermore, Jobs and Business Glasgow (formerly GRA) works closely with employers to meet their business development and recruitment needs and also with each person who uses their services to help them build a better life through finding a job, improving their health and increasing their skills. GCC funds Jobs and Business Glasgow (JBG) to carry out this activity to ensure that people in all parts of the community have access to funds and assistance.

As stated in the Scottish Government’s Regeneration Strategy, regeneration must put communities first and make connections between physical, social and economic dimensions. GCC works closely with JBG, Community Enterprise in Scotland (CEIS) and others to ensure that business support is in place to help increase the number of sustainable business start ups and to help them grow. Communities have access to information about the services on offer within JBG, Glasgow Council for Voluntary Sector (GCVS) and CEIS through a fundfinder mechanism. This allows them to gain access to the range of information and advice that is available.

Arms Length External Organisations (ALEOs)

ALEOs were created to allow the Council to carry out its responsibilities at a reduced cost. These include City Property, Glasgow City Marketing Bureau, City Building, Glasgow Community and Safety Services, City Markets, City Parking, Cordia and Glasgow Life. ALEOs are better able to react to the external environment and attract funding due to their charitable status.

Physical Regeneration

In terms of physical regeneration, the Council’s partner is City Property, which is responsible for the management, disposal and development of GCC’s non-operational property assets. Due to its close links with GCC, it is at the forefront of current and future regeneration of Glasgow through sustainable property development and benefits to the community.

The Council’s Community Asset Transfer policy has encouraged developers to take a proactive role with regard to corporate social responsibility. Assets that are unused or underused can be transferred to community ownership where there is a clear benefit to be gained by the community. This provides a clear way of ensuring that all sections of the community have access to regeneration opportunities.
Community Benefits Policy
Through the Community Benefit Policy, the Council is focusing on the opportunities that arise from the significant physical developments in the city infrastructure, in particular those arising as a result of the Commonwealth Games site developments. Community Benefit clauses are embedded into commercial contracts to help unemployed people gain access to quality sustainable employment and training opportunities.

In addition, the development of the Glasgow Business Portal and the Capacity Building Support programme provides support to the development of the SME and social enterprise sector. This has resulted in 255 places for the long term unemployed up to the end of March 2012. Working in partnership with private sector developers and key employability agencies allows the Council to continue to improve the coordination and delivery of employment and training programmes to ensure effective and efficient service provision for both the business community and those seeking employment.

5. Should funding be focussed on start up and running costs? What is the correct balance between revenue and capital funding? Please indicate reasons for your views.

6. How can it be ensured that regeneration projects are sustainable in the long term?

The main driver for GCC’s involvement is to encourage self-sustainability. The amount of funding provided depends on the scale and nature of the project being assessed. The Council provides a range of services that assist businesses in building knowledge, resources and capacity to allow them to become self-sufficient and less reliant on public sector funding.

The Council’s Integrated Grant Fund (IGF) was established to allow more transparency in the amount being paid to an individual organisation and to reduce the burden of monitoring separate awards. It is a more equitable way to distribute Council funding.

The IGF allocates grants to support the Council’s budget priorities and the priorities of the Glasgow Community Planning Partnership across a range of programmes, including employability, community safety, equality and diversity, third sector support and community engagement.

DRS provides help to businesses through grants, assistance and training that cover start up and operational periods of a business lifecycle, according to requirements. Services provided within DRS include:

- Skills and Business Growth Programme – a training grant to help Glasgow companies provide higher level management and technical skills;
- West of Scotland Loan Fund – loans for capital expenditure for SMEs which have traded for at least a year;
- Small Business Loan Fund – loans for £30-50,000 according to new start or existing business status, for capital or revenue;
Glasgow4Business Fund – a grant of up to £5,000 which must be matched with private investment;

Digital Enterprise Glasgow provides six months of free accommodation and intensive support to technology start ups or pre start entrepreneurs;

Glasgow4Business Week – a week of free events, workshops and discussions which showcases the business support offering to businesses in Glasgow from the public and private sector;

Aftercare Programme - GCC funds four advisers to follow up and maintain contact with clients who have received GCC business services. This enables GCC to monitor the success of its projects, understand the further support needs of its clients, and provide a level of ongoing advice and signposting to them;

Business Gateway – Business Gateway in Glasgow is housed within the Council and provides information and support to businesses at any stage of their development;

Commonwealth Apprenticeship Initiative - this encourages Glasgow’s businesses to take on apprentices by providing up to £8,000 towards the cost of each one in addition to the contribution from Skills Development Scotland. It provides a free recruitment service and ongoing aftercare support;

Commonwealth Jobs Fund - this provides Glasgow SMEs with up to £6,500 for each new job created for young people aged 18-24 who have been unemployed for over six months;

Development of a Co-operative Development Unit – this will encourage the growth of co-operative businesses and social enterprises, thus devolving power to local people and communities.

Glasgow City Council also provides funding support for agencies that provide direct assistance to businesses to build their capacity and encourage their ability to be less grant-dependent and more self-sustaining. The Council gives £7.6m p.a. to JBG which is tasked with delivering employment and training programmes, business services and social enterprise support and property development. It also gives significant funding to Community Enterprise in Scotland to help build the capacity of communities through employability and engagement services.

Through a combination of working with capacity building organisations and programmes, providing direct funding and support and ongoing assessment, the city is ensuring that regeneration is sustainable and able to withstand environmental and financial pressures.

Practical Issues

7. What actions could the Scottish Governments forthcoming community capacity building programme include to best support communities to “do regeneration” themselves?

Continue to investigate the range of approaches and methods that can be used to engage with and learn from communities. These approaches offer opportunities to go beyond consultation and promote the active participation of communities in the issues and interventions that shape their lives. Examples from the range of approaches which can strengthen public dialogue and deliberation include:
Deliberative approaches aim to involve the public in decision-making in meaningful ways. Methods include: deliberative polls, citizen juries, community mapping, and consensus conferences.

Participatory budgeting which directly involves local people in making decisions on the spending and priorities for a defined public budget.

8. **What role should CPPs play in supporting the community in regenerating their communities?**

In Glasgow, the Community Planning Partnership is on the cusp of strengthening the role and increasing the responsibilities for community residents on Community Planning structures; ‘Area’ and ‘Sector’ Partnerships are to provide operational and strategic platforms on which all group members will have an equity of role and function; and community councils will be a primary source by which 4 – 6 community residents will populate local Area Partnerships in the first instance.

This logic is sound because the general purpose of a community council is to ascertain, co-ordinate and express the wider views of the entire community within its agreed boundaries. Therefore, Community Planning Partnerships can conclude that community residents on local Area Partnerships can complement the role of the local authority and other community planning partners.

The equity and recognition of the competency of community residents on local Area Partnerships by the Community Planning Partnership overall provides a clear message that community participation and representation is central to the community planning process. This message is transparent and clearly pitches the involvement of community residents in regenerating their communities as a core feature.

9. **How can CPPs best empower local communities to deliver regeneration? Please provide any examples of best practice or limitations experienced that you think the Committee would find useful in its scrutiny.**

Community Planning Partners can best empower local communities by involving them in the decision making process around the development and delivery of local services and the design and impact of regeneration projects. This ‘co-production’ approach will be most effective where parameters and expectations are set out clearly from the outset of the exercise.

Empowerment should be built on a shared understanding, mutual trust and respect between public bodies and communities. It must be recognised that to achieve genuine empowerment will take a long term commitment from all sides and requires embedded core values in how the public sector goes about its business and how communities and their representatives organise to ensure that they are genuine advocates for all those they represent.

Communication is a key tool in empowering communities to be become active partners in the regeneration process. To work with communities around local regeneration projects, public bodies should communicate:
• a clear and shared vision of what is trying to be achieved
• the clear outcomes expected from the regeneration in order that impact and effectiveness can be measured
• and outline a shared responsibility of all partners in the process, including the community itself

Success in this approach will be manifest through closer working relationships between the community and the public sector, increased satisfaction amongst the community to get involved in such activities – where communities can see evidence of their meaningful input and involvement in regeneration, this will encourage yet more individuals and communities to engage and be part of the process.

One practical way to provide genuine empowerment to local communities would be for public bodies to provide a greater role for communities in setting investment decisions and budget setting for services (see reference to participatory budgeting above). However, this will only work where communities have equal levels of knowledge and intelligence as the public service providers in order that they can make informed decisions and then choices – communities would need to understand the consequences of making choices around investment decisions.

10. How can the outcomes of regeneration truly be captured and measured? What are the barriers to capturing outcomes and how should the success of regeneration investment be determined?

In terms of physical regeneration, the outcomes are the delivery of well-designed facilities, amenities and public spaces. The success can partly be measured through the views, attitudes and perceptions of residents and local communities themselves towards the facilities, amenities and public spaces. Practically, the success of social regeneration publics is often reflected through the volume of use of facilities and the popularity of public spaces.

As outlined in the response to question 9, a tangible outcome of a successful regeneration project will be increased levels of interest and involvement from the community in helping to shape and influence existing and on-going regeneration projects and facilities. Additionally, there should also be an enhanced willingness for local people to get involved in the planning and delivery of any new regeneration activities in their area, particularly where they have prior experience of positive outcomes.

Social regeneration outcomes can partly be measured through the vibrancy and success of local communities. Successful regeneration projects can be demonstrated through the creation of thriving communities where people want to live and where there is a greater sense of social cohesion. This often manifests itself with higher levels of social capital and connectivity within communities, where residents are more willing to volunteer or get involved in local decision making processes.