

Glasgow City Region

Regional Skills Investment Plan

2019 – 2024

Executive Summary

Foreword

This is a time of real opportunity for Glasgow City Region, one of the largest regions in the UK and Scotland's economic powerhouse. With a combined population of 1.8 million, the region contributes more than £41 billion per annum to the Scottish economy, providing 34% of the nation's jobs and a base for 29% of its businesses.

Our ground-breaking £1 billion City Deal investment in infrastructure, employment and innovation is already making a difference, with more than 8,000 unemployed people supported to secure sustained employment. In time the City Deal is set to generate an additional 29,000 jobs and add £2.2 billion to the regional economy. Building on the City Deal, in 2017 our eight partner authorities launched a joint economic strategy and action plan with ambitious targets to further grow the regional economy by 2035. And more recently, we expanded our partnership to include both the UK and Scottish Governments and key agencies, creating Scotland's first Regional Economic Partnership.

As an enabler of economic growth, skills are a big part of this story. The changing nature of the economy demands different and higher skills across all sectors. To capitalise on future opportunities and promote inclusive economic growth, we must ensure that our skills supply can keep pace with demand, meet the needs of employers and be fit to see off challenges. Our Regional Skills Investment Plan is designed to do precisely that, while also seeking to align education, training and employability services.

Our region has one of the most highly skilled labour markets in the UK with more than 42% of the working age population with degree level qualifications. However, we also face real challenges with a reducing working age population, high economic inactivity and 11% of working age adults with no qualifications. These figures vary across the region and while the Regional Skills Investment Plan focuses on common challenges and opportunities, it also recognises distinctive local issues.

The plan seeks to address these challenges through a strong partnership and working to a common mission, outcomes and actions. Key features include aligning education, skills planning and investment; reducing inequalities in earnings and employment; and reducing skills shortages for businesses. We will tackle gaps in education, skills and job outcomes for SIMD zones and reduce the working age population with no qualifications. To gain immediate momentum and create a strong platform on which to build, we have identified a range of short-term actions for delivery in year one of the plan.

The Regional Skills Investment Plan has been co-produced with a number of key partners including our regional colleges, universities and Skills Development Scotland, and it has been designed to support the needs of the City Region economy and the ambitions of government and the Skills and Enterprise Strategic Board. It takes account of a wide range of economic and political scenarios, including Brexit, to ensure that it supports our ambitions

for inclusive economic growth. We have designed a robust structure to oversee the plan and make changes required to meet opportunities, respond to challenges, and to ensure an agile and adaptive skills system for the City Region over the next five years.

I look forward to working with colleagues across the City Region and with wider Regional Economic Partners to implement the collective ambitions set out in this plan and create a skills system which underpins a strong, inclusive, competitive and outward-looking regional economy.



Councillor John Ross,
Glasgow City Region Portfolio Lead for Skills and Employment

Leader South Lanarkshire Council

*A full version of the Regional Skills Investment Plan is available for download at
www.glasgowcityregion.co.uk/skills*

Executive Summary

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

Glasgow City Region Economic Strategy 2017 – 2035

Glasgow City Region (GCR) brings together the eight local authorities of: East Dunbartonshire Council, East Renfrewshire Council, Glasgow City Council, Inverclyde Council, North Lanarkshire Council, Renfrewshire Council, South Lanarkshire Council and West Dunbartonshire Council.

The Regional Economic Strategy 2017 – 2035 sets out a long term vision to build on the strengths of Glasgow City Region's economy and to achieve sustained and inclusive economic growth through significantly improving productivity and boosting incomes; strengthening and growing the diverse business base to create more and better jobs; and increasing the working age population, addressing inequality, supporting more people into work and attracting and retaining talent.

The vision reflects the region's strong starting point as a powerhouse of the Scottish Economy contributing broadly one third of Scotland's Gross Value Added (GVA), population, jobs and businesses.

In setting out the vision, aims and objectives of the Economic Strategy, the Leaders of the eight Local Authorities making up the City Region and key partners recognised the importance of skills in growing

the City Region economy and pledged to create a skills and employment system to meet the current and future needs of GCR businesses and to support residents, including those currently in work, to access jobs and progression opportunities. It was recognised that this would require a responsive and flexible City Region skills system that works with employers to design courses that deliver employer ready residents.

Our Regional Skills Investment Plan (RSIP) aims to do just that.

The RSIP has been designed with the needs of businesses and residents; the aims of the Regional Economic Strategy and Inclusive Growth; and the changing nature of the economy and future job opportunities at its heart. It has been developed with key partners, principally, Scottish and UK Governments and their agencies, Colleges and Universities and private sector partners. The plan sets out key Strategic Outcomes and Priority Action Areas to achieve an overarching Mission. A short and long term Delivery Programme with targeted activity in year one of the RSIP is designed to kick start the process of reviewing skills investment, planning and delivery for Glasgow City Region and provides a framework for activity in years two to five.



Our Belief

We believe that our Regional Skills Investment Plan will help drive a step change in GCR's skills and employment system for the long term benefit of individuals, communities and employers and at the same time make a substantial contribution towards inclusive economic growth for our City Region.

In developing our approach we have carried out a comprehensive review of the economic and policy context in which the RSIP will operate. Through analysis of the GCR labour market, we have identified the **key challenges that we have to address** and the **opportunities that we must exploit**. In addition, we have **consulted widely** on the **issues we should be addressing** and the **priorities that we need to place on different interventions**.

Our Challenges and Opportunities

Glasgow City Region is one of the highest performing city regions in the UK with low unemployment and a high skills base. As demonstrated by year on year improvements in many economic indicators such as GVA production, skills, and new business starts, Glasgow City Region has continued to build on these economic strengths. However, despite these successes, Glasgow City Region still has socio-economic challenges that must be addressed, as demonstrated by increases in economic inactivity through health and disability, and a narrowing of the competitive advantage between GCR and other UK city regions and with Scotland as a whole.

Key Messages:

Review of Statistics and Key Trends

To inform this Regional Skills Investment Plan we undertook a review of the socio-economic performance of the City Region, allied with a consideration of broader economic trends. This review generated a number of key messages relevant to the Skills Investment Plan. These are:

Poor Productivity – Following a revision to the geographical areas used to allocate GVA, the historical productivity levels for the Glasgow City Region have been rebased. The GCR's productivity levels now compare poorly with the other major city regions across the UK, ranking below the city regions of Manchester, Liverpool, Cardiff, and Edinburgh.

Labour Market Inequalities Persist – GCR has high proportions of economically inactive people due to long-term sickness and disability, and a generally lower employment rate for working age people compared to Scotland as a whole. Persistence in the gender the pay gap alongside lower female participation in STEM and digital occupations, threatens loss of competitive advantage with other city regions across the UK and beyond.

Rise of In-Work Poverty – has been rising steadily for at least the last five years; scope to gain purchase on this problem through more effective interventions to stimulate employer investment in upskilling their workforces, so enhancing their earning capacity.

The Demographic Challenge – GCR working age population set to decline by around 25,000 over the next ten years, which could be exacerbated if there is a reduction in the number of EU workers employed in the City Region; emphasises need to address inequalities in order to make full use of the potential workforce, including those groups with much lower employment rates, such as disabled people and those with no or low qualifications; BME and new Scots; and support to retain or retrain older workers.

Skills Underutilisation Is High – proportion of graduates in non-graduate jobs ranges between 28% and 51% across Scotland. This raises issues about the appropriateness of the educational provision across the City Region and presents an opportunity to make better use of the skilled graduates we have; including addressing the ‘leaky pipeline’ with regard to jobs in the STEM sector and losing graduates, particularly female, to part-time and lower skilled jobs to accommodate caring responsibilities; and recognition of migrant worker qualifications.

Skills Gaps and Skills Shortage Vacancies – the level of GCR employers reporting skills gaps is above the Scottish average, which implies lowering productivity; similarly a higher percentage of GCR employers report skill shortage vacancies, representing lost opportunity for unemployed people seeking work and graduates with qualifications that do not match employer skills need.

Changing Nature of Skills – as digitalisation increasingly impacts upon the economy and the labour market, new skill sets will be required; more generally, all jobs will require a higher level of digital awareness. The City Region needs to be ahead of these trends to sustain and improve its competitiveness, and must guarantee wide access to the acquisition of these skills to ensure inclusivity.

Brexit – whatever deal emerges from Brexit, there will be challenges in terms of labour demand and supply; potentially the City Region may confront both an increase in redundancies and in skills shortages; effective and well-resourced skills interventions will have a critical role to play in seeing the City Region through a difficult period of readjustment.

Perspectives of Key Stakeholders: Key Skills Challenges and Priorities for Action

High Levels of Inequality – serious concern raised about the persistence of a high level of inequality across the City Region and desire to see a strong focus on tackling inequalities within the RSIP, specifically reducing economic inactivity, tackling the relatively high incidence of working age people with no qualifications and the long-standing poor labour market experiences of the residents of our most deprived communities; case for reallocating some funding from younger to older people of working age and to more fully utilise the capabilities of the Third Sector in relation to engaging with more deprived and disadvantaged communities.

Insufficient Investment in Upskilling and Reskilling Existing Employees

– broad view that, in a time of significant change in technologies, greater investment in the existing employed workforce was a necessity; linked to this, the need to upskill and reskill employees at the lower end of the earnings hierarchy, to help reduce in-work poverty, assist progression and reduce inequalities in pay across gender and other key characteristics.

Skills System insufficiently Responsive to Business Needs

– feedback from the business community indicated a perception that the skills system is insufficiently responsive to the skill needs of employers and seems dislocated from the current realities of the labour market; additionally, it was hard to see strong evidence of important messages getting out to young people and adults on changing labour market demands and opportunities, and the skills required to access these.

Need for more Resilient Workforce – in a context of increasing uncertainty in the European and wider global context and as future skill needs are very difficult to anticipate in detail, it is suggested that a greater focus is required on the development of more generic and transferable softer skills and the meta-skills associated with Industry 4.0, as well a broad level of digital awareness; recognised that rarely is funding directed at attainment in these skills.

Lack of Good City Region Intelligence on Skills – strong feeling that despite volume of data available across organisations involved in skills, and significant improvements made in recent years through

Regional Skills Assessments, there remained a lack of coordinated intelligence on current and specific skill needs in particular sectors and localities and a lack of detailed and necessary intelligence on the effectiveness of different types of skills interventions; perceived to contribute to skill shortages and recruitment problems.

Skills System Not Sufficiently Aligned and Coordinated at City Region Level

– concern across the spectrum about limited decision making powers around skills investment at the City Region level and need to develop a more aligned and coordinated approach to education and skills across the City Region.

Skills System Needs to Embed Agility and Resilience

– concern that the City Region skills system is not set up to deal with uncertainty and may struggle if there are major shocks in the labour market which require significant shifts in curricula over a short period of time; essential to develop a skills system which has much greater agility and resilience to adapt to challenges and opportunities emerging from global technological and economic trends.

Our Regional Skills Investment Plan

Scotland needs a successful Glasgow City Region. The more the GCR Regional Skills Investment Plan can contribute to addressing the challenges and opportunities above, the greater will be its contribution to GCR's ongoing economic growth and Scotland's comparative economic performance in a global context.

In broad terms, the RSIP's contribution will help to:

- raise productivity and competitiveness;
- promote employability and reduce inequality; and
- where possible, make skills investments and design skills interventions which help to drive both of the above.

Our long term Mission is to **create a skills system that is agile, resilient and adaptive to challenges and opportunities**. This Mission is supported by six Strategic Outcomes that set out the **key requirements that must be met** in order to achieve our mission, and seven Priority Action Areas which **form the basis of detailed skills investment decisions** needed to progress the outcomes. This framework is summarised on pages 12 and 13.

Implementing Our Regional Skills Investment Plan

The Regional Skills Investment Plan builds on a long tradition of partnership working in Glasgow City Region. Our Regional Economic Partnership brings together our collective political, executive and business leadership to oversee the implementation of the Regional Economic Strategy and Skills Investment Plan, with our Skills and Employment Group facilitating key partners to deliver the actions through collaborative activity.

Glasgow City Region is home to six of Scotland's 26 Colleges and six of the nation's 18 Universities including the internationally famous Glasgow School of Art and the world ranking Royal Conservatoire of Scotland. Between them our Colleges and

Universities have 18 main campuses within the City Region and offer an extensive range of courses and qualifications for all ages. As well as providing educational opportunities for Glasgow City Region residents, both our colleges and universities attract students from across Scotland, the rest of the UK and beyond. The map that follows provides a full list of institutions and their locations in the City Region.

We are fully confident that by continuing to work together we can create a skills system for Glasgow City Region which underpins a strong, inclusive and outward looking economy; one that meets the needs of our businesses now and in the future; and one that supports our residents to access jobs and progression opportunities.



City Region Colleges and Universities

East Dunbartonshire ●

New College Lanarkshire

1

www.ncl.ac.uk
Kirkintilloch

East Renfrewshire ●

Glasgow ●

Glasgow Colleges' Regional Board

www.gcrb.ac.uk

City of Glasgow College

2

www.cityofglasgowcollege.ac.uk

Glasgow Clyde College

3

www.glasgowclyde.ac.uk

Glasgow Kelvin College

4

www.glasgowkelvin.ac.uk

Glasgow Caledonian University

5

www.gcu.ac.uk

Glasgow School of Art

6

www.gsa.ac.uk

Royal Conservatoire of Scotland

7

www.rcs.ac.uk

University of Glasgow

8

www.gla.ac.uk

University of Strathclyde

9

www.strath.ac.uk

Inverclyde ●

West College Scotland

www.westcollegescotland.ac.uk

Greenock

10

North Lanarkshire ●

New College Lanarkshire

www.nclanarkshire.ac.uk

Motherwell

11

Cumbernauld

12

Coatbridge

13

Renfrewshire ●

West College Scotland

www.westcollegescotland.ac.uk

Paisley

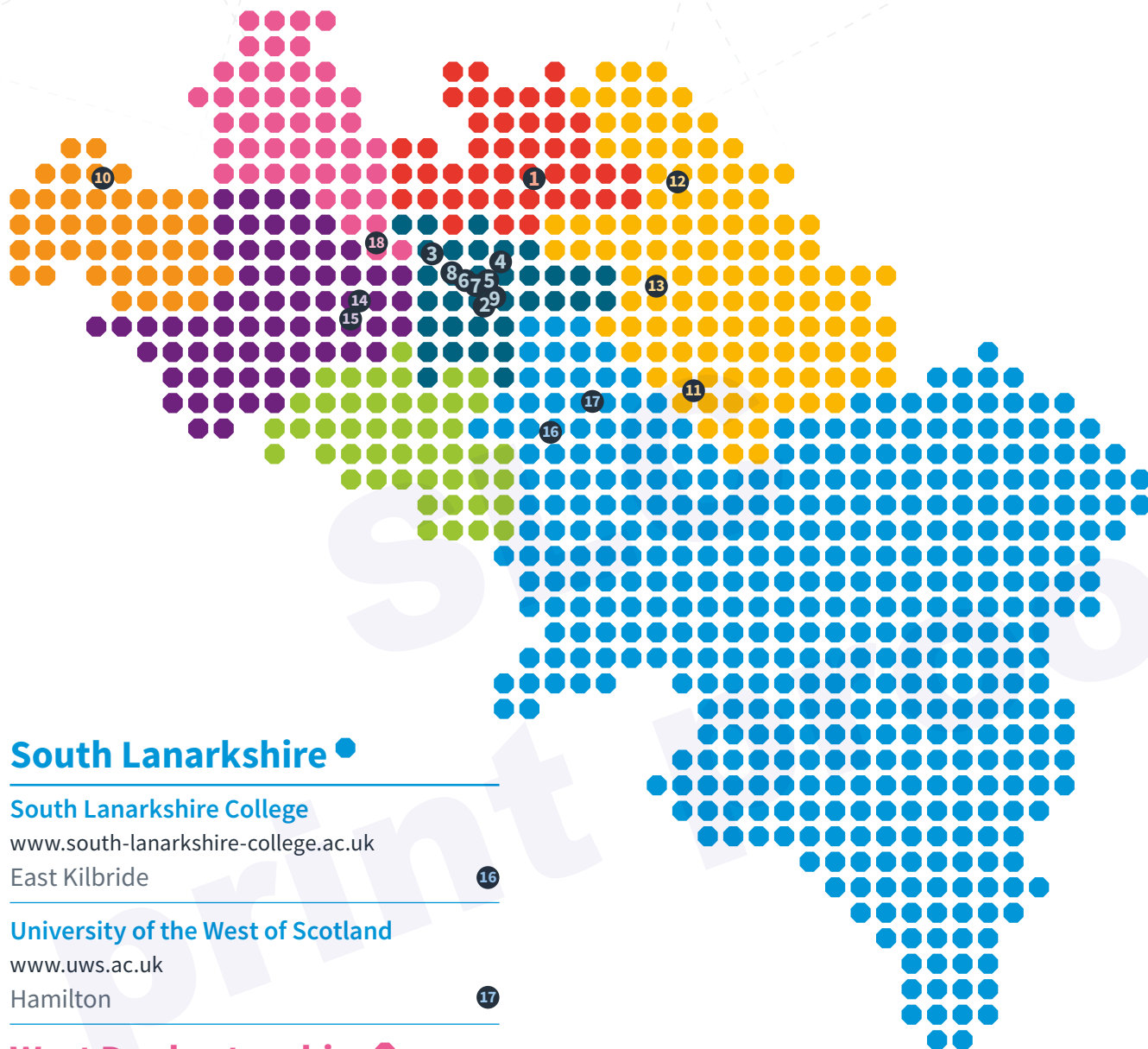
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University of the West of Scotland

www.uws.ac.uk

Paisley

15



South Lanarkshire ●

South Lanarkshire College

www.south-lanarkshire-college.ac.uk

East Kilbride

16

University of the West of Scotland

www.uws.ac.uk

Hamilton

17

West Dunbartonshire ●

West College Scotland

www.westcollegescotland.ac.uk

Clydebank

18

Mission, Required Strategic Outcomes, Priority Action Areas

Mission for 2035

Create a skills system which underpins a strong, inclusive, competitive and outward looking economy. The system will be agile and resilient, adapting to challenges and opportunities emerging from global technological and economic trends.

Required Strategic Outcomes

1. City Region alignment and working across education and skills bodies and geographies is the norm for skills planning, investment and provision

2. Reduce percentage of employers reporting skill shortages and skill gaps.

Glasgow City Region below Scottish average; and in top quartile of UK core city regions

3. Reduce percentage of working age population with no qualifications; and/or economically inactive due to health or disability to below Scottish average

Increase GCR employment rate above Scottish average

Priority Action Areas for 2019-2024

1. Ensure sufficient locally and appropriately skilled people to deliver City Deal projects; and maximise benefits of improved transport and access to end use jobs

2. Design and fund interventions and more effectively use procurement and other levers to secure major growth in workforce skills development

3. Develop suite of skills actions focused on inclusivity and inclusive growth; reduce full range of labour market inequalities and in-work poverty; and tackle issues of people further from the labour market

4. Develop and deliver skills interventions to address problems and grasp opportunities at City Region level arising from Brexit deal



<p>4. Increase productivity; increase job density; increase percentage of standard jobs; and increase average earnings above Scottish average.</p> <p>GCR in top quartile of UK core city regions</p>	<p>5. Reduce inequalities in pay and employment access by gender, disability, ethnicity, care experienced and other protected characteristics to below Scottish average</p>	<p>6. Halve gaps in education, skills and employment outcomes between SIMD top 10% and City Region average</p>

<p>5. Support businesses to move up the value chain; improve productivity and competitiveness; create more Fair Work; and capitalise on opportunities for internationalisation</p>	<p>6. Build capacity and evidence to underpin GCR-wide skills planning and investment to address GCR needs and opportunities, including intelligence on new key needs such as digital and meta-skills</p>	<p>7. Review funding and other mechanisms to bring forward an action plan to promote greater education and skills alignment and collaboration at City Region level; increase agility and adaptive resilience of City Region skills system</p>
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Delivery and Implementation Plan

This section sets out the rationale and impact of planned activities in each of the priority action areas to support delivery of the six strategic outcomes.

The Regional Skills Investment Plan has been developed during a time of significant uncertainty regarding the demand for skills and labour and ongoing review in relation to the planning, investment and delivery of skills and employability services in Scotland.

Our Delivery Programme for 2019 – 2024 is therefore designed to be flexible; capable of responding to changing priorities, opportunities and challenges; and contributing to the review of the wider Regional Economic Strategy.

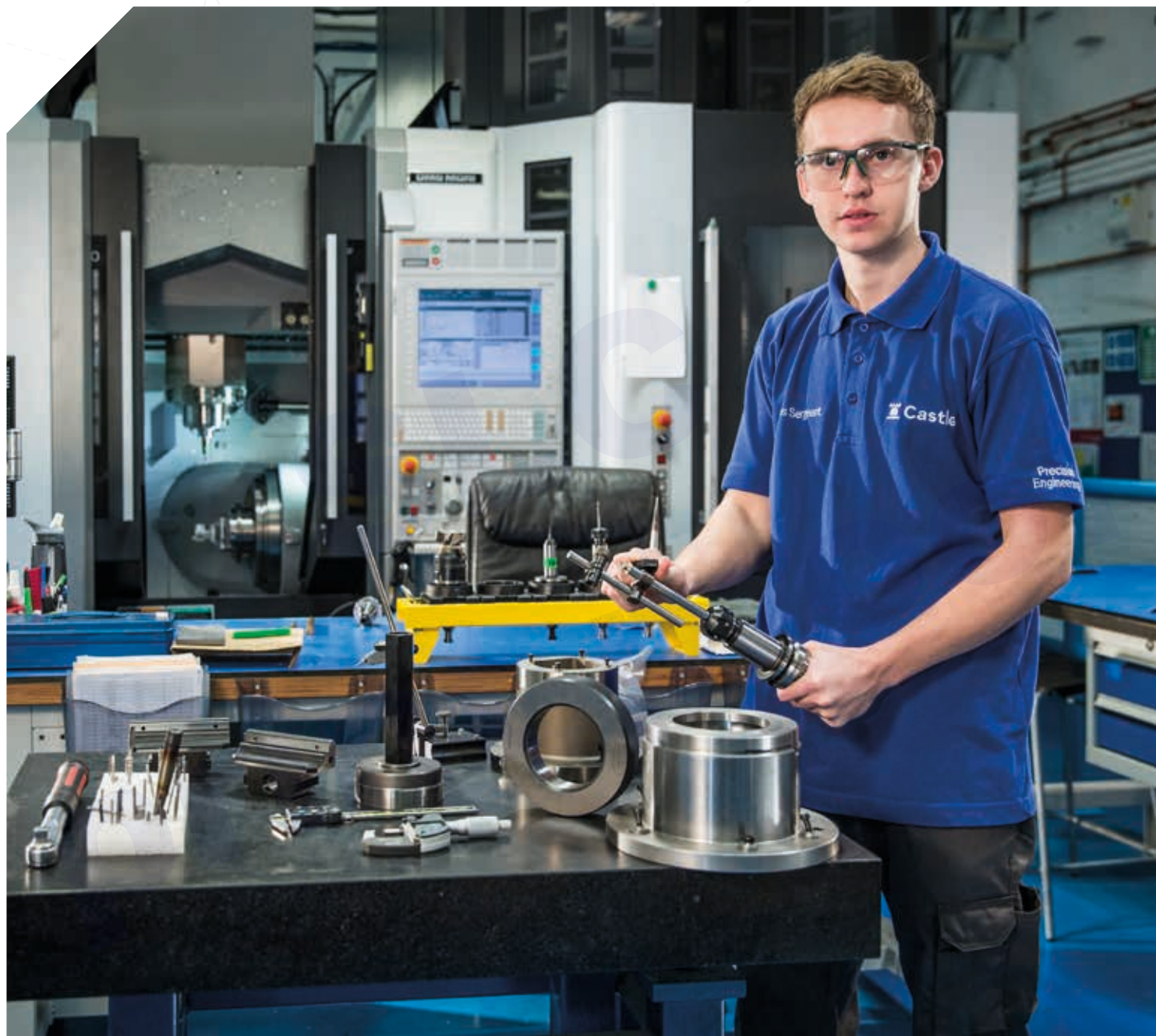
The programme is structured around the seven priority action areas identified in the preceding section with activities contributing to the delivery of the six strategic outcomes and actions in Regional Economic Strategy and Action Plan 2017.

We have identified a range of short-term actions that we will undertake in year one of the Plan, 2019 – 2020. These include a mixture of policy, planning and delivery activities, generating early outputs and creating a platform on which to build a longer term integrated skills programme for years 2020 – 2024.

This Delivery and Implementation Programme has been developed with key strategic partners, including the Scottish Government Fair Work and Skills Directorate, Skills Development Scotland, Scottish Enterprise, City Region Colleges and Universities and the City Region Economic Delivery Group and relevant Portfolio Groups.

The whole of the Regional Skills Investment Plan has been endorsed by the Regional Economic Partnership and validated by the City Region Cabinet.

Arrangements for implementation and monitoring of the RSIP are set out in Section 6 and available to download from www.glasgowcityregion.co.uk/skills



Priority Action Area 1

Ensure sufficient local and appropriately skilled people to deliver City Deal Projects, and to maximise the benefits of improved transport and access to end use jobs.

Rationale

The City Deal Programme will generate an additional 29,000 end use jobs and will create a further 15,000 temporary jobs during construction.

No structured skills or employment programme aligned to City Deal Projects.

Action Plan 2019 – 2020	Outputs and Outcomes	Lead Partner
1.1 Work with Glasgow City Deal Programme Leads and Support Groups to build a comprehensive timeline of labour requirements by skill and volume and better align skills and employment activity	Process for generating information on employment and skills requirements established Skills development and employment planning linked to City Deal Projects implemented Cenefits Community Benefit Monitoring System implemented Evidence Report of Glasgow City Region medium to long term labour requirements and demand <i>Reduce % employers reporting skills gaps (SO2)</i>	GCR Skills and Employment Portfolio Group City Deal Lead Officers and Support Groups
1.2 Improve Skills Alignment to better align college and university provision with labour market evidence and industry needs	Develop a 5-year Skills Training plan for the Glasgow College Region Set number local people trained and employed on City Deal Projects Updated skills and training supply <i>Reduce % WA population with no qualification (SO3); City Region alignment and working is the norm for skills planning, investment and provision (SO1)</i>	Skills Development Scotland Glasgow Colleges' Regional Board

SO reference to Required Strategic Outcome

Action Plan 2019 – 2020	Outputs and Outcomes	Lead Partner
1.3 Grow the number of Glasgow City Region residents starting in relevant apprenticeships	Minimum 9,000 apprenticeships starts across GCR; subject to demand <i>Increase Qualifications (SO3); reduce gaps (SO6)</i>	Skills Development Scotland City Region Colleges and Universities
1.4 Review Community Benefit Clauses to better support skills development and align to employability programmes.	50% increased use and take up of targeted Community Benefits <i>Reduce labour market inequalities (SO5)</i>	GCR Skills and Employment Portfolio Group

Planned Activity 2020 – 2024

- 1.5** Integrated skills and employment programme to meet skill demands
- 1.6** Create opportunities for upskilling and reskilling
- 1.7** Link skills programme to Community Benefits opportunities identified through Cenefits
- 1.8** Develop and implement proactive job brokerage service for new entrants and to support progression
- 1.9** GIS mapping of end job opportunities and transport links
- 1.10** Work with the GCR Transport Portfolio and Regional Transport Strategy to ensure affordable and sustainable public transport options available to support job entry



Priority Action Area 2

Design and fund interventions and more effectively use procurement and other levers to secure major growth in workforce skills development.

Rationale

Limited use of Community Benefits clauses to promote skills and target employment inequalities.

Poor linkage of procurement levers to local/regional skills and employment pipelines both for new entrants and workforce development.

Action Plan 2019 – 2020	Outputs and Outcomes	Lead Partner
2.1 Review current menu of community benefits and develop ask for greater focus on targeted recruitment, apprenticeships and support for work-based learning	Develop and establish GCR procurement guidelines that <ul style="list-style-type: none">– align to Scottish Government wealth creation pilot;– leverage impact on socio-economic benefits;– strengthen links with workforce development; and– increase the use and focus of community benefit clauses. Revised menu for Community Benefits <i>Reduce employment inequalities (SO5)</i>	GCR Skills and Employment Portfolio Group
2.2 Build upon and grow Flexible Workforce Development Fund to support upskilling and reskilling within the City Region workforce	Provide upskilling training to levy paying employers; subject to demand <i>Reduce % employer reporting skills gaps (SO2)</i>	Skills Development Scotland Glasgow City Region Colleges and Universities

SO reference to Required Strategic Outcome
RES Action refers to Regional Economic Strategy Economic Action Plan 2017

Action Plan 2019 – 2020	Outputs and Outcomes	Lead Partner
2.3 Develop a City Region approach to maximise the use of community benefit clauses throughout public sector procurement	Step change in the use of community benefit clauses <i>City Region Community Benefit Framework (RES 7.3)</i>	GCR Skills and Employment Portfolio Group

Planned Activity 2020 – 2024

- 2.4 Review Workforce Development offering and funding across the City Region
- 2.5 Work with College Regions and other providers to develop a range of skills interventions to enable more 'earn and learn' options
- 2.6 Develop a Skills Compact and single GCR employer offer to promote progression, increase sustainability and secure growth in workforce skills
- 2.7 Establish a wealth creation approach within Glasgow City Region
- 2.8 Develop and implement targeted interventions by sector to promote and support in-work progression



Priority Action Area 3

Develop a suite of skills actions, focused on inclusivity part of Inclusive Growth, to reduce full range of labour market inequalities and in-work poverty, and tackle issues of people further from the labour market.

Rationale

Paradoxes in City Region economic performance – relatively high growth and 2nd highest level of working age population with degree level qualification; 25.1% economic inactivity due to long-term health and disability and 11.2% Working Age adults with no qualifications. Employment rate is lower for people with disabilities and other disadvantaged groups including care leavers.

Increasing levels of in-work poverty.

Action Plan 2019 – 2020	Outputs and Outcomes	Lead Partner
3.1 Introduce a Glasgow City Region Fair Work Strategy and Living Wage; develop a GCR Fair Work Accreditation Scheme	Strategy and Accreditation Scheme launched <i>Increase standard of jobs and average earnings (SO4)</i>	GCR Skills and Employment Portfolio Group
3.2 Introduce a Glasgow City Region Youth Guarantee focused on priority groups and areas	Reduce regional disparities in Participation ² Measure – 95% of school leavers enter employment, training or education (RES 3.4) <i>Reduce labour market inequalities and gaps between SIMD areas and regional average (SO5, SO6)</i>	GCR Skills and Employment Portfolio Group
3.3 Work with the GCR Education Collaborative to expand offer for vocational training and Foundation Apprenticeships	2,000 Foundation Apprenticeships available to all senior phase pupils; subject to demand <i>Improved education and skills alignment and working across City Region (SO1); reduce labour market inequalities and gaps between SIMD areas and regional average (SO5, SO6)</i>	Skills Development Scotland West Partnership (Glasgow City Region Education Improvement Collaborative) City Region Colleges and Universities

SO reference to Required Strategic Outcome

RES Action refers to Regional Economic Strategy Economic Action Plan 2017

Action Plan 2019 – 2020	Outputs and Outcomes	Lead Partner
3.4 Implement City Region Intensive Employability Programme for Parents to help tackle Child Poverty; collaborate on local employability models and prepare for greater devolution of resources in 2020/21	Agreement and roll-out of Local Employability Model within the City Region Commencement of GCR Parental Employability Support (PES) Programme <i>Reduce labour market inequalities (SO5, SO6); improve alignment and GCR working across geographies (SO1)</i>	GCR Skills and Employment Portfolio Group
3.5 Review and expand opportunities for widening access and develop appropriate sponsorship and support framework	Implementation plan for SFC 'Blueprint for Fairness' across the City Region <i>Increase the number of people from disadvantaged backgrounds entering and completing FE/HE Opportunities (SO5)</i>	GCR Skills and Employment Portfolio Group City Region Colleges and Universities Scottish Funding Council

Planned Activity 2020 – 2024

- 3.6** Undertake an Equalities Impact Assessment of the RSIP and implement actions
- 3.7** Develop and implement Single Employability Offer and GCR Recruitment Incentive for targeted groups and those further from the labour market as part of our Skills Compact with employers to promote progression, increase sustainability and secure growth in workforce skills
- 3.8** Commission specialist employment services for people with health barriers to employment and others disadvantaged or experiencing exclusion in the labour market and develop tailored interventions to tackle in-work poverty
- 3.9** Develop materials for young people (school pupils, students and graduates), under-employed, workless individuals and career changers to help them understand the routes into and through GCR's key sectors and occupations
- 3.10** Collaborate with Scottish and UK Governments to utilise post-EU Structural Funds and secure resources for Skills Investment and Employability in order to establish a regional Flexible Skills Investment Fund
- 3.11** Develop and implement a GCR Equalities Framework and Impact Assessment; and establish GCR Poverty Panel and processes for poverty-proofing policies

Priority Action Area 4

Develop and deliver skills interventions to address problems and grasp opportunities at City Region level arising from Brexit deal.

Rationale

EU migrants make up 3.3% of GCR employment – net migration is likely to decline and tighter migration policies may lead to decline in labour supply; estimated 40,000 jobs in the City Region are dependent on exports to the EU with risk of redundancies in sectors most exposed to the EU for trade.

Action Plan 2019 – 2020	Outputs and Outcomes	Lead Partner
4.1 Improve our understanding of EU migrant labour in GCR employment by sector and geographic focus and implement targeted skills interventions to mitigate risks	Report published <i>Mitigating skills interventions incorporated in RSIP (SO1)</i>	GCR Intelligence Hub Scottish Enterprise Skills Development Scotland
4.2 Collaborate across the City Region to ensure a qualified workforce to meet the needs of early learning and childcare expansion	Continue to deliver enhanced levels of teaching activity in professional Early Learning and Childcare training qualifications at SCQF levels 7-9; subject to demand Increase ELC MAs by 10% per annum; subject to demand <i>Reduce WA population no qualifications (SO3); reduce employment inequalities (SO5) and reduce gaps in SIMD areas (SO6)</i>	GCR Intelligence Hub Scottish Enterprise Skills Development Scotland
4.3 Capitalise upon the strategic importance of the National Manufacturing Institute for Scotland and develop a Skills Academy	Skills Academy plans launched and implemented <i>Greater alignment and working across education and skills bodies and geographies (SO1)</i>	Scottish Government University of Strathclyde Skills Development Scotland

SO reference to Required Strategic Outcome

Planned Activity 2020 – 2024

- 4.4 Develop an integrated skills programme with key sectors
- 4.5 Create opportunities for upskilling and reskilling
- 4.6 Develop specialist support package for people made redundant by Brexit deal
- 4.7 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



Priority Action Area 5

Support businesses to move up the value chain, improve productivity and competitiveness, create more Fair Work and capitalise on opportunities for internationalisation.

Rationale

Skills gaps and underutilisation contribute to lower productivity and limit opportunities.

Improved productivity helps to increase competitiveness and maximise opportunities for internationalisation.

Difficulties in accessing fair work leads to increased poverty and inequalities.

Action Plan 2019 – 2020	Outputs and Outcomes	Lead Partner
5.1 Establish a Skills for Financial Services hub to support the City Region's increasing international recognition in this sector	New training provision developed for residents to progress to employment in the financial services sector <i>Increase WA qualifications and reduce skills shortages (SO2, SO3)</i>	Glasgow Colleges Regional Board Skills Development Scotland
5.2 Support the skills needs within the City Region's Tourism Strategy and its ambitious growth plans	Review skills needs and develop the curriculum offer for Tourism related qualifications by Glasgow City Region Colleges <i>Increase WA qualifications (SO3), reduce skills shortages (SO3)</i>	City Region Colleges Scottish Funding Council
5.3 Work with the GCR Enterprise Portfolio to develop an integrated Enterprise and Employer offer aligned to skills gaps and shortages and to support business growth opportunities	Integrated offer developed and implemented <i>Reduce skills shortages (SO2), increase productivity (SO4), reduce inequalities (SO5) and reduce gaps in employment outcomes (SO6)</i>	GCR Skills/Employment and Enterprise Portfolios

SO reference to Required Strategic Outcome

Action Plan 2019 – 2020	Outputs and Outcomes	Lead Partner
5.4 Implement Glasgow City Region Fair Work Strategy	Publication of City Region Fair Work Strategy <i>Improve standard of jobs (SO4) and reduce inequalities (SO5)</i>	GCR Skills and Employment Portfolio

Planned Activity 2020 – 2024

- 5.5 Increase alignment between skills and enterprise through establishing and implementing a single GCR Enterprise and Skills Hub
- 5.6 Work with GCR Enterprise Portfolio to align skills and enterprise offer and to develop a suite of programmes and interventions to support business development and economic growth
- 5.7 Work with Further and Higher Education to review programme offers aligned to skills gaps and to develop graduate programmes aligned to skill shortage vacancies to reduce skills underutilisation
- 5.8 Create opportunities for upskilling and reskilling



Priority Action Area 6

Build capacity and evidence to underpin City Region wide skills planning and investment to address City Region needs and maximise opportunities, including intelligence on new key skills needs such as digital and meta-skills.

Rationale

Disaggregated skills landscape and no investment planning at the City Region level.

Need for a more resilient labour market to ensure on-going competitiveness.

Action Plan 2019 – 2020	Outputs and Outcomes	Lead Partner
6.1 Support the development of the Glasgow City Region Intelligence Hub and work with the Hub to establish a City Region approach to horizon scanning for future employment and skills needs	Intelligence Hub established with links to national, regional and local data sources <i>Improved understanding of new skills needs including digital and meta-skills (SO1, SO2)</i>	GCR Intelligence Hub GCR Skills and Employment Portfolio
6.2 Support and work with the Digital Glasgow strategy to promote the growth of the City region as a hub for digital technologies; develop supportive skills interventions	Design a suite of digital skills interventions aligned more closely to needs of digital technologies sector <i>Increase WA Qualifications (SO3)</i>	City Region Colleges and Universities Scottish Funding Council

SO reference to Required Strategic Outcome

Action Plan 2019 – 2020	Outputs and Outcomes	Lead Partner
6.3 Develop complementary and integrated employability support interventions to promote and enable take up of digital skills by targeted groups	Establish criteria and referral mechanism to increase e referrals to digital skills provision <i>Increase qualifications (SO3), reduce inequalities (SO5) and reduce Skills and employment gaps (SO6)</i>	GCR Skills and Employment Portfolio

Planned Activity 2020 – 2024

- 6.4 Work with our skills providers to ensure integration of meta-skills to all vocational learning opportunities
- 6.5 Work with our skills providers and industry leads to build career route ways and increase opportunities for advanced digital skills
- 6.6 Work with the Intelligence Hub to continue to build capacity and evidence for skills planning



Priority Action Area 7

Review funding and other mechanisms to bring forward an action plan to promote greater education and skills alignment and collaboration at a City Region level, while also increasing agility and adaptive resilience of the regional skills system.

Rationale

Disaggregated and non-aligned education and skills landscape; no investment planning at the City Region level.

GCR skills system constrained by existing funding mechanisms and is not agile or resilient to meet new global skills needs.

Action Plan 2019 – 2020	Outputs and Outcomes	Lead Partner
7.1 Undertake a review of existing skills funding and other mechanisms	Action plan to promote greater alignment and increase agility of the City Region skills system <i>Better alignment and working across the City Region (SO1)</i>	Intelligence Hub with GCR Skills and Employment Portfolio Enterprise and Skills Strategic Board
7.2 Contribute to the Scottish Funding Council review of national college funding arrangements	National funding arrangements which take account of Glasgow City Region needs. <i>Better alignment and working across the City Region (SO1)</i>	Scottish Funding Council with City Region Colleges and Universities
7.3 Develop our Glasgow City Skills Alignment Pilot for greater coordination of SFC outcome agreement funding with SDS commissioning activity	Greater coordination of the Glasgow Regional Outcome Agreement and SDS commissioning activity in Glasgow from 2020-21 onwards <i>Better alignment and working across the City Region (SO1)</i>	Skills Development Scotland and Glasgow Colleges' Regional Board

SO reference to Required Strategic Outcome

Action Plan 2019 – 2020	Outputs and Outcomes	Lead Partner
7.4 Develop a Skills Partnership Concordat for the City Region to support delivery of RSIP	Concordat developed and signed by key partners <i>Better alignment and working across the City Region (SO1)</i>	GCR Skills and Employment Portfolio

Planned Activity 2020 – 2024

- 7.5 Share lessons from the Glasgow City Skills Alignment Pilot and roll-out to remaining College regions
- 7.6 Work towards integration and alignment of College Regional Outcome Agreements and programmes
- 7.7 Further integrate education and training services to help meet the employment demands of the City Region
- 7.8 Seek and secure additional resources, including post-EU Structural Funds, in order to establish a regional Flexible Skills Investment Fund which can respond to future economic development opportunities and challenge
- 7.9 Work with our GCR Colleges and Universities, funding and qualification agencies to introduce meta-skills to all vocational programmes and qualifications and to develop an accreditation system for meta-skills
- 7.10 Work with government, funding bodies and qualification bodies to establish financial levers to promote more adaptive and resilient learning programmes



Acknowledgements

List of consultees

City Deal Lead Officers Group

City Deal Support Groups

City of Glasgow College

City Region Portfolio Groups

Department of Work and Pensions

Developing Young Workforce Glasgow

Developing Young Workforce Lanarkshire

Developing Young Workforce West

East Dunbartonshire Council

East Renfrewshire Council

Enterprise and Skills Strategic Board

Glasgow Caledonian University

Glasgow Centre for Population Health

Glasgow Chamber of Commerce

Glasgow City Council

Glasgow Clyde College

Glasgow Colleges' Regional Board

Glasgow Council for Voluntary Services

Glasgow Kelvin College

Greater Glasgow and Clyde NHS

Inverclyde Council

New College Lanarkshire

North Lanarkshire Council

Renfrewshire Council

Scottish Funding Council

Scottish Government

Skills and Employment Portfolio Group

Skills Development Scotland

South Lanarkshire College

South Lanarkshire Council

The Poverty Alliance

University of Glasgow

University of Strathclyde

University of West of Scotland

West College Scotland

West Dunbartonshire Council

West Partnership (Glasgow City Region
Education Improvement Collaborative)

Glasgow City Region Regional Partnership

East Dunbartonshire Council
East Renfrewshire Council
Glasgow Chamber of Commerce
Glasgow City Council
Glasgow Economic Leadership Board
Inverclyde Council
North Lanarkshire Council
Renfrewshire Council
Scottish Enterprise
Scottish Government
Skills Development Scotland
South Lanarkshire Council
Transport Scotland
UK Government
West Dunbartonshire Council

City Region Skills and Employment Portfolio

Department of Work and Pensions
East Dunbartonshire Council
East Renfrewshire Council
Glasgow City Council
Glasgow Colleges' Regional Board
Greater Glasgow and Clyde NHS
Inverclyde Council
North Lanarkshire Council
Renfrewshire Council
Scottish Government
Skills Development Scotland
South Lanarkshire Council (Chair)
West Dunbartonshire Council
West Partnership (Glasgow City Region Education Improvement Collaborative)



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