Glasgow City Region Economic Strategy

Emerging Content – Regional Cabinet

(10/08/21)

Presentation Objectives

1

PROCESS

- To provide an overview of the process for developing the Regional Economic Strategy ('RES')

2

EMERGING ANALYSIS

- To provide insights on the challenges and opportunities which will underpin the 'RES'

3

AMBITIONS AND VISION

- To obtain feedback from the Cabinet on the draft Vision

Content

Content

1. Background

In February 2021, the Regional Economic Baseline was approved – identifying three Grand Challenges. It is expected that the majority of COVID-19 restriction will be lifted in July 2021

REGIONAL ECONOMIC BASELINE

THREE GRAND CHALLENGES

Creating an Inclusive Economy	• **How to ensure all groups in society can prosper?**
Enhancing Productivity	• **Closing the Productivity Gap**
Addressing the Climate Emergency	• **How to use economic levers to support net zero ambitions?**

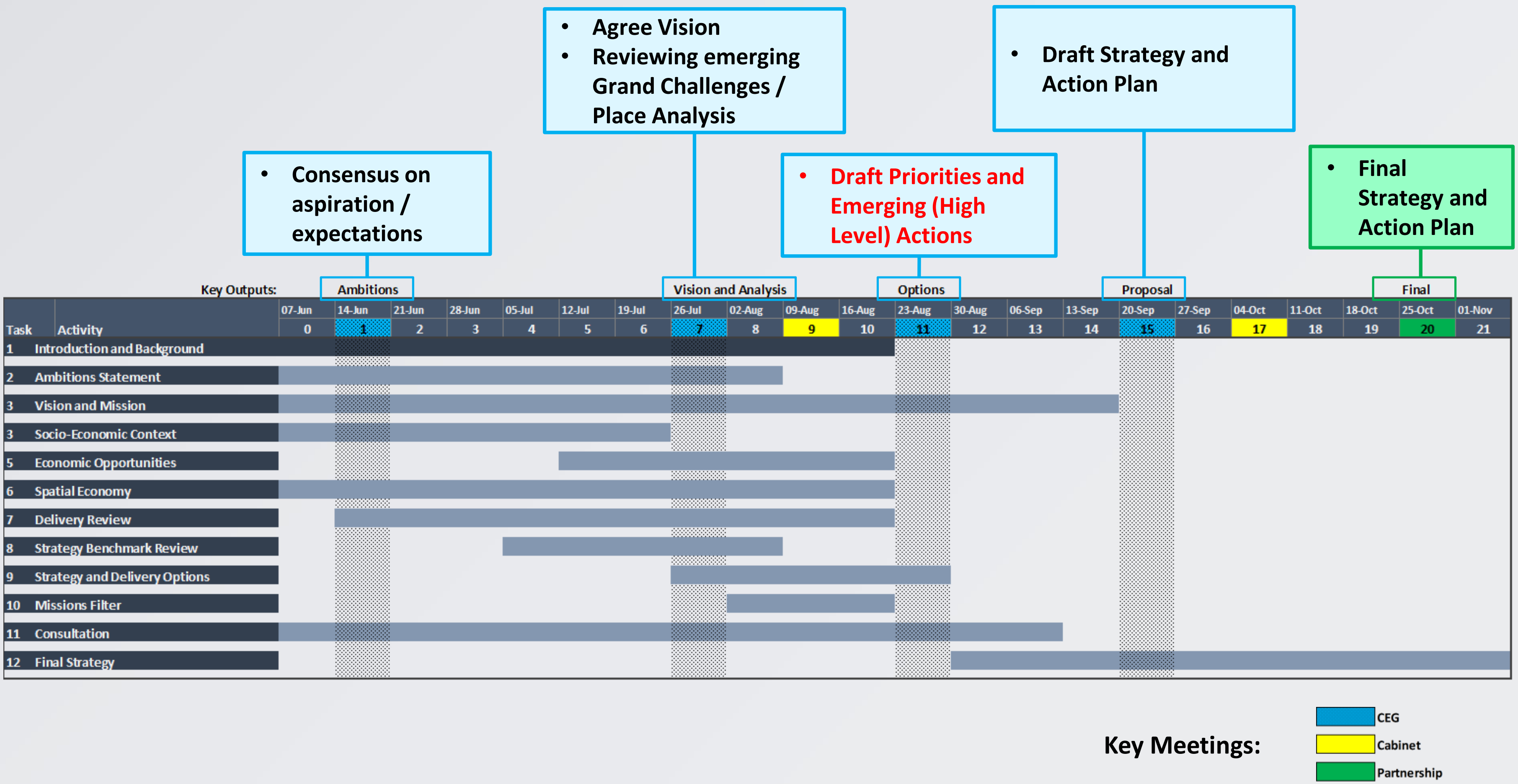
\+

OTHER CHALLENGES (including but not limited to):

- **Post COVID-19**
- **Automation / AI**
- **Brexit**
- **Demographic Shifts**

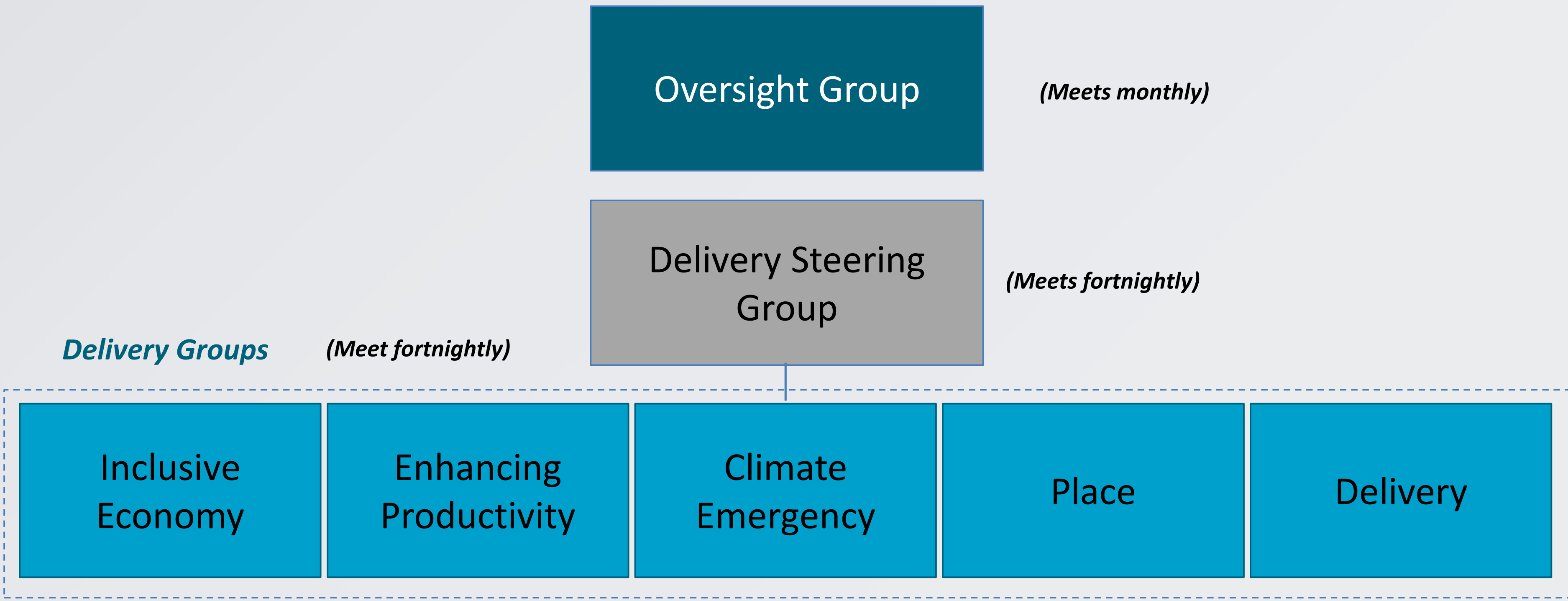
1. Key Dates

A detailed timeline of activities have been developed including presentations of key outputs to the governance groups



1. Management Arrangements - Structure

A series of management groups have been set up over the last month, with representatives – from officer to director level – from across the partnership to advise /guide the analysis and emerging proposals



Content

3. Inclusive Economy – Challenges

Despite decades of investment, the Region has 100,000's of residents not fully sharing the benefits in the transformation of the local economy.

Task Objectives

- Define the challenge
- Quantify the scale of challenge (detail the impacts on the GCR economy)
- Identify scale of economic opportunities

Task Activities

4.4 – **Employment / Unemployment**
- **Unemployment**: Have there been any changes in unemployment relative to other areas?
- **Economic Inactivity**: How has that changed over time?
- **Low Paid / Fragility / Temporary**: What is the scale of workers in low paid sectors and fragile / zero hours contracts
- **Claimant:** claimant data which need explored?

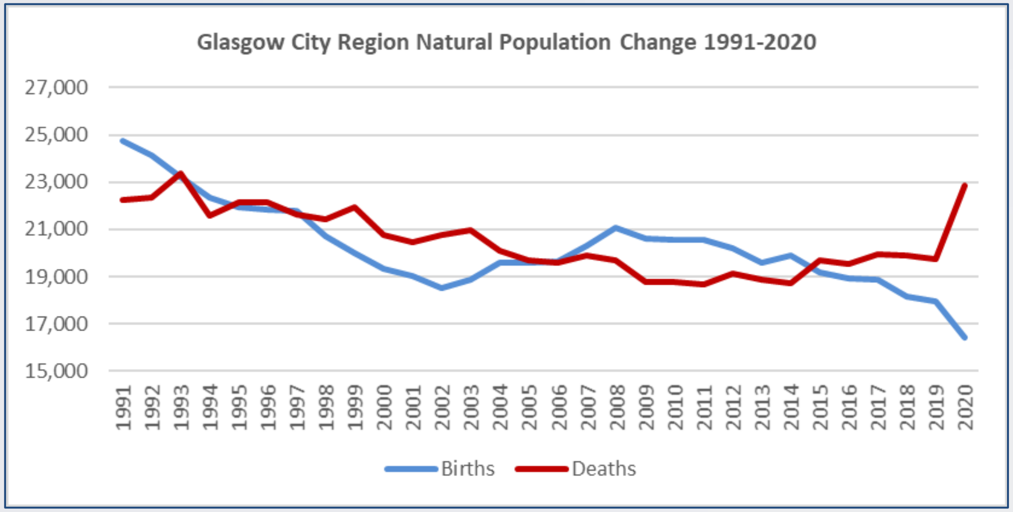
4.5 - **Skills**
- **No Qualifications**
- **Skills Opportunity Gap**
- **Skills Shortages / Deficits**
- **Alignment of Post School Education / Employer Needs**
- **Skills / Earnings**
- **Spatial Distribution**

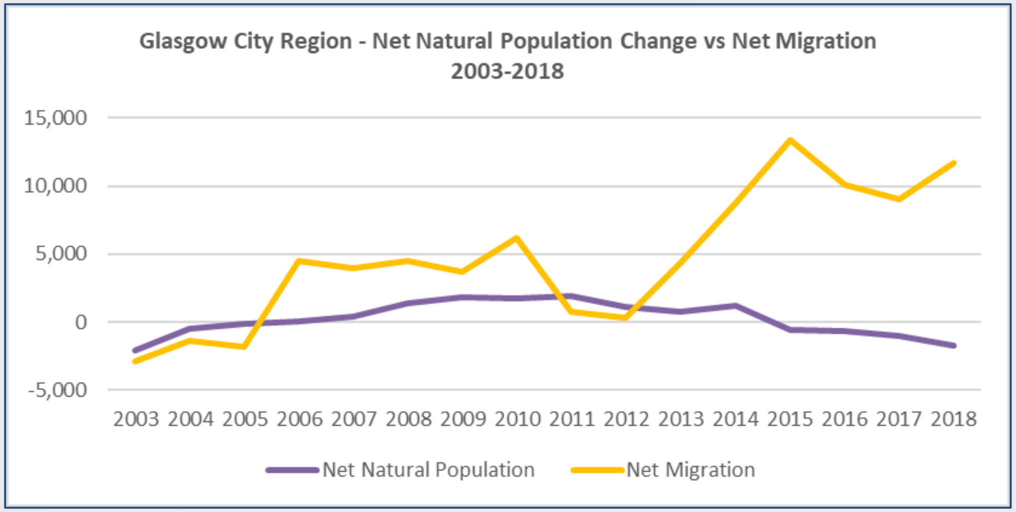
4.6 **– Health:** What are the latest health factors which need considered?

3. Inclusive Economy – Demographic Change

The Population Challenge

- **Regional Population**: Despite significant growth in recent years, GCRs population remains 2.2% less than in 1985
- **Local Population:** Only 3/8 local authorities populations are higher than in 1985
- **Age:** There are almost 9% less under 16s, and 24.6% more over 65s across the Region
- **Growth Factors:** Population growth across the Region been primarily driven by Net Migration.
- **Population Challenge:** ***GCR requires a net migration level of approximately +1,800 per annum to prevent further depopulation***





Sources: National Records of Scotland, 2020

3. Inclusive Economy- Challenges

Low labour market participation and low pay employment are persistent and significant issues in GCR. As the economy recovers from COVID-19, there is significant risk that existing inequalities will worsen.

Labour Market Participation

- **Economic inactivity**: **292,500** residents are currently economically inactive. Female Rates are significantly higher
- **Employment Increase: 85,000** more participants in the workforce to reach activity rates of best performing comparator
- **Unemployment: 38,500** residents are currently unemployed.
- **Worklessness: 135,010** households in GCR do not have employed adults.

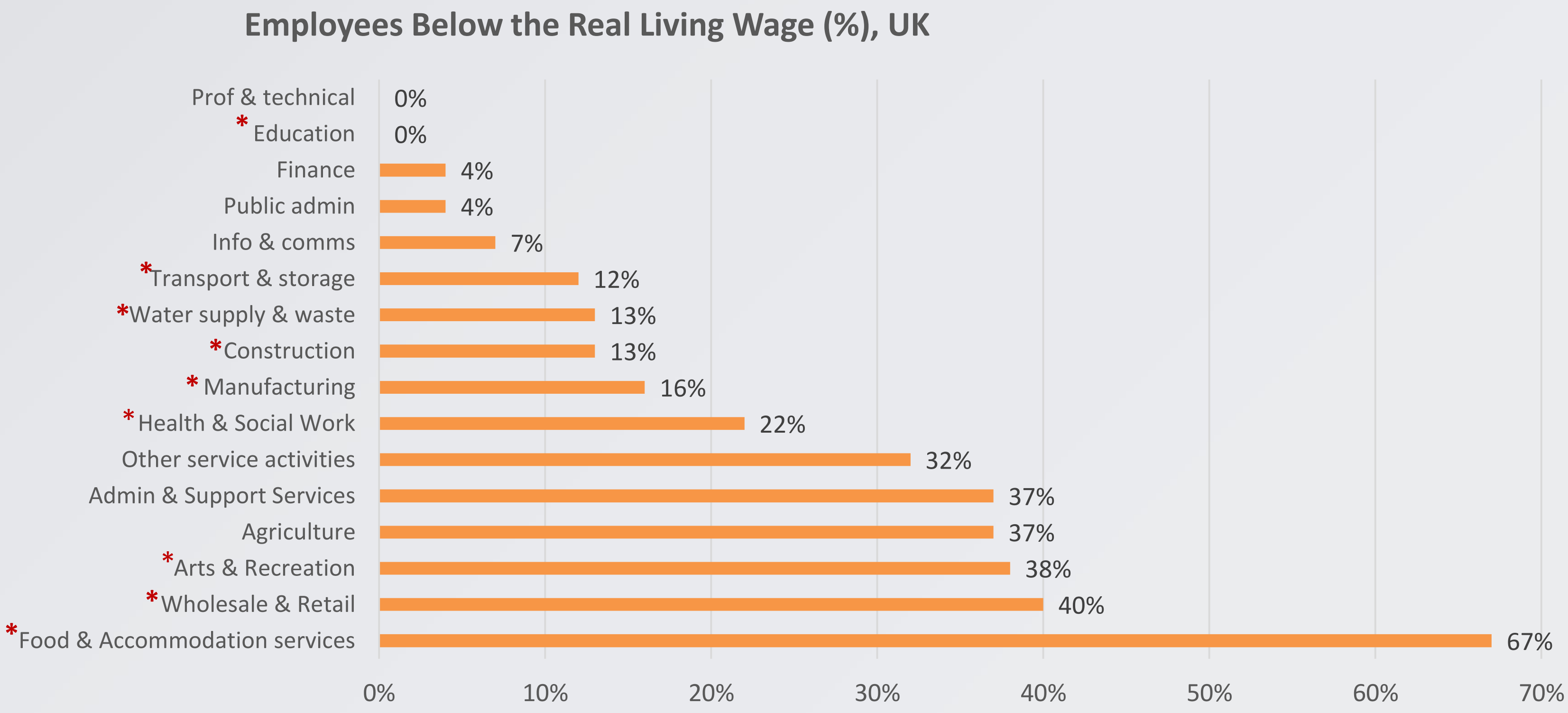
Pay

- **Less than living wage**: **108,000** earn less than the living wage, a significant living standards challenge.
- **Concentration of low pay:** The largest share of low paid workers are in key components of the Foundational Economy*: ***Food & Accommodation services (67%), Retail (40%), Arts & Recreation (38%).***

***Foundational Economy:** Focuses on the large portion of the economy concerned with the provision of essentials, including education, social care, health, utilities and transport. It consists of 60% of jobs in GCR.

3. IE Challenges- Low Pay

The largest shares of low paid workers are in key components of the Foundational Economy*: Food & Accommodation Services (67%), Retail (40%) and Arts and Recreation (38%).



Source: ASHE, 2018

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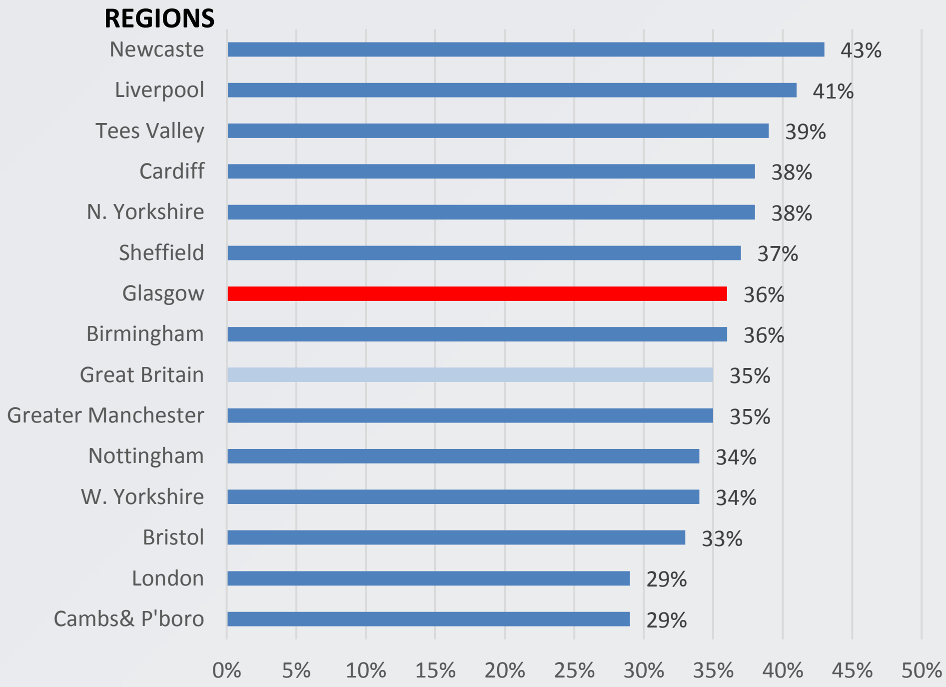
3. IE Challenges- Low Pay

More than a third of low-paid employees in GCR are stuck in low pay more than four years. Key factors driving this are lack of skills and lack of part-time roles in higher-paid jobs.

Key Drivers

- **Skills:** Adults with qualification at GCSE & below are more likely to be in low pay.
- **Contracts:** People who work flexibly, particularly part-time, often get 'stuck' in their roles. There is a lack of part-time roles in higher-paid jobs.
- ***The groups most disadvantaged are those with caring commitments and health conditions.***
- **Employer Behaviour:** Large firms play a major role in GCR's low-paid labour market. ***Five employers account for 15 per cent of low-paid employee jobs.***
- **Individual & Household Factors:** Attitude and work ethic, being a lone parent, having a disability.

Employees stuck in low pay for more than four years (%)



Sources: Resolution Foundation, Timewise Scottish Flexible Jobs Index 2020.

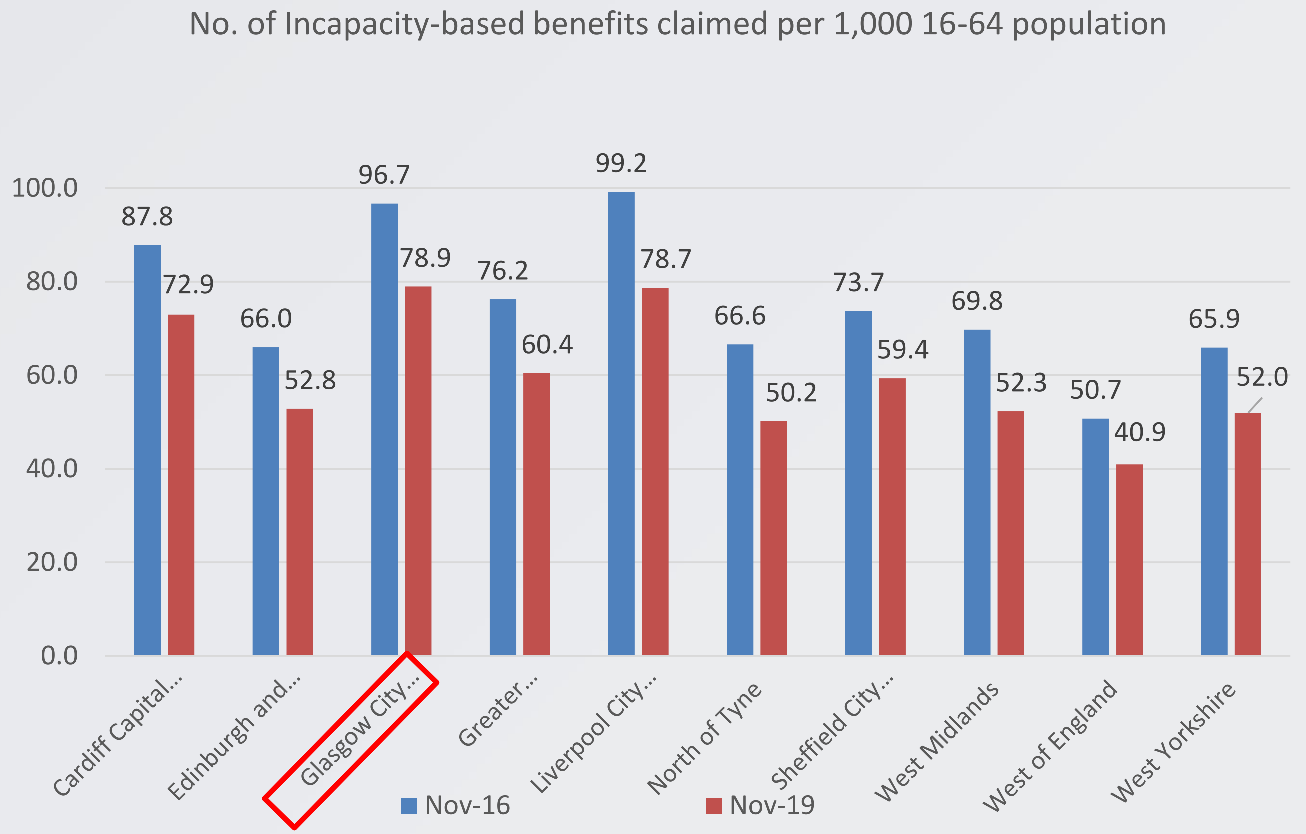
Source: Resolution Foundation Analysis of ONS, New Earnings Survey Panel Dataset, 2017

3. Health- Incapacity-based benefits

The number of residents on incapacity-based benefits has been decreasing since 2016.

Recent trends: Despite a high number of residents claiming incapacity benefits (IB) in 2019 relative to other UK Core City Region, the volume of residents on IB has been falling since 2016.

Return to work: Research shows that the longer people are on Incapacity Benefits, the more unlikely it is that they will return to work . Three-quarters of people claiming IB have been claiming it for two years or more. *(Source: Brown, J., (2007) Incapacity Benefit in Glasgow and Scotland).*



Source: GCR Regional Economic Baseline, 2020

3. Inclusive Economy – Opportunities

Next Steps- Where are the opportunities to influence the inclusive economy in the future?

Task Objectives

- **Define the challenge**
- **Quantify the scale of challenge (detail the impacts on the GCR economy)**
- ✓ **Identify scale of economic opportunities**

Task Activities

5.1 – **Employment Demand:** Identify a range of possible jobs required in the Region over the next 10 years. **End of July**

5.2 –**Inclusive Opportunity**: what opportunities are there to support people into work in sectors where there is likely to be demand for employment– replacement or growth**. Mid-August.**

5.3 **– Employment Risk:** what types (skills / sectors) and volumes of jobs are at risk from automation / AI within the Region (flipside of 5.1)- **Mid August**

5.4 – **Skills Supply and Demand Review:** taking account of the work in Task 4 and 5.1 and 5.2 above, to outline what may be the supply and demand for skills over the next 10 years? What this may mean for provision of FE / HE. **End of July**

5.5. – **'What Works' Policy Review:** taking into account the analysis in Task 4, to outline what may be some of the policy recommendations to address challenges. **Mid August**

3. Inclusive Economy – What Works in Reducing Inequalities

Shift the focus from meeting the cost of dealing with health and social problems after they have developed to prevention and early intervention.

Fundamental Causes

- Societal values to equity and fairness
- Unequal distribution of income, wealth and power
- Poverty and marginalisation
- Macro socio-political environment

Undo

Key actions:

- Focus on wellbeing.
- The creation of a vibrant democracy, a greater and more equitable participation in elections and local public service decision-making.
- Active labour market policies and
- Holistic support (e.g. subsidised childcare, workplace adjustments for those with health problems) to create good jobs and help people get and sustain work.

Wider Environmental Influences

- Economic and work
- Learnings
- Services
- Social and cultural
- Physical

Prevent

Key actions:

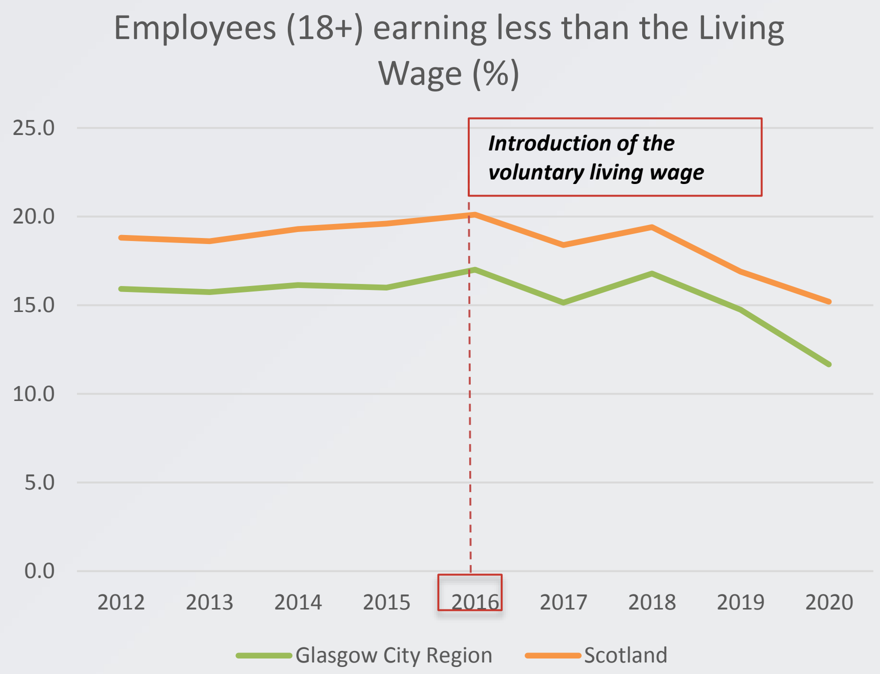
- Provision of high quality, fair and fulfilling work.
- Provision of high quality early childhood education and adult learning.
- Protection from adverse work conditions (greater job flexibility, support for those returning to work, enhance job retention).
- High quality accessible public services.

Sources: Public Health Scotland 2016, The Health Foundation 2021, McCartney,G., Shipton D. et al 2021

3. Inclusive Economy – Opportunities

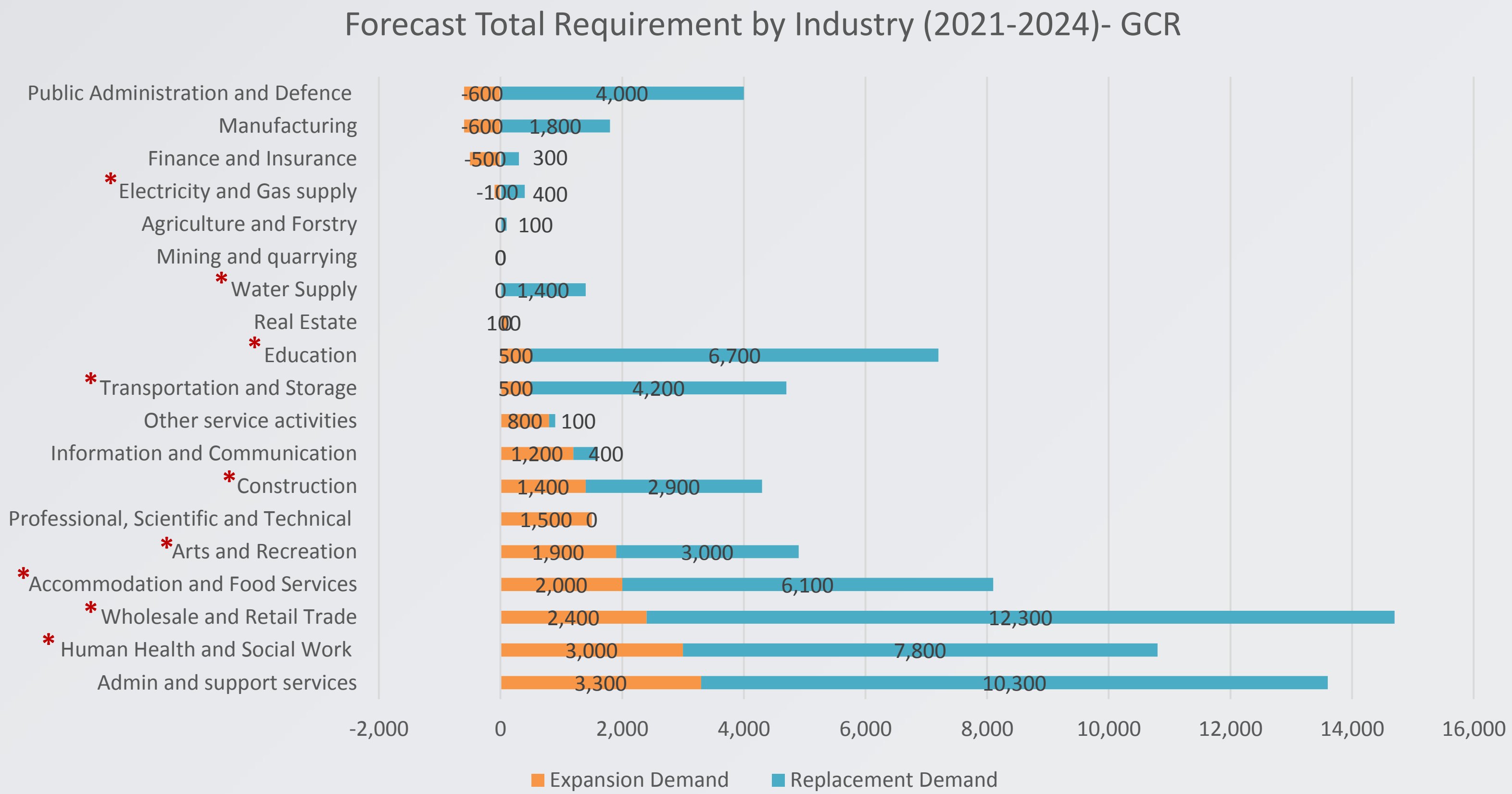
A focus on creating fair flexible work options and supporting employer behaviour that raises opportunities for pay progression will help create a more inclusive labour market and tackle some long-term issues around economic inactivity.

- **Fair Work:** Promote the Fair Work agenda and work closely with employers to consider flexible working for all job vacancies at the point of hire.
- **Job creation**: In areas where is projected job growth but low rates of flexible jobs, there needs to be incentives for employers to unlock more flexible roles.
- **Good jobs:** Creating routes into good jobs in high growth sectors for people from under-represented groups and areas.
- **Developing place-based initiatives** to promote good employment practices, for example through local employment charters and through public procurement and commissioning.
- **Foundational economy:** A focus on skills, business models and infrastructure in the foundational economy.



3. Inclusive Economy- Opportunities

The manufacturing sector is forecast to have a decline of -600 people in 2021-2024. This reflects general trends related to the adoption of new technology. But there are likely to be significant opportunities in the Foundational Economy, particularly around replacement demand

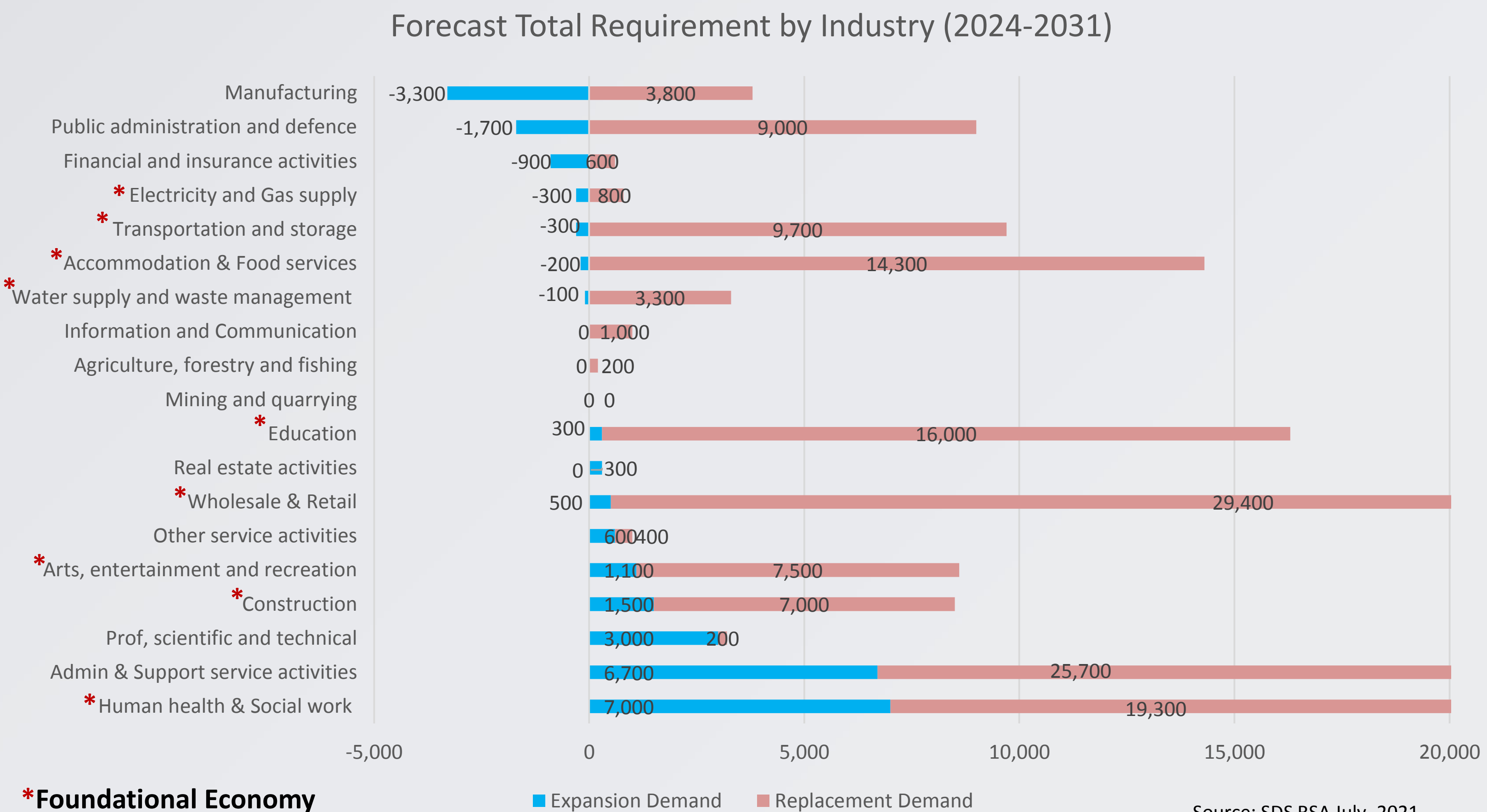


***Foundational Economy**

Source: SDS RSA July, 2021

3. Inclusive Economy- Opportunities

Over the long-term, the trends in Manufacturing, Financial and Insurance Services is forecast to continue with the adoption of new technologies and production methods. But again, there are opportunities related to the Foundational Economy, around replacement demand



***Foundational Economy**

Source: SDS RSA July, 2021

3. Future Demand for Skills

There is an opportunity to create an inclusive skills pipeline to meet employer needs in growing sectors and occupations.

The forecasts for the mid-term suggest that there will be growth and opportunities created in the labour market.

- **Sectors**: Driven by an ageing and growing population, the Human Health and Social Work sector is forecast to have the greatest growth. Working with employers to improve job quality and pay in the sector will be key to ensure the sector remains attractive to the local workforce.

- **Occupations**: There will also be changes in the types of roles as new technologies are introduced. This will support growth in IT and technological-based roles across a broad range of sectors.

- **Skills Demand**: In Glasgow College Region, **the greatest requirement will be for people with higher education level qualifications**.

No Qualifications	9%	26,100
SCQF 1-4	5%	17,700
SCQF 5	20%	69,900
SCQF 6	13%	44,900
SCQF 7-10	47%	161,200
SCQF 11-12	7%	24,600

Content

4. Enhancing Productivity– Challenges

We are currently reviewing what are the drivers of productivity and how can we change / influence change to close the gap

Task Objectives	*Task Activities*
• **Define the challenge** ✓ **Quantify the scale of challenge (detail the impacts on the GCR economy)** • **Identify scale of economic opportunities**	Conduct an in-depth review of productivity data and sectors? Identify the drivers and propose interventions 4.7 – **Productivity Drivers:** have any sectors been driving productivity in the Region and what ones does the Region lag in 4.8 **– Sector Analysis:** Outline how each of our key sectors function using Supply Use tables to identify strengths and interdependencies **4.9 – Good Business Base:** Define what a good business base looks like 4.10 **– Investment:** where is investment happening across the region – sectors, type and location.

4. Enhancing Productivity– Challenges

Whilst the Region's economy is approximately a third of Scotland's it could be significantly higher

Task Objectives

- **Define the challenge**
- **Quantify the scale of challenge (detail the impacts on the GCR economy)**
- **Identify scale of economic opportunities**

- The Centre for Cities found that large UK cities have productivity levels well below the levels of similarly sized cities across the globe, such as Munich, Lyon, and Cologne.
- The analysis defined the Glasgow Primary Urban Area* as having the largest productivity gap (%) in the UK
- **Following a review by the Hub, the gap across the Region could be as high as £10bn**

Figure 3: Cities with the largest estimated output gaps, 2018

	City	Output gap	GDP change (m)
1	Glasgow	-24%	£7,400
2	Mansfield	-24%	£1,200
3	Newcastle	-22%	£4,900
4	Manchester	-21%	£15,300
5	Sheffield	-20%	£3,900

*PUA Definition – East Dunbartonshire, East Renfrewshire, Glasgow City, and Renfrewshire

4. Enhancing Productivity– Challenges

We are currently reviewing what are the drivers of productivity and how can we change / influence change to close the gap

- Whilst the Region has the 4th largest GVA amongst Core City Region the challenges can be seen in output per worker and the drivers of productivity

GVA per Hour Worked (2018)

GCR	**£30**
West of England	**£35**

Relative Performance Assessment against HM Treasury Productivity Drivers

	Current and Persistent Weakness	**Current Weakness but Recent Relative Improvement**
Investment	• …	• Business Expenditure in R&D
Innovation	• Patent Applications per capita	• …
People and Skills	• No Qualifications	• Proportion of high skilled occupations
Competition	• Growth Sector Enterprise Rate • Business Births	• Enterprise Rate • Survival Rate of new enterprises
Enterprise	• …	• Enterprise Rate

4. Enhancing Productivity– Key Factors: People /Place

Over the last year, the Hub has been conducting various pieces of research to try and better understand the reasons behind GCR's low productivity.

HEALTH

- **Up to 1/3 of our productivity gap could be attributed to health related issues**
- This is based on work developed by the northern powerhouse, who have similar challenges.
- So work with Public Health Scotland is critical to supporting the economy

Source: Health for Wealth - Northern Powerhouse and UK Productivity (2018)

SKILLS

- **Skills – Centre for Cities noted skills** should be Glasgow's priority as we look to grow the economy

Source: Green Book and Levelling Up - Centre for Cities (2020)

PLACE

- **OECD** – As part of a review for the Core Cities, OECD noted we should think about health / skills plus
  - Developing a **local context approach**,
  - Building **close links between towns and cities plus**
  - Focusing on **housing and environmental factors**

Source: Enhancing Productivity in UK Core Cities - OECD (2020)

4. Enhancing Productivity– Opportunities

Next Steps will be to confirm the attributes of the Region and where future growth opportunities may come from

Defining the Opportunities

1 ***Define GCR's Attributes***

Review the Regional Eco-system
- HE / FE Strengths
- Sector Strengths
- Skills – cross sectoral
- Foundational and frontier economy

2 ***Medium Term Outlook***

Where will challenges and opportunities come from?
- Climate Emergency
- AI / Automation (see Futures Paper)
- Brexit and COVID-19

3 ***Identify Growth Opportunities***

- Review opportunities against wider aspirations – i.e. will they help create an inclusive economy etc

How Can GCR Realise them

What are the levers at the Regional Level

- **Business Engagement**: i.e. over last few years, local authorities have engaged with 8-12% of the business base
  - What do business need in future
  - Should it be targeted

- **Investment Climate:** what local factors have encouraged private investment

What national factors should the Region be advocating?
- ***Policy***
- ***Investment***

4. Enhancing Productivity– Opportunities

There are a series of sectors where we have strengths – generally focused around the Foundational Economy

LQ Analysis

Example Broad Sectors where employment is higher than national average:

- Electricity, gas, steam and air conditioning supply
- Public administration and defence; compulsory social security
- Human Health and Social Work
- Construction
- Admin and Support Services
- Water Supply; Sewage; Waste Management
- Renewable Energy
- Financial and Insurance

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Shift Share Analysis

The Region's employment growth shows strength in key sectors including:

- Architectural and Engineering Services
- Education
- Creative Industries
- Financial Services Activities
- Social Work Activities
- Civil Engineering
- Computer Programming
- Telecommunications
- Scientific Research and Development
- Other Professional, Scientific and Technical Activities

»

Future Opportunity?

4. Enhancing Productivity– Opportunities

There are a series of sectors where we have strengths – and are expected to grow in the Medium Term

In the medium term, employment demand is likely to grow for

- “Professional, scientific and technical activities,
- construction, and
- administrative and support services”

Equally, it is expected that there will be employment demand in

- “financial and business services,
- health and social care,
- childcare,
- tourism and
- creative industries and digital”.

These are some of the relative strengths of the Region.

Source: GCR Futures Paper – Commission for Economic Growth (2020)

Content

5. Climate Emergency– Challenges

Emissions are unevenly apportioned across the Region, and sectors meaning the challenges will vary from place to place.

Task Objectives

- **Define the challenge**
- **Quantify the scale of challenge (detail the impacts on the GCR economy)**
- **Identify scale of economic opportunities**

1/3
- Between 2005 and 20019 the City Region has reduced its emissions by about a third

80%
- Glasgow, North Lanarkshire and South Lanarkshire and Renfrewshire contribute 80%

2/3
- Transport and Domestic Emissions account for over two thirds of the total

Notes

- Data excludes methane a key source of warming potential – particularly from landfill and agriculture and needs to be prioritised first.
- Data excludes consumption based (embodied) emissions from imports.

5. Climate Emergency – Climate Risk and Adaptation

The City Region has a higher degree of climate risk compared to other parts of Scotland – the challenges and opportunities these present also need factored in

The Adaption Challenge

- **The City Region has a world leading adaptation plan**
- **The Plan identifies the Glasgow City Region as being at significant risk from the impacts of climate change**. It has 67 different climate risks
- **Stakeholder Action:** the Plan includes key actions for business and economy, focused on innovation, business support, SME support, skills, climate resilient infrastructure, supply chains and circularity.

The Adaption Opportunity

- **The Adaptation and Resilience Market** was projected to grow significantly over the last 4 years (up to 18%)
- Adaptation is a **unique selling point for the region** – with particular strengths in research and innovation, and the ability provide confidence for inward investment.

Business and Industry

Risk or Opportunity	Risk number and Receptor	Nature of risk/opportunity	Urgency Score
RISKS	B1. Flooding of business sites	Increase in flood risk	More action needed
RISKS	B2. Coastal business locations and infrastructure	Coastal flooding, extreme weather, erosion, and sea level rise	More action needed
RISKS	B3. Business production processes	Water scarcity	Further investigation
RISKS	B4. Business access to finance, investment, and insurance	Extreme weather	Sustain current action
RISKS	B5. Reduced employee productivity in businesses	Infrastructure disruption and higher temperatures in working environments	Further investigation
RISKS	B6. Disruption to business supply chains and distribution networks	Extreme weather	More action needed
OPPORTUNITIES	B7. Changes in demand for goods and services	Long term climate change	Further investigation

Source: Climate Ready Clyde,

5. Climate Emergency – Emerging Framework

The City Region has reduced its emissions and begin to adapt, but it is not going fast enough. The RES will need to consider mitigation, adaptation and finance across the whole economy

- **Economic Driver:** GDP is likely to fall due to climate change. Estimates range from -1.5% to -3.5% of GDP
- **Opportunities and Challenges:** :
  1. Greening the whole economy
  2. Growing the 'green' economy
- **Complexity:** requires changes to infrastructure, built environment, policy and regulation, finance, innovation, market making, governance and institutions likely all required.

The Economic Strategy cannot solve all these issues. It should identify areas for action – on sectors and activity

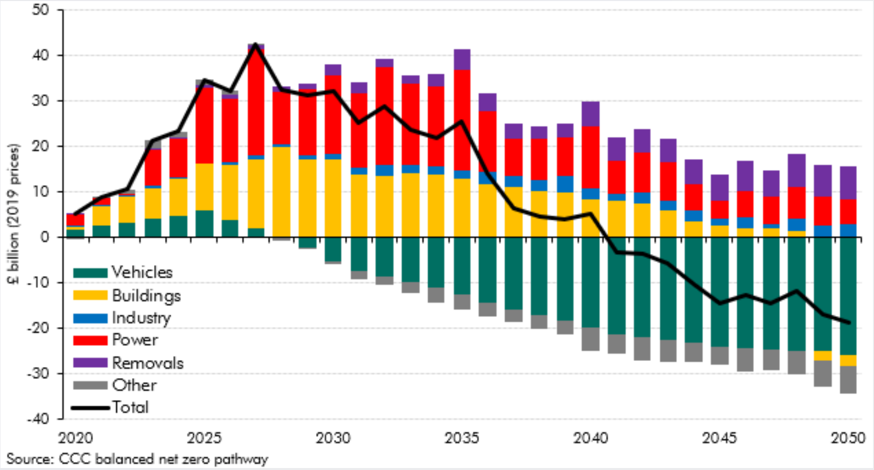
Source: BEIS

5. Climate Emergency – Making the Case for Investment

There is a large gap between the finance being mobilised in service of net zero and adaptation, and requires a mix of public and private sector investment

- **The costs of net zero and adaptation are high and globally cities and regions are not mobilising the flows of capital** to make the transition. (Cities Climate Finance Leadership Alliance)
- **Over time – Revenue savings should out-weigh capital costs**. Not all of the costs of net zero need to be borne by the public sector. It is also about facilitating private sector investment. Over time, the revenue savings will outweigh the capital costs. Whilst costs are high, the cost for the UK meeting net zero is less than we have spent to date on tackling COVID-19 (OBR)
- **Limited robust regional estimates on the investment need of net zero or climate resilience**. Early work for Glasgow has priced the cost of net zero between £4bn and £29bn – but this does not cover wider private sector costs.
- ***As the Region develops programmes such as Housing Retrofit, Metro and Electric Vehicle Charging, it can better define the need and make the case for investment***

Net cost by sector of reaching net zero in the CCC's balanced pathway (UK)



Source: OBR, CCC

5. Climate Emergency – Key Considerations

For a credible response on climate emergency, there are a number of thorny issues to address.

THE STRATEGY AND ACTION PLAN

- **The Region's varying climate ambition** – Glasgow has faster net zero target than others in the region. This has the potential to displace or fragment activity, or act as a barrier to progress in certain sectors / areas or key regional systems
- **Need for a fair and just transition, and resilience** – Without it, the shift to a low carbon, climate resilient economy could widen inequality, and lead to a new cohort of intergenerational worklessness.
- **Sector Specific Plans?** – Some core economic activities are high-carbon likely to need specific plans - There is a large environmental impact associated with aviation and shipping.
- **Place Approach: The Clyde Corridor and coasts are a significant concentration of climate risk and vulnerable communities.** Sea level rise will present a long-term risk to coastal activities and investment along the Clyde.
- **Evidence Base**–there is strong data on 'outcome' metrics, the City Region but limited data on the detail – skills needs, finance gaps, or economic opportunities (job creation potential etc.)

DELIVERY

- **There is a resource gap for strategic planning and project development and delivery.** No local authorities have science-based plans for net zero or climate resilience which are robust enough or costed to translate into specific policies and investment. Moreover they lack appropriate skills, resource and capacity in place to plan such a response.

Content

6. Place

The Region is Scotland's only functioning metropolitan area. It is critical we understand how the economic geography functions so the Region can creates places that meets the needs of all – current and future residents and businesses

Task Objectives

- **To identify how the economic geography functions**
- **To outline the opportunities / barriers to growth and make proposals on what a new economic geography can look like**

Task Activities

6.1 – **Employment Clusters:** where are the jobs

6.2 – **Economic Clusters:** how productive are place and opportunities for growth

6.3 – **Town Function and Typology Analysis:** where may challenges and opportunities that impact economies of places

6.4 – **COVID-19 and Places**

6.5 – **Housing Market Commentary**

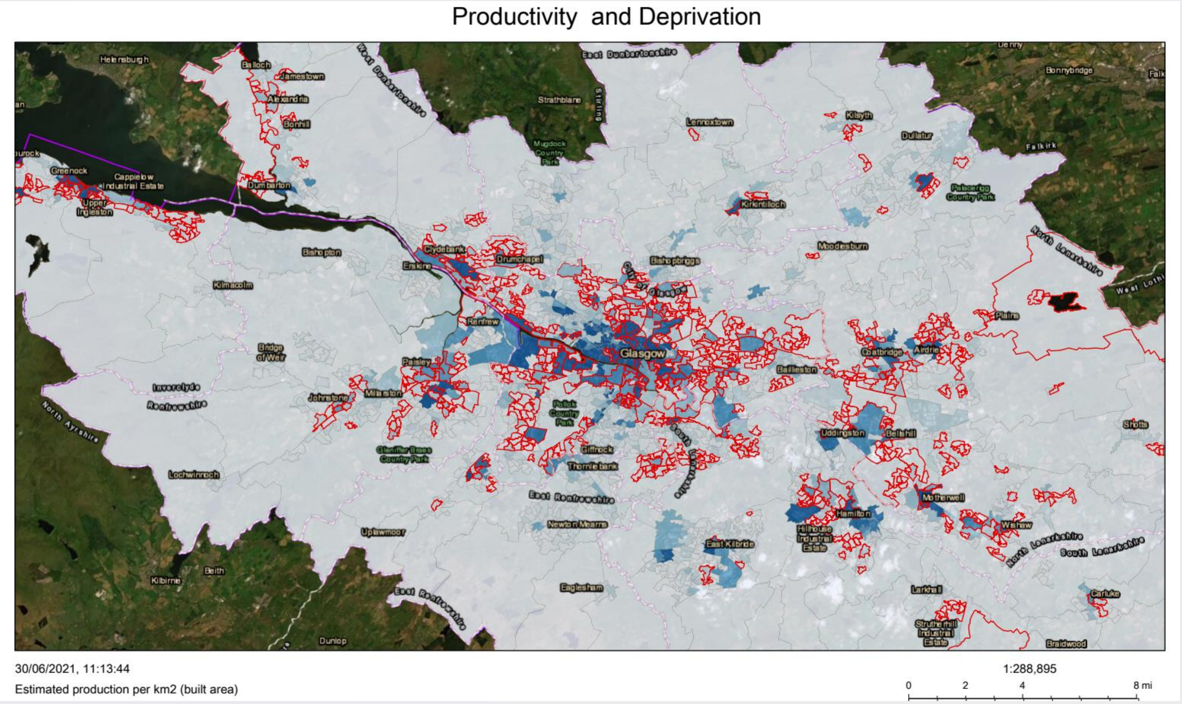
6.6 – **Infrastructure Commentary**

6. Place: Challenges – Inequality and Levelling Up Needs

A initial review of employment / productivity versus deprivation

1. Employment Clusters and Deprivation

- What areas are most deprived?
- Need to also consider what are the factors preventing access – skills, costs (transport, childcare etc)

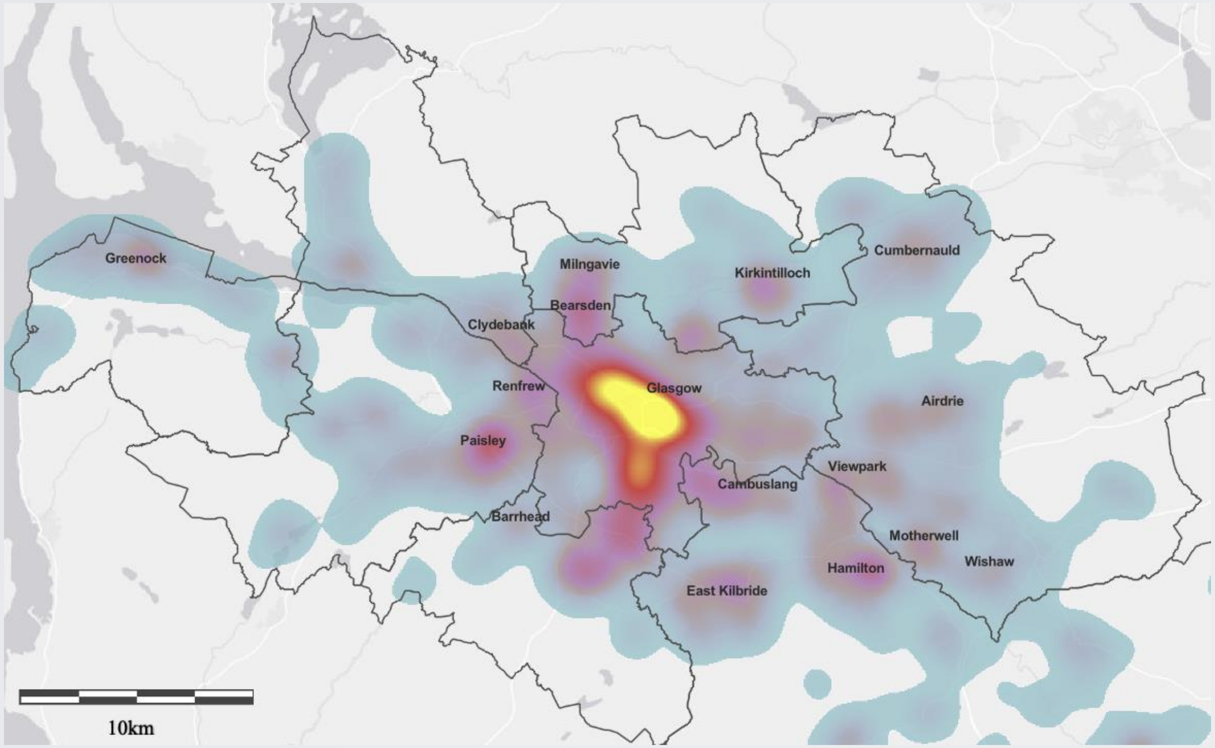


6. Place – Future Opportunities

As well as reviewing existing strengths, we will also consider where potential future strengths are – linked to enhancing productivity and inclusive economy work

1. Innovation Clusters

- Reviewed **clusters of employment against Innovation** sectors opportunities noted in Muscatelli report
  - *Creative Industries*
  - *Finance and Business Growth*
  - *Life Sciences*
  - *Tech and Engineering*
- Will review once we have agreed attributes



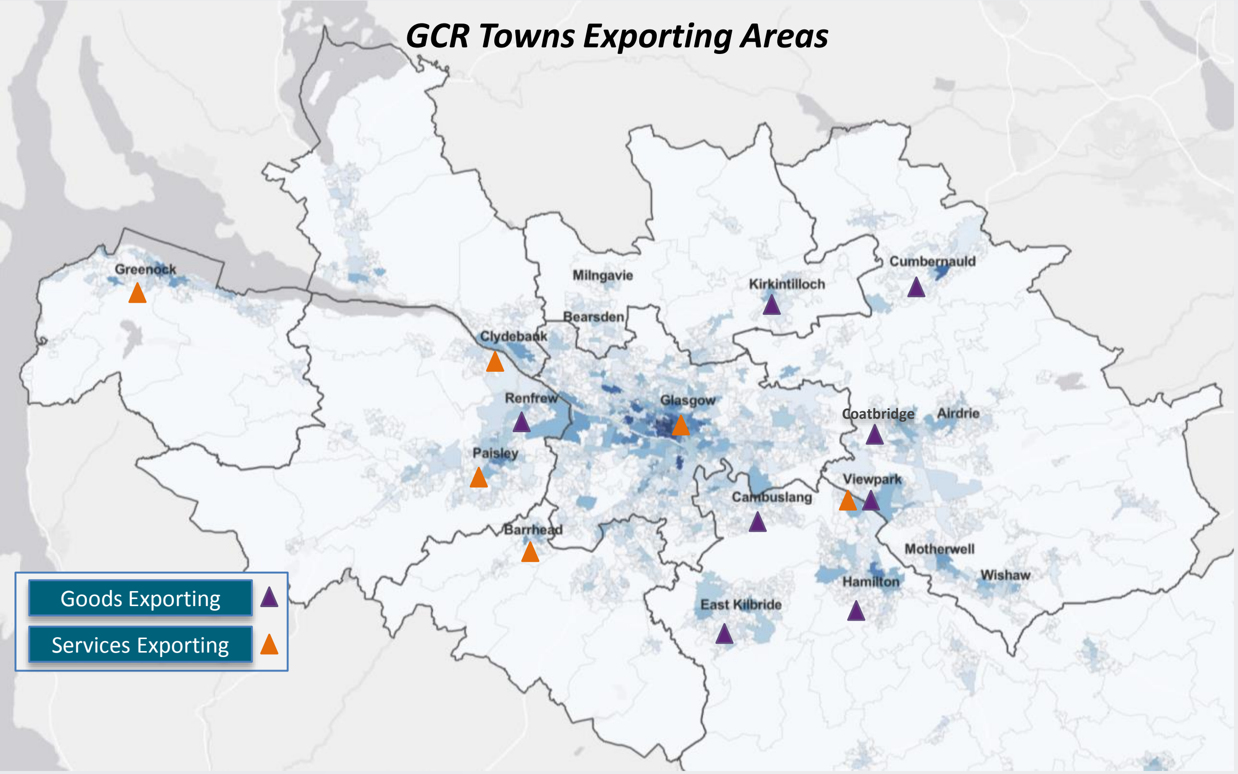
In Progress

6. Place – Economic Functions and Future Opportunities

The Region is Scotland’s only functioning metropolitan area. It is critical we understand how the economic geography functions so the Region can creates places that meets the needs of all – current and future residents and businesses

2. Economic Functions

1. **Short list towns** based on size of employment
2. **Relative Regional Importance** - Location Quotient Analysis
3. **Specific Strength** – using Centre for City Analysis
4. **Function Classification**
5. Consider possible place based responses?



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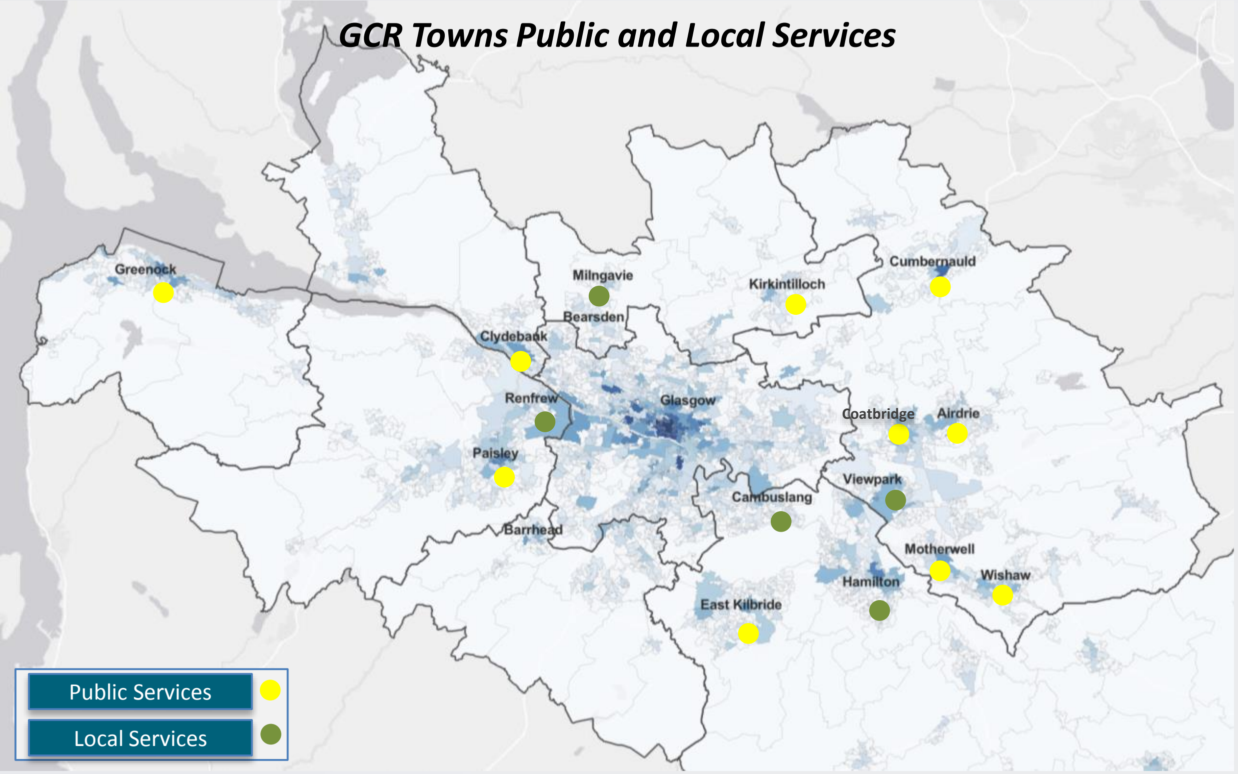
GCR Towns Public and Local Services



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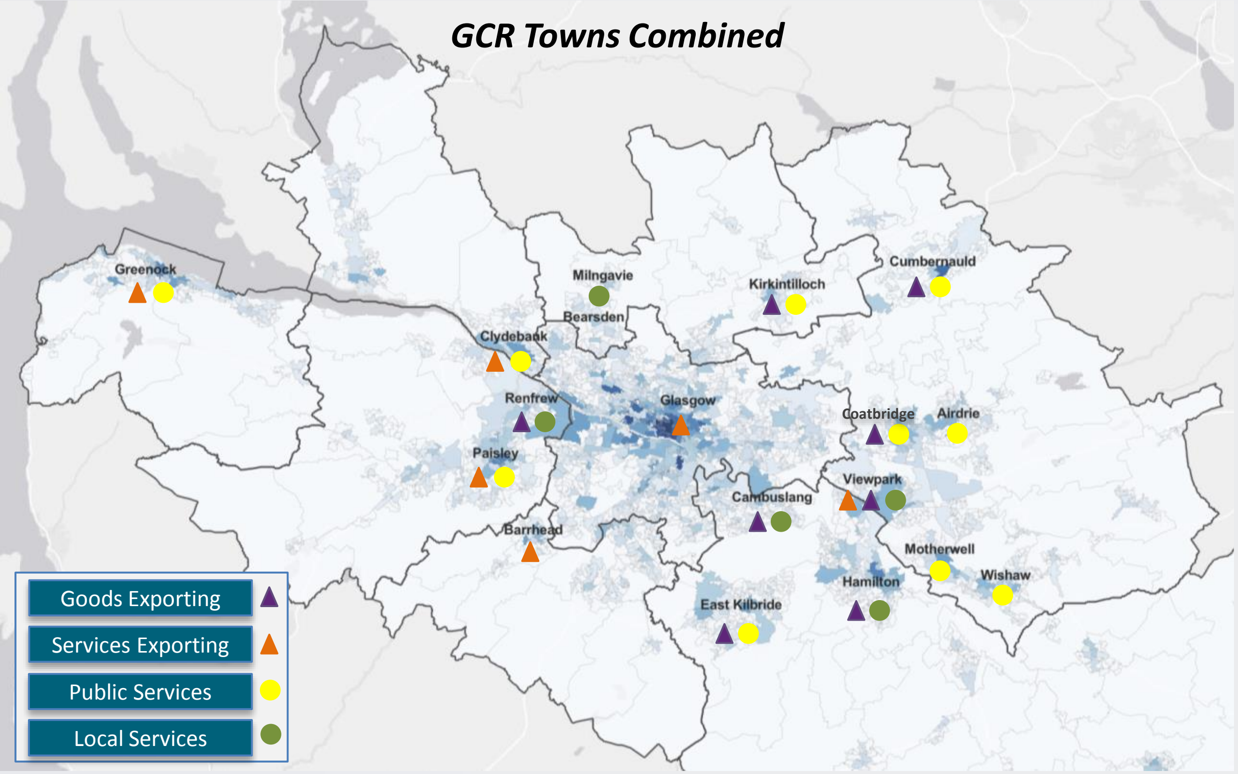
4. **Function Classification**
5. Consider possible place based responses?



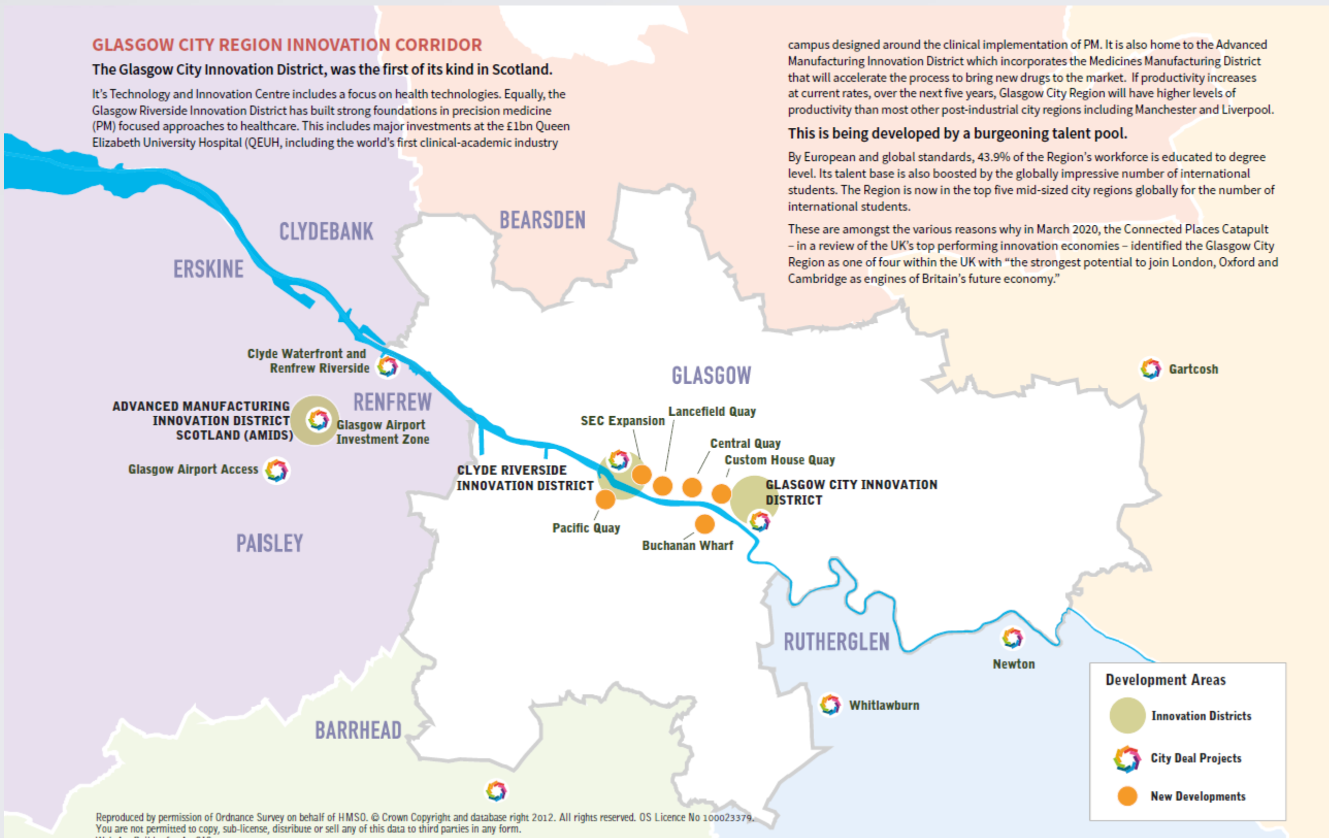
6. Place – Strengths, Opportunities, Risks & Policy

In Progress

Industry	Strength	Opportunity	Potential Risks	Possible Policy Responses
Public Services	• Consistent employment opportunities • Relative stability in employment • High job attractiveness	• Prioritization of equality and equal opportunity – internal and procurement • Replacement demand	• Reduction in public spending (COVID-19)	• Recruitment and procurement approaches to support local employment / businesses
Local Services	• Serves local communities • Attractive residential locations	• Opportunity to strengthen foundational economy • Increased economic diversity • Opportunities for small businesses • Increase GVA	• Changing consumer patterns	• Policies / Programmes to enhance foundational economy
Service Exporting	• High skills and fluid employment opportunities • Employment stability • High value jobs – high earnings potential	• Enhance global status and exposure • Access to innovation & high skills jobs • Service diversification • Increased GVA • Divestment from pollutants and heavy industry	• Competitor regions • Continued economic exclusion	• Regional skills programmes • Place based (attractiveness) policies
Goods Exporting	• High value jobs – high earnings potential	• Economic diversification and specialisation • National and international trade	• Brexit and trade uncertainties • Net-zero ambitions	• Innovation corridors

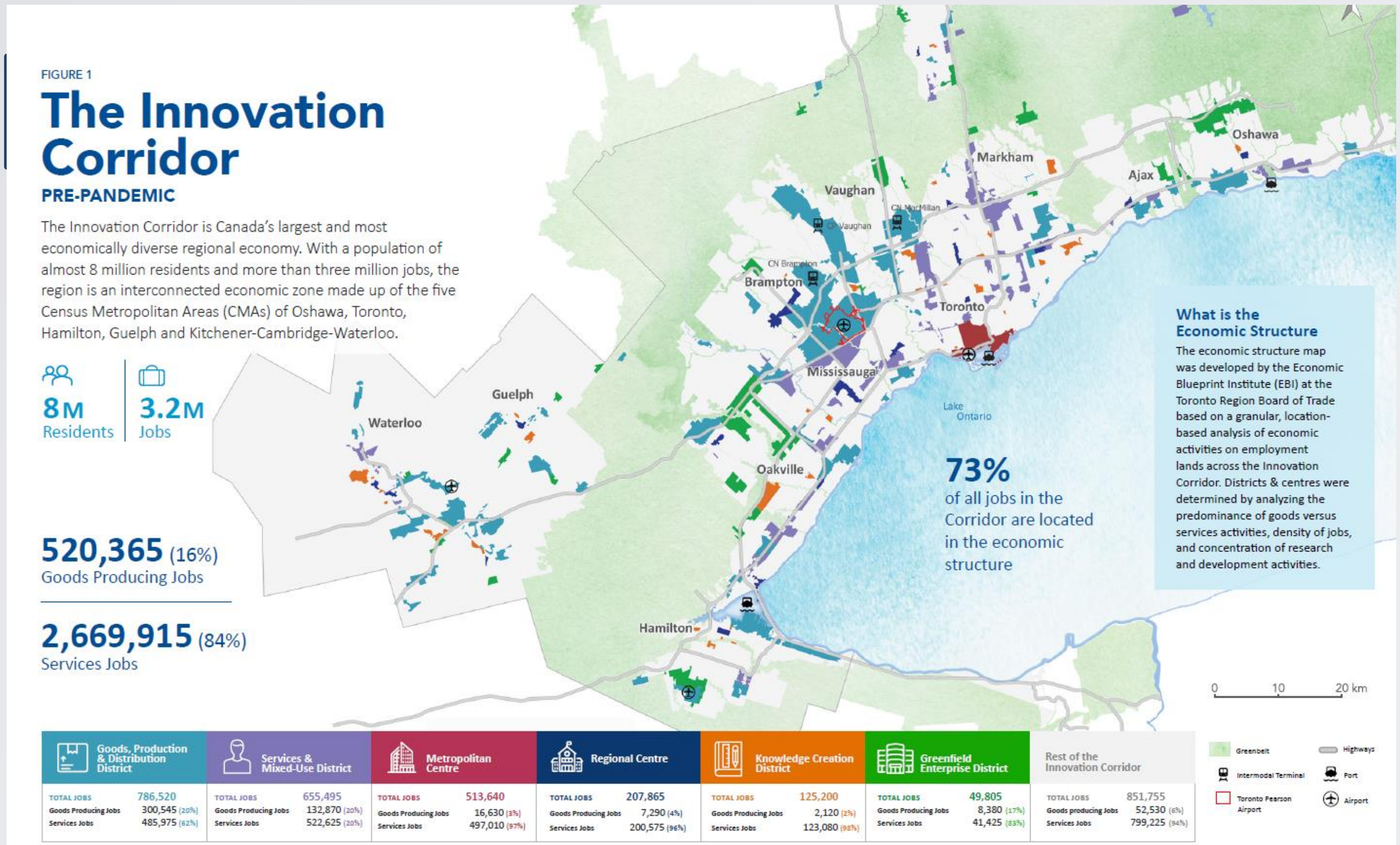
6. Place: Making the Case for Investment

We have previously mapped where some activity takes place, but would like to add more detail – whether it is showing investment opportunity or investment need



6. Place: Making the Case for Investment

We would like to create a more detailed understanding of how it functions



Content

6. Delivery Approach

- This diagram is purely illustrative
- Next steps depends on:
  - Ambition / Vision agreements
  - Next stage analysis
  - Review against Grand Challenges

Also beginning to consider August meeting and what can be delivered taking account of Chief Executives ambitions, existing plans including Recovery Plan, emerging analysis etc

C: Identifying Delivery / Investment Opportunities

Priorities	*Investment Opportunity*	*Funding Sources*	*Evidence*
Skills	Innovation Districts	Public / Private	• Inclusive Economy Analysis
Health	Clyde Gateway	Public / Private	• xxx
Placemaking	Metro	Public / Private	• Metro Feasibility Study
Green Growth	Clyde Mission	Public / Private	• xxx
High Growth	Retrofit	Public / Private	• Retrofit Feasibility Study
Eco-system	Business Support (Green)	Public / Private	• Innovation Study
Town Centres	Vacant & Derelict Land	Public / Private	• VDL Business Case
Digital	Electric Vehicle Charging	Public / Private	• xxx
Infrastructure / Transport	Future Skills	Public	• EVC Feasibility Study

Emerging Enablers

- Community Wealth Building
- Regional Investment Fund

Content

7. Next Steps

After next week's Chief Executives meeting, the team is working on finalising key issues and emerging proposals

A: now – 16th August	• **Proposals for Regional Priorities** • **Identifying High Level Actions**
B: 23rd August – 20th September	• **Consulting on emerging proposals** • **Finalising Strategy and Action Plan**

Content

8. The Vision – Proposed 2

Three Grand Challenges	Creating an Inclusive Economy	Enhancing Productivity	Addressing the Climate Emergency
The Vision	BY 2030, GLASGOW CITY REGION WILL HAVE THE MOST INNOVATIVE AND EQUITABLE ECONOMY IN THE UK		

8. The Vision – Proposed 2

Three Grand Challenges

- Creating an Inclusive Economy
- Enhancing Productivity
- Addressing the Climate Emergency

The Vision

BY 2030, GLASGOW CITY REGION WILL HAVE THE MOST INNOVATIVE AND EQUITABLE ECONOMY IN THE UK

The How

- *Help build an economy which ensures that all residents have the opportunity of fair* work and enjoy a good quality of life"*
- *Support the growth of an inclusive green economy*
- *Work with stakeholders to help businesses and infrastructure assets become net zero and climate resilient*

To be further developed