

A Vibrant City

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


Other relevant committee for implementation: Wellbeing, Empowerment, Community and Citizen Engagement City Policy Committee and City Administration 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
13. Maintain Glasgow’s reputation as a world class city for heritage and events building on the legacy of 2014 and support Glasgow to become more active and meet the outcomes set for an Active Scotland.					
13.1 Continue to market Glasgow as one of the world’s great stages for events.	Progress the city Events Strategy and encompass the ambitions for the city to compete internationally with the best cities for world class sporting, cultural and creative events and conventions; making best use of our cultural assets and heritage; and ensuring the people of Glasgow benefit through access to sport and culture opportunities. <ul style="list-style-type: none"> • Future events that Glasgow will host include: • UEFA EURO 2020 • LGT World Men’s Curling Championship 2020 • UCI Cycling World Championships 2023 • World Irish Dancing Championships 2024 	<ul style="list-style-type: none"> • Glasgow named as the UK’s top cultural and creative city by the European Commission. • The Glasgow Events Strategy was finalised and presented to the Glasgow Events Board on the 19th November 2019. A plan for the launch of the strategy is under discussion • UEFA Euro 2020 postponed until 2021 • LGT World Men’s Curling Championship 2020 was cancelled • The Long Form agreement between Scottish Government and UCI was completed in 2019 	Plan for the city’s Events Strategy being revisited in light of Covid-19 impact and event recovery. Continue to engage with industry, local and national stakeholders to advocate for events in Glasgow and the role they will play in Renewal and social and economic recovery.	Glasgow Life	

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13.2 Encouraging bids for future international sport events	<p>Build on success of hosting Homeless World Cup in 2016, Continue to promote the city as a world-class sporting venue by delivering international sporting events.</p> <p>Continue to promote our international reputation as a world-class sporting city through our ranking in 5th position on the world leader board at the Sport Business Ultimate Sports Cities Awards, and the Global Sport Tourism City Award.</p> <ul style="list-style-type: none"> • Opportunities to bid for and attract major events will continue to be a priority and will be scoped through attendance at forums such as SportAccord; Host City Conference and through discussion with stakeholders, partners and National Governing Bodies. The Glasgow Event Board and its members will discuss and agree the city's event priorities including any bidding opportunities. 	<p>Glasgow was announced as winner of the title of European Capital of Sport 2023 and the award was formally accepted in December 2019.</p> <p>Glasgow was named the World's Leading Festival and Event Destination 2019 in the 26th annual World Travel Awards.</p>	<p>Reforecast the city's 10 year event projections which will include potential event targets up to and including 2030.</p> <p>Continue to respond to event enquiries and bidding opportunities.</p> <p>UCI Cycling World Championships 2023 – August 2020 will mark 3 years to go Glasgow will promote the event as part of Covid-19 recovery to enable more cyclists and support to community networks.</p> <p>World Irish Dance Championships 2024 – a priority will be to scope the venue requirements once the SEC campus returns to its normal operations.</p>	Glasgow Life	
13.3 Develop a new sports strategy, providing access to free facilities, coaching and different kinds of sports, to continue to ensure that people of all ages and abilities can take part in sport	<p>Launch A Legacy Framework for Glasgow's Sport & Physical Activity, which is developed in partnership with local, city and national stakeholders.</p> <ul style="list-style-type: none"> • The Legacy Framework for Glasgow's Sport & Physical Activity, which was developed in partnership with local, city and 	<p>A paper was presented at the Sport and Active forum on 11th February 2020 that set out a proposed review to the remit of the Sport and Active Group.</p> <p>Education Services committed additional funds to support the continuation of the inactive girl's project across the city. However, with</p>	<p>Establishment of future milestones will be led by the Chair of the Sport and Active Group.</p> <p>Dependent on approval through the Outline Business Case process for reopening dialogue will take place with Education to ensure that pupils are</p>	Glasgow Life	

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for health, competition or just for fun.	national stakeholders was launched in November 2017. <ul style="list-style-type: none"> • A review of the Legacy Framework for Glasgow's Sport and Physical Activity with key stakeholders and strategic partners will take place in August/September 2019 to review the outcomes, partners and acknowledge the strategic plans such as Active Scotland Framework and Public Health Reform. 	COVID-19 and lockdown the programme has been on hold	comfortable to resume the programme. All decisions on the recommencement of programmes will be informed by the Scottish Government's Route Map for reopening and Glasgow Education Services Framework for Recovery, Resilience and Re-Connection.		
13.4 Continue to build on the legacy of the Commonwealth Games, ensuring that other policies support opportunities for people to participate in physical activity, whether that be team sport or walking to school. Build legacy planning into the 2018 European Championships.	Facilitate the delivery of the 2018 Volunteer Programme and the legacy associated with volunteering opportunities beyond the 2018 European Championships.	Complete. Final update reported end of Year 2 (2018/19) .		Glasgow Life	Complete
13.5 Implement the Active Scotland Outcomes frameworks for both health and physical activity.	Continue to support the Active Scotland Outcomes Framework. <ul style="list-style-type: none"> • An impact report will be produced in 2019/20 demonstrating the work that Glasgow Sport undertakes to support the Active Scotland framework. 	Glasgow Sports Community Sport Hub Plan for 2019-2023 is complete and published in April 2019. Case studies have been produced to evidence impact across the city's 19 Community Sport Hubs.	Complete.	Glasgow Life	Complete
13.6 Continue to offer a broad range of universal free services	Update the Glasgow Life website to actively promote free services and	Glasgow Life continues to provide a range of free services and those which have reduced entry fees. Services	Propose we remove this action from future plan reporting as it is complete. Promotion of free	Glasgow Life	



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and discounted entry fees to our main museum collections and sporting activities.	those which have reduced entry fees.	continued to be promoted through a variety of channels.	Glasgow Life services is a business as usual activity and is monitored in line with internal performance management processes.		
	<p>Glasgow Life will simplify sport membership and pricing structures making it fairer – encouraging more people to be more active by introducing new membership products which offer value for money</p> <p>Glasgow Life will facilitate greater participation in sport and physical activity by targeting discounted prices at those who most need reduced pricing options</p> <ul style="list-style-type: none"> • Our Business Improvement Strategy is currently under review this year as some of the workstreams come to end and, with the objective to increase participation and improve revenue streams • Focus for this year will be: <ul style="list-style-type: none"> - To review operating hours at other venues based on the success of the early opening hours in year 2. • Our new Children's activity centre in the Kelvin Hall opens September 2019 and its success will define where the next opportunity lies. • To continue encouraging more individuals and families to join the Glasgow Club to push overall membership beyond 47k. 	<p>Simplified prices and memberships continue to be promoted. New membership products are popular with a broad range of ages, encouraged greater levels of physical activity and engagement in a greater variety of activities.</p> <p>In 2019/20, 4,900 children and 6,400 adults benefitted from disability sport opportunities, and over 12,700 people have accessed a range of Glasgow Club concession memberships.</p> <p>Business Improvement strategy review completed</p> <p>The children's activity centre at the Kelvin Hall opened in October 2019 is proving popular with families, welcoming 49,000 visitors in 2019/20.</p> <p>Operating hours at other venues will be reviewed based on the success of the early opening hours at Tier 1 venues last year with implementation planned for 2020/21. With over 10,000 children participating across gymnastics and swimming programmes Glasgow Life have reset targets to 12,000 by year end 2022.</p> <p>Glasgow Club (Direct Debit)</p>	<p>It is planned to re-open Glasgow Sport venues in a phased way following close down of the business in March 2020.</p> <p>Explore the possibility to develop the children's activity centre offering in other areas of the estate.</p>		

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	<ul style="list-style-type: none"> The intention is to present the final football pricing proposal to the Glasgow Life Board in June 2019 or soon thereafter. 	<p>membership ended 2019/20 at a record high of 48,600.</p> <p>The Glasgow Life Football Pricing Policy has been finalised, approved and implemented as of the 2nd March 2020.</p>			
13.7 Where possible, remove the barriers of accessibility and location that can prevent people taking part in sporting activities at all levels.	<p>Update the Glasgow Life Equality Policy and refresh the 'Equality and Diversity Action Plan',</p> <ul style="list-style-type: none"> The Glasgow Life Equality, Diversity and Inclusion Action Plan will be updated and published in Year 3. 	<p>The action plan that supports the Equality, Diversity and Inclusion Policy has been completed, encompassing Glasgow Life's actions in delivering the equality outcomes in the city and Glasgow's BSL plan.</p>	<p>Complete.</p> <p>Progress on the Equality and Diversity Action Plan is reported to every Glasgow Life Board (5 times a year) and to the Glasgow Life Operations Board every financial period.</p>	Glasgow Life	Complete
14. Refurbish and re-launch the Burrell Collection.					
14.1 Refurbish and redisplay the Burrell Collection through the Burrell Renaissance project, relaunching the Burrell Museum in early 2020.	<p>Raise £8 million of income from the corporate sector, trusts and foundations and individual donors to support the full refurbishment of the Burrell Collection by 2020.</p> <ul style="list-style-type: none"> The main contractors will hand over to the exhibition fit out company in March 2020. Burrell Collection annual financial targets: By March 2020: secure major gifts and/or pledges of £1 million towards the capital project and £500,000 towards the Burrell Collection Special Exhibition and opening public programme By March 2021: close the funding gap so the entire £66 m capital project expenditure is in place and secure a further £500,000 in major gifts and 	<p>Prior to the Covid-19 pandemic the Burrell Renaissance was progressing well. However, as a result of the pandemic, and in line with national guidance work on site was suspended and recommenced on 15 June.</p> <p>A Project Recovery Plan has been approved by the Project Executive.</p> <p>;98% of the funding is in place due to high level of investment from both the UK and Scottish Governments, £15 million from the Heritage Lottery Fund and £6.9 million from trusts and foundations, corporate sponsors and individual donors.</p> <ul style="list-style-type: none"> We secured £1.47m towards the capital project Trusts which were due to decide on grants end March postponed decision making or refocused criteria 	<p>Capitalise on work recommencing at the Burrell, re-engage existing and engage new audiences with the Project, and attract new donors.</p> <p>The main building contractor returned to site 15 June in line with Scottish Government advice. A Project Recovery Plan to contain the costs of the project is complete and approved by the Burrell Executive.</p> <p>A new working programme has been produced and an agreement on costs is nearing completion with the main building contractor and main exhibition contractors.</p>	Glasgow Life	A



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	<p>pledges for the public programme.</p> <ul style="list-style-type: none"> • Transition capital donors into supporters of Burrell revenue projects for on-going support 	<p>to deal with Covid-19 projects so we have deferred applications and we have revised the fundraising strategy in line with:</p> <ol style="list-style-type: none"> 1) the estimated new project delivery schedule 2) the estimated revised costs of the project 	<p>Applications to the Scottish Government and National Lottery Heritage Fund for additional funds to cover the £2.25m increased costs arising from impact of the COVID 19 pandemic have been successful.</p> <p>The Burrell building is scheduled to be handed back from the main contractor, Kier Scotland, to GCC and GL on 18 December 2020. The exhibition and facilities fitout will begin in January 2021 and take a year.</p>		
	<p>Deliver international tour of the Burrell Collection.</p> <ul style="list-style-type: none"> • Further destinations in Japan and in Canada and the UK are confirmed to 2020. 	<p>The International Tour continued with destinations in Japan, North America and France.</p>	<p>Complete.</p>		
	<p>Develop a vision and action plan for the transformation of Pollok Country Park.</p> <ul style="list-style-type: none"> • The first phase of Access and Orientation works has been reviewed and developed in the last period. • A car parking revenue model is being developed which will support a business case to secure the capital investment required to deliver the first phase of works. • A transport impact assessment and modelling is being progressed at the proposed new entry point to the park. 	<p>The RIBA Stage 2 report has been completed for the access and orientation proposals in Pollok Country Park Road.</p> <p>A report was presented to the City Administration Committee on 23rd January 2020 outlining proposals to improve access to and within Pollok Country Park. The proposals and approach to funding was approved by Committee.</p> <p>There has been some delay to the original timeline for planning, however it is anticipated that works will be complete by Spring 2021 subject to planning approval in Autumn 2020</p>	<p>The case to improve accessibility at Pollokshaws West train station is being developed in collaboration with Transport Scotland.</p> <p>The works programme for the Park's Active Travel Management Plan is dependent on resolution of a land use agreement with landowners and Planning Approval which is expected in November 2020.</p>		

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	<ul style="list-style-type: none"> Initial work continues towards making improvements to accessibility at Pollokshaws West station, and we are working with ScotRail and Pollokshaws TRA on this. Potential improvements to bus links are being developed with FirstBus, and West Coast Motors are considering a South side route for the city sightseeing bus that would serve the park. 				
15. Deliver the Glasgow Tourism and Visitor strategy.					
15.1 Support efforts to bring an additional one million tourists to Glasgow by 2023 and support our international tourist and hospitality industry, bringing new investments and jobs to the city.	<p>Work in partnership with Visit Scotland and Scottish Enterprise to deliver Glasgow's Tourism and Visitor Plan to 2023. The four high level targets set out in the Plan are:</p> <ul style="list-style-type: none"> Grow tourists from 2 million to 3 million Grow value of spend from £482m to £771m Increase GVA by £148m Create an additional 6,600 jobs 	<p>Prior to the Covid-19 lockdown the Tourism and Visitor Plan was on track to achieve target of £771m annual tourism spend by 2023.</p> <p>The most recent three year average performance (2016-2018) reported that Glasgow averaged 2.3 million visitors, with an associated expenditure of £663 million.</p> <p>ONS data reports the three year average (2017-2019) of domestic and international visitors to Glasgow at 2.5 million, generating £774 million for the local economy.</p> <p>Latest data released from the Great Britain Day Visitor Survey 2018 shows the three year average (2016-2018) of Glasgow's day visitors totalled 19 million, with an overall expenditure of £947m.</p>	<p>A Glasgow Tourism & Events Response Group will inform the Glasgow Economic Recovery Group and Scottish Tourism Economic Recovery Group</p> <ul style="list-style-type: none"> Integrate and co-ordinated responses into city and national structures, making the case for support for the sector. Lobby to keep the importance of the sector on the economy of the city visible. Provide a focus to share information. 	Glasgow Life	A
	<ul style="list-style-type: none"> A mid term review of Glasgow's Tourism and Visitor Plan is underway involving stakeholders 	<p>Phase 2 of review began in January/February 2020.</p> <p>Final report and recommendations</p>	<p>Complete mid term review and consider recommendations with partners</p>	Glasgow Life	A

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	and will be complete by the end of 2019/20.	were due end March 2020 Consultation was delayed or cancelled due to the outbreak of the pandemic. Delivery of the final report is delayed			
	<p>Cultural Tourism</p> <ul style="list-style-type: none"> The promotion and rollout of the UNESCO City of Music Brand by Summer 2019. Inclusion of Glasgow UNESCO City of Music within the proposed National UNESCO Trail by April 2020. 	<p>The UNESCO City of Music Brand was rolled out in August 2019.</p> <p>Successful in gaining additional Scottish government funding as part of the National UNESCO Trail Activity to be confirmed</p>	<p>A Glasgow Tourism & Events Response Group was established to represent the voice of the Tourism and Events industry and to feed into the Glasgow Economic Recovery Group and Scottish Tourism Economic Recovery Group.</p> <p>Glasgow Tourism and Events Group will</p> <ul style="list-style-type: none"> Integrate and co-ordinated responses into city and national structures, making the case for support for the sector. Lobby to keep the importance of the sector on the economy of the city visible. Provide a focus to share information. 	Glasgow Life	
	<p>Destination Marketing</p> <p>Coordinate a new strategy that inspires and provides compelling reasons to visit. Glasgow must be viewed as a 'Gateway to Scotland' to attract a higher proportion of inbound tourists from UK and international markets.</p> <ul style="list-style-type: none"> Development of new UK Short Breaks Marketing Strategy Ongoing digital activity and meeting targets set for 2019/20. 	<p>The 'Gateway to Scotland' messaging was embedded across various strands of activity including PR and digital</p> <p>The 'Best of Both' campaign with Argyll concluded Spring 2019. Evaluation reported that the campaign had exceeded a number of KPIs, re social media and digital reach</p> <p>Expedia campaign launched in November at target markets of USA and Canada.</p>	<p>Post Covid-19 this will refocus on UK and domestic visits with a look to grow international visits in Year 4 of the Tourism and Visitor Plan.</p>	Glasgow Life	

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	<ul style="list-style-type: none"> Partnership working with Glasgow Airport and carriers to deliver an international carrier campaign by Q4. Arrange a series of UK and International media visits in key markets throughout 2019/20. 	<p>The new UK Short Breaks Marketing Strategy launched January 2020 in the North of England. The campaign had to be halted due to the outbreak of the pandemic.</p> <p>International campaigns planned with Emirates and Easyjet for Q4, however, these were cancelled due to the outbreak of the pandemic.</p>			
	<p>Capital Investment Influence the city's extensive programme of investment, city centre districts and skills and business support to enhance the customer experience and encourage extended overnight stays or additional spend from the day time into the evening economy.</p> <ul style="list-style-type: none"> A T Rex exhibition in partnership with the Hunterian Museum opens in May 2019 and runs to the middle of July 2019. 	<p>The T Rex exhibition attracted 47,935 attendees, 35% of visitors were from Glasgow city, 39% from Greater Glasgow and the rest of Scotland, 51% of visitors said the exhibition had influenced their visit to Glasgow</p>	<p>Review the approach as part of Renewal and building confidence in the city</p>	<p>Glasgow Life</p>	
	<p>Skills and Jobs Look at the key issues, opportunities and challenges around staff attraction and retention in the industry and working with agencies, businesses, further education and young people to look at how we can better make tourism a career of choice.</p> <ul style="list-style-type: none"> Delivery of the Aspiring Leaders Programme - Q2 Delivery of the Business Recognition Scheme. Completion of the Learning Journeys. 	<p>Aspiring Leaders Programme completed for 2019/20. A total of 12 delegates, across 15 businesses, took part in the programme with 100% completion rate.</p> <p>The business recognition scheme and the learning journeys are no longer priorities following a review of the Jobs, Skills and Business Charter by the Business Leaders Group</p> <p>Experience Glasgow Event took place on 30th October 2019 and February 2020.</p>	<p>Review the approach as part of Renewal and building confidence in the city</p>	<p>Glasgow Life</p>	

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	<ul style="list-style-type: none"> • Delivery of the Champions Speaker and Networks Event in 2019/20. <p>Business Tourism Grow the calendar of conferences with the city's universities and key sectors within Glasgow's economy. To enable further growth and maintain our competitiveness, further investment in the city's infrastructure.</p> <ul style="list-style-type: none"> • Win Best UK Convention Bureau 2019 • In 2019/20 generate £130m Economic Benefit to the City through conference sales for future years. • Deliver £135m 'in the city' economic value for conferences taking place in the city 2019/20. • 140 conferences secured by Ambassadors in 2019/20. 	<p>Glasgow Convention Bureau won Best UK Convention Bureau for the 14 consecutive year at the Meeting and Incentive</p> <ul style="list-style-type: none"> • Travel Awards 2020. Total conference sales secured for future years: £136m approx. (105% to target) • Total conferences in the city 2019/20: £140m approx. (103% on track to target) • Total number of conferences secured by ambassadors: 141 (100% on track to target) <p><u>Covid-19 pandemic</u> 14 conferences were cancelled or rescheduled in March 2020, amounting to 5,375 delegates and a £5.5m loss of economic benefit from delegate spend.</p> <p>As of July 2020, 120 conference since March 2020 have considered their options. Of those 120 conferences, 46 have cancelled worth £68m and 64 have postponed to future dates, worth £99m to the local economy through delegate spend. The Conventions team continue to support these clients and venues.</p>	<p>As part of Renewal, Consider the impact of the pandemic business tourism</p>	<p>Glasgow Life</p>	<p>A</p>
	<p>Destination Development</p> <p>We will influence public transport, active travel and improvements in way-finding to better connect our</p>	<ul style="list-style-type: none"> • Potential improvements to bus links to the Burrell Collection and Pollok Park are being developed. (See Priority 14). 	<p>Future approach co-ordinated through the Glasgow Tourism & Events Response Group</p>	<p>Glasgow Life</p>	<p>A</p>

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	visitors to attractions and neighbourhoods. <ul style="list-style-type: none"> • Delivery of the Glasgow Industry Network by Q4. • Roll out of the Tourism Innovation Fund by Q4. • A defined list of Bookable Product by Q4 • Development of the Travel Trade Activity Plan by Q4. • Development of the Accessibility Action Plan by Q4. 	<ul style="list-style-type: none"> • New Glasgow Industry Network launched in October 2019 • Experience Glasgow Travel Trade Strategy developed and activity plan for 2020/2021 • Discussions ongoing on the accessible guide and working on the action plan into 2020/21. 			
15.2 Develop new tourist routes across the city, including to areas such as the Southside and east end.	Work with City transport providers to develop a Transport for Tourism Forum and to develop Southside tourist routes to coincide with the reopening of the Burrell Collection in late 2020.	A report was presented to the City Administration Committee on 23rd January 2020 outlining proposals to improve access to and within Pollok Country Park. The proposals and approach to funding was approved by Committee.	Develop the case to improve accessibility at Pollokshaws West train station is being developed in collaboration with Transport Scotland.	Glasgow Life	
	Develop city and neighbourhood promotion materials.	The City and it's neighbourhoods are promoted on the People Make Glasgow website.	Complete.		
16. Develop a Cultural Strategy and Plan for Glasgow, and manage engagement through a cultural forum.					
16.1 Establish a Creative Glasgow Forum to meet on a regular basis to oversee the development of the Cultural Plan	Use outputs from the first Culture Summit to influence long term planning and delivery.	Complete. Final update reported end of Year 2 (2018/19) .		Glasgow Life	
	Establish a Creative Glasgow Forum with a remit to help develop the long term plan for the city, as well as understanding and agreeing how to protect cultural spending and investment.	The development of Glasgow's Culture Plan continue throughout this year with three Cultural Forums and various workshops held, with participation from across the cultural and creative sectors. The output from these workshops was the creation of Glasgow's Cultural Vision.	The Culture Plan will be launched in 2020/21 A Creative Glasgow Forum will be established to support the action plan.		
	The Creative Glasgow Forum will form a support network and				

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	<p>develop relationships that last beyond the Summit.</p> <ul style="list-style-type: none"> The Creative Glasgow Forum will continue to work on development and delivery of the cultural plan by the next Cultural Summit which is proposed for early 2020 				
<p>16.2 Develop a Cultural Plan for Glasgow setting out a 25 year vision to support the arts and artists in Glasgow.</p>	<p>Develop a 25 year Cultural Plan with equity of access, participation and excellence vision for art and artists in the city.</p> <ul style="list-style-type: none"> A citywide consultation and engagement process will be developed during Quarter 1 of 2019/20 with an ambitious target for completion prior to the next Culture Summit in Autumn 2019. 	<p>Launch of Glasgow's Culture Plan was delayed as a result of the Covid-19 pandemic. The launch has been postponed and the plan will be updated prior to a soft launch following further consultation with members of the Culture Forum to ensure the impact of Covid-19 s appropriately reflected in the Plan.</p>	<p>Update of Culture Plan post-Covid-19 in preparation for launch.</p>	<p>Glasgow Life</p>	<p style="text-align: center;">A</p>
<p>16.3 Work to protect cultural spending and investment, recognising the wider impact of culture in our society in strengthened community identity and pride, a positive impact on health and wellbeing, enhanced educational outcomes and economic development.</p>	<p>Evidence the impact of investment in cultural services using recognised quality assurance models such as EFQM and How Good is our Culture and Sport?</p> <p>Maintain Glasgow's UNESCO City of Music title and reputation through fulfilment of mandatory UNESCO reporting and membership activity, as well as international collaborations, and developing world class promotional events</p> <ul style="list-style-type: none"> Glasgow will participate in UNESCO Creative Cities Network AGM in Fabriano in 	<p>The Second Cultural Summit was held on the 15th January 2020 in St Mungo's Museum with 57 attendees from range of cultural organisations.</p> <p>Glasgow Life continues to work with key industry bodies including the Improvement Service, VOCAL, SPORTA and COSLA to promote and evidence positive outcomes.</p> <p>As a UNESCO City of Music, Glasgow was represented at the UNESCO Creative Cities Network AGM in Fabriano (Italy) in June 2019 and the UNESCO Creative Cities Cluster Meeting in Daegu, South Korea in November 2019.</p> <p>Glasgow continues to contribute to the network's collaborative initiatives and offer advice on strategic priorities.</p>	<p>Propose this action is business as usual activity and will be monitored through internal performance monitoring processes.</p> <p>Enhanced participation in the UNESCO Creative Cities Network (UCCN). Participate online in</p> <ul style="list-style-type: none"> UCCN AGM hosted by Sao Paulo (Brazil) UCCN cluster meeting hosted by Frutillar (Chile) Continue to be active in UCCN global network activity such as planning for implementation of 	<p>Glasgow Life</p>	<p style="text-align: center;">A</p>

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	<p>June 2019 and will contribute to the UNESCO Creative Cities Cluster Meeting in Daegu, South Korea in November 2019.</p> <ul style="list-style-type: none"> Glasgow continues to contribute to the network's collaborative initiatives and offer advice on strategic priorities. 		<p>UNESCO SDGs and evaluations.</p>		
	<p>Increase media profile in support of UNESCO City of Music through consultation and new partnership agreements with the wider music sector, marketing promotions and high profile activity as well as programmes to support and development of grass-roots music development in the city.</p> <ul style="list-style-type: none"> Glasgow UNESCO City of Music will launch a new brand in summer 2019. The launch will be reinforced and messaged as part of music activity during Glasgow's summer 2019 festival season. New initiatives being supported by GUCM include International Busking Day on 20 July 2019, Education Scotland's Play To Learn programme and the exploration of funds for international showcasing. 	<p>A new toolkit for UNESCO City of Music was launched in August 2019. The launch was reinforced and messaged as part of music activity during Glasgow's summer 2019 festival season.</p> <p>An application through Creative Scotland's Open Fund to support a collaboration with Kingston is being developed for submission before the end of 2020.</p>	<p>Complete.</p> <p>As part of Renewal progress the Communications strategy and advocacy or the importance of safeguarding our city's multi-layered music scene in the current context.</p> <ul style="list-style-type: none"> Prioritise GUCM's work with vulnerable communities in the city to make positive contributions to the health and wellbeing of citizens. Plans are in development to deliver flexible and digital music performances in communities once it is safe to do so. GUCM will continue to identify key platforms such as The Virtual Glasgow Mela to advocate for music, creativity and diversity in the city. 		
	<p>Develop new Music Strategy for the city</p> <ul style="list-style-type: none"> A report on Phase 1 will be completed in summer 2019 with Phase 2 consultation beginning in September 2019. 	<p>No activity planned during this period.</p>	<p>As part of renewal review the development of the strategy</p>		


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17. Use the City's strong cultural network to identify and support artists in residence in local areas.					
17.1 Use the City's strong cultural network to identify and support artists in residence in local areas.	<p>Develop the artist in residence programme</p> <ul style="list-style-type: none"> Phase 1 outputs of the Creative Communities, Artists in Residence (AIR)programme will be evaluated July – September 2019. The findings will be used to shape Phase 2 which will be implemented in Autumn/Winter 2019 and into 2020. The second phase will commission artists to respond to the needs and priorities highlighted in Phase 1 around health, wellbeing, confidence and quality of life in local communities across the city. 	<p>All reporting on Phase 1 has been completed. A film and publication are available documenting the work that took place.</p> <p>Phase 2 launched on 28 February 2020 for an artist in residence in each of the 23 wards. 69 applications were (compared to 103 for Phase One). Selection panels took place online</p> <p>Timescales have shifted. Phase 2 was due to take place April – Dec 2020 but is yet to commence..</p>	<p>Activity on AIR has remained live throughout lockdown with renewed focus on the importance of participation in the arts in our communities for health and wellbeing.</p>	Glasgow Life	A
18. Develop an events strategy including how we measure the success and impact of events.					
18.1 Develop an events strategy including how we measure the success and impact of events.	<p>Develop a new Events Strategy for the city with key city stakeholders and partners.</p> <ul style="list-style-type: none"> The new Event Strategy will be signed off at the Glasgow Event Board in June 2019. 1st draft Annual report from the Event Evaluation Framework is due in June 2019. 	<p>The Glasgow Events Strategy was presented to the Glasgow Events Board on the 19th November 2019.</p> <p>The Event Evaluation Cumulative report for 2018-19 approved at the Glasgow Events Board with a presentation given to the members in November 2019.</p>	<p>Complete.</p> <p>A plan for the launch of the strategy is under discussion.</p> <p>Discussion is ongoing to scope a new Event Evaluation framework to run from mid 2020 onwards</p> <p>Plan for the city's Events Strategy being revisited in light of Covid-19 and event recovery.</p> <p>Event Evaluation Cumulative report for 2019/20 currently on hold.</p>	Glasgow Life	A
	Ensure current events in calendar progress to completion	All events were delivered except those due to take place from April –	Continue to manage current events and partnerships to consider cancellation,		

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Commitment	Actions with Year 3 Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
	<ul style="list-style-type: none"> • Glasgow Life Events delivers or supports events across a breadth of size, scale, budget and exposure which includes the following for 2019/20: • Vitality Netball Superleague (April 2019) • Guinness Pro 14 Final (May 2019) • Glasgow Mela (June 2019) • Merchant City Festival (July 2019) • Women's Tour of Scotland (August 2019) • Piping Live! (August 2019) • World Pipe Band Championships (August 2019) • HSBC Let's Ride (August 2019) • Tour of Britain (September 2019) • BBC Proms in the Park (September 2019) • All Scotland Irish Dancing Championships (September 2019) • Great Scottish Run (September 2019) • Royal National Mod (October 2019) • Glasgow Fireworks (November 2019) • Christmas Lights Switch On (November 2019) • 2019 LEN European Short Course Swimming Championships (December 2019) • Glasgow Film Festival (February 2020) 	<p>September 2020 were cancelled or postponed including;</p> <ul style="list-style-type: none"> • Glasgow International Festival of Visual Art (postponed to 2021) • UEFA EURO 2020 (postponed to 2021) • Piping Live! • World Pipe Band Championships • Murray Trophy Glasgow • All Scotland Irish Dance Championships Whyte and Mackay Glasgow International Comedy Festival (cancelled mid way) • Aye Write • LGT World Men's Curling Championship <p>Additional events that took place but not listed last year include:</p> <ul style="list-style-type: none"> • Resonate: Total Gaming • European Kabaddi Championships • World Solo Drumming Championships • Tissot UCI Track Cycling World Cup • Scottish Open Grand Prix • Celtic Connections • Monte Carlo Rally Glasgow Start • Müller Indoor Grand Prix Athletics • SPAR British Indoor Championships • Glasgow Film Festival 	<p>rescheduling or re-modelling of events, including virtual/ online platforms and community based activity to align with Government guidelines.</p> <p>Alternative delivery models for Merchant City Festival 2020 and Glasgow Mela 2020 have been developed.</p> <p>Glasgow Life has established a Glasgow Tourism and Events Response Group to report into Glasgow Economic Response Group on the impact of COVID19 on the Tourism and Events Sector. Actions go direct to GERG and the Scottish Tourism and Events Group.</p>		

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	<ul style="list-style-type: none"> Whyte and Mackay Glasgow International Comedy Festival (March 2020) Glasgow Life is the lead organisation tasked with delivering all Host City obligations for UEFA EURO 2020 and, with partners, will support the development of the 2023 UCI Cycling World Championships. During 2019/2020, the Glasgow Life will continue to work across key areas with city representatives, national partners and governing bodies to ensure both projects remain on track. 				
19. Develop a Historic Glasgow strategy and work with city region partners and others on continued transformation of the River Clyde and waterfront.					
19.1 Develop a Historic Glasgow Strategy to protect and restore our built heritage, and work with local residents and business owners to establish Historic Glasgow Zones.	Work with stakeholders to develop an approach for a long term built heritage plan for the city, linked to the Economic Strategy and Glasgow's Visitor & Tourism Plan <ul style="list-style-type: none"> Built Heritage Plan presented to committee 	The Heritage Plan with input from HES, GCHT and GBPT was approved by the City Administration Committee on 23 April 2019 An update on the Heritage Best Value Review was also presented to the City Administration Committee on 28 November 2019.	Complete. Future actions will be added to reflect the Heritage Asset plan and implementation of heritage priorities.	DRS	
	Refresh the People Make Glasgow website, providing information on the city's heritage sites as part of our Visitor Information.	Complete. Final update reported end of Year 2 (2018/19) .		Glasgow Life	
	Re-use of Listed Buildings	Regular meetings have been held with Heritage Estates working group which produced the Heritage Asset Plan. Continuing to promote the reuse of the Former Parish Schools and discuss	Validate lists of council heritage property by identifying operational and surplus properties and a high level understanding of the condition including properties at risk	DRS	

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Commitment	Actions with Year 3 Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
		with potential developers other (non council) listed Building.	<p>Establish a planning process to create long term horizons and options for surplus heritage estate.</p> <p>Establish and develop 3 investment priorities and seek approval for funding.</p>		
20. Develop the City Design Quarter and introduce a 'Glasgow Made' Award.					
20.1 Support local artists through the co-creation of a new City Design Quarter, which will include supporting small scale manufacturing and artisan crafts.	<p>Continue to support the creation of a creative quarter</p> <ul style="list-style-type: none"> The following milestones will be achieved over the 2 year life of the project i.e. Year 3 and 4 of Strategic Plan Production of a cultural heritage arts strategy Refreshed Canal Action Plan 2021 -2026 Business Plan for the Glasgow Canal Co-operative Strategic Development Framework for North Glasgow Cultural Heritage Arts Strategy. This strategy will be coordinated by Scottish Canals who have been identified as the lead for this project activity 	<p>In December 2019. Further funding was granted to allow the Cooperative to hire a Heritage Funding officer. – Action complete</p> <p>Canal Action Plan 2021 – 2026 - Action Complete</p> <p>Business Plan for the Glasgow Canal Co-operative. Funding was granted to assist the Cooperative in employing a project manager. - Action Complete</p> <p>A draft version of the North SDF has been completed and was to be issued for consultation in the summer of 2020.</p>	<p>SDF will be issued for consultation in the Summer of 2020.</p> <p>The revised CAP is being discussed with Scottish Canals and partners and is due for publication by the end of 2020. Heritage and Funding officer will investigate and assist in taking forward elements of the action plan.</p> <p>6 community projects will be taken forward under guidance of the Glasgow Canal Cooperative. Glasgow Canal Festival is to be undertaken in Summer 2021. Glasgow Cooperative are investigating running smaller events later in the year to reintegrate the Community and encourage canal use depending on Government restrictions.</p> <p>Commission (Physical) Tender and Commission (Digital) Tender both commissions</p>	DRS	
20.2 Develop a new 'Glasgow Made' award to support the best in new Glasgow makers.	Develop the Made in Glasgow Brand				

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Commitment	Actions with Year 3 Milestones	Progress and Performance	Planned Activity	Lead Service	RAG
			with an aim for an Autumn submission.		
21. Support communities to develop play opportunities and street play spaces.					
21.1 Support wellbeing and resilience through play and physical activity by creating community and street play spaces and through investment in active infrastructure across the city.	<p>Continue to deliver programmes in our communities contributing to play and physical activity including Wee Play and Good Moves.</p> <ul style="list-style-type: none"> Continue to be a key partner of Population Health (Clyde Gateway) area with the aim of supporting wellbeing and resilience through physical activity, Having secured £15,595 funding to deliver a pre-5 walking project with 250 families in the Camlachie, Parkhead and Dalmarnock area, work has been ongoing to develop the project, critically, through engaging with existing local forums, networks and organisations in the area. This includes Community Groups, Early Years Networks, The bears, pedometers and map of destination sites has been developed with a start date of late June/early July through to October. 	<p>Walking Bears project in Bridgeton, Camlachie, Dalmarnock and Parkhead ended, an evaluation found that:</p> <ul style="list-style-type: none"> 209 packs were distributed to over 200 families 94% were from SIMD 1 postcode areas (99% when including SIMD 2) 21% from BAME backgrounds (non-white Scottish, British or Irish) 20% adults not meeting the PA recommendations of 150mins or more per week. 6 events delivered with over 200 families attending, Events delivered in partnership with local organisations (Free Wheel North and Baltic Street Adventure Playground) and GL family Glasgow Museums (Teddy Toddle) and Glasgow Libraries (We're Going on a Bear Hunt and Family Teddy Walks) Closed Facebook group with over 80 members, 400 reactions, 100 posts and 200 photos shared by participating families 	Plans to develop a Walking Bears project in the Ruchill & Possil Thriving Place areas to launch in May 2020 are on hold due to COVID -19.	Glasgow Life	A
21.2 Support communities to consider traffic free zones around schools and to set up street play schemes.	<p>Provide street play for local communities. Review traffic arrangements around schools and select pilot schools to be involved.</p> <p>The Street Play initiative will be enhanced and take place over a</p>	<p>Complete. Final update reported end of Year 2 (2018/19).</p> <p>Participation for streetplay 2019/20:</p> <ul style="list-style-type: none"> 24-26 May – 3 applications 	Due to COVID-19, the plans for Streetplay 2020 have been	N and S	A

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	<p>number of weekends during 2019. A promotional campaign and customer focused application process will be introduced. We will consider feedback during planning process for 2019 and this will help shape the offering.</p>	<ul style="list-style-type: none">• 21-23 June – 11 applications• 19-21 July – 3 applications• 20-22 September – 12 applications• In total 29 applications. <p>This figure is down from 35 in 2018/19. This may be due to the weather, spreading the weekends over a longer period or a greater requirement for communication/promotion. There has also been an increase in the number of complaints from residents within streets participating who weren't happy with the activity taking place there or the method of engaging with all residents in to the streetplay activity.</p>	<p>suspended. It is likely that planning will recommence for streetplay weekends to take place from May 2021 onwards.</p>		