


A GAMES LEGACY FOR GLASGOW

GLASGOW 2014 LEGACY FRAMEWORK



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Foreword by Councillor Gordon Matheson



In the summer of 2014, Glasgow will play host to around 6,500 of the world's top athletes and officials from 71 countries. Hundreds of thousands of people will visit our city to experience the Glasgow 2014 Commonwealth Games.

It is my vision that every Glasgow citizen will be involved in the Commonwealth Games in some way.

The Games will be around two weeks of magic and the people of Glasgow can be part of it, whether as a spectator, volunteer, worker or for a special few, competitor.

I'm also determined that every Glaswegian will take something from the event that will remain with them. Everyone will take home memories, but I also want them to take home aspirations for the future.

Glasgow 2014 will leave a lasting legacy and it is my ambition that it will be a People Legacy.

I am delighted to set out the Glasgow 2014 Legacy Framework, which reflects the aspirations the people of Glasgow said they want us to achieve.

If we can achieve this together the Games will be a true success.

Councillor Gordon Matheson
Leader of Glasgow City Council

11 days of world class sport

On 23rd July 2014, the XXth Commonwealth Games will commence in Glasgow and mark the start of 11 days of world-class sport and sporting achievement. Glasgow 2014 offers a unique opportunity to showcase the city and an opportunity to transform Glasgow socially, economically and environmentally.

Glasgow 2014 is less than 5 years away, but by planning now, we will help to secure and maximise the benefits from this once in a life time opportunity.

Our Vision

Glasgow 2014 will help achieve a healthier, more vibrant city with its citizens enjoying and realising the benefits of sport and the wider, longer term economic, social, cultural and environmental benefits that Glasgow 2014 can help to deliver.

Working in partnership across the city will help leave a lasting effect for all of Glasgow's residents that will go far beyond the 11 day sporting event.

Working closely with the Scottish Government, the Glasgow 2014 Legacy Framework sets out how our Vision will be achieved and the outcomes we will deliver before, during and after the Games. Building on the significant economic and social progress already achieved in recent years, the Glasgow 2014 Legacy Framework sets the strategic direction up to 2019.

We have developed six legacy themes as a reflection of people's aspirations from the Commonwealth Games in Glasgow, and to help shape the direction of activity going forward.

Through Glasgow 2014, the ambition is to leave Glasgow more Prosperous; more Active; with an enhanced International image and outlook; Greener; more Accessible; and more Inclusive.

A A Prosperous Glasgow

A more Prosperous Glasgow will build on the investment and social renewal already achieved over the past decade, to create real and permanent economic progress.

B An Active Glasgow

A more Active Glasgow will use the Games to inspire more Glasgow citizens to become physically active and participate in sport, leaving a community legacy of world class venues being developed as part of the Games.

C An International Glasgow

A more International Glasgow will use Glasgow 2014 to showcase Glasgow and help strengthen the city's image, worldwide reputation and civic pride.

D A Greener Glasgow

A Greener Glasgow will use Glasgow 2014 to help Glasgow become one of the most sustainable cities in Europe by setting an environmental standard that the city will follow.

E An Accessible Glasgow

A more Accessible Glasgow will see around £2 billion of investment in the city's transport infrastructure, providing businesses, citizens and visitors with faster, more reliable access in and out of Glasgow.

F An Inclusive Glasgow

A more Inclusive Glasgow will be an opportunity for all who don't have a formal role in Glasgow 2014, to participate in this once in a life time event.

Glasgow's Vision cannot be delivered alone.

The Glasgow 2014 Legacy Framework encourages the development of new and existing partnerships across the city, to help inspire everyone, of all ages, to get involved and help deliver a lasting legacy for Glasgow. The implementation of the Legacy Framework will involve a detailed 'action planning' process during 2010.

A games legacy for Glasgow

Glasgow's ambition is for a meaningful legacy that will go beyond 2014 and will benefit everyone - Glasgow 2014 is for athletes, but the games legacy is for all of Glasgow.

What is legacy?

Legacy is the set of benefits left behind well after a major event, like Glasgow 2014, has ended.

Lasting benefits will be both tangible (e.g. job opportunities; business opportunities; new infrastructure investment), and less tangible (e.g. enhanced image; civic pride; improved health; improved community engagement).

The legacy is also the opportunity provided by a major event, to help motivate and inspire individuals, stakeholders and communities, in such a way that can act as a catalyst for economic and social change.

The public purse is contributing £298 million (at 2007 prices) towards the Organising Committee's cost of staging Glasgow 2014, split on an 80/20 basis between the Scottish Government and Glasgow City Council. In addition, the Organising Committee (OC) expects to raise around £75 million through broadcasting, ticket sales, merchandise and sponsorship.

Acknowledging current economic challenges, the council will maximise the legacy benefits not only from the above Glasgow 2014 investments, but also from the £395 million (at 2007 prices) investment in major infrastructure projects which were already planned but will benefit the Games.

Legacy is not a stand-alone or separately funded group of activity: it is the process of maximising the long-term benefits that Glasgow 2014 provides.

The legacy is the opportunity to enhance and build on existing programmes of activity, to develop new ways of working, develop better partnerships, and encourage the pooling of resources and organisations to deliver more inspired ways of working.

Partnership Approach

Delivering Glasgow 2014

The Commonwealth Games, often referred to as the “Friendly” Games, is the most significant international multi-sporting event outside of the Olympics and is held once every four years. The Commonwealth Games Federation (CGF) is the international federation responsible for the direction and control of the Commonwealth Games, and therefore, Glasgow 2014.

The principle Scottish partners responsible for planning and staging of the Games include:

- The Scottish Government, who is the majority public funder of Glasgow 2014 and is working closely with the council to ensure the event leaves a lasting legacy for the whole of Scotland and Glasgow.
- Glasgow City Council, who is a significant public funder and provider of many of Glasgow 2014 competition and training venues. The council works closely with the Organising Committee (OC) and many others to ensure Glasgow, as host city, delivers a great experience for everyone at the event. The council will also deliver the Athletes’ Village and prepare a Strategic Transport Plan and a Strategic Environmental Assessment for the OC.
- Glasgow 2014 Ltd, the Organising Committee for Glasgow 2014, a limited company whose members are the Scottish Government, Glasgow City Council and Commonwealth Games Scotland. The OC is responsible for organising and managing the staging of the 2014 Games, working closely with its main partners to turn the 240 page Bid Document into a reality.

Delivering a games legacy for Glasgow

The Glasgow 2014 Legacy Framework sets out six key themes to help shape the future direction of regional, local and community legacy activity across Glasgow. The legacy themes are underpinned by the supporting principles of ensuring improved **Health, Sustainability** and **Inclusiveness** from all that is achieved.

In line with the Scottish Government’s ambitions, the Glasgow 2014 Legacy Framework will be delivered in collaboration with key agencies and partnerships across the city, working closely with Community Planning partners in Glasgow, the five Local Regeneration Agencies in the city, and both private and voluntary sector agencies.

By building strong local partnerships between people, organisations and communities, Glasgow City Council and its partners will ensure a lasting legacy for the people of Glasgow and inspire communities to get involved in shaping the delivery of a games legacy for Glasgow.

Listening to People's Views

Glasgow is the largest of Scotland's cities, with a population of 584,240 in 2008: 16.5 per cent are children, 67.1 per cent are of working age and 16.4 per cent are of pensionable age. Approximately 25 per cent of Glasgow's population were income deprived in 2005, with levels of poverty having a disproportionate impact on women, disabled people and ethnic groups. Glasgow also records a higher number of people with a disability or long term limiting illness than the Scottish average.

Given Glasgow's diverse population, it is vitally important that all of Glasgow has the opportunity to contribute to the development of the Glasgow 2014 Legacy Framework, to help citizens take ownership and influence what legacy is to be achieved.

That is why we have structured the Glasgow 2014 Legacy Framework around the outputs of a range of consultation activity which was undertaken during 2008 and 2009.

Aspirations for a games legacy for Glasgow

The people of Glasgow have had the opportunity to have their say about a games legacy for Glasgow, through involvement in a Health Impact Assessment (HIA) of the Commonwealth Games involving over 3,000 people during 2008 and 2009.

A wide range of communities have been engaged in consultation on the Commonwealth Games, through the use of the 'Glasgow Household Survey', 'Have Your Say' workshops and questionnaires, Glasgow's 'Equalities Commission' and 'Health Commission', and a scoping exercise involving over 120 decision-makers and service providers across Glasgow, including a systematic review of sport events literature.

The 'Glasgow Household Survey' suggests the majority of people surveyed are generally excited about Glasgow 2014:

- 72% of respondents believe the Commonwealth Games will have a positive impact;
- 15% of respondents believe the impact could be negative.

Figures 1 and 2 provide a summary of peoples' aspirations for Glasgow 2014.

Figure 1: Glasgow Household Survey

To ensure Glasgow gets as much benefit as possible from hosting the Commonwealth Games, what do you think the city's priorities should be?



(Figure 1 - shows the combined percentage of respondents citing each factor as either their 1st, 2nd or 3rd priority. As a result of the inclusion of multiple responses, the combined total of all categories is more than 100%.)

Figure 2: 'Have Your Say' Questionnaire



There is a high level of public support and ambition for lasting benefits from Glasgow 2014. We will continue to build on the positive momentum and ensure an inclusive process throughout the development and delivery of the Legacy Framework.

Underpinning Principles



Glasgow 2014 has the potential to improve health, reduce inequalities and help achieve a more sustainable Glasgow, and underpins a lot of what we are seeking to achieve from the event.

There is a unique opportunity for a cultural change in citizens' attitude to health and motivation to participate in physical activity and sport.

Through the physical regeneration and provision of better housing and green-spaces associated with Glasgow 2014, we will provide a more sustainable, health-enhancing environment across the city.

The Organising Committee (OC) has a requirement for 15,000 volunteers for the Games and is committed to working with us to try to ensure that this programme provides the opportunity for a diverse range of people to develop new skills and build confidence and social networks.

We are also committed to ensuring an inclusive process in developing our thinking around legacy in Glasgow, having taken account of a wide range of views from a range of communities, organisations and research.

Like the Games themselves, which include Elite Athletes with a Disability, we will seek to ensure our actions are sensitive to the differing needs of people and that inequalities do not widen as a result of any of our actions.

As a result, the Glasgow 2014 Legacy Framework is underpinned by the key principles of Health, Inclusion and Sustainability.

We will monitor the outcomes as we progress, to ensure the Glasgow 2014 Legacy Framework delivers on these principles and maintain a process of continuous community engagement, equality of opportunity, and sustainability in our approach.

Many of the programmes delivered by the Glasgow 2014 Legacy Framework will be integral to achieving our vision for a People Legacy, underpinned by the principles of improving health, inclusiveness and sustainability, at various levels.

The Glasgow 2014 Legacy Framework is not fixed by a step-by-step action plan at this stage. Recognising legacy as an evolving process, we will subsequently produce annual action plans to monitor and assess how success is being achieved.

The strategic direction of the Glasgow 2014 Legacy Framework will help deliver on more than one of the Scottish Government's 15 National Outcomes, and takes into account the Scottish Government's Legacy Plan, as well as contributing towards the delivery of Glasgow's overarching Council Plan and Single Outcome Agreement (SOA).

The Framework is also structured in such a way that it takes into consideration the various outputs and priorities identified as part of the public consultation activity over the period 2008 to 2009, detailed in the section: 'Listening to People's Views'.

Figure 3: The Glasgow 2014 Legacy Framework



By ensuring the right approach, the Glasgow 2014 Legacy Framework will deliver a People Legacy by involving a wide range of partners across the public, private and voluntary sectors.

The Glasgow 2014 Legacy Framework will help direct budgets and local priorities for projects and programmes, to deliver lasting benefits for Glasgow.

Each Legacy Theme is set out in more detail in the following sections, detailing the outcomes we are aiming to achieve, and the progress we have made so far.



A Prosperous Glasgow

A Prosperous Glasgow will make the most of the economic and social opportunities from Glasgow 2014, and provide a catalyst for the overall economic, physical and social prosperity of the city. We want to secure employment opportunities for Glasgow residents and encourage the sustainable development of businesses for the long term.

Headline outcomes:

- Improve business growth and performance
- Increase employment and training and development opportunities
- Improve the physical appearance of Glasgow, particularly in the East End

Strategic links:

A Prosperous Glasgow links directly to the objectives of Glasgow's Ten-year Economic Development Strategy: A step change for Glasgow.

Key delivery partners:

Clyde Gateway URC, Glasgow Local Regeneration Network, Organising Committee (OC), Glasgow Works, Jobcentre Plus, Skills Development Scotland (SDS), Sector Skills Council, West of Scotland Colleges Partnership, the Supplier Development Programme, Glasgow Chamber of Commerce, Scottish Council for Development and Industry (SCDI), Federation of Small Businesses (FSB), Scottish Enterprise, BusinessClub Scotland (BCS), Community Enterprise in Strathclyde (CEiS), Strathclyde Partnership for Transport (SPT) and Glasgow Colleges Network.

A1 - IMPROVE BUSINESS GROWTH AND PERFORMANCE

Glasgow 2014 will create new contracting opportunities for businesses. We want to ensure sustained benefits beyond the event itself, by increasing the number of local businesses benefiting, through the development of home grown industry expertise.

By leveraging the direct and indirect commercial opportunities generated by Glasgow 2014, there is the opportunity to increase the capacity and expertise of local businesses in terms of skills, procurement experience and business networking.

Targets:

- A1.1** Ensure the advertising of all relevant public and private sector procurement opportunities for Glasgow businesses
- A1.2** Provide business development and networking opportunities for Glasgow based firms
- A1.3** Ensure Small and Medium Enterprises (SMEs) and Social Enterprises achieve access to public and private sector procurement opportunities

The action we will take:

- Implement the council's Community Benefit Policy in all relevant Games related contracts.
- Arrange information / workshop events in conjunction with the private sector.
- Provide support to SMEs and Social Enterprises using the Supplier Development Programme (SDP) and Community Enterprise in Strathclyde (CEiS), to provide advice regarding the Glasgow 2014 public and private procurement process.
- Arrange seminars for the business community to detail Glasgow 2014 objectives and local procurement opportunities.
- Develop an on-line procurement facility to co-ordinate and advertise Glasgow 2014 public and private procurement opportunities.
- Continue to work with the Scottish Government to actively support BusinessClub Scotland (BCS), and help provide business support and networking opportunities for business.
- Continue to work closely with Glasgow's wide network of Local Regeneration Agencies (LRAs), Jobcentre Plus services, Glasgow Colleges Network and Glasgow Works to maximise access to nationally funded training and employment programmes.
- Continue to work with the Scottish Council for Development and Industry (SCDI) and BusinessClub Scotland to support Glasgow businesses to grow their international trading capability and strengthen international links.

The Commonwealth Games Business Portal (CGBP)

The Commonwealth Games Business Portal brings together contractors and suppliers and provides businesses of all sizes with the opportunity to find out about and compete for Glasgow 2014-related contracts in both the public and private sector. The portal is being delivered in partnership by Glasgow City Council and the Organising Committee (OC).

The portal enables companies to register their interest in relevant procurement opportunities relating to Glasgow 2014, and will provide contractors with details of 'business ready' suppliers. The Supplier Development Programme (SDP) and Community Enterprise in Strathclyde (CEiS) offer additional support to organisations tendering for opportunities, and if unsuccessful in Glasgow 2014 related tenders, to help improve their tender readiness for future opportunities.

The purpose of the portal is to:

- Advertise Glasgow 2014 related procurement opportunities
- Enable companies to view both public and private sector Glasgow 2014 related opportunities
- Enable companies to complete tender applications online
- Allow companies to access all Glasgow City Council contracts
- Ensure companies are 'business ready' and have the necessary requirements in place to enable them to be matched with and considered for procurement opportunities
- To save businesses time in future applications, as the information will be used to pre-populate any future tender questionnaires
- Provide feedback to unsuccessful tenders, and support future capacity building.

What success will look like:

- Increase in the number of Glasgow based firms winning public and private sector contracts
- Increased number of SMEs/social enterprises accessing and registering on the Business Portal
- Increase in the number of businesses accessing business support
- Increase in the number of companies registered online as 'business ready'.

Businesses can register on the portal via the following link:

www.glasgow2014.com/BusinessPortal



BusinessClub Scotland (BCS)

Working closely with BCS, Glasgow City Council aims to significantly increase the capacity of businesses in terms of skills, tendering and procurement expertise, business networking and international activity. BCS was created to maximise the potential for Glasgow and Scottish businesses to win business relating to Glasgow 2014 and other major international events in the city and across Scotland, and to support access to commercial opportunities linked to events overseas. BCS also offers capacity building support where necessary.

It is a business led initiative, provides free membership, signposts businesses to existing sources of information on contract opportunities and to business support organisations, and facilitates targeted networking around major international events to win business. It is a web based service, based in Glasgow, with access to Club services available to all businesses in any sector. Events, networking, business development programmes and international activity are delivered through existing business support channels in the city, specifically Glasgow Chamber of Commerce, Scottish Council for Development and Industry (SCDI) and Federation of Small Businesses (FSB).

The key objectives of BCS are to:

- Help local businesses build supply chain networks and expertise
- Provide direct business engagement and targeted networking at events to support local companies, particularly SMEs/Social Enterprises win business
- Facilitate procurement by providing links and signposting to the CGBP
- Assist companies to develop expertise in event management and delivery, through providing access to event programmes both in the city and across Scotland in the run up to Glasgow 2014 and beyond
- Extend the reach of existing business organisations and public agencies by signposting Glasgow companies to business support, development and training programmes available in the city
- Provide support to develop and expand international expertise.

What success will look like:

- Ensure Glasgow businesses both register for and are successful in winning Glasgow 2014 contracts
- Maximise commercial opportunities for local businesses generated both directly and indirectly by Glasgow 2014
- 3,000 businesses registered with BCS by 2010 - a significant proportion of which will be Glasgow businesses
- Increased number of BCS members based in Glasgow trading internationally.

Businesses can register for BCS at no cost by visiting www.businessclubscotland.co.uk.

A2 - INCREASE EMPLOYMENT AND TRAINING AND DEVELOPMENT OPPORTUNITIES

The Commonwealth Games has the potential to provide a significant contribution to the city's existing economic and social development. The employment created through the venue construction, re-development, operation and additional economic impacts are estimated to be in the region of around 1,000 net additional jobs. There is also the potential for upskilling of individuals through our work with the OC in supporting the recruitment and training of approximately 15,000 volunteers for the Games.

Targets:

A2.1 Provide additional apprenticeship opportunities across Glasgow

A2.2 Maximise access to employment and training

The action we will take:

- Through the strong network of Local Regeneration Agencies, and close partnership working, we will ensure the utilisation of a range of training, employment and business support programmes, in the lead up to 2014.
- Through partnership working, we will work closely with a range of support agencies across Glasgow to maximise access to employment support programmes.
- Through the implementation of the council's Community Benefit Policy, contractors on relevant Games related projects will employ in excess of 10% of their project workforce from key target groups.

Commonwealth Apprenticeship Initiative (CAI)

The council is progressing a Commonwealth Apprenticeship Initiative (CAI), which will provide apprenticeship opportunities for 2009 school leavers, to all those who qualify. The aim is to equip young people aged between 16-19, living in or attending a school in Glasgow, with the appropriate skills to take advantage of employment opportunities, and recognises the crucial role that apprenticeships have to play in growing the skills of young people.

The initiative makes available up to £8,000 towards the cost of every apprenticeship place for SMEs and not-for-profit organisations, which can demonstrate their commitment to creating new or additional apprenticeship places. The funding can be used to contribute towards the costs of training an apprentice.

As part of the initiative, the council is offering at least 500 apprenticeship places in 2009 and is working closely with other public sector organisations and private companies to expand their current apprenticeship provision.

What success will look like:

- Increase the number and range of young people undertaking apprenticeships
- Increase the number of businesses offering apprenticeships.

Businesses interested in offering an apprenticeship place or obtaining further information can contact:

Phone: **0141 287 7282**

Email: apprentices@glasgow.gov.uk

Visit: www.glasgow.gov.uk/apprentices



Community Benefit in Procurement (CBiP)

Glasgow City Council has developed a policy of CBiP, which is incorporated into all relevant Glasgow 2014 related procurement contracts. The policy introduces appropriate measures into procurement contracts to ensure Glasgow secures, as far as is possible within current legal constraints, the maximum economic and social benefit for residents and businesses within the city.

The policy is designed to ensure that Glasgow's people remain a key beneficiary of Glasgow 2014, and defines an approach to ensuring:

- CBiP clauses are applied as part of the council's corporate procurement process
- Community Benefits outcomes will be enforced and applied.

Community Benefit accounts for 10% of the overall score in the evaluation of tenders. Tenderers are required to deliver opportunities for:

- Targeted recruitment and training
- The development of SMEs/Social Enterprises, including the advertising of all appropriate sub-contracts on the Commonwealth Games Business Portal (CGBP).

Contractors are also being recommended to liaise closely with the Local Regeneration Agency Network to link with people wanting to access employment opportunities.

We will also work to encourage contractors to ensure that employees working on Glasgow 2014 related contracts will benefit from practical measures such as the Glasgow Living Wage, by ensuring a fair pay to low earners.

The first project where the policy has been piloted and successfully implemented is the Site Remediation Contract for the Athletes' Village. The intention is to roll the policy out more fully across all relevant council related procurement.

What success will look like:

- Increase in the number of individuals in the More Choices, More Chances (MCMC) category² receiving training or entering employment
- Increase in the number of companies (e.g. SMEs, Social Enterprises, Glasgow based firms) receiving business support and winning contracts through the CGBP.

² Those formerly referred to as 'Not in employment, education or training' (NEETS)

A3 - IMPROVE THE PHYSICAL APPEARANCE OF GLASGOW, PARTICULARLY IN THE EAST END

The significant physical legacy for Glasgow from Glasgow 2014 relates to the range of key developments currently planned or underway. The Bid for Glasgow 2014 was based on the principle that 70 per cent of the venues required for Glasgow 2014 were in place, 20 per cent were already committed, leaving only 10 per cent to be constructed specifically for Glasgow 2014.

The aspiration is to improve the overall physical appearance of Glasgow, including improved access to green spaces.

Specifically, the SECC development is an example of a significant project for Glasgow, forming a key part of the overall redevelopment and revitalisation of the land surrounding the SECC, with new residential and hotel developments, which will make a significant contribution to the overall plans for the regeneration of the Clyde Waterfront.

In terms of the East End of Glasgow, the Athletes' Village project forms an integral part of the Clyde Gateway URC, where the aim is to achieve unparalleled social, economic and physical change across various communities in the East End.

Targets:

- A3.1** Improve public spaces and upgrade community facilities across Glasgow
- A3.2** Work with the Clyde Gateway URC to regenerate the East End of the city
- A3.3** Create a new urban village in the East End of Glasgow
- A3.4** Reduce the amount of derelict land across the city

The action we will take:

- Remediate land in the East End of Glasgow.
- Provide a functional Athletes' Village for the duration of Glasgow 2014.
- Provide a sustainable new urban neighbourhood following Glasgow 2014.
- Make the East End of Glasgow a better place to live, working closely with the Clyde Gateway URC to leverage additional regeneration investment across the area, provide new business premises and increase the number of job opportunities.
- Improve access to green spaces.

Scottish National Arena at the SECC

The SECC's Scottish National Arena is a key project in the delivery of Glasgow 2014, as it will function as a key venue for hosting two of the Games' events. West of the city centre, the development is for a new 12,500 seater National Arena which will provide the gymnastics competition and netball finals in 2014. Overall investment of £604m is planned for the wider Queens Dock 2 (QD2) project (£120m for the 12,500 seat arena).

The key objectives relate to the 12,500 seat arena acting as a catalyst to achieve significant growth in business tourism. By combining the SECC's facilities, SEC Ltd will be in a better position to compete in new growing markets, particularly international conferencing and events (e.g. the mega-conference market with over 5,000 delegates per event).

By growing business and urban tourism and attracting academic conferences to the city, the QD2 project will strengthen links to universities and assist international positioning. The expansion of the SECC complex will assist delivery of the 60 per cent growth target for tourism in Glasgow.

What success will look like:

- Increase in the number of events
- Increase in the number of conferences
- Additional job opportunities.



Clyde Gateway URC

The Clyde Gateway Initiative is an Urban Regeneration Company involving Glasgow City Council, South Lanarkshire Council (SLC) and Scottish Enterprise. Based in the East End of the city, the regeneration company will work alongside the plans for the Athletes' Village, the new National Indoor Sports Arena (NISA) and velodrome and the East End Regeneration Route (EERR) (a strategic new road that will connect the M74 with the M8/M80). The aim is to help stimulate land values and encourage wider private sector investment and regeneration of the area, to support potential job creation and economic growth in the East End. The Clyde Gateway Initiative is designed to enable Glasgow 2014 plans to be developed as an integral part of a wider regeneration strategy for the East End of Glasgow.

The URC's stated priorities include:

- Sustainable Place Transformation
- Increase Economic Activity
- Develop Community Capacity.

The URC has a 25 year Business Plan based on a £200m public investment programme which will leverage a further £1bn of private sector investment.

The Clyde Gateway Business and Operating Plans propose a substantial number of projects between 2009-11 of some £77m that will deliver a massive physical transformation of local communities in respect of commerce, industry and housing.

Key projects linked to the Games include:

- Dalmarnock Station upgrade
- Development of a new Skills Academy
- Redevelopment of the 'Olympia Building' at Bridgeton Cross
- Coordinated approach to employability across the area.

What success will look like:

- Remediation of derelict and contaminated land
- Creation of new jobs in the Clyde Gateway area
- Creation of new homes in Clyde Gateway area
- Increased population in the Clyde Gateway area
- Increased use of Dalmarnock Station
- Increased number of green spaces in the East End.



An Active Glasgow

An Active Glasgow will use Glasgow 2014 to celebrate sport and personal achievement, and encourage a cultural change in citizens' motivation to participate in sport and physical activity. Through a range of new and planned programmes to increase sports participation, we will use Glasgow 2014 to encourage everyone, of all ages, living in Glasgow, to be inspired to live better and healthier lives, and play more sport and become more physically active than ever before.

Headline outcomes:

- Increase the capacity of the sports infrastructure, through improved club development and coach education
- Increase participation in sport and physical activity and contribute towards improving health and wellbeing of Glaswegians

Strategic links:

An Active Glasgow links directly to: Reaching Higher-The National Sports Strategy, Glasgow City Council's Cultural Strategy and Glasgow's Physical Activity Strategy.

Key delivery partners:

Glasgow City Council's Education Services, Culture and Sport Glasgow, Glasgow Sports Clubs, National Sports Governing Bodies, **sport**scotland, the Higher Education and Further Education Sectors, NHS Greater Glasgow & Clyde, Glasgow Community & Safety Services and Sports Council for Glasgow.



B1 - INCREASE THE CAPACITY OF THE SPORTS INFRASTRUCTURE, THROUGH IMPROVED CLUB DEVELOPMENT AND COACH EDUCATION

The ambition is to use Glasgow 2014 to celebrate sport and personal achievement, and to create an environment where citizens, and athletes, can participate in sport and perform to their fullest potential whilst enjoying the experience. We will encourage everyone, of all ages, living in Glasgow, to be inspired to take part in sport, to push themselves to their limits, to live better and healthier lifestyles.

The city currently spends approximately £3 million on Sports Development programmes and projects to provide participation opportunities, and support the voluntary club infrastructure in the city. However, the 11 day event in 2014 itself is not enough to sustain a lasting legacy for sports participation and development in Glasgow. This will be supported by a range of new and planned programmes to increase sports participation.

The ambition is to increase participation of all groups across Glasgow in sport and physical activity and to develop improvements in performance in Commonwealth sports and priority sports for Glasgow 2014, requiring additional investment in the city's sporting capacity in terms of clubs, coaches and officials.

Targets

- B1.1** Provide a sustainable network of clubs
- B1.2** Ensure a well-trained workforce in the sports sector
- B1.3** Improve sport plans

The action we will take:

- Build on the existing investment in sport coaching in the city, and develop a new generation of coaches, officials and administrators to capitalise on the increased number of people motivated to participate in sport and physical activity. An additional £750,000 between now and 2011 has been committed to developing performance pathways in key sports and to support local grass roots club development.
- Undertake sport specific development plans for Glasgow 2014 sports and other key sports, including, basketball, football and golf.
- Develop 'Event Plans' for existing and new events to provide opportunities for increased sports participation and coach development.

Community Sport

Community Regeneration investment in Glasgow is being used to help strengthen the sporting infrastructure within areas of deprivation across the city, through club, coach and volunteer development. Volunteering and coaching education programmes, led by Culture and Sport Glasgow, are integral to the outcomes of the club development programme and provide a range of training, education and mentoring opportunities for volunteers and coaches. Through the hook of the Commonwealth Games, the overall aim is to develop capacity building in club, volunteering and coaching, and to help strengthen and expand the club infrastructure in the city. The key projects include:

The key projects include:

- Clubmark: a club development scheme which aims to recognise and accredit clubs that are fully committed to providing their members with a safe, effective, inclusive and fun environment. Clubmark status helps clubs to have a better structure, access new initiatives and funding, increase their potential for success, and compete with other leisure interests. Clubmark also helps to empower parents when choosing a safe and well-organised club for their children to attend. The main aim is to build capacity within identified organisations to sustain opportunities that are created for children and young people to take part in sport within their local community.
- Community Clubs: offers a wide range of sports within local communities through partnerships with local voluntary sports clubs. Activities on offer are determined through consultation with local children and young people, community groups and within Education Services and wider partners. The key aim is to increase coach-led activities within these communities and provide opportunities for everyone to take part in sport within their local area.

What success will look like:

- Increase in the number of volunteers recruited and trained to work in clubs
- Increase in the number of new junior sections/clubs established
- Increase in the number of new junior members of sports clubs
- Increase in the number of active participants within community club programme.



Coaching Strategy

A strategy for coaching will be delivered through the creation of Workforce Development Plans for target sports; by the implementation of a UK Coaching Certificate strategy to ensure a well-trained and effective coaching resource; and through coach development.

Development of a coach mentoring programme will be initiated to provide additional support to coaches working within existing club structures. Mentors will be appropriately qualified and attached to a club that they are working with. Mentor training will take place in May/June 2009.

Women into coaching will be implemented to improve the progression of women in coaching. Culture and Sport Glasgow will support women across five sports including netball, hockey, gymnastics, tennis and swimming working with mentors to implement personal development plans.

Positive Coaching Scotland (PCS) creates a positive environment in youth sport which focuses on encouraging effort and learning, improving performance and fostering competition which help develop vital, character-building lifeskills. PCS involves the whole community and provides workshops with support materials to teach that winning in life and in sport is achieved through effort. The current pilot project in the West of the city will be evaluated and if successful, will be considered for rolling out across the city.

Increasing the coaching workforce is already an active volunteering culture within Glasgow, but numbers need to be increased in the lead up to Glasgow 2014. The quality of the volunteer experience for existing volunteers needs to be enhanced to ensure volunteering is accessible to all, and to encourage new people to participate and share in the benefits of volunteering.

What success will look like:

- An increased number of qualified coaching volunteers
- Increase in number of people completing coach education courses
- Increase in number of people completing training delivery activity.

Development Squad Programme

In partnership with city wide sports associations and National Governing Bodies (NGBs), development squads and individual athlete programmes are being developed in all sports across Glasgow, to ensure talented athletes can progress to their full ability. Squads will receive specific coaching and wider development support and link into NGBs' performance structures, School of Sport and West of Scotland Institute of Sport.

The programmes include:

- City Wide Competition Structure which is an integral component of the whole sport plans competition structure. This is being developed to ensure there are opportunities at all levels to compete in our target sports. Opportunities will range from a casual recreational basis to provide a focal point for school/community programmes, up to international level in a wide range of sporting events hosted by Glasgow.
- School of Sport, which was set up in 1999. Specialist sports pupils are fully integrated with the school and follow a balanced curriculum of academic studies, together with their sports specialism. Specialist provision is intended to ensure that pupils are given the best opportunity to develop their sporting talents as part of their school education. Great care is taken to provide pupils with every opportunity to maximise not only their sporting, but also their academic potential. The School of Sport has five sports specialisms - athletics, badminton, gymnastics, hockey and swimming. Pupils specialise in one sport and entry to the School of Sport is by a selection process only.
- West of Scotland Institute of Sport (WSIS), which is one of six Area Institutes of Sport in Scotland, forms an integral part of the **sportscotland** institute of sport. WSIS has been set up to offer the West of Scotland's most promising young athletes access to essential support services, wherever they live, work or train. The initiative is a partnership between the local agencies involved in the development of performance sport, along with **sportscotland**.

What success will look like:

- Increase in number of participants in performance programmes
- Increase in number of Glasgow individuals achieving selection to the WSIS.

B2 - INCREASE PARTICIPATION IN SPORT AND PHYSICAL ACTIVITY AND CONTRIBUTE TOWARDS IMPROVING HEALTH AND WELLBEING OF GLASWEGIANS

Glasgow 2014 provides a unique opportunity to initiate a cultural change in Glasgow's citizens' motivation to participate in sport and physical activity. Through the accelerated investment of the sporting infrastructure in Glasgow as a result of Glasgow 2014, we will maximise the potential to contribute towards a long term sustainable increase in physical activity. Through sports participation, the key ambition is to improve the health and well-being of children and young people living in Glasgow, through the provision of new and improved sports venues and facilities.

Targets:

- B2.1** Develop new and improved sporting facilities across the city to meet both Games and legacy requirements
- B2.2** Contribute to increased levels of sports participation in Glasgow
- B2.3** Develop new approaches to service provision and participation projects

The action we will take:

- Ensure the capital investment in new competition venues and training venues for Glasgow 2014 meets not only Games requirements, but also, the needs of local communities and the longer term requirements of sport in Glasgow.
- Develop and promote activity programmes in these facilities to encourage increased levels of physical activity and sports participation amongst Glasgow citizens.
- Develop new approaches to service provision, through Glasgow's Physical Activity Strategy, highlighting the importance of 'Active Schools', implement the 'National Physical Education Review', and promote 'Active Travelling'.
- Continue to promote 'Glasgow Club' membership.
- Develop a methodology to establish the changing levels of sport participation and physical activity across Glasgow.

Major venues and facilities in Glasgow

New Venues	Location
National Indoor Sports Arena (Badminton Venue) and Sir Chris Hoy Velodrome (Track Cycling Venue)	Dalmarnock
Scottish National Arena at the SECC (Gymnastics & Netball Venue)	SECC, Anderston
Cathkin Braes Mountain Biking Circuit (Mountain Bike Venue)	Cathkin Braes Country Park

Existing Venues (Being Upgraded/Expanded for Glasgow 2014)	Legacy
Tollcross Aquatic Centre (Swimming Venue)	Addition of 50m warm-up pool; seating; community facilities
Scotstoun Leisure Centre (Squash and Table Tennis Venue)	Addition of 5 squash courts
Glasgow Green Football Centre (Hockey Venue)	Addition of 2 synthetic Hockey Pitches/ Changing Rooms; Spectator Seating
Kelvingrove Lawn Bowls (Lawn Bowls Venue)	Upgrading of bowling greens to international standard; New/refurbished pavilion
Kelvin Hall (Boxing Venue)	General refurbishment
Hampden Park (Track and Field Athletics Venue)	Upgrading of Stands
Scotstoun Stadium (Athletics Training Venue for Glasgow 2014)	Major upgrade of athletics and rugby stadium
Toryglen Football Centre (Athletics Training Venue for Glasgow 2014)	Development of indoor and outdoor regional football centre



National Indoor Sports Arena (NISA) and Sir Chris Hoy Velodrome

The Sir Chris Hoy Velodrome is key to the ambitions of 'An Active' legacy by promoting participation by individuals, schools and clubs, and opportunities for elite training, performance and competition in a sport that is both active and health promoting, and high profile at the elite level. Complementing the indoor velodrome, will be an outdoor 1km closed-road cycle circuit which will provide an ideal introduction to cycle sport for young people in a safe and controlled environment.

It will provide a lasting benefit for communities as the facilities will be programmed extensively for schools for a range of cycling activities, including introduction to 'cycle sport', and using the complementary outdoor spaces for cycle proficiency training contributing to the city's objectives to achieve 'Active Schools' and 'Active Communities', key elements of the city's Physical Activity Strategy. The innovative introduction of roller sports to the inner space of the velodrome will also be significant in attracting young people to the venue.

The development of the velodrome and NISA are new facilities leaving a lasting physical legacy and forming a key part of the regeneration plans of Clyde Gateway and Glasgow's East End. The site of the development will be transformed into a significant visual and community amenity, with the building being complemented by high quality public realm.

The NISA and velodrome will support an international events programme, contributing towards additional spend in the local economy through hotels, shopping, restaurants and enhanced profile through TV and web cast.

What success will look like:

- An increase in young people's participation in cycling and roller sport activity through the velodrome's schools and cycling development programmes, and opportunities to take part in roller sports
- Increase in elite training in track cycling at a city and national level, leading to more representation from Glasgow-based cyclists in future Scottish teams
- NISA will contribute to increased sports participation
- NISA will encourage and support an increase in international events.





Tollcross Aquatic Centre

The expansion of Tollcross Aquatic Centre is a pivotal part in Glasgow and Scotland's plans for Glasgow 2014, providing the competition venue for swimming.

The project includes the provision of; an additional six-lane 50m pool to serve as a warm-up pool for Glasgow 2014; 5,000 seats for Glasgow 2014 of which around 2,000 will be permanent; a new poolside control room for Glasgow 2014; new and enhanced fitness suite, health suite and dance studio; extension of existing changing facilities and a general refresh/upgrade of the existing facilities. Accommodation will also include some of the facilities of the former Shettleston Halls.

The Commonwealth Games Federation (CGF) requirements for Glasgow 2014 are for two 50m pools to be located at the same venue, one to serve as a competition pool and one as a warm-up venue. Tollcross Aquatic Centre is the only venue in Glasgow with an international competition standard 50m pool, and the proposed permanent addition of the warm-up pool has come about because of the need to meet Glasgow 2014 requirements.

Not only will Glasgow benefit from the proposed development at Tollcross, but the country will be left with a world class swimming venue.

What success will look like:

- Increase in major swimming events for Scotland, including staging Commonwealth, and other international swimming events in a high quality environment
- The expansion of the public and schools swimming programme
- Enhance the quality and scale of the venue's health and fitness provision
- Increase sports participation in the East End of Glasgow
- Remain the city, regional and national training centre for swimming and the base for the City of Glasgow Swim Team
- Provide training and apprenticeship opportunities in construction skills and leisure centre operations
- Provide business opportunities to local small/ medium enterprises, through the procurement process for the construction of the project
- Increasing sports attendances at Tollcross Aquatic Centre.



Cathkin Braes Mountain Biking Circuit

The new mountain biking circuit in Cathkin Braes Country Park will leave both a physical and positive sporting legacy for Glasgow by encouraging increased sports participation through the provision of an international event space within the heart of the community.

The project is led and chaired by Glasgow City Council's Land and Environmental Services in partnership with **sportscotland**, Scottish Cycling, Scottish Cross Country Mountain Biking Association and Culture & Sport Glasgow.

The facility will provide an international standard mountain biking facility for the benefit of Glaswegians, residents of neighbouring areas, local communities and elite sports people.

What success will look like:

- Delivery of a new sports facility
- Further regeneration of a country park
- Increased footfall within an existing park and an increased number of cycling events
- Increased interest in sport within the local community.

Active Travel

Improvements in walking and cycling infrastructure will encourage active travel, enabling people to take exercise as they move about the city.

We are currently looking at the 'signing' of Glasgow's extensive network of pathways, to raise their profile and credibility and to help increase confidence and awareness that such paths constitute an appropriate means of getting from A to B.

What success will look like:

- A network of signed routes for pedestrians and cyclists
- An increased proportion of trips made by walking and cycling
- Increases in the distances people walk and cycle.

Participation Projects

Active Health Programmes: including Vitality, Shape Up, Silver Deal, all delivered by Culture and Sport Glasgow, in partnership with the NHS and Glasgow Housing Association (GHA). These programmes will be enhanced by increasing accessibility and by ensuring participants are encouraged to progress on to mainstream activities.

Active Schools: Glasgow Active Schools is a partnership driven initiative between **sportscotland**, Glasgow City Council's Education Services, Culture and Sport Glasgow and NHS Greater Glasgow and Clyde. The Glasgow Active Schools Team is responsible for a range of planned activities in primary and secondary schools, and community settings.

Diversionsary Programmes: Primarily focussed on the Cashback for Communities funding, joined up programmes will be delivered that target young people most at risk with introductory "street" activities that link to local clubs and mainstream opportunities to continue participation. These programmes will be delivered through partnerships between Culture and Sport Glasgow, NGBs and Scottish Sport Futures.

What success will look like:

- Increase physical activity levels among school-aged children
- Increase numbers of young people acting as sports leaders, coaches and volunteers in both school and community groups.

Great Scottish Run

Launched in 1982, the Great Scottish Run has attracted over 500,000 entrants. On average, up to 20,000 runners a year enter the Half Marathon/10k and Junior Race formats. Over the years, the profile and scale of these races has grown considerably and the Great Scottish Run is now the largest mass participation sporting event in Scotland.

With athletics forming a key part of the Glasgow 2014 programme, this major running event will be an important precursor and focal point for organisers and partners delivering Glasgow 2014.

There are plans to develop the Great Scottish Run into a vibrant major event through an enhanced three day event with a vision of developing this to attract significant visitor numbers from outside of Glasgow.

What success will look like:

- Promote healthy and active lifestyles through race training and participation in the race itself
- The sustainable continuation of fitness activity and exercise by participants, long after Glasgow 2014
- Create additional opportunities for event volunteers in the lead up to Glasgow 2014.



An International Glasgow

An International Glasgow will use the platform of Glasgow 2014 to strengthen the city's international profile and image, encourage a greater appreciation of the cultures of Glasgow, and develop new cultural and sports links, especially with Commonwealth nations. In turn, these will contribute to greater civic pride locally, and to the development of Glasgow's tourist industry.

Headline outcomes:

- Contribute towards the enhancement of Glasgow's reputation and image
- Attract a range of cultural and sporting events to the city
- Develop Glasgow's tourism industry
- Strengthen links with Commonwealth Nations

Strategic links:

An International Glasgow links directly to the objectives of Glasgow's Tourism Strategy to 2016, Glasgow's International and European Strategy (2009 to 2012), the Strategic Major Events Forum (SMEF) Strategy to 2016, and Glasgow's Cultural Strategy.

Key partners for delivery:

Lord Provost and International Office, Culture & Sport Glasgow (CSG), Glasgow City Marketing Bureau (GCMB), Glasgow City Council's Land and Environmental Services (LES) and Development and Regeneration Services (DRS), Scottish Enterprise (SE), UNESCO City of Music and EventScotland (ES).

C1 - CONTRIBUTE TOWARDS THE ENHANCEMENT OF GLASGOW'S REPUTATION AND IMAGE

A key ambition is to use Glasgow 2014 to deliver a new sense of confidence and pride in the city of Glasgow. The city will build on the strong platform of the city's brand, 'Glasgow: Scotland with style', and broaden the city's image, reputation and appeal by using Glasgow 2014 as a catalyst to showcase and promote the city.

Glasgow 2014 provides the distinct opportunity to promote the Commonwealth Games concept, and develop an appreciation of the cultures of Glasgow, Scotland and the Commonwealth.

Targets:

C1.1 Improve people's perceptions of Glasgow nationally and internationally, with particular emphasis on Commonwealth nations

The action we will take:

- Undertake pre and post Glasgow 2014 communications strategies and develop a measurement system to evaluate the attributable impact of Glasgow 2014.
- Communicate to a national and international audience through the destination marketing portal for the city www.seeglasgow.com.
- Through the hosting of the Commonwealth Games, we will maximise the image and branding opportunities to position the city's branding strategy, 'Glasgow: Scotland with style', to help strengthen the positive perception of Glasgow.

Glasgow Destination Portal

The ambition is to actively promote Glasgow via the use of a key on-line communication channel.

The seeglasgow.com website contains multimedia, comprehensive information on what to see and do in the city, as well as links for booking accommodation, restaurants and tickets. The site will be developed with new functionality and content over time. The site will be optimised in terms of search engines to drive visits. It will also be linked to other sites as far as possible, in order to maximise the global reach, with particular emphasis on Commonwealth nations.

What success will look like:

- Increased website usage/visitors with a wide geographic spread
- Increased online business sales.

For more information, please visit: www.seeglasgow.com

C2 - ATTRACT A RANGE OF CULTURAL AND SPORTING EVENTS TO THE CITY

Glasgow 2014 brings about the potential for Glasgow to enhance its already strong credentials as a city capable of hosting major sports events. We will use Glasgow 2014 to help grow additional business in the city and stimulate event tourism.

Targets:

C2.1 Increase the number of sporting events and conferences in the city

C2.2 Develop a range of cultural events and projects in the city

The action we will take:

- Glasgow has established the Strategic Major Events Forum (SMEF) to develop a portfolio of major events from 2009 – 2020 across arts and culture, music, sport, exhibitions and shows, and major sports related congresses and meetings. These events will be targeted to showcase Glasgow on the international stage.
- Through SMEF, Glasgow will attract, create and grow major sporting and cultural events that promote the city on an international stage and drive significant economic benefits for the city in terms of media, economic, social, cultural, environmental and physical regeneration.
- As part of the SMEF Action Plan, a Major Sports Events Strategy has been developed, which will target events pre-Glasgow 2014 to build audiences, test venues, and increase Scotland's chances of winning medals in Glasgow 2014; and post Glasgow 2014 to bring high profile European and World Championships to Glasgow.
- Existing and aspirational arts and cultural events will be considered for Glasgow in the lead up to Glasgow 2014, with the aim of aligning to the Glasgow 2014 Cultural Programme.
- Develop and implement a 10 year Arts Plan, to increase the capacity of the cultural sector and increase the range of cultural events being undertaken by Glasgow based organisations.
- Develop joint marketing strategies with major venue owners (i.e. SEC Ltd, Hampden Park PLC, Celtic Football Club, Rangers Football Club), to maximise the profile and usage for major venues including: the Scottish National Arena at the SECC, NISA and the Sir Chris Hoy Velodrome, Scotstoun Leisure Centre and Hampden Park. The strategy will encourage partners to establish potential events and marketing opportunities, to help maximise the profile, usage and revenue for major city venues.
- Promote the destination Glasgow portal www.seeglasgow.com, supported by a Tourism Information Communication Technology (ICT) group, to deliver marketing outreach activity at conferences and events to maximise cross-selling opportunities.
- Work closely with the OC (who are responsible for developing the cultural programme in relation to Glasgow 2014), to maximise the opportunity for Glasgow's voluntary, public, private sectors and social enterprise companies to get involved.



Glasgow 2014 Cultural Programme

The key responsibility for developing the cultural programme in relation to Glasgow 2014 is the responsibility of the Organising Committee (OC), working with its key partners. Glasgow 2014 ceremonies include: the Opening and Closing ceremonies; the Welcome and the Medal ceremonies; the Delhi Flag Handover in 2010; and the Queen's Baton Relay.

The Baton visit is an opportunity to collect cultural wealth. The legacy will build new Commonwealth relationships, and just as importantly, Commonwealth involvement and a raised understanding in Scotland of Commonwealth culture.

The greatest legacy potential comes in the four year period following the Delhi Flag Handover in 2010 leading up to Glasgow 2014. This will be managed through the developing 10 year Arts Plan. While this is the responsibility of the council, it is dependent on a clear joint understanding of how legacy is achieved by all the partners. It is also planned to use this period to review Glasgow's cultural events and festivals and to review the physical spaces used for cultural activity including outdoor events space, big screen and live sites.

The OC has the responsibility to deliver a cultural festival around Glasgow 2014. This is programmed around the sporting activity and will be as diverse, accessible and exciting as possible: from live sites to concert halls, from public art to Scottish opera. This will be one of the most exciting programming opportunities for Glasgow cultural organisations, artists and citizens that Glasgow has seen since Year of Culture in 1990. It is also intended to be a festival where there will be something for everyone, so in working with Glasgow communities for the four year build up, we will see audiences of people who may never have been involved before.

Glasgow 2014 ceremonies provide the opportunity for Glasgow cultural companies and artists to tender for formal parts of the programming and to showcase work. It also allows for ambition, in terms of creativity and innovation, through commissioning. In addition to the ceremonies, the Queen's Baton Relay (which the OC will take throughout Scotland) presents an opportunity to build, not just sporting, but cultural links.

What success will look like:

- Building capacity, knowledge and skills in the cultural sector
- Improved co-ordination and development of existing Commonwealth relationships and existing cultural spend
- Increased engagement of local people in the cultural sector, through volunteering, training and apprenticeships.

10 year Arts Plan

The cultural benefits from Glasgow 2014 will be managed via a 10 year Arts Plan, including all art forms in all five community planning areas across the city. There are currently well developed plans for 2009/10, with key themes running through the main activities within the plans, including:

- **Support creative leadership:** The 200 arts organisations in the city will respond to Glasgow 2014 in their own ways over the next four years with support from the city through cultural grants and from the Arts team through advice, commissioning and other forms of support. The connections are already there and will be activated in different ways through exchange programmes and visiting companies.
- **Engaging with wider groups:** Embedding community touring, youth arts, and arts for older people into the regular annual programmes across the city is the challenge for the next four years. Local ownership of these programmes through professional and voluntary effort will be the ultimate goal.
- **International arts exchange:** An international arts policy will be developed in 2010 and will include the existing exchange programmes and international partners.
- **Street theatre / physical theatre / circus sector:** This represents an example of how the cultural legacy from Glasgow 2014 is being developed. Glasgow 2014 provides the opportunity to accelerate the ambition of having a thriving sector of this type. Artists and stakeholders have recognised that Glasgow 2014 activity provides the opportunity to showcase talent to local and international audiences. The sector has already been successful in receiving London 2012 Legacy Trust UK funding to work towards London 2012, and will be incorporated in the 10 year plan to ensure it is used as a milestone towards Glasgow 2014 and beyond.

What success will look like:

- Increasing capacity and skills of cultural organisations and professional and non-professional performers, to contribute to the development and increase in the number and range of cultural events taking place in Glasgow
- Increase the range of active partnership programmes with Commonwealth countries and others.



Strategic Major Events Strategy

As the host city for the 2014 Commonwealth Games, Glasgow aims to ensure that major sporting and cultural events, prior to the Commonwealth Games in 2014, add value to this hallmark event. Moreover, that the legacy benefits from events beyond 2014 are fully developed and exploited.

Through the city's Strategic Major Events Forum (SMEF), Glasgow has identified major events as a mechanism to deliver its brand, economic, social and cultural objectives, which have been developed following the publication of the SMEF Strategy and Business Plan 2008 – 2016.

Forming a core strand of the SMEF Strategy and Action Plan, Glasgow's Major Sports Events Strategy aims to increase the range and quality of sports events in Glasgow, supporting the development of national governing bodies and providing sports development opportunities for children and young people in conjunction with each event.

The strategy includes providing Commonwealth Teams with an ideal environment for their athletes to perform at their best, through the city's commitment to providing high quality event services to athletes including airport welcome, ground transportation, social programme, catering and accommodation.

The Sports Events strategy is an integral part of the Strategic Major Events Strategy and Business Plan delivered in partnership between Culture and Sport Glasgow, Glasgow City Council and Glasgow City Marketing Bureau, and relies on partnership working and significant support from EventScotland and UK Sport. Scottish and British sports governing bodies also play a critical role in both the preparation of event bids, and the planning and delivery of events.

Glasgow competes with cities around the world for a limited number of sports events. With this international dimension, effective partnership working is critical to the successful delivery of the strategy. Equally important is the need to maintain exceptionally high standards of event delivery, as Glasgow's reputation in the global events industry relies on the goodwill of athletes, officials and the media.

Key economic gains will follow from the additional spending in the local economy – athletes, friends and family, spectators, international visitors, and media coming to Glasgow and supporting hotels, restaurants and shopping. Additional benefits include an enhanced profile arising from television broadcast and webcast.

What success will look like:

- Securing three additional World Championship/World Cup events between 2013 – 2017
- An increased portfolio of events that deliver substantial economic, social, cultural, environmental and physical regeneration benefits
- Increase in audiences for a diverse range of sports, resulting in increased ticket sales at venues and events (including Glasgow 2014) (i.e. both local residents and visitors to the city)
- Increased city pride of local communities, particularly where events take place
- Increased profile of Glasgow, due to increased city profile to global audiences through televised world championship events
- Increased opportunities for volunteering at major events
- Increasing use of key new or enhanced venues, including NISA, Scotstoun Stadium, Scottish National Arena at the SECC, Tollcross Aquatic Centre, the Sir Chris Hoy Velodrome and Glasgow Green Football Centre.

C3 - DEVELOP GLASGOW'S TOURISM INDUSTRY

Tourism is one of Glasgow's priority industries and supports a significant number of jobs, with as many people working in the industry in Glasgow, as in the financial, health and retail sectors. Key to the success of Glasgow 2014, will be maximising the global opportunity for Glasgow to deliver sustainable growth and help stimulate increased tourism to the city. We will ensure the tourism workforce is capable and fit for meeting our ambitions of increasing tourism in Glasgow.

Using the halo effect of Glasgow 2014 to enhance the city's international positioning, we will drive tourism and visitor volumes, and increase the opportunity and value of visitor spend to the Glasgow economy.

Targets:

C3.1 Increase the number of jobs in the tourism industry in Glasgow

C3.2 Increase the number of national and international visitors to the city

The action we will take:

- The potential to increase tourism from the added profile of Glasgow 2014, will be supported through a set of targeted projects in line with the Glasgow Tourism Strategy to 2016, in the periods before, during and post-Glasgow 2014.
- Increase short breaks, major event and business tourism and day visitors, by positioning Glasgow through the city brand – 'Glasgow: Scotland with style' as an attractive place to live, study, work and visit.
- Develop a Performance Measurement Framework that will measure activity, including hotel occupancy and yield, inflow through airports, conference and event impacts, attraction visits and tourist expenditure.
- Undertake Route Development Plans for air, sea and surface, to protect and improve number of direct routes and services to and from Glasgow, and to help increase the frequency and capacity on key routes.
- Deliver a Glasgow Tourism Service Initiative to raise standards of service and professionalism in the tourism sector, and help improve the quality of visitor experience in Glasgow.

Glasgow Tourism Skills Initiative (GTSI)

The project is designed to address the skills gaps and shortages in the tourism industry. It is being delivered by a strategic partnership comprising Scottish Enterprise (SE) with input from VisitScotland (VS), Glasgow City Marketing Bureau (GCMB), the council and industry.

The project provides a better skilled workforce for Glasgow's tourism industry, helping to support the need for greater customer satisfaction and encouraging increased repeat visits.

What success will look like:

- To make Glasgow the top performing city in the UK in terms of staff productivity in the tourism sector
- To improve staff retention in Glasgow's tourism businesses so that the level of staff turnover is the lowest for any UK city.



C4 - STRENGTHEN LINKS WITH COMMONWEALTH NATIONS

A key ambition is to use Glasgow 2014 to help develop and strengthen the city's relationship with Commonwealth Nations. Glasgow 2014 provides the opportunity to make a further contribution to the internationalisation of Glasgow, by strengthening existing twinning links with other countries, and contributing towards growing the city's reputation as a Commonwealth City.

Targets:

C4.1 Increase the range of international relationships and partnerships

The action we will take:

- Continue with established relationships, including, Pakistan, Malawi and South Africa, by sharing good practice and learning opportunities, through the utilisation of the Commonwealth Local Government Good Practice Scheme and the Scottish Government's International Development Fund.
- Continue to support delegations and study visits from other countries, and grow relationships, including further development of the relationship which has been established with India for the Delhi Flag Handover in 2010.
- Establish new and grow existing relationships with less prosperous cities and countries of the Commonwealth, through, for instance, the establishment of Games training camps and the exchange of coaching expertise.
- Establish a programme of events and a campaign programme in relation to the 'Millennium Development Goals' relating to Commonwealth countries, in partnership with other key partners, including universities and schools. This will include a major Commonwealth-oriented campaign conference in 2014.

Commonwealth and International Development Cities Programme

Working closely with the Lord Provost of Glasgow and International Office, and as part of the council's international strategy, there will be an expansion of international development activity, in line with proposals of the Department for International Development (DfID).

What success will look like:

- Establish new working links with countries committed to international development
- An increase in the number and range of project activity contributing towards international development activity in Glasgow.

A Greener Glasgow

A Greener Glasgow will use Glasgow 2014 to become one of the most sustainable cities in Europe, and ultimately lead to improvements in environmental outcomes for the city. Through the commitment to a low carbon Games and promotion of sustainable building design, we will ensure all Glasgow 2014 related developments are built to best possible standards, leading to clear environmental benefits.

Headline outcomes:

- Improve sustainable standards of living
- Improve access to and use of green spaces
- Reduce climate emissions in Glasgow

Strategic Links:

A Greener Glasgow links directly to the objectives of Glasgow's Environmental Strategy 2006 to 2010.

Key delivery partners:

Clyde Gateway Urban Regeneration Company (URC), Scottish Environment Protection Agency (SEPA), Scottish Natural Heritage (SNH), Glasgow Green Network Partnership, Strathclyde University, Scottish Water and Strathclyde Partnership for Transport.



D1 - IMPROVE SUSTAINABLE STANDARDS OF LIVING

Glasgow's current recycling rate of waste is 19.9 per cent, among the lowest recycling rates of any authority in Scotland. Glasgow is committed to minimising the environmental impacts of the Commonwealth Games, and is committed to using the event as a catalyst for positive change to the city's natural and urban environment, and helping to improve the quality of life of residents of Glasgow.

By ensuring best practice in our approach to Glasgow 2014, we are promoting the implementation of sustainable development policies, that will help bring clear environmental and health legacy benefits to the residents of Glasgow.

Targets:

- D1.1** Improvements in sustainable waste management
- D1.2** Improved use of renewable energy sources
- D1.3** Enhance biodiversity, by dealing with environmental blight

The action we will take:

- Promote the use of more sustainable modes of transport, including public transport.
- Work closely with key partners, including Strathclyde University, to progress the ambitions of the Sustainable Glasgow Initiative.
- Work closely with the OC to help ensure environmental best practice during the delivery of Glasgow 2014, including: the provision of free public transport for all ticketed spectators; use of low emissions vehicles for Glasgow 2014 transportation; prominent recycling facilities in all competition venues, public realm and throughout the Athletes' Village.
- The Environmental Award Scheme will allow businesses to obtain an award (Gold, Silver and Bronze) if they can validate their compliance with legislation and prove their environmental credentials e.g. healthy options (reduced salt), reduction in packaging, low energy lighting.
- Setting a standard by devising and adhering to a sustainable procurement policy that ensures that products for Glasgow are procured ethically and with the environment in mind.
- Promote a sustainable approach to living, through the use of the Clean Glasgow Initiative, giving communities ownership with regards to environmental problems such as littering, fly tipping and graffiti.

Sustainable Glasgow Initiative

The vision of the Sustainable Glasgow Initiative is broad – covering energy systems, energy management, waste water, transportation and behavioural change. The aim is to deliver a more sustainable Glasgow in a way that is consistent with the development of a vibrant and growing economy, and is both technically and financially deliverable within 10 years.

The initiative is a partnership between the council and Strathclyde University.

What success will look like:

- Glasgow will aspire to become Europe's most sustainable city within 10 years
- Enhance Glasgow's image as a leader in sustainable living
- Provide a tangible contribution to reducing carbon emissions
- Maximise use of sustainable energy resources
- Minimise Glasgow's adverse impacts on the environment
- Cleaner heating usage
- Reduce landfill.

Clean Glasgow Campaign

The Clean Glasgow campaign is investing £4 million to encourage all Glaswegians and visitors to take ownership and responsibility for the appearance and cleanliness of their environments, aimed at:

- Tackling littering, fly tipping, fly posting, dog fouling and graffiti
- Providing advice and an educational programme for schools
- Producing charters for schools, neighbourhoods, community and voluntary organisations and uniformed organisations
- Assisting in Community Clean-ups.

The Clean Glasgow campaign focuses on giving the people of Glasgow ownership of their own area with assistance from the council.

What success will look like:

- Regular clean-up events in their area
- Increase in the number of people participating in environmental projects throughout the city
- Increase in local pride
- Increased improvements in local environmental quality.

Community Toolkit

The Community Action Pack has been put together to help individuals and groups take action to improve their local area. A series of factsheets is available to provide guidance on organising, promoting and funding community events.

<http://www.glasgow.gov.uk/en/Residents/CleanGlasgow/GetInvolved>

D2 - IMPROVE ACCESS TO, AND USE OF, GREEN SPACES

Glasgow 2014 will be used to inspire sustainable living through every day activity, and to the benefit of Glasgow residents as well as the general environment. Through the promotion of cycling and walking, and provision of enhanced open and green spaces, Glasgow 2014 will be a template for inspiring sustainable living leading to positive health outcomes.

Due to the previous industrial use of land in the East End of Glasgow, many of the sites being used in and around the East End of Glasgow relating to Glasgow 2014, are potentially contaminated and/or derelict land. Through Glasgow 2014, the remediation of certain sites has been made possible, by bringing them back into use and leaving a lasting legacy in the East End of the city.

Targets:

D2.1 Increase the number of green spaces

D2.2 Reduce the amount of contaminated land

The action we will take:

- Create an accessible corridor eastwards from the city centre, providing access to the River through the River Clyde project, by providing better provision of the walkway, riverbanks and aesthetics of the Clyde walkway. The lasting benefits post Glasgow 2014 will include better use of the walkway facilities and an enhancement of the open space surrounding the River Clyde, leading to increased use of the green paths surrounding the riverside.
- Major developments in the East End, including the Athletes' Village, NISA and velodrome, are on potentially contaminated land. All major Glasgow 2014 related developments in Glasgow will be remediated and appropriately cleaned and brought back into use.
- Site clearance will be ensured in, around, or leading to, all Glasgow 2014 venues to a high standard, steered by a Public Realm sub group, established to survey areas around venues.
- Through the Smarter Choices Smarter Places programme, enhancements will be made to walking and cycling infrastructure along the riverside and to East End venues together with marketing and other support measures to promote healthier and more sustainable travel.

D3 - REDUCE CLIMATE EMISSIONS IN GLASGOW

Glasgow is committed to promoting a low carbon Games, and will endeavour to ensure that all Glasgow 2014 related developments are built to best possible standards. Glasgow will promote the adoption of sustainable building practices through building and infrastructure developments, and help bring clear environmental benefits to Glasgow. The long-term commitment to the sustainable use of infrastructure and well-designed facilities for Glasgow 2014, have been key principles throughout the Glasgow 2014 bid process.

Targets:

- D3.1** Reduce the level of carbon emission in Glasgow
- D3.2** Divert 80% of all Glasgow 2014 related waste from landfill
- D3.3** Develop Low Emission Zones (LEZs) in Glasgow

The action we will take:

- Promote the adoption of the British Standard for sustainable event management (BS8901) throughout Glasgow 2014 related projects (or the International Organisation for Standardisation (ISO) equivalent).
- Promote the use of use of low emission vehicles in the city.
- Develop LEZs around the venues for Glasgow 2014.
- Produce a Strategic Environmental Assessment (SEA) for the OC, including an assessment of projected carbon emissions.
- Promote the use of a carbon offsetting fund of up to £100,000 for Glasgow 2014, allocated by the Scottish Government, to help offset any carbon emissions from Glasgow 2014.
- Introduce a Statutory Quality Partnership Scheme on all of existing Streamline bus corridors, including the city centre. The Scheme will drive up bus quality in terms of reduced vehicle age, and reduced vehicle emissions.
- One of the sustainability targets for Glasgow 2014 is to divert 80 per cent of all Glasgow 2014 related waste from landfill. All of the venues being used for Glasgow 2014 will be required to meet the waste diversion target through planning applications.
- For the duration of Glasgow 2014, the council's cleansing facilities will remove waste from all venues to a central point for further treatment.
- Work closely with Glasgow 2014 venue contractors, to promote sustainable design and construction. The NISA and Sir Chris Hoy Velodrome are sustainable by design to ensure that they minimise their impact on the environment. The buildings and surrounding landscape include Sustainable Urban Drainage Systems (SUDS) to alleviate potential flood risk, passive design to ensure energy usage (both heating and cooling) is reduced, using water efficiency methods (e.g. water metering and sustainable sourcing of materials e.g. timber). Although being designed ahead of the adjacent Athletes' Village, the NISA and Velodrome will be retrofitted to link with a Combined Heat and Power district heating system.

BS8901 Standard

BS8901 is the British Standard for sustainable event management being used in the London 2012 Olympic Games and other events and has been seen to be extremely effective.

The BS8901 is a new standard which sets out the requirements for planning and managing a sustainable event. Climate change, the protection of historic sites, equal opportunities and investment in local skills are just a few of the wide-ranging considerations to be made when planning an event.

To claim compliance with the standard an organisation must define and implement its sustainability policy, monitor and evaluate the event against key performance indicators, and eventually review the event, feeding conclusions back into the policy to positively affect future events.

What success will look like:

- Increased adoption of the BS8901 standard for all major city events (not just Glasgow 2014).

Low Emission Zones (LEZs)

Glasgow is committed to the creation of LEZs surrounding the areas of all Glasgow 2014 venues. A LEZ is a defined area within which the most individually polluting vehicles are required to meet specific emissions standards. If they do not, they can be banned from entering or required to pay a daily charge.

Glasgow currently has 3 Air Quality Management Areas, where the National Air Quality standards fail to be met. A draft Air Quality Action Plan has described 16 actions to reduce pollution, one of which is the introduction of LEZs. There are currently no LEZs in Scotland, hence their creation around Glasgow 2014 venues will act as a catalyst for using them within Air Quality Management Areas and will provide a lasting sustainable legacy that will hopefully see the reduction in the level of air pollution. The council is currently undertaking a feasibility study on the introduction of LEZs.

The LEZs will require to be closely monitored, and although no decision has been finalised, one such way is to use CCTV which is currently being used for the LEZ in London.

What success will look like:

- Establishment of LEZs around Glasgow 2014 venues.

The Athletes' Village

The approach to the design and build of the Athletes' Village is key to achieving the environmental principles underpinning Glasgow's ambitions for a lasting sustainable legacy from Glasgow 2014. Representing the biggest build project for Glasgow 2014, the Athletes' Village is a key exemplar project for sustainable design and a low carbon Games, as the project is required to meet, and where possible, exceed all Glasgow City Council and Scottish Government requirements.

The sustainability success of the project will be measured by the homes meeting the Eco Homes and Buildings Research Establishment's Environmental Assessment Method (BREEAM) "excellent" rating, and the throughput of best practice into future planning developments and normal practice.

Glasgow 2014 is being used as an exemplar to demonstrate what can be achieved in dealing with waste streams in a sustainable way.

What success will look like:

- The planning process (2009 -2014) is ensuring that waste minimisation and recycling are being considered and implemented to allow the target of 80% Games waste to be diverted from landfill
- Housing will meet BREEAM 'excellent' standards.





An Accessible Glasgow

An Accessible Glasgow will ensure our city is accessible to all, not just during Glasgow 2014, but will also provide a legacy that will leave our city better connected both nationally and internationally. Glasgow is the main transport hub for the West of Scotland, and the council and partners have committed approximately £2 billion of additional investment in further enhancing the city's transport infrastructure, including the M74 and East End Regeneration Route, to help ensure easier access to, from, and across the city.

Headline outcomes:

- Improve transport connectivity across the city
- Provision of a sustainable network of travel across the city

E1 - IMPROVE TRANSPORT CONNECTIVITY ACROSS THE CITY

Through the development of key transport projects, integral to Glasgow 2014, the aim is to provide a more efficient, safer and effective transport system. We will leave a lasting economic benefit for Glasgow, from the potential increase in the numbers of visitors to the city and improved access to businesses, by delivering a more efficient and effective transportation network.

Strategic Links:

An Accessible Glasgow links directly to the objectives of Glasgow's Local Transport Strategy 2007 - 2009 (Keep Glasgow Moving).

Key delivery partners:

Key partners include: Clyde Gateway, Culture and Sport Glasgow, Network Rail, Strathclyde Partnership for Transport (SPT), Scottish Enterprise, Transport Scotland, South Lanarkshire Council and Renfrewshire Council.

Targets:

E1.1 Reduction of journey times

E1.2 Reduced congestion on the M8 and local road network

The action we will take:

The significant projects being delivered include the M74 completion and the East End Regeneration Route (EERR).

M74 Completion Project

The delivery of the M74 completion project will provide new and improved transport infrastructure. A contract for the design, construction and 5 year maintenance of the scheme was awarded to Interlink M74 JV in March 2008, and construction is currently underway. It will facilitate the economic regeneration of the M74 corridor, including the Clyde Gateway area.

The four project partners include Transport Scotland, Glasgow City Council, South Lanarkshire Council and Renfrewshire Council.

The M74 completion project will complete a vital part of the West of Scotland's motorway network. The new eight kilometre (five miles) stretch of motorway will complete the M74 motorway from Fullarton Road Junction, near Carmyle, to the M8 motorway west of the Kingston Bridge, and will provide a transport route to the M77/M73.

A before and after study will measure achievement of project objectives and predicted impacts for traffic flows on the trunk and local roads, accidents, air and noise quality and economic activity.

Completion of construction is scheduled for February 2012.

What success will look like:

- Reduced journey times at peak periods across and through Glasgow
- Reduce traffic along the local road network adjacent to the new M74
- Reduce road accidents
- Contribute towards economic regeneration in the Clyde Gateway area.



East End Regeneration Route (EERR)

The delivery of the East End Regeneration Route (EERR) provides strategic access to the major Clyde Gateway area, allowing direct access into the heart of the area and to several local Glasgow 2014 venues, including the Athletes' Village, the NISA and the Sir Chris Hoy Velodrome.

The EERR will represent a 3.8km long, 4-lane single carriageway distributor road, stimulating the economic regeneration of a deprived area. The project will provide new and improved transport infrastructure, leaving a physical and economic legacy for the city.

The overall delivery of the EERR is the responsibility of the council, with key support from external agencies, including: Clyde Gateway, Culture and Sport Glasgow, Network Rail, Strathclyde Partnership for Transport (SPT), Strathclyde Police, Scottish Enterprise and Public Utilities.

Before and after traffic modelling and economic surveys will be conducted to provide details on the successful economic regeneration and physical legacies of the route. The award of Glasgow 2014 brought forward the delivery of the EERR, which is a key transport link for Glasgow 2014, connecting the M8/M80 in the North to the M74 in the South of Glasgow (currently under construction).

What success will look like:

- Improved and increased transport access to the heart of the Clyde Gateway regeneration area
- Physical improvements to the environment in the area
- A more attractive area will potentially increase number of businesses and employers in the area.

E2 - PROVIDE A SUSTAINABLE NETWORK OF TRAVEL

The ambition is to promote the use and development of a sustainable transport system, providing access to facilities for Glasgow 2014. The key projects being delivered include: Games Route Network (GRN), Park & Ride facilities and new cycling facilities through the development of the Glasgow Cycle Route.

Targets:

E2.1 Shift in transport usage towards more sustainable modes of transport

E2.2 Increase in the number of cyclist and walking trips

The action we will take:

- Promote the continued modal shift in transport usage, towards a more enjoyable, safer, active, healthier, walking, cycling and public transport experience, through park and ride systems and improvements in public transport.
- The Glasgow bid committed to a 20 minute journey time between the Athletes' Village and other venues across the city. We will work closely with the OC and partners to achieve the implementation of a GRN. A GRN will introduce a system of dedicated lanes during Glasgow 2014, with parking restrictions and signal priorities. Where possible, the GRN will be converted to public transport priority routes post Glasgow 2014 (i.e. Streamline routes).

Public Transport & Traffic Management (Park & Ride)

During Glasgow 2014, the council will put temporary public transport and traffic management arrangements in place, to ensure that the city keeps moving whilst accommodating the additional demands placed on it during the Games.

The award of Glasgow 2014 has focussed the need to service large numbers of spectator venues by delivering a number of initiatives including park and ride facilities, due to the requirement that there will be no parking at venues for spectators. Glasgow 2014 is also influencing SPT's strategy for selecting and delivering strategic park and ride sites within the Glasgow area.

Park and Ride facilities will be introduced to service Glasgow 2014 and also promote the ambitions for a modal shift in transport usage. Provision of Park and Ride sites located close to the strategic road network on the periphery of the city would service specific venues by direct coach shuttle services. Some park and ride facilities will be retained post Glasgow 2014, leaving a physical and economic legacy for the city, whilst delivering ongoing support for continued modal shift.

What success will look like:

- A modal shift to more sustainable and more active, healthier modes of travel
- Improved air quality in Glasgow.

Smarter Choices, Smarter Places/Connect 2

An example of a specific Glasgow 2014 Corridor Improvement Project, is the upgrading of three corridors (Clydeside NCN 75, London Road and Gallowgate) to create a quality walking and cycling environment, accompanied by a Travel Behaviour Change Campaign to encourage residents of Parkhead, Dalmarnock and Bridgeton to undertake active, sustainable travel. Another example is the Connect2 project, which aims to create a dedicated Cycle Corridor from the city centre to the West End at Kelvingrove. It will complete the 'bridge to nowhere' project and link with Glasgow 2014 venues at the SECC and Kelvingrove.

These projects will provide a physical and economic legacy through improved transport infrastructure, and a community legacy by promoting modal shift and encouraging active travel for those living and working in the area.

What success will look like:

- An increase in the number of cyclist and walking trips across the city
- Health improvements of residents in Parkhead, Dalmarnock and Bridgeton.





An Inclusive Glasgow

An Inclusive Glasgow will ensure the maximum opportunity for the citizens of Glasgow to get involved and actively participate in the delivery and development of legacy from Glasgow 2014.

Headline outcomes:

- Encourage people in Glasgow to participate in volunteering programmes
- Inspire new cultural activity and learning opportunities from the Commonwealth Games

Strategic Links:

An Inclusive Glasgow links directly to the objectives of a Curriculum for Excellence and Glasgow's Volunteering Strategy.

Key Delivery partners:

Glasgow's Schools and Volunteering Scotland.

F1 - ENCOURAGE PEOPLE IN GLASGOW TO PARTICIPATE IN VOLUNTEERING PROGRAMMES

The OC will be requiring around 15,000 people to volunteer for a variety of roles over the duration of the Commonwealth Games. Our aim is to maximise the opportunity for local communities in Glasgow to get involved in, and take interest in, volunteering. The challenge is to encourage Glasgow citizens to give time to help others on a voluntary/unpaid basis (this may include charities, clubs, school boards, helping someone in the community) in a formal or informal setting.

We want to maximise the opportunity to support and equip citizens with the required empowerment to take on volunteering, as a route to skills development and confidence building.

Targets:

F1.1 Increase the number of people registered as volunteers in Glasgow

F1.2 Maximise the number of Glasgow residents registered as a potential volunteer for Glasgow 2014 with the OC

The action we will take:

- Deliver a Strategic Volunteering Framework for volunteering in Glasgow that will help improve people's chances of being successfully recruited as a volunteer for Glasgow 2014.
- The Scottish average for volunteering is currently around 30 per cent, with the Glasgow average around 24 per cent. The aim is to use Glasgow 2014 to develop an increased volunteering base closer to the Scottish average. To achieve this ambition, Glasgow will develop more formal structures and new opportunities for volunteering.



Glasgow's Strategic Volunteering Framework

Glasgow's Strategic Volunteering Framework has been developed, and led through a city-wide multi agency group, led by Culture and Sport Glasgow, and commits the city to developing a structure to support increased volunteering opportunities in the build up to, during and after Glasgow 2014.

Volunteering should be open to all, no matter what their background. It should be recognised that everyone has some skill or knowledge that can enrich someone else's life as well as their own, but that some people may require additional support to realise their full potential. In order to widen involvement in community life, barriers to participation will be identified and addressed, which will help to contribute towards the development of Glasgow's long-term volunteering base.

- By targeting individuals that would not normally consider volunteering, including those that face particular barriers to participation in volunteering (e.g. disabled people, asylum seekers, and people with caring responsibilities), the aim is to build on existing expertise in order to develop additional support structures for volunteers (e.g. mentors, team leaders and area teams).
- By raising awareness in the public and private sectors about the value of having volunteers in the work environment and by supporting their workforce to volunteer, there will be a significant contribution to: access to accredited training programmes; opportunities for action-based learning; allocation of resources (such as out of pocket expenses and necessary kit) and provision of networking opportunities. There is a recognition that the community learning and development sector has a significant role to play in supporting those that don't volunteer and those engaged in informal volunteering to develop the necessary skills, knowledge, networks and resources.
- Building on existing frameworks (e.g. Investing in Volunteers), standards will be developed to support higher quality volunteer management in the public, private and voluntary sectors, and to ensure that opportunities match the needs, aspirations and lifestyles of volunteers. Key outcomes can be delivered in relation to mental and physical wellbeing, community cohesion, learning, training and employment.

The development of a central volunteering database and administrative support will allow improved coordination of volunteering resources and opportunities in the city, and enable the development of a cross-sector training programme, including pre-volunteering programmes linked to increasing the number of people in employment.

What success will look like:

- Increased participation in volunteering
- Increased opportunities for people to access skills training (including accredited training) as part of volunteering
- Greater employment opportunities and community interaction for individuals who volunteer.

F2 - INSPIRE NEW LEARNING OPPORTUNITIES FROM GLASGOW 2014

Using the profile of Glasgow 2014, the ambition is to help improve literacy, numeracy and health and well-being throughout Glasgow. Through the development of formal and informal curriculum, the ambition is to provide a greater understanding among children, young people and their families, about the Commonwealth.

Glasgow 2014 provides the additional ability to ensure social cohesion through the promotion of positive childhood experiences, and positive family experiences and activities. The aim is also to encourage participation in sport, and ensure access to a wide range of educational experiences and facilities.

Targets:

F2.1 Increase literacy, numeracy and health and wellbeing among Glasgow's children, young people and adults, through Commonwealth Games related education and cultural programmes

F2.2 Increase participation in sports of school age children

The action we will take:

- Education programmes will be developed to encourage awareness, interest and involvement in the Commonwealth as well as sport and physical activity. Through learning and teaching, the raising of awareness of Commonwealth countries in all educational establishments will be undertaken, as well as the raising of Glasgow's profile through existing, and developing, sustainable education links/partnerships.
- Actively promote International Education in educational establishments and encourage community participation of children and young people at a local level, through the informal and formal curriculum in educational establishments and in the wider community.
- Raise awareness of the Commonwealth and the Commonwealth Games in all educational establishments in Glasgow and further develop sustainable links and partnerships in other Commonwealth countries in the build-up to Glasgow 2014.



Parks and Educational Establishments Twinning Initiative

This joint initiative between the council's Education Services and Land and Environmental Services (LES), is centered on twinning the council's parks and educational establishments with countries of the Commonwealth as part of the introduction to, and legacy of, the Commonwealth Games.

LES are responsible for the management of Glasgow's 91 parks and various green spaces. Of these, 11 strategic "hub" parks have been identified to participate in this initiative. It is expected that the remaining 80 parks will also benefit for some form of participation during the initiative. The Commonwealth countries have been grouped into five global regions: Africa; Americas; Asia; Australia and Oceania; and Europe.

The parks identified are as follows:

- Glasgow Green, Victoria and Linn: Americas
- Tollcross, Pollok and Provan Hall: Africa
- Hogganfield and Bellahouston: Europe
- Springburn and Queens Park: Asia
- Botanic Gardens: Australia and Oceania.

These 11 key strategic hub parks will enable educational establishments to access existing world class glasshouse and plant collections across the city and a dedicated area will be identified and given over for plantings common to each Commonwealth country. The global region twinings have been selected to reflect the historical connections and resources within the hub park.

Each educational establishment will be allocated a Commonwealth country from the global region that their park has identified. This initiative fits with existing policies and strategies, including elements of the City Plan, Land and Environmental Services' Strategic Best Value Review of Parks Implementation Plan and Education Services' Vision, Aims and Values.

What success will look like:

- Increased learning outcomes in environmental education, biodiversity, wildlife and conservation across Glasgow's educational establishments
- An improvement in the delivery of healthy eating objectives in Glasgow's educational establishments
- Increased physical activity of school age children and young people through gardening projects
- Increased knowledge of the Commonwealth, and Glasgow's contribution to it, through the raising awareness strategy within Education and LES
- Improved health in educational establishments and wider community, through better use of parks and green spaces.

Connecting Classrooms across the Commonwealth

As a key commitment to developing international education/global citizenship as an integral part of the education process, the project aims to provide greater understanding and appreciation among children and young people, of the differing cultures in Scotland and Commonwealth countries.

Education establishments in Glasgow currently have links with 48 countries in the world, 18 of which are in the Commonwealth, and many establishments are currently working with their Commonwealth partners in externally funded collaborative curriculum projects.

A Framework of international education development through 'Connecting Classrooms across the Commonwealth', will be undertaken in the lead up to Glasgow 2014, including:

- In-service training to develop approaches to building links and partnerships with international education, and the management of school linking initiatives
- Advice and support on partnerships and external funding availability
- All educational establishments will be allocated a Commonwealth country as part of the awareness raising strategy and twinning initiative and asked to research and share information with other education establishments. All Commonwealth countries will be covered
- A Commonwealth quiz and concert will be hosted
- Educational establishments will be encouraged to develop a partnership with a Commonwealth country. There are currently 63 educational establishments with links in 18 Commonwealth countries.

What success will look like:

- The project will help to increase the number of international education links/partnerships with Commonwealth countries
- The project will contribute towards the achievement of all 4 of the Curriculum for Excellence aspirations: for children and young people to become successful learners, effective contributors, responsible citizens and confident individuals.

The Commonwealth Challenge: Curriculum for Excellence

In order to raise awareness of Glasgow 2014, education establishments will be invited to take advantage of delivering aspects of a Curriculum for Excellence through suggested contexts and activities. The activities centre around seven contexts:

Key activities include:

- What is the Commonwealth?
- The history of the Commonwealth Games (facts, figures, dates, records)
- The sports of the Commonwealth Games (incorporating Scottish athletes, past, present & aspiring)
- Getting healthy (training for an event)
- Planning an event (enterprise activities that will reflect Glasgow's own preparation)
- The Glasgow Venues
- The legacy from the Games.

The 'Warm-Up' active learning materials on Glasgow 2014 will become part of the learning and teaching strategy in educational establishments in Glasgow. Two small teams of teachers (early years/primary and secondary) have volunteered to work on the first "Warm-Up" activity for Glasgow 2014, called 'What is the Commonwealth?'

What success will look like:

- It is envisaged that seven 'Warm-Up' activities for educational establishments will be developed by 2013/2014.

Implementation & Development

To achieve the ambitions and outcomes set out in Glasgow's Legacy Framework, the council will establish a Glasgow 2014 Legacy Board, to lead on the development and delivery of key legacy projects and programmes, in line with the six legacy themes.

The Legacy Board will establish six theme leaders to lead on delivery of legacy across Glasgow up to 2019.

We will also continue to work closely with the Scottish Government in ensuring alignment of Glasgow's Legacy Framework in contributing towards the delivery of both local and national outcomes.

Appendix 1 provides an overview of the governance process supporting the implementation of the Legacy Framework.

Role of Community Planning:

A key ambition for Glasgow is to use the Commonwealth Games to deliver a lasting and sustainable legacy for all its citizens, by ensuring the opportunity to contribute to legacy planning, and ultimately equal access to, and involvement in, legacy programmes and activities.

Between now and Glasgow 2014 the aim is to encourage and support communities across Glasgow, alongside Community Planning partners, to develop ideas on how to maximise opportunities from the Commonwealth Games.

The role of Community Planning partners is vital in delivering the aspirations of the Legacy Framework, and will play a key role in the identification of new and improved mechanisms for delivering legacy activity. The ambition is to ensure different organisations and people feel part of the Glasgow 2014 experience, with a focus on community involvement.

The city's Community Planning partners will therefore be required to engage in community dialogue and establish how the Commonwealth Games can support and inspire communities to develop, for instance, community festivals, volunteering programmes, and educational programmes.

Whilst acknowledging the development focus in the East End of the city, through the development of new Glasgow 2014 facilities (i.e. Athletes' Village, NISA and the Sir Chris Hoy Velodrome), the whole of the city will benefit from the range of physical investment being undertaken.

The aim is to ensure that all of the city's communities feel part of Glasgow 2014 and we deliver a legacy for all of Glasgow.

Measuring Success

The ability to demonstrate success in delivering a lasting legacy from Glasgow 2014 is a crucial part of developing a legacy framework. Glasgow's Legacy Framework provides an outline of the headline outcomes, towards which our performance for achieving legacy will be measured.

The outcomes reflect Glasgow's aspirations for a people legacy across six key themes. We will monitor our contribution towards the achievement of these outcomes in determining success.

We will develop a Community Engagement Strategy for Glasgow 2014 which reflects the National Standards of Community Engagement to ensure that Glasgow citizens have the opportunity to contribute to the ongoing development and implementation of legacy activity.

The outcomes will contribute towards the delivery of Glasgow's Single Outcome Agreement (SOA), as well as the Scottish Government's Legacy Plan and outcomes at a national level.

Appendix 2 provides a summary of the key outcomes and targets that will be used to measure our performance against the implementation of the Legacy Framework.

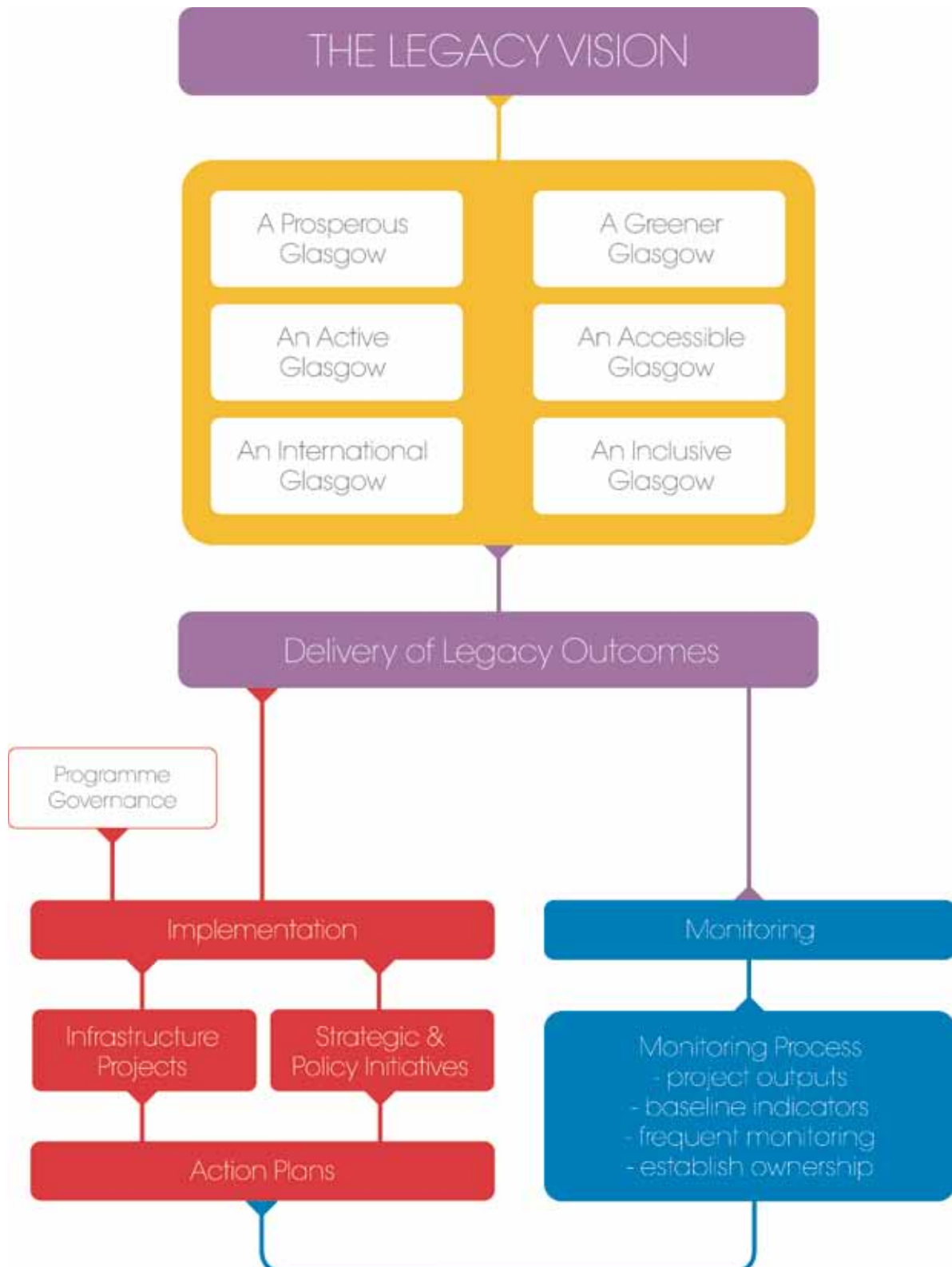
The key project outputs and outcomes will also be monitored in terms of their contribution towards the three main underpinning principles – health, inclusion and sustainability.

We will endeavour to work closely with the Higher Education community and research institutions to co-ordinate and maximise the use of research and the evidence base associated with the hosting of major sporting events.

Monitoring process going forward:

- We will develop an annual reporting structure and performance measurement framework to assess and monitor the ongoing implementation and delivery of key legacy projects and programmes.
- We will ensure that the performance measurement process for Glasgow's Legacy Framework is fully embedded into, and consistent with, existing council monitoring activities.
- We will commission an independent research review of Glasgow's Legacy Framework in 2012, to assess progress and contribution towards achieving outcomes and targets.
- We will undertake a review and publish an update of Glasgow's Legacy Framework in 2012, by building on any key findings or recommendations from the research study.
- We will publish annual Action Plans for the Legacy Framework for approval by the council's Executive Committee in the years leading up to 2014.

Appendix 1: Legacy Implementation



Appendix 2: Measuring Successful Outcomes

A Prosperous Glasgow		
Headline Outcome (A1): Improve business growth and performance		
Targets	What success will look like (outputs)	
A1.1	Ensure the advertising of all relevant public and private sector procurement opportunities for Glasgow businesses	<ul style="list-style-type: none"> • Increase number of Glasgow based firms winning public sector contracts • Increase number of SMEs/social enterprises, accessing and registering for procurement opportunities • Increase the number of businesses accessing business support through the Supplier Development Programme (SDP) and Community Enterprise in Strathclyde (CEiS) • Increase number of companies registered online as 'business ready' via the Commonwealth Games Business Portal • Increase the capacity and expertise of local businesses, in terms of skills, tendering and procurement expertise, business networking and international expertise • Maximise commercial opportunities for local businesses generated both directly and indirectly by Glasgow 2014 • 3,000 businesses registered with BusinessClub Scotland by 2010 - a significant proportion of which will be Glasgow businesses • Increase the number of Glasgow-based BusinessClub Scotland registered businesses trading internationally.
A1.2	Provide business development and networking opportunities for Glasgow based firms	
A1.3	Ensure Small and Medium Enterprises (SMEs) and Social Enterprises achieve access to public and private sector procurement opportunities	
Headline Outcome (A2): Increase employment and training and development opportunities		
Targets	What success will look like (outputs)	
A2.1	Provide additional apprenticeship opportunities across Glasgow	<ul style="list-style-type: none"> • Increase in the number of individuals in the More Choices, More Chances (MCMC) category receiving training or entering employment • Increase the number and range of young people undertaking apprenticeships in Glasgow • Increase the number of businesses offering apprenticeships in Glasgow.
A2.2	Maximise access to employment and training support	

Headline Outcome (A3): Improve the physical appearance of Glasgow, particularly in the East End

Targets	What success will look like (outputs)
<p>A3.1 Improve public spaces and upgrade community facilities across Glasgow</p>	<ul style="list-style-type: none"> • Remediation of derelict and contaminated land • Creation of new jobs in the Clyde Gateway area • Creation of new homes in the Clyde Gateway area • Increased population in the Clyde Gateway area • Increased use of Dalmarnock Station • Increased number of green spaces in the East End.
<p>A3.2 Work with the Clyde Gateway URC to regenerate the East End of the city</p>	
<p>A3.3 Create a new urban village in the East End of Glasgow</p>	
<p>A3.5 Reduce the amount of derelict land across the city</p>	

Appendix 2: Measuring Successful Outcomes

An Active Glasgow	
Headline Outcome (B1): Increase the capacity of the sports infrastructure, through improved club development and coach education	
Targets	What success will look like (outputs)
B1.1 Provide a sustainable network of clubs	<ul style="list-style-type: none"> • Increase number of volunteers recruited and trained to work in clubs
B1.2 Ensure a well-trained workforce in the sports sector	<ul style="list-style-type: none"> • Increase number of new junior sections/clubs established • Increase number of new junior members of sports clubs • Increase number of active participants within community club programme
B1.3 Improve sport plans	<ul style="list-style-type: none"> • Increase number of qualified coaching volunteers • Increase number of people completing coach education courses • Increase number of people completing training delivery activity • Increase number of participants in performance programmes • Increase number of Glasgow individuals achieving selection to the West of Scotland Institute of Sport • Increase physical activity levels among school-aged children.

Headline Outcome (B2): Increase participation in sport and physical activity and contribute towards improving health and well-being of Glaswegians

Targets	What success will look like (outputs)
<p>B2.1 Develop new and improved sporting facilities across the city</p>	<ul style="list-style-type: none"> • Increase numbers of young people acting as sports leaders, coaches and volunteers in both school and community groups • Promote healthy and active lifestyles through Great Scottish Run training and participation in the race itself
<p>B2.2 Contribute towards increased levels of sport participation in Glasgow</p>	<ul style="list-style-type: none"> • The sustainable continuation of fitness activity and exercise by participants, long after Glasgow 2014 • Create additional opportunities for event volunteers in the lead up to Glasgow 2014 • Provide a network of signed routes for pedestrians and cyclists • An increased proportion of trips made by walking and cycling • Increases in the distances people walk and cycle • Increase overall level of sports attendances at CSG managed sports facilities
<p>B2.3 Develop new approaches to service provision and participation projects</p>	<ul style="list-style-type: none"> • Increase Glasgow Club membership levels • Increase elite training in track cycling at a city and national level, leading to more representation from Glasgow-based cyclists in future Scottish teams • Increase major swimming events for Scotland, including staging Commonwealth, and other international swimming events in a high quality environment • Expand the public and schools swimming programme • Enhance the quality and scale of health and fitness provision in sports venues • Increase sports attendances at Tollcross Aquatic Centre • Remain the city, regional and national training centre for swimming and the base for the City of Glasgow Swim Team • Provide training and apprenticeship opportunities in construction skills and in leisure centre operations • Delivery of new and improved sports facilities • Increase number of cycling events • NISA will contribute to increased sports participation • NISA will encourage and support an increase in international events.

Appendix 2: Measuring Successful Outcomes

An International Glasgow	
Headline Outcome (C1): Contribute towards the enhancement of Glasgow's reputation and image	
Targets	What success will look like (outputs)
C1.1 Improve people's perceptions of Glasgow nationally and internationally, with particular emphasis on Commonwealth nations	<ul style="list-style-type: none"> • Increased website usage/visits to Glasgow's destination marketing portal for the city (www.seeglasgow.com), with a wide geographic spread • Increase online business sales via the destination portal • Increase rankings for Glasgow as a top performing city in the UK.
Headline Outcome (C2): Attract a range of cultural and sporting events to the city	
Targets	What success will look like (outputs)
C2.1 Increase the number of sporting events and conferences in the city C2.2 Develop a range of cultural events and projects in the city	<ul style="list-style-type: none"> • Securing three additional World Championship/World Cup events between 2013 – 2017 • Building capacity, knowledge and skills in the cultural sector • Improved co-ordination and development of existing Commonwealth relationships and existing cultural spend • Increased engagement of local people in the cultural sector, through volunteering, training and apprenticeships • Increasing the number and range of cultural events taking place in Glasgow • Increase range of active partnership programmes with Commonwealth countries and others • Increase audiences for a diverse range of sports, resulting in increased ticket sales at venues and events (i.e. both local residents and visitors to the city) • Increase city pride of local communities, particularly where events take place • Increase profile of Glasgow, due to increased city profile to global audiences through televised world championship events • Increase opportunities for volunteering at major events • Increasing use of key new or enhanced venues, including NISA, Scotstoun Stadium, Scottish National Arena at the SECC, Tollcross Aquatic Centre, the Sir Chris Hoy Velodrome and Glasgow Green Football Centre.

Headline Outcome (C3): Develop Glasgow’s tourism industry

Targets	What success will look like (outputs)
<p>C3.1 Increase the number of jobs in the tourism industry in Glasgow</p> <p>C3.2 Increase the number of national and international visitors to the city</p>	<ul style="list-style-type: none"> • Increase tourism expenditure in the city and contribute towards the 60% target for increasing tourism revenue in Glasgow • Improve staff productivity in Glasgow’s tourism sector • Improve staff retention and reduce staff turnover in Glasgow’s tourism sector • Increase the number of short breaks, major events and business tourism and day visitors to Glasgow • Increase hotel occupancy and yield • Undertake Route Development Plans for air, sea and surface, to improve number of direct routes and services to and from Glasgow, and to help increase the frequency and capacity on key routes.

Headline Outcome (C4): Strengthen links with Commonwealth Nations

Targets	What success will look like (outputs)
<p>C4.1 Increase the range of international relationships and partnerships</p>	<ul style="list-style-type: none"> • Maintain relationships with Pakistan, Malawi and South Africa • Increase support for delegations and study visits from other countries • Establish new and grow existing relationships with less prosperous cities of the Commonwealth • Establish new working links with countries committed to international development • Increase in the number and range of project activity contributing towards international development activity in Glasgow.

Appendix 2: Measuring Successful Outcomes

A Greener Glasgow	
Headline Outcome (D1): Improve sustainable standards of living	
Targets	What success will look like (outputs)
<p>D1.1 Improvements in sustainable waste management</p> <p>D1.2 Improved use of renewable energy sources</p> <p>D1.3 Enhance biodiversity, by dealing with environmental blight.</p>	<ul style="list-style-type: none"> • Establish Glasgow as Europe's most sustainable city within 10 years • Enhance Glasgow's image as a leader in sustainable living • Reduce carbon emissions • Increase use of sustainable energy resources • Increase cleaner heating usage in Glasgow • Reduce landfill • Increase number of regular clean-up events in their area • Increase number of people participating in environmental projects throughout the city • Increase improvements in local environmental quality.
Headline Outcome (D2): Improve access to, and use of, green spaces	
Targets	What success will look like (outputs)
<p>D2.1 Increase the number of green spaces</p> <p>D2.2 Reduce the amount of contaminated land</p>	<ul style="list-style-type: none"> • Improved provision of walkways, riverbanks and aesthetics of the Clyde walkway, leading to increased use of walkway and green paths surrounding the riverside • All major Glasgow 2014 related sites will be remediated and appropriately cleaned and brought back into use • Increase site clearance around, or leading to, all Glasgow 2014 venues • Improved walking and cycling infrastructure along the riverside and to East End venues.
Headline Outcome (D3): Reduce climate emissions in Glasgow	
Targets	What success will look like (outputs)
<p>D3.1 Reduce the level of carbon emission in Glasgow</p> <p>D3.2 Divert 80% of all Glasgow 2014 related waste from landfill</p> <p>D3.3 Develop Low Emission Zones (LEZs) in Glasgow</p>	<ul style="list-style-type: none"> • Increased application and use of the BS8901 standard for all major city events (not just the Glasgow 2014) • Establishment of LEZs around Glasgow 2014 venues • 80% of all Glasgow 2014 related waste diverted from landfill • Athletes' Village housing meeting the BREEAM 'excellent' standard.

Appendix 2: Measuring Successful Outcomes

An Accessible Glasgow	
Headline Outcome (E1): Improve transport connectivity across the city	
Targets	What success will look like (outputs)
<p>E1.1 Reduction of journey times</p> <p>E1.2 Reduced congestion on the M8 and local road network</p>	<ul style="list-style-type: none"> • Reduced journey times at peak periods across and through Glasgow • Reduce traffic along the local road network adjacent to the new M74 • Reduce road accidents • Improved and increased transport access to the heart of the Clyde Gateway area • Contribute towards economic regeneration in the Clyde Gateway area.
Headline Outcomes (E2): Provide a sustainable network of travel	
Targets	What success will look like (outputs)
<p>E2.1 Shift in transport usage towards more sustainable modes of transport</p> <p>E2.2 Increase in the number of cyclist and walking trips</p>	<ul style="list-style-type: none"> • A modal shift to more sustainable and more active, healthier modes of travel • Improved air quality in Glasgow • Increase number of cyclist and walking trips across the city • Health improvements of residents in the city.

Appendix 2: Measuring Successful Outcomes

An Inclusive Glasgow	
Headline Outcomes (F1): Encourage people in Glasgow to participate in volunteering programmes	
Targets	What success will look like (outputs)
<p>F1.1 Increase the number of people registered as volunteers in Glasgow</p> <p>F1.2 Maximise the number of Glasgow residents registered as a potential volunteer for Glasgow 2014 with the OC</p>	<ul style="list-style-type: none"> • Increased participation in volunteering • Increased opportunities for people to access skills training (including accredited training) as part of volunteering • Greater employment opportunities and community interaction for individuals who volunteer • Improved lifelong learning.
Headline Outcome (F2): Inspire new cultural activity and learning opportunities from Glasgow 2014	
Targets	What success will look like (outputs)
<p>F2.1 Increase literacy, numeracy and health and wellbeing among Glasgow's children and young people, through Glasgow 2014 related education and cultural programmes</p> <p>F2.2 Increase participation in sports of school age children</p>	<ul style="list-style-type: none"> • Increased learning outcomes in environmental education, biodiversity, wildlife and conservation across Glasgow's educational establishments and the wider community • An improvement in the delivery of healthy eating objectives in Glasgow's educational establishments • Raise awareness of the Commonwealth for children and young people by developing seven 'Warm up' activities around seven Commonwealth contexts • Contribute towards the achievement of all four of the Curriculum for Excellence aspirations: for children and young people to become successful learners, effective contributors, responsible citizens and confident individuals • Increased physical activity of school age children and young people through gardening projects • Improved health in educational establishments and wider community, through better use of parks and green spaces • Increase the number of international education links/partnerships with Commonwealth countries • Increased literacy and numeracy learning outcomes for children, young people and adults through legacy related family learning programmes • Increased learning outcomes that encourage healthier lifestyles for young people and families through youth work and community based adult learning.



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17384

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Glasgow 2014 Legacy Framework

For more information or copies of the Framework, or if you want to make any comments, please contact:

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