

REGIONAL ECONOMIC STRATEGY - ACTION PLAN 2022/23

AUGUST 2022

1 Introduction

In December 2021, the Cabinet approved the Regional Economic Strategy (RES) which included:

- the economic baseline;
- the three Grand Challenges: Inclusive Economy; Enhancing Productivity; and Climate Emergency; and
- an initial programme of 12 projects to address 19 Regional priorities.

The RES noted an Action Plan would be developed setting out the key activities which would be undertaken by partners to deliver these 12 projects.

Since the approval of the RES, the macroeconomic, political, social and environmental context has continued to change rapidly, resulting in some additional uncertainties and associated risks and challenges. These are set out in the next section.

2 The RES Grand Challenges and Economic Outlook

The need for the delivery of the first phase programme outlined in the Regional Economic Strategy (RES) – and detailed in this emerging Action Plan – is even greater than when the RES was approved in December 2021.

When the RES was being developed, the COVID-19 pandemic was the key factor seen to influence the economy. Since then, a series of additional issues has emerged resulting in the current cost of living crisis. These macro factors, outlined at the end of this section, are having material impacts on the Region's residents and the wider economy – therefore making it more difficult to address the Grand Challenges outlined in the RES and achieve the vision for Glasgow City Region to have

‘the most Innovative, Inclusive and Resilient Economy in the UK by 2030.’

A summary of the Region's current performance against the Grand Challenges are noted below. This analysis is based on a review of key metrics as outlined in the Regional Economic Baseline performance metrics - quantified by comparing the Region's recent socioeconomic performance against competing UK Core Cities and National trends.

Inclusive Economy

The Region continues to have an economy where too many residents are not participating in the labour market. Measured by high levels of economic inactivity and worklessness, anecdotal evidence suggests that this long-term problem is getting harder to tackle. In effect, this is the Region's hidden unemployment - driven by key issues such as long-term sickness and a lack of skills[1].

The combination of these factors contributes to the Region's over representation in Scotland's most deprived communities – which have a higher probability of suffering due to the current cost of living crisis. All in all, the demand for evidence-based projects to tackle these issues is as important as ever.

Enhancing Productivity

The relatively low levels of available labour is a challenge for the Region's businesses, a problem exacerbated by a reduction in net migration over the last five years. Moreover, evidence suggests that the Region has a skills under-utilisation issue, as more than a third of businesses are not seeking the skills they need to improve their levels of productivity[2]. To combat this the Region is driving for a more innovative and productive business base through project-level support to Innovation Districts and Foundational Economy. These project activities are designed to strengthen the business base and increase the number of high-quality jobs.

By fostering an increase of enterprises in GCRs identified growth sectors, historically low levels of Research and Development (R&D), export levels and productivity could be addressed throughout the Region.

[1]. Bailey, N et al, Baseline Report, 1999

[2]. Skills Development Scotland, Regional Skills Assessment

Climate Emergency and Achieving Net Zero

The Region's emissions per capita are lower than UK averages, but progress is still required to match the Scottish national target of net zero by 2045. By forging ahead with projects such as Housing Retrofit and Green Business Support, GCR can become a national leader in the race to net zero whilst establishing competitive advantages in both its business base and labour market.

By focusing on net zero as an opportunity, the Region can also help address some of its productivity and inclusion challenges.

Current Macro Trends

As noted, the Region's existing challenges are being exacerbated by a series of interlinked market forces. The cost of living crisis is being driven by inflationary pressures due to shortages in the supply of a range of goods and materials. Energy prices have reached record highs due to shortfalls caused by the war in Ukraine - impacting residents and businesses alike.

There has been a shortage of semi-conductors[3] caused, in part, by the COVID-19 crisis - disrupting supply chains. This is impacting on supply and increasing the costs of a range of goods such as IT equipment and cars. The supply of agricultural machinery has also been affected - coupled with escalating energy costs, this has led to reductions in farming output and is leading to shortage of crops and increased food prices globally. Once more, this has not been helped by the war in Ukraine leading to shortage of grain production and access to fertilisers[4].

Business costs in the UK are not being helped by the tightest labour market for the last two decades[5]. Businesses are struggling to attract and retain staff leading to an escalation of wages across all sectors, particularly in the private sector. Emerging evidence suggests that the shortage in the labour market is a combination of young people not entering the labour market and older people leaving it - in part due to health issues. Brexit has also led to a reduction in the available pool of workers.

Emerging evidence suggests that Brexit has also led to a reduction in the overall openness of the UK economy[6]. It is estimated that over the last two years exports to the EU have fallen by a quarter[7]. This is a real concern as exporting businesses tend to pay higher wages and are the most productive[8].

No matter the short to medium term trends, with the country reaching record temperatures, it is essential that the Region grasps the challenge of the system changes required to reach net zero.

Need for the RES Action Plan

The long-standing Regional issues are only being heightened by the current state of the economy. Local residents are being severely impacted by inflation outstripping earnings which is affecting those who can least afford it[9].

It is therefore pertinent that the Region develops projects that help residents find high-quality jobs. In doing so, it must also support the development of an innovative, highly productive, and net zero business base.

[3]. World Economic Forum, 2022

[4]. The World Bank, June 2022

[5]. IHS Markit, February 2022

[6]. Resolution Foundation, Stagnation Nation, July 2022

[7]. The Guardian, June 2022

[8]. Department for International Trade, Estimating the relationship between exports and the labour market in the UK, 2021

[9]. Resolution Foundation, May 2022

3 Progress Update - RES Programmes

Since December 2021, the projects which were already up and running from the initial list of 12 have continued to deliver their agreed work plans. For newly identified projects Delivery Groups have been convened to further scope the projects including agreeing the key actions and deliverables for inclusion within the RES Action Plan 2022/23.

A short update of the progress which has been made for each of the 12 projects since the approval of the RES in December 2022 is shown on the following pages.

FIRST PHASE PROGRAMMES

EXISTING (3)

P1. City Deal

P2. Innovation Districts

P3. Clyde Mission

IN DEVELOPMENT (2)

P4. Metro

P5. Retrofit

EMERGING (7)

P6. Future Skills Programme

P7. Foundational Economy Pilot

P8. Fair and Healthy Work

P9. Green Business Support

P10. Green Demonstrator
(Electric Vehicle Charging)

P11. City and Town Centres

P12. Vacant and Derelict Land

EXISTING PROGRAMMES

P1. City Deal

Since December 2021, a number of key milestones have been achieved with City Deal delivery including the creation of the Joint Venture Company, Inchgreen Marine Park, in Inverclyde and the signing of the Implementation Agreement between Network Rail and North Lanarkshire Council enabling the subsequent awarding of the construction contract between Network Rail and Story Contracting for West Coast Mainline Crossing sub project. Practical completion and opening of the realigned Abbotsinch Road and new vehicular bridge has also been achieved at Renfrewshire's Glasgow Airport Investment Area project. The Cardonald Metropolitan Glasgow Strategic Drainage project won the Building with National Award at the 2021 Landscape Institute Award.

P2. Innovation Districts

GCR has been selected as one of three areas in the UK to share £100 million in investment in an Innovation Accelerator programme along with West Midlands and Greater Manchester. Officials from the Department for Business, Energy and Industrial Strategy (BEIS) visited the Region's Innovation Districts in March. A GCR Innovation Partnership, consisting of public, private and academic representatives from across the Region has been established to develop a proposal for the Innovation Accelerator. Chaired by John Howie of Babcock, members include Professor Sir Anton Muscatelli and Professor Sir Jim McDonald. The Partnership, which had its first meeting in March 2022, submitted an initial programme proposal to BEIS at the end of June.

Public and private sector partners from across the Region also worked throughout May and June 2022 to develop the Clyde Green Freeport Bid with the bid focusing on supporting the attraction of private sector/follow-on investment to sites within and adjacent to existing innovation districts in Glasgow, Renfrewshire and North Lanarkshire. The bid was submitted to the UK and Scottish Governments for appraisal on 20 June 2022.

P3. Clyde Mission

The Scottish Government, Scottish Enterprise, Skills Development Scotland and GCR have co-funded socio-economic analysis, delivered through the Region's Intelligence Hub, that will help to target Mission efforts and surface opportunities for change. The five Mission Groups have continued to deliver their work plans with recent key activities including: formation of an industry-led maritime group which is considering how to secure a sufficient current/future supply of adequately skilled labour; exploring opportunities to accelerate progress to net zero at locations along the Clyde (for example, the Climate Neutral Innovation District, the SEC Campus, Science Centre and media village); completion of a study by Rivelin Bridge to support the development of a framework for climate adaptation pathways for the Clyde, focusing on tidal flooding; mapping of Vacant and Derelict Land sites alongside its spatial analysis of socio-economic issues and opportunities, to determine where sites may be able to support the realisation of Mission objectives.

DEVELOPMENT PROGRAMMES EMERGING PROGRAMMES

P4. Clyde Metro

A recommendation for the inclusion of Clyde Metro in the Strategic Transport Project Review 2 (STPR2) was announced by the Scottish Parliament in January 2022, followed by a 12-week statutory consultation period to 15 April 2022. The final STPR2 recommendations are expected to be confirmed in autumn 2022 followed by subsequent delivery plans. In March the first Clyde Metro Programme Steering Group meeting took place chaired by the Chief Executive of Transport Scotland with Glasgow City Council (on behalf of the GCR) and Strathclyde Partnership for Transport (SPT). The meeting agreed that the Client Delivery Group progress preparatory work for the next business case stage, based on the papers presented which set out a vision of the transformative impact of Clyde Metro, draft governance and key issues discussions.

P5. Retrofit

As part of the development of the Regional home energy retrofit programme, the PMO is establishing a Home Energy Retrofit Delivery Group. Terms of Reference have been drafted with the first meeting expected to be held in August. The Taskforce will consist of housing officers from each of the MAs, with key stakeholders including Scottish Enterprise and Skills Development Scotland. The group will focus on current issues associated with housing retrofit, identify funding streams and learn from shared and best practice pilot projects to support delivery of the programme.

P6. Future Skills Programmes

The GCR PMOs Regional Economic Projects Manager is undertaking work to scope a future approach that will deliver on the key project from within the RES. Initial work is focussing on the skills requirements of public sector partners, particularly local government, and health and social care. Discussions have taken place with the newly established 'Health and Social Care Future Skills and Employment Programme Working Group' which brings together representatives from GCRs NHS Boards. In order to identify where the project could assist in the skills requirements in local government, research is being undertaken to identify and analyse the current and future skills gaps.

P7. Foundational Economy

The Intelligence Hub has been working to develop a scope to support the development of the Foundational Economy. A pilot project is being scoped that will consider interventions to improve business support tailored to the needs of Foundational Economy businesses. The programme will also consider projects focusing on productivity-enhancing factors such as adoption of digital technologies and improving business processes. Working groups will focus on a pilot project across six priority sectors:

- Retail
- Accommodation and Food Services
- Health and Social Care
- Construction
- Arts and Recreation
- Transport and Storage

EMERGING PROGRAMMES

P8. Fair and Healthy Work

The Hub is working with partners to gather the evidence base for a Fair and Healthy Workplace Programme. This includes reviewing the demand for such a programme and reviewing the success of the NHS Healthy Working Lives Programme. The team is currently agreeing the approach with partners which will be combination of primary and secondary research.

P9. Green Business Support

In January 2022, Scottish Enterprise launched the Glasgow City Region Low Carbon Research and Development Fund. This allocated £269,000 funding to three businesses in the City Region to support their low carbon activities. An intern working within the GCR PMO is undertaking research with the GCR MAs and partners such as the Federation of Small Businesses, Zero Waste Scotland, Energy Savings Trust, and Scottish Enterprise to analyse the current requirements of businesses and the green business support provided. To support businesses improve the energy efficiency of their premises, the PMO has had initial discussions with local authorities to scope the requirement for commercial retrofit activity in GCR.

P10. Green Demonstrator Project (Electric Vehicle Charging)

Following completion of Phase one of the EV Pathfinder project, the PMO has now established an EV Taskforce to lead on the second phase of the study and establish opportunities to enable private sector investment for EV charging provision across the Region.

P11. City and Town Centres

Following discussions, the Hub is working to create a tool which will provide local authorities with the evidence on changes in economic activity within their town and city centres. The aim is to use new and existing data sources to provide as real a time picture as possible on the economic health of key employment/shopping centres. The team has started to work with Glasgow City Council Strategic Initiatives Team who are looking to embed an existing City Centre tool developed by the Chamber of Commerce. The plan is to create a pilot for another town within the Region over the next four months. Once agreed, this will be replicated for the other main town centres across the Region.

P12. Vacant and Derelict Land

The GCR PMO has appointed a Regional Economic Projects Manager who is currently reviewing and updating the early draft of a V&DL business case and undertaking a series of meetings with key partners and Member Authorities to progress the development of the business case and improve analysis of the sites within the City Region.

4

RES Programme – Proposed Future Actions 2022/23

The current list of proposed key actions for each of the 12 projects for the remainder of 2022/23 is set out in Appendix 1.

It shows:

- a wide range of activity is continuing to deliver on the investment which has already been made available and secured for Regional activity, including the £1.13 billion City Deal.
- work already undertaken this year could help to secure further significant government funding for Green Freeport enabling works (£25 million seed capital), R&D and business innovation (£35 million Innovation Accelerator) and development of investment grade business cases for zero emission heat projects (£25 million via Clyde Mission).
- work continues on the development of Retrofit, Electric Vehicle Charging and Vacant and Derelict Land business cases. These business cases will provide preferred solutions, economic and financial cases which will be essential for future funding applications and development of commercial investment propositions.
- proposed activities are owned and funded with each being delivered by a named partner with activity funding mainly coming from existing core budgets, including the GCR PMO funds.

Proposed Approach to Action Plan Governance

As with all Action Plans, it will be essential that its delivery is managed, monitored and reported. The following arrangements are proposed:

Action Management:

- Actions should be managed at a project-level by the respective project leads/ Programme Management Offices (for example, Clyde Mission PMO, GCR PMO, Clyde Metro Team) and within their own project-specific governance structures (for example, Innovation Partnership, Metro Programme Steering Group, Electric Vehicle Task Force etc).
- Project Leads should ensure new actions are developed as appropriate in order that a forward work plan is always available. Actions for future years' Action Plans should be confirmed to the GCR PMO by mid-March each year. For example, RES Action Plan 2023/24 actions to be provided March 2023.

Action Monitoring and Reporting:

- The Glasgow City Region PMO will co-ordinate overall RES Action Plan monitoring and reporting.
- Progress against all actions will be reported to each meeting of the Regional Partnership within the Regional Performance Report (RPR). Project Leads will be required to provide progress updates to the GCR PMO for inclusion in the RPR. Project Leads should also provide notification of any new actions and proposed changes to existing actions (scope of activity/timescales for completion).
- Progress with the actions which are being led by the Glasgow City Regional PMO and Intelligence Hub will be reported at each meeting of the Chief Executives within the GCR Annual Implementation Plan.

Appendix 1

PROJECT SCOPE	ACTION	TIMESCALE	RESPONSIBLE	RESOURCING/ FUNDING
1. CITY DEAL				
Continued delivery of over £1 billion in major infrastructure across the Region to facilitate regeneration and improve connectivity. This also includes the development of business incubator space and programmes to tackle labour market issues	Deliver key project milestones as set out within City Deal Annual Implementation Plan	April 2022 - March 2023	8 MA PMOS/ GCR PMO	2022/23 funding from the £1.13 billion City Deal Infrastructure Fund
	Continue to support MAs to apply Community Benefit requirements to contracts including developing a Community Wishlist approach	Ongoing to 2028	GCR PMO/ Procurement Support Group	£20,000 Regional Recovery and Renewal Funds
	Use Construction Industry Training Board Tool (CITB) to calculate job and skills requirement /Share CITB tool outputs with Colleges Network	September 2022	GCR PMO, SDS, Intelligence Hub	GCR PMO Core Funding
	Work with the Scottish Government to develop carbon accounting/management approach for City Deal programme.	August 2022	GCR PMO, Intelligence Hub	GCR PMO Core Funding
	Develop and pilot Capital Investment Health Inequalities Impact Assessment (CHIIA) tool as part of the Health Foundation's Economies for Healthier Lives Programme	June 2022	GCR PMO, Public Health Scotland, Glasgow Centre Population Health	2022/23 funding from the £1.13 billion City Deal Infrastructure Fund
	Develop and roll out the Business Case Economic Model (BCEM) in the support of City Deal evaluation activity	September 2022	Intelligence Hub	GCR PMO Core Funding
	Continue to deliver a programme of lessons learned exercises, training, economic briefings to support City Deal Project Delivery	Ongoing throughout 2022	GCR PMO	GCR PMO Core Funding

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2. INNOVATION DISTRICTS				
Continued development of the existing and emerging place-based innovation districts across the Region. Explore the opportunity for a new programme which exploits the emerging tech strengths of the Region to generate new businesses and employment opportunities	Innovation Accelerator: Establish Innovation Partnership	March 2022	GCR PMO	GCR PMO Core Funding
	Innovation Accelerator: Partnership Board to submit initial programme proposals of potential innovation projects to Department for Business, Energy and Industrial Strategy (BEIS)	June 2022	Innovation District Project Working Group	Innovation Partners' Core Funding
	Innovation Accelerator: work with two other UK City Regions and Innovate UK (on behalf of national government) to develop further iterations of programme proposal over the summer months	September 2022	Glasgow City Region Innovation Partnership	
	Innovation Accelerator: Develop Final Business Case for Innovation Accelerator	December 2022		
	Innovation Accelerator: Deliver approved Innovation Accelerator Programme as set out in Business Case	April 2023 onwards	Glasgow City Region Innovation Partnership	Up to £35 million to be awarded from UK Government's Department for Business, Energy and Industrial Strategy
	City Deal Innovation Projects: Continued delivery of enabling works for innovation projects including Imaging Centre for Excellence, Glasgow Airport Investment Area (for Advanced Manufacturing Innovation District, Glasgow West End and Waterfront Innovation Quarter)	Ongoing throughout 2022	City Deal Innovation Project Lead Officers	Scottish Government, UK Government, Glasgow City Council, University of Glasgow, Renfrewshire Council
	Undertake Complexity Analysis of GCR Business Base	July 2022	Intelligence Hub	GCR PMO Core Funding
	Identify emerging specialisms	March 2022		
	Map the innovation district eco-system (from R&D to business to investment)	June 2022		

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2. INNOVATION DISTRICTS				
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	Clyde Green Freeport: following confirmation of successful Bid, deliver Green Freeport Outline Business Case with a focus on supporting Innovation Districts	Ongoing throughout 2022/23 (Provisional based on Bid Assessment)		Up to £1 million to be awarded by UK/Scot Governments for Green Freeport Capacity Funding to develop business case
	Clyde Green Freeport: Deliver Green Freeport Final Business Case with a focus on supporting Innovation Districts	Ongoing throughout 2022/23 (Provisional based on Bid Assessment)		Up to £25 million to be awarded by UK/Scot Governments of Green Freeport Seed Capital Funding

PROJECT SCOPE	ACTION	TIMESCALE	RESPONSIBLE	RESOURCING/ FUNDING
3. CLYDE MISSION				
Continued development of this nationally important place-based mission to make the Clyde an engine of sustainable and inclusive growth for the Region by achieving five missions. The Clyde Mission covers the area immediately adjacent to the River Clyde (roughly 500 metres from the water) from its source in rural South Lanarkshire through to the opening of the river between Gourrock and Dunoon	Jobs and Skills Mission: Supporting the provision of current/future labour and skills (through workforce resource and planning; retraining and upskilling; enhancing sector and Regional attractiveness; attracting talent) across key sectors	Ongoing activity throughout 2022/23 across all five key sectors	Clyde Mission Strategy Group	Scottish Enterprise; Skills Development Scotland; Scottish Government; GCR Intelligence Hub
	Net Zero Mission: Developing proposals to accelerate progress to net zero along the Clyde - exploring outputs from the Clyde Mission Energy Masterplan and the formation of the Climate Neutral Innovation District. At least £25 million of SG funding to be made available for heat decarbonisation projects along the Clyde in this Parliament	Capital fund expected to launch in Autumn 2022		£25m capital to be made available by Scottish Government in this Parliament
	Climate Adaptation Mission: Completing the development of a Framework for Climate Adaptation Pathways for the Clyde (focusing on tidal flooding) which will help to identify a potential programme of activity	Framework published June 2022, followed by scoping of next steps		Clyde Mission partners
	Communities Mission: Completing business case development for a range of initiatives that aim to secure benefits for local communities and moving to delivery	Clyde Mission Strategy Group endorsed outline proposals in Summer 2022		
	Vacant and Derelict Land Mission: Support Green Action Trust to complete study on VDL sites with strong potential for greening activity; seek to support the development of the Region-wide VDL Business Case, recognising the need to prioritise VDL which supports the delivery of the other Missions	Greening Study complete September 2022		

PROJECT SCOPE	ACTION	TIMESCALE	RESPONSIBLE	RESOURCING/ FUNDING
4. CLYDE METRO				
Continued work to determine the business case and feasibility for investment in a new public transport provision to improve connectivity across the Region	Review Strategic Transport Project Review 2 Consultation responses	June 2022	Metro Feasibility Study team	Metro Feasibility Study team budget
	Undertake preparatory work to support the development of Clyde Metro proposals in anticipation of progressing the Metro to OBC Stage	July 2022	Clyde Metro Programme Steering Board	Transport Scotland core funding
	Develop Outline Business Case for Metro	Ongoing 2022		
	Co-design and pilot Economies for Healthier Lives Capital Investment Health Inequalities Impact Toolkit on emerging Metro Business Case	Ongoing 2022	Metro Feasibility Study team/ GCR PMO	Health Foundation Funding
5. HOUSING RETROFIT				
Continued work on the business case for a series of projects to retrofit domestic properties across the Region in line with zero emissions targets	Identify existing funding streams for housing retrofit programmes and barriers to successful delivery	May 2022	GCR PMO	GCR PMO Core Funding
	Explore potential funding options, including private sector investment models for delivery of housing retrofit	Ongoing		
	Engage with Registered Social Landlord’s to establish plans for housing retrofit and funding requirements	September 2022		
	Undertake supply chain mapping exercise for housing retrofit	September 2022	Scottish Enterprise, GCR PMO	
	Engagement with local residents on housing retrofit	2022 Glasgow Household Survey. Results are expected in October 2022	Housing Retrofit Delivery Group	
	Identify potential funding bid through Heat Networks Fund to support delivery of housing retrofit.	August 2022		
	Scope Future Skills Requirements to meet increased demand for Retrofit	Ongoing 2022		
	Co-design and pilot Economies for Healthier Lives Capital Investment Health Inequalities Impact Toolkit on emerging Retrofit Business Case	Ongoing 2022		Health Foundation Funding

PROJECT SCOPE	ACTION	TIMESCALE	RESPONSIBLE	RESOURCING/ FUNDING
6. FUTURE SKILLS PROGRAMMES				
Continued work to develop regional skills programmes designed to develop a skilled workforce to meet the current and emerging demands of the public and private sector – from existing needs in the private sector hospitality trade to public sector replace demand to future skills to achieve net zero	Research and design a Hospitality Sector Skills Programme including continuing to deliver and learn lessons from Chef Academy programme	Ongoing 2022	Member Authorities, GCR PMO, SDS, Intelligence Hub	Regional Recovery Renewal Fund
	Research and design a Local Government Skills Programme	Ongoing 2022	GCR PMO, SDS, Intelligence Hub, Member Authorities Human Resource Staff	GCCR PMO Core Budget
	Research and design Retrofit Skills Programme	Ongoing 2022	GCR PMO, SDS, Intelligence Hub	
	Research and design Health Sector Skills Programme	Ongoing 2022	GCR PMO, SDS, Intelligence Hub, NHS GGC, NHS Lanarkshire	
	Research and design Transport and Logistics Skills Programme	Ongoing 2022	GCR PMO, SDS, Intelligence Hub, SPT, private sector	
	Scope and establish a GCR Skills Partnership	First meeting January 2023	GCR PMO	
7. FOUNDATIONAL ECONOMY				
Creating a pilot project which supports the growth of the Foundational Economy to implement living wage, skills progression, and adoption of new business processes to support business growth across the Region	Programme Scope and Workshop Group	July 2022	GCR PMO, Intelligence Hub	GCR PMO Core Funding
	Scope research on business support activity in the Region, identifying gaps and opportunity areas	September - December 2022		
	Create link to future skills programme	July 2022		
	Scope a pilot for business support	August 2022 - March 2023		

PROJECT SCOPE	ACTION	TIMESCALE	RESPONSIBLE	RESOURCING/ FUNDING
8. FAIR AND HEALTHY WORK				
Developing a programme with the private sector designed to support the development of fair work practices – including progressing towards Living Wage Place Status for Glasgow City Region, promoting Fair Work and enabling people with health conditions to remain in work	GCR Living Wage Status: Learning from other Living Wage Places, including Bristol, Manchester and Dundee	April 2022	GCR PMO	GCR PMO Core Funding
	GCR Living Wage Status: Establish and develop a network of regional anchor organisations to focus on obstacles and practical solutions to overcome	October 2022		
	GCR Living Wage Status: Build intelligence re. which employers and sectors are not paying living wage currently	October 2022	Intelligence Hub	
	GCR Living Wage Status: Build the business base/suppliers paying living wage in Glasgow City Region	Ongoing 2022	GCR PMO	
	Healthy Work: Develop Strategic Business Case for refreshed Fair and Healthy Workplace Programme to support people to sustain healthy working lives	September 2022	GCR PMO, NHS GGC and Lanarkshire	
	Healthy Work: Develop Outline Business Case for a Fair and Healthy Workplace Programme to support people to remain in work	September 2023	GCR PMO, NHS GGC and Lanarkshire	
9. GREEN BUSINESS SUPPORT				
Reviewing how Business Support programmes across the Region can help businesses transition to Net Zero. This will be designed to help business meet climate needs as well as helping them target business growth opportunities	Research the existing provision of Green Business Support provided by national partners (SE, ZWS)	September 2022	GCR PMO	GCR PMO Core Funding
	Research the existing provision of Green Business Support provided by GCR MAs	September 2022		
	Develop initial proposals to deliver a package of Green Business Support to businesses in GCR	January 2023		
	Identify baseline data for commercial retrofit	March 2023		
	Engagement with member authorities on current building assets management and proposed retrofit	September 2022		
	Identify potential funding streams available for non-domestic retrofit	March 2023		
	Set out the specification for work to review and analyse non-domestic retrofit GCR	March 2023		

PROJECT SCOPE	ACTION	TIMESCALE	RESPONSIBLE	RESOURCING/ FUNDING
10. GREEN DEMONSTRATOR PROJECT (ELECTRIC VEHICLE CHARGING)				
Developing a demonstrator scheme which showcases innovative Regional approaches to providing net zero infrastructure. The first phase project will focus on the provision of the electric vehicle charging infrastructure across the Region	Complete and initial Options Appraisal for delivery of EVI across GCR (Phase 1) Pathfinder	December 2021	GCR Electric Vehicle Taskforce	£50,000 Scottish Futures Trust Grant
	Finalise and disseminate results from Pathfinder (Phase 1) project	August 2022		Up to £480,000 Scottish Futures Trust Grant
	Commission consultants to develop a GCR EV Expansion Strategy and Investment Plan and wider transport opportunities with fleet vehicles and HGVs	Expansion Strategy end September 2022; Investment Plan end of December 2022		
	Use information from EV Expansion Strategy and Investment Plan to develop Funding Applications for EV Capital Grants	By end October 2022		
11. CITY AND TOWN CENTRES				
Developing a programme which helps the Region transform Glasgow City Centre and the Region’s towns so they are fit for purpose for the next twenty years. This will include tackling challenges and opportunities	Identify the latest available datasets to create a pilot town centre economy dashboard to help policy makers (economic development, planning, transport, environment etc) make informed choices on how to respond to changes in town centre activity i.e. change in demands (land use, jobs etc) as measured by change of use, footfall, transport use etc	Ongoing to December - 2022	Intelligence Hub	GCR PMO Core Funding
	Engage with GCC SIT team who are taking on the responsibility for managing and maintaining the Glasgow City Centre Recovery dashboard	Ongoing		
	Set up a programme team to help manage the dashboard development process	Ongoing		
	Create a dashboard for the largest town centres in each local authority	April 2023		

PROJECT SCOPE	ACTION	TIMESCALE	RESPONSIBLE	RESOURCING/ FUNDING
12. VACANT AND DERELICT LAND				
Developing a systematic programme approach to address the long-standing issue of vacant and derelict land across the Region	Commission and oversee the development of an Investment Fund Proposal for GCR to support VDL development	August 2022	Intelligence Hub	£100,000 of GCR PMO Core Funding for consultancy
	Undertake a programme of activity to enhance data on status of sites on VDL Register including engaging with key partners to understand the current limitations of the data recorded on the Register	August 2022	Vacant and Derelict Land Working Group	GCR PMO Core Funding
	Complete VDL Strategic Business Case	September 2022		
	Complete VDL Outline Business Case	December 2022		