



Glasgow City Region

Cabinet

Report by Director of Regional Economic Growth

Contact: Paul Kilby, 07557 170160

Item 4

11th August 2020

Covid-19 Glasgow City Region Economic Response

Purpose of Report:

To update the Cabinet on progress to develop a Glasgow City Region Economic Recovery Plan in response to the impact of Covid-19 and lockdown, and to seek approval to undertake further work on the initial list of key priority areas identified in the report to produce more detailed and costed actions and programmes of activity.

Recommendations

It is proposed that the Cabinet:

- (1) notes the content of the report;
- (2) considers and agrees the key priority areas that will be the focus of the Glasgow City Region Economic Recovery Plan; and
- (3) instructs the PMO to co-ordinate the development and costing of the key priority actions to be progressed by the lead partners listed in section 7.

1. Purpose

- 1.1 To update the Cabinet on progress to develop a Glasgow City Region Economic Recovery Plan in response to the impact of Covid-19 and lockdown, and to seek approval to undertake further work on the initial list of key priority areas identified in the report to produce more detailed and costed actions and programmes of activity.

2. Background

- 2.1 In March 2020, the UK entered COVID-19 lockdown resulting in the cessation of all non-essential economic activity. In the initial weeks following the lockdown, Glasgow City Region Member Authorities (MAs) and partner agencies were heavily involved in the immediate response effort within their local areas, including disbursing government grants to businesses.
- 2.2 Over recent months, a series of economic bulletins created by the City Region Intelligence Hub has provided estimates on the scale of the challenge facing the Region, namely:
 - significant risks to businesses in the construction sector and those which rely on footfall including: retail; accommodation and food services; arts, entertainment and recreation;
 - an estimated 217,000 employees furloughed across the Region;
 - with GDP expected to drop by 30-35%, a potential for around 90,000 jobs to be lost across the Region;
 - the risk that the Region's relatively high levels of youth unemployment (over 22% of 16-19 year olds) will escalate further with employees aged under 25 around two and a half times as likely to work in the sectors which are shut down as other employees; and
 - the challenge presented by a further 16,000 young people leaving the education system and seeking to enter the labour market in the coming weeks.

3. Report Structure

- 3.1 With immediate local responses in place, by mid-May a number of MAs had started to develop local economic recovery plans and/or were developing responses to the Scottish Government's independent Advisory Group on Economic Recovery (AGER). At the Economic Delivery Group (EDG) meeting on the 2 June it was agreed that the Glasgow City Region Programme Management Office (PMO) would start the process of regional recovery planning.
- 3.2 To support the development of a Glasgow City Regional Recovery Plan, the PMO has:
 - a) collated information on the approaches being undertaken by other UK city regions in their economic recovery planning (section 4);

- b) provided a brief overview of the recently published report by the Scottish Government's independent Advisory Group on Economic Recovery (AGER) and an overview of regional recovery proposals developed by, amongst others, Climate Ready Clyde, the Commission for Economic Growth (section 5); and
- c) summarised responses provided by EDG members outlining: the key challenges affecting their areas; the economic recovery work which is already planned/underway; views on the areas where a regional response/collaboration is required/desirable; and the types of actions this response may involve (section 6 and Appendix 2).
- d) Provides further detail regarding the potential key priority areas to be developed as part of a Regional Recovery Plan.

4. Recovery Planning in other UK City Regions

4.1 City Regions in the UK's Core Cities are also in the process of moving from the emergency and operational recovery phases, to planning for the medium and long term economic recovery. For instance, on 23 June the West Midlands Combined Authority presented the UK Government with a £3.2bn recovery plan that includes a wide range of initiatives to support its recovery over the next 3 years.ⁱ Likewise, Liverpool City Region has submitted a £1.4bn recovery plan that it seeks to deliver over the next 5 years.ⁱⁱ The programmes associated with these plans include a variety of new and existing initiatives.

4.2 The responses to Covid-19 across UK cities and city regions demonstrate the following common priorities:

- A green approach to infrastructure investment;
- Investment in skills and retraining with a focus on young people;
- Digital connectivity; and
- Business adaptation support.

4.3 In putting together the regional responses, the regional Mayors and regional authorities have tended to create a new and distinct recovery body, generally a board. These bring together a wide range of stakeholders including council leaders, Local Economic Partnership representatives and business representatives. **Existing National and Regional Economic Recovery Reports**

5.1 The AGER published its report on 22 June 2020 outlining a series of recommendations designed to help 'build back better'.ⁱⁱⁱ The report includes 25 broad recommendations (at Appendix 1) which cover a range of policy area including proposals for specific sectors of the economy, skills and the labour market, employability, digital infrastructure, infrastructure investment.

5.2 It should be highlighted that the report provided a specific recommendation that the approach to economic recovery should be shaped and driven by city regions^{iv}. The importance of a regionally focused and driven economic response was also stated in the recommendation: *"The economic development landscape in Scotland should pivot to a more regionally focused model in order*

to address the specific new challenges of economic recovery. This model should be tasked to drive delivery of place-based and regional solutions, especially the City-Region Growth Deals.”[Recommendation 5.3]

- 5.3 The Scottish Government has indicated that it will respond to the recommendations before the end of July.

6. Glasgow City Region Recovery Planning – EDG Responses

- 6.1 Following the 2nd June EDG meeting, the PMO wrote to EDG members inviting them to provide information on the key challenges affecting their areas the economic recovery work which is already planned/underway; views on the areas where a regional response/collaboration is required/desirable; and the types of actions this response may involve

- 6.2 Following receipt of responses from EDG members including Member Authorities, Scottish Enterprise and Skills Development Scotland, the PMO:

- i. Reviewed the documents and identified 8 economic challenges.
- ii. In addition to the responses received from EDG members, the PMO reviewed a number of other documents, including:
 - Climate Ready Clyde’s ‘*Delivering a New Green Deal post-COVID 19: Opportunities and priorities for a Glasgow City Region response*’ and
 - Submissions to the Scottish Government’s Independent Advisory Group on Economic Recovery from the *Commission on the Economic Growth* and SOLACE
- iii. Identified the common actions and approaches taken, planned, or proposed by MAs and partners in response to the 8 challenges. This made it possible to start to identify where there might be added value in developing regional responses.
- iv. Proposed areas for a Regional Response based on where EDG members thought that regional solutions could be developed. This was discussed at the EDG meeting on 30th June and members of the Group were given further opportunity to feedback written comments to the PMO after the meeting.

- 6.3 This process is of identifying common challenges, local responses, and potential key priority areas for regional collaboration that was discussed by the EDG is set out in Appendix 2.

7. Developing a Regional Recovery Plan

- 7.1 Following the EDG meeting the PMO amended the list of priority areas to reflect the discussion at the meeting and the written feedback provided the following week.

- 7.2 The feedback received by the PMO included the following comments:

- The importance of engaging with regional partners, including Portfolio Leads;
- Considering the potential establishment of a regional development agency or a mechanism to co-ordinate and drive regional infrastructure planning and investment;
- Avoiding duplication/overlap in the development of a regional business support response;
- Any changes to the delivery of local business support or employability services would require an internal decision by each MA;
- As well as costing up the 'shovel ready' and other infrastructure projects, revenue costs should also be identified;
- Developing a wage subsidy/active labour market scheme should be a priority action;
- Prioritising the establishment of an enhanced regional package of PACE support;
- There is support for an extended package of regional business support, however it has proven difficult to progress this through the existing regional structures to date;
- Support for regional approach to Community Wealth Building but needs a clear definition;
- Addressing vacant and derelict land needs to be a priority regardless of Covid-19;
- We need to differentiate between those sectors of the economy that will need support in the short term and those that will need longer term assistance;
- Social distancing and other uncertainties are driving up the costs of delivering infrastructure projects.

7.3 The PMO has taken these comments into account and revised the headline key priority areas. These are presented in three tables on the following pages, categorised in the three themes of People, Business and Place.

Table 1: Priority Actions: People Theme

PEOPLE	
<p>92.7% of commuters within the Glasgow City Region, live within the area. Our interdependency is evidenced by the recent threat to jobs by the possible closure of some functions within the Rolls Royce plant in Renfrewshire. Every Member Authority within the region has a resident which will be impacted.</p> <p>The city region has some of the most educated residents in the UK, with over 500,000 individuals attaining a degree-level qualification (44% of the working-age population), but we also have some of the highest levels of residents with no qualifications – the Glasgow City Region had the 2nd highest proportion of its working age population with no qualifications out of the UK Core City Regions.</p> <p>We have a long standing problem of residents who are economically inactive due to ill-health, which fundamentally impacts on the quality of life of our population. Over 80,000 individuals currently identify themselves as being economically inactive due to long-term sickness/disablement. Despite consistent and concerted efforts across the region, such as the Glasgow City Region City Deal funded Working Matters employability support programme, the existing skills and employment systems haven't addressed the systemic labour market issues within the region. As we move to tackle the challenges of Covid-19, Brexit, Climate Emergency and AI/Automation, the status quo will simply not work.</p>	
KEY PRIORITY AREAS	LEAD PARTNER(s)
1. Co-ordinate an emergency workforce development programme with responsibility for setting a regional skills programme that cuts across business, educational institutions, SDS and councils.	Skills Development Scotland, colleges, Member Authorities in consultation with the Skills and Employment Portfolio Lead.
2. Establish a Glasgow City Region Youth Guarantee that ensures that young people (25 and under) have the help they need to find or keep an apprenticeship or other job, or to access and progress in college, university or other training.	Skills Development Scotland, DWP, Member Authorities in consultation with the Skills and Employment Portfolio Lead.
3. To establish a Glasgow City Region Active Labour Market Programme for over 25s, to quickly help the newly unemployed back into work and continue to support those furthest from the labour market.	DWP, Member Authorities, Skills Development Scotland, in consultation with the Skills and Employment Portfolio Lead.

4. To support workers facing redundancy quickly find their way back into employment, we will establish an enhanced package of PACE support across the City Region.	Skills Development Scotland, DWP, Member Authorities in consultation with the Skills and Employment Portfolio Lead.
5. To ensure that our response is evidence based, to continue to offer Glasgow City Region Labour Market Insights that provide regional and sectoral insights as well as an analysis of UK and Scotland trends and responses	Skills Development Scotland, Glasgow City Region Intelligence Hub , in consultation with the Skills and Employment Portfolio Lead.
6. Develop a proposal for an energy efficiency retrofit programme that will create meaningful local jobs and cut carbon emissions.	Housing Portfolio , supported by the Land Use and Sustainability Portfolio and Skills Development Scotland.

Table 2: Priority Actions Business Theme

BUSINESS	
A healthy economy is dependent on an entrepreneurial, innovative and productive business base. Unfortunately, despite some great success and seeds of optimism around areas such as finance, bio-tech and precision medicine, we need to do more to grow our business base. The latest economic statistics show that the Glasgow City Region continues to have the lowest enterprise rate per 10,000 population (16-64) amongst comparable UK City Regions. Our private sector will be crucial to building our way out of the grand challenges we currently face. To date the private sector has been supported with approximately 84,000 grants that have been administered by GCR local authorities to support them through the COVID-19 outbreak, awarding an estimated £215.5m. However, new methods of business support need to be developed to facilitate the region's economic recovery and resurgence.	
KEY PRIORITY AREAS	LEAD PARTNER(s)
7. Develop an expanded package of regional business support and advice services to support GCR's business base during recovery.	Enterprise Portfolio Lead in collaboration with Scottish Enterprise
8. Establishing additional grant and loan funding for businesses . This should include long term patient capital, and how we might establish a fund to take an equity stake in key local businesses. An approach to Scottish Government to maximise unallocated ERDF, potentially matched at source, could be made to fund this.	Scottish Enterprise in collaboration with the Enterprise Portfolio Lead

9. Developing a regional Community Wealth Building pilot that uses local anchor institutions to maximise opportunities for local businesses.	Scottish Government in collaboration with the EDG.
10. Develop a Regional Investment Prospectus to market key development sites within the City Region as a matter of urgency.	Scottish Enterprise with the Inward Investment Portfolio Lead.
11. Accelerate and Expand Infrastructure Capital Investment , not only by seeking to prioritise decision making and government investment in major projects, such as Mission Clyde, a Metro, and Ravenscraig, but also by securing funding for smaller scale 'shovel-ready' projects across Glasgow City Region, and developing a pipeline of 'green recovery' projects.	Regional Partnership
12. Supporting businesses to re-open after lockdown and implement social distancing. (Retail, Creative, Culture, and Hospitality Sector Support) – this could be through the establishment of additional funding to help businesses meet the cost of implementing social distancing, PPE, or additional hygiene measures.	Enterprise Portfolio in collaboration with the Tourism Portfolio.

Table 3: Priority Actions Place Theme

PLACE	
Glasgow City Region is Scotland's only truly metropolitan area, home to over 1.2m working-age individuals, contributing approximately £42.9bn in GVA, making the Glasgow City Region the largest economy in Scotland and the 4 th largest in the UK. However, 16 out of the 25 most deprived communities in the country are within the region. These are communities blighted by vacant and derelict land and poor access to services. They are also communities who will equally face the impacts of Covid-19 lockdowns on their high streets. Our City Deal structures demonstrate that Glasgow City Region can successfully deliver place based projects, with well-functioning delivery teams and a model of working that can be rolled out in to a range of other projects of regional importance.	
KEY PRIORITY AREAS	LEAD PARTNER(s)
13. Help to bring Vacant and Derelict/Underutilised Land and property back into use by asking the Scottish Government to: <ul style="list-style-type: none"> speed up and streamline the existing powers available to councils to acquire land or premises; create a property fund for the redevelopment of key/vacant sites so they can be brought into commercial use or greenspace; make funding available to allow vacant properties to be repurposed. 	Scottish Enterprise and the Land Use and Sustainability Portfolio.

14. To review potential vehicles which may be required to ensure objectives and outcomes of Priority 13 above can be delivered at pace	Glasgow City Region PMO.
15. We will work with the private sector and the Scottish Government to enable and accelerate the roll out of digital infrastructure to Glasgow and the city region to enable affordable and sustainable connectivity.	Infrastructure and Assets Portfolio Lead

8. Next Steps

- 8.1 The key priority areas suggested above are high level which is a reflection of the speed of response, and complexity of the challenge. In a number of instances progressing these actions will require a change in government policy or significant additional resources to be provided
- 8.2 The PMO will co-ordinate further work to detail and cost the key priority areas agreed by the Regional Partnership. The Lead Partners set out above will be asked to lead on the development and costing with support from the PMO and Portfolio Groups where required. The PMO will work with the Leads and Portfolio Groups to identify the potential scope of actions that are affordable and deliverable, including where further finance will be required and how this will fit with forthcoming announcements from the Scottish Government and UK Government.
- 8.3 The PMO will continue liaise with Regional Partners to ensure that emerging plans take account of existing work which is already underway to support economic recovery, including for example the work of the Glasgow City Region Transport Transition Plan group – co-chaired by GCC and Transport Scotland – which has prepared a joint, regional bid for the Scottish Government’s £10m Bus Priority Rapid Deployment Fund. The bid will seek support for bus priority measures including traffic signal / management upgrades and pop-up bus lanes. The benefits of such interventions are expected to be more services, better reliability, less congestion for buses, and overall provide greater accessibility for everyone as we emerge from lockdown
- 8.4 In order to support the development and delivery of the priority actions noted in the tables, the Glasgow City Region Intelligence Hub will provide supporting insight papers and data analysis. These will focus on the short to medium term impacts of Covid-19, whilst also factoring in other emerging challenges such as Brexit, Automation and demographic changes. The research and analysis will be based on emerging data and consider potential future scenarios. Whilst the first draft of these insights will be developed over the next two months, they will continue to be reviewed and re-assessed as new economic data emerges.
- 8.5 A further report will be circulated to the Regional Partnership by email and presented to the Glasgow City Region Chief Executives Group at the end of August providing an update against each of the key priority areas. A further update will be submitted to Cabinet in October 2020.

9. Recommendations

- 9.1 It is proposed that the Cabinet:
 - (1) notes the content of the report;
 - (2) considers and agrees the key priority areas that will be the focus of the Glasgow City Region Economic Recovery Plan; and

- (3) instructs the PMO to co-ordinate the development and costing of the key priority actions to be progressed by the lead partners listed in section 7.

Appendix 1: Towards a robust, resilient wellbeing economy for Scotland, Report of the Advisory Group on Economic Recovery – Key Recommendations

5.1 The Fiscal Framework: The UK and Scottish Governments should accelerate the review of the Fiscal Framework. It is vital that the overall funding approach is robust to address economic recovery and is resilient to future economic shocks.

5.2 An investment-led recovery: The UK and Scottish Governments should commit to securing significant increase in access to capital investment to support the recovery. This should maintain the Scottish Government's commitment to a Mission to raise infrastructure investment and it is imperative that the Scottish National Investment Bank opens this year.

5.3 Enterprise and regional economic development: The economic development landscape in Scotland should pivot to a more regionally focused model in order to address the specific new challenges of economic recovery. This model should be tasked to drive delivery of place-based and regional solutions, especially the City-Region Growth Deals.

5.4 Ownership stakes in companies: The Scottish Government should build its professional capability to manage ownership stakes in private businesses, which are likely to arise out of the crisis. This should not require new legislation, nor a new public sector organisation.

5.5 Strategic support for businesses: Banks should develop new instruments to enable the strategic incubation of otherwise viable and strategically important companies to ensure they are protected during the recovery phase. The Scottish Government should use its convening power to coordinate approaches to different sectors of the economy, in close liaison with financial services institutions, sectoral organisations and the enterprise bodies.

5.6 Foreign Direct Investment: The Scottish Government, Scottish Enterprise and VisitScotland must ensure a strong and bold prospectus on Scotland and on available investment opportunities, recognising the substantial, twin shocks of the pandemic and leaving the European Union. This will require a focus on opportunity areas and deployment of its international presence to maximum effect.

5.7 Relationship with the Business Community: The Scottish Government and the business community should take urgent action to develop a new collaborative partnership on the strategy for Scotland's economic recovery.

5.8 Planning and regulation: The Scottish Government, regulatory bodies and local authorities should review their key policy, planning and consenting frameworks, especially for key infrastructure investments such as marine renewables, to accelerate projects.

5.9 Conditionality: The Scottish Government should deploy its expanding tax powers and business support interventions to enable economic recovery. This should include targeted use of rates relief to incentivise economic recovery and greater use of conditionality in business support, building on the experience of the Business Pledge and Fair Work First.

5.10 Digital Infrastructure: The UK and Scottish Governments should mobilise investment in Scotland's digital infrastructure, covering broadband and mobile networks, to build resilience and enhance exports.

5.11 Prioritisation and delivery of green investments: The green economic recovery is central to recovery overall. The Scottish Government now needs to establish a priority on delivering transformational change with clear sector plans, where the coincidence of emissions reductions, the development of natural capital and job creation are the strongest.

5.12 Investment in natural capital: The financial services sector and the Scottish Government should develop and promote nature-based investments to protect and enhance Scotland's natural capital. This should include the development of financial solutions to fund forestry and other nature - based solutions, including agriculture, and should be accompanied by the development of a Scottish Natural Capital Census.

5.13 Tourism and hospitality: The tourism and hospitality industries should work in partnership with the Scottish Government to develop a sustainable future strategy; the Scottish Government should consider a targeted reduction in business rates to support the sectors' recovery; and it should press the UK Government to consider a reduction in VAT.

5.14 Creative Sector: Given the significant contribution of the arts, culture and creative industries to Scotland's economy and to our social capital, the Scottish Government should take steps to protect the sector; seek to increase public and private investment; and work to create a National Arts Force.

5.15 Care Sector: The Scottish Government should accelerate its work on reforming adult social care; and should urgently review the structure, funding and regulation of the sector to ensure its sustainability and quality going forward. The review should address workforce issues, including the Fair Work Convention's 2019 report on the sector; and should recognise and support the contribution of unpaid carers.

5.16 The Third Sector: The Scottish Government should take action to protect the capacity and financial sustainability of the third sector, in recognition of its important role in building and strengthening social capital. It should examine the scope for longer-term funding arrangements for services; more flexible and collaborative approaches to procurement; and new ways to incentivise private investment in the sector.

5.17 People, place and community: The Scottish Government should support a renewed focus on place-based initiatives, building on lessons learned from initiatives on Community Wealth-Building. It should also accelerate investment in housing, in particular through the Scottish National Investment Bank.

5.18 Learning Loss: The Scottish Government and local authorities should assess the impact of any learning loss and ensure that pupils are fully supported as schools return, in order to mitigate the risk of reduced educational attainment, particularly among disadvantaged groups.

5.19 Workplace innovation: The business community should work with the Scottish Government and the enterprise bodies to accelerate the embedding of Fair Work principles, in the context of changes to the workplace and to working patterns. This could cover the shift in experience and attitude to flexible and home-working which has been accelerated by the pandemic, and the concerns about precarious and "gig economy" work.

5.20 Skills and the labour market: The Scottish Government should refocus its skills strategies to address the risks of unemployment, recognising the importance of high participation sectors, and of improving the provision of lifelong learning to enable people to reskill.

5.21 Universities and colleges: The Scottish Funding Council and the Scottish Government should protect universities and colleges from the financial impact of the crisis, so that they can maintain and enhance their role as “anchor institutions” and take decisive steps to align their teaching and learning provision, including postgraduate skills training, to meet business and employer needs; and to focus their support for research investment and growth.

5.22 Apprentice Training: Skills Development Scotland and the Scottish Funding Council should collaborate with colleges, universities and businesses to prioritise apprenticeship training; and should respond to youth unemployment with a flexible learning response. This should include further development of Graduate Apprenticeships and online learning.

5.23 A Scottish Guarantee: The business community, with the support of the Scottish Government and in partnership with local authorities, should mobilise urgently to develop a business-led Scottish Jobs Guarantee scheme. This would respond to the likely increase in unemployment among young people and the serious, generational challenge that this represents for our country.

5.24 The Four Capitals: To promote an approach to economic policy that values all of Scotland’s assets, the Scottish Government should consider adopting a Four Capitals framework in forming its future economic strategy, and reporting against it.

5.25 Implementation: To create momentum and build confidence, the Scottish Government should set out its response to the proposals in our report by the end of July, and should publish regular updates on its recovery plan.

APPENDIX 2

THEME	COMMON REGIONAL CHALLENGES	COMMON AND KEY RECOVERY ACTIONS AND APPROACHES	PROPOSED KEY PRIORITY AREAS
PEOPLE	1. Building public confidence to return to businesses reliant on footfall (retail, hospitality, leisure etc);	<ul style="list-style-type: none"> • Promotional campaigns to market the area as a safe destination to live, work and visit • Safe travel to work options, and improving access into and within the City Centre 	
	2. Supporting those most disproportionately affected by job losses back into sustained employment while ensuring those most disadvantaged not left further behind;	<ul style="list-style-type: none"> • Establishing and Extending Wage Subsidy Schemes and Incentives/ Active Labour Market Schemes • Creating a Major Green Recovery Job Development Programme • Providing Targeted Employment Support • Community Wealth Building • Digital Connectivity and Inclusion • Accelerate and Expand Infrastructure Capital Investment • Establish a Green Infrastructure Programme 	<ul style="list-style-type: none"> • Co-ordinate an emergency workforce development programme with responsibility for setting a regional skills programme that cuts across business, educational institutions, SDS and councils. • Establish a Glasgow City Region Wage Subsidy/Active Labour Market Scheme to quickly help the newly unemployed back into work and continue to support those furthest from the labour market. This could include supporting the proposed Scotland Guarantee for young people at a regional level. • Work with government to establish a Major Green Recovery Job Development Programme (e.g. an energy efficiency retrofit programme to create meaningful local jobs and cut carbon emissions). • To support workers facing redundancy quickly find their way back into employment, we will establish an enhanced and regional package of PACE support.
BUSINESS	3. A detrimental impact on the local business base (business closure & business survival) & specific instances of significant local employers announcing job losses or closing due	<ul style="list-style-type: none"> • Community Wealth Building • Providing and Expanding Existing Business Support / Advice • Establishing and Extending Wage Subsidy Schemes and Incentives/ Active Labour Market Schemes 	<ul style="list-style-type: none"> • Develop an expanded package of business support and advice services to support GCR's business base during recovery. • Establishing additional grant and loan funding for businesses. This should include, grants to help businesses 'break even', long term patient capital, and how we might establish a fund to take an equity stake in key local businesses. An approach to Scottish Government to utilise unallocated ERDF, potentially matched at source, could be made to fund this.

THEME	COMMON REGIONAL CHALLENGES	COMMON AND KEY RECOVERY ACTIONS AND APPROACHES	PROPOSED KEY PRIORITY AREAS
	to Covid-19 and lockdown;		<ul style="list-style-type: none"> • Developing a regional approach to Community Wealth Building that uses local anchor institutions to maximise opportunities for local businesses.
	4. Responding to a decrease in domestic and international demand ;	<ul style="list-style-type: none"> • Promotional campaigns to market the area as a safe destination to live, work and visit • Establishing additional grant and loan funding for businesses • Accelerate and Expand Infrastructure Capital Investment 	<ul style="list-style-type: none"> • Accelerate and Expand Infrastructure Capital Investment, not only by seeking to prioritise decision making and government investment in major projects such as Mission Clyde and the Glasgow Metro, but also by securing funding for smaller scale 'shovel-ready' projects across Glasgow City Region. A regional shovel ready list could be developed and submitted to government by end of July. • Develop a pipeline of 'green recovery' projects that will create or sustain jobs and also deliver mitigation and climate resilience benefits. • To establish a Glasgow City Regional Development Agency to drive the delivery of infrastructure and transport investment across the region.
	5. Supporting businesses in those sectors of the economy most badly impacted by lockdown;	<ul style="list-style-type: none"> • Supporting Local Supply Chains • Community Wealth Building • Supporting Key Economic Sectors • Establishing additional grant and loan funding for businesses 	
	6. Costs to businesses of reopening and introducing social distancing measures & supporting businesses to get back up and running safely and effectively ;	<ul style="list-style-type: none"> • Supporting businesses to re-open after lockdown and implement social distancing. (Retail, Creative, Culture, and Hospitality Sector Support) 	<ul style="list-style-type: none"> • Supporting businesses to re-open after lockdown and implement social distancing. (Retail, Creative, Culture, and Hospitality Sector Support) – this could be through the establishment of a regional grant fund to help businesses meet the additional cost of implementing social distancing, PPE, or additional hygiene measures.

THEME	COMMON REGIONAL CHALLENGES	COMMON AND KEY RECOVERY ACTIONS AND APPROACHES	PROPOSED KEY PRIORITY AREAS
PLACE	7. Concerns about the future of town centres and local high streets;	<ul style="list-style-type: none"> • Accelerate and Expand Infrastructure Capital Investment • Focus on Town Centre and High Street regeneration, and re-shaping our shopping and commercial districts. • Bringing Vacant and Underutilised Land and Property Back into Use. • Digital Connectivity and Inclusion • Promotional campaigns to market the area as a safe destination to live, work and visit 	<ul style="list-style-type: none"> • Bringing Vacant and Underutilised Land and Property Back into Use by asking government to review the existing powers available to councils and to provide funding to allow vacant properties to be repurposed. • To speed up and streamline the CPO process to allow vacant sites to be brought back into either commercial use or greenspace. • To establish local land/property banking taxes which can be used by local authorities. • To create a property fund for the redevelopment of key sites/vacant properties into a key economic activity
	8. Supporting people to travel safely to their workplaces;	<ul style="list-style-type: none"> • Accelerate and Expand Infrastructure Capital Investment • Safe travel to work options, and improving access into and within the City Centre 	

ⁱ <https://www.wmca.org.uk/news/32-billion-blueprint-unveiled-to-kickstart-the-west-midlands-economic-recovery/>

ⁱⁱ <https://investliverpool.com/news/liverpool-unveils-1-4bn-post-covid-recovery-plan/>

ⁱⁱⁱ <https://www.gov.scot/publications/towards-robust-resilient-wellbeing-economy-scotland-report-advisory-group-economic-recovery/>

^{iv} Recommendation 5.3: “The economic development landscape in Scotland should pivot to a more regionally focused model in order to address the specific new challenges of economic recovery. This model should be tasked to drive delivery of place-based and regional solutions, especially the City-Region Growth Deals.”