

A STEP CHANGE FOR GLASGOW

ACTION PLAN TO 2013





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INTRODUCTION

Glasgow's Economic strategy, 'A Step Change for Glasgow', aims to position Glasgow as a world class city with sustainable wealth and well-being for all its citizens.

This action plan, a key part of the strategy, sets out the main things that Glasgow will do over the next 5 years toward achieving those goals. Produced in consultation with the public and private sectors, this is also the economic component of Glasgow's Community Plan and therefore is integral to Glasgow's statutory wider planning process. However it is not a tablet of stone. Economic and political environments are constantly evolving, and this plan will always be 'work in progress', open for discussion and adjustment to reflect changing opportunity and need.

We have followed the structure of the 2006 'Step Change for Glasgow' strategy with one notable exception - 'Success through Specialisation' has been 'upgraded' from a supporting item to a Step Change theme. With Step Change as the goal, Glasgow must look for a special contribution from business sectors in which it has particular strengths.

Unavoidably, this is a high-level document. Some of Scotland's most important economic projects are reduced to a few lines, and abbreviations are used throughout. A glossary is on the inner back cover. Figures for 'funding' and 'indicative outputs' are the best available estimates at November 2008, and are intended only to provide a sense of scale for the projects. Early stage work, or recognised gaps in activity are indicated by a single asterisk in the 'status' column, meaning work is still at discussion stage.

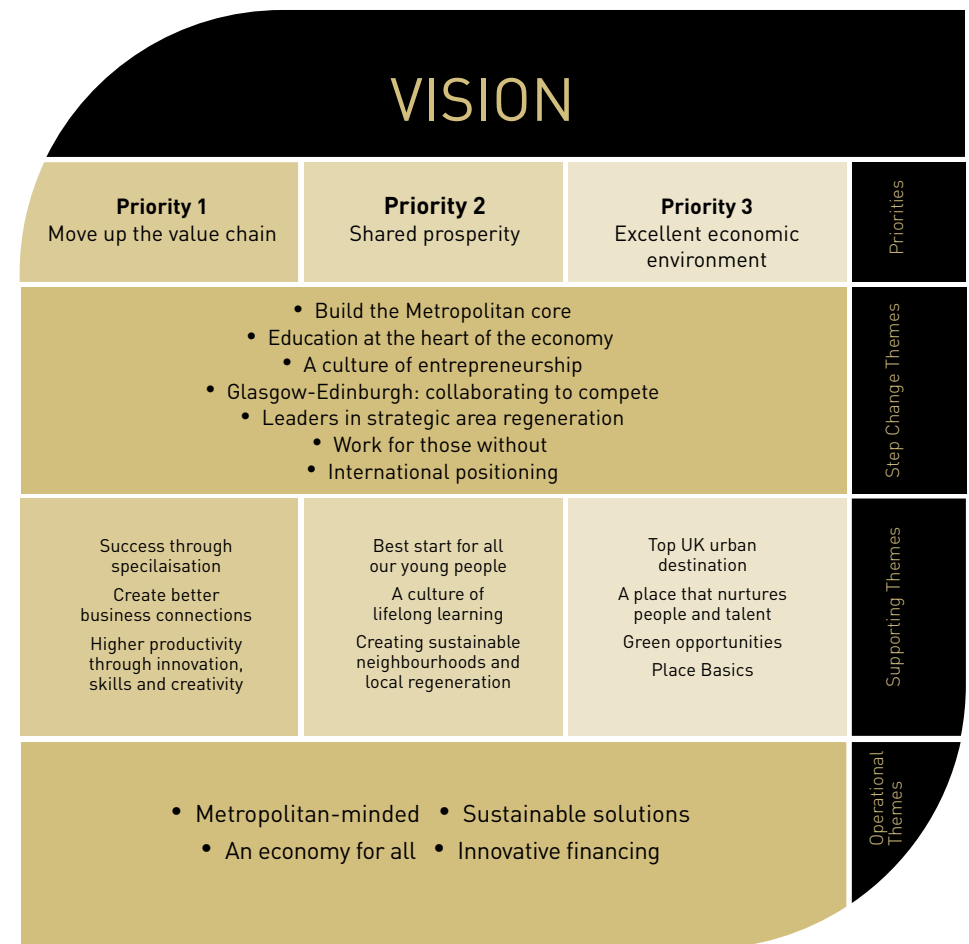
Much of this plan will be delivered through partnerships. This is rarely the easiest course, but partnerships at their best deliver quality, pace and scale that organisations working alone often struggle to achieve. Glasgow has an outstanding record of achievement through partnership. The Forum, or its successor, will maintain close links with key partnerships

in the city, encouraging good practice and ensuring they work as openly as possible with stakeholders. We will also ensure our cross-cutting themes (sustainability, inclusiveness, metropolitan impact, and innovative funding) are addressed in projects, and that beneficial impacts on public health are maximised where possible.

This plan is being launched at a time of global economic downturn which may worsen in future. However years of strategic investment and restructuring in the city's economy have left Glasgow well positioned to meet the challenges ahead. Some of our biggest 'step change' projects - the 2014 Commonwealth Games, Clyde Gateway and the M74 extension - are fully committed and are a strong foundation for economic progress over the next decade.

We hope this plan will be of immediate practical use to investors and help ensure Glasgow's economic resources stay focused on the most important strategic issues.

John Gallacher
Chair, Glasgow Economic Forum
November 2008



THEME 1: BUILD THE METROPOLITAN CORE

Glasgow's Metropolitan Core includes the city centre's traditional business and retail areas, the upper reaches of the Clyde Waterfront corridor and parts of the west of the city.

As the Clyde Valley's economic heart, the Metropolitan Core is home to many higher-value businesses, services and educational/research institutions of international stature. It is Scotland's largest centre of employment and the West of Scotland's transport hub: its continued regeneration and success is a national priority.

The action plan directs resources towards increasing the economic capacity of Glasgow's Metropolitan Core, making fuller use of buildings and space and enhancing the area's attractiveness to a wide range of users and investors. Major transport investments included here and elsewhere in the plan will make the core area more accessible, and new development opportunities will be explored around its margins.

	ACTIVITY	LEAD ORGANISATION	LEAD PARTNERSHIP	TIMESCALE (YEARS)	STATUS	INDICATIVE OUTPUTS	FUNDING
Deliver Clyde Waterfront projects, including:		The Metropolitan Core elements of Clyde Waterfront are expected by 2010 to deliver 35,000m ² commercial floorspace; 13,000 jobs; £277m private investment; and £197m Gross Value Added (GVA) to the Scottish economy (over £400m pa by 2028)					
1	International Financial Services District (IFSD)	SE	-	3-5	***	20,000m ² of grade A office space by 2009/10; 20,000 jobs in IFSD by Dec 2011	£1bn + by 2012
2	Pacific Quay Digital Media Quarter	SE	-	3-5	***	10,000m ² commercial floorspace	£148m by 2016
3	Development of a cultural quarter through delivery of Merchant City Action Plan and Arts Property Strategy	GCC	MCTHI	3-5	***	Achieve Scotland's largest practical arts location through: i) north block and Briggait redevelopment (Phase 1); and ii) south block, Paddy's Market redevelopment (Phase 2)	£20m
4	Riverside Museum	GCC	-	0-2	***	Major new visitor attraction open 2011; 400,000 visitors expected in first full year	£84m
5	SECC arena	SECC	-	3-5	**	12,500 seat major events arena	£123m
6	Laurieston redevelopment	GCC	-	5+	**	Restored urban grid, including 1700 new homes and 30,000m ² commercial and community space	£TBC
City centre management, including:							
7	City Centre Action Plan (CCAP)	GCC/ C of C	-	0-5	***	Actions to help realise 14,000 new jobs and 35,000 m ² retail; 80,000m ² office space	Existing budgets
8	Business Improvement District	C of C/ GCC	-	0-2	**	Proposals in development. Ballot planned mid 2008	£4.5m over 5 years
9	Retail investment strategy including marketing and the delivery of major developments e.g. Buchanan Galleries, St. Enoch	P Sector/ GCC/GCMB/ C of C	-	0-2	**	Expand major retail centres by 1 million sq ft Target up to 30 new retailer locations to Glasgow City Centre	£400m
Connectivity improvements, including:							
10	Clyde Fastlink (phase 1)	SPT	SPT/GCC/ RC/WDC	5+	*	Route 1: High-quality public transport link between city centre/Clyde Waterfront/Renfrew via Southern General Hospital Route 2: Glasgow city centre to Clydebank Route 3: Glasgow city centre to Clyde Gateway. Development work by SPT £450k in 08/09	£TBC
11	Glasgow Crossrail connection	SPT/TS	NR/TS	5+	*	Detailed project appraisal with technical and business case by 2009	£TBC
12	Glasgow subway modernisation	SPT	SPT/P Sector	5+	**	Complete refurbishment of existing infrastructure	£350m
13	East-West regeneration link	SPT	TS/NR/ CGURC/SPT	5+	*	Opening of Bridgeton/Parkhead rail link using disused tunnel	£TBC
14	Buchanan Bus Station	SPT	SPT/P Sector	5+	*	Major expansion of bus station to meet future capacity demands	£TBC

THEME 2: EDUCATION AT THE HEART OF THE ECONOMY

A strong education sector is vital for successful modern city economies. Glasgow, with its highly regarded further and higher education institutions, is well-placed to build strong functional links between education providers and the wider economy.

The action plan aims to harness the education sector's potential to contribute directly and indirectly to Glasgow's economic progress. It aims to boost the capacity of Glasgow's

educational institutions to attract income and talent, and also to encourage useful collaboration between sectors. Glasgow's education providers can strengthen the city's key growth sectors by focusing more upon them, developing a knowledge base and supply of skilled people with particular relevance to Glasgow. The plan also aims to boost education's role in maximising the economic value of fresh talent coming into the city, and in enabling benefit claimants to progress into work.

	ACTIVITY	LEAD ORGANISATION	LEAD PARTNERSHIP	TIMESCALE (YEARS)	STATUS	INDICATIVE OUTPUTS	FUNDING
1	Improvement of education estates to achieve a 21st century learning environment	HEI/FE/GCC	-	5+	***	27 new schools by 2011; FE colleges rebuilt; higher education campus plans delivered	£1bn+ over 5 years
2	Increased attainment in Glasgow schools	GCC	-	0-2	***	Implement recommendations of Glasgow's Education Commission. Programmes such as 'Determined to Succeed' (phase 2) delivered in Glasgow schools; early identification and intervention for pupils in need of support; Increase training opportunities for young people to 250 pa participating on More Choices More Chances traineeship programme Recruit 1000 Skillseekers and Modern Apprenticeships by 2011	£30m
3	Enterprise education/awareness	GCC/SDS/ FE/LRAs P Sector/ C of C	MCMC	0-5	***	'Determined to Succeed' (phase 2) programme Align all vocational activity in schools to key growth sectors. Training/employment initiatives linked to the Council's social renewal objectives 5% increase in participation in vocational training Deliver More Choices More Chances strategy, 2% pa reduction in number of young people not in employment, education or training	£18m over 5 years
4	Build joint research centres in science, engineering and social science with partners in the rest of Scotland	HEI/SFC/SE/ P Sector	-	5	***	Research pooling initiatives by SFC are creating areas of major strength in chemistry, physics, biological sciences, computing, economics, marine science and other disciplines	£40m over 5 years
5	Construction skills academy	GCC	GCPP	0-2	***	Completed 2007/08. 400 construction apprenticeships per year	£0.600m
6	Introduce a new structured approach by the FE sector to supporting key growth sectors	FE	GC	3-5	*	New FE courses and qualifications in support of Glasgow's key sectors in a Glasgow Colleges action plan to support the Step Change strategy	£TBC
7	City Science	SE/Univ of Strathclyde/ P Sector	-	3-5	***	New development for spin-outs/start-ups/inward investment, aligned with priority industries strategy and universities' Agenda for Excellence. Completion by 2014	£87m
8	Develop processes to strengthen and focus HE contribution to economic growth	TBC	-	0-2	*	Each institution to have a clear role/plan covering contribution to Glasgow's Step Change strategy	£TBC
9	Centre for Innovation, Design and Creativity	Glasgow School of Art	-	3-5	*	Establish a Scottish centre aimed at increasing the creativity driving economic success, completion by 2012	£10m

THEME 3: A CULTURE OF ENTREPRENEURSHIP

Glasgow has seen impressive jobs growth and physical regeneration but still has a low level of entrepreneurship. Currently, the city has around 5,000 (40%) fewer businesses than expected for a city of its size, and a business survival rate that is significantly behind the UK average.

This Action Plan aims to stimulate a stronger culture of entrepreneurship in Glasgow. It includes measures to strengthen existing business support services and to increase business education in FE colleges and schools.

It also addresses some key constraints on entrepreneurship and business growth, including improving the supply of business space, and easing access to public sector contracts. A new partnership will be formed through which public and private stakeholders will jointly lead this theme.

	ACTIVITY	LEAD ORGANISATION	LEAD PARTNERSHIP	TIMESCALE (YEARS)	STATUS	INDICATIVE OUTPUTS	FUNDING
1	Establish a strategic partnership to lead the Culture of Entrepreneurship theme and its related activities	SE/GCC	-	0-2	***	Research and consultation process informing a five year entrepreneurship action plan. New partnership arrangements will be established to lead work on expanding the business base	N/A
2	Implementation of a new Business Gateway model to include current Gateway contract and extended support services, skills, investment, internationalisation etc.	GCC/ LRAs/ C of C	-	0-2	***	Start-ups: 1000 firms assisted (08/09), achieving £500k turnover and 1000 jobs Growth: 75 firms assisted, achieving £150k additional turnover and 75 jobs High Growth: 25 firms assisted, achieving £125k turnover and 25 jobs GCC contribution assumes EU funding	£6.5m over 5 years
3	Revised public sector procurement	GCC/C of C	-	3-5	***	Increased share of contracts and value secured by local SMEs, producing benefits to businesses and local communities	£0.300m over 3 years
4	GCC business support programmes	GCC	TBC	0-2	***	In 2008/09 – 440 firms assisted, achieving £9.352m turnover and 408 jobs	£7.5m over 3 years
5	Expand HE sector contribution to entrepreneurship culture	HEI	-	5	***	50+ spin out and start-up companies launched with HE support Increased 'executive education' in public and private sectors by the HEIs and increased leadership training 250+ students pa graduating with experience of entrepreneurial education and/or internships in the UK or overseas	£4.9m over 3 years
6	Significantly increase the supply of quality small/medium business space to retain successful local businesses in Glasgow	GCC	TBC	3-5	*	TBC: research required	£1.8m over 3 years
7	Social enterprise development programme	CEIS/ LRAs	GSEP	TBC	*	TBC	£2.4m over 3 years

THEME 4: GLASGOW-EDINBURGH: COLLABORATING TO COMPETE

Glasgow and Edinburgh are the twin engines of the Scottish economy, providing one-third of Scotland's GDP and jobs and providing opportunities to residents well beyond the cities' boundaries. In recent years, the economic importance of both cities has increased - between them they now generate almost half of Scotland's additional jobs and GDP.

Glasgow and Edinburgh perform well in a Scottish and UK context, but are less successful on the international stage. Neither has the scale to be truly major international cities, however they possess shared and complementary assets which - if effectively combined - can be globally significant.

The Action Plan is effectively that of the Glasgow Edinburgh Collaboration Initiative (GECI), led by the two city councils and Scottish Enterprise, with support from SPT and other transport agencies. It aims to capitalise on existing, if not always recognised, opportunities while making the case for major improvements in physical infrastructure and changes to Government policy. The present plan runs until 2008, when it is expected to be refreshed and extended.

	ACTIVITY	LEAD ORGANISATION	LEAD PARTNERSHIP	TIMESCALE (YEARS)	STATUS	INDICATIVE OUTPUTS	FUNDING
1	Airdrie-Bathgate rail route re-opening	TS/NR	-	3-5	***	25 km reinstated, electrified double track line, additional 4 trains per hour between cities M8 traffic reductions; extended labour pools	£340m
2	Enhanced rail services between Glasgow Central and Edinburgh	TS	-	0-2	**	Additional 1-2 trains per hour Approx 65 min journey time (currently 90 approx via Shotts)	£10-50m
3	Falkirk rail route electrification, new Gogar station, for West Edinburgh, Airport	TS/S Govt	-	5+	**	6 trains per hour via Falkirk, 37 minute fastest journey time Increased patronage, greater capacity and frequency	£700m+
4	High-speed rail link between Glasgow and Edinburgh	S Govt	SPT	0-2 5+	*** *	Feasibility study undertaken Design, construction	£0.08m £TBC
5	M8/A8 upgrade	TS	-	3-5	***	10km of A8 upgraded to motorway standard	£300m
6	Develop and implement action plans to identify and exploit opportunities in key sectors, and to strengthen business linkages eg. by video-conferencing	SE	GECI	0-2	**	Collaborative ventures in financial services, tourism, culture and creative industries, life sciences, and civil service relocations Enhanced business competitiveness	£0.06m
7	Cities benchmarking, networking, promotion	-	GECI	0-2	*	Enhanced profile of Glasgow and Edinburgh nationally and internationally; greater influence on Government policy and priorities	£TBC
8	Talent attraction	SE	GECI	0-2	*	Talent attraction programme and activities. Greater numbers of mobile talent attracted to live and work in Glasgow and Edinburgh	£TBC
9	Innovative finance	-	GECI	0-2	*	Engage with the Scottish Government to identify and exploit new opportunities to realise funding for major projects	£TBC
10	Collaboration between Institutes in Glasgow and Edinburgh to create world-class research capability in engineering specialisms, electronics, and other fields	HEI/SFC/ SE/GCC/ P Sector	-	3-5	*	Increased research outputs (including joint Glasgow/Edinburgh work), commercialisation of research, spin-out companies	£25m

THEME 5: LEADERS IN STRATEGIC AREA REGENERATION

The regeneration of Glasgow has been in progress since the 1960s, and while a great deal has been achieved the scale of the challenge is such that work will continue well into this century. The public agencies have to take a balanced approach, addressing opportunities for growth but also tackling the physical decay, poor health and social exclusion that is still prevalent in parts of the city.

This action plan focuses on the development of three areas which collectively will result in a Step Change in the city's physical form, delivering economic impact and major benefits to local communities.

These are:

- i. Complete the Clyde Waterfront Initiative (some of which is included in theme one, Building the Metropolitan Core), taken to include the major hospital and life sciences development at the Southern General.
- ii. Deliver early phases of the Clyde Gateway Initiative, including major redevelopment around the proposed M74 southern extension and new sports infrastructure linked to the 2014 Commonwealth Games.
- iii. Development of the Canal Corridor in the north of the city.

	ACTIVITY	LEAD ORGANISATION	LEAD PARTNERSHIP	TIMESCALE (YEARS)	STATUS	INDICATIVE OUTPUTS	FUNDING
1	Complete the East End Regeneration Route	GCC	-	3-5	***	Phase 1 completed, Phases 2 and 3 underway Reduced congestion, regeneration of derelict land and improved pedestrian routes	£70m
2	Port Dundas/Townhead/Sighthill masterplan	GCC	-	0-2	**	Develop long-term vision and regeneration strategy. Initial assessment in 2008	£0.250m
3	Maximise the value of the Commonwealth Games 2014 in strategic regeneration of the East End, including: Commonwealth Games Village, Dalmarnock	GCC		3-5	**	Accommodation for 8000 athletes, convertible into housing for social rent/for sale	£245m
	Transport infrastructure/service improvements	SPT		3-5	*	Upgrading Dalmarnock and Bridgeton railway stations	£12m
	National Indoor Sports Arena and Velodrome	CSG	-	3-5	***	5000-seat arena; 2500-seat velodrome	£98m
	Glasgow Hockey Centre 2014	CSG		3-5	**	New hockey centre in the heart of Glasgow Green	£3.2m
	Tollcross International Aquatics Centre	CSG		3-5	**	Additional pool to be built close to existing pool, with seating for 6000 spectators (reducing to 2500 after the games)	£12.5m
	Health impact assessment	GCC		0-2	***	Maximise public health benefits from Glasgow hosting the Commonwealth Games	N/A
	Commonwealth Games Legacy Plan	GCC		0-2	**	Plan to be produced detailing long-term benefits to the city	N/A
4	Deliver Central Govan Action Plan	GCC/LRAs	-	5+	**	New mixed tenure residential development Private investment in business space Reused vacant/derelict land and audit of under-used buildings	£80m
5	Establish a Clyde Gateway Urban Regeneration Company	SE/GCC/SLC	-	5+	**	URC established early 2008	N/A
6	Remediate land, create new quality business space and housing in Clyde Gateway area	CGURC	-	3-5	**	Indicative outputs (for Glasgow and South Lanarkshire) for Clyde Gateway are: 350Ha derelict/contaminated land remediated, 400,000m ² business space created, 10,000 new homes, 21,000 jobs, 20,000 residents (new, gross)	£768m to 2016
7	M74 completion	TS	-	3-5	***	Completion by 2012. 300 jobs in construction	£457m
8	Realise the full economic potential of the Forth & Clyde Canal – implement the Canal Development Strategy	GCC/SE/BWB	Canal P'ship	5+	**	Development of key sites for mixed use. Increased use of Canal for commercial and residential purposes. Re-use of large areas of vacant and under-used land. Creation of new employment opportunities	£3m

THEME 6: WORK FOR THOSE WITHOUT

80,000 new jobs have come to Glasgow in the past 10 years, improving the city's employment rate by 10% to 65%. Despite this, Glasgow still has one of the UK's lowest rates of labour market participation by people of working age – closely linked with geographic areas of poor public health (particularly mental health) in the city.

Economic inactivity has high economic and social costs to Glasgow. In recent years we have led the UK in developing new approaches to reducing benefit dependency, notably through greater focus on initial engagement and sustaining employment. A key feature has been the delivery of local solutions in local areas, particularly through the Local Regeneration Agencies.

The Theme 6 action plan is effectively the plan of Glasgow Works Partnership, launched in 2007 to deliver Glasgow's contribution to the national DWP 'Cities Strategy'. The plan mainstreams many of the most successful new ideas developed in Glasgow in recent years aimed at more employment for those living on benefit.

It is expected that successful outcomes from Glasgow Works will influence future national strategy. Our targets are challenging. We aim to have 11,000 benefit-dependent Glaswegians into work by 2009, which will require a major restructuring of services to achieve better integration between the public agencies, a more client-centred approach overall, and more involvement of employers.

	ACTIVITY	LEAD ORGANISATION	LEAD PARTNERSHIP	TIMESCALE (YEARS)	STATUS	INDICATIVE OUTPUTS	FUNDING
1	Glasgow Works Activity streams including	-	-	0-2	***	11,000 off benefits and in work by May 2009 New delivery processes fully operational by 2009	£27m over 3 years
	Streamlining processes	GW	GCPP	0-2	**	Aligned management and funding resources, common definitions, standards, tracking system Training and other actions to enable health and social care sectors to support employability	
	Improving delivery	GW	GCPP	0-2	**	Common procurement process, innovation and collaboration through long-term contracting Numbers sustaining jobs, gaining qualifications while in work, and progressing in employment	
	Employer engagement	GW	GCPP	0-2	**	More vacancies for Glasgow Works clients Introduce Linking Opportunity and Need (LOAN) principles, agreements with private sector	
2	More Choices, More Chances strategy	GW	GCPP	0-2	***	Significant reduction in number of young people not in employment, education or training	£2.1m
3	Glasgow CP partners will be exemplars in developing job access programmes via Glasgow Works	GW	GCPP	0-2	**	Evidence for new and increased job-access performance by CP partners in Glasgow	-
4	Research into joblessness and economic inactivity in Glasgow	GCPH	GW	0-2	***	Better understanding of city-wide trends and the position of people on health-related benefits	£0.11m
5	Commonwealth Games Employability Initiative	GCC	-	0-5	**	Apprenticeships to be available to all school leavers	£25m
6	Tackle economic inactivity by improved access to childcare, more extended services in schools, and using these to support parents into employment	GCC	-	0-5	*	Detailed planning in progress. Buggy pushing distance to be achieved within 5 years More schools available for community use within 5 years	£TBC

THEME 7: INTERNATIONAL POSITIONING

The vision for Glasgow set out in the Step Change strategy is of a world class city - a challenging target for any city undergoing comprehensive economic change. This means that for Glasgow it will not be enough to simply do things well. The competitive edge we seek requires the successful marketing of Glasgow's capabilities and advantages overseas.

International positioning is a vital consideration for most of the Step Change themes, particularly education, area regeneration, city collaboration, key industries and the

development of the metropolitan core. Theme 7 includes key overarching activities such as the ongoing development of Glasgow's identity and image and high-profile international events, both of which underpin growing international confidence and stature. Other outward-focused activities are also included which have resonance elsewhere in the action plan, the expansion of tourism, the attraction of investment and talent from overseas, and stronger overseas trading by Glasgow businesses.

	ACTIVITY	LEAD ORGANISATION	LEAD PARTNERSHIP	TIMESCALE (YEARS)	STATUS	INDICATIVE OUTPUTS	FUNDING
1	Implement Glasgow's Tourism Strategy to 2016. Activity programme to include: Strengthen and maximise the economic impact of the city brand Glasgow: Scotland with style Implement Glasgow's Strategic Major Events strategy Increase the supply of hotel accommodation in Glasgow Protect and improve direct access to Glasgow nationally and internationally, by air, sea and surface. Maximise the image/brand opportunities/ tourism impact from hosting 2014 Commonwealth Games Protect and grow convention/meeting sales in metropolitan Glasgow	GCMB GCMB SMEF GCMB GCMB/SPT GCMB GCMB	TSG TSG & Industry Groups	5+ 1-5 yrs 1-5yrs 5+ 1-5yrs 5+ 1-5yrs	*** *** *** *** *** * ***	Achieve minimum growth of 60% in tourist revenue with a target of achieving 80% and grow tourism-related employment by 9,000 to 40,000 Achieve targeted positive changes in perception of Glasgow as a tourism destination, monitored through brand tracking Maintain and expand the pipeline of major events across the full range of agreed themes Attract 3,000 new premier hotel rooms, est. £100k investment per room Route Development Plans to be developed for air, sea and surface by Dec 2009. Resources deployed to protect/increase direct routes Pre and post 2014 strategy action plan for implementation from 2011, with monitoring, evaluation of attributable tourism impact of the Games. Achieve minimum sales of £750m over 5 years	£20m over 5 years £30m over 5 years £300m over 5 years £0.5m over 5 years £TBC Existing budgets
2	International Strategy (Lord Provost's strategy)	GCC/C of C	GIP	3-5	*	Establish new Glasgow International Partnership New strategy for Glasgow's outward focus Map GCC's international activity	£0.5m over 5 years
3	International Research and Development Links	HEI	-	0-5	***	Increased no of overseas students, particularly through joint ventures and articulation agreements Increased contracts with overseas companies and related investment in educational infrastructure Increased outputs from participation in global research networks Increased number of research and knowledge exchange collaborations with overseas universities and research institutions	£50m pa
4	Increase participation of Glasgow businesses in international markets	SDI/ C of C/GCC	-	0-5	***	More firms engaged in international trade Stronger contribution to priority industries' strategy An established sustainable pipeline of companies capable of pursuing international opportunities	£1.5m over 3 years
5	Work with SDI to attract new inward investors and increase/repeat investments. Implement Business Location Service strategy	SE/GCC	BLS	0-5	***	Achieve BLS target 1500 jobs pa, of which 200 are 'high value jobs'. Long term target is 30,000 jobs over 10 years with focus on Financial and business services Life sciences Retail, leisure, tourism UK public bodies	£1.5m over 3 years

THEME 8: SUCCESS THROUGH SPECIALISATION

Strong city economies are invariably built on specialist activities that trade externally, supporting high-value jobs and driving innovation and productivity. Many of Scotland's national priority industries are well represented in Glasgow, and will require continuing support as mainstays of the city's economy. This calls for an alignment of supporting infrastructure, including all levels of education, financial frameworks, property development, research capacity and professional networks, to ensure that these sectors are enabled to grow and develop to their full potential.

Glasgow has in depth strength in a range of sectors including marine technologies, financial services, energy, electronic and enabling technologies, life sciences, and cultural, creative industries. In focusing on these, links with the universities and NHS will be vitally important, particularly in the field of life sciences where collaborative partnerships have real potential for Glasgow.

	ACTIVITY	LEAD ORGANISATION	LEAD PARTNERSHIP	TIMESCALE (YEARS)	STATUS	INDICATIVE OUTPUTS	FUNDING
1	Deliver South Glasgow Hospital Medipark	SE	-	5+	**	Exploit economic opportunities linked to medical/research facilities site investigations and masterplan to be completed and construction started within 2 years	£8m over 5 years to 2014
2	Implement 'Science and Technology Diamond' strategy/action plan	SE	-	3-5	***	1-2 new globally-significant companies, establish critical mass of life science companies in West of Scotland with stronger culture of commercialisation and suitable business/R&D accommodation options	£5m
3	Deliver Scottish Marine Technologies Training Project	SE/FE/P Sector	-	3-5	***	Glasgow component (30%) of national marketing budget to attract trainees to marine sector through Modern Apprenticeships and workforce development. Target 250 trainee jobs in Glasgow over 3 years	£0.150m over 3 years
4	Implement key economic aspects of Glasgow Cultural Strategy	GCC	-	3-5	***	Open Film City Project in Govan Town Hall Glasgow Museums Resource Centre Phase 2 Year-round festival, event, exhibition programmes	£14.2m
5	Deliver Construction Skills Action Plan covering Scotland but with a Glasgow focus	SE/P Sector	-	3-5	***	Focus on strategic investment, working with industry demand, capacity building, and innovation Increased skill levels - fully qualified workforce by 2010, improved business competitiveness Sustainable outcomes, economic, social and environmental	£13.3m over 4 years
6	Deliver BioMed West	NHS/SE/HEI	-	3-5	**	A platform for the enhancement of life sciences and healthcare research involving universities and the NHS. Outcomes to include increased commercialisation and spin-outs in healthcare field	£20m-50m
7	Support for other priority industries including electronic markets/enabling technologies (eg optoelectronics), sustainable energy, food and drink, engineering, software, ICT business tourism and financial services.	SE	-	0-2	**	Investment in commercialisation ventures Numbers of spin-out companies formed Food & Drink Innovation Centre (West of Scotland element in national project) Pilot micro-power generation in business areas (GCC sharing lead role)	£2.6m over 4 years
8	Further commercialisation of universities' research in priority areas, eg, marine, aerospace, energy.	SE/HEI	-	3-5	*	Attract/expand research-focused energy companies Increased energy and advanced engineering research Numbers of spin-out companies formed	£1.2m over 3 years
9	Develop a creative industries strategy for Glasgow	GCC/HEI	-	0-2	*	Strategy to address digital media, the arts, design, music, micro-business development etc	ETBC

SUPPORTING THEMES | PRIORITY 1: MOVE UP THE VALUE CHAIN

The Step Change for Glasgow strategy identifies three important supporting themes for which proposed actions are set out below.

Priority 1. Move up the value Chain, aims to enhance Glasgow's business competitiveness through measures to support productivity, innovation, and removal of barriers to growth and success.

	ACTIVITY	LEAD ORGANISATION	LEAD PARTNERSHIP	TIMESCALE (YEARS)	STATUS	INDICATIVE OUTPUTS	FUNDING
Create better business connections:							
1	Glasgow Airport Rail Link (GARL)	TS	-	3-5	***	Completion by 2012 1.8 m passengers pa by 2030 52,500 additional visitors pa 650 additional jobs over 10 years	£170m- £210m
2	Glasgow Airport expansion	BAA	-	5+	*** **	Skyhub completed 2008 (new arrivals hall and other facilities) 10 year capital investment programme (2008 to 2018) Targets for 2030 - 24m passengers pa, 8m int. visitors, 7,000+ new airport jobs	£31m £200m
3	Complete North Clydeside Development Route	GCC/WDC	SPT	-	**	Improved access West via Clydebank Congestion relief on Dumbarton Road	£0.5m (design)
Higher productivity through innovation, skills and creativity:							
4	Interventions supporting higher-value potential, improving productivity and sustain ability in businesses: - account management - priority industries - high growth start-ups	SE	-	5+	***	Increased productivity, turnover, high value jobs Increased commercialisation and spin-outs	£6m pa
5	Support innovation through RSA, SMART, SPUR schemes	SE	-	5+	***	New products/services/processes launched Increased innovation and R&D spend	£35m pa
6	Consider an innovation and creativity strategy/ action plan for Glasgow	GCC	-	0-2	-	Proposals to be developed and considered	N/A

SUPPORTING THEMES | PRIORITY 2: SHARED PROSPERITY

Priority 2. Shared Prosperity reflects the aim to include all Glasgow's citizens in the city's growing wealth and success. Improved health, particularly in disadvantaged parts of the city, is a key underlying factor because of the relationship between health and education achievements and employability.

	ACTIVITY	LEAD ORGANISATION	LEAD PARTNERSHIP	TIMESCALE (YEARS)	STATUS	INDICATIVE OUTPUTS	FUNDING
Best start for all our young people							
1	Improve school leaver destinations through curriculum development, improved partnership working with learning providers and continued development of vocational training	GCC/SDS	-	5+	***	Targeted reduction in the number of young people not going into education, training and employment (identified as a local priority with impact at national level)	£2.4m pa
2	Expand and develop alternative education provision through Learning Centres, vocational training programme and purchased provision	GCC	-	5+	**	Funding in place to support one early years'/primary-age and one secondary-age Learning Centre in the city	£3.4m (including Vocational above)
3	Modern Apprenticeships, Skillseekers, Get Ready for Work	SDS	-	5+	***	More young people progressing to full-time employment, education or mainstream training More young people achieving Modern Apprenticeships and vocational qualifications	£11m pa
4	Programmes for vulnerable groups including Youthbuild, Princes Trust, Right Track GCPP Childrens' Service Programme	GCC	GCPP	5+	***	Individuals assisted towards employment, securing employment, receiving certificated/non certificated training	£9.5m over 3 years
A culture of lifelong learning							
5	Life-long learning projects targeting low skilled/low paid/under-represented groups (including Urban Learning Space and REAL)	SDS/GCC/ The Lighthouse	-	5+	***	Individuals assisted on employment/training issues, receiving certificated/non certificated training, assisted into employment/work.placement /progressing within work	£ 1.2m+
6	Future Childcare Programme		GCPP	0-5	***	Parents assisted to enter/sustain employment by removing childcare barrier	£2.5m pa
Creating sustainable neighbourhoods and local regeneration							
7	Implement New Neighbourhoods Strategy	GCC	-	3-5	***	Phased development of new residential areas at Drumchapel, Oatlands, Garthamlock. Primary focus on social/rented and providing family accommodation.	£TBC
8	Deliver a range of community level economic development programmes within LCPP areas	LRAs	GCPP	0-2	***	Organisations supported to deliver economic development activities	£3m pa
9	Deliver programme for 8 Transformational Regeneration Areas	GHA/GCC/ P Sector	-	5+	**	8828 new build housing for sale/rent	£1.8 - 2.6bn
10	Deliver Glasgow dimension of Scottish Futures Forum's 'Future Pulse' project	SFF	-	3-5	**	250 participants exploring issues and possible futures with local communities, taking action and broadcasting results	£0.125m over 5 years
11	Activities to ensure local communities benefit by employment etc, from major regeneration and development projects	GCC	-	0-5	**	Contribution to community benefit to be 10% of scoring criteria in deciding new contracts	£4m pa
12	Research the links between child /family poverty and low pay	NHS	-	0-2	*	Indicators will be generated	£TBC

SUPPORTING THEMES | PRIORITY 3: EXCELLENT ECONOMIC ENVIRONMENT

Priority 3. An Excellent Economic Environment reflects the importance of maintaining and improving the basic economic infrastructure and maximising use of the city's assets.

	ACTIVITY	LEAD ORGANISATION	LEAD PARTNERSHIP	TIMESCALE (YEARS)	STATUS	INDICATIVE OUTPUTS	FUNDING
Top UK urban destination							
1	This aim is addressed by activities throughout the action plan	-	-	-	-	-	-
A place that nurtures people and talent							
2	Research into well-being and quality of life in Glasgow against a range of indicators	GCC	-	0-2	*	Action plan based on research	£TBC
3	Deliver Healthy Working Lives programme	NHS	-	0-3	***	Increase awareness and achieve targeted behaviour change in employers and employees	£0.550m pa
Green opportunities							
4	Roll out SE Environmental Management products for business	SE	-	5+	***	Resource efficiency gains (energy, waste, water)	£0.125m pa
5	Implement Climate Change Partnership city-wide	GCC	-	5+	***	Target reduction in CO2 emissions to be decided	N/A
6	Develop Green Network in Glasgow	-	GCVGNP	0-2	***	Increase in amount of green space meeting GCC quality standard (planning in progress)	£0.200m pa
7	Construction industry – sustainable skills programme	SDS	-	0-2	*	Construction industry to have skills to meet needs of sustainable technology sector	£TBC
8	Establish a Glasgow 'carbon management sector'	GCC/HEI/ Carbon Trust/ P Sector	-	5+	*	Reduction in Co2 emissions Establishment of local offsetting initiatives	£TBC
Place Basics							
9	Implement Glasgow Strategic Drainage Plan (GSDP), White Cart Flood Prevention Programme, Strategic Surface Water Management Plans	Scottish Water/GCC	-	5+	***	Removal of development constraints Flood risk reduction, flood containment areas Integrated and optimised investment planning (White Cart: 7.6km riverside defences; 1750+ homes and businesses protected)	£2bn+
10	Create 5-year derelict and vacant land strategy	GCC	-	0-2	**	Double present rate of investment from £5m to £10m pa, and from 100ha to 200ha per annum	£10m pa
11	Develop and realise potential of strategic sites for industry including: Darnley Mains Robroyston North and South College Lands WS Science Park Crown St	GCC	-	3-5	**	Refresh strategy and investment requirement, develop and realise potential of strategic sites for industry including 10 years' land supply and serviced space for industrial/business use	£TBC

ABBREVIATIONS

Delivery Organisations

BAA	British Airports Authority
BWB	British Waterways Board
C of C	Glasgow Chamber of Commerce
CGURC	Clyde Gateway Urban Regeneration Company
CSG	Culture and Sport Glasgow
FE	Further Education Colleges
GCC	Glasgow City Council
GCMB	Glasgow City Marketing Bureau
GCPH	Glasgow Centre for Population Health
GHA	Glasgow Housing Association
GW	Glasgow Works
HEI	Higher Education Institutes
LRA	Local Regeneration Agencies
NHS	NHS Greater Glasgow and Clyde
NR	Network Rail

P Sector	Private Sector
RC	Renfrewshire Council
SDS	Skills Development Scotland
SDI	Scottish Development International
SE	Scottish Enterprise
SECC	Scottish Exhibition & Conference Centre
SFC	Scottish Funding Council
SFF	Scottish Futures Forum
S Govt	Scottish Government
SLC	South Lanarkshire Council
SPT	Strathclyde Partnership for Transport
TS	Transport Scotland
WDC	West Dunbartonshire Council

Partnerships

BLS	Business Locations Service
GCVGNP	Glasgow and Clyde Valley Green Network Partnership
GC	Glasgow's Colleges (FE)
GCPP	Glasgow Community Planning Partnership
GECI	Glasgow - Edinburgh Collaboration Initiative
GIP	Glasgow International Partnership
GSEP	Glasgow Social Economy Partnership
MCMC	More Choices More Chances partnership
MCTHI	Merchant City Townscape Heritage Initiative
SMEF	Strategic Major Events Forum
TSG	Tourism Strategy Group

MEMBERS OF GLASGOW ECONOMIC FORUM

Private sector (chair)
Glasgow City Council
Scottish Enterprise
Glasgow Chamber of Commerce
Federation of Small Businesses
Glasgow City Marketing Bureau
Glasgow's FE colleges
Strathclyde Partnership for Transport
Glasgow Community Planning Ltd
Jobcentre Plus
Glasgow Local Regeneration Agencies Network
Communities Scotland
Glasgow's HE sector

TERMS USED

Activity The Step Change economic development activities to be delivered in the city.

Lead Organisation Organisations responsible for leading the delivery of actions

Lead Partnership Partnerships responsible for delivery of actions

Timescale Expected number of years for the activity to be delivered

Status * discussion stage, ** project planning stage, ***project being implemented.

Indicative Outputs Main criteria by which activity will be measured

Funding Estimated funding for the activity from all sources



Glasgow:
Scotland with style®

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