

A Thriving Economy

Committee primarily responsible for development and progress of priorities: City Administration Committee and the Neighbourhood, Housing and Public Realm City Policy Committee.

Other relevant committee for implementation: Wellbeing, Empowerment, Community and Citizen Engagement City Policy Committee.



Previous Performance:


2017/18 can be accessed [here](#).

2018/19 can be accessed [here](#).

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Commitment	Actions with Year 3 Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
1. Deliver the Glasgow Economic Strategy 2016-2023 and ensure it is supported by expert external advice from the Glasgow Partnership for Economic Growth.					
1.1 Redesign the city's economic development leadership landscape into a Glasgow Partnership for Economic Growth (GPEG).	Support Glasgow Economic Leadership to establish a Glasgow Partnership for Economic Growth	Complete. Final update reported end of Year 2 (2018/19) .		DRS	Complete
	Support the GPEG to establish a strategic framework which will deliver effective support for the city's new and growing businesses.	Complete. Final update reported end of Year 2 (2018/19) .			
	Develop GPEG / Economic Strategy Action Plan <ul style="list-style-type: none"> Consult Council Officers and wider partners on refresh Launch refreshed GES at State of the City Conference 2019 	The refresh of the Economic Strategy was approved by the City Administration Committee on 31 October 2019 and presented at State of the City Conference in January 2020. The GPEG review paper was approved by GPEG Board in February 2020.	Complete. Any new action to adjust the economic strategy in response to COVID 19 will be taken as part of Renewal		
1.2 GPEG will be responsible for plans to set up three dedicated hubs to support growth:	Further align resources to reflect the Hub approach.	Complete. Final update reported end of Year 2 (2018/19) .		DRS	Complete


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1.3 Ensure that representative voices of small businesses are heard by Glasgow's economic leadership.	Work in collaboration with Federation of Small businesses to develop a new workstream as part of GEL / GPEG to look at the specific needs of micro / small businesses.	Complete. Final update reported end of Year 2 (2018/19) .		DRS	
	Develop proposals to take advantage of UK Industrial Strategy / emerging funding opportunities	Activity planned for year 4.	Will be developed as part of the city's economic recovery along with other funding opportunities. Monitor funding opportunities (e.g. Innovate UK) throughout the year		
	University MoU <ul style="list-style-type: none"> Support provided for the establishment and growth of the 2 Innovations Districts in the city. Collaborate with Universities to complete and submit further applications. 	Both Glasgow Riverside Innovation District (GRID) and Glasgow City Innovations Districts have now been established and launched. GCC has provided funding support for senior managers, based in the respective universities, to further develop the ambitions of the IDs.	Complete.		
2. Deliver the Glasgow City Region City Deal, supported by the Regional Economic Strategy 2017- 2035 and its Action Plan.					
2.1 Prioritise work in the economic strategy for Glasgow and the wider city region, in partnership with neighbouring councils, business and academia. Build on the foundation of close joint working with our neighbouring local authorities established through the Glasgow City Region Deal to inform our	Work with Glasgow City Region partners to deliver the ambitions and actions of the Glasgow City Region Economic Strategy 2017 - 2035 and Glasgow City Region Economic Action Plan Build on the City Deal to develop future proposals which will further regenerate the region, attract investment and create jobs.	Glasgow City region has successfully passed Gateway Review One, unlocking the next tranche of City Deal programme funding (£250m). Gateway Review is an external assessment by both governments and is fundamental to the GCRES and Action Plan. Long list projects for Glasgow Region Investment Prospectus (GRIP) identified and evaluated. Skills supply and demand mapping being prepared for City	Refreshed RES will incorporate Regional Investment Prospectus, indicative Regional Spatial Strategy and will progress the recommendations from the Futures Report where appropriate. A revised timescale to be agreed as a result of the operational impact of Covid 19 pandemic on both organisations.	DRS	

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future work to reform and improve services and deliver value for public money; regenerate the physical landscape of the region; and attract investment and create jobs.		Deal projects with exercise to be completed by December 2020 Co-production of RES refresh agreed with Scottish Government. Economic Commission 'Futures Report' approved by Cabinet in April 2020.			
2.2 Work with Glasgow's airports to ensure that the best possible provision of business, holiday and cargo flight options are available. Work with partners and neighbouring authorities to improve access to airports and to develop and promote routes from Glasgow to all points in the world.	Work with partners and neighbouring local authorities to ensure the provision and promotion of flights for business and leisure purposes strengthen our international links <ul style="list-style-type: none"> Outline Business Case submitted to cabinet for approval. 	The Glasgow City Region Cabinet agreed in April 2020 to pause the delivery of the preferred way forward for the City Deal funded Airport Access Project to allow for a feasibility study for a proposed Glasgow Metro system to be completed. The initial proposal for the Metro, included within the Glasgow Connectivity Commission Report, proposed the Metro system should provide the link for the Airport to the City Centre. The City Deal fund Glasgow Airport Investment Area which is being delivered by Renfrewshire Council in progressing well with completion expected in May 2021.	The feasibility study, which is being led by Glasgow City Council, will seek to determine whether the proposed Glasgow Metro system is technically and financially feasible. The scope, timescale and approach to completing the feasibility study will be agreed by the City Deal Cabinet in 2020 with initial estimate that the study will complete in 2021.	DRS	
	Continue review of the Airport Access Project <ul style="list-style-type: none"> Support delivery of the regional Glasgow Airport Access Project (GAAP). 	City Deal Cabinet approval gained in April 2019 to implement the agreed work-plan, to undertake further work to develop a 'people mover' option and	Continue to review GAAP within context of Metro Phase 1.		



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	<ul style="list-style-type: none"> February 2019 - City Deal Cabinet approved request to develop revised OBC. April 2019 - City Deal Cabinet to consider request to contain cost of revised OBC within existing permissions. Autumn 2019 - Submit revised OBC for approval by City Deal Cabinet. 	<p>revised OBC. Consultants commissioned for technical and economic support and stakeholder consultation complete.</p> <p>Discussions also took place with Transport Scotland regarding the progression of the Glasgow Metro proposal which was identified as a recommendation of the GCC Connectivity Commission. This project is now being considered within the context of GCC Metro Phase 1 feasibility assessment (as per Connectivity Commission).</p>			
3. Ensure the outcomes of these strategies and the City Deal benefit the city and the people of Glasgow by:					
<p>3.1 Work with partners in business, the third sector and academia to improve the skills and experience of those seeking support into employment. This includes those:</p> <ul style="list-style-type: none"> with physical or mental ill health who require training or support to enter work and who have been looking to re-enter the workplace after a period away from work. 	<p>Through the City Region City employ those furthest from the labour market (through Working Matters, Youth Gateway and In Work Progression programmes)</p> <ul style="list-style-type: none"> Benefits Realisation phases of City Deal Innovation and Labour Market projects: <ul style="list-style-type: none"> Tontine. In Work Progression. Working Matters (including allocation of underspend for continuation of project delivery). 	<p>The Tontine is operating in Benefits Realisation phase, current focus is promoting available office space, with a view to increasing the number of new businesses supported.</p> <p>In Work Progression is complete.</p> <p>Working Matters original project is complete.</p>	<p>Complete.</p> <p>Successor Working Matters programme (extension activity) to utilise underspend agreed and commenced in August 2019. DWP have agreed programme extension, with activity now concluded by end of September 2020.</p>	DRS	Complete



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<p>3.2 Deliver the Glasgow City Region City Deal to:</p> <ul style="list-style-type: none"> • support small businesses within the wider City Deal area • develop key sites for regeneration and support training and employment across the region. 	<p>Build on the City Deal to develop future proposals which will further regenerate the region, attract investment and create jobs, including;</p> <ul style="list-style-type: none"> • Submission of FBCs and works commencement: • Canal and North Gateway - North Canal Bank Street & Landscape Link; M8 Bridge; Garscube Toll and Links; and North Glasgow Integrated Surface Water Management System - Cowlairs Link. • City Centre Enabling Infrastructure Public Realm - The Underline. • Clyde Waterfront and West End Innovation Quarter - Central Govan Action Plan Development Deficit Funding; and Active Travel Route North. • Collegelands Calton Barras - Meat Market Site Remediation; Calton Barras Action Plan Junction Improvements; and Meat Market Roads and Infrastructure. • Metropolitan Glasgow Strategic Drainage Partnership - South East Glasgow; Garrowhill/Baillieston; Drumchapel; and Hillington/Cardonald phase 2/3. • Completion of infrastructure works: • North Glasgow Integrated Water Management System • 100 Acre Hill • Sauchiehall Street Avenue • Intelligent Street Lighting project • Govan Public Realm • Camlachie Burn 	<p><u>Canal and North Gateway</u></p> <ul style="list-style-type: none"> • North Canal Bank Street / Speirs Lock Landscape Link FBC - approved May 2019 • Sighthill M8 Bridge FBC - submitted for approval January 2020 • Garscube Toll & Links - approved November 2019 • Active Travel North submitted for approval October 2019 <p><u>City Centre Enabling Infrastructure</u></p> <p>External commissions ongoing for 'Avenue' design teams for 'Block A' and 'Block B'; with stakeholder consultations ongoing.</p> <p><u>Clyde Waterfront and West End Innovation Quarter</u></p> <p>Continuing to assist University of Glasgow with development of Waterfront Innovation Campus proposals. Grant funding of up to £1M approved by City Administration Committee to help with project development including submission of Stage 2 Bid to Strength In Places Fund.</p> <p><u>Collegelands Calton Barras</u></p> <p>Market Site Remediation construction nearly complete bar works to remediate a small section of contaminated ground to</p>	<p>For a number of live projects the End of Q4 coincided with commencement of UK Covid19 pandemic 'Lockdown'. RAG status changed from GREEN to AMBER to reflect this. The delivery programme and spend profile will need to be revised in line with Renewal</p>	DRS	<div style="border: 1px solid black; background-color: yellow; width: 20px; height: 20px; display: inline-block; margin: 0 auto;">A</div>

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	<ul style="list-style-type: none"> • Cardowan SWMP • Hillington/Cardonald SWMP Ph.1 	<p>be completed when site access is allowed Barras Junction Improvements construction phase commenced but is currently off site Meat Market 2 contract was withdrawn with most of the site being subject to transfer to HOME Group for a residential development. Balance of site works currently being reappraised.</p> <p><u>Metropolitan Glasgow Strategic Drainage Partnership</u></p> <ul style="list-style-type: none"> • South East Glasgow SWMP FBC - approved May 2019 • Garrowhill / Baillieston SWMP - approved August 2019 • Drumchapel SWMP FBC - submitted for approval Jan 2020 • Drumchapel SWMP - approved January 2020 <p><u>Infrastructure works at practical completion:</u></p> <ul style="list-style-type: none"> • Water Management System Q1 • 100 Acre Hill – Q2 • Sauchiehall Street Avenue – Q2 • Intelligent Street Lighting project – Q2 • Govan Public Realm – Q2 • Camlachie Burn – Q2 • Cardowan SWMP _ Q2 			
3.3 Work with the Scottish Government and Scottish Enterprise	Through the Glasgow City Region Economic Action Plan and Glasgow Economic Strategy 2016 - 2023 , create	A business base analysis has been conducted which reviews the strengths and weakness	The new regional economic strategy has been delayed due to	DRS	


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to support the manufacturing sector, through a city region action plan.	<p>the conditions to improve the manufacturing sector in the city and opportunities for small indigenous Glasgow businesses to thrive.</p> <ul style="list-style-type: none"> • Develop revised Regional Economic Strategy 	<p>across our sectors. It also identifies potential opportunities for growth in highly productive sectors. The approach to supporting these sectors will be set out in the new regional economic strategy.</p> <p>The city region was successful in securing £290,475 from the Scottish Government's Advancing Manufacturing Challenge Fund to invest in a new £900,000 centre of excellence for manufacturing innovation and robotics based at New College Motherwell Campus.</p>	the operational impact of the Covid Pandemic.		
3.4 Support the SEC's ambitious plans for the future and work with partners at all levels of Government to build on the success of the SEC and deliver capacity for growth in Glasgow.	<p>Support future plans for the SEC, linked to the West End Innovation Quarter and Govan Plan.</p> <ul style="list-style-type: none"> • Milestones will be drawn from the outline business case • Ongoing work with SEC on the economic role of SEC and Pacific Quay will be closed. 	<p>Engagement with SEC regarding project brief for public realm improvements to their east campus and Finnieston Link project was undertaken and is ongoing in context of their longer term campus</p>	<p>Work delayed due to the operational impact of the Covid 19 Pandemic</p> <p>Engagement will continue with SEC regarding project brief for public realm improvements to their east campus and Finnieston Link project; in context of their longer term campus ambitions.</p> <p>Consideration will be given to the links to Mission Clyde.</p>	DRS	A
3.5 Ensure an annual review of the city's economic strategy and performance,	<p>Report on economic performance to the Glasgow Partnership for Economic Growth, the Council and other partner bodies as required.</p> <ul style="list-style-type: none"> • Year 3 performance will be provided to GEPG November Board. 	<p>A full review of progress and actions completed was undertaken as part of the refresh of the Economic Strategy. GPEG has been represented on the Glasgow Economic Recovery Group and it's Executive with actions fed back through the 3 hubs.</p>	<p>Complete.</p> <p>Propose that this action is no longer reported in the CSP as annual reporting is managed by GPEG.</p>	DRS	Complete


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<p>3.6 Work in partnership with the public & private sector to secure maximum benefit from growth in areas including:</p> <ul style="list-style-type: none"> • precision medicine • life sciences • quantum • technologies, and zero carbon innovations. 	<p>Through the Regional and Glasgow Economic Strategies continue to identify key sectors to target and work with the public and private sector, academia and the third sector to focus on key sectors and activities which will aim to secure maximum benefit for residents.</p> <ul style="list-style-type: none"> • Work with partners across the Glasgow City Region to develop a connected strategy for maximising impact in key growth sectors • Work with key stakeholders such as Zero Waste Scotland to develop activity around key areas such as Circle Economy 	<p>Work continued through the Glasgow City Region Enterprise Portfolio Group to discuss a Regional Enterprise offer and outstanding issues.</p> <p>Discussions are underway with Zero Waste Scotland to commission the OECD to carry out a city Circle Scan that would help progress the Council's ambitions to develop a Circular Roadmap.</p>	<p>Build on the work of Circular Glasgow and identify areas of opportunity for increasing activity with Zero Waste Scotland. Engage with and provide support to the GEL Board and workstreams.</p>	DRS	
<p>3.7 Support new business start-ups – particularly in the most economically disadvantaged areas of Glasgow –develop and identify new markets for goods and services.</p>	<p>Continue to provide support through business gateway.</p> <p>Increase support by looking at changes to business rates and around concessionary rents guidance.</p> <ul style="list-style-type: none"> • Support 350 new Business Gateway start up businesses in Glasgow across a range of sectors. • Support 100 companies with growth potential enabling them to progress onto Business gateway Growth Advisory Service. • Support 10 new businesses starting in calton, East Centre, North East and Canal through the Community Boost programme. 	<p>Targets have been met for all categories of support.</p> <ul style="list-style-type: none"> • 512 start ups in Glasgow supported across a range of sectors. • 127 businesses supported who had the potential to progress to Business Gateway GAS. • 63 businesses supported to access Community Business Boost and provided supported to move into eligible areas. 	<p>As part of the Renewal response support existing businesses and new businesses in sectors most impacted by lockdown and other covid 19 response measures</p>	DRS	
<p>4. Maximise what the Council can do through its community benefits clauses to secure jobs and training opportunities for Glaswegians and small businesses and look at ways that these clauses can be strengthened.</p>					


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4.1 Build on community benefit clauses to provide jobs and training opportunities for Glasgow's citizens and business opportunities for small businesses.	<p>Through consultation and renewal of our procurement strategy continue to support and improve community benefit clauses to provide jobs and training opportunities for Glasgow's citizens and business opportunities for small businesses.</p> <p>Continue to support and improve access to procurement opportunities for SMEs, supported businesses, co-operative and the third sector.</p>	<p>Corporate Procurement and Commercial Improvement Strategy 2018 – 2022</p> <p>The Community Benefits (CB) Steering Group has been re-established and meet every 6 weeks to maximise community benefit outcomes.</p> <p>Glasgow City Region City Deal has commenced a two year CB pilot to utilise an online standardised software, to improve and streamline the administration of the CB monitoring process, provide more informative reporting, and support the identification of further CB opportunities, across the member authorities. This is due to go live in September 2019.</p>	<p>The Community Benefits Steering Group are supporting the development of the CB menu, which is included within the procurement evaluation process, to ensure it includes CB requirements that will support National, Council and local environmental, social economic objectives.</p> <p>There are plans to further utilise the online software for Glasgow's business as usual contracts containing Community Benefit outcomes.</p> <p>The strategy is monitored by the Procurement Advisory Board via a comprehensive action plan and annually to Operational Delivery Scrutiny Committee on the delivery of the procurement strategy.</p>	CED	
5. Use our initiatives and procurement to ensure that fair employment practices and the living wage are built in to all work the council does across Glasgow.					
5.1 Promote the Living Wage for all people in Glasgow, including young people and ensure that employers in the city are treating young workers fairly and with respect.	Continue to deliver the Glasgow Guarantee.	<p>Glasgow Guarantee update report was presented to Neighbourhoods, Housing and Public Realm committee on 20 August 2019.</p> <p>The redesigned Glasgow Guarantee went live on 7th October 2019.</p>	Continue to deliver the refreshed Glasgow Guarantee update with reference to the GERG priorities and programme for government.	DRS	



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	<p>Work to increasing the number of employers who pay the Living Wage.</p> <ul style="list-style-type: none"> Continue to activity promote the Glasgow Living Wage. 	<p>At the end of March 2020 there were approximately 360 employers signed up in support of the GLW. This is slightly less than 380 signed up for 2018/19.</p> <p>Work to confirm all existing employers continued to support the living wage was halted due to the operational impact of the Covid 19 Pandemic in March</p>	<p>Continue to promote Fair Work which forms part of the City's approach to Inclusive Growth.</p>		
	<p>Identify any further initiatives with partners and business across the city that ensure that young people receive fair and equitable treatment in the work environment.</p>	<p>Complete. Final update reported end of Year 2 (2018/19).</p>			
	<p>Review of Employability Services in GCC underway and due March 2019.</p> <ul style="list-style-type: none"> ESF Pipeline Funding approval - July 2019 procurement complete - October 2019 Committee paper - November 2019 Delivery commences - January 2020 	<p>Action complete</p> <p>A Review of Council Employability Services was presented to Neighbourhoods, Housing and Public Realm City Policy Committee on 10 March 2020.</p>	<p>Complete.</p> <p>A new programme to be devised as part of Renewal. Work will continue to redesign employability services in light of Covid-19 and Phase 2 No one Left Behind funding from the Scottish Government.</p>		
<p>5.2 Ensure that, wherever possible, businesses and organisations who carry out work on behalf of the Council adhere to fair work practices and decent pay.</p>	<p>Continue to support council key policies linked to sustainable procurement.</p>	<p>Propose this action s deleted as Planning and reporting of Procurement is reported under priority 4.1</p>		DRS	See Priority 4
<p>6. Support small businesses and encourage business diversity in local high streets across the city, and continue to support Business Improvement Districts.</p>					

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6.1 Support small businesses and encourage business diversity in local high streets across the City, and continue to support Business Improvement Districts.	Continue to support small businesses and business improvement districts. <ul style="list-style-type: none"> Committee report prepared providing an update on BIDs and presented to committee. 	The Byres Rd. Great Western Road BID was successful at re-ballot, Both Glasgow BIDs (Byres Rd. and Shawlands) have been instrumental in supporting businesses during the lockdown and this may lead to a quicker and more sustained business recovery in their respective neighbourhoods.	Support further BID activity in the city as part of Renewal and economic recovery	DRS	
	Develop Business Support package. <ul style="list-style-type: none"> Procurement to begin July 2019 and complete by November 2019. Delivery commences January 2020. 	ERDF Programme was developed and launched in January 2020. The programme was temporarily suspended during lockdown and was relaunched in July 2020.	Support Business Support packages as part of Renewal and economic recovery which can consolidation and growth of businesses throughout the city		
7. Explore the feasibility of introducing a universal citizens' income and local currencies for Glasgow.					
7.1 Explore the feasibility of a universal income for Glasgow, in partnership with those in national government.	RSA to draft a report with the findings and recommendations from the engagement sessions and present to Committee. <ul style="list-style-type: none"> Submit interim report to Scottish Government by Autumn 2019 	The report was submitted to the Scottish Government and published by the steering group November 2019. There is no planned activity on local currencies.	Complete.	DRS	Complete
8. Support the hospitality, events and conference market, maximising business and employment opportunities through the Economic Strategy and Glasgow Tourism and Visitor Plan.					
8.1 Work proactively with partners, such as the Chambers of Commerce and the wider hospitality industry, to ensure that the best possible business conditions are available.	Review the Strategic Agreement with the Chamber of Commerce on an annual basis. <ul style="list-style-type: none"> Next performance and activity update due November 2019 with full review prior to agreement of future funding after April 2020. 	GCoC supported commissioning work to examine where Glasgow stands in terms of a variety of international benchmarks and to identify areas to strengthen the messages around Glasgow's economy and business environment. CCoC took the lead in organising the annual Glasgow Business Awards in October 2019	Propose that this annual review is monitored at a departmental level and is removed from CSP actions	DRS	

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		which promoted the Glasgow business community. This was supported by staff from DRS Economic Development. The review is on-going during Covid pandemic.			
	Work as part of the Prosperous & International Legacy Group to maximise the business and economic benefits of the hosting of the 2018 Games.	Complete. Final update reported end of Year 2 (2018/19) .			
	Review food and drink sector in the city and identify specific support. <ul style="list-style-type: none"> In partnership with Glasgow Life, explore the membership benefits of Scotland Food and Drink 	This sector has been badly affected Lockdown and the restrictions during the Covid 19 pandemic. GERG has developed an action plan to help the wider hospitality sector to recover, including the food and drink sector. Campaigns such as Glasgow is Open have been launched to support the hospitality industry.	The GEG action Plan will inform the council's Renewal plan and how to support this another sectors in the city as part of economic recovery		
9. Appoint a digital champion and become the number one digital city in Scotland by increasing the number of people with digital skills, growing the business base and greater marketing of our digital success.					
9.1 Work with partners, including government and broadband providers, to provide an economic environment in Glasgow that encourages digital innovation and supports the creation, growth and digital transformation of businesses.	Implement refreshed Digital Action plan <ul style="list-style-type: none"> Action Plans for 5 year period to 2024 are complete. Programme of activity implemented to address gaps once prioritised. 	Regular reports on progress against plan are submitted and presented to the Digital Board. <p>Actions are progressing as planned. Inclusive growth funding for Skills PM ended on 31 March with progress on 5 of 6 of key actions. IG funding for inclusion activity was successfully used to support basic skills in Thriving Places; Digital Business progressing actions with respect to Innovation ecosystem.</p>	Deliver the agreed actions resulting from the Digital Glasgow Strategy for the four workstreams: <ul style="list-style-type: none"> Skills Connectivity Business Participation 	DRS	

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Put in place a Digital Champion who will work across the public and private sector to promote digital inclusion, innovation and promote e-skills		Most activity has halted or re-focused due to Covid19. All connectivity work is still progressing.			
	<p>Through the Glasgow Economic Strategy; Develop proposals for a Glasgow Infrastructure Fund supporting capital investment in the city, expand position as number 1 digital city in Scotland by increasing the number of people with digital skills, growing on the business base and more effective market digital success and exploit opportunities that the City Deal offers to further expand the required foundations for a Smarter City across Glasgow.</p> <ul style="list-style-type: none"> • Work with GPEG inward investment hub partners to progress the development of a Glasgow Infrastructure fund. • Bid to the inclusive growth fund and successfully get underway 2 digital skills projects aimed at improving basic and more advanced digital skills in the City. 	<p>Research into how other cities fund similar large infrastructure projects ongoing following recommendation by GPEG Digital skills. Project managers for the digital skills workstream and codeworks outreach programme are now in post and work progressing.</p>	<p>As part of Renewal support the development of the Innovation districts in Glasgow by working with City partners to maximise investment in digital skills and infrastructure to support inclusion and SME support.</p>		
10. Ensure Glasgow has full superfast broadband by 2021, supported by the Scottish Government's national plan for broadband roll out.					
10.1 Ensure Glasgow has full superfast broadband by 2020. Supported by the Scottish Government's strategic vision for Scotland's digital future.	<p>Rollout Superfast broadband.</p> <ul style="list-style-type: none"> • Continue to support rollout of 100% Programme by 2021. 	<p>GCC does not roll out broadband but works to attract and facilitate digital infrastructure and fibre.</p> <p>Glasgow is not eligible for support for national programmes due to the availability of commercial provision of broadband within the City.</p>	<p>As part of Renewal and economic recovery, continue to facilitate and attract investment in digital infrastructure and fibre in particular.</p>	DRS	

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	<p>Investigate the opportunities that the City Deal offers to install digital infrastructure as an integral element of construction projects, improving access to connectivity and high speed broadband for residents and businesses.</p> <ul style="list-style-type: none"> • Where possible implement the "dig once use many" policy. • Continue to progress "barrier busting" workstream and play a more active role in supporting the role out of digital communications infrastructure in the city. 	<p>A team recruited to progress these commitments. Now working to :</p> <ul style="list-style-type: none"> • establish a single interface within GCC to engage with the digital infrastructure and service industry. • develop an asset catalogue • map digital infrastructure. 	<p>As part of Renewal and economic recovery work to ensure that fibre ducting is deployed during construction and public realm as a basic requirement</p>		
	<p>Review Digital Glasgow governance structures.</p>	<p>Complete. Final update reported end of Year 2 (2018/19).</p>			
11. Develop the international strand of the Glasgow Economic Strategy to promote Glasgow's economy, commerce, world class heritage and events globally and learn from other international cities.					
<p>11.1 Develop an international strategy for Glasgow.</p> <p>Appoint Glasgow Ambassadors to promote the city through the 'Global Glasgow' scheme.</p>	<p>Through the Glasgow Economic Strategy, work in partnership to significantly increase the number of Glasgow companies exporting.</p> <ul style="list-style-type: none"> • The GPEG Business Growth Hub was established to support Glasgow's business base and promote greater levels of exporting. Working in partnership with Glasgow Life, who lead on the city's International strategy, develop an Export Action Plan to take forward the city's ambitions for supporting exporting 	<p>A research brief was developed to establish a baseline for exporting activity in the city. Findings will inform future business support intervention. This action will require to be revisited to take account of restrictions imposed and impact of COVID 19 on future activity.</p>	<p>Provide access to support for businesses who have export potential</p>	DRS	
	<p>Develop an Inward Investment strategy</p> <ul style="list-style-type: none"> • Prepare committee report on Glasgow Investment Strategy and present to committee. 	<p>Glasgow Investment Strategy was updated to take account of fair work programme and reviewed in consultation with the GPEG Inward Investment Hub.</p>	<p>Complete.</p>		

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		The Glasgow Investment Strategy was approved at City Administration Committee on 31 October 2019. The Glasgow Investment Strategy and Action Plan is being implemented.			
11.2 Promoting Glasgow to the world as a city of thriving culture and commerce.	<p>Invest Glasgow provide a range of services for businesses looking to locate in the city which impacts on the city's position as a key destination for businesses</p> <ul style="list-style-type: none"> • Sector propositions are being updated and redesigned in collaboration with industry. Why Glasgow, bespoke report in response to enquiries, redesigned and issued to several inward investor enquiries. Applying messaging from the "Bragging Book" produced by The Business of Cities. Glasgow Real Estate Showcase delivered 9/10 May involving over 100 investors and developers in the City Chamber 	<p>A new City Marketing Manager took up post in January 20 and has set up a steering group to oversee the further development of the Glasgow business narrative and evidence base.</p> <p>A new prospectus for the residential sector was produced for Expo Real real estate event in Munich to promote Glasgow's offer to a mainly German audience.</p> <p>Work continues to agree the process for the redevelopment of the Invest Glasgow website. A new short film has been produced (for MIPIM) but will be used as part of Glasgow's recovery efforts to promote Glasgow.</p>	Ensure inward investment supports the city's Renewal and economic recovery	DRS	
11.3 Continue our links with other cities via organisations such as Eurocities, COSLA's European office and the Scotland Europa office.	Initially Develop through current projects; the development of a 2 new URBACT project sharing good practice on urban resilience and social inclusion, Horizon 2020 looking at energy efficiency in urban districts, INTEREG EUROPE project looking at the issue of business transfer / succession and	<p><u>URBACT</u></p> <p>URBACT ROOF project development phase was underway until March 2020. A Local Steering group is being developed and stakeholder analysis carried out. Lead Expert and Lead Partner (Ghent) visited</p>	<p>Ensure participation in future consultations with Scottish Government to maintain network and project opportunities at EU level</p> <p>Participate in development of International Strategy to develop,</p>	DRS	

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Investigate other opportunities for networks of international cities and city regions, to work co-operatively and learn and share good practice.	<p>another looking at innovative ways of using data to stimulate economic growth.</p> <ul style="list-style-type: none"> • URBACT - Phase 2 of Inclusive Cities commences • Horizon 2020 - Work packages delivered as set out in project agreement. 	<p>Glasgow on 3-4 October to carry out a study visit and have developed a draft profile for Glasgow.</p> <p>Glasgow became an approved membership of International Urban Co-operation programme, twinning Glasgow with Quilicura in Chile and attended a programme meeting in Brussels in November.</p> <p><u>Horizon 2020</u> The Open Space Strategy was approved at the City Administration Committee on 6 February. The framework covers Goals; tech solutions; monitoring; Legal and Governance; Finance; Co-production; entrepreneurship and reflexive monitoring.</p>	maintain and explore networking and partnership opportunities with EU cities.		
	<p>Develop an inclusive cities strategy to embed learning from on-going work</p> <ul style="list-style-type: none"> • Phase 2 of Inclusive Cities commences 	<p>Progress delayed by the impact of Covid 19 pandemic.</p> <p>Glasgow staff and elected member attended phase 2 project meeting in Cardiff on 21st October 2019. A further meeting scheduled for March 2020 to discuss a framework did not go ahead.</p>	Review progress and recommence work on guidance and objectives of the Inclusive Cities Framework developed in phase 1		
12. Promote Glasgow as a centre of excellence for broadcast and media and make the case for new services to be based here, including a film studio for Scotland.					

A Thriving Economy					
Commitment	Actions with Year 3 Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
<p>12.1 Work with the broadcasting and media sectors in the city to further promote Glasgow a centre of excellence in media, technology and creativity oriented business ventures.</p> <p>Press for any new TV and radio service for Scotland to be based in Glasgow.</p> <p>Work with the Scottish Government and the film industry to scope options for a film studio for Scotland in Glasgow.</p>	<p>Work with partners (or GEPG) to develop an action plan aiming to progress the city as a centre of excellence for the creative sector.</p> <ul style="list-style-type: none"> • Continue to promote the city as a centre of excellence through GFO • Work with Channel 4 and its production partners to facilitate access to business and skills within the TV and production sector as and when required. 	<p>A total regional spend (derived from production activity) of £12,431,000 was delivered for 2019. This has included award winning productions Succession and 1917.</p> <p>GFO and IG met with Channel 4 in early 2020 to develop a working relationship that aims to benefit the indigenous production sector.</p> <p>There was no activity in Q4 due to Covid-19, however income for the City, as a result of filming, was met for 2019.</p>	<p>Explore opportunities with private sector partners as well as Creative Scotland and Scottish Enterprise</p>	<p>DRS</p>	<p>A</p>