



GLASGOW ECONOMIC STRATEGY REFRESH

2016 - 2023

GLASGOW
CHAMBER OF COMMERCE

**GLASGOW
PARTNERSHIP** *for*
**ECONOMIC
GROWTH**



**GLASGOW
ECONOMIC
LEADERSHIP**



a world class city, focused on economic growth and tackling poverty and inequality



GLASGOW ECONOMIC STRATEGY

2016 - 2023

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EXECUTIVE SUMMARY

The aim of this strategy is to make Glasgow the most productive major city economy in the UK.

Our economic development efforts will have 10 themes:

1. RAISING HEALTH
2. SKILLS FOR ALL
3. FAIR WORK GLASGOW
4. SUPPORTING OUR KEY SECTORS
5. INNOVATION/HIGH VALUE EMPLOYMENT
6. SMART INFRASTRUCTURE INVESTMENT
7. PLACE
8. SUPPORTING ENTERPRISE
9. LINKING EDUCATION TO EMPLOYMENT OPPORTUNITIES
10. INCREASING OUR POPULATION

And we will undertake the following actions:

RAISING HEALTH

1. Recognising the links between systemic poor health and exclusion from economic activity, and the subsequent negative impact this continues to have on our ambition to be the most productive



city in the UK, we have established a new post of Public Health Programme Manager for health and inclusive growth to work on a medium to long term delivery plan that will start to make an impact on the dual outcomes of reducing health inequalities and contributing to the city's economic targets.

SKILLS FOR ALL

2. All employability support in the city will include a transferrable qualification ensuring a legacy for every individual supported.

FAIR WORK CITY

3. The Council will deliver a refreshed Glasgow Guarantee and ensure an increased focus on supporting those furthest from the labour market.
4. We will work to build on the understanding of and commitment to Fair Work by Glasgow businesses and will consult with partners on the programme as it develops.
5. We will develop and deliver a range of in work progression models to support public sector and private sector employees to access opportunities that improve their career prospects, including upskilling and reskilling. We will do this by developing an approach to in work progression, based on the lessons learned from the care sector pilot delivered over 2016-19, and these lessons will be applied in similarly affected industries.
6. We will use the Glasgow City Deal to tackle inequalities by placing inclusive growth at the heart of our master planning process for all infrastructure projects.
7. Glasgow's Social Enterprise Strategy, launched in June 2018, will support the growth and strength of social enterprise including specific support to those providing childcare services in the city.

SUPPORTING OUR KEY SECTORS

8. The Glasgow Partnership for Economic Growth (GPEG) will provide leadership and direction to economic development activity in Glasgow.
9. Working in partnership with city stakeholders and businesses we will launch a creative economy strategy in 2020 that aims to consolidate Glasgow's leading position as both a UK creative capital and a major global player.
10. The city will focus its economic development efforts on 10 key sectors:

- a. Digital Technology
 - b. Finance and Business Services
 - c. Creative Economy
 - d. Low Carbon
 - e. Health and Life Sciences
 - f. Engineering, Design and Advanced Manufacturing
 - g. Tourism and Events
 - h. Universities and Colleges
 - i. Social Enterprise
 - j. Childcare and Social Care
11. Each sector will develop an action plan and be sector-led.
 12. As pledged in our concordant with the Third Sector, we will involve the Third Sector in the shaping of economic development activity through direct involvement in the GEL/GPEG.
 13. We will help business across all of our sectors to realise the potential that digital provides, to stimulate innovation and to establish Glasgow's tech sector as a top global digital economy.
 14. Our Tourism and Visitor Plan will continue to work towards achieving its ambitious target of an annual tourism spend of £771million and we will commit to conducting a comprehensive review of the potential impact that the imposition of a Transient Visitor Levy would have on Glasgow's Tourism and Hospitality sector.
 15. We will develop a strong circular economy, becoming one of the world's most sustainable cities. Working with the Glasgow Chamber of Commerce and Zero Waste Scotland, we will develop the principles of reducing, re-using, recycling and recovering materials in the production, distribution and consumption processes, ultimately improving product quality, creating jobs and shaping a more environmentally-friendly and future-proofed city. In doing this we will also work to support the Council's Climate Emergency Working Group the aim of which is to build a greener economy.
 16. Through our membership of Scotland Food and Drink, we will conduct a review of the Food and Drink sector in the city, and identify sector specific support to build on recent growth.

INNOVATION/HIGH VALUE EMPLOYMENT

17. Working in partnership with city stakeholders, a new Glasgow



Investment Strategy will be launched which will target key markets in North America, Europe and the Far East for FDI and capital investment with the aim of creating 15,000 new jobs.

18. We will build on but go beyond the OECD definitions of 4 types of innovation: product, process, marketing, and organisational. We will create the conditions for enhanced public sector innovation and support more innovative approaches for deeper public, private and academic sector collaborations. The city will also commit to innovating ways to more deeply engage with our citizens through the Centre for Civic Innovation.
19. The city will continue to work with the University of Glasgow, the University of Strathclyde, Scottish Enterprise and other key partners, to realise the inclusive economic benefits of the two established innovation districts in the city: The Glasgow Riverside and the Glasgow City Innovation Districts.
20. The City of Science and Innovation Board will support and work in partnership with GCID and GRID as well as aspiring Innovation Districts to promote Glasgow as a city of science and innovation.

SMART INFRASTRUCTURE INVESTMENT

21. We will develop proposals for a Glasgow Infrastructure and Investment Fund to support capital investment in the city's priority infrastructure programmes.
22. We will work closely with the digital infrastructure industry to ensure Glasgow attracts maximum investment in robust, competitive digital infrastructure, including 5G, to drive our economic growth and increased digital participation.
23. Our City Deal will deliver £115.5 million of infrastructure spend, including:
 - a. We will invest in the Glasgow Riverside Innovation District (GRID)
 - b. We will transform Sighthill with a £250 million investment
 - c. We will invest £27 million in the Calton/Barras area
 - d. We will invest £45.8 million in improving strategic drainage across Glasgow, unlocking significant land for development across the city
 - e. We will invest in Smart Cities technology
 - f. We will invest in street lighting
 - g. In partnership with Renfrewshire, under the Programme for Government, we will build a transport



link between the city centre and Glasgow Airport taken forward under the Glasgow Connectivity Commission.

PLACE

24. We will revitalise the city centre through the delivery of the City Centre Strategy, Strategic Development Framework and City Centre Living Strategy as well as significant investment by City Deal.
25. We will work with all relevant sectors to develop a strategy for the Night Time Economy.
26. The Council will identify vacant and derelict land suitable for greening and rewilding to substantially increase the number of trees and greenery in Glasgow and encourage ethical food growth.
27. The Council will consider the recommendations of the Place Commission for Glasgow, led by the City Urbanist, to enhance Glasgow's liveability, wellness and carbon impacts.
28. The city will build 25,000 new homes.
29. We will increase the number of affordable homes and the number of people living in the city centre.

SUPPORTING ENTERPRISE

30. We will extend our Community Business Boost programme across the city, providing part-funding support to businesses to set up in premises in areas with high levels of multiple deprivation.
31. We will support growing businesses in our innovation hub Tontine.



32. There will be seamless integration of economic development activity in the city with all organisations working in partnership towards the common objective of increasing productivity.
33. The city will support the local economy actively through procurement, guaranteeing work for local SMEs where possible.
34. The city will ensure that we maximise the business and employment opportunities that come from hosting major events, including the Track Cycling World Cup, Euro 2020, COP26 UN Summit on Climate Change in 2020, and the inaugural UCI Cycling World Championship 2023.
35. We will work with the Scottish National Investment Bank to ensure financial interventions, including any debt financing programmes are aligned to support SME growth, including social enterprises and cooperatives, in a fair and affordable way.
36. Working in partnership with the Scottish Development International (SDI), Glasgow Chamber of Commerce, and other strategic partners, we will commission research to establish a baseline position that will inform the development of an exporting strategy for the city.
37. We will lobby the UK and Scottish Governments to ensure the budget allocated to Scotland for delivery of the UK Shared Prosperity Fund (UKSPF) at least matches, in real terms, the levels agreed for the EU Structural programmes in Scotland in 2014-2020.

LINKING EDUCATION TO EMPLOYMENT OPPORTUNITIES

38. We will develop a new approach to work experience, giving young people more experience of the world of work and a progressive route to sustained employment.
39. We will increase the number of young people gaining advanced digital skills, work to remove the barriers to accessing advanced digital training - particularly in Thriving Places areas - for our citizens and provide more informal opportunities to inspire and learn, such as coding clubs in partnership with Skills Development Scotland (SDS) and Glasgow Life (GL), to help Glaswegians to take advantages of this key sector.
40. We will continue to increase mentoring support for young people studying in Glasgow's schools.
41. Glasgow's employment strategy for schools, Towards Better Futures, will work with employers and partners in higher and further education, to put economic development and entrepreneurship at the heart of the education system and a focus on positive destinations.



42. The Council will work with our colleagues to develop a co-ordinated approach to the delivery of the City Deal, ensuring a pipeline of talent to fill vacancies over the lifetime of the projects.

GROWING OUR POPULATION

43. We will work with all sectors to build on our detailed work on Brexit, to limit the economic impact of the UK's exit from the EU as much as possible.
44. We will continue to make the case to government and national agencies for Glasgow's unique position and role as Scotland's largest city to be taken in to account in national policy and investment decisions.



THE STRATEGY WILL BE BUILT ON 3 GUIDING PRINCIPLES



1. It must be an economic strategy for all with tackling poverty and improving health at the heart of our efforts.
2. The public sector's role is to create the ideal conditions for growth.
3. Partnership between the public, private, third, academic sectors and our citizens is central to success.



GLASGOW IS NOW INTERNATIONALLY REGARDED AS A GLOBAL LEADER IN NEW ECONOMIES WITHIN DIGITAL, SCIENCE AND TECHNOLOGY. OUR ECONOMY HAS GROWN FASTER THAN THAT OF ANY OTHER UK CITY OUTSIDE LONDON.



As Leader of Glasgow City Council, it is my privilege to introduce Glasgow's refreshed Economic Strategy.

It is approaching three years since I was elected to lead a new political administration in Glasgow and our reputation as a bold, pioneering, and inclusive city has continued to flourish.

In the short time since the launch of the Economic Strategy in 2016, there have also been significant changes within our city economy necessitating an update.

Glasgow is now internationally regarded as a global leader in new economies within digital, science and technology. Our economy has grown faster than that of any other UK city outside London.

And the Glasgow City Region Deal is now on track towards delivering what it had set out to achieve, not least the record-breaking investment by Barclay's on the banks of the Clyde.

As the heart of Scotland's only true metropolitan area the City Deal is rapidly moving onto the next level, giving us the levers to transform our regional economy, boost productivity and deliver inclusive growth.

Glasgow's first City Innovation District, launched in February 2019, has brought together 18 major research centres and organisations and over 30 companies, making a real statement about our city economy, our willingness to collaborate and our future. To the west, the Glasgow Riverside Innovation District is embarking on an equally ambitious project which will expand the university's Gilmorehill campus, stimulate growth along the River Clyde and target significant investment in Govan.

Meanwhile, the inception of the Glasgow Partnership for Economic Growth has provided a platform for business, academia, the third sector, social enterprises and local and national government to come together and drive forward growth.

The Economic Strategy required updating to account of one of the biggest challenges this city has faced in generations, our need to become carbon neutral within the next decade and embed sustainability in all we do, including growth.

It also had to reflect our commitment to several key sectors, not least the 750 social enterprises with a net worth of £1.6bn. The cultural industries have become a key economic driver and been recently bolstered by Channel 4's decision to base one of its two creative hubs in the city.

And as a city with global aspirations, Glasgow stands again on the precipice of profound change.

We are determined to rise above whatever headwinds Brexit may throw at us and remain in control of our resilience and growth: to protect our reputation as an international, outward-looking city and for the well-being of all our citizens and communities. The refreshed Economic Strategy is a vital part of our economic armory.

Councillor Susan Aitken,
Leader of Glasgow City Council

Glasgow is on the move, confident of its future and the great assets that can help deliver its vision for an internationally competitive, high productivity and inclusive economy.

Glasgow is an economic powerhouse; its engineers, scientists and entrepreneurs created the first Industrial Revolution and its development bequeathed it great universities; Glasgow is the only UK city with two universities in the QS Global Top 300. Our universities push the frontiers of research and knowledge and, with industry, create the innovations that define the future - in health technologies, quantum computing, FinTech, industrial informatics, satellite systems or manufacturing technologies.

The City's universities, colleges and specialist institutions produce top quality talent that supply as well as attract businesses to Glasgow - such as the recent global-scale investment by Barclays. Indeed, Glasgow produces more university and college graduates than any other city in Scotland, an 'army of talent' ready to pursue careers across sectors, many with the entrepreneurial flair to create new companies.

Glasgow is helping create the next Industrial Revolution by building on its research and innovation assets; indeed, Glasgow is the only UK city to have three Innovation Districts.

Glasgow City Innovation District (GCID) - Scotland's first Innovation District - has seen over £100M invested already in energy, pharma manufacturing and enabling technologies innovation in the University of Strathclyde's Technology & Innovation Centre (TIC), adjacent Inovo building and the City Council's Tontine business accelerator. Plans are well-advanced to double existing innovation space with a £150M investment in 'TIC 2' to reinforce GCID as a leading UK innovation location.

Glasgow Riverside Innovation District (GRID) builds on the University of Glasgow's expertise in precision medicine and nano-fabrication led innovation and will further enhance Glasgow's capabilities and attractiveness in these key technologies.

Located at Inchinnan, the Advanced Manufacturing Innovation District for Scotland (AMIDS) is one of Europe's most intense manufacturing investments. AMIDS is built around the anchor of the University of Strathclyde's Advanced Forming Research Centre (AFRC) and the new Lightweight Manufacturing Centre, both core to the ambitious National Manufacturing Institute for Scotland (NMIS). Already, the new Medicines Manufacturing Innovation Centre (MMIC) has located at AMIDS.

Glasgow's Innovation Districts will ensure that Glasgow attracts investment in high wage employment and training and further underpin the city's attractiveness as a global innovation location. Glasgow played a key role in the first Industrial Revolution and will be at the forefront of the 4th Industrial Revolution, to the benefit of the city, its citizens and society at large.



Professor Sir Jim McDonald
Principal, University of Strathclyde
Chair, Glasgow Economic Leadership



A critical factor in the recent success of Glasgow's economy has been the depth and strength of the relationships between the City Council, our academic institutions and the business community that the Chamber of Commerce represents. This refreshed strategy is a very good example of how solid local partnership leads to the setting and achievement of ambitious goals.

As I write this contribution, the evidence of sustained investment in the city's economic growth is easily found. The International Financial Services District is experiencing its strongest surge of development since before the 2007/8 financial crash rewarding the consistency of purpose Glasgow has had in building a financial and business sector that is unusually large in Europe for a city of our scale. The city region's three Innovation Districts are testament to the emerging strengths Glasgow has in the health and life sciences and in the enabling technologies that will lie at the heart of the Fourth Industrial Revolution.

Distinctive competence in quantum engineering, precision medicine, space technologies, advanced manufacturing and low carbon industries are combining to make Glasgow one of the most important centres of science and technology in the United Kingdom. According to Crunchbase we have over 800 innovative technology firms in the city region almost matching the German Ruhr cities of Cologne, Dusseldorf and Dortmund combined.

Our investments in business conferencing, concerts and sports events have paid off handsomely with the pipeline of new hotel projects visibly demonstrating the impact. The Scottish Events Campus has been an unqualified success helping Glasgow to be a world leading events and festivals destination and placing Glasgow at the very heart of the response to the planet's struggle to combat climate change through the United Nations Climate Summit programme.

The foundation of Glasgow's transformation is talent. Our universities and colleges make Glasgow one of the most highly skilled cities in Europe and the city in turn provides both the job opportunities and the quality of life that explains why our graduate retention rates are amongst the very best in the UK.

Our task together is to ensure the recent success continues and that the benefits reach those citizens who have not yet shared in the city's growth. We must also redouble our efforts to tackle climate change. Glasgow can be amongst the world's most important cities of innovation in low carbon industries and in collaborative initiatives like the circular economy.

There is much to be proud of in Glasgow and there is much yet to be done.

Stuart Patrick

Chief Executive of Glasgow Chamber of Commerce



WE ARE A MODERN, OUTWARD LOOKING,
INTERNATIONAL CITY AND AN ESTABLISHED
GLOBAL DESTINATION FOR **BUSINESS**,
INVESTMENT AND **TOURISM**.



01 INTRODUCTION

Since its launch in 2016, the Glasgow Economic Strategy has steered significant progress towards the key objectives of raising productivity, tackling poor health and promoting inclusive growth.

Three years into the seven year programme represents a fitting time to reflect on the strategy's effectiveness; the election of new political leadership for the city in 2017, coupled with the economic uncertainty of Brexit, make this all the more appropriate.

This document is not a root and branch review of the 2016-2023 strategy, but an updating of priorities to reflect new political leadership and to respond to contemporary economic conditions.

Our key themes have been updated to emphasise our ambitions in Placemaking and making Glasgow a Fair Work City. Commitments from the 2016 strategy have been removed where they have been delivered in full, and others have been updated to reflect changing circumstances or new objectives. However, the fundamental values of the strategy – raising productivity, inclusive growth and tackling poor health – remain the same.

Recent figures demonstrate that our economic performance is positive: low unemployment, coupled with increasing productivity and a growing business base, indicates that our economic strategy is working.

We are a modern, outward looking, international city and an established global destination for business, investment and tourism.

We have a young, educated workforce and are home to several world class academic institutions, including two in the world 'top ten': The Royal Conservatoire of Scotland and The Glasgow School of Art.

Our business base is growing and we continue to foster an environment where entrepreneurs can thrive, with impressive start up figures and improving longevity for SMEs.

Our city's proud record of championing social causes is reflected in our growing social enterprise sector, which champions enterprise by trading with a social purpose.

Glasgow's schools continue to drive improved educational attainment and positive destinations for our school leavers have never been higher. Our employability strategy for schools, 'Towards Better Futures', seeks to build on this success and create better links between businesses and young people, to provide them with the skills that employers are looking for.

We welcome hundreds of thousands of visitors to Glasgow each year, who travel to enjoy our tourist attractions, the wide range of entertainment on offer and the variety of sporting events we host. Our ambition in this sector is bold – to generate £771 million through increasing our tourist base.

Despite all this success, however, the city continues to face challenges. Glasgow voted overwhelmingly to remain in the European Union, however, Fraser of Allander's report Brexit and the Glasgow City Region Economy found that leaving the EU will damage the city economically.

In February 2019, the Council established the Climate Emergency Working Group, to establish a clear set of actions for the city in response to the global climate change crisis. The city has achieved its emissions reduction target for 2020 ahead of schedule; however, there is significant work required if we are to achieve our target of carbon neutrality by 2030.

We also continue to wrestle with generational unemployment and poor health. Whilst productivity is improving, it remains below the national average. On one hand, Glasgow has one of the highest proportions of residents educated to degree level of the UK Core Cities; on the other, there is still a significant number of Glaswegians with no educational qualifications to speak of.

We have regenerated communities, built new homes and created new and exciting



WE WISH TO MOVE DECISIVELY TO A GREENER ECONOMY AND SEE AN INCREASED NUMBER OF JOURNEYS INTO THE CITY MADE BY SUSTAINABLE PUBLIC AND ACTIVE TRANSPORT EVERY DAY

neighbourhoods; yet there remains pockets of serious deprivation, where a poverty of aspiration and exclusion co-exist.

We wish to move decisively to a greener economy and see an increased number of journeys into the city made by sustainable public and active transport every day; yet we also have significant strategic gaps in public transport provision which will take bold

ambition and significant investment to correct.

Overall, our economic performance is positive; this refreshed strategy, through partnership working, seeks to build on this foundation to raise productivity and deliver a stronger, healthier and more inclusive economy.



02 ECONOMIC ANALYSIS

In the summer of 2019, Glasgow City Region launched the Glasgow City Region Intelligence Hub. The Hub combines a range of intelligence related skillsets, including research, analysis, evaluation, and reporting. One of its first pieces of work was an analysis of key indicators in Glasgow's economy since the launch of the 2016-2023 strategy:



Glasgow has a large talent pool, with **70% of its 626,000 population of working age**.



The number of enterprises in Glasgow increased by 1,125 between 2016 and 2018, meaning that the Economic Strategy's aim of increasing the business base by 1,000 has been achieved ahead of schedule.



Glasgow's Social Enterprise sector is growing faster than that of the rest of Scotland with **811 Social Enterprises, up 12% on 2017**.



In 2018, Creative Industries Federation reported that **Glasgow is Scotland's only 'Creative Capital'**.



Over 1.4 million square feet of city centre space was leased in 2018, a **127% increase** from the take-up of 627,313 square feet in 2017.



£19.3bn of economic output was generated in Glasgow in 2017, making it one of the largest economies amongst the UK Core Cities.



Glasgow's unemployment rate was estimated as **6.3% in 2018**, a sustained rate below the pre-recession rate of 2009.



It is estimated that **46% of students stay in Glasgow to work** after university, one of the highest retention rates amongst UK cities. Despite many students arriving in Glasgow for university and leaving on graduation, overall the city gains graduates.



Tech Nation 2018 reported that **Glasgow's digital technology businesses generated over £1bn in turnover** in 2017.



In 2017, approximately **145,000 jobs were within the city's key sectors** of Finance and Business Services, Creative Industries, Low Carbon, Health and Life Sciences, Engineering, Design and Manufacturing, Tourism and Events, and Higher and Further Education.

IN SHORT, GLASGOW'S ECONOMY IS FLOURISHING



However, it is clear that the city continues to have significant challenges.

The analysis concluded that areas requiring development include:



Population projections to 2030 suggest that Glasgow's population will have a **lower growth rate** than Edinburgh, each UK Core City, and the UK.



At 31.4%, **Glasgow had the largest economic inactivity rate in Scotland** in 2018. Across Europe, Glasgow is in the minority of cities that have seen an increase in the number of people not in employment, education, or training (NEET) since 2013.



The city's endemic health issues remain prevalent, with the estimated **healthy life expectancy for males and females in Glasgow below that of competitor cities** and that of Scotland and the UK.



Glasgow's productivity levels continue to place it below national levels. If Glasgow increased its productivity level to the UK average an extra £4.6bn of GVA would be generated in the Glasgow economy.



The Scottish Index of Multiple Deprivation (SIMD) ranks nearly one third of Glasgow's data zones within the bottom 10% of data zones in Scotland, covering domains including Income, Employment, and Employment/Skills.

While our economic growth has been remarkable, the analysis has shown the nature of the challenge we face.

Creating jobs, tackling poverty, poor health and inequalities has to be our number one priority.



03 BREXIT

In October 2018, the City published **Brexit and the Glasgow City Region**, an analysis of the potential economic impact on Glasgow's economy compiled by the Fraser of Allander Institute. This work found that leaving the EU represents the biggest challenge to the UK, Scottish and Glasgow City Region economies in a generation.

The broad channels through which Brexit is anticipated to impact the Glasgow City Region economy are:

Exports

Exports to the EU are estimated to support over 130,000 jobs in Scotland through direct demand and wider spill-overs into the Scottish economy. Glasgow City Region makes up around 40,000 of these jobs, with almost 20,000 jobs in Glasgow.

Supply Chains

Sectors that could be exposed to decreasing trade with the EU support the broader economy and are areas where Glasgow has notable strength. These sectors include wholesale and retail; transportation and storage; and professional services.

International Trade and Investment

According to the Organisation for Economic Co-operation and Development (OECD) and Ernest and Young's Global Investment Monitor data, the UK has been the largest recipient of investment in the EU since the establishment of the EU Single Market.

The Labour Market (including EU workers and students)

With Scotland's working age population projected to fall over the next decade, a decrease in migration from EU countries could have implications for a number of sectors and the public finances.

The Policy and Regulatory Environment

If UK and EU post-Brexit economic and regulatory policies deviate, there are potential issues around obstructions to trade and the need to establish new State Aid guidelines.



Whilst the nature of Brexit is fluid, Glasgow City Council is fully committed to and has taken appropriate measures to ensure it is as resilient as possible to the challenge that lies ahead.

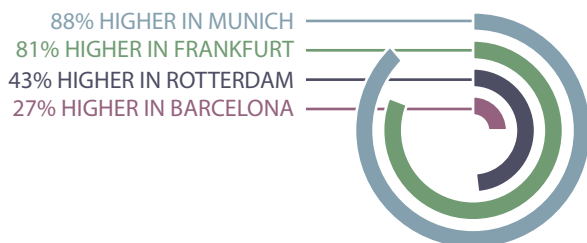
04 WHY PRODUCTIVITY MATTERS

Productivity is commonly defined as a ratio between the output volume and the volume of inputs. In other words, it measures how efficiently production inputs, such as labour and capital, are being used in an economy to produce a given level of output.

The UK's cities are comparatively unproductive. Taken either as a measurement of GVA per employee or per hour worked, the UK does not compare well with cities in other countries.

This is particularly an issue for our largest cities. The UK's Core Cities (the eight biggest cities in England outwith London, plus Cardiff and Glasgow) lag behind the rest of the UK in productivity. Indeed, the Core Cities Network published analysis in 2015 which showed that our major cities were less productive than other parts of the country. Put simply, if our biggest cities were as productive as the rest of the UK, they would generate an additional £66billion per year.

This is even worse in a European context. Compared to the Core Cities average, productivity is:



Glasgow performs better than most major UK cities in this regard, however we still lag behind the UK average. Using the same methodology, the Core Cities analysis considered that reaching the UK average would generate an additional £4.6billion per year for Glasgow.

This analysis looked at each of the cities and identified particular strengths or weaknesses in a number of areas which contribute directly to productivity.

They were:

- In-work productivity
- GVA per sector
- Sectoral employment mix
- Demography
- Size of working age population
- Economic activity
- Employment.

Compared to other core cities, Glasgow was strong in both its sectoral mix and the size of its working age population. These are fundamental building blocks for a successful productive economy. We have a diverse, broad economic base which both provides a range of opportunities for growth and also protects the city from exposure to economic shocks in a small range of sectors (as happened in Glasgow when heavy industry collapsed or, more recently, in cities which were overly reliant on financial services in 2008).

However, the GVA output from our high value sectors was below average, although not markedly.

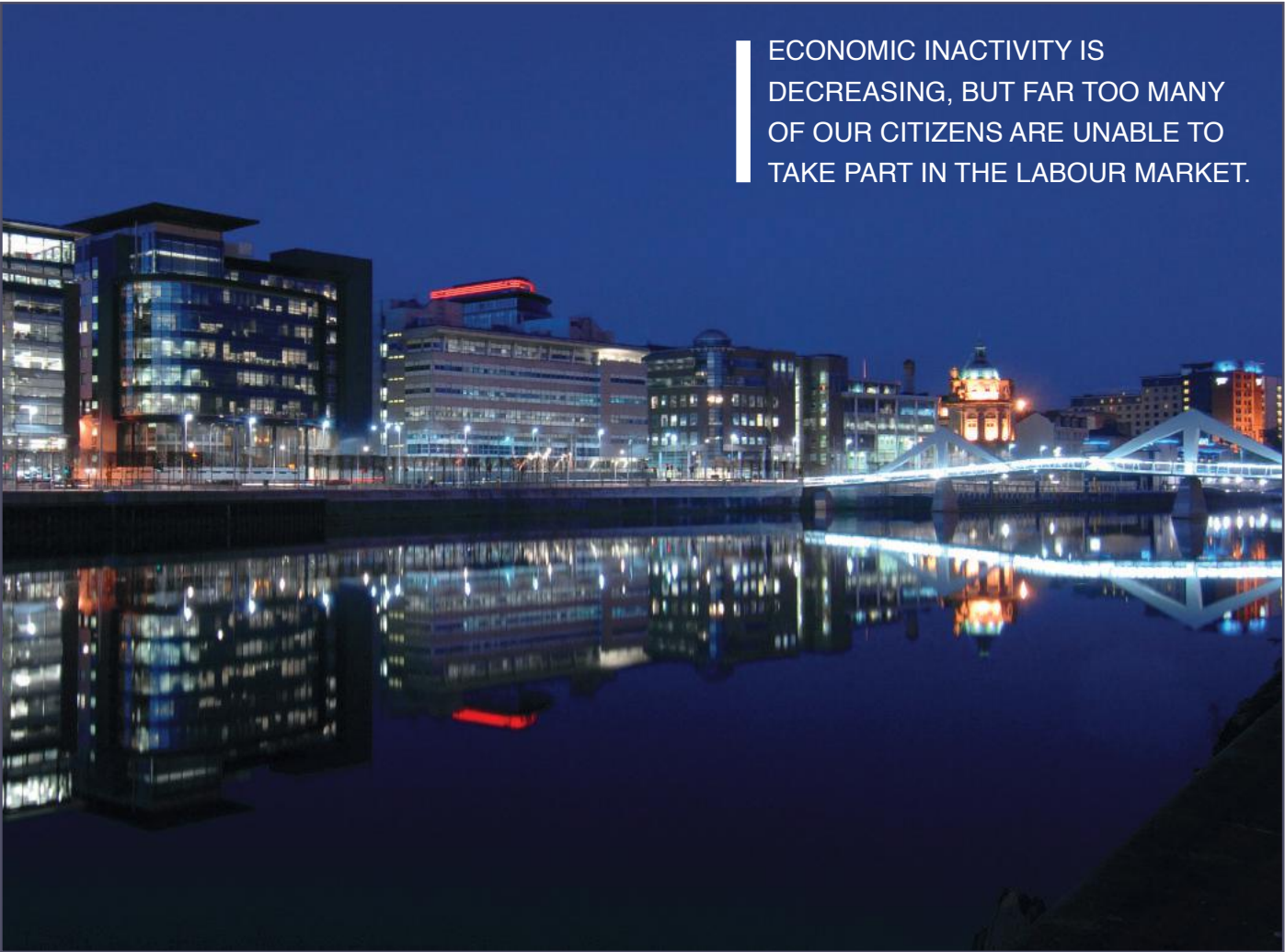
The biggest issues for Glasgow were clearly in economic activity and employment. As we have seen elsewhere in this document, the city has made huge strides in tackling unemployment and getting people into work. Employment levels in Glasgow are now significantly higher than major cities such as Manchester, Liverpool and Birmingham.

Yet, it is clear that challenges remain.

Economic inactivity is decreasing, but far too many of our citizens are unable to take part in the labour market. Glasgow had the third largest inactive working age population in Scotland in 2015. This is challenging enough, but 77.7% of those individuals do not want a job.

This is likely to be due to a number of factors, some easier to define than others. Lack of ambition or confidence is difficult to quantify or address, but it is clear that support needs to be put in place.

Another factor may be skills gaps for some of our citizens. Nowhere is the dual nature of Glasgow's economy clearer than in our position as the second most highly skilled major city in the UK (46.3% of our workforce have degree level qualifications, only Bristol is higher in the Core Cities) as well as the third worst for residents with no qualifications. We are a high



ECONOMIC INACTIVITY IS
DECREASING, BUT FAR TOO MANY
OF OUR CITIZENS ARE UNABLE TO
TAKE PART IN THE LABOUR MARKET.

skills/no skills economy and it is clear that we need to do more.

Glasgow's health record is well documented. The 2016 report History, Politics and Vulnerability highlights the significant differences between Glasgow and other post-industrial cities such as Birmingham and Liverpool. Glasgow has enjoyed economic success greater than those cities in recent years and our GVA and employment growth has outperformed them. Yet this has not impacted on our poor health record with inequalities increasing. It is clear that the economic success story of Glasgow has not been shared with all of our citizens.

This is important for two reasons. Firstly and most importantly, improvements in our health would greatly increase the quality of life of those citizens who have historically suffered from ill-health.

However there is a clear wider benefit to the city's economy. We have the sectoral mix, we

have the working age population and, with a huge programme of infrastructure investment over the next 10 years through the City Deal and our housing investment, we are creating the perfect conditions for growth. A healthy, skilled workforce could take advantage of the opportunities this will create and help Glasgow to flourish in a way like never before.

Crucially productivity is linked to income and is the fundamental determinant of any economy's competitiveness and living standards. For every 1% increase in productivity, wages increase by 0.8%. A more productive Glasgow is a more equal one.

So the solution to Glasgow's productivity challenge is relatively clear. We need to support our own growth sectors, encourage more innovation and tackle the endemic health and skills issues which are increasing inequality in the city.

That is our focus.

05 THE STRATEGY

The current economic strategy for Glasgow was published in 2016. This seven year strategy outlined ambitious plans to tackle health, improve productivity, encourage investment and support businesses.

In the three years since its launch, there has been measurable progress. The city has also seen a change in political leadership and the uncertainty caused by Brexit has intensified. These are all key factors in driving this review and updating of our economic priorities.

Of the 50 original commitments of the 2016-2023 strategy, some have been delivered in full, some remain works in progress, and others have been updated to reflect the changing economy. Our themes have also been updated, to support the city's decision to put Place and Fair Work at the heart of our economic ambitions.

1. RAISING HEALTH
2. SKILLS FOR ALL
3. FAIR WORK GLASGOW
4. SUPPORTING OUR KEY SECTORS
5. INNOVATION/HIGH VALUE EMPLOYMENT
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10. INCREASING OUR POPULATION

All of the city's economic development efforts will be expected to support delivery of these priorities.

Our actions are set out in the following sections.



RAISING HEALTH

Our vision:

Towards the end of 2017, the City Government reported the findings of the Health and Inequality Commission, which sought to assess the major health challenges in Glasgow. The report identified poor mental health as having a major impact on the quality of life of many Glaswegians, including their ability to enter the labour market.

To address this and the wider health issues affecting the city, we will continue to work with partners, including the Glasgow Community Planning Partnership, the NHS and Glasgow Centre for Population Health (GCPH). Our Inclusive Growth Programme will fund a Programme Manager at GCPH to focus on the link between health and economic productivity, which marks another positive step in tackling long-term health inequalities and improving engagement with those furthest from the labour market.

The University of Glasgow's work in Precision Medicine is driving a radical approach to how healthcare is delivered. This will introduce a targeted approach to tackling poor health with the potential to have a ground breaking impact on the health of Glaswegians.

Our early actions:

- 1 Recognising the links between systemic poor health and exclusion from economic activity, and the subsequent negative impact this continues to have on our ambition to be the most productive city in the UK, we have established a new post of Public Health Programme Manager for health and inclusive growth to work on a medium to long term delivery plan that will start to make an impact on the dual outcomes of reducing health inequalities and contributing to the city's economic targets.**



SKILLS FOR ALL

Our vision:

The Glasgow Partnership for Economic Growth (GPEG) and its Employability and Skills Hub have brought together the city's key partners who will support Glaswegians to enter the labour market and establish rewarding careers. Our Glasgow Guarantee programme has been refreshed and reshaped to address the contemporary employment market, following a decade of support to Glaswegians and Glasgow businesses alike.

- 2 All employability support in the city will include a transferrable qualification** ensuring a legacy for every individual supported.



FAIR WORK GLASGOW

Our vision:

Fair Work is defined as work that offers all individuals an effective voice, opportunity, security, fulfilment and respect, generating benefits for individuals, organisations and society and balancing the rights and responsibilities of employers and workers. To become a Fair Work City, we will embed these values in all of the services we deliver across Glasgow, an example of this being its inclusion in the newly published Glasgow Investment Strategy.

In 2019, Glasgow's City Government committed a new budget to deliver an Inclusive Growth programme, which will help deliver a Fair Work agenda in all of our economic growth work and ensure that the benefits of our growing economy are shared across all of our citizens.

- 3 **The Council will deliver a refreshed Glasgow Guarantee** and ensure an increased focus on supporting those furthest from the labour market.
- 4 **We will work to build on the understanding of and commitment to Fair Work by Glasgow businesses** and will consult with partners on the programme as it develops.
- 5 **We will develop and deliver a range of in work progression models to support public sector and private sector employees to access opportunities that improve their career prospects**, including upskilling and reskilling. We will do this by developing an approach to in work progression, based on the lessons learned from the care sector pilot delivered over 2016-19, and these lessons will be applied in similarly affected industries.

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- 6 **We will use the Glasgow City Deal to tackle inequalities** by placing inclusive growth at the heart of our master planning process for all infrastructure projects.
 - 7 **Glasgow's Social Enterprise Strategy, launched in June 2018, will support the growth and strength of social enterprise** including specific support to those providing childcare services in the city.



SUPPORTING OUR KEY SECTORS

Our vision:

In 2017 there were approximately 145,000 jobs in the city's key sectors of Finance and Business Services, Creative Economy, Low Carbon, Health and Life Sciences, Engineering, Design and Manufacturing, Tourism and Events, and Higher and Further Education.

Last year, international tourism spend in Glasgow outperformed the national average. The number of international visitors in Glasgow rose 6.4% year-on-year to 837,000, while spend increased 10% to £351million.

Buchanan Wharf in Tradeston will be home to Barclays' new state-of-the-art campus headquarters, creating space for around 2,500 additional jobs and doubling its workforce in Scotland. With a gross development value of £350 million, Buchanan Wharf will be Scotland's largest single site construction project and, on completion, it will comprise 470,000 square feet of prime Grade A office space and 324 Build to Rent apartments, creating a distinctive new quarter for the city.

The City Government has outlined its commitment to developing a new approach to childcare and social care, with a business support offer to child care providers which will help improve the sustainability of services and allow Glaswegians to return to the labour market.

In January 2019, Glasgow City Council signed a Memorandum of Understanding with our city's universities and colleges. This formalises existing town and gown co-operation, extends scope for collaboration, and galvanises our shared ambition

to create a city with the education and skills required to fulfil our potential in economic growth.

Glasgow has the opportunity to establish itself as a leading global city in tackling climate change. All of our key sectors have a contribution to make in achieving our ambition to reach carbon neutrality by 2030.

The addition of two new sectors – Social Enterprise and Child/Social Care – reflects the vision of the City Government to develop these areas and recognise their integral role in driving the city's economy.

Our early actions:

- 8 The Glasgow Partnership for Economic Growth (GPEG)** will provide leadership and direction to economic development activity in Glasgow.
- 9 Working in partnership with city stakeholders and businesses** we will launch a creative economy strategy in 2020 that aims to consolidate Glasgow's leading position as both a UK creative capital and a major global player.
- 10 The city will focus its economic development efforts on 10 key sectors:**
 - A. DIGITAL TECHNOLOGY**
 - B. FINANCE AND BUSINESS SERVICES**
 - C. CREATIVE ECONOMY**
 - D. LOW CARBON**
 - E. HEALTH AND LIFE SCIENCES**
 - F. ENGINEERING, DESIGN AND ADVANCED MANUFACTURING**
 - G. TOURISM AND EVENTS**
 - H. UNIVERSITIES AND COLLEGES**
 - I. SOCIAL ENTERPRISE**
 - J. CHILDCARE AND SOCIAL CARE**
- 11 Each sector will develop an action plan** and be sector-led.
- 12 As pledged in our concordant with the Third Sector**, we will involve the Third Sector in the shaping of economic development activity through direct involvement in the GEL/GPEG.
- 13 We will help business across all of our sectors to realise the potential that digital provides**, to stimulate innovation and to establish Glasgow's tech sector as a top global digital economy.
- 14 Our Tourism and Visitor Plan** will continue to work towards achieving its ambitious target of an annual tourism spend of £771million and we will commit to conducting a comprehensive review of the potential impact that the imposition of a Transient Visitor Levy would have on Glasgow's Tourism and Hospitality sector.



- 15 We will develop a strong circular economy, becoming one of the world's most sustainable cities.** Working with the Glasgow Chamber of Commerce and Zero Waste Scotland, we will develop the principles of reducing, re-using, recycling and recovering materials in the production, distribution and consumption processes, ultimately improving product quality, creating jobs and shaping a more environmentally-friendly and future-proofed city. In doing this we will also work to support the Council's Climate Emergency Working Group the aim of which is to build a greener economy.
- 16 Through our membership of Scotland Food and Drink,** we will conduct a review of the Food and Drink sector in the city, and identify sector specific support to build on recent growth.



INNOVATION/ HIGH VALUE EMPLOYMENT

Our vision:

Glasgow has world class universities and colleges with four institutions in the Top 300 QS World University rankings: University of Glasgow, University of Strathclyde, Glasgow School of Art and the Royal Conservatoire of Scotland – more than any other city in the UK outside London.

What we have done:

- Glasgow is investing in its innovation economy and is home to two Innovation Districts: Glasgow City Innovation District (GCID), led by the University of Strathclyde, and Glasgow Riverside Innovation District (GRID), led by the University of Glasgow. The wider Glasgow City Region is also home to the Advanced Manufacturing Innovation District for Scotland (AMIDS) and the National Manufacturing Institute for Scotland (NMIS), based at Inchinnan. All are testament to the central importance of industrial innovation to the city economy.
- GCID, formally launched in February 2019, builds on the £100million + investment in the cutting edge TIC Zone and the City Council's Tontine business accelerator. GCID builds on the University of Strathclyde's international reputation for technological excellence and industry engagement to foster an environment of entrepreneurship, innovation and collaboration, to create a new city quarter with an “eat, work, live, play and innovate” ethos. This project is exploring innovative funding models, led by the City Council, to expedite new projects such as TIC Zone Phase II.



- GRID is an integral part of the University of Glasgow's ambitious £1.3 billion campus redevelopment. Projects like the development of the Precision Medicine Living Lab, and the relocation of the James Watt Nanofabrication Centre to Govan, build on existing assets at the Queen Elizabeth University Hospital and demonstrate the city's commitment to engaging with traditionally harder to reach labour markets.

Our early actions:

- 17 Working in partnership with city stakeholders, a new Glasgow Investment Strategy will be launched** which will target key markets in North America, Europe and the Far East for FDI and capital investment with the aim of creating 15,000 new jobs.
- 18 We will build on but go beyond the OECD definitions of 4 types of innovation: product, process, marketing, and organisational.** We will create the conditions for enhanced public sector innovation and support more innovative approaches for deeper public, private and academic sector collaborations. The city will also commit to innovating ways to more deeply engage with our citizens through the Centre for Civic Innovation.
- 19 The city will continue to work with the University of Glasgow, the University of Strathclyde, Scottish Enterprise and other key partners,** to realise the inclusive economic benefits of the two established innovation districts in the city: The Glasgow Riverside and the Glasgow City Innovation Districts.
- 20 The City of Science and Innovation Board** will support and work in partnership with GCID and GRID as well as aspiring Innovation Districts to promote Glasgow as a city of science and innovation.



SMART INFRASTRUCTURE INVESTMENT

Our vision:

£115 million is being invested in the Avenues project through funding from the City Deal. This will see significant streetscape and public realm improvements and deliver an integrated network of continuous pedestrian and cycle priority routes, to fulfil a key strategic objective of the City Centre Strategy and Action Plan. The first phase of the Sauchiehall Street redevelopment was completed in the summer of 2019 and will continue to expand across other areas of the city. Furthermore, the project will facilitate the increase of active travel within Glasgow as a step towards lowering the city's carbon emissions.

What we have done:

- Glasgow City Council is leading a Digital Communications Infrastructure Project which seeks to deliver the next generation of digital connectivity within the city, including 5G. Fast and reliable connectivity is vital to support business growth, help communities thrive and is shown to improve health and wellbeing. This infrastructure is an essential foundation for many of our aspirations including low carbon, innovation and improved digital participation for inclusive growth. It is also fundamental to, and will lay building blocks for, Glasgow's ambition to be recognised as one of the most pioneering and coherent Smart Cities in the world.
- The Universities of Glasgow and Strathclyde have significant 5G expertise and are working with the Council, other public sector partners and industry to support 5G activity in the city.



- The Centre for Data Analytics and Visualisation has been established and will facilitate data driven decision making, as a source of innovation and improved efficiency in service delivery. Building on this development, Glasgow has joined MetroLab, a prestigious network of city-university partnerships in the United States which is sharing experience and know-how in relation to Smart Cities and technology to deliver better public services for communities.
- Glasgow's Connectivity Commission has called for £10 billion of infrastructure investment to deliver ambitious programmes, including the development of a new Glasgow Metro system, covering the M8 at Charing Cross, to create a new public realm and the repurposing of Glasgow's city centre grid system to prioritise pedestrians and encourage sustainable, environmentally friendly public transport.

Our early actions:

21 We will develop proposals for a Glasgow Infrastructure and Investment Fund to support capital investment in the city's priority infrastructure programmes.

22 We will work closely with the digital infrastructure industry to ensure Glasgow attracts maximum investment in robust, competitive digital infrastructure, including 5G, to drive our economic growth and increased digital participation.

23 Our City Deal will deliver £115.5 million of infrastructure spend, including:

- We will invest in the Glasgow Riverside Innovation District (GRID)
- We will transform Sighthill with a £250 million investment
- We will invest £27 million in the Calton/Barras area
- We will invest £45.8 million in improving strategic drainage across Glasgow, unlocking significant land for development across the city
- We will invest in Smart Cities technology
- We will invest in street lighting
- In partnership with Renfrewshire, under the Programme for Government, we will build a transport link between the city centre and Glasgow Airport taken forward under the Glasgow Connectivity Commission.



PLACE

Our vision:

Glasgow recently appointed the first ever City Urbanist, who will work with the design community, city partners and stakeholders to develop and embed an approach to “place quality” in all plans and strategies and enhance Glasgow’s approach to placemaking and connectivity.

What we have done:

- Through the Strategic Development Framework (SDF) and City Centre Living Strategy (CCLS), Glasgow is further taking a forward thinking approach to effective placemaking with the aim to double the city centre population by 2035. The CCLS will see Glasgow promoted as a liveable city, with the necessary infrastructure to attract business, investors, workers, residents and visitors through high design in new buildings, improved public spaces, and enhanced streetscape. This complements Glasgow’s Housing Strategy in delivering quality homes for Glaswegians, as well as a range of housing developments designed to promote city centre living and encourage families to live in Glasgow. A better connected, more walkable and attractive public environment will support thriving business communities, which will benefit from a range of premises including cafes, restaurants, gyms and shops.
- The creation of resilient, empowered and socially cohesive neighbourhoods will be supported by mixed use development, which will increase footfall and vibrancy throughout the city centre.
- While the city centre is currently a successful shopping destination, more needs to be done to ensure this is retained and strengthened. A new retail strategy will be prepared to increase the attractiveness of the centre to shoppers and visitors, considering new visitor attractions, family friendly activities and greater participation in arts and culture.



- The investment in the waterfront, including the expansion of the Scottish Events Campus, is creating a new destination in the city. Our investment in making sure that this development is well connected through public transport, bike and walking routes, will establish the appeal of the waterfront as both a daytime and evening destination.
- Glasgow is well known for its vibrant and varied night time economy (NTE), which complements and enhances the city region's economy through encouraging tourism, fostering employment opportunities and attracting an innovative and creative workforce. The city is home to world renowned venues such as the SSE Hydro and Emirates, and offers diverse food, drink and entertainment opportunities alongside a cutting edge arts and music scene - holding accolades such as the first UK city to hold UNESCO City of Music status. The most recent figures show that the NTE in Glasgow city centre generated a total output of £2.16 billion and created over 16,200 full time equivalent employment positions per annum. Promoting the night time economy is essential due to its significant contribution to the wider economic landscape, cultural tourism, large student population and enriching the quality of place within the city.
- Glasgow is taking a forward thinking approach to placemaking, to ensure that we are a people friendly city with the necessary infrastructure to attract investment, encourage city centre living, and promote the health and wellbeing of our citizens.

Our early actions:

- 24 We will revitalise the city centre through the delivery of the City Centre Strategy**, Strategic Development Framework and City Centre Living Strategy as well as significant investment by City Deal.
- 25 We will work with all relevant sectors** to develop a strategy for the Night Time Economy.
- 26 The Council will identify vacant and derelict land suitable for greening and rewilding** to substantially increase the number of trees and greenery in Glasgow and encourage ethical food growth.
- 27 The Council will consider the recommendations of the Place Commission for Glasgow**, led by the City Urbanist, to enhance Glasgow's liveability, wellness and carbon impacts.
- 28 The city will build 25,000 new homes.**
- 29 We will increase the number of affordable homes** and the number of people living in the city centre.



SUPPORTING ENTERPRISE

Our vision:

The Leader of the Council called for a review of business support in the city, to reinvigorate the way we encourage small and medium sized businesses, including an enhancement of support for social enterprises and the childcare sector. Our support not only offers the necessary resources to help entrepreneurs get businesses off the ground, but addresses the business mortality rate to encourage business longevity. It will also align with developing national strategies to support business growth and encourage entrepreneurship.

What we have done:

- The number of businesses in Glasgow grew by 1,125 between 2016 and 2018, surpassing the economic strategy's aim of increasing the business base by 1,000 well ahead of schedule. Furthermore, the Council is working more closely than ever with social enterprises, to encourage growth and raise awareness that value-driven enterprises can also be commercially viable.
- Since opening in 2016, the Tontine - part of the £1.3billion Glasgow City Region City Deal - has helped its inhabitant businesses generate an additional £40million in turnover and create an additional 369 jobs.
- Our Community Business Boost programme offers funding support to encourage small businesses to relocate to areas with high levels of multiple deprivation. Following initial success, this programme will now be expanded across the city.



- 30 We will extend our Community Business Boost programme** across the city, providing part-funding support to businesses to set up in premises in areas with high levels of multiple deprivation.
- 31 We will support growing businesses** in our innovation hub Tontine.
- 32 There will be seamless integration of economic development activity in the city** with all organisations working in partnership towards the common objective of increasing productivity.
- 33 The city will support the local economy actively through procurement,** guaranteeing work for local SMEs where possible.
- 34 The city will ensure that we maximise the business and employment opportunities that come from hosting major events,** including the Track Cycling World Cup, Euro 2020, COP26 UN Summit on Climate Change in 2020, and the inaugural UCI Cycling World Championship 2023.
- 35 We will work with the Scottish National Investment Bank to ensure financial interventions,** including any debt financing programmes are aligned to support SME growth, including social enterprises and cooperatives, in a fair and affordable way.
- 36 Working in partnership with the Scottish Development International (SDI), Glasgow Chamber of Commerce, and other strategic partners,** we will commission research to establish a baseline position that will inform the development of an exporting strategy for the city.
- 37 We will lobby the UK and Scottish Governments** to ensure the budget allocated to Scotland for delivery of the UK Shared Prosperity Fund (UKSPF) at least matches, in real terms, the levels agreed for the EU Structural programmes in Scotland in 2014-2020.



LINKING EDUCATION TO EMPLOYMENT OPPORTUNITIES

Our vision:

Glasgow City Council's Education department is currently developing 'Towards Better Futures', a strategy which will introduce a new way of approaching skills in our schools, to ensure that young people are equipped to enter the world of work when they leave school. This complements the Glasgow City Region Skills Investment Plan, which was published in early 2019.

What we have done:

- There are currently 12,800 technology job vacancies each year and this is set to increase with the increasing automation of traditional industry. Glasgow already produces excellent digital technology talent, but we must do more to proactively support Glaswegians to develop the skills these new roles require. To do so, the Council is working closely at all education levels to ensure it is more responsive to the needs of employers and the impact of digitisation and automation. Through its Digital strategy, the city is also working closely with Skills Development Scotland to recruit a Digital Skills Project Manager, who will boost activity and deliver new initiatives to help residents access the Digital sector's significant opportunities and high value jobs.
- The city's decision to provide iPads to 50,000 school children further demonstrates our commitment to modernising learning, closing the attainment gap and ensuring that young people embrace the digital age.



- 38 We will develop a new approach to work experience**, giving young people more experience of the world of work and a progressive route to sustained employment.
- 39 We will increase the number of young people gaining advanced digital skills**, work to remove the barriers to accessing advanced digital training - particularly in Thriving Places areas - for our citizens and provide more informal opportunities to inspire and learn, such as coding clubs in partnership with Skills Development Scotland (SDS) and Glasgow Life (GL), to help Glaswegians to take advantages of this key sector.
- 40 We will continue to increase mentoring support for young people studying in Glasgow's schools.**
- 41 Glasgow's employment strategy for schools, Towards Better Futures**, will work with employers and partners in higher and further education, to put economic development and entrepreneurship at the heart of the education system and a focus on positive destinations.
- 42 The Council will work with our colleagues to develop a co-ordinated approach to the delivery of the City Deal**, ensuring a pipeline of talent to fill vacancies over the lifetime of the projects.



GROWING OUR POPULATION

Our vision:

Today, Glasgow's population is on a strong upward curve and there is a growing inclination towards city centre living. According to the UN World Urbanisation Prospects 2018, Glasgow's population will increase by 175,000 residents between 2018 and 2035, around 130% more than the population growth recorded between 2000 and 2018. The Council is committed to increasing our population and ensuring that people across all demographics want to stay in the city. Already, Glasgow retains a higher percentage of people who travel to the city to be educated than any other city in the UK.

What we have done:

Significantly, Glasgow differs from the national trend in that a large portion of this increase comes in the number of people aged 16-64. We are a young and growing city and the amount of people of studying and working age moving to the city is a sign of confidence in our future. We will continue to take steps to grow our city's population, in particular those of working age, so that we have the skills and personnel to fulfil our economic aspirations.

Our early actions:

- 43 We will work with all sectors** to build on our detailed work on Brexit, to limit the economic impact of the UK's exit from the EU as much as possible.
- 44 We will continue to make the case to government and national agencies** for Glasgow's unique position and role as Scotland's largest city to be taken in to account in national policy and investment decisions.



06 OUR AMBITIONS

Our ambitions for 2023 are clear. By continuing to focus on growth and tackling the longer term challenges the city faces, we aim to achieve the following:



50,000 new jobs



1,000 Glasgow Living Wage employers



1,000 more businesses



Highest five year business survival rate in UK



25% increase in GVA (2013-2023)



50% reduction in number of adults with no skills



2,500 new hotel beds



25% increase in high growth companies



1 million additional tourists



Sustained and permanent decrease in youth unemployment



70% employment rate



25,000 new homes



Significant population growth



100% fibre coverage in city



Sustained improvement in the health of our citizens with measures to be agreed by the Health Inequalities Commission



07 CONCLUSION

This strategy highlights some of Glasgow's incredible strengths, but also sets out a new approach to increasing productivity, focusing on growing the business base, improving links between education and commerce and tackling poor health and poverty.

A successful Glasgow economy is one where the public, private and third sectors are working in collaboration with academia and citizens to deliver growth and opportunity for all.

This is an ambitious city. This strategy reflects that ambition. By implementing this strategy, Glasgow will become the most productive city in the UK. That is our goal.

