

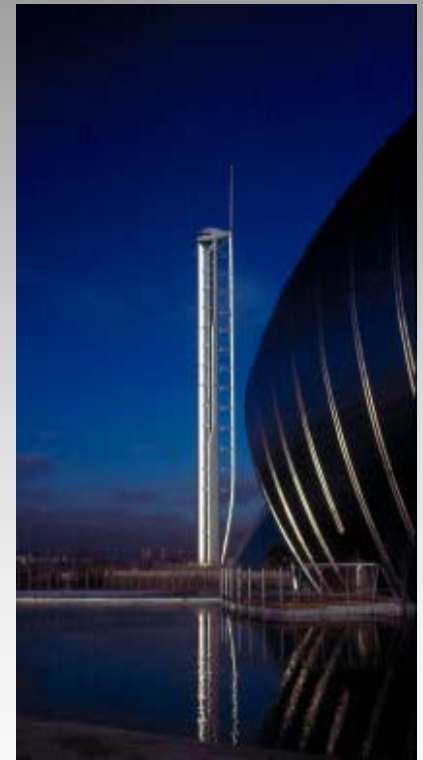


Glasgow and the Clyde Valley City-Region

Spatial Strategy – Mediating a Development Direction for the Glasgow City-Region, Scotland

‘Lessons in Integration Models’

ARL - RTPI Workshop, Hanover, Germany October 2011



Dr. Grahame Buchan, glasgow and the clyde valley strategic development planning authority

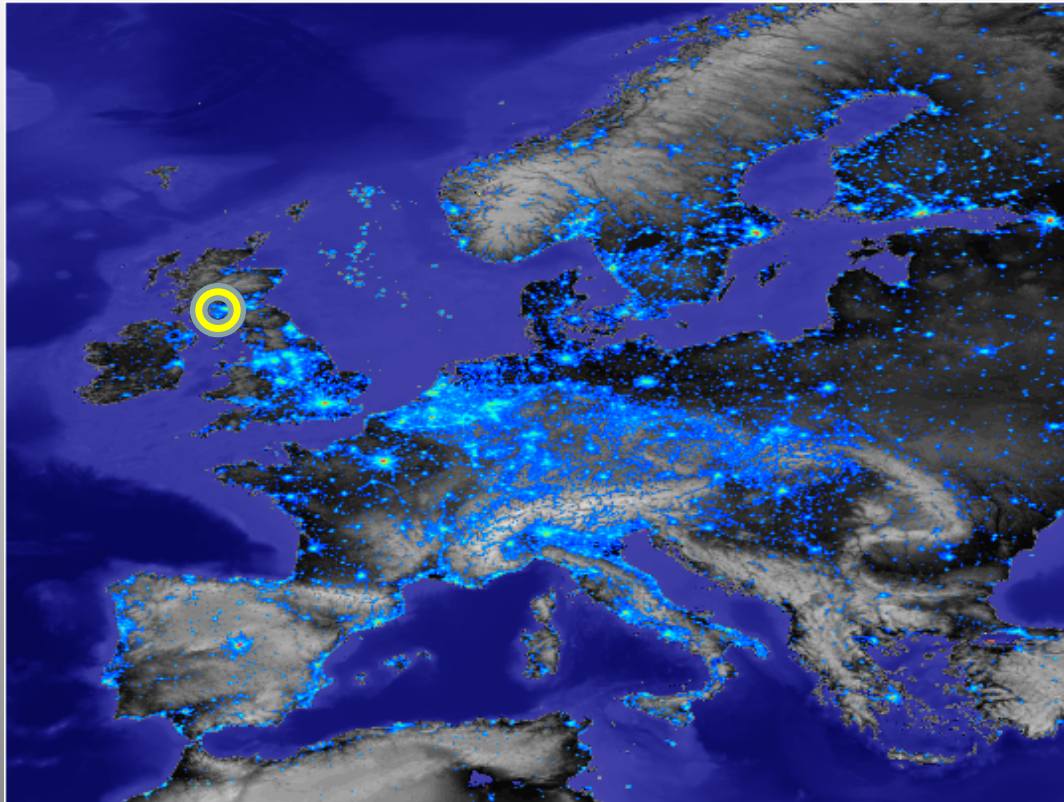


*Glasgow and the Clyde Valley – **The 'Menu'***

- **Basic facts of Glasgow and the Clyde Valley**
- **Spatial planning context - Government in Scotland**
- **The institutional capacity (IC) approach to integration**
- **Outcomes of the approach**
- **Barriers to IC and integration**
- **Challenges ahead**
- **Conclusions**



Glasgow and the Clyde Valley – **Basic Facts**



- **Eight (8) local municipalities**
- **Area – 3,385 sq. km.**
- **Population of 1.8 million**
- **Households – 804,000 (2010) – 918,400 (2025)**
- **34% Scotland's population**
- **Employment – 850,000**
- **35%/33% Scotland's economy (GDP/ GVA)**





Glasgow and the Clyde Valley City-Region

Scotland and its Governmental Structure



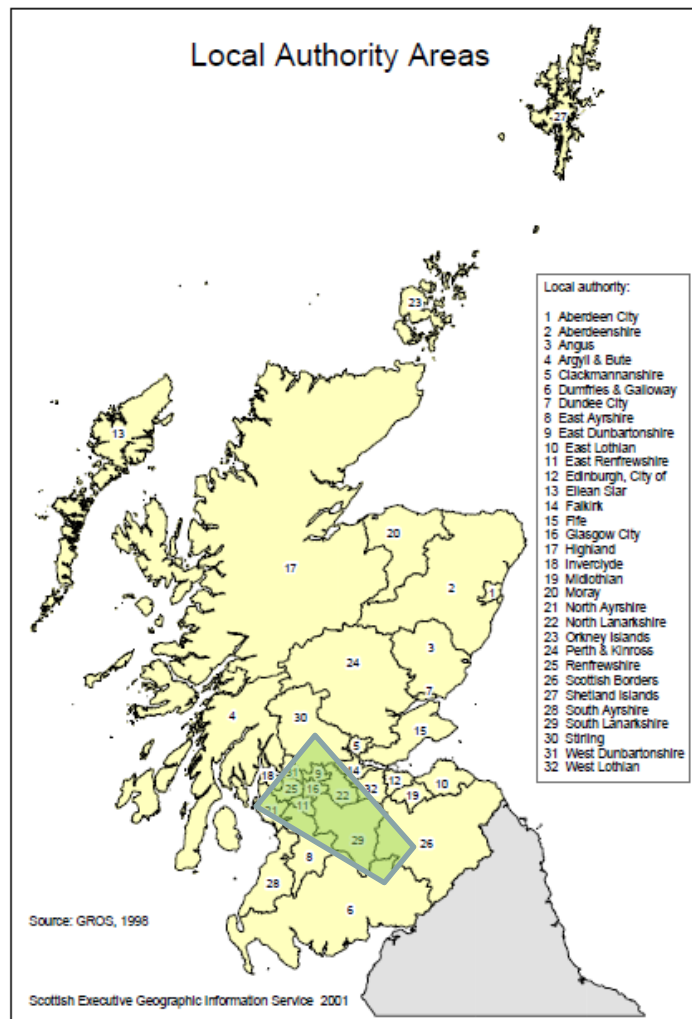
Spatial development planning



glasgow and the clyde valley sdpa

Glasgow and the Clyde Valley – Scotland and Government

- Scottish Government (devolved functions from London) – highly centralising
- High levels of organisational fragmentation/government ‘silos’
- Weak local government (32 municipalities)
- No regional/metropolitan level
- Spatial Planning - a devolved function
- Public planning – private delivery
- De-regulated delivery in key sectors
- No ‘ring-master’ of integration
- Integrated Spatial development planning – a default ‘ring-master’ role??



Glasgow and the Clyde Valley – *Scotland and Spatial Planning*

The 'New' Scottish System – 1995 to 2011



Glasgow and the Clyde Valley – Spatial Development Planning – ‘Bottom-up’

The Scottish Ministers

The Glasgow & Clyde Valley
Community Planning Partnership-
Eight L.A. Leaders

North Lanarkshire

(323,500)

Renfrewshire

(176,500)

South Lanarkshire

(305,000)

West Dunbartonshire

(96,000)

East Dunbartonshire

(110,000)

East Renfrewshire

(87,500)

Glasgow City

(604,000)

Inverclyde

(88,500)

GCVSDPA

16 Members

(2 per Authority)

**(Equal Financial
shares)**

**(Chairperson -
biennial)**

**Executive Planning Team - Dedicated & Flexible
(Professional 6; Analyst. 2; Tech. 1)**

Planning resources

Planning resources



Glasgow and the Clyde Valley City-Region



Mediating Spatial Strategy and Integration

An Institutional Capacity (IC) Approach

Politics

Process

Method

Outcomes

Barriers



Glasgow and the Clyde Valley– The Politics of Integration

- Equality (of power and of cost) at the table – big or small!
- Voluntary membership
- The art of the ‘Long View’ - ‘Vision’ –
 - strategic v. parochial
 - generational v. next week!
- Evidence the strategy!
- Focus on strategic PRIORITIES
- ‘Fight the Fight’!
- No Policing role for Authority
- Serendipity! (Happen-chance!)



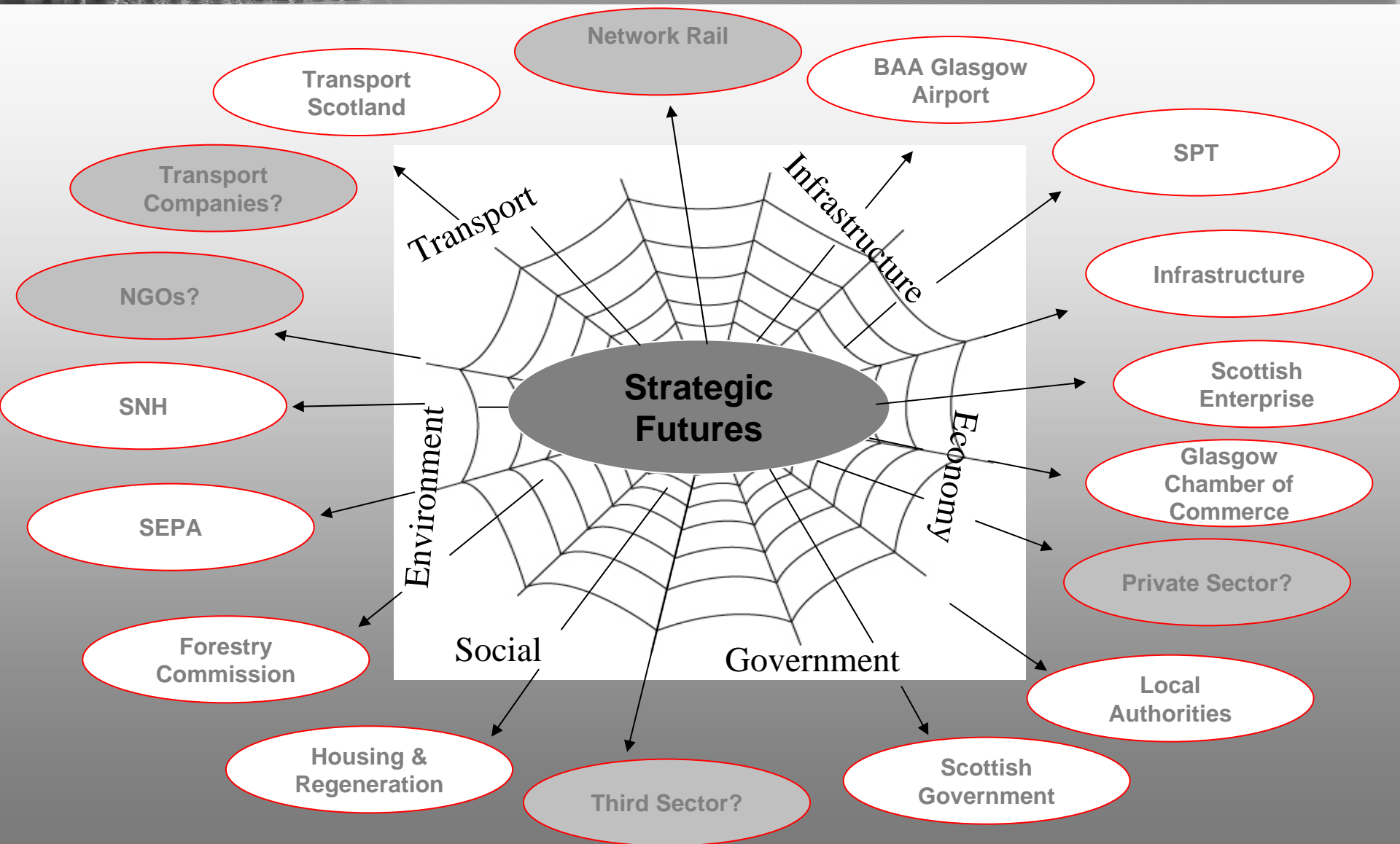


*Glasgow and Clyde Valley— **The Process of Integration and building IC***

- **Political Leadership** (P. and p.) – The ‘Big Idea’, communication, education
- **Professional Network** – **vehicles for internal joint working**
 - Joint Management Team
 - Cross-departmental leadership
 - Thematic Technical Teams – chaired by different municipalities
- **External Network** – **vehicles for building ownership**
 - Strategic Futures Group
 - Focus Groups; Thematic Groups; Expert Groups
 - Observer status for Scottish Government at all events
 - Academic Advisers
 - Expert Consultancies
 - ‘Open Door’ policy
- **‘Soft-skilling’** – mediation, trust, respect, ‘listening’, building relationships
- **Benchmarking** – EU exemplars and partners
- **Techniques** – everything, if it worked!



Building Capacity through Consensus – The Strategic Futures foundation stone





*Glasgow and the Clyde Valley city-region – **Positive Outcomes***

- **legacy of long-term strategy – the ‘Big-Idea’ buy-in and ownership**
- **national level recognition of priorities –**
 - leveraging national funds
 - building profile
- **strategic priorities – corporate and cross-party agreement**
- **recognition of leadership and the collegiate approach**
- **The bridge to delivery – fostering partnership vehicles – Action Planning e.g.**
 - **Clyde Waterfront Partnership**
 - **‘Clyde Gateway’ URC**
 - **‘Riverside Inverclyde’ URC**
 - **Green Network Partnership**



The Clyde Waterfront Flagship



Glasgow and the Clyde Valley – e.g. *'Clyde Gateway' Partnership*

Scottish
Government/Local
Authorities

Scottish Enterprise

sportscotland,
Glasgow Centre for
Population & Health

Regeneration-
Renewal

Economic
development

Sport/
Exercise



Health Boards

Health

Clyde Gateway (URC)

Environment

GCVGN
partners

MGSDP
partners

Living
Environment

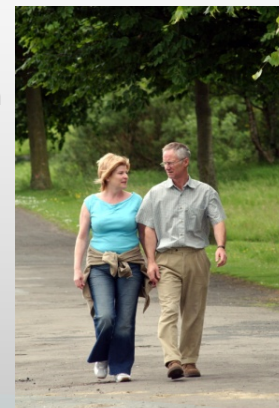
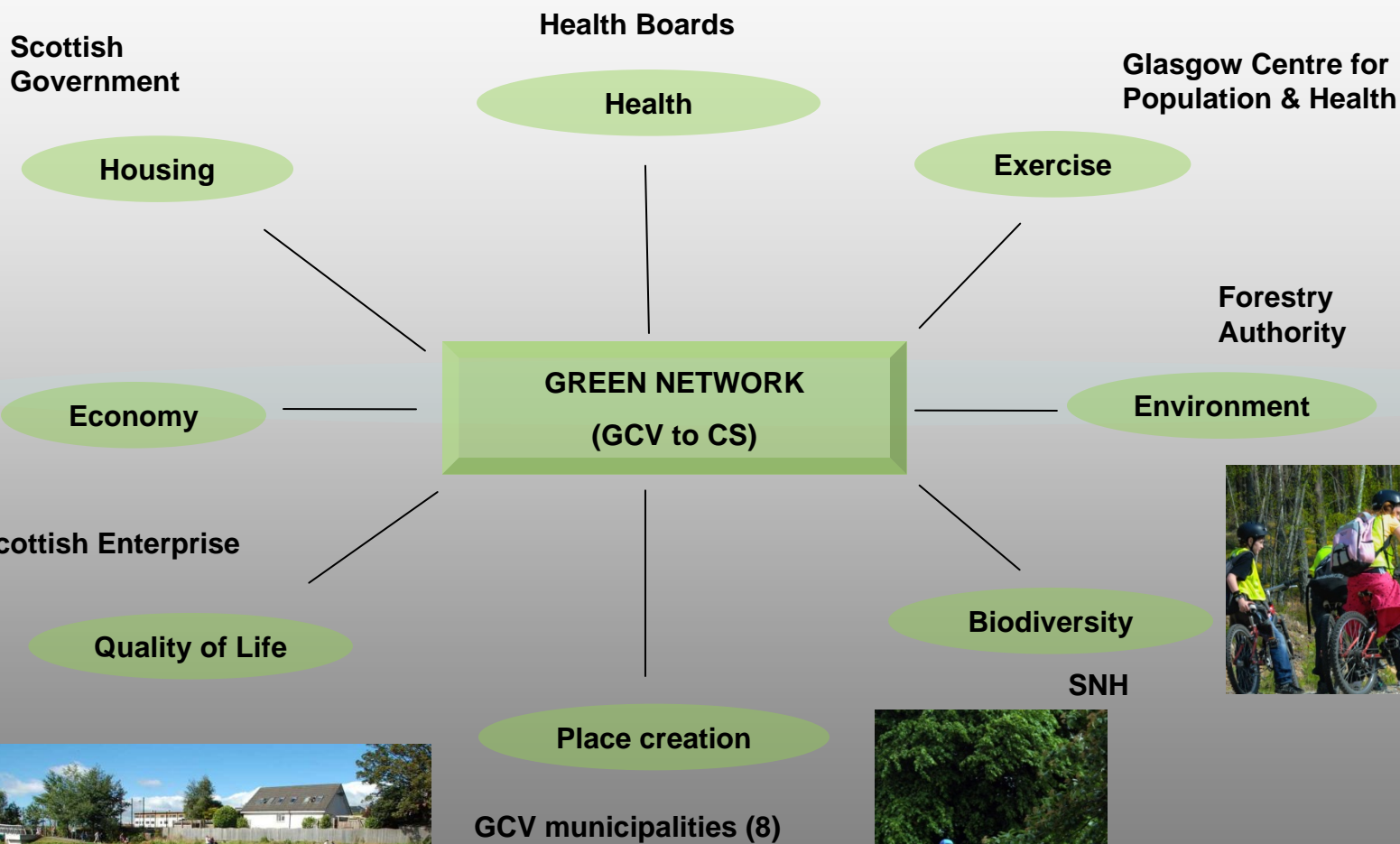
Local Authorities (2)

Drainage
Infrastructure

Place creation



Glasgow and the Clyde Valley – e.g. 'Green Network Partnership'





Glasgow and the Clyde Valley – Barriers to Integration & the Response

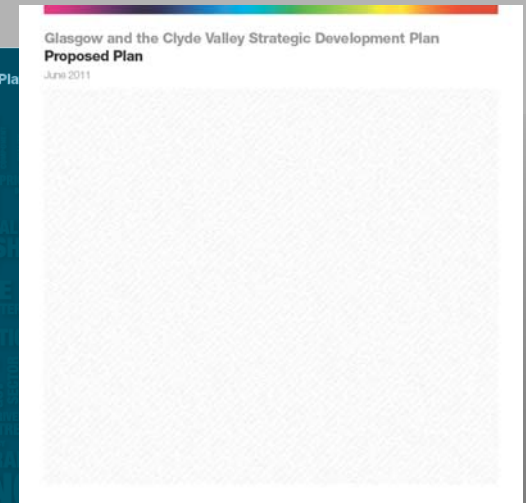
- **TIME** – it takes some!
 - **RESOURCES** – it takes some!
 - **LEADERSHIP** – the fundamental!
 - **BUDGET FOR THE JOB!** – not on the cheap!
 - **ATTITUDE OF KEY PARTNERS** – not to be under-estimated
 - **CONSTITUENT AGENDAS (P. and p.)** – they always exist!
 - **LOWEST COMMON DENOMINATOR** – a threat ever present!
 - **Political change & External change**
- Maximise the **time!** – reflect in work programming
 - Identify the **resources** and **substantiate**
 - Demonstrate **leadership** or develop it in a 'key partner'
 - Substantiate the **budget!**
 - costed work-streams
 - targeted funding
 - **Network! Network! Network!** – 'ring-master' role
 - Analyse the **agendas** – big or little impact?
 - **LCD** – professional anathema – resist!
 - Find a response!



Glasgow and the Clyde Valley City-Region

The Impact of the Political Change and Global Forces

The Next Challenge facing Integration





Glasgow and the Clyde Valley – challenges to an IC Approach!

- **Political ideology at governmental level**
 - centralisation of power
 - rhetoric v. Action
 - public expenditure restrictions
- **Loss of resources – e.g. staff, skills, experience, relationships**
- **‘A culture of fear’**
 - organisational retrenchment and ‘ego defence’
 - opportunism
 - protectionism
- **Priorities v. expediency**





- Time and resources
- Respect and communication
- The 'Vision' – the 'Big idea'
- Voluntary, not mandatory
- 'Fight the fight' on key points, forget those on the margin
- Network, network and network – webs of relationships
- The limits to an institutional capacity approach?





Glasgow and the Clyde Valley City-Region

end

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