

Clyde Valley Community

Planning Partnership

**A Refreshed Economic Strategy
for the Glasgow City Region**

2011-2016

1. Introduction

1.1 The Glasgow City Region

The Glasgow City Region comprises the local authority areas of Glasgow, East and West Dunbartonshire, Renfrewshire, North and South Lanarkshire, East Renfrewshire and Inverclyde.

It is home to 1.75 million people and is Scotland's only true conurbation of a comparable scale to the UK's other large conurbations.

This definition does not take into account the full effect of the City-Region's continuing and growing influence. The City Region is an important provider of further and higher educational opportunities on a national – and increasingly international – stage and there are important commuter flows from Argyll and Bute, Ayrshire, Stirling and even the Edinburgh City Region.

Nevertheless it provides a robust basis for developing analysis – and developing strategy – for a unified economic entity with a diverse mix of activity and places.

1.2 How has this strategy been developed?

The strategy has been developed over a nine-month period and has included:

- A review of the recent performance of the Glasgow City Region, including the impact of the recession
- A review and assessment of the national, regional and local policy context, including the Single Outcome Agreements of each of the constituent local authority areas
- The engagement of key stakeholders through a series of strategy development workshops in November 2010
- A six week consultation period with Clyde Valley CPP partners through December and January 2010

This draft strategy will be presented to the CVCPP Leaders Group in 2011 and approved by the Leadership Group thereafter. .

1.3 The background

In 2003 the Clyde Valley Community Planning Partnership launched a 10 year vision for the development of the Metropolitan Glasgow region. The Vision stated:

“We want the Glasgow City Region to be one of the most dynamic, economically competitive and socially cohesive city regions in Europe. A City Region which prospers and, through effective public and private partnership working at all levels, includes all of its people in its success. A place of quality where people choose to live”

Five years later, we restated our commitment to the Vision and highlighted the progress that had been made towards achieving the Vision.

The financial crisis of 2008 and the subsequent recession however have created new and major economic challenges, not just for the Glasgow City-Region, but for the UK and beyond.

The widely expected contraction of public expenditure also creates a challenging environment for the CVCPP to affect the meaningful economic and social progress that the Glasgow City Region requires.

But we also believe that this is a time of significant change – in terms of the challenges we face – and the way in which we need to work together. The Arbuthnott review on shared service delivery is driving change and new ways of working between local authorities in the West of Scotland

The principles of shared action and shared delivery are particularly important in terms of the West of Scotland economy. We firmly believe that City Regions who exhibit strong partnership – and have a clear sense of purpose – stand a greater chance of seizing the economic opportunities that are on offer.

This is why now is the right time to review – and refresh – our Vision and economic strategy for the Glasgow City Region.

1.4 Structure

This document sets out:

- Why we need a refreshed Strategy
- Our vision for the Glasgow City Region to 2016
- Our key priorities
- A summary strategy and objectives
- How we will deliver the strategy.

2. Why do we need a refreshed strategy?

2.1 Progress against our 2008 targets

The 2008 strategy set out a number of ambitious targets for the continued growth of the City Region. These included:

- Stabilising the population of the city region at 2003 levels
- Achieving annual GVA growth 0.5% above the UK average to 2013
- Raising our employment rate to 75% and bringing an additional 32,000 back into work
- Reducing the legacy of industrial dereliction by transforming 400 Ha of vacant and derelict land
- Generating a 40% increase in tourism revenue across the region by 2013
- Improving the health of our most deprived communities and targeting a reduction of 10% in the number of areas that fall into the 15% most health deprived zones in Scotland by 2013

These targets were ambitious and stretching but were predicated – not only on concerted partner action – but also continuing economic growth. The recession has created major challenges in progressing these targets:

- Population has increased in the Glasgow City Region, albeit at a slower rate than across Scotland
- The economy across Scotland contracted by 5.8% over the 18 months from the start of the recession – and the Glasgow City region will not have been immune from its effects.

- ILO Unemployment in the City Region increased by 23,000, between 2008 and 2010 and has increased at a faster rate than the rest of Scotland
- Commercial and residential development has stalled – largely as a result of a lack of available finance for development.
- Tourism like all sectors of the economy, has been impacted by the recession., although there are indications that the sector has performed reasonably well in relative terms
- Health inequalities remain a major issue and there is emerging evidence that the recession has had and will have a greater impact on our already most deprived and disadvantaged communities

2.2 The case for a refreshed strategy

The pressing need to reflect these **major shifts in the economic landscape provide a compelling case for refreshing the economic strategy**. In developing the strategy however, the partners have identified a number of **other important drivers which have influenced the refresh**:

- **The pattern, nature and drivers of growth in the global economy may be significantly different** from what has come before
- **There are new emerging opportunities** in the UK and Scottish economies such as, for example, renewable energy, that the strategy should address
- There are **significant committed investments taking place in the City Region which need to be fully exploited** including the completion of the M74, the Commonwealth Games in 2014, Ravenscraig's regeneration and the regeneration activities of the URCs at Riverside Inverclyde, Clyde Gateway and Clydebank Rebuilt
- **Some old and familiar challenges** such as reducing youth unemployment **have taken on added importance** – and the city-region continue to be characterised by significant disparities in wealth and opportunity.

- **We have to find ways of addressing new challenges** such as supporting regeneration and commercial development in the context of depressed levels of private – and public – funding for development.
- And given the unprecedented reductions in public sector finances, **we will have to find new ways of working**, and **have an even greater focus on delivering value for money and greater impact**
- **In addition it is likely that the next few years will see a reduction in public sector employment**, an important source of jobs in the West of Scotland, and in some localities one of the main drivers of employment growth.

These drivers are reflected in the challenges we have identified and the targets and objectives we have set for the strategy.

2.3 The importance of the Glasgow City Region

Throughout the entire strategy development process we have been mindful of **the central contribution that the Glasgow City Region has, and will, make to Scotland's economic success story**. The strategy recognises that:

- **City-regions will continue to be the main engines of economic growth** as we move into recovery. They are the chief market place for goods, services and employment; they are centres of innovation and education; and they are at the heart of social and cultural activity.
- **In a Scottish context, the Glasgow city region is big and important**. The city region is home to more than one in three Scots; has more than 35% of Scotland's jobs and contributes more than 36% of Scotland's exports.
- **The region is a focal point for the Government's Key and other Growth sectors** – the City Region is home to nearly 40% of all jobs in the Financial Services and Aerospace, Defence and Marine sectors in Scotland and around one in three of all jobs in the Tourism, Food and Drink and Construction sectors.
- **Competitive and strong City-Regions are often driven by a strong growing core – but**

we also need a strong surrounding region. This will be important to address the Government's aspiration for growth that is shared and equitable given the disparities there are within the city region.

3. Our vision

3.1 Our vision

The new Vision for the refreshed strategy has been based on our identification of **the key challenges facing the region and our ambition to see the Glasgow City Region grow faster than other comparator UK Core Cities**.

Our shared vision is as follows:

We want the Glasgow City Region to be one of the fastest growing city regions in the UK – a city region that is characterised by a strong growing core in Glasgow, yet exploits growth opportunities across the City Region. In pursuing growth we will also look to reduce economic inequality and disparities, between people and between places. We will be a City Region that is ideally positioned to meet the challenges of the next 20 years and we will become more outward looking and better connected with European and global markets. We will be characterised by a highly skilled and entrepreneurial workforce and we will ensure that all our residents have the skills and opportunity to engage with the labour market. We will be seen as one of Europe's leading destinations of choice – for visitors, investors and people alike.

To move towards this vision over the next five years we have identified a set of challenges, objectives and actions around **4 main themes for the strategy**:

- **Stimulating economic growth and strengthening the business base**
- **Improving the skills of all our people and supporting them into work**
- **Creating a place where people choose to live work and invest**
- **Stronger partnership and new approaches to delivery.**

4. Our priorities

4.1 Stimulating economic growth and strengthening the business base

4.1.1 How have we been doing?

The Glasgow City-Region was a key part of the Scottish economic success story in the five years ahead of the recession. Between 2003 and 2008 the City Region:

- Created almost 42,000 new jobs – a faster rate of jobs growth than the rest of Scotland
- Saw productivity in terms of GVA per employee increase to above the Scottish average
- Increased the business start-up rate by 21%, compared to an average increase of 9.3% across Scotland
- Saw full time weekly wages increase to £433, above the Scottish average
- Reduced the number of datazones in the worst 15% most deprived in Scotland

4.1.2 What do we need to do next?

As we have noted earlier, some of this good work has been undone by the recession, and some of these positive trends have been temporarily reversed.

If we are to meet our goal of making the Glasgow City-Region one of the fastest growing parts of the UK we will need to ensure that we are equipped to meet future economic challenges. The partners have identified a number of important issues for the strategy to address:

- It will be important to support a broad range of interventions that **help raise the overall GVA growth rate of the city region.** While the pre-recession era saw strong growth, the annual rate of growth was below the UK average. We need to do more to close this gap over the next few years.

- **Crucial to this will be our ability to build on our existing strengths in growth sectors.** The region already has important concentrations of world-class businesses in **financial services, aerospace and defence** and **food and drink.** The city region has also developed an **international class tourism** offer – unthinkable 30 years ago - with Glasgow now one of the leading European destinations for business tourism and conferences, and a range of attractions around the region including the World Heritage Site at New Lanark and the southern border of the Loch Lomond and Trossachs National Park in West Dunbartonshire. The 2014 Commonwealth Games provides a unique one-off opportunity to further promote our area as a tourism destination.
- More recently the world's largest **renewable energy** company, Iberdrola has located their Scottish operations base in North Lanarkshire. Sustainable Glasgow also brings together some of the country's leading University research departments and provides the basis for a centre of excellence in renewable energy and sustainability technologies
- **Sustainability need to be about more than developing a renewable energy cluster in the city region.** We need to move the west of Scotland towards becoming a low-carbon economy. This will involve supporting businesses to adopt new energy technologies, and minimising waste and co-ordinating more effectively our transport and land use priorities.
- A further key challenge will be to **increase the export capabilities of our company base.** The balance of global economic growth is moving southwards and eastwards. The high growth economies of the future are most likely to be in the called BRIC countries of Brazil, Russia, India and China. While some companies and institutions in the City-Region, most notably in the engineering and manufacturing sectors – and indeed the Further Education sector – are making strong sales in these growing countries we need to encourage other sectors to do likewise.

- Exports to the rest of the UK and indeed to Europe will also remain important, particularly in the business services sector. **Encouraging and supporting greater levels of internationalisation within the City- Regions company base will play a key role in raising our growth rate.** We want to grow the number of professional services companies in the city region capable of competing in UK and European market.
- Developed economies such as the west of Scotland will find it increasingly difficult to compete solely on cost. We cannot afford simply to work harder – we must work smarter. Investment in new products, processes and technologies will help companies compete more effectively in export markets. We must continue to exploit the huge asset that is the **research and knowledge base of our further and higher education institutions and encourage the commercialisation of ideas and inventions to the marketplace.**
- **One of the key consequences of the recession for businesses has been the lack of access to finance to support business growth.** While this is a national and indeed global issue, we will use the full set of tools at our disposal to ensure viable companies have appropriate access to sources of finance for investment and growth.,
- **We also recognise the importance of the small business base to the economy and employment growth.** Research from the FSB shows that small businesses were a key driver of employment growth in the 10 years ahead of the recession. And while new business survival rates are improving **the rate of new business start-ups in the city region remains disappointing – particularly in terms of the number of high growth companies we are creating.** . **This will require co-ordinated action, not only in terms of new business and start-up support, but also in ensuring we have an appropriate supply of office/industrial space for new businesses and building a culture**

of entrepreneurship in our young people.

- **The existing Business Gateway contract expires in 2012 and we need to ensure that comprehensive and appropriate support funded by government is continued** with no service disruption between existing contracts ending and a new service being rolled out.
- These priorities are given added importance given **the relative reliance on the public sector for employment compared to the UK average.** While we will take steps to minimise the impact of reducing finance on service delivery and employment we must continue to support efforts to encourage private sector growth.
- **The Third Sector has become an important source of employment – and a central part of the delivery of public and community services across the City-Region.** We will continue to look at ways to mainstream the delivery of business growth to this important sector to ensure it delivers on its potential.
- **Finally we recognise that the City Region’s diversity is a strength, it is also a challenge.** It will be important that all the constituent local authority areas make – or can make – a contribution to these economic growth challenges. At the same time we also recognise that addressing economic disparities between individuals and communities needs to be a key aim of the strategy

4.1.3 What are our objectives?

Over the period 1999 – 2008 the average GVA growth rate of the CVCPP area lagged behind that of the UK, by around 0.5%. Our headline target for growth is to **match the growth rate of the UK economy over the period 2011 – 2016.**

We have identified a number of objectives for raising the growth rate of the City Region and reducing disparities in growth. These include:

- **Building on the city-regions existing strengths in key sectors, including**

financial services, tourism, aerospace defence and marine and food and drink.

- Ensuring **the city region plays a leading role in developing renewable energy and sustainability technologies**
- **Raising the export performance of our company base** and ensuring businesses in the City-Region **and in particular support access to new growth markets in the BRIC countries**
- **Maximising the potential of our FE and HE Knowledge base** and **raising rates of investment in process and product innovation and commercialisation**
- **Raising the small business start up rate** and providing companies with the best available business support
- **Supporting companies to access finance** to pursue investment and growth plans
- Articulating the contribution that all parts of the City Region can make to future economic growth and **ensuring that growth is shared and sustainable.**

4.2 Giving our people the skills for work

4.2.1 How have we been doing?

People and skills are a key component of the economically successful city-regions. Between 2003 and 2008 the City region:

- Saw productivity in terms of GVA per employee increase to above the Scottish average
- Moved an additional 32,000 people into work – although the overall employment rate was below the Scottish average
- Increased the proportion of people with degree level qualifications by 2%
- Witnessed increased educational attainment in Schools across the City-Region

- Saw major investment in employability, training and childcare services to support people back to work

4.2.2 What do we need to do next?

As with economic growth the recession has presented significant new challenges for the region, while some old challenges have re-emerged

- **A key priority must be to support people get back to work.** JSA unemployment has risen by nearly 28,000 in the City Region over two years to October 2010 - a faster rate of increase than the rest of Scotland. The JSA claimant rate in Glasgow is now 6.3% - amongst the highest in Scotland.
- **Getting people back into work will be major challenge in,** what most economic commentators are predicting will be, **a period of slow jobs growth** over the early part of this strategy period. At the same time there are significant economic headwinds, not least in the shape of public sector job cuts, which may mean that **getting people back into work may be much more difficult than in pre-recession times.**
- This will require us to adopt **new approaches to support people back into work.** Key to this will be **stronger engagement with employers** to identify where future jobs might come from, and how we can support people get back into work. This may involve **flexible measures to support and encourage employers to recruit new staff as the economy begins to grow.**
- **The introduction of the Work Programme has the potential to create significant changes in the delivery of employability support** and impact on the work of local employability partnerships. Local authorities can have a key role facilitating partnership work between prime contractors and the existing local employability networks and services.
- The Future Jobs Fund and the expansion of Modern Apprenticeships in response to

rising youth unemployment have made a start on ensuring that we don't suffer from the legacy of another lost generation. **We will continue to support mechanisms that help young people gain a foothold in the workplace – and progress in their careers.**

- **We will also look to help graduates use their skills in companies in the city-region.** This may involve the development of placement programmes within growth sectors. Providing a strong company base will also help to support graduate retention within the city region.
- **The City Region also has an unacceptably high proportion of people on sickness and incapacity related benefits.** These people will continue to need support through our range of local employability partnerships to develop the skills and capacity to move back to work
- **We also sound a note of concern over the impact of the Coalition Governments reforms of welfare benefits.** In some of our most deprived communities, welfare payments are one of the main sources of income for local communities. The restriction of welfare payments has the potential to take up to several millions of pounds of expenditure out of our most vulnerable local economies. Local Authorities will have to be in the frontline of responding to the challenges this raises in terms of demand for support services
- At the same time we recognise that our investment in people and skills is about much more than just dealing with the legacy of the recession. **We have to invest in the skills that new growth industries will require – and the skills that are going in increase the competitiveness and productivity of the City Region Economy.**
- We will work closely with the FE and HE sector. Skills Development Scotland and the Sector Skills Councils to **ensure that we have the right intelligence to shape the future supply of skills for growth industries.** We will look to develop

tailored skills interventions, to support our growing sectors and important current and future industries including renewable technologies, tourism, financial services, the creative industries and defence and marine.

- In our schools, colleges and Universities, enterprise education will play a key role in **preparing our young people for the world of work and addressing the West of Scotland's poor record on entrepreneurialism.**

4.2.3 What are our objectives?

In Jun 2010 the gap between the LA area in the CVCPP with the best economic activity rate (East Dunbartonshire – 80.6%) and the LA area with the worst economic activity rate (Glasgow 69.3%) was 11.3%.

Our headline target is to reduce the gap in economic activity rates between the best and worst LA's by half by 2016.

We have identified a number of objectives for giving our people the skills for work across the City-Region. These include:

- **Addressing worklessness and giving all our people the chance to participate** in the labour market
- Developing a range of mechanisms that **encourage employers to recruit new staff and up-skill existing employees**
- Taking a **co-ordinated and effective approach to employer engagement** across the City-Region
- **Developing better intelligence on the skills needs of growth industries** – and working to ensure that we meet those needs.
- **Supporting young people and graduates into work** through mechanisms such as Modern Apprenticeships, Training Guarantees and Work Placements.
- **Supporting enterprise education** in school years and beyond.

4.3 Creating a place where people choose to live, work and invest

4.3.1 How have we been doing?

The Clyde Valley Community Planning Partners have played a leading role in developing innovative approaches to physical regeneration and place making. Over the last ten years we have:

- delivered a successful multi-partner approach to the regeneration of the Clyde Waterfront
- seen the establishment – and moved into the delivery phase – of three Urban Regeneration Companies at Riverside Inverclyde, Clydebank Rebuilt and Clyde Gateway
- seen major investment in the planned completion of the M74 which will bring benefits right across the City Region
- facilitated the transformation of large tracts of derelict land to create employment and development opportunities
- continued to invest in our town centres to improve their function and their sustainability
- secured the Commonwealth Games for Glasgow and Scotland in 2014 which offers the potential to raise the international profile of the City Region
- seen the establishment of Glasgow as a premier business conference destination within Europe
- witnessed tourism activity increase right across the City Region and the development of a cluster of international class attractions.

4.3.2 What do we need to do next?

The strategy recognises that **there can be no choice other than to continue to invest and build on this success.** Importantly however the environment in

which we seek to deliver investment in the transport, connectivity and physical fabric of the City-Region has changed drastically.

- **The availability of public finance for regeneration is likely to be severely constrained** by the cuts in the Scottish Government Budget. **We will continue to lobby government on the essential importance of supporting our URC's** who will play a central role in the transformation of the city-region.
- The government also has to recognise that the **Clyde Valley CPP area is in a unique position on a Scottish context in terms of a continuing legacy of vacant and derelict land**, which continues to act as a drag on our economic potential
- As Local Authorities we also have a role to play in **identifying and developing new and innovative forms of finance for development.** **We will share knowledge across the Community Planning Partners on the approaches we are developing such as JESSICA and Tax Increment Financing.**
- **We also need to reappraise the appropriateness of our transport infrastructure, both to address the impacts of climate change and to position us for new economic opportunities.** We believe that air transport will continue to play an essential role in connectivity for the city region. On the plus side the area can be accessed by three international airports. However there are relatively few direct connections to growing markets in India, China and the Middle East.
- **We also need to continue to move towards less carbon intensive forms of transport within the UK.** A crucial issue for Scotland and the City Region will be to argue the case for High Speed Rail. While the development of HSR may be 30 years away, **we believe it is essential that we lobby make the economic and business case for High Speed Rail to be extended to Glasgow and Edinburgh.**
- **The City Region needs to continue to compete for inward investment – in what is likely to be an increasingly competitive marketplace.** Working closely with SDI and Scottish Enterprise this will require co-ordinated

investment in transport, sites and premises and skills as well as getting the message out effectively to potential investors that the city-region is open for business.

- **We believe there is a strong case for continuing to invest in route development at Glasgow Airport, so that it continues to act as an economic driver for the region.** Connections to and from the Airport also have to be addressed, and the Airport Rail Link would play an important role in reducing reliance on the use of road transport to access the airport.
- A key element of our future competitiveness across the region will be our connectivity to super-fast broadband. **We must ensure that the UK government commitment to 90% broadband coverage by 2016 does not leave behind the more rural parts of the city-region.**
- Over the last two years the Town Centre Regeneration Fund has been used in intelligent and innovative ways to respond locally to the challenges facing our town centres. **We believe that it will be important to continue to support our town centres to adapt and change in response to changing retail patterns.** Our town centres remain an important focal point for civic, commercial and retail activity and are important centres of employment.
- **Community regeneration also remains an important issue** – and we will continue to support efforts led by local people – to improve the quality of life in the communities in which they live.

4.3.3 What are our objectives?

In 2008 the CVCPP attracted around 50% of all known Scottish Inward Investment Activity by Value.

Our headline target is to maintain the CVCPP's share of all known Scottish Inward Investment at 50%

Our key objectives in terms of place issues include:

- **Lobbying the Scottish Government on the essential importance of continuing to fund our URC's**

- **Developing new and innovative funding models and sharing best practice** across the city-region
- **Supporting continued investment in route development at Glasgow Airport** including direct flights and connections to Europe, China and India
- **Lobbying and developing the business case for the extension of High Speed Rail to Scotland**
- **Extending super-fast broadband coverage across 100% of the City Region**
- **Developing a clear and compelling inward investment proposition** for the City-Region
- **Creating safe, attractive and competitive town centres**
- **Tackling the legacy of vacant and derelict land** across the region
- **Improving and developing public transport infrastructure and services** such as Fastlink, within the region for the benefit of businesses, employees and visitors

4.4 Building on the foundation of strong partnership

4.4.1 How have we been doing?

The City-Region has an impressive record of partnership working over the last 10 years. **The previous Metropolitan Glasgow set out a framework for shared action** to address the economic and physical regeneration of the City-Region.

We also have a strong track record in terms of taking a shared approach to delivering business support, employability and regeneration activities:

- **The successful West of Scotland Loan Fund model** has now been adopted by a consortium of East of Scotland Local Authorities
- **Business Gateway services are delivered through four contracts with groups of local authorities sharing the same contractor.** These include East & West Dunbartonshire;

North & South Lanarkshire; Renfrewshire, East Renfrewshire & Inverclyde; and Glasgow

- **Individual groups of Local Authorities have developed shared services in other areas, including employability, working across boundaries where appropriate** and have been successful in jointly securing external funding, including European Social Fund monies, for the delivery of shared services.
- **The Clyde Waterfront Partnership has been managed and delivered by all local authority partners along the riverside and Scottish Enterprise** to support the regeneration of the waterfront.
- **The Supplier Development Programme is a shared business growth initiative delivered in partnership between 18 Local Authorities (including all of those in the Glasgow City Region)** to promote opportunities and build capacity in SMEs and Social Enterprises in relation to Public Sector Contracts.
- **We have continued to pursue issues of mutual interest and benefit** with the Edinburgh City-Region **through the Glasgow Edinburgh Collaboration initiative.**

4.4.2 What do we need to do next?

We are committed to **exploring and developing new areas of joint working and shared delivery where they deliver value for money, meet regional needs and balance local priorities.**

In particular we aim to **explore the potential** for:

- **Working further across local authority boundaries in terms of providing access to business support services**
- **Taking a co-ordinated approach to employer engagement** that reflects travel to work areas rather than only local authority boundaries
- **Developing a shared intelligence base on economic and labour market intelligence** and in particular

understanding where future jobs might come from

- **Sharing information and best practice on innovative funding models and regeneration vehicles**
- **Developing a stronger lobbying role for the Clyde Valley CPP to promote the interests of the Glasgow City Region.**
- **Continue to collaborate with Edinburgh to promote Scotland's case for High Speed Rail**

These areas of activity will each be key objectives for the CVCPP in terms of developing our Partnership over the next five years.

5. Summary strategy

Vision	<p>We want the Glasgow City Region to be one of the fastest growing city regions in the UK – a city region that is characterised by a strong growing core in Glasgow, yet exploits growth opportunities across the City Region. In pursuing growth we will also look to reduce economic inequality and disparities, between people and between places. We will be a City Region that is ideally positioned to meet the challenges of the next 20 years and we will become more outward looking and better connected with European and global markets. We will be characterised by a highly skilled and entrepreneurial workforce and we will ensure that all our residents have the skills and opportunity to engage with the labour market. We will be seen as one of Europe’s leading destinations of choice – for visitors, investors and people alike.</p>			
Theme	Stimulating economic growth and strengthening the business base	Improving the skills of all our people and supporting them into work	Creating a place where people choose to live work and invest	Stronger partnership and new approaches to delivery.
Objectives	<ul style="list-style-type: none"> • Developing the City-Region’s strengths in key sectors • Play a leading role in developing renewable energy and sustainability technologies • Raising the export performance of our company base • Maximising the potential of our FE and HE Knowledge base • Raising rates of investment in process and product innovation and commercialisation • Raising the small business start up rate • Supporting companies to access finance • Addressing disparities across the region ensuring that growth is shared and sustainable. 	<ul style="list-style-type: none"> • Addressing worklessness and giving people the chance to participate in the labour market • Encourage employers to recruit new staff and up-skill existing employees • Co-ordinated and effective approach to employer engagement • Developing better intelligence on the skills needs of growth industries • Supporting young people and graduates into work. • Supporting enterprise education • Maximising the economic benefit of investments in further education and training 	<ul style="list-style-type: none"> • Lobbying on behalf of our URC’s • Developing new and innovative funding models • Supporting continued investment in route development at Glasgow Airport • Developing the business case for the extension of High Speed Rail to Scotland • Extending super-fast broadband coverage • Developing a clear and compelling inward investment proposition • Creating safe, attractive and competitive town centres • Tackling the legacy of vacant and derelict • Improving and developing public transport networks across the region. 	<ul style="list-style-type: none"> • Working further across local authority boundaries in business support • Taking a co-ordinated approach to employer engagement • Developing a shared intelligence base on where future jobs might come from • Sharing information and best practice on innovative funding models and regeneration vehicles • Developing a stronger lobbying role for the Clyde Valley CPP • Promote Scotland’s case for High Speed Rail
Target	<p>Match the growth rate of the UK economy over the period 2011 – 2016.</p> <p>The average annual growth rate for the CVCPP was 0.5% below that of the UK over the period 1999 – 2008 (2.7% v 3.2%)</p>	<p>Reduce the gap in economic activity rates between best and worst LA’s by half</p> <p>In Jun 2010 the gap between the LA area with the best economic activity rate (East Dunbartonshire – 80.6%) and the worst economic activity rate (Glasgow 69.3%) was 11.3%.</p>	<p>Maintain the CVCPP’s share of all known Scottish Inward Investment at 50%</p> <p>This is based on data sourced from Scottish Enterprise / SDI</p>	<p>Extending partnership working and shared delivery between authorities and partners in economic development.</p>

6. Delivering the strategy

6.1 A multi-agency approach

The Clyde Valley CPP Board has representation from a wide range of agencies. This includes:

- The Leaders and Chief Executives of the eight local authorities
- Glasgow & Clyde Valley Strategic Development Plan Authority
- Scottish Enterprise
- Skills Development Scotland
- Visit Scotland
- Job CentrePlus
- Strathclyde Police
- Strathclyde Fire and Rescue
- Strathclyde Partnership for Transport
- NHS Greater Glasgow and Clyde
- Glasgow Chamber of Commerce

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We will work jointly and with a single voice to make the case for continued investment in the City Region to support this vision.

While the overall responsibility for the delivery of the strategy will be vested in the CVCPP Group, we recognise that further work will need to be done to develop a detailed action plan in support of the strategy.

The detailed action planning will be completed by Autumn 2011 and will be carried out by a series of thematic groups looking at business growth, skills and place issues. In developing their actions plans the thematic groups will explicitly explore the opportunities for delivering joint working, sharing best practice and potential shared service delivery over the duration of this five year strategy. The implementation of the strategy will also involve engagement and joint working with the private sector – both

businesses and investors – and with the community and voluntary sectors.

Alongside the development of the action plan, we will also develop a detailed monitoring and evaluation framework which will be used to report progress on an annual basis to the CVCPP Group. This monitoring and evaluation framework will articulate the activities that we will deliver, the changes we anticipate as a result of those measures and the benefits our actions are expected to bring in the longer term for the Clyde Valley Economy.