

GLASGOW CITY REGION Economic Action Plan



February 2017



Foreword



Glasgow City Region is Scotland's economic success story. We are already the powerhouse of our country's economy and our £1.1 billion City Deal – a ground-breaking partnership between the eight local authorities and the Scottish and UK governments - is building on this success. It is only the start of our ambition.

Our regional economic strategy outlines our vision and objectives for the City Region until 2035. This is an Action Plan for communities and businesses and demonstrates our shared commitment to growing the economy, creating jobs, increasing productivity and putting inclusive growth at the heart of all we do.

We will only achieve this through a partnership that is broad, open and ambitious. We are therefore committed to an ever closer collaboration between the eight councils, the Scottish and UK governments, the business community and our colleges and universities.

Our vision for the City Region is bold and ambitious. I look forward to working with you to deliver this in the months and years to come.

Councillor Frank McAveety
Chair of the Glasgow City Region Cabinet



OUR VISION AND OBJECTIVES

Our Vision

The Glasgow City Region Economic Strategy sets out our ambitious vision for 2035:

A strong, inclusive, competitive and outward-looking economy, sustaining growth and prosperity with every person and business reaching their full potential

Our Objectives

Our Strategy identifies 11 objectives which will support the achievement of this vision:

- ▶ **Attract and retain talent and enterprises relocating to Glasgow City Region.**
- ▶ **Improve economic outcomes for all through addressing long standing barriers in the labour market such as skills and health, both for those who are currently out of work and those on low incomes.**
- ▶ **Create a skills and employment system that meets the current and future needs of Glasgow City Region businesses and supports our residents to access jobs and progression opportunities.**
- ▶ **Grow the presence of Scotland's Growth Sectors in the city region so that we increase the total number of Glasgow City Region's businesses and employees who work in these sectors.**
- ▶ **Significantly improve the productivity of Glasgow City Region's diverse business base through increased investment, innovation and exporting.**
- ▶ **Increase the number of sustainable and high growth start-ups surviving beyond five years.**
- ▶ **Grow Glasgow City Region supply chain activity whose growth underpins the success of Glasgow City Region sectors.**
- ▶ **Building on the City Deal bring forward in parallel strategic programmes, projects, and associated investment that maximise the value of the Deal.**
- ▶ **Maximise the potential of the key Glasgow City Region economic assets.**
- ▶ **Actively promote Glasgow City Region globally, with a focus on international investment opportunities.**
- ▶ **Increase the number of housing and commercial completions and decrease the amount of derelict and vacant land.**

WORKING TOGETHER

Partnership

Our partnership is underpinned by a commitment to genuine and meaningful collaboration between the 8 local councils, the Scottish and UK Governments, related agencies and the wider business community.

Inclusive growth is at the heart of our Regional Economic Strategy. We will work in partnership with government and its agencies to ensure that our regional strategies and priorities are aligned with, and contribute directly towards delivering the priorities of government.

Such a partnership, based on our bold ambition, will require new ways of working, with shared information, aligning resources and decision making. This will see decisions about the strategic direction of policy and delivery of services, previously taken by individual councils, integrated at a regional level.

And as a City Region, we will provide a single, coherent, and local voice to drive forward economic growth, and seek a greater role in the decisions of national government.

Leadership

We will require strong leadership if we are to seize the opportunities and overcome the challenges of the future in order to grow our economy, create jobs and deliver the inclusive growth that will be shared throughout all our communities. To deliver our objectives we have established eight policy portfolios which will be led by each of the eight councils that form the Glasgow City Region.

The actions driven forward by these portfolios will contribute towards each of the objectives in the Regional Economic Strategy and are set out in the following pages.

The portfolios and lead authorities are detailed below:

- ▶ **Land Use and Sustainability - East Dunbartonshire Council**
- ▶ **Infrastructure and Assets - East Renfrewshire Council**
- ▶ **Inward Investment and Economic Growth - Glasgow City Council**
- ▶ **Tourism and Destination Marketing - Inverclyde Council**
- ▶ **Transport and Connectivity - North Lanarkshire Council**
- ▶ **Enterprise - Renfrewshire Council**
- ▶ **Skills and Employment - South Lanarkshire Council**
- ▶ **Housing and Equalities - West Dunbartonshire Council**

ACTION PLAN

1

Attract and retain talent and enterprises relocating to GCR.

Ambitions & Actions

- 1.1** Our city region will be a vibrant, attractive, and welcoming place where people want to live, work and study, and where businesses want to grow, relocate and invest in.
- 1.2** By 2035 we will exceed the Scottish and UK average employment rates and increase the number of jobs in our city region by over 100,000.
- 1.3** We will become the best region in the UK at retaining graduates through a partnership with our universities, colleges and business.
- 1.4** We will work with the Scottish and UK Governments to ensure that post-study work visa policies allow us to retain talent and grow our regional economy.
- 1.5** We will increase the working population by over 50,000 by 2035.
- 1.6** We will provide modern and attractive housing and office space that will allow our communities to flourish and businesses to grow.



2

Improve economic outcomes for all through addressing long standing barriers in the labour market such as skills and health, both for those who are currently out of work and those on low incomes.

Ambitions & Actions

- 2.1** We will put inclusive growth at the heart of all of our economic policies. This will contribute towards the aims of Scotland’s Economic Strategy and include ‘poverty proofing’ policies to avoid unintended consequences and giving those with lived experience of poverty a stronger voice in the development and implementation of policy, building on the foundation of Glasgow’s Poverty Leadership Panel, Renfrewshire’s Tackling Poverty Commission, and other initiatives, including the Scottish Government’s Inclusive Growth framework.
- 2.2** Long-term health inequalities have an adverse economic impact. To support those furthest from the labour market, we want to work with the Scottish Government and the NHS to play a role in shaping and delivering health and social care reforms. By providing a joined-up approach we can help to improve the delivery of health and social care services and drive a more efficient use of resources across publicly funded services.
- 2.3** Too often, physical and mental health issues are a barrier to employment. In partnership we will seek to commission specialist employment services across the region where lack of scale at local level makes it difficult to deliver them. This will make it easier for us to provide effective and specialist services for those with learning disabilities, physical disabilities, physical and mental health issues, and care leavers.
- 2.4** Building upon the lessons learned from the regional Working Matters pilot, the Work Able programme and other projects, we will seek to work collaboratively with the Scottish Government and DWP and other partners to develop a tailored employment service designed to meet the needs of those on Employment Support Allowance and help them overcome their barriers to employment.
- 2.5** We will make work pay through the development of a regional Fair Work Strategy that will include the promotion of a Glasgow City Region Living Wage, and build on the City Deal In-Work Progression pilot to tackle in-work poverty.
- 2.6** To tackle youth unemployment and contribute towards the Scottish Government’s Delivering Young Workforce Strategy, we will work towards a guarantee that provides every young person 16-24 years old a job, training or an apprenticeship.
- 2.7** To challenge in-work poverty, we will put in place a tailored package of support across the city region for working recipients of Universal Credit to assist them to sustain and progress in work.
- 2.8** We will aim to achieve a 50% reduction in the number of adults with no qualifications.

3

Create a skills and employment system that meets the current and future needs of GCR businesses and supports our residents to access jobs and progression opportunities.

Ambitions & Actions

- 3.1** We will further integrate education and training services by establishing a regional board to help meet the employment demands of the city region.
Building on the existing West Partnership (8 Education Authorities), we will link education and training, with the needs of employers, through collaboration with the Enterprise and Skills agencies, colleges and other partners. The board will ensure that best practice is shared across the region and lead on the delivery of the recommendations of the Regional Skills Investment Plan.
- 3.2** We will avoid the overlap of services by aligning our skills and training investment with that of Scottish and UK governments, Skills Development Scotland and DWP to provide complementary skills and employability services across the city region.
- 3.3** We will collaborate with the Scottish Government to utilise post-EU Structural Funds in order to establish a regional Flexible Skills Investment Fund which can respond to future economic development opportunities and challenges.
This fund will allow the city region to direct funding to invest in areas of sectoral growth or decline, or inward investment and business growth opportunities.
- 3.4** We will ensure that 95% of school leavers across the city region enter employment, training or education.

4

Grow the presence of Scotland's Growth Sectors in the city region so that we increase the total number of GCR's businesses and employees who work in these sectors.

Ambitions & Actions

- 4.1 We will increase the total number of employees and businesses across the City Region that work within Scotland's Growth Sectors, and in other key sectors identified by the City Region.
- 4.2 We will provide specialised support to develop and grow the City Region's Food and Drink sector.
- 4.3 We will attract an additional 1 million tourists annually to the City Region by 2023.
- 4.4 We will develop a shared tourism offer throughout the city region. This will be founded upon a joint Tourism and Visitor Marketing Strategy developed in conjunction with Visit Scotland and Visit Britain.
- 4.5 We will establish a Regional Events and Festivals Board to maximise the economic benefits they can bring across the city region. This would co-ordinate a regional approach to securing events and festivals, and consider the regional expansion of existing festivals.

5

Significantly improve the productivity of GCR's diverse business base through increased investment, innovation and exporting.

Ambitions & Actions

- 5.1 We will establish a centre of excellence to grow the exporting potential of businesses within the City Region.
This will bring together a partnership of the City Region Economic Leadership Board, Scottish Development International, Universities, Scottish Council for Development and Industry, Scottish Enterprise, the UK Department for International Trade, and Chambers of Commerce.
- 5.2 Building on our private sector research, universities and wider research infrastructure, we will develop R & D and innovation within our business base. We will support the growth of innovation districts, including the University of Glasgow/Queen Elizabeth University Hospital, and Strathclyde University, and we will identify other opportunities to support the development of further innovation sites across the City Region.



6

Increase the number of sustainable and high growth start-ups surviving to at least five years.

Ambitions & Actions

- 6.1 We will increase the number of new businesses surviving more than 5 years from 37% to 50% by 2035. We will establish a unified business support service through the creation of a single regional Enterprise and Jobs Hub.
- 6.2 Businesses should enjoy seamless support across the city region. This process will start by bringing together an integrated Business Gateway service and aligned with the current review of the Enterprise and Skills agencies.
- 6.3 Our ambition is to increase the size of the regional business base by 6,500 businesses by 2035.
- 6.4 We will increase the number of businesses in the City Region employing more than 50 people by over 10% by 2035.
- 6.5 We will increase the number of Social Enterprises and Co-operatives in the City Region. This will include investigating innovative models of financing, such as Social Impact Bonds and a Social Stock Exchange, and through bespoke support.

7

Grow GCR supply chain activity whose growth underpins the success of GCR sectors.

Ambitions & Actions

- 7.1 To benefit the City Region economy, we will actively use the procurement system to benefit local SMEs.
- 7.2 We will maximise the business and employment opportunities provided by major sporting and cultural events for SMEs in the City Region.
- 7.3 We will establish a City Region approach to maximise the use of community benefits clauses throughout public sector procurement.





Building on the City Deal bring forward in parallel strategic programmes, projects, and associated investment that maximise the value of the deal.

Ambitions & Actions

- 8.1** Our City Deal will be the catalyst for the wider economic development and regeneration in the City Region. Glasgow City Region City Deal will invest £1.13 billion in infrastructure projects across the city region. We will deliver an additional £2.2 billion of GVA uplift, 29,000 additional jobs, 15,000 construction jobs, and lever in an estimated £3.3 billion of private sector investment. We will work closely with the Glasgow City Region Commission for Economic Growth to ensure that the maximum benefit is secured from this very substantial investment.
- 8.2** Together we will align our infrastructure investments with our partners' investment, through a strategic infrastructure investment plan to ensure that the economic benefits of all infrastructure projects are maximised.
- 8.3** We will establish a Regional Infrastructure Forum to liaise and collaborate with the utility companies to minimise disruption, and ensure that required utilities are in place to support economic growth.
- 8.4** The input of business and industry is essential to maximising the value of the City Deal. We will work closely with the Glasgow City Region Economic Leadership Board and our private and public sector partners to identify and capitalise on wider opportunities to create jobs and grow the economy, alongside the City Deal.
- 8.5** We will use City Deal infrastructure work to lay the foundations to expand our capacity to use Smart City technology and services across the City Region. This will include installing digital and other Smart City infrastructure wherever City Deal construction and excavation work takes place.

9

Maximise the potential of key GCR economic assets.

Ambitions & Actions

- 9.1 We will work closely with SPT, Transport Scotland, and the Scottish Government to align our transport priorities and investment at a City Region level to focus on growing the economy.
- 9.2 We will develop a Glasgow City Region Strategic Transport Plan in collaboration with SPT and Transport Scotland. This plan will set out improvements to the links between the communities, jobs and learning opportunities.
- 9.3 To improve digital connectivity, we will work in partnership with the Scottish and UK governments to develop a City Region Digital Connectivity strategy that drives innovation in the region's digital infrastructure.
- 9.4 Glasgow Airport is key driver of the City Region economy. We will utilise the Airport Access Project, Airport Investment Area, and Clyde Waterfront & Renfrewshire Riverside projects to maximise the economic impact of the airport across the City Region.

10

Actively promote GCR globally, with a focus on investment opportunities.

Ambitions & Actions

- 10.1 Working collaboratively with Enterprise and Skills agencies and Scottish Development International, we will seek to substantially increase the inward investment of high value jobs into Glasgow City Region.
- 10.2 We will develop a City Region Foreign Direct Investment Strategy targeted at key international markets in Europe, North America, and the Far East.
- 10.3 We will work to attract new air routes to Glasgow Airport and strengthen the international links of our city region economy, supported by a Regional Marketing Fund.
- 10.4 We will develop our successful City Deal brand to capture the wider aspirations and ambitions of our regional partnership.

11

Increase the number of housing and commercial completions and decrease the amount of derelict and vacant land.

Ambitions & Actions

- 11.1** To meet the identified need and demand for housing across the City Region, we will enable the construction of over 110,000 new homes, including social housing, across the City Region by 2035.
- 11.2** We will submit a proposal to the UK and Scottish Governments asking them to notify the City Region of all surplus land holdings and that the City Region should have first refusal on all public surplus land for housing led development.
- 11.3** To meet the identified need and demand for housing across the City Region, we will develop a Glasgow City Region Housing Strategy, supported by a co-ordinated Housing Investment Plan, and bringing together all local authorities and housing partners.
- 11.4** We will reuse 3,000 hectares of vacant and derelict land by 2035 and this will be underpinned by a regional land use spatial strategy.
- 11.5** We will adopt a regional approach to secure a steady supply of land to meet the shared regional and national aims of economic growth, jobs and new housing.



EIGHT PARTICIPATING LOCAL AUTHORITIES

