



2006

The Falkirk Business Property Strategy and Action Plan



Falkirk Council



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This document gives formal executive effect to the recommendations of consultants appointed jointly by Falkirk Council and Scottish Enterprise Forth Valley in 2004 to examine the circumstances and the future requirement for business property and to devise a Business Property Strategy for the Falkirk Council area. The document is in two parts.

The Strategy, part 1, summarises the position of Falkirk in the Scottish economy; reviews issues of space and location from a business perspective; identifies the formal aspirations for the future Falkirk economy which the Action Plan seeks to address, and explains the rationale for public sector intervention in Falkirk, which has led to the formulation of the Action Plan.

On the Falkirk Economy:

- The unique selling point of Falkirk is its complementary combination of manufacturing and distribution sectors combined with strategic accessibility and full multi-modal transportation options of road, rail, sea and air.
- There is a mixed economic performance, with volatility in employment and a dual economy in which one part significantly out-performs the Scottish economy but the remainder under-performs in terms of wealth creation.
- Economic growth and diversification need determinedly to be encouraged.
- Falkirk has a key role to play in the development of the Firth of Forth Economic Corridor; within the Metropolitan Edinburgh city region, and in the Scottish economy as a whole.

On Space and Location:

- Space and location must have sufficient “place” credentials from a

business perspective to become a base from which to trade profitably.

- Moving premises is the most disruptive process any trading business can undertake and the window of opportunity in terms of timing is very small.
- High quality sites and premises are essential even to small businesses in today’s trading environment.
- Premises adequacy and suitability is a controlling determinant of business growth.

On Aspirations:

- The Community Plan, My Future’s in Falkirk economic development initiative, and the Local Economic Forum’s Regional Economic Strategy articulate the vision that the Business Property Strategy and Action Plan seeks to achieve.

On the Rationale for Intervention:

- There has been a long term constraint on the Falkirk business property market which has had the effect of “locking out” Falkirk as a business destination.
- Dynamic companies have been lost to the Falkirk economy.
- Falkirk Council and SE Forth Valley have determined that this situation cannot continue.
- Appointed consultants highlighted likely shortages of premises for the key sectors of offices, light industry, general industry and warehousing/distribution.
- A defined Action Plan is the means of managing the process and to ensure direction and momentum are maintained.



The **Action Plan**, part 2, identifies three clearly defined long term **strategic objectives** which define *what the plan must achieve*. When achieved, they will ensure the provision of a suitable flow of sites and premises for businesses

- **Strategic Objective 1:** Ensure sufficient suitable land is made available for business development on an on-going basis to meet market needs.
- **Strategic Objective 2:** Ensure sufficient suitable property of good quality is brought to market to meet business development needs for offices, light industrial, general industrial and warehousing/ distribution uses.
- **Strategic Objective 3:** Ensure accurate information on property and land supply is readily available to businesses and business developers, and the Falkirk area is promoted effectively as a business location.

The Plan goes on to articulate *how the Strategic Objectives will be achieved* through defined processes and actions which will be implemented on a long term basis. Eight **Action Areas** are identified and specified:

- Action Area 1: The Business Property Master Plan Process
- Action Area 2: Audit of the Council's Business Property Portfolio
- Action Area 3: Developing Good Quality New Property
- Action Area 4: Public Sector Interventions
- Action Area 5: A Site-by-Site Project Approach
- Action Area 6: Quick Wins
- Action Area 7: Improved Information and Marketing
- Action Area 8: Communication with Key Stakeholders

The Business Property Master Plan Process is the key operational innovation within which all actions within the plan will be carried out.

The Action Plan is a **rolling five year executive programme** updated annually.



In 2004 Falkirk Council and Scottish Enterprise Forth Valley, through the *My Future's in Falkirk* initiative, commissioned a full review of business property in the Falkirk area. The work was carried out by DTZ Pineda Consulting, in liaison with Falkirk Council and SE Forth Valley staff. This wide-ranging review has provided the basis for defining both a Strategy and an Action Plan to address business property needs in the Falkirk area.

This document brings into effect the response to the recommendations of their consultants agreed by Falkirk Council and SE Forth Valley.

It provides a strategy statement of context and defines the operational processes upon which future actions will be implemented to deliver a long term continuing supply of land and property appropriate to business needs in the Falkirk Council area.

It demonstrates the willingness of Falkirk Council and SE Forth Valley to work in partnership together and with the private sector to realise the objectives defined for the action plan.

Economic development is about the creation and securing of prosperity and jobs, and enabling access to them for ordinary people. It is achieved by the employment and wealth created by successful businesses. Real economic activity takes place in geographical space. Businesses need locations, sites and premises which are suitable for their activities. If adequate land and property infrastructure is not available, economic activity will be constrained. There has been a hiatus in property supply in Falkirk which has restricted seriously the economic development potential of a key location in the Scottish economy.

This Strategy and Action Plan is designed to remedy those circumstances and to re-establish and maintain a continuing long term supply of land and property which will meet the needs of businesses now and in the future.





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THE STRATEGY



POSITIONING FALKIRK IN THE SCOTTISH ECONOMY

The loss of traditional and more recently high technology manufacturing capacity, and the growth of a service oriented economy, has been the key feature of economic change since the 1970s. Nevertheless, by 2003, Falkirk still retained a substantial proportion of manufacturing -18% of employment and 25% of GVA¹ - in its industrial structure. This was more than for any other local authority area in central Scotland. Falkirk manufacturing is founded now principally on the petro-chemicals sector but with a residual contribution from metals and other diverse manufacture. The survival of this manufacturing core has resulted from the ability of businesses to adapt and survive in harsh global conditions; and through efficiency, expertise and productivity, to remain at the leading edge of their technologies.

This has been supplemented by substantial growth of the “industrial end” of the services sector, especially in terms of distribution. The strategic accessibility of Falkirk/Grangemouth results from the confluence of sea, rail, road and air modes of transport. Its location is within transport-efficient distances of the other main centres of the Scottish economy and offers them wider access to overseas markets. These attributes, coupled with increasing concerns about the environmental sustainability and the growing cost of reliance on road transport alone, creates strong opportunities for the development of a multi-modal distribution hub. Manufacturing and industrial distribution are positively

complementary activities and once again reflect the early traditions of Falkirk/Grangemouth as a trans-shipment point. Taken together, they are now developing into the unique selling point of the location in the modern economy of central Scotland.

Within these sectoral developments however, overall economic performance is mixed. In the 5 years between 1999 and 2003, there was a net gain of 9.1% (4,791) for the period in full and part time jobs for employees in the Falkirk local authority area. Within this total however, there was a very marked volatility, with significant employment gains and losses year on year, and no stable trend was evident. The Forth Valley economy as a whole was slow growing, at 3.5% in terms of employee numbers. Employee numbers for Scotland showed a 6.1% increase over this period but again there was volatility from year to year².

Reliable estimates for FTE³ employment in Falkirk for the same period show a net *loss* of 1,780 jobs (-3.5%), a net gain of 833 jobs (+0.8%) for Forth Valley; while a 3.1% increase in FTE employment was estimated for Scotland. As FTE adjusted data is the best basis on which to assess employment growth, these data are at least sufficient to instil caution in drawing over-positive conclusions from the apparent 9.1% increase in the crude employee totals. It is also important to remember that the nature, quality and duration of jobs created are key issues as well as absolute numbers.

¹ GVA = Gross Value Added: a standard measurement of annual wealth created by economic activities. It consists basically of a combination of the operating profits made and the wages and salaries paid out by businesses.

² Data from the Annual Business Inquiry Sample Survey by NOMIS (Government Statistics). Because there is a time delay in the release of data, 2003 is the latest date for available statistics.

³ FTE = Full Time Equivalent: this allows full time and part time jobs to be compared on a standard basis. 1 FTE job = 35-40 hours work/week which lasts for 10 years.



Taking FTE workplace employment and annual GVA together shows that for the period 1999 to 2003 Falkirk represented on average 50% of the Forth Valley economy. GVA generated by each FTE job in Falkirk averaged £33,200, compared with £31,900 for Forth Valley, and £33,000 for Scotland. Notably, each FTE employee in the Metals, Minerals and Chemicals sector in Falkirk generated average annual GVA of £66,800. Put another way, 11% of FTE employment created 23% of overall GVA. The rest of the Falkirk economy produced annual GVA of £28,900 per FTE¹.

This is a clear illustration of the dual nature of the Falkirk economy, with a very high yielding but small sector in employment terms, compensating for a level of performance which is only 87% of the Scottish average in the rest of the economy. Together with the uncertain trends in employment, and the continuing competitive pressures on industry, it also leads to the inevitable conclusion that there is no room for complacency over economic performance. Without question, economic growth and diversification need determinedly to be encouraged, both from indigenous start-up and expanding companies, and from inward investment.

Travel to work patterns within central Scotland show that Falkirk has significant flows of residents who commute to work in Edinburgh and Glasgow, but the greater emphasis is firmly towards Edinburgh. There are also smaller reverse commuting flows into Falkirk for work, especially into the petrochemicals industries. This sets Falkirk within its regional economic context, primarily as a part of the Metropolitan Edinburgh City Region, but retaining important links with Glasgow and the West of Scotland. It is a key contributor to the development of the Forth Estuary Economic Corridor, with an important role to play. It has the potential become an alternative highly accessible location for industrial activities displaced from Edinburgh and other locations within the city region and central Scotland, as well as for businesses establishing in Scotland for the first time.

¹ Data from Experian Business Strategies Economic Forecasts, April 2004 edition. Experian are one of the leading providers of economic forecasts for business.



SPACE AND LOCATION FROM A BUSINESS PERSPECTIVE

Economic activities in the business community capable of sustaining FTE employment and long term GVA generation happen in buildings, and within sites, and at specific geographical locations, all of which *must* have sufficient “place” credentials *to businesses* to become the base from which they can operate profitably. Premises costs reduce profits, and the choice of place is usually a compromise between what a business can or wants to afford in reality and what would be ideal in the abstract. It follows that there needs to be choice in the selection of locations.

Place credentials passed through the decision sieve are not simply to do with the obvious elements of physical suitability, accessibility, the necessary range of infrastructure, and the availability of capital subsidy, vitally important though these are. Most businesses have a very small window of opportunity without loss of competitive advantage in which to go through premises change, the greatest physical upheaval a trading business can face. It follows that *overall availability*, translated by businesses into an acceptable and achievable time schedule within which to make the move, is the central determinant of location once basic place criteria are satisfied. The range and nature of administrative approval and business support regimes, the level of proactive mutual co-operation and assistance they offer, and the speed of their decisions are important elements in the calculation of overall availability. There is sound evidence that in finely

balanced decisions they can be the deciding factor in the choice of location.

In the case of rented premises, the terms of leases and especially their *flexibility in relation to termination* is another key determinant. Increasing numbers of businesses who seek to rent premises for an initial or intermediate period will wish to move on to owner occupation, in order to stabilize their cost base and add collateral value. A balance needs to be struck between reasonable certainty of income for landlords and defined exit opportunities for tenants where both risk and reward are equitably shared.

These days, even small businesses require *high quality* sites and premises. This is a result of the institution of external quality control standards for both production and services, and the regulation of the workplace environment for the protection of employees. Inspection of potential supplier premises by corporate customers is now a commonplace. Proper facilities in which to conduct business meetings, efficient layout of production space, an effective physical maintenance regime, and an overall high quality visual image of both site and premises have become important qualitative business assets.

In the context of growth, *premises no longer fit for purpose do become an absolute constraint on further business development*. There are plenty of examples of production, and therefore the turnover, of indigenous companies being limited absolutely by the lack of any further capacity in premises. Consequentially, this restricts economic development.



The position is usually severe because the major upheaval of moving premises causes most businesses, and especially those within the SME sector, to delay any change until perceived market opportunities for greatly enhanced profits force the issue. It is therefore no accident that when an expanding business changes premises, the result is often an exponential rather than incremental increase in economic benefits in terms of employment and especially GVA generation. Seemingly unlikely gains in business performance are achieved in reality. Inward investment, whether as a result of wholly new market penetration or as a growth-linked relocation, whether forced or voluntary, generally has similar outcomes.

In the context of contraction, the availability of smaller or less expensive premises can be the difference between planned business retrenchment and survival with safeguarded employment, and closure.

Premises suitability in its broadest sense is therefore a controlling determinant of business growth. It is axiomatic that if the economic development objectives of growth and diversification driven primarily by the business community are to be realized, then a consistent long term available supply of land and premises which is acceptable to businesses is an absolute requirement. What is offered must be acceptable to the users.

Supply of land and premises is not an unrestricted free market process, it is controlled by public sector regulation. The failure to deliver a suitable supply will result in a failure to deliver much desired and necessary economic impacts.



ASPIRATIONS FOR THE FUTURE FALKIRK ECONOMY

Falkirk Council's Community Plan vision is one of *a raised profile, increased status, community confidence and economic and social achievements.*

- A priority theme of the Plan is *increased jobs, income and enterprise* for all citizens.
- The Plan recognizes that the economy of the Falkirk Council area depends crucially *on the performance of key industrial and commercial sectors and on all businesses big and small.*
- It recognizes the *need to create and support businesses that will be entrepreneurial and forward thinking in order to ensure employment opportunities and income for communities and citizens.*

My Future's in Falkirk seeks to *position Falkirk as an attractive area to live work and invest; a place where people can be confident about their future* through a series of initiatives to

- *transform Falkirk and the surrounding area into a thriving diverse and modern economy*
- *help local businesses to grow,*
- *attract companies and visitors into the area,*
- *create and maintain jobs for local people.*

The Local Economic Forum's **Regional Economic Development Strategy** for Forth Valley has a vision of *a thriving and diverse economy, well connected nationally and internationally where prosperity is growing throughout the population.*

- The priority of the Strategy is *strengthening and diversifying the regional economy.*
- A strategic theme is to *develop a supportive business environment*
- An area with identified priorities for action is *physical business infrastructure*, where it is recognized that Forth Valley must be seen as
- *the place in Scotland to do business with high quality available business property that meets the needs of modern companies. Business locations must be fit for purpose and have the appropriate supporting infrastructure.*

This Business Property Strategy and Action Plan defines a set of processes and actions to help to give effect to these aspirations for the Falkirk economy.



THE RATIONALE FOR BUSINESS PROPERTY INTERVENTION IN FALKIRK

For complex reasons, a chronic constraint on the operation of the business property market has existed in Falkirk for more than 10 years. Actions in the past have been successful in generating property to meet the market needs. The business incubators and related developments are an excellent example. However, such actions have been reactive short term specific interventions have not addressed the area's long-term need. Market analysis and strong and consistent anecdotal evidence demonstrates *there is now an insufficient supply of property provision to satisfy either inward investment enquiries or demands from indigenous companies seeking new premises as part of business expansion projects.* Scottish Enterprise Forth Valley and Falkirk Council find it difficult to respond effectively to enquiries for sites and premises from companies.

These stalemated circumstances have become well known to private property market advisers to businesses. The *impact has been to "lock-out" Falkirk as an business destination* by routinely discounting it without further enquiry. It is simply easier to locate elsewhere. As a result, all the evidence from real contacts with businesses points to the fact that significant constraints are being imposed on economic development in Falkirk by the lack of a long term and available supply of land and property for businesses. Dynamic companies have been lost to the Falkirk economy as a consequence.

Both partners have agreed that this is a situation which can no longer be allowed to continue. Falkirk/Grangemouth is in acute danger of missing major opportunities for economic development for which it is ideally located and which will both support local industrial traditions and introduce diversification to achieve a robustly founded economy for the future.

Accordingly, they jointly commissioned a Business Property Review in 2004 to assess the circumstances in relation to future business needs. *The Review highlighted a likely shortfall of premises in the Falkirk area in the key sectors of offices, light industry and distribution.* It noted that there was only a very small supply of new commercial and industrial premises to rent, and there were no new premises available for sale. Much of the existing stock of premises was old and no longer met the standards required by businesses.

The Review recommended urgent action to remedy this hiatus in the supply of commercial and industrial property in Falkirk, and to widen the choice of tenure and quality of product available. Falkirk Council and Forth Valley have embarked upon a partnership to implement the recommendations of the Review. This Business Property Strategy and Action Plan has the means to manage the process and maintain direction and momentum to bring forward a consistent long term supply of suitable land and premises.







THE ACTION PLAN



THE OBJECTIVES AND ACTION AREAS

The Action Plan is founded on the following three **Strategic Objectives**.

These objectives are clear and simple statements of **WHAT** the action plan **MUST** achieve:

1
STRATEGIC OBJECTIVE ONE LAND SUPPLY
Ensure sufficient suitable land is made available for business development on an on-going basis to meet market needs.

The Falkirk Local Plan process involves forward planning, allocation and review of land use for a range of development purposes. The challenge is for the public sector to work with potential developers and landowners to ensure an effective supply of development land which will result in the provision of new business space.

2
STRATEGIC OBJECTIVE TWO PROPERTY SUPPLY
Ensure sufficient suitable property of good quality is brought to market to meet business development needs for offices, light industrial, general industrial and warehousing/distribution uses.

There is a current shortfall of property in all of these four key business categories. To bring sufficient property of good quality to market will require public sector intervention, both to facilitate the improvement of the existing Council property portfolio and to identify, develop and bring sites to market with good quality modern property.

3
STRATEGIC OBJECTIVE THREE INFORMATION & MARKETING
Ensure accurate information on property and land supply is readily available to businesses and business developers, and the Falkirk area is promoted effectively as a business location.

There is an urgent need to promote and market a positive “place image” by harnessing examples of success and excellence to counter the current perceptions of the area. First class communication with key stakeholders is essential. Marketing must focus on the advantages of Falkirk as a business destination and provide fast and accurate information on property opportunities to all interested parties.



These three founding Strategic Objectives are clearly and simply stated and apply in the long term. They must be **considered together and consistently** if they are to be achieved.

The Action Plan will address a 5 year period, but will be reviewed and updated annually against broader economic targets. It will therefore be a **rolling five year long term plan**.

A set of eight interlinked **Action Areas** have been identified which show HOW the partners will achieve the Strategic Objectives of the Action Plan.

Action Area 1 defines the key Master Planning Process through which all other aspects of executive action are managed and focused.

Each Action Area is considered in turn in the following pages.

Action Area 1	The Business Property Master Plan Process
Action Area 2	Audit of the Council’s Business Property Portfolio
Action Area 3	Developing Good Quality New Property
Action Area 4	Public Sector Interventions
Action Area 5	A Site-by-Site Project Approach
Action Area 6	Quick Wins
Action Area 7	Improved Information and Marketing
Action Area 8	Communication with Key Stakeholders



It is important to put in place a robust and sustainable process to identify and review short, medium and long term needs for business space and property supply. Such a process will be the cornerstone of the Action Plan and will ensure that it is kept regularly updated as circumstances and needs change.

The process calls for the establishment of a forum to overview all land and property development in the area. This forum will bring together key public sector staff covering the areas of planning, business development, property, finance and infrastructure from both Falkirk Council and Scottish Enterprise Forth Valley.

The forum will base its work on the Falkirk Local Plan, developing specific processes to support the identification and allocation of land for business development needs. Information on all existing and potential sites would be collated and presented in a consistent manner. This will provide key information on each site sufficient for review purposes and for identifying key projects to deliver business space and property.

The forum will meet on a two-monthly basis to review the land allocation and development of sites. It will focus

separately on short, medium and long-term timeframes. The forum will develop property and land maps identifying all available space and assigning each area of land a usage priority based on type of use, timeframe to 'bring to market' and type of intervention required.

With an overall plan in place, the focus will move to 'delivery', i.e. bringing these sites to market. This will be achieved best by adopting a 'site-by-site' approach. Initially the group will focus on sites already under development or close to development. Using the analysis of need from the DTZ Review, the group will ensure that priority sites are identified and that a plan of action is developed to bring the site to market by the most effective intervention.

Commercial confidentiality will be respected in this process, to encourage land owners and developers to engage with the public sector in their specific areas of interest. The forum will ensure regular and clear communication with all key stakeholders on general progress in meeting the strategic objectives.

Appendix 1 shows the overall business property master plan map of the sites in the Falkirk Council area.



Property for business development needs can either be met from new or existing stock. Much of the existing stock will need to be up-rated to bring it to a standard appropriate for the market. A Management Plan will be put in place to identify how this can be done effectively on a site-by-site basis. This plan will be part of the "business property master plan process" referred to in Action Area 1. Different actions or interventions will be required for each site. The process will involve working in partnership with the private sector and may involve eventual sale of the land and property.

The first step in this process, as identified by the DTZ Review, is to carry out a full audit of the Council's existing business property portfolio.

The Council has a wide range of existing business property which has built up over many years. This property is of variable size and quality and is scattered across a range of locations.

In total the portfolio consists of some 900 properties yielding an annual rent roll of some £5 millions. The portfolio consists of a wide range of leased property including shops, offices, industrial, business parks and ground leases.

A full review will be carried out of Falkirk Council's non-operational property assets and the Management Plan will bring some of this property to market to help meet the targets identified.

Property consultants have been engaged to carry out this work.

Existing property stock under private ownership should also be considered. Information on some of this property is already known and accessible on-line through the Scottish Property Network. A further action is to encourage owners to make use of this on-line service - see Action Area 7.



Having identified the potential for developing the existing property stock, the balance of property required to address the long-term need must be met from the development of new sites.

There is already considerable activity under the *My Future's in Falkirk* initiative to develop new sites, but what is needed is a process to ensure that these developments are driven to yield business property of suitable quality and floor-space. This is particularly important as, without focused intervention, landowners and developers will propose alternative high value uses for their sites. Balanced, and where appropriate, mixed development of sites is critical to the success of *My Future's in Falkirk*.

The DTZ Review showed that land shortages in all categories other than warehousing will be met if all *MFIF* identified sites are successfully brought to market. Much work, however, remains to be done to convert the

current vision into reality. The 'master plan process' described in Action Area 1 will provide a mechanism to address the major issues in a structured and coordinated manner. Issues such as land use planning (H&SE), traffic impact and infrastructure, in addition to land ownership and the finance required need to be considered before new sites can be developed and brought to market.

Scottish Executive Planning Guidance Notes (SPP2 - Reference 2) emphasise that effective site criteria for business development must include marketability "free from encumbrances". This is the challenge the standing forum will address through the 'master plan process'.

The forum should identify short-term (immediate to 2 years), medium term (3 to 5 years) and long-term (beyond 5 years) sites for development within the Falkirk Local Plan.



The DTZ Review highlighted the shortfall of space in the key business property sectors and identified issues to address to bring sites to market, achieve private sector involvement, address market failure through public sector participation and raise the area's profile.

The plan is to coordinate a series of public sector partner actions, across both existing and new sites, including:

- the provision of financial assistance and/or incentives to encourage landowners to bring developments and sites to market,
- development partnerships or joint ventures with the private sector,
- acquisition servicing and promotion of sites,
- pragmatic and flexible approach to planning interventions,
- assistance to companies wishing to move to owner-occupied bespoke premises,
- de-contamination of land not currently suitable for development.

The overall objective is to utilise scarce public sector resources and raise market confidence to encourage and maximise the involvement of the private sector in the direct provision of property.

The full range of funding support options need to be explored to 'drive' site developments. These include:

- Scottish Enterprise Property Support Schemes
- Scottish Enterprise Derelict Land and Environment Powers
- Falkirk Council Economic Development Support Fund
- Private Investment
- External Funding Support (e.g. EU)
- Recycling of cash generated by the proactive management of Falkirk Council's property portfolio*

* For the process to be self-sustaining financially for Falkirk Council, funds realised must be 'ring-fenced' in order that they can be recycled to develop other properties and sites to 'bring them to market'.



Development of all business space and property, whether existing or new, will be coordinated by the standing forum using the “business property master plan process”. As previously described, the forum will identify priority sites.

The development of each of these sites will be an independent project and the forum will agree a public sector project leader to be accountable for facilitating its development and bringing it to market.

A summary of key information on each site will be prepared and kept updated as part of the on-going “business property master plan process”. The forum will then have consistent and accurate information available on all development sites and properties and can then review planned provision against need on a regular basis.



In order both to start the process of closing the gap between demand and supply and to demonstrate that Falkirk is a place to do business, a number of “quick wins” are needed.

Looking at the existing portfolio, a number of potential opportunities exist to kick-start this process. These include:

- **Glenbervie and Central Park**
- **Callendar Business Park**
- **Falkirk Gateway
(Middlefield/Westfield)**
- **Earlsgate Business Park**
- **Grangemouth Technology Park**
- **Alcan**

The forum will ensure that a focus is provided to deliver good quality business property and space at these locations.



The business market requires easily accessible and up-to-date information on any available property at all times. Falkirk Council's Business Property Register is supported by the Scottish Property Network (SPN) and provides an on-line service that can meet this need.

Rather than keep a separate register of land, the SPN will be provided with all current information and future updates, so the market can access up-to-date information.

Private owners will be encouraged to use this facility to market their sites.

To support enquiries on business property, land and property maps will be prepared and kept updated for the Standing Group (see previous), and will be kept in the Marketing Suite in the Falkirk Stadium offices of the Council. This will mean that potential clients / businesses can match their needs against the full allocation of land and property available.

Proactive communication is needed to help counter the current poor perception of Falkirk as a business location.

Recognising and communicating each individual success will help demonstrate that progress has been made.



As with any issue that affects (or has the potential to affect) a significant number of people and a range of stakeholders, clear communication of purpose and action is required at all stages.

A communications plan for the first phase has already been drawn up and an overview of future activities will be maintained by the Standing Group.



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APPENDIX 1





