PEOPLE
make
PLACES

because
Glasgow belongs to you

Report of the
PlaceCommission\Glasgow

Barrowland

SIGNS AND PORTENTS...

STAFF XMAS

THE OLD STAGE

STOP

BAR

THE OLD BARRAS

GIBSON ST.

SERVICE STAFF

LISTENING RECORDS

regular music
del Amitri
28 JULY 2018
AAA

PEOPLE make PLACES

because
Glasgow belongs to you

Report of the

PlaceCommission**Glasgow**

2022

Cover illustration

Barrowland

Courtesy of Mitch Miller
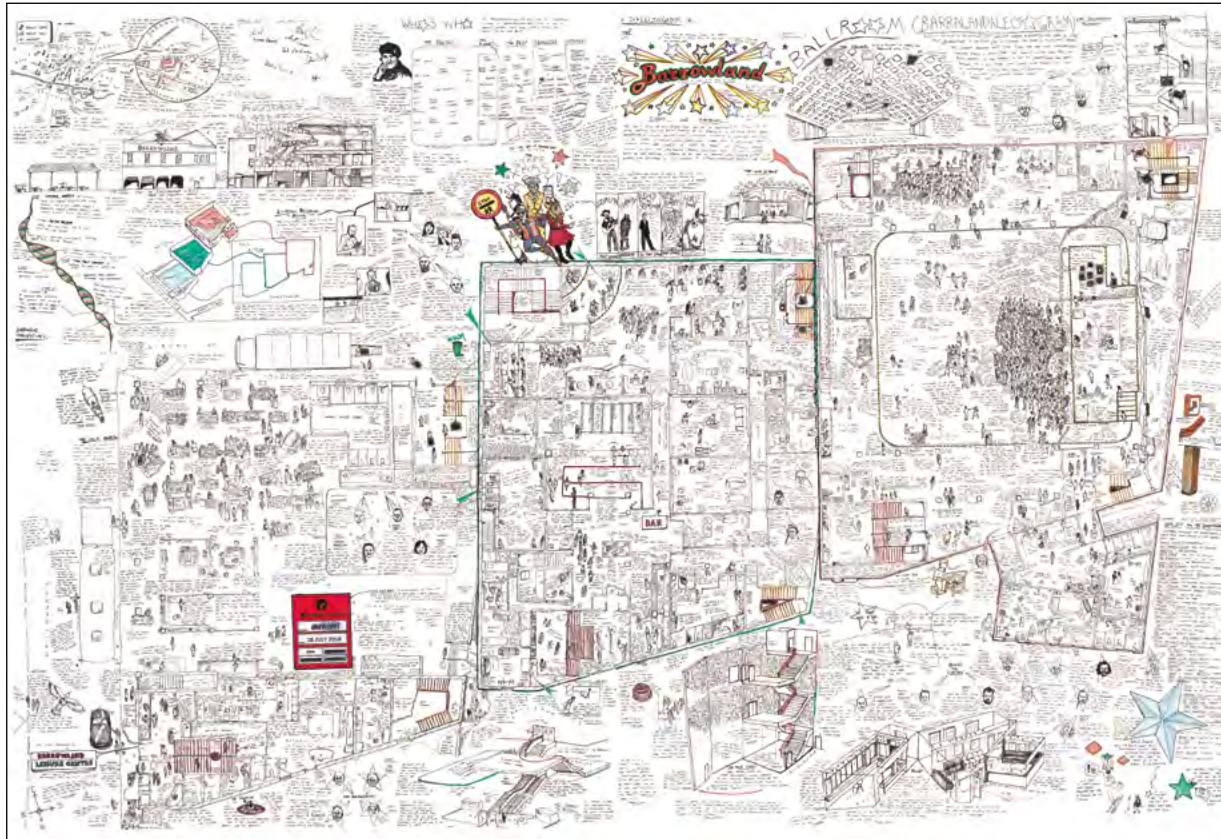
The Dialectograms
of
Mitch Miller

Mitch Miller is an illustrator, writer and socially engaged practitioner. He 'invented' the illustrative style of the Dialectogram in 2009 and has since worked with residents, employees, users and visitors to a number of different spaces in Glasgow. Each dialectogram blends the memories and experiences of these participants into a work of graphic art that illustrates the social architecture of a place.

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"

Cities have the capability of providing something for everybody, only because, and only when, they are created by everybody."

JANE JACOBS

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PlaceCommission**Glasgow**

2022

Abbreviations & Acronyms

Agenda 2030	Transforming our World, the 2030 Agenda of Sustainable Development, UN, 2015
AGE cities	Aberdeen, Glasgow & Edinburgh
AudScot	Audit Scotland
A&DS	Architecture & Design Scotland
BREXIT	UK withdrawal from the EU
CC	Connectivity Commission
CDP	City Development Plan
C4C	Centre for Cities
CEE	Community Empowerment and Equalities – Glasgow City Council
COP	Conference of Parties
COSLA	Confederation of Scottish Local Authorities
COVID-19	Coronavirus Disease
CRC	Climate Ready Clyde
DEI	Diversity, Equity and Inclusion
DRF	District Regeneration Framework – GCC
ESG	Environment, social, & governance criteria in decision-making practice
ESI	Environmental and social investment
EU	European Union
FAI	Fraser of Allander Institute (University of Strathclyde)
FEI	Further Educational Institution
FoE	Friends of the Earth
GCC	Glasgow City Council
GCPP	Glasgow Community Planning Partnership
GCR	Glasgow City Region
GCRP	Glasgow Canal Regeneration Partnership
GCU	Glasgow Caledonian University
GCVGN	Glasgow & Clyde Valley Green Network
GDP	Gross Domestic Product
GEP	Glasgow Economic Partnership
GFC	Global Financial Crash (2008-2013)
NHSGGC	NHS Greater Glasgow & Clyde
GHSCP	Glasgow Health and Social Care Partnership
GL	Glasgow Life
GSA	The Glasgow School of Art
GVA	Gross Value Added
HEI	Higher Educational Institution
IPCC	International Panel on Climate Change
JRF	Joseph Rowntree Foundation
KIBS	Knowledge Intensive Business Services
LDF	Local Development Framework – Glasgow City Council
NGHA	New Gorbals Housing Association
NHS	National Health Service
NPF	National Performance Framework – Scotland
NPF 4	National Planning Framework 4 – Scotland
NRS	Neighbourhoods, Sustainability & Regeneration – Glasgow City Council
PBSA	Purpose built student accommodation
PwC	Price Waterhouse Coopers
PUA	Primary Urban Area
RCS	The Royal Conservatoire of Scotland
RSL	Registered Social Landlord
ScotGov	The Scottish Government
SDF	Strategic Development Framework – Glasgow City Council
SDG	UN Global Sustainable Development Goals
SportScot	SportScotland
SPT	Strathclyde Partnership for Transport
TRA	Transformational Regeneration Areas (with housing focus)
TS	Transport Scotland
UK	United Kingdom of Great Britain & Northern Ireland
UoG	University of Glasgow
UoS	University of Strathclyde
UNECE	United Nations Economic Commission for Europe
UN	United Nations
VDL	Vacant and Derelict Land
WHO	World Health Organisation

Contents

1

In search of place\
an introduction

For the people and places of Glasgow and, for the imagineers – before, now and in the future – Glasgow needs you as it always has, and always will – you are what makes the city.

For centuries Glasgow, as a bucolic fishing village and ecclesiastical centre on the banks of the River Clyde, held little of strategic significance.

When success and later threats came to the city, it was as a consequence of explosive growth during the industrial era that left a significant civic presence accompanied by social and environmental challenges. Wartime damage to the fabric of the city and the subsequent implementation of modernist planning left Glasgow with a series of existential threats to the lives and the health of its people that have taken time to understand and come to terms with.

In a few remarkable decades of late 20th century regeneration, *"the city that refused to die"* in the title of Michael Keating's 1988 book, Glasgow began to be put back together. The trauma of the second half of the 20th century is fading but not yet a distant memory. Existential threats from the climate emergency can provoke the reaction "what, again?" However, the resilience built over the last 50 years has instilled a belief that a constructive, pro-active and creative approach to face this challenge along with the recognition that such action can be transformational for safeguarding and improving people's lives and the quality of their places. A process described as a just transition that has become central to Glasgow's approach.

Of Scotland's four big cities, three are surrounded by landscape and sea. Of the four, only Glasgow is surrounded by itself. Even with a small territory, Glasgow is still the largest of Scotland's big cities and by some margin. When the wider metropolitan area is considered, Glasgow is – like Birmingham, Manchester and Liverpool – no mean city.

The City Urbanist's role was organised around three themes apposite to Glasgow – the international city, the metropolitan city and the everyday city with the last pre-eminent for the daily lives of those who live, learn, visit and work in the city.

Early in the process, a United Nations conference was staged in Glasgow on the theme of *City Living* organised around Glasgow's aspiration of being a liveable city. The conference endorsed the principles of the UN Charter on Sustainable Housing and prepared a declaration on sustainable and affordable housing for the UNECE following in the footsteps of Vienna.

A small group of prominent independent practitioners from differing backgrounds including architecture, health, community engagement, engineering, landscape design and development with senior or former roles in the public, private and third sectors were asked to act as commissioners. We were supported by a team from Glasgow City Council and Glasgow city region and by two professional experts whose role was to provide background analysis, design and facilitate the engagement process and to keep a focus on objectivity.

Our work has run as a long-form charrette with periods of intense activity and periods of reflection through the pandemic, lockdown and a major international event in Glasgow focused on the climate emergency. Over the last two years, the ground has shifted under our feet. Work has involved five tasks: desk research to identify and review published research; a programme of data collection and analysis; a review of the place policy landscape at the Scottish, city region and city level; an engagement programme in two phases to explore the condition of, and prospects for, Glasgow's places from a range of perspectives; and workshops to identify and synthesise learning from the process and agree priorities for action.

In reality, working against the backdrop of the COVID-19 pandemic, it was not possible to run the commission the way we had intended. We developed an agile way of working and the commissioners became a sounding board involved at different moments when circumstances permitted. Engagement was conducted entirely online during periods of lockdown requiring new forms of engagement to be prepared. We found alternative online means to 'see' the city as meetings on-site were not possible. More face-to-face contact, and more time spent in Glasgow's places would have been desirable but, with the goodwill and pragmatism of participants, the review process worked well.

In the uncertain times of the pandemic, focus was understandably on the need to recover and get '*back to normal*'. But as the pandemic wore on, those of us away from the immediate urgency of the front line, were afforded an opportunity to reflect. It became clear that recovery from the pandemic would become irrevocably linked to the climate and nature emergencies under the shadows of Brexit, the financial crisis and other

unknown externalities not least a major war in Europe that has seeped into energy policy and the cost of living. It was evident that going back to *normal* was highly unlikely, that quickly achieving a *new normal* was slightly utopian and that the *next normal*, however imperfect and uncertain, needed to be the focus given that uncertainty was likely to prevail for some time and, in terms of the collective response by cities, flexibility and agility would be important.

People make Places – because Glasgow belongs to you is in six chapters, including this introduction.

Chapter 2 reviews the concept and complexities of place, discusses why these matter and reviews the growing body of evidence that place quality can deliver economic, social and environmental value.

Chapter 3 focuses on the history and evolution of modern Glasgow in four eras of 19th and early 20th century industrialisation, de-industrialisation and modernism in mid 20th century, late 20th century regeneration and a 21st century recovery towards transition and renaissance.

Chapter 4 documents the process, synthesis and the results of the engagement programme and begins to explore systematic approaches to place and consensus building around the principal issues.

Chapter 5 reflects on a stocktaking of place in contemporary Glasgow, looking at the city through the lenses of an international, metropolitan and everyday city, concluding with a review of the places of Glasgow and what may be learned from them revealing some valuable insights presented in a series of *Place Stories* included in the report.

Chapter 6 sets out the findings of our work building on our investigation and analysis reviewing place goals, challenges and opportunities for Glasgow over the decades to 2030 and 2040. The chapter concludes with some recommendations about what Glasgow might do better to combine place thinking and climate awareness and setting out practical steps to mobilise Glasgow's 'place ecosystem'.

The programme for the commission was impacted on by the pandemic and readying for COP26 in the autumn of last year. Although frustrating, this did permit the exploration of Glasgow's remarkable housing turnaround through the making of the film *Living in Glasgow – a journey to 2030*, reviewing the issues facing the River Clyde reported in *a River runs through it*, and the completion of other research, including *Scotland's Urban AGE 2022 – Shocks to the System* and, *Place and Life in the UNECE* an international UN action plan to 2030 to tackle challenges from the COVID-19 pandemic, climate and housing emergencies in region, city, neighbourhood and homes. This work has helped to inform this report.

What if Scotland

The idea of "What if…?/Scotland" was developed for Scotland + Venice, as Scotland's contribution to the Venice Biennale, which ultimately became an exhibition at V&A Dundee in 2021 from a direct approach to community engagement developed by 7N Architects to engage architects more closely with citizens and communities and re-discover the civic role of architecture.

It is a response to the complicated and distant process of creating places for the majority of people who will use, live and work in them. The primary ambition of What if…? is to cut through bureaucratic processes to understand what communities need and desire for the future of their places … in the words of Ewan Anderson – "Architecture unplugged".

The "What if …/Scotland" team brought 25 architects and designers together with 25 citizens from five communities across Scotland: Lerwick in Shetland, Elgin in Morayshire, Paisley in Renfrewshire, Wester Hailes in Edinburgh and Annan in Dumfries and Galloway. A What if…?/Dundee also took place as part of the V&A exhibition.

Pairing each citizen with an architect or designer, citizens are asked to share one hope or dream in the form of a wish to make their place better and in response their architect/designer partner created an idea – What if …… we did something like this?

"What if…? is about listening to what people need or desire and coming up with a creative idea that satisfies it and adds something more. It is just the architects and the citizens, sketchbooks and pencils, and a series of engaging conversations about ambitious wishes and ideas for the future."

Dundee architects and citizens

The most striking outcome of the What if…? engagement is the energy, enthusiasm and innovative thinking generated by the direct, creative, conversations between architects and citizens. As Scotland moves forward from the pandemic those stories and lessons can help to harness the creativity of citizens and designers to tackle the urgent issues facing the country's communities and build a greater sense of community spirit and belonging.

There is a significantly heightened appetite and awareness, post-pandemic, for living and acting locally and the quality of the places in which we live. We already see this in changing patterns of work and policies such as 20-minute neighbourhoods. The pandemic has fast forwarded attitudes that might have taken 5 or 10 years to change, in just a couple of years.

A key lesson from the extraordinary challenges, individual endeavours and collective achievements during the pandemic is that the old language of "it's too difficult", "this hasn't been done before" and "you'll never get that to work" is seen to be consigned to the past.

A wish for Dundee

Images courtesy of
Ewan Anderson/
7N Architects

Further information

\PLACE CREDENTIALS\
Community Activation,
Volunteering,
Co-creation,
Inspirational Intent

2

What we mean when we talk about place

"

Place is one of the most multi-layered and multi-purpose words in our language."

ALESSANDRO DELL'ORTO

The Ubiquity of Place
Place is everywhere, places are all around us. Everywhere is some place. Place is a general construct, a concept that gives everywhere some qualities, some specificity whether cultural, social, environmental or economic. And these in turn connote other qualities – ceremonial, beautiful, tranquil, vibrant, community, busy, unloved places.

Place has joined that group of words that can function linguistically as a noun or an adjective and in so doing has become ubiquitous like urban before it … urban design, urban management, urban transportation, urban deprivation … urban cowboy… urbanist, urbanism, urbanity. Some decades ago planners became "mediators of space, makers of place". This helped birth the practice of *Place-making* which was soon joined by *Place-management* and the lexicon of the pandemic has now given us Place-shielding that seems to be something akin to what used to be called urban conservation.

That *place* has become central to our thinking about cities is welcome, it provides a common term for something that is universally appreciated – one way or another. But if we are to use it widely across the professions and throughout communities, we should perhaps be more precise about what we mean … and that seemed like a good place to begin this work.

The Idea of Place

The idea of place is rooted in the physical world of buildings, streets, spaces and landscapes, and the infrastructure that supports and connects them. It encompasses the process of *placemaking* – which includes governance, planning, design, development, management and stewardship – as well as the uses, *activities and communities* that animate and populate places.

We live our lives in places. Whether they are urban, suburban or rural, places provide the setting for every part of our lives: we live, learn, work, meet friends and spend our leisure time in places, and we are shaped by them. The quality of places influences all our life experiences: at their best, places are a source of joy, pride, pleasure and stimulation; failing places are dysfunctional and they lower our spirits and wellbeing, individually and collectively. Place quality is partly a matter of architecture and urban design but also a function of how well a place is managed and cared for, and the vitality and diversity that it sustains.

Place Attachment

We live and work together in places – in neighbourhoods, business districts, university campuses, civic and commercial quarters. The geography of the city has many dimensions including spatial form, distinctive cultures, economic activities and communities of interest. The character of places – a difficult concept to be precise about – is determined by a complex web of factors, and this explains why the places we care about – and we may form a bond with several places in a lifetime – exert such a powerful emotional pull. They are inextricably linked with the family, friends, lovers, neighbours, colleagues and others we share the place with. Place attachment theory explores the ways in which growing up in a place, forming personal relationships and joining social networks can generate emotions ranging from "*appreciation, pleasure, fondness, and respect, to concern and (a sense of) responsibility*" (Cushing and Miller, 2020).

In the view of Madgin and Lesk (2021), place attachment *"defines people's emotional and affective bonds with historic places where spirit, meaning and identity have been adopted to develop a better understanding of the relationship between people and place"*. Place attachment research can help evolve concepts and practices to focus on the deeper relationship between people and place and introduce the means to interrogate the emotional attachments between people and their places – including cities and their neighbourhoods. The neglect of emotional attachment as a factor in many current professional methodologies in planning and development processes could be said to explain, at least in part, the degree of dispute that can arise with many projects that concentrate on geographic location, material form and investment and disregard meaning and value. Yet it is investing in a place with meaning and value that is often at the forefront of most communities' attention. People-centred attachment to place, therefore, as a complement to conservation or regeneration of material fabric of the city becomes of significant importance in pursuit of planning, regeneration … and of placemaking.

Great cities draw people to them, whether as residents, visitors, commuters or migrants. They are places of opportunity for students, workers, artists and others who come to live in the city. They are places of pleasure and inspiration for the national and international visitors who come to sample the culture, heritage, sport, food and drink, entertainment and shopping experiences they have to offer, and to be exposed to the distinctive character and culture of the place. And of course, there are places of living where all these characteristics come together for those who live, learn, work, play in a city in what they describe as home – a construct of cultural inheritance and patrimony that invokes a feeling of belonging, and (usually) a deep-rooted fondness that is captured in the Gaelic *dualchas* or the German *heimat*.

> **there are many connections between our physical, mental and psychological health and the environments where we live, work and play"**
> **Cushing & Miller, 2020**

How Place Quality Delivers Place Value

There is a growing body of evidence that placemaking is developing as an evidence-based approach where economic, social and environmental policy is combined with planning, urban design and architectural practice to deliver beneficial outcomes in wellbeing for people within sound ecological and economic tolerances variously described as the wellbeing economy with a triple-bottom line driven by financial, social and environmental performance measures based on ESG and ESI criteria (environmental and social governance and investment).

Carmona (2019a/2019b) and others have explored the concept of place value, acknowledging that it is still an emerging concept. In part, this is because place is *"a socio-physical construct"* that embraces buildings, streets, spaces and landscapes and their configuration with the use, management and connectivity of those places. Professionals involved in this process tend to be involved in one or other of these domains but there is increasing recognition that the interaction between and the skills to combine them is an essential precursor to delivering desired outcomes for those who inhabit, use and invest in places. This recognition comes with greatly enhanced awareness that there must be increased engagement with, and empowerment of, those for whom the placemaking is undertaken.

Carmona's pioneering work concludes that our everyday engagement with places *"will influence, for good or ill, the lives we lead, the opportunities available to us, and our personal and communal happiness, identity and sense of belonging"*. In a report for the Place Alliance, Carmona argues that the evidence base that links better place design with value has grown significantly and that high-quality places add value in regard to health, social, economic and environmental outcomes where the sum of these outcomes equates to *"place value"* (Carmona, 2019b). The relationship between place quality, place value and health, social, economic and environmental outcomes is shown in Figure 2-1.

Figure 2-1: Place quality and place value
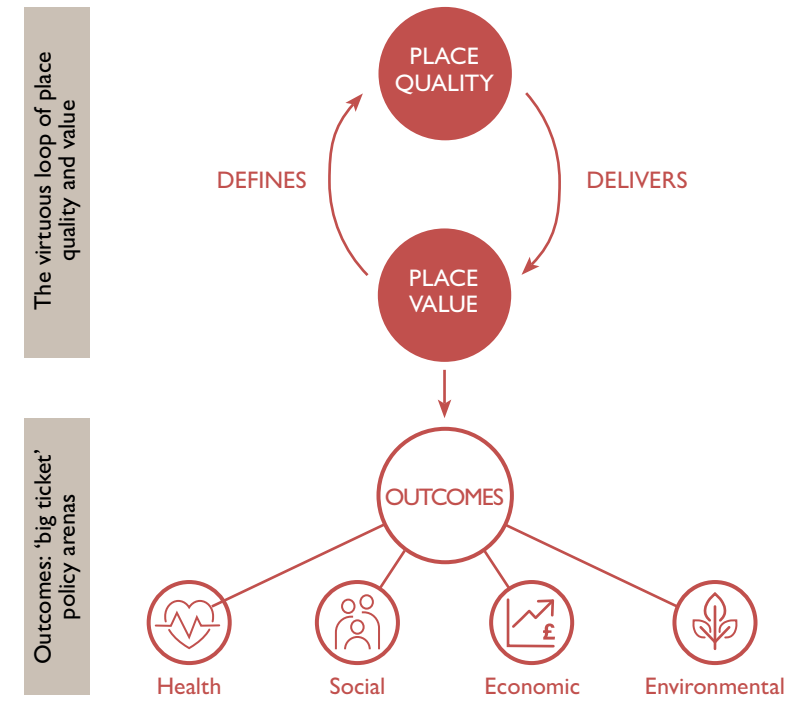
Source: Carmon (2019)

The Benefits of Place Quality

Carmona's report for the Place Alliance (2019b) itemises the potential benefits of place quality in terms of health, social, economic and environmental outcomes (Figure 2-2). The list is not exhaustive and on-going research will consider the outcomes in more detail. One recent example is a study by Dobson et al (2021) which uses a literature review to explore the connections between urban nature and health and wellbeing. It concludes that *"everyday encounters with the natural world underpin human mental and physical health…the healthier the overall environment, the higher the potential for wellbeing effects"*. The authors state that the benefits of routine or incidental encounters with nature demonstrate *"the magic of the mundane"*.

Figure 2-2: Place value – the outcomes

Health outcomes
Better physical health
Better mental health
Better general fitness
Greater daily comfort
Enhanced quality of life

Social outcomes
Fewer accidents
More social integration
Lower rates of crime
Better educational outcomes
Street-level viability and sociability
Civic pride
Inclusiveness
Enabling environments for older age
Enabling places for people with disabilities

Economic outcomes
Residential property uplift
Retail property uplift and reduced vacancy
More viable investments
Increased local tax base
Reduced public expenditure
Lower costs of living
Higher productivity

Environmental outcomes
Reduced energy consumption
Reduced carbon emissions
Adaptive reuse of buildings and spaces
Reduced pollution
Greater resilience
Ecological diversity

Source: Carmona (2019)

Figure 2-3: Seven Health Targets

KEY
● Primary effect
● Secondary effect

Health risks to be addressed

Seven health targets / Health supporting qualities	Cardiovascular diseases and type 2 diabetes	Poor diet and food poverty	Several forms of cancer	Respiratory illnesses	Mental illnesses	Vehicle related accidents	Relevant urban planning criteria
Clean air	●		●	●	●	●	Limiting emissions and sufficient distance of receptors from pollutants
Contact with nature	●	●	●	●	●		Location of green space relative to homes, the benefits of allotments and environmental protection
Social interaction	●				●		Attractive design of walkable public realm
Feeling safe	●				●	●	Safe, defensible sociable space, child friendliness and low traffic speeds
Living somewhere healthy	●	●	●	●	●	●	Active travel and walkable access to daily needs, including healthy food and primary schools
Peace and tranquility				●	●		Access to peaceful places and distancing from sources of pollution caused by noise and light
Regular exercise	●		●	●	●	●	Quality of public spaces, safe walking routes, green spaces and the benefits of environmental protection

Source: London (2020)

In Healthy Placemaking, London (2020) sets out the contribution that place quality can make to human and environmental health and wellbeing as a central proposition in planning and delivering place value (Figure 2-3).

This is consistent with Carmona's important finding that for places to confer value they need not be iconic, unique or remarkable but rather, they work because they deliver useful benefits day-in, day-out – they earn their keep. As a result, an otherwise undistinguished public space can be of real value if it is well managed and utilised; equally, an ordinary building can be brought to life (for example, as a business incubator or artists' studios) if it is operated in a flexible, adaptable and creative way. There is nothing new about this of course. Stewart Brand's classic 1994 book, *How Buildings Learn*, extolled the virtues of what he called *"Low Road buildings"*. Avoidance of iconography and working with the everyday, however, does not imply abandoning a culture of good design that, at its most basic is *"a creative process of arranging elements to best accomplish a particular purpose"*.

Thinking about Social Value

Samuel & Hatleskog (2020) argue that the components of design value are economic, environmental and social, but that the last of these is too often overlooked. While there are widely accepted metrics and methodologies for capturing economic and environmental value, *"there are no agreed measures of social value"* – even though *"you know it when you see it"*. They identify *"five overlapping dimensions"* of social value, which together form the infrastructure of what Bowker and Star (1999) call the *"built moral environment"*:

- the creation of jobs and apprenticeships
- wellbeing generated by the design of a building or place
- earning and skills generated by construction
- learning when local people are involved in the design process
- building with local materials and typologies.

The wellbeing created by building and place design is very much the domain explored by Carmona, Dobson, London and others. But Samuel and Hatleskog go further by highlighting the potential of placemaking to generate *economic benefits* (jobs and skills), the opportunity to *engage citizens* in the design process (for example, through charrettes), and the opportunities to strengthen *place attachment* through cultural and heritage connections. The best placemaking is aware of and deepens connections between communities and places.

"
**low-visibility, low-rent, no-style, high-turnover (are properties where) most of the world's work is done…and the most inventive creativity, especially youthful creativity, will be found."
Brand 1994**

Link to
Place Principle

Link to
Place Standard Tool

Place In Scotland\ The Place Principle\ The Place Standard Tool

Theory and practice are still evolving but a consensus is emerging about the contribution of place quality to place value. This consensus is reflected in the Scottish Government's Place Principle and the Place Standard Tool.

The Place Principle, adopted in 2018 by the Scottish Government, COSLA and other partners, states that *"place is where people, location and resources combine to create a sense of identity and purpose, and is at the heart of addressing the needs and realising the full potential of communities"*.

The Place Principle calls for a more joined-up, collaborative, and participative approach to services, land and buildings, across all sectors within a place, enabling better outcomes for everyone and increased opportunities for people and communities to shape their own lives. It makes a commitment to *"a collaborative, place-based approach with a shared purpose to support a clear way forward for all services, assets and investments which will maximise the impact of their combined resources"*.

The Place Standard Strategic Plan (Scottish Government et al, 2020) states that: "*our wellbeing is shaped by the places where we live, learn, work and visit"* and references the 17 UN Sustainable Development Goals (SDGs), as well as the inclusive growth elements of the Scottish Government's economic strategy. The latter *"recognises the importance of place and communities in promoting equal growth across cities, regions and rural areas"*.

Launched by the Scottish Government in December 2015, the Place Standard Tool aims to *"provide a framework for place-based conversations to support communities, public, private and third sectors to work together to deliver high quality sustainable places"* (Figure 2-4), using 14 criteria that embrace:

- transport, access and movement
- streets, spaces and green spaces
- facilities, play and recreation
- work and the economy
- housing and community
- sociability and identity
- care, maintenance and safety
- influence and control

Figure 2-4: How good is our place?
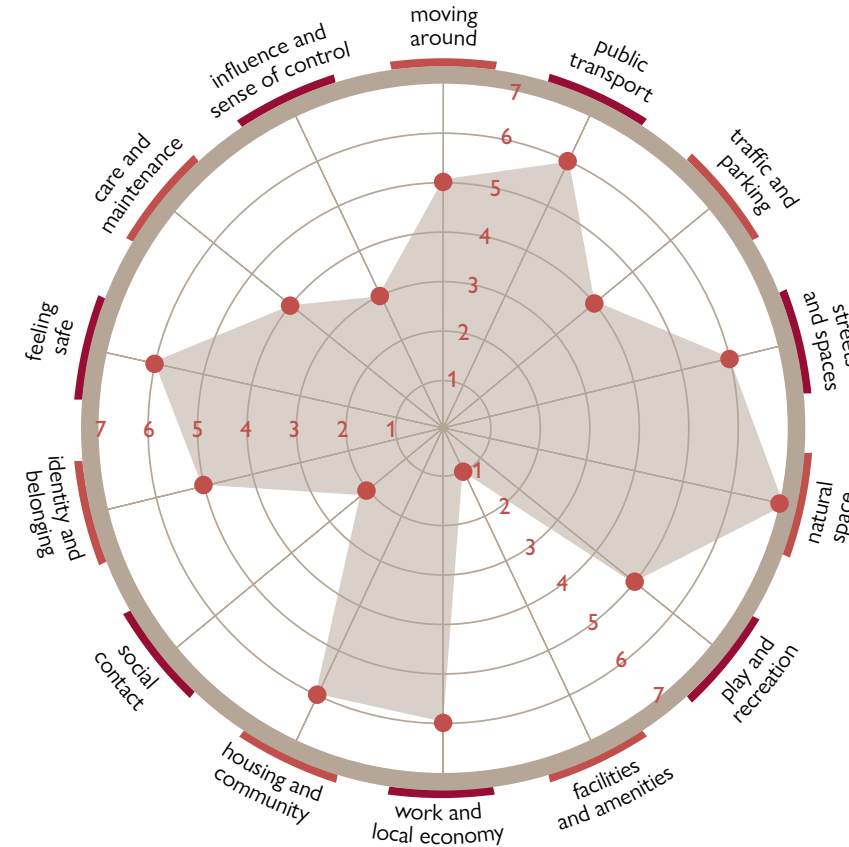
The Place Standard has had a warm reception in Scotland and internationally from practitioners and policymakers, and it was often referred to in the engagement process discussed later in section 4. A preliminary evaluation by NHS Health Scotland (2017) confirmed that it has proved to be a valuable tool for many situations chiefly community engagement, achieving buy-in and managing expectations. It is a good tool to use in starting a conversation about place quality and place value in all their forms, especially when it is deployed by skilled facilitators and experienced analysts and in non-traditional settings. Use of the Place Standard Tool is not by itself sufficient to guarantee outcomes. Some of the language used speaks to professionals rather than communities, and widening representation continues to be a challenge for community engagement. Robust analysis of results is often difficult, some themes overlap, and responses may be influenced by the context in which the Place Standard Tool is applied.

> "
> **What are the essential or desirable place qualities that a city needs to pursue, and what do we need to avoid?"**

The Place Standard provides a structured framework for conversations about place quality and why it is important. Skilfully applied, it is a valuable tool for helping professionals and communities to understand how better places create economic, environmental and social value. Ideally, it should be used in combination with the evidence presented by Carmona and others about how place quality confers place value.

What Works and What Doesn't

Carmona and his research team from University of College London reviewed 271 international studies on place value. They concluded that there is evidence of *"a very strong positive association"* between a short-list of six *"first order highly desirable [place] qualities"* and a range of positive outcomes (2019a). In his report for the Place Alliance, Carmona (2019b) argues that, based on this evidence, cities (and specifically their planners) should treat the following as **required** qualities for new developments:

- access to trees, grass, water and high-quality open space
- a diversity of land uses within a neighbourhood
- low levels of vehicular traffic
- a walking, cycling and wheeling friendly design with a safe and connected path network
- compact development forms that are well connected, and less sprawling and fragmented
- convenient connections to public transport networks.

Analysis of the engagement process documented in chapter 4 reveals strong support for these attributes and a broad consensus that, while Glasgow is improving, too many people live, work and study in places that manifestly lack these qualities. Worse, too many new developments – in a range of geographies and sectors – fail to deliver them.

Carmona's team identified other place qualities where there is good (but not yet definitive) evidence of positive outcomes, and which policy makers, planners, engineers and designers should therefore aspire to deliver and to understand better. They include:

- visual permeability of development forms
- a distinctive sense of place and local character
- streets and buildings with a pedestrian scale
- natural surveillance of open space
- street level activity creating vitality
- streets that are well-lit but not over-illuminated
- a denser urban form with smaller urban blocks
- low traffic speeds
- a reduction in neighbourhood noise
- welcoming and attractive public spaces
- a sociable threshold between public and private spaces

- retention and integration of built heritage
- natural features and a diverse ecosystem
- architectural quality and beauty.

There is a lot here that, as we will see in chapter 4, those involved in the engagement would endorse, but we need to know more about how place characteristics influence outcomes, and their relative significance. In any event, our conclusion is that evidence suggests that these are all desirable qualities that planning and placemaking policies should encourage in Glasgow.

Carmona warns policymakers to beware of being too prescriptive in planning policies/guidance, especially for topics where there is insufficient or conflicting evidence, for example:

- the supposed superiority of particular architectural styles
- conflicting evidence about the desirability of higher- or lower-density development
- unclear evidence on the social impact of high-rise living, although it is not recommended for families with children
- conflicting evidence on street lengths and cul-de-sacs
- weak and uncertain evidence on the need to separate vehicles and pedestrians
- conflicting evidence on the actual/perceived safety of shared space.

But there are still features that we should avoid "at all costs" because there is strong evidence that they produce negative outcomes. These include:

- extensive areas of car-dependent, single-use, suburban residential development
- developments where there is an absence of local green space
- too much permeability in the paths network, with unsurveilled back alleys
- segregated rear parking courts
- poorly maintained green and open spaces
- overcrowded residential developments
- proximity to unhealthy food options
- roads with high traffic loads and speeds.

Carmona's research is the most ambitious effort to date to capture the relationship between place quality and place value, albeit that it is strongly biased towards residential settings. There is clearly sufficient evidence to show that, in a variety of ways, place matters and has a direct impact on productivity, learning, health and wellbeing, quality of life, biodiversity and the environment. But there are still gaps in our knowledge and Carmona suggests that we need to treat some current received wisdoms with caution.

Place In Scotland\ National Planning Framework 4

The draft of Scotland's new National Planning Framework (NPF4) was published at the end of 2021. With a 2045 horizon, it marks a shift in emphasis towards place aiming to align national and local planning policy and the new development plan regulations to support the Place Principle and the Place Standard Tool through a draft spatial strategy with four themes (sustainable, liveable, productive and distinctive places) supported by spatial principles for the whole of Scotland directed to five spatial zones, a series of national developments and a policy handbook.

The purpose of planning is *"to manage the development and use of land in the long-term public interest"*. As the principal enabling instrument for planning in Scotland, NPF4 will become a statutory document with the intention of:

(i)   "improving the health and wellbeing of our people;
(ii)   increasing the population of rural areas;
(iii)   meeting housing needs;
(iv)   improving equality and eliminating discrimination;
(v)   meeting targets for emissions of greenhouse gases; and
(vi)   securing positive effects for biodiversity."

The intent of these aims is consistent with, and ultimately derived, from the Scottish Government's adoption of the SDGs and their application to national policy in Scotland which are most comprehensively expressed in the national outcomes of Scotland's National Performance Framework (NPF not to be confused with NPF4). The SDGs are described by the UN in the 2030 Agenda (article 5, UN 2015) as being *"integrated and indivisible and balance the three dimensions of sustainable development – economic, social and environmental"*. Taken together they express an intent for human life and the human habitat that may be tracked through the National Performance Framework to a directive for cities to act in an holistic way to deliver health, social, economic and environmental outcomes for place reviewed above and in Figure 2-2.

The draft of NPF4 therefore stresses that the intent of planning in Scotland will direct that our: *"cities and towns will be models of healthier and greener living, and a focus for investment in the wellbeing economy"*. The four themes stress that our future places will be:

• net zero, nature-positive ... more resilient to the impacts of climate change and support the recovery and restoration of our natural environment *(sustainable places)*;
• better, healthier and more vibrant places to live (in homes and neighbourhoods) *(liveable places)*;
• attract new investment, build business confidence, stimulate entrepreneurship and facilitate future ways of working – improving economic, social and environmental wellbeing *(productive places)*; and,

• distinctive, safe and pleasant, easy to move around, welcoming, nature-positive and resource efficient *(distinctive places)*.

Place is scale neutral within these themes, but it is implied that their intent will apply equally to villages, neighbourhoods and to cities. For Glasgow and the other cities of Scotland, the policy basis of NPF4 uses the concept of the compact city (underpinning compact growth as a spatial proposition). This remains a valid planning principle internationally albeit one that is now nuanced by the drivers of the health pandemic and the climate emergency, just as local living is underpinned by a move to better local places reinforced by the pandemic and the possibilities of deploying the 20-minute neighbourhood as an organising and design principle. Conserving and recycling assets and a just transition (to decarbonisation and net-zero) are equally well developed and widely shared economic and social principles which have consequences for spatial organisation. Compact growth, local living, conserving and recycling assets, and just transition are well-known, understood and widely supported principles.

In brief

Place as a construct serves us well. Like beauty there is a general consensus about what we mean, and like beauty, place is often "in the eye of the beholder". In working with people whether in communities or developers (and other professionals) or indeed both simultaneously, we need to be more precise about what we mean when we talk about placemaking and place management. Propositions around place quality, place value and place attachment need to be made more explicit and we need to set out principles of value around which we may build consensus. As we will see later, it may be argued that Glasgow is already aware of these propositions, when we will also explore whether the city is sufficiently aware to make the changes it wishes to in pursue some of its aims, notably the achievement of a net zero carbon city within the decade.

For place within the city and at the everyday level – the mission of this work – statutory planning (the wise use of land in the public interest) should be well served by the new NPF4 as its intent percolates through the planning system to provide a powerful and statutory driver in the pursuit of placemaking. However, as we have seen here, planning alone is insufficient to deliver good places, as place quality and place value depend on the interaction and integration of wider priorities through effective delivery and management of social, housing, community, economic, travel and environmental policy and action to deliver the placemaking outcomes described above.

New Gorbals

The story of the Gorbals is the story of Glasgow. As much as anywhere in the city, the Gorbals has seen – and experienced – all the changes that have befallen Glasgow – from a bucolic village at a ford over the river, absorbed by industry and intolerable living conditions, a failed vision of modernism, the Gorbals has endured.

The modern era and a course towards renaissance came through two significant events: the establishment of New Gorbals Housing Association (NGHA) by residents in 1989 and the establishment of the Crown Street Regeneration Project a year later.

NGHA was set up to create new, high-quality homes in a community that had endured a series of unsuccessful top-down housing redevelopments. The Association has played a pivotal role in re-creating the Gorbals, reversing many earlier missteps and driving much of the transformative change. This began with the Crown Street Project now regarded as an exemplar of masterplan led area regeneration.

Today, NGHA is a social landlord with over 2,500 rented properties under management, acting as factor to a further 1,800 privately owned properties, with an ambitious programme of new house building. NGHA is committed to pursuing high quality in the built environment and supplying an excellent standard of new housing while maintaining affordable rent levels. The membership of NGHA is drawn from the Gorbals area and the entire management committee is made up of Gorbals tenants and residents. This level of community involvement is credited for the success and longevity of the Housing Association's work.

Art and interest in the New Gorbals

Exceptional new housing in Laurieston

A new headquarters for NGHA

Images courtesy of NGHA, McAteer Photograph

Further information

\PLACE CREDENTIALS\
Community Empowerment,
Community Activation,
Governance,
Partnership,
Procurement,
Longevity

3

The four eras of modern Glasgow

"

The city of Glasgow fascinates and intrigues – its rise, fall and reinvention, its history and modernity, its reputation as 'Red Clydeside' and its powerful architecture all give the city a myth and a legend."

KEITH KINTREA & REBECCA MADGIN (2020)

It is impossible to understand Glasgow today, and the opportunities and challenges it faces in dealing with place, without understanding its modern history that, although not unique amongst the industrial cites of the UK, is certainly amongst the most extreme in terms of swings in fortune.

The modern history of Glasgow is characterised by four distinct eras that cover: sustained industrialisation and growth; rapid de-industrialisation, decline and failings in public policy; recovery through changes in policy and programmes of regeneration; and the beginnings of a renaissance in the fortunes of the city.

Industrialisation 1850 – 1940

From the middle of the 19th until the early 20th centuries, Glasgow saw growth and expansion from an agricultural and ecclesiastical centre to become an industrial giant. This growth gave the city status, prosperity, wealth and an international reputation as one of the biggest cities in the world. Even by standards of the time, Glasgow's growth was remarkable, but this growth came at a price for Glasgow's citizens who powered the city's development. By the early 20th century, the industrial base that had driven the growth was experiencing challenges and the living conditions of the city's people had deteriorated badly. This period is well-documented in fact and in myth (see Oakley 1967 and many others). We do not explore this period further here other than to understand that the effects of that growth and what followed in subsequent decades in the 20th century created the changes and legacy that Glasgow must still contend with today.

Figure 3-1: The shatter zones of Glasgow caused by mid 20th century modernism.

© Crown Copyright and database right 2022. OS 100023379.
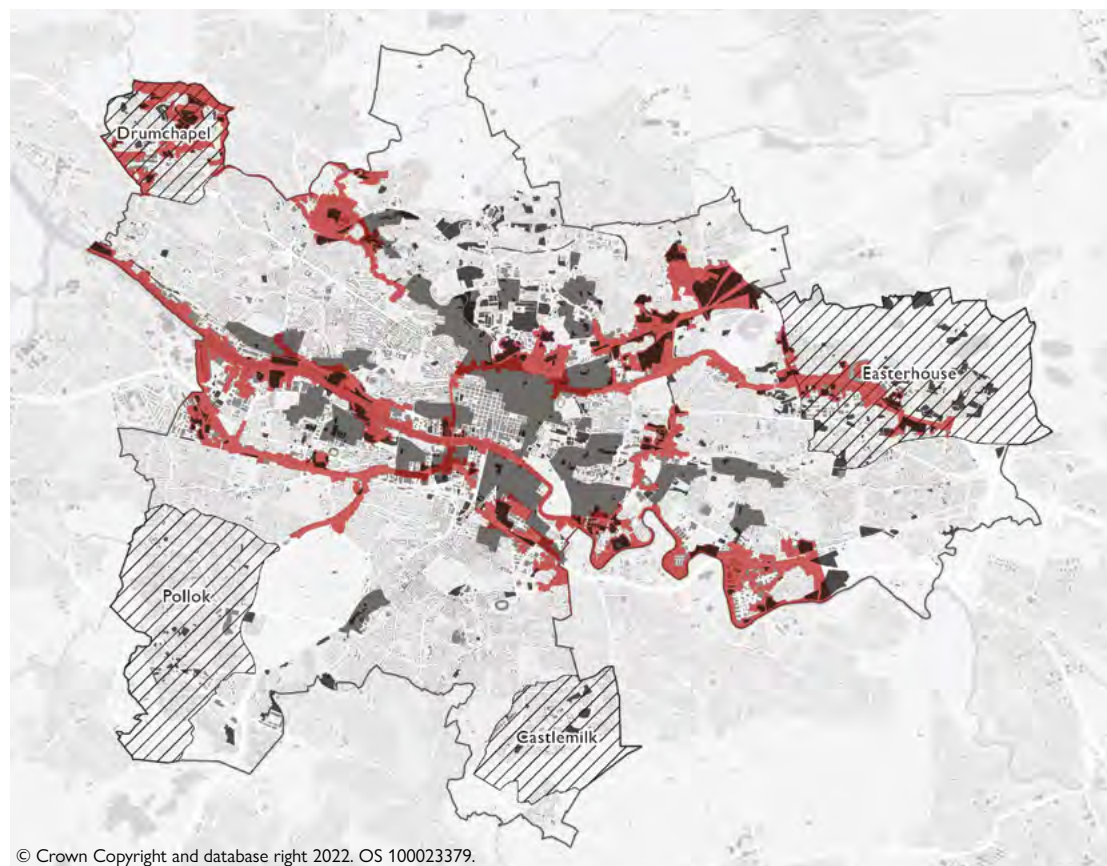
Source:
Glasgow City Council

The map shows the aggregate effect of motorway construction, demolition from comprehensive development areas and the vacant and derelict land from deindustrialisation.

Deindustrialisation 1945 – 1980

In the years following WWII, the city's industrial base, artificially supported by a wartime economy, suffered systemic failure and Glasgow entered an era of economic hardship and widespread poverty. A national policy to depopulate the city, together with experiments in modernist city planning escalated deindustrialisation and decline leading to displaced communities and impoverished people across the city.

The consequences of deindustrialisation for the people of Glasgow have been profound, and they include decades of excess mortality. A major report by the Glasgow Centre for Population Health (GCPH, 2016) provided revealing insights into the relationship between place, health and premature deaths in Glasgow. It presents an "explanatory model" for Glasgow's high mortality rate which identifies a number of contributory factors – some historic, some still present – including:

- high and enduring levels of deprivation
- the relocation of skilled workers with jobs and families to New Towns and away from the "declining" city
- Glasgow's large scale slum clearance programme
- the poor quality and low amenity of peripheral housing schemes
- the low priority given to addressing social issues in the mid and later 20th century
- weak social capital, as reflected in politicisation, low participation and weakened community ties
- the democratic deficit in populations "characterised by feelings of despondency, disempowerment, and lack of sense of control"
- the effects of a "negative physical environment".

The policies that created these conditions have long since been abandoned, but they have left an enduring legacy (Figure 3-1: The shatter zones of Glasgow).

It is impossible to understand the condition of the contemporary city and working with place without grasping the scale of Glasgow's post-war decline and the extent of the damage to the fabric of the city. The loss of almost half its population (including a disproportionate share of the most highly skilled and best qualified) in the course of a few decades was a blow from which no city can be expected to recover easily or without pain. Figure 3-2 shows the extraordinary rate of decline in the city's population, from 1,090,000 in 1951 to 587,000 in 2001. The population of Glasgow was nearly halved in this period (down 46%).

Figure 3-2: Population of the City of Glasgow, 1951 – 2019
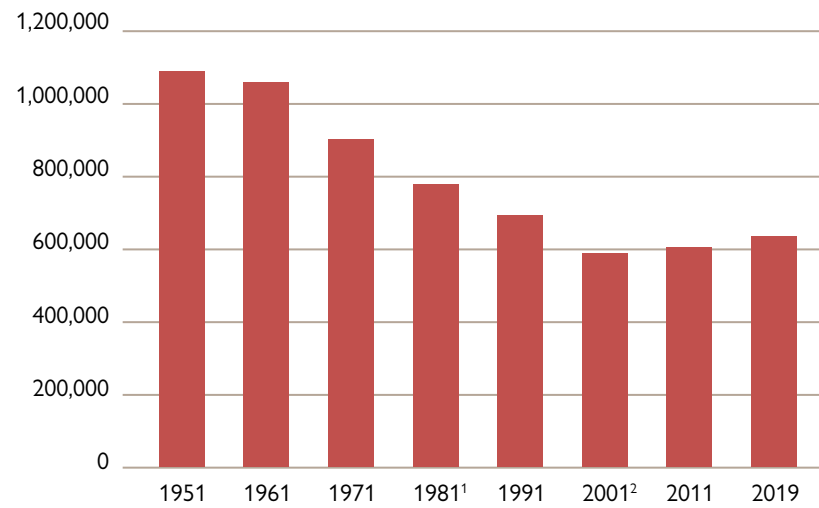
[Bar chart showing population of the City of Glasgow from 1951 to 2019. Y-axis ranges from 0 to 1,200,000 in increments of 200,000. Bars approximately: 1951 ≈ 1,090,000; 1961 ≈ 1,055,000; 1971 ≈ 895,000; 1981¹ ≈ 780,000; 1991 ≈ 690,000; 2001² ≈ 590,000; 2011 ≈ 605,000; 2019 ≈ 635,000.]

[1] Boundary expanded to include Baillieston, Cambuslang, Mount Vernon, Rutherglen
[2] Boundary reduced: Cambuslang and Rutherglen transfer to South Lanarkshire

Source: National Records of Scotland

The physical condition of Glasgow mirrored the city's demographic decline, reflected in a grim legacy of surplus land. Once populous neighbourhoods and centres of industry gave way to tracts of vacant, derelict and, in some cases, contaminated land, forming a degraded "shatter zone" around the civic and commercial core. The banks of the Clyde – once the symbol and physical location of Glasgow's industrial and mercantile might – were abandoned, and other key industries collapsed. This was the era when the narrative of a failing city was established, and a time when policy prescriptions – wholesale demolitions, the creation of peripheral estates, the decanting of skilled workers to new towns and the construction of motorways – compounded the damage done by market forces.

By the 1960s, the situation had become grave and a major storm at the end of the decade caused city-wide damage and destruction. From the efforts to create temporary repairs, a group of architecture students introduced a new paradigm of renewal that provided the impetus to establish citizen-led housing associations creating a movement to repair and transform the tenements of the city as it was realised that deindustrialisation and unemployment and not the city's stone buildings were the determinants of poverty and ill-health. This work led to a change in direction for national policy … demolition and clearance of stone buildings was halted and replaced with a regeneration programme to improve existing housing and maintain communities within their neighbourhoods.

Gomme & Walker (1987) describe Glasgow as a city that had been and was still being mauled and record the damage wrought by the construction of the M8 and the even greater destruction resulting from the demolition of *"what were thought to be unregenerable slums and stigmata on the public face of Glasgow".* Within the city, as well as on its periphery, tenements were replaced by *"whole provinces of flatted blocks none of which has the slightest pretension to artistic merit and which in no way make a truly urban landscape".*

The big picture was bad enough, but the accelerating process of cumulative decline was highly localised. The effects were particularly severe in the inner urban areas north, east and south of the city centre. Long-established neighbourhoods were depopulated, and the communities that were left behind experienced *"closely connected and mutually reinforcing problems of unemployment, inactivity, obsolete skills, low levels of educational attainment, rising public service needs, and physical problems of abandonment, blight, poor quality housing and inaccessibility"* (Pike, 2017).

The legacy in terms of vacant and derelict land (VDL) was daunting, and it has taken decades to reduce the stock of surplus land. The total area of VDL in Glasgow was 1,617 ha in 1996, about 8% of the city's then land area, but it had been reduced to 954 ha in 2019 (5.4%). This is a reduction of 41%, which represents very encouraging progress, but Glasgow still has by far the greatest concentration of VDL of any Scottish local authority, and at the current rate of take-up, it will be 35 years before the present backlog is cleared. An estimated 55% of the city's population lives within 500 metres of a derelict site. As further evidence of the persistence of the problem, 400 ha of land are known to have been unused since before 1991, and 37% of residents live within 500 metres of a long-term derelict site.

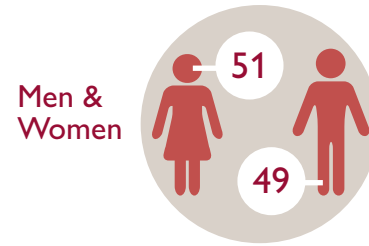The impact is greatest on Glasgow's most deprived communities. The Scottish Vacant and Derelict Land Survey of 2019 reported that even by the second decade of this century 61% of Glasgow's vacant and derelict land is situated in Scotland's 15% most deprived datazones, and the city accounts for 40% of all the VDL in such datazones.

"
Glasgow – a city that had been and was still terribly mauled."
Gomme & Walker

Figure 3-3: Glasgow demographics 2021

GLASGOW 2021

There are over 630,000 people living in Glasgow. Represented in 100 people, the population of the city looks like this.

Men & Women

51

49

Ethnicity

White (British/Irish)

White (non British)

Pakistani, Bangladeshi & other Asian

Chinese

Black (African or Caribbean)

Other/mixed ethnicity

1   84   4   2

2   1

Age

Children aged 0-4	Children aged 5-17	Adults aged 18-54	Adults aged 55-75	Adults aged over 75
5	12	57	19	7

Disability

29 Have a health condition which limits daily activities
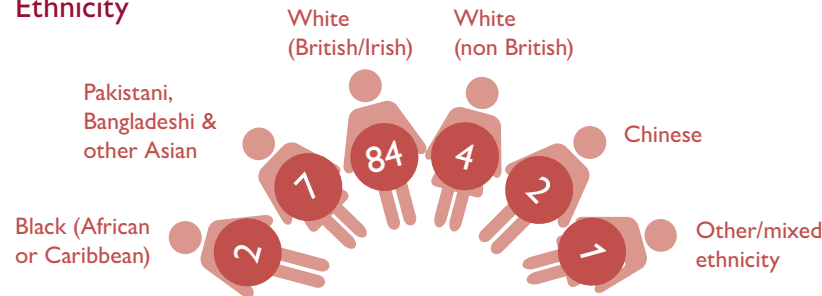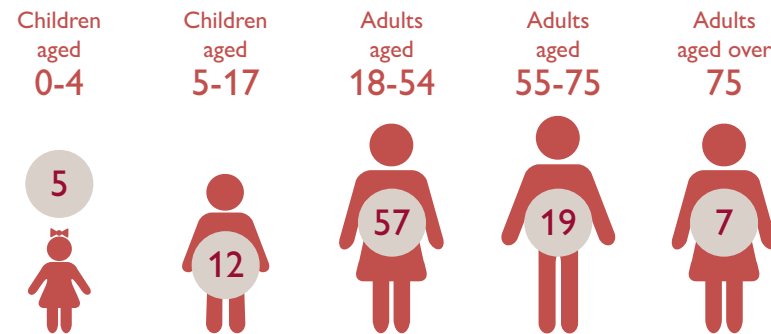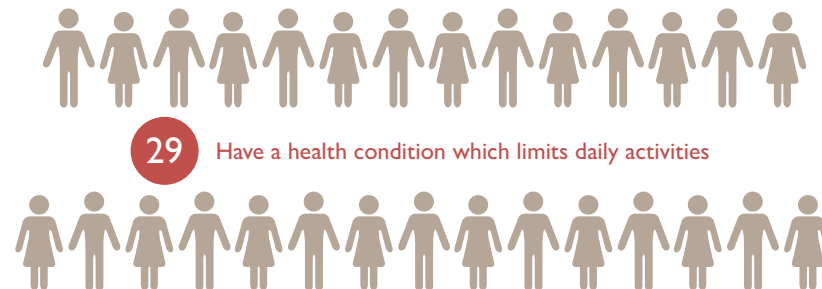
Data sources: National Records of Scotland, Glasgow City Council, Scottish Index of Multiple Deprivation, Understanding Glasgow.

Regeneration 1980 – 2010

Pike (2017) plots the trajectory of the Glasgow economy from 1971 to 2014, dividing the period into three *"episodes"*:

- 1971-1983: continued steep decline
- 1984-2007: stabilisation and low/slow growth
- 2008-2014: financial crisis followed by a "weak recovery".

By the 1970s, the city was *"trapped in a situation of persistent economic decline marked by slow growth, reduced employment opportunities, limited investment, mass redundancies, unemployment, reduced incomes, negative local multipliers, and population flight".* The urban renaissance that got under way in the mid-1980s stopped the rot in Glasgow and the wider travel-to-work area, but delivered only a modest, *"socially and spatially uneven"* economic dividend (Pike 2017). The transition from manufacturing to a service economy progressed in line with national trends, but progress was less rapid than in many other UK cities, especially in the high-value, knowledge-based service industries. A slow recovery was the inevitable consequence of decades of *"large scale, rapid and prolonged deindustrialisation"*.

The population of Glasgow continued to decline until the end of the 20th century, but by the 1970s the socially and environmentally disastrous policies that had prevailed in the post-war era were being challenged. A new approach began to emerge, with a greater emphasis on the conservation and reuse of older buildings, the regeneration of inner urban areas, and economic development. The Glasgow Eastern Area Renewal Project (GEAR) launched in 1976 typified that approach and was based on inter-agency programmes, underpinned by bespoke planning policies (Brand, 1990). GEAR was the precursor to the regeneration of the Merchant City, the early stages of which were focused primarily on residential development, succeeded by a series of ground-breaking commercial schemes, including Ingram Square and the Italian Centre, and a number of cultural initiatives.

In the city centre, the destructive impetus of the 1960s and 1970s gave way to the cleaning, restoration and reuse of historic buildings, and the concept of regeneration gained wider currency. The cheerful "Glasgow's Miles Better" campaign was launched in 1983 and quickly gained traction. Rodger (1999) documents Glasgow's path towards post-industrial prosperity, and its attempts to move away from past associations with *"smoke, dirt, poverty, toughness and industry"* to new: *"culture, cosmopolitanism, entertainment, art, style and design"*.

As the 20th century closed, Glasgow embarked on a third era characterised by renewal, regeneration and cultural renaissance that re-built the city's reputation for life and place.

The city centre regeneration strategy *"was centred on a drive to attract new office development, and in particular headquarters, to the city centre; develop and export local services; and retain and enhance retailing together with enhanced tourist attractions"* (Evans, 1999). Princes Square shopping centre in Buchanan Street was completed in 1989.

High-profile festivals and cultural events played an important part in the reinvention of Glasgow, starting with the 1988 Glasgow Garden Festival, followed in 1990 by the city's hugely successful tenure as Cultural Capital of Europe in 1990. As Rodger points out, these efforts to help Glasgow see itself in a new light and attract investors and visitors, ran in parallel with the rehabilitation of the 19th century housing stock and, increasingly, the introduction of new tenement designs.

Bailey (2005) records key milestones in housing-led regeneration, and the pivotal (and expanding) role of housing associations. Bailey describes how Glasgow's housing renewal programme delivered a combination of physical improvements to housing stock and neighbourhoods, and an increase in community capacity. Housing associations delivered a series of exemplary new schemes throughout the 1990s, culminating in the Crown Street Project.

In 2003, in an era-defining moment, Glasgow's tenants voted for the voluntary transfer of city-owned housing to a newly established city-wide Glasgow Housing Association. Development funding was transferred to Glasgow City Council as the strategic housing authority to deliver affordable housing to meet the city's diverse and changing needs and to enable Glasgow to move forward with a housing-led regeneration programme shaped by local communities.

Renaissance 2010 – towards 2030 and the mid-21st century

Glasgow's recovery since the financial crash is reflected in some of the key economic and demographic data with population growth evident in the 2010s, by which time Glasgow was firmly established as the UK's leading retail destination outside London, with an outstanding reputation for culture, entertainment, food and hospitality. At least until the onset of COVID-19, the city centre offered an exciting and engaging experience for residents and visitors, and it had become a place of choice for key sectors including financial and business services, renewables, tourism, events and related business activities. The city centre is a focal point for local government and other public services, as well as higher and further education.

Although recovery is also evident in analysis of employment trends between 2015-2019 (before the impact of COVID-19), the analysis does suggest that Glasgow's performance in terms of job creation has been sluggish, especially in knowledge-based industries. According to the Business Register and Annual Survey of Employment (BRES), the number of employee jobs in Glasgow increased by 3.2%, from 401,000 in 2015 to 414,000 in 2019. Glasgow ranked third among the core cities for the size of the workforce, behind Birmingham and Leeds, but growth in that period was less than in any of the core cities with the exception of Nottingham, Figure 3-4 shows the rate of change in all the GB core cities and Edinburgh. Growth in Glasgow was outpaced by Manchester (15.6%), Liverpool (11.6%), Bristol (8.2%) and Edinburgh (7.2%).

Figure 3-4: Employee jobs GB core cities and Edinburgh – % change 2015-2019
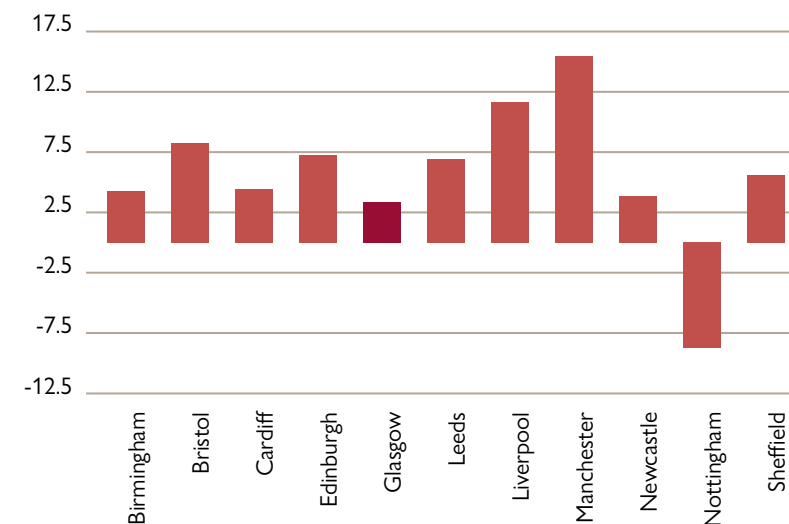
Source: National Records of Scotland

Analysis of the breakdown of employment by industry (Figure 3-5) shows that, compared with the core city average, Glasgow had a high proportion of jobs in Group N Administrative and Support Services, which typically reflects lower order economic activities. Using Groups J, K and M as a broad proxy for knowledge-intensive services, Glasgow's share (19.3%) is in line with the core city average, but it lags behind Edinburgh (24.5%) and core cities including Bristol (24.4%), Manchester (23.3%) and Leeds (21.6%).

Figure 3-5: Employee jobs 2019 by industry group: GB core cities and Edinburgh

	Information and communication	Finance and insurance	Prof, scientific, technical	Admin and support services
Bristol	5.0	6.5	12.9	9.7
Edinburgh	6.4	9.6	8.5	8.5
Glasgow	5.1	6.0	8.2	13.0
Leeds	5.4	5.6	10.6	11.9
Manchester	4.7	5.0	13.6	11.9
Nottingham	5.1	2.5	7.1	10.2
Sheffield	4.5	3.4	7.9	7.2

Source: ONS

The 2014 Commonwealth Games built on the success of earlier international events and boosted Glasgow's reputation as a welcoming host city. But relatively slow progress towards a knowledge-based economy helps to explain the "weak" recovery following the financial crash described by Pike.

In their report to the Economic Commission for the Glasgow City Region, McLennan et al (2020) record that there have been *"some signs of recovery and progress"* in recent decades. As a result, incomes and unemployment rates in the region are *"closer to national averages than in the past"*. But three priority areas still demand attention: skills, innovation and infrastructure investment.

The Centre for Cities (2021) highlights the problem of low productivity in Britain's large regional cities compared with their best performing equivalents in Europe. In this context, Glasgow's relatively low-skilled economy lags behind other higher performing core cities (Figure 3-6).

Figure 3-6: Output per worker: Birmingham, Glasgow and Manchester 2018

City	Output per worker, 2018 (£)		
	Core Local Authority	Primary Urban Area	Approximate travel to work area
Birmingham	61,385	60,695	64,246
Glasgow	54,046	54,306	55,608
Manchester	61,384	58,070	61,105

Source: ONS, Centre for Cities

Nevertheless, Clark (2016) has argued that, by the mid-2010s, Glasgow had established a platform for *"a new cycle… [of] growth and development"*, citing:

- Glasgow's status as a socially diverse global city
- the huge improvements achieved as the city "weathered the crisis of deindustrialisation; Glasgow is "more economically and socially diverse and resilient, more attractive and liveable, more confident and forward looking"
- the city's reputation for knowledge, science, and innovation, where higher education exerts an increasing influence.

The new cycle will be driven by enterprise and innovation and a common agenda for the city region. Clark predicts that "the resilience of the economy and the ongoing physical improvements in the city will lead to increased city population and urban densification". The signs are that, at least until the COVID-19 pandemic struck, that optimistic outlook was being fulfilled.

The University of Glasgow's GoWell research programme monitors the impact of the Transformation Regeneration Areas (TRAs) and other housing and regeneration programmes. Selected findings, cited in a 2014 Research Excellence Framework case study, highlight the potential for improved housing conditions and neighbourhood quality to have a positive effect on health and wellbeing, and the need for social regeneration to match physical renewal.

Although regeneration had been underway since 1980 it took until the first decade of this century for the population to stabilise and begin a modest increase to 600,000 in 2011, and more rapid growth in the 2010s. According to the mid-year population estimates, the city's population had grown to 633,000 by 2019 – up by 56,000 (+10%) since the start of the century. These trends are reflected in population density which, taking account of boundary changes, reduced from 6,777 per km^2 in 1951 to 3,309 in 2001, before recovering to 3,569 per km^2 in 2019. Figure 3-6 expresses these trends in terms of inter-censal change.

Figure 3-6: Inter-censal population change (%) City of Glasgow, 1951-2019
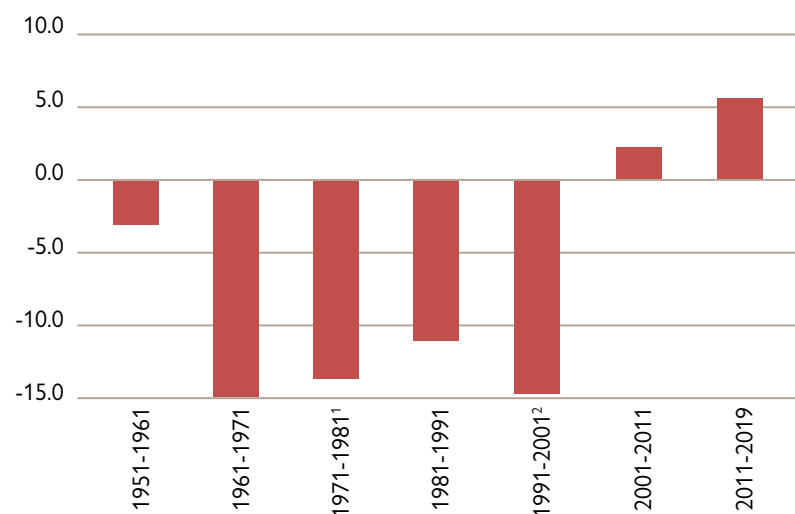
[1] Boundary expanded to include Baillieston, Cambuslang, Mount Vernon, Rutherglen
[2] Boundary reduced: Cambuslang and Rutherglen transfer to South Lanarkshire

Source: National Records of Scotland

Since the establishment of the Scottish Parliament, Glasgow has worked in partnership with the Scottish Government and with housing associations to retain and develop momentum in the provision of social and affordable housing across Glasgow and in the wider city-region, together home to nearly 40% of Scotland's population.

By the end of the first decade of this century, Glasgow had established eight transformation regeneration areas with a 10–15 year programme to deal with areas of the city still scarred by mid-twentieth century deindustrialisation by putting city-living through affordable housing at the heart of city regeneration. This work is being delivered by Transforming Communities: Glasgow, a partnership between the Scottish Government, Glasgow City Council and the Glasgow Housing Association.

Today these programmes continue with increased attention to decarbonisation and retrofitting to combat the climate emergency and fuel poverty by upscaling programmes and working with residents and communities to better understand decisions around energy efficiency and heat decarbonisation. The work goes beyond the 70,000 historically and culturally important pre-1919 stone-built tenements that give Glasgow its characteristic look and feel, to embrace some 430,000 homes across the city region that will require adaptation to make them fit for the next 100 years. Building the capacity of the construction sector in a partnership that is interconnected and place-based is a key issue in this fourth era for modern Glasgow.

In international practice, Glasgow has been prompt in embracing the UN Geneva Charter on Sustainable Housing seeing its core principles of environmental protection, economic effectiveness, social inclusion, and cultural adequacy as a validation of the city's own approach … and Glasgow, following the leadership of Vienna, staged UN conferences in 2019 sending messages of support to the UNECE in implementing the Geneva Charter.

In brief

This brief overview has highlighted the key stages in the city's transition from a policy framework predicated on Glasgow as a failing city locked in a seemingly irreversible cycle of decline, to the rediscovery and celebration of the qualities that make Glasgow a great city. The city, once seen as liability, is now – in spite of imperfections – an admired model for post-industrial renewal, a symbol of the new urban age and a magnet for international visitors, students and creative talent.

Bell Street Stables

The unique Grade B Listed building was constructed in 1898 to house the City Cleansing Department's Clydesdale horses, carts, and equipment. Having fallen out of use in the 1980s, the building was in poor condition when it was purchased by Wheatley Homes Glasgow (GHA) who appointed Collective Architecture to lead on its conversion to create 52 new affordable rent homes.

Although the Victorian block is somewhat unassuming from its perimeter on Bell Street, remarkable interior elements such as a unique circulation system and cobbled courtyard have been retained and restored to great effect.

The project is a positive example of how historical industrial buildings in the city can be re-purposed to create vibrant new places for living whilst maintaining the social history of the city.

The Conversion has won a number of prestigious awards.

Bell Street today

Original use

Before recovery

After recovery

Images courtesy of Collective Architecture and Andrew Lee

Further information

\PLACE CREDENTIALS\
Excellent Design,
Public Enterprise,
Climate Action,
Procurement

Monteith Row

Monteith Row is a housing project for Thenue Housing Association in the inner east-end of Glasgow between Glasgow Green and London Road. The site presented an opportunity to restore a neglected city block and to revitalise the listed Monteith Hotel, that sits on one corner of the site. The project is an elegant combination of the old and the new, combining a new housing intervention with the restoration of a listed building of some importance.

Monteith Row was once one of Glasgow's most prestigious addresses featuring grand mansion flats and townhouses. The original location of the McLennan Arch marked the entrance to the Row. As other areas of the city grew in popularity, the elegant terrace gradually fell into disrepair and was eventually demolished. The former Monteith Hotel is the only surviving remnant of an imposing classical terrace that used to line the northern edge of Glasgow Green. The building has undergone many changes from a private house to hostel accommodation. The new conversion that reverts to residential use involved restoration of the historic fabric and re-establishing the grand internal volumes of the building that had been subdivided over the years. This work provided six generously proportioned flats for social rent, all taking advantage of the location overlooking Glasgow Green and working with the historic layout of the building.

The new element of the project provides 43 fully accessible flats for social rent arranged around a central courtyard. Twelve of the properties have been designed for elderly people. The development restores the historic building line and features generously proportioned dwellings each with an enclosed 'winter-garden' balcony.

The restored former Monteith Hotel

Images courtesy of Anderson Bell + Christie

Further information

\PLACE CREDENTIALS\
Excellent Design,
Public Enterprise,
Climate Action,
Procurement

4

Investigations in place\
Enquiry & Reflection

"

Glasgow is at its most alluring when it dreams of being a better version of itself."

RORY OLCAYTO

Glasgow, its people, its communities, its businesses, its environment, its connectivity and its culture define the city as a place to live, learn, work, recreate and visit. The Place Commission was established to explore existing and future Glasgow as a tissue of tangible communities and places through the lenses of the everyday, the metropolitan and the international.

The enquiry phase of the work explored connections across the activities of all the actors in what might be described as the city's ecosystem of place-making, to explore consensus, dilemmas, challenges and opportunities and to consider if and how these might be enhanced.

The enquiry was structured around two phases of engagement workshops with a diverse group of stakeholders. Around 100 participants with a role in, concern for, or interest in place were invited to participate from Glasgow, Scotland, the UK and internationally. The workshops were later supplemented with further inputs from a charrette about the River Clyde (*A River runs through it*) and on social and affordable housing transformation in the lead in to COP26 (the film – *A Journey to 2030*).
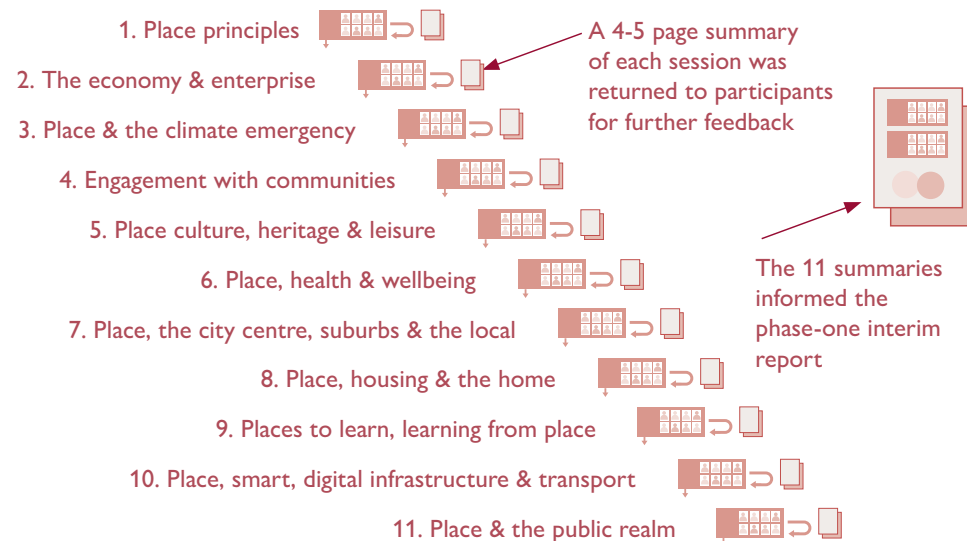
ENGAGEMENT & ENQUIRY PHASE 1

The first phase of engagement explored Glasgow's place-based challenges through 11 topics:

- place principles
- economy and enterprise
- the climate emergency
- community engagement
- culture, heritage and leisure
- health and wellbeing
- place hierarchy: city centre, suburbs, localities
- housing and the home
- education and learning
- connections: smart, digital, transport
- the public realm.

Each session began with the open question *How effectively are we considering the topic under discussion when we plan and develop Glasgow's places?* Participants were then asked to consider five questions from the perspective of the topic under consideration:

- *What aspects of place should we be celebrating in Glasgow?*
- *What are the most pressing place deficits and challenges faced by Glasgow?*
- *What are the big ideas that impact on Glasgow's approach to places?*
- *Where should Glasgow go for place inspiration?*
- *How should Glasgow innovate and transform its approach to places?*

Figure 4-1: Phase one workshops

1. Place principles

2. The economy & enterprise

3. Place & the climate emergency

4. Engagement with communities

5. Place culture, heritage & leisure

6. Place, health & wellbeing

7. Place, the city centre, suburbs & the local

8. Place, housing & the home

9. Places to learn, learning from place

10. Place, smart, digital infrastructure & transport

11. Place & the public realm

A 4-5 page summary of each session was returned to participants for further feedback

The 11 summaries informed the phase-one interim report

Each of the workshops had a common structure, but participants were encouraged to range freely. As a result, each workshop had a distinct character and flavour, but there was a great deal of overlap and common ground. Analysis of the conversations revealed five key themes:

1. What are the organising concepts, strategies and plans shaping the discourse on place in Glasgow?
2. What is the best of Glasgow and what aspects of place should we be celebrating in Glasgow?
3. What are the most pressing place deficits and challenges faced by Glasgow?
4. Where should Glasgow look to as sources of inspiration?
5. How might Glasgow innovate and transform its approach to place?

Concepts, strategies and plans

During the workshops a wide range of different concepts, strategies, policies and plans that influence the planning and design of place in Glasgow were discussed including documents produced by the UK and Scottish Governments, regional bodies, Glasgow City Council, agencies, advisory groups, communities and by many of the organisations working within Glasgow such as health bodies and universities (list at Annex). Some of these are specifically about place, others are focused on other issues, but where place is a key enabler the following conclusions were drawn:

- The landscape of documents is extremely complex, with some having contradictory ambitions.
- Many of the ambitions described in documentation were clear, motivating and visionary, but it was evident that a gap exists between ambition and action.
- The timescales of plans are very different, many documents work on differing 5-year cycles and discussions highlighted the need for coordination and for a long-term place vision for Glasgow.
- Participants were acutely aware of many more strategies and plans *'coming down the tracks'* particularly in guidance concerning the climate emergency.
- During discussion it was suggested that there are often ambiguities in the terminology used in official documents. For example, the Scottish Government's Programme for Scotland 2020-2021 refers to the concept of the *20-minute neighbourhood*, although agreement is only now emerging on what the concept means generally and in Scotland in particular.

"**How do we get our strategies off the paper and make them a reality?"**

"**The next 10 years will see the city needing to react to demanding targets and new policy requirements – does the city have the resource, organisational structures and expertise to respond?"**

Place is the subject of – and influenced by – a complex policy landscape. Although a comprehensive policy audit would be beyond the scope of this report, we have identified many reports produced by the Scottish Government, the Scottish Cities Alliance, the Glasgow City Region City Deal Team, Glasgow City Council, advisory groups and partner organisations. Participants acknowledged the value of much of this work. At its best, it is visionary and motivating, but a recurring theme of our discussions was the gap between aspiration and delivery: how can we get strategies "off the page" and translate them into a tangible reality?

Figure 4-2: word cloud

This body of policy highlighted a key challenge for this work. There is already "too much strategy", and "this (Place Commission) report needs to add value to an already overcrowded field". Policymakers are drowning in detail and there was a clear consensus that we need to develop a compelling meta-narrative, focusing on a small number of must-do priorities. The formulation proposed by the City Urbanist - that we need narratives for Glasgow as an everyday city, a metropolitan city and an international city – commanded strong support.

Celebrating the best of Glasgow

Glasgow has a great deal to be proud of, not least in reversing decades of steep decline to become an internationally recognised leader in multiple aspects of regeneration and renewal. There is still a long way to go, and success in some areas has proved elusive but the reinvention of Glasgow has been a remarkable achievement.

Workshop participants discussed many Glasgow-based projects and initiatives that were perceived to be successful and reasons for success were explored alongside shortcomings and limitations:

Multi-partner long-term partnerships:
(e.g. Clyde Gateway, Glasgow Canal Regeneration Partnership). These initiatives were mentioned many times. Long-term financial commitment and clear leadership were cited as key reasons for success. Examples of engagement with local communities and the development of clear design and development principles were praised. The way each initiative had evidence of impact on multiple agendas was highlighted (canal regeneration work has influenced housing, health & wellbeing, economic development whilst also making a significant contribution to flood prevention).

Housing:
Glasgow's commitment to social and affordable housing, brownfield regeneration, engagement with local communities to establish and manage housing needs and examples of high-quality design were widely discussed. It was noted that Glasgow is recognised as a national leader in many aspects of social housing, Glasgow's Housing Associations have played a key role in this work, and academic expertise in housing policy and design is prevalent in the city. The need to see housing development as part of much broader systems within Glasgow was described but challenges remain with connectivity, the quality of spaces between housing developments and integration with other amenities needed in quality neighbourhoods. It was noted that interesting opportunities were coming on stream with new build work in the city's private rented sector, meanwhile significant refurbishment challenges exist in Glasgow's large number of tenement properties.

Glasgow's success in securing flagship initiatives:
Glasgow's long history of securing external funding to support specific initiatives that often have a long-term impact on place was widely discussed. Commonwealth Games investment created the Commonwealth Village and many new sports facilities, the City Deal supported infrastructure investment, COP26 put a focus on the city's approach to climate change across many aspects of place. The Games were seen as the latest in a line of major events beginning with the Garden Festival in 1988. Glasgow's Future Cities Demonstrator project allowed the city to prototype a number of cross-city digital solutions. These time-limited

"
How do you scale these approaches and apply them to other parts of Glasgow?"

"
How do you encourage private sector investment and navigate outdated legal frameworks?"

"
How do you get Glasgow ready for future (often competitive, often uncertain) initiatives that will be key for the city's place agenda?"

"How can institutions' place investments support learning and innovation across the city? How can institutions engage more effectively with local communities? How can greater synergy between individual institutions and their investments be achieved?"

"How do you capitalise on Glasgow's creativity in the tangible process of regenerating Glasgow's places?"

"How do you scale this impact and create success stories in other places?"

initiatives brought focus and energy, often with teams working in new ways and it was stressed that this multidisciplinary working should become the norm in all projects. The challenges of procurement for these time-limited projects was also debated.

Further Education and Higher Education investments:
Many participants referred to the significant investments made by Glasgow's College and University sector, with each institution pursuing its own estates strategy, bringing funding for a combination of flagship buildings, innovation districts and public realm improvements. With the focus on high quality learning environments and supporting research and innovation, these were recognised as geographically specific investments. The level of engagement with local communities and their needs was reflected on – with some degree of criticism.

Creative and cultural success stories:
In several workshops the role of both creative and cultural organisations and the city's creative mindset were mentioned in the context of place. It was acknowledged that Glasgow is recognised internationally as a creative powerhouse across many sectors both in terms of creative education, creative production (performing arts, media, design, digital, film, architecture etc) but also in creative consumption (multiple venues, galleries, Glasgow's night-time economy etc). SWG3 was cited as an example of a successful business with a regeneration agenda framed around supporting creativity. Many creative initiatives that support community engagement and explore place-based issues were considered. Glasgow Life's Artist in Residence Scheme in all electoral wards of the city and the work of the *After the Pandemic* initiative enabled communities to collaborate on projects exploring society, the city and the issues of the day. Others described the way the city attracts creative talent because of its cultural pull and affordability. The importance of the creative mindset in reimagining Glasgow's places and supporting new forms of community engagement were debated and stressed in importance.

The transformation of specific neighbourhoods:
The development of specific neighbourhoods in Glasgow was repeatedly mentioned, particularly the City Centre, the Merchant City, Finnieston, and the Barras, each catalysed by different forms of investment in public realm, placemaking, infrastructure and built environment. GCC's Avenues Project was noted for its transformational potential, encouraging active travel, regeneration, greening of the city scape but limitations were recognised, not least the difficulty of cross-fertilisation between initiatives.

Commercial investment:
It was noted that pre-COVID-19, the city was attracting significant commercial investment, particularly in the city centre, with new office, retail, business and leisure developments, all playing a key role in supporting 17 million visits to Glasgow every year. The voice of commercial investors and developers is very important in this respect and as a key priority for the city.

Public sector investment:
GCC has systematically invested in refurbishing its school estate (the city is responsible for 90,000 learners), plans now exist for new Gaelic schools and the first inner city school. New health care facilities have been procured (Health Centres, Queen Elizabeth Hospital etc).

The city's history, heritage and spirit:
Throughout the 11 workshops the spirit of Glasgow was widely acclaimed. The city's communities and built environment have evolved over a long period of time. Key historical initiatives were described, for example, the Victorian investment in Loch Katrine to bring clean water to the city, Glasgow's historic buildings and the legacy of key architects (Carrick, Mackintosh, Thompson, and their contemporary counterparts) alongside philanthropists and developers. The damaging impact of other historic developments was also discussed, notably the post-war hollowing out of vast tracts of Glasgow, ill-considered high rise housing schemes, depopulation of neighbourhoods and the impact of the motorway network. The spirit of Glasgow was also described in terms of the openness of its citizens and their friendliness, but the suffering caused by the breakdown of connections in communities was also stressed.

Engagement initiatives:
Many specific place-based initiatives were described that were proactively engaging communities in exploring place, including GCC's *Stalled Spaces*, *Spaces for People*, *Avenues & Meanwhile* projects and the engagement work of GCC's Centre for Civic Innovation alongside Glasgow's Community Planning Partnership's investment in *Thriving Places*. Initiatives through organisations like *Clyde Rebuilt*, *Climate Ready Clyde* and the *Adaption Scotland Programme* creating networks and activities championing action to alleviate climate change were seen as positive exemplars.

"How do you ensure connections between different forms of investment around a shared vision for Glasgow?"

"How do you pay attention to detail in this process (particularly through procurement)?"

"In moving forward, how do you embrace the city's history, personality and spirit in the solutions that are developed?"

"How can we ensure that place-based initiatives continue to play a role in the design and delivery of places for people?"

Celebrating the best of Glasgow – key findings

1. Glasgow has a reputation as a UK and international leader in housing-led regeneration, with particular expertise in the reuse of brownfield land, design quality, community engagement and estate management; the city's housing associations have played a key role, and Glasgow is a source of academic expertise in the field.

2. The ambition of Glasgow's academic institutions was noted with recognition that their collective investment in university and college estates is creating high quality learning environments, innovation districts and attractive public realm.

3. The regeneration of Glasgow has been closely associated with the city's growing global reputation as a centre for the creative and cultural industries. The city is a "creative powerhouse", a leader in creative education, production and consumption, and a magnet for creative talent; cultural initiatives are an effective tool for community engagement in Glasgow neighbourhoods.

4. Glasgow has established a great reputation for winning and delivering flagship events such as the Garden Festival, European Capital of Culture, UK City of Architecture & Design, and the Commonwealth Games; agencies worked together to secure high profile events, using them as catalysts for change, generating energy and enhancing Glasgow's national and international reputation.

5. There are some notable examples of effective multi-partner, long-term initiatives. Clyde Gateway and the Glasgow Canal Regeneration Partnership are highly regarded, with effective leadership, long-term financial commitment and an holistic strategic perspective seen as key success factors.

6. There is a growing recognition that engaged communities can drive local initiatives and mobilise programmes such as Spaces for People, Stalled Spaces, Climate Ready Clyde and Thriving Places.

Place deficits and challenges

Each workshop considered the balance between Glasgow's positive place qualities and achievements and the persistent challenges and deficits faced by the city. Some of the challenges (notably the climate emergency) face every city, others (such as deep inequality) are, though not unique to Glasgow, a defining feature of life in the city. Getting a full and balanced picture of these issues requires a metropolitan perspective, because much of suburban Glasgow is in neighbouring Council areas.

COVID-19:

The impact of the pandemic was discussed at every session, many immediate impacts on the city's places were already apparent, participants suggested long-term impacts were going to be difficult to predict as so much remains unknown. It is inevitable that this will be a pivot point for the city and the way it approaches its future development.

Negative impacts of COVID-19
- It has triggered a recession that will damage investment in place with planned investments on hold.
- It has damaged key sectors of Glasgow's economy (particularly leisure, tourism, hospitality).
- The reduced city centre footfall brings implications for the long-term development of Glasgow's city centre. Increased home working is making office spaces redundant.
- It has accelerated existing trends of city centre retail decline (closure of Debenhams and other city centre outlets).
- It will add to a significant long-term legacy of poor health.
- It has highlighted existing inequalities across many aspects of city living, particularly access to green spaces and facilities, access to digital services, access to learning, unemployment, levels of poverty, social isolation and health and wellbeing.
- It has prevented or made challenging some forms of face-to-face community engagement in place-based projects.

The opportunities COVID-19 brings to pivot and think differently:
- It might precipitate new roles for the city centre and suburbs through concepts like the 20-minute neighbourhood.
- It suggests new approaches to community living, encouraging reconnections with the local.
- It has encouraged active travel and shown the importance of green spaces.

Positive impact of changes precipitated by COVID-19:
- New businesses have emerged in some local high streets.
- Active travel has increased.
- It has shifted behaviours, that will bring positive benefits – working from home, less of a rush hour peak, less commuting, benefits for local communities.

> **There are large tracts of the city where, by the standards of the modern era, there are people living in acute poverty."**

> **It is widely acknowledged that solutions will require upskilling and working across conventional siloed approaches."**

- It has raised awareness of public health issues.
- Post COVID-19 investment will be needed to reboot the economy and may well focus on capital investments in the place agenda, supporting new infrastructure, building resilience into places. Glasgow needs to be ready for this and for the place management challenge that will come with it.

Glasgow's ingrained inequalities:
The scale and continuing impact of social inequalities in Glasgow were widely discussed. In certain neighbourhoods life expectancy rates are low, drug deaths are high, levels of learning attainment are poor. Research has shown that there is a relationship between these inequalities and the quality of places in which people live. Our most disadvantaged people frequently live in poorly designed and managed environments with inadequate connectivity leading to further social isolation and poor health and wellbeing.

Climate Emergency:
The climate emergency was another theme discussed at every workshop with connections to place made at many levels. The need to face climate change head on was widely acknowledged, and the city's declaration of a climate emergency in 2019 must be translated into urgent action to reduce emissions, decarbonise our energy supplies and build climate resilience in our housing, industries and businesses, travel, infrastructure, public realm and within our communities. It will be important to introduce carbon accounting when evaluating plans and concepts and to communicate the many associated benefits of climate action.

The legacy of post-war planning decisions:
Discussion highlighted how Glasgow's history continues to exert considerable influence over the challenges that still confront the city, in particular post-war planning decisions. These have created Glasgow's 'ragged' doughnut, lack of a prosperity and dispersion of the population to suburbs and new towns.

Economic challenges:
Data suggests Glasgow's economy underperforms compared to other comparable UK cities (the overall picture masks extremes of high and low economic performance). Considerable investment will be needed to overcome Glasgow's core place-based challenges. Attracting investment requires a compelling vision. Historically investments have been driven by delivering economic impact, which then prioritises investment in the city centre, where returns on investment are often highest.

Transport:
The lack of an integrated approach to transport in Glasgow was highlighted in many workshops; it affects options for learning; has climate emergency implications; makes connectivity between communities and services poor; has many impacts on health and wellbeing; and is symptomatic of metropolitan Glasgow's complex governance.

Place deficits and challenges – key findings

1. Poverty and social injustice: Glasgow has a "rough landscape" of poverty and deprivation, and wide variations between localities. The Glasgow Centre for Population Health has researched and mapped the geography of deprivation relating to work, income, skills, life expectancy, educational attainment, crime and anti-social behaviour, access to services and poor housing; there is a clear link between poor physical environments, limited connectivity, isolation and a variety of social ills.

2. The climate emergency: there is growing recognition that climate change presents an existential and global threat: no city is exempt, although it will present in different ways in different places; the scale of the challenge is enormous and includes, among others, flood prevention/mitigation measures, retrofitting the existing housing stock to deliver carbon-neutral homes, and the wholesale transition to clean, electric vehicles; despite good intentions, the governance of Glasgow and the city region does not yet measure up to challenges of this magnitude and nor is the private sector ready or yet prepared to act.

3. The legacy of decline: there was thoughtful discussion in many workshops about the environmental legacy of Glasgow's rapid decline in the second half of the twentieth century, and the impact of comprehensive development and the construction of urban motorways; the depopulation of the city and the hollowing-out of the inner-urban ring have been slow to heal, and too many people live in bleak and degraded environments surrounded by large tracts of vacant and derelict land.

4. The "lost opportunity" of the Clyde: as well as the flood risks posed by the river as climate change unfolds; exciting and attractive urban waterfronts have been a key feature of the regeneration of cities around the world, but – with very few exceptions – the redevelopment of the Clyde has been a grave disappointment; the famous river contributes almost nothing to the life of the modern city.

5. Sluggish economic performance: the economic performance of Glasgow in the decade between the financial crash and COVID-19 has been lacklustre; collectively, the UK's large regional cities (including Glasgow) perform poorly compared with their European counterparts, the data describe a low productivity city economy and a relatively low-skilled workforce; Glasgow needs to do better.

6. A fragmented transport system: successful modern cities offer integrated, high-quality transport networks that encourage the use of public transport, reduce the volume of private vehicular traffic and support active travel, and; no one thinks that Glasgow measures up to this standard – the city is congested, traffic-dominated and a hostile environment for walkers and cyclists; public transport services do not operate as a network, are patchy, fragmented and too frequently dirty.

Where Glasgow should go for inspiration?

During the discussions, other cities were described that had certain similarities with Glasgow and were experimenting with a range of different approaches to their own place agenda. Some participants expressed frustration at comparing Glasgow to other places. Others acknowledged that Glasgow needed to embrace all opportunities for learning.

Evidence suggests successful cities invest time studying other places, not trying to replicate them but looking at the parts that are relevant to strategies that they are pursuing. If we are looking at comparative cities, we must look at comparable climates to keep it realistic.

When we are making international comparisons, we have to remember that Glasgow is in a global competition for inward investment. We need to find bespoke solutions for Glasgow.

A summary of the opportunities for learning from other cities included:

Models of governance:
Governance structures, the levels of devolved budgets and decision-making frameworks vary considerably across the cities of the UK and the world, for example:

- Manchester and London's metropolitan mayors have considerable influence over the place agenda of their metropolitan regions. Mayors can mobilise conversations. The Mayor of Greater Manchester has been instrumental in getting people talking across sectors, universities talking to hospitals, talking to business, talking to communities etc.
- Many US and European cities have bold regeneration strategies driven by empowered local leadership, tax powers and policies, these cities are vibrant because of active partnerships between the Mayor, the City Council and the people:
  - Pittsburgh (for how it has dealt with derelict land).
  - St Louis (for looking to turn the page after COVID-19 redeveloping up-town and down-town).
  - Cincinnati (for new approaches to regeneration – a regeneration alliance).
  - Portland and neighbouring regions (in the way they have had to work together to share decision-making.
  - Copenhagen's Harbour District (for innovation in leadership, governance and approach).
  - Canada and Norway (useful legal frameworks for managing private shared and rented housing stock).
  - Germany for local investment (Sparkassen Banks).

> " **I am sick to the back teeth of being told we are like Barcelona, I love Barcelona but we are not like it!"**

> " **All cities of the world face very similar challenges in how they develop their places, there is an opportunity for Glasgow to open its eyes and share learning in real time with others."**

> " **Looking elsewhere is useful if you remember that the ingredients for good living standards are universal."**

> " **When we are looking at comparator cities, we don't want to compare architectural and design models alone, we need to look at processes, structures and community systems too."**

> " **It's about having a vision for governance as well as a vision for place."**

> **If Glasgow ever allows itself to embrace new governance structures, the implications for its place agenda could be far reaching and hugely beneficial."**

> **We must not lose sight of the fact that others around the world see Glasgow as an inspiration."**

> **There is not a culture of shared learning in the city, Glasgow is not very reflective, people don't like being criticised."**

Engagement practices:

Many interesting examples of engagement approaches were described, like pop-up engagement events in Brighton. In Aarhus, more active engagement is being undertaken with the community, using pop-up and local events, often physical meetings in the urban realm, rather than meetings in formal venues. Aarhus is engaging in urban prototyping where ideas are tested and citizens physically engage in idea development. The role of the Citizen's Assembly in Melbourne was mentioned. Stonebridge Cross in Liverpool was described as an extremely innovative, youth driven regeneration project.

Public realm developments:

Cities were described that have successfully delivered public realm developments, Copenhagen (over many years, particularly Paper Island and the Carlsberg site, for inspiring design as well as a systemic and long-term change to the balance of space in the public realm), Barcelona (with its greening of the streets and the 'supergrid' innovations), Sheffield (reconfiguring the public realm through green and blue infrastructure projects at the heart of the city), Melbourne (for delivering on climate adaptation in the design of its streets and the roll out of a 20-minute neighbourhood strategy). The Pike Place Market in Seattle provides an interesting role model for Glasgow. Seattle is equally cold and rainy, the market is covered and supports vibrant community activities.

Cities and their riversides:

Many cities were described that were doing interesting things with their waterfronts; Rotterdam (for not always getting everything right first time), Shanghai, and Belfast (for inspiring projects with their Grayling docks), Alexandria, West Virginia (for the Torpedo Factory Art Gallery on the Old Town Waterfront), Chicago and Cleveland (for dealing with abandoned buildings on their lake shores), Hamburg, Helsinki, Malmo and Copenhagen (as examples of good waterfront design).

Embracing specific issues (Health, Climate Emergency):

Utrecht was singled out for putting health at the centre of its place agenda; for embracing the climate emergency agenda with a design-led spirit and ambition, and for developing economic and social support policies that have a significant impact on communities, which then has impact on the place agenda. Likewise, in Copenhagen strategic change in social programmes has proceeded hand-in-hand with urban design initiatives. The Ruhr Region in Germany was highlighted for the success of the Emscher Park initiative creating green networks from 'brown spaces' and connecting communities through active travel.

Participants stressed how much more Glasgow could learn from its own projects and initiatives. Glasgow needs to be better at learning lessons from its own projects.

Where Glasgow should go for inspiration – key findings

1. The value of benchmarking Glasgow against other UK and international cities divides opinion. Citing Barcelona as an exemplar has become an unhelpful cliché. Different governance arrangements (the English combined mayoral authorities, and the tax-raising powers enjoyed by many EU and US cities) meant that comparisons are not always useful.

2. There is consensus that we should try to learn from the experience of others, while recognising that in culture-led regeneration and social housing, Glasgow is an international exemplar in its own right. No city has all the answers: cities that have experienced similar economic trajectories to Glasgow, and places with similar built heritage are valuable sources of ideas.

3. Strong recognition and support on 'learning cities' collaborating to address challenges. Governance, leadership and partnership models are valuable, especially at the city-region scale, as are innovative approaches to community engagement such as citizen sensing and urban prototyping. Glasgow, like other cities, needs to have greater policy, operational and fiscal autonomy to pursue a bold and radical agenda but there are hazards in "copying and pasting" measures from elsewhere into Glasgow.

> **The scale of the landscape transformation of the Emscher Park in the Ruhr region of Germany; the health-centred approach to placemaking in Utrecht; the deep-green approach to planning and regeneration in Copenhagen; urban prototyping in Aarhus were all quoted as valuable and relevant models."**

> **Gothenburg's experience of designing play spaces for a wet climate could provide valuable learning for Glasgow."**

How should Glasgow innovate and transform its approach to place?

In each session participants were asked to reflect on the challenges and opportunities for the place agenda in Glasgow and how the city needed to innovate and transform. Many suggestions were made and are grouped into themes:

Turn and face key challenges:
Some of Glasgow's challenges are particularly dominant, without resolving them, the city's progress will always be hampered. Contributors suggested that the climate emergency, a challenge faced by all cities, needs to be confronted *'face-on'* and made a priority across all place planning and actions. Likewise, Glasgow's very particular challenge of inequalities in health, wellbeing, attainment and employment need to be at the centre of the place agenda to support a just transition in facing the consequences of the climate emergency.

Develop a long-term vision:
Discussions highlighted the need for any future vision for Glasgow and its places to be long-term but broken down into *'bite-size-chunks'*. To get the level of inward investment needed by Glasgow many argued having this vision was essential. It might be that 'vision' would be better expressed as 'ambition'.

Break down silos:
The workshops explored the place agenda in Glasgow through different lenses highlighting valuable work in specific sectors, with particular groups, often within defined localities. Many of these activities are interconnected sharing principles and contributing to the whole that is Glasgow and its places. There are significant opportunities to share perspectives, break down silos and work in more multi-disciplinary ways.

Reflect on new governance structures and boundaries:
In workshops many comparisons were made to other cities with different governance and leadership structures and approaches to defining city boundaries. Many participants suggested it was important to explore opportunities to support local centres to empower Glasgow and its communities and give them agency. In parallel it was felt Glasgow's boundaries could be reviewed and that place planning and design needs joined up thinking at all levels; local, city and regional.

Use COVID-19 as a pivot point:
Workshops took place during the pandemic so understanding the ultimate impact of COVID-19 on Glasgow was difficult to predict. Clearly, however, the pandemic can be seen as a pivot point, so much place thinking will need to be revisited as the legacy of COVID-19 plays out. Participants highlighted existing trends, challenges and opportunities that had been both accelerated and decelerated as the pandemic has unfolded. Place will be central to the city's recovery; it was suggested Glasgow needed to be ready to pivot and draw down funding to support the place aspects of COVID-19 recovery as opportunities emerge.

Promote action and deliver strategies and plans:
All sessions highlighted both the volume of strategies and plans and the challenge of translating them into action and delivery, a recurrent theme was the need to operationalise place plans.

The Clyde:
The issue of the Clyde came up many times. Successful projects on the Clyde were described but overall, it was felt Glasgow was not making the most of its river and river frontage in the way other cities were. A long-term holistic vision for the Clyde could deliver on many key agendas, including active travel, dealing with derelict spaces, housing, connectivity, climate emergency, health and wellbeing.

Glasgow and the 20-minute neighbourhood:
The concept of the 20-minute neighbourhood was discussed often. It was felt that Glasgow could develop its own version of the concept [on Glasgow's terms] considering the city centre and neighbourhoods at the same time.

Develop more effective engagement with communities:
Every workshop highlighted the importance of engagement with communities and many ways of making this more effective were explored – much engagement simply generates the same conclusions: *'people want green, clean spaces with good access'*, sometimes we are wasting resources repeating the same engagement exercises without generating new knowledge; effective engagement is about people highlighting issues but also taking ownership of solutions; effective engagement needs to move beyond the usual. Creative engagement approaches can help build solutions, there are many examples of new approaches to engagement to share.

Encourage experimentation and learning:

It was suggested everybody needs to accept you don't get everything right first time, so sharing learning, managing risk and developing the confidence to accept constructive criticism were seen as important. All cities are learning in real time, many of the emergent issues that confront Glasgow are shared by others; the city should take a fresh look at other places, a very focused look, to learn about specific place issues that are relevant to Glasgow and invite others into Glasgow so this learning can be shared.

Integrated Public Transport:

The very specific issue of having an integrated approach to transport across metropolitan Glasgow was mentioned many times. It was suggested that having integrated ticketing across all of the city's public transport would be an excellent start; having systems that give disadvantaged communities more connectivity; addressing the dominance of private, automotive transport in Glasgow's transport hierarchy, and planning radical changes to Glasgow's transport in response to the climate emergency are all required.

Emotional needs:

Participants reflected on how we tend to focus on functional rather than emotional needs. We need to remember why places matter to people, we need to build on the spirit of Glasgow.

Figure 4-3: Five interconnected ambitions for Glasgow's places

Innovation and transformation – key findings

1. **Turn and face key challenges:** The challenges remain daunting: the climate emergency; poverty, deprivation and inequality; vacant and derelict land. They require a brave and ambitious city-wide response: Glasgow needs to confront the challenges head on, and at an appropriate scale.

2. **Long-term ambition and practical action:** Glasgow needs to set out its place ambition, but it also needs a robust plan for delivery in 'bite-size-chunks'.

3. **Break down barriers:** Glasgow has multiple place agendas: different groups, communities and localities view the city through different lenses. Glasgow should be better at sharing perspectives, breaking down barriers and working together in more collaborative ways.

4. **Governance structures and boundaries:** Communities need to be empowered and given agency. Place planning, design and management needs to be joined up at all levels; local, city and regional.

5. **COVID-19:** The pandemic has been a pivotal event, but the long-term economic and societal effects of COVID-19 are not yet clear. Trends, challenges and opportunities have been accelerated or slowed as the pandemic has unfolded. Place is central to post-COVID-19 recovery (and to de-carbonisation). The city needs to identify opportunities and act decisively.

6. **Promote design, action and delivery:** strategies and plans are not enough: Glasgow has too many plans and strategies; they need to 'get off the page' and be delivered.

7. **The Clyde:** Glasgow's great river is a neglected asset and, in the context of climate change, a potential threat. Mission Clyde represents an opportunity to set sights higher and deliver on multiple agendas – regeneration, housing, connectivity, climate emergency, health and wellbeing.

8. **The 20-minute neighbourhood:** The concept is powerful and attractive, but it needs to be carefully thought through as part of an urban hierarchy strategy; Glasgow's model should reflect the distinctiveness and variety of its local centres and take account of the impact on the city centre.

9. **Effective engagement with communities:** Too often, engagement exercises generate insights but not new knowledge; effective engagement encourages ownership, generates new knowledge, and enables co-creation. This requires courage, trust and a different form of leadership.

10. **Encourage experimentation and learning:** Shared learning, openness, constructive criticism, fresh eyes and insights into other places can all contribute to the civic and public understanding of the place challenges facing Glasgow.

11. **Integrated Public Transport:** The climate emergency and the legacy of the COVID-19 pandemic make better connectivity an imperative for Glasgow. Quality train and bus services must be linked together to provide connections to all parts of the city, facilitated by integrated ticketing.

12. **Recognise the importance of emotional attachment:** The people of Glasgow have a deep emotional attachment to the city, its neighbourhoods and communities. Places matter to people, and our approach to place needs to recognise the spirit, culture and character of Glasgow.

Phase 1 engagement findings

Five inter-connected conclusions were reached from the first phase of engagement and five future ambitions built for the places of Glasgow:

1. **Glasgow's distinctiveness has been shaped by its history and its citizens:**
   How can Glasgow's places build on this spirit as they evolve in the 21st Century?
2. **Glasgow has significant and stubborn health, wellbeing, attainment and social inequalities:**
   How can the re-design of Glasgow's places deliver social justice?
3. **COVID-19 has had a significant impact on health, the economy and society:**
   How can Glasgow's places recover and reimagine themselves, embracing lessons learned from the pandemic?
4. **Glasgow must face the climate emergency head-on:**
   How can Glasgow's infrastructure, housing, and approach to urban planning deliver on the city's climate emergency responsibilities?
5. **Glasgow's economy lags behind UK competitors, the city has aspirations but often falls short:**
   How can those responsible for Glasgow's places innovate to make the city more productive?

Figure 4-4: Phase 2 workshops

5 Phase 2 workshops are reviewed and built on findings from Phase 1

1. The spirit of Glasgow

2. Delivering social justice

3. Recovering & reimagining after COVID

4. Responding to the climate emergency

5. Innovating to make the city more productive

ENGAGEMENT & ENQUIRY PHASE 2

The ambitions developed from Phase 1 were explored in a second series of five engagements with a focus on translating ambitions into action. At each session participants were asked to reflect on:

- *What could Glasgow achieve if the city was brave?*
- *What would the next steps for Glasgow be?*
- *By 2030 what would Glasgow wish it had done at the start of the decade?*

Each phase-two session was facilitated around the questions below. The discussion was divided into two parts. The first part explored questions 1 to 3 permitting participants to agree key themes:

1. What do different people feel when they see the places of Glasgow (both positive and negative)?
2. How do the places of Glasgow contribute to these perceptions?
3. How can the spirit of Glasgow be effectively harnessed in Glasgow's place plans?

In the second part of each session the findings were presented back to participants and further discussion then explored questions 4-7, focusing on next steps:

4. Who, How, What & When?
5. What are the next steps?
6. If Glasgow was being brave, what would it do?
7. By 2030 what will Glasgow wish it had done now in 2021?

A number of themes emerged from this second phase of engagement:

Differing perspectives:
Participants in all sessions suggested that people have very different perspectives of Glasgow's places. Views are determined by variables such as a person's age, whether they were employed or out of work, where they lived, their lived experience, how affected they were by Glasgow's historical planning decisions, and the role Glasgow played in their life (as a home, a place of work or leisure, a destination to visit, a hub of learning, and so on). Many of these perspectives could be explained through the many data sets that exist for the city, but it was clear that data does not reveal everything about how and why people have formed opinions. More needs to be done to engage in new ways with the people that live in or are linked with Glasgow to understand perceptions and experiences more holistically.

Place impacts all five agendas from Phase 1:
Through discussion it became very clear that the places of Glasgow have an impact on all five agendas explored through the earlier workshops. Future decisions about the organisation and design of Glasgow's places inform and shape perceptions about the city's spirit, how quickly Glasgow recovered from COVID-19, whether it met its climate targets, progress in addressing social inequalities and the city's economic performance. The five agendas are interrelated; an action on one issue can have both positive and negative consequences for the other four. At each session, it was suggested that the agenda under discussion might have prominence although in reality all agendas probably carry equal weight as Glasgow heads towards 2030 and beyond.

Build shared experience:
Examples of place-based projects and initiatives across Glasgow and the City Region were cited throughout the workshop series. It was clear that more could be done to share experiences particularly across the silos of official thinking that inevitably build up in a city the size of Glasgow, whether they were geographic, social, discipline or sector related. There is always room to oxygenate discussion and share best practice.

Sources of inspiration:
The Phase 2 workshops built on the considerable range of references to initiatives in other cities across the world, described in Phase 1 discussions. It is clear, that there is no singular external role model for Glasgow, but all cities in the world face common challenges, Glasgow shares specific place attributes with other cities across the globe and has much to offer and learn in partnership with others.

There is no silver bullet:
No one strategy can address every issue faced by the city. The organisation and design of Glasgow's places could, however, help contribute to the success of the city through the collective impact of a range of different initiatives of varied scale with shared ambitions. The different actors and protagonists responsible for place within the city needed to play to their strengths and understand their role within the city's place ecosystem. For individuals and organisations to make their contribution, frameworks and infrastructure were needed; to ensure these were fit for purpose and future proofed engagement with users was needed. This work in turn needs to inform and be informed by evolving policy landscapes at many different levels.

> **We have nothing if we don't address the climate emergency', 'jobs and the economy will be key in delivering change', 'Social injustice lies at the heart of Glasgow's challenges', 'COVID is a once in a lifetime pivot point', 'the spirit of Glasgow must endure'."**

Indicators of progress are required:

The importance of measuring and using qualitative as well as quantitive information and data was repeatedly mentioned. Decisions about place need to be evidence-based, evidence will help unlock place investment, evidence will demonstrate progress across a range of agendas. Careful thought is necessary to ensure that the right data and information is being collected longitudinally and widely shared to support these processes.

Regionalism in a metropolitan city is essential:

At every workshop, there was discussion about regional boundaries, the politics of decision-making, the benefits a metropolitan/regional mayor might bring to Glasgow, but equally the need to connect to local communities. As with all cities, Glasgow's boundaries and the city's layers of strategies and decision-making bodies have evolved over time, this history was mentioned many times. The structures in place now do influence place-making decisions in Glasgow, the challenges of negotiating an integrated transport policy for the city and region being a case in point. This issue of boundaries and structures lies outside the scope of the Place Commission's work, but it is very clear that Glasgow and the Region need to organise structures that will facilitate the design of the places needed to deliver on the collective ambition of their people.

Concerted action across different scales:

The workshops all generated tangible suggestions for projects that would enhance the places of Glasgow at the micro and macro levels. At the micro level small actions that would have a cumulative impact over time: planting trees; addressing insulation issues in homes; investing in active travel; interventions that could be made locally, by empowering citizens to initiate place projects within their own communities through repurposing existing properties and land. At the macro level interventions focused on sections of the city: Innovation Districts; the Avenues Projects; the Clyde; the City Centre and bold infrastructure initiatives that would green the city, deal with derelict land, alleviate flood risks and enable connectivity. Some of these suggestions would involve changing planning priorities, for example promoting the 20-minute neighbourhood, others involve £ multi-million investment in building, landscaping and infrastructure. It was clear that all these initiatives would add value, but they all require investment, in different forms over different time periods. All participants agreed that investment was easier to unlock if the case for support could be made by demonstrating a project's contribution to a greater collective ambition for Glasgow.

Skill & expertise:

Finally, the skillsets of Glasgow were mentioned many times. Glasgow has been grappling with its place agenda for many years, there is much experience and world class expertise in the city, particularly in design, housing and place policy making. This expertise is not widespread and many of the skills needed for climate action are lacking in the construction sector. This presents a constraint but also an opportunity for training and growing the labour force.

It was, however, very clear that the collective creativity and knowledge within the city, working in full partnership with the people of Glasgow will be key in unlocking the potential of Glasgow's places. Communities of professional practice and communities of people inevitably become siloed over time so a real focus should be put on bringing this expertise and experience together in new ways, augmented with supplementary expertise if required. Multidisciplinary teams are needed to tackle the wicked, intractable challenges associated with agendas like social injustice and climate change; local capacity and capability needs to be built to empower people and communities.

Next Steps

The second phase of engagement considered possible next steps. Although there was different emphasis between the discussions, shared priorities emerged. All the workshops highlighted:

- The value that taking a systems approach to Glasgow's place agenda might bring, starting with building a shared understanding of Glasgow's 'place ecosystem'.
- A need for a shared ambition for Glasgow's places that cuts across the five themes discussed in the sessions.
- An opportunity to share knowledge and build understanding across silos on a whole range of topics of common interest.
- Traction that could be achieved by agreeing targets, sharing data and having a common approach to evidence building.
- A need to enhance communication across Glasgow's ecosystem of place, particularly around stories of success and hope.

Building a shared understanding of Glasgow's ecosystem of place:

Figure 4-5 shows a high-level overview of Glasgow's ecosystem of place which was introduced to Phase 2 workshop participants as a way of framing discussions about Glasgow's place agenda.

Figure 4-5: Phase 1 and Phase 2 engagement revealed an "ecosystem" of people, places, protagonists and policy that shapes Glasgow.
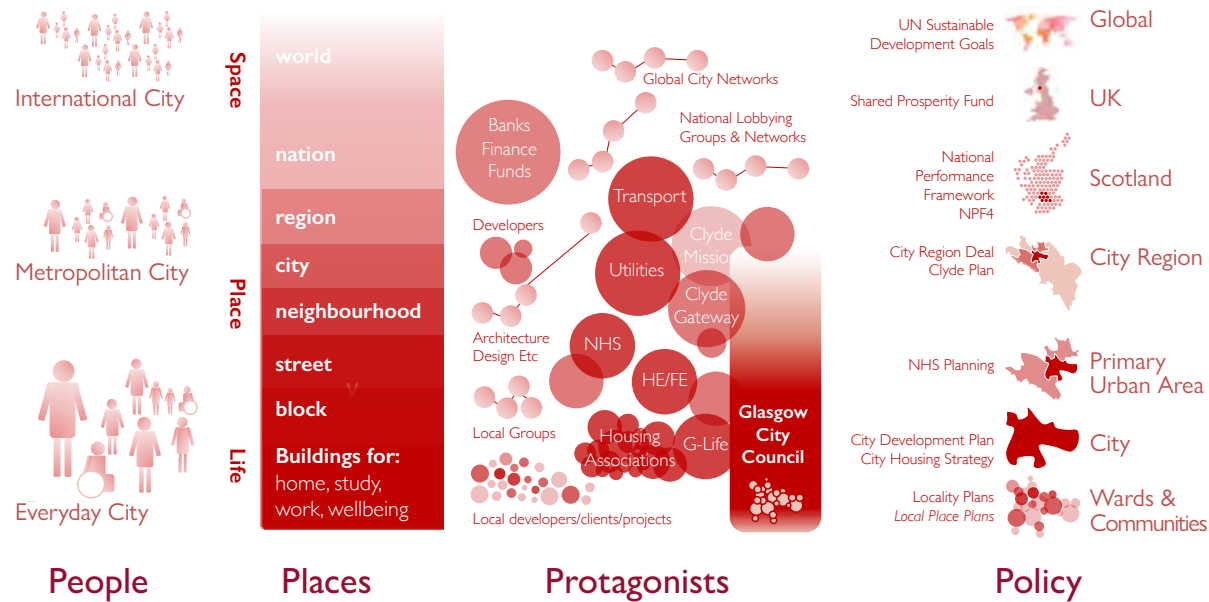
Based on findings from the Phase 1 and Phase 2 workshops and with more desk research, participants felt the ecosystem map for Glasgow could include more detail and functionality to build an 'ecosystem atlas for place'. Each layer of the atlas could communicate different facets of place, for example:

- A detailed breakdown of the way people's needs can be characterised under the three headings of 'everyday city', metropolitan city' and 'international city'. Current and planned engagement projects could be mapped against needs of these different groups.
- The places section of the ecosystem can be augmented with more detailed information on place types, quantities and other important attributes such as age, investment levels and measures associated with the five themes within Glasgow's place ambition (see below).
- The protagonists' section can provide more detail of the many public and private sector actors and networks within the ecosystem and the relationships that exist between them.
- The policy element can detail the relationships, overlap and focus of the various layers of policy that influence the places of Glasgow.

Having this information would support many different forms of collaborative discussion to develop a collective view of how the ecosystem is responding to the developing challenges and opportunities faced by the city. Examples of future systems discussion include:

- Regular review of the drivers of change facing the city's place agenda and opportunities for innovation.
- Review of the city's response over time to events such as the COVID-19 pandemic.
- Identification of opportunities to bring different communities of interest together.
- Prioritising future investment in different parts of the ecosystem.

Building a shared ambition for Glasgow's places to embrace social justice, the climate emergency, COVID-19 recovery, productivity informed by the spirit of Glasgow:

This aspiration of ambition with its five themes can be succinct. The statement could be used to highlight the extent to which these five themes are embedded in the numerous strategies, policies and plans that exist and are being developed for Glasgow's places. The ambition could form the focus for further engagement exploring:

• Best practice in the city for organising and designing places that address the themes within this holistic ambition.
• How this holistic ambition can be used to influence the way organisations articulate the impact of their place-based projects in Glasgow. Achieving alignment around this ambition will help drive collective impact.
• New projects and initiatives that could be initiated in Glasgow as investment opportunities arise around these five themes.

Sharing and building knowledge through collective learning:

There are many opportunities to connect the knowledge and experience of place development in Glasgow (and beyond). Developing a culture of sharing, learning and collective problem solving to deliver Glasgow's holistic ambition for place could be achieved by setting up short life collaborative events and projects to explore issues and develop solutions to shared challenges. The short burn events might take different forms, with some focused on sharing best practices across sectors and silos, some focused on engaging the collective experience and expertise in Glasgow to tackle 'wicked' problems and others tracking developments in sectors in real-time. All of these would need to take a multidisciplinary approach and would need to engage with Glasgow's citizens and communities of place and interest.

Examples given in the Phase 2 engagement included:

• Exploring which citizen engagement approaches are currently working well within Glasgow and how engagement practices could be developed further to inform place development.
• Models and motivations for creating themed districts.
• Building capability and capacity to empower communities in local placemaking.
• Exploring how place details matter.
• Developing new ways to tackle: pervasive challenges such as Glasgow's high levels of vacant and derelict land, the relationship of place to

stubborn health inequalities, and the need for an integrated approach to transport.
• Developing discussion and experimentation with concepts such as the 20-minute neighbourhood within Glasgow, with particular attention to consequences and opportunities for Glasgow's city centre.
• Supporting different communities of practice to initiate their own collaborative events around emergent issues of shared interest.

Building a shared approach to measurement and impact:

The many individuals, organisations, initiatives and networks within Glasgow's ecosystem of place operate with different key performance indicators and measurement practices, designed to demonstrate progress against their individual strategic objectives or funder's requirements. There is an opportunity to open up discussion about how Glasgow can begin to measure the collective impact of all this activity on the five proposed themes within the city's place ambition. Examples of current measures can be collected, best practice in assessing both quantitative and qualitative impact could be usefully shared. A collective scorecard for Glasgow's places could be developed. Many models exist in other cities for doing this, Glasgow could learn from these examples, in particular examining the role of information in securing investment for the city.

Initiating new approaches to communication across Glasgow's ecosystem of place:

There are many inspiring examples of place-based initiatives already in play within Glasgow which are not widely shared beyond the usual suspects. Collective impact could be enhanced through targeted communication initiatives. Many suggestions for new approaches to communication were made during the workshop series:

- Sharing success stories. These could be about success at varying scales, stories describing impact and outcomes as well as stories describing process, currently there are few forums and channels for disseminating this information to wide audiences. New formats for sharing could be explored such as inviting audiences to experience projects in progress in real time.
- Exploring and explaining complex topics. The relationship between place and the five themes within the city's proposed place ambition can be challenging to communicate. We might not recognise the impact of the climate emergency in our day to day lives, the long-term and serious health consequences of poorly defined places take time to accrue. Imaginative approaches are needed to engage audiences in Glasgow's place ambition, workshop participants suggested using physical and digital models, storytelling techniques, engaging creative practices and using social media to support communication.
- Effective communication will be essential to unlocking investment, collating, and presenting evidence of both progress and ambition will be critically important.

Delivery of collective impact:

This list of initiatives would require co-ordination and leadership. Working in partnership with others, the Place Commission is well placed to lead on this work, linking across networks, championing the place agenda, increasing visibility and curating collective impact.

ENGAGEMENT SYNTHESIS

The five Phase 2 workshops focused on the following cross-cutting themes:

- building on Glasgow's spirit and distinctiveness.
- delivering social justice.
- recovery and reimagining the city after COVID-19.
- responding to the climate emergency.
- driving innovation and productivity.

The themes were designed to promote systems-thinking and integrated solutions. They also encouraged role play and creative imagination, taking account of the fact that Glasgow's places are perceived in different ways by every citizen, visitor and prospective investor. These multiple perspectives make generalisations about Glasgow the place hazardous, but we can understand these better and use them to inform a discussion about how to engage in new ways with groups that may feel excluded or communities that are "left behind". Our whole approach has been predicated on the need to understand what it is that makes Glasgow such a well-loved place for many, but also why – for some – it is a place where lives are blighted by poverty, crime, drug and alcohol abuse, degraded living environments and low expectations. A crucial issue here is agency, or the lack of it: the more fortunate lead good lives in a city that offers a great array of life-enhancing experiences, but others can feel powerless and excluded. Making sure their voices are heard and that they can exert influence on placemaking decisions will be vitally important.

Our consultees stressed the importance of an holistic approach to placemaking. They acknowledged the historic challenges facing the city – the climate emergency, social justice, economic transformation, connectivity and the recovery from COVID-19 – but argued that single-issue approaches (which can often feel like special pleading) will inevitably fail. What matters is how these agendas can be forged into the city's placemaking meta-narrative: creating a story that shows, credibly and convincingly, how they interact with and reinforce each other, and how placemaking policies and urban design can act as agents of positive change.

"Silo-thinking" has become something of a cliché, but it is relevant to this discussion. We were struck by the deep, local knowledge of our consultees (and the reservoir of specialist knowledge and expertise that they represented), but there was agreement of the need to use the place perspective to promote dialogue and create new knowledge and ideas. Reaching across the disciplinary/sectoral barriers will help to oxygenate a city-wide conversation and better serve the needs of communities. Benchmarking and the sharing of good practice were identified as potentially powerful ways to encourage these "borderless conversations", although the second-round workshops confirmed that

there is no single perfect model, no silver bullet. The best way forward is to map the relationship between models of good practice in the UK and internationally, Glasgow's priority issues agenda, and places with similar spatial, historical, cultural and climatic attributes. By a process of triangulation, we can identify the places we can learn from.

There was agreement that this is not just a matter of "places like Glasgow". Our consultees highlighted governance – including at the city-region scale – as a particular challenge. They were therefore keenly interested in what was called Glasgow's "place ecosystem": the network of actors and protagonists who collectively plan and mobilise the region's placemaking resources. The ecosystem has some notable strengths and success stories, but it is generally agreed to be suboptimal. This means putting the focus on decision-making and delivery processes, and the frameworks and infrastructure that underpin them. The importance of an evidence-based approach, advocated by Carmona and others, also places a premium on data and performance management. The evidence shows that place quality delivers place value. We need to be clear about the baseline condition of Glasgow's places, how planning policies and urban design will enhance their quality, and the wider economic, social and environmental benefits that we expect to follow.

The governance agenda provoked discussions about the administrative boundaries and the spatial politics of decision-making in the Glasgow City Region. Everyone recognises that the issues are complex, and there is no "right answer". There was considerable support for a strengthened city-regional decision-making process, with greater devolved powers, and some people advocated an elected mayor on the English model. Greater Manchester was cited as a good example. Transport planning and climate change resilience were identified as issues that demand to be addressed in an integrated way at the regional level. Mission Clyde was highlighted as an initiative that needs to be designed and implemented at city-region scale, but there is some scepticism about the governance model and questions about whether the available resources are adequate.

Other strategic issues can be addressed at the city level. Proposals for innovation districts, the Avenues Project, a new derelict land strategy focusing on long-term unused sites, and the practical application of the 20-minute neighbourhood principle were all quoted as good examples of action required across the city.

These regional and city-wide perspectives were balanced by strong support for more local decision-making and community empowerment, which is key to tackling social injustice. Small actions can make a big difference, and they have a cumulative impact on community trust and confidence. There is a desire to see more decisions devolved to the local/neighbourhood level, and for communities to be resourced and empowered to initiate schemes for, among others, public health improvements, social housing, community facilities and neighbourhood planting and food growing.

The workshops brought together a remarkable group of people from Glasgow and beyond, and from a range of disciplines. They had a shared interest in how places shape the life of the city, for better or worse, and rich insights into the challenges of shaping and implementing a holistic placemaking agenda. There is world-class expertise in Glasgow: in design, housing, placemaking and other disciplines. People are proud of what Glasgow has achieved and how far it has come, but they also acknowledged their frustrations and disappointments. The frequently stated aim to mobilise all the knowledge, creativity and other resources of the city and its region – to be "more than the sum of the parts" – has proved elusive, and the decision-making process can be slow and opaque. This can be demotivating, and some people admit to being battle-weary. COVID-19 has imposed a huge extra burden in terms of new threats and a difficult working environment.

There is a real appetite for both a new agenda and a new way of working. The workshops reminded us of the power of multidisciplinary teams, augmented by external expertise if required, to tackle the 'wicked' challenges facing Glasgow in the next 10-20 years. There is a compelling imperative to address the historic and contemporary challenges now facing Glasgow and in the process rewire the knowledge networks of the city to inject fresh energy and insights into the placemaking process.

After the Pandemic

After the Pandemic (AtP) is an accelerator for change, incubating ideas and enabling communities to collaborate on creative projects that impact societies, cities and the climate for the better. It uses creativity and community to solve challenges brought on by COVID-19 and the climate emergency that seeks to rethink our environments, reimagine our cities, and redesign our communities to be greener, more vibrant, and more resilient.

Through collaboration with local communities, creative practitioners, and like-minded organisations, AtP develops ideas to create, fund and deliver:

- Cultural & art installations, programmes, and content.
- Educational toolkits, design schools and research.
- Events, community engagement and outreach.

Working in partnership with local authorities and government bodies, the organisation is currently supporting initiatives within Glasgow and across the country that seek to address a host of complex problems such as climate change and the loss of biodiversity. Projects include delivering a programme of workshops, talks, exhibitions, and performances during COP26 and collaborating alongside Glasgow City Council's Centre for Civic Innovation to creatively engage with the Pollok community.

Greater Pollok

Our principles

After The Pandemic @ COP26 is guided by the following principles.

Inclusive communities
For all: contribute to and connect with global communities by empowering Glasgow's own.

Local for global
For global change, start local: tackle climate change from the grassroots up.

Learn & grow
Educate and pollinate. Develop skills and share knowledge to enable action.

Dear greenest place
After the Pandemic backs Glasgow's commitment to becoming a net-zero city by 2030.

Design forward
Catalyse Glasgow's creative community powerhouses to **REDESIGN** the future.

Images courtesy of Lateral North

Further information

\PLACE CREDENTIALS\
Community Engagement,
Community Activation,
Climate Action,
Partnership,
Inspirational Intent

Centre for Civic Innovation (CCI)

The Centre for Civic Innovation (CCI) is a citizen-centred design team within Glasgow City Council. It is responsible for establishing a design-led approach to the understanding of societal shifts and civic experience within the city. The team has led on a number of projects and programmes including:

Greater Pollok – an examination of citizen-centred co-creation through a range of place-based pilot projects. The CCI team was located in the neighbourhood developing a 'creative hub' within The Wedge, a local community facility and worked in partnership with citizens to test and prototype solutions to their local challenges. Workshops were held in nearby schools to develop methods for meaningful engagement. The project developed an employment and upskilling programme, and a design-led engagement exercise to reimagine a civic space.

CCI working alongside local communities
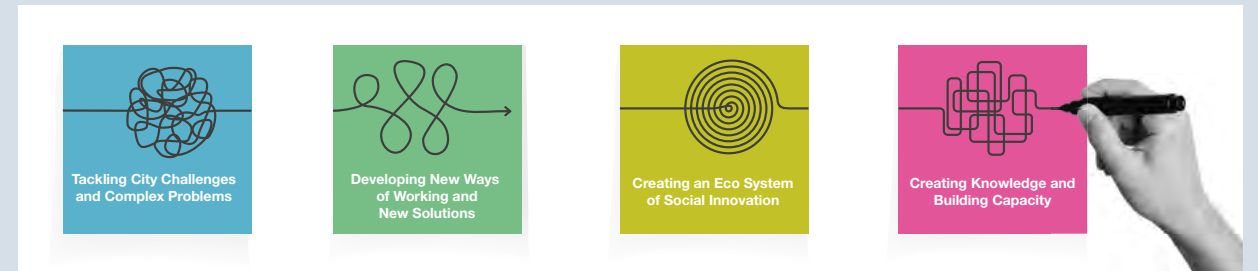
The CCI approach to delivering better public services

Outcomes of the Collaborative Futures project

Collaborative Futures – an academic project run in collaboration with the Innovation School at Glasgow School of Art. Project teams investigated how tools for social innovation, speculative futures, and storytelling can be used to communicate ideas and invite collaboration. The first iteration 'Glasgow's Future(s) Stories; Social Innovation & Participation Democracy in 2030' explored how citizens can become more involved in decision making processes that will determine their own and the city's future. The most recent brief ('Glasgow Food Future(s): Neighbourhoods of Innovation 2031') asked the project team to explore the Glasgow food system and the ways it impacts on people and place to help inform new social innovations for the city. The next cohort of students (academic year 2022/23) will work with the Open Government Team to look at the future of Open Citizenship and Data Experiences in the city.

Looking ahead, CCI will explore the development of a consistent model to engage and collaborate with people across the city and a joined-up approach for people, place, and services in Glasgow. Efforts to create a network of 'citizen designers' will be continued with the implementation of Neighbourhood Innovations Hubs. The project looks to establish a neighbourhood-based, participatory approach to stimulating community wealth, wellbeing, and social capital and will enable citizens to become problem solvers and designers of their environment, services, and local economy.

Images courtesy of CCI

Further information

\PLACE CREDENTIALS
Community Engagement,
Community Empowerment,
Public Enterprise,
Excellent Design,
Co-creation,
Education

Glasgow Women's Library

Glasgow Women's Library has grown from a grassroots project into the main hub for information by, for, and about women in Scotland. It is the only accredited museum of its kind in the UK. As well as being a lending library, they hold an extensive archive of historical and contemporary artefacts and materials that celebrate the lives, histories, and achievements of women.

The Glasgow Women's Library has become a leading charity and social enterprise that supports thousands of women across Scotland every year by coordinating and hosting a range of public events, services, cultural programmes, and learning opportunities. It is a leader in equality, diversity, and inclusion and looks to act as a catalyst to eradicate the gender gap that contributes to widespread inequalities in Scotland.

The Exterior, Landressy Street, Bridgeton

Mary Barbour Monument: Exclusive ltd edition collage by Sharon Thomas

To mark Glasgow Women's Library's 21st anniversary, the Library commissioned 21 women artists to create new work inspired by items and artefacts in our collections.

Sharon Thomas's *Mary Barbour Monument* proposes a city marker to celebrate one of the most influential and powerful women in Glasgow's history.

Women In The City: Exclusive ltd edition photo-etching by Jacki Parry

To mark Glasgow Women's Library's 21st anniversary, the Library commissioned 21 women artists to create new work inspired by items and artefacts in our collections.

The focus for Jacki Parry's print is provided by the five geographical locations of Glasgow Women's Library since its inception in Garnethill to its new home in Bridgeton.

Range of activities taking place at Glasgow Women's Library

Images courtesy of Glasgow Women's Library and Keith Hunter Photography

Further information

\PLACE CREDENTIALS\
Community Empowerment,
Public Support,
Explicit Values,
Inspirational Intent,
Education & Learning

5

The cities of Glasgow\ looking through different lenses

"

It's very important for cities all around the world to reinvent themselves, and Glasgow is a good example of that."

ZAHA HADID

We have considered what we mean by place and specifically the *quality* of, the *value* of, and our *attachment* to place. We have reviewed Glasgow's twentieth century journey and, through an engagement exercise, reflected on a number of important and pressing questions about our zeitgeist, considered how those involved in the places of Glasgow are thinking about these issues. We have asked ourselves whether the times we are living through demand that we review, update and/or reconfigure that thinking in respect of place, and we have begun to explore what that might mean.

This chapter takes the themes of international, metropolitan and everyday city and considers what is happening across Glasgow and in its districts, neighbourhoods and communities in the light of the COVID-19 pandemic and the pressing challenge of the climate emergency.

Glasgow as an International City looks from the outside in at Glasgow's reputation on the world stage. Glasgow has always been an outward looking city but experienced some existentially challenging decades in the second half of the twentieth century. As the city's standing grows again, more organisations, investors and visitors look to Glasgow, Scotland's largest city, for leadership and participation.

Glasgow as a *Metropolitan City* recognises that the city does not function in isolation; the seven surrounding local authority areas within the Clyde Valley City-Region are as interdependent today as they have been throughout history.

Glasgow as an Everyday City relates to how we experience the city as residents, workers, businesses, or visitors. The places we live in affect our everyday lives – our lived experience in Glasgow. The *Everyday* is the foundation upon which the *Metropolitan* and the *International* are built.

THE INTERNATIONAL CITY

The international profile of Glasgow was built first in a mercantile era in the early years of the union of Great Britain and Ireland, when the city's merchants traded with the Americas in the products of empire – sugar, tobacco and cotton. If not quite as pre-eminent as others, Glasgow was certainly complicit in the transatlantic slave trade.

As the industrial era increased in pace, an international reputation was built on quality, precision heavy engineering particularly of locomotives, bridges and of course ships. The term 'Clydebuilt' became synonymous with rock-solid, enduring quality around the world. The city, or perhaps the Clyde, became known as the 'workshop of the world' (a strapline also claimed by Birmingham and Philadelphia) and as described in Chapter 3, this success had significant consequences for the quality of life of Glasgow's people and the quality of environments where they lived and worked. The reputation was suffused with imperial reach and, even in its heyday, there was a double edge to the accolade 'Second City of Empire'. These imperial associations, the trauma of de-industrialisation and the misery of the city's inhabitants haunt the city to this day.

In the modern era, following committed and sustained regeneration in the closing decades of the 20th century, Glasgow has begun to build a new profile based around international events. Thirty and more years of regeneration and a number of high-profile events, notably the 1988 Garden Festival, have made a beneficial contribution to re-establishing the city's international reputation. These built up to the city's successful bid for, and delivery of, European Capital of Culture in 1990, following Athens, Florence, Amsterdam, Berlin(west) and Paris. Glasgow has been widely credited with broadening this accolade suffusing high culture with the richness and depth of everyday cultures and lives.

A 2004 study conducted for the EU (the "Palmer Report" written by Glasgow's eponymous Director of Culture) demonstrated that selection as European Capital of Culture served as a catalyst for cultural development and transformation of the host city and, as a consequence, socio-economic development and impact are now considered pre-eminent in determining the successful city. Bids from five UK cities to be the 2023 Capital of Culture were dismissed as a consequence of Brexit thereby closing off a rich vein of international profile to British cities on the world stage.

"
I don't mourn the old Glasgow, I just remember it."

The annual Celtic Connections music festival, begun in 1994, and the UK City of Architecture and Design 1999 programme have sustained the cultural regeneration and further built the city's reputation as a host city. The Commonwealth Games of 2014 provided an opportunity to deliver new sporting facilities and renew city living. Glasgow's inventiveness helped these Games refresh their image. Next year, Glasgow will be European Capital of Sport 2023 and will host the UCI Cycling World Championships.

The city's reputation has moved on from empire and decline towards a profile based on culture, creativity and sport. More recently, these have been complemented with events that show Glasgow's thoughtful side – a willingness, understanding and ability to grasp the seriousness of the climate emergency for cities was exemplified by the hosting of the UN Climate Change Conference COP26 in the autumn of 2021 that Glasgow used as a launchpad to develop its own profile in respect of climate awareness and action.

To properly understand Glasgow's international openness, it is necessary to understand the significance of migration for the city. Glasgow has experienced three marked periods of migration in the eras described in chapter 3. In the industrial era, Glasgow's growth was based on successive waves of immigration of dispossessed people from highland Scotland, from famine in Ireland and from pogroms in eastern Europe providing the city with Jewish and later Polish and Italian communities in the period leading up to the Second World War.

This growth in human capital was counterbalanced by the out-migration of many of Glasgow's citizens because of government policy in the 1950s, 60s and into the 1970s when the city's population fell by almost 50%.

More recently this fall has been counterbalanced by further in-migration from South and East Asia and, until Brexit, from Europe. This means that Glasgow has been, with the exception of the depopulation in the 50s, 60s and 70s, what Doug Sanders has described as an arrival city for those seeking a better life for themselves (Sanders 2015). Glasgow is not alone in the UK with Birmingham, Liverpool and Nottingham having similar profiles and with London at the apex. But the migration story does set Glasgow apart in Scotland and it has contributed to a sense of melting-pot in metropolitan Glasgow creating a city and a people characterised by pluralism and friendliness, open to the new and accepting of change.

There are three aspects to Glasgow's international profile that have an impact on place: firstly, the city's ability to stage major cultural and sporting events that help maintain and enhance existing facilities together with enhanced gravitas for the city's role in, and identification with, a just climate transition. Secondly the character and culture of the people and thirdly the ability to combine these to underpin Glasgow's role as a destination city. The international reputation of the city and its effect on place is therefore threefold and an important part of the way the city sees itself and the way it presents itself to the outside world.

A further dimension of international reputation is Glasgow's role as a well-connected city and the company that Glasgow keeps by participating in a number of city networks (including the UK Core Cities, the Euro Cities and the C40 Cities), as well as bilateral arrangements with cities (such as Pittsburgh), or with network groups such as the UNECE network of Centres of Excellence. In this, the role of the city's universities, their research and pedagogic reputations combine to make a formidable profile.

In an early 21st century world of uncertainty and angst, Glasgow's international profile is based on culture, sport and positive climate transition with the support of a diverse people creating the personality of a welcoming destination city. There is alignment between these propositions, but they are not a self-fulfilling prospect, they require care and husbandry and the city has some distance to travel before it reaches critical mass but thus far the direction of travel is positive and constructive.

" Scotland without Glasgow …would have no worldly dimension."

Refuweegee

Refuweegee is a community-led charity that gives people a way to welcome and embrace those newest to arrive to the city. The name Refuweegee brings together "weegee" meaning "from Glasgow" and "refugee".

The initiative, set up in 2015, helps to ensure that forcibly displaced people arriving in Glasgow are greeted by kindness and generosity. The programme is an excellent example of Glasgow living up to its global reputation as a friendly city.

Refuweegee have provided over 10,000 community-made welcome and emergency support packs to people all over Glasgow and across Scotland. Each welcome pack contains useful items like toiletries, Scottish items like tea cakes, Irn Bru, and shortbread, and a personal welcome letter. Refuweegee runs activities and events, including community barbecues, concerts, trips to the Scottish countryside, and drop-ins.
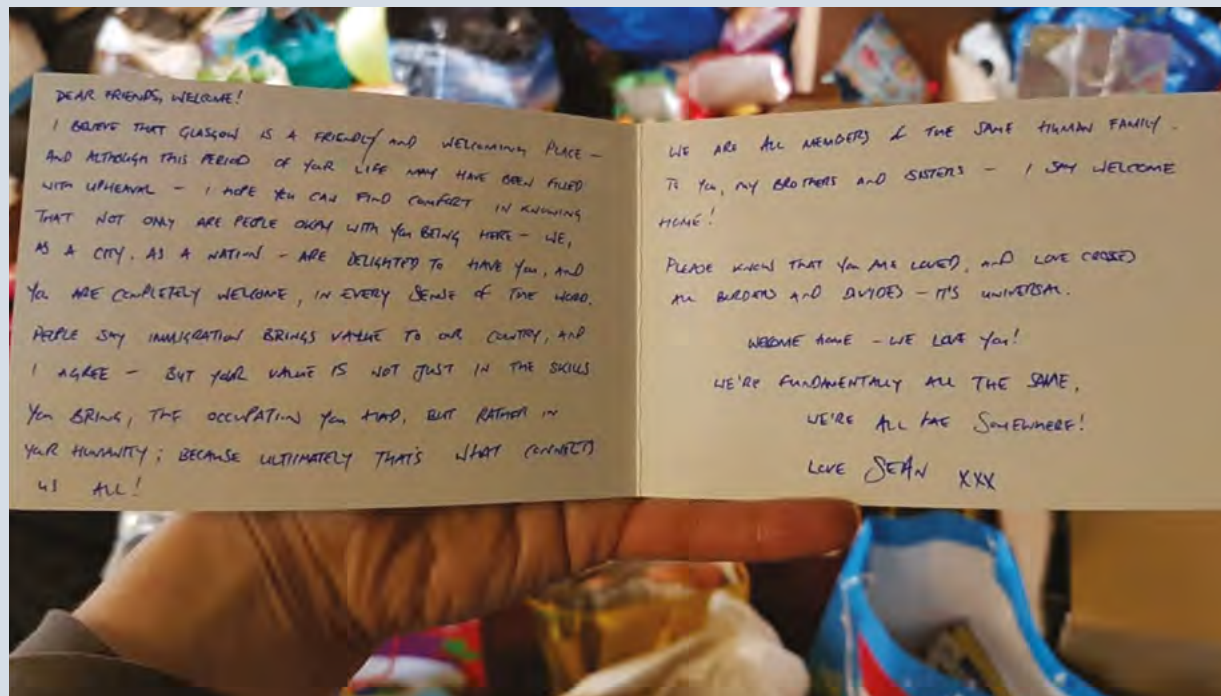
A letter to welcome a new arrival to Glasgow

Refuweegee's community hub

A welcome pack

Refuweegee shop

Images courtesy of Refuweegee

Further information

\PLACE CREDENTIALS\
Community Empowerment,
Community Activation,
Inspirational Intent,
Values

Figure 5-1: The bigness of Glasgow – city

Glasgow City Council
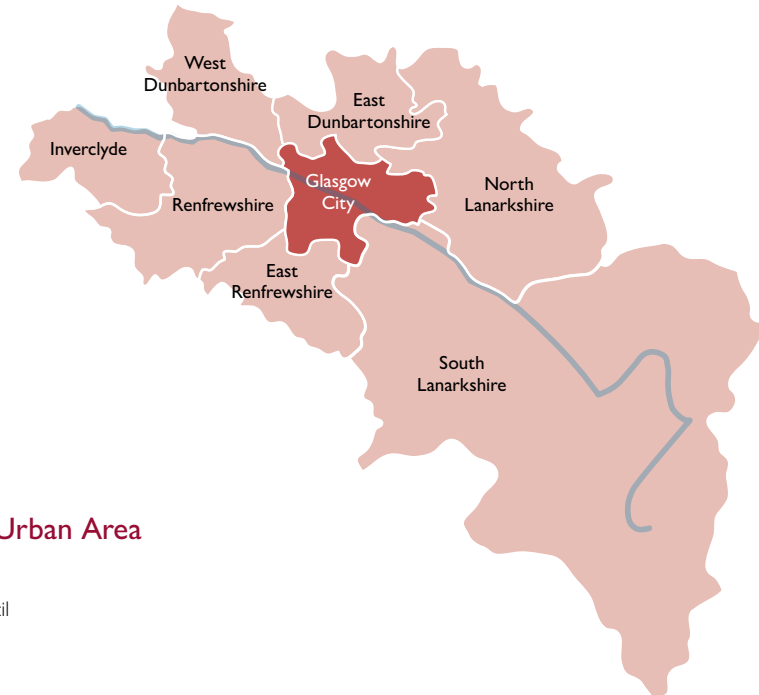
Glasgow Primary Urban Area

Glasgow City Council
East Dunbartonshire Council
East Renfrewshire Council
Renfrewshire Council

THE METROPOLITAN CITY\
THE BIGNESS OF GLASGOW

Alone in Scotland, only Glasgow is metropolitan – with a continuous urban area significantly bigger than its administrative boundary. The Centre for Cities (C4C) tracks the performance of the UK's 63 largest towns and cities using a range of performance indicators published annually in their City Monitor. The C4C analysis is based on primary urban areas (PUAs), which are defined as the continuous built-up area of a city. They are generally less extensive than the corresponding city-regions in the UK. In Scotland, only Glasgow has a continuous built-up area bigger than the corresponding local authority boundary reflecting the metropolitan character of the city which C4C and international monitors such as the UN and the EU use to define a city.

The PUA establishes Glasgow's population at just over one million that puts a different cast on who is Glaswegian (the city-region is approximately 1.85 million). These 'Metrowegians' identify with their city, and they change the overall demographics for the city in terms of the Scottish Index of Multiple Deprivation and other indices. This does not change the magnitude of the challenges the city faces, but it does provide more context for comparison. It also explains why other countries and international bodies are clear that Glasgow with a population of more than 1 million is Scotland's largest city, and why Glasgow appears alongside Manchester and Birmingham in international research (such as the EU Quality of Life Survey). Without Glasgow, Scotland would, like Wales or Northern Ireland, be absent from international urban research focused on cities of one million inhabitants or more. Glasgow's instinct to work closely with the other authorities of the city region is a sound and mutually beneficial basis upon which to formulate strategy and policy. This is widely recognised in the UK and internationally and presents the city region with the potential to become what Professor Greg Clark calls a managed metropolis.

The PUA is also a part of the wider city region, the area designated to provide other services to the city including health care (Greater Glasgow and Clyde) and security (Police Scotland Divisions). The PUA includes East Dunbartonshire, East Renfrewshire, and Renfrewshire but excludes the Lanarkshires, West Dunbartonshire and Inverclyde because their extensive rural areas 'distort' the figures.

Figure 5-2: The bigness of Glasgow – city region

Glasgow City Region

Glasgow City Council
West Dunbartonshire Council
East Dunbartonshire Council
North Lanarkshire Council
South Lanarkshire Council
East Renfrewshire Council
Renfrewshire Council
Inverclyde Council
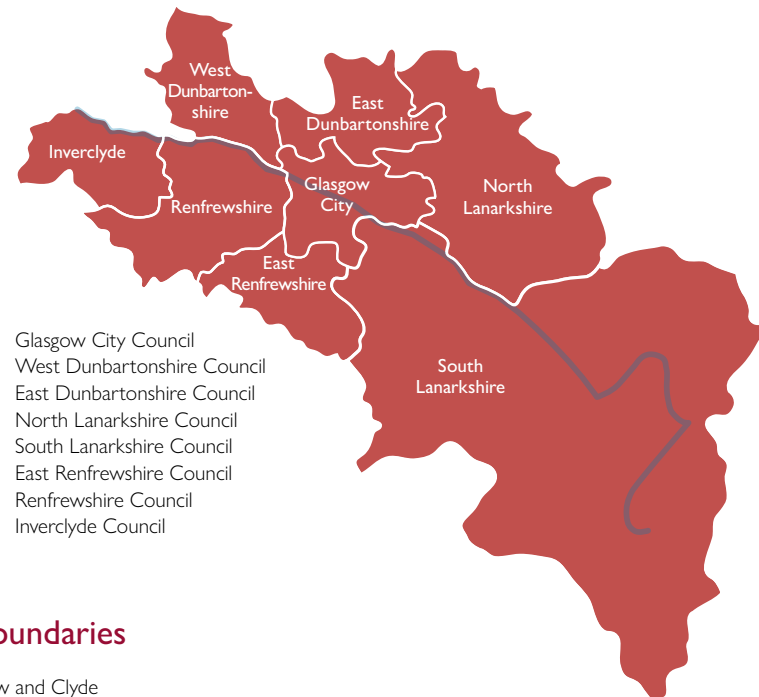
Health Board Boundaries

■ NHS Greater Glasgow and Clyde

■ NHS Lanarkshire

Scotland is familiar with the relationship between urban and rural particularly for the other larger cities of Edinburgh, Aberdeen and Dundee where the demarcation between urban and rural is more clearly defined. Metropolitanism, with the concentration of 35% of Scotland's population into a contiguous urban area, brings both consequential challenges and opportunities of economy of scale. A metropolitan city may not fit spatial thinking around a 'small' country ('wee' cities in a 'wee' country), but this denies international evidence to the contrary – consider metropolitan Dublin and Ireland (1.90 mio – 38%), metropolitan Oslo in Norway (1.71 mio – 34%), metropolitan Copenhagen in Denmark (2.02 mio – 35%) and metropolitan Auckland in New Zealand (1.72 mio – 30%). Dublin, Oslo and Copenhagen are capital cities as well as being their countries only metropolitan cities. These cities may be more monocentric than Glasgow and, perhaps less directly comparable, but they are widely celebrated and recognised as being real metropolitan cities in their countries.

Glasgow's bigness matters. It contributes to Scotland, and it has challenges as well as opportunities – both need to be confronted and dealt with creatively. To do so requires recognition of the phenomenon and an enthusiastic and positive attitude towards a shared ambition to act. Ultimately, the easiest and most reliable means of describing the places of the greater Glasgow area is to use the City itself (635,000) and the City Region (1.85 million) as a proxy for the 'metro' area. This preamble is important to set the context for considering place across the city region.

There are several factors that are metropolitan in nature that have a critical importance to Glasgow and the surrounding authorities that impinge on place at the local and community level and these concern the nature of the river system, the greenspace network, the transition to carbon neutrality, and the mobility network. The other is the job market but that is harder to deal with in respect of place but an essential complement to it as recognised by the Glasgow City Region cabinet. The city is currently developing the output of its earlier Connectivity Commission and there is a recently published draft Regional Transportation Strategy that deals with the movement system.

Figure 5-3: The River Clyde system
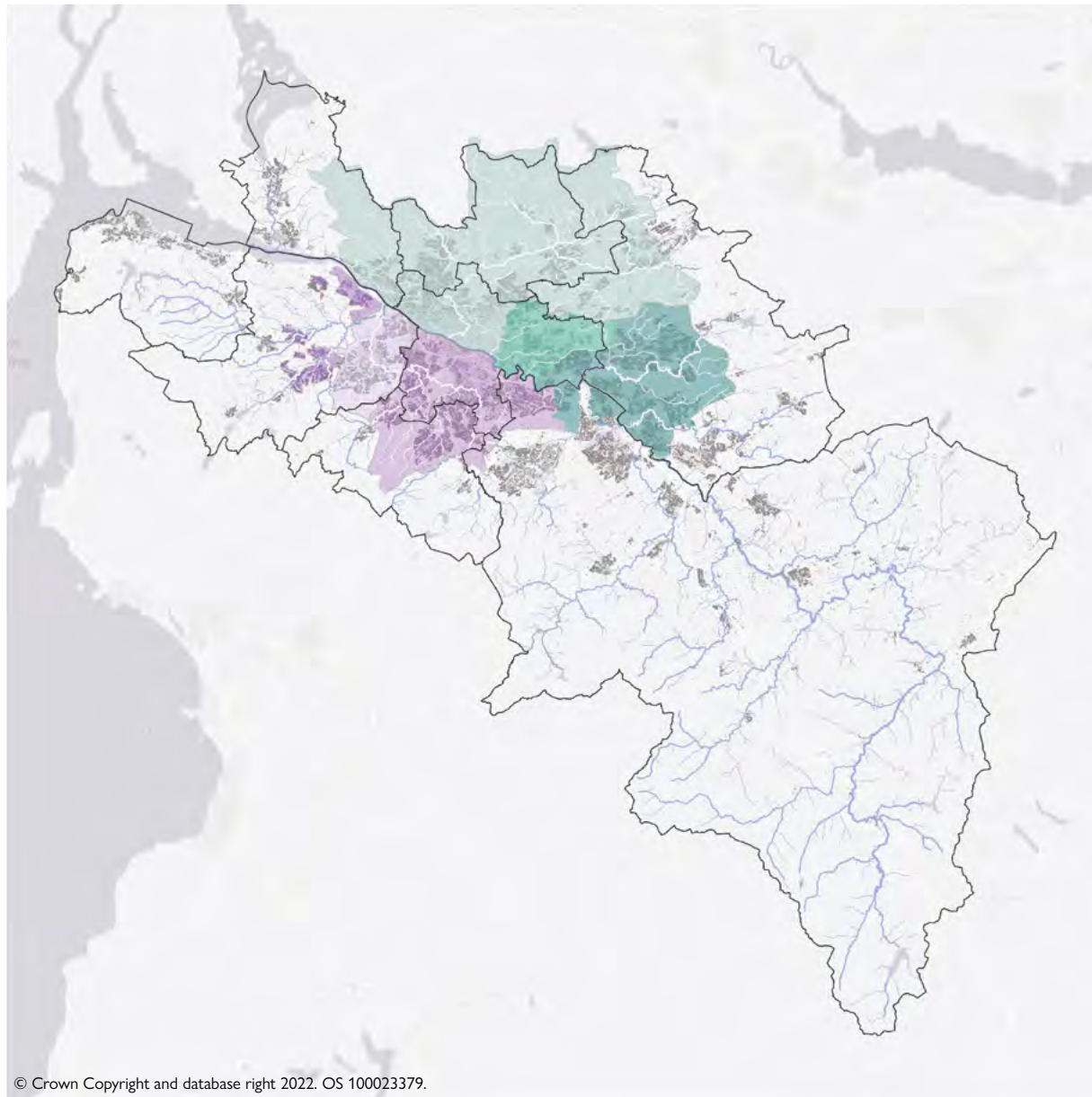
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▰	Daldowie
▰	Dalmarnock
▰	Dalmuir
▰	Erskine
▰	Paisley
▰	Shieldhall

The figure also shows the operational area of the Metropolitan Glasgow Strategic Drainage Partnership (MGSDP) that deals with surface water and sustainable urban drainage across a large part of the city region contributing to water, landscape and place quality.

(source: MGSDP)

The River Clyde system

Perhaps the most important of these metropolitan characteristics in respect of place concerns the river system. Usually referred to by the name of the principal river, the city region is the drainage basin of the River Clyde system that has some thirty tributaries of which the most prominent are the Rivers Leven and Kelvin and the Black Cart, White Cart, Avon, North and South Calder Waters. Figure 5-3 shows the river system and its relationship with the continuous built-up area of the Glasgow City Region, and illustrates the significance of the river system along the corridor of the Clyde itself and throughout the city and the communities, towns and villages of the city region. The drawing illustrates the potential risk of flooding along the river system from extreme weather events and of sea-level rise in the tidal reaches of the river system. A great deal has already been undertaken by the Metropolitan Glasgow Strategic Drainage Partnership (MGSDP) whose operational area is shown in Figure 5-3.

Although there is a flood risk that requires to be monitored and adapted, the proximity of the communities and settlements of the City Region to the river system presents a major region-wide opportunity to ensure that work undertaken to ameliorate flood risk can contribute positively to the network of places along the river system and to the quality of these places and the quality of people's lives.

A recent think piece entitled *A river runs through it* explored these themes and posed four strategic questions:

- **A systemic river** – what if the Clyde and its tributaries were managed as a whole?
- **A river, a place** – what if we understood the Clyde as a place – not just a risk or a resource?
- **A murmuration of small projects** – what if we embarked on a programme of small projects rather than looking to mega projects?
- **A river collective** – what if all the organisations involved with the Clyde were to come together with one voice?

The Clyde Mission advanced by the Scottish Government and the City Region Cabinet is a necessary strategic proposal for the continued regeneration of the west of Scotland but it requires a complementary strategy for the city region's places to make it a sufficient pre-condition for the region's renaissance.

Link to
A river runs though it

Figure 5-4: The City Region green network

© Crown Copyright and database right 2022. OS 100023379.
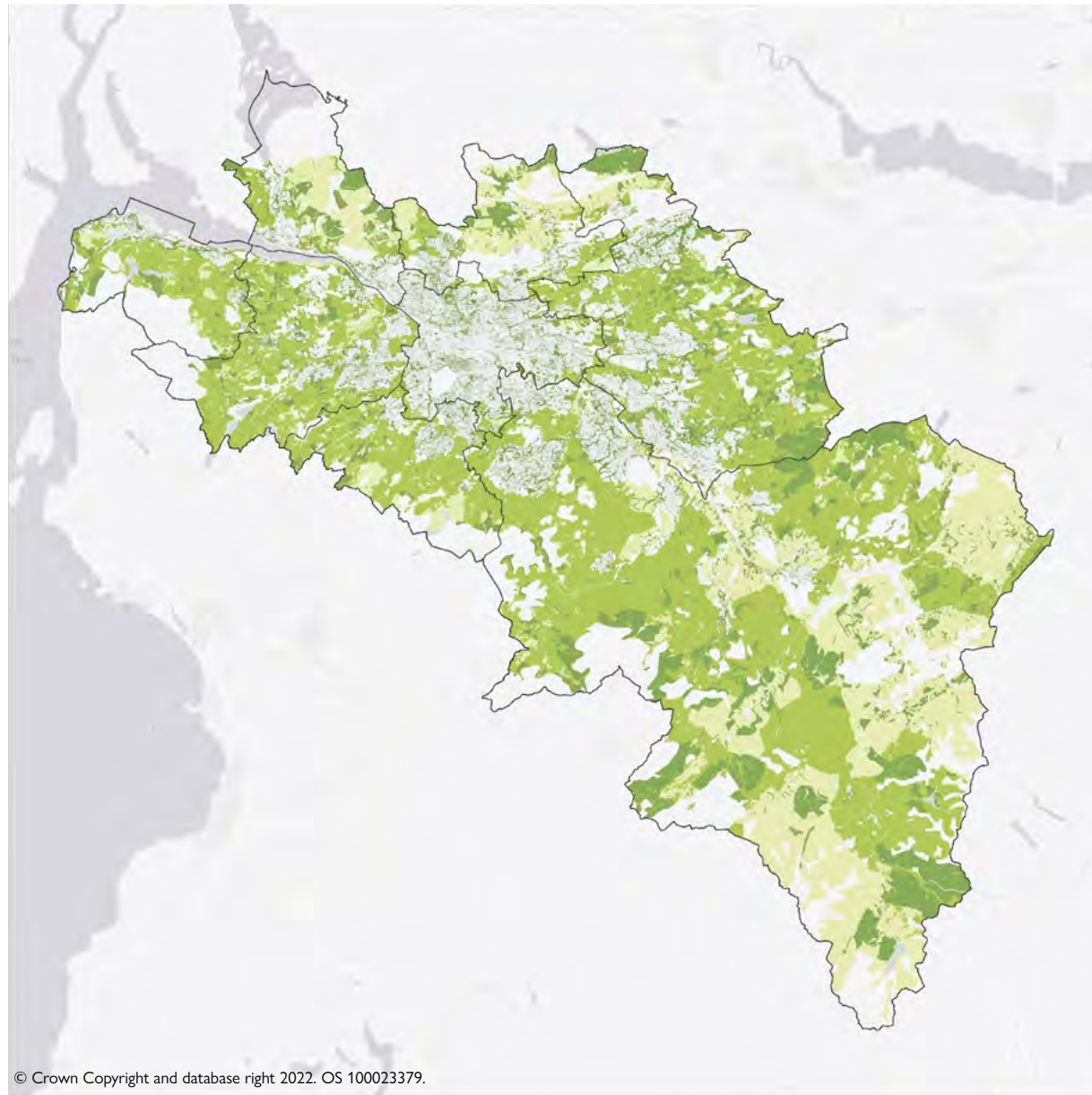
Existing

Potential

Preferred

The figure shows the extent of the Clyde Climate Forest that is described in an accompanying Place Story. The map shows locations of existing, potential and preferred areas of tree cover.

The existing tree canopy is shown for built-up areas.

(source: Clyde Climate Forest)

The City Region green network

The Glasgow and Clyde Valley Green Network Partnership (GCVGN) has, for decades, been working to develop a green and blue network of spaces across the city region. It has now formulated a proposal for the Clyde Climate Forest which is shown on Figure 5.4 and is described in a Place Story in this document. This project will make a major contribution to the response of the city region to the climate and biodiversity challenges and presents a strategic opportunity to deliver enhanced wellbeing, quality of life and quality of place for every community at the detailed local level throughout the city and the city region, where every detailed contribution however small can help build a cumulative positive effect.

Figure 5-5: Patterns of home retrofit
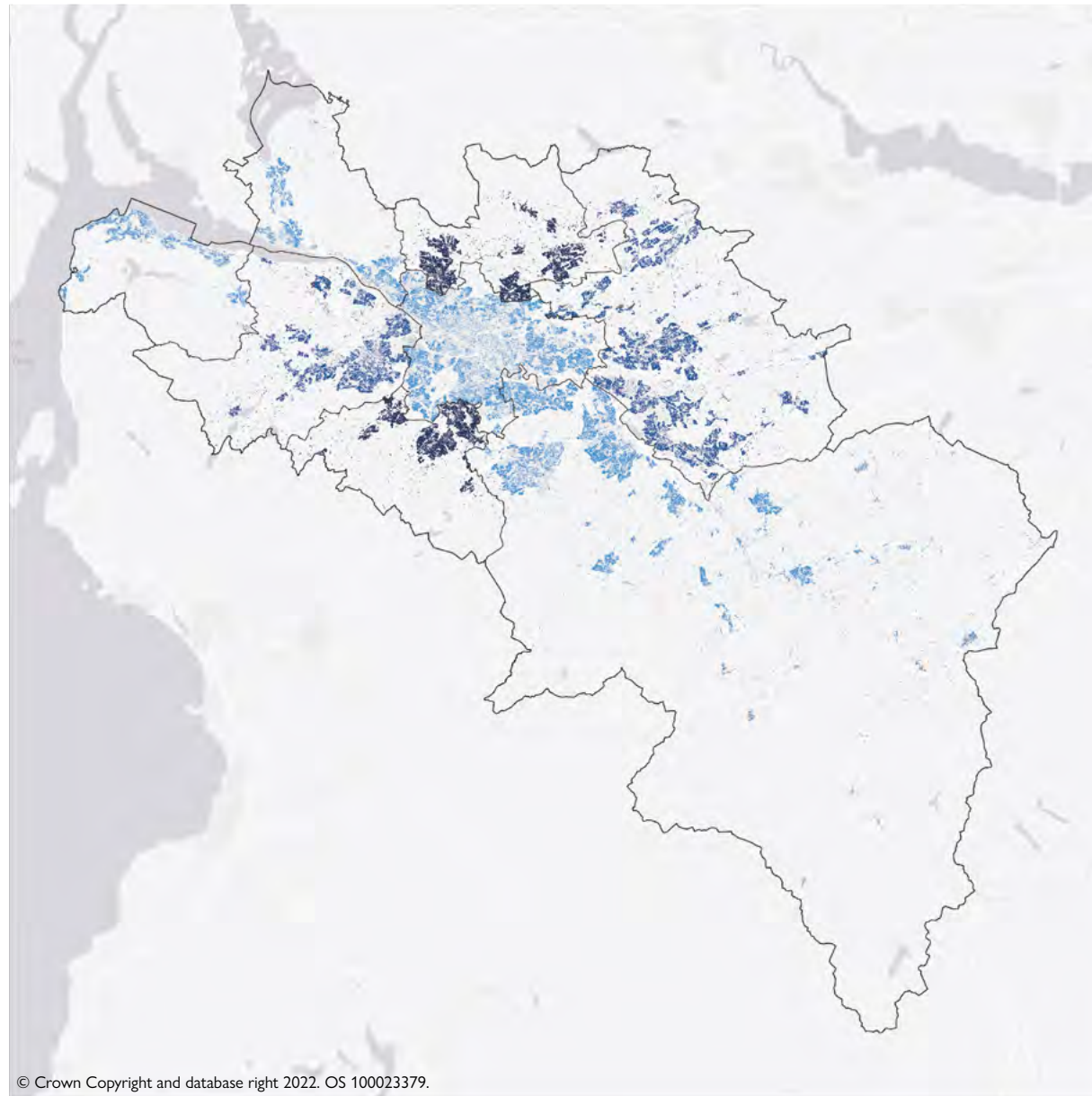
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Greater than 60%

50-60%

Less than 50%

The figure shows the distribution of built-up area by local authority and the percentage of homes of all tenures that will require a degree of retrofitting to meet net zero carbon targets across the city region.

(source: Glasgow City Region data)

Retrofitting homes towards 2030

It is estimated that over 450,000 homes across the city region will require some degree of retrofitting to ensure the city region and Scotland can achieve carbon neutrality by 2030-2040. Figure 5-5 shows the uneven distribution of this challenge across the city region. Action will require sustained effort and public and private investment to insulate homes and to move from gas to renewable electric heating to address our carbon footprint and respond to the cost-of-living crisis emerging in 2022. This is a win-win opportunity where detailed and supported action by individual households can aggregate to make a cumulative positive change across the city region. Homes are not the only type of buildings that require retrofitting, but they are the ones that affect everyday life for everyone. Retrofitting is necessary irrespective of ownership and of tenure.

This will require a systemic approach across the city and the city region with a scale of investment and action similar to the housing stock transfer that enabled a step change to be made in the quality of design, construction and energy efficiency across the public housing stock of Glasgow.

Figure 5-6: Potential active travel network for Glasgow City Region

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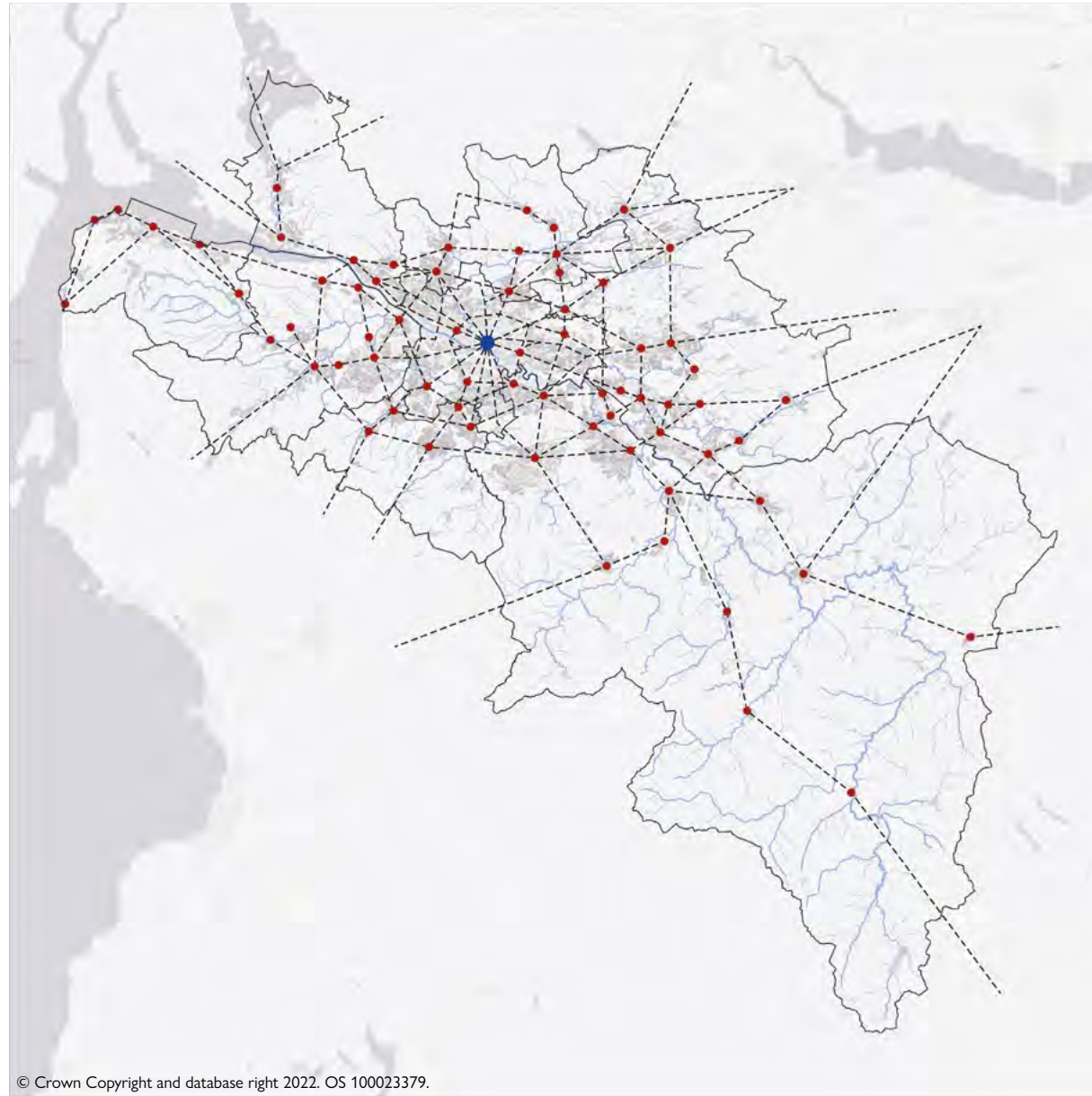
● Glasgow City Centre

● Population centre

- - - Active travel route

(source: Strathclyde Partnership for Transport)

Active travel network

A component of the draft regional transport strategy and Glasgow's sustainable transport strategy, an active travel network across the city region (Figure 5-6) will facilitate short journeys for walking, cycling and wheeling that are good for physical and mental wellbeing, encourage local retail, reduce noise, reduce air pollution, take up less road space (than vehicles) and can be introduced alongside urban greening and surface water management. This is a further example of a programme that can be implemented at the detailed level while creating cumulative positive effects across the city region.

A city region place network

These programmes will require an integrated and multifunctional approach to their design and delivery, but can be implemented in bite-sized pieces at the neighbourhood or site level providing an opportunity for direct action by communities which, over the next 20 years, will deliver the greatest change the Region has seen since the days of industrialisation, transforming quality of place and quality of life across Glasgow and the City Region.

In terms of people and place and delivering on the Place Principle and Place-making policy, the most important focus needs to be the *Everyday City* – get that right, and other things follow.

Clyde Climate Forest

The aim of the Clyde Climate Forest (CCF) project is to plant 18 million trees across Glasgow City Region over the next decade. Forests, woodlands, and trees themselves are essential in the move to combat the climate and biodiversity emergencies. For these same reasons, they are a life-affirming contribution to people's physical and mental wellbeing. By intent and by delivery the CCF is a place project with the potential to make a positive and significant contribution to quality of life and quality of place across the City Region.

The project builds on the instinctive enthusiasm for tree planting and offers ways for interested communities, businesses, and landowners to get involved whether by finding the sites, participating in the planting of trees, helping to look after them as they grow, or helping to raise funds.

The Clyde Climate Forest is structured around three "C"s:

Canopy – planting 1.5million new trees in urban areas and increasing the average tree canopy cover of Urban Glasgow to 20%
Connectivity – Increase the average broadleaved woodland network area such that essential wildlife habitats thrive, biodiversity is protected, and migratory routes are available.
Carbon – Increase forest and woodland cover in Glasgow City Region to 20% to sequester carbon dioxide, provide natural flood management, and offer sustainable construction material.

The project is being delivered as part of the Glasgow & Clyde Valley Green Network Blueprint and has been endorsed by Council Leaders of all eight Local Authorities in Glasgow City Region. The Clyde Climate Forest Team is working closely with the Private, Public, Utility, and Farming sectors to help deliver the project and to make sure that the right trees are planted in the right places.

Canopy
Up to 1.5 million new trees planted with local communities in urban areas.

Connectivity
Targeting planting of 101 native woodlands creating a migratory route for wildlife.

Carbon
Up to 1,000 hectares per year of new forests & woodlands planted across the region.

Greenock Glasgow Lanark
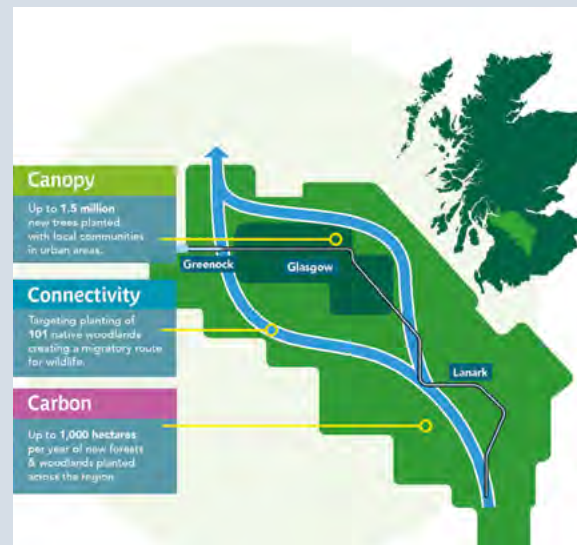
Purpose of the forest

Connectivity

Canopy
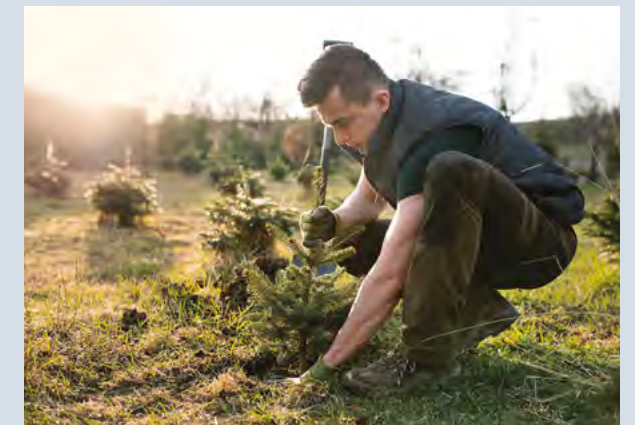
Carbon

Images courtesy of GCV Green Network Partnership

Further information

\PLACE CREDENTIALS\
Volunteering,
Public Support,
Co-creation,
Climate Action

Clyde in the Classroom

Clyde in the Classroom is a hands-on project which uses the life history of a native Scottish species, the brown trout, to promote awareness of river ecology among young people across the River Clyde catchment.

Aimed at P5-P7 classes, the project encourages children to engage with nature and develop a sense of pride in their local environment. The pupils are responsible for the care of brown trout, raising them from eggs in a special classroom hatchery before releasing the fry into their local river.

Since 2001, a total of 38,407 children from 482 schools across the Clyde catchment have participated in Clyde in the Classroom helping to care for 1,434 hatcheries. The project was immediately successful and has grown incrementally to now be working with around 100 classes annually. The project is delivered by the Clyde River Foundation and is carried out in partnership with Glasgow Science Centre, where the project is launched every January.

Ashpark Hatchery

Class presentation

"This has got to be one of THE most important educational projects offered to children in schools that I've been involved in.
It affords them experiences and opportunities that many of them have never had before and will likely never have again. This is invaluable to their learning, growing and maturing as responsible young people.
It has opened up their minds and given them an awareness of their community and how they can play their part in ensuring that they live responsibly within their own environment.
This is definitely a project which sparks the desire to learn more, both for children and adults alike."
Class Teacher, St Dominic's Primary School, Airdrie
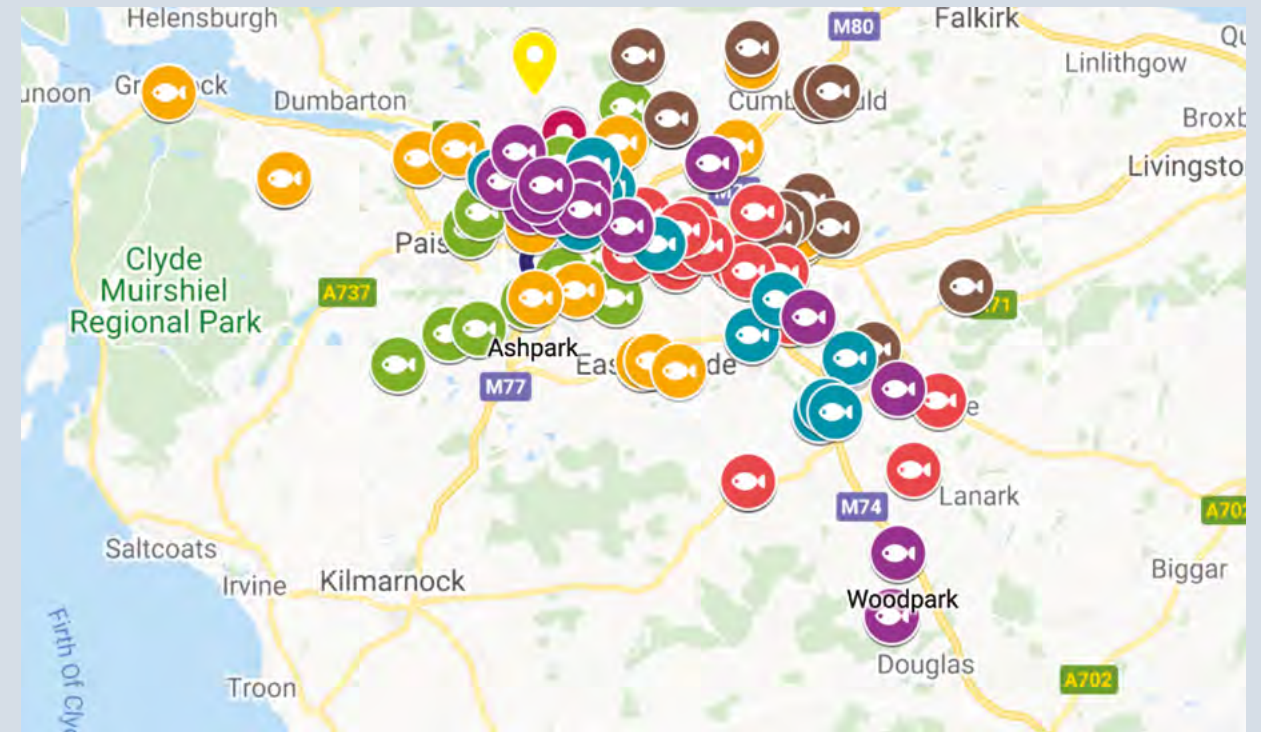
Clyde in the Classroom map

Fish release

"The project gave pupils a sense of responsibility and allowed them to explore ecosystems within their local area, and also facilitated collaborative learning in that the children worked together to care for the fish. These opportunities fostered positive interactions between the children and allowed them to support one another."
Riverside Primary School

Images courtesy of Clyde in the Classroom

Further information

Community Activation,
Climate Action,
Education,
Delivery

Clyde Gateway

Clyde Gateway is an Urban Regeneration Company established to deliver significant social, economic, and physical change across East Glasgow and South Lanarkshire. It is a partnership between Glasgow City Council, South Lanarkshire Council, Scottish Enterprise, and the Scottish Government. The organisation is responsible for an area of over 800 hectares and includes the communities of Bridgeton, Dalmarnock and Rutherglen.

When the programme started in 2007, around 40% of Clyde Gateway's area was vacant, derelict, or polluted. It was recognised that the challenges the area faced required a long-term process of change. The Clyde Gateway Regeneration initiative sought to eschew the top-down approach of previous interventions in the area and instead committed to a more holistic form of regeneration that incorporates social and economic improvement alongside physical investment. Working with partners and the community, Clyde Gateway developed a 20-year business plan with three strategic goals: 1) Sustainable Place Transformation, 2) Increased Economic Activity, and 3) Developed Community Capacity with several measurable targets to be achieved. Alongside the business plan, Clyde Gateway and the community co-produced a Character and Values document, that provides a set of principles that continue to guide the work of the initiative.

"good design means good business"

Dalmarnock riverside living
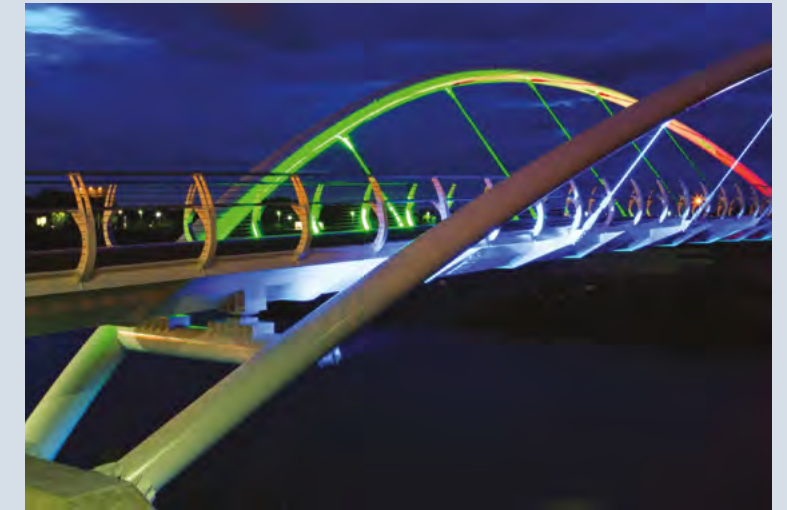
New infrastructure enhances community

The model of regeneration works particularly well because the organisation is configured to respond to: the needs of the particular area, the specific challenges of the context, constantly engage with the community, and act on their behalf. Following robust engagement processes, Clyde Gateway devotes resources to deliver on aspirations with a commitment to improving place quality.

The support that Clyde Gateway received in its initial stages have been crucial to its long-term success and effectiveness. It received approximately £200 million of direct public funding between 2007 and 2015 and benefitted with land asset transfers from Glasgow City Council and South Lanarkshire for zero value. With this support Clyde Gateway has been able to remediate and sell hundreds of acres of land in the area, stimulating private economic investment over £700 million between 2007 and 2015 while creating jobs, and reinvesting the financial returns in the area.

The initiative is now over halfway through its initial 20-year programme and has successfully directed large sums of investment in physical improvement and social uplift. There is scope for a similar model of regeneration to be applied to other areas of the city that require strategic longevity and significant investment to overcome major challenges provided that they receive the requisite support in the early stages.

Images courtesy of Clyde Gateway

Further information

\PLACE CREDENTIALS\
Community Engagement,
Excellent Design,
Public Enterprise,
Governance,
Partnership,
Procurement,
Delivery,
Longevity

THE EVERYDAY CITY

The everyday is of paramount importance to the people of the city, their lives and the quality of their places. The Everyday City and the public realm where local people mix with regional residents and international visitors. It underpins the true character of a city that comes to life as metropolitan with parks and squares, public transport, schools, shops and services that increase in scale and connectivity.

If the everyday city is the milieu where residents and visitors come together … a positive perception of quality of life as a factor of place value and attachment might be seen as a positive attribute.

Quality of Life

In 2016, a research exercise entitled Cities of Creative Production was funded by the Arts and Humanities Research Council (now part of UKRI) and led by the Glasgow School of Art. The work compared Glasgow with other cities judged to have similar profiles of creativity (Amsterdam, Barcelona, Berlin, Copenhagen, and Manchester) and sought to benchmark Glasgow against them. All six cities are part of the EU Quality of Life index which has been undertaken since 2004 and provides longitudinal data for some 80 European cities. (British cities are still included post-Brexit although the Commission no longer tabulates their data as with cities of other 'third countries'.)

Liveability and notions on urban quality of life (QoL) have become a key pre-occupation and policy focus for many European cities including Glasgow. Numerous systems for QoL have been conducted at a national level (OECD Better Life Index, Human Development Index, Legatum Prosperity Index) and at a regional and city level (OECD Regional Well-Being Index, EU's Global Liveability Ranking, Monocle's Quality of Life Survey, Mercer's Quality of Living Ranking, Quality of Life Index). Savvy cities vie to be included in such lists as it can be a factor considered by potential investors and economic migrants. Methodologies vary significantly but often consist of a set of indicators exploring physical, social, environmental, economic, and institutional features of place. Assessments can be objective e.g., 'number of parks in a city' or subjective e.g. 'citizen satisfaction with the parks in a city'.

The results of any assessment using the opinions of a representatively sampled group of residents need to be treated with care and may probably be more informative about the citizens themselves as opposed to providing any informed understanding of the city itself or how it is performing. Nevertheless, as suggested by D'Onofrio et al (2017) "if quality of life were not perceived by citizens, it would not exist" meaning that public satisfaction is inextricably linked with, and an appropriate indicator of, quality of life. It is recognised that the results of the survey do not necessarily indicate how well a city is performing but, rather, provide an understanding of how residents perceive the places they inhabit.

The EU index takes a qualitative approach based on the perception of citizens and offers insight into the feelings and attitudes that residents have towards aspects of urban life in their city that would be difficult to capture using more quantitative data-driven assessments. The results are used by the EU to identify the issues a place is experiencing and can give a more nuanced indication of environmental and social progress in comparison with quantitative economic-based measures of progress.

The analysis by the Glasgow School of Art of the EU index from 2015 found that Glasgow (in the view of residents) performed well compared to the comparator cities in a number of aspects. Glasgow never ranked lower than the median, suggesting a position as a 'goldilocks city' – never too bad, never too good – as one of the criteria that makes Glasgow function as a creative city (Figure 5-7).

When revisiting the results for 2020 for the Place Commission, Glasgow has again performed well relative to the comparator cities both in perceptions of the urban environment and overall life satisfaction. In almost all instances its performance does not diverge significantly from the top city in the cohort (Figure 5-8).

Figure 5-7: EU Quality of Life Survey 2015

The criteria 'Retail', 'Open' and 'Integrated' were deleted from the survey between 2015 and 2020.

Figure 5-8: EU Quality of Life Survey 2020

With overall life satisfaction, a notable majority (89%) of all citizens surveyed agreed they were satisfied with life in their city. In all but eight of the cities in the survey, at least 80% of the respondents were satisfied. Life satisfaction is higher in non-capital cities and lower in cities with more than 1 million inhabitants. Here, Glasgow performs strongly; 95% of respondents either somewhat or strongly agreed with the statement. Glasgow ranks within the top 20 of all cities and is second compared with the selected peer cities.

The renowned friendliness of Glaswegians shines through in the levels of safety and trust reported with 89% of respondents expressing that they felt safe in Glasgow and 85% agreeing that they found people in Glasgow to be trustworthy. Glasgow also scored positively on inclusivity metrics and was also ranked the overall highest as a good place for a young family with children to live.

Common gripes such as cleanliness and quality of the public realm did not emerge as significant issues by respondents. However, residents were somewhat more inclined to be satisfied with life in the city overall than in their neighbourhood. Reported satisfaction levels for the public realm in Glasgow were just one percentage point behind the much-celebrated Copenhagen, with 84% of respondents said to be satisfied.

Amongst its peers, Glasgow ranked most poorly in terms of the city's job market and satisfaction with life led. The statement "*it is easy to find a good job in my city*" resulted in a high degree of variance between the selected cities. The overall average of respondents who agreed with the statement was much lower in comparison to other questions, suggesting that quality work is hard to come by in most European cities. It is one of the few instances where capital cities perform better than other cities, demonstrating that they benefit from concentrated economic activity. Ranked fourth for the statement "*I am satisfied with the life I lead in my city*", 90% of Glasgow respondents did express satisfaction, tying with Berlin, only a few percentage points behind Amsterdam and Copenhagen, and above the average for all European cities at 84%.

A concluding statement in the survey, "*compared to five years ago, quality of life has increased, stayed the same, or decreased*" seeks to gauge the level of progress residents perceive has occurred in the city. Just under a third of respondents in Glasgow reported an increase in the quality of life of their city in the past five years. 56% of Glasgow respondents said that the city had stayed the same, the second highest out of the comparator cities and well above the average. Only 14% in Glasgow reported a decrease in quality of life, the second lowest of the study cities. Of the six cities, residents in Amsterdam reported the highest decrease in quality of life at 44%.

The difficulty of untangling how aspects of the urban environment influence life satisfaction is evident. Copenhagen, for instance, does not rank well in terms of the quality of facilities and appears to be experiencing a crisis of housing affordability yet, 98% of respondents still were said to be satisfied with living there. This work is qualitative and is dependent on the perceptions of residents sampled – which in the case of Glasgow includes "Metrowegies" who live in the wider metropolitan area.

We do not want to overplay this review, but it is nonetheless indicative of propositions of place attractiveness introduced in Chapter 2. If the everyday city is the milieu where residents and visitors come together … a highly perceived quality of life as a factor of place attachment should be seen as a positive.

Localism and the Neighbourhood

In Post Pandemic Places (Demos 2021), the authors concluded that "*Covid-19 has driven major change to people's lives and global economies. Perceptions have been altered, and our ideas around what we need from our homes, work, and communities have been challenged. What is less clear is which dynamics are here to stay and which are temporary*". As government, business and communities respond to these challenges, creativity was seen to be necessary "*to evaluate how they successfully deliver 'place' through a new lens, meeting evolving social needs and the very real impacts of the climate crisis.*" So here, neatly summarised, is the proposition that uncertainty surrounds creativity in 'place' at the city and regional scale.

Furthermore, the Demos research, the work of the Peoples' Commission on Life after COVID (Demos 2021) and other recent research, including Scotland's Urban AGE 2022 (Evans et al 2022) has concluded that a key consequence of the pandemic has been to increase inequality. The prospect of economic uncertainty in turn increases pressure to set out a clear direction for policy and delivery frameworks to support areas and sectors that could be left further behind.

The pandemic put '*local*' in the spotlight. More time spent at home has created greater awareness, and often appreciation, of local areas and communities. The Demos work is amongst the most incisive and succinct of the research undertaken at a specific '*moment in time*' (lockdown) and captures how people were feeling about their local area. The main conclusion was that people's relationship with 'place' has become stronger with evidence pointing to a change of behaviour, including spend, well into the medium-term. This clearly has implications for city policy, business organisation and the way that land is used. What is on offer to people locally became more important especially for those who had no choice but to spend more time in their local area than before with up to two-thirds of the working population having their daily location altered (often by law) as a result of working-from-home or furlough. Demos pointed out, however, that being more aware of the importance of 'place' is different from being satisfied with it. By the end of 2020, Demos estimated that 5% of the population had moved for reasons explicitly related to the pandemic and a further 5% indicated they were planning or considering such a move. This research shines a light on city dynamics provoked by the pandemic.

The Demos work stresses that progress with the agenda of localism requires a new approach to mobilise communities through partnerships with local government, universities, schools, health trusts, employers, and property developers. In their view, city and regional deals play an important role in fostering localism but the work also stresses that levelling up cannot (only) be organised top-down. Local communities need to be given the powers and the funding to ensure that investment is put to good use where it is most required. Demos again: "*the new focus on locality seems here to stay, the (en)forced change in daily routines has kindled a familiarity with local places that people intend to maintain*".

This brings the narrative to an area of policy and practice that has generated considerable attention – the *20-minute neighbourhood*. The principal exponent of the concept is Carlos Moreno, professor at the Sorbonne and adviser to Mayor Anne Hidalgo of Paris who adapted his ideas into policy, practice and delivery as an organising mechanism for the city.

Figure 5-9: The Melbourne 20-minute Neighbourhood

20-minute neighbourhood

The ability to meet most of your everday needs locally within a 20-minute journey from home by walking, cycling, riding or local public transport

- Local shopping centres
- Local health facilities and services
- Local schools
- Lifelong learning opportunities
- Local playgrounds and parks
- Green streets and spaces
- Community gardens
- Sport and recreation facilities
- Safe streets and spaces
- Affordable housing options
- Ability to age in place
- Housing diversity
- Walkability
- Safe cycling networks
- Local public transport
- Well connected to public transport, jobs and services within the region
- Local employment opportunities

Source: Department of Environment, Land, Water and Planning, Government of Victoria, Australia

The 20-minute neighbourhood is important for Glasgow, not least because it has become a flagship element of the Scottish Government's Programme for Government. The 20-minute neighbourhood is not new, just timely. It has been a fundamental aspect of good urban design for decades. At its most basic, the 20-minute neighbourhood asks us to organise our places around the '*pint of milk test*' – can I, within a 20-minute walk, cycle or wheel (wheel is important) get to a shop to buy a pint of milk, a newspaper, a cup of coffee and, by extension, get to school, get on a bus or train, go to a doctor and access other daily goods and services.

For those involved in the design and management of communities and cities the 20-minute neighbourhood is a fundamental organising device for the way we live in cities and has been for decades, if not centuries. It has been a core principle of good planning since Jane Jacobs wrote *The Death and Life of the Great American Cities* in 1961. It is a fundamental tenet of the work of the Congress for New Urbanism in the USA, the Academy of Urbanism in the UK, *The Walkable City* (Speck 2013), *The Happy City* (Montgomery 2013) and takes the discussion into the territory of *Public Life* (Gehl 2006, 2008, 2013) and *Making Places for People* (Coffin & Young 2017) and many others. The latter two references move discussion into the organisation of public space, green space and equity in road space between active travel for people who walk, cycle and wheel, and the car (Sadik-Khan & Solomonow, 2017). This brings us back to the principles of place value set out by Carmona (chapter 2).

There is now an extensive literature on the concept and practice around the 20-minute neighbourhood and the work undertaken for Melbourne (Figure 5-9) is particularly relevant for two reasons: the city started from a base closer to the more impoverished urbanism of mid 20th century modernist planning also visited on Glasgow and Melbourne began retrofitting the 20-minute neighbourhood before the COVID-19 pandemic struck and therefore serves as a valuable, but not to be slavishly copied, example of what the 20-minute neighbourhood represents as a principle of good planning and design and not a knee-jerk reaction to a pandemic.

Link to
Plan Melbourne 2017-2050

Figure 5-10: Locality Plans

© Crown Copyright and database right 2022. OS 100023379.
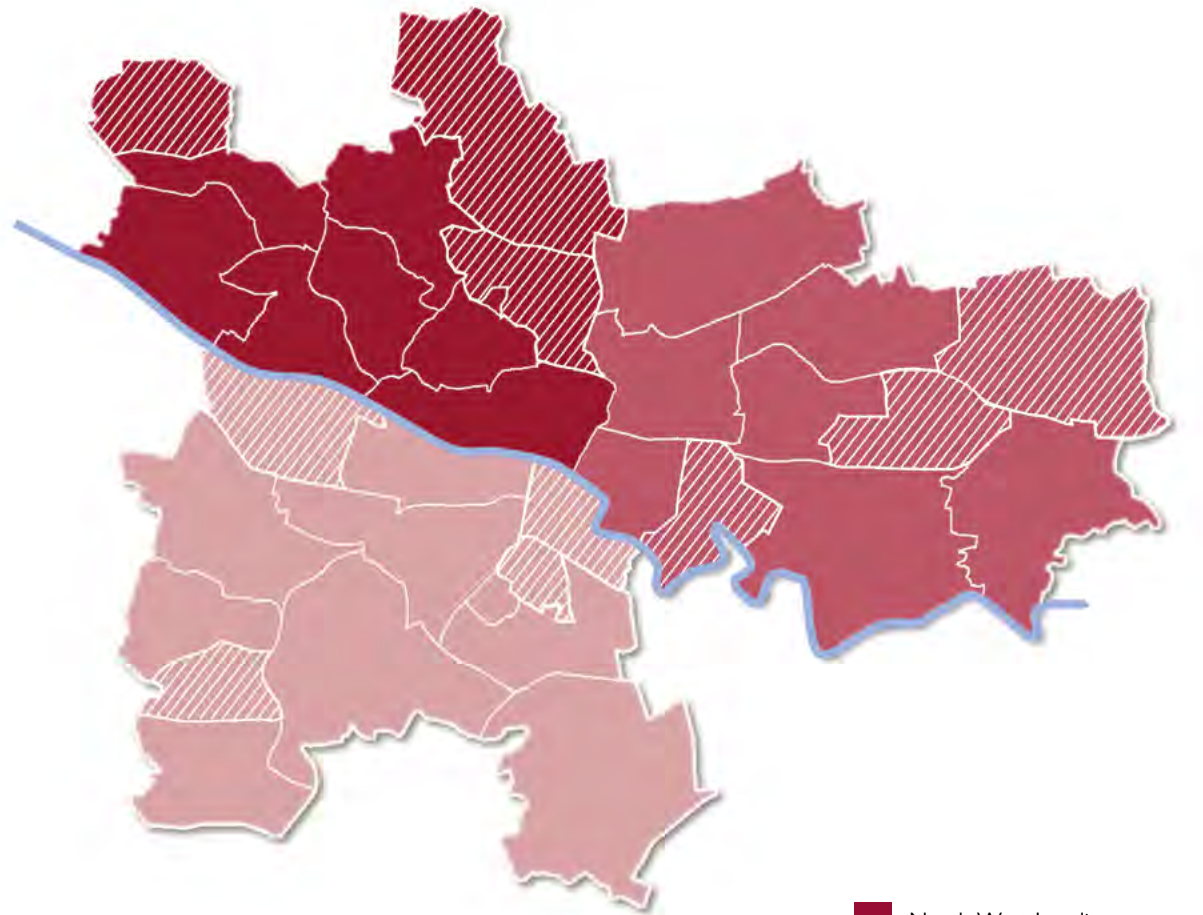
North West Locality

North East Locality

South Locality

Thriving Places
Neighbourhood:
Drumchapel, Easterhouse, Gorbals,
Govan, Govanhill, Lambhill, Milton,
& Cadder, Parkhead, Dalmarnock
& Camlachie, Priesthill &
Househillwood, Ruchill & Possilpark,
and Springboig & Barlanark

The 20-minute neighbourhood is of invaluable assistance in organising the way we live and, increasingly, work and to what we mean by the Everyday City. The 20-minute neighbourhood is not however, a panacea for working our way out of a pandemic, ensuring the economic competitiveness of our city, tackling the climate emergency, and designing and managing the structure of the city. The model can certainly assist in the design and delivery of measures that give hope to and engage and empower communities and businesses in transforming and decarbonising their neighbourhoods and improving their quality of life. Improved quality of life and wellbeing in neighbourhoods may also assist productivity as, according to psychologists, happy people are generally more productive people (Montgomery 2013 and Ellard 2015).

Glasgow is alive to the 20-minute neighbourhood through two complementary initiatives. The first is the *Thriving Places* programme delivered through the Community Planning Partnership with Locality Plans that have been put in place at the Neighbourhood level. The Community Planning Partnership also facilitates Area Partnerships at the Ward level. (Figure 5-10). The second is the *Liveable Neighbourhoods Toolkit* (GCC 2021). The toolkit is a very good online tool with enabled hyperlinks for example, to the Development Trust Association. A further guide is offered by the Scottish Futures Trust – excellent, if aimed at the professional "*commissioning space*".

Figure 5-11: Local centres and neighbourhoods

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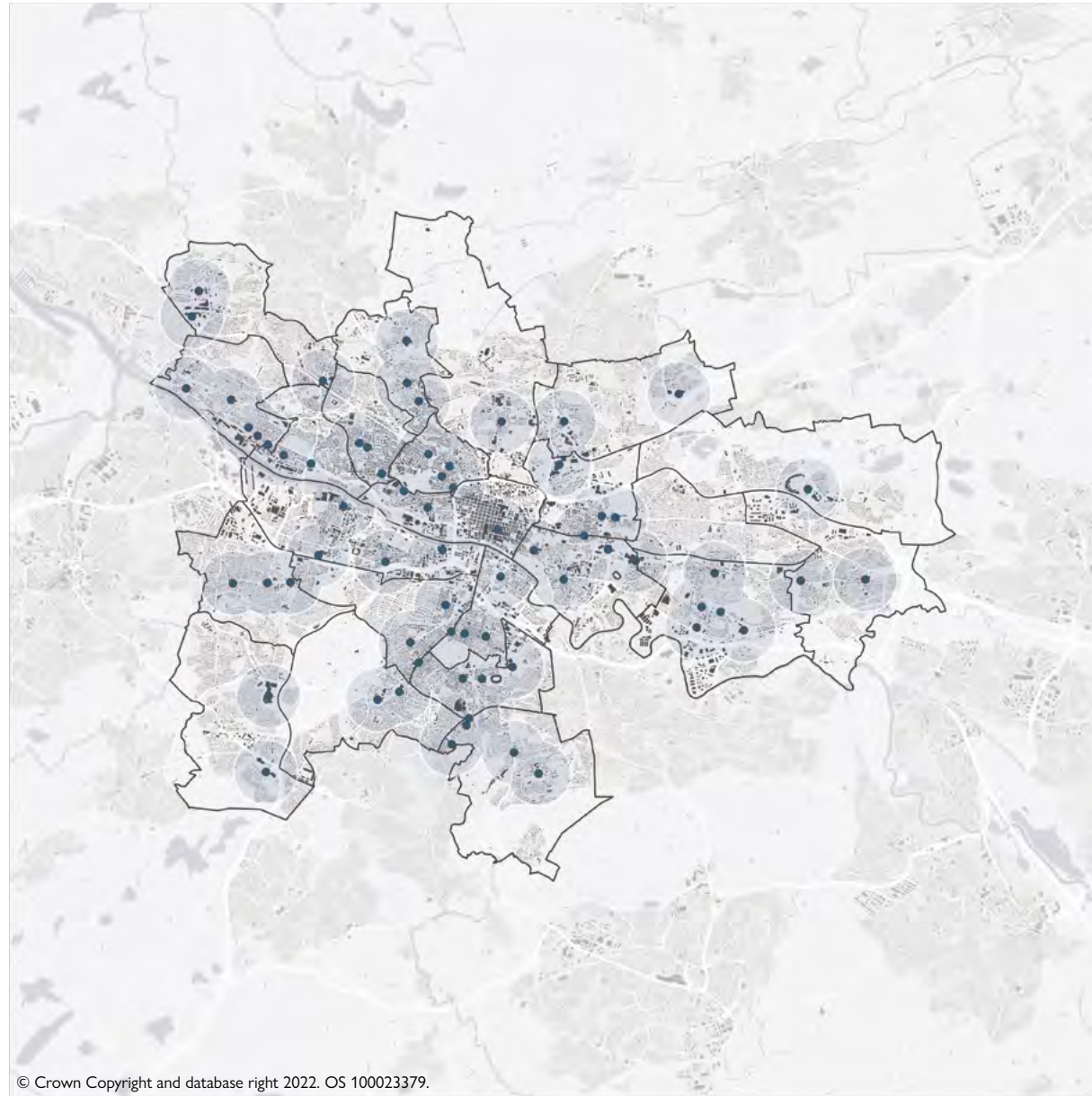
🔵 800m Neighbourhood

🔵 Local Centre

(source: Glasgow City Council and WMUD)

The principal question begged however is how to turn these plans, guides and toolkits into action and delivery, and as a corollary, whether there are sufficient people skilled in their application – a bit akin to buying sophisticated tools from the hardware store without the skills to use them. The trail goes cold when a community needs to start – but where and with whom?

These are excellent beginnings but there are challenges that arise: firstly they are plans, guides and toolkits, not action programmes; secondly they are understandably based on the electoral wards of the city – designed to keep local people and their elected representatives in touch – but there is an issue with geography and size of electoral wards in terms of working at the finer grain of the 20-minute neighbourhood that tend to be smaller in extent; and thirdly the fiscal challenges in a period that is already challenging on city budgets and about to become much worse.

If place and neighbourhoods are central to people's lives and to addressing the climate emergency, we need to do better – we need to deliver on these plans and provide help to take them further. The issue of how to do this is considered in the next chapter, but first it is important to review what can be learned from successful place initiatives across Glasgow.
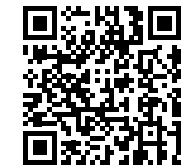
\PLACE STORY\

AiR

AiR (Creative Communities: Artists in Residence) is a city-wide project to bring engagement with the arts close to communities across each of the 23 wards in Glasgow. Delivered by Glasgow Life, with funding from Glasgow City Council, AiR aims to ensure that Glasgow's international reputation as an arts city is felt at a local level.

In the programme, Glasgow-based artists and arts organisations participate with local communities to create activities and artworks in tune with their aspirations and to stimulate conversations about how people feel about their place, their health and wellbeing and the quality of their lives.

Through a range of arts-based events, activities, workshops, and discussions commissioned artists engage with the local community and help them to experience the life-enhancing benefits of creativity in place. From diverse artistic disciplines – music, storytelling, visual arts, performance, film, textiles and craft – the initiative and its participants empower residents to tell their stories, provide opportunities for creative expression and skill development, and bring communities together.

The first phase of the programme took place in 2019, a second in 2021, and the third and final phase ended in April 2022. Glasgow Life are currently in the process of developing a new community-embedded arts and music programme for the city.

Garscadden – making the invisible visible

Langside – Explore – Challenge – Articulate

Cardonald – guess where this is?

South Central

Springburn – the Mother Glasgow army

Pollokshields proposes

Images courtesy of Glasgow Life

Further information

\PLACE CREDENTIALS\
Community Engagement,
Community Empowerment,
Public Enterprise,
Inspirational Intent
Education & Learning

Scottish Canals

Scottish Canals is a public body responsible for the management and maintenance of 137 miles of Scotland's inland waterway network that runs through North Glasgow. In recent years, Scottish Canals has evolved from being a custodian of the Forth & Clyde Canal to proactively improve the environmental and socio-economic conditions on and around its banks. The organisation has successfully engaged with communities with positive outcomes and has an exceptional track record of delivering infrastructure and public realm projects that go beyond the ordinary.

The approach of Scottish Canals is characterised by ambition, creativity, long-term thinking, perseverance, and a commitment to good design. Scottish Canals takes a collegiate approach to project delivery from inception to operation.

This is exemplified in the Claypits project, transforming the site into a major open space and biodiversity asset for North Glasgow. The site emerged as a priority for intervention after local people identified it as a hidden gem of the area. In a community charrette, Scottish Canals worked with Glasgow City Council and the community to develop and deliver a masterplan for the area. The Claypits Local Nature Reserve Management Group is now established as an independent charity formed of local people as the custodians of the asset.

Combining functional requirement with quality of place – Scottish Canals and their partners are working on a series of projects to enhance and improve place including green landscape, new paths and walkways, new access points, and a fully retractable pedestrian and cycle bridge. When creating sustainable drainage ponds for the site, that connect with nearby Hamiltonhill and the 'Smart Canal' project, the team has been able, through good design to make these barrier-free and enhance access to the green-blue network.

"good enough is not enough"

City nature reinterpreted

Access to nature in the city

The Claypits masterplan

Making a dialectogram with Mitch Miller a nationally recognised artist who creates illustrative maps of communities.

Images courtesy of Scottish Canals

Further information

\PLACE CREDENTIALS\
Community Activation,
Excellent Design,
Public Enterprise,
Climate Action,
Partnership,
Procurement,
Delivery

Woodside Towers

The regeneration of the Woodside Multi-Storey Flats now known as Cedar Court Towers in North Glasgow is an exemplar for retrofitting high-rise housing. Queens Cross Housing Association commissioned Collective Architecture to undertake the thermal upgrade of the three 22-storey buildings with a total of 1350 flats. The project is the largest of its kind in Scotland and has helped to tackle fuel poverty for residents. The rehabilitation strategy allowed residents to remain in their homes for the duration of the work.

Architects and tenants worked together to improve the buildings through a process of engagement to establish objectives notably the need for reduced energy demand to guide the design approach. Working with passivhaus principles, the team adopted a "fabric-first" approach to reducing energy demand. Improvements such as low-energy lighting, new insulation, triple-glazed windows, and high-efficiency hot water cylinders resulted in an 80% reduction in heating demand thereby reducing fuel poverty for over 1,000 residents.

The project shows that retrofitting at scale, rather than demolition, can bring the energy performance of older buildings closer to net-zero carbon and in line with modern standards.

"In all the flats they changed the windows to triple glazing and they put in an extraction system. To tell you the truth my heating is never on. It's just a vast improvement on what it was."
Tenant

Images courtesy of
Collective Architecture
and Andrew Lee

Further information

\PLACE CREDENTIALS\
Excellent Design,
Climate Action,
Community Engagement,
Procurement

Figure 5-12: The Place Stories

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(source: Place Commission)

1 Artists in Residence (AiR)
   Citywide

2 After the Pandemic

3 Bell Street Stables

4 Centre for Civic Innovation (CCI)
   Citywide

5 Clyde Gateway

6 Clyde in the Classroom
   Regionwide

7 Clyde Climate Forest
   Regionwide

8 Glasgow Women's Library

9 Monteith Row

10 New Gorbals

11 On the Edge
    Citywide

12 Refuweegee
    Citywide

13 Scottish Canals

14 Scotstoun Community
    Garden

15 South Seeds

16 Woodside Towers

○ Transformational
   Regeneration Areas

THE PLACES OF GLASGOW\
OF PEOPLE, BY PEOPLE, FOR PEOPLE?

This concluding section provides an overview of current programmes, projects and places identified through the engagement programme and a review of current practice relevant to placemaking. The examples are presented as Place Stories. There are 16 from Glasgow and What if..? / Scotland, which was Scotland's submission to the Venice Biennale in 2021 and is place-centric and inspirational.

The process sought examples of projects recognised by their peers as successful which were then reviewed, with their authors, to establish why. The stories include high-performing initiatives public investment programmes, as well as volunteer driven micro-level projects. They describe ideas that have worked, sometimes against the odds and delivered despite rather than because of the system. They are representative of Glasgow and show how Glasgow can put into practice what participants in the engagement programme described as *"a need to learn from the city itself"*. They are not presented as being geographically, typologically or institutionally representative, nor universal, only diverse, committed, and inspirational.

The places and the people involved tell their own story. The stories are mapped at Figure 5-12. Each story has a QR code to help the reader find out more.

The stories range from Glasgow Life's *Artists in Residence* programme embedding different types of artists with communities across all the wards of the city. Pandemic stimulated events (*On the Edge, After the Pandemic*) that provoked remarkable expressions of place attachment and a yearning for engagement and action. The *Clyde in the Classroom* is an educational and citizen science programme that, over twenty years, that has reached 75% of the primary schools of the city region. There are also stories that cover heritage (*Bell Street, Monteith Row*), community and cultural regeneration (*Scotstoun Community Garden, Glasgow Women's Library*), living with a changing climate (*Woodside Towers*), community growing (*South Seeds*) and offering support to displaced people (*Reefuweegee*).

Figure 5-13: Green-blue network in Glasgow

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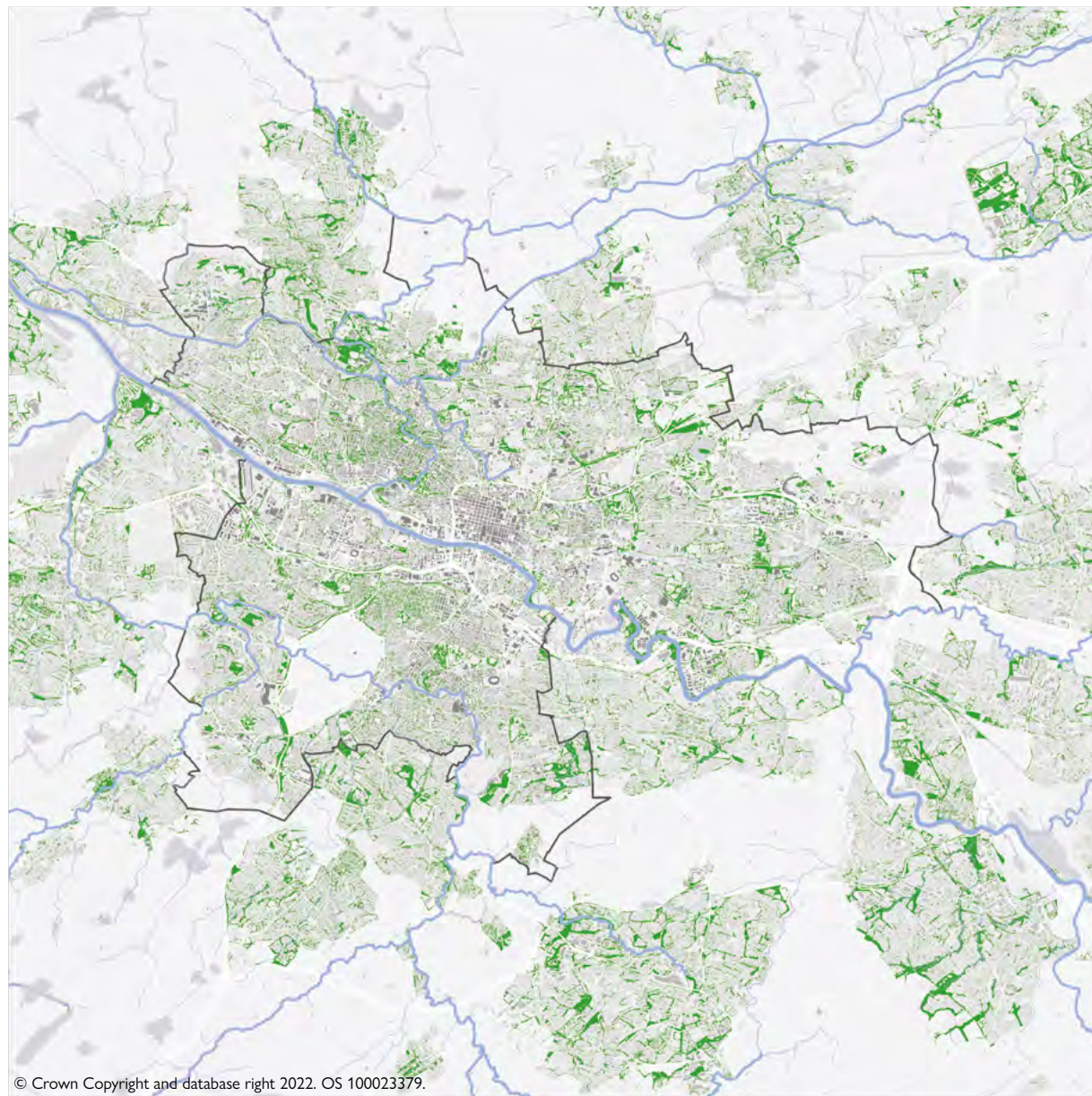
■ Urban tree canopy

■ Rivers and canals

The sum of small things:
The green and blue network for the city touches every community across Glasgow. Only the principal watercourses and the canal are shown. There are many more minor watercourses that reach into every neighbourhood. With every tree planted, every community in Glasgow can contribute to the Clyde Climate Forest, the extent of Glasgow's tree canopy and habitat network. With Clyde in the Classroom, every primary school is sensitised to the importance of water to place. With these projects and others like them, every household can make a difference to Glasgow's climate adaptation.

There are three acclaimed area-based projects *New Gorbals*, *Clyde Gateway* and *Scottish Canals* work, with common characteristics and attributes being: closeness to and engagement with the communities they serve; excellent partnership working with the City Council and other public, private and third sector organisations, and with quality procurement and design excellence. These partnerships are long-standing, there is trust between the parties and confidence that what is committed to will be delivered. Compared to other cities, Glasgow culture is garrulous and noisy, and people are not afraid of open discourse. There is no evidence that differences between participants and constructive criticism impairs performance or project delivery. On the contrary, it seems to encourage it.

Whilst the stories are diverse and different, they can have certain things in common like the type of organisational lead, type of programme or initiative, or scale of intervention. To bring a degree of consistency to the process of looking at commonalities, a number of place characteristics were drawn from the engagement discussions, by reference to Carmona's outcomes for place quality, place value and place attachment, and from other references described in this document. These place characteristics are listed below and summarised in the table at Figure 5-14:

Figure 5-14: Place Characteristics

Community Engagement	Explicit Values
Community Empowerment	Climate Action
Community Activation	Wellbeing
Volunteering	Design Excellence
Public Support	Scale
Private Initiative	Agile Procurement
Social Enterprise	Robust Governance
Partnership	Education & Learning
Co-creation	Delivery
Inspirational Intent	Longevity

What these stories share and what defuses debate and underpins consensus is the certain belief of the local people that the projects are on their side, they are undertaken for them and with them and for Glasgow and not some anonymous owner or benefactor however well-meaning.

Figure 5-14: Summary of Place Stories & Place Characteristics

Place Story\ Place Characteristic	After the Pandemic	AiR	Bell Street Stables	Centre for Civic Innovation	Clyde Climate Forest	Clyde Gateway	Clyde in the Classroom	Glasgow Women's Library	Monteith Row	New Gorbals	On the Edge	Refuweegee	Scottish Canals	Scotstoun Community Garden	South Seeds	What If...?/ Scotland	Woodside Towers
Community Engagement	●	●		●		●	●			●	●	●	●	●		●	●
Community Empowerment		●		●		●		●		●		●			●		
Community Activation	●					●	●			●	●	●	●	●	●	●	
Volunteering					●			●			●			●	●		
Public Support			●	●	●	●		●	●	●	●			●	●	●	●
Private Initiative	●						●				●		●				
Social Enterprise								●		●		●	●	●	●		
Partnership	●	●	●		●	●			●	●			●	●	●	●	●
Co-creation	●	●		●	●		●					●	●	●	●		
Inspirational Intent	●	●	●	●	●		●	●	●	●	●				●	●	●
Explicit Values	●	●	●	●	●	●	●	●	●	●			●	●	●		●
Climate Action	●	●			●		●		●					●	●		●
Wellbeing		●	●	●	●	●		●	●	●		●	●	●		●	
Design Excellence			●	●		●		●	●	●	●		●	●			●
Scale	National	Each Ward	Site	City	Region	Area	Region	Site	Site	Area	Area	City	Area	Site	Area	National	Site
Agile Procurement			●			●			●	●			●	●			●
Robust Governance			●		●	●	●	●	●	●			●			●	●
Education & Learning	●	●		●	●		●	●			●	●			●		
Determined Delivery			●		●	●	●	●	●	●	●		●	●			●
Longevity					●	●	●	●		●					●		

On the Edge
Bash Art Creative

'On the Edge' is a celebration of key workers from around Glasgow nominated by members of their own communities to recognise the invaluable contribution made by the amazing people of our city.

'On the Edge' began as a way of rethinking how we could share our communicative art at a time when physical audiences weren't allowed to gather inside for social gatherings. 'On the Edge' is a way of enabling cultural events to take place by rethinking and reusing public spaces that reflect the communities within. The approach focuses on aspirational stories of communities and how we can create new narratives around public spaces and the people that inhabit them. The project wanted to raise awareness of the acute shortage of facilities and community spaces in various areas of Glasgow while many buildings and spaces in the public realm lie empty. How can communities reclaim these spaces and give themselves 'permission' to use these spaces? This project only asked for permission from the communities themselves of where these events should take place.

Visual artist Bash Khan created a series of large-scale outdoor video projection installations to highlight some of these spaces and the portraits were screened in public spaces in Castlemilk, Drumchapel, Easterhouse, and Milton, helping to challenge the narrative for these sometimes-stigmatised urban environments. Displayed at a large scale, the project put ordinary people, the real heroes of our time such as NHS workers, teachers, cleaners, artists, and shopkeepers, in a place often reserved for celebrities, stars, politicians and advertisements. People and places left on the edge by the political, planning and development process deserve spaces where connectivity and stories can grow from.

"There's lots of empty spaces in Milton and its good to see them getting used for all sorts of different things"

"Going back to the stigma of Easterhouse historically, the shopping centre wouldn't have a good reputation. It's brilliant to see this space that could be an epicentre for local people used as a place of positivity and representation"

"There's plenty of space to have events here … there's so much going on in Castlemilk but there's so much we could do with it"

"In Drumchapel there's lots of public spaces like this that are unused … why not bring everyone together … do something in the summer … bring all the families and bring all your chairs... you walk past it and don't think about it but it could be used for the community"

Images courtesy of
Bash Art Creative

Further information

\PLACE CREDENTIALS\
Community Empowerment,
Community Activation,
Inspirational Intent

Scotstoun Community Garden

In 2022, local volunteers completed work on the Scotstoun Community Garden and held a successful Open Day for the public as part of the national Scotland's Gardens Scheme. The garden is a tranquil and beautiful green space developed as part of The Heart of Scotstoun Community Centre and is designed to be used by visitors to the community centre as well as by local residents and workers. It is a one acre green oasis set amid a mix of high density residential tenement blocks and expansive industrial developments and provides a focus for educational as well as leisure and social activities.

The site was once part of the Albion Motors works but had lain vacant for many years. In 2015, a £300,000 plan to transform the space into a community garden fell through when funding could not be secured. Undeterred, volunteers took matters into their own hands to gradually convert the former industrial site into a valuable green space. Employing techniques of guerilla urbanism, the volunteers sourced the money, tools, and materials themselves and were helped by residents, community groups and city organisations.

The garden features planted flowerbeds, wildflower areas, orchard borders, a biodiversity area, raised beds for food growing, a lawn for activities, and eclectic art installations. Secluded seating areas give visitors a place to sit, reflect, and learn about the natural world in an urban setting.

The Glasgow Warriors lend some muscle

Getting tore in

The garden

A coffee and a blether

The plan

Before

During

Images courtesy of Heart of Scotstoun Community Garden

Further information

\PLACE CREDENTIALS\
Community Activation, Excellent Design, Climate Action

South Seeds

South Seeds is a community-led organisation based in Govanhill that began in 2011 with the mission to enable Southsiders to lead more sustainable lives. An award-winning charity, they focus on helping residents to reduce domestic energy consumption, grow vegetables, consider active travel options, participate in the circular economy and reduce waste. Working in partnership with residents and organisations in the community, South Seeds is helping to improve the look and feel of the southside.

A key project is The Croft, where South Seeds worked alongside Locavore to convert a disused tennis court at Queen's Park Recreation Ground into a community garden. The space gives residents an opportunity to grow vegetables in an urban environment supporting sustainable, healthy lifestyles. It is also a venue for regular community events and runs lessons on gardening and food growing.

Working with partners including Dress for the Weather, Community Energy Scotland and others, South Seeds produces an invaluable array of community support documentation and provides support services to local people on a wide range of sustainable and climate aware activities. They have commissioned and undertaken research investigating the potential for district and renewable sources of heating in the neighbourhoods of Govanhill and East Pollokshields.

They believe that the best ways to tackle climate change is through reducing energy use and waste and using local spaces to grow food that bring immediate practical benefits to local people.

Examples of useful resources that can be found on their website

Croft Harvest event

Participants

Accomplishments from South Seeds' first five years

4,000
Residents helped to cut carbon

23
Spaces turned into food growing areas

11,000
Tonnes of carbon dioxide equivalents reduced

587
Home energy audits of visits

6.7
Tonnes of waste diverted from landfill

250
Local people now composting food waste

Images courtesy of South Seeds

Further information

\PLACE CREDENTIALS\
Community Empowerment,
Community Activation,
Social Enterprise,
Climate Action,
Values,
Education

6

Towards an ecosystem of place\
a pathway to delivery

"

Between the social foundation of human wellbeing and the ecological ceiling of planetary pressure lies the safe and just space for humanity."

KATE RAWORTH

The work undertaken for the Place Commission has involved research, review, engagement, and aspiration to build a narrative around place in Glasgow.

The conclusions and recommendations are drawn together here in ten findings.

Finding 1: What we mean by Place
Finding 2: Glasgow's Journey
Finding 3: Engagement
Finding 4: Engagement Outcomes
Finding 5: The cities of Glasgow: International, Metropolitan and Everyday
Finding 6: The Places of Glasgow – of people, by people, for people
Finding 7: Challenges remain
Finding 8: Learning from Glasgow
Finding 9: Applying the learning
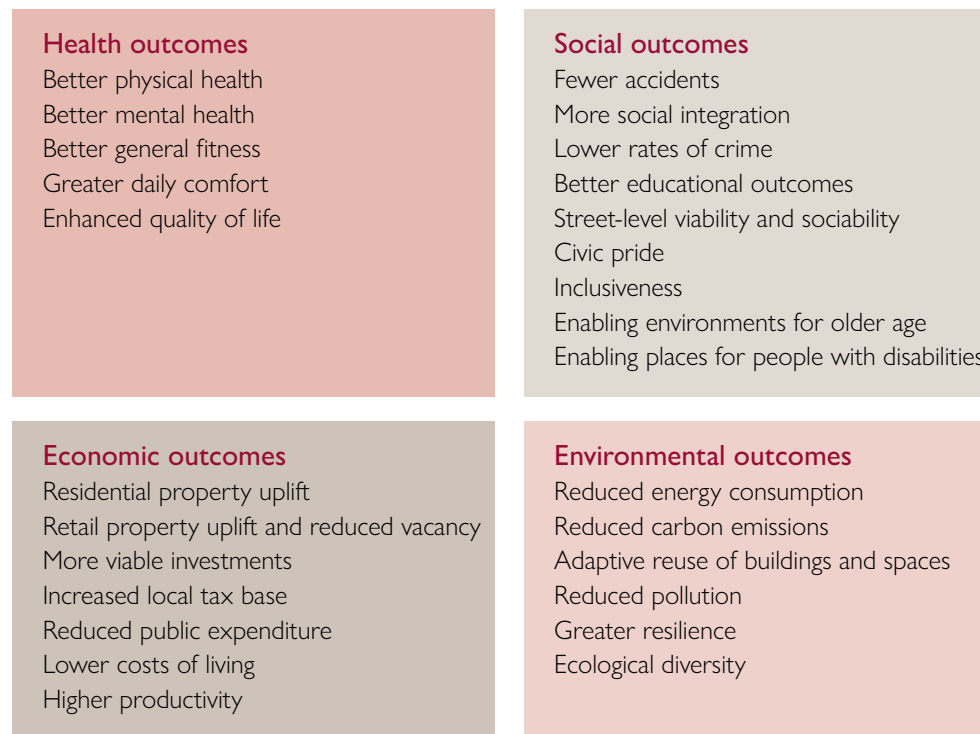Finding 10: Capacity-Building, a Place System and a Place Service
Recommendations

Finding 1: What we mean by Place

We began in Chapter 2 by reviewing concepts of and practice about place. We concluded that Place is widely understood in a general sense but in working with place, particularly with communities, there is a need to be precise and clear about what we mean when we practice placemaking and place management. Propositions around place quality, place attraction and place value need to be made explicit and principles need to be clarified and used to build consensus. There is widespread recognition that some form of change in working practice will be necessary to bring these principles to the fore and build credibility to deliver their aims particularly around wellbeing and the achievement of a net zero carbon city within the decade.

In city planning, place should be well served by the forthcoming NPF4 providing a powerful and statutory driver in the pursuit of placemaking that will inform the new development plans in Scotland and the City Development Plan in Glasgow. However, planning alone is insufficient to deliver good places as place quality and place value depend on the interaction and integration of wider priorities through effective delivery and management of social, housing, community, economic, travel and environmental policy and contingent action to deliver placemaking outcomes.

Figure 6-1: Place value – the outcomes

Health outcomes
Better physical health
Better mental health
Better general fitness
Greater daily comfort
Enhanced quality of life

Social outcomes
Fewer accidents
More social integration
Lower rates of crime
Better educational outcomes
Street-level viability and sociability
Civic pride
Inclusiveness
Enabling environments for older age
Enabling places for people with disabilities

Economic outcomes
Residential property uplift
Retail property uplift and reduced vacancy
More viable investments
Increased local tax base
Reduced public expenditure
Lower costs of living
Higher productivity

Environmental outcomes
Reduced energy consumption
Reduced carbon emissions
Adaptive reuse of buildings and spaces
Reduced pollution
Greater resilience
Ecological diversity

Finding 2: Glasgow's Journey

The city of Glasgow has made a remarkable journey across the last 150 years through industrialisation, de-industrialisation, modernist planning, regeneration and renaissance summarised in Chapter 3. The overview highlighted the key stages in the city's transition from a policy framework predicated on Glasgow as a failing city locked in a seemingly irreversible cycle of decline, to the rediscovery and celebration of the qualities that make Glasgow a great city. The City, once seen as a liability, is now – despite imperfections – an admired model for post-industrial renewal, a symbol of the new urban age and a magnet for international visitors, students and creative talent.

To a significant degree the 20th century *shatter zones* and the peripheral estates shown in Figure 6-2 mirror the geography of disadvantage in Glasgow expressed through the Scottish Index of Multiple Deprivation. This in turn is reflected in the geography of regeneration and place described in Chapter 5. There is a correlation, but not a causality, between disadvantaged communities and physical degradation of the environment. There is more to disadvantage than the state of the physical environment state (e.g. access to opportunity) but these factors have a compound effect that Glasgow recognises. This report advocates continued effort to address this challenge.

Figure 6-2: The shattering of urban form in mid 20th century Glasgow
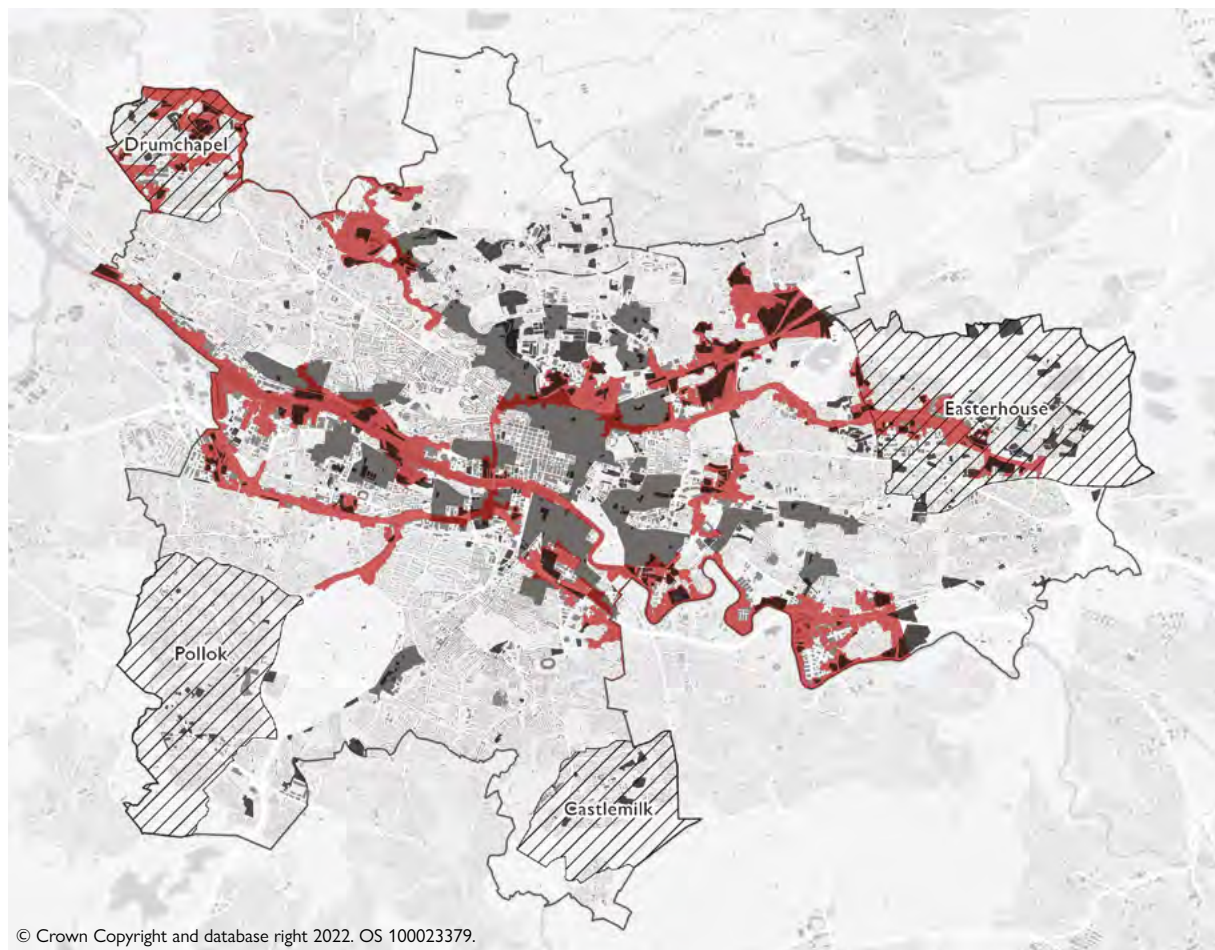
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Finding 3: Engagement

The engagement programme encouraged systematic thinking, integrated approaches and creative imagination. Glasgow's places are perceived in different ways by citizens, businesses, visitors and prospective investors. The city is a well-loved place for the majority, but for some, it is a place where lives are blighted by poverty, crime, drug and alcohol abuse, degraded living environments and low expectations where a lack of agency leaves communities powerless and excluded while others lead lives benefitting from an array of life-enhancing experiences.

Participants acknowledged the historic challenges facing the city – economic transformation, social justice, poor connectivity, COVID-19, and the climate emergency. They stressed the importance of an holistic approach to placemaking, argued that single-issue responses inevitably fail, and stressed the need to combine differing agendas into an over-arching place-based narrative that combines policy, design-thinking and citizen engagement to deliver outcomes for positive change. Irrespective of lived experience, it is important to ensure that all voices are heard and can engage with and influence placemaking decisions and outcomes.

"Silo-thinking" has become something of a cliché, but remains prevalent. We were struck by the deep, local knowledge and specialist expertise of our participants and their appetite for a place perspective to promote dialogue across disciplines and sectors to oxygenate a city-wide conversation about creative solutions to better serve the needs of communities. Benchmarking and the sharing of good practice were identified as powerful ways to encourage "*borderless conversations*".

The engagement process confirmed there is no perfect model, no silver bullet. But a meaningful start might map the relationship between models of good practice in the UK and internationally, Glasgow's priority issues, and places with similar spatial, historical, cultural and climatic attributes should be analysed to identify exemplars that Glasgow can learn from. This is not simply a matter of finding "*cities like Glasgow*" and a frequent refrain was to "*learn from Glasgow*".

Participants highlighted governance, including city-region processes, as a particular challenge. There was keen interest around the proposition of Glasgow's "*place ecosystem*" as the network of actors and protagonists who collectively plan and mobilise the city and city region placemaking resources. This '*ecosystem*' has had some notable strengths and success stories, but there was agreement that it is suboptimal in terms of delivering place outcomes. This puts a focus on decision-making and delivery processes, and the frameworks and infrastructure that underpin them. The importance of an evidence-based approach puts a premium on collecting data to map the baseline of Glasgow's places against economic, social, environmental and health outcomes while organising performance

management processes to ensure policy and decision-making deliver place quality and, through this, place value.

The governance agenda provoked discussions about the administrative boundaries and the spatial politics of decision-making in the Glasgow city region recognising that issues are complex, and there is no "*right answer*". There was considerable support for a strengthened city-region decision-making process, with greater devolved powers. Many participants advocated an elected mayor on the English model with Greater Manchester cited as the primary precedent. Transport planning and climate change resilience were identified as issues that demand to be addressed in an integrated way at the regional level. Mission Clyde was highlighted as an initiative that needs to be designed and implemented at city-region scale, but there was scepticism about the governance model and questions about adequacy of resources.

Other spatial issues should be addressed at the city level. Proposals for innovation districts, the public realm, a new vacant and derelict land strategy focusing on long-term unused sites, '*meanwhile uses*' and the practical application of 20-minute neighbourhoods were cited as good examples of action required across the city.

There was strong support for local decision-making and community empowerment, to help tackle social injustice. Small actions can make a big difference, and they can have a cumulative effect on community trust and confidence. There is a desire to see more decisions devolved to the neighbourhood level, and for communities to be empowered to initiate schemes for public health improvements, social housing, community facilities and neighbourhood planting and growing.

The engagement workshops brought together a remarkable group of people from Glasgow and beyond with a shared interest in how places shape the life of the city with a desire to build and implement an holistic placemaking process. There is world-class expertise in Glasgow in design, housing, placemaking and related disciplines. People are proud of what Glasgow has achieved and how far it has come but acknowledge frustrations and disappointments. The frequently stated aim to mobilise all the knowledge, creativity and other resources of the city to be "*more than the sum of the parts*" has proved elusive, and decision-making can be slow and opaque. This can be demotivating, and some people admitted to being battle-weary. COVID-19 has imposed a huge extra burden in terms of new threats and a difficult working environment now exacerbated by challenges around cost of living and local authority budgeting.

There is a real appetite for a new agenda and new ways of working to tackle the historic and contemporary challenges facing Glasgow in the next 20 years and, in the process, rewire the knowledge networks of the city to inject fresh energy and insights into the placemaking process.

Finding 4: Engagement Outcomes

The engagement exercise generated a series of outputs.

Figure 6-3: A diagrammatic representation of Glasgow's ecosystem of place
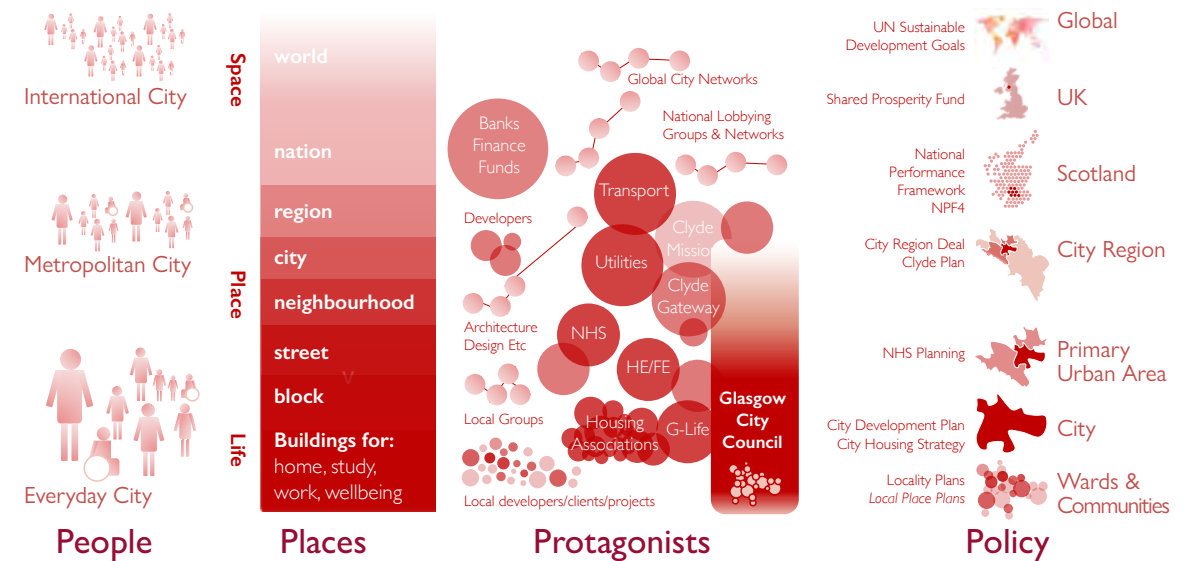
Building a shared understanding of Glasgow's ecosystem of place:
Participants felt the ecosystem map for Glasgow could include more detail and functionality to build an '*ecosystem atlas for place*' to include:

- A breakdown of needs characterised under the three headings of 'everyday city', metropolitan city' and 'international city' with emphasis on the 'everyday'.
- A register of past, current and planned engagement projects to disseminate and inform.
- A documentation of places, place types, quantities, qualities and other important attributes including demographics and investment levels.
- The protagonists' section should provide more detail of the many public, private and third sector actors and networks within the system and the relationships that exists between them.

Having this information would support many different forms of collaborative discussion to develop a collective view of how the ecosystem is responding to the developing challenges and opportunities faced by the city with a review of:

- The drivers of change facing the city's place agenda and opportunities for innovation and intervention (by communities).
- Identification of opportunities to bring different communities of interest together.
- Prioritising future investment.

Building a shared ambition for Glasgow's places to embrace social justice, the climate emergency, COVID-19 recovery, and better productivity building on the spirit of Glasgow:
Participants and stakeholders advocated using the work of the Commission to build a succinct group of ambitions for place in Glasgow and seek to embed these in the numerous strategies, policies and plans that exist and are being developed for Glasgow's places with engagement around:

- Best practice in the city for organising and designing places that address place themes within this holistic ambition.
- Using the ambition to influence the way organisations articulate and align the impact of their place-based projects in Glasgow to help drive collective impact.

Sharing and building knowledge through collective learning:
There are many opportunities to connect the knowledge and experience of place development in Glasgow (and beyond). Developing a culture of sharing, learning and collective problem solving to deliver Glasgow's holistic ambition for place could be achieved by setting up short life collaborative events and projects to explore issues and develop solutions to shared challenges. Short burn events might take different forms such as sharing best practice across sectors, engaging the collective experience and expertise in Glasgow and tracking developments in real-time. All of these would need a multidisciplinary approach and engagement with Glasgow's citizens and communities of place and interest. Examples included:

- Exploring which engagement approaches are working well within Glasgow and how engagement practices for Glasgow could be developed further to inform place development.
- Building capability and capacity to empower communities in local placemaking in Glasgow.
- Exploring how and why details matter.
- Developing innovative ways to tackle pervasive challenges such as vacant and derelict land, the importance of place in stubborn health inequalities, and the need for integrated movement systems.
- Developing discussion and experimentation around the 20-minute neighbourhood within Glasgow, with particular attention to consequences and opportunities for the city centre and local neighbourhood centres.
- Setting up support and infrastructure to enable different communities of practice to initiate their own collaborative events around emergent issues of shared interest.

Building a shared approach to measurement and impact:
The many individuals, organisations, initiatives and networks within Glasgow's ecosystem of place operate with different performance indicators and measurement practices, designed to demonstrate progress against their individual strategic objectives or funder's requirements. There is a need or discussion about how Glasgow can achieve collective impact through all this activity within the city's place ambition. A collective scorecard of indicators for Glasgow's places could be developed. Such models exist in other cities and Glasgow could learn from these examples, examining the role of information in securing investment for the city.

Initiating new approaches to communication across Glasgow's ecosystem of place:
There are many inspiring examples of place-based initiatives already in play within Glasgow which are not widely shared beyond those immediately involved. Collective impact could be enhanced through a series of targeted communication initiatives:

- Sharing success stories – at varying scales, stories describing impact and outcomes as well as process. There are few forums and channels for disseminating this information to wider community audiences. New formats for sharing should be explored such as inviting audiences to experience projects in progress in real time.
- Exploring and explaining complex topics – the relationship between place and the city's proposed place ambition can be challenging to communicate for example the impact of the climate emergency in day to day lives. The long-term and serious health consequences of poorly defined places take time to accrue. Imaginative approaches are needed to engage audiences in Glasgow's place ambition. Participants suggested using physical and digital models, storytelling techniques, engaging creative practices and using social and online media to support communication.
- Effective communication will be essential in unlocking investment, collating and presenting evidence of both progress and ambition will be critically important.

Delivery of collective impact:
This list of initiatives requires co-ordination and leadership, working in partnership with others across networks, championing the place agenda, increasing visibility, and curating collective impact.

The importance of systems thinking:
We have stressed the importance of cross sectoral working that requires vertical integration (scales of governance – national, city region, city and local) and horizontal integration (different functions of city governance) of policy and outcomes. This should be strategic and make explicit links between propositions that are already in play. This can be light touch and avoid complexity by using policy levers that already exist.

Link to
Glasgow's Climate Action
Plan
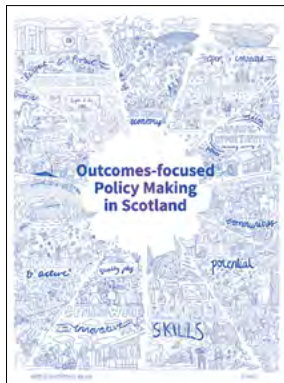
Link to
Outcomes-focused Policy
Making in Scotland

There is a developing congruence between the UN SDGs, NPF4 (NPF Planning) and local development plans in respect of policy for place. There are also links between the SDGs and Glasgow's Climate Action Plan (CAP). Equally, there is synergy between the SDGs, Scotland's National Performance Framework and national outcomes (NPF Performance) that is informing aspects of national policy (e.g. Scottish Government's Housing to 2040). Further work is required to make explicit links between the SDGs (and targets and the UN Regional Action Plan for the ECE for 2030) and the CAP in respect of indicators and outcomes that refer upwards to NPF and SDGs and across to the CDP. The recent research publication by the Scottish Government '*Outcomes-focused Policy Making in Scotland*' is very welcome in this regard and resonates well with the '*place ecosystem*' advocated here.

Such a systemic response will be needed to tackle the uneven landscape of challenges, involve the widest possible range of communities, agencies, stakeholders and partners to come together to co-design place-based actions and deliver outcomes of an integrated nature expressed in Finding 1 and spatially as expressed in Finding 2, 5, 6 and 7.

Finding 5: The cities of Glasgow: International, Metropolitan and Everyday

Throughout our work there have been three persistent issues raised:

Firstly, there is a passionately held view about the importance of learning from Glasgow itself;

Secondly, there is frustration that no one and no organisation has a handle on everything that is happening with place across Glasgow and as a result their impact, rather than collective is fragmented. This is less a criticism of the City Council and more a reflection that so much is happening, it is difficult for the Council to track everything collectively rather than within individual programmes.

Thirdly, there is a conviction to escalate activity, impact and outcomes addressed to quality of people's lives, the quality of their places and strategic action pursuant on the climate emergency. Viewing the city through the lenses of international, metropolitan and everyday was seen as a helpful device in looking at city activity.

In Chapter 5 we looked at the three themes as well as the places of Glasgow.

Glasgow as an International City looks from the outside at Glasgow's reputation on the world stage. As the city's standing grows again, more organisations, investors and visitors look to Glasgow, Scotland's largest city, for leadership, engagement and participation. In an early 21st century world of uncertainty and angst, Glasgow's international profile is based
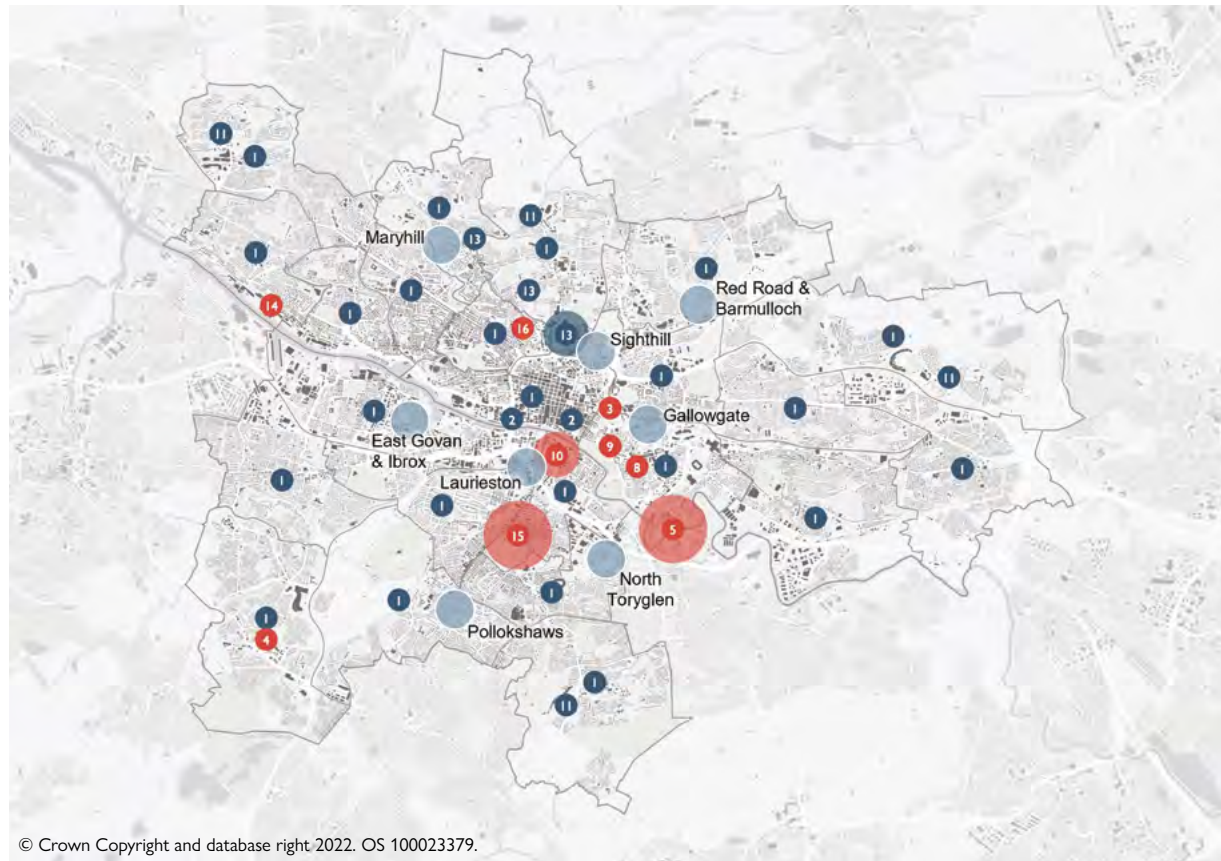
on culture, sport and positive climate transition with the support of a diverse people creating the personality of a welcoming, destination city. There is alignment between these propositions, but they require care and investment, and the city has some distance to travel before it reaches a settled place on the world stage. But the direction of travel is positive and constructive.

Glasgow as a Metropolitan City recognises that the city does not function in isolation; the seven surrounding local authority areas within the Clyde Valley City-Region are as interdependent today as they have been throughout their history. Glasgow is not only the largest city by population in Scotland but unlike the other three large cities that are surrounded by sea and landscape, Glasgow is surrounded by itself. The network maps in Chapter 5 illustrate the opportunity to work region wide with local communities at the local level to help transform the network of places across the city region over the next 20 years. These programmes should not be seen as a top-down strategy but rather as organising principles that present the opportunity for communities to work in partnership with support from stakeholders to assist in a level of transformation potentially as great as any since the city's growth. These regional proposals can be implemented in 'bite-sized' pieces at the community level to deliver place outcomes through a multifunctional and systemic approach that can be aggregated to deliver cumulative and collective impact.

Glasgow as an Everyday City relates to the way we experience the city as residents, workers, businesses, or visitors. The places we live in affect our everyday lives – our lived experience. The *Everyday* is the foundation upon which the *Metropolitan* and the *International* are built. In delivering on the Place Principle and Place-making policy, the most important focus needs to be the *Everyday City* that is of paramount importance to the people of the city, their lives, and the quality of their places. The public realm of the everyday city is the milieu where residents, businesses and visitors come together. A positive perception of quality of life as a factor of place value and attachment is a positive attribute for any city.

Local is important and Glasgow has adopted a constructive approach but there are challenges that arise: firstly initiatives are mainly plans, guides and toolkits, not action programmes; secondly they are understandably based on the electoral wards of the city – designed to keep local people and their elected representatives in touch – but there is an issue with the geography and the size of electoral wards in terms of working with the finer grain of the neighbourhood that tend to be smaller in extent; and thirdly there are financial and resource constraints in a period that is already challenging for city budgets that are about to become much worse. If place and neighbourhoods are central to people's lives and to addressing the climate emergency, we need to do better – we need to deliver on these plans and provide help to communities to take them further.

Figure 6-4: The Place Stories of Glasgow

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(source: Place Commission)

1 — Artists in Residence (AiR)
   Citywide

2 — After the Pandemic

3 — Bell Street Stables

4 — Centre for Civic Innovation (CCI)
   Citywide

5 — Clyde Gateway

6 — Clyde in the Classroom
   Regionwide

7 — Clyde Climate Forest
   Regionwide

8 — Glasgow Women's Library

9 — Monteith Row

10 — New Gorbals

11 — On the Edge
   Citywide

12 — Refuweegee
   Citywide

13 — Scottish Canals

14 — Scotstoun Community Garden

15 — South Seeds

16 — Woodside Towers

○ — Transformational Regeneration Areas

Finding 6: The Places of Glasgow – of people, by people, for people

There are dozens if not hundreds of place projects taking place across Glasgow. We have selected 16 Places Stories to construct a narrative around them. Some were conceived as top-down initiatives, others are bottom-up. Some are multi-agency and partnership driven, some are local and community driven. Many have come about as a consequence of the housing stock transfer and the Transforming Communities Glasgow partnership that has been built over the decade following the stock transfer and around the Transformational Regeneration Areas set up in the 20th century shatter zones.

The stories range from Glasgow Life's *Artists in Residence* programme embedding different types of artists with communities across all the wards of the city. Pandemic stimulated events (*On the Edge, After the Pandemic*) that provoked remarkable expressions of place attachment and a yearning for engagement and action. *The Clyde in the Classroom*, an educational and citizen science programme that over twenty years has reached 75% of the primary schools of the city region, as well as heritage (*Bell Street, Monteith Row*), community and cultural regeneration (*Scotstoun Community Garden, Glasgow Women's Library*), living with climate action (*Woodside Towers*), growing stories (*South Seeds*) and a welcoming project (*Refuweegee*). What these stories share and what defuses debate and underpins consensus is the certain belief of the local people that the projects are on their side, they are undertaken for them and with them and for Glasgow and not some anonymous owner or benefactor however well-meaning.

Finding 7: Challenges remain

Progress is being made but challenges remain around a series of issues:

Decarbonisation

The need to reduce urgently carbon emissions (especially from transport, industry, energy generation and home heating), improve building insulation and accelerate the move to renewable sources of energy generation. *Benefits include lower energy costs, fewer people in fuel poverty and improved health.*

Sustainable transport

The need for a behavioural shift in favour of walking, wheeling, cycling and using public transport rather than private vehicles, changing from petrol and diesel to electric vehicles and reducing the frequency of flying. *Benefits include healthier people, lower travel costs, cleaner air, safer streets.*

Climate action

The need to develop resilience in our buildings, infrastructure and public services to manage the risks and impacts of flash flooding, high winds, overheating, water shortages, pests and diseases. *Benefits include lower costs for emergency services, lower insurance claims, lower mental health issues.*

Nature recovery

The need to manage soils, peatland, grasslands and woodlands to act as carbon sinks, to create accessible, urban green and blue networks to support resilience. *Benefits include access to greenspace for recreation, play and education, urban shade and cooling, food growing.*

Vacant & derelict land

The need to bring underused and blighted land into use. This could include meanwhile uses and the permanent greening of sites as part of green infrastructure or sustainable urban drainage systems to manage urban flooding not just built development. *Benefits include more productive use of land, income from uses, improved neighbourhoods.*

Educational attainment and skills

There is need to ensure the city has sufficient workers with the right skills to meet the climate challenge, for example in retrofitting the existing housing stock, repairing historic buildings, delivering nature-based solutions, working in the circular economy, procuring sustainable materials and services. Whilst a challenge, this is a huge opportunity for educators, trainers and businesses to be early adopters of new technologies and solutions. *Benefits include a skilled and engaged workforce, new businesses and professional services.*

Social justice

To ensure that the least well off and the least able to help themselves are supported through the changes needed to reach Glasgow's targets for net zero such that 'no one is left behind'. *Benefits include better homes and neighbourhoods, fewer health issues, improved educational attainment, greater self-esteem and community cohesion.*

Health and wellbeing

To ensure that place-based actions contribute to better health and wellbeing. In the public realm, delivering 20-minute neighbourhoods, providing safe active travel routes, ensuring everyone has easy access to well-managed greenspace and opportunities for growing food. *Benefits include healthier people requiring less support from the NHS.*

Figure 6-5: Placemaking Challenges: what we need to do and where we need to act

Challenges	Location			
	City-region	Clyde Catchment	City Centre	Homes and neighbourhoods
Decarbonisation	●		●	●
Climate action	●	●	●	●
Nature recovery	●	●	●	●
Vacant & derelict land	●	●	●	●
Sustainable transport	●		●	●
Education and skills			●	●
Social justice, health, wellbeing			●	●

Finding 8: Learning from Glasgow

We have heeded the call from the engagement exercise to focus on where Glasgow leads and why.

In this context, the evidence was clear through the remarkable consistency in responses to the question: *What things has Glasgow done that can rightly be seen to be of exceptional quality and international repute?* The answers were threefold – area-based regeneration; cultural regeneration and the creative community; and, social and affordable housing.

Area-based regeneration
The (coincidentally) three projects which constantly came up were the New Gorbals; Clyde Gateway, and the Scottish Canals work with the common characteristics and attributes being closeness to and engagement with the communities they serve; the excellent partnership working with the City Council and other partners in public, private and third sectors; quality procurement and design excellence.

Cultural regeneration and the creative community
The essence of creativity is the capacity to think up original solutions to day-to-day problems and challenges, and the cities that have been successful in exploiting this quality through economic development are those with access to leading academic institutions within an urban concentration that demonstrates the qualities of diversity and flexibility. Innovation is a key long-term driver of competitiveness and productivity. Universities are central to *'innovation ecosystems'* – the networks of institutions in the public and private sectors whose activities and interactions initiate, import, modify and diffuse new technologies. These networks can result in higher economic productivity. The continuing and explicit engagement with and involvement of the universities, schools and colleges of Glasgow and the city's design community in the placemaking ecosystem is essential.

Glasgow's success is based on (i) legacy (of the Glasgow Garden Festival, the European City of Culture, the City of Architecture and Design 1999); (ii) the engagement, belief and pride of Glasgow's people in the cultural renaissance and life of the city and the importance of cultural entrepreneurship assisted and driven by the prominence in Scotland, nationally and internationally of the Royal Conservatoire of Scotland (RCS) and the Glasgow School of Art (GSA) and their contribution to the 'stickiness' of the City (the likelihood of talent staying in the city and the impetus this gives to the flowering of cultural entrepreneurship and (iii) the establishment and delivery record of Glasgow Life.

All the evidence points to the significance and affection that Glasgow people (and the *"Metrowegies"* of the wide city-region) hold for these assets in their heart. Battered by COVID-19, these assets are the crown jewels of Glasgow's culture and underpin the city's reputation for renaissance that is viewed in admiration and jealously by many other cities, including certain European capitals.

Social and affordable housing
One of Glasgow's high-performance attributes from the first two decades of the 21st century has been the transformation and leadership of Glasgow's public – or more precisely public-sector led – housing. There are (again) three characteristics of this success: (i) the legacy of the community-based housing associations; (ii) the ambition and success of the housing stock transfer and the leadership of Transforming Communities Glasgow; and (iii) threefold excellence in *standards* (the Glasgow Standard); *procurement, design and delivery; and the empowerment, belief and commitment of the communities they serve.*

These three initiatives are not Glasgow's only successes, but they stand head and shoulders above many other aspects of city development and they share two common – and fundamental – characteristics: the buy-in and empowerment of Glasgow's people at the community level; and, as a consequence, a real understanding of 'localism' that becomes key to understanding and acting on place and as a consequence to the successful delivery policy such as the 20-minute neighbourhood.

Finding 9: Applying the learning

The starting point for the success of the three key initiatives described above, particularly community-based housing associations in the engagement with and more importantly, empowerment of local communities. A second, and as telling a factor, is the successful governance of the delivery system, particularly the principles of governance brought about by the need for housing associations to be registered social landlords and the rigour this brings. These twin attributes have brought about a successful and workable system for the delivery of social and affordable housing – and the stock transfer has been an extremely important part of that. However, Glasgow can be quite promiscuous about how it goes about things. There is a world of difference between the model for an Urban Development Corporation such as Clyde Gateway and the ownership model of community-based housing associations. There are some lessons to learn:

• Glasgow can act with agility when setting a target such as a major event;
• Glasgow does best when working with people through processes of co-creation
• Glasgow's big successes come from partnership: Transforming Communities Glasgow (TCG – multi-agency, mixed use with a housing and community focus), the Metropolitan Glasgow Strategic Drainage Partnership (MGSDP – multi-agency, specific focus);
• The housing stock transfer – could there be a place stock transfer?

There is an imperative in combining place and climate action, they are intrinsically complementary. The Centre for Civic Innovation embodies many of these attributes, it is creative, agile, small but under-resourced. Engagement is excellent but if taken literally, making a city of citizen designers could be naïve without the resources and training to back it up.

With so much success why not simply keep going as we are? There are three reasons:

1. The programmes are predominantly single focus. Remembering that the SDGs are *integrated and indivisible* suggests that delivery needs to follow suit – multi-disciplinary, multi-focus
2. Glasgow is committed to being carbon net zero by 2030 – this will require an escalation of effort and a consensual direction of travel
3. Transformation of quality of life and place and escalation of climate action are two sides of the one coin.

Finding 10: Capacity-Building, a Place System and a Place Service

There is too much strategy and too many overlapping agendas. Change is happening and there have been some notable successes. But Glasgow's placemaking effort is patchy and unfocused: we're not good enough at setting out the big picture or at mobilising the knowledge, skills and energy of communities. The result, inevitably, is sub-optimal: too much development that doesn't address decarbonisation, the effects of climate change or the provision of sustainable transport and still too many neighbourhoods blighted by derelict land and poorly connected to the wider city. Glasgow needs an approach that establishes a clear and compelling narrative, promotes focus and cohesion, and builds the capacity of Glasgow's place system.

This report sets out placemaking principles and priorities for action in Glasgow and the city region. Those principles should be adopted and applied consistently across all the relevant agencies and layers of governance (Clydeplan, Mission Clyde, City Region Deal, Levelling Up Fund, City Development Plan, River Clyde Catchment Group etc). Glasgow needs to share one place agenda and ensure that it is reflected in all strategies and plans.

There is a significant amount of work happening around place going on, but it is fragmented, bogged down by systems designed to do something different or not yet presented in a publicly accessible form. There is a resource constraint and there is a skills and capacity shortage in the way the systems are presently configured that may deter communities to mobilise for themselves.

The Place Initiative is a people-focused mirror image of the Climate Action Plan that focuses on quality of life and quality of place and wellbeing, including giving communities hope generally and specifically with climate action. We have plenty of plans, policies, frameworks and toolkits - we need action and delivery on place and we need to configure to do that, to achieve critical mass and economy of scale.

Recommendations

[1] Place Outcomes

Working with principal stakeholders and community groups, develop a series of place outcomes and indicators that are consistent with propositions of Place Quality, Place Attachment and Place Value contained in this report.

Action:

(i) Begin work with groups of stakeholders and communities to develop the *Glasgow outcomes and indicators for place.*

[2] Climate Action Plan Outcomes

The Climate Action Plan (CAP) is the nearest thing Glasgow has to a place ambition – the need for this clear ambition was a very strong finding of the engagement.

The Climate Action Plan is explicitly grounded in the SDGs which is welcomed, and it is explicitly related to the combined actions of GCC and principal stakeholders. These are both essential. But the Plan is not yet related to the National Performance Framework. It has actions but it does not have outcomes and indicators related to the NPF. These should be related to the Place Outcomes described in the Place Commission Report.

Action:

(i) Undertake the work on outcomes and indicators related to place outcomes
(ii) refresh and publish the plan with a public face

[3] Place Stock Transfer

One of the major learning outcomes of the Place Commission was around the significance and impact of the housing stock transfer. This move was a masterstroke in two ways; firstly, in people engagement and empowerment and secondly turning a debt-ridden depreciating asset into a constructive force for change where tenants were empowered to be both involved and responsible for delivery.

There should be a dialogue with the Scottish Government, Scottish Land Commission, Scottish Futures Trust and other key stakeholders including large public charitable bodies and private foundations known for public patronage to develop a proposition at scale that could form the basis of the transfer that will lead on to vesting governance of detailed packages at the community level.

Action:

(i) Survey, review and report on the extent of stranded assets: property,

buildings and land and positive public 'goods' where local authority resources are strained to the point that they can no longer be maintained properly and consider how these could be assembled into a *place stock transfer* with engaged public engagement.
(ii) Together with principal stakeholders work to develop a proposition at scale that could form the basis of the transfer that will lead on to vesting governance of detailed packages at the community level.

[4] Place Governance

The community-based housing associations are one of Glasgow's pre-eminent success stories. They are close to the people they serve who are represented on their boards. As Registered Social landlords, they have a proven inheritance of good governance. Another successful model is Scotland's Local Development Trusts.

Action:

(i) Working with the Scottish Government and other key stakeholders including large public charitable bodies and private foundations known for their public patronage to develop a governance proposition for Glasgow Place Associations.

[5] Establish a Glasgow Place Bureau

Glasgow has a proven track record in working with stakeholders in partnership to effect delivery: Transforming Communities Glasgow, the Scottish Canals Partnership, the Metropolitan Glasgow Strategic Drainage Partnership, Clyde Gateway.

Glasgow should consider the formation of the Glasgow Place Bureau that will be overseen by a board made up of Glasgow City Council, Community Representatives, Architecture and Design Scotland, Glasgow Centre for Population Health, Glasgow City Region, Wheatley Group Glasgow.

It is envisaged that the Place Bureau will be a small, agile core group whose function is recording, networking, disseminating and facilitating place projects and place programmes and is modelled on an upscaled version of the Crown Street Regeneration Project but with a slightly different focus on place facilitation rather than development.

The GPB should be staffed by a small team of placemaking professionals from a range of disciplines, with an independent board and should champion the placemaking principles. Its executive responsibilities should span:

• **joined up action to improve quality, enhance efficiency and accelerate delivery:** working with GCC and other agencies/partners to design and deliver a cohort of city/city-region scale strategic initiatives

- **creating a culture of place transformation across the city:** working with communities to shape localities, neighbourhoods and valued places, and to grow the capacity of grass-roots organisations such as development trusts
- **tackling the place skills gap** by establishing an accredited placemaking skills programme for professionals in a range of relevant disciplines, and a National Certificate course for local activists and members of development trusts.

Action:

(i) Undertake feasibility of establishing and funding a Glasgow Place Bureau in association with key partners to have the following responsibilities.
  - Act as Place Broker & Place Network Agency
  - Create and maintain an Atlas & Archive for Place
  - Establish small office with core staff seminar rooms physical, online and hybrid – The Glasgow Centre for Place
  - Establish public Place Programmes – Education, Training & Events
  - Appoint & Manage Place Panels
  - Place Partner Liaison – eg with Understanding Glasgow, Glasgow Life
  - Establish Scotland, UK & International Liaison in association with Architecture & Design Scotland

[6] Establish Place Activation and Place Enabling Panels

Establish two 'call-off' panels as part of the Place Bureau.

The *Place Activation Panel* would be drawn principally from the major stakeholder bodies with individuals seconded for a given number of days for each 'case' to act on a community's behalf with the public approvals process to identify and overcome the bureaucratic barriers as well as acting as advisers to communities identifying which doors to open and when.

The *Place Enabling panel* would be drawn primarily from the artistic and design community on a similar basis where individuals, having gone through a light touch procurement process, would be assigned a small number of paid days to co-create with communities to imagineer their places and configure their proposals and designs.

The models for these panels are close to what Glasgow Life seeks to do with the Artists in Residence programme and what the Centre for Civic Innovation is also doing. The panel system has been wildly used by other cities and by the Commission for Architecture and the Built Environment in England (CABE). The Commission has experience with CABE and with panels in Sheffield and Newcastle.

[7] Glasgow International Place Exhibition 2028-2030

Glasgow has a long history of staging international events focused on the issues of the day. These stem from the 1888 International Exhibition of Science, Art and Industry, through 1901, 1911, 1938 (the Empire Exhibition), 1988 (the Glasgow Garden Festival), 1990 (European Capital of Culture), 2014 (Commonwealth Games).

The Glasgow Garden Festival of 1988 was the most successful of the five festivals held in the UK. Its exhibition themes (including water, plants and food, health and wellbeing, recreation and sport) were quite prescient in terms of today's zeitgeist – 2028 is the 40th anniversary. In 1990, Glasgow's tenure as European Capital of Culture was credited with broadening that festival, making it accessible to all – 2030 is its 40th anniversary.

Learning from Glasgow's legacy and from the *Internationale Bauaustellung* (International Building Exhibition) in Germany that celebrates the process of making as much as the end result itself, Glasgow should consider a two-year international dialogue where people are welcomed to Glasgow, meet with local people and those driving the just transition process that begins on the 40th anniversary of the Glasgow Garden Festival in 2028 and closes on the 40th anniversary of the European Capital of Culture when Glasgow celebrates progress towards and hopefully becomes a net-zero carbon city.

The beauty of the German model is that it needs no special site, no special budget, it is a process that celebrates and promotes what the city is doing anyway. There is marketing required but the Place Bureau could also act as the coordinating body for the place exhibition. Themes are easy to conceive – visits to the Clyde Climate Forest; the water projects of the Clyde (building on the Clyde in the Classroom); the architecture, design and delivery of low carbon homes across Glasgow; the urban food production of Glasgow. These are all happening now. These programmes could be given a significant boost by the proposed exhibition.

Action:

(i) Devise a process for the rolling exhibition that can be announced on the 35th anniversary of the Garden Festival in April 2023.

Endnotes

1. Acknowledgements

This work has been an engagement exercise around the topic of place in the City of Glasgow. It has run as a type of long-form charrette with periods of intense activity and periods of reflection through a pandemic, through lockdown and through a major international event in our city focused on the climate emergency – an existential threat for humankind. Over the last two years, the ground has shifted under our feet.

Many talented, creative, busy and influential people gave of their time to participate in, encourage and support the work of the Place Commission. The list begins, as it should, with the Commissioners who generously gave insight, experience and counsel and continues with the informal teams that were assembled for certain periods and certain tasks. These are followed by the individuals who engaged with the work and a list of the organisations they came from. Nobody said no – testament to the widespread interest in and affection for Glasgow and its people across Scotland, the UK and internationally.

A grateful and heartfelt thanks to you all.

The endnotes finish with a record of our sources.

Brian Evans, City Urbanist, Glasgow

2. Place Commission\ Team

Place Commissioners

Ann Allen – Chair Architecture & Design Scotland former Director of Estates, University of Glasgow
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Charles Campion – Partner, JTP Architects & Urbanists
Dr Linda de Caestecker – Director of Public Health, NHSGCC
Professor Brian Evans – Glasgow City Urbanist (Chair)
Professor Carol Tannahill – Director, Glasgow Centre for Population Health (2020 only)
Kevin Kane – Executive Director, Glasgow Economic Leadership Director at UoS
Rachel Tennant – Joint Chair Scotland's Landscape Alliance, former Chair of Landscape Institute Scotland
Dr Brian Veitch – Engineer, Former Director, ARUP

Place Commission – Core Team

Matthew Akerman – analyst, GIS (2022)
Christina Caldwell – organisational support (to October 2021)
Brian Evans – researcher, facilitator, writer, executive editor
Joseph Harvey – Economist/Planner, researcher, analyst
Jordan Howard – Urban Designer, analyst (2020)
Tom Inns (Cofink) – researcher, writer, facilitator
Cathy Johnston – City Urbanist Liaison & Coordination (to August 2020)
John Lord (YellowBook) – researcher, writer
Michelle McGuckin – Glasgow City Region Support
Sandra Neilson (Forty Design) – Graphic Design
Sarah Shaw – City Urbanist Liaison & Coordination (from August 2020)

A River Runs Through It:
River Clyde Charrette-Sprint – Core Team

Olivia Bennett – Buro Happold (Urban C:Lab)
Mairi Dean – Buro Happold
Brian Evans – City Urbanist, Glasgow School of Art
Lorraine Landels – Buro Happold
Emily McDonald – Buro Happold (Urban C:Lab)
Danny McKendry – Architecture & Design Scotland
Lucy Moore – Buro Happold (Urban C:Lab)
Lawrie Robertson – Buro Happold

Living In Glasgow:
A Journey To 2030 – Core Team

Brian Evans – City Urbanist
Tony Green – GCC, Videographer
Stephen McGowan – GCC, Housing & Regeneration
Matt McNulty – GCC, Housing & Regeneration
Michelle Mundie – GCC, Housing & Regeneration
Jodi Terras – GCC, Housing & Regeneration

3. Engagement\ Individuals

(C) – Place Commissioner

Eddy Adams
John Adamek
Karen Anderson
Husam Al Waer
Shahid Ali
Ann Allen (C)
Matthew Akerman
Fergus Anderson
Allan Atlee
Zeba Aziz
Laura Banks
Jude Barber (C)
Jack Barrie
Forbes Barron
Gordon Barbour
Irene Beautyman
Olivia Bennett
Mari Binnie
David Bookbinder
Duncan Booker
Chris Breslin
Lucy Bretelle
Grace Brown
Fiona Brown
Chris Burrows
Fiona Campbell
Charles Campion (C)
Audrey Carlin
Mathew Carmona
Sam Cassels
Matthew Chalmers
Heather Claridge
Zach Claudino
Carol Connolly
Alex Couling
Liam Davies
John Dawson
Reinier de Graaf
Mairi Dean
Clara Dineen
Iain Docherty
Sophia de Sousa
John Duffy
Katie Duffy
Derek Dunsyre
Gavin Elkins
Kit England
Raffaele Esposito
David Faichney
Andrew Fleming Brown
Patrick Flynn

Julia Frost
Zara Fuller
Christina Gaiger
Ken Gibb
Ian Gilzean
Nick Gant
Harjinder Gharyal
Rona Gibb
Lucy Gillie
David Grant
Noemi Giupponi
Dominic Hall
Jonathan Hall
David Hay
Stuart Hay
Joanne Hall
Peter Harford-Cross
Rachel Harford-Cross
Janette Harkess
Murray Henderson
Kathleen Hetrick
Bernadette Hewitt
Graham Hogg
Rachel Howlett
Max Hislop
Tom Inns
Deryck Irving
Carla Jenkins
Mark Johnson
Anne Johnstone
Kevin Kane (C)
Bruce Katz
Hannah Keane
Fanchea Kelly
Ross Kelly
Sean Vincent Kelly
Mary Kerr
Catriona Kinghorn
Janice Kirkpatrick
Jane Laiolo
Catherine Lambert
Lorraine Landels
Alex Laurenson
Diarmaid Lawlor
Gemma Lawrence
Ann Ledgerwood
Lisa LeGrove
Penny Lewis
Catriona Little
Fred London
John Lord

Kirsty Macari
Scott Macaulay
Jim Macdonald
Ranald MacInnes
Rebecca Madgin
Jill Malvenan
Poonam Malik
Steve Malone
Ian Manson
Iain Marley
Ross Martin
Stella Matko
Kenny McLean
Joanne McClelland
Emilie McDonald
Stevie McGowan
Michelle McGuckin
Neil McInroy
David McIntosh
Francis McKee
Danny McKendry
Maureen McKenna
Fraser McNaughton
Karen McNiven
Des McNulty
Matthew McNulty
Eryn McQuillan
Bernadette Monaghan
Lesley Moncrieff
Lucy Moore
Brian Morgan
Donald Morrison
Fiona Moss
Laura Mullen
Michelle Mundie
James Murray
Kevin Murray
Niall Murphy
Daisy Narayanan
Sissy O'Neil
Suranya Painter
Deborah Paton
Stuart Patrick
Joe Peach
Catherine Pearce
Katherine Pollard
Oliver Plunkett
Andre Pottinger
Julie Procter
Amy Rennie
Nick Ribbons

Lawrie Robertson
Rolf Roscher
Graham Ross
Kevin Rush
Marianne Scobie
Lisa Scott
Joseph Scott
Ben Scragg
Jeffrey Sharkey
Sarah Shaw
Alice Shay
Simon Smith
Anne Sikking
Paul Stallan
Karen Stevenson
Ian Stewart
Fraser Stewart
David Stewart
Deyan Sudjic
Paul Sweeney
Stuart Tait
Aurora Tallon
Rachael Tennant (C)
Jodi Terras
Tamsie Thompson
Mark Tomann
Maisie Tudge
Brian Veitch (C)
Dirk Visser
Miranda Webster
Stephen Willacy
Camilla Ween
Jeroen Zuidgeest

4. Engagement\ Organisations

Academy of Urbanism
After the Pandemic
Anthropocene Architecture School
Architecture & Design Scotland
Austin Smith Lord
Bartlett School, University College London
Blackwood Housing Association
Brookings Institute
Buro Happold
Buro Happold (Urban C:Lab)
Centre for Contemporary Arts
Centre for Local Economic Strategies, Manchester
City of Aarhus
CIVITAS
Climate Ready Clyde
Clydeplan
Clyde Gateway
Collective Architecture
Creative Carbon Scotland
Dundee University
EA International Consultants
ERZ
Paths for All
Fair Futures Partnership
Forth Valley College
GCC Centre for Civic Innovation
GCC City Centre & Avenues Project
GCC City Deal
GCC City Region Deal
GCC COP26 Team
GCC Education
GCC Housing and Regeneration
GCC Hubwest
GCC Metro Feasibility Project
GCC NRS – Liveable Neighbourhoods project
GCC NRS – Movement and Connectivity
GCC NRS – Planning and Building Standards
GCC Project Management & Design
GCC Regional Economic Development
GCC Urban Design Panel
GCV Green Network Partnership
Glasgow Chamber of Commerce
Glasgow City Heritage Trust
Glasgow Community Food Network
Glasgow Disability Alliance
Glasgow Economic Leadership Group
Glasgow Housing Association (Wheatley Group)
Glasgow Live
Glasgow Life
Glasgow School of Art, Directorate
Glasgow School of Art, Glasgow Urban Lab
Glasgow School of Art, Staff
Glasgow School of Art, Students
GLM

Gleeds
Graven Images
Green Action Trust
Greenspace Scotland
Harford-Cross Architects
Haus Collection
Historic Environment Scotland
Improvement Service
Landscape Institute Scotland
Health and Social Care Partnership
JLL
JTP Architects and Urbanists
Lateral North
Living Streets
Kevin Murray Associates
Metropolitan Glasgow Strategic Drainage Partnership
National Park City
NHS GGC Health Improvement and Equalities
Oberlanders
OMA
Planning Aid Scotland
Police Scotland
Royal Incorporation of Architects in Scotland
Royal Conservatoire of Scotland
Royal Conservatoire of Scotland, Directorate
Scott Sutherland School of Architecture
Scottish Canals, Regeneration and Development
Scottish Enterprise
Scottish Futures Trust
Scottish Infrastructure Commission
Scottish Land Commission
Scottish Natural Heritage
Scottish Government, Planning, Arch & Regen Division
Scottish Government, Inclusive Growth
Snook
South Seeds
SP Square CIC
St Enoch Centre
Stallan-Brand Architects
Studio for New Realities
Sustrans
SWG3
The Glasshouse, Design Engagement Charity
Threesixty Architecture
UN Economic Forum
University of Brighton
University of Glasgow
University of Stirling
University of Strathclyde, Estates
University of Strathclyde, Students
Wasps Studios
WhY Architects
Young Urbanists
Zero Waste Scotland

5. Reading & Research

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6. Plans, Policies and Strategies

Scale	Title	Author	Format	Topic
National	National Performance Framework (Refresh)	ScotGov	Plan/Policy/Strategy	Governance
National	Scotland's Wellbeing – Delivering the National Outcomes	ScotGov	Plan/Policy/Strategy	Governance
National	The Government's Programme for Scotland	ScotGov	Plan/Policy/Strategy	Governance
National	Scottish Government National Planning Framework 3	ScotGov	Plan/Policy/Strategy	Planning + Place
National	Scottish Government National Planning Framework 4 Position Statement	ScotGov	Plan/Policy/Strategy	Planning + Place
National	Scottish Government Draft National Planning Framework 4	ScotGov	Plan/Policy/Strategy	Planning + Place
National	Creating Places	ScotGov	Plan/Policy/Strategy	Planning + Place
National	Designing Streets	ScotGov	Plan/Policy/Strategy	Planning + Place
National	Planning Advice Note 77: Designing Safer Places	ScotGov	Plan/Policy/Strategy	Planning + Place
National	Green Infrastructure Design and Placemaking	ScotGov	Plan/Policy/Strategy	Planning + Place
National	Draft Advice on Net Economic Benefit and Planning	ScotGov	Plan/Policy/Strategy	Planning + Place
National	A Guide to Development Viability	ScotGov	Plan/Policy/Strategy	Planning + Place
National	Transforming Places Together: Scotland's Digital Strategy for Planning	ScotGov	Plan/Policy/Strategy	Planning + Place
National	Planning (Scotland) Act 2019	ScotGov	Law	Planning + Place
National	Scottish Cities Alliance	ScotGov	Project/Workstream	Planning + Place
National	Scotland's Agenda for Cities	ScotGov	Plan/Policy/Strategy	Planning + Place
National	The Place Principle	ScotGov	Principle	Planning + Place
National	Our Place in Time: the Historic Environment Strategy for Scotland	ScotGov	Plan/Policy/Strategy	Planning + Place
National	Housing to 2040: Draft Vision and Principles	ScotGov	Plan/Policy/Strategy	Planning + Place
National	National Marine Plan	ScotGov	Plan/Policy/Strategy	Planning + Place
National	Achieving a Sustainable Future: Regeneration Strategy	ScotGov	Plan/Policy/Strategy	Planning + Place
National	Infrastructure Investment Plan	ScotGov	Plan/Policy/Strategy	Economy
National	National Mission Local Impact: Infrastructure Investment Plan 2022-2026	ScotGov	Plan/Policy/Strategy	Economy
National	Making Things Last: A Circular Economy Strategy for Scotland	ScotGov	Plan/Policy/Strategy	Economy
National	The Government Economic Strategy	ScotGov	Plan/Policy/Strategy	Economy
National	Scotland's Economic Strategy	ScotGov	Plan/Policy/Strategy	Economy
National	Towards a Robust, Resilient Wellbeing Economy for Scotland	ScotGov	Plan/Policy/Strategy	Economy
National	Scotland's Digital Future	ScotGov	Plan/Policy/Strategy	Economy
National	Digital Strategy Update	ScotGov	Plan/Policy/Strategy	Economy
National	Global Scotland: Trade and Investment Strategy 2016-2021	ScotGov	Plan/Policy/Strategy	Economy
National	Scotland's Labour Market Strategy	ScotGov	Plan/Policy/Strategy	Economy
National	Scotland's Social Enterprise Strategy: 2016-2026	ScotGov	Plan/Policy/Strategy	Economy
National	Strategy Action Plan for Women in Enterprise	ScotGov	Plan/Policy/Strategy	Economy
National	STEM Education and Training Strategy	ScotGov	Plan/Policy/Strategy	Economy
National	A Manufacturing Future for Scotland: Action Plan	ScotGov	Plan/Policy/Strategy	Economy
National	Developing the Young Workforce: Scotland's Youth Employment Strategy	ScotGov	Plan/Policy/Strategy	Economy
National	Scotland CAN DO: An Innovation Action Plan for Scotland	ScotGov	Plan/Policy/Strategy	Economy
National	Scottish Technology Ecosystem: Review	Ind.	Plan/Policy/Strategy	Economy
National	Climate Change (Scotland) Act 2009	ScotGov	Law	Energy + Climate
National	Climate Change (Emissions Reduction Targets) (Scotland) Act 2019	ScotGov	Law	Energy + Climate
National	Low Carbon Scotland: Meeting Our Emissions Reduction Targets 2013-2027	ScotGov	Plan/Policy/Strategy	Energy + Climate
National	The Future of Energy in Scotland: Scottish Energy Strategy	ScotGov	Plan/Policy/Strategy	Energy + Climate
National	Energy Efficient Scotland: Routemap	ScotGov	Plan/Policy/Strategy	Energy + Climate
National	2020 Challenge for Scotland's Biodiversity	ScotGov	Plan/Policy/Strategy	Environment + Climate
National	The Environment Strategy for Scotland	ScotGov	Plan/Policy/Strategy	Environment + Climate
National	Climate Ready Scotland: Climate Change Adaptation Programme 2019-2024	ScotGov	Plan/Policy/Strategy	Environment + Climate
National	Active Scotland Delivery Plan	ScotGov	Plan/Policy/Strategy	Communities
National	Community Empowerment (Scotland) Act 2015	ScotGov	Law	Communities
National	A Culture Strategy for Scotland	ScotGov	Plan/Policy/Strategy	Culture + Sport
National	National Transport Strategy 2	TS	Plan/Policy/Strategy	Transport + Infra.
National	National Transport Strategy 2 - Delivery Plan 2020-2022	TS	Plan/Policy/Strategy	Transport + Infra.
National	Sport for Life: A Vision for Sport in Scotland	SportScot	Plan/Policy/Strategy	Culture + Sport
National	Principles for Community Empowerment	AudScot	Plan/Policy/Strategy	Communities
National	If Not Now, When? - Social Renewal Advisory Board Report	Ind.	Plan/Policy/Strategy	Society, Health + Care
National	The Report of the Citizens' Assembly of Scotland	Ind.	Plan/Policy/Strategy	Society, Health + Care

Scale	Name	Body	Type	Category
National	National Standards for Community Engagement	Ind.	Plan/Policy/Strategy	Communities
National	Infrastructure Commission for Scotland Phase 1: Key Findings Report	Ind.	Plan/Policy/Strategy	Transport + Infra.
National	Infrastructure Commission for Scotland Phase 2: Delivery Findings Report	Ind.	Plan/Policy/Strategy	Transport + Infra.
National	Just Transition Commission Interim Report	Ind.	Plan/Policy/Strategy	Society, Health + Care
National	Just Transition Commission: Advice on a Green Recovery	Ind.	Plan/Policy/Strategy	Society, Health + Care
National	The Commission of the Future Delivery of Public Services	Ind.	Plan/Policy/Strategy	Governance
National	Renewing Scotland's Public Services: Priorities for Reform	Ind.	Plan/Policy/Strategy	Governance
National	A New Future for Scotland's Town Centres: TCAP Review Group Report	Ind.	Plan/Policy/Strategy	Planning + Place
Regional	Clydeplan Strategic Development Plan	Clydeplan	Plan/Policy/Strategy	Planning + Place
Regional	Economic Outlook & Scenarios for the GCV Region 2013-2038	Clydeplan	Plan/Policy/Strategy	Economy
Regional	Glasgow City Region Indicative Regional Spatial Strategy	GCR	Plan/Policy/Strategy	Planning + Place
Regional	Recover Rebuild Renew GCR COVID-19 Economic Recovery Plan	GCR	Plan/Policy/Strategy	Economy
Regional	Clyde Mission	ScotGov	Regeneration Initiative	Planning + Place
Regional	Glasgow City Region Metro Feasibility Study	GCR	Plan/Policy/Strategy	Transport + Infra.
Regional	Glasgow City Region Economic Strategy 2021-2030	GCR	Plan/Policy/Strategy	Economy
Regional	Glasgow City Region Economic Strategy 2017-2035	GCR	Plan/Policy/Strategy	Economy
Regional	Glasgow City Region Economic Action Plan	GCR	Plan/Policy/Strategy	Economy
Regional	Glasgow City Region Tourism Strategy Action Plan (2018-2023)	GCR	Plan/Policy/Strategy	Culture + Sport
Regional	A Green Network Strategy for the Glasgow City Region	GCVGN	Plan/Policy/Strategy	Environment + Climate
Regional	Green Network: The Blueprint	GCVGN	Plan/Policy/Strategy	Environment + Climate
Regional	Planning for Green Infrastructure	GCVGN	Plan/Policy/Strategy	Environment + Climate
Regional	Regional Transport Strategy for West of Scotland 2008-2021	SPT	Plan/Policy/Strategy	Transport + Infra.
Regional	Regional Transport Strategy Delivery Plan 2018/19 - 2020/21	SPT	Plan/Policy/Strategy	Transport + Infra.
Regional	Regional Transport Strategy for West of Scotland 2022-2037	SPT	Plan/Policy/Strategy	Transport + Infra.
Regional	Glasgow City Region Climate Adaptation Strategy and Action Plan	CRC	Plan/Policy/Strategy	Environment + Climate
City	Glasgow City Council Strategic Plan 2017-2022	GCC	Plan/Policy/Strategy	Governance
City	Glasgow City Development Plan	GCC	Plan/Policy/Strategy	Planning + Place
City	Open Space Strategy	GCC	Plan/Policy/Strategy	Planning + Place
Area	River Clyde Development Corridor SDF	GCC	Supplementary Guidance	Planning + Place
Area	Govan Partick SDF	GCC	Supplementary Guidance	Planning + Place
Area	City Centre SDF	GCC	Supplementary Guidance	Planning + Place
Area	Glasgow North SDF	GCC	Supplementary Guidance	Planning + Place
Area	Greater Easterhouse SDF	GCC	Supplementary Guidance	Planning + Place
Area	Inner East SDF	GCC	Supplementary Guidance	Planning + Place
Area	Drumchapel LDF	GCC	Supplementary Guidance	Planning + Place
Area	Pollok LDF	GCC	Supplementary Guidance	Planning + Place
Area	South Central LDF	GCC	Supplementary Guidance	Planning + Place
City	Supplementary Guidance 1: Placemaking Part 1	GCC	Supplementary Guidance	Planning + Place
City	Supplementary Guidance 1: Placemaking Part 2	GCC	Supplementary Guidance	Planning + Place
City	Interim Supplementary Guidance 3: Economic Development	GCC	Supplementary Guidance	Planning + Place
City	Supplementary Guidance 4: Network of Centres	GCC	Supplementary Guidance	Planning + Place
City	Supplementary Guidance 5: Resource Management	GCC	Supplementary Guidance	Planning + Place
City	Interim Supplementary Guidance 6: Green Belt and Green Network	GCC	Supplementary Guidance	Planning + Place
City	Supplementary Guidance 8: Water Environment	GCC	Supplementary Guidance	Planning + Place
City	Supplementary Guidance 9: Historic Environment	GCC	Supplementary Guidance	Planning + Place
City	Supplementary Guidance 10: Meeting Housing Needs	GCC	Supplementary Guidance	Planning + Place
City	Supplementary Guidance 11: Sustainable Transport	GCC	Supplementary Guidance	Planning + Place
City	Interim Supplementary Guidance 12: Delivering Development	GCC	Supplementary Guidance	Planning + Place
Area	Bridgeton Cross Conservation Area Appraisal	GCC	Area Appraisal	Planning + Place
Area	Broomhill Conservation Area Appraisal	GCC	Area Appraisal	Planning + Place
Area	Crosshill Cross Conservation Area Appraisal	GCC	Area Appraisal	Planning + Place
Area	East Pollokshields Conservation Area Appraisal	GCC	Area Appraisal	Planning + Place
Area	Glasgow Central Conservation Area Appraisal	GCC	Area Appraisal	Planning + Place
Area	Glasgow West Conservation Area Appraisal	GCC	Area Appraisal	Planning + Place
Area	Govan Conservation Area Appraisal	GCC	Area Appraisal	Planning + Place
Area	Hazelwood Conservation Area Appraisal	GCC	Area Appraisal	Planning + Place
Area	Parkhead Cross Conservation Area Appraisal	GCC	Area Appraisal	Planning + Place
Area	Pollok Park Conservation Area Appraisal	GCC	Area Appraisal	Planning + Place
Area	Shawlands Cross Conservation Area Appraisal	GCC	Area Appraisal	Planning + Place
Area	Strathbungo Conservation Area Appraisal	GCC	Area Appraisal	Planning + Place
Area	Victoria Park Conservation Area Appraisal	GCC	Area Appraisal	Planning + Place
Area	Walmer Crescent Conservation Area Appraisal	GCC	Area Appraisal	Planning + Place
Area	West Pollokshields Conservation Area Appraisal	GCC	Area Appraisal	Planning + Place
Area	Woodlands Conservation Area Appraisal	GCC	Area Appraisal	Planning + Place
Area	Park Conservation Area Appraisal	GCC	Area Appraisal	Planning + Place
Area	Carmunnock Conservation Area Appraisal	GCC	Area Appraisal	Planning + Place
Area	Dennistoun Conservation Area Appraisal	GCC	Area Appraisal	Planning + Place
Area	Millbrae Conservation Area Appraisal	GCC	Area Appraisal	Planning + Place
Area	Scotstoun Conservation Area Appraisal	GCC	Area Appraisal	Planning + Place
Area	Snuffmill Conservation Area Appraisal	GCC	Area Appraisal	Planning + Place
Area	St Vincent Crescent Conservation Area Appraisal	GCC	Area Appraisal	Planning + Place
Area	Draft Dumbreck Conservation Area Appraisal	GCC	Area Appraisal	Planning + Place
Area	Draft Newlands Conservation Area Appraisal	GCC	Area Appraisal	Planning + Place
City	Design Guide for Repair and Replacement of Windows	GCC	Supplementary Guidance	Planning + Place
City	Residential Design Guide for New Residential Areas	GCC	Supplementary Guidance	Planning + Place
Area	Byres Road Placemaking Report	GCC	Regeneration Initiative	Planning + Place
Area	Calton Barras Action Plan	GCC	Regeneration Initiative	Planning + Place
Area	Cowglen Spatial Masterplan	GCC	Regeneration Initiative	Planning + Place
Area	East End Local Development Strategy	GCC	Regeneration Initiative	Planning + Place
Area	Maryhill Town Centre Action Plan	GCC	Regeneration Initiative	Planning + Place
Area	Shawlands Town Centre Action Plan	GCC	Regeneration Initiative	Planning + Place
Area	Glasgow Town Centre Action Programme Grant Fund	GCC	Project/Workstream	Planning + Place
City	Core Paths Plan	GCC	Plan/Policy/Strategy	Planning + Place
Area	Canal Action Plan 2021-2026	GCRP	Plan/Policy/Strategy	Planning + Place
City	Glasgow Spaces for People	GCC	Project/Workstream	Connectivity + Place
Area	Connecting Woodside	GCC	Project/Workstream	Connectivity + Place
Area	Glasgow Low Emissions Zone	GCC	Project/Workstream	Connectivity + Place
City	Glasgow's Strategic Plan for Cycling 2016-2025	GCC	Plan/Policy/Strategy	Connectivity + Place
City	Public Conversation on Glasgow's Transport Future: Main Report of Findings	GCC	Plan/Policy/Strategy	Connectivity + Place
City	Glasgow Transport Strategy	GCC	Plan/Policy/Strategy	Connectivity + Place
Area	City Centre Transformation Plan (Draft)	GCC	Plan/Policy/Strategy	Connectivity + Place
City	Liveable Neighbourhoods Toolkit	GCC	Plan/Policy/Strategy	Connectivity + Place
Area	Liveable Neighbourhoods Tranche 1	GCC	Project/Workstream	Connectivity + Place
City	Glasgow's Active Travel Strategy 2022-2031	GCC	Plan/Policy/Strategy	Connectivity + Place
City	Secure On Street Cycle Parking Scheme	GCC	Project/Workstream	Connectivity + Place
Area	City Deal Avenues	GCC	Project/Workstream	City Deal Glasgow
Area	City Deal Canal and North Gateway	GCC	Project/Workstream	City Deal Glasgow
Area	City Deal Collegelands Calton Barras	GCC	Project/Workstream	City Deal Glasgow
Area	Labour Market	GCC	Project/Workstream	City Deal Glasgow
Area	Metropolitan Glasgow Strategy Drainage Partnership	GCC	Project/Workstream	City Deal Glasgow
Area	City Deal Sighthill TRA	GCC	Project/Workstream	City Deal Glasgow
Area	Tontine Innovation	GCC	Project/Workstream	City Deal Glasgow
Area	Waterfront and West End Innovation Quarter	GCC	Project/Workstream	City Deal Glasgow
Area	Glasgow City Centre Strategy and Action Plan 2014–19	GCC	Plan/Policy/Strategy	City Centre
Area	Glasgow City Centre Transport Strategy 2014-2024	GCC	Plan/Policy/Strategy	City Centre
Area	Glasgow City Centre Recovery Plan 2022-2024	GCC	Plan/Policy/Strategy	City Centre
Area	Glasgow City Centre Living Strategy Vision 2035	GCC	Plan/Policy/Strategy	City Centre
Area	Sauchiehall and Garnethill District Regeneration Framework	GCC	Plan/Policy/Strategy	City Centre
Area	Broomielaw District Regeneration Framework	GCC	Plan/Policy/Strategy	City Centre
Area	St Enoch District Regeneration Framework	GCC	Plan/Policy/Strategy	City Centre
Area	Central District Regeneration Framework	GCC	Plan/Policy/Strategy	City Centre
Area	Blythswood District Regeneration Framework	GCC	Plan/Policy/Strategy	City Centre
Area	Merchant City District Regeneration Framework	GCC	Plan/Policy/Strategy	City Centre
Area	Learning Quarter District Regeneration Framework	GCC	Plan/Policy/Strategy	City Centre
Area	Townhead District Regeneration Framework	GCC	Plan/Policy/Strategy	City Centre
Area	Cowcaddens District Regeneration Framework	GCC	Plan/Policy/Strategy	City Centre
Area	Glasgow Begging Strategy: Action Plan 2020-2025	GCC	Plan/Policy/Strategy	City Centre
Area	Retail/Nighttime Economy Strategy	GCC	Plan/Policy/Strategy	City Centre
Area	Public Realm and Design Guidance	GCC	Plan/Policy/Strategy	City Centre

Area	Wayfinding Strategy	GCC	Plan/Policy/Strategy	City Centre
Area	City Centre Outdoor Café Policy	GCC	Plan/Policy/Strategy	City Centre
Area	High Street Area Strategy 2019-2023	GCC	Plan/Policy/Strategy	City Centre
Area	Lane Strategy for Glasgow City Centre	GCC	Plan/Policy/Strategy	City Centre
Area	Autism Aware Glasgow	GCC	Plan/Policy/Strategy	City Centre
Area	Child Safe	GCC	Plan/Policy/Strategy	City Centre
Area	Busking Policy	GCC	Plan/Policy/Strategy	City Centre
City	A Fifty-Year Vision for the Future – Future Glasgow 2011-2061	GCC	Plan/Policy/Strategy	Economy
City	Centre for Civic Innovation	CCI	Project/Workstream	Planning + Place
City	Glasgow Economic Strategy 2022-2030	GCC	Plan/Policy/Strategy	Economy
City	Glasgow Economic Strategy 2016-2023 Refresh	GCC	Plan/Policy/Strategy	Economy
City	Glasgow Investment Strategy and Action Plan 2019-23	GCC	Plan/Policy/Strategy	Economy
City	Social Enterprise Strategy for Glasgow 2018-2028	GCC	Plan/Policy/Strategy	Economy
City	ERDF Business Growth	GCC	Project/Workstream	Economy
City	Exporting Priorities	GCC	Project/Workstream	Economy
City	Digital Glasgow Strategy	GCC	Plan/Policy/Strategy	Economy
Area	International Financial Services District	GCC	Project/Workstream	Economy
City	Glasgow Film Office	GCC	Project/Workstream	Economy
City	Building a Future City: Future City Glasgow Evaluation Report	GCC	Plan/Policy/Strategy	Future City Glasgow
City	Open Glasgow End Stage Report	GCC	Plan/Policy/Strategy	Future City Glasgow
City	Energy Efficiency End Stage Report	GCC	Plan/Policy/Strategy	Future City Glasgow
City	Integrated Social Transport End Stage Report	GCC	Plan/Policy/Strategy	Future City Glasgow
City	Intelligent Street Lighting End Stage Report	GCC	Plan/Policy/Strategy	Future City Glasgow
City	Active Travel End Stage Report	GCC	Plan/Policy/Strategy	Future City Glasgow
City	Our Resilient Glasgow Strategy	GCC	Plan/Policy/Strategy	Sustainability + Climate
City	City Resilience Framework	GCC	Plan/Policy/Strategy	Sustainability + Climate
City	Our Resilient Glasgow - A Conversation Draft	GCC	Plan/Policy/Strategy	Sustainability + Climate
City	Climate Emergency Implementation Plan	GCC	Plan/Policy/Strategy	Sustainability + Climate
City	Circular Economy Routemap for Glasgow	GCC	Plan/Policy/Strategy	Sustainability + Climate
City	Let's Grow Together - Glasgow Food Growing Strategy 2020-2025	GCC	Plan/Policy/Strategy	Sustainability + Climate
City	Glasgow's Housing Strategy 2017-2022	GCC	Plan/Policy/Strategy	Housing + Regen
City	Glasgow Affordable Housing Supply Programme	GCC	Plan/Policy/Strategy	Housing + Regen
City	Glasgow Strategic Housing Investment Plan 2022-2027	GCC	Plan/Policy/Strategy	Housing + Regen
City	Pre-1919 Tenement Housing Stock Review	GCC	Project/Workstream	Housing + Regen
City	The Glasgow Standard	GCC	Plan/Policy/Strategy	Housing + Regen
City	Housing Contribution Statement	GCC	Plan/Policy/Strategy	Housing + Regen
City	Affordable Warmth Strategy	GCC	Plan/Policy/Strategy	Housing + Regen
City	Rapid Rehousing Transition Plan	GCC	Plan/Policy/Strategy	Housing + Regen
City	Empty Homes Strategy	GCC	Plan/Policy/Strategy	Housing + Regen
Area	Ibrox/Cessnock Housing Regeneration Strategy	GCC	Plan/Policy/Strategy	Housing + Regen
City	Local Heat and Energy Efficiency Strategy	GCC	Plan/Policy/Strategy	Housing + Regen
City	Housing Need & Demand Assessment (HNDA)	GCC	Plan/Policy/Strategy	Housing + Regen
Area	Gallowgate Transformation Regeneration Area (TRA)	GCC	Regeneration Initiative	Housing + Regen
Area	Laurieston Transformation Regeneration Area (TRA)	GCC	Regeneration Initiative	Housing + Regen
Area	Maryhill Transformation Regeneration Area (TRA)	GCC	Regeneration Initiative	Housing + Regen
Area	North Toryglen Transformation Regeneration Area (TRA)	GCC	Regeneration Initiative	Housing + Regen
Area	Pollokshaws Transformation Regeneration Area (TRA)	GCC	Regeneration Initiative	Housing + Regen
Area	Sighthill Transformation Regeneration Area (TRA)	GCC	Regeneration Initiative	Housing + Regen
Area	Red Road/Barmulloch Transformation Regeneration Area (TRA)	GCC	Regeneration Initiative	Housing + Regen
Area	East Govan/Ibrox Transformation Regeneration Area (TRA)	GCC	Regeneration Initiative	Housing + Regen
Area	Oatlands Regeneration	GCC	Regeneration Initiative	Housing + Regen
Area	Cowlairs Regeneration	GCC	Regeneration Initiative	Housing + Regen
City	Property and Land Strategy 2019-2029	GCC	Plan/Policy/Strategy	Property + Land
City	Community Assets Plan 2019-2029	GCC	Plan/Policy/Strategy	Property + Land
City	Vacant and Derelict Land Plan 2019-2029 (Draft)	GCC	Plan/Policy/Strategy	Property + Land
City	Built Heritage Assets Plan 2019-2029 (Draft)	GCC	Plan/Policy/Strategy	Property + Land
City	Resource and Recylcing Strategy 2020-2030	GCC	Plan/Policy/Strategy	Waste + Cleansing
City	Tackling Glasgow's Waste: Strategy & Action Plan 2015- 2020	GCC	Plan/Policy/Strategy	Waste + Cleansing
City	2010 Wate Strategy Review of Key Actions	GCC	Plan/Policy/Strategy	Waste + Cleansing
City	Road Asset Management Plan	GCC	Plan/Policy/Strategy	Transport + Infra.
City	Road Asset Management Plan 2021-2026	GCC	Plan/Policy/Strategy	Transport + Infra.
City	Fleet Strategy 2020-2030	GCC	Plan/Policy/Strategy	Transport + Infra.

City	Road Infrastructure Annual Status and Options Report	GCC	Plan/Policy/Strategy	Transport + Infra.
City	Glasgow Ecological Emergency Working Group Report	GCC	Plan/Policy/Strategy	Environment
City	Local Biodiversity Action Plan	GCC	Plan/Policy/Strategy	Environment
City	Local Biodiversity Action Plan Implementation Plan 2018-2023	GCC	Plan/Policy/Strategy	Environment
City	Glasgow Biodiversity Duty Report	GCC	Plan/Policy/Strategy	Environment
City	Glasgow Pollinator Plan 2017-2027	GCC	Plan/Policy/Strategy	Environment
City	Habitat Action Plans	GCC	Plan/Policy/Strategy	Environment
City	Species Action Plans	GCC	Plan/Policy/Strategy	Environment
City	Our Dear Green Place: A Vision for Glasgow's Parks and Greenspaces	GCC	Plan/Policy/Strategy	Parks + Open Space
City	Parks & Open Spaces Best Value Review and Implementation Plan	GCC	Plan/Policy/Strategy	Parks + Open Space
Area	Alexandra Park Management Plan 2015-2020	GCC	Plan/Policy/Strategy	Parks + Open Space
Area	Auchinlea Park Management Plan 2013-2018	GCC	Plan/Policy/Strategy	Parks + Open Space
Area	Bellahouston Park Management Plan 2016-2019	GCC	Plan/Policy/Strategy	Parks + Open Space
Area	Cathkin Braes Country Park Management Plan	GCC	Plan/Policy/Strategy	Parks + Open Space
Area	Dams to Darnley Country Park	GCC	Plan/Policy/Strategy	Parks + Open Space
Area	Glasgow Botanic Gardens Management Plan 2016-2019	GCC	Plan/Policy/Strategy	Parks + Open Space
Area	Glasgow Green Management Plan 2016-2019	GCC	Plan/Policy/Strategy	Parks + Open Space
Area	Hogganfield Park and LNR Park Management Plan 2013-2018	GCC	Plan/Policy/Strategy	Parks + Open Space
Area	Kelvingrove Park Management Plan 2016-2019	GCC	Plan/Policy/Strategy	Parks + Open Space
Area	Linn Park and LNR Management Plan 2013-2018	GCC	Plan/Policy/Strategy	Parks + Open Space
Area	Transforming Pollok Country Park	GCC	Plan/Policy/Strategy	Parks + Open Space
Area	Queen's Park Management Plan 2011-2016	GCC	Plan/Policy/Strategy	Parks + Open Space
Area	Richmond Park Design Brief	GCC	Plan/Policy/Strategy	Parks + Open Space
Area	Seven Lochs Wetland Park Vision and Masterplan	GCC	Plan/Policy/Strategy	Parks + Open Space
Area	Tollcross Park Management Plan 2013-2018	GCC	Plan/Policy/Strategy	Parks + Open Space
Area	Victoria Park Management Plan 2013-2018	GCC	Plan/Policy/Strategy	Parks + Open Space
Area	Auchinlea Park Walking/Heritage Trail	GCC	Walking/Heritage Trail	Parks + Open Space
Area	Bellahouston Park Walking/Heritage Trail	GCC	Walking/Heritage Trail	Parks + Open Space
Area	Botanic Gardens Walking/Heritage Trail	GCC	Walking/Heritage Trail	Parks + Open Space
Area	Bridgeton Walking/Heritage Trail	GCC	Walking/Heritage Trail	Parks + Open Space
Area	Calton Walking/Heritage Trail	GCC	Walking/Heritage Trail	Parks + Open Space
Area	Cathkin Braes Walking/Heritage Trail	GCC	Walking/Heritage Trail	Parks + Open Space
Area	Carmunnock Coppice Woodland Walking/Heritage Trail	GCC	Walking/Heritage Trail	Parks + Open Space
Area	Craigton Cemetery Walking/Heritage Trail	GCC	Walking/Heritage Trail	Parks + Open Space
Area	Crookston Heritage Trail Walking/Heritage Trail	GCC	Walking/Heritage Trail	Parks + Open Space
Area	Elder Park Walking/Heritage Trail	GCC	Walking/Heritage Trail	Parks + Open Space
Area	George Square Walking/Heritage Trail	GCC	Walking/Heritage Trail	Parks + Open Space
Area	Glasgow Green Walking/Heritage Trail	GCC	Walking/Heritage Trail	Parks + Open Space
Area	Glasgow Necropolis Walking/Heritage Trail	GCC	Walking/Heritage Trail	Parks + Open Space
Area	Kelvingrove Park Walking/Heritage Trail	GCC	Walking/Heritage Trail	Parks + Open Space
Area	Langside Walking/Heritage Trail	GCC	Walking/Heritage Trail	Parks + Open Space
Area	Parkhead Walking/Heritage Trail	GCC	Walking/Heritage Trail	Parks + Open Space
Area	Pollok Country Park Walking/Heritage Trail	GCC	Walking/Heritage Trail	Parks + Open Space
Area	Pollokshaws Walking/Heritage Trail	GCC	Walking/Heritage Trail	Parks + Open Space
Area	Queen's Park Walking/Heritage Trail	GCC	Walking/Heritage Trail	Parks + Open Space
Area	Sandymount Necropolis Walking/Heritage Trail	GCC	Walking/Heritage Trail	Parks + Open Space
Area	Springburn Park Walking/Heritage Trail	GCC	Walking/Heritage Trail	Parks + Open Space
Area	St Mungo Walking/Heritage Trail	GCC	Walking/Heritage Trail	Parks + Open Space
Area	Stewart Memorial Fountain Walking/Heritage Trail	GCC	Walking/Heritage Trail	Parks + Open Space
Area	Tollcross Park Walking/Heritage Trail	GCC	Walking/Heritage Trail	Parks + Open Space
Area	Victoria Park Walking/Heritage Trail	GCC	Walking/Heritage Trail	Parks + Open Space
Area	Medieval City Trail	GCC	Walking/Heritage Trail	Parks + Open Space
Area	Clyde Bridges	GCC	Walking/Heritage Trail	Parks + Open Space
Area	WW1 North Trail	GCC	Walking/Heritage Trail	Parks + Open Space
Area	WW1 South Trail	GCC	Walking/Heritage Trail	Parks + Open Space
Area	WW1 East Walk	GCC	Walking/Heritage Trail	Parks + Open Space
Area	WW1 Central Walk	GCC	Walking/Heritage Trail	Parks + Open Space
City	GCC City Charter (Citizens Vision for the City)	GCC	Review/Report	Governance
City	A Well Governed City that Listens and Responds Thematic Report	GCC	Review/Report	Governance
City	Glasgow Life Business Plan 2020-2021	GL	Plan/Policy/Strategy	Governance

City	Glasgow's Tourism and Visitor Plan to 2023	GL	Plan/Policy/Strategy	Culture + Sport
City	A Legacy Framework for Glasgow's Sport & Physical Activity	GL	Plan/Policy/Strategy	Culture + Sport
City	Glasgow Culture Plan (Draft)	GL	Plan/Policy/Strategy	Culture + Sport
City	Creative Communities: Artists in Residence	GL	Project/Workstream	Culture + Sport
City	Vision for Glasgow Libraries	GL	Plan/Policy/Strategy	Culture + Sport
City	Glasgow's Events Strategy	GL	Plan/Policy/Strategy	Culture + Sport
City	Glasgow's Community Learning and Development Plan 2018-2021	GL	Plan/Policy/Strategy	Communities
City	Gaelic Arts Strategy 2018-2022	GL	Plan/Policy/Strategy	Culture + Sport
City	Financial Inclusion Strategy 2020-2025	GCC	Plan/Policy/Strategy	Communities
City	Glasgow Health and Inequality Commission	GHSCP	Plan/Policy/Strategy	Society, Health + Care
City	Glasgow Health Commission	GHSCP	Plan/Policy/Strategy	Society, Health + Care
City	Strategic Plan for Glasgow City HSCP 2019-2022	GHSCP	Plan/Policy/Strategy	Society, Health + Care
Area	North East Locality Plan 2019-22	GHSCP	Plan/Policy/Strategy	Society, Health + Care
Area	North West Locality Plan 2019-22	GHSCP	Plan/Policy/Strategy	Society, Health + Care
Area	South Locality Plan 2019-22	GHSCP	Plan/Policy/Strategy	Society, Health + Care
City	Glasgow Community Plan	GCPP	Plan/Policy/Strategy	Communities
City	Glasgow Community Plan: Community Action Plan 2018-20	GCPP	Plan/Policy/Strategy	Communities
City	Single Outcome Agreement	GCPP	Plan/Policy/Strategy	Communities
Area	Drumchapel Locality Plan	GCPP	Plan/Policy/Strategy	Communities
Area	Easterhouse Locality Plan	GCPP	Plan/Policy/Strategy	Communities
Area	Gorbals Locality Plan	GCPP	Plan/Policy/Strategy	Communities
Area	Govan Locality Plan	GCPP	Plan/Policy/Strategy	Communities
Area	Govanhill Locality Plan	GCPP	Plan/Policy/Strategy	Communities
Area	Lambhill Milton Locality Plan	GCPP	Plan/Policy/Strategy	Communities
Area	Parkhead Dalmarnock Camlachie Locality Plan	GCPP	Plan/Policy/Strategy	Communities
Area	Priesthill Househillwood Locality Plan	GCPP	Plan/Policy/Strategy	Communities
Area	Ruchill Possilpark Locality Plan	GCPP	Plan/Policy/Strategy	Communities
Area	Springboig Barlanark Locality Plan	GCPP	Plan/Policy/Strategy	Communities
City	Glasgow City Food Plan 2021-2031	GCPP	Plan/Policy/Strategy	Environment
City	Connecting Glasgow: Phase 1 Report	CC	Plan/Policy/Strategy	Transport + Infra.
City	Connecting Glasgow: Phase 2 Report	CC	Plan/Policy/Strategy	Transport + Infra.
City	Glasgow Economic Commission Final Report and Recommendations	GEP	Plan/Policy/Strategy	Economy
City	Towards a Business Story for Glasgow: Preliminary Analysis & Benchmarking	Business of Cities	Plan/Policy/Strategy	Economy

7. Place Policy

Contents

Glasgow City Region

Clydeplan Strategic Development Plan

https://www.clydeplan-sdpa.gov.uk/
imagesApprovedPlanHighRes.pdf

Adopted in 2017

Timeframe: 2016-2036

The current statutory planning document for the Glasgow City Region, developed by the Glasgow and Clyde Valley Strategic Development Planning Authority Joint Committee (comprised of the eight local authorities of East Dunbartonshire, East Renfrewshire, Glasgow City, Inverclyde, North Lanarkshire, Renfrewshire, South Lanarkshire, and West Dunbartonshire Councils).

As part of the Planning (Scotland) Act 2006 Strategic Development Plans are required for the four largest city regions in Scotland.

The Strategic Development Plans set the framework for Local Development Plans and deal with region-wide issues that cross boundaries of council areas such as housing, transport, water supply and management, and strategic green networks/ green belts.

The Clydeplan Background Report (2016) provides an evidence base and economic outlook for the Glasgow Clyde Valley Region (https://www.clydeplan-sdpa.gov.uk/docman/current-plan-july-2017-background-reports/67-background-report-1-economic-outlook-and-scenarios-for-the-glasgow-and-clyde-valley-city-region-2013-2038/file)

Glasgow City Region Indicative Regional Spatial Strategy

https://glasgow.gov.uk/councillorsandcommittees/viewSelectedDocument.asp?c=P62AFQDNDXT181NT81

Approved June 2020

The Planning (Scotland) Act 2019 saw the removal of the statutory duty on the Glasgow City Region's local authorities to prepare a Strategic Development Plan which was replaced with a duty to prepare a Regional Spatial Strategy (RSS). To assist in the preparation of NPF4, the Scottish Government asked local authorities to produce an indicative RSS (iRSS). The strategic spatial priorities outlined in the iRSS provide supporting background information for the emerging National Planning Framework 4.

Glasgow City Region Climate Adaptation Strategy and Action Plan

http://climatereadyclyde.org.uk/gcr-adaptation-strategy-and-action-plan/

Launched June 2021

"The Strategy aims to ensure Glasgow City Region's economy, society, and environment is not only prepared for, but continues to flourish, in the face of the impacts arising from the climate crisis."[i]

The strategy outlines the interventions required to manage climate risks and provides a strategic framework for adaptation in the City Region.

Glasgow City Region Economic Strategy 2021-2030

https://glasgowcityregion.co.uk/wp-content/uploads/2021/12/GCR-EconomicStrategy-Final.pdf

Launched December 2021

Sets out a Vision that "by 2030, Glasgow City Region will have the most innovative, inclusive, and resilient economy in the UK."

Intends to address the three Grand Challenges facing the region: creating an inclusive economy, enhancing productivity, and addressing the climate emergency. Outlines seven transformational opportunities that can reshape the economy for all: foundational economy, high growth sectors, accelerating climate action, health, skills, technology, and place.

It replaces the Glasgow City Region Economic Strategy 2017-2035 (http://www.glasgowcityregion.co.uk/CHttpHandler.ashx?id=19520&p=0)

Recover, Rebuild, Renew: Glasgow City Region's Economic Recovery Plan in Response to Covid-19

https://glasgowcityregion.co.uk/wp-content/uploads/2021/04/GCR-RecoverRebuildRenew-09Dec2020.pdf

Launched December 2020

The Region Economic Recovery Plan was developed in response to the need to adapt to the challenges of living with or post-Covid. It identifies a series of actions, focused around the themes of People, Place, and Business. It outlines a set of priority actions for City Region cabinet members to prioritise and will be progressed through collaboration with key partners such as Skills Development Scotland and Scottish Enterprise.

Region Local Authorities LDPs

East Dunbartonshire

LDP: https://www.eastdunbarton.gov.uk/filedepot_download/26637/1760

Web map: http://eastduncouncil.maps.arcgis.com/apps/webappviewer/index.html?id=7275f442416b43f498b8fe373fc9aada

Adopted 2017

LDP 2 (https://www.eastdunbarton.gov.uk/proposed-local-development-plan-2)

East Renfrewshire

LDP: https://www.eastrenfrewshire.gov.uk/media/109/Local-Development-Plan-2015/pdf/local-development-plan.pdf?m=637442395256570000

Supplementary guidance: https://www.eastrenfrewshire.gov.uk/spg

Adopted 2015

LDP 2 being prepared https://www.eastrenfrewshire.gov.uk/ldp2, https://eastrenfrewshire.maps.arcgis.com/apps/MapSeries/index.html?appid=7c52abaad5a24c78a8d9e47ee4adb6c3

Inverclyde

https://www.inverclyde.gov.uk/assets/attach/10114/LDP-WRITTEN-STATEMENT_2020.pdf

Proposals map: https://www.inverclyde.gov.uk/assets/attach/10115/PROPOSALS-MAPS_2020.pdf

Adopted 2019

New LDP being prepared: https://www.inverclyde.gov.uk/planning-and-the-environment/planning-policy/development-planning/ldp-review

North Lanarkshire

Local Development Plan (2012) https://www.northlanarkshire.gov.uk/sites/default/files/2020-09/NLC%20Local%20Plan%202012.pdf

New LDP being prepared: https://www.northlanarkshire.gov.uk/sites/default/files/2020-11/Local%20Development%20Plan%202019%20Accessible%20PDF%20Final.pdf

Renfrewshire

LDP 2: https://www.renfrewshire.gov.uk/media/14133/Renfrewshire-Local-Development-Plan-2021/pdf/Renfrewshire_Local_Development_Plan_2021.pdf?m=1638892760710

Adopted 2021

Maps: https://www.renfrewshire.gov.uk/article/3070/Local-Development-Plan-2

South Lanarkshire

LDP 2: https://www.southlanarkshire.gov.uk/info/200145/planning_and_building_standards/39/development_plans/2

Adopted 2020

West Dunbartonshire

West Dunbartonshire Local Plan (2010): https://www.west-dunbarton.gov.uk/media/811177/west_dunbartonshire_local_plan_-_web.pdf

West Dunbartonshire Local Development Plan (Proposed Plan 2016): https://www.west-dunbarton.gov.uk/media/4311810/ldp-proposed-plan-nov-2016.pdf

LDP 2 being prepared: https://wdcweb.blob.core.windows.net/wdc-public-live-media/4319308/wdc_ldp2_2020_web-26.pdf

Glasgow

Planning

Glasgow City Development Plan

https://www.glasgow.gov.uk/CHttpHandler.ashx?id=35882&p=0

Adopted in March 2017.

The statutory planning document for Glasgow.

Web maps: https://glasgowgis.maps.arcgis.com/apps/MinimalGallery/index.html?appid=d37af2d80977490f85484c9de55b6d33

The key aims of the plan are:
- creating and maintaining a high quality and healthy place, and
- developing a compact city that supports sustainable development.

The stated strategic outcomes of the CDP are to deliver:
- A vibrant place with a growing economy
- A thriving and sustainable place to live and work
- A connected place to move around and do business in
- A green place

The policies and proposals outlined in the CDP and associated Supplementary Guidance form the basis to which planning applications are assessed. The CDP contains 12 policies to deliver the above aims and objectives including two overarching policies:

- CDP 1: The Placemaking Principle, which aims to improve the quality of development taking place in Glasgow by promoting a design led approach is supported by Supplementary Guidance which outlines the city's urban design strategy and desired Qualities of Place. This includes an evaluation of the urban character of Glasgow neighbourhoods and the placemaking priorities for such areas.
  - Supplementary Guidance 1: Placemaking Part 1
  - Supplementary Guidance 1: Placemaking Part 2

- CDP 2: Sustainable Spatial Strategy identifies areas of the city that require a more detailed spatial framework to outline specific issues and opportunities and an action plan to guide the regeneration of the area over a 20–30 year period.[ii]
  - Areas were selected based on: whether they were undergoing significant change/regeneration, presence of spatial and socio-economic challenges, presence of major opportunities for new development and economic growth[iii]
  - The spatial visions for these areas are outlined in Strategic Development Frameworks (SDFs) and Local Development Frameworks (LDFs). The purpose of these planning documents is to identify key priorities within the area and to broadly inform the approach to development through context-specific urban design principles. An action plan is developed to support progress.

- The CDP identifies six SDF areas:
  - River Clyde Development Corridor (Adopted)
  - Govan Partick (Adopted)
  - City Centre (Adopted)
  - Glasgow North (Draft) (Being prepared)
  - Inner East (Being prepared)
  - Greater Easterhouse (Being prepared)

- The CDP identifies three LDF areas:
  - Drumchapel (Being prepared)
  - Pollok (Being prepared)
  - South Central (Being prepared)

Once approved, the SDFs and LDFs are statutory supplementary guidance.

- CDP 3: Economic Development
  Interim Supplementary Guidance 3: Economic Development

- CDP 4: Network of Centres
  Supplementary Guidance 4: Network of Centres

- CDP 5: Resource Management
  Supplementary Guidance 5: Resource Management

- CDP 6: Green Belt and Green Network
  Interim Supplementary Guidance 6: Green Belt and Green Network

- CDP 7: Natural Environment
  Supplementary Guidance 7: Natural Environment

- CDP 8: Water Environment
  Supplementary Guidance 8: Water Environment

- CDP 9: Historic Environment
  Supplementary Guidance 9: Historic Environment

- CDP 10: Meeting Housing Needs
  Supplementary Guidance 10: Meeting Housing Needs

- CDP 11: Sustainable Transport
  Supplementary Guidance 11: Sustainable Transport

- CDP 12: Delivering Development
  Interim Supplementary Guidance 12: Delivering Development

Alongside this, there is a statutory requirement to produce and keep up-to-date the City Development Plan Delivery Programme (June 2021).

- The Delivery Programme must contain:
  - A list of actions required to deliver each of the CDP's policies and proposals
  - The name of the organisation and/or person required to carry out each action; and
  - The timescale for carrying out each action

Spatial mapping for the delivery programme has also been produced.

Open Space Strategy

https://www.glasgow.gov.uk/CHttpHandler.ashx?id=47093&p=0

Adopted February 2020

The Open Space Strategy intends to co-ordinate the policies of the different council departments with responsibilities for open space which can provide structured analysis of open space supply and requirements.

Listed Buildings and Conservation Areas

Historic Designations Web map: https://glasgowgis.maps.arcgis.com/apps/webappviewer/index.html?id=71d41d4d48214ac69135d7a441e1240e

Historic Environment Scotland (HES) are responsible for Listings and Historic Designations

HES are a statutory consultee for any planning application that involves a Category A Listed building or scheduled monument.[iv]

The interiors and exteriors of Category A, B and C listed buildings are statutorily protected and are covered by Listed Building controls. They may not be demolished or altered without prior Listed Building Consent.

The local planning authority is responsible for determining which parts of their area merit conservation area status. Glasgow currently has 25 Conservation Areas. To determine whether an area merits Conservation Area status, a conservation area appraisal must be prepared. The purpose of a conservation area appraisal is to define what is important about its character and appearance and to identify its important characteristics.

List of Conservation Area Appraisals: https://www.glasgow.gov.uk/index.aspx?articleid=17162

Glasgow City Centre

Glasgow City Centre Strategy and Action Plan 2014-2019

https://www.glasgow.gov.uk/CHttpHandler.ashx?id=17548&p=0

The first five-year plan for city centre regeneration and development, developed in partnership with a range of city centre stakeholders. The 50+ proposed actions aim to maintain and develop the role of the city centre as a vibrant and diverse place at the heart of the regional economy.

Glasgow City Centre Recovery Plan 2022-2024

https://glasgow.gov.uk/CHttpHandler.ashx?id=55097

Adopted 2021

A two-year plan developed in response to the Covid-19 pandemic and subsequent impact on sectors located in the urban centre. Produced instead of a 5-year continuation of the city entre strategy and action plan.

The plan has four main objectives: maximising activity and footfall; maximising employment and business opportunities; maintaining and enhancing the city centre so that it attracts people to work, live, visit, study and invest; and embed climate mitigation and adaptation from the Climate Plan at every

opportunity.

City Centre Living Strategy: Vision 2035
https://www.glasgow.gov.uk/CHttpHandler.
ashx?id=47302

Adopted June 2020

Outlines a vision and strategy for a sustainable, liveable and inclusive Glasgow city centre. Central to this is the target to double the area's population from 20,000 to 40,000 over the next 15 years.

The need for a City Centre Living Strategy was identified in the City Centre Strategy 2014-2019 (published 2014).

The strategy includes 19 actions to be delivered between 2020 and 2035 that will contribute to achieving the six key objectives: population, vacant commercial space, environment, quality in design, investment, and resilient neighbourhoods.

District Regeneration Frameworks (DRFs)
The Glasgow City Centre Strategy and Action Plan 2014-2019 established nine city centre districts and recommended the production of a Framework for each District to guide regeneration through area-specific interventions. The DRFs are plans for short, medium and long-term actions that will bring economic, environmental and social improvements to the city centre.

Each DRF contains an Action Plan to be implemented over a 10-year timeframe.

Plans have been completed for five of the nine DRFs:
- (Y)our Sauchiehall and Garnethill DRF (2016) https://www.glasgowcitycentrestrategy.com/ wp-content/uploads/2016/09/Full-Sauchiehall-and-Garnethill-Regeneration-Framework-April-2016.pdf
- (Y)our Broomielaw (2019) http://www.glasgow. gov.uk/CHttpHandler.ashx?id=43934&p=0
- (Y)our St Enoch (2019) https://glasgow.gov.uk/ CHttpHandler.ashx?id=45486&p=0
- (Y)our Blythswood (2020) https://www.glasgow. gov.uk/CHttpHandler.ashx?id=47697&p=0
- (Y)our Central (2020) https://www.glasgow.gov. uk/CHttpHandler.ashx?id=47160

- (Y)our Merchant City (being prepared)
- (Y)our Learning Quarter (being prepared)
- (Y)our Townhead (being prepared)
- (Y)our Cowcaddens (being prepared)

Glasgow Begging Strategy: Action Plan 2020-2025
https://www.glasgow.gov.uk/CHttpHandler.
ashx?id=49525&p=0

Adopted March 2021

Developed by GCC's City Centre Strategy Board

Strategy identifies three strategic objectives: "1. To support people on the street who are begging, 2. To reduce the need for people to have to bed, and 3. To provide cash-alternatives for people who wish to support vulnerable individuals."

Housing & Regeneration

Glasgow's Housing Strategy 2017-2022
https://www.glasgow.gov.uk/CHttpHandler.
ashx?id=4584&p=0

Adopted in March 2017

The Statutory housing document for Glasgow. Local authorities are required to prepare Local Housing Strategies under the Housing (Scotland) Act 2001 that sets out its strategy, priorities and plans for the delivery of housing and related services. A Local Housing Strategy must be supported by a Housing Needs and Demand Assessment (HNDA). This was conducted by the Glasgow and Clyde Valley Housing Market Partnership (consists of the eight local authorities in the Clyde Valley area) between 2013 and 2015. The HNDA provides the evidence for key housing and planning policy areas and is assessed by the Scottish Government.

A Local Housing Strategy must also demonstrate how other local authority statutory requirements are being fulfilled, including: encouraging equal opportunities, providing housing support services for people, have in place a below tolerable standard strategy and housing renewal area policy, tackling the effects of climate change, reducing fuel poverty, social housing to meet Scottish Housing Quality Standard, and reaching energy efficiency standard.[v]

Glasgow's Housing Strategy sets out the long-term vision for housing in the city based on two themes:
- Increasing the supply and improving the quality of housing available to Glasgow's people
- Improving access to appropriate housing for Glasgow's people

The strategy has six strategic priorities and 50 key actions to achieve over the 5-year period.

The strategy also includes housing supply targets for new build housing (15,000 new homes by 2022), the promotion of area regeneration and actions for maintaining and improving the existing housing stock.

Transforming Communities Partnership (TRAs)
https://www.glasgow.gov.uk/article/19842/
Transforming-Communities-Partnership

The Partnership was established to oversee the delivery of a regeneration and development programme across Glasgow's eight identified Transformation Regeneration Areas (TRAs).

Pdf map of TRAs: https://www.glasgow.gov.uk/ CHttpHandler.ashx?id=17560&p=0

Six of the eight TRA areas are now active:
- Gallowgate TRA: https://www.glasgow.gov.uk/ index.aspx?articleid=18390
- Maryhill TRA: https://www.glasgow.gov.uk/index. aspx?articleid=18392
- Laurieston TRA: https://www.glasgow.gov.uk/index. aspx?articleid=18391
- Sighthill TRA: https://www.glasgow.gov.uk/index. aspx?articleid=18395
- North Toryglen TRA: https://www.glasgow.gov.uk/ index.aspx?articleid=18393
- Pollokshaws TRA: https://www.glasgow.gov.uk/ index.aspx?articleid=18394
- Red Road/Barmulloch TRA (Not yet started)
- East Govan/Ibrox TRA (Not yet started)

Digital Housing Strategy 2022-2028
https://www.glasgow.gov.uk/CHttpHandler.
ashx?id=55346&p=0

The Glasgow Digital Housing Strategy was produced by GCC in partnership with Registered Social Landlords.

The document outlines the opportunities and challenges across the four identified themes of the plan: data, digital inclusion, systems and services, and technology. Improvement of connectivity and addressing access to online services are recognised as key themes.

The strategy found 65% of those living in Glasgow's affordable housing units have broadband in their homes, the remaining 35% are digitally excluded, factors include affordability, lack of motivation/ reluctance, and lack of required skills.

Homelessness Strategy
The Housing (Scotland) Act 2001 places a statutory duty on each local authority to carry out an assessment of homelessness in its area and to prepare a strategy for the prevention and alleviation of homelessness.

The Homelessness Strategy is produced by the Health and Social Care Partnership.

Environment & Sustainability

Glasgow's Climate Plan: Our Response to the Climate and Ecological Emergency
https://www.glasgow.gov.uk/CHttpHandler.
ashx?id=50623&p=0

Adopted June 2021

The Climate Plan was developed by the Climate Emergency Working Group which included representation from all political groups of the council as well as from key sectors.

The Plan sets out how the council's ambition to be "net-zero carbon" by 2030 will be achieved and includes 59 Actions.

The Climate Plan was prepared with consideration to the 61 recommendations of the Climate Emergency Working Group, the 25 recommendations of the Ecological Emergency Working Group, the Council's Strategic Plan, The IPCC Committee on Climate Change report, and the UN SDGs.

It embraces the fundamental principle of achieving a just transition.

Our Dear Green Place: A Vision for Glasgow's Parks and Greenspaces

https://glasgow.gov.uk/CHttpHandler.ashx?id=44167&p=0

Adopted 2019

Circular Economy Route Map for Glasgow

https://www.glasgow.gov.uk/CHttpHandler.ashx?id=50900&p=0

Adopted 2020

Develops a route map to embed circular economy thinking into Council operations and resident behaviours.

Waste Management & Recycling

Resource and Recycling Strategy 2020-2030

https://www.glasgow.gov.uk/CHttpHandler.ashx?id=54469&p=0

The resource and recycling strategy is framed within the context of Glasgow City Council's declaration of a climate emergency. It sets out a 10-year vision aiming to reduce the carbon impact waste has on the environment and climate change by "empowering Glasgow to become a zero-waste city."

There are four strategic themes for the strategy: Implement policy, develop infrastructure and technology, promote behavioural change, and enhance performance.

Transport & Connectivity

Glasgow Transport Strategy

Draft Policy Framework https://www.glasgow.gov.uk/CHttpHandler.ashx?id=55054&p=0

Glasgow Transport Strategy: Final Policy Framework anticipated to be approved in March 2022

GCC has a number of statutory responsibilities with regards to transport:
- Statutory roads authority for the city – management, maintenance, and provision of local roads (including cycleways, footways, crossings, and traffic signals),
- Local Air Quality Management Duties

- Access authority under the Land Reform (Scotland) Act and requirement to identify core paths which have shared access rights
- Climate change and sustainability duty from Climate Change & Emissions legislation
- Equality duty from the Equality Act 2010
- Duties relating to managing and reducing flood risk, and to further the conservation of biodiversity

Glasgow Transport Strategy comprises a Policy Framework and a Spatial Delivery Framework to help guide decision making on transport in Glasgow up to 2030, working towards four outcomes:
- Transport contributes to a successful and just transition to a net-zero carbon, clean and sustainable city.
- Transport has a positive role in tackling poverty, improving health and reducing inequalities.
- Transport contributes to continued and inclusive economic success and a dynamic, world class city.
- Places are created where we can all thrive, regardless of mobility or income, through liveable neighbourhoods and an inclusive City Centre

In particular, it seeks to respond to Glasgow's net zero aspiration for 2030, as well as national targets such as 20% reduction in car vehicle kilometres by 2030.

The Glasgow Transport Strategy is supported by further detailed plans:

Liveable Neighbourhoods
- Toolkit (2021) https://www.glasgow.gov.uk/CHttpHandler.ashx?id=53409&p=0
- Story Map (2021) https://arcg.is/0L8Gmf -Langside-Toryglen Stage 1 Report (2022) (part 1): http://www.glasgow.gov.uk/CHttpHandler.ashx?id=55785&p=0
- Langside-Toryglen Stage 1 Report (2022) (part 2): http://www.glasgow.gov.uk/CHttpHandler.ashx?id=55877&p=0
- Ruchill-Cowlairs Stage 1 Report (2022) (part 1): http://www.glasgow.gov.uk/CHttpHandler.ashx?id=55783&p=0
- Ruchill-Cowlairs Stage 1 Report (2022) (part 2): http://www.glasgow.gov.uk/CHttpHandler.ashx?id=55878&p=0

Active Travel Strategy 2022-2031
- https://www.glasgow.gov.uk/CHttpHandler.ashx?id=55838

City Centre Transformation Plan

City Centre Transformation Plan 2014-2024 https://www.glasgow.gov.uk/CHttpHandler.ashx?id=27887&p=0

Replacement plan anticipated Q3/Q4 2022 https://www.glasgow.gov.uk/index.aspx?articleid=27557

Digital Glasgow Strategy

https://www.glasgow.gov.uk/CHttpHandler.ashx?id=43572&p=0

Adopted 2018

Sets out Council priorities and commitments to developing Glasgow's digital economy and to transform public services through the use of digital technology.

The strategy has two primary aims: 1. "To ensure businesses across Glasgow realise the potential the digital provides, to stimulate innovation, and to establish Glasgow's tech sector as a top 20 global digital economy", and 2. "We want Glasgow to be recognised as one of the most pioneering and innovative smart cities in the world, and we want to apply this innovation to transforming our public services."

A review of the strategy in 2020 (https://www.glasgow.gov.uk/CHttpHandler.ashx?id=52977&p=0) outlined that of the 73 actions contained in the vision, 12 are complete, 43 are in development, 7 are currently being planned, and 11 actions are yet to commence.

Glasgow Winter Maintenance Plan 2021-2022

https://glasgow.gov.uk/CHttpHandler.ashx?id=31713&p=0

The plan sets out how winter maintenance service will be provided for Glasgow. Its aim is "to provide an effective and efficient winter maintenance service" that can "minimise delays due to winter weather" and "ensure operations are undertaken safely"

Statutory obligations: "The Council has a statutory obligation under Section 34 of the Roads (Scotland) Act 1984 to take such steps as it considers reasonable, to prevent snow and ice endangering the safe passage of pedestrians and vehicles over public roads. In terms of the above legislation a 'Road' includes carriageways, footways, footpaths and pedestrian areas."

The document outlines the responsibilities of the Council, the procedures that will be followed, and the carriageways, footways, and cycle routes that will be prioritised for precautionary, post, or snow treatment.

Other Council Functions

Other important functions but arguably less directly relevant to Place.

Full guide to GCCs statutory duty and powers: https://www.glasgow.gov.uk/CHttpHandler.ashx?id=41179&p=0

City of Glasgow Licensing Board

Licensing Board Policy Statement: https://www.glasgow.gov.uk/CHttpHandler.ashx?id=17578&p=0

City of Glasgow Licensing Board is constituted as an independent regulatory body by virtue of Section 5 of the Licensing (Scotland) Act 2005. The board is formed from current elected members of the Council.

The main function of the Board is to regulate premises that sell alcohol to the public. The Licensing Board is also required by the Gambling Act 2005 to regulate certain gambling activities within the city.

The Licensing Board will exercise its licensing functions in order to promote the five licensing objectives: 1. Preventing crime and disorder; 2. Securing public safety; 3. Preventing public nuisance; 4. Protecting and improving public health; and 5. Protecting children and young persons from harm.

There are approximately 1800 licensed premises in the city, generating £2.16bn every year, and supporting close to 17,000 jobs.[vi]

Other Licenses

Other Business Licenses issued by the Council are:

- Licenses for taxis and private hire cars
- Food related Licenses (Food Standards, Late Hours Catering, Market Operators, Street Traders)
- Trading Licenses
- Entertainment Licenses (Cinema, Indoor Sports, Hypnotism, Public Entertainment, Sports Grounds, and Theatres)
- Gambling and Lottery Licenses
- Houses in Multiple Occupation Licenses

Scottish Parliament recently approved legislation for local authorities to set up licensing schemes for short terms lets by 2022. All short-term let properties will require a licence to ensure they are safe and the people providing them are suitable by April 2023. https://www.gov.scot/news/short-term-lets-legislation-approved/

Glasgow City Assessor

https://www.glasgow.gov.uk/index.aspx?articleid=17099

The Glasgow City Assessor is responsible for the valuation of all heritable properties for local taxation purposes. Currently all rateable properties are shown in the Valuation Roll and domestic subjects are contained within the Council Tax Valuation List. These documents form the basis for levying Non-Domestic Rates and Council Tax.

Electoral Registration Office

The Electoral Registration Office is responsible for compiling the Registers of Electors. The Register, formally known as the Voter's Roll, is a list of all stakeholders who are eligible to vote within the City of Glasgow.

https://www.glasgow.gov.uk/registertovote

ALEOs

List of ALEOs & what they do:

City Building (Glasgow) LLP

https://www.glasgow.gov.uk/article/17632/City-Building-Glasgow-LLP

https://www.citybuildingglasgow.co.uk/

City Building was established in 2006 from the former Building Services Department of Glasgow City Council.

City Building (Glasgow) LLP now operates within a joint 50/50 ownership arrangement between Glasgow City Council and Wheatley Group Ltd since April 2017.[vii]

City Building (Glasgow) LLP provides an integrated building repair and construction service to Glasgow City Council, Glasgow Housing Association and other service users. It is one of Scotland's largest construction entities with a turnover of almost £200 million. It does not receive public funding for trading operations. A £21 million cash surplus was achieved over the last three years, this was passed onto GCC for investment in front line services.[viii]

Its principal activities are repairs and maintenance operations, construction, manufacturing, and training of apprentices.

For GCC, it undertakes over 200,000 repairs per annum including maintenance and repairs of the Council property portfolio (including Glasgow Life, Education, and Health and Social care buildings).[ix]

For the Wheatley Group, it undertakes over 200,000 repairs per annum delivering a range of services to householders.

City Building (Contracts) LLP

https://www.glasgow.gov.uk/index.aspx?articleid=17627

City Building (Contracts) LLP is a sister organisation to City Building (Glasgow) LLP

Glasgow City Council is the principal members of the Partnership.

It is responsible for the contracts related to construction, repair and maintenance operations carried out by City Building (Glasgow) LLP.

City Property (Glasgow) LLP

City Property (Glasgow) LLP https://www.citypropertyglasgow.co.uk/about-us

https://www.glasgow.gov.uk/index.aspx?articleid=19051

City Property (Glasgow) LLP was incorporated in 2009. It was formed to manage, develop, and dispose of GCCs non-operational property and land assets. It also provides management services for the Council's long-term commercial ground leases. Its portfolio consists of around 2,500 assets including industrial estates, shops, business space, and development opportunities.

It is wholly owned by GCC but is a separate legal entity. Designated members are GCC and GCC LLP Investments Ltd. City Property is governed by a strategic board which is appointed by the Council.

City Property Strategic Business Plan 2018-2023: https://www.citypropertyglasgow.co.uk/sites/default/files/2020-06/City-Property-Strategic-Business-Plan-2018-2023.pdf

City Property Markets is a trading division of City Property (Glasgow) LLP. It operates the largest wholesale fruit and fish markets in Scotland and manages a number of retail and farmers markets across the city. https://www.citypropertymarkets.co.uk/?doing_wp_cron=1643974828.4787640571594238281250

City Property Glasgow (Investments) LLP (CPGI)

https://www.citypropertyglasgow.co.uk/about-us/city-property-glasgow-investments-llp

https://www.glasgow.gov.uk/article/17639/City-Property-Glasgow-Investments-LLP

City Property Glasgow (Investments) LLP was specifically established by City Property to acquire the Council's non-operational investment portfolio for £120 million in March 2010.

City Property Glasgow (Investments) LLP is owned by GCC and City Property (Glasgow) LLP and is a separate legal entity. It is governed by a strategic board made up of the same members as City Property (Glasgow) LLP.

In June 2019, CPGI refinanced its portfolio to release equity to acquire three major operational assets from GCC (SEC Armadillo, City Halls, and Museum Resource Centre) which have been leased back to the Council.

City Property Glasgow (Operations SL1) LLP

https://www.glasgow.gov.uk/article/26646

City Property Glasgow (Operations SL1) was established in March 2019 to facilitate funding agreements in relation to settling the Council's equal pay liability. The council is the principal member of the partnership, holding 99.999% of the ordinary capital. It acquired five operational assets from GCC and leased them back to the Council (Riverside Museum, Tollcross International Swimming Centre, Royal Concert Hall, Toryglen Football Centre, Gorbals Leisure Centre).

City Property Glasgow (Operations SL2) LLP

https://www.glasgow.gov.uk/article/26647

Was established in March 2019 to facilitate funding agreements in relation to settling the Council's equal pay liability. The council is the principal member of the partnership, holding 99.999% of the ordinary capital. It acquired three operational assets from GCC and leased them back to the Council (Emirates Arena, Scotstoun Leisure Centre, Bellahouston Sports Centre).

City Property Glasgow (Operations SL) Limited

https://www.glasgow.gov.uk/article/26645

City Property Glasgow (Operations SL) Limited was incorporated on 4 July 2019 to facilitate funding agreements in relation to settling the Council's equal pay liability. City Property Glasgow (Operations SL1) LLP is the sole owner of the company, holding 100% of the ordinary capital. Under accounting standards, the council has a controlling interest in this company through holding 99.999% of the ordinary capital of City Property Glasgow (Operations SL1) LLP.

Clyde Gateway URC

http://www.clydegateway.com/

http://www.clydegateway.com/wp-content/uploads/2021/05/CGURC-Consolidated-Annual-Accounts-201920.pdf

Clyde Gateway is an urban regeneration company covering the communities of Bridgeton, Dalmarnock, and Rutherglen.

Clyde Gateway has three members – Glasgow City Council, South Lanarkshire Council and Scottish Enterprise. The partnership agreement was signed in June 2006 and the urban regeneration company was formed in December 2007. Its aim is to coordinate re-development activities in the Clyde Gateway area to deliver physical, social and economic transformation. It was awarded charitable status in 2008.

The work and activities of Clyde Gateway are governed by a board of directors.

Scottish Government funding was approved on the back of a detailed business plan submission. Scottish Enterprise also approved economic development funding subject to key dependencies being resolved.

The two council partners provide land holdings on a phased basis over the 20-year anticipated lifetime of the project as well as capital funding.

The group receives core funding from the Scottish Government (approximately £5m annually) and also applies for Grant Funding on a project bidding basis.

Clyde Gateways Developments Ltd is the development subsidiary of Clyde Gateway. "It is a trading company limited by shares, with the shares owned 100% by the URC. It follows the same strategic objectives as its parent body and has been established as the main delivery vehicle for commercial property projects within the Clyde Gateway operating area, particularly the acquisition and development of land and buildings."[x]

Culture and Sport Glasgow (Trading as Glasgow Life)
Culture and Sport Glasgow was incorporated in December 2006 as a company limited by guarantee. Glasgow Life is the trading name of the company. Glasgow Life sub brands are: Glasgow Arts, Glasgow Communities, Glasgow Events, Glasgow Libraries, Glasgow Museums, Glasgow Music, Glasgow Sport, and Young Glasgow.

The Business Plan 2021-22 sets out the key priorities

for the year ahead https://gl-prod-portal-cache. azureedge.net/media/7177/business-plan-2021-22-gl-board.pdf

Culture and Sport Glasgow is governed by a board of 14 Directors who meet five times per year.

The company is a registered charity limited by guarantee.

The company's principal objectives are to advance the arts, heritage, culture and science, education and health, participation in sport, citizenship and community development through the provision of recreational facilities and other services that contribute to the advancement of wellbeing. It is responsible for the city's museum, galleries, and leisure services.

Glasgow City Marketing Bureau was incorporated within Culture and Sport Glasgow as a wholly owned subsidiary in April 2016. Glasgow City Marketing Bureau is the official destination marketing organisation for the city. They deliver the Glasgow Tourism and Visitor Plan, manage the city's destination marketing, implement the 'People Make Glasgow' brand, and manage Glasgow's Convention Bureau.

Culture and Sport Glasgow (Trading) CIC is a trading subsidiary. It provides services such as catering facilities, hire of conference facilities, and the provision of retail shopping in the venues operated by the charity. Surpluses generated from these activities are paid over by gift aid to the charity during the year. CIC activity also now includes the work of the Glasgow Convention Bureau and Destination Marketing who contribute to the delivery of Glasgow's Tourism and Visitor Plan. Surpluses generated from these activities are paid over by gift aid to the charity during the year.

Jobs & Business Glasgow
https://www.glasgow.gov.uk/www.glasgow.gov.uk/index.aspx?articleid=17650

https://www.jbg.org.uk/

Glasgow's Regeneration Agency was incorporated in March 2011 as a company limited by guarantee. It formally changed its name to Jobs & Business

Glasgow in March 2013.

The company is a registered charity.

The company's principal objectives are to reduce the gap between Glasgow's and Scotland's employment rate by increasing the percentage of Glasgow's jobs going to Glasgow's residents, and to match business density rates in competitor cities by raising the rate of sustainable business.

GCC is the principal member of the partnership.

Property by Jobs & Business Glasgow (formerly Castlemilk Property Company) is Jobs & Business Glasgow's trading subsidiary. The principal activity is property investment including property development and rental of the developed properties.

Jobs & Business Glasgow currently own and operate a commercial property portfolio of approximately 290,000 sq/ft. Discussions have taken place for the asset management responsibility to be transferred to City Property.[xi]

Glasgow City Integration Joint Board
The Public Bodies (Joint Working) (Scotland) Act 2014 requires Health Boards and Local Authorities to work together effectively to agree a model of integration to deliver quality, sustainable care services.

Within Glasgow City, Glasgow City Council and NHS Greater Glasgow and Clyde have adopted the 'body corporate' model of Health and Social Care Integration.

A separate legal body, the 'Glasgow City Integration Joint Board' is the main decision-making body. It leads on and has devolved responsibility for the planning and monitoring of community health and social care

services. This includes all services for children, adults and older people, along with homelessness and criminal justice services.

The Integration Joint Board's Strategic Plan 2019-22 sets out the vision and outcomes it wishes to achieve for community health and social care services within Glasgow City.

The Integration Joint Board directs the Council and Health Board to deliver community health and social care services in line with its Strategic Plan, and this is being done under the banner of the 'Glasgow City Health and Social Care Partnership.' The Integration Joint Board also has responsibility for some services that are delivered across the entire NHS Greater Glasgow and Clyde Health Board area.

Service (Glasgow) LLP
No Longer operating

https://www.glasgow.gov.uk/index.aspx?articleid=23278

Service Glasgow Limited Liability Partnership was incorporated on 28 January 2008 as a vehicle to support Glasgow City Council's business transformation by integrating property, facilities management and information and communications technology. On 30 November 2017 the 50/50 partnership between Glasgow City Council and Serco ended and Service Glasgow Limited Liability Partnership transferred back to council ownership.

i   http://climatereadyclyde.org.uk/adaptation-strategy-and-action-plan/
ii   https://www.glasgowconsult.co.uk/UploadedFiles/SDF%20Introductory%20Document.pdf
iii https://www.glasgow.gov.uk/CHttpHandler.ashx?id=19225&p=0
iv   https://www.historicenvironment.scot/advice-and-support/planning-and-guidance/our-role-in-planning/#development-management_tab
v   https://www.gov.scot/publications/local-housing-strategy-guidance-2019/pages/3/
vi   https://www.glasgow.gov.uk/CHttpHandler.ashx?id=17578&p=0 pp.9-10
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