

SUPPLEMENTARY EVIDENCE FROM GLASGOW REGENERATION AGENCY

1. Our priorities have been defined through a comprehensive strategy development process which was undertaken this year from February through to September 2012. This process was one of a number of activities required to consolidate the merger of the five organisations (the local regeneration agency network in Glasgow) to one single organisation; Glasgow's Regeneration Agency.
2. The strategy process included all components associated with organisational strategy development including elements suggested by the Scottish Local Authority Economic Development Group; including a review of the labour market, extensive stakeholder consultation; and a review of the fit between our priorities and socio-economic policy in the UK, Scotland and the city.
3. Our current priorities are encapsulated in our mission statement:

Our mission is to work in partnership to create a more resilient business base and support residents to compete for employment opportunities in and beyond the city.
4. This will be pursued through two strategic goals:
 - To improve the competitiveness of residents and help to increase Glasgow's employment rate: reducing the gap with Scotland and better performing UK cities;
 - To improve business resilience and increase the number of sustainable small businesses in Glasgow; moving towards the levels achieved by better performing UK cities.
5. Our review of strategic fit identified approximately 27 policy and strategy documents where our aims and objectives were consistent with the policy thrust.
6. Our contribution centres on improving the quality of life within communities by assisting residents to capitalise on employment, training and business development opportunities. Therefore consistent with the aims of:
 - The Government Economic Strategy;
 - Scotland's cities: delivering for Scotland;
 - Scottish Enterprise Business plan 2012 – 2015;
 - Scotland and Glasgow's Youth Development Strategy;
 - Skills for Scotland: accelerating the Recovery and increasing sustainable Economic growth; and
 - Workforce Plus – an employability strategy for Scotland (and associated documentation).
7. This is not an exhaustive list. **Table 1** provides an overview of our connection with key strategies.

Table 1: Key Strategies		
Strategy	Sponsor	Key Priorities
Government Economic strategy	Scottish Government	3 of 6 strategic priorities directly consistent with GRA aims Supportive Business Environment Learning skills and well being Equity – including preventative activity to tackle social and health problems by encouraging the third sector
Scottish Enterprise Business	Scottish Enterprise	Support renewables, innovation and transition to low carbon economy; Contribute to single outcome agreements; Share intelligence to inform local economic development
Glasgow Economic Commission	Glasgow Economic Partnership	Glasgow Employer Board to act as Glasgow Skills Partnership working with GRA, Glasgow Works, Social Enterprise, public and private sector.
Get Britain Working	UK Government DWP	Measures include Work Clubs, encouraging volunteering, New enterprise Allowance Enterprise Clubs and sector based academies – potential opportunities for joint working
Scotland's Youth Employment Strategy; Youth Contract and Glasgow's response Youth gateway	Scottish Government and Glasgow	Increase and sustain the number of young people in employment Encouraging positive transitions from school Developing youth enterprise zones

8. We have developed five strategic objectives to achieve our strategic goals. These include:

- To assist people to meet the skills and qualities required by employers in and beyond Glasgow;
- To engage with and support Glasgow unemployed residents into sustained employment.
- To work with others to increase the number of sustainable business start ups through a more effective business support service for all business types.
- To work with others to improve the resilience and enable more of Glasgow's existing small business to sustain and grow.
- To maximise the benefits for Glasgow residents and business from developments and investments in the city.

9. We have the following resources to assist us to achieve these aims.

Table 2: GRA Resources – 2012/2013.	
Source	Amount 000s
Grants & SLAs	4,321
Glasgow City Council (GCC)	1,640
Skills Development Scotland (SDS)	710
European Social Fund (ESF)	394
European Reg Dev Fund (ERDF)	7,606
Glasgow City Council (Services Contract)	2,436
Glasgow Works	848
Other	3,625
Environmental Services	
Earned Income	3,516
Rent	1,645
Childcare Fees	50
Deferred Grant Release	270
Gross Project Recharges	128
Total Income	27,188

10. In light of our objectives and the resources we have available we have established the following key performance indicators:

Table 2: GRA Key Performance Indicators – 2012/2013.	
KEY PERFORMANCE INDICATOR	Annual Target 2012-2013
Number of people provided with employment related advice	20,312
Number of people supported into employment	3,363
Number of people supported to participate in work related/vocational training	3,403
Number of people supported to participate in non-vocational training	2,290
Number of people to achieve a recognised qualification	2,290
Number of business start ups created by Glasgow residents	260
Number of social economy initiatives supported	245
Number of jobs created through business start up or expansion or social economy support	372
Total jobs	3,622

11. GRA has a significant number of projects that are designed to assist us to achieve these performance indicators. These projects are subdivided among our delivery teams. The teams include:

- An Employability Team;
- A Youth and Learning Team;
- Enterprise and Economy Team;
- Strategic Projects Team;
- Commercial Projects team (including the provision of childcare services and access to business premises).

Key Performance Indicators – Progress April 1st 2012 – October 26th 2012			
	KEY PERFORMANCE INDICATOR	Annual Target 2012-2013	Achieved to Date
1	Number of people provided with employment related advice	20,312	11232
2	Number of people supported into employment	3,363	1462
3	The number of young Glasgow Residents supported into work	1,177	626
4	Number of people supported to participate in work related/vocational training	3,403	2973
5	Number of people supported to participate in non-vocational training	2,290	2360
6	Number of people to achieve a recognised qualification	2,290	1021
7	Number of business start ups created by Glasgow residents	260	263
8	Number of social economy initiatives supported	245	167
9	Number of jobs created through business start up or expansion or social economy support	372	341
10	Total jobs	3,622	1725