



imagine govan a manifesto

yellow **book**

June 2017

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imagine govan a manifesto

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Glasgow City Council

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yellow **book**
with WMUD, Nick Wright Planning, Creative Space
Management, Architecture 00, Steven Tolson



1. Introduction

Summary

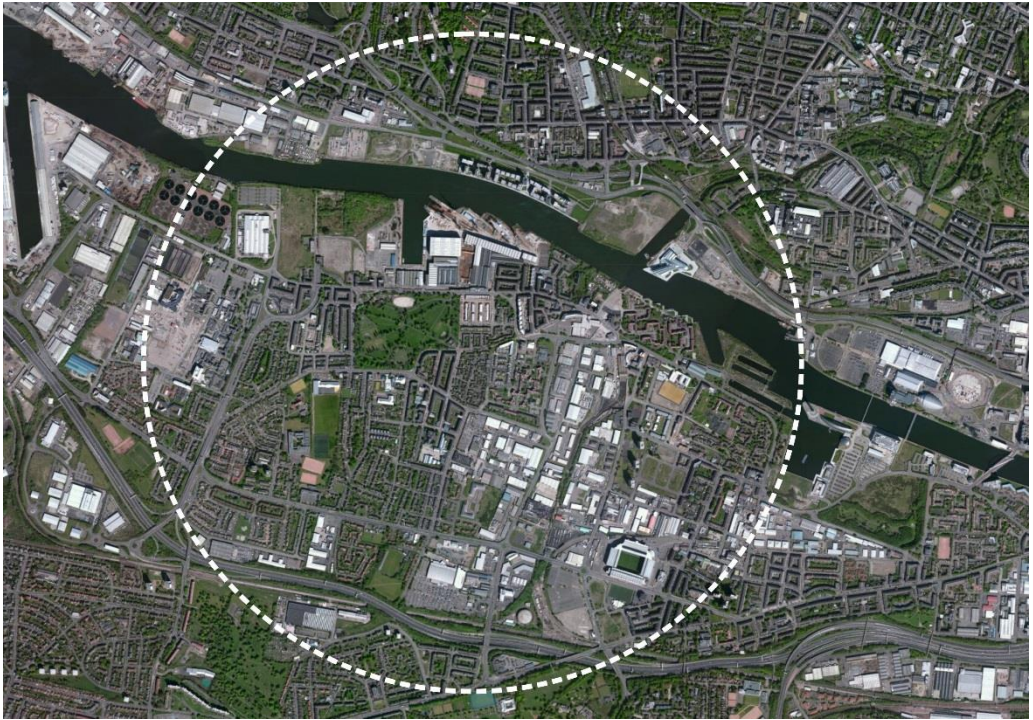
The Central Govan Action Plan (CGAP) Steering Group commissioned yellow book consultants to carry out a review of conditions and prospects in Govan a decade after the original action plan was launched – and to propose a strategy and action plan for the next 10 years.¹

CGAP was launched in 2006 as a development framework to guide the physical regeneration of central Govan. It developed into a governance, partnership and investment structure headed by a Steering Group of local residents, community organisations, elected members and partner agencies, including Glasgow City Council as lead partner. The Steering Group is a consultative, lobbying and decision-making structure that guides the implementation of the CGAP programme and agrees an annual investment plan. Since its introduction, the CGAP Partnership has made significant progress toward its objective of making Govan a more attractive, vibrant and prosperous place. It has made Govan a better place to live, work and visit, and helped to restore the confidence of the community.

Physical regeneration is a vitally important part of building a sustainable community and CGAP has played an important role in this respect. But consultations undertaken for this review showed that local people and organisations want the good progress being made in terms of regeneration, housing and placemaking to be matched by action to accelerate economic growth and promote social justice.

The Imagine Govan Manifesto therefore sets out a “whole-place approach”. It outlines the priorities for actions by CGAP and others over next decade, setting out a programme to create a prosperous sustainable community by encouraging more people to *choose Govan* as a place to live, work and visit, and ensuring that local people will benefit from new jobs and a better quality of life. It is based on consultations with Govan residents, businesses and community organisations and draws on the experience of successful regeneration initiatives in other UK and international cities.

¹ The yellow book consultant team includes WMUD, Nick Wright Planning, Kraken Research, Creative Space Management and 00.



The study area



CGAP success stories (clockwise from top left): Golspie Street housing, Langlands Road shopfront, Pearce Institute, restored Water Row tenements

Since its formation CGAP has focused its attention on a geographical area in and around Govan town centre. The Imagine Govan Manifesto looks beyond that operational boundary to include a wider but still compact area, extending from Linthouse and Queen Elizabeth University Hospital (QEUH) in the west, to the Graving Docks and the Town Hall in the east, and south as far as Edmiston Drive.

How this “whole place approach” should be implemented is as yet undecided, and this issue is addressed at the end of the report. The Imagine Govan Manifesto presents a programme that that could be adopted by community organisations, Glasgow City Council, business groups and others who wish to collaborate to take Govan’s regeneration to the next level. The Scottish Government’s Community Empowerment agenda, with its emphasis on small area locality planning, and the array of inspiring community organisations and partnerships that already exist in Govan, could be the drivers that help bring the Imagine Govan vision to fruition.

The detailed CGAP action plan emerging from the priority themes identified in this manifesto is outlined in a supplementary document, *CGAP 2017 – the next decade*. This Manifesto is a call to action for the community, the City Council and others to come together to realise the Imagine Govan vision and bring about positive and lasting change for Govan and the people who live there.

The CGAP story

The Central Govan Action Plan was launched in 2006. By any standard CGAP has been a great success story and its achievements were recognised in 2014 when the initiative won the RTPi Silver Jubilee Cup, British planning’s most prestigious award. The judges praised:

“...life changing investment [which] is not only physically transforming Govan, it is also raising the quality of life and instilling a sense of positive change in a community and place that had been in decline for the last 60 years or more.

“CGAP’s excellence lies in a genuine, grassroots community response to regeneration challenges, the impressive scale and scope of work to date despite resource restrictions and its proven ability to bring together public, private and third sectors to respond innovatively to local needs while engendering a sense of ownership, confidence and pride in the community.”

CGAP has already facilitated the investment of £90 million in Govan town centre. The CGAP partners have delivered 500 new and refurbished homes and 30,000 sq ft of business space. A successful Townscape Heritage Initiative has restored some of Govan's most important historic buildings, and two new heritage attractions have opened. CGAP has supported public realm works at Govan Cross and elsewhere, as well as a programme of shopfront and environmental improvements. This is by no means the whole story: beyond the CGAP area there has been further investment in housing in East Govan/Ibrox and Linthouse, the expansion and redevelopment of Queen Elizabeth University Hospital (QEUH) has been completed, and SPT has upgraded the transport hub at Govan Cross and invested in infrastructure for the Fast Link buses.

A case study, commissioned by the Scottish Government in 2015 to document the achievements of CGAP and highlight key lessons, showed that community leaders and partner organisations believed that CGAP had made an important contribution to the regeneration of Govan. Local businesses and residents also had a positive view of the benefits of the action plan. But public sector investment has declined from a peak in 2010-12 and there was some concern that the momentum of change may have slowed.

The study team spent a lot of time in Govan, getting to know the town and meeting community leaders and the people behind the Central Govan Action Plan. We have been inspired by the people we have met and impressed by the achievements of the past 10 years, which were documented in the case study.² But there is a clear consensus that there is a great deal still to be done.

Govan is a special place in a great city. It is a community with a strong personality and a unique identity, it has played a major part in Scotland's industrial history and it is still an important shipbuilding centre. Govan's remarkable history is reflected in its fine 19th and 20th century architecture: its grand civic and commercial buildings, churches and tenements.

Govan has changed for the better – new homes have been built, the population has increased, there are modern offices, some of the area's fine historic buildings have been restored, and the transport hub has been completed. The City Deal is expected to deliver a new bridge over the Clyde – a new piece of city infrastructure which should have a transformational impact, creating a link to and from the West End for pedestrians and cyclists, and making Govan a much more attractive place to live and work.

² The case study was prepared by yellow book ltd:
http://www.scotlandstowns.org/govan_central_action_plan_case_study

THE CHANGING FACE OF GOVAN



Orkney Street Enterprise Centre



Hill's Trust School and Golspie Street



Fairfield Workspace

But Govan continues to face many challenges. The area includes some of the most deprived neighbourhoods in Scotland, with persistent problems of poverty, low educational attainment, crime, poor health and low life expectancy. There are gap sites, derelict buildings and empty shops in the town centre. Retail trade has improved but the town centre is still not lively or attractive enough, and the Clyde waterfront is a neglected asset. Govan is an important employment centre providing job opportunities for the whole of Glasgow and the wider region, but local unemployment remains high.

In surveys carried out for this review, many people felt that, as a direct result of CGAP's efforts, Govan has "turned the corner" after long years of decline. That is encouraging but it is equally clear that the job is a long way from being finished. CGAP has created a platform for sustainable change in Govan, but the community is still vulnerable and it will require at least another 10-15 years of intense effort to build resilience, consolidate the gains made to date and translate them into a new era of prosperity and wellbeing. The key challenge is easily stated: the physical regeneration of Govan has made good – though still partial – progress, but social and economic renewal lags a long way behind.

There is no shortage of ambition. The ideas set out in this document are a reflection of Govan's optimism and enterprise. This is a community that recognises the need for change but is also determined that the benefits of economic growth and regeneration should be shared by everyone.

2. Govan economy and society

This report defines Govan using the statistical units known as intermediate zones. Four intermediate zones cover an area extending along the Clyde from Shieldhall in the west to Pacific Quay in the east, and south as far as the M8 (Figure 2-1).³ This area has a resident population of 17,000, including about 13,000 working age adults.⁴

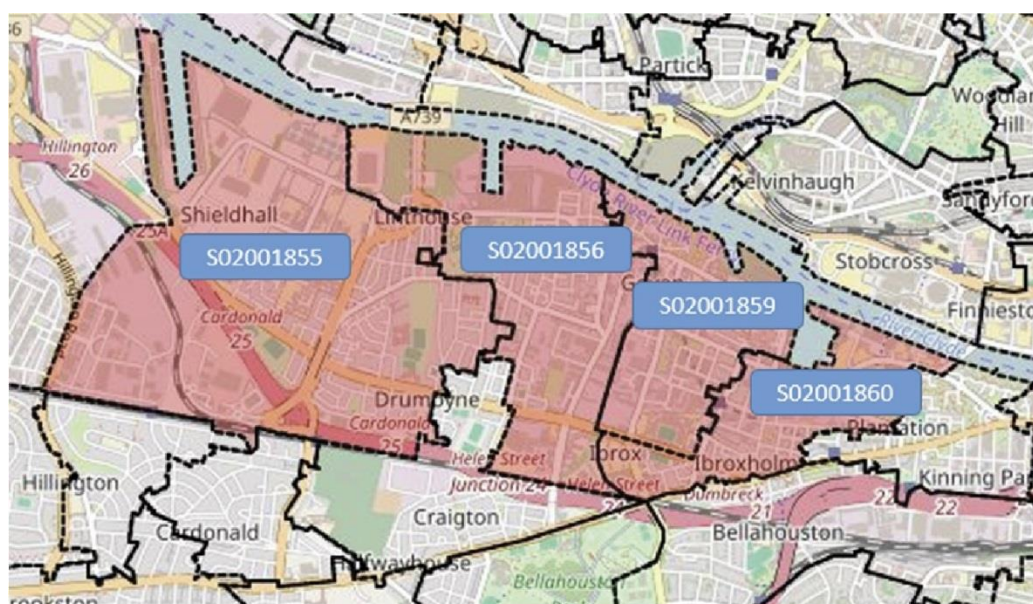


Figure 2-1: Govan defined by 2011 Intermediate Zones

Employment in the same area totalled 37,000 in 2015 – equivalent to 31,000 full-time equivalent jobs when part-time work is taken into account (Figure 2-2). Govan accounts for close to 1 in 10 jobs in Glasgow, and there is a net daily inflow of commuters into the area from across the city and beyond.

Almost half of all jobs in Govan are in the health sector, including the new super-hospital, QEUH, which is a major centre for teaching and research. The presence of an employer of such exceptional scale distorts the statistics, but even if healthcare were discounted there would still be significantly more jobs than working age adults in Govan.

Govan maintains its historic traditions as a producer economy, strong in manufacturing, technology and construction. BAE Systems and Thales Optronics are two of Scotland's leading advanced manufacturing businesses. Pacific Quay, which adjoins Govan to the east, is home to BBC Scotland, STV and a cluster of other digital media businesses. More work is needed to

³ Drumoyne & Shieldhall, Govan & Linthouse, Ibrox, Ibrox East & Cessnock.

⁴ Data from the 2011 Census. Working age is defined as residents aged 16-74 (Scotland's Census)

diversify the economy and grow professional, scientific and other knowledge-based services. Sectors such as retail, accommodation and food, professional services, arts and entertainment are under-represented.

There is no shortage of local jobs, but Govan is one of Scotland's most deprived communities, with a persistently high level of unemployment. Figure 2-3 presents data from the 2016 Scottish Index of Multiple Deprivation (SIMD). Of the 22 datazones in Govan, seven are among the 5% most deprived in Scotland (overall ranking) and six more are among the 10% most deprived. All but three are among the 20% most deprived. There is acute deprivation across almost all the SIMD domains.

These intense concentrations of poverty and deprivation make Govan a vulnerable community where, for too many people, household income is low, work is scarce or chronically insecure, and lives are blighted by crime, poor health and unhealthy or unsafe lifestyles. Low levels of educational attainment restrict employment opportunities and too many people live in unfit homes. Communities like Govan are among the first to suffer in an economic downturn and among the last to benefit from recovery. Massive depopulation over many years means that, despite a modest recovery in the past decade, there are simply too few people and not enough spending power. An area which, at its peak, had 100,000 residents now has just 17,000. The area's social infrastructure has fragmented and, as a result, not enough people are prepared to "choose Govan" as a place to live, work, visit or invest.

Consultations have revealed a keen awareness – in the community and among local agencies and organisations – of the lasting damage done to Govan in the post-war era by wholesale clearance and depopulation. A place which had once been a global centre for shipbuilding and an industrial powerhouse lost its sense of purpose and vitality and has struggled to rediscover it. However unfairly, its image suffered as well: once a dynamic, outward-looking industrial community, Govan gained a reputation for urban decline, environmental degradation, poverty and social ills.

Figure 2-2: Employee jobs by industry section, Govan, Glasgow & Scotland

	Govan	Glasgow	Scotland
1: Agriculture, forestry & fishing (A)			35,067
2 : Mining, quarrying & utilities (B,D and E)	390	5,585	69,302
3 : Manufacturing (C)	2,147	17,363	179,038
4 : Construction (F)	1,896	15,839	129,784
5 : Motor trades (Part G)	390	4,778	43,382
6 : Wholesale (Part G)	872	9,557	76,604
7 : Retail (Part G)	1,077	33,849	235,743
8 : Transport & storage (inc postal) (H)	695	12,588	101,807
9 : Accommodation & food services (I)	1,348	30,314	199,025
10 : Information & communication (J)	1,814	15,419	61,777
11 : Financial & insurance (K)	185	23,052	85,229
12 : Property (L)	305	7,397	30,463
13 : Professional, scientific & technical (M)	1,142	28,325	159,159
14 : Business administration & support services (N)	2,978	53,332	181,457
15 : Public administration & defence (O)	2,014	23,508	151,659
16 : Education (P)	481	31,367	193,221
17 : Health (Q)	18,202	70,594	408,212
18 : Arts, entertainment, recreation & other (R,S,T,U)	967	16,256	102,479
Total employment	36,903	399,167	2,443,408

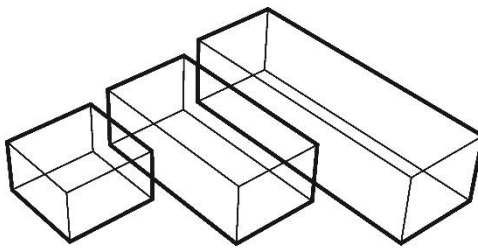
Source: NOMIS, Business Register & Employment Survey

Figure 2-3: SIMD deprivation rankings, Govan datazones 2016

Data_Zone	Intermediate Zone	Overall rank	Income domain rank	Employment domain rank	Health domain rank	Education domain rank	Housing domain rank	Access domain rank	Crime domain rank
S01009843	Govan and Linthouse	38	62	54	6	265	640	5,809	51
S01009844	Govan and Linthouse	66	89	76	18	373	81	6,784	88
S01009860	Ibrox	156	187	157	83	403	339	5,307	547
S01009861	Ibrox	215	314	236	313	251	236	4,114	245
S01009859	Ibrox	218	250	362	401	101	307	4,374	285
S01009842	Govan and Linthouse	226	216	165	206	836	783	6,849	324
S01009862	Ibrox East and Cessnock	319	352	347	134	1,200	121	6,039	362
S01009847	Govan and Linthouse	352	498	333	417	262	382	6,481	667
S01009839	Drumoyne and Shieldhall	387	645	427	151	569	128	6,780	240
S01009838	Drumoyne and Shieldhall	549	670	465	331	699	1,373	6,292	1,102
S01009835	Drumoyne and Shieldhall	563	610	797	366	321	985	5,461	1,386
S01009845	Govan and Linthouse	636	1,051	653	742	543	42	6,367	109
S01009837	Drumoyne and Shieldhall	667	506	768	210	1,972	1,672	4,453	2,408
S01009841	Govan and Linthouse	700	571	559	516	1,940	509	6,793	1,197
S01009863	Ibrox East and Cessnock	782	899	810	947	803	112	6,898	255
S01009840	Drumoyne and Shieldhall	805	1,008	587	403	1,045	1,110	6,361	3,199
S01009846	Govan and Linthouse	941	1,042	804	574	1,262	713	6,108	1,994
S01009834	Drumoyne and Shieldhall	1,028	938	955	946	1,321	1,175	5,360	1,576
S01009864	Ibrox East and Cessnock	1,181	789	1,163	2,122	991	822	6,852	1,573
S01009865	Ibrox East and Cessnock	1,748	1,955	1,753	1,660	1,440	390	6,267	1,056
S01009833	Drumoyne and Shieldhall	1,911	3,032	2,105	1,144	2,795	1,737	2,700	122
S01009836	Drumoyne and Shieldhall	2,227	2,643	2,079	1,543	2,126	2,098	3,464	4,330
5% most deprived									
10% most deprived									
20% most deprived									

Source: Scottish Index of Multiple Deprivation

THE ECONOMY OF GOVAN



FILMCITYGLASGOW



Clockwise from top left: Queen Elizabeth University Hospital, Govan Workspace, BBC Scotland, Film City

3. Listening to the community

The Imagine Govan strategy has been shaped by the people who live and work in Govan, drawing on the results of new surveys of residents, retailers and other businesses. Almost 200 people took part in a community survey, providing a unique insight into the area's quality of life and local people's priorities. The results presented a mixed picture. There were strong approval ratings for public transport and for Govan's schools and other facilities. Govan was thought to be a welcoming place with an active community. But the condition of the local environment, the quality of shopping and leisure facilities and, especially, crime and the lack of employment opportunities for local people were all causes for concern. On balance, people thought that Govan had become a better place to live, but worse as a place to shop or visit (Figure 3-1). Looking ahead, there was strong support for a range of initiatives, especially those designed to clean up Govan, tackle the problem of derelict land and buildings, support business and enterprise, and invest in the employability of local people.

Figure 3-1: Community survey – how has Govan changed in the past 5 years

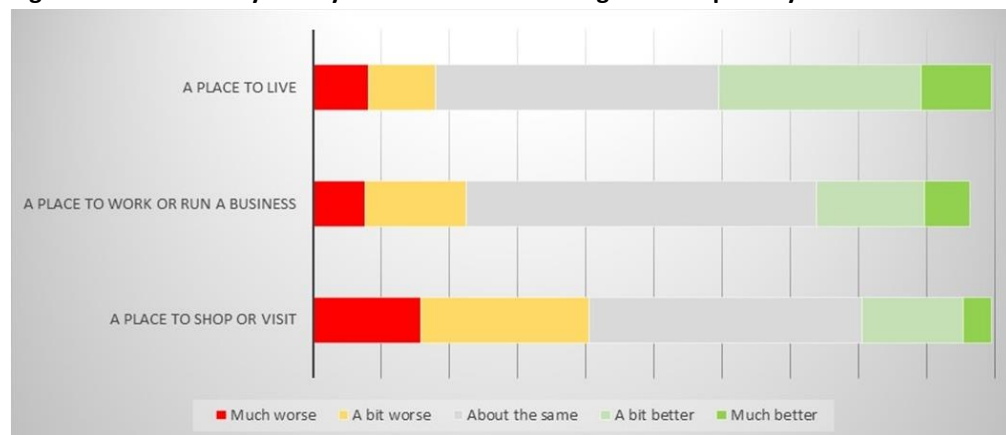
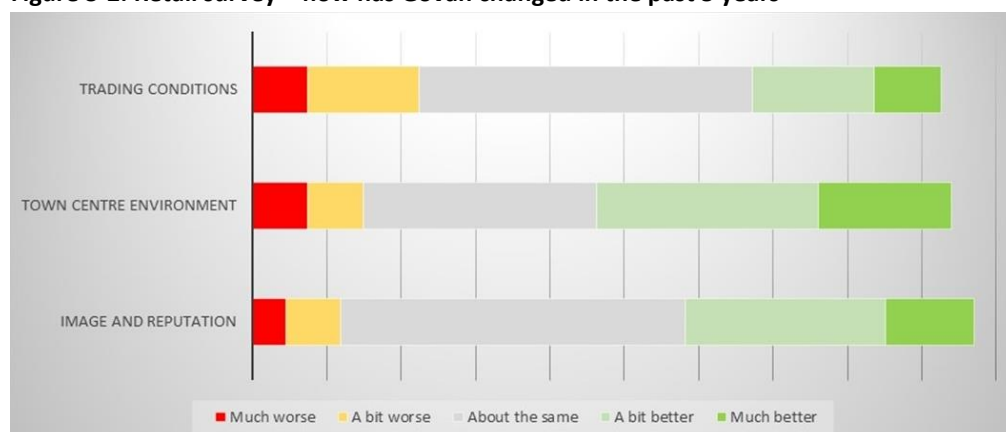


Figure 3-2: Retail survey – how has Govan changed in the past 5 years



There was an excellent response to the retail survey. Respondents expressed high levels of satisfaction with Govan as a business location and had a positive view of the local community. But views on the town centre experience were very mixed, with retailers expressing dissatisfaction with the state of streets and the public realm, crime and anti-social behaviour. On balance, retailers thought that Govan had changed for the better, especially the town centre environment (despite continuing concerns about dirty streets) and the town's image and reputation (Figure 3-2). Once again, the initiatives proposed by community leaders and others enjoyed broad support, especially those that focused on cleaning up the town and supporting business.

4. A place of great potential

No one doubts that the community faces big challenges, but a new and more positive narrative that focuses on the huge potential of Govan is required. Local people and organisations are convinced that Govan can rediscover its sense of purpose, and achieve greater prosperity. They are excited about the future and there is a real (though cautious) sense of optimism, derived in part from what CGAP has already achieved and in part from an appraisal of the area's assets and opportunities, which include:

- **Demand for Govan:** as demand grows in the residential and commercial property markets of the city centre and the West End, the search for new development locations will intensify. Govan is well placed to benefit: it is already well connected by public transport and is close to the city centre, the airport and the motorway network. The planned Govan-Partick bridge will improve Govan's connectivity and locational attractions. Better housing choices, excellent schools and social infrastructure, and a lively town centre and waterfront will help to make Govan a popular, sustainable, growing, balanced community.
- **Economic opportunity:** Govan is an important centre for shipbuilding and advanced manufacturing, and is home to hundreds of SMEs and microbusinesses, including more than 50 creative and digital media businesses. Govan is located at the heart of an emerging innovation district based on the University of Glasgow, QEUH and the Digital Media Quarter at Pacific Quay. The hospital is the area's largest employer, and the Braehead retail-leisure complex is another important source of local employment. There is potential to boost economic growth and employment, especially in the creative industries and the life sciences sector.
- **Riverside town:** historically, Govan was one of the world's great shipbuilding centres but the dense array of yards and docks meant that, while the river was the lifeblood of the town, it was effectively sealed off from public view. The contraction of shipbuilding has created an exciting opportunity to reimagine Govan as a riverside town. Water Row will become an attractive new destination and gateway linked by the planned Govan-Patrick bridge to the Riverside Museum, Glasgow Harbour and the West End.
- **Townscape and heritage:** the work undertaken by local organisations to celebrate Govan's remarkable history and restore its rich architectural heritage has been key feature of the renaissance to date. Govan should continue to capitalise on its heritage, offering people opportunities to live,

work and visit a unique and appealing historic quarter with a distinct sense of community and identity.

- **Connections:** despite its excellent public transport links and proximity to the motorway network and the airport, the long-term decline of Govan and the dereliction of much of the area around the town centre has created a sense of isolation from the wider city, which is compounded by the lack of a river crossing for walkers and cyclists. The roads network is over-engineered and this has created a hostile and unwelcoming pedestrian environment. Making Govan a more walkable and connected place will generate a range of benefits in terms of investment in workspace, housing demand, healthier lifestyles and air quality.
- **Opportunity sites:** for a number of years the town centre has been encircled by a zone of derelict sites and vacant properties. CGAP has facilitated the development of a number of these sites and buildings for residential, business, community and other uses, but a number of key locations are still awaiting redevelopment, including the pivotal Water Row site, the Graving Docks, the East Govan/Ibrox TRA, land at Linthouse, as well as the Lyceum and Fairfield Rowan buildings. Managing the future development of these sites will be one of the great challenges in the next 10-15 years. These are the opportunity sites where Govan's creative and tech businesses will co-locate, new housing choices will be offered and social and cultural spaces will be provided. The new Govan will offer a rich choice of activities and experiences, and the quality of development must match the scale and scope of the community's aspirations.
- **Community capacity:** Govan is an active community full of skilled and energetic people who have a passionate commitment to the place and a deep knowledge of its rich history and traditions. Organisations such as Govan Workspace, the local housing associations, Gal Gael, the Pearce Institute, the Riverside Hall, the area's Community Councils and many others are focal points for community initiatives and enterprise. There is therefore a platform for a concerted effort to promote community empowerment, social innovation and the civic economy. The impact of the CGAP team, acting as a bridge between the local community and the city council, has been vital. CGAP has gained the trust and confidence of all parties, despite operating with very limited powers and resources. It has demonstrated the value of a dedicated delivery vehicle, setting local priorities and driving delivery on the ground.

5. The virtuous circle

The vision for Govan encapsulated in this manifesto reflects the views of local residents and businesses and the area's huge untapped potential, but it also recognises the need to ensure that local people have the confidence and skills they need to share the benefits of future success.

The aim must be to ensure that, 20 years from now, **Govan will be a prosperous riverside “town in the city”, a popular and sought-after place to live, work, visit and play, a historic place with a distinct and attractive personality, a strong sense of purpose and a thriving mixed economy.**

It should be a place that represents the best of city living in the 21st century, shaped by the energy, creativity and enterprise of its citizens with the active support of the City Council and other partners. A place that participates fully in the life of the city and also contributes its growth. A place which has closed the poverty gap and where life expectancy, educational attainment and the impact of crime compare positively with the Scottish average.

These are the qualities that will make Govan a place where people *choose* to live, work, invest and visit and which will give Govanites an enviable quality of life. It will be the work of a generation to secure Govan's future and it is likely to require at least another 10-15 years of concerted effort and targeted investment to establish a platform for lasting change and renewal.

Figure 5-1: Imagine Govan – the virtuous circle

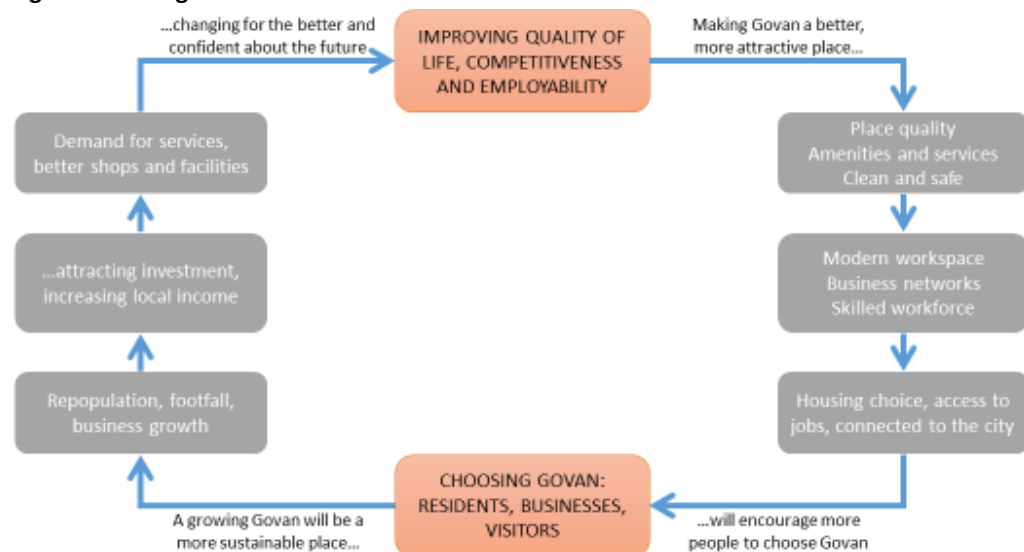


Figure 5-1 shows the virtuous circle that will result from the “whole place” approach advocated in this Manifesto. By investing in Govan’s people, businesses and places, quality of life, competitiveness and the employability of the local workforce will be enhanced. As these changes feed through into the daily life of the community, they will encourage more talented people, visitors and high performing businesses to *choose Govan* as a place to live, work and invest. The change process will gather momentum as the population grows, high performing businesses will cluster in the new locations, and a new generation of shops, cafes and other services will move into the area. The model recognises that the forces shaping Govan are inter-connected and that lasting regeneration can only be achieved if economic growth is matched by a commitment to ensure that the whole community benefits from change, and if the causes of social injustice are tackled at source.

6. Sources of inspiration

The strategy has drawn on inspiring examples of regeneration in inner-city areas in the UK and internationally. These places are sources of ideas, inspiration and learning. We have looked at places that share common features and challenges with Govan. All the places described here had been in long-term decline. Through a combination of entrepreneurship, effective partnerships and public sector leadership, they have found a new sense of purpose. Communities have rediscovered pride and self-confidence. The areas showcased here are not perfect: they continue to face challenges and regeneration is still a work in progress, but they point the way towards a more prosperous future - and highlight the potential of former industrial areas to reinvent themselves as zones of creativity and enterprise, and popular and attractive places to live, work and visit .

HOLBECK URBAN VILLAGE, LEEDS



Holbeck was the cradle of the industrial revolution in Leeds, and the principal centre of the woolen industry. Located close to the city centre, but separated from it by the river, the canal and the railway, Holbeck fell into steep decline in the second half of the 20th century. The great mills were abandoned and the area's rich industrial heritage was at risk. The revival of the area is a case study in public-private partnership, underpinned by investment from the regional development agency. But the private sector is now in the lead and the area has become a favoured location for Leeds' creative, digital and tech sectors, with dedicated workspace for startups, small firms and growth companies. Employment in the area, which had been close to zero is now in excess of 5,000, there has been an influx of new residents, and a cluster of cafes, bars and restaurants has sprung up in the last few years.

OUSEBURN, NEWCASTLE-UPON-TYNE



The Ouseburn is a tributary river that enters the Tyne a few hundred metres downstream from the city centre. The lower reaches of the river are tidal, and the Ouseburn was a muddy trickle at low tide. The area grew up as industrial district with mills, workshops and other industries beside the river. It was largely derelict when, in the late 1990s, Newcastle City Council launched a regeneration initiative which, over a number of years, resulted in the restoration and reuse of historic buildings, the provision of a tidal barrier to retain deep water, the creation of a city farm and a “village green” below the Byker viaduct. Businesses returned to the area, which also became well known for its evening economy and music scene. Recent developments include the Toffee Factory, which provides serviced work space for the creative industries, and The Malings, an award-winning, mixed tenure housing development.

BALTIC CREATIVE, LIVERPOOL



Baltic Creative is an outstanding example of low-cost, “bootstrap” regeneration in a declining industrial zone on the fringes of Liverpool city centre. The development of the area has been driven by a community interest company (CIC) which was formed as recently as 2009. Unlike many of the other areas featured here, there were very few buildings of quality to work with. Baltic Creative acquired basic late 20th century “tin sheds” and began the process of transforming them into a Creative Campus offering a mix of highly versatile

studios, workshops and managed workspaces. The CIC recycles its operating surpluses to invest in new buildings and support the creative sector.

KELHAM ISLAND/SOAR WORKS, SHEFFIELD



Sheffield was a pioneer in promoting the new city industries in the 1990s, starting in the pioneering cultural industries quarter. Kelham Island, once a centre for steel making, played an important part in the second wave of inner-urban regeneration, with a greater emphasis on new homes for city living, the development of an evening economy and tourism. There has been significant public and private sector investment in the area's rich, but neglected industrial heritage. Sheffield is also a leading centre of the social enterprise movement, with dedicated new workspaces in deprived areas of the city, on the Manor estate and the Soar Works development in the east end.

SPIKE ISLAND, BRISTOL



Spike Island is a mixed-use quarter in Bristol's City Docks. An artificial island created by port engineering in the 19th century, it had always been an industrial area, dominated by warehouses, shipbuilding, the timber trade and other uses. Following the closure of the commercial port, local campaigners and businesses began the slow process of creating a new economy, building partly on the popularity of Brunel's *SS Great Britain*. Creative businesses were early pioneers, and the regeneration of Spike Island received a huge boost

when Aardman Animations, already resident in the area, built new studios and offices. New apartments, a museum, artists' studios and a water sports centre contribute to a rich visitor experience and work environment, and the area's historic residential streets have been revived.

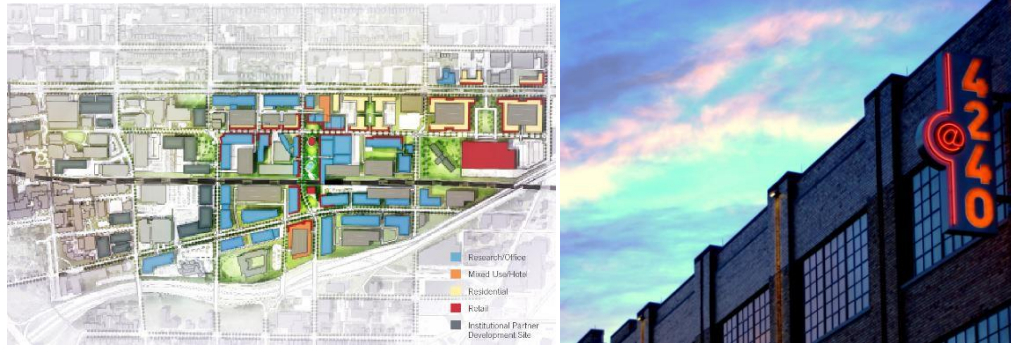
SPEIRS LOCKS, GLASGOW



Speirs Locks has been a fascinating example of light-touch regeneration, supported by Glasgow City Council, but driven primarily by arts organisations and educational institutions, with backing from Scottish Canals and the developer, Igloo. As with Baltic Creative in Liverpool, the success of the area is based on the availability of low-cost, no-frills warehouse space. Scottish Opera has been in long-term residence, with its costume department, set storage and rehearsal space, but the key step was the decision (in the mid-2000s) of the Royal Conservatoire of Scotland to convert a vacant warehouse into studios

and rehearsal space. That was the catalyst for key projects including the conversion of the Whisky Bond gallery and workspace, and the decision of the National Theatre of Scotland to establish its headquarters at Speirs Locks.

CORTEX, ST LOUIS



Cortex in St Louis, Missouri is a classic example of the innovation district model advocated by the Brookings Institution, which is currently being considered by the University of Glasgow and the City Council. The founding partners included the city's two universities and three research institutions, with the common purpose of creating an "innovation community" of entrepreneurs and innovators. Cortex occupies an inner-city site close to downtown St Louis, and the area will eventually be home to 13,000 technology-related jobs, with the goal of making the region "a nationally and internationally recognised bioscience and technology hub". The site is already home to five dedicated innovation centres.

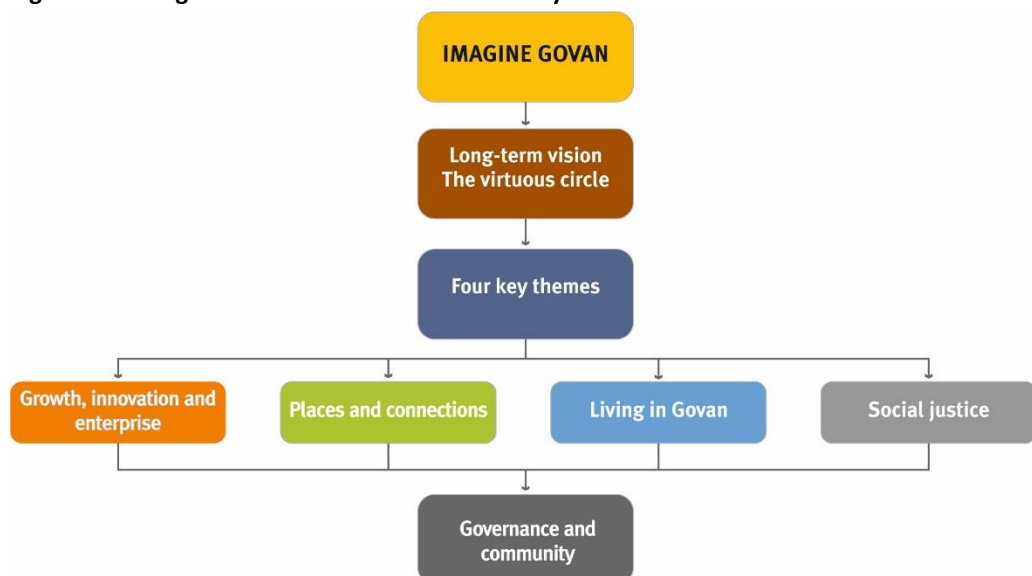
7. The Imagine Govan action plan

The following pages map out a 10-year action plan, which reflects the whole-place approach to the regeneration of Govan. CGAP, its partners and stakeholders and, potentially, a wide range of other organisations will have a role to play in developing and delivering the plan. Given the broad scope of the plan, the actions are presented at a high level; CGAP's specific contribution is described in more detail in the accompanying document, *CGAP 2017 – the Next Decade*. New governance and delivery structures will be required to deliver the Imagine Govan agenda; these issues are discussed in Section 8.

The action plan is summarised in Figure 7-1; it flows from the long-term vision and the virtuous circle model described above, and it comprises four key themes:

- growth, innovation and enterprise
- places and connections
- living in Govan, and
- social justice.

Figure 7-1: Imagine Govan Action Plan – Summary



Theme 1: Growth, innovation and enterprise



37,000 people work in Govan. The largest local employer is Queen Elizabeth University Hospital (QEUH); many other people work in manufacturing, construction, ICT and business administration. There is a growing cluster of creative industries and tech companies and a large number of SMEs are located in the Helen Street corridor. The Braehead retail/leisure complex is an important source of jobs for local people. Govan is located at the geographical centre of the emerging innovation district which includes the University of Glasgow, QEUH and Pacific Quay. Govan's affordability, character and urban edge make it an ideal location for creative/tech start-ups, research and commercialisation. It has the potential to be the south of the river counterpoint to Speirs Locks, or to emulate other inner-urban hot-spots such as Ouseburn (Newcastle), Holbeck (Leeds) and Baltic Creative (Liverpool). Economic vitality is a fundamental feature of the Imagine Govan vision. Proactive planning will be required to secure sites for employment and mixed-use development, complete the roll-out of superfast broadband and to ensure that Govan continues to be a successful producer economy. A growing civic economy will create work and training opportunities for local people, creating a vital pathway to sustainable employment.

The Growth, Innovation and Enterprise action plan is based on 5 key priorities:

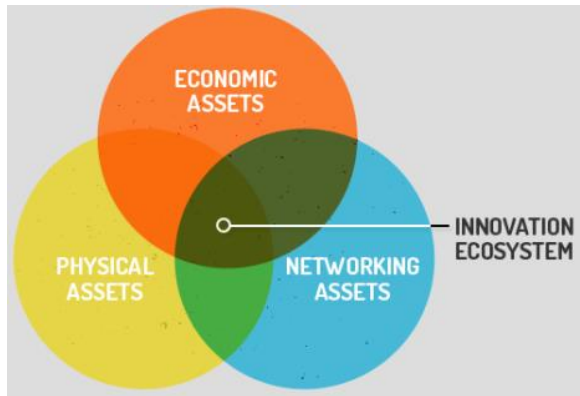
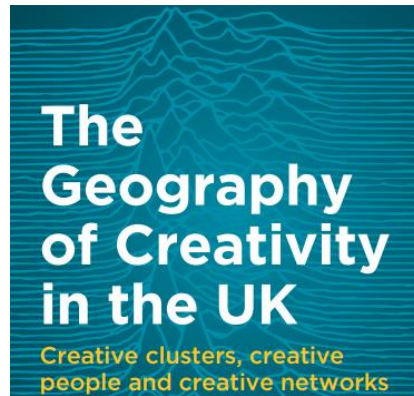
	Priority/description
1.1	<p><u>Business networks</u></p> <p>Govan is one of Glasgow's most important business locations, but the area does not have a strong brand identity and its business networks are weak. Our survey suggests that many firms are located in Govan but not closely attached to the area, or connected to each other. Creating business networks (for example, for the tenants of managed workspace, the creative industries, companies in the Helen Street corridor or town centre retailers) would help to foster a sense of community and identity, encourage inter-trading and local sourcing and build an agenda for change that will attract more high performing businesses to Govan and help existing firms to grow. It would also be a way to test support for a Business Improvement District (BID). CGAP should engage with Govan Workspace, Film City and other actors to promote networking activities and events. Creating strong business networks is a cost-effective way support the sustainable growth of key sectors and drive demand for workspace.</p>

1.2	<p><u>Creative Govan</u></p> <p>Govan has a substantial and growing creative and cultural industries sector.⁵ More than 50 creative and cultural enterprises have been identified, many located at Film City but with others at Fairfield and Water Row. The area offers a winning combination of affordable workspace, a characterful historic environment and proximity to Pacific Quay. The creative sector should be one of the drivers of growth in Govan in the next 10-15 years, but Creative Govan is a hidden success story. Action to raise awareness of Creative Govan should include an initiative to map the sector, develop a brand identity and produce a website and a business directory. These tasks will be complemented by regular business-to-business networking events, business-winning activities and establishing demand for additional workspace and other facilities that can be satisfied in existing workspace, repurposed historic buildings and development sites. A range of interventions might be explored including working with artists and providers of artists' workspace to occupy empty shops. Links should be cultivated with art schools and universities to promote Govan as a site for experimental projects, cultural events and festivals.</p>
1.3	<p><u>Workspace</u></p> <p>CGAP has a key role to play in ensuring that new homes are balanced by workspace. Govan needs a ladder of business property, ranging from start-up units and serviced offices, through managed workspace/studios to new-build offices, factories and warehouses. Programmes 1.1 and 1.2 will stimulate business demand for Govan, create a buzz and forge a deeper commitment to the area ("stickiness"). Key locations for commercial development as part of mixed uses schemes include Linthouse and Water Row, and there is potential to provide a commercial element in major housing developments (see 3.1). There are further opportunities to refurbish and repurpose underutilised high-profile buildings such as Fairfield Rowan, the Lyceum, and to turn empty shops into offices and studios. The Helen Street corridor is an important business location for thousands of jobs in a range of industries. It is a useful place but a generally drab working environment with an impermeable street layout of cul-de-sacs and courtyards. Business premises are in a variety of ownerships. The area should be nurtured as a valuable source of adaptable, low-cost workspace, but given a new lease of life, drawing on the experience of Baltic Creative in Liverpool. The area's broad streets should be tidied up, with new signage, improved surfaces and tree planting, and improved pedestrian and cycling links. Consideration should be given to establishing a community interest company to acquire and repurpose redundant stock, providing competitively priced, hybrid workshop/office space for creative and tech businesses.</p>
1.4	<p><u>Innovation District</u></p> <p>Glasgow City Council, the University of Glasgow, Scottish Enterprise and other partners have been exploring the potential to establish an innovation district in the area bounded by the University, QEUH and Pacific</p>

⁵ The creative and cultural industries include: software/electronic publishing, radio & TV production, film & video, photography, design, architecture, advertising, visual arts, performing arts, and cultural education.

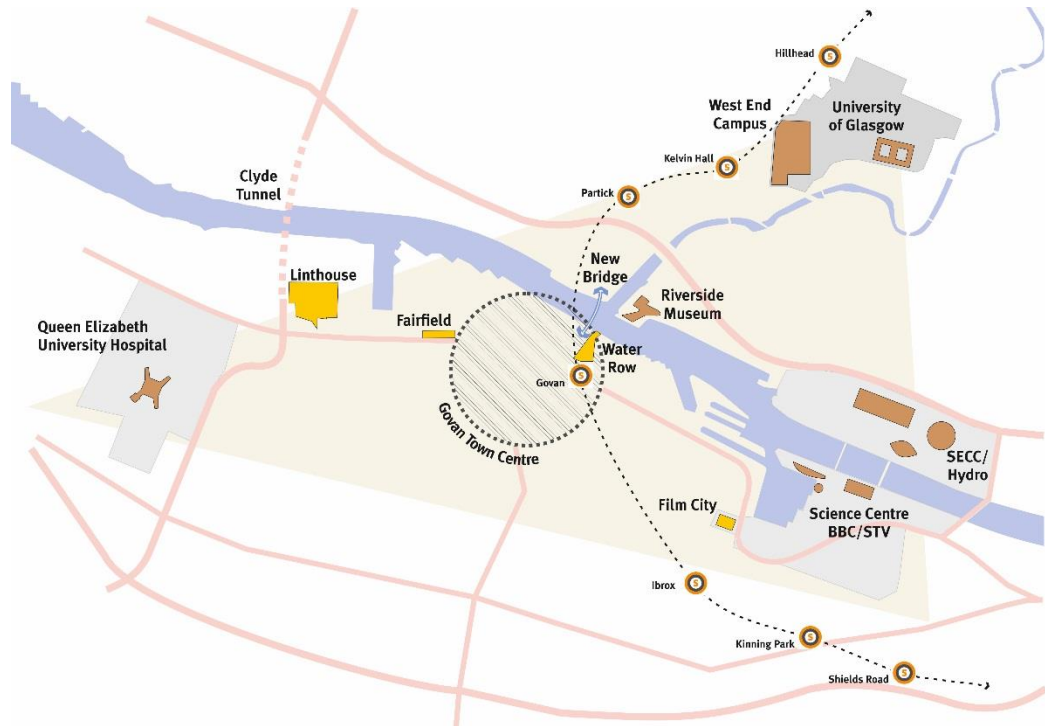
	<p>Quay. The Brookings Institution defines innovation districts as “dense enclaves that merge the innovation and employment potential of research-orientated anchor institutions, high-growth firms and tech creative start-ups in well-designed, amenity-rich residential and commercial environments”. Govan should play a key role in the development of this exciting initiative, capitalising on its pivotal location and excellent transport links to complement the main institutional players by offering dedicated space for research, commercialisation, microbusinesses and SMEs. Specific opportunities for Govan include:</p> <ul style="list-style-type: none"> (i) the provision of serviced incubation facilities and flexible space for start-ups (ii) laboratories and commercialisation facilities linked to research at QEUH (iii) the town centre acting as one of the innovation district’s neighbourhood centres. <p>Action will be required to make the case for Govan and ensure that it is properly represented in discussions about the emerging Innovation District. A business case needs to be developed to raise awareness of Govan’s potential contribution and demonstrate the benefits. The aim should be to establish a distinctive role for Govan, complementing and adding value to the investment plans of the institutional players.</p>
<p>1.5</p>	<p>Civic Economy</p> <p>NESTA defines the civic economy as “combining the spirit of entrepreneurship with the aspiration of civic renewal”. The guiding principles of Imagine Govan are informed by an awareness that the traditional regeneration prescriptions of investment in homes, public buildings and the public realm have been successful, but that many of Govan’s most intractable social problems still persist. We need to look beyond bricks-and-mortar solutions and create the fertile ground where community-led enterprises can flourish. There is already an active community enterprise tradition in the area, and the Government’s empowerment agenda will give a fresh boost to new community-owned businesses that address societal and environmental challenges and pioneer new ways of working. Public sector agencies should become enablers of the civic economy by, for example, creating opportunities for meaningful community participation (co-production), focusing on Govan’s latent potential and exploring new models of financial co-investment. New partnership arrangements may be required to support Govan’s civic economy, helping to create jobs, work experience and training opportunities for local people, deliver essential local services and directly engage the community in the co-creation of a range of products and services. An immediate priority for CGAP could be to explore the case for a dedicated social enterprise hub, possibly as part of a mixed use development at Water Row. Inspirational models include Sheffield’s Quadrant and Soar Works (see Section 6) and the Foundry in London. The latter is an award-winning makeover of a former factory which provides office accommodation, meeting rooms, conference and exhibition space for social justice and human rights focused organisations.</p>

GROWTH, INNOVATION AND ENTERPRISE: NETWORKS, WORKSPACE, CIVIC ECONOMY



The Foundry social enterprise centre, London

THE INNOVATION DISTRICT



Innovation districts: Sheffield, Sydney, Rotterdam

Theme 2: Places and connections



Govan's urban environment suffered severe damage during the long decades of industrial decline and planned depopulation. Fortunately, a significant part of the built heritage of the town centre has survived, thanks in large part to the efforts of local housing associations which have saved and upgraded traditional tenement housing. The restoration, repair and reuse of Govan's historic buildings, shopfronts and public spaces has been one of the outstanding successes of the first ten years of CGAP and the THI. These projects have demonstrated the potential to life the quality of the town centre and restore pride and vitality. Continuing investment in Govan's built heritage is essential, and it needs to be matched by high quality design for new-build projects across all sectors. This combination of heritage conservation and excellent new design has been key to the regeneration of Holbeck (Leeds) and Ouseburn (Newcastle) and this is equally true for Govan, so securing funding for the second phase of the Govan Cross Townscape Heritage Initiative (2016-2021) is particularly welcome.

Water Row is Govan's prime site, with a superb waterfront location and views of the Riverside Museum. The planned Govan-Partick river crossing will link Govan to cultural, leisure, educational and work opportunities on the north side of the river. But it will be important to ensure that the bridge encourages a two-way flow, with more people attracted to Govan as a lively, attractive riverside town. Water Row will play a key role, and it will be essential to ensure that development is well-designed, reflects the historic significance of the site and is produced in collaboration with local stakeholders. The manifesto sets out guiding principles for the development of this and other key locations, as well as for smaller scale interventions in Govan town centre which can help to restore the integrity and productivity of the urban fabric and strengthen Govan's sense of place. Work to improve the built environment needs to be complemented by measures to make Govan a greener, healthier place reducing the impact of major roads, creating better conditions for pedestrians and cyclists and combating the effects of climate change.

The Places and Connections action plan is based on 5 key priorities:

	Priority/description
2.1	<p><u>Town centre experience</u></p> <p>Our surveys showed that, while locals and retailers recognise that the town centre environment has been improved by CGAP's efforts, there is still concern that the quality of the offer falls short of residents' and visitors' needs and expectations. Shortcomings include retail quality and choice, food and drink options, vacant shops and derelict buildings including the Lyceum, Fairfield Rowan and the former Hills Trust School. Litter and dogs' mess and anti-social behaviour are persistent problems, and the best of Govan is not effectively showcased and promoted except on special occasions. Govan Old and the Fairfield Heritage Centre are high quality attractions but with a low profile. A concerted effort is needed to make the town centre a popular destination for residents and visitors, focusing on eight key tasks that will enhance its unique qualities and attributes:</p> <ul style="list-style-type: none"> (i) continuation of initiatives led by CGAP/THI and others to enhance, repair and reuse Govan's high profile historic buildings and traditional shops; (ii) working with landlords to provide incentives and support services that make it easy to locate in Govan, including one-stop marketing for vacant properties (iii) reuse of redundant shops in secondary locations for community, cultural and other purposes, with a potential role for a dedicated community interest company; (iv) formation of a traders' association/Business Improvement District with a focus on improving the town centre experience, events, marketing and promotions; (v) public realm and streetscape improvements including public art, signage and heritage interpretation to lift the quality of streets and spaces, encourage walking and cycling and promote Govan's unique historic character; (vi) a cleaner streets initiative to challenge service providers to raise their game in Govan town centre, and explore opportunities for a community-led enterprise to contract to deliver cleansing services (vii) a community safety initiative, focusing on visible levels of policing, reducing the incidence of anti-social behaviour and a neighbourhood watch partnership between residents, businesses and the police (viii) developing attractions that will bring more people to Govan and form part of an engaging, high quality visitor experience; this initiative would build on Govan's existing heritage attractions, the summer ferry service and the Saturday market, but would also support new attractions such as speciality shops, cafes, restaurants, cultural and entertainment venues, some of which might be delivered by a community enterprise model.
2.2	<p><u>Water Row: heart of the riverside town</u></p> <p>This Council-owned site is of pivotal importance for the future of Govan. It will be a new destination in the city, the bridgehead for the new river crossing and the point of entry to the town centre, with development ranged around a public space. Its location close to the river, the shops and the transport interchange makes it the most exciting and attractive site in Govan for mixed-use development. This brings opportunities and risks, and the</p>

	<p>public sector and the community, working through the CGAP partnership, will have a key role to play in establishing a vision for the site, setting the quality benchmarks, ensuring a rich mix of uses and celebrating the rich heritage of the site. The development of Water Row should create a lively, focal point for the riverside town with a mix of commercial, civic economy, community, leisure and residential uses. Water Row should be at the heart of Govan's community life, a hub for social enterprise, a magnet for visitors and a key location in the heart of the Innovation District. A masterplan and development brief should be commissioned to establish guiding principles in terms of the mix of uses and design quality, and guard against anonymous, mono-use residential development.</p> <p>In the short-term, CGAP should work with community organisations to promote meanwhile uses on the site and programme pop-up events. This will provide the platform for the development of Water Row as a popular and distinctive destination in Glasgow offering, for example, independent cafes, active leisure, live music and other entertainment, as well as opportunities to linger and view the river.</p>
2.3	<p><u>Community hubs</u></p> <p>As well as the town centre the study area contains a number of secondary local centres, at Linthouse, Govan Road and Crossloan Road. These were once important focal points for community life and their long-term decline has contributed to an air of neglect. These centres should be revived as community hubs serving some of the day-to-day needs of people living nearby. A series of modest interventions to improve the quality of these locations – for example by reducing the impact of traffic, upgrading street furniture and surfaces, providing pocket parks, planting, upgrading prominent buildings and shopfronts. These steps will give tired-looking localities a lift and create a more positive setting for a revitalise town centre. Wherever practicable, local community infrastructure should be concentrated in these locations.</p>
2.4	<p><u>Walking and cycling</u></p> <p>The new river crossing to Partick will create a connection to the West End, forming part of the Botanics to Bellahouston route identified by the 2015 charrette. The bridge will be a hugely important infrastructure investment; it will generate pedestrian and cycle trips, creating a livelier town centre and strengthening the ties between Govan and the rest of the city. This is an exciting prospect but Govan today is not a place that encourages walking or cycling. It is traffic-dominated, and its broad streets and roads engineering create an inconvenient and hostile environment for pedestrians. These problems are compounded by litter and dirty streets. CGAP should commission a strategy to make Govan a better place to walk and cycle, focusing on four key elements:</p> <ul style="list-style-type: none"> (i) ensuring that City Deal delivers the Govan-Partick bridge in a way that meets Govan's needs (ii) completing and upgrading the riverside link between Water Row and Pacific Quay, with a new bridge at the entrance to the Graving Docks (iii) creating an east-west walking/cycling link across the Helen Street corridor, linking Ibrox to Elder Park, Linthouse and QEUH (iv) fine-tuning the Golspie Street Fast Link route to moderate vehicle speeds, improve pedestrian safety and simplify crossing points.

PLACES AND CONNECTIONS: TOWN CENTRE EXPERIENCE



Gaynor's Café



Lyceum

PLACES AND CONNECTIONS: WATER ROW EXEMPLARS



Clockwise from top left: community hub, Bristol City Docks, C4DI creative workspace (Hull), new gallery Hastings.

PLACES AND CONNECTIONS: COMMUNITY HUBS



Golspie Street – before and after visualisation of proposed improved pedestrian crossing and public realm

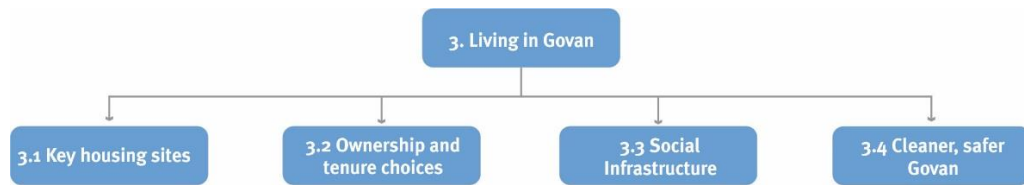
PLACES AND CONNECTIONS: WALKING, CYCLING, GREENSPACE



2.5 **Green infrastructure**

Green space is a precious resource, especially in inner urban areas like Govan. Green infrastructure can take many forms: parks, gardens, allotments, trees, green roofs, sustainable drainage and so on. A community-led green infrastructure plan for Govan should be developed, drawing on local knowledge to survey assets and identify opportunities for intervention, including further investment at Elder Park, Govan Old churchyard and the riverside. Case studies published by the Landscape Institute and others will be a source of inspiration. The benefits will be wide-ranging: Govan will be a healthier place and a better place to bring up children. A better environment will create places to relax, play, learn, inspire and delight; it will attract investment and increase the value of property.

Theme 3: Living in Govan



To ensure a more prosperous, sustainable future, Govan needs to achieve significant additional population growth, and to raise average household income. It needs to become a socially-mixed community, with more employed people and middle-income households, and a lower proportion of people living in poverty. This means continuing to tackle the barriers that discourage people from living in Govan and creating positive reasons for people to *choose Govan*, as well as providing employment opportunities for existing residents. Housing choice is limited in terms of size, type and tenure and there is no effective market for new homes to buy. Govan does not have a good reputation for other quality of life factors such as schools, shopping, amenities, community safety and the environment. The SIMD shows that Govan suffers from a high level of housing deprivation: the condition of the area’s traditional pre-1919 tenements is a particular concern. Changing developer and occupier perceptions of Govan won’t happen overnight: financial incentives may be required to address market failure, together with some creative market-making interventions. One approach may be to attract “pioneers” by making Govan a zone for experimentation and innovation, for example by earmarking sites for custom-build housing. Govan should compete for new residents by offering good quality, affordable housing and positive lifestyle choices that aren’t available elsewhere in the city.

The Living in Govan action plan is based on 4 key priorities:

	Description
3.1	<p><u>Key housing sites</u></p> <p>There are four major housing opportunity sites in Govan: Water Row; East Govan/Ibrox TRA, the Graving Docks and Linthouse, and there are opportunities to identify and unlock other smaller sites. Govan’s housing associations will play a key part in delivering many of the area’s new homes, as well as the refurbishment of older stock. An early priority for CGAP should be to work with providers to establish a pipeline of major housing developments over the next decade, and to agree a funding strategy. Housing associations and other developers should be encouraged to deliver a balanced portfolio including owner-occupied properties, family housing and student accommodation. Instead of tracts of social housing, the focus should be on building a viable community and attracting middle-income families as well as improving housing conditions for locals. To achieve vitality, diversity and urban quality, the default mode should be mixed use development.</p>

	<p>Water Row and Linthouse in particular should have a significant element of office, business and other commercial uses. All residential schemes should provide for active ground and other commercial elements. Experience in Govan over the past 10 years, and in other parts of Glasgow such as Lauriston/Gorbals, confirms the value of quality design in helping to change perceptions of an area and broadening its appeal to working age people and families, students and others. CGAP will have an important role to play in facilitating the development of the Graving Docks site, by championing design quality, safeguarding public access to the area's maritime heritage and making the case for a high quality walking and cycling link connecting Govan town centre to Pacific Quay.</p>
3.2	<p><u>Ownership and tenure choice</u></p> <p>Providing a range of house types and tenure choices is an essential part of building a sustainable community, enabling more – and more diverse – households to live in Govan. Homes for outright sale, shared ownership models, mid-market rented properties for key workers and student accommodation should be provided, using new build and, in some cases, existing housing to open up tenure choice. At present, low property values mean that building homes for sale may not be commercially viable without public sector intervention. The CGAP Partnership, the Council's Housing & Regeneration Team and local housing associations should continue to seek to establish a functioning housing market in Govan. As in the first phase of CGAP, short-term action should focus on packaging and targeting available forms of support for first-time buyers and affordable housing, including the Government's LIFT and Help to Buy schemes. Development of large sites needs to be balanced by the repair of traditional rented tenement housing, as well as investment in smaller-scale, incremental projects. There are already good precedents for this in Govan, and imaginative infill can do a lot for the quality of life in the community by repairing gaps in the urban fabric. Small sites may offer opportunities for innovation including self-build, custom-build and co-housing projects which will create attractive options for urban pioneers.</p>
3.3	<p><u>Social infrastructure</u></p> <p>Repopulating Govan will generate additional local expenditure and sustain demand for goods and services. But our consultations revealed concerns that investment in essential social infrastructure, such as schools, health services, community facilities and play space, is not matching the pace of population growth. This is a particular concern if one of our key goals is to make Govan a more family-friendly place. CGAP will need to work closely with the Council and others to produce a growth plan to ensure that population growth is matched by investment in social infrastructure including schools, healthcare, other community facilities, transport services, greenspace and public realm.</p>
3.4	<p><u>Cleaner, safer Govan</u></p> <p>Persistent problems with litter, fly-tipping and dog mess, and the apparent inability of existing services to tackle the problem, have a severe impact on everyday life in Govan. Our surveys showed that this is a huge source of concern for local residents and businesses. Some community organisations may wish to use the Scottish Government's new participation request process to call service providers to account and, possibly, to deliver services themselves. Govan Housing Association's Home Team is an exciting development. A wholly-owned subsidiary of GHA, it will bring all housing</p>

repairs and estate management in-house and will recruit a wide range of trades. The Home Team will also provide a factoring service and will acquire and manage assets such as vacant shops. It could be the catalyst for a new civic economy movement in Govan (see 1.5) with a cluster of social enterprises dedicated to working with residents and businesses to clean up Govan and make it Glasgow's best-kept neighbourhood. There is scope for greater collaborative working between the City Council, Community Safety Glasgow, community organisations and residents to improve cleansing services and influence the attitudes and behaviour of some groups. Anti-social behaviour continues to occur in the town centre and elsewhere, including fire-raising, vandalism, theft and disorderly behaviour. This has an impact on the quality of life of local people and it deters people who might otherwise choose Govan as a place to live, work or visit. Efforts need to be redoubled to bring the police, local traders, youth organisations and others together to take practical action to tackle the problem at source and take proactive action in particular trouble spots.

LIVING IN GOVAN: HOUSING CHOICE

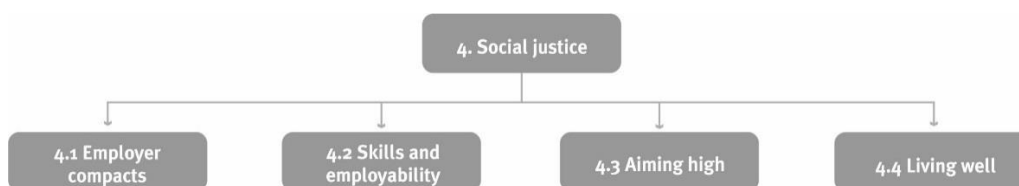


(Top) K1 Co-housing Cambridge, (below) Mixed tenure, Leith

LIVING IN GOVAN: SOCIAL INFRASTRUCTURE



Theme 4: Social justice



The old certainties of trickle-down theory have been discredited. There are plenty of jobs in Govan but unemployment remains well above the Glasgow and Scotland averages. Local people will not automatically benefit if new firms and start-ups are attracted to the area, although knowledge-based companies in particular create many opportunities in the supply chain, from entry-level jobs to skilled employment. The concept of inclusive growth must be championed, to ensure that local people are ready for work and able to compete for the opportunities that will be created. But it goes further than this: poverty in Govan is entrenched and systemic. Among the many dimensions of deprivation in the community, three stand out: joblessness/in-work poverty, low levels of skills/qualifications, and poor health. A particular focus must be made on targeted local actions which will promote employability and economic inclusion.

The Social Justice action plan is based on 4 key priorities:

	Priority/description
4.1	<u>Employer compacts</u> Although there have been a number of one-off initiatives there is no concerted effort to build formal partnerships with major businesses in and around Govan. We propose an initiative which would engage directly with leading local firms (QEUEH, BBC, BAE Systems, Braehead, ASDA) asking them to make a formal commitment to act local and engage with the Govan community. Potential activities include: local recruitment initiatives, work experience, apprenticeships, links to local schools, project sponsorship, local procurement schemes and mentoring. CGAP will contribute to this goal by ensuring that (i) all contracts for CGAP projects contain community benefit clauses, requiring jobs, work placements and apprenticeships to be offered to local people, and (ii) individual CGAP organisations establish employer compacts.
4.2	<u>Skills and employability</u> Large numbers of local jobs co-exist in Govan with persistently high levels of unemployment. Employment and income deprivation are prevalent and intense in some streets and neighbourhoods. This is a classic deprived area syndrome and there is a sense of frustration and injustice that many local people do not benefit from the opportunities available nearby. Low levels of skills and qualifications are barriers to work and mean that many of those who are in employment are in low-paid, and possibly insecure, elementary jobs. Health problems are an aggravating factor. A clear majority of Govan's

	<p>working age residents have a job and support their families, but the data show that many people are struggling. This calls for a twin-track response: (i) working with schools and colleges to raise attainment and aspiration among young people so that they can succeed in the modern labour market, and (ii) practical action to enhance the employability of people who are jobless or in insecure employment. Establishing a vibrant civic economy will help to provide skills training, work experience and living wage jobs for local people. The CGAP partnership can contribute to this agenda by ring-fencing a portion of capital funding to provide training and learning opportunities.</p>
4.3	<p><u>Aiming high</u></p> <p>Local schools are already actively promoting initiatives to raise the aspirations of children and parents in Govan, aiming to break the cycle of joblessness, low expectations and under-achievement. An Aiming High initiative should be championed, which will highlight the opportunities available in Glasgow and beyond, promote participation in further and higher education and showcase local heroes. Lack of awareness of opportunities and low self-esteem constrain attainment in secondary schools: success must be celebrated and young people incentivised to be the best they can be. CGAP will fashion community learning and training opportunities to help meet the Aiming High objectives.</p>
4.4	<p><u>Living well</u></p> <p>People in Govan – especially men – die too young. Drinking, smoking, drugs, bad diet and mental health problems all contribute to a problem which is typical of many of Glasgow’s deprived neighbourhoods. The effects reach into every aspect of community life, including the economy, and a bolder, more collaborative response is required to make a meaningful and demonstrable change. The key partner will, of course, be NHS Scotland and we recommend that the community should call for a local action plan to improve health and increase life expectancy. The local partners can contribute directly by enlisting the support of local businesses for healthy living initiatives, identifying social enterprise opportunities in areas like fresh food and fitness training, promoting active travel and developing walking and cycling networks. The action plan should be a rich source of social enterprise opportunities, capitalising on local knowledge and networks to develop community-led healthy lifestyle services. CGAP’s direct contribution to the Living Well agenda will include developing walking and cycling networks; providing a choice of high quality, affordable homes; creating attractive green and public spaces; ensuring the historic environment is in good repair and productive use and providing opportunities for people to work together to shape their own environment.</p>

8. Delivering change: governance and an empowered community

This is a time of great opportunity for Govan. The Scottish Government has made community empowerment one of the key themes of its policy agenda. It wants communities to take greater control of their own destiny, and it is reshaping the community planning process and the spatial planning system accordingly, introducing the concept of a “community right to plan” and the production of locality plans.

Govan, and CGAP in particular, should be at the leading edge of these radical changes. The area has an array of outstanding community organisations, with a track record of partnership and effective joint working. CGAP has played a pivotal role in bringing the community together, creating a sense of common purpose and a climate of trust and confidence. The community has ownership of the CGAP programme and pride in what has been achieved; the Steering Group has become a forum where local voices are heard and exert real influence over the key decisions. Elected representatives, housing associations, Govan Workspace and other local organisations have played a vital part in delivering the action plan. For all these reasons, CGAP is uniquely well placed to drive the community empowerment agenda in Govan.

The opportunity is too good to miss. Imagine Govan encapsulates the Scottish Government’s agenda by bringing together spatial and community planning in an holistic strategy. CGAP’s traditional strengths (housing, workspace provision, heritage projects and placemaking) will continue, complemented by actions to promote business growth and deliver social justice. This new focus reflects the consistently expressed views of the community that, in building on the success to date of CGAP, attention now needs to turn to the hard problems of poverty and deprivation and the challenge of connecting local people to economic opportunities. These were key lessons of the 2015 case study, but they will require new ways of working which will take time to mature.

Delivering the Imagine Govan manifesto will require new partnership and governance structures, with a partnership/delivery vehicle for each of the four themes of the strategy:

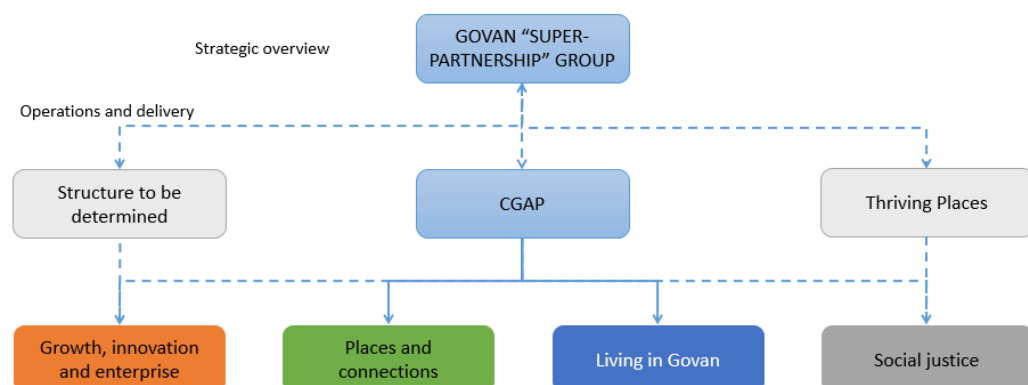
- CGAP will continue to be a lead player, driving Places and Connections and Living in Govan but also championing the wider Imagine Govan agenda
- proposals for implementing the Growth, Innovation & Enterprise theme require to be developed and the development of the Innovation District and may present an opportunity to create a special purpose vehicle; in the short term there may be opportunities for CGAP to move into the “adjacent

space” to develop and lead an early action plan, focusing on business networks and workspace provision

- the Social Justice agenda is the responsibility of a number of agencies, but there is at present no overarching governance structure for Govan; the Thriving Places framework offers an opportunity for a more joined-up approach, although the delivery arrangements are not yet clear; in the short term, CGAP should continue to use its investment programmes to provide opportunities for training and work experience linked to its capital programmes.

In addition a “super-partnership” group should meet once or twice a year to monitor and coordinate activity, agree common goals and set priorities for action (Figure 8-1).

Figure 8-1: Imagine Govan – governance and delivery



As the transitional phase unfolds, CGAP should champion the Imagine Govan manifesto and lead the development of a partnership structure to deliver the whole-place approach.

In the meantime, the CGAP partnership should maintain the operational momentum, while keeping an open mind about future governance arrangements. It should be prepared to innovate and adapt to changed conditions and new opportunities. Without some flexibility there is a risk that operations will be confined to organisational silos and that potential synergies will be lost. For example, the development of a community-led local place plan for Govan could be a huge opportunity to embed the Imagine Govan vision in the statutory development process. CGAP will have a central role to play in facilitating the place plan, but it will demand new perspectives and new partnerships – and additional resources.

There is a potentially very significant tactical advantage for Govan in being in the vanguard of the community empowerment movement and pioneering

community-led planning. By taking the initiative, CGAP and the wider circle of local organisations can gain the first mover advantage, which may include additional resources for building capacity and piloting the new approach. Govan should be the flagship for the community empowerment agenda in urban Scotland.

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