



# Recover Rebuild Renew

GLASGOW CITY REGION'S ECONOMIC RECOVERY PLAN  
IN RESPONSE TO COVID-19

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LEADER OF GLASGOW CITY COUNCIL  
AND CHAIR OF GLASGOW CITY REGION CABINET



## Covid-19 has had a far reaching and continuing impact on the UK and the global economy and no less on Glasgow City Region.

The Region's response to the pandemic and the most trying of circumstances has been outstanding, with the reaction to Covid-19 from our NHS and council workers, supermarket staff, third sector and community groups bringing out much of what is great about Glasgow City Region.

But we remain in a most serious situation, with fatalities rising and increasing pressure on our NHS. Covid presents us with a double challenge; the immediate threat to health and life brought about by the spread of the virus, and impact on our economy of the essential steps we need to take in order to stifle its spread.

The financial shock for many employers and households has been severe. When we come through the other side, some businesses may not recover and jobs could be lost. We do not underestimate the challenge we face - to our economy, businesses and labour market, particularly to young people and their future opportunities.

Our **Regional Economic Recovery Plan** sets out the key actions we are taking. These are underpinned by extensive research and analysis, as well as discussion across our partnership to identify the most pressing challenges faced by our businesses and residents, the priorities and importantly the opportunities arising that we can grasp to shape our recovery as we plan ahead to create jobs in a green and equitable economy, in the post-Covid period.

Recovery will be no easy task. But we have the structures, shared vision and a proven willingness to collaborate and innovate across sectors and borders for the sake of our City Region.

The Recovery Plan will take us through the next critical period as we continue to live with Covid-19 and while a vaccine is fully developed and rolled out. We will then publish a Regional Economic Strategy which builds on the foundations set out in this Recovery Plan and reflects our long term objectives as we restart our Regional economy.

## This challenge is significant and it requires significant investment.

We are determined that work on the road ahead focuses not just on economic recovery but also renewal. We cannot simply return to 'business as usual'.

Talk of rebuilding isn't just rhetoric. Major investment in infrastructure, particularly green infrastructure, will be pivotal to stimulating our recovery.

We have been actively planning with Scottish Government and Scottish Enterprise colleagues to push forward with the revitalisation of the River Clyde. The Clyde Mission has the capacity to bring vacant and derelict land back into use for homes, investment and jobs and activate the potential of the river to help address the climate change emergency. In the post-pandemic world, these plans have a real urgency.

So too will the opportunities from the completion of our plans for other major infrastructure projects such as investment in Ravenscraig, our three innovations districts, and a city Metro: a transformational green infrastructure project, the first stage of which would complement the work on the Clyde Mission.

Our transformative green retrofit programme requires £5 billion pound in funding over the next 10 years.

We have challenging asks of the UK and Scottish Governments. These are not just asks for more money but also about giving Glasgow City Region – the powerhouse of the Scottish economy – the flexibility we need to lead recovery and renewal, not just for ourselves but for the whole nation.

More than ever we need ambitious joined up thinking and joined up working with government. Glasgow City Region is well positioned to thrive in a post-Covid recovery, with the focused investment we can help Scotland and the UK to deliver in our shared ambition to respond to the climate emergency and align with our ambitions for COP26.

**We need to use this unprecedented opportunity to rebuild a more inclusive, sustainable and connected City Region economy and an economy which delivers for all our people.**



# Introduction

**We developed this Recovery Plan through a process of engagement with our eight local authorities and our partner organisations, such as Scottish Enterprise and Skills Development Scotland.**

During the summer we gathered information from all of our partners about the work they are undertaking individually to respond to Covid and its economic impact on our businesses and communities. We consulted with partners to identify where we can add value to their individual responses, by responding collectively and collaboratively to Covid at the Glasgow City Region level.

We identified key priority areas for action and took these proposals to the Glasgow City Region Cabinet in August 2020. This Recovery Plan now reflects recent national policy announcements that have been made by the UK

Government and the Scottish Government, particularly in relation to support for businesses and employees, and the skills and employment response.

To underpin our actions we have used the economic data and research provided by partner organisations and co-ordinated and led by our Glasgow City Region Intelligence Hub, to underpin this plan.

We have engaged and consulted with local partners, our Regional portfolio groups, and Economic Delivery Group, and the Commission on Economic Growth, to shape and inform our Regional Economic Recovery Plan priorities and actions. The Plan will remain a living document - we will continue to review our actions and update these on an ongoing basis, reflecting on the latest developments including Brexit, so that we can respond to the needs of our businesses and residents.

Effective monitoring and reporting on the Recovery Plan is vital if we are deliver on our actions. Regular updates on the Recovery Plan will be provided to the Regional Partnership, Chief Executives' Group and the Glasgow City Region Cabinet.





# Setting the Scene for Economic Recovery

OUR CHALLENGES AND PRIORITIES

## Glasgow City Region – Scotland’s Metropolitan Region

The success of Glasgow City Region is critical to the prosperity of Scotland and the UK.

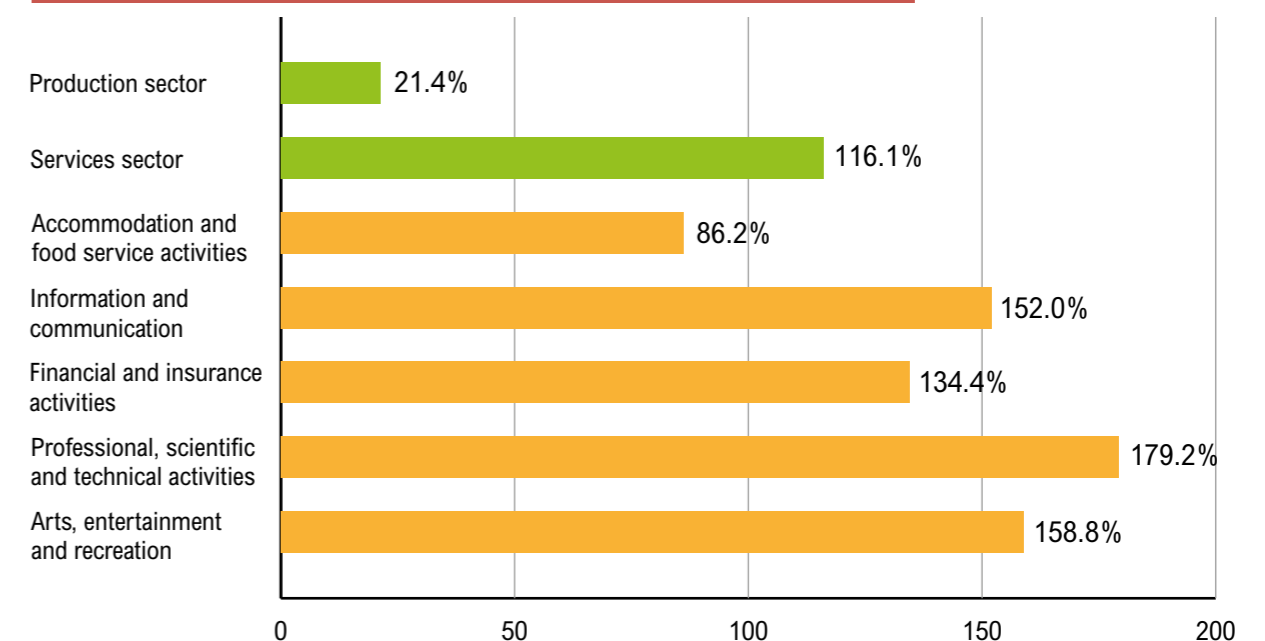
It is home to almost one third of Scotland’s jobs, business base and economic output. As well as being the country’s economic powerhouse, it is Scotland’s only true metropolitan region. And it is the fourth largest city region in the UK. It is a region that has shaken off the industrial past to emerge on the European and Global stage – none more so than when it hosts the COP26, UN climate change conference in November 2021.

### TRANSFORMATION THROUGH COLLABORATION

Over the last 20 years, it has transformed to become a region of knowledge and innovation.

In the 20 years from 1998, the Gross Value Added by the services sector far outstripped that of the productive sector – led by growth of a wide variety of sectors such as professional, scientific and technical activities.

GLASGOW CITY REGION INDUSTRIAL GVA: % CHANGE 1998 - 2018

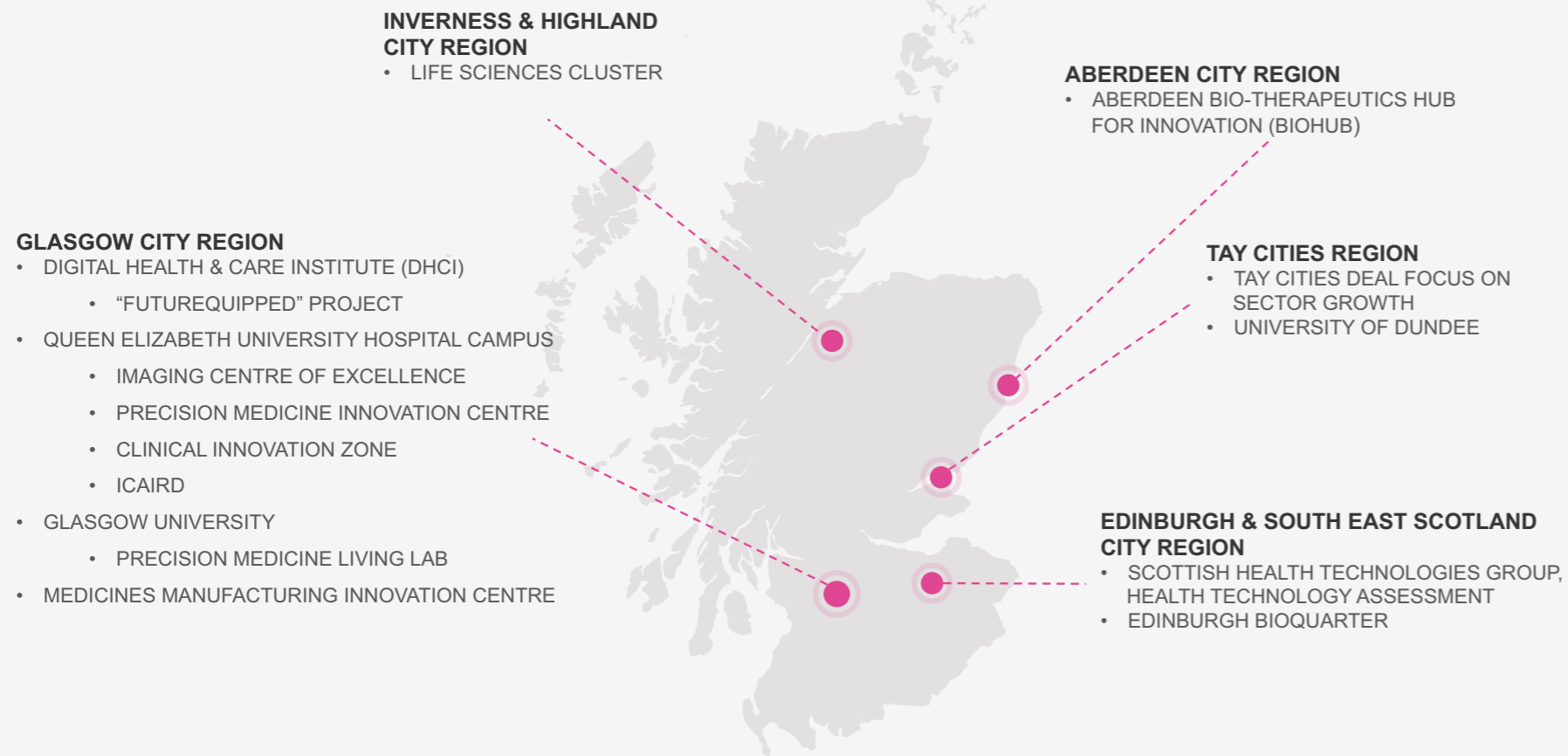


It is a success built on its people and place.

It is also based on the can do attitude of its institutions – our deep rooted ethos of collaboration and desire to improve the everyday lives of our citizens. This can be seen in the growth of our three unique Innovation Hubs.



HEALTHTECH SCOTLAND'S STRENGTHS



**GLASGOW CITY REGION INNOVATION CORRIDOR**

**The Glasgow City Innovation District was the first of its kind in Scotland.**

Its Technology and Innovation Centre includes a focus on health technologies. Equally, the Glasgow Riverside Innovation District has built strong foundations in precision medicine (PM) focused approaches to healthcare. This includes major investments at the £1 billion Queen Elizabeth University Hospital (QEUH), including the world's first clinical-academic industry campus designed around the clinical implementation of PM. It is also home to the Advanced Manufacturing Innovation District which incorporates the Medicines Manufacturing District that will accelerate the process to bring new drugs to the market. If productivity increases at current rates, over the next five years, Glasgow City Region will have higher levels of productivity than most other post-industrial city regions including Manchester and Liverpool.

Equally, the Scottish Government has recently published its Inward Investment Plan designed to create a technologically enable, net zero, inclusive wellbeing economy. The plan identifies nine opportunity areas. The Glasgow City Region is the only region across Scotland to have clearly identified strengths, success and opportunities across all nine areas. Our success in innovation in the Health Tech sector can be seen in the map.

**GLASGOW CITY REGION TALENT POOL**

**By European and global standards, 43.9% of the Region's workforce is educated to degree level.**

Its talent base is also boosted by the globally impressive number of international students. The Region is now in the top five mid-sized city regions globally for the number of international students.

These are amongst the various reasons why in March 2020, the Connected Places Catapult – in a review of the UK's top performing innovation economies – identified Glasgow City Region as one of four within the UK with "the strongest potential to join London, Oxford and Cambridge as engines of Britain's future economy."



## Underpinned by Vibrant, Cultural, Retail and Hospitality Sectors

**Successful places are characterised by a high quality of life.**

This comes from good quality jobs, affordable homes and a multitude of leisure activities – our citizens enjoy the wide arrange of cultural offerings and shopping attractions that are attractive to leisure and business visitors.

### OUR STRENGTH IS NOW A RISK TO OUR MOST DEPRIVED COMMUNITIES

**It is clear that the businesses and industries which have helped transform the City Region are those at greatest risk from the public health crisis.**

The Retail, Accommodation and Food Services and Arts/Entertainment and Recreation Sectors employ almost 175,000 people across the Region and nearly 12,500 businesses – between 20 to 25% of the Region’s total.

We know that these sectors are crucial to the vitality of many of the 23 town centres across the City Region and Glasgow City Centre itself which is home to over 170,000 jobs, the highest concentration of jobs anywhere in Scotland. Protecting the high streets in our towns and our city centre will require protection for these jobs.

More importantly, we know that these jobs are largely held by low income groups.

The Social Metrics Commission highlighted that people living in poverty are more likely to be more adversely impacted by the lockdown from furlough, reduced hours and wages, or unemployment. Whilst the full effects are still to come into effect, Glasgow City and West Dunbartonshire have seen the largest increase in Claimant Counts between August 2019-2020. Sadly, these are areas that were already starting from a high level.

Despite the concerted efforts of multiple agencies and the successes in transforming the Region’s economy, to many communities are still blighted by deprivation - 57% of GCR’s datazones being within the 15% most deprived in Scotland. These are home to over 450,000 of GCR’s population. Worryingly, it appears that unless concerted effort is taken, the legacy of past recessions will repeat itself again. These communities who can least afford it, will be the most impacted.



## Building a Resilient, Innovative and Green Future

**It is an inevitable impact of Covid that a significant number of jobs will be lost in the Region – potentially 60,000.**

It is essential that these are replaced by new ones that provide long term opportunities. Glasgow City Region has a history of innovative provision of social housing. It now has a large stock which needs to be retrofitted to meet local and national net zero targets. With COP26 coming up and a track record of innovation there is no better time to start a long term retrofit project that will deliver on our priorities of addressing the climate emergency. Doing so will also provide the opportunity to create a large number of employment opportunities and develop new Regional specialisms.



**“Public investment can play a central role in the recovery, with the potential to generate, directly, between two and eight jobs for every million dollars spent on traditional infrastructure, and between 5 and 14 jobs for every million spent on research and development, green electricity, and efficient buildings.” IMF: Public Investment for the Recovery**

The River Clyde runs through the Innovation Corridor. The Scottish Government has recently announced the Clyde Mission project. It’s “purpose is to use the Clyde to drive sustainable and inclusive growth for the city, the region and Scotland”. Glasgow City Region will work closely with the Government to drive this flagship policy to bring in additional investment to the area, create exemplar projects designed to tackle the many pockets of vacant and derelict land that scar our local communities and address future flood issues.



## INVESTING IN OUR CITY REGION WILL BE VITAL TO RECOVERY

As we look towards recovery and beyond, it is critical we do not forget the vital role that city regions have played in the health and wellbeing of nations over the past 200 years.

They will continue to do so in the future. This has been recognised in the Scottish Government's own recovery strategy which calls for a pivot towards city regions. We only need to look at how nations in Asia have adapted to previous pandemic outbreaks. It is not by taking flight from cities. But rather by finding new and innovative ways of mitigating risks – using new thinking and the latest digital and medical technologies, many of them conceived in tech districts, university labs and design institutions. In shaping a new economic future, Glasgow City Region can be at the forefront of the transformation.

## Shaping the Glasgow City Region Response

Covid is having an impact on everyone.

But we recognise that challenges facing our residents and businesses are not equitably distributed. Without the right levels of support, the coming months and next couple of years will be desperately difficult for some citizens, communities and businesses through no fault of their own.

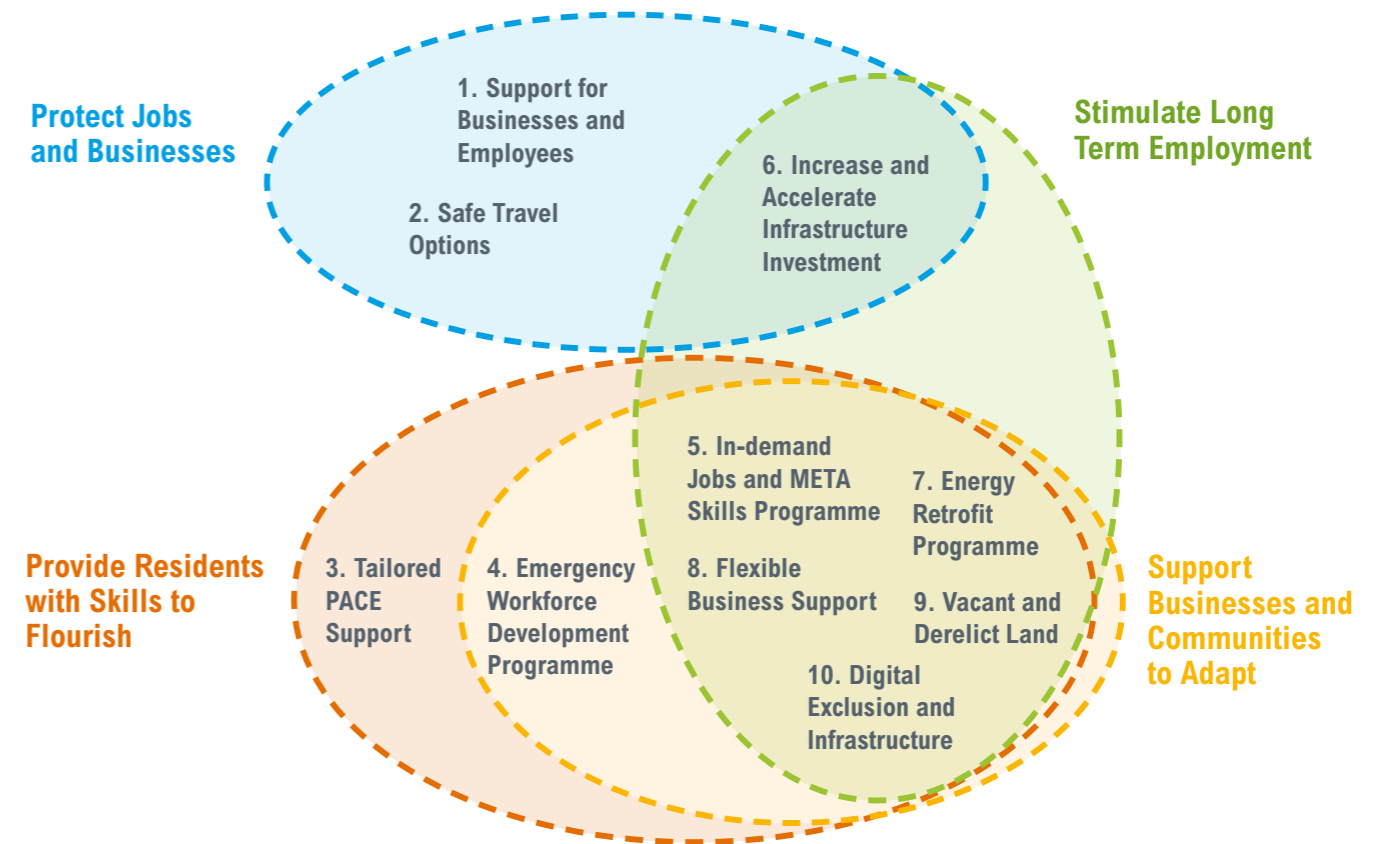
Glasgow City Region will prioritise its actions around four key themes:

<b>Protect jobs and businesses</b>	We will use all the resources at our disposal to ensure jobs are not lost and businesses can remain open.
<b>Provide residents with the skills required to flourish in the future economy</b>	Recognising that the crisis has accelerated shifts in consumer and business behaviour, the City Region will work across our partnership to ensure residents have skills to meet the emerging demands of the economy.
<b>Stimulate new long term employment opportunities</b>	The City Region's partners will identify and support areas where employment opportunities can be created that will provide people with the chance of a long term meaningful career.
<b>Support Businesses and Communities to find new and innovative ways of adapting to the challenges posed by Covid-19 and beyond</b>	Many businesses have already very successfully shifted their business processes and models to deal with the realities of the last few months. It is vital that they, and those that want to follow, are given the support to embed any benefits from the new ways of working that will address the major challenge of the climate emergency.

## Delivering the Themes

We will deliver a series of targeted programmes that will meet the needs identified.

They are designed to meet both the short term pressures and longer term challenges facing our residents and businesses.



# Our Approach

## PROTECT JOBS AND BUSINESSES

PROVIDE RESIDENTS WITH SKILLS TO  
FLOURISH IN THE FUTURE ECONOMY

STIMULATE LONG TERM EMPLOYMENT  
OPPORTUNITIES

SUPPORT BUSINESSES AND  
COMMUNITIES TO ADAPT

## Protect Jobs and Businesses

**Protecting jobs and hard-hit local businesses is critical.**

We will maximise UK Government and Scottish Government funding so that a comprehensive and enduring package of financial and business support is in place to secure the incomes of staff and businesses.

We recognise that it is our social/footfall dependent businesses which are being hardest hit. These businesses which have played a critical role in the renaissance of the region. It is vital that they are given targeted support to allow them to trade and flourish.

### WE WILL DO THIS BY:

1. Lobbying for the continuation of, and for additional support from central government to meet the specific needs of Glasgow City Region, its businesses and employees.
2. Supporting commuters and residents to travel safely into the City Centre and throughout GCR we will extend active travel options and provide safe, efficient, reliable and attractive public transport.



## Provide Residents with Skills to Flourish in the Future Economy

**It is sadly inevitable that as a result of restrictions on economic and social life, there will be significant job losses.**

The digital transformation brought about by Covid and changing ways of working means that some parts of our economy will have changed for the long term. From Brexit to the Climate Emergency, there are a range of policy priorities that will re-shape our economy.

It is vital that we provide all the necessary support to get our residents back into work as quickly as possible. It is equally as essential that money is spent wisely and residents are provided with skills to flourish in the future economy.

### **WE WILL DO THIS BY:**

- 3. Establishing an enhanced package of Glasgow City Region Partnership Action for Continuing Employment (PACE) support to help those made redundant back into work or training.**
- 4. Co-ordinating an emergency workforce development programme with responsibility for delivering a Regional skills programme that cuts across business, educational institutions, SDS and councils.**
- 5. We will identify skills opportunities and in-demand jobs of the post-Covid economy, and focus on the need to improve literacy, numeracy, digital capability, as well as job specific skills for growing sectors of the economy so that to help our workforce adapt to the new labour market.**

## Stimulate New Long Term Employment Opportunities

**During times of economic recession, to prevent as much scarring on the economy and our communities as possible, it is critical government steps in where possible to fuel demand – and create the next wave of employment and address the climate emergency. This includes exploring manufacturing opportunities relating to green economic growth and the circular economy. Also, we will capitalise on emerging prospects for import substitution and reshoring.**

One of simplest ways is to expand infrastructure investment – including finding new ways to deliver projects.

**And, perhaps most excitingly, there is an emerging body of evidence that one of the most successful ways of stimulating the economy and create local jobs is through green growth.**

### **WE WILL DO THIS BY:**

- 6. Engaging with the UK Government and Scottish Government to increase and accelerate investment in infrastructure to provide short term economic stimulus and to create jobs and drive green economic growth as we move into the post-Covid period.**
- 7. Improving the quality of housing, creating jobs, and delivering on our shared commitment to net zero carbon emissions we will develop a proposal to deliver a housing energy efficiency retrofit programme.**



## Supporting Businesses and Communities to Adapt

**Some businesses are already finding new ways of working.**

This innovation needs nurtured with knowledge transferred from those who have successfully adapted to other businesses, helping to boost their resilience.

We know that recessions hit the most vulnerable members of society the hardest. We need to expand our efforts to empower local residents to develop solutions that best meet their needs. In doing so, striving to create an equitable recovery, challenge existing inequalities, and respond to the climate emergency.

### WE WILL DO THIS BY:

8. **Enabling businesses to innovate, adapt and become more resilient, City Region partners will work together to provide additional business support with a focus on digital and decarbonisation.**
9. **Applying a Community Wealth Building approach to reduce the amount of Vacant and Derelict land across the City Region, bringing land back into use for commercial, greenspace, or community benefit.**
10. **Developing an action plan that will help our most disconnected residents overcome the barriers – affordability of connection, lack of skills, or lack of interest – that lead to digital exclusion. We will also work with the private sector to accelerate the roll out of digital infrastructure across the City Region**

## Kevin Rush

DIRECTOR OF REGIONAL ECONOMIC GROWTH



**The scale of the challenge from Covid-19 faced by the Region is substantial.**

While no country or region has been spared, we recognise what lies ahead for Glasgow City Region will involve job losses, redundancies, significant risks to businesses in certain sectors and a detrimental impact on young people and their future opportunities.

But work to understand the key issues, priorities and also the emerging opportunities has helped us to identify the best solutions and bring forward new ideas to protect the Region. The reality is that it is not going to be easy. However, we are not alone in facing these difficulties. We have a strong Recovery Plan which will be delivered by our eight councils together with key partners, including Scottish Enterprise and Skills Development Scotland.

We have the support of government and we have substantial funding for the City Deal infrastructure programme. The City Deal is absolutely fundamental to the Region's economic recovery and will help to protect local jobs and businesses through these difficult months.

We will continue to work with government partners to accelerate, prioritise, and expand infrastructure capital investment, particularly on significant transformational projects such as Clyde Mission, Ravenscraig, the Metro and our emerging innovation districts. These projects will draw vital investment to the Region, create jobs and opportunities for businesses and support a green recovery.

We support the transition to a low carbon and climate resilient City Region and endorse the publication of our draft climate change adaptation strategy, currently under consultation. We are on the cusp of real transformation in relation to a cleaner, greener economy and society. The rhetoric of a green recovery must be backed by tangible action that can make a real difference to our communities and generate jobs. This is why proposals for a major housing retrofit programme are put forward in this report. This offers huge opportunities but also big challenges in how we manage it in ways that protect workers, businesses and the wider economy as we make such a major shift. The hosting of COP26 in Glasgow next year will put a spotlight on our ambitions and equally add greater momentum to accelerate work on this transformation. We must use this too as an opportunity to reconfigure how we go about our business, to instil greater equality and to nurture the people, skills and industry that will be required to support, build and maximise economic growth from the green economy.

Next year we will publish a refreshed Regional Economic Strategy. This will set out our long term objectives to restart the Regional economy and build on the foundations set out in this Recovery Plan, adapting to the challenges of Covid-19 as the picture continues to evolve.

We recognise the challenge ahead of us. However, our partnership and the people within it provide a strong foundation on which to build on the success of the past six years. We have much to look forward to and an opportunity to re-shape our Region, its people, businesses, economy and future resilience.



# Action Plan, Tasks and Lead Partners

## PROTECT JOBS AND BUSINESSES

ACTION	TASKS AND ENABLERS	LEAD DELIVERY PARTNER
<p><b>1. We will lobby for the continuation of, and for additional support from central government to meet the specific needs of Glasgow City Region, its businesses and employees.</b> The UK Government and Scottish Government should continue to provide support to both employees and businesses impacted due to Covid and restrictions, and during the period of recovery</p> <p>National government should continue to provide the Coronavirus Job Retention Scheme ('the Furlough scheme') offering employees 80% of their salary and minimising contribution from employers in order to retain staff. Business premises forced to close or heavily restrictions should receive monthly grants from national government to support then during the period when Covid restrictions apply.</p>	<p><b>Short term:</b> Glasgow City Region to engage with the UKG and SG.</p> <p><b>Short term and Ongoing:</b> GCR Local authorities will effectively administer and deliver the available grant and loan funding to support businesses in the City Region.</p>	<p>UK Government and Scottish Government</p> <p>Glasgow City Region Local Authorities</p>
<p><b>2. To support commuters and residents to travel safely into the City Centre and throughout GCR we will extend active travel options and provide safe, efficient, reliable and attractive public transport.</b></p> <p>Safe and efficient transport connections are vital for our economy and communities while we are living with Covid. Giving commuters access to workplaces and allowing residents to access retail and hospitality businesses, both in the City Centre and in towns across GCR, is a priority for our economy.</p> <p>The GCR Transport Transition Plan (TTP) Group brings together eight local authorities in the City Region, Transport Scotland and Strathclyde Partnership for Transport (SPT) to plan a coordinated response to the transport and travel challenges presented by Covid-19 and to support the national Transport Transition Plan. The TTP group has worked collaboratively in supporting delivery of active travel measures and ensuring safe and efficient public transport to support commuters and residents, securing nearly £10 million from the Spaces for People programme for a wide range of measures that support physical distancing and active travel.</p>	<p><b>Short term:</b> Transport Transition Plan Group to deliver the infrastructure improvements funded through the GCR allocation from the SG's Bus Priority Rapid Deployment Fund.</p> <p><b>Short term:</b> The newly formed Glasgow City Region Bus Partnership will develop proposals for funding to be submitted to the Scottish Government's £500 million 'Bus Partnership Fund'.</p> <p><b>Medium Term:</b> The Glasgow City Region Strategic Transport Projects Review Group will develop proposals for major transport projects across Glasgow City Region that will be submitted to Transport Scotland's Strategic Transport Project Review 2.</p>	<p>Transport Transition Plan Group</p> <p>Glasgow City Region Bus Partnership</p> <p>Glasgow City Region Strategic Transport Review Group</p>



## PROVIDE RESIDENTS WITH THE SKILLS REQUIRED TO FLOURISH IN THE FUTURE ECONOMY

ACTION	TASKS AND ENABLERS	LEAD DELIVERY PARTNER
<p><b>3. We will establish an enhanced package of Glasgow City Region PACE support to help those made redundant back into work or training.</b></p> <p>Providing support to those who have been or are about to become unemployed is a priority and we will work with SDS, the national lead for PACE, and the DWP to ensure that the service in Glasgow City Region is responsive and collaborative. As additional resources become available from the Scottish Government, we will liaise with SDS to identify potential gaps and opportunities to augment the services provided to those facing redundancy.</p>	<p><b>Short Term:</b> Skills Development Scotland and local authorities to identify and implement opportunities to enhance the GCR PACE support package.</p>	<p>Skills Development Scotland and Glasgow City Region local authorities</p>
<p><b>4. Coordinating an emergency workforce development programme with responsibility for setting a regional skills programme that cuts across business, educational institutions, SDS and councils.</b></p> <p>While the councils deliver the national skills and employment packages such as the Youth Guarantee and Kickstart, Skills Development Scotland will lead the development of an emergency workforce development programme that will deliver relevant skills training to help our residents meet the demand for skills in sectors where there is jobs growth, such as Health and Social Care; Digital Technologies; energy efficiency retrofit; Logistics; Construction; Financial and Business Services.</p> <p>SDS have already started to engage with partners and colleges to provide a coherent, regionally sensitive, COVID labour market response across the City Region and produce proposals for a new retraining offer focused on helping those at greatest risk of unemployment.</p>	<p><b>Short term:</b> Develop an emergency workforce development programme.</p>	<p>Skills Development Scotland, Colleges, Universities and City Region Local Authorities</p>
<p><b>5. We will identify skills opportunities and in-demand jobs of the post-Covid economy, and focus on the need to improve literacy, numeracy, digital capability, as well as job specific skills for growing sectors of the economy to help our workforce adapt to the new labour market.</b></p> <p>The changes brought about by Covid are still playing out, but they will be significant in both scale and scope. Alongside other factors such as automation and other technological advances, changes to the structure of our regional economy have been fast tracked by the pandemic resulting in a greater requirement to prioritise reskilling and upskilling of our workforce. We will engage with the Scottish Government and its skills agencies to increased Regional decision making in skills planning and investment that focuses on literacy and numeracy, and foundational and advanced digital capability.</p> <p>To remain competitive and plan effectively we require a thorough knowledge of where the demand for jobs exists, and how we can bridge the skills gap to upskill and reskill our workforce to meet the demand. This will include a focus on meta skills such as self management, social intelligence, and innovation, which will be needed to respond to the accelerating digitalisation of the economy<sup>(1)</sup>.</p> <p>This will require colleges and universities to be responsive to changing the timescale and the way that learning is delivered. We will engage with Scottish Government, Skills Development Scotland and the Scottish Funding Council for increased Regional decision making in skills planning and investment.</p>	<p><b>Medium term:</b> Identify and focus our skills response towards the jobs of the future economy.</p>	<p>Skills Development Scotland</p>

(1) Skills Development Scotland's 'Skills 4.0'



## STIMULATE NEW LONG TERM EMPLOYMENT OPPORTUNITIES

ACTION	TASKS AND ENABLERS	LEAD DELIVERY PARTNER
<p><b>6. Engaging with the UK Government and Scottish Government to increase and accelerate investment in infrastructure to provide short term economic stimulus and to create jobs and drive green economic growth as we move into the post-Covid period.</b></p> <p>We will seek to secure additional infrastructure investment from the UK Government and Scottish Government to support projects that will drive short term economic growth, through 'ready to go' projects that can be implemented quickly. We have identified 60 'ready to go projects'. These projects will deliver and support a range of infrastructure, commercial, and residential projects totaling £420 million and ranging in value from £300,000 to £40 million.</p> <p>We will engage with the Scottish Government and UK Government to work with us to identify and provide additional infrastructure investment and to accelerate the decision making process around the delivery of major transformational infrastructure projects such as Mission Clyde, a Metro, AMIDS, the Ravenscraig site, and investment in a new film and TV studio in the Kelvin Hall – these are projects that will deliver economic benefits both regionally and nationally in the medium to long term.</p> <p>The new Scottish National Investment Bank (SNIB) offers the opportunity to invest in Glasgow City Region's recovery and our Regional infrastructure. We will engage with the SNIB to identify opportunities for investment in the GCR.</p>	<p><b>Short term:</b> We will engage with the UK Government and Scottish Government to secure available funding to deliver immediate economic stimulus by investing in our identified 'ready to go' infrastructure projects.</p>	<p>UK Government and Scottish Government</p>
	<p><b>Short term:</b> Engage with the Supplier Development Programme to help SME's secure contracts.</p>	<p>City Region local authorities and Supplier Development Programme</p>
	<p><b>Short term:</b> We will develop a Regional Capital Investment Plan to co-ordinate infrastructure investment and maximise the economic and social benefits across the eight local authorities and other partners such as higher education, Scottish Enterprise, and NHS.</p>	<p>Glasgow City Region PMO</p>
	<p><b>Short term:</b> We will create a Glasgow City Region Sustainable Procurement Strategy, supported by the Scottish Government's community wealth building support, to maximise the benefits secured through public sector investment, with a focus on construction.</p>	<p>Scottish Government and Glasgow City Region Sustainable Procurement Strategy Group</p>
	<p><b>Medium term:</b> We will engage with the UK Government and Scottish Government to provide additional resources to deliver major transformational infrastructure projects.</p>	<p>UK Government and Scottish Government</p>
	<p><b>Medium term:</b> Scottish Government will engage with the Glasgow City Regional Partnership and Cabinet in order to accelerate the delivery of investment in the Mission Clyde initiative.</p>	<p>Scottish Government</p>
	<p><b>Short term:</b> We will attract investment in our Regional economy by developing the Glasgow City Regional Investment Prospectus to showcase that we continue to be a great place in which to locate and grow your business. The development of the Regional Investment Prospectus, led by Scottish Enterprise, will identify those key development opportunities throughout the City Region and put in place a bespoke package of marketing and promotional support.</p>	<p>Scottish Enterprise</p>



## STIMULATE NEW LONG TERM EMPLOYMENT OPPORTUNITIES

ACTION	TASKS AND ENABLERS	LEAD DELIVERY PARTNER
<p><b>7. To create jobs, improve the quality of housing, and deliver on our shared commitment to net zero carbon emissions we will develop a proposal to deliver a housing energy efficiency retrofit programme.</b> This will reduce fuel poverty, cut carbon emissions and create meaningful local jobs. This proposal will be submitted to the UK Government and Scottish Government.</p> <p>In the face of an employment crisis brought about by the pandemic this will create a significant number of jobs, contribute to UK Government and Scottish Government commitments to achieve net-zero carbon emissions, greater energy security, lower household energy bills, warmer homes and better health outcomes through reduced fuel poverty.</p> <p>We know the extent of the challenge - there are over 236,000 homes across Glasgow City Region that would benefit from home insulation and improved energy efficiency, and these are often in our most deprived communities. We estimate that it will cost approximately up to £25,000 per property<sup>(2)</sup> to install energy efficient home insulation and to reduce carbon emissions by using clean energy technology. Our proposal is to develop a ten year £5 billion investment programme that will upgrade the insulation for all properties in the City Region that need it and to explore the use of innovative renewable technologies to deliver clean energy. Delivering a timely comprehensive programme of investment in home energy efficiency and clean energy will have the added benefit of helping us to avoid projected future skills shortages and rising labour costs in the construction sector.</p> <p>This would require a sustained 10 year investment that would support over 75,000 jobs and generate £4.4 billion in Gross Value Added (GVA) across the City Region. In addition to the employment and economic benefits, widespread insulation across the City Region could remove 10.7 million tonnes of carbon emissions per annum. The certainty provided by a long term programme of investment in residential energy efficiency and clean energy will offer significant opportunities for local companies to grow exponentially in order to deliver this ambitious programme of work. It would also create supply chain opportunities for local manufacturing companies to grow and for new businesses to locate within the City Region and create sustainable jobs.</p> <p>If we can secure funding from government to deliver our ambitious home energy retrofit plans then we will establish a small technical team to develop the 10 year programme, create economics of scale, leverage funding from other sources, set consistent technical solutions for different stock types, and to liaise with the private sector, FE and skills providers, and to coordinate delivery across City Region.”</p>	<p><b>Short term:</b> Develop and scope a high level proposal to be submitted to the UK Government and Scottish Government.</p>	<p>Glasgow City Region PMO</p>

<sup>(2)</sup> The cost will vary depending on the type and age of the property. The costs are based on the average costs per property set out in the BEIS Report ‘report “What Does It Cost to Retrofit Homes?” (2017)

**SUPPORT BUSINESSES AND COMMUNITIES TO FIND NEW AND INNOVATIVE WAYS OF ADAPTING TO THE CHALLENGES POSED BY COVID-19 AND BEYOND**

ACTION	TASKS AND ENABLERS	LEAD DELIVERY PARTNER
<p><b>8. To enable businesses to innovate, adapt and become more resilient, City Region partners will work together to provide additional business support with a focus on digital and decarbonisation.</b> This support will complement the existing business support services delivered by local authorities and SE.</p>	<p><b>Short term:</b> Implementation of additional, focussed business support measures.</p>	<p>Scottish Enterprise, supported by the Economic Delivery Group</p>
<p><b>9. Breaking the link between our most deprived communities and the proximity to vacant and derelict land (VDL)</b> we will use a Community Wealth Building approach to reduce the amount of VDL across the City Region, bringing land back into use for commercial, greenspace, or community benefit.</p> <p>Bringing vacant and derelict sites back into use could help to solve some of our biggest challenges – create jobs and economic benefits, tackle climate change and improve the health and wellbeing of local residents.</p> <p>Glasgow City Region has 50% of the 3,510 sites on Scotland’s Vacant and Derelict Land Register. These sites are a blight on communities, often those already in the lowest SIMD datazones. They have a negative environmental impact, and are a wasted opportunity. Of the VDL sites located in GCR, 74% (545 sites) are located within the SIMD 10% most deprived datazones.</p> <p>Our Action Plan will offer concrete, practical proposals to be implemented, rather than a strategy or generic suggestions. Bringing vacant and derelict land back into use will require us to consider:</p> <ul style="list-style-type: none"> <li>• prioritising those sites that are in the proximity of communities in the bottom 10% of SIMD datazones;</li> <li>• engaging with the Scottish Government to speed up and streamline the existing powers available to councils to acquire and assemble land;</li> <li>• asking the UK Government and Scottish Government to provide additional multi year funding at a level that will allow us to significantly reduce the levels of vacant and derelict land in the city region;</li> <li>• developing a menu of actions and sources of funding that will allow small plots of V&amp;DL to be brought back into use to benefit communities through permanent and temporary greening, and other community purposes such as growing food; and</li> <li>• Investigate establishing a regional investment fund, similar to the Greater Manchester Combined Authority Investment Fund, which would be focussed on bringing priority VDL sites back into use.</li> </ul>	<p><b>Short term:</b> We will develop a Glasgow City Region VDL Action Plan.</p>	<p>Scottish Government, supported by Scottish Enterprise, Clydeplan and local authorities</p>
<p><b>10.</b> Living with Covid has demonstrated that affordable and accessible digital connectivity is more important than ever before. Affordable broadband is a utility that allows residents to access services, training, working from home, and staying in touch with friends and family. <b>We will develop an action plan that will help our most disconnected residents overcome the barriers – affordability of connection, lack of skills, or lack of interest – that lead to digital exclusion.</b></p> <p>Delivery of digital infrastructure is key to Glasgow City Region’s connectivity and digital ambitions for residents and businesses. We will engage with the private sector to accelerate the roll out of digital infrastructure across the City Region.</p>	<p><b>Short term:</b> Engaging with the private sector, social housing providers, and public sector partners, we will develop a proposal to the Regional Economic Partnership that addresses the barriers to digital connectivity.</p>	<p>Glasgow City Region Programme Management Office</p>