

Forward thinking
Straight talking

New capital, new markets— *new companies, new jobs*

Growing your local
economy with inbound
international expansion

Gateley / GLOBAL



The Gateley Global team really understands inward investment and company drivers. Their expertise, professionalism and FDI insight are unmatched. Gateley Global brought more than expertise; they brought strategic thinking and operational excellence that exceeded our expectations. They have been great to work with and have been instrumental in the success of FDI attraction to our region.”

Steve Clarke: Assistant Director- Business, Trade & Investment
(Cambridgeshire & Peterborough Combined Authority).

Sustained economic growth is the only route to improved UK prosperity, but Westminster cannot provide all the required investment. The private sector must feature, it will be the real driver of growth.

Executive summary

Unlocking growth through partnering to attract investment, innovation and jobs

Despite strong ambitions across the UK regions, many areas lack the tools and partnerships needed to translate vision into measurable economic outcomes. UK growth has slowed in recent years, productivity remains low, and the need for new investment, capital, innovation and good jobs has never been greater. The UK's economic landscape remains uneven; while London and major cities continue to attract capital and talent, many areas struggle to secure, and compete for, the inward investment needed to create sustainable, impactful and high-value growth.

The Challenge

The UK faces an investment deficit. The Government's Plan for Change identifies "Kick-Starting Economic Growth" as its top mission, yet business investment as a share of GDP continues to lag behind other G7 countries. Public finances are constrained, and with debt to GDP ratios approaching 100%, government alone cannot deliver the transformation required. At the same time, devolution is placing greater responsibility – and also opportunity – in the hands of UK Regions and Combined Authorities; however, this is not a level playing field. Often-times, there are so many competing priorities within the regions that the required in-house capability, global networks and market insight needed to attract and retain private capital, particularly Foreign Direct Investment (FDI), is not readily available. Without targeted engagement and strong partnerships, too many opportunities are missed or go untapped.

Our Solution

Finding the right private sector partner can increase your chances of success and bridge this gap. Gateley Global is a specialist, award-winning economic development consultancy with 100+ collective years of experience in delivering business growth and international trade & investment programmes to drive regional and national growth. We work with local and national bodies to attract inward investment, new capital, innovation and jobs by leveraging private sector networks, and in-house capabilities, that extends beyond traditional inward investment support. Our approach blends international market intelligence, targeted lead generation, business engagement and practical delivery expertise. We identify credible investors and companies serious about entering or expanding in the UK, and we align opportunities with local market opportunities. We will work in partnership with your local teams, ensuring your investment promotion capability become embedded and sustainable.

Our model and design approach will enable you to deliver your economic objectives at pace, for impact and outcome.

- **Increased investment pipeline:** expanding beyond the Department for Business and Trade (DBT) leads to uncovering untapped opportunities;
- **Job Creation and Productivity:** Aligning Inward Investment with local industry priorities and skills;
- **Capacity Building:** Upskilling local teams through hands-on collaboration;
- **Cost Efficiency and Focus:** Targeted, data-driven engagement with investors most likely to deliver impact and
- **Local Prosperity:** Ensuring growth is inclusive, sustainable and reflective of local priorities.



***Let's work
together to
turn ambition
into action and
results; attracting
the investment,
innovation and jobs
your region deserves.***

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Growth is sluggish but the *need for investment and jobs* is ever present across the UK

The UK economy is struggling to emerge from post-Brexit and post-Covid downturns, an inflationary driven cost-of-living crisis, and an unprecedented global geopolitical environment – from the ongoing war in Ukraine to the ever-present prospect of a possible trade war. In its Plan for Change, the Government has stated that “sustained economic growth is the only route to improved prosperity”¹ in the UK. The plan has six missions, and of these Kickstarting Economic Growth is the number one mission. Government alone cannot deliver the good jobs, improved living standards and increases in productivity that the UK desires and requires – business must play a critical role. However, the Plan for Change starkly declares that the UK “lags behind every other G7 country when it comes to business investment as a share of our economy”².

While Westminster can implement policy and create enabling frameworks – from planning reform to reduced regulation – to drive change and stabilise the economy, due to public debt levels and borrowing rules it does not have the resources needed to fund the investment required and achieve the outcomes that will drive growth in the economy. In their own words, the Government believes that growth can only be achieved by working in partnership with business – we concur. The private sector must feature; it will be the real driver of growth.

Devolution will play a critical role in enabling delivery of the growth the UK economy needs. Increasingly, there is an imperative to find local solutions that meet local requirements and result in job creating growth, leading to a hoped-for increase in prosperity and better life outcomes for citizens. Prosperity is one focus, but low productivity, slow business investment, skills gaps and youth unemployment are just as much in need of addressing – all are interlinked, all need action to deliver measurable outcomes.

With increased devolution, the Metro Mayoralities and Combined County Authorities are now accountable for driving economic growth and prosperity in their region, but localities outside these jurisdictions face just as tough a task in an equally challenging socio-economic environment. The pressure to deliver is everywhere and the need for capital palpable.

Public debt centrally secured via the bond markets is far from viable given UK debt to GDP stood at 94.5% in October 2025 and is forecast to rise to 97.0% by 2028/29³, remaining persistently high over the period. In March 2025, the Office for Budget Responsibility predicted that debt interest would reach £111.2 bn in the 2025/26 fiscal year, the equivalent of 8.3% of public spending and 3.7% of national income⁴. The debt pile is high; how much higher it can go remains to be seen. Some regions will benefit from the £500 million **Mayoral Revolving Growth Fund** and the **Local Growth Fund** which will be a £902 million pot over four years allocated to certain regions and authorities, although not every local authority will benefit from this.

Equally, readily available ‘cheap’ debt accessed via the Public Works Loan Board is no longer considered by many to be affordable for local authorities, many of whose debt burdens from existing borrowing is unsustainable⁵. Investment must come from the private sector.

Only by working in partnership with business can the UK Government reach its economic growth target.

¹ Plan for Change: Milestones for Mission-Led Government, <https://www.gov.uk/missions/economic-growth>

² Plan for Change: Milestones for Mission-Led Government, <https://www.gov.uk/missions/economic-growth>

³ House of Commons Library, Public Finances: Economic Indicators, 27 November 2025 Public finances: Economic indicators - House of Commons Library

⁴ Office for Budget Responsibility, Economic and fiscal outlook: debt interest, 26 March 2025

⁵ Council aggregated debt is £122 billion: BBC News, Schools, care homes and sports clubs sold off to pay spiralling council debt, 26 August 2025

Stimulating private sector investment from the UK or overseas is *critical to success*

Historically, the UK has a systemically weak savings culture, so wholesale domestic private capital cannot be relied upon to entirely fund investment. Given that over 99% of the UK’s 5.5 million firms are Small and Medium-sized Enterprises (SMEs)⁶, domestic private sector investment will most probably be channelled through borrowing and/or cash reserves. UK businesses are hesitant about investing for many reasons – sluggish growth, wage and materials/inputs inflation, and most recently a higher tax burden due to the hike in employer National Insurance costs. However, persistent low levels of domestic business investment (c.40% of companies will not invest in any given year⁷) will necessitate attracting and accessing foreign capital, especially Foreign Direct Investment (FDI).

If private capital is critical to trigger growth, and UK firms are hesitant about investing, then foreign capital can be the catalyst for job creating investment, improved productivity and greater prosperity. From strategic funds aligned to specific projects (like infrastructure and construction), to companies setting up in the UK and trading both within our borders and regionally from our market, FDI may not be the whole solution, but it should be part of the solution.

While fresh capital is key, growth is sluggish, and the need for investment and jobs is ever present, the UK is not a level playing field. London, especially, dominates; it contributes 22.72% of UK GDP⁸. Large cities like London, Birmingham and Manchester create a de facto advantage for people living in or within close proximity to them as they are a natural magnet for capital, companies, innovators, entrepreneurs and investors alike.

Rebalancing the economies of the UK regions and empowering them with the resources they need to drive their own growth is not a ‘new’ socio- economic and political conundrum. In an attempt to rebalance the economies of the regions, in 2009 legislation was passed enabling groups of neighbouring local authorities to form Combined Authorities (CAs). It allowed them to pool resources and responsibilities, and assume some functions delegated by central government. After the 2015 General Election, city-regions were given more powers if they directly elected a mayor. This model formed the basis of many regional devolution deals in England. 14 Metro and Combined County Mayors are already established, with a pipeline of more to come⁹. All parts of the UK, whether they are in Combined Authorities or not, face the same challenging environment and the same tough task of growing their region’s economy. Securing Combined Authority status is no guarantee of success.

Regional and local growth ambitions must be about a longer-term strategy designed to stimulate growth, attract FDI, create a sustainable skills ecosystem, foster innovation, and contribute to Net Zero, as well as enable communities to thrive. While this combination can help areas become competitive and attractive on a global scale, not every local authority (District, Unitary, Metropolitan, Combined) is optimally established to maximise the full potential of what the global market can offer them. They do not have the in-house capacity or expertise they need to deliver on their inward investment, place promotion and international expansion objectives. Neither do they have internal stakeholder alignment around the need to fund such activity and cement it into the delivery mix. Ambition is one thing, delivering it is another.

Combining fresh capital with links to overseas markets, is critical to the success of every local area growth ambition.

⁶ House of Commons Library, Business Statistics, November 2024 and <https://www.gov.uk/government/statistics/business-population-estimates-2024>

⁷ Department for Business and Trade, Invest 2035: the UK’s modern industrial strategy, November 2024

⁸ Office for National Statistics, Regional economic activity by gross domestic product, April 2025

⁹ David Clelland, Double Devolution? Examining the Case for Scottish ‘Metro Mayors’ (25 July 2025, Edinburgh University Press, [https://www.eupublishing.com/doi/full/10.3366/scot.2025.0554#](https://www.euppublishing.com/doi/full/10.3366/scot.2025.0554#))

Opportunity is not the same everywhere – *the UK is not a level playing field*

In its Plan for Change, the Government states: “the reality for many children today is that opportunity is too often limited, and their background can have a decisive impact on the life they are able to build”¹⁰. Another of the six missions is Break Down Barriers to Opportunity, in which the Government vows it “will break the link between a child’s background and their future success”¹¹. Across many parts of the UK, especially those with higher levels of inequality and lower employment rates, in order to meet citizen expectations and sustain thriving communities solutions must do more than create job opportunities, however valuable they are. The impact on young people, in particular, can be especially pronounced if opportunity does not exist, or if they simply perceive it does not exist.

Young people entering the workforce are critical to the longevity of local communities and economies. A cohort of them within a community will always want to stay local and another cohort will always want to move away. Whatever their leaning, they all want opportunity and a future where they can realise their life aspirations, but their socio-economic background and geographic location play a critical role in shaping the options available to them. Some parts of the country have ample accessible economic opportunities, while others have comparatively fewer well-paid and high-quality jobs to offer. In many cases, the real choice facing people is whether to leave where they grew up and migrate to another area in search of the opportunity they yearn for.

Opportunity is not equal in the UK and disadvantage disproportionately impacts lower income groups, more noticeably when location is considered too. An accepted measure of disadvantage is the number of pupils both eligible for and taking free school meals. Government(s), think tanks, academics, philanthropy organisations and charities publish research, analysis and insight on opportunity, disadvantage and social mobility in the UK. Central to the debate is the link between disadvantage, opportunity and the chances of success in work and education for an individual, especially young people, based on socio-economic group, their background, and location in the UK. In England, almost 25.7% of pupils (almost 2.2 million) are eligible for free school meals¹² (FSM). This is the national average, but the number alters by region, for example it is 28.9% in the North West, 27.9% in London, 25.3% in the East Midlands, and 20.6% in the South East¹³. In Wales, 20.3% of pupils are eligible¹⁴. In Scotland, however, the picture is demonstrably different: the Scottish Government offers free school meals to a much broader range of pupils as the free school meals programme is a cornerstone in their national mission to eradicate child poverty¹⁵.

Child attainment in school reflects the impact. In 2024, 43.6% of pupils eligible for FSM achieved a standard pass in both English and Maths GCSE compared to 72.3% of pupils not eligible. This was an attainment gap of 28.7%¹⁶. Data on attainment of FSM pupils and non-FSM pupils is not open source in England, Scotland and Wales. Government(s) record Longitudinal Education Outcomes (LEO) data to explore whether people that grew up in low-income households face earnings mobility as young adults. It is measured using FSM status, and whether a person’s annual earnings are greater than the Living Wage in the tax year when they turned 25-years-old. The table (right) shows the percentage of pupils earnings above the living wage at age 25 by free school meal status and region¹⁷.

Region in England	Non-FSM Pupils	FSM Pupils
North East	40.21%	19.95%
North West	42.14%	21.92%
Yorkshire and The Humber	42.53%	21.14%
East Midlands	45.10%	23.19%
West Midlands	43.54%	23.72%
East of England	49.98%	29.49%
London	46.48%	26.79%
South East	50.47%	28.93%
South West	44.45%	25.70%

In England pupils on Free School Meals are almost half as likely to earn at the same level as their peers not on Free School Meals by the time they reach 25 years of age.

¹⁰ Plan for Change: Milestones for Mission-Led Government, <https://www.gov.uk/missions/opportunity>

¹¹ Plan for Change: Milestones for Mission-Led Government, <https://www.gov.uk/missions/opportunity>

¹² Department for Education, Academic year 2024/25: Schools, pupils and their characteristics, 07 July 2025 <https://explore-education-statistics.service.gov.uk/find-statistics/school-pupils-and-their-characteristics/2024-25>

¹³ House of Commons Library, Food poverty: households, food banks and free school meals, 02 July 2025

¹⁴ The Welsh Government, Schools’ census results: January 2025, 23 July 2025

¹⁵ The Scottish Government, Free school meals expansion, 23 June 2025

¹⁶ House of Commons Library, Food poverty: households, food banks and free school meals, 02 July 2025

¹⁷ Office for National Statistics, Education, social mobility and outcomes for students receiving free school meals in England, January 2022

The differences in the attainment gap are stark. The Sutton Trust (a leading social mobility charity) publish an Opportunity Index¹⁸, which takes a detailed look at the geography of disadvantage, opportunity and social mobility in England by parliamentary constituency. They evaluate the performance of FSM and non-FSM pupils during education and after they have left school. The table below highlights three of their metrics.

SUTTON TRUST DATA	All Pupils (National Average)	Free School Meals Pupils	Non-FSM Pupils	FSM / Non- FSM Gap
GCSE (Attainment - 8 Score average in 8 GCSEs)	46	34	49	15
Degree by Age 22	29%	16%	32%	16 (%pp)
Average Earnings at Age 28	£22,172	£17,030	£22,829	£5,799

- 16% FSM pupils will have a university degree by age 22, compared to 32% of non-FSM pupils.
- FSM pupils will earn on average £5,800 a year less than non-FSM pupils by 28 years of age.

The link between education and earnings attainment and the impact these can have on social and earnings mobility is clear, and it is an established fact that migration from one region to another is linked to achieving higher earnings on average¹⁹. The UK is highly divided geographically and is a country in which where you grow up can have as much, if not more, impact than your family’s individual socio-economic circumstances. To showcase that opportunity is not evenly spread across the UK, and that the scale of the challenge differs, we will look at regional examples – one each in middle, northern and southern England, as one each from Wales and Scotland.

The data we use in these examples is selective and illustrative only. We do not claim to have ‘the answer’ nor do we present one. Our aim is to provoke thinking, pose questions and stimulate debate.

Note on the data

Data is principally drawn from official sources. Macro-economic and regional data covering GDP, average weekly wages, and employment by industry comes from the Office of National Statistics (ONS), National Records Scotland (NRS), UK Parliament, and the Welsh Government (StatsWales). Opportunity and Disadvantage data is taken at a regional level from StatsWales, the NRS, the ONS, and The Sutton Trust.

With regards to Industry data showing employment by area of economic activity, we have aggregated ONS data for 21 industry groups into five broad categories, as shown in the table (right). We have made these five deliberately broad in scope to help with data navigation as well as simplify the narrative.

GG Industry Group	ONS Industries
Knowledge Economy	Administrative & Support Services; Financial & Insurance; Information & Communication; Professional, Scientific & Technical
Manufacturing	Manufacturing
Other Private Sector	Accommodation & Food Services; Arts, Entertainment & Recreation; Agriculture, Forestry & Fishing; Construction; Electricity & Gas; Extraterritorial Organisation Activities; Household Services Activities; Mining & Quarrying; Other Services; Real Estate; Transport & Storage; Water & Waste
Public Services Delivery	Education; Health & Social Work; Public Administration & Defence
Retail & Wholesale	Wholesale & Retail Trade; Repair of Motor Vehicles & Motorcycles

Every location in the country faces the same challenges and must address the same questions, but the starting point from which to build outcome-led solutions will be very different. The examples on the pages that follow are intended to highlight key data points, and build indicative pictures of economic strength, wages, employment by industry group, the level of disadvantage and its impact. We have selected examples for middle, northern and southern England, as well as Wales and Scotland. These examples are not conclusive, nor are they meant to be, but they are aimed at pointing the reader to ask questions – some of which we address later in this report/paper.

¹⁸ The Sutton Trust, The Opportunity Index, 15 May 2025 <https://www.suttontrust.com/our-research/the-opportunity-index/>
¹⁹ Sutton Trust, The Opportunity Index, 15 May 2025 <https://www.suttontrust.com/our-research/tthe-opportunity-index/>

Example 1: Middle England – Greater Lincolnshire Combined County Authority (1/2)

The Greater Lincolnshire Combined County Authority (GLCCA) in the East Midlands is a new Combined County Authority (CCA) that elected their first mayor in May 2025. Its geographic location means that it competes with the large and well-established South Yorkshire and Cambridgeshire and Peterborough Metro Mayoralties, plus the East Midlands CCA and the Hull and East Yorkshire Combined Authority.

The GLCCA consists of a County Council and nine local authorities – a mix of seven District Councils and two Unitary Authorities. Collectively it generates 20.94% of East Midlands regional GDP.

GDP – £34.343 billion (2023 ONS)

Population – circa 1.12 million (2024 ONS)

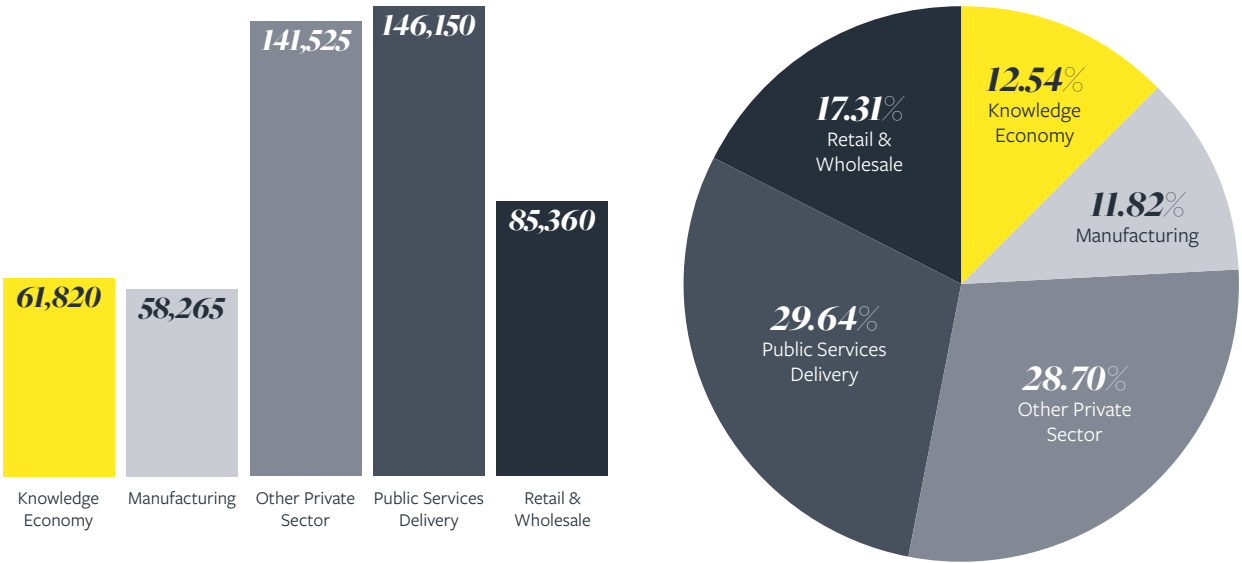
Average Weekly Wage – £638.60 (2024 ONS)

Intra-CCA Variation

- GDP – ranges across the nine local authorities from £2.432bn to £6.124bn. The mean is £3.826bn, with six local authorities below this point and three above. There are no outliers distorting the data.
- Average Weekly Wage is £638.60, which is -12.3% compared to the UK average of £728.30 (the East Midlands average is £664.90). Across the nine, average weekly wages range from £586.50 (-19.5%) to £677.00 (-7.04%), with the former being the third lowest in the UK. None of the nine are above the UK average, and five are below the East Midlands regional average.

Employment / Economic Activity

The charts below show the data split by industry group aggregated by GG (see table on page 11). As per the descriptor note on page 11 of the report, this is drawn from ONS data captured by Local Authority.



ONS data shows that household spending constitutes 60% of UK GDP²⁰. To some degree it is not unexpected to see that Wholesale and Retail is the largest industry group in the GLCCA area. The top five industry groups account for over 61% of all employment in the area, as shown in the table below.

Rank	ONS Industry	Number of People Employed	Share of Total Employment
1st	Wholesale and Retail Trade	85,360	17.31%
2nd	Health and Social Work	70,860	14.37%
3rd	Manufacturing	58,265	11.82%
4th	Education	43,830	8.89%
5th	Construction	42,665	8.65%
	TOTAL	300,980	61.04%

In sixth place is Public Administration and Defence (31,460 / 6.38%), in part reflecting the long history that Lincolnshire shares with the Royal Air Force. It is not surprising that a stated GLCCA ambition is to expand and grow their nationally recognised cluster of innovation-focused defence companies.

²⁰ House of Commons Library, Components of GDP: Economic indicators, 15 August 2025

Example 1: Middle England – Combined County Authority (2/2)

Opportunity and Disadvantage

The Sutton Trust openly publish more data points than the official sources but only cover England. Presented by Westminster parliamentary constituency, their data does not map exactly to local authority areas. The GLCCA area is covered by 12 constituencies, two of which (Rutland and Stamford, and Doncaster East and Isle of Axholme) cross administrative boundaries. The data we present here will only cover the 10 constituencies wholly within the GLCCA area.

There is considerable variation in the level of disadvantage in the 10 constituencies, with the number of pupils on Free School Meals ranging from 18.4% in Grantham and Bourne to 41.2% in Scunthorpe. Five constituencies are above the national average. Drilling into the data is more revealing:

- The national average for non-FSM pupils achieving a university degree by age 22 is 32%, yet for FSM pupils it is 16%. The average in the GLCCA area is 10.6% - all 10 constituencies score below the 16% FSM pupil national average. The best performance is in Sleaford and North Hykeham, where 15.1% of FSM pupils achieve a university degree by age 22, the lowest is Great Grimsby and Cleethorpes at 6.4% with Scunthorpe 6.5% and Lincoln at 8.0% following closely.
- It is an established fact that migration from one region to another is linked to achieving higher earnings on average²¹. The national average for people moving to another region by age 28 is 15.1%. Within the GLCCA area the average is 22.8%, and ranges from 12.5% in Scunthorpe to 34.8% in Gainsborough, with Scunthorpe the only one of the 10 below the 15.1% national average.

Average wages in the area are -12.3% below the UK national average, ranging from -7.0% to -19.5%.

- Scunthorpe: average wages are £677.00, -7.0% on the national average and highest in the area. However, 41.2% of pupils are on Free School Meals, 6.5% achieve a degree by age 22, and 14.0% of people migrate outside the area by age 28. What is pushing average wages to be the highest in the area, when the number of FSM pupils is 60% above the national average, the numbers achieving a degree are almost 60% below the FSM national average, and the number of people migrating by age 28 the lowest in the area and marginally behind the national average?
- Grantham and Bourne: average wages are £655.70, -10.1% on the national average and fifth highest in the area. In Grantham and Bourne 18.4% of pupils are on Free School Meals, 11.9% achieve a degree by age 22, and 26.2% of people migrate outside the area by age 28. Considering the median average wage for the GLCCA area, the number of FSM pupils noticeably below the national average, and the numbers achieving a degree substantially below the FSM national average, do these factors point to the high number of people migrating out of the area by age 28?

In both constituencies wages are below the national average, one has the highest number of FSM pupils in the GLCCA area while the other has the lowest, degree attainment in both is well below the national average for FSM pupils, and migration by age 28 differs greatly. Is the presence of the steelworks, a very large employer, what keeps people in Scunthorpe and pushes wages up? If it closed, how might the picture change?

Questions to consider

- Are some parts of the area locked in a cycle of low wages and life outcomes?
- Is there a brain drain of some of the best talent from the area because the jobs and life opportunities people seek cannot be found here?

These two questions stimulate other questions for policy makers and council leaders:

- How do you propose to increase productivity in your economy, the bedrock for conditions that lead to heightened prosperity for the citizens and communities you serve?
- What are you doing to boost capital investment that will lead to well-paid and high-quality job creation?
- How are you ensuring the skills promoted in your area are what current and future employers require?
- How are you engaging younger people to convince them that there are pathways they can take which will lead to rewarding careers in your area, so they stay?
- Do you have a compelling value proposition to attract foreign capital into your area, given opportunity is not evenly spread across the UK?

²¹ Sutton Trust, The Opportunity Index, 15 May 2025 <https://www.suttontrust.com/our-research/the-opportunity-index/>

Example 2: Northern England

– Lancashire Combined County Authority (1/2)

The Lancashire Combined County Authority (LCCA) in the North West is a new Combined County Authority (CCA) that was formed in February 2025 and is pipelined to elect their first mayor in May 2026. Its geographic location means that it competes with two large Metro Mayoralities – Manchester and Liverpool – and it will also compete with pipelined CCAs in Cumbria, and to a lesser degree Cheshire, once instituted.

The LCCA consists of a County Council and 14 local authorities – a mix of 12 District Councils and two Unitary Authorities. It generates 18.44% of regional GDP.

GDP – £48.945 billion (2023 ONS)

Population – circa 1.6 million (2024 ONS)

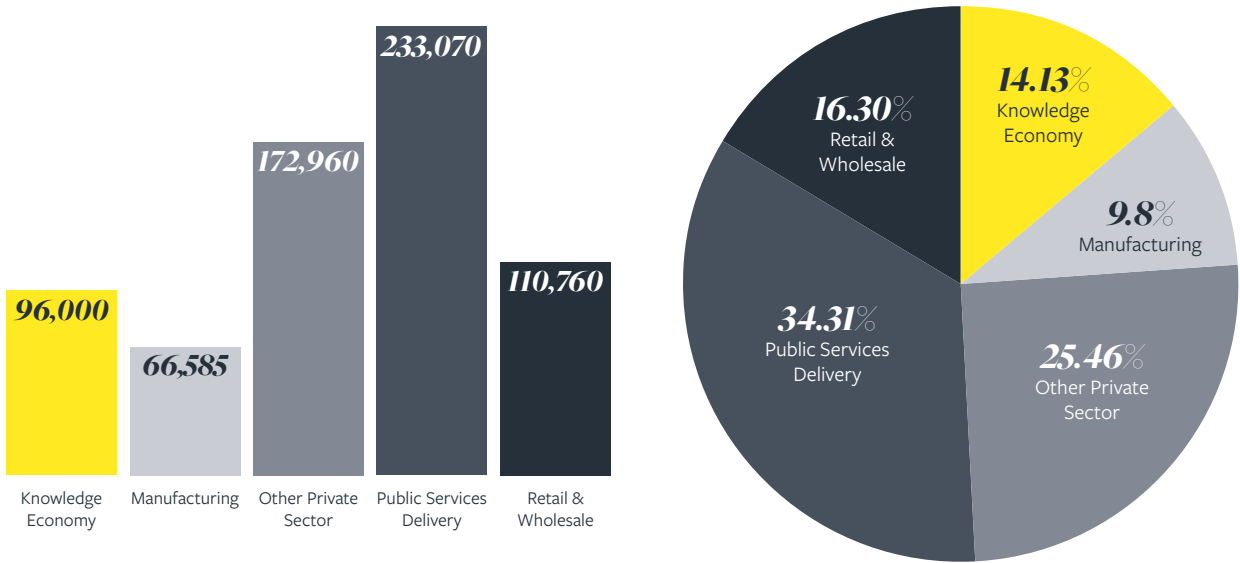
Average Weekly Wage – £660.90 (2024 ONS)

Intra-CCA Variation

- GDP – ranges across the 14 from £1.55bn to £6.18bn. The mean is £3.496bn, with seven local authorities below this point and seven above. There are no outliers distorting the data.
- Average Weekly Wage is £660.90, which is -9.3% compared to the UK average of £728.30 (the North West average is £692.90). Across the 14 average weekly wages range from £575.00 (-21.0%) to £780.50 (+7.2%), with the former being the lowest anywhere in the UK and the latter being the only one of the 14 above the national average. Three of the 14 are above the North West regional average.

Employment / Economic Activity

The charts below show the data split by industry group aggregated by GG (see table on page 11). As per the descriptor note on page 11 of the report, this is drawn from ONS data captured by Local Authority.



ONS data shows that household spending constitutes 60% of UK GDP²². It is not surprising therefore to see that Retail and Wholesale is the second largest industry group in the LCCA area. The top five industry groups account for over 61.3% of all employment in the area, as shown in the table below.

Rank	ONS Industry	Number of People Employed	Share of Total Employment
1st	Health and Social Work	115,620	17.02%
2nd	Wholesale and Retail Trade	110,760	16.30%
3rd	Education	67,700	9.97%
4th	Manufacturing	66,585	9.80%
5th	Construction	56,180	8.27%
	TOTAL	416,845	61.36%

In sixth place is *Public Administration and Defence* (49,750 / 7.32%) and in eleventh is *Information and Communication* (18,665 / 2.75%). We expect these to increase once the National Cyber Force headquarters in Samlesbury is fully staffed as it will require cyber and digital technologies and skills.

²² House of Commons Library, Components of GDP: Economic indicators, 15 August 2025

Example 2: Northern England – Combined County Authority (pipelined) (2/2)

Opportunity and Disadvantage

The Sutton Trust openly publish more data points than the official sources but only cover England. Presented by Westminster parliamentary constituency, their data does not map exactly to local authority areas. The LCCA area is covered by 16 constituencies, two of which (Southport, and Morecambe and Lunesdale) cross the county boundary. The data we present here will only cover the 14 constituencies wholly within the LCCA area.

There is considerable variation in the level of disadvantage in the 14 constituencies, with the number of pupils on Free School Meals ranging from 15.2% in South Ribble to 45.5% in Blackpool South – the latter being one of five constituencies above the national average. Drilling into the data is more revealing:

- The national average for non-FSM pupils achieving a university degree by age 22 is 32%, yet for FSM pupils it is 16%. The average in the LCCA area is 12%. Only two of the 14 constituencies score above the 16% FSM pupil national average. The best performance is in Fylde, where 19% of FSM pupils achieve a university degree by age 22, the lowest is Blackpool North and Fleetwood at 8.4% with Blackpool North at 8.6% and Burnley at 9.0% following closely.
- It is an established fact that migration from one region to another is linked to achieving higher earnings on average²³. The national average for people moving to another region by age 28 is 15.1%. Within the LCCA area the average is 10.8%, and ranges from 7.2% in Preston to 18.0% in Lancaster and Wyre – the only one of the 14 above the 15.1% national average.

Average wages in the area are -9.3% below the UK national average, ranging from -21.0% to +7.2%.

- Pendle: average wages are £575.00, -21.0% on the national average and the lowest in the UK. However, in the Pendle and Clitheroe constituency 23.4% of pupils are on Free School Meals, 16.3% achieve a degree by age 22, while 14.0% of people migrate outside the area by age 28. Considering the low average wage, why are the number of FSM pupils slightly below the national average, the numbers achieving a degree marginally ahead of the FSM national average, and the number of people migrating by age 28 just behind the national average?
- Ribble Valley: average wages are £780.50, +7.2% on the national average and the highest in the area. In the Ribble Valley constituency 19.5% of pupils are on Free School meals, 11.6% achieve a degree by age 22, and 10.2% migrate outside the area by age 28. Considering the high average wage, and the number of FSM pupils noticeably below the national average, why are the numbers achieving a degree substantially below the FSM national average, and the number of people migrating by age 28 equally well behind the national average?

Is one of these constituencies locked in a cycle of low wages where people know education is their route out of the area, and in the other is the high average wage but low rates of degree attainment and migration indicative of high skilled and well-paid technical jobs that keep people local and attracted to vocational training instead of academic development?

Questions to consider

- Are some parts of the area locked in a cycle of low wages and life outcomes?
- Is there a brain drain of some of the best talent from the area because the jobs and life opportunities people seek cannot be found here?

These two questions stimulate other questions for policy makers and council leaders:

- How do you propose to increase productivity in your economy, the bedrock for conditions that lead to heightened prosperity for the citizens and communities you serve?
- What are you doing to boost capital investment that will lead to well-paid and high-quality job creation?
- How are you ensuring the skills promoted in your area are what current and future employers require?
- How are you engaging younger people to convince them that there are pathways they can take which will lead to rewarding careers in your area, so they stay?
- Do you have a compelling value proposition to attract foreign capital into your area, given opportunity is not evenly spread across the UK?

²³ Sutton Trust, The Opportunity Index, 15 May 2025 <https://www.suttontrust.com/our-research/the-opportunity-index/>

Example 3: Southern England – Combined County Authority (pipelined) (1/2)

The Hampshire and the Solent Combined County Authority (H&SCCA) in South East England is a new Combined County Authority (CCA), pipelined to elect their first mayor in May 2026. Its geographic location means that it competes with London, the largest of the Metro Mayoralty Combined Authorities, and it will also compete with the Sussex and Brighton CCA, also pipelined to elect a mayor in May 2026.

The CCA consists of a County Council and 14 local authorities – a mix of 11 District Councils and three Unitary Authorities. It generates 20.78% of regional GDP. It is home to the Solent Freeport which expects to directly add 15,000 highly skilled well-paid jobs in the Solent region.

GDP – £81.405 billion
(2023 ONS)

Population – circa 2.06
million (2024 ONS)

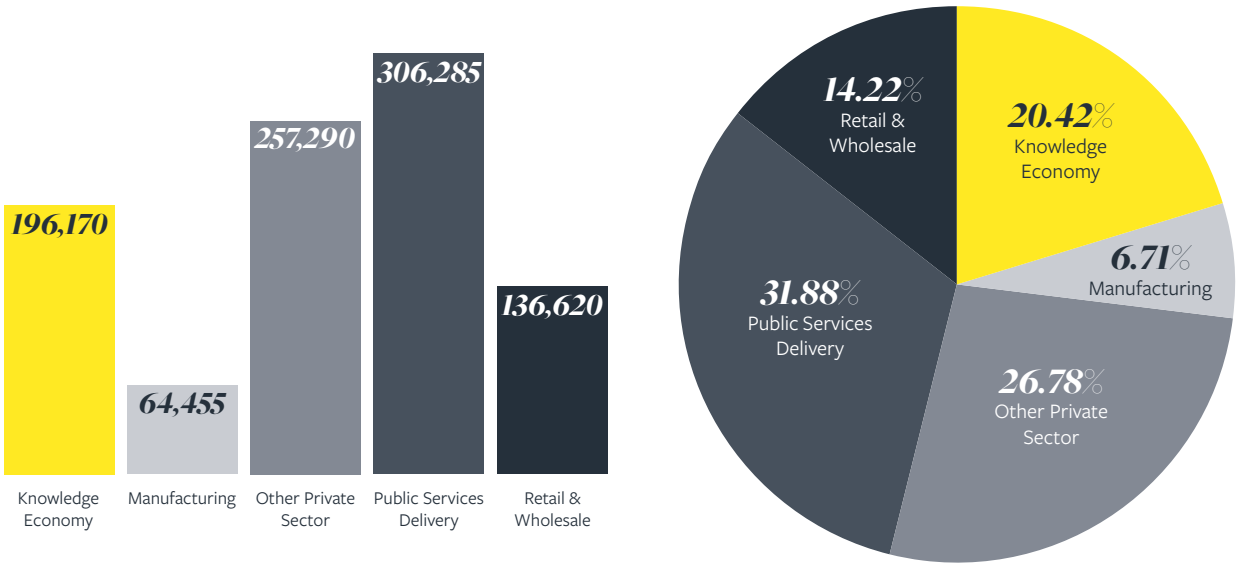
Average Weekly Wage
– £728.40 (2024 ONS)

Intra-CCA Variation

- GDP – ranges across the 14 from £1.67bn to £10.91bn. The mean is £5.789bn, with seven local authorities below this point and seven above. There are no outliers distorting the data.
- Average Weekly Wage in Hampshire is £728.40, which is £0.10 above the UK average of £728.30 (the South East average is £754.1). Across the 14 average weekly wages range from £623.50 (-14.39%) to £784.60 (+7.73%), with the lowest being in the bottom 10% in the UK. Seven of the 14 are above the UK national average. Five of the 14 are above the South East regional average.

Employment / Economic Activity

The charts below show the data split by industry group aggregated by GG (see table on page 11). As per the descriptor note on page 11 of the report, this is drawn from ONS data captured by Local Authority.



ONS data shows that household spending constitutes 60% of UK GDP²⁴. It is not surprising to see that *Wholesale and Retail* is the second largest industry group in the H&SCCA area. The top five industry groups account for almost 55.4% of all employment in the area, as shown in the table below.

Rank	ONS Industry	Number of People Employed	Share of Total Employment
1st	Health and Social Work	142,395	14.82%
2nd	Wholesale and Retail Trade	136,620	14.22%
3rd	Education	90,670	9.44%
4th	Construction	89,185	9.28%
5th	Public Administration and Defence	73,220	7.62%
	TOTAL	532,090	55.38%

Just outside the top five in sixth place is *Manufacturing* (64,455 / 6.71%). With large naval facilities centred around Portsmouth it is unsurprising to see *Public Administration and Defence* in the top five.

²⁴ House of Commons Library, Components of GDP: Economic indicators, 15 August 2025

Example 3: Southern England – Combined County Authority (pipelined) (2/2)

Opportunity and Disadvantage

The Sutton Trust openly publish more data points than the official sources but only cover England. Presented by Westminster parliamentary constituency, their data does not map exactly to local authority areas. The H&SCCA area is covered by 21 constituencies, one of which (Farnham and Bordon) crosses the county boundary. The data we present here will only cover the 20 constituencies wholly within the H&SCCA area.

There is considerable variation in the level of disadvantage in the 20 constituencies, with the number of pupils on Free School Meals ranging from 8.9% in North East Hampshire to 37.2% in Portsmouth South – the latter being one of five constituencies above the national average. Drilling into the data is more revealing:

- The national average for non-FSM pupils achieving a university degree by age 22 is 32%, yet for FSM pupils it is 16%. The average in the H&SCCA area is 9%. All 20 constituencies score below the 16% FSM pupil national average. The best performance is in Winchester, where 15.4% of FSM pupils achieve a university degree by age 22, the lowest is Portsmouth North at 4.6% with Havant at 4.8% following closely. They are two of 13 constituencies with scores between 4.6% to 8.5%.
- It is an established fact that migration from one region to another is linked to achieving higher earnings on average²⁵. The national average for people moving to another region by age 28 is 15.1%. Within the H&SCCA area the average is slightly above at 15.9%, and ranges from 7.7% in Portsmouth North to 37.0% in New Forest West. Eight of the twenty are above the 15.1% national average, 12 are below.

Average wages in the area are -9.3% below the UK national average, ranging from -21.0% to +7.2%.

- New Forest: average wages are £668.10, -8.26% on the national average. In New Forest West 14.0% of pupils are on Free School Meals, in New Forest East it rises to 21.9%. Only 7.2% of FSM pupils in New Forest West achieve a university degree by age 22, in New Forest East it is 8.1%. Migration out of these constituencies by age 28 is 37% and 14.2%. Are both constituencies in the local authority area locked in a cycle of low wages but in one there is an exodus of people looking for better opportunities elsewhere while in the other people feel compelled to remain?
- Winchester: average wages are £744.80, +2.76% on the national average. 10.9% of pupils are on Free School Meals, 15.4% of them achieve a degree by age 22 (the highest in the H&SCCA), and 25.2% migrate outside the area by age 28. In the constituency disadvantage is 60% below the national average, the number of FSM pupils that get a degree is broadly in line with the national average, and 25.2% of people migrate out of the area by age 28 (67% above the national average). The correlation between the low level of disadvantage and high earnings and social mobility is clear.

Questions to consider

- Are some parts of the area locked in a cycle of low wages and life outcomes?
- Is there a brain drain of some of the best talent from the area because the jobs and life opportunities people seek cannot be found here?

These two questions stimulate other questions for policy makers and council leaders:

- How do you propose to increase productivity in your economy, the bedrock for conditions that lead to heightened prosperity for the citizens and communities you serve?
- What are you doing to boost capital investment that will lead to well-paid and high-quality job creation?
- How are you ensuring the skills promoted in your area are what current and future employers require?
- How are you engaging younger people to convince them that there are pathways they can take which will lead to rewarding careers in your area, so they stay?
- Do you have a compelling value proposition to attract foreign capital into your area, given opportunity is not evenly spread across the UK?

²⁵ Sutton Trust, The Opportunity Index, 15 May 2025 <https://www.suttontrust.com/our-research/the-opportunity-index/>

Example 4: Example 4: South West Wales Corporate Joint Committee (Swansea Bay City Region)

The South West Wales Corporate Joint Committee (CJC) is one of four CJs established in 2021²⁶. It maps to the same geographic area as the Swansea Bay City Region, covers four local authorities, and holds powers in strategic planning, economic development, and regional transport. It operates as a partnership with businesses and other organisations and has Welsh Government and Westminster support. It generates 20.58% of Welsh GDP.

It is home to the Celtic Freeport with sites at Port Talbot and Milford Haven (Pembrokeshire).

GDP – £19.093 billion (2023 ONS)

Population – circa 0.711 million (2024 ONS)

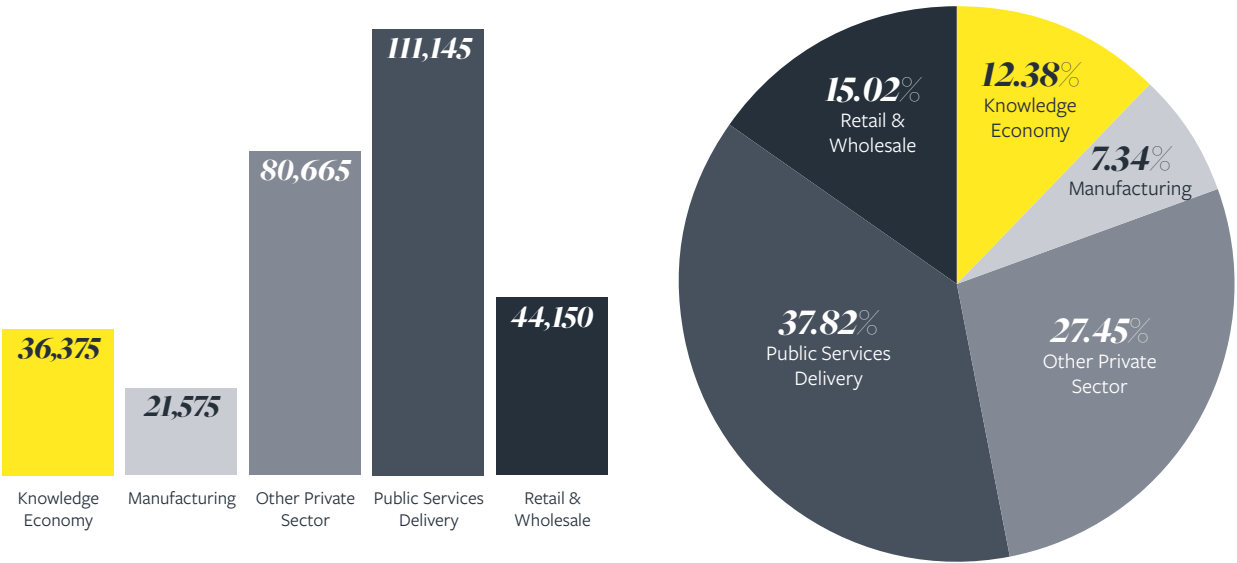
Average Weekly Wage – £674.50 (2024 ONS)

Intra-CCA Variation

- GDP – ranges across the four from £3.364bn to £7.302bn. The mean is £4.773bn, with two local authorities below this point and two above. There are no outliers distorting the data.
- Average Weekly Wage is £674.77²⁷, which is 7.35% below the UK average of £728.30 (the average in Wales is £674.50). Across the four, average weekly wages range from £642.70 (-11.75%) to £731.80 (+0.48%). The highest is only one of three across the 22 local authorities in Wales where average weekly wages are at or above the UK national average.

Employment / Economic Activity

The charts below show the data split by industry group aggregated by GG (see table on page 11). As per the descriptor note on page 11 of the report, this is drawn from ONS data captured by Local Authority.



ONS data shows that household spending constitutes 60% of UK GDP²⁸. It is not surprising to see that *Wholesale and Retail* is the second largest industry group in the SWWCJC area. The top five industry groups account for almost 61.7% of all employment in the area, as shown in the table below. Sitting just outside the top five in sixth place is *Manufacturing*. We expect this to increase given the location of the Celtic Freeport as it powers ahead in creating 11,500 jobs in green industries.

Rank	ONS Industry	Number of People Employed	Share of Total Employment
1st	Health and Social Work	53,015	18.04%
2nd	Wholesale and Retail Trade	44,150	15.02%
3rd	Public Administration and Defence	30,165	10.26%
4th	Education	27,965	9.51%
5th	Construction	26,010	8.85%
	TOTAL	181,305	61.69%

Opportunity and Disadvantage

Comparable data to that we used from The Sutton Trust has not been obtainable, so we are unable to highlight disadvantage and opportunity in a similar way as we have for the first three examples.

²⁶ Corporate Joint Committees (CJC) were established under the Local Government and Elections (Wales) Act 2021
²⁷ Estimate based on population sizes and weekly wages provided for the four councils using Welsh Government and ONS data
²⁸ House of Commons Library, Components of GDP: Economic indicators, 15 August 2025

Example 5: Glasgow City Region (no plans to devolve beyond the City Deal)

The Glasgow City Region, covering the City Deal area, comprises eight local authorities²⁹. They work with Holyrood, Westminster and the private sector to grow an economy that delivers for communities, people and businesses. The Glasgow City Region Cabinet³⁰ take decisions collectively, especially in allocating funds from the £1.13 bn City Deal (secured in 2014). Funds have been used to support / deliver major infrastructure projects and a shared Regional Economic Strategy targeting 100,000 extra jobs, 6,500 new businesses, building 110,000 new homes, and improving training and skills.

GDP – £67.175 billion (2023 ONS)
Population – circa 1.896 million (2024 NRS)
Average Weekly Wage – £725.69 (2024 ONS)

The Glasgow City Region dominates Scotland in terms of size of the economy (it generates c.32.9% of Scottish GDP), size of the population (c.34.2%), and size of the working population (c.34.6%). The models for both Welsh Corporate Joint Committees and English Combined Authorities do not feature in Scotland. Scottish devolution stopped at Holyrood, so Glasgow has few economic policy levers to pull as most sit with Holyrood or Westminster.

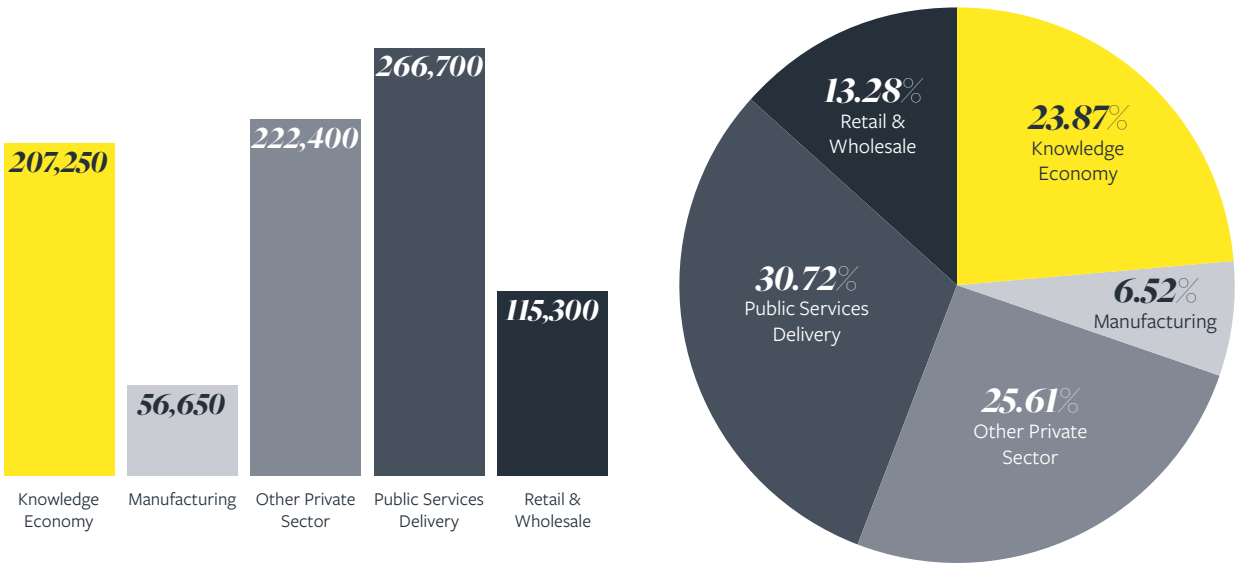
There is a strong voice calling for more devolution. Its advocates (politicians, businesses, think tanks and lobby groups) argue that without it Glasgow is missing out on the possibility of billions of pounds in additional investment. Given its size and importance, it should have similar powers as the Greater Manchester and West Midlands Metro-Mayoralities, which operate over areas broadly matching the geography of their local economy³¹. For Glasgow, this would mean the same eight Councils already working together. However, a condition set by Westminster for more devolved power is that a mayor is directly elected. Advocates argue that any Scottish model should not be constrained by the English and Welsh experiences but be ambitious and seek powers that resonate in the Scottish context³².

Intra-CCA Variation

- GDP – ranges across the eight from £1.531bn to £31.757bn. The mean is £8.397bn, with five local authorities below this point and three above. Glasgow City is a substantial outlier and distorts the data, being almost three times the size of the next largest (North Lanarkshire, £11.687bn).
- Average Weekly Wage is £725.69³³, which is 0.36% below the £728.30 UK average (the average in Scotland is £739.70). Across the eight, average weekly wages range from £629.80 (-13.52%) to £757.30 (+3.98%). Three of the eight are above the UK national average.

Employment / Economic Activity

The charts below show the data split by industry group aggregated by GG (see table on page 11). As per the descriptor note on page 11 of the report, this is drawn from ONS data captured by Local Authority.



Opportunity and Disadvantage

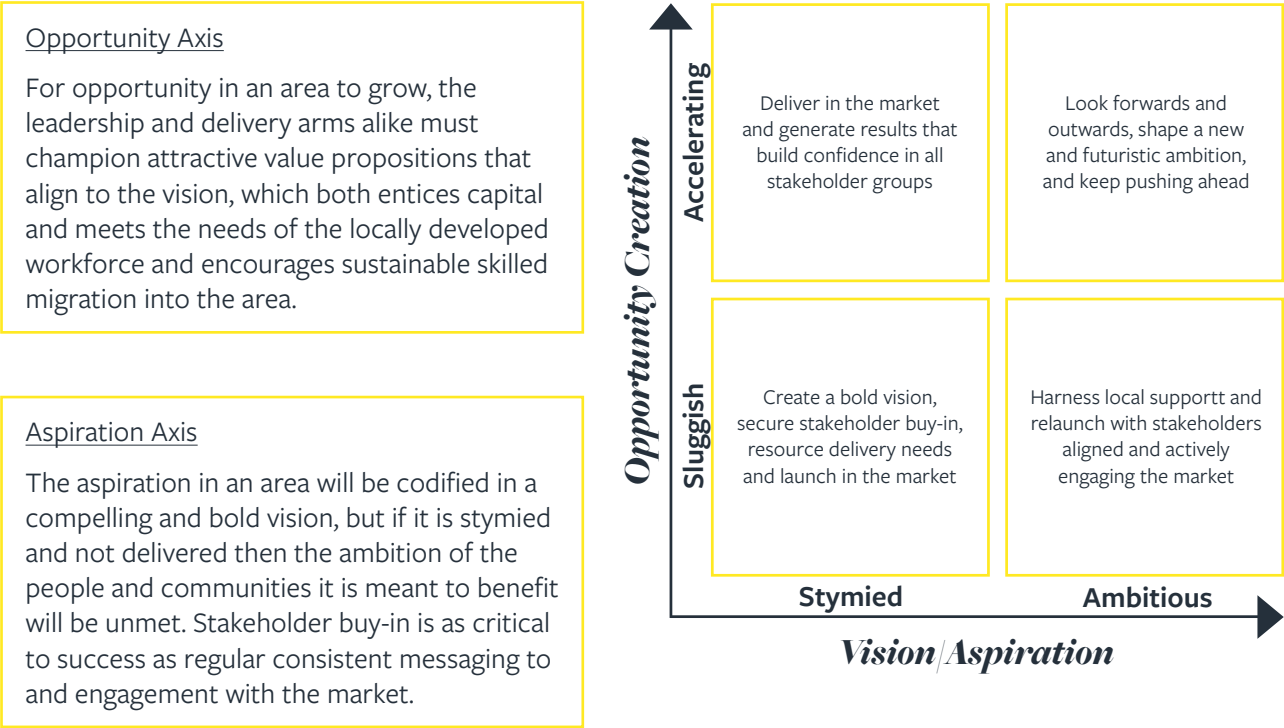
Comparable data to that we used from The Sutton Trust has not been obtainable, so we are unable to highlight disadvantage and opportunity in a similar way as we have for the first three examples.

²⁹ Eight councils: East Dunbartonshire, East Renfrewshire, Glasgow City, Inverclyde, North Lanarkshire, Renfrewshire, South Lanarkshire and West Dunbartonshire
³⁰ The Glasgow City Region Cabinet was formally set up in 2014, under Section 57 of the Local Government (Scotland) Act 1973. It comprises the leaders of the eight councils <https://glasgowcityregion.co.uk/>
³¹ Centre for Cities: The missing piece in the big cities jigsaw – why Glasgow needs a devolution deal, June 2025
³² Ibid Centre for Cities
³³ Estimate based on population sizes and weekly wages provided for the eight councils using NRS and ONS data

Gateley Global 4-Box Model

Gateley Global believes that new capital, especially foreign capital, is required to grow local economies. It is part of the solution, not all the solution. Without doubt, the regions of the UK are in a global race for capital, but what will make it come? To attract innovative businesses, and harness and retain the local talent to serve them, requires a combination of opportunity and aspiration underpinned by strong leadership and robust delivery capability at home and abroad.

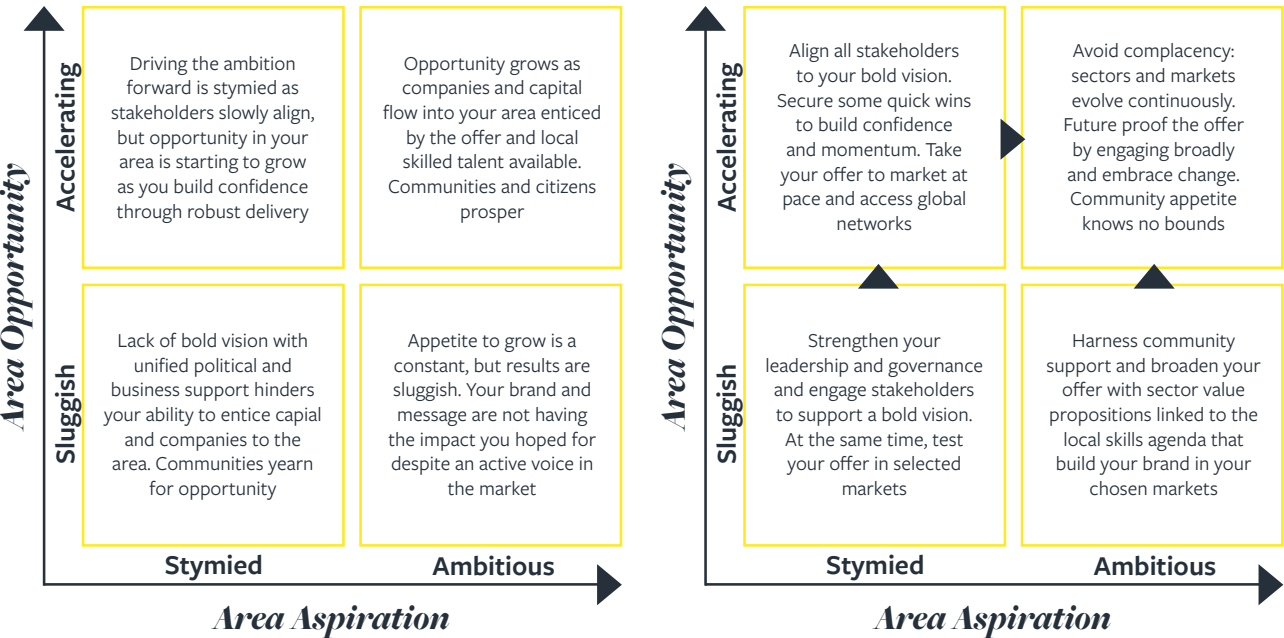
We have created a simple model to help demonstrate the key challenges faced by local areas depending on the quadrant to which they map. Our intention is not to provide the answer and nor do we, but to provoke questions for leadership, stakeholders and delivery teams to address. The model has two axes – area opportunity and area aspiration.



If you are reading this and you work/serve in economic development in a local authority, where do you think your council/authority sits? Where do you think it should be in three years?

Where do you see yourself today and in three years from now? Do you need to move?

Do you know what you need to do to get there in three years? Are you ready for change?



Each quadrant provokes a set of questions

Gateley Global 4-Box Model

– Quadrants and Questions

1. Have you refreshed your vision and strategy, and remarketed your area with a brand all stakeholders can relate to?
2. Have you built consensus across the political spectrum (especially with people and communities) to drive change forward?
3. Have you built a business case for investment in the delivery capability you require that dovetails with your bold vision?
4. Are you creating opportunities in education and life-long learning that will attract and grow new and skilled businesses (and if needs be, stimulate market creation) to increase and improve the area talent pool and send a powerful message to investors?
5. How strong is your global network and are you driving compelling value propositions through it into your chosen markets?

1. Have you created a compelling vision? If 'yes', is your vision supported by a strategy and delivery programmes that will enable you to exceed the aspiration of all your stakeholders?
2. Have you leveraged the vision and strategy to build your brand in the market?
3. Is your leadership empowered to drive the vision and strategy forward?
4. Is the voice of the citizens truly audible to your leaders and elected officials?
5. Is your education and training policy aligned to the skills and requirements business tell you they need?
6. Do you have a compelling offer anchored to sector value propositions to convince businesses you will create the physical conditions necessary to support their success?

1. Have you created a futuristic version that embraces innovation and diversity and have you activated the strategy to deliver it?
2. Has your leadership engaged all stakeholders to assure them of the benefits that are built into the new futuristic vision?
3. How will you stimulate market creation in new technologies and applications to attract the skilled businesses you seek?
4. Is your education and life-long learning apparatus configured to develop the skills base and future proof the talent pool?
5. Do you have the delivery capability and global networks in place to attract the capital and businesses that will create and sustain the high-quality well-paid jobs your people and communities desire?

1. How certain are you that your area brand and/or sector value propositions is/are attractive to wealth creators?
2. How regularly do you engage them? Do you address their needs to retain them and the jobs they create for your people and communities?
3. How do you ensure all your stakeholders are aligned and stay aligned - leaders, councillors, businesses, foreign companies looking to expand, investors, and citizens?
4. How confident are you that you are developing the skilled labour businesses seek today and aligning skills programmes with the need of businesses tomorrow?
5. Do you ensure large infrastructure projects in your area are accessible to existing businesses, and how do you market these opportunities to bring new firms in your area?



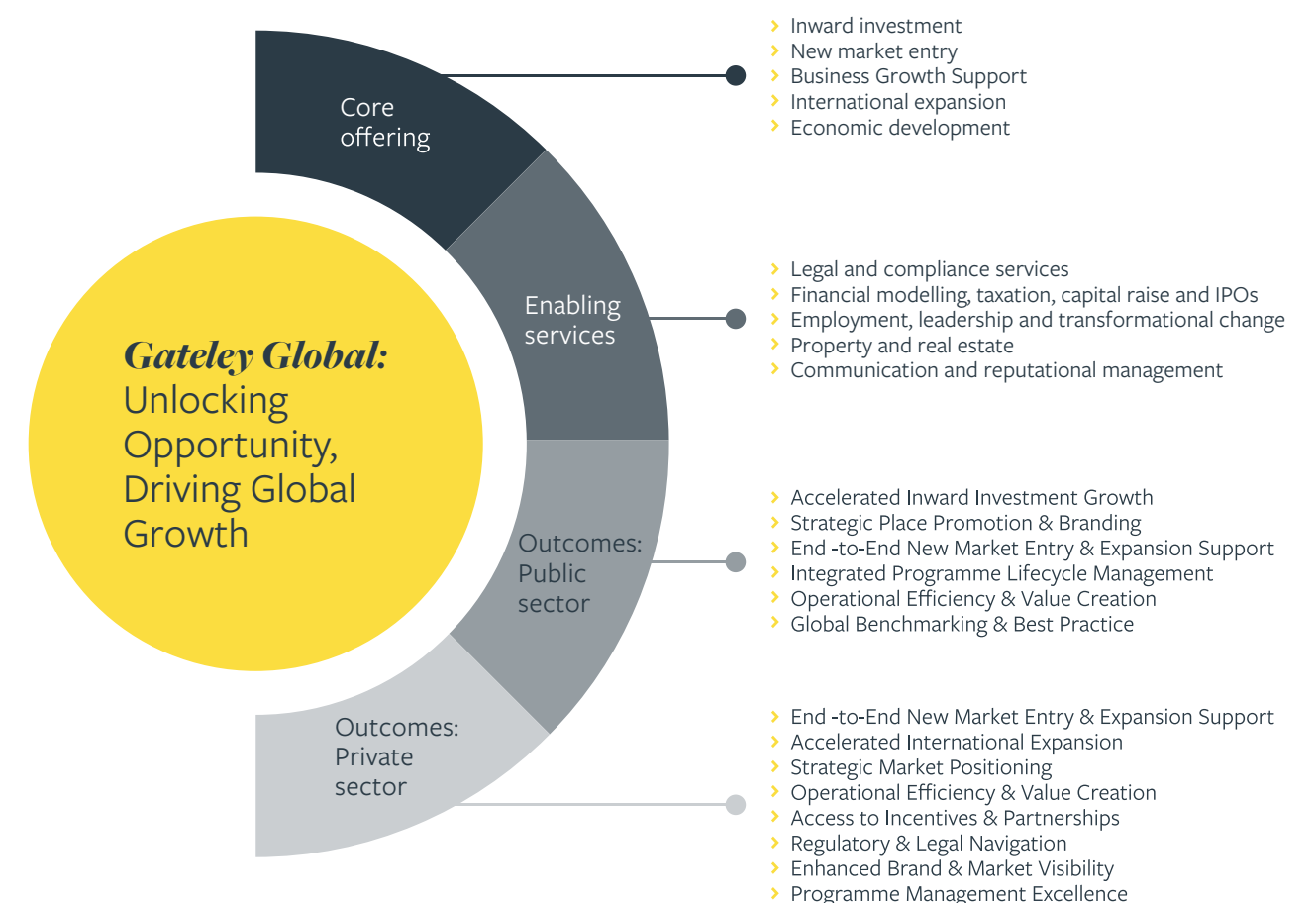
Finding the right private sector partner *can increase your chances of success*

A dedicated market entry and economic growth partner can bring you the network access you require to succeed.

By engaging the right Market Entry and Economic Growth Consultancy as your advisor and lead generation partner, you can be assured that your ambition is realistic, measurable and achievable within a set timeframe; that your partner cements best practice into their market engagement approach, and that they transfer these skills in-house.

Many rely on the Department for Business and Trade (DBT) to generate leads. In our experience, for every lead DBT generates, there are two more in the market that go untouched. However, DBT will not be immune from cuts in the looming CSR settlement and should not be looked to as the primary (or sole) source of FDI. Yet most authorities do not have the global networks ‘in their locker’ to engage beyond what DBT supplies.

We are seeing a rise in the number of local and regional authorities who are coming to market seeking inward investment support from the private sector, particularly in terms of leveraging global networks to generate leads that are serious about new market entry into or expanding an existing presence in the UK. Those authorities that are augmenting their capability by commissioning a partner to leverage private sector networks will be better placed to capitalise on the benefits that FDI can bring to their area, after all, the UK is not a level playing field. This need will only increase as the Office for Investment’s focus is shifting to large, strategic projects rather than supporting internationally scaling businesses and SME FDIs, leaving a void in the UK to support the DBT international post network in landing Foreign Direct Investment into the UK.



Gateley Global – *your partner of choice*

Gateley Global is an award-winning Market Entry and Economic Growth Consultancy with over 100 years of collective experience in delivering successful outcomes for clients. We are a multinational team spanning the globe which allows us to give expert, firsthand insight on markets and how to increase inward investment and international expansion success. Many of our team have worked for Investment Promotion Agencies (IPAs) and with businesses enabling us to understand FDI challenges and business requirements from the public and private perspectives alike.

Our IPA and Combined and Local Authority client list is extensive. We understand both the depth and breadth of the challenge facing the public sector and we understand company international expansion drivers. Experienced in designing programmes that deliver value for public sector clients and businesses alike, we create ‘win-win’ solutions for all stakeholders. We help our public sector clients achieve their inward investment goals through delivering high-impact FDI programmes and market entry solutions.

We design, deliver and assure FDI and Economic Growth programmes and projects and create bespoke products tailored to meet client needs, such as Market Access Competitions. We bring deep efficiency, effectiveness and value creation know-how, and we know first-hand what is needed to achieve results, whatever the scale of the scope.

One of 15 businesses within the wider Gateley Group, a listed and regulated UK-based multi-disciplinary professional services firm, our team can access 15,000 existing UK and International clients. Leveraging the wider Gateley Group, we provide holistic solutions for public sector clients to help them build sustainable local economic growth, and we add value to the businesses they support.

Our tailored solutions include, but are not limited to:

- targeted lead generation
- sector-focused accelerated attraction programmes
- market access programme competitions
- inbound / outbound trade missions (virtual / physical)
- end-to-end FDI programme life-cycle management
- investment agency specialist secondments
- in-market representation
- bespoke products



A dedicated lead generation partner can provide you with the expertise, access to untapped networks, and the market clout you need to augment in-house resource and achieve your FDI-led growth ambition.

Delivering Success in the Market – Gateley Global FDI & Growth Case Studies (1/2)

Cambridgeshire and Peterborough Combined Authority (CPCA)

Gateley Global Designed, Built and Delivered the Locate Cambridge Inward Investment Service on behalf of CPCA

Beginning in February 2021, Gateley Global were appointed to position CPCA as a global investment destination, identifying key priority international markets, securing investment opportunities within the region's core sectors that would create high value jobs for the regional economy.

We engaged national and regional stakeholders and a combination of research techniques to develop value propositions for the region's priority sectors and matched these with specific international markets. Using a data-driven approach, we delivered a series of lead generation campaigns targeting high-potential markets and multipliers to offer an end-to-end project management service that accelerated the operational set up and investment into the region.

Project Outcomes:

- Engaged more than **1,000 companies** from international priority markets.
- Built bespoke propositions to drive and secure **40** involved inward investment project wins into the region.
- Created **1,519 jobs**, 85% above the Target of 823 over 3 years.
- Delivered back a live pipeline of **500 qualified opportunities**.
- Exceeded targets by **80%** 4-months ahead of Programme End.

“The Gateley Global Team really understand Inward Investment and Company Drivers. Their expertise, professionalism and FDI Insight are unmatched.

Gateley Global brought more than expertise; they brought strategic thinking and operational excellence that exceeded our expectations. They have been great to work with and have been instrumental in the success of FDI attraction to our region.”

– Steve Clarke (Assistant Director- Business, Trade & Investment – Cambridgeshire & Peterborough Combined Authority)

Leicester City and Leicestershire County Councils

Delivering a Key Account Management (KAM) Programme for Leicester City and Leicestershire County Councils

Beginning in October 2023, through pipeline management, engagement with the local business support ecosystem and national partners we were tasked with securing meetings with priority accounts, strengthening relationships with existing FDIs in the region to safeguard jobs, ensuring the company's full integration into the region and supporting business expansion/investment projects.

Our approach built on the Council's existing knowledge base, creating an overall pipeline of >160 identified FDIs in the region, engaging delivery partners across Local and National Government Departments to ensure Accounts were provided with appropriate support at all levels. Through site visits, regular touch point engagement and the leveraging of the wider Gateley Group, we ensured that Foreign Owned Businesses were fully embedded in the region and able to access bespoke support to overcome growth barriers.

Project Outcomes:

- Identified **42** Potential Investment Projects – **280%** of **15** targeted in FY24/25
- Delivered **5** Won Investment Projects – **166%** of **3** targeted in FY24/25
- Secured **310** New Jobs for the Region from Won Projects – **258%** of **120** targeted in FY24/25
- Identified **£33,100,000 CAPEX** associated with the 5 Projects Gateley Global won for the client.

“We want to thank you for making this programme a success since Gateley Global were appointed – your work has been exemplary in joining up local and national partners in supporting the expansion and retention of foreign owned companies in the region, and the hard work of your staff in its delivery has been impactful and transformative.”

– Pankaj Mistry (Inward Investment Manager, Leicester City Council)

Delivering Success in the Market – Gateley Global FDI & Growth Case Studies (2/2)

Invest Alberta

Gateley Global delivered Investment Attraction Services in the United Kingdom for Invest Alberta

Starting in November 2023, Gateley Global was appointed by Invest Alberta, the Province of Alberta’s Investment Promotion Agency, to secure high value opportunities from the UK market through the identification and qualifying of investment opportunities across the agreed target industries including sustainability and low carbon with a particular focus on carbon capture and storage solutions.

We worked collaboratively with the Province of Alberta to prioritise sectors based on Alberta’s strengths, matching against the UK market and engaging mature pipeline opportunities. We mapped existing areas of significant growth in domestic priority sectors and built a targeted proposition for potentially expansive UK companies to consider the region.

Project Outcomes:

- Built a pipeline of **28** Investment Project Leads – **116%** of **24** Targeted in FY23/24
- Created a pipeline of **4,866** jobs – **325%** of **1,500** Targeted in FY23/24
- Facilitated **8** site visits – **133%** of **6** Targeted in FY23/24

“Gateley Global’s expertise, proactive approach and tailored strategies helped us to build a pipeline of opportunities for the Province of Alberta, meeting and, in some cases, even exceeding their targets. Their professionalism and personal approach has made them a trusted partner and helped to increase investment interest by UK businesses into Alberta.”

– Denis Merkwirth (Managing Director, Europe, Middle East and Africa for Invest Alberta)

West Midlands Combined Authority

Gateley Global designed and continues to deliver a “High Growth Programme” for the WMCA

Beginning in June 2024, Gateley Global delivered support to a cohort of 50 high growth potential businesses through the provision of dedicated Key Account Management, designed a tailored plan outlining KPIs, milestone and deadlines for outcomes, and proactively drove activity forward.

Through strategic delivery oversight and operational excellence, we provided access to 1,020 days of expert support and external advisory to help participating businesses overcome challenges to enter the next phase of growth. We held initial 3-5 hour Discovery Workshops with each company, generating a state of business audit to pinpoint precise challenges and from this intelligence generated a bespoke Action Plan to overcome growth barriers and plug into areas of expertise, delivering exceptional regional outcomes.

Project Outcomes:

At programme close on 31 March 2025, the first cohort of 50 businesses we supported had secured

- **£5,181,000** committed Private and Public Sector Investment
- **£11,663,531** in New Sales orders
- **£1,543,000** committed in Research & Development & Innovation spend
- Created **72** direct Jobs
- Put **297** people through outcome driven training

“The High Growth Programme has turbocharged 50 ambitious local businesses, helping them to overcome barriers and seize new opportunities. They’ve already won £4 million in new investment and together, they’re on track to add another £15 million to their turnover. That’s good for business and transformative for local people. We’re creating career opportunities and giving them the skills they need to grab them*.”

– Richard Parker (Mayor of the West Midlands)

* <https://www.birminghammail.co.uk/news/midlands-news/small-west-midlands-firms-boosted-31434877>



To recap, the four key take aways from us are:

1. Ambition is one thing, delivering it is another.
2. Fresh capital is critical to the success of every local growth ambition, and FDI must be part of the solution.
3. Attracting new capital and building links to new markets through FDI, can be a catalyst for growth, job creation and improved productivity.
4. If you rely on DBT for your leads, augment your capability and commission a partner who will leverage their networks and work with you to secure qualified leads for companies that are serious about the possibility of setting up in your area.

If our perspective in this paper resonates with you, and we have provoked questions you feel need addressing, then call us and let's just focus on having a good conversation. We will come ready to listen and to engage, bringing examples and ideas to share where they are appropriate.

Our *team*

Rebecca Bekkenutte

Managing Director,
Gateley Global

Rebecca is an experienced international trade and investment professional. Her public and private sector client base is global, and she has lived and worked in four countries in a consultancy and advisory capacity.

In addition to private client work, Rebecca works with local governments and authorities on contracted managed services programmes in inward investment and economic development.



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Rosa del Campo

Director,
Gateley Global

Rosa is a specialist outcome-driven economic development professional with 17 years of experience in FDI and international trade across both public and private sector organisations.

She has helped hundreds of organisations enter new markets and has a proven track record delivering high impact inward investment and market entry programmes and solutions for public sector clients.



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Ollie Downton

Consultant,
Gateley Global

Ollie is an economic development professional with a focus on high impact public sector programmes, covering all aspects of PMO delivery, especially due diligence, and financial and risk management.

He is experienced in working with Combined Authorities. His data analytics expertise has been used in strategic reviews of inward investment programmes and business support needs for public sector clients.



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Josh Franklin

Consultant,
Gateley Global

Josh is an economic development and inward investment professional, with an M.Sc. in International Business. He is experienced in business research and has worked for several global regions to identify and attract FDI.

He works with a variety of public and private sector clients, providing bespoke consultancy services that enable authorities to exceed their FDI objectives and individual companies to successfully enter new markets.



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Gateley / GLOBAL