Scottish Parliament Local Government and Regeneration Committee

A Submission from Glasgow City Council

1. Introduction

This submission sets out the different, comprehensive aspects of regeneration at various spatial levels in Glasgow from city/regional level e.g. Clyde Gateway to small area regeneration. The Local Government and Regeneration Committee, in its investigation into regeneration, has posed a number of questions and this response addresses each.

The City Council's approach is described in the Council's Strategic Plan, 2012-17. This sets out the council's priorities for regeneration. It focuses on economic growth and resilience for the city and our communities. The strategic plan provides a medium-term view of the actions we will take to deliver these priorities.

Council's five key strategic priorities are:
- Economic growth
- A world class city
- A sustainable city
- A city that looks after its vulnerable people
- A learning city

Our submission describes the breadth and depth of regeneration at neighbourhood, city and city/region with our communities central to the drive to achieve our strategic priorities.

2. Committee's Questions

The Committee has asked for a strategic perspective on the following questions:

a. How the various bodies involved are providing a joined-up approach to the delivery of regeneration

Our approach is described below.

Community Planning

Glasgow's Community Planning Partnerships bring key public, private, community and voluntary representatives together with the aim of delivering better, more joined-up public services in the city. An important part of the Partnership's work is to ensure that the targeted regeneration of Glasgow continues to improve the quality of life for all of our citizens and visitors.

The Community Planning Partnership Board consists of the following organisations:

- Glasgow City Council
- Glasgow Housing Association
- NHS Greater Glasgow and Clyde
- Scottish Fire and Rescue
- Police Scotland
- Glasgow Chamber of Commerce
- Glasgow's Third Sector Forum
Within the Glasgow’s Community Planning structures there are three Sector Partnerships and twenty one area partnerships. These provide membership opportunities to a broader range of strategic partners, including the Scottish Government, Glasgow Council for the Voluntary Sector, Strathclyde Partnership for Transport, Jobcentre Plus, Glasgow Life, Glasgow Community & Safety Services, Jobs & Business Glasgow, the Community Health & Care Partnerships, local residents and representatives from the Further Education Sector.

**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.

**Service Reform**

In 2011, the Community Planning Partnership agreed to develop **One Glasgow** - a total place approach to budget planning and financial challenges based on pooling resources, focusing on specific shared priorities, eliminating duplication, and creating efficiencies.

The core principles for One Glasgow are that partners focus on and accelerate joint working on outcomes through early intervention and a proactive approach to prevention, outcome based targets, improved working with third sector, and targeting of services based on need. We are piloting One Glasgow in Govanhill.

To complement the CPPs, Glasgow has recently approved measures to reinvigorate and strengthen Community Councils. They have been given a prominent role in new community planning structures and will work alongside the council and other public services, including Police Scotland and the Scottish Fire and Rescue Service.

**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.

**Co-operative Glasgow**

Glasgow’s Co-operative Development Unit’s (CDU) is committed to developing and coordinating co-operative activity across the city. It promotes the development of co-ops, mutuals and social enterprises; provides advice and support to individuals, businesses and social enterprises on developing co-operative business models; and provide small grants for co-operative business start-up activity or business development.
The City Council has earmarked a £500,000 Co-operative Development Fund to help social enterprises in the city.

**Community Asset Transfer**
The Council has also developed a policy for the transfer of control of assets to the community which is an objective within our Strategic Plan. An example is our pathfinder project where there is a proposal to transfer Knightswood Community Centre to Knightswood Community Association.

**Financial Inclusion**
Some of our citizens who are most in need of the regeneration that we aspire to often feel economically or socially excluded. To rectify this, we promote the City’s Financial Inclusion Strategy, which seeks “To give our citizens, no matter their circumstances, access to quality advice, information and assistance that aims to help them from being financially excluded, putting them back in control of their life, and enabling them to fully contribute to, and participate in, the social and economic life of the city.” At the forefront of this work is GAIN (Glasgow’s Advice and Information Network), and a tangible example of improving financial inclusion is Glasgow Credit Union, which has more than 32,000 members and won Cosla’s ‘Strong and Sustainable Communities’ award in 2012.

**Learning City**
As stated above, a key strategic focus for Glasgow is in continuing to be ‘A Learning City’. At one level, this means continuing to work with the city’s world-class universities. But on a more fundamental level it means continuing to improve our school infrastructure. Recent years have seen unprecedented spending on improving and maintaining the city’s schools, and this will continue with a £250m commitment to rebuild or refurbish every primary in the city in the five years from 2013 to 2018. This investment is a key building block in raising educational attainment, and improving the economic, social and cultural wellbeing of Glasgow’s citizens.

Education is a basic building block for empowering the individual and communities. Attainment is increasing and the City Council has entered into an initiative whereby each secondary school is matched to a Glasgow business to help prepare pupils for working life after school to build on this progress.

**Technology Strategy Board (TSB) Future Cities Demonstrator**
This is an ambitious £24million programme aimed at using technology to make life in Glasgow smarter, safer and more sustainable. Public, private and academic sectors will combine expertise and use cutting-edge technology to enhance day-to-day life in the city. It addressed issues such as public safety, transport, health, and sustainable energy. Examples include increasing active travel (walking and cycling), smart, low-energy street lighting, and more efficient use of public and social transport.

**‘Connected’ Regeneration**
The remit of this investigation asks whether physical, social and economic regeneration are separate entities, and how partnership working can be most effective. Glasgow would take the view that different regeneration themes cannot be looked at in isolation.

The Metropolitan Glasgow Strategic Drainage Partnership (MGSDP) is a unique partnership formed by organisations involved with the operation of the sewerage and
drainage network in the area including Glasgow City Council, Scottish Water, Scottish Environment Protection Agency, the Scottish Government and British Waterways. The overarching aim of MGSDP is to provide a holistic approach to managing surface water which will reduce flood risk and unlock development potential while improving water quality and allowing residential areas to co-exist with the natural landscape.

Another example of this is the various regeneration activities around the Forth and Clyde Canal. The Glasgow Canal Partnership, between Scottish Canals, Glasgow City Council and ISIS Regeneration, takes a holistic view of regeneration in this part of the north of the city. As well as developing housing as part of the Maryhill TRA, the Partnership looks at other, complementary regeneration activities – for example community facilities, leisure and heritage trails, and cultural organisations, especially at Speirs Wharf and Port Dundas, where the Whisky Bond, the Glue Factory, the National Theatre for Scotland, and – soon – the Pinkston Paddle Sport Centre all provide cutting-edge facilities.

The examples outlined above demonstrate a key aim to work in partnership and facilitate community-led regeneration. One further example of this is the Scottish Government’s Regeneration Capital Grant Fund. Many of the projects submitted by the City were community led, including two (Barmulloch, Cadder) of the three that have progressed to the second stage of the bidding process.

b. Who is accountable for delivering what?

The governance structures at various levels in regeneration also reflect the accountability framework that is in place.

Glasgow City Council provides the leadership for partners at the local authority level. So, there is ultimate accountability through the democratic process.

Partners will have specific roles/responsibilities within agreed regeneration plans or strategies and therefore will be accountable for delivering the objectives that they are responsible for. So, if there is a housing regeneration aspect then Housing Association partners and/or Developers will be accountable for delivery. It is essential that where partners have joint ownership of regeneration delivery for a community and/or area that there is local accountability too.

c. How physical, economic and social regeneration activities are planned, co-ordinated, funded and monitored, with communities, for the benefit of communities

The key overall mechanism for the engagement with communities is Community Planning. However, we describe below some examples of how we approach regeneration with communities.

Community Ownership
Community Ownership, which has evolved since the 70s in Glasgow, is a prime example of how people make Glasgow is the strength, diversity, through the significant positive impact of the community-based housing association (CBHA) movement. There are over 60 CBHAs – effectively social enterprises – throughout the city. The majority of Glasgow’s HAs are community based, and community led through their tenant and resident committees. Committees do not just deal with the day-to-day management of their stock, and tenants, but through pro-active
communities and wider action activity they help shape housing-led regeneration across the city. The Community Based Housing Association sector is a strong example of what could be considered as 'community anchors'.

Since stock transfer to Glasgow Housing Association in 2003, and the Transfer of Management of Development Funding (TMDF) to the Council that year, housing associations in Glasgow have completed more that 10,000 housing units, and spent more than £ 770m on new and improved housing and related activities. These figures do not include GHA's own programmes for new build and refurbishment.

Through subsidiary companies or associated organisations, housing associations also provide economic and social/cultural benefits e.g. through community gardens and allotments, IT facilities, pensioner and after school clubs. Three examples are Partick HA’s Partick Works, Shettleston HA’s Upkeep Ltd, and the Calton Heritage & Learning Centre at Thenue HA, but there are many others.

There is engagement with Housing Associations at a local level through Local Housing Forums (LHFs). There is alignment with other aspects of regeneration activity to ensure 'joined-up' working as these Forums are part of the Community Planning Structure at Sector level (see above). LHFs have and will continue provide a mechanism for discussion on key housing issues such as investment and regeneration.

**Transformational Regeneration**

The Council continues to work hand-in-hand with GHA. Eight large-scale Transformational Regeneration Areas (TRAs) have provided, and will provide, thousands of new houses, many of them for tenants of demolished multi-storey flats.

Amongst the six active TRAs is Sighthill, the proposed site for the athletes' village for the 2018 Youth Olympic Games. Although the city's bid for this event was ultimately unsuccessful, the regeneration of Sighthill is still being taken forward through an ambitious programme of social and private house building, and significant infrastructure provision.

TRAs however are not just a top-down, centralised initiative- each active TRA has its own Local Delivery Group, with local resident representation. A special-purpose vehicle has been set up to deliver the TRAs. The Directors of this company, Transforming Communities: Glasgow, include representatives of GHA and the Scottish Government as well as ourselves.

**Community Benefit in Public Procurement**

Our emphasis on education is described above. Creating training and employment opportunities is also a means of empowering individuals and communities.

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.

**Stalled Spaces**

‘Stalled Spaces’ is a citywide initiative which delivers an innovative approach to dealing with issues relating to poor environmental conditions that have become prevalent due to the economic downturn. The initiative focuses on temporary use of vacant or under-utilised land to deliver a range of projects including urban growth spaces, community gardens and art sculpture parks. As well as physical renewal this initiative enables community empowerment.

As a result of the Community Support for Stalled Spaces funding, it is estimated that a total match funding package of nearly £500,000 has been attracted; over 6 times the amount invested by Glasgow City Council and Glasgow Housing Association.

d. **The absolute size and spend on ‘regeneration’ by local authorities and Scottish Enterprise. The Committee is also interested to know what the balance of this spend is, broken down by capital funding, revenue funding – (split by ‘cash’ resource and ‘staffing’ resource)**

The timescales, scale, range and diversity of investment in regeneration in Glasgow are substantial. For instance physical regeneration and economic development may feature more in early regeneration stages with other social and cultural investment having greater emphasis after these initial phases. In terms of staff resources, within the Council, most regeneration responsibilities are carried out by staff as part of their overall duties rather than through specific teams established for regeneration projects (although an exception is described below). This approach has a key strength in that it embeds regeneration within the services we deliver. This enables joint working within and between services and with our partners and communities to deliver agreed regeneration objectives.

**Table 1** below identifies investment in the city from projects underway, recently completed and planned. A broad set of criteria has been used to give a clearer picture of activity and investment in Glasgow reflecting the comprehensive nature of regeneration. These criteria include: -

• those investments that have been formally announced with a firm intention to begin
• expanding the geographical area to include areas outside the City Centre (e.g. South Glasgow Hospital Campus)

• a longer timeframe of two years to show developments which are under construction plus those recently completed

**TABLE 1**

<table>
<thead>
<tr>
<th>SECTOR</th>
<th>Underway</th>
<th>Completed</th>
<th>Planned</th>
<th>TOTAL</th>
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<tbody>
<tr>
<td>Infrastructure</td>
<td>697.1</td>
<td>634.00</td>
<td>45.10</td>
<td>1,376.00</td>
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<td>189.00</td>
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<tr>
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<td>0.00</td>
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<td><strong>1,358.00</strong></td>
<td><strong>1,268.80</strong></td>
<td><strong>£6,022.90M</strong></td>
</tr>
</tbody>
</table>

*Inward investment*

Following the publication of the Glasgow Economic Commission Final Report in July 2011, which recommended that an "in Glasgow investment team" be established to help drive up the levels of investment into the city, in June 2012, GCC set up an inward investment team based in DRS. The team, now 6 strong with an annual budget of £500,000, is implementing an inward investment strategy which focuses on promoting the 6 key sectors identified in the same report: low carbon industries; life sciences; engineering, design and manufacturing; financial and business services; tourism and events; and, higher and further education. These sectors are seen as providing Glasgow with the best opportunities for economic growth and job creation.

The team’s remit is to provide a first point of contact for first and second round investors to Glasgow. Working closely with partner agencies such as GCMB and Glasgow Chamber of Commerce, as well as national bodies such as Scottish Enterprise and Scottish Development International, the team aims to provide a rapid response to all enquiries, pooling resources to present the best case for Glasgow as a place to locate new businesses.

The overall picture for investment into Glasgow totals for 2012: SDI figures 2012/13 – 1502 new jobs and 972 safeguarded. So far in 2013/14, just under 2,000 jobs have been secured for the city. This brings job numbers from 2012 to present to 3,464 new jobs and 972 safeguarded.

e. **The Committee is also interested in learning about ‘regeneration projects’ across local authority boundaries (such as a URC or other infrastructure/economic development activity), in terms of the linkage and governance between the bodies, policies and activities involved**

The City Council works with our neighbouring local authorities across a range of issues e.g. through the Strategic Development Plan (SDP) and this is likely to increase in future given the importance of the city region nationally.

Our approach can be illustrated with the following examples:

*Clyde Gateway*

This is a specially created urban regeneration company established in 2007. This is a partnership of Glasgow City Council, South Lanarkshire Council and Scottish
Enterprise backed with funding from the Scottish Government. It has been identified as Scotland’s top regeneration priority within the National Planning Framework. The Commonwealth Games Athlete’s Village and the Emirates Arena are located within the Clyde Gateway.

Clyde Gateway’s task is to drive forward a massive investment programme over a 20 year period and to deliver unparalleled social, economic and physical change.

Clyde Gateway’s boundaries encompass the communities of Bridgeton, Dalmarnock, the Burgh of Rutherglen and Shawfield.

City Deal
In 2012 the UK Treasury confirmed plans to transform the powers and levers available to local leaders to deliver growth and jobs in their communities. The aim of City Deals is to unlock the full growth potential of cities.

City Deals provide a suite of new freedoms, powers and tools to help cities embark on new and innovate ways to drive local economic growth.

The City Council together with our neighbouring local authorities is developing a bid that will unlock £1bn of infrastructure investment across the region through a number of specific regeneration projects. Together with new powers there is the potential to deliver innovative investment to generate jobs and growth for the city/region that will also bring national benefits. This approach can deliver immediate benefits e.g. through employment and in the long term through reductions in welfare and health costs.