



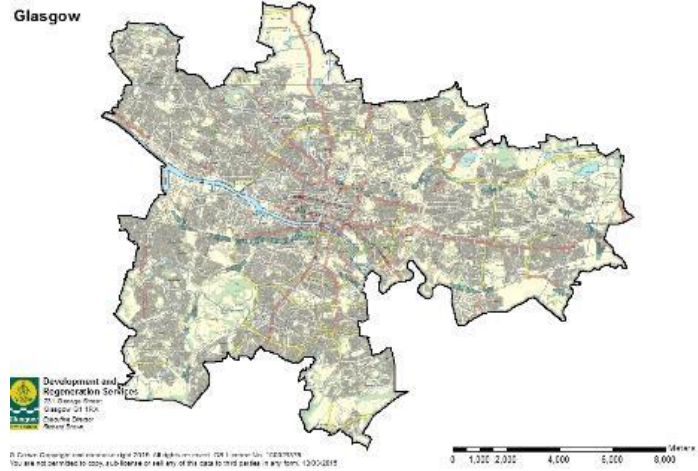
Application Form



European Entrepreneurial Region Award

2016

1. Fact sheet



1. General information

Name of the territory	Glasgow City Council
Date of application	16 March 2015
Political endorsement	Councillor Gordon Matheson, Leader of Glasgow City Council

2. Regional data

NUTS code	UKM34 <i>Glasgow City</i>	GDP/inhabitant (year)	£32,279 (2013)
Population	596,550 (2013)	GDP growth rate (year)	8.01% (5 year, 2008-2013)
Area in km ²	175 km ²	Unemployment rate (year)	10.0% (Working age, 2013)
Cohesion Policy category	<input checked="" type="checkbox"/> Developed region <input type="checkbox"/> Transition region <input type="checkbox"/> Less developed region		

3. Contact details

Contact person	
Postal address	Exchange House, 231 George Street, Glasgow, G1
Telephone	
E-mail	
Website	www.glasgow.gov.uk

4. The territorial EER strategy in a nutshell

Glasgow City Council's current Strategic Plan 2012-2017¹ has five strategic priorities, with the current administration making Economic Growth their first priority.

It is recognised internationally that cities will continue to drive economic growth even in the downturn. Our first priority is to make sure Glasgow comes out of the downturn in a strong position, that we have a resilient city economy and that there is economic growth for Glasgow, its businesses and residents. This is essential. Without growth, the city cannot flourish or tackle the challenges it faces. Glasgow is ready for business and together with our partners it aims to deliver a consistent approach to regeneration, development and land use and attract further investment and new opportunities for Glasgow.

Through taking action in this area we want to achieve:

- a resilient and growing city economy,
- a broad based and more integrated economy with diverse business opportunities, including social enterprises,
- better skills for Glaswegians to create a more confident and competitive workforce in the city,
- an improved supply of good quality and sustainable housing for the city, and
- a connected city infrastructure, including better transport, roads, and better access to the internet and information technology for business and residents.

¹ Glasgow City Council Strategic Plan 2012-2017, Available at: <http://www.glasgow.gov.uk/CHttpHandler.ashx?id=14572&p=0>

2. Political vision

Introduction

“Our commitment is to increase the number of businesses. Most recent figures show 18,000 businesses in Glasgow. We will set a target to increase this to 20,000 by 2017. An additional 2,000 businesses in the city – this will be my priority.”

Councillor Gordon Matheson, Leader of Glasgow City Council, State of the City Economy, 2013

Glasgow City Council has made significant economic progress over the last decade, culminating in being named Council of the year 2015². A combination of political leadership and private sector engagement has driven Glasgow’s economy, and will continue to do so in the future. This is a difficult asset to create as it depends on trust relationships and tacit knowledge. A city where local government, academia and business - the triple helix - find it relatively easy to work together is one with an asset others find difficult to replicate.

This work, led by Glasgow City Council, is delivered through Glasgow Economic Leadership with a remit to oversee the implementation and delivery of recommendations made by the Glasgow Economic Commission³, enhancing the growth of the Glasgow city-region economy, specifically:

- **Private sector leadership:** a new private-public leadership body will be established to focus the economic development efforts of Glasgow City Council, Scottish Enterprise, the Chamber of Commerce and others, to deliver on the city’s economic potential and to ensure that Glasgow is ‘open for business’.
- **Focus on key growth sectors:** there is a need for greater focus on current economic development efforts in Glasgow, particularly in: financial and Business Services; Low Carbon Industries; Engineering, Design and Manufacturing; Tourism and Events; Life Sciences; Higher and Further Education; and Creative Industries.
- **Global promotion of Glasgow and its key sector ambitions:** significant economic opportunity exists in greater global investment promotion of Glasgow’s ambitions across key sectors.
- **Connectivity to national and international markets:** Glasgow’s economy will increasingly rely on growing the city’s private sector companies and businesses, including increasing exporting and internationalisation activity with wider UK and international markets.
- **Innovative funding of infrastructure investment:** Glasgow is able to continue to invest in the infrastructure that in turn attracts and underpins private sector investment.
- **Further and Higher Education in support of key sectors:** Glasgow’s further and higher education institutions are a vital economic asset to the city’s (and Scotland’s) economy and have a key role in supporting success in key growth sectors.
- **Skills to aid the growth ambitions of key sectors:** it is vital that Glasgow’s skills ‘system’ is able to provide the right skills, at the right time, as needed by key sectors.

Glasgow City Council recognises that while significant economic progress has been made, further measures are necessary, particularly to help establish and sustain new and existing businesses. The principles of the Small Business Act and the values and aspirations underpinning the European Entrepreneurial Region Award resonate strongly and would compliment and further endorse the great strides Glasgow has taken in recent years. The timing will also be in line with a refreshed Economic Development Strategy, which builds on the success of the previous strategy, ‘A Step Change for Glasgow’⁴. At its core will be the values and principles set out in the Small Business Act

Moreover, it coincides with the award of the largest City Deal⁵ of its kind in the UK, with a value of

² LGC Council of the Year Awards:

<http://www.lgcplus.com/lgc-awards-2015/revealed-lgc-council-of-the-year-2015-winner/5083168.article?referrer=RSS>

³ Glasgow Economic Commission Final Report (2012) Available at: http://www.glasgoweconomicfacts.com/Dept.aspx?dept_id=216

⁴ A Step Change for Glasgow: A ten-year Economic Development Strategy: <https://www.glasgow.gov.uk/CHttpHandler.ashx?id=5817&p=0>

⁵ Glasgow City Deal Award (2014) Available at: <https://www.glasgow.gov.uk/index.aspx?articleid=13045>

£1.13billion to major infrastructure projects, labour market initiatives and an innovation and growth, reinforcing the importance of Glasgow as a City Region⁶ with a population of 1.8million (34% of Scotland), clustered round a vibrant urban core with world class educational, recreational and business facilities delivering 36% of Scottish GVA (£36billion in 2011).

Glasgow firmly believes in turning principles into policy and can point to a range of interventions to support economic growth and entrepreneurialism with tangible results. The European Entrepreneurial Region Award would be a welcome addition to credibly support the political vision in 2016 and beyond.

Regional SWOT Analysis – Glasgow

<p>Strengths</p> <ul style="list-style-type: none"> - Strong entrepreneurial ecosystem through, for example, Entrepreneurial Spark, Business Gateway - Triple-helix approach to economic leadership - Connected strategy for supporting businesses recruit young people through the Glasgow Guarantee - Growing International Financial Services District - Four Universities with international reputation - Leader in Co-operative Development and fostering the social enterprise sector - Strong infrastructure for SME engagement through Chamber of Commerce, Business Gateway and Scottish Enterprise - In 2013, Glasgow was the local authority with the largest share of Business births in Scotland. (ONS) 	<p>Weaknesses</p> <ul style="list-style-type: none"> - High levels of social deprivation with 31% of the most deprived data zones in Scotland - Glasgow continues to have the lowest life expectancy in the UK and Europe - Around 30% of the working-age population in Glasgow are economically inactive - High levels of air pollution in the city - Broadband market penetration rates within lag some way behind equivalent rates in other parts of Scotland and the UK - Low levels of business density relative to both Scotland and the UK as a whole
<p>Opportunities</p> <ul style="list-style-type: none"> - Maximising the £1.13billion award of City Deal over next 20 years - Inward investment building on success of 2014 Commonwealth Games - Utilising alternative sources of finance e.g. crowdfunding - Develop a sustainable business growth agenda through use of ERDF funding - Formulation of an Incubation Strategy to support grow-on companies - Re-bid to become European green Capital 2017 (runner-up 2014) - Business Improvement Districts (BIDs) and Tax Increment Funding (TIF) schemes. - To grow in the future Glasgow will have to engage with markets and growth opportunities across the global economy. This is not something new to the city; Glasgow grew historically by supplying goods and services to the global economy. Capitalising on Glasgow's role as the UK's Future Cities Demonstrator, putting the city at the forefront of using smart technologies to grow the economy and provide better services for our citizens. 	<p>Threats</p> <ul style="list-style-type: none"> - In 2013, Glasgow was the local authority with the largest share of Business deaths in Scotland - The 1-year business survival rate for Glasgow stood at 88.9% for business founded in 2012. This was the 2nd lowest survival rate out of all UK core cities⁷ - Poor succession planning and strategies for supporting business transfer

⁶ See for example: <https://www.gov.uk/government/news/landmark-12-billion-glasgow-and-clyde-valley-city-deal-signed>

⁷ ONS (2015) Available at: <http://www.ons.gov.uk/ons/taxonomy/index.html?nscl=Business+Deaths>

3. Governance and partnership

Introduction

Governance and partnership are central to the success Glasgow has enjoyed in recent years, epitomised by both the award of the largest City Deal in the UK as well as hosting the most successful Commonwealth Games in history. Neither of these achievements would have been possible without strong governance and a commitment to working in partnership. The foundations have been set to continue this commitment to sound governance practices and working in a joined up way to achieve economic success. In particular, consultation with local partners to inform the forthcoming Economic Development strategy will take place, in particular with industry, education and communities.

The EER award would play a crucial part in discussions that cut across six key areas, demonstrating a clear commitment to ensuring a partnership approach in realising economic objectives:

1. Internal

Political governance by way of Committee structures is already in place and will continue to be the forum whereby activity and action is monitored and reviewed.

2. Local

There are various local partnerships already established and new ones will be added to drive forward the economic ambitions of Glasgow. A new Glasgow Enterprise Board will be formed, bringing together Business leaders, Educationalists of the highest standard as well as Political leaders to ensure that the strategy devised is monitored and reviewed regularly. A further example of the local partnership in practice is through the Digital Glasgow Board⁸, which is driving the desire to be a world leading digital city by 2017.

3. Regional

At a regional level, the Glasgow and Clyde Valley Cabinet⁹, consisting of Glasgow and eight local authorities will establish a governance model that streamlines and strengthens existing governance to enable delivery of programmes.

4. National

Nationally, Glasgow engages with all 32 Local Authorities in Scotland through membership of the Scottish Local Authorities Economic Development group¹⁰, which regularly meets to discuss and review economic performance and shape strategy nationally. This is where quantitative and qualitative data are captured in relation to regional performance. In addition, Glasgow will continue to sit on the Business Gateway Management Group, which monitors regional performance in relation to business start-up and growth.

5. UK-wide

Glasgow is also a key member of the UK Core Cities¹¹, a unique and united Local Authority voice promoting the role of cities in driving economic growth and the case for greater city devolution. This provides a platform to share the principles of the Small Business Act with other UK Local Authorities and influence local and national policies.

6. European

The Eurocities Economic Development Forum¹² aims to reinforce the important role that local governments play in a multilevel governance structure. For the past two years Glasgow has co-chaired the SME and Entrepreneurship working group. As a continuing member, Glasgow will continue to use this forum to promote to other member regions the value of the Small Business Act and share best practice in regional economic development delivery.

⁸ Digital Glasgow Roadmap (2014) Available at: <http://www.glasgow.gov.uk/CHttpHandler.ashx?id=18230&p=0>

⁹ Glasgow and Clyde Valley City Deal (2014) Available at: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/346278/Glasgow_Clyde_Valley_City_Deal.pdf

¹⁰ Scottish Local Authorities Economic Development Group, Available at: <http://www.slaed.org.uk/>

¹¹ Core Cities, Available at: <http://www.corecities.com/>

¹² Eurocities Economic Development Network, Available at: <http://www.eurocities.eu/eurocities/home>

4. Action plan

Introduction

To compete with cities of a similar size, and larger, across the world, Glasgow has to build on its strengths and continue to grow its Gross Value Added (GVA) particularly in key growth sectors. Approximate GVA produced in Government Economic Strategy Growth sectors in Glasgow has increased by 21.6% (£645m) from 2008 to 2012. This was a larger increase than any other city in Scotland. Glasgow now produces more GVA than Edinburgh in these sectors¹³. It also has to continue building on the recent improvements. For example, Glasgow had the largest percentage decrease of business deaths between 2012 and 2013 (-17.7%) out of all UK core cities. This is a large recovery considering Glasgow reported a 25% increase in Business deaths between 2011 and 2012¹⁴.

This action plan outlines Glasgow's commitment to delivering on the principles¹⁵ outlined in the Small Business Act for Europe and will contribute to a new Economic Development strategy that will be developed later in 2015. While Glasgow City Council has been providing direct support to business through a range of programmes, a number of these interventions are being refreshed in line with an extensive service reform process currently being undertaken. It is important to be clear that this Action Plan is not synthesising existing policies, but building on and improving them, leading to new actions and targets over the next 3-5 years. The successful awarding of the European Entrepreneurial Region (EER) Award would add a degree of legitimacy to the policies and programmes being implemented.

Mainstreaming the principles

The single biggest economic development policy implementation related to the way in which businesses are supported in Glasgow over the next 3-5 years will be the development of an Account Management Model ([Appendix 1](#)) that aims to, not only continue to foster a spirit of entrepreneurialism and business start-up, but build a sustainable growth programme that supports resilient business practices. This will be funded through national ERDF funding to the sum of around £2 million and a contribution from the Council in excess of £3.15million. Moreover, a £50million commitment to the Glasgow Guarantee ensures the employability pipeline will continue to be supported, enabling businesses to recruit skilled staff to aid their growth.

This, combined with core Council-funded initiatives, partnership and collaborations, will contribute to meeting the targeted business-base growth outlined in the Political Vision and provide an opportunity to embed the principles of the Small Business Act Europe.

Principle 1 - Create an environment in which entrepreneurs and family businesses can thrive and entrepreneurship is rewarded

Glasgow is absolutely committed to fostering an environment that is supportive of SMEs, in particular family businesses, across the business life-cycle from start-up, through (where identified high) growth to sustainable consolidation, supporting local communities and ensuring jobs are created and safeguarded. Many of these initiatives are in line with the Entrepreneurship 2020 Action Plan, in particular Action Pillar 3¹⁶.

Glasgow Business Transfer Loan Fund

Demographic change in Scotland suggests that business owners are ageing yet family structures are shrinking, posing particular challenges for family-owned businesses. The threat of a lack of natural succession from within the family is real and present, and may lead to greater business failures in the future.

A key commitment made by the Council is to provide £1million of support to businesses at risk of failure. This is based on evidence that suggests that: 90-96% of businesses that are successfully

¹³ Scottish Annual Business Statistics (2014) Available at: <http://www.gov.scot/Topics/Statistics/Browse/Business/SABS>

¹⁴ ONS (2015) Available at: <http://www.ons.gov.uk/ons/taxonomy/index.html?nscl=Business+Deaths>

¹⁵ 'Think Small First' A "Small Business Act" for Europe (2008) Available at:

<http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:52008DC0394&from=EN>

¹⁶ Entrepreneurship 2020 Action Plan (2013) Available at: <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2012:0795:FIN:EN:PDF>

transferred remain trading after 5 years; Transferred businesses outperform start-ups in relation to survival, turnover, profit, innovativeness and employment; and Business sustainability provides a platform for job creation and ensures jobs are safeguarded¹⁷.

Business succession, whether in family or non-family firms, has the potential to make or break a company. Managed well, it can help a company sustain its competitive advantage. Managed badly and it has the potential to see a business fail in a very short space of time. Moreover, the cost of business failure to Glasgow's local economy is conservatively estimated at £196.1m per year.

The Glasgow Business Transfer Loan Fund (GBTLF), the first of its kind in the UK, and indeed one of only a few in Europe, will begin to address this challenge. Glasgow City Council will offer loans of up to £100k to support the transfer of a viable business from one owner to another.

Broadband Connection Voucher Scheme

A recent announcement by the Chancellor informed that the UK Government will make up to £40million available over 2015 and 2016 to support more cities administer a Broadband Connection Voucher Scheme. Digital connectivity remains a challenge for many small businesses. The Broadband Voucher Scheme, A UK government initiative, will provide Glasgow with the opportunity to offer vouchers of between £100 and £3,000 to eligible SMEs and deliver a step-change by increasing their current broadband to at least 30 Mbits/s. This can be a wired or wireless services or combination.

Supporting women in Business

There is strong evidence to suggest gender bias still exists in business and that women face far greater challenges than men. The Council has, and will continue to in the future, support women in enterprise through two programmes:

1. Investing Women Pilot Programme

Investing Women is a growing community of women angel investors; women entrepreneurs seeking growth and those who want to help both. It's more than a syndicate; and it's about more than the money. Scotland has one of the most active business angel communities globally and the UK has the best tax environment for angel investment there has ever been. But, despite women holding 46% of UK wealth; only 2% of Scotland's angel investors are female. Scotland's businesses and economy need new funds for growth. Investing Women will lead change to help more women into this space. There are too few women angels in Scotland and too few women entrepreneurs accessing angel investment. Evidence from the US shows that building awareness and knowledge is core to changing this.

2. Women in Business Programme

More and more women are seeing self-employment as an attractive career option and are choosing to set up their own business. Accessing support that is tailored to needs, speaking to other businesswomen at different stages of the entrepreneurial journey, learning from role models and working with a mentor can help develop business ideas and identify strategies for future growth. Women into Business events will run through Business Gateway Glasgow and provide opportunities to exchange ideas with other local businesswomen to improve business skills.

Glasgow Youth Employability Partnership

Glasgow believes that every young person has the right to be supported to access learning and employment beyond the age of 16. We believe that every young Glaswegian can play a significant role in the vibrancy and future prosperity of the city and is committed to ensuring that provision of necessary support through Glasgow's Youth Gateway allows this to happen.

A partnership approach between schools and business communities can be the vehicle for ensuring the education of entrepreneurship can be planted and nurtured from an early age. A number of businesses are already actively involved in this area and some great practice already exists in the city

¹⁷ Interreg IVC Project: TOKTOC (2014): Available at: http://tok-toc.eu/?page_id=791

but the intention is to increase the amount of partnerships which exist. These foundations will be built upon and every secondary school in Glasgow will be supported in identifying a business mentor to assist in fostering a culture of entrepreneurship among young people. By pursuing a long-term strategy and developing intensive collaboration with schools and business Glasgow's position as an internationally competitive region can be strengthened.

Principle 2 - Ensure that honest entrepreneurs who have faced bankruptcy quickly get a second chance

Glasgow is supportive of entrepreneurs who have courage and commitment to continue creating opportunities through entrepreneurial activity, even if failure has occurred in the past. Much of this is achieved in partnership with its ALEO (Arms Length External Organisation) Jobs and Business Glasgow, who operates in some Glasgow's most socially deprived communities providing support in establishing businesses.

Start-up Loan Company Scotland

In partnership with Local Authorities across Scotland, Glasgow is in discussions that will see personal loans of up to £25k provided through a £151million government-funded scheme. This would provide opportunity for financing, especially to individuals who have faced bankruptcy, with capital to pursue their entrepreneurial ambitions.

Principle 3 - Design rules according to the "Think Small First" principle

Glasgow is committed to improving the way in which businesses access and integrates with local government, enterprise agencies and other public sector stakeholders. Through national forums such as the Scottish Local Authorities Economic Development (SLAED), it drives the communication with national government to ensure the needs of SMEs are communicated and overburdensome processes and procedures are reviewed.

Business Enterprise Board

A key role of the Business Enterprise Board, which will bring together business leaders, education and the public sector, will be to provide recommendations, based on knowledge and engagement with entrepreneurs and the wider SME base in the city, that lead the way for administrative burdens to be eased. A road map of how this can be achieved and implemented will be formed over the course of the EER label period and beyond.

Principle 4 - Make public administrations responsive to SMEs' needs

Glasgow has aspirations to be more responsive to business needs and remove unnecessary barriers that prevent the start-up and growth of businesses. It is committed to streamlining this support and ensuring SMEs have the best possible service.

New Approach to Enterprise

Glasgow recognises the levels of public sector bureaucracy can be a barrier to business growth and is committed to establishing a more streamlined approach to ensuring businesses can have a one-stop approach to engaging with the Council, acquiring information on areas such as licensing, planning and health and safety. Through a £1.8million economic development service reform, dedicated Business Advisers will be the point of contact for such enquiries, navigating the internal channels to ensure information is provided in a more efficient manner by a responsive team and structure that can change, adapt and develop to meet business priorities.

Principle 5 - Adapt public policy tools to SME needs: facilitate SMEs' participation in public procurement and better use State Aid possibilities for SMEs

Glasgow has been the leader in championing public sector procurement for businesses and has firmly established models that will continue to be refined and developed during the EER Label period and beyond.

There are currently over 1000 Glasgow businesses registered with the Supplier Development Programme (SDP), and in 2013/14 over 300 attended at least one half-day training workshop. Support is currently structured around the identification and engagement of SMEs at three levels:

- Level 1 - for companies and social enterprises with little or no experience of tendering and who would like to become 'tender ready'.
- Level 2 - for companies and social enterprises that have some experience of tendering with varying success but would like to become more proficient.
- Level 3 - for companies and social enterprises with significant experience and success in tendering who want to explore new and wider markets and potential collaborative approaches.

Glasgow will continue to deliver support to SMEs in all aspects of tendering for public Sector Contracts via the SDP. This effectively aligns the work of SDP with the Public Procurement Reform Programme objectives and processes, while building capability in the SME sector to bid for, and win, contracts across the public sector in Scotland.

This development sees an integrated and consistent approach to the use of public procurement within Local Authority business and economic development and ensures that all aspirational SMEs, have access to the best advice in public procurement whilst relying on the appropriate support of public procurement professionals.

Moreover, this programme builds a professional SME supply chain for the public sector and for major Scottish and international companies while at the same time, helping companies compete for, and win, public service contracts beyond Scottish borders. It helps aspirational companies across Scotland to use the public sector as a means of building sustainable and successful businesses.

In addition, as part of the delivery of the Commonwealth Games, the GCC Community Benefit programme was introduced, which applied a 10% evaluation weighting in Games Infrastructure procurement to ensure that benefits to the local community were embedded.

As per of this policy Glasgow also mandated the advertisement of all sub-contracting opportunities on a newly formed Glasgow Business portal in partnership with the Scottish Government's Public Contract Scotland (PCS) procurement website. This ensured that many micro-businesses benefited from Games contracts awarded to larger, more established businesses. Over 63% of £669m worth of contracts awarded went to Glasgow based companies.

Principle 6 - Facilitate SMEs' access to finance and develop a legal and business environment supportive to timely payments in commercial transactions

Glasgow City Council continues to support access to finance, often as 'lender of resort', for many businesses unable to secure financing through traditional means. It has served this need through membership of the West of Scotland Loan Fund since its inception in 1996, providing support to over 418 businesses and lending a total of £7.2m. This has led, in many cases, to increases in turnover as well as creating and safeguarding jobs in Glasgow.

Over the past 5 years, Glasgow had an initial target of £2.8m attracting an ERDF contribution of £1.13m, and has subsequently drawn down a further £1.2m to benefit SMEs in Glasgow as a result of under spends in other Local Authority areas. As of March 2015, Glasgow has provided £3.5m in loan funding to 117 SMEs.

Glasgow will continue this pledge to support access to finance, in line with the principles outlined in the Entrepreneurship 2020 Action Plan Pillar 2, whereby entrepreneurs and SMEs can flourish¹⁸. Using an innovative funding combination of ERDF, Bank Funding and Match Funding will ensure SMEs have access to funding for start-up, growth and working capital and ensure business survival at critical stages across the life-cycle.

Scottish Local Authority Business Loan Fund

Glasgow will join other Local Authorities in Scotland and be part of a pan-Scotland Local Authority Loan Fund modelled on the successful West of Scotland Loan Fund and East of Scotland Investment Fund. A pan-Scotland Loan Fund will be eligible to secure ERDF funding from the European Structural Funds Programme 2014–2020. A collective bid from Scottish Local Government is actively

¹⁸ Entrepreneurship 2020 Action Plan (2013) Available at: <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2012:0795:FIN:EN:PDF>

being encouraged by Scottish Government. The tabled Proposal would provide an £18m fund over 3 years, with funding provided by a combination of Local Authorities, bank lending and ERDF. For Glasgow, this will result in a fund of £1.8m to support SMEs locally and offer alternative financing to companies unable to secure funding through traditional sources. The proposal would offer gap funding to SMEs by way of loans up to £100k.

Alternative Financing

The emergence of Crowdfunding as an alternative source of financing is an increasing option for many SMEs and Start-up companies. Working in partnership with Glasgow Chamber of Commerce, the Council will pledge £25k to support Crowdfunding initiatives and see the first partnership with a Crowdfunding platform. The tie-up with Funding Circle, the biggest business-focused platform in the peer-to-peer lending arena, will feature direct lending by to businesses operating in key sectors identified by the Glasgow Economic Commission. This will drive a campaign to raise awareness of an under-used avenue in Scotland, where only a small percentage of borrowed finance as yet comes from the alternative funding sector.

Principle 7 - Help SMEs to benefit more from the opportunities offered by the Single Market

Developing a support offering to businesses with aspirations to operate in the Single Market is an area Glasgow continues to review and aims to improve during the EER label period and beyond. Regulatory support is provided by way of certification for exporting and greater support is offered by other stakeholders nationally, but not necessarily focussed on SMEs.

An EER label award would lend weight to Glasgow's negotiations with stakeholders encouraging a review of the ways in which SMEs are supported and encouraged to engage in single Market.

Single Market review and Consultation

Glasgow will commit to undertaking a review of SME aspirations and challenges in accessing the Single Market. This will be achieved by setting-up a short-term Think-Tank to explore how SMEs can be better supported by public sector intervention, including easing administrative burdens. A report will be produced with recommendations made for policy makers to consider.

Principle 8 - Promote the upgrading of skills in SMEs and all forms of innovation

Glasgow is firmly committed to ensuring that the entrepreneurial spirit is fostered and nurtured to grow the economy. It firmly believes in the ethos underpinning Action Pillar 1¹⁹, whereby an environment that supports entrepreneurial education and training to support growth and business creation exists.

City Deal – Integrated Grow-On Initiative and Accelerator Hub

The Supporting Growing Businesses (SGB) programme led by Glasgow City Council and delivered in partnership with the University of Strathclyde will create a co-ordinated support service for a defined group of high growth companies. The support will involve an acceleration programme across two locations, applying the experience of The Hunter Foundation and a range of flexible, dedicated business support from the Glasgow City Council Business Growth team and other partner organisations. There will be access to research and development advice; co-ordinated financial support; serviced flexible office space and importantly a dedicated business adviser via an "account managed" process. The business case sets out the context and value of developing the SGB programme in Glasgow. The total amount to funding the project is £5.7M with a request of £1.9M from the UK and Scottish Government City Deal programme.

The proposal for the five-year SGB programme centres on the development of an incubation and grow on space with aligned services designed to address the sustainability and growth rates of businesses in the Greater Glasgow area. There are two components to the proposal;

The Accelerator Hub provided by Strathclyde University is designed to specifically target and support those small companies that start-up and spin out of the University and work in technology areas associated to the key application clusters of the university of Strathclyde; in energy, manufacturing,

¹⁹ Entrepreneurship 2020 Action Plan (2013) Available at: <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2012:0795:FIN:EN:PDF>

future cities and health tech. The Accelerator provides space with immediate physical proximity to these organisations as well as to the academic expertise relevant to these domains.

The Integrated Grow-On Initiative (IGI) Centre delivered by Glasgow City Council will offer a range of interventions including: Operational Facilities, Grow-on Space, Peer Interaction, Specialist Advice and a dedicated 'Ideas Lab'. In addition, the facility will offer enhanced visibility and credibility for the companies based there as they move to a more commercial footing for high growth companies from across the Glasgow metropolitan region.

Entrepreneurial Spark

Entrepreneurial Spark is the world's largest free business accelerator for early stage and growing ventures. It has developed a proprietary 'entrepreneurial enablement' programme that takes entrepreneurs through a cognitive and action centred development process. The Entrepreneurial Spark programme lasts for 6 months and can continue for up to 18 months. It provides access to a collaborative office environment suitable for building teams (the Hatchery). Businesses in the Hatchery receive free IT and Wi-Fi as well as access to business enablement and support from a pool of over 50 business mentors. Networking is a key part of the programme, with compulsory events, workshops and pitch practice.

The focus of the Entrepreneurial Spark programme is on the individual, developing entrepreneurial mindsets and behaviours to enable acceleration and growth. Glasgow will continue supporting this incubator accelerator, having already contributed £350k to support Glasgow entrepreneurs through this innovative incubator.

Growth Advantage Programme

With SMEs accounting for around 99% of all private sector enterprises in Glasgow, there's never been a better or more important time to support and nurture these businesses. The backbone of Glasgow's economy, SMEs bring huge economic benefits to the region as a whole. It's essential to foster ambition allowing business opportunities for large scale, long-term growth. However, each business faces its own set of challenges but with growth taking place across all sectors, it's vital for owners with an outward looking vision to take a step back from the day-to-day demands of scaling their business to develop a robust strategy for growth.

The Growth Advantage Programme, a specially designed 10-month business acceleration programme, delivered by the Hunter Centre for Entrepreneurship within the University of Strathclyde, provides the necessary platform to do just that. Enabling entrepreneurs and growth-focused business owners to gain business insights, management skills and know-how, it provides a unique opportunity for ambitious business owners to realise and achieve their organisation's full growth potential.

Glasgow will support business owners to access this programme by providing 50% of the costs, encouraging educational and skills development that will ensure growth and longevity of businesses in Glasgow.

Principle 9 - Enable SMEs to turn environmental challenges into opportunities

'Sustainable Glasgow' aims to make the city one of the most green in Europe. It is a partnership initiative combining housing, communities, business, universities, enterprise and education. The Partnership's diverse range of projects are improving quality of life in the city, boosting the economy and protecting the environment. Projects cover everything from the installation of LED street lights and electric car charging points to the creation of renewable energy schemes and Green Jobs. The council-led initiative was formed in 2010 to make Glasgow a world-leading centre for sustainable policy, innovation and action.

In 2015 Glasgow is holding its first Green themed year, celebrating its aspiration to be one of the most sustainable cities in the world. Glasgow, as a city has never stood still, and 2015 will be no exception, with a range of events and activities outlining an ambition to be a green city pioneer. The 2015 programme brings together education, innovation, communities, and creativity in ways that help to strengthen local and international partnerships, putting the city firmly on the map as a champion of green. The EER label would continue to reinforce Glasgow's commitment to the environmental sustainability agenda

Green Business Network

The aim of Green Business Network, in partnership with Glasgow Chamber of Commerce, is to champion and encourage Glasgow businesses to become 'Green' and contribute to the Sustainable Glasgow Agenda leading to the vision of making Glasgow the UK's Greenest City.

The Green Business Network's ambition is to make it easy for Glasgow businesses to understand the significant business benefits of becoming 'Green' and make it simple for them to implement Green policies and practices at whatever point they are on the journey.

The network plans to offer a suite of Green Light Network, Certification Programmes and inspiring Green Leader talks, to support and encourage on-going sharing and implementation of best practice. Businesses will also be invited to work collaboratively to create a least one high profile project to support Glasgow's Year of Green 2015.

Environmental Business Awards

The environment is now a major concern globally and Glasgow has made a commitment to improve the city's environment. However, it is acknowledged that the help of the business community will be critical to achieving success. The Environmental Business Award Scheme is designed to encourage Glasgow businesses to improve their environmental performance. It will recognise and reward businesses which make an effort to protect the environment and which demonstrate good practice in a range of activities.

Green Jobs

A key action for Sustainable Glasgow is the Green Jobs Strategy which is currently under development. Informed by industry experts and developed collaboratively across the public and private sector, including academia, it will seek to build a coherent and skilled labour force to enhance the city's attraction to investors and build the green economy. The Green Jobs Strategy will be embedded in the overall Economic Strategy for the city and by drawing together the city's key expertise across research and development, its diverse range of facilities and resources along with the strong business base the strategy it will help to consolidate the city's proposition to investors.

Principle 10 - Encourage and support SMEs to benefit from the growth of markets

Invest Glasgow²⁰, part of Economic Development with Glasgow City Council, is dedicated to encouraging and assisting investment and promoting the city as one of the most business-friendly locations in the UK and Europe. It is a professional, collaborative approach that addresses the needs of investors and businesses alike and facilitates access to a wide range of partners across the city, including Scottish Enterprise, Scottish Development International, Glasgow Chamber of Commerce, property agents and other Council services. In 2012/2013 this helped the city attract nearly 1,000 new jobs across financial and business services, life science, engineering, design and manufacturing, and low carbon industries.

Glasgow in partnership with its regional enterprise agency offer support and advice to enable SMEs to access growing markets. This ranges from market analysis, routes to market to International finance, contracts, logistics and export plans. Supporting SMEs to internationalise and make the most of a global economy is an area currently under review, as is the way in which SMEs are supported to access international markets. There is a commitment to build on the brand of Invest Glasgow, which has been highly successful over the past 18 months, and explore ways in which the Council engages SMEs in trading internationally, in partnership with stakeholders such as enterprise agencies and Scottish Council for Development and Industry, who drives the exporting agenda in Scotland.

The awarding of the EER label would add greater emphasis on the importance of engaging internationally, looking beyond borders and making the most of global opportunities.

²⁰ Invest Glasgow: <http://investglasgow.com>

5. Communication plan

Disseminating the European Entrepreneurial Region Award

If awarded European Entrepreneurial Region (EER) status, Glasgow City Council and its partners have a clear communications vehicle, through multiple distribution sources that will allow wide dissemination at a local, regional, national and European level. Moreover, it is a multi-targeted strategy, not only to other public sector organisations, but critically, to engage businesses and entrepreneurs through a calendar of events.

High-level Events

State of the City Economy

This is the business event of the year in Glasgow, attracting over 700 delegates from industry, education, voluntary organisations and social enterprises as well and the public sector. The Leader of the Council reflects on the year past and sets out Glasgow City Council's priorities for the year ahead. This would provide an ideal platform for launching the EER as a range of media sources cover this high profile event²¹ and a press release would be circulated to launch the EER label and provide a platform for high visibility and exposure of the Committee of Regions, with invites extended to other EER regions and the Committee of Regions. This would ensure exposure at the highest political level in the region.

Glasgow Annual Business Awards

The Glasgow Business Awards Ceremony and Dinner²² is firmly established as one of the highlights of the Glasgow business calendar. Attracting high profile industry support and involvement, the Awards offer Glasgow businesses the opportunity to promote major achievements and celebrate success. Now in their 17th year, the quality of entrants continues to increase year on year and all Glasgow organisations are encouraged to participate. Forward-looking and innovative organisations within the Glasgow area are eligible to enter or nominate as many of the Award categories as they wish. By entering these Awards they can gain recognition and publicity for their achievements, successes and accomplishments. Glasgow City Council have been a title sponsor since their inception and would sponsor a special award, the 'Glasgow European Entrepreneurial Award' at the dinner, inviting applicants from the local business community to apply against set criteria. This would be an ideal way of ensuring a lasting legacy for the EER label to be disseminated and the valorisation of Glasgow's economic strategy and commitment to the principles of the Small Business Act.

Scottish Family Business Awards

This national awards ceremony celebrates and recognises the value of family businesses across Scotland and their unique contributions to local economies. An award, specifically for family businesses will be sponsored to re-affirm Glasgow's commitment to supporting and recognising the value of family businesses. Again, this will ensure exposure of the EER label at the highest level nationally and create a lasting legacy.

Workshops and Events

Business Breakfast Programme

As part of the EER label award, Glasgow will commit to a monthly 'EER Business Breakfast' in partnership with Glasgow Chamber of Commerce to directly engage businesses and entrepreneurs with the economic development strategy and continue to penetrate the EER brand with SMEs. The themes of these events will be in line with the principles outlined in the Small Business Act²³ and reinforce Glasgow's commitment to delivering against the principles to key target groups.

Business Gateway Workshops

Regular workshops for start-up and pre-start up companies will take place as part of the core Business Gateway²⁴ contract that Glasgow City Council will deliver. The EER label will be displayed at the reception area of The Lighthouse where, Business Gateway Glasgow is located, reaffirming

²¹ See for example: <http://www.centreforcities.org/blog/think-cities-at-the-glasgow-state-of-the-city-conference/>

²² The Glasgow Business Awards (2014): <http://www.glasgowchamberofcommerce.com/business-awards/>

²³ 'Think Small First' A "Small Business Act" for Europe (2008) Available at: <http://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:52008DC0394&from=EN>

²⁴ Business Gateway Glasgow: <http://www.bgateway.com/local-offices/glasgow>

Glasgow's commitment to the principles of the Small Business Act to the key target group that this award aims to reach.

New Start Scotland Exhibition

Co-located with The Scottish Business Exhibition, Scotland's largest exhibition and conference for corporate, mid-market and larger SMEs, the New Start Scotland Exhibition²⁵ attracts entrepreneurs and micro-businesses from all over Glasgow and the wider area. A stand will be taken to ensure that communication of the principles and programme of support activity is widely disseminated to those who need it.

Glasgow for Business Week

Glasgow for Business Week was an initiative delivered by Glasgow City Council from 2010-2013, promoting the wide range of support delivered through various programmes and grants while also showcasing the businesses who have received support from these initiatives. The awarding of EER would present an opportunity to re-launch this initiative, in partnership with the Federation of Small Businesses in Scotland²⁶ and Glasgow Chamber of Commerce.

Marketing and Branding

The EER label will have a strong presence on all marketing and branding materials including all programme brochures designed as part of the implementation the Account Management model being developed and funded by national ERDF funding. This will be over the duration of the programme period, which concludes in the year 2020. It will also feature on all materials for the various events and presentations delivered by Business Advisers direct to companies.

Mainstream and Social Media

Glasgow City Council will include the EER label and branding on all websites, social media channels, online and offline publications associated with Economic Development. Content, activity and commitment to the Small Business Act through a revised Economic Development strategy will be published on the Council website as well as partner websites and those which promote the services of the Council. All content will include the EER logo and branding.

Key channels including Facebook, Twitter, YouTube, and LinkedIn will also be utilised to publish content, connect with key stakeholders, partners, and key target groups. The Council and partner organisations have a well-established online presence and will promote EER status through these channels.

Stakeholder Engagement

There already exists a strong collaboration with key stakeholders in the city, including Universities and Colleges, industry sector bodies, enterprise agencies and local development companies. The strategy developed will aim to ensure a clear and cohesive vision with actions set that are achievable and realistic, monitored regularly and, critically, complementary to other support to businesses by these various stakeholders. Central to this will be the work of the enterprise board and Glasgow Economic Leadership groups. Through this engagement, the use of the EER label would publicise the policy plans.

Entrepreneurial Activity

GCC part funds Entrepreneurial Spark, the world's largest free business accelerator for early stage and growing ventures. Private sector partners include Royal Bank of Scotland and their intake of entrepreneurs occurs bi-annually. The opportunity exists to present Glasgow's commitment to the Small Business Act through a refreshed Economic Development strategy direct to new companies located in the incubator and offer advice and support.

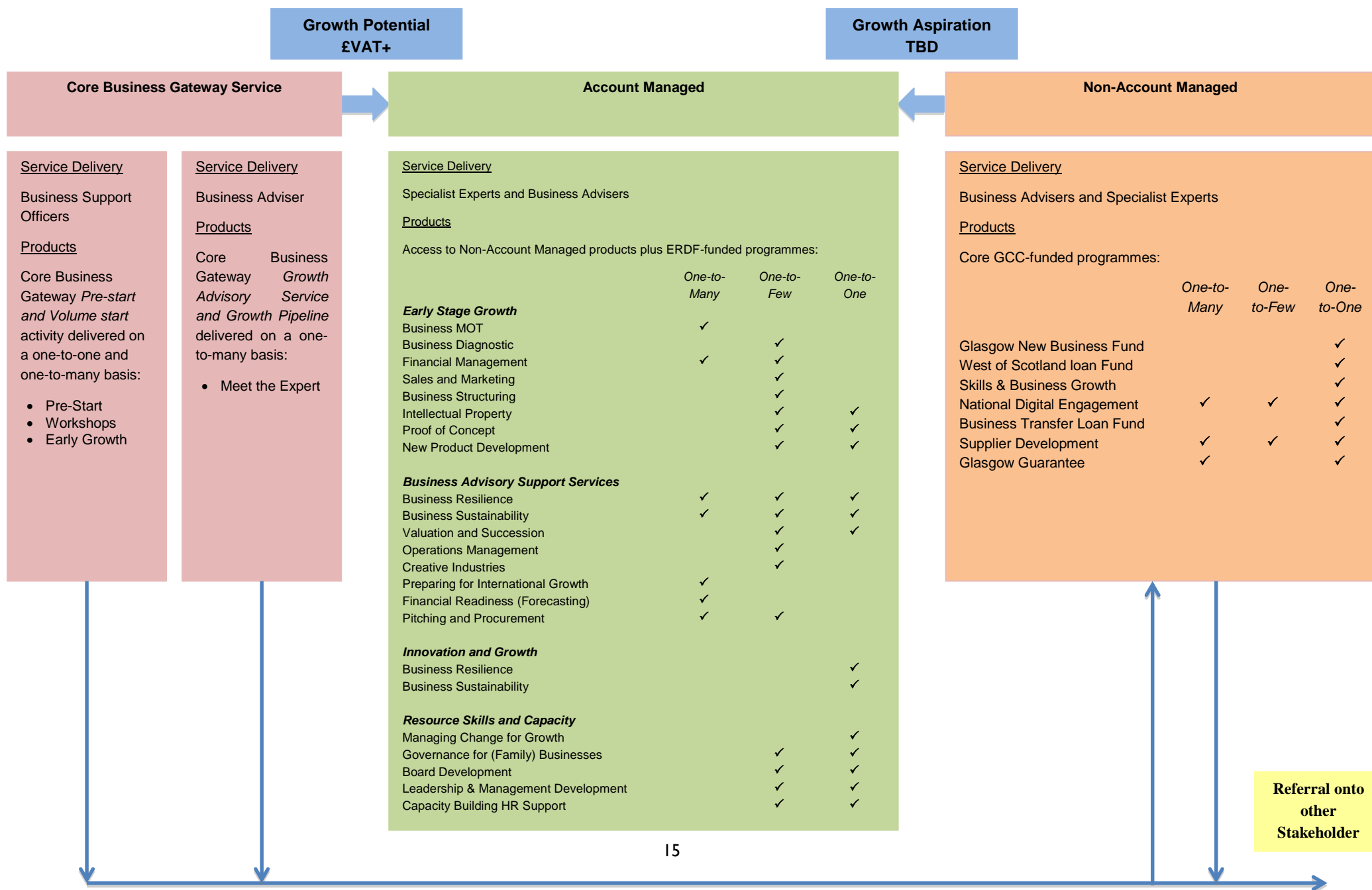
Reports and Monitoring

An Annual Report for the Committee of the Regions will be presented over a three-year period, combining qualitative and quantitative data as well details of the financial commitments made. It is anticipated that this data will assist future EER's understand the longer-term value of committing to the principles of the Small Business Act and integrating them within regional policy.

²⁵ New Start Scotland Exhibition (2015) Available at: <http://www.newstartscotland.com/information/why-visit/>

²⁶ Federation of Small Businesses in Scotland: <http://www.fsb.org.uk/scotland>

Appendix 1 – Proposed Account Management Model



Please submit your application for the EER 2016 label in electronic format (Word document or PDF) in English to: eer-cdr@cor.europa.eu. Please include a **declaration of political commitment** from the competent political authority. Further letters of support may be added to your application. For a full list of **assessment criteria** applied by the jury, please consult the call for applications.

Deadline for applications: 16 March