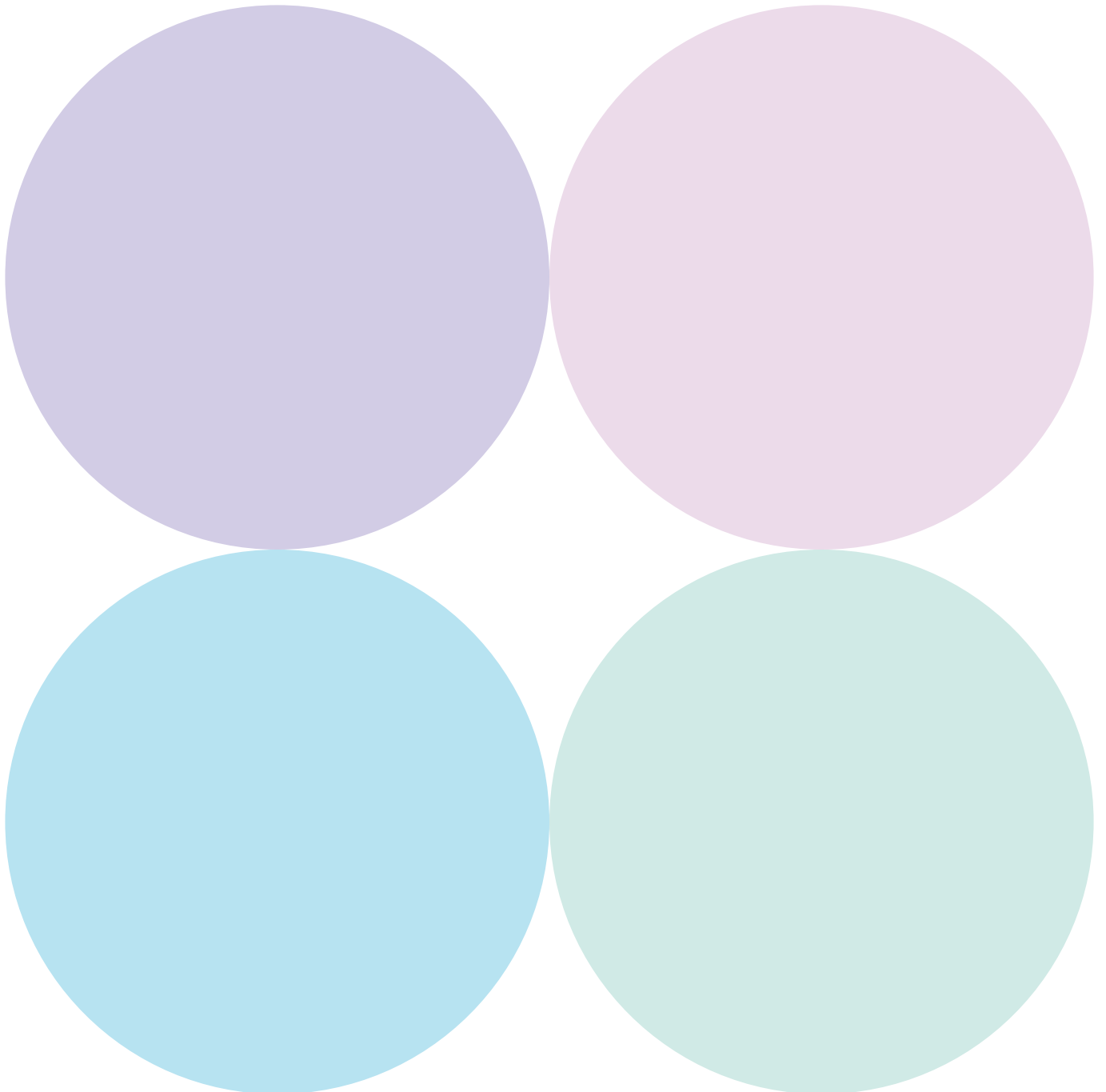


Futures

Stories workshop
DRAFT



Contents

	page
Introduction	1
<hr/>	
The Process	
The Process	2 5
Group 1 outputs / discussion	6 7
Group 2 outputs / discussion	8 9
Group 3 outputs / discussion	10 11
Group 4 outputs / discussion	12 13
Agreeing the Story matrix	14 15
Initial stories for the future of the GCV area	16 17
<hr/>	
The Stories	
Me, me, me	
Socio-political-economic context	18
GCV area	19
Timeline	20
Implications	21
Decline and Fall	
Socio-political-economic context	22
GCV area	23
Timeline	24
Implications	25
Lights out!	
Socio-political-economic context	26
GCV area	27
Timeline	28
Implications	29
Back to the Future	
Socio-political-economic context	30
GCV area	31
Timeline	32
Implications	33
Review and next steps	34

Introduction

The **Stories workshop** of the GCVSDPA Futures Group took place on **18 / 19 February** and **18 March 2009** and involved the following participants:

Group 1

Carol Gilbert
Robert Kerr
Michael McGlynn
Nick McLaren
Ewan Mearns

Group 3

Roddy Fairley
Alasdair Gregor
Alison Irvine
Roger Popplewell
Bill Potts

Group 2

Alan Aitken
David Adams McGilp
Bob Darrocott
Nigel Hooper
Gerry McAllister
James Ogilvie

Group 4

Mike Crichton
Iain Docherty
Adele Gallagher
Phil Gaunt
Russell Jones
Jackie McAllister
Graham Marchbank

The Process

The purpose of these sessions was to:

- identify the **key critical uncertainties** for the GCV area and develop a **story matrix**
- create **initial stories** of the GCV area in 2035

The process had **seven key stages**:

- 1 Review STEEP outputs from the previous session
- 2 Identify the critical uncertainties for the GCV area
- 3 Map the STEEP change drivers on a critical uncertainty matrix
- 4 Create axes of uncertainty using the identified critical uncertainties
- 5 Create story matrices
- 6 Agree story matrix
- 7 Develop initial stories of the GCV area in 2035

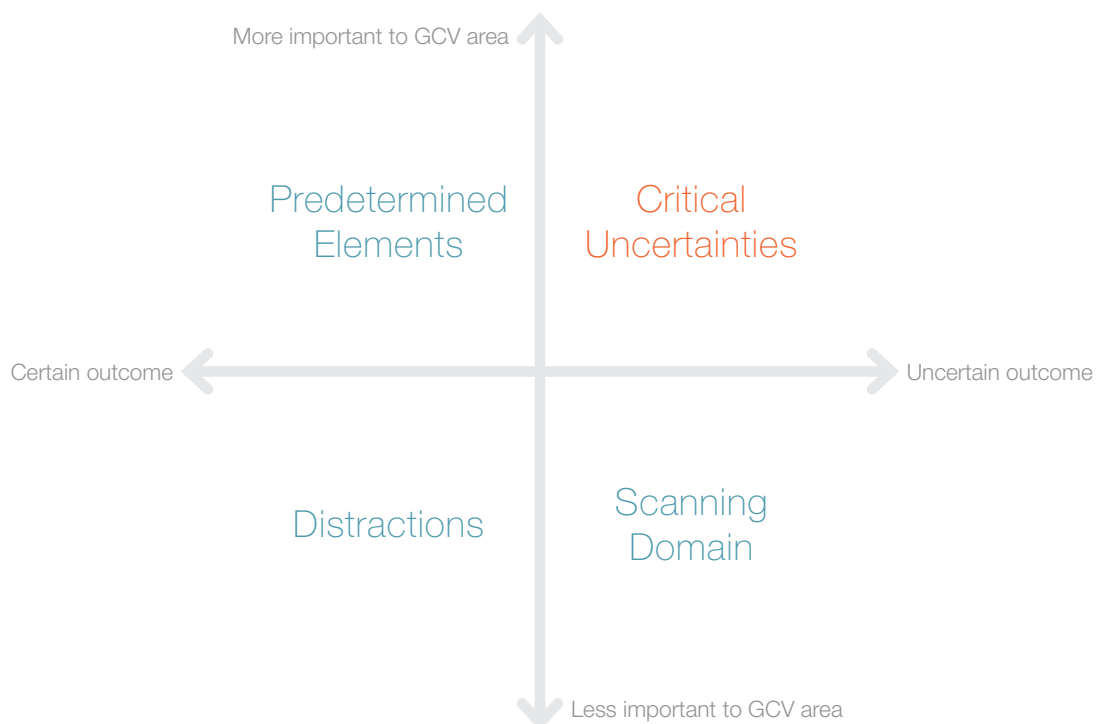


The Process

The Groups were asked to **review their STEEP outputs** from the previous session. They were then asked to **map the STEEP change drivers** on the **critical uncertainties matrix** below.

The aim of this exercise was to filter out all the irrelevant issues and identify the Critical Uncertainties for the GCV area.

The quadrants were defined as follows:



Predetermined Elements

These are issues that are already visible and impacting on the GCV area

Distractions

These are issues we already know about but are not important to the GCV area

Critical Uncertainties

These are issues that are important to the GCV area but their outcomes are uncertain

Scanning Domain

These are issues that we are uncertain about but they appear to be less important to the GCV area

The Process

The process was as follows:

- 1 Using your STEEP Change Drivers please map them on the Critical Uncertainties matrix provided
- 2 This way the Groups should begin to identify the Critical Uncertainties. The critical uncertainties were highlighted as the key issues to identify as they would have potentially the biggest impact on the GCV area in the future.
- 3 In your Groups please select what you feel are the **three** key Critical Uncertainties

The Groups' Key Critical Uncertainties were as follows:

Group 1

- Infrastructure
- Quality of Place
- Economic change - response to

Group 2

- Social expectations / lifestyles
- Sustainability / climate change
- Financial resources / credit crunch implications

Group 3

- Globalisation Vs Localisation
- Sustainability
- Debt and investment

Group 4

- Efficiency, mobility and accessibility
- Energy / carbon - security of sources
- Built environment lifespan and asset liability

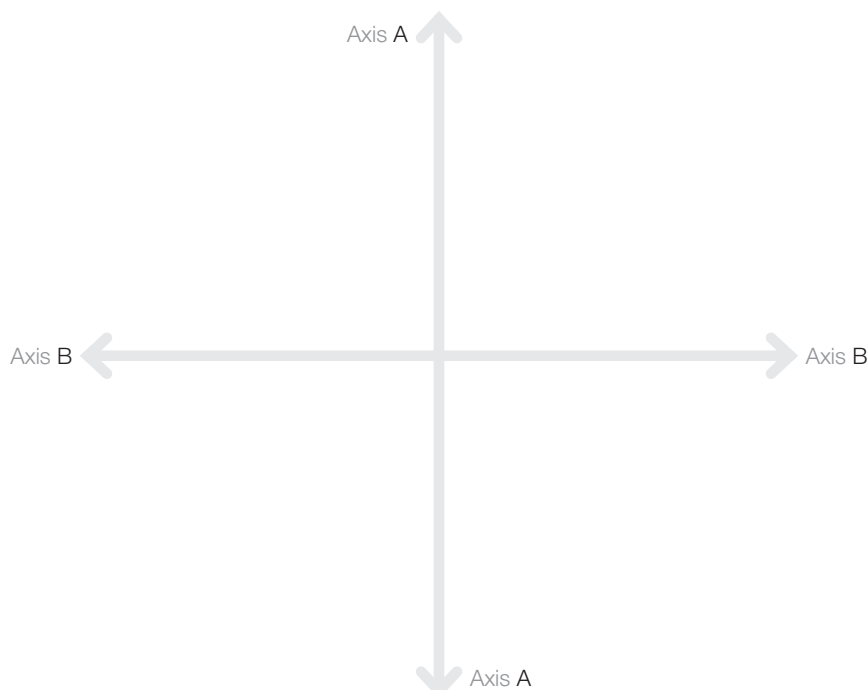
The groups were then asked to develop a **Story matrix**.

The Story matrix is made up of a horizontal and a vertical axis. These axes are created using the selected Critical Uncertainties.

The Process

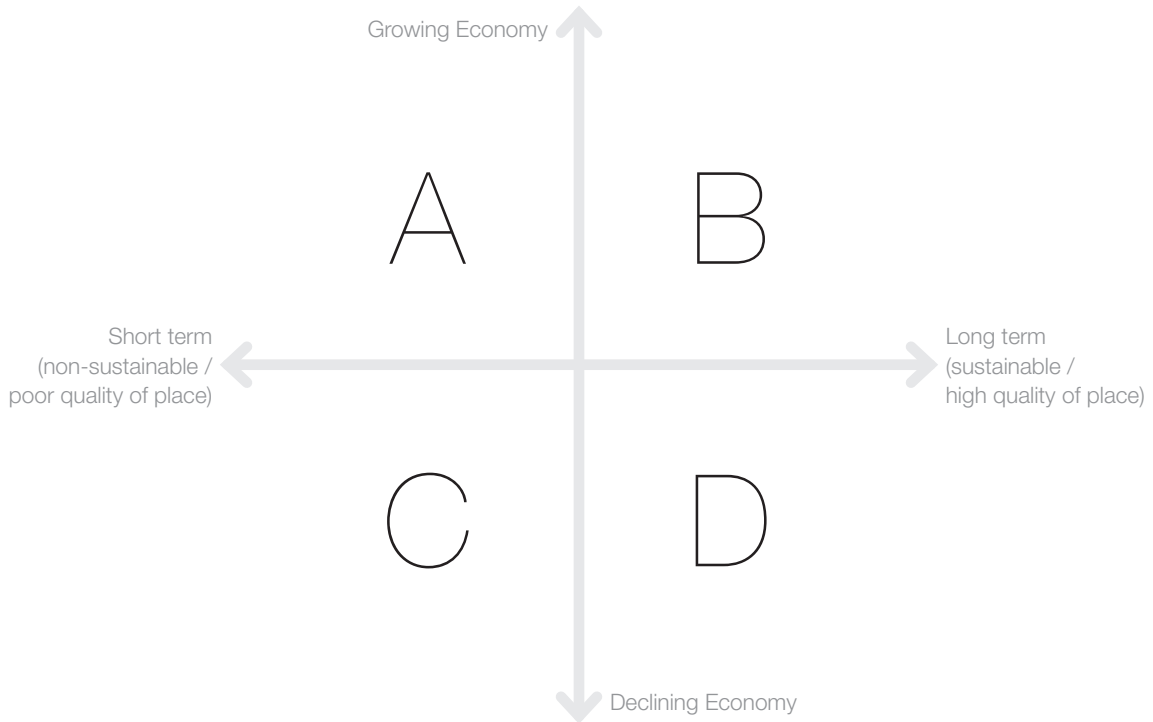
The process was as follows:

- 1 The critical uncertainty axes describe how the critical uncertainties might play out. They are two aspects of the same issue at differing ends of the same scale, but not polar opposites. They are **not** described in **on / off** or **good / bad** terms.
- 2 There must be strong interrelationships between the axes where each quadrant paints a plausible, distinct and challenging picture of the GCV area.
- 3 The Groups were asked to think how the quadrants might play out in land use terms.
- 4 These axes set the parameters for the Story matrix.
- 5 The Groups were then asked to use their three key critical uncertainties to build a Story matrix.
- 6 Each Group was asked to produce one Story matrix.
- 7 They were then asked to present their agreed Story matrix.



The Groups outputs were as follows:

Group 1 outputs



The vertical axis was linked to **the economy**, the horizontal axis was linked to **investment mentality** and **timescales**.

Quadrant A

- Opportunistic investment in transport, water / drainage / energy
- Reactive investment - developer leads (difficult to correct market forces)
- City centre benefits
- High amenity commuter zones benefit

Quadrant B

- Planned investment in transport, water / drainage / energy
- Planned quality of place
- All areas have the potential to benefit

Quadrant C

- Short term reduction in investment in transport, water / drainage / energy
- Difficult to plan - market forces dominate
- City centre / high amenity
- Commuter zones maintain benefits
- Peripheral zones decline

Quadrant D

- Prolonged decline in quality of transport, water / drainage / energy
- Possible reduction in demand?
- City centre / high amenity
- Commuter zones maintain benefits
- Peripheral zones decline

Group 1 discussion

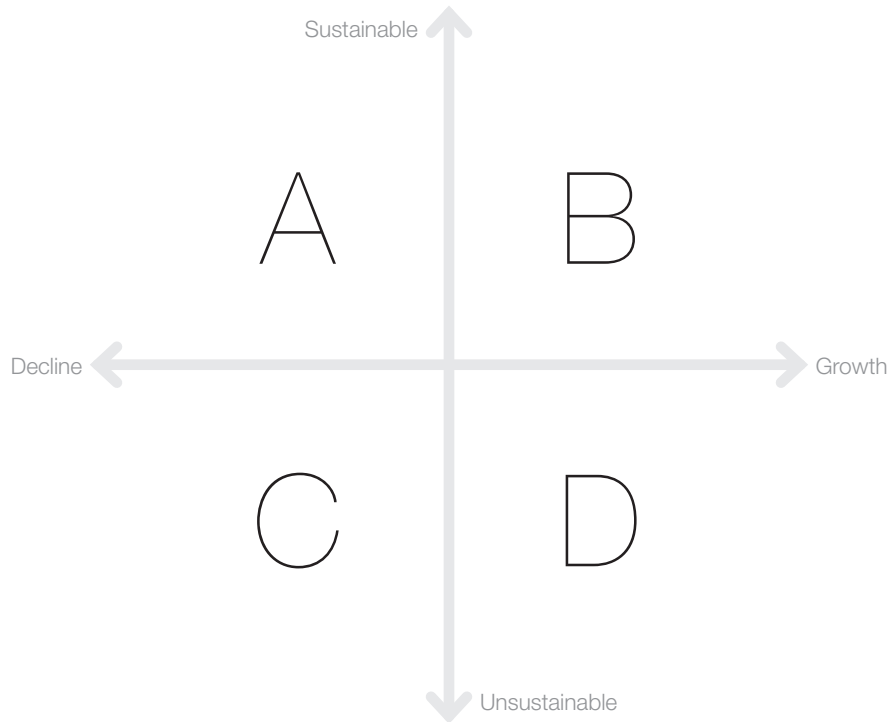
Discussion around Group 1 Story matrix

- It was felt that the economy was a key factor for the GCV area
- How long will the downturn be?

Will it be sustained or will we have spikes?
- Does the economy move in cycles, if so how long, how often and are they set?

To what extent is it technology driven?
- How will the GCV's areas competitiveness fare with other European city regions?

Group 2 outputs



The vertical axis was linked to attitudes to **sustainability**, the horizontal axis was linked to **the economy**.

Quadrant A

- Stronger enforcement of urban limits to development
- Increased investment in public transport

Quadrant B

- Increased requirement for significant regulation of expenditure / Government regulation
- Increased public control / ownership of infrastructure and commerce
- Increased waste reduction and recycling

Quadrant C

- Increase in waste and derelict land
- Fewer resources to invest in infrastructure

Quadrant D

- Increased traffic
- Increased pollution
- Increased waste
- Increased demand for development land

Group 2 discussion

Discussion around Group 2 Story matrix

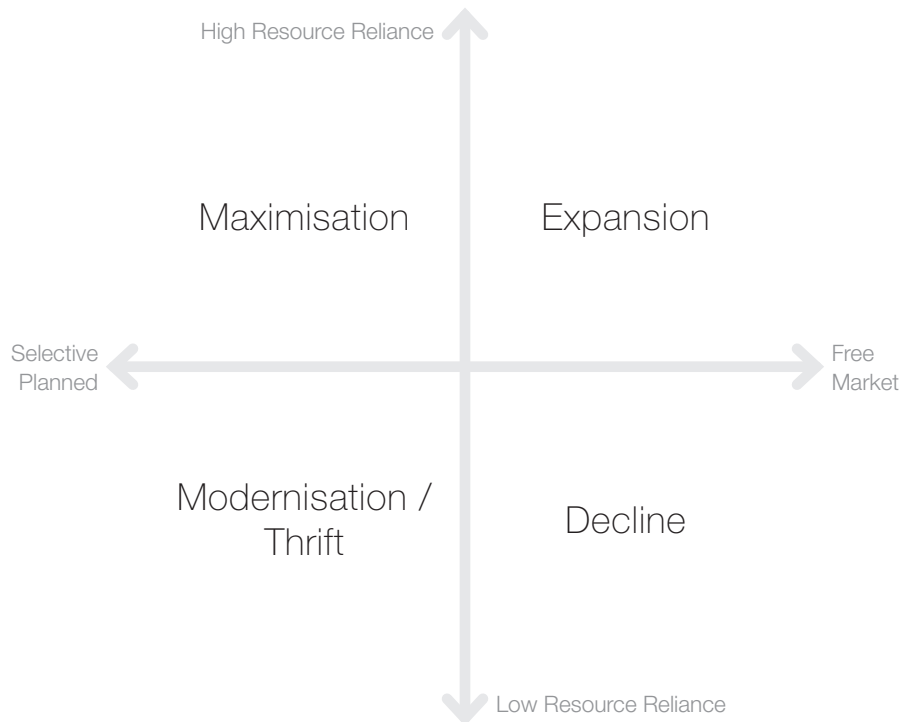
- What is unsustainable decline? It could be growth!
- **Quadrant B** could be similar to some form of benevolent dictatorship
- How do you define sustainable?

Is it sustainable economic growth, or is it linked to carbon emission and renewables with the primary aim being carbon neutrality?

It was felt it was a very difficult issue to define in an exact manner due to its amorphous nature.

- The issue of climate change / environment must be addressed
- It was raised that we need to better understand, and define, the drivers that lie behind both economic decline and economic growth

Group 3 outputs



The vertical axis was linked to **reliance on resources**, the thinking behind this was that it was linked to activity rates, ie it had to increase to be successful and vice versa, the horizontal axis was linked to **demand management**.

Maximisation

- Quality of approach / place making
- Higher regulation
- Slower rate of growth
- Less risk
- Internal influences
- New technologies (green industries)
- PT Investment

Modernisation / Thrift

- Regeneration / renewal
- Low investment (targeted)
- High density / efficiency
- Enhancement of natural assets
- Local tourism

Expansion

- High risk (social / environmental / economic)
- New infrastructure / communities
- Highly competitive
- External influences
- Incentivised

Decline

- Retrenchment
- Emigration
- Public sector management
- Legacy issues - vacant and derelict land
- Market failure
- Social housing / services

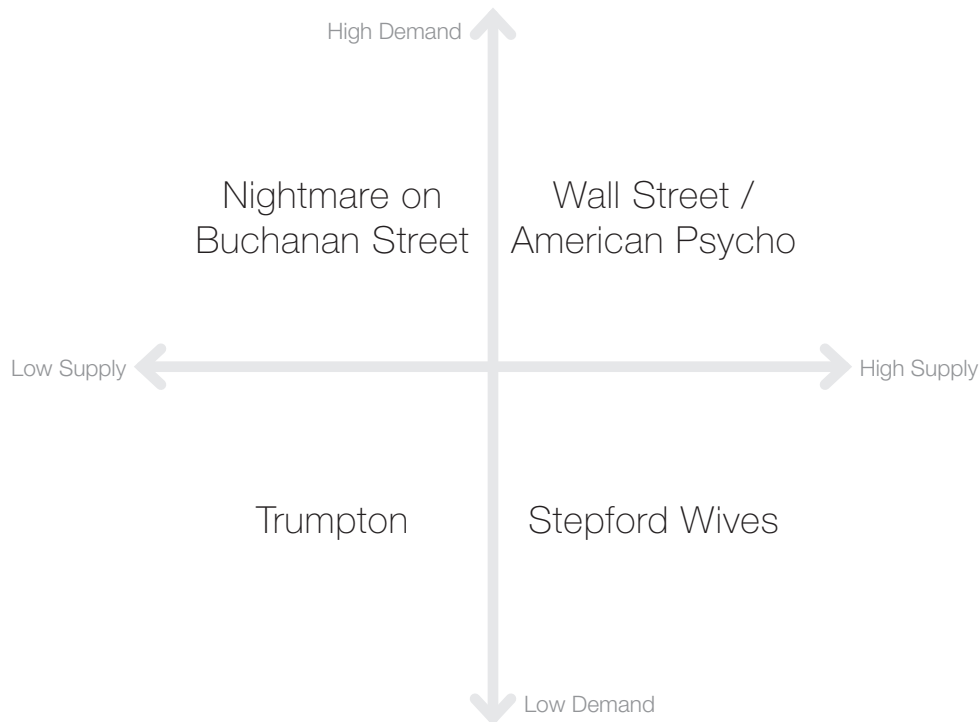
Group 3 discussion

Discussion around Group 3 Story matrix

- It was felt that the **Modernisation / Thrift** quadrant would look like a very local approach to development
- The **Maximisation** quadrant would be based around a partnership approach - public private. There would also be an opportunity to build on linkage. For example with universities
- It was mentioned that the **Decline** quadrant might not necessarily be a decline because in a free market there would be innovation
- The group was asked to define what they meant by **Resources** (vertical axis). It was described as a very broad definition which included aspects such as:

Accessibility to cash
Social capital
Resource capital (buildings)
Skills
Education
Environment
Energy

Group 4 outputs



The vertical axis was linked to **demand for resources**, the vertical axis was describing the **supply of resources**.

Nightmare on Buchanan Street

- Infrastructure failure
- Congestion
- Housing shortage / overcrowding
- (Sub)urban abandonment
- Polarisation / social unrest
- Creativity / entrepreneurship
- Density flight
- Climate change adaptation is costly
- Planning - make do and mends
- Regulation as a substitute for investment

Wall Street / American Psycho

- More of everything (infrastructure)
- Freedom to implement radical plans
- Large scale redevelopment:
New Abercrombie Plan, Comprehensive redevelopment areas (take 2), Laissez Faire
- Potential for market failures, inefficiency
- Dominance of consumption
- Urban expansion
- Population and immigration growth
- 'New' places
- Virtuous cycle?

Trumpton

- Close down places and infrastructure
- Sever intensification of effort
- Less connectivity
- More localism and self sufficiency
- Successful small towns
- Planning is maintenance
- 'Real' Community planning
- Uncertain role for city centre
- Explicit greening and undevelopment
- Smart innovation and creativity
- Ethos driven places

Stepford Wives

- Showpiece developments / urban jewellery
- Hard quality of place
- Risk of inefficient allocation of resources
- Climate change is not a problem?
- Rampant individualism
- Tension between spend and save
- Manhattan / Texas land use patterns
- No role for planning in building communities

Group 4 discussion

Discussion around Group 4 Story matrix

- **Nightmare on Buchanan Street** - was seen to be saying we don't have the resource base to do it
- **Wall Street / American Psycho** - isn't this where we were? And looked what happened!
- **Trumpton** - essentially the GCV area closes down and returns to localism
- **Stepford Wives** - we have come up lucky! By manageing to utilise our assets
- There was some discussion around which of the quadrants we have been living in - common consensus was **Wall Street / American Psycho** - and where we should be heading **Trumpton**. But it was felt that we might move in a cycle when we get too comfortable in **Trumpton** and start inching towards **Stepford Wives**
- There was a debate as to which one of the four quadrants would people like to live in. Some people said none of them!
- There was a feeling that some of the quadrants were at the extremes but there was acceptance that planning's job was to control these excesses and put 'a realistic face' on it. The Group was reminded that this was only the early stages of the Futures process and that they would be given the opportunity to refine aspects of all the agreed Story matrix
- Economic growth was seen to be about managing the demand in terms of supply
- There was a discussion around how we encapsulate economic, social and environmental aspects into our thinking. In terms of sustainability it was that the key issues were around resources and the economy with the manageing demand (intervention) playing the key controlling factor
- Quality of place, it was felt, was not just about 'bling' but about other issues such as green infrastructure

Agreeing the Story Matrix

After the presentations it was felt that there were commonalities in all four Story matrices and that the key issues emerging were as follows:

- **Economics**
- **Sustainability**
- **Resources** - in terms of economic, social, physical and environmental. It also links to activity and how quickly we can mobilise them
- **Managing demand and degree of intervention**

The issue of **resource availability** and **demand management** (degree of intervention in the market) were seen as the two major issues with which to create the Story matrix.

These two topics were defined as relating to the following aspects:

Resources

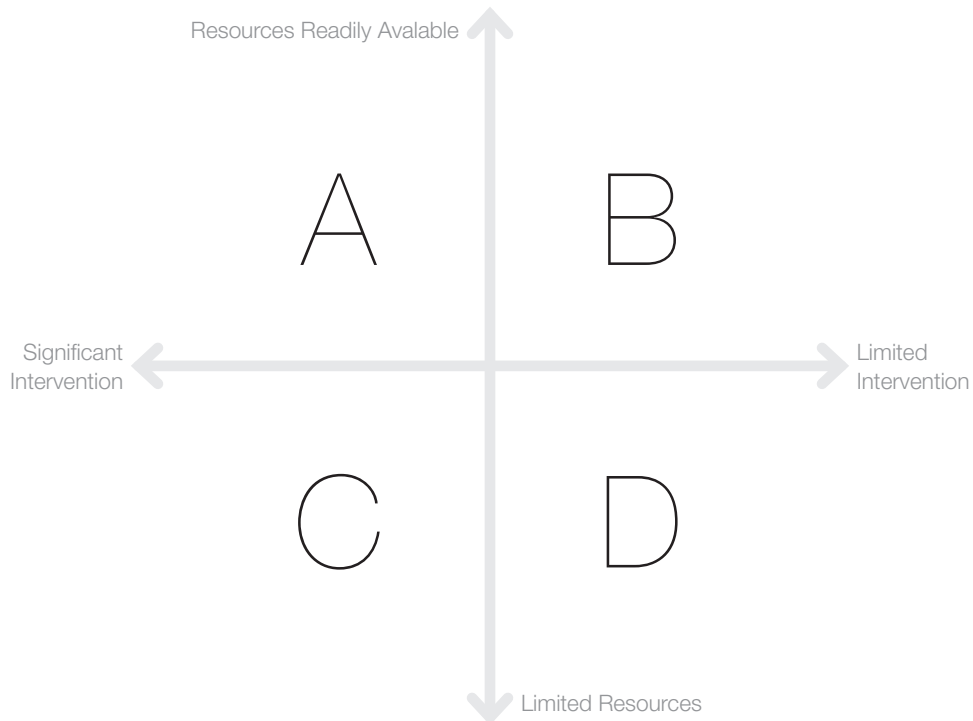
- **Social**
- **Economic**
- **Political**
- **Physical**
- **Skills**
- **Energy**
- **Reputation / branding of an area**

Demand management

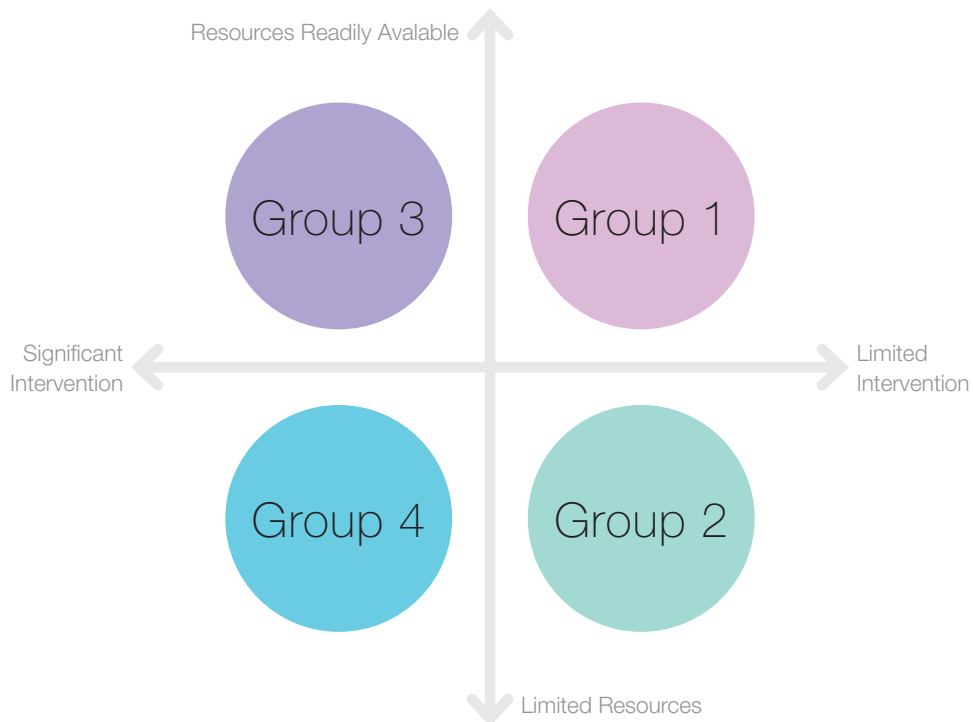
- **Regulation / deregulation**
- **Enabling powers**
- **Active governance at all levels**
- **Incentives**
- **Capacity building**
- **Consensual**

Agreeing the Story Matrix

After a discussion the Group agreed on the following Story Matrix to take forward and develop:



Then each Group was then allocated a quadrant of the agreed Story matrix.



Initial stories for the future of the GCV area

They were then asked to undertake a Story creation exercise. The aim of this was to initially start populating the quadrants and develop the Stories.

Each Group was given the following exercise to undertake. They were asked to answer the questions in the logic of their particular quadrant.

Stage 1

Socio-political-economic context

What is the Scottish economy and Scottish society like?

What are the demands on the Scottish political system?

Stage 2

GCV area

Population

What is the demographic make up of the population?

What are the health characteristics of the population?

Where do the inequalities lie?

Political attitudes

What are the attitudes towards 'quality of life'?

To what extent has 'green thinking' been mainstreamed?

Economic drivers

What are the key economic drivers and the employments patterns?

What role does higher education play?

Infrastructure

What are the transport patterns across the area?

What is the energy grid / supply of the area?

What are the other infrastructure issues?

Stage 3

Timeline

What are the **key events** of the last 26 years that have created this Story?

Stage 4

Implications

What are the **principal challenges** in this Story for:

Regional Leaders?

Citizens?

Government?

and, consequently, for **ourselves as stakeholders?**

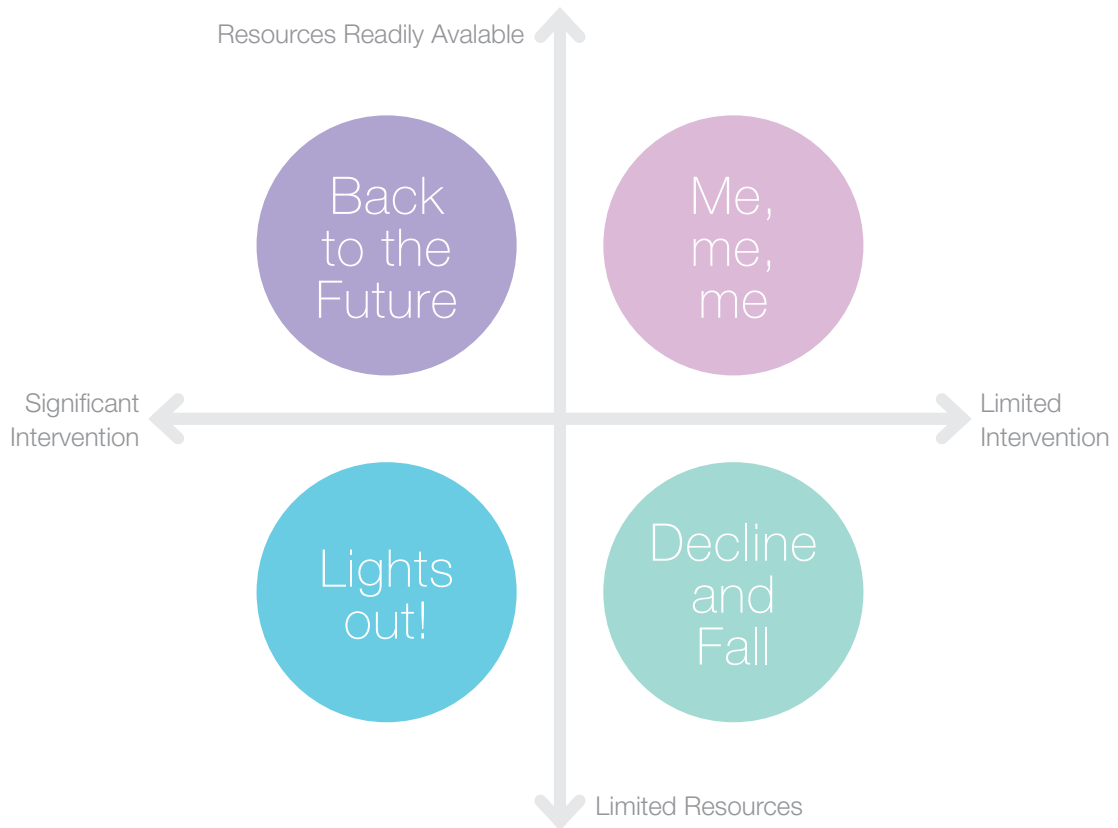
Stage 5

Story name

Please could you give your Story a name!

The results of that exercise were as follows:

Initial stories for the future of the GCV area



Socio-political-economic context

Me, me, me

Socio-political-economic context

- Competition for resources
- A 'me' society - consumer driven
- High levels of inequality
- High expectations / aspirations
- Well educated society
- Greater migration
- A healthier society?
- Ignore climate change issues
- 'Living for today'

Political

- Less governed
- Less demand

GCV area



Population

- Older
- More mobile
- Lower birth-rate

Health

- More stress / increase in the incidence of mental health issues

Population inequalities

High levels of inequality in:

- Transport access
- Healthcare
- Education
- Quality of housing
- Income

Political attitudes

- NIMBY
- Gated communities
- Treasure quality

Green thinking

Not mainstreamed in this particular future - the market dictates

Economic drivers

- Health care
- Small scale / high technology
- Finance?

Higher education

- Key role - linked to graduates

Infrastructure

Transport patterns

- High demand
- Responsive to development
- Public transport required by the market?

Energy grid / supply

- Market controlled - deregulated
- Still using fossil fuels, or is there a role for renewables? - dependent on whether markets decides or the availability of incentives

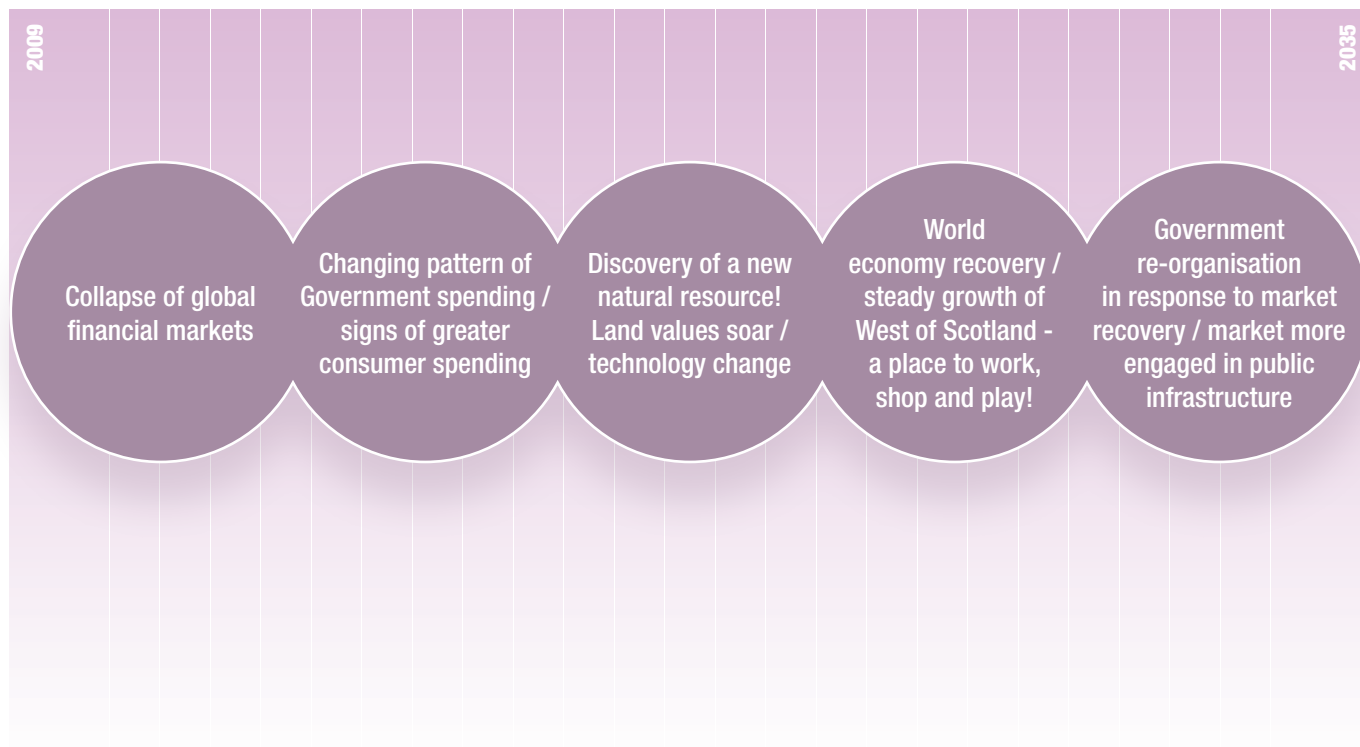
Other infrastructure

- Drainage - market controlled
- Ready communications
- Flooding
- Increasing waste disposal issue

All of these are driven by the market

Timeline

Me, me, me



Implications



Regional Leaders

- Manage / streamline Government (less is more, small Govt) and protect the vulnerable

Citizens

- Self protection (everyman for themselves!) Will have to pay for health and education - money, money, money!
Citizens must be adaptable - around skills and employment opportunities

Government

- Internationally competitive, identify opportunities, identify local distinctiveness (niche markets / branding)

Ourselves as stakeholders

- Limited intervention - limited opportunity to intervene against the “unpalatable”
- Planning is proactive / promotional - encourage planned land use and good design through masterplanning and design guidance
- Facilitating and enabling market leadership whilst minimizing negative impacts on the have nots in society
- Being outward looking - stakeholders working together to present a coherent / coordinated package to global investors

Socio-political-economic context

Decline and Fall

Socio-political-economic context

- Relatively buoyant economy
- Potential areas for innovation
 - Water
 - Renewable energy
 - Forestry
 - Tourism
- Decline in population
- Pressures on welfare state
- Lower birth rate
- Big demographic changes
 - Increasing immigration
 - Ethnicity and resulting tensions?

Political

- No Independence except by force (ejection from the union)
- Potential for civil unrest
- Rise of extreme politics
- Potential terrorist base

GCV area



Population

- Declining population
- Ageing population
- Ethnic minority increase
- Spivs and wideboys
- Substance abuse
- Polarisation - between rich and poor
- Mental illness increases
- Inequality of access to:
 - Healthcare
 - Employment
 - Travel
 - Resources
- Rural / urban stress
- Religious tensions?
- Growth of unusual diseases...

Political attitudes

- Striving for solutions
- Philanthropy (higher end) - socialism
- 'Green thinking' is not mainstreamed but it may happen by default
- Lack of direction

Economic drivers

- Renewable energy
- Water
- Internal / external influences?
- Small scale business
- Glasgow as tourist destination
 - 1 Casino capital
 - 2 Burgeoning night time economy
- Scattered workforce - increased incidence of working from home / remote working
- Self-sufficiency

Higher education

- Becomes difficult
- Standards fall
- More overseas students
- Skills reduction
- Diminishing role in the GCV area
- Exporting qualifications, skills and courses / institutions

Infrastructure

- More sustainable transport
- Make more use of canal network
- Decline of infrastructure - lack of maintenance
- Core path network
- Limited investment in infrastructure
- Reduction in service quality

Energy grid / supply

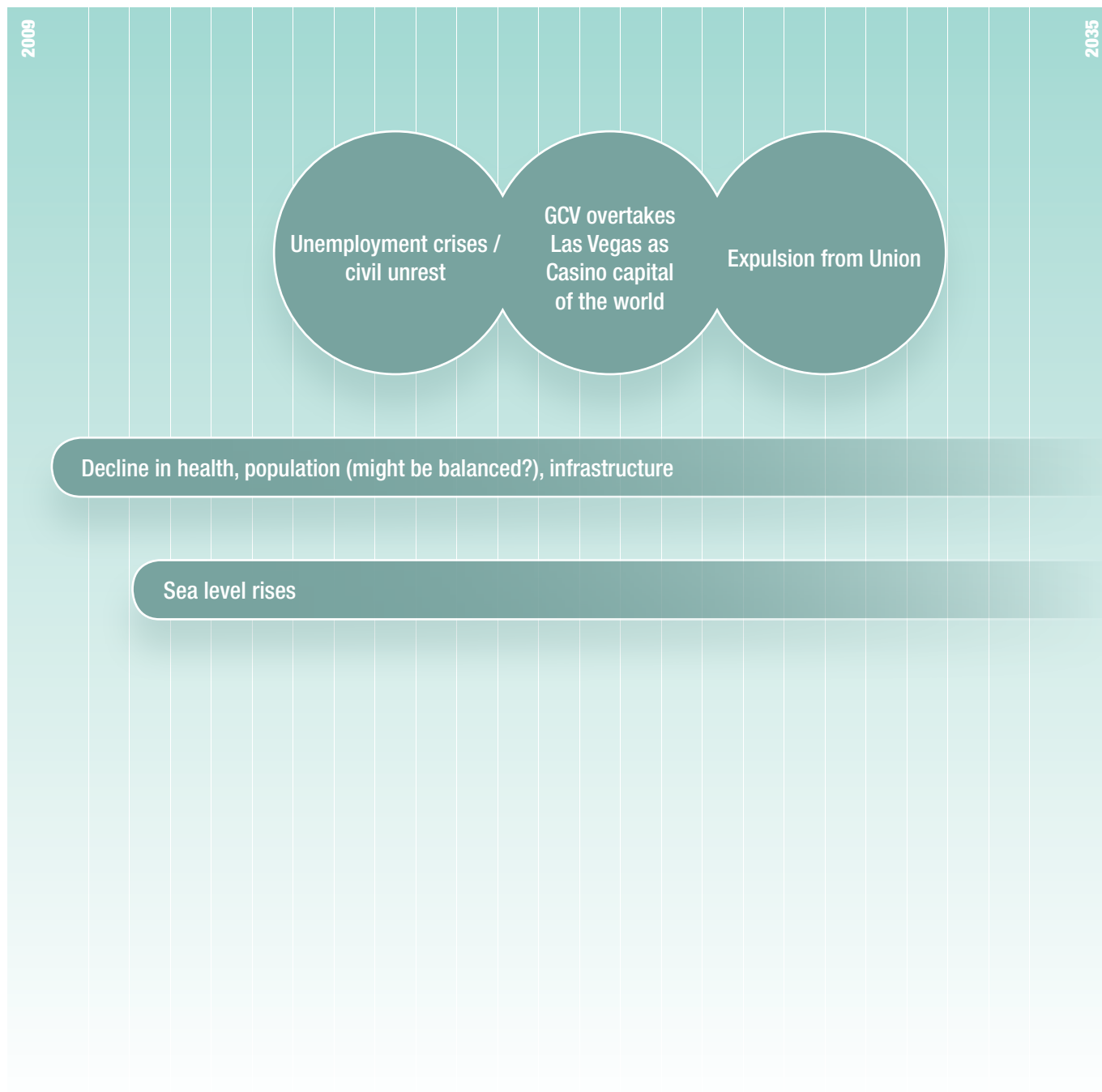
- Independent renewable energy productions - to supplement crumbling grid
- Pollution increases

Other infrastructure

- Development constraints - water, drainage, electricity and gas
- Exacerbated decline of environment
- Sea level rise and abandonment of low lying areas

Timeline

Decline and Fall



Implications



Regional Leaders

- Managing decline
- Negotiating for resources
- Reverse lack of intervention
- Leadership potential
- Environmental responsibility

Government

- Political instability
- Civil unrest
- Immigration / emigration of skilled

Citizens

- Racial tensions
- Competition for resources including, employment, access to training and health care
- Flexibility
- Innovation - invention
- Social responsibility
- Environmental responsibility

Ourselves as stakeholders

- Public sector decline due to lack of finance
- 'Good life' - NOT!

Socio-political-economic context

Lights out!

Socio-political-economic context

- 1975!
- Lack of credit / redlining
- High unemployment (including returnees / brain drain / lack of skills base)
- High energy prices
- Political instability / right wing agitation
- Social inequality?
- High taxation
- Wide and thin welfare state
- More, but less exciting education
- Workfare
- Very aged society / population
- Uncertain health outcomes
- Dominance of professional (rather than entrepreneurial) attitudes
- Social conservatism
- Certain sections of economy / society continue to do well... are they cherished or resented?
- Consumption sector collapses
- What happens to the lucky / well off?

Political

- Maximum proportion of available resources directed to public spending / welfare
- Especially strong regulation of 'winners'
- Government itself is a major employer
- Return of political ideologies
- Jobs / employment is a core political issue
- Unrealistic expectations of what government can deliver

GCV area



Population

- Very grey / ageing
- Unskilled
- More young children / families?
- Not too sure about health outcomes...
Suicide / violence, etc OR Basic outcomes remain / become more equal? - ageing, obesity, mental health, etc
- Active subcultures (punk)

Political attitudes

- Redefinition of quality of life - hedonism? Escapism? 1984?
- Importance of 'wellbeing' for some groups
- Re-emergence of left / right politics
- Public sector/union power?
- Stigmatisation of consumerism?
- 'Island of prosperity' / 'oceans of despair'
- Short term tolerance of lowered expectations
- 'Green' thinking might be...
Completely mainstreamed - necessity *or*
Completely ignored - seen as no longer relevant
- Short term green attitudes

Economic drivers

- Public sector jobs
- Caring professions
- Governance / regulation
- Law
- Development agency approach
- Picking winners
- Government work programmes
- High taxation environment
- Educated flight of professions

Higher education

- Professions - dominated / elites
- HE (& FE) as job creation / substitution
- More state control of subjects taught
- Academic backlash!
- Stratification of HE - teaching Vs research
- Focus on science / technology / medicine

Infrastructure

Transport patterns

- Make do and mend
- Start but don't finish big projects
- Lots of (low quality) public transport
- Transport taxes as revenue raising
- More reliance, less investment ...
turns into a vicious circle
- Route closures?
- Return to radial transport patterns
(esp. health / education)
- More local micro trips (walking)

Energy grid / supply

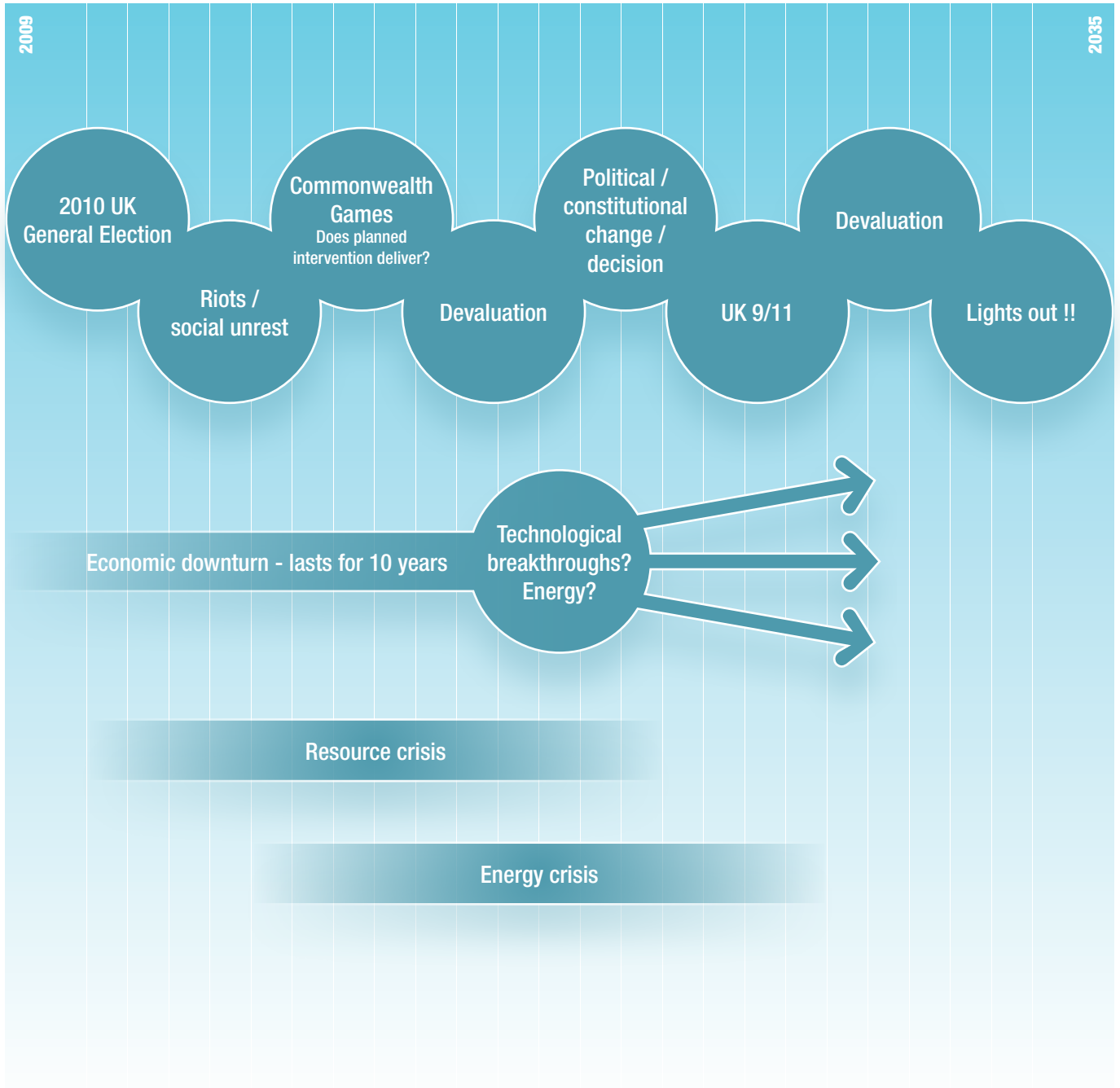
- Energy rich other resource poor?
- Energy saving campaigns
- Available energy resources target at export
- Prices stay high
- High cost of electrification
(of transport, heating etc)
- Targeting resources at big or small?
New nuclear?
Microgeneration?
- Conflict between different 'greens'
- Renewable energy Vs green space / local environments
- Treatment of old building stock?
- Communal energy / heating
- Asset management Vs new?

Other infrastructure

- Requirement for low rise / accessible housing
- Assisted living?
- Uncertain future for existing building stock?
- Other life expired assets?
Priority ones - schools and hospitals?
Drainage
Roads
Railways
Greenpeace
- 'Greening' of former urban areas?
- Local food / energy production?

Timeline

Lights out!



Implications



None!

Regional Leaders

Government

Citizens

Ourselves as stakeholders

Socio-political-economic context

Back to the Future

Socio-political-economic context

- Skill and knowledge based economy
- Self reliant
- Making best use of resources we have
- Cohesive and confident

Political

- Active government, focused on empowerment with a clear vision

GCV area



Population

- Slight growth, due to migration factors
- More economically active, due to increase in prosperity
- Smaller households
- Longer living, active older population
- Greater ability to improve health
- Potentially greater divide between haves and have nots

Political attitudes

- High emphasise on quality of place and life
- More government / political standards
- Social inclusion is a key driver to mitigate disadvantage
- The mainstreaming of 'green thinking' is fundamental to this particular future

Economic drivers

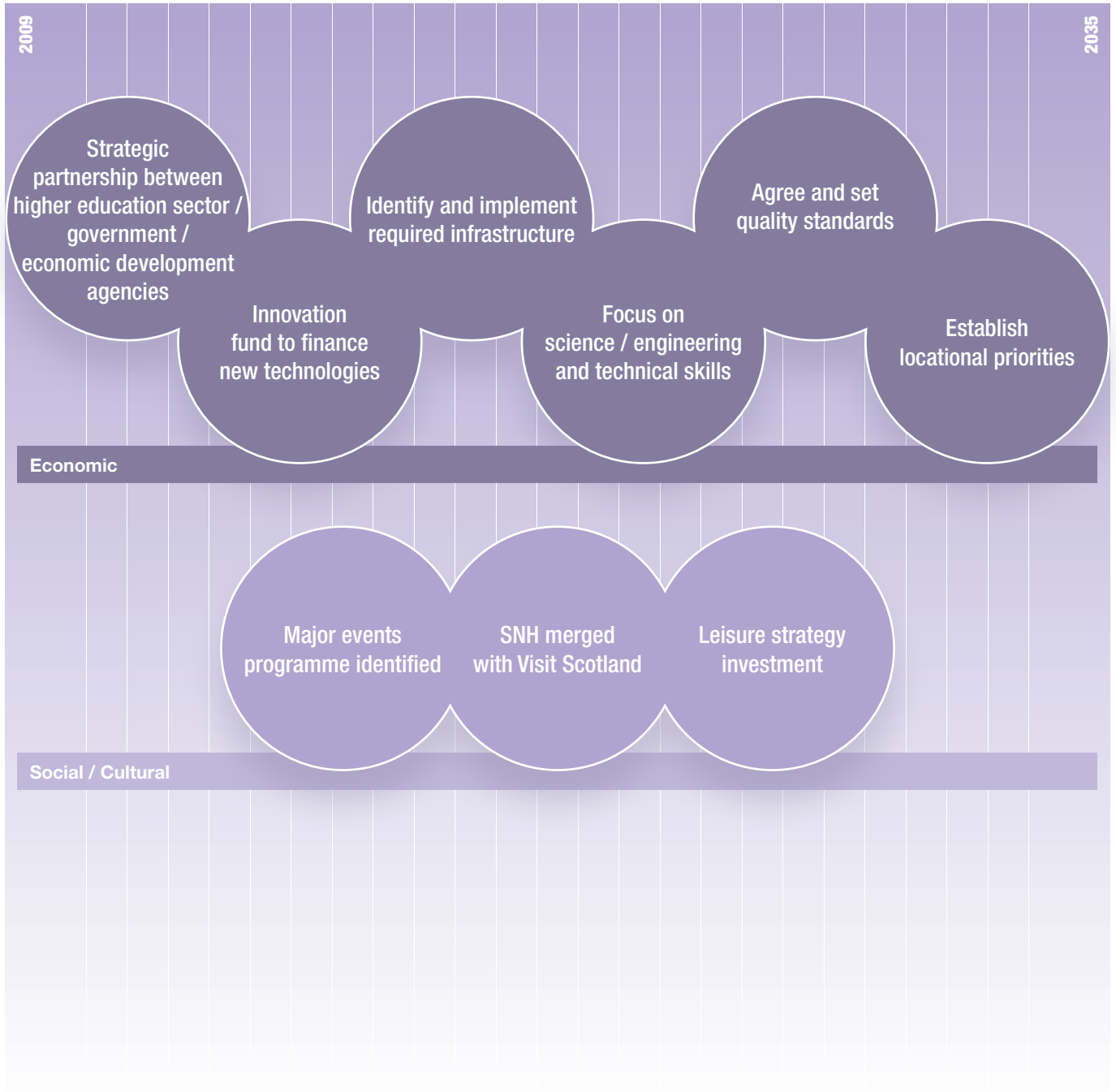
- Skills and knowledge
- Energy resources
- Brownfield and regeneration
- Pragmatic partnership approach
- Financial incentives
- Maximising natural assets
- Employment based on R&D clusters
- Exploitation of innovative technology
- Higher education has a critical / lead role to play

Infrastructure

- More public sector PT investment
- The need to travel 'medium' distances still exists
- Significant increases in quality of PT
- Universal wireless interconnectivity
- City centre dominance remains
- Business parks associate with higher education centres
- Energy based on renewables but remains an importer
- Major upgrade to water / sewerage infrastructure

Timeline

Back to the Future



Implications



Regional Leaders

- Better connected
- More knowledgeable
- Outward looking
- Outcome focused
- Strategic

Government

- Better connected
- More knowledgeable
- Outward looking
- Outcome focused
- Strategic
- Innovative and enabling
- Stability of approach
- Longer term view

Citizens

- More knowledgeable
- Raised expectations
- Try harder / less dependent
- Individually responsible

Ourselves as stakeholders

- Improved skills / knowledge base
- More pragmatic and outcome focussed
- Clearer / shared longer term vision
- Increased responsibility

Review and next steps

- Began to identify the key strategic issues we, as regional leaders, face
- We now have enough material to create 4 plausible draft spatial stories
- These stories will be developed in the next Storyboarding session
- The aim of that session will be to refine and deepen the outline stories



Glasgow and the Clyde Valley Strategic Development Planning Authority

Lower Ground Floor, 125 West Regent Street, Glasgow G2 2SA

tel 0141 229 7730 fax 0141 221 4518 email joe.scott@gcvsdpa.gov.uk web www.gcvsdpa.gov.uk



GLASGOW and
the CLYDE VALLEY
strategic development
planning authority