

GLASGOW ECONOMIC STRATEGY

2022-2030



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EXECUTIVE SUMMARY

The aim of this strategy is to address the three Grand Challenges facing our economy:

- **Enhancing Productivity**
- **Climate Emergency**
- **Inclusive Growth**

We have cause to be optimistic: we have a highly skilled workforce, a robust business base, a renowned academic sector and modern infrastructure. We are the heart of Scotland's only metropolitan region and we are a city with a well-established international reputation. In addressing these challenges, we will utilise the wealth of talent and resource at our disposal. We have identified nine themes crucial to our efforts:

- **Developing a Green Economy**
- **Growing our Economy**
- **Inward Investment and Internationalisation**
- **Innovation**
- **City Investment and financing**
- **Employability and skills**
- **A Fairer Glasgow**
- **Infrastructure and Place**
- **Supporting Key City Assets**

We will carry out the following actions:

Developing a Green Economy

- (1) We will implement the Glasgow Green Deal, a nine-year mission to transform our economy to tackle the climate and ecological emergencies.
- (2) Building on the work of Circular Glasgow, we will continue to develop the circular economy in the city in partnership with the Chamber of Commerce and Zero Waste Scotland.
- (3) We will nurture research and innovation in mitigation and adaptation by participating in the Horizon Europe Missions for 100 Climate-neutral Cities and adaptation to climate change including societal transformation by 2030.
- (4) We will develop an action plan to reduce consumption through the C40's Thriving Cities Initiative.
- (5) Taking on board the Green Economy Recommendations from the Citizens' Assembly, we will respond by implementing a series of actions.

Growing our Economy

- (6) The city will focus its economic efforts on growing its key and sectors
 - a. Digital and Tech (including Fintech and Data)
 - b. Finance and Business Services
 - c. Space and Satellite
 - d. Advanced Engineering and Manufacturing
 - e. Creative Economy and Screen
 - f. Life Sciences and Precision Medicine

- g. Tourism
- h. Higher and Further Education

We will work with and support each sector to identify challenges and opportunities.

- (7) We will respond to the Scottish Technology Ecosystem Review (STER, also referred to as The Logan Review) by creating a package of support that recognises and delivers against the actions recommended, starting with a grant to access the right accommodation that supports sustainability and growth for technology start-ups and SMEs.
- (8) We will help the Glasgow tech community increase resilience and grow by establishing a single, vibrant and varied calendar of events in Glasgow relating to all aspects of a technology market square.
- (9) We will work closely with the third sector and their representative bodies to ensure they receive the support necessary for them to continue to make a valuable contribution to the people and businesses of the city.
- (10) We will enhance the economic resilience of the city by supporting the growth of the Foundational Economy to implement living wage, skills progression, and adoption of new business processes to support business growth.
- (11) Building on the collaborative business support model in the city, we will use the Shared Prosperity Fund to work with our partners in the academic and private sectors to continue access to specialist advice and support.
- (12) We will work with our key growth sectors to understand how investing in sustainability can translate into wider business benefits and what support they need to make it happen.
- (13) We will design and deliver a seminar series and work with key stakeholders in the city to help SMEs better understand key sustainability topics and how they can contribute to the wider city ambitions around net zero.
- (14) Recognising the challenges SMEs face in implementing changes that impact positively on the city's ambitions around net zero, we will develop a Green Business Support offer and grant.
- (15) We will focus dedicated support to grow the number of Black, Asian and Minority Ethnic businesses in the city.
- (16) Building on the work of the Social Enterprise Board and Action Plan, we will grow the Social Enterprise sector in Glasgow by ensuring access to appropriate business support.
- (17) We will support entrepreneurial talent to create more pre-start and viable early-stage growth companies.
- (18) Through the provision of a dedicated resource, we will provide support to increase the number of women entrepreneurs and women-led businesses in the city.
- (19) Building on the investment in Kelvin Hall and securing Channel 4 into the city, we will continue to work with key stakeholders, such as Screen Scotland to maximise sector opportunities.

Inward Investment and Internationalisation

- (20) We will develop an International Strategy that reflects the strengths of our city.
- (21) Working with key partners, we will develop an action plan that supports more Glasgow companies exporting goods and services.
- (22) We will ensure that businesses have access to the information that will help them navigate the impact of Brexit.
- (23) In addition to targeting overseas markets, including the USA and Europe, we will establish a strategic presence in London to promote Glasgow's interests and reputation, building stronger links with institutional investors and global corporations to attract higher levels of FDI, capital investment and bring benefits to the indigenous business base.

- (24) We will develop a package of support, including supported office accommodation, to maximise success in attracting inward investors to Glasgow and support the growth and expansion of existing investors.

Innovation

- (25) We will work with Glasgow City Innovation District (GCID) and Glasgow Riverside Innovation District (GRID) to accelerate development and work to secure investment by delivering on current UK and Scottish government innovation and industry research priorities.
- (26) We will support the city's innovation districts to become net zero and climate-resilient through the delivery of the Climate Neutral Innovation District concept and consider the extension to other place-based approaches across the city and wider region.
- (27) We will support the expansion and development of the International Financial Services District (IFSD) in partnership with the private sector.
- (28) We will work with industry, through Glasgow Economic Leadership, to encourage increased spend in research and development to drive innovation in the city.
- (29) We will work with key sectors to support 'on shoring', for example the UK Fashion and Textile Association (UKFT) to engage retailers, manufacturers and other key stakeholders to support them to reduce their carbon footprint.
- (30) We will explore the feasibility of a Climate Innovation Cluster and associated accelerator programme to support growth in the green economy.
- (31) We will encourage mixed used development within the innovation districts to support the respective business ecosystems and sector specialisms.
- (32) In partnership with Glasgow City of Science and Innovation, we will develop a resource centre that highlights all our innovation assets to help Glasgow attract talent, investment and creativity, ensuring a firm innovation foundation to support and grow the economy.

City Investment and Financing

- (33) We will work with funders, including the Scottish National Investment Bank (SNIB) and UK Infrastructure Bank, to support mission-led patient capital investment to businesses, projects, and communities.
- (34) We will review alternative finance models, including local co-investment, in order to create the right access to finance for growing SMEs in the city.
- (35) We will develop an investment approach to Paris-align the city's financial flows including developing proposals for a Green Deal blended finance fund, building the Greenprint for Investment as well as working with financial institutions to develop green financial products.
- (36) Using Social Infrastructure Investment, we will develop a programme of support that enables growth in the most deprived areas of the city.

Employability and Skills

- (37) By 2023, we will have in place an holistic, all age employability pipeline based on individual need.
- (38) We will develop and implement a co-produced quality standard for employability services.
- (39) Glasgow City Council (GCC) will establish a formal partnership with the Apt (Disability Employment Gap) Public Social Partnership to improve the access to and retention of people with disabilities in employment across Glasgow.
- (40) In collaboration with key stakeholders. we will implement the Just Transition Skills Action Plan (JTSAP) for Glasgow. The JTSAP will support the future labour market needs and help ensure a net zero, climate-resilient city.

- (41) The city will start the digital skills journey in our primary schools with a programme of activities to engage our young children and demonstrate the range of opportunity that digital and technology can enable, ensuring the foundations for a digital-aware future generation are embedded in our children's education.
- (42) We will work with stakeholders, industry and digital talent to develop and deliver focused activity that increases digital skills. As a component of the Broad General Education curriculum in S1 to S3, we will work with a range of partners to provide these children with project-based learning opportunities to increase their understanding of both digital skills and the application of those skills across a range of industries and careers.
- (43) Learning from Developing the Young Workforce (DYW) and other technology skills support activity, we will proactively work with the public and private sector to build strong links between those emerging from digital skills training and employers to maximise employment opportunities.
- (44) We will work with partners to expand the digital skills offering to meet identified demand for skills in the city.
- (45) Working in partnership with employers, Glasgow will deliver a new approach to exposure to work and work-based learning, giving young people a wide range of opportunities to experience work and to understand what fair work is. We will also increase mentoring support for young people studying in Glasgow's schools.

A Fairer Glasgow

- (46) Through our Digital Inclusion Working Group, we will support and leverage all the inclusion activity across the city, including tools for collaboration, sharing and communication.
- (47) We will further develop tailored interventions to increase essential and foundational digital skills in specific target groups such as disability groups and the Black, Asian and Minority Ethnic community.
- (48) We will maximise community benefit and carbon reduction through Glasgow City Council procurement spend.
- (49) We will achieve a geographical spread of sustainable pantries to increase access to affordable, nutritious food.
- (50) As part of the Food Growing Strategy, we will create the conditions that enable food production of scale within the city boundaries, both commercially and through local food growing.
- (51) We will develop a community wealth building strategy.

Infrastructure and Place

- (52) We will accelerate the delivery of the Clyde Mission regeneration programme of works including new and innovative partnership approaches, and technical solutions, to land reclamation and mixed-use development.
- (53) The city will continue to lobby the Scottish Government for higher levels of funding and bring back land into productive use for both hard end uses e.g. industrial, business and residential, as well as soft end uses such as green infrastructure.
- (54) Increase the amount of green infrastructure and nature-based solutions in the city and wider region, including delivering the Glasgow and Clyde Valley Green Network and Clyde Climate Forest.
- (55) Increase the rollout of sustainable transport across the city, including the development and delivery of the Glasgow Metro and electric vehicle infrastructure.
- (56) Deliver the Glasgow housing retrofit programme to low carbon heating systems and work with the private sector to develop mechanisms to encourage non-domestic energy retrofit.

- (57) The city will encourage more fit-for-purpose industrial space to support sustainable manufacturing in emerging sectors.
- (58) We will provide a firm foundation for the growing digital economy by proactively engaging with the digital infrastructure industry to ensure a robust connectivity foundation that enables both resilience and competition.
- (59) Working with key stakeholders (digital infrastructure industry, housing sector, public sector partners and investors) we will support digital inclusion by increasing the availability of affordable and fit-for-purpose connectivity options.
- (60) We will develop and implement digital master planning policies that exploit opportunities in all capital projects to support access, affordability and competition in provision of connectivity for all.
- (61) We will deliver our £385m City Deal infrastructure projects:
- Canal & North Gateway
 - Enabling Infrastructure: Integrated Public Realm (EIIPR) – City Centre ‘Avenues’.
 - Collegelands Calton Barras
 - Metropolitan Glasgow Strategic Drainage Partnership
 - Waterfront & West End Innovation Quarter

Supporting Key City Assets

- (62) We will support the continued expansion of the Scottish Events Campus (SEC) and ensure the availability of suitable quality hotel accommodation.
- (63) We would welcome opportunities to work with regional and national partners, including the Scottish Government, to support Glasgow Airport.
- (64) Using the City Centre Task Force as a vehicle for continued support, we will deliver the City Centre Recovery Strategy.

FOREWORD

It is my privilege, as Leader of Glasgow City Council, to introduce Glasgow's new Economic Strategy.

At the time of writing, Glasgow is emerging from the most turbulent period in its modern history, the two years of the global pandemic having had a profound impact on the city, its communities and our economy.

The 64 actions contained within the strategy will have a crucial role in Glasgow's longer-term recovery, but also in our transition to a more sustainable economy, increasing growth and productivity and meeting the headwinds of Brexit and rapid technological change.

And as we adapt and respond to changing circumstances, priorities and expectations we are also mindful of the need to retain our focus on Glasgow's long-standing and deep-rooted social and economic challenges.



In almost five years as Council Leader it has been encouraging to see Glasgow's inclusive economic growth aspirations translate into action, targeting unemployment and in-work poverty through fair work practices, growing and retaining wealth within Glasgow's communities, advancing skills and nurturing the conditions which allow more Glaswegians to become economically active.

The success of this strategy will, in many ways, be measured by how we ensure that in the period it covers it delivers an economy which works for as many of our citizens as possible.

This latest stage in our economic development builds from a solid base, with a city economy which remains strong.

Ours was the fastest growing UK city economy pre-covid and the second highest performing economy among the UK Core cities. A leader in attracting and retaining talent and a skilled workforce, the city has made significant strides in reducing the number of individuals with no qualifications whilst our educational attainment continues to improve.

Major employers including Barclays, JP Morgan and HMRC are increasing their workforce, whilst investment in the screen sector will help deliver on its potential and secure Glasgow's reputation as a major centre of film and television production.

Of course, this strategy emerges from, and is shaped by, Glasgow's status as host city of COP26. In successfully staging an event of global significance we have positioned Glasgow at the forefront of the climate agenda and the role of cities within it.

We are entering a decade ahead of ever-increasing global ambition and action on climate, included in which are our own 2030 Net Zero targets. That will impact upon every business, regardless of size, and on those entering the labour market. This strategy reflects our

responsibility to ensure businesses are assisted in adapting to carbon neutrality, including making sure that business have access to, and our citizens are provided with, the skills necessary for future challenges and opportunities.

Glasgow is increasingly recognised as a centre which promotes innovation at the heart of its economy. Local government, academia, civil society and business have reshaped our reputation to one which is now a global leader in life sciences, precision medicines, quantum and space technology. With a strong and growing skills and talent base, and eco-systems of cutting-edge firms utilising advanced technology, we are already a highly attractive city within the green economy.

Like our urban peers across the world, we stand on the precipice of profound change. This five-year strategy gives Glasgow the roadmap to deliver a fairer, greener, more productive and more prosperous city.

Councillor Susan Aitken

Leader of Glasgow City Council
February 2022

FOREWORD

Glasgow Economic Leadership (GEL) welcomes the latest Glasgow Economic Strategy (GES) 2022-2030 and its clear commitment to make measurable progress against three key "missions": Enhancing Productivity; Inclusive Growth; and, the Climate Emergency.

GEL exists to provide independent strategic leadership in support of economic development activity in Glasgow by bringing together senior leaders from across the private, public and academic sectors to align behind a focus for increasing investment and jobs in Glasgow.

This Glasgow Economic Strategy (GES), 2022-2030, comes at a critically important time for the city, a time of both opportunity and challenge.

Glasgow's opportunities are founded on our people, key business and sectoral assets and our burgeoning innovation-led economy. Glasgow benefits from having research intensive universities that lead discovery activities and attract great minds, ideas and investment into the city. Moreover, our universities and colleges produce high-quality talent that attracts, retains, and increasingly, creates investment in the city. Glasgow is also at the forefront of making education more inclusive, widening access to college and university and the opportunities they bring. Our city's institutions have continued to widen access while attracting people to come and study from across Scotland, the UK and the international community. Glasgow also retains its position as the best educated large city, outwith London, something that is a key attractor for business and industry.

Glasgow is an important centre of innovation in Scotland and the UK where world class research (and researchers) come together to collaborate with industry to create the future, be that: advanced manufacturing; space; low carbon energy; health-tech; precision medicine; communications technologies; or, quantum technologies.

The UK and Scotland face many challenges: recovery from COVID-19 (which hit Glasgow hard, especially the city centre), trade adjustments following Brexit, plus concerns over increasing inflation and the cost of living. A key antidote to all these challenges is for Glasgow to maintain its focus on improved productivity. It is only by focusing on increasing productivity that our businesses, multiple industry sectors and people will prosper with higher wages and salaries and better life chances.

Having successfully hosted COP26, Glasgow has confidently set out its climate ambitions. For GEL, building a strong "green economy" that attracts investment, sustains skills and creates jobs is key. Glasgow is now well positioned, given its leading role in energy/renewable energy businesses and technologies and its history of innovation in housing renewal. It is clear that our homes will have to become (much) better insulated and our heating sources decarbonised.



Glasgow undoubtedly has challenges, some old and some new. Creating inclusive growth is a key priority for Glasgow, with its focus on creating opportunities for all of our citizens. It is vital that we create yet more new pathways into skills, including green skills, and jobs if we are to make inroads into poverty, living standards and increase wellbeing, as well as better connecting people and jobs through investment in public transport.

Some challenges are newer and are centred on the issue of recovery in a post-Covid world. Glasgow city centre and its key sectors (transport, retail, hospitality, and culture) were all heavily impacted by Covid restrictions, even more so as the city was at points cut off from its surrounding local authority areas. To successfully meet the challenges of a post-Covid world will take bold action such as: establishing a more resilient city centre with retail innovation and investment, creating a larger residential population, accelerating the opportunity of hybrid working and more co-working and increasing city centre amenity, green spaces and active travel.

These are exciting and challenging times, for Glasgow, as elsewhere. But given Glasgow's scale, alongside its distinctive assets and characteristic 'can do' attitude, GEL and the GES are acutely aware that for Scotland to succeed, Glasgow must succeed. GES outlines Glasgow's economic development priorities for the next half decade to make this great city even more successful and it encourages others to co-invest with the city to help make Glasgow flourish.

Prof. Sir Jim McDonald

Co-Chair, Glasgow Economic Leadership
Principal, University of Strathclyde
February 2022

FOREWORD

As the global pandemic moves into a new phase it is appropriate for the Glasgow partners to look ahead towards the city's recovery and growth and to plan the transition to a more sustainable, productive, and inclusive economy.

Glasgow Chamber of Commerce on behalf of our member businesses endorses this fresh economic strategy. Glasgow was making real progress before the pandemic struck and whilst there are clear impacts on several important city assets including the city centre, Scottish Events Campus and Glasgow Airport, the city has once again demonstrated its resilience and there is every reason to be optimistic.



Our talent pool is amongst the most robust in Europe and we have emerging strengths in new technologies that can provide a platform for future growth. Wider recognition of Glasgow as a centre of scientific, industrial and commercial innovation is overdue and this strategy confirms our collective intent to build momentum through investment in key assets such as our innovation districts. We have a powerful story to tell of Glasgow's role in sectors as diverse as space technologies, advanced manufacturing and precision medicine. But these will simply add to the diversity of our economy.

We have a financial services industry that is much bigger than you would expect for a city of our size, our whisky and shipping industries are world beating and our creative economy is an enviable success. COP26 showed how impressive Glasgow is as a visitor destination proving it was no surprise that the city was named in 2019 as the world's best host for festivals and events.

But the strategy also makes very clear that we have long standing issues to tackle and in each of the three grand challenges the business community stands ready to play its role.

Growth in new industries is essential but so too is tackling the long tail of low productivity in our foundational economy. While there have been steady improvements in recent years there is much more to be done and a focus on support to those businesses that are the very core of our economy - and many of which have been under serious pressure during the pandemic - is to be welcomed.

The city's commitment to achieving net zero by 2030 is also one that businesses share. COP26 has positioned Glasgow as a leading world city in addressing climate change and there are economic benefits to be derived from being in the vanguard. Relationships and networks have been created through the world's focus on our city and our name is now attached to global agreements that cover industries as significant as finance, clean technologies and shipping to name just three.

Equally although we have also made progress in reducing unemployment and economic inactivity we know that there is much more work to be done in spreading the benefits of

economic growth to as many of our citizens as possible. Businesses are eager to offer opportunities to every section of our community and work with our education institutions to reskill and upskill the workforce with the skills needed by employers.

We look forward to working with our partners in the City Council and more widely across government and academia in achieving the aspirations set out in this strategy. We are keen to help turn those aspirations into action and will be ready to assist in implementing the 64 tasks the strategy sets out.

Above all Glasgow is a dynamic city with a proud economic heritage and the next five years promise to add a new and inspiring chapter to our tale.

Stuart Patrick

Chief Executive of Glasgow Chamber of Commerce
February 2022

1. INTRODUCTION

"Glasgow has a record of success which should inspire optimism for our future."

Glasgow is the heartbeat of the Scottish economy and the centre of Scotland's only metropolitan region. We are a dynamic, talented city, with a robust business base, an educated workforce and well-established infrastructure. We are home to world renowned seats of learning, thriving key sectors. We are a retail events and cultural destination, and an international hub for business, tourism and higher education.

More than ever, we also recognise that our economy depends on the environment and must work within planetary boundaries. We have set targets of being net zero carbon and climate-resilient by 2030. These targets are deliberately ambitious, and their attainment relies on harnessing the full potential of all sectors of our economy towards this transformation. Success will ensure existing businesses and supply chains maximise the productivity and competitiveness benefits of becoming net zero and climate-resilient, whilst the city seizes the opportunity to create new jobs, businesses, goods and services in the green economy.

We have a strong base to build upon to meet this challenge.,. Glasgow is a global leader in innovative industries such as precision medicine, quantum technologies, and advanced manufacturing. We have a thriving college sector, five world class higher education institutions, and were recently ranked as one of the top green cities in the UK in which to work and live.

Despite the impact of the pandemic, Glasgow has been recognised as one of the UK's top 3 fastest growing tech investment hubs, with tech companies attracting £43m in venture capital in 2021 (up 156% from £16.8m in 2019).

Glasgow is moving up the ranks as a UK digital infrastructure leader, with work underway on one of Europe's largest city-wide full fibre rollouts. In mid-2019, Glasgow's full fibre deployment was circa 300km. Today Glasgow is well on its way to being the best-connected city in the UK with over 5,000km of planned and deployed full fibre digital infrastructure, underpinning Glasgow's status as a Smart Connected City.

The most recently-available indicators show increasing productivity, rising employment and reduced economic inactivity. Our ambitions for the city's future are substantial and include:

- a Glasgow Metro to connect communities across the city and city region via modern and sustainable transport,

- building on our successful hosting of COP26, the biggest event of its kind in history, to develop international partnerships, catalyse our position as a sustainability leader and global events destination, and attract inward investment to the city,
- investing billions of pounds into the Clyde, the greatest untapped development opportunity in Western Europe, to reinvent our river as an engine of sustainable and inclusive growth for Glasgow and beyond.

However, Glasgow remains a tale of two cities. Where there is academic achievement, there are still too many Glasgow citizens who do not achieve their potential. Where there are high quality jobs, there are still too many who are underemployed. Where there are thriving communities, there are significant levels of deprivation: 40% of Glasgow citizens live in the 20% most deprived communities in Scotland, with the associated challenges that follow.

As with all cities, the COVID-19 pandemic has had a profound impact, delivering fundamental changes to how we work, live and play. The negative impact on some key sectors within our business base, and most especially in our city centre, have been among the most significant not just in Scotland but across the UK.

Brexit continues to be a source of uncertainty, as we get to grips with its impact on supply chains, the labour market and how we interact on an international platform. The cost of living challenges threaten to be a barrier to progress.

The far-reaching transformations required to address the climate emergency, while rich in potential reward, are fraught with difficulty. The UK's high dependency on gas and our energy inefficiency are compounding the wider cost of living increases. Businesses, particularly SMEs, need support to access and build the skills, knowledge and capacity to reach net zero, as well as to minimise the costs involved. Many workers will need direct support to help them retool and reskill into newer, greener jobs as businesses change, or close. We will work closely with investors to ensure our transition to a green economy makes the city an increasingly desirable place in which to live and do business. None of these challenges, however, are unique to Glasgow. Cities across the globe suffer from low productivity, health inequalities and varying living standards. Early research shows that the bigger the city, the bigger the impact from Covid has been. It would be incorrect to believe that our progress from the pre-Covid era is lost. Despite challenging times, Glasgow has a solid foundation to build on and a record of success which should inspire optimism for our future.

This new economic strategy for Glasgow follows on from the approval of the Glasgow Regional Economic Strategy in October 2021. Such are their magnitude, we will not solve the Grand Challenges facing our economy alone. Where we can, we will work collaboratively with our regional partners and neighbouring local authorities. Our success is predicated on all partners, international, national, regional, city and local, pulling together. As outlined in the Glasgow Regional Economic Strategy, the private sector will play a key role in achieving our objectives at a city level too. Local, national, and international businesses will create the jobs and invest their resources to transform the economy. We will continue to engage with businesses, through partners including Glasgow Chamber of Commerce, on the delivery of the strategy and to ensure we provide the conditions that enable economic recovery and business growth.

This strategy outlines the challenges we will face and opportunities we will seize, to deliver a fair work, inclusive, more productive, highly skilled, high wage economy, one which addresses the realities and challenges of creating a sustainable, post pandemic economy.

Glasgow's history is one of reinvention to overcome adversity and invention to create the future. Glasgow was at the cutting edge of industrial and technical revolutions that fundamentally altered how we live and work. These changes were profound and far-reaching, traveling far beyond the city's boundaries to the four corners of the globe.

We believe that, in partnership, we can meet the pressing challenges of economic recovery and the Climate Emergency, to secure a more productive, fairer, sustainable, inclusive modern economy for Glasgow and its citizens.

2. ECONOMIC ANALYSIS

(Using Latest Available Data)

STRENGTHS

- High Employment Rates: the employment rate in Glasgow has increased every year since 2018 and is now at 69.6%.
- Decreasing economic inactivity rate: the economic inactivity rate has decreased year on year between 2017-2020 from 30.1% to 27.0%. From 2019 to 2020, the number of economically inactive individuals fell by 11,300.
- Innovation: R&D spending in Glasgow in 2019 increased and was significantly higher than the level of R&D spending recorded at a national level in Scotland. R&D spending in Glasgow was £347.5 per head of population whereas in Scotland it was £204.7 per head of population.
- Glasgow's total output (GVA) was £22.18bn in 2019. Glasgow's GVA has increased every year since 2010.
- Glasgow has a higher graduate level workforce than the national averages of Scotland and the UK, with 51.7% of the working age population educated to degree level, the second highest of the UK Core Cities.
- 46% of people who graduate from a Glasgow HE institution choose to stay in the city.
- 67.1% of Glasgow's residents are employed in quality work, higher than national averages of Scotland and the UK.
- Since 2005 we have successfully managed to grow our economy whilst also reducing carbon emissions, accepting that much more needs to be done to accelerate these efforts.
- Glasgow's business count has increased every year since 2013. Most recent figures for 2021 show there are currently 19,440 enterprises in Glasgow.
- The unemployment rate in Glasgow remained the same in 2020 as it was in 2019 at 4.7%, the lowest level since unemployment estimates began in 2004.
- We have a global reputation for holding major conventions, most recently the UN COP26 conference.
- Glasgow has a large talent pool, nearly 71% of the population is of working age.

CHALLENGES

- Although Glasgow's economic inactivity rate has decreased since 2018 to 27.0%, this remains above the GCR average (24.3%) and national averages of Scotland (23.2%) and the UK (21.1%).
- Climate change represents significant risks to the economy, threatening to impact GDP by up to 2.7% a year by the 2070s (Climate Ready Clyde, 2021). There is a specific set of risks to business and the economy, which we also need to manage.
- We are early in our understanding of the structure and needs of Glasgow's green economy (the businesses providing goods and services which help us live and work sustainably) and in the steps required to green all sectors of the economy as quickly as possible.
- Productivity remains an issue in the city. Although productivity has increased, it is still below regional and national levels. In 2019, Glasgow's GVA per hour worked was £31.1, GCR's was £32.6, Scotland's was £34.4, and the UK's was £35.2.
- At 51.6% for 3-year business survival rates, Glasgow is below both the national and UK averages, behind the likes of Bristol, Belfast and Cardiff.
- Life expectancy in Glasgow remains low, highlighting the historical health challenges faced by the city. Both male and female life expectancies at birth in Glasgow are the lowest out of all the Scottish council areas and are significantly lower than the UK averages.
- The Scottish Index of Multiple Deprivation (SIMD) 2020 ranks two of Glasgow's data zones within the bottom 10 data zones in Scotland covering domains including Income, Employment, and Employment/Skills.
- Low levels of exporting.
- Low skilled residents: 55,300 residents having no qualifications in 2020. Although this is a considerable number of people, one positive is that the percentage of individuals with no qualifications reduced from 16.4% in 2019 to 12.1% in 2020.
- Employment in low paid sectors: 134,000 individuals were employed in low paid sectors in 2019.
- Economic inactivity due to ill health: 38,200 individuals in Glasgow were economically inactive due to long term ill health in 2020.

OPPORTUNITIES

- According to TechNation, Glasgow attracted £43m investment for tech companies in 2020. This is set to grow significantly with the addition of a techscaler in Glasgow, the growing tech ecosystem activity and significant innovation skills and investment underway and planned.
- City Fibre's £150m plus investment in full fibre across Glasgow will reach over 250,000 homes and premises ensuring Glasgow has a robust connectivity base for growth.

- The development of Channel 4's new Creative Media Hub in Glasgow has the opportunity to create a total of 97 jobs, £6.2m in output and £3.3m in GVA in Glasgow.
- Barclays have announced that they are increasing their workforce in Glasgow, bringing 2,500 jobs to the city. Cumulatively, it is estimated that the Barclays workforce expansion could create a total of 5,131 jobs, £1.35bn in output and £676.1m in GVA in Glasgow.
- JP Morgan have announced plans to increase their workforce in Glasgow, creating 700 financial services jobs in the city. It is estimated that this workforce expansion has the opportunity to create a total of 1,437 jobs, £377.7m in output and £189.3m in GVA in Glasgow.
- HMRC is increasing its workforce in Glasgow, creating 2,700 jobs in Glasgow. The cumulative direct, indirect and induced economic benefits of this are estimated to lead to the creation of 6,171 jobs, £868.9m in output and £482.6m in GVA in Glasgow.
- It is estimated that the development of Kelvin Hall into a high quality, multi-camera TV studio will create a total of 154 jobs in Glasgow, £19.1m in output and £9.9m in GVA.
- The £298m Glasgow University Multiplex development is estimated to create a total of 4,373 jobs in Glasgow, £683.6m in output and £272.9m in GVA.
- ENOUGH, producer of meat alternatives, has raised a significant amount of equity investments up to the value of £49.9m in 2021. It is estimated that the overall economic impacts from this investment have the capacity to create 449 jobs in Glasgow, and lead to a GVA uplift of £25.5m.
- Twig World, a company offering schools subscription educational materials, raised equity investments up to the value of £21.8 in 2021. It is estimated that this level of investment in the education sector has the potential to create 823 jobs in Glasgow, and lead to a GVA uplift of £49.1m.
- M Squared, developer of photonics and quantum technology, raised a total of £21.4m in equity investments in 2021. It is estimated that this investment has the potential to lead to the creation of 256 jobs in Glasgow, and lead to a GVA uplift of £17.9m.

3. THE GRAND CHALLENGES

At the start of the global COVID-19 pandemic, Glasgow City Region's Intelligence Hub undertook an in-depth analysis of the city region economy and its eight local authority areas. In addition to a range of economic strengths in the city and across the region, it also found a host of longstanding problems, which have been grouped under three Grand Challenges. Given the magnitude of these obstacles and the potential benefits of solving them, like our colleagues across the city region, we see these as being the three Grand Challenges facing our economy.

- **Enhancing Productivity**
- **Climate Emergency**
- **Inclusive Growth**

Alongside these long-standing challenges, there are also a host of emerging issues which also demand immediate attention, including the consequences of Brexit and a national labour shortage. Addressing these challenges will not be easy, and the powers to do so sit across different tiers of government. Success is also dependent on collaboration with our key sector partners and with support from our business base. Some of the most pressing challenges facing our communities are listed below:



ENHANCING PRODUCTIVITY

"A more productive Glasgow is a more equal one. Raising productivity is crucial to economic growth that positively impacts on everyone."

Productivity measures the efficiency of turning production inputs, commonly labour and capital, into a given level of output. In the long-term higher productivity translates into higher wages, stronger demand and stronger economic growth. That's why productivity is central to any economic strategy.

Glasgow, like other UK cities, has lower productivity levels than national and international standards. Similarly-sized cities in the majority of other OECD countries have productivity levels equal to or higher than their national averages. Comparator cities in Australia, France, Italy and Germany all have productivity levels between 20-30% higher than ours.

There are two key reasons for poor productivity levels: issues affecting the workforce, and the nature of the predominant sectors in the local economy.

Physical and mental ill health continues to frustrate large numbers of Glaswegians from entering the labour market. Consequently, economic inactivity levels due to ill health remain stubbornly high, with over 38,000 residents unable to work due to poor health in 2020.

Although higher than the Scottish national average, our business expenditure on R&D lags behind that of the rest of the UK. We have huge steps to take if we are to improve innovation and consequently the productivity of our business base.

Despite educating and retaining a high share of graduates within our local workforce, we also have a large number of our working age citizens with no skills or qualifications. This skills deficit is a significant burden on our efforts to increase productivity. Furthermore, generational unemployment and inactivity creates entrenched barriers to those seeking to enter the labour market, issues which to date have proved difficult to overcome.

Our Foundational Economy, those services and products that keep citizens "safe, sound, and civilised" such as transport, social care and education, as well as services like hairdressing and hospitality, employs 53% of the city's workforce. However, it contains some of our least productive sectors. Strengthening these areas, including improving pay and conditions and focusing on skills investment and progression, will help drive up productivity and improve outcomes for individuals, communities, and the wider city economy.

A more productive Glasgow can be a more equal one. Therefore, raising productivity is crucial to our ambitions to drive economic growth that positively impacts on everyone in Glasgow. We

recognise that fit-for-purpose digital connectivity is an essential foundation of a thriving inclusive economy. By increasing the level of fixed and mobile connectivity, we will increase productivity and GVA.

CLIMATE EMERGENCY

"Everyone will benefit from our mission to deliver equitable Net Zero Carbon and climate resilient living by 2030."

Glasgow City Council declared a Climate and Ecological Emergency in May 2019 and set a target to be net zero carbon by 2030. Although challenging, the Intergovernmental Panel on Climate Change (IPCC) tells us this is necessary as globally emissions must halve by 2030 to have any real chance of limiting warming to 1.5 degrees. At the same time, we must adapt to the climate change already locked in.

In 2020 the city's Climate Plan set out a comprehensive plan for net zero carbon by 2030. June 2021 saw the launch of Glasgow City Region's first Adaptation Strategy and Action Plan, which seeks to ensure our economy is ready for the impacts arising from the climate crisis. It sets out a roadmap which will mitigate the impact of climate changes and allow our economy to flourish under changing conditions but its success depends on cross-sector collaboration and the empowerment of citizens and businesses.

We know Glasgow's business base is willing and eager to play its part in addressing the climate emergency, and realise the benefits to be had, individually, and for all. Everyone will need to reduce their carbon footprint, adapt, and shift to regenerative business models but doing so will reduce costs, and improve productivity, efficiency and competitiveness for the long-term. There are also opportunities for jobs and businesses in the green economy with green investment companies financing and building the solutions we need.

Tackling the Climate Emergency is good for business. Whilst capital-intensive, the Committee on Climate Change tells us a net zero economy would raise the UK's prosperity, with 2-3% higher GDP by 2050 and a net increase of 300,000 jobs. Adapting to climate change reduces the impact on the region's economy by a further 1-2%. The structural shift will boost manufacturing and construction sectors, as well as providing longer term benefits to services, distribution, retail, hotels & catering from more disposable income.

Achieving this aspiration is the defining mission of our time. It will need long term engagement, with the city as a trusted orchestrator, facilitating cross-sector, cross-city innovation and supporting and empowering businesses to fully play their roles. Citizens must also be at the heart of these changes, to ensure a just transition. Everyone will benefit from our mission to deliver equitable net zero carbon and climate-resilient living by 2030. The Glasgow Green Deal will make this happen, by transforming our economy to tackle the climate and ecological emergencies, in a way which is just and fair to all.

INCLUSIVE GROWTH

"The benefits of developing our economy must be shared with all of our citizens, across all of our communities."

The benefits of developing our economy must be shared with all our citizens, across all our communities. Inequality in the city was highlighted by the Covid-19 pandemic, with disparities in jobs, housing and health, as well as financial and social wellbeing, starkly exposed. However, the pandemic only confirmed the longstanding place inequality within the city's fabric. Glasgow continues to have the highest concentration of people living in deprived circumstances, alongside high levels of child poverty, fuel poverty and food insecurity.

Like many major cities, Glasgow has for too long been blighted by a low employment rate. Whilst pre-pandemic figures highlighted significant progress, low employment remains a particular issue for women and Black, Asian and Minority Ethnic communities. We also have a significant problem of workers trapped in low paid jobs, not receiving enough hours or training, or in employment where they are not utilising their qualifications.

Zero-hour contracts and casual work also pose a threat to an inclusive economy. In early 2020, over 19,000 people over age 16 were underemployed in Glasgow, with 70,000 zero-hour contract workers across Scotland in the same period. Despite the inherent flexibility associated with these working arrangements, which has been seen amongst students, older workers, and women with care-giving responsibilities. Exploitation and mismanagement are consistent, recurring themes. Financial and social security, employment rights, and workers' health and wellbeing can too often be compromised and training and upskilling opportunities are less likely to be offered to temporary workers.

More than 55,000 residents in Glasgow have no formal qualifications. Just as education unlocks opportunities for individuals and families, so the lack of qualifications and skills often lock people into economic hardship, poor health, lack of aspiration.

Community wealth building is one way of tackling widespread, systemic inequalities facing Glasgow citizens. An economic development model, it addresses five key pillars: procurement; fair employment; financial power; land and assets and democratic ownership of the economy. Glasgow has made early inroads in these areas, but we know much more needs to be done to redistribute wealth meaningfully to local people. We will focus on retaining wealth in local areas, ensuring community involvement, and guaranteeing fairness and equality of opportunity in job creation, access to skills and procurement.

We also need to address the economic impact of the physical health challenges rooted in the West of Scotland which are so well documented. There is also a growing understanding of mental health and its impact on households and the economy.

It is estimated 1 in 6.8 people in the UK experience mental health problems in the workplace, with evidence to suggest over 10% of all sickness absence days can be attributed to mental health conditions. Women in full-time employment are also nearly twice as likely to have a mental health problem.

In response to the Covid-19 pandemic, the Scottish Government proposed a review into mental health by the Glasgow Centre for Population Health. The report confirmed worsening mental health trends have been reported, with "extensive inequalities associated with gender, age, socioeconomic status and ethnicity, and evidence of a growing inequality in service provision between children and young people and adults". The report highlighted inequality in mental health service provision for children was a growing, significant challenge.

It should be celebrated that many Glaswegians enjoy the benefits of a healthy economy, but we cannot avoid our obligation to pursue inclusive economic growth to ensure this success is shared in a way that tackles ill health, addresses skills shortages and overcomes persistent worklessness.

4. THEMES

Developing a Green Economy

Climate Emergency is upon us, representing a clear and present threat to modern life. The damage caused to our planet by the overuse of natural resources and unchecked emissions will only be fixed by a concerted, coordinated global effort to transform our economy. Major cities like ours, and within them, major institutions, are at the forefront of this. Time is short. What could once have been addressed through gradual interventions and change, now needs major investment and big and immediate changes in direction.

Our ambitions for a prosperous economy must be viewed in the context of planetary boundaries; of there being material limits to what the planet can provide as we embrace the challenge of meeting our net zero, climate-resilient ambitions by 2030. However, we must still provide strong social foundations for all, and so tackling emissions and climate risk must go hand in hand with our efforts to overcome poverty and inequality.

Achieving this change will require all of us, major businesses, SMEs, employees, our research institutions, and infrastructure providers to engage. It will require innovation in our systems of government and in how we do business, and substantial investment to deliver change on the scale required.

Growing Our Economy and Key Sectors

The strength of the city economy is crucial to tackling inequality and providing opportunity for our citizens, and to best utilise the incredible range of talent that Glasgow has to offer. To structure these efforts, we will focus on growing our key sectors, which have been identified in collaboration with city partners, including GEL. For example, we will pay particular attention to providing the right environment for start-ups, SMEs, and the wider Glasgow tech community. The growth of Artificial Intelligence (AI), the fourth industrial revolution and the city's increasing strengths in the likes of quantum, space, fintech and life sciences, offer growing diversity and opportunity for a technologically skilled workforce.

The Logan Review identified some of the challenges facing the city's tech ecosystem: the establishment of the Techscaler in Glasgow, supported by the Council, will help achieve critical mass and maximise self-sustainability, leading to an increasingly robust technology SME base that contributes to productivity and employment.

Third Sector remains a critical component of the Glasgow economy and we will continue to support it, as well as champion the role of social enterprises to deliver key services across the city. Collectively, the third sector contributes around £3bn to the economy of the city and employs approximately 27,000 staff. That contribution is critical in building a fairer economy and society as third sector organisations create employment opportunities for people and communities that are often left behind. The services they provide include financial inclusion, employability and improved wellbeing, all critical to people being included in economic opportunities.

Glasgow has a strong record of promoting entrepreneurship and this will continue and extend to addressing the particular challenges that face women and Black, Asian and Minority Ethnic entrepreneurs. Our ambition is clear: to foster entrepreneurship and develop pre-start and viable early-stage growth companies by drawing on the full spectrum of talent and ideas that exist in Glasgow.

Inward Investment and Internationalisation

Glasgow is a mature investment proposition and established business hub. The city regularly places in the top 5 UK cities for FDI with recognised strengths in digital tech and financial and business services, 2 of the top sectors for FDI into Scotland, the UK's most attractive region for FDI outside London, with a growing focus on sustainability and clean tech. The USA remains our most important overseas market for FDI. However, as investors increasingly look outside London to locate their business, Glasgow has the opportunity and the credentials to attract even greater levels of FDI with a highly talented and skilled workforce, strong business ecosystems and a world class property offer.

Glasgow also has an international reputation for culture, hospitality and sport and an enviable track record in successfully hosting major events, including COP26, the largest ever international event held in the UK. We are home to internationally acclaimed Higher and Further Education institutions and Glasgow stands out as a top UK investment location for multinationals and tech start-ups. In 2021, our strong international profile was significantly boosted thanks to our role as host city for COP26. Successfully delivering COP26 and securing the Glasgow Climate Pact have created an enduring legacy which has ensured worldwide recognition.

At the same time, we need to focus more effort on supporting indigenous businesses to export goods and services overseas as part of our post-Covid economic recovery.

So now is the time to build on our recent successes in attracting FDI, leverage the skills, finance and networks of our partners such as Scottish Enterprise, Skills Development Scotland, Glasgow Chamber of Commerce and our universities, and redouble our efforts to drive up levels of inward investment and support local businesses to increase our exporting success.

Innovation

Glasgow has a talent for innovation. From science and technology to creative industries and advanced manufacturing, our city has one of the most diverse and dynamic innovation economies in the world. With two innovation districts, GCID and GRID, anchored by world-leading academic institutions, we have the foundations and talent to deliver on our ambitions around the climate plan, starting with developing the first Climate Neutral Innovation District. Co-ordinating the two districts' development, maximising co-operation and collectively marketing Glasgow's innovation offer at a UK and global level will provide an at-scale proposition comparable with any to be found elsewhere in the UK.

Twenty years ago, Glasgow's International Financial Services District (IFSD) was established, redeveloping underused and vacant land to create a dedicated business neighbourhood for a sector crucial to Glasgow's economic ambitions. Today, it is home to some of the biggest global financial institutions underpinning the value of the district to the city's economy. We will

continue to support the expansion and growth of the IFSD as a place of innovation, talent and enabling technologies.

The city is also a place of social innovation, engaging communities and providing the conditions that enable input, direction, and guidance on some of the city's biggest social challenges and we will continue to invest in this to make Glasgow a better place to live and work.

City Investment and Financing

As part of our effort to secure funding for projects in the city, we will continue to explore new and innovative models of financing. Our efforts will reflect our commitment to a greener economy by developing an investment approach based on the agreements struck at COP26, and one which is Paris-aligned. Our Green Deal will underpin a new finance fund and the development of the Greenprint for Investment.

To achieve this will require working with funders, including the SNIB and the UK Infrastructure Bank, to support mission-led, patient capital investment that addresses our three Grand Challenges. We will also continue to explore uses of social infrastructure funding to ensure that some of our most deprived communities are not left behind.

Employment and Skills

We will continue to support our residents to access employment and training opportunities, building on the success of the award-winning Glasgow Guarantee. While this support will predominately focus on individuals with multiple barriers to employment. it will also recognise the impact the transition to net zero will have on the city economy and the wider jobs market, through the development of the JTSAP

Additionally, we will commence the digital skills journey of our future workforce in primary schools, laying the foundation for a digital-confident and competent future generation. We will also work with, those in higher education and retrain the workforce to address existing gaps and ensure capacity and skills for future demand. Through public and private sector collaboration, alongside a refreshed approach to work experience, we will build links between those emerging from digital skills training and employers to maximise employment opportunities.

A Fairer Glasgow

Glasgow is an increasingly diverse city and is stronger for it. However, there remain too many people and communities who experience deprivation. We therefore have a responsibility to target interventions where we can, to address inequality, whether this be through enhanced digital inclusion or better access to healthy food.

With city region partners we have also embraced the principle of community wealth building, focusing on fair employment, productive use of land and progressive procurement, to create an economy with fairer outcomes for Glaswegians. To help achieve this we will work with the Scottish Government to further refine procurement legislation to maximise the community benefit of our procurement while reducing our carbon impact.

Infrastructure and Place

Our infrastructure, physical, social and virtual, is the platform that supports our city's economy. Historically we have benefitted from investment which allowed our economy to grow and parts of our city to thrive. However, infrastructure requires continual investment and maintenance as well as creative reimagining and bold ambition for new investment to keep pace with global standards. Our Connectivity Commission outlined a range of ambitious projects to reinvigorate transport infrastructure and wider economic opportunities and we will work with partners across the city region to deliver them.

We are also increasingly aware of the importance of place, creating places that are safe, welcoming and authentic and are tailored to meet the needs of our citizens to enable them to easily access quality outdoor space and to invest in their wellbeing.

Supporting Key City Assets/Adapting and Supporting our Infrastructure

Glasgow boasts a diverse range of physical infrastructure assets, ranging from connectivity corridors and travel hubs, such as Glasgow Airport, to landmark venues and attractions like the Scottish Events Campus (SEC). These assets underpin our social, civic and economic life, enabling travel to, from and around Glasgow, and helping create and support our uniquely vibrant city.

The expansion and regeneration of the SEC is an essential strand of Glasgow's economic recovery, leveraging both the existing reputation and the international opportunities resulting from the successful hosting of COP26.

Continued investment and adaptation of connectivity is required to support existing assets as well as driving forward change to reach the net zero ambitions of the city.

The pandemic has resulted in many changes for Glasgow city centre: renewed focus on the concept of neighbourhoods, shifts in consumer habits and challenges for the retail and night-time economy. The city centre challenges need targeted action to ensure recovery and build resilience.

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5. ACTIONS

The table below indicates the predominant Grand Challenge associated with each individual action. However, we appreciate that for some of the actions, more than one challenge will be relevant. Progress will be reported against all of the pertinent Grand Challenges for each action.

THEME 1	ACTION	GRAND CHALLENGES		
		EP	CE	IG
<i>Developing a Green Economy</i>	(1) We will implement the Glasgow Green Deal. A nine-year mission to transform our economy to tackle the climate and ecological emergencies.		X	
	(2) Building on the work of Circular Glasgow, we will continue to develop the circular economy in the city in partnership with the Chamber of Commerce and Zero Waste Scotland.		X	
	(3) We will nurture research and innovation in mitigation and adaptation by participating in the Horizon Europe Missions for 100 Climate-neutral Cities and adaptation to climate change including societal transformation by 2030.		X	
	(4) We will develop an action plan to reduce consumption through the C40's Thriving Cities Initiative.		X	
	(5) Taking on board the Green Economy Recommendations from the Citizens' Assembly, we will respond by implementing a series of actions.		X	
THEME 2	ACTION	GRAND CHALLENGES		
		EP	CE	IG
<i>Growing our Economy</i>	(6) The city will focus its economic efforts on growing its key and sectors	X		

	a. Digital and Tech (including Fintech and Data) b. Finance and Business Services c. Space and Satellite d. Advanced Engineering and Manufacturing e. Creative Economy and Screen f. Life Sciences and Precision Medicine g. Tourism h. Higher and Further Education We will work with, and support, each sector to identify challenges and opportunities.			
	(7) We will respond to the Logan Review by creating a package of support that recognises and delivers against the actions recommended, starting with a grant to access the right accommodation that supports sustainability and growth for technology start-ups and SMEs.	X		
	(8) We will help the Glasgow tech community increase resilience and grow by establishing a single, vibrant and varied calendar of activity in Glasgow relating to all aspects of market square activity.	X		
	(9) We will work closely with the third sector and their representative bodies to ensure they receive the support necessary for them to continue to make a valuable contribution to the people and businesses of the city.			X
	(10) We will enhance the economic resilience of the city by supporting the growth of the Foundational Economy to implement living wage, skills progression, and adoption of new business processes to support business growth.	X		
	(11) Building on the collaborative business support model in the city, we will use the Shared Prosperity Fund to work with our partners in the academic and private sectors to continue access to specialist advice and support.	X		
	(12) We will work with our key growth sectors to understand how investing in sustainability can translate into wider business benefits and what support they need to make it happen.		X	
	(13) We will design and deliver a seminar series and work with key stakeholders in the city to help SMEs better understand key		X	

	sustainability topics and how they can contribute to the wider city ambitions around net zero.			
	(14) Recognising the challenges SMEs face in implementing changes that impact positively on the city's ambitions around net zero, we will develop a Green Business Support offer and Grant.		X	
	(15) We will focus dedicated support to grow the number of Black, Asian and Minority Ethnic businesses in the city.			X
	(16) Building on the work of the Social Enterprise Board and Action Plan, we will grow the Social Enterprise sector in Glasgow by ensuring access to appropriate business support.			X
	(17) We will support entrepreneurial talent, to create more pre-start and viable early-stage growth companies.	X		
	(18) Through the provision of a dedicated resource, we will provide support to increase the number of women entrepreneurs and women-led businesses in the city.			X
	(19) Building on the investment in Kelvin Hall and securing Channel 4 into the city, we will continue to work with key stakeholders, such as Screen Scotland to maximise sectoral opportunities.	X		
THEME 3	ACTION	GRAND CHALLENGES		
		EP	CE	IG
<i>Inward Investment and Internationalisation</i>	(20) We will develop an International Strategy that reflects the strengths of our city.	X		
	(21) Working with key partners we will develop an action plan that supports more Glasgow companies exporting goods and services	X		
	(22) We will ensure that businesses have access to the information that will help them navigate the impact of Brexit.	X		
	(23) In addition to targeting overseas markets, including the USA and Europe, we will establish a strategic presence in London to promote Glasgow's interests and reputation, building stronger links with institutional investors and global corporations to attract higher levels of FDI, capital investment and bring benefits to the indigenous business base.	X		
	(24) We will develop a package of support, including supported office accommodation, to maximise success in attracting inward	X		

	investors to Glasgow and support the growth and expansion of existing investors.			
THEME 4	ACTION	GRAND CHALLENGES		
		EP	CE	IG
<i>Innovation</i>	(25) We will work with Glasgow City Innovation District and Glasgow Riverside Innovation District to accelerate development and work to secure investment by delivering on current UK and Scottish government innovation and industry research priorities.	X		
	(26) We will support the city's Innovation Districts to become net zero and climate resilient through the delivery of the Climate Neutral Innovation District concept and consider the extension to other place-based approaches across the city and wider region.		X	
	(27) We will support the expansion and development of the International Financial Services District (IFSD) in partnership with the private sector.	X		
	(28) We will work with industry, through Glasgow Economic Leadership, to encourage increased spend in research and development to drive innovation in the city.	X		
	(29) We will work with Key Sectors to support 'on shoring', for example the UK Fashion and Textile Association (UKFT) to engage retailers, manufacturers and other key stakeholders to support them to reduce their carbon footprint.		X	
	(30) We will explore the feasibility of a Climate Innovation Cluster and associated accelerator programme to support growth in the green economy.		X	
	(31) We will encourage mixed used development within the Innovation Districts to support the respective business ecosystems and sector specialisms.	X		
	(32) In partnership with Glasgow City of Science & Innovation we will develop a resource centre that highlights all our innovation assets so that Glasgow attracts talent, investment and creativity - ensuring a firm innovation foundation to support and grow the economy.	X		
THEME 5	ACTION	GRAND CHALLENGES		

		EP	CE	IG
<i>City Investment and Financing</i>	(33) We will work with funders, including the Scottish National Investment Bank and UK Infrastructure Bank, to support mission led, patient capital investment to businesses, projects, and communities.	X		
	(34) We will review alternative finance models, including local co-investment, in order to create the right access to finance for growing SMEs in the city.	X		
	(35) We will develop an investment approach to Paris-align the city's financial flows including developing proposals for a Green Deal blended finance fund, building the Green Investment Prospectus and working with financial institutions to develop green financial products.		X	
	(36) Using Social Infrastructure Investment, we will develop a programme of support that enables growth in the most deprived areas of the city.			X
THEME 6	ACTION	GRAND CHALLENGES		
		EP	CE	IG
<i>Employability and Skills</i>	(37) By 2023, we will have in place a holistic, all age employability pipeline based on individual need.			X
	(38) We will develop and implement a co-produced quality standard for employability services.			X
	(39) Glasgow City Council will establish a formal partnership with the Apt (Disability Employment Gap) Public Social Partnership to improve the access to and retention of people with disabilities in employment across Glasgow			X
	(40) In collaboration with key stakeholders we will implement the Just Transition Skills Action Plan (JTSAP) for Glasgow. The JTSAP will support the future labour market needs and help ensure a net-zero, climate resilient city.			X
	(41). The city will start the digital skills journey in our primary schools with a programme of activities to engage our young children and demonstrate the range of opportunity that digital and technology can enable, ensuring the foundations for a digital-aware future generation are embedded in our children's education.	X		

	(42) We will work with stakeholders, industry and digital talent to develop and deliver focussed activity that increases digital skills. As a component of the Broad General Education curriculum in S1 to S3, we will work with a range of partners to provide these children with project-based learning opportunities to increase their understanding of both digital skills and the application of those skills across a range of industries and careers.	X		
	(43) Learning from Developing the Young Workforce (DYW) and other technology skills support activity, we will proactively work with public and private sector to build strong links between those emerging from digital skills training and employers to maximise employment opportunities.	X		
	(44) We will work with partners to expand the digital skills offering to meet identified demand for skills in the city.	X		
	(45) Working in partnership with employers, Glasgow will deliver a new approach to exposure to work and work-based learning, giving young people a wide range of opportunities to experience work and to understand what fair work is. We will also increase mentoring support for young people studying in Glasgow's schools.			X
THEME 7	ACTION	GRAND CHALLENGES		
		EP	CE	IG
<i>A Fairer Glasgow</i>	(46) Through our Digital Inclusion Working Group, we will support and leverage all the inclusion activity across the city, including tools for collaboration, sharing and communication.			X
	(47) We will further develop tailored interventions to increase essential and foundational digital skills in specific target groups such as disability groups and the Black, Asian and Minority Ethnic community.			X
	(48) We will maximise community benefit and carbon reduction through Glasgow City Council procurement spend.			X
	(49) We will achieve a geographical spread of sustainable pantries to increase access to affordable nutritious food.			X

	(50) As part of the Food Growing strategy, we will create the conditions that enables food production of scale within the city boundaries, both commercially and through local food growing.			X
	(51) We will develop a Community Wealth Building strategy.			X
THEME 8	ACTION	GRAND CHALLENGES		
		EP	CE	IG
<i>Infrastructure and Place</i>	(52) We will accelerate the delivery of the Clyde Mission regeneration programme of works including new and innovative partnership approaches, and technical solutions, to land reclamation and mixed-use development.		X	
	(53) The city will continue to lobby the Scottish Government for higher levels of funding and bring back land into productive use for both hard end uses e.g. industrial, business and residential as well as soft end uses such as green infrastructure.	X		
	(54) Increase the amount of Green infrastructure and nature-based solutions in the City and wider region, including delivering the Glasgow and Clyde Valley Green Network and Clyde Climate Forest.		X	
	(55) Increase the roll out of sustainable transport across the City, including the development and delivery of the Glasgow Metro and Electric Vehicle Infrastructure.		X	
	(56) Deliver the Glasgow housing retrofit programme to low carbon heating systems and work with the private sector to develop mechanisms to encourage non-domestic energy retrofit.		X	
	(57) The city will encourage fit-for-purpose industrial space to support sustainable manufacturing in emerging sectors.	X		
	(58) We will provide a firm foundation for the growing digital economy by proactively engaging with the digital infrastructure industry to ensure a robust connectivity foundation that enables both resilience and competition.	X		
	(59) Working with key stakeholders (digital infrastructure industry, housing sector, public sector partners and investors) we will support digital inclusion by increasing the availability of affordable and fit-for-purpose connectivity options.			X

	(60) We will develop and implement digital master planning policies that exploit opportunities in all capital projects to support access, affordability and competition in provision of connectivity for all.			X
	(61) We will deliver our £385m City Deal infrastructure projects: • Canal & North Gateway • Enabling Infrastructure: Integrated Public Realm (EIIPR) - City Centre 'Avenues'. • Collegelands Calton Barras • Metropolitan Glasgow Strategic Drainage Partnership • Waterfront & West End Innovation Quarter	X		
THEME 9	ACTION	GRAND CHALLENGES		
		EP	CE	IG
<i>Supporting Key City Assets</i>	(62) We will support the continued expansion of the Scottish Events Campus (SEC) and ensure the availability of suitable quality hotel accommodation.	X		
	(63) We will work with regional partners to provide support to Glasgow Airport.	X		
	(64) Using the City Centre Task Force as a vehicle for continued support, we will deliver the City Centre Recovery Strategy.	X		

6. HOW WE WILL MEASURE SUCCESS

In keeping with the alignment of efforts to tackle the Grand Challenges at city region level, we will play our part in addressing the economic targets outlined in the Glasgow Regional Economic Strategy. These are set out below. Glasgow's contribution will be regularly reported to committee.

ENHANCING PRODUCTIVITY	CLIMATE EMERGENCY	INCLUSIVE GROWTH
Business Expenditure on R&D Current rate: £204.70 per head Target: +400 million	Green jobs (% of total jobs) Current rate: 1.3% Improvement target: +8,000 jobs	Employment Rate Current rate: 72.2% Improvement target: +85,200 employed
Patent Applications per Capita Current rate: 4.4 Improvement target: 15.6 patents per capita	Emissions (CO₂) tonnes per Capita Current rate: 4.5 Improvement target: TBC	Economic Inactivity Due to Ill Health Current rate: 30.7% Improvement target: -24,700 Individuals
Proportion of High Skilled Occupations Current rate: 47.2% Improvement target: +60,400 occupations		Residents with no Qualifications Current rate: 10.6% Improvement target: -82,300 Individuals
Enterprise Rate Current rate: 411.6 per 10,000 residents Improvement target: +23,100 enterprises		Employment in Low Paid Sectors Current rate: 30.8% Improvement target: -16,200 jobs in low paid sectors

Business Births Current rate: 63.9 per 10,000 residents Improvement target: +4,200 business births		Rising Underemployment Current rate: 7.4% Improvement target: -3,400
GVA per Hour Worked Current rate: £32.6 Improvement target: +8.3%		Worklessness Current rate: 27.8% Improvement target: -86,400 workless
		Child Poverty Current rate: 26% Improvement target: continuous annual reduction

Note: the targets are based on top performing Core City Regions. As they are based on comparators, they will change over time depending on performance of other regions. **Targets in red** are key outcome targets. The indicators will be reviewed during the action plan stage and may be adjusted including new indicators being added.

We recognise that not all signs of progress can be measured solely using quantitative methods and statistical evidence, so it is imperative that we take further steps to ensure transparency and accountability. Our collaboration with city partners will be central to this. The strategy will be held to account by our key partners through the economic delivery groups in which we participate, including the GPEG and GEL. We will work with these groups to share knowledge, listen, set targets and monitor progress towards achieving these targets and ultimately the aims of this strategy.

From a GCC perspective, we will continue to be accountable through the established reporting and committee structures. Through the Annual Service Plan and Improvement Report (ASPIR), we will explain what our plans were, how well we delivered on them, and what our future priorities are. Through the Council's committee structure, we will continue to report on all activity that takes place across the Economic Development division.