

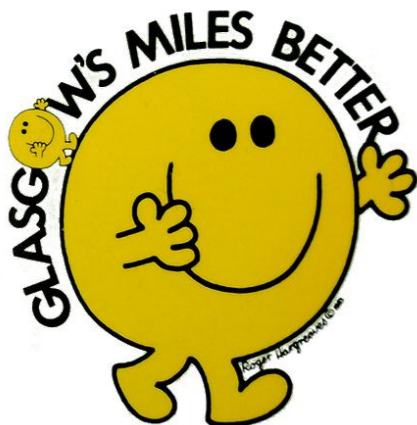
Strategic Development Plan in Glasgow

Stuart Patrick
Chief Executive
Glasgow Chamber of Commerce

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A familiar story ?

- **Dominance of one firm or industry** - the Upas tree
- **Industrial to knowledge economies** – old clusters into a new triple helix
- **Cultural assets** – European Capital of Culture 1990, City of Architecture and Design 1999, SECC
- **Major events** - Winter Olympics 2006 / Commonwealth Games 2014
- **Image recreation** – Glasgow's Miles Better, Scotland with Style, People Make Glasgow
- **Employment Rates** – 66%, over 30% of households workless
- **Leadership and Strategy** - from McKinsey to international competitiveness



Glasgow:
Scotland with style®

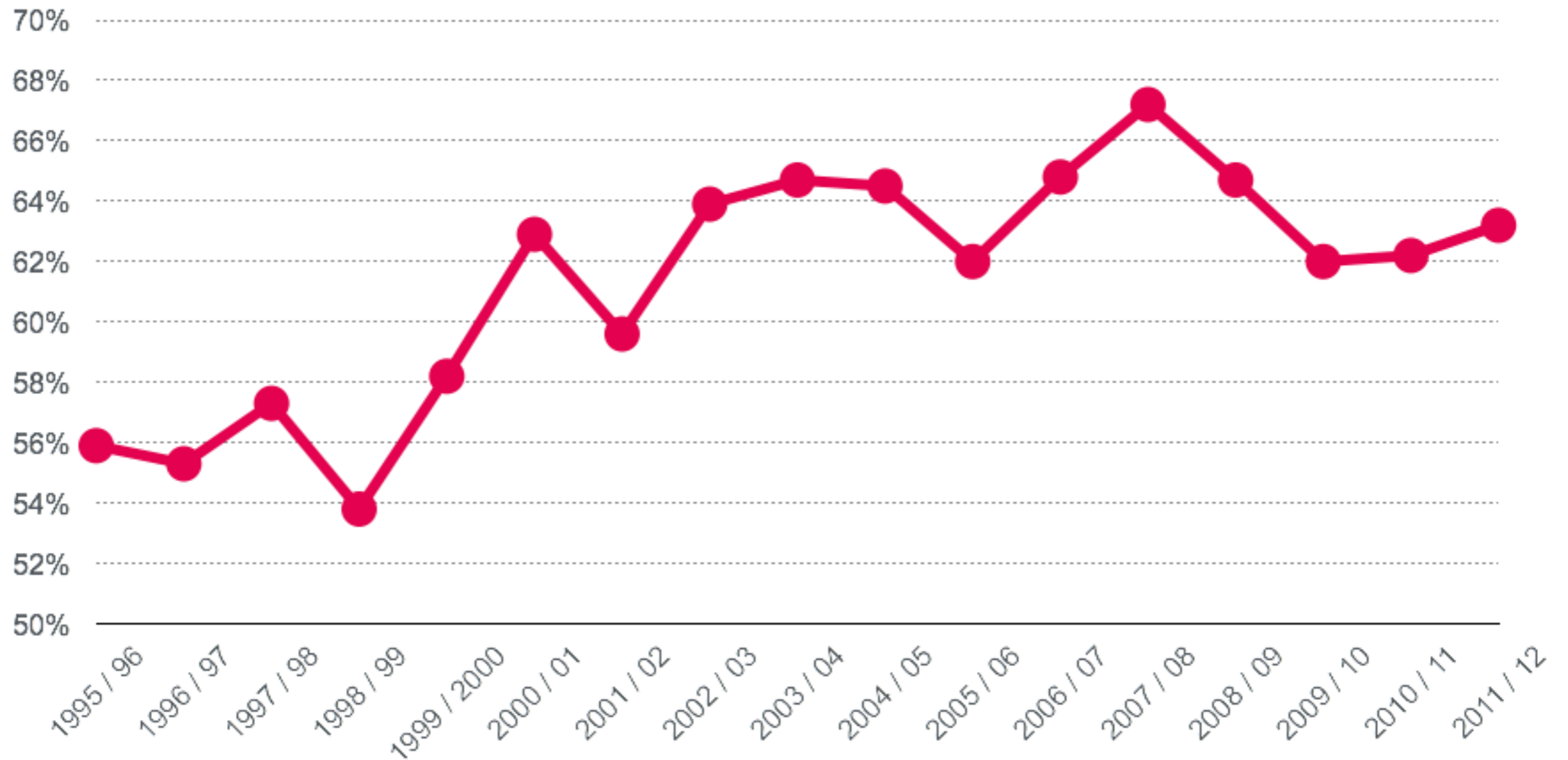
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Cycles of strategy

- 1980s McKinsey / Scottish Development Agency – city centre and the services industries
 - **Final collapse and rediscovering an asset base**
- 1990s Cultural regeneration and the intermediate labour market
- False Dawns – green field sites, inward investment and the electronics boom
 - **Reshaping perceptions, struggling with competition, tackling the social challenges**
- 2000s The Boom Years – an overexpansion into financial services and the IFSD (?)
 - **The rebirth of central cities, private sector investment growth, ad hoc asset development**
- Today Triple Helix – building export potential from business, academic and government networks
 - **Co-ordinated asset development, skills and infrastructure investment and messaging**

Cycles of strategy

Employment rate as percentage of working age population (Glasgow City Region)



source : ONS Labour force survey 1995 - 2005
ONS Annual population survey 2005 - 2013

Some spatial challenges



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Strategic development

- Engaging with business (and academia)
- Formalise structures and processes vs informal - LECs to GEL
- Generic vs sectoral - skills, business development and physical to 6 key sectors
- Guiding strategy vs bringing investment - formal strategic consultation to workstreams, networks
- Recurring importance of international trade and investment

The current approach

1. **Private sector leadership...** greater focus and direction
2. **Key sectors...** where we can compete internationally
3. **Global promotion...** of Glasgow's key sectors plus an 'in-Glasgow' investment team
4. **Connectivity...** to national and international markets
5. **Innovative funding...** to deliver infrastructure and investment
6. **Further & Higher Education...** to support key sectors (+ deliver growth potential)
7. **Skills...** to support growth in key sectors, across all skill levels

Key sectors



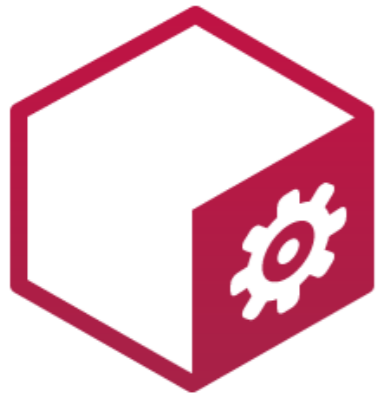
Low Carbon



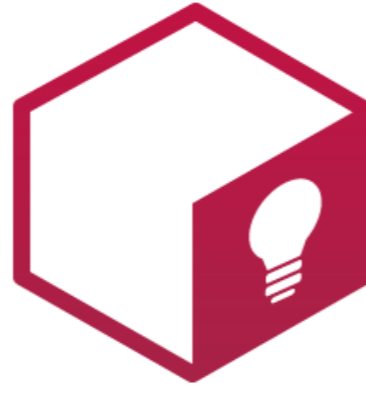
Financial &
Business
Services



Life
Sciences



Engineering,
Design &
Manufacture



Higher &
Further
Education



Tourism

Next steps

Respond to Commission Recommendations

- Glasgow City Council, Scottish Enterprise, Chamber of Commerce, GEP etc.

Re-specify 'Step Change for Glasgow' Joint Economic Strategy

- GEP Working Group (GCC, SE, CoC, GEC) to review and re-specify JES
- new JES 'Business' / Action Plan to identify key actions, delivery responsibilities and required resources (incl. private sector)

Establish key sector groups

- industry/private sector-led groups to develop Sector Action Plans
- bring together businesses, colleges / universities + GCC, SE & SDS etc.
- identify priority actions for delivery, and by whom

Establish new leadership body

- build on high-level private sector engagement in the Commission
- drive new JES delivery, promote Glasgow, key sectors & the economy
- maximise business involvement in selling Glasgow / attracting investment

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