Glasgow’s Legacy Framework

Games-time Progress Report (to end March 2014) and Action Plan (April 2014 to March 2015)

Council 2014 Team
August 2014
## FOREWORD

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INTRODUCTION

REPORT PURPOSE AND SCOPE

This Progress Report and Action Plan is the fourth in a series of reports to provide an update on progress towards achieving our legacy vision and objectives. The Action Plan sets out the planned activities and outputs for the 12-month period from April 2014 to March 2015.

DEVELOPING OUR LEGACY STRATEGY

After winning the bid for the Games, the Council undertook a Health Impact Assessment (HIA) to determine how the Games could be hosted in a manner which would maximise the benefits to the city. The HIA exercise included a review of the existing literature on the benefits from hosting mega-events and consultation with over 3,000 Glasgow citizens, policy-makers and practitioners on how they thought the Games should be delivered.

Using the recommendations from the HIA, in November 2009 the Council and city partners published the Glasgow 2014 Legacy Framework strategy. The strategy covers a ten-year time frame from 2009 to 2019.

DELIVERING THE GLASGOW 2014 LEGACY STRATEGY

The strategy is being delivered via more than 80 Council-led projects, structured under six legacy themes, which seek to make Glasgow more:

(A) Prosperous;
(B) Active;
(C) International;
(D) Greener;
(E) Accessible; and
(F) Inclusive.

The six legacy themes are underpinned by the key principles of Health, Inclusion and Sustainability. In addition to the 80-council led projects, we have also supported community groups to set up their own locally-focussed legacy projects set around the same legacy objectives.

DELIVERY STRUCTURES

Structures have been established to oversee the delivery of the Legacy Strategy including:

- Legacy Theme Champions: senior officers from across the Council Family who provide leadership and direction to the projects under their theme
- Legacy Theme Groups: working groups for each of the six themes, meeting quarterly to co-ordinate project activity and identify new projects
- Legacy Board: Established in 2011, the Board, which is chaired by the Leader of the Council, meets quarterly to provide strategic leadership to the overall strategy and to identify and encourage the establishment of new projects using their own professional knowledge and support. Examples of projects which have been instigated due to the input of the Board include:
  - the Accessible Tourism Initiative (see the International Theme for more information)
INTRODUCTION

- the development of a revised Staff Health Plan for Glasgow City Council
- the development of a sport and cultural exchange programme between young people in Glasgow and Manchester, host of the 2002 Commonwealth Games.
- the Mass Cycle Hire Scheme (see the Accessible Theme for more information).

Board membership includes:
- Councillor Gordon Matheson, Leader of Glasgow City Council (Chair);
- Councillor Archie Graham, Depute Leader and Executive Member for the Commonwealth Games;
- Councillor Graeme Hendry, Leader of the SNP, Glasgow City Council;
- Sir Harry Burns, Strathclyde University Professor of Global Public Health and former Chief Medical Officer for Scotland;
- David Grevemberg, Chief Executive of Glasgow 2014 Ltd, the Organising Committee;
- Andrew Dearie, Young Persons’ Interaction Ambassador;
- Vicky Rosin, Assistant Chief Executive at Manchester City Council;
- Benny Higgins, Chief Executive Officer of Tesco Bank;
- Lee McConnell, Olympian and Commonwealth Athlete;
- Diane McLafferty, Scottish Government.

WORKING IN PARTNERSHIP

The majority of the projects within the Glasgow 2014 Legacy Framework are being delivered and funded by the Glasgow Family (including Glasgow City Council, Glasgow Life, Clyde Gateway Urban Regeneration Company) along with local Community Planning Partners (Glasgow Housing Association, Strathclyde Partnership for Transport, NHS Greater Glasgow and Clyde) and national partners (Sportscotland, VisitScotland, Transport Scotland, Big Lottery and Scottish Enterprise) as set out in the Action Plan section of this report.

In addition to the project-specific arrangements, joint working has also been key to community engagement and evaluation. Key examples include:

Scottish Government: In addition to its role as a Games Partner, the Scottish Government has also been working to achieve a positive legacy from the Games through the delivery of over 50 nation-wide legacy projects, the majority of which are providing benefits to Glasgow, including: the development of Community Sports Hubs; the provision of employment opportunities through the Scotland’s Best initiative and the continued support to the Clyde Gateway Urban Regeneration Company. Colleagues from the Scottish Government’s Analytical Services Unit have also worked with city partners to develop a joint approach to the evaluation of the Games.

Glasgow 2014 Ltd, Organising Committee (OC): With the support of the OC’s Engagement and Legacy Team, a variety of legacy opportunities have been created across the OC’s functional areas including: ensuring the advertising of relevant OC contracts on the Glasgow Business Portal and providing opportunities for involvement in the Games ceremonies for Glasgow’s school children. The Team has also played a key role in facilitating the evaluation of the Games by providing access to data.

Glasgow 2014 Research Partnership: Along with Glasgow Life and the City Council, three of the city’s universities - Glasgow, Strathclyde and Caledonian – have formed a research partnership to facilitate and encourage research into event-led regeneration.
UNDERPINNING PRINCIPLES

We are committed to ensuring an inclusive process towards legacy in Glasgow, reflected by our underpinning principles to provide a Healthy, Sustainable and Inclusive legacy. To achieve this we have incorporated recommendations (relating to both legacy and Games time delivery) which were developed as part of the Health Impact Assessment (HIA), the Equalities Commission and the Strategic Environmental Assessment into our strategy and action plans. A recent article\(^1\) by public health researchers states that the adoption of the HIA recommendations within the legacy planning process should ensure the Games has a better chance of generating positive benefits and a recent review of the effectiveness of the HIA\(^2\) confirmed that the HIA recommendations have indeed been implemented across all HIA themes and the mapping of recommendations to the Legacy Framework themes has ensured its positive influence on policy and planning of the Games.

Healthy

Glasgow’s challenges in addressing the impacts of deprivation, poor health and inequality are well known. The Council has identified the areas where we believe we can make the greatest impact in addressing health inequalities including achieving healthy weight, improving physical activity levels and mental health. While the Games are not a panacea for solving any of these complex health issues, they can provide some of the enablers which can contribute to tackling these issues (e.g. high quality social housing and new community sport facilities) and their associated social determinants of health (e.g. improving mental health through the provision of employment and volunteering opportunities - see Prosperous Theme).

Sustainable

Sustainability (economic, environmental and physical) has been at the heart of our Games planning. We have sought to achieve economic sustainability not only by opening up Games contracts to small and medium enterprises (see Glasgow Business Portal) but by ensuring they are business ready and are receiving notifications of all relevant public sector contract opportunities. We are also ensuring we achieve best value from the city’s new assets (including the Emirates Arena and Hydro Arena) to attract further events and conferences to the city (see Strategic Major Events Forum). The environmental design practices we have employed at the Athletes’ Village are being showcased through the Green 2014 Exhibition at the Lighthouse in Glasgow, encouraging practitioners to adopt a new standard in future housing developments.

Inclusive

At the Glasgow 2014 Commonwealth Games events, inclusion is promoted through the representation of a wide-range of countries, ethnicities and religions as well as the largest fully-integrated programme of para-sports in Commonwealth Games history. The Spring 2014 Glasgow Household Survey found 56% of respondents are aware that para-sport events are included in the Commonwealth Games. 61% stated they were very likely to follow para-sports events at the Commonwealth Games.

\(^1\) How will the 2014 Commonwealth Games impact on Glasgow’s health, and how will we know?, McCartney, Hanlon and Bond, Evaluation (2013)

\(^2\) ‘Evaluating the Effectiveness of the HIA for the Glasgow 2014 Commonwealth Games’, Progressive Research, June 2014
UNDERPINNING PRINCIPLES

Glasgow is a hugely diverse city, with a rich mix of ethnicities, faith and religious groups, nationalities, cultures and age-related lifestyles present. The 100 plus languages spoken in the city’s education establishments are just one indicator of this diversity.

In 2010 we undertook an Equality Impact Assessment of the Glasgow 2014 Legacy Framework strategy in order to ensure that those with protected characteristics under the Equality Act 2010 (e.g. age, gender, sexual orientation, disability, ethnicity and religion) and vulnerable people (e.g. Looked After and Accommodated Children) were also benefiting from the programme of projects. As a result of the exercise, a number of new projects and activities were added to the strategy including, for example, the development of a Disability Sports Plan for the city.

The Games have provided opportunities to showcase the city’s diversity and to ensure that all communities of interest were involved in Games celebrations through, for example:

- Working with the Organising Committee and Beyond Sport to host a human rights conference immediately prior to the start of the Games
- Providing accommodation for Pride House in the heart of the Merchant City throughout the period of the Games
- Welcoming faith communities to the city with the inclusion on peoplemakeglasgow.com of information on Glasgow's faith communities (including the history of faith groups in Glasgow, their size and places of worship)
- Celebrating African nations’ cultures through the African Diaspora Village hosted at Bellahouston Park at Games time
- Improving physical accessibility to hotels, visitor attractions and public transport for disabled people (see Accessible Tourism Initiative and Rail Upgrades)
- Involving asylum seekers and refugees in our Host City Volunteering Programme.

Community Engagement

The most recent Glasgow Household Survey (June 2014) shows the vast majority of Glasgow residents (88%) anticipate the Games will result in a positive impact on Glasgow.

Figure 1: Proportion of residents thinking Glasgow hosting Games will have a positive/negative effect (2008-2014)
UNDERPINNING PRINCIPLES

Figure 1 shows that this proportion has remained relatively constant since 2008. The survey also found that 51% anticipate a positive impact for themselves and their families and 56% believe the Games will have a positive impact upon their local area.

In order to keep communities informed and to provide them with opportunities to get involved, a range of communication and community engagement activity has been carried out since 2008, including:

- Consulting residents, policy makers and practitioners on their legacy priorities and ideas through the Health Impact Assessment exercise
- Developing content for the gameslegacyglasgow.com website, including case studies and short films about our legacy projects
- Providing Elected Member update briefing sessions on an annual basis
- Holding a stakeholder workshop in December 2012 to explore how communities and the third sector can get more involved and engaged
- Developing a ‘Community Engagement and Legacy Toolkit’ for city stakeholders to help raise awareness about the Games and advise on how communities can get involved
- Developing a Glasgow legacy logo for use by community and third sector groups to show that their own community-led projects are contributing to legacy too
- Producing a series of newsletters for residents living in the vicinity of Games venues
- Consulting and informing communities through the delivery of over 20 public meetings across the city since 2010, many of which also incorporated information sessions for community groups from project funders such as the Big Lottery.
- Providing legacy-focused presentations and speeches on request to over 150 conferences, public and group meetings.

A structure for engagement for the Games and legacy was embedded with the creation of a Joint Games and Legacy Community Engagement Group in November 2012. This group includes representation from the Organising Committee, all of the Community Planning Partners, Volunteer Glasgow and Glasgow Housing Association. Complementary to this, three local area groups have been set up in the North East, North West and South of the city, with a remit to deliver and grow engagement at a grass roots level through a programme of events and activities and to use the Games as a lever to deliver greater partnership working at a local level.
MONITORING, RESEARCH AND EVALUATION

Performance monitoring

The Council 2014 Team monitors the implementation of legacy projects through a 6-monthly tracking report and an annual performance report which reports project outputs for the period 1st April to 31st March. This 2013-14 annual report also includes selected highlights of Games time activity into July/August. Updates on achievements and any challenges/issues are provided through a 6-weekly Theme Champion update report.

Research and evaluation

A key ambition is the ability to demonstrate the contribution of the Games towards the achievement of long-term regeneration and social outcomes for people, communities and the economy. In January 2012, the Scottish Government established the Games Legacy Evaluation Working Group (GLEWG) to design and deliver an evaluation of the Games’ legacy in partnership with the Council and other partners. The strategic joint approach which was developed was set out in An Evaluation of Commonwealth Games 2014 Legacy for Scotland, in October 2012.

Following the development of the strategic approach, the Scottish Government’s GLEWG agreed to produce a series of analytical reports focusing on the legacy being created in Scotland. In Glasgow, the Council developed the Glasgow 2014 Legacy Evaluation Framework which sets out the approach to assessing the relative impact in Glasgow, with a focus on answering the research questions set out in Appendix 1.

A Glasgow Evaluation Group (GEG) has been established to oversee the delivery of the Glasgow Legacy Evaluation Framework. The Group has representation from all Council departments, Scottish Government, Glasgow City Marketing Bureau, Glasgow Life, Glasgow Centre for Population Health, Glasgow 2014 Ltd and the Glasgow 2014 Research Partnership’s Research Co-ordinator.

The Group is overseeing and supporting the delivery of a programme of activity, including:

- A suite of research and evaluation studies as set out in Appendix 2, including work to calculate the economic impact of the Games infrastructure investment, the Organising Committee’s expenditure and the visitor expenditure from Games time
- A series of legacy theme group self-assessments using the European Foundation Quality Management model.

The findings from these research and evaluation studies will be incorporated in the following key monitoring and evaluation reports:

- October 2014 - Games Time Visitor Survey Interim Report
- Spring 2015 - Games Time Visitor Survey Final Report
MONITORING, RESEARCH AND EVALUATION

In April 2014, the Scottish Government published its Pre-Games Evaluation Report, summarising the results of its recent literature review, analysis of outcome indicator data used to track socio-economic trends and summaries of Games-related research study outputs completed to date. The key findings outlined in the SG report are as follows:

- The evidence suggests that while hosting major sporting events is not in itself a solution to the economic and social problems of cities or regions, successful legacy is possible if it is well planned, well delivered and embedded in existing policies and programmes.
- Given the long-term and explicit legacy planning for the Glasgow 2014 Commonwealth Games and the evidence from previous major sporting events, legacy looks possible in a number of areas. These include the regeneration of the East End of Glasgow, an economic boost in the construction, tourism and hospitality sectors and an enhancement of international reputation.
- For other areas, particularly around population level sport and physical activity, achieving legacy outcomes looks more challenging. SG and partners recognise that the Games may act more as a ‘catalyst’ for broader strategies, rather than have an effect in and of themselves. To address this, a new ten year Physical Activity Implementation Plan was launched in February 2014.

Glasgow specific analysis and information from the Scottish Government report has been incorporated within the relevant theme sections of this report in order to provide context to the progress of individual projects.

The six theme chapters include:

- A brief overview of the wider economic and social context and trends surrounding each theme, with reference to outcome indicators and analysis undertaken by the Scottish Government and published on its Assessing Legacy website - http://www.scotland.gov.uk/Topics/ArtsCultureSport/Sport/MajorEvents/Glasgow-2014/Commonwealth-games/Indicators
- A summary of the findings from the literature review undertaken by the Scottish Government’s Social Research unit which states how likely the achievement of legacy benefits is based on the experience of other host cities
- The progress and key achievements made by individual projects to date
- A short conclusion outlining the available evidence for each of the evaluation questions included in Appendix 1.
(A) PROSPEROUS GLASGOW

PROSPEROUS GLASGOW OBJECTIVES

Through the activities of the Prosperous Theme we are working to:

(A1): Improve business growth and performance
(A2): Increase employment and training and development opportunities
(A3): Improve the physical appearance of Glasgow, particularly in the East End

PROSPEROUS GLASGOW CONTEXT

Generating 17% of the value of goods and services and the same proportion of the nation’s employment, a strong economy is not only essential for the city, but for the wider city region and beyond. As with the rest of the country which entered recession in early 2008, Glasgow experienced decreases in GVA across many sectors including construction, tourism, sports activities and recreation education and creative industries. Returning these, along with other key sectors, to their pre-recession outputs and continued growth remains an economic priority.

With an annual average unemployment claimant count rate among working age (16-64) people of 5.3% in Glasgow during 2013 (versus 3.7% nationally), decreasing worklessness also remains a priority for the city. Indeed, Youth Employment is a priority within the City’s Single Outcome Agreement.

In terms of training and development, up-skilling of the working-age population remains a priority for the city. Figure 2 shows that while the percentage of working age people with no qualifications in Glasgow has reduced from 22.5% in 2004 to 15.8% in 2012, this improvement does not match the pace of improvement experienced by comparator cities such as Manchester and Liverpool.

Figure 2: Percentage of working age people with no qualifications

Figure 3 shows that in March 2013, 84% of Glasgow school leavers from the 2011/12 academic year were in a sustained positive destination (employment, training or educations), a significant increase from 78% in 2009. While sustained improvements have been achieved in recent years across Glasgow, a significant gap remains with the national average.
Despite a reduction from 1,327 hectares in 2008, the continued need for physical regeneration is evidenced by the high levels of land (1,195 hectares) which remain vacant and derelict (source: Scottish Vacant and Derelict Land survey).

**PROSPEROUS GLASGOW RESEARCH EVIDENCE**

A review of the latest literature undertaken by the Scottish Government has concluded that:

- the Games will make a short-term contribution to the Scottish economy
- mega events can have substantial effects on local employment levels in the run up to, and during, the hosting of major events
- if effectively targeted, Games-related employment and training opportunities benefit young people and the unemployed
- there is evidence of a short-term boost to employment in the host-boroughs of the London 2012 Olympic Games and this has had an effect on those who had been out of work for a significant period of time
- the evidence for long term economic legacy is limited and depends upon a step change to economic participation and productivity
- the evidence suggests that major sporting events can accelerate and extend regeneration plans, acting as catalysts for socio-economic development. However, these need to be linked to wider, longer-term plans and have community engagement at their heart.
- the evidence suggests that post industrial cities such as Manchester and Barcelona benefit most from hosting major sporting events.

**PROSPEROUS PROJECTS PROGRESS**

**A1: Improve business growth and performance**

**Glasgow Business Portal**

Established in 2009, the on-line Glasgow Business Portal brought together contractors and suppliers by providing the opportunity for businesses of all sizes to register interest in, and then compete for, Games-related contracts. Registered companies were also offered support to get ‘Business Ready’ with business advisers from the Supplier
(A) PROSPEROUS GLASGOW

Development Programme helping them to attain the necessary documentation (insurance, health and safety documentation) required by contractors and benefited from having access to ‘Meet the Buyer’ sessions where they could get time to network with contractors to better understand their business requirements.

Having proved extremely popular with contractors and suppliers alike, in 2012 the Portal expanded its scope to include non-Games contracts being delivered by both public and private sector agencies (including construction projects being undertaken by City of Glasgow Colleges, University of Strathclyde and Glasgow School of Art), ensuring the sustainable development of businesses for the long-term and not just the period of the Games.

Key achievements:

- At the end of June 2014, the Portal had 22,385 registered users – 19.5% (4,373) of which are based in Glasgow, and a further 38% (8,435) based throughout the rest of Scotland.
- 180 (25%) of the 711 Commonwealth Games-related contracts and sub-contracts awarded through the Portal have been won by Glasgow-based companies.
- £201m of the £407m worth of Tier 1 contracts has been awarded to Glasgow-based companies, with a further £29m to companies in Clyde Valley and £60m across the rest of Scotland.
- 1,263 companies have attended 60 Capacity Building workshops and events including two 'Geared for Gold' 2014 events held in Glasgow highlighting procurement opportunities relating to the Games.

A2: Increase employment and training and development opportunities

Community Benefits in Procurement Policy (CBiP)

Glasgow City Council introduced the CBiP in August 2008, allowing for the scoring of potential contractors' bids on the basis of the economic and social benefits the bidder can offer for residents and businesses. Contractors were also encouraged to sign up to pay the Glasgow Living Wage – which stands at £7.50 an hour from April 2013. During 2012/13, the policy was extended into lower value tenders issued by the Council, resulting in work experience places being offered to graduates and students. The policy is currently under review with the intention of maximising the community benefits on all contracts procured across the Council Family. With assistance from the Council, a number of private sector developers have now adopted the use of community benefits into their own projects.

Key achievements:

- As of the end of June 2014, 500 New Entrant Trainees (NETs), from the long-term unemployed and those leaving education, have been recruited to work on Games-related infrastructure contracts, 168 of which are apprentices.
- 486 Work Experience Places have also been committed to with 275 of these fulfilled and the remainder to be delivered through the retrofit of the Athletes' Village to social and private sector housing.
- Through the use of Community Benefit Clauses in contracts, a number of contracts have been awarded directly to social enterprises (such as Unity Enterprises) and supported businesses which employ people with disabilities (such as Glasgow-based Royal Blindcraft Industries).
(A) PROSPEROUS GLASGOW

Commonwealth Apprenticeship Initiative

The Commonwealth Apprenticeship Initiative (CAI) aims to increase opportunities and employment for suitably skilled Glasgow school leavers. We also want to make sure all young people leaving care can find a job, access training or a college place. In 2012/2013, only 58% of care leavers were recorded as being in employment, education or training. In July 2012, a new pathway initiative, Launchpad, was introduced which provides Care Leavers with a six month pre-employment programme to support them onto the CAI programme or into other positive destinations leading to employment.

Key achievements:

- 3,144 Commonwealth Apprenticeship job placements have been secured for school-leavers in the period between the initiative’s launch in April 2009 and the end of March 2014.
- Of the 17 engaged with Launchpad, 4 progressed to employment, 2 progressed to further training and 11 gained qualifications.

Commonwealth Jobs Fund

The Commonwealth Jobs Fund was introduced in January 2011 in support of the newly introduced Glasgow Living Wage. The Fund supports small and medium sized enterprises to create new employment opportunities for unemployed Glasgow residents by supporting the salary costs for up to 12 months. The fund supports Glasgow residents aged 18-24 years who have been unemployed for 13 weeks, those aged 50+ and people aged 25-49 who are engaged in activity through the European Social Fund and are now ready for work.

Key achievements:

- As at end March 2014, 719 previously unemployed Glasgow residents had secured jobs through the Commonwealth Jobs Fund.

Commonwealth Graduate Fund

The Commonwealth Graduate Fund provides 50% wage subsidy for every additional graduate level job created for unemployed and under-employed graduates based in the city.

Key achievements:

- As at end March 2014, 577 graduates had secured employment through the Commonwealth Graduate Fund since its launch in January 2012, with the retention rate for those placed at over 92%.
- In October 2013, twenty-eight Glasgow graduates were recruited by the Council and its Arms-Length External Organisations for a period of one year to help support the city’s preparations for the Games in areas such as communications, marketing and programme planning.

The Commonwealth Youth Fund

The Commonwealth Youth Fund was launched in November 2012. The Fund is targeted at young people aged under 20 who are not apprenticeship ready, or those who left school to carry out additional training or further education but have so far failed
(A) PROSPEROUS GLASGOW

to secure employment. The Fund provides financial incentives to businesses to take on new workers.

Key achievements:
  o By end March 2014, 193 young people had been supported into work.

Personal Best

In May 2010, Glasgow East Regeneration Agency launched the pilot of the volunteering programme ‘Personal Best’. The programme used the volunteering aspect of the 2012 London Olympics as an incentive to attract participants. During 2012/13, Jobs and Business Glasgow secured funding from Big Lottery to continue the project with a further 285 participants to benefit from the next phase over three years commencing in Summer 2013, with volunteering opportunities emerging from the variety of prestige events being staged in the city including the MOBO Awards, the National Gymnastics events and the Commonwealth Games. Participants are provided with training (with an associated vocational qualification) and 20 hours volunteering experience at the appropriate events.

Key achievements:
  o In 2013/14, Personal Best worked with 81 volunteers.
  o 4 courses have now been completed with 48 clients participating
  o Of the 48 participants: 35 have completed the full programme including voluntary placement; 25 have gained qualifications; 2 have progressed to further vocational training; and 7 have secured employment to date.

A3: Improve the physical appearance of Glasgow, particularly in the East End

Clyde Gateway Urban Regeneration Company

Based in the East End of the city, Clyde Gateway is an Urban Regeneration Company (URC) involving Glasgow City Council (GCC), South Lanarkshire Council (SLC), Scottish Enterprise and the Scottish Government. The Games is helping the URC to deliver its ambitious 20-year plan (the largest of its type ever to have been undertaken in Scotland) which will see a £200 million public investment programme leverage a further £1 billion of private sector investment.

Key achievements:
  o With the support of Clyde Gateway, the Bridgeton community is now benefiting from a renewed Bridgeton Cross, an upgraded train station (with patronage significantly increased) and the redeveloped Olympia Theatre building, hosting a public library, learning centre, café and the national governing body for boxing.
  o New business space has been created to attract additional economic activity to the Clyde Gateway area including:
    ▪ 600 jobs located in the Eastgate Development in Bridgeton, including Glasgow Community Services and the Traffcom Centre.
    ▪ a new £3.5 million office suite for up to 30 small and medium sized firms is scheduled for completion at Eastgate Phase II in Bridgeton in June 2014.
    ▪ over 1000 staff relocating to the new 120,000 sq ft Grade ‘A’ Police Scotland office facility at the Dalmarnock Riverside East development on the banks of the Clyde.
(A) PROSPEROUS GLASGOW

- Construction was completed in March 2013 of a new office suite on Dalmarnock Road.
- Following the successful completion of Phase 1 (3 units covering 6,000 square metres) of the Clyde Gateway East Business Park on London Road, planning applications have now been submitted for the £14 million Phase 2 development which will see a further 75,000 sq ft of industrial/warehousing space created.
- A regional Strategic Urban Drainage System (SUDs) pond has been completed in Dalmarnock at the power station site.
- A new ‘Smart Bridge’ with power and heating link across the Clyde between Dalmarnock and Shawfield has been installed.
- Roads and public realm has been upgraded in the area around Dalmarnock Station, along the Clyde Walkway on Dalmarnock Road, Strathclyde Street and Swanston Street.
- A total of 46 New Entrant Trainees have been recruited and 53 work experience places have been delivered through Community Benefit Clauses attached to the 14 Games-related Clyde Gateway projects.

Glasgow Royal Concert Hall (GRCH) Extension

The project sees the addition of a new extension to the Glasgow Royal Concert Hall and the refurbishment to areas of the existing GRCH adjacent to the new wing. Providing a new home for the Royal Scottish National Orchestra (RSNO), the new building will accommodate a new rehearsal / recital hall with a capacity of approximately 600 seats, education spaces, practice rooms, management / admin offices, foyer and circulation spaces.

Key achievements:

- Retail units, back of house, and front of house areas were completed in July 2013.
- 28 New Entrant Trainees have been employed on the project so far with a further 62 places committed to be delivered through the internal work to the Concert Hall.

Calton and Barras Action Plan

An Area Development Framework (ADF) for Calton and the Barras has been developed, a key gateway to the East End of the city between the city centre, the Commonwealth Games venues and regeneration initiatives undertaken by Clyde Gateway. The Framework provides a 15 year strategic vision for the regeneration of the area including development of vacant land, the reuse of key buildings and the improvement of streets and spaces to create an attractive, resilient and well-connected neighbourhood in the East End of Glasgow.

Key achievements:

- Work is ongoing to improve 68 shops through the Barras Shopfront Improvement Grant Scheme.
- Barrowland Park works have been completed with the park officially opened.
- A joint venture with Velocity saw two permanent, and various temporary, artistic installations placed along London Road celebrating links to Games venues in the East End.
- Improvements have been made at St. James Square including improving the playing field’s lights, the installation of play equipment and wall painting.
(A) PROSPEROUS GLASGOW

- Public realm enhancements have been made to Greendyke Street/London Road to create a pedestrian friendly environment
- Environmental improvements have been completed at Morris Place and along Gallowgate.

Commonwealth House

In 2010, when Glasgow 2014 Ltd, the Organising Committee (OC), was seeking larger accommodation for its rapidly expanding workforce, the Council identified a newly vacant property from its portfolio as a potential base. Based at the east side of the Merchant City at the gateway to the East End, the office space, which was subsequently named Commonwealth House, required extensive refurbishment.

Key achievements:

- The creation of 108,000 sq ft of high quality office space, providing a catalyst for further investment in the area
- The renovation was undertaken by City Building, in conjunction with Royal Strathclyde Blindcraft Industries (RSBi) a social enterprise which employs disabled people to make high-quality furniture
- War veterans from Afghanistan and Iraq were employed to work during the renovation at Commonwealth House, all of them recruited through the Council's Helping Heroes campaign which assists ex-soldiers in finding work.

Hydro Arena

Created by world-renowned architects Foster + Partners, the Hydro opened in September 2013. Seating 12,000, the Hydro is the largest entertainment venue in Scotland and the only one of its scale in the UK designed specifically to host national and international artistic performances and sporting events. It served as the venue for the gymnastics (artistic and rhythmic) and netball (finals) competitions. The Hydro is expected to play host to around 140 events each year, and has the potential to inject an additional £131 million into the local economy.

Key achievements:

- Through the use of a Community Benefit Clause, 123 New Entrant Trainees were employed in the construction of the new venue
- The venue has already secured and hosted a number of international sporting and cultural events (including the 2013/2015 MOBO awards, the 2015 World Artistic Gymnastics Championships and the MTV Europe Music Awards)
- In April 2014, the venue was announced as Winner of the Tourism and Leisure Category at the 2014 Royal Institution of Chartered Surveyors (RICS) awards in recognition of its role in cementing the city’s reputation as a host for international events
- Through the Strategic Major Events Forum (SMEF), Glasgow has attracted conferences worth an estimated value of £26.9 million and events worth an estimated value of £15 million to the Hydro.

Parkhead Cross Townscape Heritage Initiative

The second phase of this 5 year programme will see more than £4 million of grants being awarded to projects that aim to improve the quality of the built environment and transform the area, which is close to some of the key locations for the Glasgow 2014 Commonwealth Games, into an attractive place to live, work and shop
(A) PROSPEROUS GLASGOW

The second phase of the initiative will fund a wide range of projects, including the conversion of the former Westmuir Street School, the restoration of the derelict gatehouse at the Eastern Necropolis and a programme of community heritage events aimed at increasing understanding of local history and fostering an appreciation of the historic buildings within the area.

Key achievements:

- Phase 1 saw £3.5million invested in a range of projects including repairs to landmark buildings, the reinstatement of more than 20 historic shopfronts and a package of public realm works around the historic Parkhead Cross.
- Major building repair works are being undertaken by the Archdiocese of Glasgow to St. Michael’s Roman Catholic Church.
- The first shop front improvement in Phase 2 of the Shop Front Improvement Programme has commenced with procurement completed for and works ready to begin on a further 4 shopfronts.
- Improvements at Westmuir Street School commenced in May 2014.

EVALUATION OF PROSPEROUS ACHIEVEMENTS TO DATE

What effect has the Games had on business?

With the core period of capital investment in Games-related projects coinciding with the wider economic turn down from 2009, it was even more important that Glasgow-based businesses could successfully compete for as much of the public sector's capital investment on venues and transport as possible.

The Scottish Government’s analysis of the legacy-related economic indicators suggests some measures of the economy at the Scottish and Glasgow level are showing signs of recovery following the significant global downturn in 2008.

The investment in Games-related capital infrastructure is now complete. The achievements highlighted above in the Glasgow Business Portal project update demonstrate the success of Glasgow and Scottish businesses in winning Games-related contracts, ensuring that Games-related investment has supported the city, regional and national economy. Economic modelling undertaken by the Scottish Government as part of the work of the Games Legacy Economic Evaluation Group (GLEE) has calculated that the construction and refurbishment spend alone on Games venues and the Athletes’ Village contributed £52 million to Scotland’s GVA in each of the six years leading to 2014.

The Organising Committee’s procurement of goods and services for the Games themselves (e.g. the sports events and the cultural programme and ceremonies content), is also complete, providing contracts for businesses in the events and creative sectors. Economic modelling of the estimated economic impact of the OC’s expenditure on the Scottish and regional economy will be undertaken in early 2015 on production of the OC’s final accounts.

In addition to the direct and immediate benefits set out above, the signs are also encouraging that Glasgow businesses’ capacity for winning future public sector contracts has been improved. By registering to compete for Games contracts, businesses are now eligible to receive notification of other public sector opportunities. To date, Glasgow-based businesses have secured 20% (52 of the 261) non-Games contracts awarded. A survey will be undertaken with companies registered on the Glasgow Business Portal later in 2014 to determine the hard and soft benefits achieved.
(A) PROSPEROUS GLASGOW

through their registration on the Portal and the business support they have accessed as a result.

Benefits are also expected for the tourism sector as a result of Games time visitor expenditure. A Games Time Visitor Survey commissioned by GCC, Glasgow Life, GCMB and the Scottish Government will provide estimates of the GVA and employment created due to visitor expenditure at Games time – much of which will benefit the tourism sector (hotels, leisure and visitor attractions). Initial results of the study indicate that approximately 600,000 visitors attended the Commonwealth Games. The estimated expenditure of these visitors and the resultant economic impact of this expenditure will be reported in October 2014 and March 2015 respectively.

What effect has the Games had on employment?

The full effects of the Games on employment will not be known until March 2015, however, the GVA from the construction and refurbishment of venues and that which has been generated from the OC spend so far has played an important role in supporting and increasing employment, training and development opportunities across the city.

Indeed, expenditure on Games venues and the Athletes’ Village is estimated to have supported on average around 1,000 jobs in each of the six years leading to 2014. In addition to these jobs, the Games Organising Committee, Glasgow 2014 Ltd, was employing approximately 1,500 staff at Games time, with an estimated 30,000 people employed through the contractor supply chain for the Games. The Department of Work and Pension (DWP) assisted subcontractors to fill vacancies brought about by the increased demand for Games time activity. Of the first 4,000 assisted into employment by DWP, 40% are Glasgow-based residents. Final figures on the employment benefits at Games time will be available in the next progress report in 2015.

In addition to the direct employment benefits from the construction and Games contracts themselves, indirect and induced economic benefits also occur (employment and GVA) as the funds from these contracts trickle down through subcontracts and employees’ spending into other areas of the wider economy. Through the Glasgow Employability Initiatives and Community Benefit Clauses around 5,200 education leavers, unemployed or underemployed people have now gained employment on Games-related contracts and in the wider economy, reducing claimant numbers and contributing to the up-skilling of the workforce for the longer term.

What is the impact of the Games on the lives of the local community in the area most directly affected by the investment?

There is evidence that Games investment is supporting the socio-economic regeneration of the East End of Glasgow, particularly in the Dalmarnock, Bridgeton, Calton and Barras areas.

By integrating Games investment with other regeneration plans, significant levels of vacant and derelict land have been remediated with new housing, sports and community facilities, business spaces, public realm and transport infrastructure in their place. The Clyde Gateway URC has been key to ensuring that the community has been consulted and engaged on this redevelopment activity and has been able to access employment opportunities through the community benefit clauses on Clyde Gateway’s contracts too.
(A) PROSPEROUS GLASGOW

A recent study conducted for Clyde Gateway estimated that the £100 million investment on Games-related projects undertaken by the URC has supported on average around 200 jobs and contributed £10 million to Scotland’s GVA in each of the six years since 2008.

The two new major roads in the East End, the Clyde Gateway Regeneration Route and the M74 Completion Project, which were important elements of the Games Route Network, are also expected to support the economic regeneration of the East End. A study is underway to determine the extent to which the M74 has helped to attract investment to the area. Results of this study will be reported in future legacy progress reports.

There is evidence that communities within the regeneration area are feeling the positive effects of investment. The baseline survey of 1,600 residents for a longitudinal study of the East End Local Development Area, known as GoWell East, found that 7% of working age respondents had undertaken paid employment related to the construction or operation of the new Games facilities or related improvement projects during 2011/12, with a further 15% identifying their recent or current training, apprenticeship or work experience as being linked to Games-related projects.

There is also evidence that the area is increasing in attractiveness with the GoWell East survey finding 44.5% of residents believe their neighbourhood has improved over the past three years, making positive perceptions of neighbourhood change far more common in the East End than in other deprived areas and across Scotland generally. Respondents in the city-wide Glasgow Household Survey 2014 also recognise this improvement citing regeneration and housing as being among the main improvements occurring in the city as a result of the Games. Further evidence of the growing attractiveness of the area is the high level of reservations for the multi-award winning housing in the Athletes’ Village, with almost all 300 homes which are for sale already reserved, making the Village one of the best-selling regeneration projects nationally. The success of the development has seen the Village win several industry awards, including the 2014 Royal Institution of Chartered Surveyors (RICS) Scotland award for regeneration.
ACTIVE GLASGOW OBJECTIVES

By providing a range of new and improved world-class venues across the city, alongside increased support for sports clubs and physical activity classes, more people than ever before are being encouraged to adopt more active lifestyles. Growing club membership is increasing the talent pool from which world-class athletes are emerging.

Through the activities of the Active Theme projects we are working to:

(B1): Increase the capacity of the sports infrastructure, through improved club development and coach education

(B2): Increase participation in sport and physical activity and contribute towards improving health and wellbeing of Glaswegians.

ACTIVE GLASGOW CONTEXT

Since 2009, £196 million has been invested in sports facilities across the city including those which will serve as Games venues. Over this period, attendances across all of Glasgow Life’s sports facilities have grown from 5.4 to 6.6 million.

Figure 4 shows that during this period, population level trends in physical activity levels have remained relatively unchanged, with only 37% of Glasgow’s adult population reporting that they were meeting the recommended levels of physical activity (30 minutes of moderate or vigorous exercise at least 5 times a week) in 2011\(^3\) (similar to Scotland’s 38%).

![Figure 4: Proportion of Glasgow adult population meeting recommended physical activity guidelines (2009-2012)](image)

Source: Scottish Health Survey

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\(^3\) In 2011, a new guideline came into effect of 150 minutes of moderate activity a week, in bouts of at least ten minutes, or 75 minutes of vigorous activity.
Figure 5 shows that in terms of the percentage of adults participating in sport in the last four weeks, the gap in participation levels between the Glasgow and the Scottish rates has closed during the period from 2008 with 50% and 51% participating respectively in 2012. A survey of residents in the East End of Glasgow undertaken in 2012 as part of the GoWell study found higher levels still of participation in sport with 58% of respondents reporting that they had participated in a sporting activity in the last 4 weeks.

Figure 5: Percentage of adults participating in sport (excluding walking) in the last four weeks (2008-2012)

ACTIVE GLASGOW RESEARCH EVIDENCE
A more recent review of the latest literature undertaken by the Scottish Government concluded:

- simply hosting a major sporting event does not, in and of itself, lead to automatic population shifts in physical activity. Nonetheless, increases in sports participation amongst certain groups, and under certain conditions, may be plausible due to the Games (the demonstration effect).
- A population shift in participation level is unlikely without genuine efforts to embed legacy aspirations into long-term policies.
- The evidence highlights the 'white elephant' phenomenon - essentially insufficient long-term planning for use of Games infrastructure - as a risk.

ACTIVE GLASGOW PROJECT PROGRESS

Club, Coaching and Volunteering Strategy

We are helping community clubs to develop and grow so they can attract more resources, coaches and volunteers, and deliver better sporting and personal development opportunities to their members and communities.
(B) ACTIVE GLASGOW

We are helping to create and grow voluntary clubs by developing ‘school to community club links’ through the provision of taster sessions, showcase events and club nights. These events aim to encourage local young people to join a local sports club, ensuring their participation and the future sustainability of the clubs. We are helping to improve the quality and safety of clubs with the roll out of accreditation schemes to the city’s community clubs, including Glasgow Clubmark, GymMark, SwimMark and QualityMark.

Through our Coaching Strategy we are ensuring the city has a larger workforce of better qualified coaches and officials in community clubs and schools meaning more participants benefit from improved coaching provision, positively impacting on their participation and performance.

Key achievements:

- At the end of March 2014, 112 clubs had achieved accreditation – a 400% increase from the 2009/10 baseline of 34. In March 2014, Glasgow Life hosted its third recognition event for clubs who have achieved ClubMark status. During 2013/14, 14 Glasgow Sports Club Showcase Events were held across the city, offering young people the opportunity to participate within a number of new sports all delivered by volunteers from local sports clubs. These showcase events helped to create 1,107 school-to-club links in 2013/14 – significantly more that the 400 created in 2009/10. Since 2009, 3,778 links have been developed.

- The 2014 Sporting Chances project saw young Social Work Services clients take part in a four-week programme of sport participation at the Emirates Arena. Following an induction session, the young people participated in a sports programme involving track cycling, badminton and basketball. In addition, Glasgow Life Modern Apprentices supported the programme throughout to assist with coaching, registration and being a positive role model to young people involved in the programme.

- During 2013/14, Glasgow Life worked with 636 clubs – up from 327 in 2009/10. This growth in the number of clubs we are supporting has seen a corresponding increase in the number of volunteers and club members eligible for, and benefiting from, our support, with volunteers growing from 2,139 during 2009/10 to 3,848 during 2013/14 and junior members more than tripling from 4,485 junior members in 2009/10 to 16,535 during 2013/14.

- Since 2009/10 over 14,783 coaching courses have been completed with the volume increasing year on year from a baseline of 2,018 in 2009/10 to 3,963 in 2013/14. This has increased the number of qualified coaches in the city that Glasgow Life has worked with each year from 2,350 in 2009/10 to 4,565 in 2013/14.

- During 2013/14, the Club Together Programme has been supporting athletics clubs across the city to recruit members and coaches and promote coach education within the city. Working in partnership with Glasgow Life and Education Services, the clubs have achieved the following results:
  - athletes increased from 847 to 1,779 (across 3 clubs)
  - coaches increased from 58 to 157 (across 2 clubs)
  - officials increased from 32 to 45 (across 2 clubs)
  - volunteers (non coaches/officials) increased from 43 to 86 (across 2 clubs).

- In 2013/14, Glasgow Life has been developing 7 Community Sport Hubs in: Drumchapel; Whiteacres; Easterhouse; Eastbank; Hillhead; Scotstoun; Croftfoot and Kings Park. It is hoped a total of 8 hubs will be developed by March 2015. The specifics of each hub and what it offers have varied according to local need and local resource. However all hubs are working to the following five principles:
(B) ACTIVE GLASGOW

- growing participation;
- engaging the local community;
- promoting community leadership;
- offering a range of sporting opportunities;
- bringing all appropriate (key) partners/groups/people together.

Whole Sport Plans (WSP)

We are developing WSPs and School Sports Plans (SSP) to provide the strategic direction for the development of priority sports and disability sports across the city in both school and club sport. The WSPs see us working in partnership with national governing bodies, the Glasgow School of Sport (GSoS) and the Scottish Institute of Sport (SIS) to strengthen and develop sports squad structures, including identifying and tracking talented performers at all levels, delivering individualised training and coaching programmes to athletes and providing competition opportunities.

A Disability Whole Sport Plan is currently under development with implementation beginning in August 2014. Glasgow Disability Sports Forum was launched in November 2012 supported by twelve clubs and over 200 athletes showcasing disability sports and pathway opportunities. Through the Playground to Podium initiative, disabled young people, including those with the potential to be elite athletes, are identified and nurtured through sporting pathways for entry into local clubs and coaching programmes across seven sports (cross country, athletics, swimming, football, badminton, boccia, lawn bowls and table tennis).

Through Glasgow City Council’s Integrated Sports Grants programme, we are also providing free access to Glasgow Life facilities for talented and elite Glasgow-based athletes for training purposes.

Key achievements:
- 15 Whole Sport Plans and 9 Schools Sports Plans are now in place
- The number of Glasgow-based athletes in performance and performance development programmes continues to grow from 316 in 2009/10 to 453 in 2013/14.
- A total of £28,888 IGF funding was awarded to 270 Glasgow based Talented Sports Performers from approx 30 sports. The facility usage for these athletes totalled £36,563. Therefore these athletes were supported by a total of £65,451 from Council funding during 2013/14.
- The total number of Glasgow athletes achieving selection to the Scottish Institute of Sport increased from 34 in 2009/10 to 77 in 2013/14.
- 60 young people participated in the Playground to Podium initiative during 2013/14.

B2: Increasing participation in sport and physical activity and contribute towards improving health and wellbeing of Glaswegians

Cycling Strategy / Active Travel

Glasgow’s Strategic Plan for Cycling 2010-2020 has been developed to encourage behaviour change and create significant improvements in Glasgow’s walking and cycling infrastructure. Key priorities include the successful delivery of the cycling infrastructure (see Walking and Cycling Network in Accessible Theme) and the creation of a Track Cycling Development Plan to create a pathway for the sport and ensure equity of opportunity across Glasgow.
(B) ACTIVE GLASGOW

Key achievements:
- Over 42,000 people used the Sir Chris Hoy Velodrome since opening in October 2012 and March 2014.
- A national track sprint squad has been established at the Sir Chris Hoy Velodrome.
- A new junior club, Glasgow Riderz, achieved GoRide accreditation through British Cycling, the first club in Glasgow to achieve this.
- Full coaching sessions established at Emirates Arena closed road circuit with 45 participants in regular attendance.
- The World Junior Track Cycling Championships 2013 was the best ever in terms of delivery and spectator numbers with over 8,500 spectators. Glasgow Life delivered a development programme during the championship including track accreditation sessions and race camp with the 30 places sold out.
- The British Road Race Championships attracted 30,000 spectators showing the massive appetite for the sport in the city.

Active Health

Designed to meet the activity needs of adults, the programmes, which are delivered in partnership with organisations including the NHS Greater Glasgow and Clyde and Glasgow Housing Association, include: Silver Deal Active, Vitality, ACES & Active Choices, Live Active GP Referral Scheme, Movemore, Running Network and Walking (rural) Programme. The programmes are being enhanced to increase accessibility. A new brand – Good Move - has been developed for the Active Health Programme in order to target those who are most inactive and not currently engaged in physical activity. Working with the Evening Times and NHS Greater Glasgow and Clyde, Glasgow Life is promoting its range of services through the Active 2014 Campaign to create exciting opportunities for individuals, communities and businesses to get active and improve the health of as many people as possible including the promotion of Active Health projects.

Key achievements
- Between April 2009 and March 2014 there have been 614,725 attendances at Active Health Programmes targeted at adults, 85,866 of which occurred during 2013/14.
- During 2013/14, we were successful in securing £237,500 for a 3-year Macmillan partnership to fund single point of referral for individuals affected by cancer. The project will see the training of physical activity champions in local communities across Glasgow
- We also secured £45,000 for a 2-year teenage girls dance project.

Diversionary Projects

Diversionary projects aim to engage disengaged young people from areas on the Scottish Index of Multiple Deprivation in sport. This programme delivers a range of sporting activities using mobile resource, youth clubs and schools, including athletics, basketball, badminton, football, tennis, racquetball, rugby union and hockey. Primarily focussed on the Cashback for Communities funding, programmes focus on introductory “street” activities that link to local clubs and mainstream opportunities to continue participation. We are currently delivering around 70 sessions per week in locations throughout the city with an average weekly attendance of just over 1,300 young people.
(B) ACTIVE GLASGOW

Key achievements:
- In 2013/14, 2,157 diversionary project sessions were delivered, with total attendances of 40,867.
- The Street Football Cup was held in George Square on 17th and 18th of May 2014.

Great Scottish Run

The Great Scottish Run remains one of Scotland’s largest mass participation events. Glasgow Life is developing the running infrastructure to support participants with running trails developed at Hogganfield, Knightswood and Ruchill parks and an additional £200,000 allocated during 2013/14 and 2014/15 to deliver a wider network of running trails in the city parks.

Key achievements:
- The Great Scottish Run on 6th October 2013 was attended by 23,000 adult participants, with a further 6,400 young people taking part in junior and schools races.
- The race was broadcast live on BBC for the first time, helping to raise the profile of the events and the city across the UK.

Physical Education, Physical Activity and School Sport (P.E.P.A.S.S)

The PEPASS steering group brings together all of the organisations, teams and Council services involved with delivering sport and physical activity to young people in a school and community setting including for example Active Schools Team which plans activities, trains volunteers, provides teachers with in-service training and organises extra-curricular activities.

Over the last year, the Integrated PEPASS Steering Group has undertaken a review of the primary and secondary school physical activity Continuous Professional Development programme to ensure that it meets the needs of teachers. The Group has also reviewed, in conjunction with sportscotland, the utilisation of school estates, community centres and church halls with a view to widening access. The recommendations of both reviews are now being rolled out and will help to ensure that 100% of Glasgow’s schools are meeting and maintaining the national targets for activity in school.

A key component of the Integrated PEPASS Group’s approach is their annual conference. The 4th Annual Integrated PEPASS conference - held in the Emirates Arena in April 2014 and attended by 185 people from ASL, primary and secondary schools – was led and planned by young people (PEPASS Promoters) who presented, performed and led workshops covering topics such as ‘Physical activity and sport in an ASL school setting.’

Key achievements:
- In 2013/14, 229 courses, seminars and workshops were delivered with 3,963 attendances. The sports covered included athletics, badminton, cycling, dance, golf, gymnastics, hockey, netball, rugby, tennis, table tennis, trampolining and volleyball.
- Active Schools saw 381 teachers taking part in physical education in-service training in 2013/14 – up from 145 in 2011/12.
(B) ACTIVE GLASGOW

- 29,472 physical activity opportunities were provided in primary and secondary schools for extra-curricular activity (breakfast, lunch and after school) in 2013/14.
- The number of trained volunteers supporting this extra-curricular activity increased significantly throughout the year from 384 in March 2012 to 804 in March 2014.
- The city has 4 Centres of leadership and Glasgow continues to be the biggest single Sports Leader programme in the UK.
- In 2013/14, 1,303 young people received Sports Leadership Awards – a huge increase from the 250 receiving an award in the 2009/10 baseline year – with the awards provided for:
  - 114 young people undertaking Dance Level 1 and 16 Dance Level 2
  - 303 Level 2 Sports Leader Awards and 701 Level 1
  - 170 play makers pilot.
- Working together, the PEPASS group has overseen 97% of primary schools across the city meeting the recommended 2 hours of PE per week and 100% of secondary schools delivering the recommended 2 periods per week.

City Sport Facilities

Unlike other mega events, where venues have been designed and built for a particular event, sometimes without any detailed plan for how the venue will be used after that event, Glasgow’s sports venues for the Commonwealth Games have all been open and in use by Glasgow’s residents, community clubs and budding athletes for more than a year before the start of the Games. Indeed, the main challenge facing venue managers is accommodating the high level of demand for the venues, reflecting the fact that sustainable business plans were developed for each of the venues with community use at the heart of their design. All venues have been delivered on time, on budget and to high quality (e.g. BREEM certificates achieved for all venues). Descriptions and achievements for individual venues are set out below:

Emirates Arena and Sir Chris Hoy Velodrome

The venue played host to the badminton (arena) and the cycling (velodrome) competitions for the Games. The new venue, opened in October 2012, provides a new indoor sports arena (one of the largest of its kind in Europe), a velodrome, community sports facilities, dance and fitness studios, external multi-court areas (and office space for Glasgow Life Sports Development unit and several national sports governing bodies. The arena is also a national training centre for athletics, basketball, netball, track cycling and volleyball and is the new home of Scotland’s only professional basketball team, the Glasgow Rocks, and Scotland’s leading netball side, the Glasgow Wildcats. A Happy Hour is provided at the arena’s outdoor football facilities every Wednesday where people under the age of 18 can access five-a-side football pitches free of charge.

Key achievements:
- Since opening and to March 2014, there were 543,533 attendances at the leisure facilities, including 42,000 attendances to the Velodrome track.
- In addition to this high level of community use, the venue has also played host to a number of world-class events in addition to the Commonwealth Games including:
  - At the velodrome:
    - UCI Track Cycling World Cup (2012)
(B) ACTIVE GLASGOW

- Scottish National Track Championships (2013)
- UCI Junior Track Cycling World Championships (2013)
  - At the arena:
    - World Cup Gymnastics (2012/13)
    - Northern European Gymnastics Championships (2012)
    - British International Athletics (2013)
    - World Premier Netball Club Challenge (2012)
    - European Cheerleading Championships (2013/14)
    - World Youth Netball Championships (2013)
    - Glasgow International Match Athletics (2013/14)
    - Four Nations Karate (2013/14)
    - Badminton World Federation Grand Prix (2014)
    - Glasgow European Open Judo (2013/14).

**Tollcross International Swimming Centre and Extension**

The upgraded facility provided the competition venue for swimming in Glasgow 2014. Following a massive refurbishment project, the competition pool has been upgraded and an additional six-lane 50 metre swimming pool built (to serve as a warm-up pool in 2014) - creating one of the largest facilities of its type in Europe. The project has also delivered 2,000 additional permanent spectator seats, a new pool-side event control room, new fitness and health suites, an extension of existing changing facilities, upgraded cafe and a general upgrade / refresh of existing facilities. This venue also houses the re-location of facilities lost due to the fire at the former Shettleston Halls and includes a public hall, function rooms, dance studio, dressing room and community hall.

The venue is used on a daily basis by the local community (including the centre’s 5,000 Glasgow Club Members), the schools learn to swim programme (targeted at school children from primary three to seven), giving people of all ages and abilities the chance to swim and train in a world-class venue, including free swimming for all residents under 18 years of age and adults aged over 60. The centre is also the base for the City of Glasgow Swim Team.

**Key achievements:**

- Since re-opening the venue has hosted national and international events including:
  - Duel in the Pool 2013
  - British Gas Swimming National Championships 2014
  - British International Disability Swimming Championships 2014
  - British Open Invitational Swimming 2014
- The IPC World Swimming Championships have been secured for 2015.

**Glasgow National Hockey Centre**

Situated at Glasgow Green, the venue’s two floodlit synthetic pitches, changing accommodation and a 532 permanent spectator stand, were host to the Glasgow 2014 hockey competition. Glasgow Green itself also hosted the start and finish points of the marathon and the road cycling and time trial events.

**Key achievements:**
(B) ACTIVE GLASGOW

- Since opening, the venue, which is headquarters for Scottish Hockey, has been used by Glasgow schools for training and competition and to events including the 2014 Hockey Championship Challenge.
- The water based pitches are also being extensively used by clubs, coaching, national squad training, and league and event competition.
- During 2013/14, the venue was programmed to 80% capacity, which will increase for 2014/15 with the programming of after school activities.
- Over 3,000 young people have participated in a number of successful youth events (over and above regular bookings) at the venue, including the Youth Olympics, The Hockey Festival and the Champions Challenge.

Cathkin Braes Mountain Bike Centre

Cathkin Braes Country Park provided the venue for the Glasgow 2014 mountain bike competition. The country park, jointly owned by Glasgow and South Lanarkshire Councils, provided an ideal backdrop for a major international event with its stunning views over the city, an excellent mix of terrain and benefiting from convenient access from the city for both elite athletes as well as local communities. The international standard mountain bike course is approximately 5.8km long with circuits graded to suit different skill and fitness levels.

A permanent mountain biking facility will remain as a legacy of the Glasgow 2014 Commonwealth Games suitable for further major events and as a sustainable community facility. We are working to develop a trail centre and community hub at St. Martins Church at Cathkin Braes including attracting funding to re-develop the site and put in place a workforce to deliver activities and manage the centre. Further consultation and review of business plan will be undertaken in 2014/15.

Key achievements:
- Over 800 entries were received in a competition for local schoolchildren to name the standout features of the Mountain Bike course. 8 winners were selected from schools within 1.5 mile radius of Cathkin Braes. Amongst those selected were: Brig O’Doom; Broken Biscuits; and Clyde Climb. Glasgow schools named 4 out of the 8 final features.
- Since the completion of the new course, the venue has successfully hosted the 2013 British Mountain Bike Cross Country Championships.

Kelvingrove Lawn Bowls and Kelvingrove Park East Pavilion

Kelvingrove was the venue for the Lawn Bowls competition at Glasgow 2014. The existing facility was upgraded to international standard with the reconstruction of five bowling greens, adjacent infrastructure works and the upgrading of the bothy. Additional facilities have also been created for users of the lawn bowls and tennis facilities with the creation of the new Kelvingrove Park East Pavilion.

We are encouraging the growth of both tennis and lawn bowls through the provision of free bowling and outdoor tennis for children, young people and adults of all ages in parks throughout the city. We plan to establish a network of community tennis hubs in parks, the first phase of which will see new developments at Kelvingrove, Drumchapel and Knightswood parks in the north west of the city and Queen’s Park in the south.

Key achievements:
(B) ACTIVE GLASGOW

- As part of the development work for the Games, the topsoil from the former Kelvingrove bowling greens was recycled at two of Glasgow’s municipal golf courses, Lethamhill and Ruchill.
- The venue has already played host to the 2013 Eight Nations Commonwealth Bowling Championships.

Scotstoun Sports Campus

The venue formed one of the precincts of the Games, hosting both the squash and table tennis competitions. The venue has been extended to include six new permanent squash courts for singles matches, with the capability of conversion to four doubles courts, new permanent seating and additional dance fitness studios. It also features a glass-walled show court, ensuring spectators get a great view of the action, while a much enlarged Glasgow Club Gym can be easily converted into additional temporary spectator space for major squash events. The venue is already a popular sporting and community resource which includes the National Badminton Academy, indoor tennis centre and other fitness facilities.

Scotstoun Stadium

The redeveloped Scotstoun Stadium, the training venue for the Glasgow Warriors Rugby Club, provided an athletics training venue for Glasgow 2014.

Key achievements:
- Since reopening in 2010 there have been 500,000 attendances at the stadium.
- The stadium has played host to a number of events including the IRB 7s 2012, 2013 and 2014.
- The new facilities have seen attendance at the leisure centre growing year on year with overall usage for the venue last year breaking the 1 million barrier.

Toryglen Regional Indoor Training Centre

This £16 million community sports facility, which was opened in April 2009, provided a training venue for the 2014 Games. Back in 2010, the centre also provided a rehearsal space for Glasgow’s performance at the Delhi Flag Handover Ceremony. The facility accommodates top quality two-star standard full-size synthetic grass pitches, with three outdoor, and one indoor pitch. It also includes a dedicated goal-keeping training area and a full-size natural grass pitch.

Key achievements:
- Since reopening in April 2009 there have been 1.67 million attendances at the venue.
- A number of high profile sporting events have also been hosted at the venue including the CPISRA European 7 a side Championships, Scottish Schools Finals, the Scottish National Disability Football Championships and the SWFA National Squads Training camps for all age groups.

EVALUATION OF ACTIVE THEME ACHIEVEMENTS TO DATE

Have legacy investments and programmes which aim to increase physical activity contributed to change?
A range of programmes to get the adult population more active has been developed including Silver Deal Active, Vitality, Live Active GP Referral Scheme, Movemore and Running and Walking Networks. Since 2009, £196 million has been invested in sports facilities across the city including those which will serve as Games venues. Over this period, attendances across all of Glasgow Life’s sports facilities have grown from 5.4 to 6.6 million.

Research questions relating to whether the Games has contributed to sustained changes in physical activity and whether the Games has had a demonstration effect among those already, or recently, physically active and a ‘Festival’ effect on those who are currently sedentary will not be answered at this stage. However, research commissioned by Glasgow Life in early 2014 on the impact of the investment in Commonwealth Games venues found that 66% of Glasgow Clubs users had increased their frequency of use of the upgraded venues post investment and a high proportion of users of all of the venues (46%) reported that their use of the venue had encouraged them to take part in a new activity (or they planned to do so in the future).

When respondents to the Spring 2014 Glasgow Household Survey were asked what changes hosting the Games would encourage them to make, 16% stated they would participate in more sport or physical activity. The next survey in Spring 2015 will test the extent to which this has happened.

However, while the research to date has shown that a significant proportion of residents intend to exercise more, a sustained effort is still required to encourage a population level improvement in physical activity, especially for the least active. We aim to support this through Glasgow Life’s new approach to the marketing of their physical activity participation projects under a new unified brand ‘Good Move’ with the simple message of ‘move more’. Throughout 2014, the Evening Times has also supported the promotion of the participation programmes and sports facilities via its year-long Active 2014 campaign. Programme participation will be monitored to determine whether improved reach is being achieved into the target market of those with participation levels below the recommended levels.

**How has investment in world class facilities enhanced reach into communities?**

Glasgow’s approach to delivering the Games using existing venues where possible (70% were in place at the time of bidding), has meant that the risk of creating underused facilities was already lower than other Games. Unlike other mega events, all new or upgraded Games venues, were designed around the community’s use and needs, were completed on budget and were open for use one year before the Games began. Attendance targets have been exceeded at all Games venues and Glasgow Club membership continues to grow. The exceeding of operating targets across all new and refurbished venues over the last year is extremely encouraging, indicating that the business plans for the venues are realistic. The EKOS study showed, satisfaction ratings with the new venues are extremely high with almost all users (both Glasgow Club and casual users) rating venues as very good or good. Common aspects rated positively were the quality of the facilities, the sports/activities offering, opening times and location, indicating user needs have been incorporated at the design and planning stage.

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42% of GoWell East survey respondents said in 2012 they intend to use new or improved sports facilities in their area linked to the Commonwealth Games. The extent to which this has happened will be measured in the 2014 and 2016 survey waves.

When respondents to the Spring 2014 Glasgow Household Survey were asked what changes hosting the Games would encourage them to make, 14% stated they will make more use of local sports facilities. The next survey in Spring 2015 will test the extent to which this has happened.

Research commissioned by Glasgow Life on the impact of the investment in Commonwealth Games venues\textsuperscript{5} found that overall, stakeholders felt that there were a number of mechanisms and approaches in place to encourage participation and that these were working well in practice. This was felt to be evidenced by numbers involved, growing Glasgow Club membership, and growth in club membership. Other examples cited of community reach included: the regular lets at the venues to community clubs; the provision of free tickets (and discounted tickets) to local school children to be spectators at sporting competitions and events, e.g. Glasgow Rocks games; the community wing at the Tollcross bringing people into the venue that might not normally be attracted and some as a result starting to use the sports facilities; and the provision of a range of activities to welcome local residents e.g. a weekly session on a Friday evening in the velodrome for local people.

How have volunteers been able to get involved in supporting physical activity? Are Glasgow clubs able to meet the demands for growth in volunteering?

A key lesson learned from previous Games is that the community-sports sector needs to be prepared to capitalise on the increased interest and awareness in sport generated by the Games. Glasgow Life legacy programmes have provided support to local voluntary clubs to improve quality, grow membership, recruit volunteers and train coaches to a high standard. New member recruitment and retention, essential for club sustainability, has been supported, through club showcase events and taster sessions in Glasgow schools, with 3,778 school-to-clubs links created since 2009.

Clubs have recognised the benefits of working in partnership and since 2009, the number of clubs working with Glasgow Life has almost doubled from 327 in 2009/10 to 636 in 2013/14. This growth in clubs has resulted in a corresponding increase in the number of volunteers (rising from 2,139 to 3,848), coaches (up from 2,018 to 3,963) and club members (more than tripling from 4,485 to 16,535) which are eligible for, and benefiting from Glasgow Life’s support.

To flourish, clubs require suitably qualified coaches and quality management practices. Since 2009, participants have completed 14,783 coaching courses, meaning more club members are receiving improved coaching, positively impacting on their performance. Over the period, Glasgow Life has also supported 112 clubs to achieve quality scheme accreditation (e.g. Clubmark, GymMark, SwimMark and QualityMark) – a 400% increase from the 34 which were accredited in 2009.

To what extent has 2014 provided learning for sport facility managers and service providers in shaping new practices?

\textsuperscript{5} Evaluation of the Investment in Commonwealth Games Venues: Interim Report for Glasgow Life, EKOS Consultants, May 2014
(B) ACTIVE GLASGOW

Through the development of Community Sport Hubs (CSH), clubs are being encouraged to undertake joined up promotion activity and to develop and share community sports facilities. So far, 7 CSH have been developed at Drumchapel, Whiteacres, Easterhouse, Eastbank, Hillhead, Scotstoun, Croftfoot and Kings Park. In conjunction with sportscotland, a review of the utilisation of school estates, community centres and church halls has been completed with a view to widening access and developing more sports hubs based around these facilities.

Research commissioned by Glasgow Life on the impact of the investment in Commonwealth Games venues\(^6\) found that the co-location of Glasgow Life sports development staff and several national sports governing bodies at the Emirates Arena has had a positive effect on staff morale, communication and partnership working. For example, the study found that, co-location has meant the arena has become a meeting place for various stakeholders involved in the many facets of sport - with interaction between different agencies happening on both a formal and informal basis. Additionally, having coaching staff based at the venue means interaction with those participating in sport (many train and play on the same site), including those at an elite level, is much easier.

INTERNATIONAL GLASGOW OBJECTIVES
With an estimated global TV audience of 1.5 billion, the Glasgow 2014 Commonwealth Games provided the biggest opportunity in Glasgow’s history to showcase the best of Glasgow to the rest of the world.

Through the activities of the International Theme we are working to:

(C1): Contribute towards Glasgow's reputation and image
(C2): Attract inward investment, leisure and business tourism
(C3): Attract a range of cultural and sporting events to the city
(C4): Develop Glasgow's tourism industry.

INTERNATIONAL GLASGOW CONTEXT
Glaswegians are overwhelmingly proud of their city. The Glasgow Household Survey results show that 85% of Glasgow residents feel proud of Glasgow and when asked how they would rate Glasgow compared to other Scottish cities, 73% stated 'one of the best' and 'above average'.

International perceptions of the city are also increasingly positive. The city is now ranked as the 8th best sports city in the world by the SportsBusiness Ultimate Sporting Cities Awards in April 2014.

Glasgow also ranks consistently in the top ten of European financial centres. A recent survey by the Financial Times ranked Glasgow 2nd in Europe for ‘Best Large City of the Future for Foreign Direct Investment’ as a result of strong performance in human resources criteria due to the 65,000 students across Glasgow's five higher education institutions.

With the globalisation of higher education, Glasgow is now competing more than ever with other cities to attract students. Perceptions amongst those who have already come are overwhelmingly positive. In 2013, Glasgow Caledonian University had the UK’s second highest satisfaction rating by its international students, with the University of Glasgow in 4th place.

In terms of tourism trends, the combined number of overnight tourism visits to Glasgow (overseas and domestic) has risen from 2.0 million in 2008 to 2.2 million in 2012. Within this overall number, there has been a decrease in overseas visitors - reflecting the national trend over the period – with the overall increase due to growth in the UK domestic short break market. This trend is due to the European recession in Glasgow key markets – France, Spain, Germany and Ireland. However, UK marketing by Glasgow City Marketing Bureau (GCMB) has helped to drive UK volumes to replace inert markets.
Table 1 shows Glasgow hotel occupancy and yield have been rising since the collapse in the economy in 2007.
(C) INTERNATIONAL GLASGOW

Table 1: Hotel Occupancy (2008/09-2013/14)

<table>
<thead>
<tr>
<th>YEAR</th>
<th>% OCCUPANCY</th>
<th>REV PAR* £</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008/2009</td>
<td>74</td>
<td>49.00</td>
</tr>
<tr>
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<tr>
<td>2013/2014</td>
<td>80</td>
<td>51.83</td>
</tr>
</tbody>
</table>

(source: Glasgow’s Tourism Indices [www.glasgowtourismstrategy.com/dashboard](http://www.glasgowtourismstrategy.com/dashboard)

* Revenue per Available Room)

Figure 6 shows visitor perceptions of Glasgow and satisfaction ratings gathered from Visitrac (a web-based survey system) for the period from June 2013 to June 2014 (based on 1,506 completed surveys). The high proportion of those which are satisfied and enthusiastic about the city reflects positively in terms of recommendations as a visitor destination.

Figure 6: Overall Rating of Glasgow (June 2013-June 2014)

Figure 7 shows that over 60% of visitors were positive promoters and highly likely to recommend the city as a place to visit.
Figure 7: Likelihood of recommending as a place to visit (June 2013-June 2014)

How likely are you to recommend Glasgow to someone else as a place to visit?

![Bar chart showing the likelihood of recommending Glasgow as a place to visit.](chart1.png)

Source: Visitrac

Figure 8 shows that just under 40% of visitors were optimistic of a correlation between hosting the Commonwealth Games with a positive image and perception of Glasgow as an international destination. Another 40% of visitors were satisfied but more passive in recognising the impact of being a host city.

Figure 8: Impact of Games on Glasgow’s status as an international destination (June 2013-June 2014)

How do you think hosting the Commonwealth Games in 2014 will impact on Glasgow’s status as an international destination?

![Bar chart showing the impact of hosting the Commonwealth Games on Glasgow’s status.](chart2.png)

Source: Visitrac
INTERNATIONAL GLASGOW RESEARCH EVIDENCE

A recent literature review undertaken by the Scottish Government (SG) has concluded that:

- some host cities have experienced a boost to their reputation and profile as a result of hosting a major sporting event.
- there may be particular scope for growing the events industry by using the Games infrastructure and the developing skills base (paid and voluntary).
- The evidence for long term economic legacy is limited and depends upon a step change to international reputation. SG concludes that, given the evidence, Scotland's international reputation will be enhanced by hosting a successful Games.
- Although Scotland already has well known international strengths in culture and festivals, there is some evidence that the scale and reach of cultural programmes associated with major Games can lead to development of the cultural and wider creative industries sector. New partnerships at strategic and project level, for example, can sustain beyond events.
- SG expects the Games to have an impact on the hospitality and tourism sectors in 2014. For each £100 million of additional tourism spend in 2014, around 1,300 FTE jobs will be supported and it will contribute £45 million to Scottish GVA.
- There is limited evidence to assess what the long term impact of hosting a major event and its related festivals is on the culture sector.

INTERNATIONAL GLASGOW PROJECT PROGRESS

C1: Contributing to Glasgow’s reputation and image

Glasgow Destination Portal and City Brand

Figure 9: Portal and City Brand

During 2013, we updated the city’s marketing brand in time for the media attention which would be bestowed upon the city at Games time, transitioning from the
‘Glasgow: Scotland with Style’ to the new, PEOPLE MAKE GLASGOW brand. The new brand required the redevelopment of our destination portal and the associated microsites, smartphone and social media channels which are used to assist those looking for information about the city – whether they be a first time or a repeat visitor.

Key achievements:
- During 2013/14, we completed the full re-branding of the destination website from seeglasgow.com to peoplemakeglasgow.com (with no impact on search engine rankings). This included the rebranding of our social media platforms; building a new ‘what’s on’ section; ‘attractions’ sections; an e-newsletter list building and distribution and the development of a suite of new email marketing tools.
- During 2013/14 there were 5.3 million visitors and users to all GCMB digital channels.
- Bespoke French-Canadian and German versions of peoplemakeglasgow.com have now been launched following the development of sites for France, Spain, Italy, the Netherlands, Australia, US, Canada and Iceland bringing the current total to ten territory specific websites.

International Media Relations

Following the launch of the Queen’s Baton Relay from Buckingham Palace on the 9th October 2013, the Baton was welcomed to Glasgow City Chambers by local schoolchildren carrying the flags of the Commonwealth. On leaving Glasgow the Baton set out on a 19,000 km journey across the globe, visiting 70 countries and territories. A programme of media activity was planned in the countries the baton is visiting, helping to promote Glasgow’s art, architecture, retail, major sporting/cultural events and conference credentials to target media in key Commonwealth territories including Canada, Australasia and India. Activity includes hosting media, creation of media toolkit (words, images and video).

Key achievements:
- We have undertaken a programme of strategic media activity aligned to the Queen’s Baton Relay (QBR) travelling around the Commonwealth including GCMB’s activity in Sydney, Melbourne and Brisbane during the QBR’s visit to Australia in October and November 2013 and Invest Glasgow and GCMB complementary activity strands in Ottawa, Toronto, Montreal and New York in April/May 2014.
- We participated at Visit Europe Media Exchange (VEMEX) in Toronto and New York City in November 2013.
- GCMB has hosted 54 media from key international territories including US and Canada (January 2014), Australia and Germany (April 2014).
- GCMB undertook a ‘One Year To Go’ media campaign in conjunction with VisitScotland and VisitBritain with coverage in titles such as Escape and Sun Herald Sun (Australia); Hindustan Times; Marie Claire India; Huffington Post (India); Toronto Sun and Ottawa Life (Canada).
- GCMB, VisitScotland and VisitBritain operated a joint Destination Media Hub (DMH) at the IET Glasgow Teacher Building and a digital newsroom throughout the 2014 Games with their second DMH operating out of the Main Press Centre at the SECC.
- GCMB worked with Glasgow Film Office, Land and Environmental Services and Glasgow Life to produce a City Broadcast Guide for visiting media during Games-time including details of iconic bookable broadcast positions.
C2: Attract inward investment, leisure and business tourism

Invest Glasgow - Inward Investment Programme

In 2012, the Council established its Invest Glasgow Team. Working alongside GCMB and partners (Glasgow Chamber of Commerce and the Scottish Council for Development and Industry (SCDI), the Team has established a programme of activity to establish strategic trade and investment relationships through targeted outward and inward international trade and investment events, business events for international investors and positive messaging. Following outward trade and investment missions to Germany, Brazil and USA in partnership with Scottish Council for Development and Industry, the Team has undertaken focused activity targeting Commonwealth nations with activity coinciding with the Queen’s Baton Relay journey.

Key achievements:
- fDi Magazine’s European Cities and Regions of the Future 2014/2015 rankings rated Glasgow as the best large city in Europe for its Foreign Direct Investment strategy.
- During 2013/14 Invest Glasgow received 58 direct enquires, compared to 18 in 2012/13.
- Trade and investment Memoranda of Understanding have been signed with Jamaica (March 2013) and discussions are ongoing with Queensland Government and Toronto signalling support for future trade delegations from Glasgow-based companies.
- A major trade and investment event was held in Toronto and Ottawa in April 2014 to coincide with the Queen’s Baton Relay visit.
- The Invest Glasgow Team has undertaken visits to London and Manchester to promote key sectors.
- Glasgow Business Embassy was hosted within Scotland House at the City Halls during the Games.
- In addition to Invest Glasgow’s Games time activities, the UK Department for Trade and Industry also promoted the Clyde Gateway area to international investors from its Games time hub in the Glasgow City Chambers.

Joint Marketing with Transport Providers

GCMB is working with airports and transport partners on an on-going basis to identify new routes which can be targeted to potential visitors and to work towards the ongoing success and growth of existing routes. International proposals are currently being developed for on-territory campaigns to highlight: increased capacity on US Airways Glasgow to Philadelphia route; Icelandair’s one-stop route from Boston to Glasgow via Reykjavik; United Airlines direct service from Newark to Glasgow; and Jet2’s Barcelona to Glasgow route.

Key achievements during 2013/14:
- Undertook a day tripper campaign in the North of England in conjunction with Virgin Trains.
- Participated in a short break campaign in Belfast in conjunction with P&O ferries and VisitScotland.
- Implemented a joint campaign with Europe AirPost and Halifax Airport in Canada to promote new Halifax to Glasgow route.
(C) INTERNATIONAL GLASGOW

- Implemented a joint campaign with VisitScotland and Air Transat in Canada to promote Toronto, Vancouver and Calgary direct routes to Glasgow.
- Implemented a joint campaign with Falcontravel in Switzerland to promote Glasgow to Zurich summer charter flights.
- Exhibited at VisitScotland Expo and sponsored a Glasgow showcase area at VisitScotland Expo Gala networking evening.
- Attended World Travel Market with Glasgow Airport to meet with key carriers and transport providers.
- Attended Icelandair Mid-Atlantic seminar in Reykjavik to meet with key North American travel trade contacts and to highlight Icelandair direct flights from Reykjavik to Glasgow.

C3: Attract a range of cultural and sporting events to the city

The 2014 Cultural Plan

Through the partnership developed with Creative Scotland, and leverage of an estimated £8.65m additional investment in arts funding, the Games represented an important income and development opportunity for the city’s creative sector and for individual performers and artists including the 3,000 Games ceremony cast volunteers - many of which have been recruited from Glasgow’s schools, youth and arts network.

Glasgow Life has been engaged in the development and delivery of a programme of cultural activity in recognition of the city gaining official Host City status following the Flag Handover Ceremony in Delhi in 2010. The Handover ceremony itself, which was staged by 350 volunteer performers from across all 32 of Scotland’s local authorities, was hailed as a huge success.

Glasgow Life also worked with cultural sector partners including Creative Scotland and Jack Morton Ltd to develop the cultural content for the Games including: ‘Culture 2014’, a year long programme of activities across Scotland leading up to the hosting of Games; ‘Festival 2014’, the cultural activity which took place across the city’s three ‘Live Sites’ at Games time; and the content surrounding the Queen’s Baton Relay and the Opening and Closing Ceremonies. The city’s Cultural Plan is also supporting projects through the Council’s Integrated Grant Fund, with grant assessment criteria now fully reflecting legacy ambitions.

Key achievements:

- Festival 2014 saw 6,000 performers giving 1,000 performances in 100 locations across Glasgow, including the three Festival 2014 Live Zones. Attendance over the period of Festival 2014 was over 850,000.
- Over 500 grant applications were made to the Cultural Programme Open Fund following its 2012 launch.

Kelvingrove Bandstand

Kelvingrove Bandstand and Amphitheatre is Category B listed and situated within Kelvingrove Park. The building is the only original bandstand left in Glasgow and one of only three with associated amphitheatres in Scotland. The building closed in 1999 and fell into serious disrepair, suffering from repeated acts of vandalism, with its condition described as ‘critical’ on the Scottish Buildings at Risk Register.

In 2012, an agreed delivery plan, development funding and a partnership between Glasgow Building Preservation Trust, Glasgow City Council (the building’s owner) and Glasgow Life (the end user) enabled the project to proceed. A Design Team was
appointed in November 2012 and work started on site in August 2013, which moved at pace to ensure the project was complete for Glasgow’s Commonwealth Games.

Key achievements:
- The bandstand has undergone a major £2.1 million transformation.
- The existing fabric and features of the original structure have been carefully conserved and repaired and sensitive interventions have made the building and site safe and accessible for modern day performers and audiences.
- Two modest, contemporary extensions to the rear of the bandstand have enabled the introduction of a platform lift and enhanced facilities.
- Adaptations to the Amphitheatre include the introduction of a new cross aisle, two new gangways and improvements to the upper terracing to provide permanent concrete seating. A new ramped area at the top of the Amphitheatre has significantly improved accessibility.
- The pay boxes on Kelvin Way are a later addition and have been rendered and new ogee-style roofs to the original design have been built.
- The refurbished venue provided a live site for the cultural element of the Games in Glasgow, known as Festival 2014, with an estimated 30,000 attendances at events.

Strategic Major Events Forum

The Glasgow Strategic Major Events Forum (SMEF) was established in 2005 to develop, procure and co-ordinate bid preparation among partners for a portfolio of major international cultural and sporting events and conferences.

Through the provision of the new purpose built venues for the 2014 Games, Glasgow now has a wider scope in which to actively target and bid for major events. Since being awarded Host City status for the 2014 Games, confidence in the city’s ability and reputation as a leading centre for international sports conferences has also improved.

Key achievements:
- As a result of these new venues and increased confidence, between August 2011 and March 2014, the Strategic Major Events Forum has helped secure sport and cultural events with an estimated economic impact of around £104.7 million, including:
  - 2013 – 2015 World Street Dance Championships, attracting an estimated 6,000 attendees per year.
  - 2013 – 2015 World Pipe Band Championships, attracting over 30,000 visitors and bandsmen per year.
  - 2014 MTV European Music Awards, broadcasting to an estimated 700 million homes globally.
  - 2014 Radio 1 Big Weekend, attracting over 75,000 attendances.
  - 2015 World Artistic Gymnastics Championships, the largest gymnastics event in the world.
  - 2015 IPC Swimming European Championships at Tollcross, expecting 600 competitors.
  - 2016 World Irish Dancing Championships, attracting more than 14,000 dancers and spectators.
- During 2013, Glasgow bid for the Youth Olympic Games 2018. While the event was awarded to Buenos Aires, Glasgow was one of only three cities to reach the shortlist, providing valuable experience in bidding for international mega events.
Tramway in Glasgow was selected to host the 2015 Turner Prize, making it the first city in Scotland to host the prize. The bid partnership involved Creative Scotland, EventScotland and Glasgow City Council.

Glasgow is currently working in partnership with the Scottish Football Association, EventScotland and Scottish Government to be a host city for the UEFA Euro Championships 2020.

In addition, between August 2011 and March 2014, conferences have been secured by GCMB with an estimated economic impact of around £43.2 million, including:

- 2012 International Festival of Athletics Coaching, attracting world renowned coaching and performance experts to Glasgow.
- 2014 – 2016 International Bible Students Association attracting 8,000 delegates per year.
- 2015 Congress of the International Society for Biomechanics over 1,000 delegates. Success of securing was the ability to build on the legacy of 2014 as conference focuses on the application of the laws of mechanics and physics to human performance.
- 2016 International Federation for Orthopaedic and Manipulative Physical Therapists, with 1,100 delegates expected.
- In addition, 10 new relevant conferences have been secured to take place post 2014.

During 2013, Glasgow was awarded Gold as the Best UK Convention Bureau for the 8th year in a row at the M&IT Awards.

C4: Develop Glasgow’s Tourism Industry

Glasgow Tourism Service Initiative

Launched in May 2010, the initiative seeks to increase visitor satisfaction and encourage new and return visits by addressing skills gaps and shortages and supporting delivery of a world class customer experience across the entire customer journey.

Key achievements:

- The new ‘Glasgow Welcomes’ brand, website and collateral was launched in February 2014, in line with the new city brand ‘People Make Glasgow’, and in partnership with GCMB. Collateral includes the new edition of ‘Be First to Know’ pocket guide for frontline staff.
- As at the end of May 2014, 639 tourism sector businesses had engaged with the Glasgow Welcomes initiative – up from 472 in March 2013.
- 7,883 participants have now taken part in ‘Glasgow Welcomes’ training through the initiative since its launch, with a further 3,100 engaged through Glasgow Welcomes Online. Those already receiving training include Glasgow Subway staff and 1,000 cleansing operative staff, who frequently assist members of the public with enquiries during their day-to-day activities.
- As at the end of March 2014, key ‘Glasgow Welcomes’ messages have been delivered to approximately 40,000 individuals and 15,000 Games volunteers, i.e. the clydesiders.
o 56 in-house ‘Service Excellence’ trainers have been trained to deliver the ‘Glasgow Welcomes’ programme within their tourism/hospitality business – an increase from 41 in March 2013.

**Accessible Tourism Initiative**

Following a request from the Legacy Board, a working group was established with partners VisitScotland, Glasgow City Marketing Bureau, Glasgow 2014 Ltd (the OC), Glasgow City Council, Glasgow Life and Skills Development Scotland with the aim of improving accessibility for all visitors to the city. The OC shared the knowledge gleaned through the London 2012 Observer Programme and agreed that it would support the campaign through positive messaging with David Grevemberg, Chief Executive of the OC, addressing the National Accessibility Conference (Unlocking the Potential) delivered by VisitScotland.

**Key achievements:**

- In 2013/14 there have been 62 attendances at Accessible Tourism events.
- First workshop has been held to assist businesses to develop Access Statements. So far two have been developed, with a further four in progress.
- An online training programme contract has been awarded and the programme is under development. There will be a pilot online training programme in Glasgow in advance of an Autumn 2014 Scottish roll-out.
- The initiative plans to continue growing the number of Glasgow accommodation businesses with Access Statements.

**EVALUATION OF THE INTERNATIONAL ACHIEVEMENTS TO DATE**

*What was the visitor experience and how has this influenced intended future visiting patterns?*

While the research question relating to the visitor experience and how has this influenced intended future visiting patterns cannot be fully addressed at this stage, it is clear that the importance of visitor satisfaction in encouraging new and return visits has been recognised with the Glasgow Welcomes customer service initiative being delivered to approximately 40,000 people in a customer facing role, including the 15,000 ‘clydesiders’ Games volunteers.

Glasgow City Council, the Scottish Government, Glasgow Life and Glasgow City Marketing Bureau commissioned a Games Visitor Impact Study to measure visitor experience and to calculate visitor numbers, their expenditure and the economic impact, in terms of jobs and Gross Value Added created by this for Glasgow, Clyde Valley and Scotland. The study showed that there were 690,000 unique visitors to the Games. Visitor spend and its associated economic impact will be reported in early 2015. The Scottish Government estimates that for each £100 million of additional tourism spend in 2014, around 1,300 FTE jobs will be supported and it will contribute £45 million to Scottish GVA.

The Spring 2014 Glasgow Household Survey found that the second most common response of respondents when asked what changes would have happened to the city as a result of the Games was ‘increased tourism/more visitors’.
Has there been a change in international reputation? What aspects of international reputation have changed over time?

It is also too early to evaluate fully whether, and to what extent, there has been a change to Glasgow’s international reputation as a result hosting the Games, however, with the Commonwealth Games Federation naming the Glasgow Games as the ‘Best Games Ever’, it is reasonable to assume that Glasgow’s image has indeed been enhanced. With the city’s Strategic Major Events Forum securing sport and cultural events with an estimated economic impact of more than £100m due to the new/enhanced Games venues and GCMB securing a further £45m in Games-related conferences, it is clear that the Games-related infrastructure has already had a positive effect which has resulted in the ranking as the 8th best sports city in the world by the SportsBusiness Ultimate Sporting Cities Awards in April 2014.

It is also too early to determine the effects of the global media relations programme (which uses the new city brand PEOPLE MAKE GLASGOW) and the inward investment activity. A number of research projects will help to track and measure the effect of the Games on reputation, including social media monitoring, which will be undertaken by the Scottish Government, the Games Time Visitor Survey and the study of media perceptions being undertaken by the University of Glasgow, more details are provided in Appendix 2.

Has there been a change in civic pride? Has there been a change in civic pride among particular groups?

The Spring 2014 Glasgow Household Survey found that when asked what changes would happen to the city as a result of the Games, ‘improve people’s impression/opinion of Glasgow’ and ‘Improve Glasgow’s standing on the international stage’, were the 4th and 6th most popular answers cited respectively. These questions will be returned to in Spring 2015.
(D) GREENER GLASGOW

GREENER GLASGOW OBJECTIVES

Glasgow is making green issues a priority for the Games, supporting our ambition to make Glasgow the most sustainable city in Europe. To achieve this, the Sustainable Glasgow initiative has committed to reducing carbon emissions by 30% by 2020. Glasgow’s 2015 ‘Green Year’ will see the development of a range of projects and events aimed at achieving a greener Glasgow.

Through the activities of the Greener Theme we are working to:
(D1): Improve sustainable standards of living
(D2): Improve access to, and use of, green spaces
(D3): Reduce climate emissions in Glasgow.

GREENER GLASGOW CONTEXT

Reducing carbon emissions by 30% from 2010 to 2020 will see emissions reduce from 3,683 to 2,578 kilo tonnes. By 2011, Glasgow had reduced its emissions by 258 kilo tonnes (23% of the required reductions) equating to 5.7 tonnes of CO2 per person – a significant improvement from 2005’s average of 7.1 tonnes per person.

The Council is determined to continue to reduce waste and increase the percentage of the city’s waste which is recycled and composted. In 2004/05 Glasgow recycled or composted only 9.4% of its waste. By 2011/12, this had increased to 26.6% - with 81% of residents saying they had recycled in the last month. However, while this represents a significant improvement, Glasgow remains behind Scotland on both measures, with 40% of waste recycled or composted and 89% of residents recycling in the last month.

Glasgow’s legacy as an industrial powerhouse has left a higher percentage of vacant and derelict land than in any other area in Scotland. The location of this vacant and derelict land is also of concern, with a large amount close to areas of multiple deprivation. Indeed, 40% of all vacant and derelict land located within Scotland’s 15 most deprived data zones is in Glasgow.

The Council has made it a key priority to tackle areas of vacant and derelict land, and improve the quality of and access to green space. In 2008, Glasgow had 1,327 hectares of vacant and derelict land; by 2013 this had reduced to 1,195 hectares. In the East End of Glasgow, there were 118 hectares of vacant and derelict land in 2008 and by 2012 this had reduced to 84.

In 2012, 75% of Glaswegians in the East End were happy with the quality of Glasgow’s parks and green spaces. However, there are still significant concerns over the cleanliness of the city. In the East End 79% consider there to be a problem, and across the city there have increases in these concerns since 2010. Awareness of the Clean Glasgow initiative is currently low, at 35%.

GREENER GLASGOW RESEARCH EVIDENCE

A recent literature review undertaken by the Scottish Government has concluded that:
- Major sporting events are now also commonly used to showcase sustainable innovative design and practices. The London 2012 Olympics is being cited as an
example with improvements including remediation and the cleaning-up of a substantial amount of land, and the demolition of disused buildings. Nonetheless, more evidence is needed on how these demonstrations of environmental practices translate into long term behavioural changes.

GREENER GLASGOW PROJECT PROGRESS

D1: Improve the environmental aspects of sustainable living standards

Green2014 – “Showcasing Sustainability Exemplars” Exhibition

The Green2014 Exhibition is running at the Lighthouse in Glasgow between April and October 2014. The exhibition has been developed and delivered in conjunction with the Scottish Government and Architecture and Design Scotland, with significant input from Greener legacy projects. Attendances and outcomes from the exhibition will be reported in the 2015 progress report.

Sustainable Design and Combined Heat and Power (CHP) at the Athletes’ Village

The Athletes’ Village in Dalmarnock provided accommodation and facilities for 6,500 competitors and officials during Games time. The retrofit from Athletes’ Village to permanent habitation started shortly after the Games with housing units expected to be available for sale and rent from late 2014. The new urban neighbourhood on the former 38.5 hectare brownfield site will provide 700 homes and a new 120 bed care home for the elderly. The housing and site has been designed to the highest environmental standards.

Key achievements:

- Construction of 700 housing units and care home is complete, with the whole site handed over to the Commonwealth Games Organising Committee on schedule in January 2014.
- The following environmental achievements have been made to the site:
  - Overhead power lines and the Dalmarnock sub station have been dismantled and removed from the site
  - remediation and landscaping of the former 38.5 hectare brownfield site
  - 97,000m³ of cleaned soil reused on the site
  - The landscaping strategy has been designed to ensure increased biodiversity within the site with tree, shrub planting and grass seeding completed already
  - The Sustainable Urban Drainage System (SUDS) is complete on the site of the former Dalmarnock Power Station. The SUDS will help to manage surface water run-off into an attractive central pond and canal
  - 0.72 hectares of naturalised wetland has been created - a pond and canal are complete along with aquatic planting.
- The following environmental achievements have been made for the housing:
  - Outstanding thermal performance and insulation has ensured that the development meets the Gold Sustainability Standard of the Scottish Building Standards, and BREEAM Ecohomes at ‘Excellent’
  - The Central Heating and Power Energy Centre became operational in August 2012. All 700 housing units, the Emirates Arena, and the 120-bed care home are now connected and taking heat and hot water from the network which is significantly more efficient than conventional heating systems
  - photovoltaic panels have been installed on all houses
(D) GREENER GLASGOW

- electric car-charging points are being installed.
In combination, the design standards and energy efficient measures will see the new neighbourhood:
  - become Scotland’s first low-carbon community
  - produce 60% less Carbon Dioxide than a standard new build
  - provide saving to an average household of around £500 per year in reduced energy costs.
The design standards have already resulted in numerous awards including:
  - Best Green Initiative (Homes for Scotland Awards, 2013)
  - Best Regeneration Project (Herald Property Awards, 2013)
  - City Regeneration Project of the Year (Scottish Property Awards 2014)
  - Best Regeneration Project RICS (Scotland) Awards, 2014.

Greener Glasgow Tourism Project
The Greener Glasgow Tourism Project has been established to encourage the accommodation providers that were hosting the Games Family (officials, Commonwealth Games Associations, dignitaries) to implement sustainable best practice and to participate in an appropriate environmental award scheme such as the Glasgow City Council based Environmental Business Awards or the UK-wide Green Tourism Business Scheme. A partnership steering group was established to oversee the delivery of the project comprising of Glasgow City Council, VisitScotland, Glasgow Life, Cordia, Scottish Enterprise, Skills Development Scotland, Green Tourism Business Scheme, Resource Efficient Scotland and GCMB.

Key achievements:
- 37 businesses attended the initiative’s targeted launch event in September 2012
- The Group has engaged with the Glasgow Hoteliers Association to encourage uptake of environmental award schemes on offer
- To date 100% of the 67 Games-family accommodation providers have been awarded accreditation with a relevant environmental scheme
- In total, 67 hotels and 78 other businesses have been engaged with to promote the project. Of these, 10 have achieved an Environmental Business Award
- The Group commissioned Scottish Business in the Community to work with stakeholders to create the ‘Envirowheel’ - an interactive tool for Glasgow based businesses to advise them on sustainability matters. This tool is being promoted through a number of channels, including greenglasgow.com and the Green 2014 Exhibition.

Clean Glasgow Campaign and Venue Audits
The Games brought 690,000 visitors to the city, requiring extra cleansing services, particularly in high traffic areas, around venues and live sites. Prior to the Games a series of audits were completed to determine the work programme of clean-up activities in the vicinity of Games venues including engaging local community groups, schools and other organisations to encourage participation in Games venue and local community clean-up activities.

Key achievements:
- In 2013/14, there were 3,051 Community Clean-ups, with 19,682 attendances working a total of 43,787 volunteer hours
- As part of the Venue Audit programme 42 sites across the city received extra cleansing for Games time
- local businesses were encouraged to improve their sites are part of their Corporate Social Responsibility
Clean Glasgow also engaged a wider audience by promoting a series of community clean up along the Queen’s Baton Route and outwith the last mile routes to venues.

Glasgow’s Green Year 2015

Following on from Glasgow’s European Green Capital 2015 bid, which saw the City shortlisted to the final along with Brussels, Ljubljana and Bristol, the city will host a Green Year in 2015 which will enhance Glasgow’s position on the national and international stage as a green, sustainable, transforming city. It will build on the experience of bidding for 2015 European Green Capital and extend the benefits of other events and initiatives such as the 2014 Commonwealth Games, Future/Glasgow, STEP-UP, Sustainable Glasgow and City of Science. It will also involve working closely with local citizens, community groups, business and other partner organisations to showcase the best of “Green” Glasgow.

Key achievements:

- As part of planning for Glasgow’s Green Year, 510 Glasgow citizens have been directly consulted, with this total to reach 1000 within the next year. The project is also being promoted through its 732 Twitter followers.
- A draft programme has been developed; this will build upon and showcase positive work already being undertaken across the city. External funding will also be sought to fund components.

D2: Improve the multifunctionality, access to, and use of greenspace

2014 Clyde Walkway Project

The 2014 Clyde Walkway Project (2014 CWPP) has developed a Management Plan Report covering enhancement, conservation and river use, for a 6km section of the Clyde Walkway (part of the long-distance National Cycle Route (NCR 75) and river, sections of which were used as walking routes to Games venues in the East End. The report focused on 3 pilot areas of the walkway - Broomhouse to Carmyle; Polmadie Bridge to Cuningar Loop; Govan to Pointhouse. The project will be used to inform current and future work and activities to the walkway, across the entire stretch of the Clyde falling within the city boundary.

Key achievements:

- The extension to the walkway to the underside of the Westburn Viaduct was completed in February 2013 along with the installation of bespoke cycle gates and new benches.
- As part of the improvements to the Clyde Walkway, the Council and partners - Tollcross Housing Association and South Lanarkshire Council - are working with Collective Architecture to produce architectural lighting design proposals for the Westburn Viaduct. The project, known as Linked Via Light, is being undertaken in collaboration with communities on either side of the river. Consultation events were undertaken during November 2013 to involve all stakeholders in the decision making process to inform the lighting designs and enhance relationships between both communities. These events included a young persons’ workshop, lighting trial event, community consultation event and a technical stakeholder workshop. 12 young people from three schools in the Carmyle and Westburn communities have contributed to the final lighting designs.
designs. Following the consultation events, a lighting design, associated infrastructure and costs were produced during February/March 2014. Infrastructure work is to be undertaken during September/October 2014 and the launch is scheduled to take place during October/November 2014.

- The improvement works at Core Path 101 access to the Clyde Walkway, were completed at the end of September 2012 helping to address an existing drainage/surface water flooding issue. Maintenance activities were also undertaken to improve access and remove litter from the Clyde Walkway and Core Path 102.
- Funding application to the Climate Challenge Fund is currently being developed and other external funding opportunities are being explored wherever possible.

### 2014 Multifunctional Greenspace Project

The project is seeing the design and delivery of three multifunctional greenspace projects throughout the city at Camlachie, Sandyhills Park and Castlemilk Pond. Initial consultation with key stakeholders and local communities identified diverse objectives for each of the sites ranging from creation of an urban wetland park in Camlachie to deculverting of the Tollcross Burn in Sandyhills Park.

**Key achievements:**

- Following a series of innovative and stimulating community consultations at all three sites, the final masterplan designs are now complete for all sites.
- Advance works at Camlachie saw soil imported on site pre-Games and the site enhanced and dressed for the Games.

### Commonwealth Gardens (incorporating Commonwealth Orchards)

A range of Commonwealth Gardens were developed for 2014, with the gardens taking a range of forms, which reflect the scale of diversity of Glasgow’s green spaces, some of which included orchards.

**Key achievements:**

- 18 suitable sites have been identified for the development of Commonwealth Gardens, including raised flower beds, planters and open spaced areas, 10 of which were planted between April and July 2014.
- 100 volunteers have been involved in projects to create these gardens.
- As part of Legacy Week activities in February 2014, the Gorbals Rose Garden was used as a demonstration orchard to show volunteers how to undertake maintenance.
- In total 10 orchard sites had been planted by March 2014.

### Commonwealth Parks - Environmental Improvements

New wildflower habitats were created in all 11 Hub Parks (in line with Local Biodiversity Action Plans) in the run up to 2014. Local community groups and schools were involved in planting with legacy signage also being installed.

**Key achievements:**

- 9 timber legacy sculptures have been installed in Hub Parks. These reflect the Commonwealth region that the parks are twinned with. A hand carved Clyde
(D) GREENER GLASGOW

Mascot sculpture was unveiled within Queen's Park sited at the boating pond on 16th July 2014.
- 10 of the 11 new wildflower habitats have been created within hub parks including:
  - meadow management and new hedgerow planting at Cathkin Braes
  - new meadow creation in Swinton Park, Saxon Road and Cranhill Park (in partnership with Glasgow's Buzzing and Buglife).
- Schools including Ashcraig SEN, Rose of Lima, Shawlands Academy, Hillpark Secondary, and St Pauls, have been involved in wildflower creation projects and Himalayan balsam bashing in Pollok Country Park, Hoganfield Park and Linn Park. Two Eco-Schools days have been delivered, with plans for a third in progress.

Commonwealth Rose
Following a competition among rose breeders to develop a new rose to commemorate the Commonwealth Games, a gold coloured rose with dark glossy green foliage was selected.

Key achievements:
- The parent plant is situated in Tollcross Rose Garden
- Following a city-wide school competition to name the new rose, the Lord Provost announced the winning name – Golden Flourish – in January 2014
- Approximately 150-200 roses were grown, flowering in late July and August.

Stalled Spaces
The Stalled Spaces project sees vacant or under-utilised sites brought back into a range of temporary uses with a distinct focus on green infrastructure. The project represents an innovative approach to dealing with poor environmental conditions associated with gap sites as a result of the economic downturn.

Key achievements:
- In total, by March 2014, 25.9 hectares had been brought back into temporary use. This has been achieved through supporting 83 projects, involving 286 volunteers.
- The project has won multiple prestigious awards including the City to City Barcelona Fostering Arts and Design Award, the Scottish Award for Quality Planning for Community Participation and was runner up at EuroCities Award for Participation. In November 2013, one of the initiative’s 83 projects, Shettleston Community Growing Project, was announced as Environmental Project of the Year at STV's Finding Scotland’s Real Heroes awards.
- Working with Future Cities, an interactive and publicly accessible map is being created to publicise areas of land available for work.
- The project is now being rolled out nationwide by the Scottish Government in association with Architecture and Design Scotland.

D3: Reduce climate emissions in Glasgow

ISO20121 Standard for Sustainable Event Management (formerly BS8901)
The ISO 20121 is the new International Standard which sets out the requirements for planning and managing a sustainable event. The introduction of ISO 20121 management systems for major events in Glasgow, including the Commonwealth Games, will reduce the environmental impact of major events.

Key achievements:
- Summer 2013 events held by Glasgow Life included a number of initiatives to trial actions identified in the ISO20121 Standard.
- The Commonwealth Games Organising Committee was awarded the ISO20121 accreditation on the 27th of June 2014 and agreed to share experiences with Glasgow City Council and Glasgow Life.

Waste Diversion
One of the sustainability targets for Games-time is to divert 80% of all Games-related waste from landfill, 55% of which will be recycled. To achieve this, all of the Games venues and the Athletes' Village were required to meet the waste diversion target. Currently, any organisation wishing to use a GCC venue are made aware of the waste management services the Council can provide, including recycling services. Formal change to conditions of let for hiring GCC venues is an option that may be considered in the future, in order to embed principles.

Key achievements:
- Land and Environmental Services waste operations advised the Glasgow 2014 Waste Advisory and Action Group in January 2013 on the lessons learned from the 2012 Olympic Games operations at Hampden.
- Glasgow 2014 Limited awarded the contract for collection of waste from Games venues to the Council.
- The Council successfully diverted 86% of venue waste from landfill throughout the Games monitoring period (8th July to 6th August). The successful diversion of waste from landfill provides a model for successful implementation at other venues, facilities and events across the city long after 2014.

Environmental Guiding Principles (EGPs) – implementation and case studies
Case studies are being prepared to demonstrate how the EGPs can be adopted as a valuable toolkit in project design and are evaluating the potential environmental benefits of using these guiding principles in a variety of projects.

Key achievements:
- Three case studies have been developed for Glasgow Green Hockey Centre, Cathkin Braes and Clyde Gateway, and are currently being evaluated. These are to be published on Glasgow Greener Legacy web pages for the attention of key stakeholders.

Cathkin Wind Farm
The new wind turbine at the Cathkin Braes Park, location for the Games mountain bike event, is now operational and will provide a substantial input to the Council's objectives of using renewable energy sources and carbon reduction schemes.

Key achievements:
- The new turbine was completed in July 2013 with turbine operational and generating renewable energy.
Management of lease and co-venture agreement with SSE, which includes profit-sharing, has been agreed, with the first income paid to the Council in April 2014. This revenue will help to fund activity to drive forward energy efficient investment in the city’s housing stock as part of our Affordable Warmth Strategy.

EVALUATION OF GREENER LEGACY ACHIEVEMENTS TO DATE

Have 2014 related projects motivated people to engage with environmental projects? How has access to and use of green space been enhanced?

There is evidence that 2014 related projects have motivated people to engage with environmental projects. In partnership with communities across the city and with the help of over 100 volunteers, 10 new Commonwealth Gardens and Orchards have been created. With the help of 577 volunteer hours from school and community groups, wildflower habitats have been planted in 10 of the city’s 11 Commonwealth Hub Parks, each of which is twinned with a region of the world which includes Commonwealth nations.

The Stalled Spaces Initiative sees vacant or under-utilised land brought back into temporary use with a focus on the creation of community gardens and ‘sports spaces’. By March 2014, the project’s 83 projects had seen a total of 25.9 hectares of land being adopted for community use with the help of their 286 volunteers. The project has won multiple prestigious awards including the City to City Barcelona Fostering Arts and Design Award, the Scottish Award for Quality Planning for Community Participation and was runner up at EuroCities Award for Participation.

Through the Healthy World Commonwealth Park Twinning Initiative, local schools have linked to a Hub Park and have been learning about the environment, food crops and biodiversity of the Commonwealth countries within that region. To date, the project has seen 9,950 pupils across 160 schools receiving countryside ranger talks on nature conservation and the crops which are grown in Commonwealth countries. 307 of the talks were delivered during visits to the Commonwealth Hub Park the school is twinned with.

In terms of encouraging use of green spaces, sculptor Robert Coia has worked with schools and community groups to create wooden sculptures in each hub park to commemorate and represent the Commonwealth nations. The sculptures offer new items of interest in these parks, providing an incentive to visit these green spaces.

The 2014 Multifunctional Greenspace Project is seeing the design and delivery of 3 areas of high quality public open space as well as providing functions such as flood protection and wildlife habitat. The new spaces include the creation of an urban multifunctional park in Camlachie, the deculverting of the Tollcross Burn in Sandyhills Park and the expansion of Castlemilk Pond addressing localised flooding and creating a new wetland habitat, benefiting biodiversity.

The 2014 Clyde Walkway Pilot Management Plan is seeing a range of conservation, enhancements and river use improvements being undertaken along a 6km stretch of the walkway including improvements to several core paths and the creation of architectural lighting on the Westburn Viaduct scheduled to launch in November 2014.

Have sustainable waste management schemes been developed in relation to the Games?

Through the adoption of the ISO20121 Standard - which sets out standards for delivering events in a manner which reduces environmental impacts – the
Commonwealth Games organisers have set a new standard for sustainable events management practice in the city. Other event organisers are now being encouraged to reduce environmental impact, with the 2013 World Pipe Band Championships being the first event operated according to the principles of ISO 20121.

What lessons and approaches to the design and build of the Athletes’ Village, can be transferred to other projects? How are the design and construction sector engaging with lowering carbon emissions? Has the public sector lead and inspired the commercial sector to include sustainability objectives?

The Athletes’ Village is set to become Scotland’s first low-carbon community. The nomination, shortlisting and winning of a number of environmental awards from stakeholders in the construction sector (e.g. Royal Institute of Chartered Surveyors and Homes for Scotland Awards) is an early indication that the sector itself is recognising the sustainable design and environmental credentials of the Athletes’ Village as a new benchmark in standards.

The upgraded and new sports venues and the Athletes’ Village have all received BREEAM (Building Research Establishment Environmental Assessment Management) certification, validating their environmentally sustainable design credentials. They have all also installed electric car-charging points, adding to the 50 points already installed across the city.

Through the development of the Green2014 Exhibition (which outlines the environmental credentials of the Games venues) and the Athletes’ Village Exhibition at Glasgow’s Lighthouse, attempts are clearly being made by the Scottish Government, Architecture and Design Scotland, Glasgow City Council and the City Legacy Consortium to inspire and to share best practice with both the public and practitioners in the construction field.

There is evidence that the public sector has lead and inspired commercial organisations within the tourism sector to include sustainability objectives. The Greener Glasgow Tourism Project was established to encourage accommodation providers hosting Games’ officials and media to implement sustainable practices and to participate in environmental award schemes offered by city partners. Through the work of the Group, a clause was able to be inserted into the accommodation contracts between the Organising Committee and the accommodation providers which were being used for Games purposes strongly encouraging these providers to participate in pre-existing programmes offered by the public sector aimed at improving their environmental credentials. By June 2014, 100% of the accommodation providers had been awarded accreditation from the Green Business Tourism Award Scheme, the city’s Environmental Business Award scheme or a similar partner scheme undertaken by one of the project partners.
ACCESSIBLE GLASGOW OBJECTIVES

Investment in the city’s transport infrastructure, including the M74 completion and the Clyde Gateway, will continue to be a key driver for the city’s economic success for years to come. Active travel routes have been extended with the intention to make cycling the biggest participatory physical activity in the city by 2020.

Through the activities of the Accessible Theme we are working to:
(E1): Improve transport connectivity across the city
(E2): Provide a sustainable network of travel.

ACCESSIBLE GLASGOW CONTEXT

The Scottish Government Assessing Legacy website notes that travel to work using either walking or cycling has been broadly stable since the Scottish Household Survey series began in 2000, and now stands at 16%. The figure for Glasgow City is also 16%. Within this figure, cycling is a relatively small part of the national figure at just 2%. For the East End of Glasgow, the GoWell survey found 33% of participants used active modes to get to work or college, with 28% walking and 5% travelling by bicycle.

In terms of the use of cycling infrastructure, in order to obtain more accurate measurement of cycling levels, Glasgow City Council has commissioned counts of cyclists entering and leaving the city over recent years.

Figure 10 below shows there has been a 30% increase in cycle trips into and out of the City over the period 2009 to 2013, reflecting the addition of new cycle routes throughout this period.

Figure 10: Glasgow Cycle Counts from cordon sites, 2009-2013

Source: Land and Environmental Services
ACCESSIBLE GLASGOW RESEARCH EVIDENCE

A recent literature review undertaken by the Scottish Government has concluded that:

- Overall, the literature suggests two problems associated with infrastructure which can limit the benefits of such events in assisting regeneration. First, the infrastructure can be too focused on the Games-time period. This can mean that improvements may be of little use to the local population after the event and can be under-utilised. Second, there is evidence that unless careful planning is in place, the local community may not feel the benefits, and may even be displaced by the activities. The transport network developed for the Sydney 2000 Games was reportedly not in consistent use after the event although the development of a distinct legacy plan in the years following the event saw the situation improve.

ACCESSIBLE GLASGOW PROJECT PROGRESS

E1: Improve transport connectivity across the city

M74 Completion and the Clyde Gateway East End Regeneration Route

The M74 Completion and the new Clyde Gateway Regeneration Route provided key access points to a number of Games venues in the East End and South Side.

The M74 Completion project completes a vital part of the West of Scotland’s motorway network, joining Fullarton Road Junction, near Carmyle, to the M8 motorway west of the Kingston Bridge. The Clyde Gateway is a new 3.8km long, 4-lane single carriageway distributor road passing through extensive areas of former industrial land, connecting the M74 at Polmadie Road in the south to Biggar Street near Celtic Park.

Both roads will facilitate the economic regeneration of the M74 corridor, including the Clyde Gateway Regeneration Area, contribute to reduced traffic volumes on local roads and reduce travel times in and around the city.

Key achievements:

- the M74 opened on 28 June 2011 and Clyde Gateway East End Regeneration Route opened on 29 April 2012.
- The M74 opened significantly ahead of schedule and under budget. The route has reduced traffic flows by almost 21,000 vehicles per day (23%) on sections of the M8 between Baillieston and Charing Cross and it has taken around 11,500 vehicles per day (7%) off the M8 over the Kingston Bridge.
- The M74 has provided journey time savings between Hamilton and Glasgow Airport of 16 to 18 minutes (43% to 45%) at peak periods.
- Local roads in nearby areas of the M74 are experiencing reductions in traffic of up to 5,500 vehicles per day (30%).

Railway and Subway Upgrades including Dalmarnock Rail Station

A number of railway and subway stations in the Glasgow area were upgraded ahead of the Games, with particular focus on improving access for the mobility impaired through lifts and ramps. The largest rail upgrade project is the £9 million upgrade of Dalmarnock Rail Station including improved access and lighting. The station, which will serve the local community and the new neighbourhood which will be established on the site of the Athletes’ Village, also provided the rail ‘gateway’ to the Emirates Arena, the Athletes’ Village and Celtic Park (the venue for the Opening Ceremony) at Games time.
(E) ACCESSIBLE GLASGOW

Key achievements:

- Improvement works commenced on Dalmarnock Station in February 2013. The full refurbishment programme was completed in November 2013, with the station fully re-opened in December 2013.
- Rail upgrades have been completed at Hyndland Station in February 2013 (new footbridge stairs and lifts) and on the Paisley Canal line in December 2012 (line electrification). Accessibility issues at Scotstounhill, Exhibition Centre and Mount Florida stations have now been addressed as part of the Access for All programme.
- Subway upgrade works are now complete at Hillhead, Partick, Ibrox, Kelvinbridge and Kelvinhall. Refreshment deep-cleans also took place ahead of the Games.
- A smart card ticketing system for the subway has been implemented across all stations.

Traffcom

The Council’s traffic and roadworks control centre, Traffcom, relocated to the Eastgate development within the Clyde Gateway area allowing expansion of the existing traffic control systems.

Key achievements:

- Relocation to the new site at Eastgate was completed in November 2013, bringing much needed economic activity to the Bridgeton Cross area.
- Transport co-ordination was successfully facilitated from the centre during the Games.

Cathedral Street Bridge

In partnership with Network Rail, the strengthening and refurbishment of Cathedral Street Bridge has been undertaken to allow the current weight restriction to be removed and provide an alternative traffic route and greater flexibility for the hosting of live events in George Square at Games time.

Key achievements:

- Refurbishment works commenced on 18th March 2013 and were completed 11th July 2014.

Fastlink

The Fastlink system utilises state-of-the-art traffic signal apparatus, ensuring priority for system buses. Construction of elements of the Fastlink bus rapid transit system facilities allowed for the Scottish Exhibition and Conference Centre complex to be serviced at Games time.

Key achievements:

- Construction of the key “Games impact” infrastructure commenced in May 2013 and was completed in June 2014.
- Development of the remaining route will continue through 2015 for the opening of the new South Glasgow Hospital.
E2: Provide a sustainable network of travel

Sustainable Transport Initiatives

We have introduced a number of initiatives to improve sustainable and public transport delivery across the city in order to ensure a high quality service for residents and visitors before, during and after the Games.

Key achievements:

- A City Car Club has been established to reduce dependency on car ownership. At March 2014, there were 37 parking bays across the city: 10 in the West End (and another 11 planned by the end of 2014); 14 in the city centre; and 13 in the East End and Southside. The Club now has 895 registered members - a significant increase from the 619 members in March 2012.
- Following the successful installation of 50 electric vehicle charging points across the city to June 2013, an additional £250,000 was secured for the installation of charging stations at the Games venues which has now been completed.
- Following the approval by the Council’s Executive Committee in April 2013, the contract for a mass cycle hire scheme for the city was awarded in November 2013 followed by the launch of the £1.3 million scheme in June 2014. The 400 bikes were installed at 31 bike stations across the city for hire by residents and visitors at Games time. There were approximately 10,000 hires of the bikes during the Games period.
- A Statutory Quality Partnership (SQP) for buses was introduced in April 2012 in order to drive up the standard of vehicles, reduce pollution and improve accessibility. The SQP was accompanied by the implementation of Bus Lane Camera Enforcement in April 2012 to improve bus journey times through reduced congestion. Bus Stop Enhancements have been completed at Games venues, including provision of high access kerbs at 24 key venue bus stops, and additional shelters installed.
- Hampden Transport Hub was opened in July 2012; situated adjacent to Hampden Stadium at Aikenhead Road, this multi purpose facility further enhances the city’s integrated transport network, providing 4 bus stances, 445 parking spaces (including 23 disabled spaces), 12m wide pedestrian access to Hampden Stadium, a bus shelter incorporating Real Time Passenger Information (RTPI), automated toilet facilities and CCTV. The transport hub served as the controlled entry/security screening point into Hampden at Games time.

Walking and Cycling Network

Through the delivery Glasgow’s Strategic Plan for Cycling 2010-2020, we are aiming to make cycling the biggest participatory activity in the city by 2020. To do this, we have been extending and upgrading active travel - walking and cycling – routes. Since 2009, we have created or upgraded over 13.5km of walking and cycle track, with a focus on linking Games venues to the city centre.

Key achievements:

- At March 2014, 13.55 km of cycle track has been completed in Games-related projects.
(E) ACCESSIBLE GLASGOW

- Use of cycle routes continues to increase, with the Elderslie Street section of Connect 2 used almost 30,000 times in 2013/14.
- the Connect2 project provides a dedicated cycle route from the city centre to the West. In July 2013, the Anderston Footbridge – formerly known as ‘the Bridge to Nowhere’ - was completed, finishing the segregated cycle route from the city to Kelvingrove Park and beyond to the city’s West End. Stobcross Footbridge was also completed in February 2014.
- the upgrade of the cycle path from the National Cycle Network to Scotstoun Stadium was completed in March 2013.
- the first phase of the cycle route from Cathkin Braes Country Park to the city centre was completed in May 2012, phase two was completed in June 2013 and the third and final phase was completed in May 2014.
- cycle route enhancements were also completed in late 2013 at the Riverside Walkway between the Heliport and the Riverside Museum.

Public Realm Improvements

To encourage active travel, it is essential that public realm – pavements, lighting and street furniture - on routes is in good condition. Particularly with the Games in mind, audits have been carried out to identify areas requiring improvement.

- By March 2014, there has been a total of 37,650 m2 of public realm enhancements on routes to, and in the surrounding areas of, Games venues including:

  - Public realm enhancements were completed in July 2013 to Custom House Quay Gardens on the River Walkway and National Cycle Route and at Lancefield and Anderston quays in 2014 as part of the Fastlink project.
  - Kelvin Walkway/Eldon Street Underpass improvements were completed in May 2013, improving this popular walking and cycling route and providing Games access from Kelvinbridge Subway Station to the Lawn Bowls competitions at Kelvingrove Park.
  - Bells Bridge refurbishment works completed in December 2013, providing a high quality link between the media centres of Pacific Quay and the SECC complex during the Games.
  - City centre public realm improvements have been completed in George Square (resurfacing, more greenspace added and improved lighting), George Street (April 2014), Saltmarket in (March 2014) and at Calton/Barras (June 2014) all contributing to improved access routes to venues in the East End
  - Improved access routes have been completed around the Emirates Arena, Glasgow Green, Scotstoun Stadium, Hampden Park and Cathkin Mountain Bike Circuit. Footway improvements and lighting upgrades have also been completed around Games venues in the East End.

Velocity Cultural Space Initiative

Through the delivery of the Velocity Cultural Space Initiative, opportunities were identified to incorporate public art initiatives and make use of stalled spaces along Games corridors and in the vicinity of Games venues, playing a key role in projecting cultural and arts programmes during the Games. The Velocity Framework activity encompasses culture, heritage and learning strategies.

Key achievements:
(E) ACCESSIBLE GLASGOW

- A number of works were completed before the Games, including public art works in the vicinity of the Emirates Arena at Baltic Street Adventure Play Project.
- A series of murals were commissioned by Glasgow 2014 Ltd through Velocity depicting Commonwealth Games sports. The murals depict Badminton (Merchant City), Rugby Sevens, Hockey and Netball (all at Partick transport interchange).
- Elsewhere in the city public art works are to be developed along the Clyde Walkway and as part of the development of Oatlands and at the new Commonwealth Square at the Gallowgate.

EVALUATION OF ACCESSIBLE GLASGOW ACHIEVEMENTS TO DATE

What improved connectivity has been created by investment in transport infrastructure?

Over £700 million has been invested in improvements to new transport links including the refurbishment of Cathedral Street Bridge, completion of the M74 in 2011 and the Clyde Gateway route in 2012. While there were plans for many of these improvements, securing the Games helped ensure their completion at a faster rate than may otherwise have been the case as they were required to provide key access points to a number of Games venues.

The M74 has already resulted in a reduction in traffic between Charing Cross and Baillieston of around 20,000 vehicles per day and has provided a saving of up to 15 minutes for journeys between Hamilton and Glasgow Airport avoiding the congested M8 north of the river. With the transferring of traffic to the new road, roads in nearby areas of the M74 are also benefiting from improved journey times by around 5 to 10 minutes. In addition to these journey time improvements, the M74 and the Clyde Gateway will be key to facilitating the ongoing economic regeneration of the Clyde Gateway.

Over £50 million has been invested on improvements to the public transport network focussing on railway and subway stations serving Games venues. On the rail network, enhancements were completed at Games stations (Mount Florida, SECC and Scotstounhill) and major refurbishments at Bridgeton and Dalmarnock stations have resulted in significant growth in journeys to and from these stations. On the subway, a new smart card ticketing system was installed at all stations facilitating free public transport use for Games ticket holders. Stations serving Games venues, Hillhead, Partick, Ibrox and Kelvinhall, received significant upgrades with the remainder benefiting from a comprehensive refresh.

Bus stop enhancements were completed at Games venues, including the installation of additional shelters and high access kerbs at 24 bus stops in the vicinity of venues, providing improved accessibility for bus users during and after the Games.

What impacts have transport improvements had on changing travel behaviour? How much was this result of public travel during 2014?

Active travel routes have been extended with the intention to make cycling the biggest participatory physical activity in the city by 2020. Since 2009, over £10 million has been invested in creating and upgrading 13.6km of walking and cycle network, with a focus on linking Games venues to the city centre, including: cycle route enhancements on the Riverside Walkway between the Heliport and the Riverside Museum; the completion of the Anderston Footbridge providing a segregated cycle route from the city to Kelvingrove Park and beyond to Scotstoun; the installation of segregated cycling paths.
(E) ACCESSIBLE GLASGOW

in the East End from the city to the Emirates and Athletes' Village; new routes from the city centre up to Hampden and Cathkin Braes Country Park. Stobcross Footbridge has also been refurbished at a cost of £500,000 to ensure it is fit for purpose for the Games. The new infrastructure is having a significant impact, with the city seeing a 130% increase in cycling in the last 5 years. With the launch of the new £1.3 million city-wide Mass Cycle Hire scheme in June 2014, seeing 400 bikes installed at 31 bike stations at city-centre locations and transport hubs, use of the routes is expected to grow even more.

To encourage more walking, it is essential that public realm - pavements, lighting and street furniture - is in good condition. £5 million of investment has seen the upgrading of 37,650 m2 of public realm routes to, and in the surrounding areas of, Games venues including enhancements to: Custom House Quay Gardens on the River Walkway and National Cycle Route 75; Lancefield and Anderston Quays as part of Fastlink; Kelvin Walkway/Eldon Street Underpass improvements providing access from Kelvinbridge Subway Station to the Lawn Bowls competitions at Kelvingrove Park; Bells Bridge refurbishment providing a high quality link between the media centres of Pacific Quay and the SECC complex during the Games; George Square (resurfacing, more green space added and improved lighting); George Street; the Saltmarket and at Calton/Barras. All of these improvements have made for a more enjoyable and safer walking experience.

The signs of a possible behaviour change are encouraging. When respondents to the Spring 2014 Glasgow Household Survey were asked what changes hosting the Games would encourage them to make, 13% stated they would walk more often and 5% stated they would cycle more.
INCLUSIVE GLASGOW OBJECTIVES

The Games represented the biggest opportunity in decades to inspire and engage Glasgow’s residents whether that be, attending the sporting and cultural events or taking part in once in a lifetime opportunities, such as being a Queen’s Baton Bearer, a clydesider or volunteer cast member at the ceremonies.

The Games also provided a wonderful opportunity for our children and young people to learn more about the world around us, and in particular the cultures of other Commonwealth nations.

Through the activities of the Inclusive Theme we are working to:
(F1): Encourage people in Glasgow to participate in volunteering programmes
(F2): Inspire new cultural activity and learning opportunities from Glasgow 2014
(F3): Strengthen links with Commonwealth Nations.

INCLUSIVE GLASGOW CONTEXT

A recent study by the Glasgow Centre Population Health (GCPH) confirms that Glasgow also has significantly lower rates of volunteering than comparator cities such as Manchester and Liverpool.

Figure 11 below shows that in 2012, the Scottish Household Survey (SHS) found that 24% of adults in Glasgow had volunteered (providing unpaid help to organisations or groups) in the last 12 months compared to 29% nationally, with both geographies experiencing little change since the 2008 baseline. A recent study by the Glasgow Centre Population Health (GCPH) confirms that Glasgow also has significantly lower rates of volunteering than comparator cities such as Manchester and Liverpool.

Figure 11: Percentage of adults volunteering within last 12 months, 2008-2012

A survey undertaken in 2009 for the city’s Strategic Volunteering Strategy showed that volunteering levels varied considerably within the city with 16% of people (living in the
neighbourhoods measured as the worst 15% in the Scottish Index of Multiple Deprivation) volunteering compared with 28% in the rest of the city.

In 2012, the GoWell East survey recorded a volunteering level within the study area of 24%. While this figure cannot be compared directly with the city-wide and national figures from the SHS, it provides the baseline by which volunteering levels within the GoWell cohort will be measured in future survey waves.

In terms of the activities Glasgow adults had volunteered for in 2012:
- 2% volunteered with sport (coaching or organising) – compared to 4% nationally
- 8% in youth/school activities (vs. 10% Scotland)
- 12% in adult education, caring and hobbies (vs. 13% Scotland)
- 9% other community activities (vs. 11% Scotland)

Research confirms that volunteering has much wider benefits for the unemployed and society at large than simply getting people back into work. It can serve as a meaningful alternative to paid work for individuals with disabilities, long-term illnesses and caring responsibilities. It can play a big part in maintaining self-worth and counteract the negative psychological effects of social exclusion. (source: Volunteer Glasgow website).

In terms of cultural engagement, according to the Scottish Household Survey, in 2012, 88% of adults in Glasgow reported having participated in some form of cultural activity or have attended or visited a cultural event or place in the past 12 months – just below the national figure of 90%.

**INCLUSIVE GLASGOW RESEARCH EVIDENCE**

A recent literature review undertaken by the Scottish Government has concluded that:
- Although it is common for major sporting events to have linked educational and learning programmes that can demonstrate "reach", there is little available evidence of their long-term impact.
- There is limited evidence to assess what the long term impact of hosting a major event and its related festivals is on cultural engagement.

**INCLUSIVE GLASGOW PROJECT PROGRESS**

**F1: Encourage people in Glasgow to participate in volunteering programmes**

**Strategic Volunteering Framework**

The city’s Strategic Volunteering Forum includes representation from all Community Planning Partners. Working with Volunteer Glasgow, we aim to use the increased awareness of volunteering resulting from the Games to help the third sector to recruit volunteers through the city’s volunteering portal - www.volunteerglasgow.org.uk. The aim is for these new volunteers to work on community projects across the city including for example youth work, adult learning, play, arts development, community action, home library service and sports development.

**Key achievements:**
- During 2012/13, Glasgow Life recruited over 170 Glasgow Ambassadors to support the London 2012 Olympic Games at Hampden Park and the Olympic
Torch Relay, providing a learning opportunity from their involvement in a world class event.

- In 2013/14, 286 organisations/groups and clubs placed 522 adverts at volunteerglasgow.org seeking 4,390 volunteers.
- The number of visitors to the volunteerglasgow.org site increased significantly during 2013/14 to 66,896 – up from 53,716 in 2012/13.
- In 2013/14 17,706 people have registered online with Volunteer Glasgow and Volunteer For Glasgow – up from 10,885 in 2012/13.
- The OC recruited around 12,500 Games volunteers, known as clydesiders, for a variety of roles at Games time. Glasgow Life also developed a Host City Volunteer (HCV) Programme for Games time which involved almost 1,200 volunteers. The recruitment of volunteers for both programmes was widely supported by Glasgow Life Libraries and Education Services to target Glasgow residents, especially young people.
- The development of a programme of activity for unsuccessful Organising Committee volunteers and Host City Volunteers to encourage continued volunteering post-Games is being progressed by the Host City Volunteer programme and Glasgow Life local area teams.
- Glasgow Life and Glasgow City Council have developed policies to enable our own staff to volunteer in the community as well as developing new procedures to ensure that volunteering opportunities within our organisations are advertised via www.volunteerglasgow.com and are of high quality.

**Host City Volunteer Programme**

Glasgow Life developed a Host City Volunteer (HCV) Programme on behalf of the Council for Games time. The programme saw around 1,200 volunteers deployed in city centre locations throughout Games-time welcoming visitors and helping with orientation, wayfinding and general enquiries. The programme maximised opportunities for local people to feel connected with, and play an active part in, delivery of the Games with those applying either having lived, worked, studied or already volunteered in Glasgow. To ensure inclusion, Volunteer Advisors met with representatives from a wide range of organisations (e.g. Glasgow Disability Alliance, Capability Scotland, Faith in Communities and the Scottish Refugee Council) to ensure their members and communities were involved.

**Key achievements:**

- Grant support of £632,912 (over 3 years) was secured from Big Lottery for the HCV and Altogether Glasgow programmes.
- Recruitment of 1,200 Host City Volunteers (including 150 team leaders) was achieved for the Games.
- Training materials have been developed and delivered with the Glasgow MELA used as a test event for the volunteers before the Games.
- A celebratory exhibition will be on show at cultural hubs from Nov 2014-Jan 2015 and the full exhibition will be at People's Palace from Jan 2015 onwards.

**Altogether Glasgow - Active Citizenship Programme**

A city-wide active citizenship programme has been developed, which will see residents complete online modules, participate in workshops and access learning materials related to the 2014 Commonwealth Games and other major events in the city. The programme aims to support engagement with the Games, whilst also enhancing civic pride and encouraging citizens to be good hosts.

This is a long-term programme, which complements initiatives such as Glasgow Welcomes and Host City Volunteers. It is based in part on the experience of Curious (a
(F) INCLUSIVE GLASGOW

Legacy Trust UK funded project based in Glasgow Museums which provided intercultural training for volunteers in Glasgow) and on a programme devised for the 2011 Rugby World Cup in New Zealand.

Key achievements:
- The project website went live in August 2014 and takes visitors through six online quizzes about Glasgow and the Commonwealth Games, covering topics such as Commonwealth visitors and sports, Glasgow’s Games, and Glasgow Stories.

Ticketing Allocation

As a Games Partner, the Council had the right to pre-purchase Games tickets. These tickets - for the sports taking place in Glasgow during the Games, as well as the Opening and Closing Ceremonies – were allocated by the Council's Education and Social Work Services, and Glasgow Life. Each of these three bodies administered the process through a number of strict criteria.

Key achievements:
- The Council allocated around 6,000 tickets for competition sessions and ceremonies to children, over-60s and community groups as well as some of our most vulnerable citizens, including for example, children and young people who are looked after away from home by the Council.

F2: Inspire new learning opportunities from Glasgow 2014

Healthy World / Parks Twinning Initiative

This project twins all educational establishments to one of 11 ‘hub’ parks across the city. Each of these parks has in turn been twinned with one of six Commonwealth regions (Africa, Caribbean, Americas, Asia, Oceania, and Europe) which have been selected to reflect the historical connections and resources within the park. Each educational establishment is then twinned with a Commonwealth country/territory from its allocated region.

Key achievements:
- At the end March 2014, 12,863 pupils from 160 educational establishments had received Healthy World talks from countryside rangers on nature conservation and the crops which are grown in Commonwealth countries.
- 307 of the talks were delivered during visits to the Commonwealth Hub Park the school is twinned with.

Game on Glasgow

We are keen to ensure that young people’s awareness of the Commonwealth nations and the Games themselves is raised through the delivery of different aspects of a Curriculum for Excellence via the online teaching resource centre, Glasgow Online. The site is used as a key communication tool for staff and young people for all Glasgow 2014 legacy related initiatives.

Key achievements:
- “Glasgow Online - Glasgow 2014” section has been re branded "Game on Glasgow" to link in with "Game on Scotland" the official 2014 Education Programme. Information and opportunities relating to 2014 continue to be
hosted on this site, including how to get involved, resources, and information on the Schools Baton Relay.

- 341 of the city’s education establishments have accessed Games-related learning materials, competitions and activities, through the online learning hub - Game on Scotland. Of these, 21 have attended an engagement event; 91 have completed a Game on Scotland challenge, with 46 receiving plaques as a result; and 122 have participated in the Athletes’ Village art competition.

**Determined to Make Commonwealth Movies (DTMM)**

For the fourth year in a row the ‘Determined to Make Movies’ programme has been tailored to have a Commonwealth theme through the ‘Determined to Make Commonwealth Movies’ project. The project sees young people in schools across the city producing themed films culminating in an awards ceremony at the Glasgow Film Theatre around June time.

**Key achievements:**

- 23 schools participated in the 2013/14 programme, themed ‘Sport and Fitness’, with the final event taking place on Sunday 9th June 2013.
- 23 schools participated in DTMM 2014 with the theme - "Welcome to Glasgow" with the awards ceremony taking place on 12th June 2014.

**Glasgow as a Gallery**

The project sees Glasgow children's work (artwork, poems, short phrases and statements) showcased around the city, with the Games legacy as their theme. The project launched in February 2013.

**Key achievements:**

- A DVD with images from Oakwood Primary and Social Work's City Arts project has been distributed to stakeholders for them to display.
- The second round of the project is complete with images from Annette Street Primary School’s ‘Scotland Week’, Molendinar/St Mungo Awards and the Kelvingrove Art Gallery school art competition. These will be uploaded to Glasgow Online, distributed to our partners, and displayed on school dinner hall big screens.
- Posters are now in production for two ScotRail stations under the Adopt a Station/Glasgow as a Gallery. Golfhill and St Dennis Primary School artwork will be displayed at Duke Street Station, and Swinton Primary School artwork will be displayed at Easterhouse Station.
- Blairdardie Primary School and Kelvindale Primary School are now also taking part in the programme and pupils are currently working on the artwork.

**Gold Medal Programme**

Glasgow Housing Association and Cube Housing Association generously provided Glasgow schools the opportunity of funding to support 2014 Legacy themed projects. The funding project, known as the Gold Medal Programme, was launched in March 2013 at Govan High School.

**Key achievements:**

- The Gold Medal programme has engaged 18,936 pupils through 30 projects.
- The 30 projects benefitted from £55,000 of funding.
- An event showcasing the projects was held on 25th March 2014 at the Emirates Arena.
Lord Provost Tour of Schools and Mascot visits

In early 2013, the Lord Provost committed to visiting primary schools across Glasgow in the run up to the Games to advise young people of the history and role as Lord Provost, the importance of having civic pride in your city and to advise about the Glasgow 2014 Commonwealth Games. To help raise awareness and excitement of the Games, Education Services purchased a mascot outfit and has provided mascot and chaperone training to over 20 personnel.

Key achievements:
- 116 of the city’s primary schools had received visits from the Lord Provost and Clyde the Mascot between January 2013 and 31st March 2014.

Outside Now!

Education Services launched the city’s strategy for taking learning outdoors, Outside Now! in August 2012 in Bellahouston Academy. As part of the legacy of the Games, the strategy states that it is an entitlement for all young people to have outdoor learning experiences throughout all sectors and stages of their education. The strategy sets out the Service’s actions to develop innovative approaches to outdoor learning in line with Curriculum for Excellence.

Key achievements:
- An App promoting and supporting the Outside Now! Project was launched in August 2013, with updates and developments added in June 2014.
- In liaison with Blairvadach additional funding has been secured to continue "outdoor learning card".
- 90 staff have been trained to take learning outdoors.

Future News 2014

The Commonwealth Games Schools Newsroom (CGN) project created an opportunity for young people to engage in the Games, Culture 2014 and Festival 2014 including young people reporting live on daily events from the Games. With all the adrenaline of a real news operation, the project offered an unrivalled opportunity to help Scottish young people become outward looking and engage confidently and articulately within increasingly global economies, communities and society. The project supported young people’s skills and career development.

Key achievements:
- Release Creative Writing Competition was launched and run simultaneously in Commonwealth Countries and UK via British Council, Young Scot, Glasgow City Council and other local authorities.
- Junior Journalism Conference was undertaken in March 2014, with 3 days of programming with input from 13 different partners. 10 Commonwealth Countries participated and 3 out of 4 Home Nations participated. 31 Glasgow school pupils participated from an overall contingent of 65 Scottish young people.
- 133 Games tickets were allocated from the Council’s ticket allocation to Future New 2014 project participants allowing them to attend and report on Games competition events.

Schools’ Baton Relay

Glasgow schools across the city took part in their very own Schools’ Baton Relay, passing their own baton from school to school. Over 10 months, more then 70 schools and nurseries participated in the event, organised by the Council’s Active Schools Co-ordinators. Travelling in excess of 203 miles – the baton travelled from school to school
(F) INCLUSIVE GLASGOW

in a variety of different ways devised by pupils and staff. The relay mirrored the route of the Queen’s Baton, visiting schools twinned with each nation and territory, giving pupils and staff the chance to learn about the Commonwealth, and take part in the build-up to the Games. Designed by a Glasgow young person, the Schools’ Baton contained a message to the young people of Glasgow from The Lord Provost, Councillor Sadie Docherty.

Key achievements:
- £2,000 funding was secured through the Gold Medal Programme to support the project.
- The baton was designed via a competition with all S3-S4 pupils in Glasgow. The winning design was created by Liam Docherty of St Andrew's Secondary.
- More than 70 schools and nurseries took part in the event, with the relay culminating at a final celebration event in the City Chambers on the 13th June 2014.

F3: Strengthen links with Commonwealth Nations

Connecting Classrooms across the Commonwealth

A variety of international exchanges and partnerships are being developed to provide greater understanding and appreciation among children and young people of the differing cultures in Scotland and Commonwealth countries. To ensure the sustainability of the partnerships which are developed, during 2012/13, over 70 Glasgow teachers took part in events aimed at improving their capacity to develop and sustain international partnerships and to attract external funding for activities.

Key achievements:
- In November 2013, the British Council, in partnership with the BBC and the Commonwealth Secretariat, launched Commonwealth Class, its international education programme for the Commonwealth Games. The event, hosted by Glasgow City Council at the Emirates Arena, was attended by approximately 100 teachers from Glasgow and surrounding local authorities. The programme provides access to an extensive bank of resources, including a significant number of BBC television programmes.
- A Maasai Warrior Legacy project saw Maasai Warrior school visits completed in Sep 2013.
- Students and teachers from Trinidadian linked schools visited Glasgow in June 2014 to input to Glasgow Mela and Glasgow Queen’s Baton Relay Finale.
- St Roch’s Secondary school partnership visit to Namibia took place July 2013.
- 10 new Glasgow schools have now partnered with schools in Pakistan through Connecting Classrooms Pakistan.
- 71 schools have established 125 international education links/partnerships with Commonwealth countries – almost doubling the 63 links that the project had in 2009.

Malawi Young Leaders of Learning (MYLOL) / Interaction Ambassadors

In partnership with the British Council Scotland and the British Council India, we have established a Leadership Programme for young people (referred to as Interaction Ambassadors) in Glasgow’s schools which aims to promote connections with young people in Malawi. The programme supports and encourages young leaders to take ownership of their roles and opportunities in the community locally, nationally and internationally.

Key achievements:
Two Interaction Ambassadors (IAs) travelled to Blantyre, Malawi in August 2012 with a member of staff to carry out a two week “scoping exercise” for the visit to September in 2013.

13 MYLOL’s accompanied by 3 leaders spent two weeks in Malawi during September 2013 working with an equivalent group of 15 young people in Blantyre Secondary on a leadership and citizenship skills project. The programme proved very successful and full reports are available at www.glasgoweducationmlol.org.uk

**Malawi Leaders of Learning (MLOL) Partnership**

The Malawi Leaders in Learning Partnership project is an opportunity for Glasgow to give something back to a Commonwealth country (Malawi) in a very practical way, with Glasgow education staff spending time in Malawi supporting local education staff and with education staff from schools in Malawi spending time working in Glasgow schools.

**Key achievements:**

- The Malawi Leaders of Learning Partnership trained 10 members of staff for a five-week visit to Malawi to assist with teaching and learning practices during June 2012. The staff provided support with teaching methodology, resource design, use of ICT, playground games and physical activity, and school leadership.
- The second cohort of 12 MLOL's spent 4 weeks in Malawi from June to July 2013. The programme, which involved early years and ASN for the first time, proved very successful, working with several establishments in Blantyre.
- A third cohort is currently undergoing training in preparation for travel to Malawi in September/October 2014.

**Commonwealth Values and Athletics Scholarship Exchange**

In 2012, Glasgow School of Sport (GSOS) personnel visited the St Georges East area of Trinidad and Tobago with 7 teachers from Glasgow under the Global Schools exchange programme to set up of a pupil scholarship exchange programme that would provide athletics scholarships and the opportunity to explore the 3 values of the Commonwealth Games (humanity, equality and destiny) through the sports-training programme, team-work activities, leadership, coaching, festival organisation and workshop activity with Commonwealth athletes.

**Key achievements:**

- GSOS sent 10 athletics pupils on scholarship to the St Georges East area of Trinidad during March/ April 2013. They were accompanied by two coaches and a group leader. The team explored the values of the Commonwealth Games by training alongside athletes and coaches from Toco and Blanchisseusse Secondary schools and competed alongside the best of Trinidad's youth at the Falcon Games.
- GSOS is working with Toco Secondary School in Trinidad to support them on their scholarship exchange to Glasgow in 2014, scheduled for 18th-27th August 2014. 7 pupils from Toco secondary school will be on athletics scholarships at Glasgow School of Sport and will explore the 3 values of the Commonwealth Games through joint training and coaching programmes, competition, leadership and cultural activities. Four Trinidadian members of staff including the school principal, coaches and Physical Education personnel will participate in the trip.

**Champions in Scotland: Glasgow Project**
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The projects seek to enhance programmes related to sport and activity with a visiting athlete. The programme will offer a positive role model with personal success and achievement leading activity. Glasgow also aims to build relationships between Primary and Secondary Schools, increasing the profile of Young Ambassadors/sports leaders and the Commonwealth Games.

Key achievements:
- 52 schools from across the city have signed up to be part of the project, with a further 5 due to sign up by August 2014.

Glasgow Games App (GG14)

Pupils from St Joachim's Primary have developed a Commonwealth Games app containing information on many aspects of the Games including countries, records and competition dates/times. Pupils were split into teams with responsibility for researching, developing ideas and creating content for the app. They met with the team from Education Services regularly to update them with content and design elements.

Key achievements:
- Phase 1 of App complete with the app submitted to online outlets in June 2014.

EVALUATION OF INCLUSIVE GLASGOW ACHIEVEMENTS TO DATE

*Have legacy investments and programmes which aim to support people into volunteering contributed to change?*

The gap in the proportion of adults volunteering within Glasgow and nationally has remained constant between 2008 and 2012. Through Glasgow’s Strategic Volunteering Framework, public sector agencies are opening up volunteering opportunities within their own organisations by advertising on volunteerglasgow.org, the city’s portal for matching volunteers to opportunities. There is evidence that interest in volunteering has been growing across the city with visits to the portal growing year on year, from 39,825 unique visitors during 2011/12 to 66,896 in 2013/14.

There is evidence that the city’s young people are increasingly running their own clubs and sports sessions on a voluntary basis. During 2013/14, just over 1,300 young people received a Sports Leadership Award in recognition of their volunteering contribution - a huge increase from the 250 receiving an award in the 2009/10.

*What effect has the Games had on volunteering? Is there a ‘demonstration effect’ in volunteer participation e.g. more volunteering for sports clubs/coaches/officials? How have volunteers (involved and applicants) for 2014 developed their skills and experiences following the Games?*

Around 1,200 Host City Volunteers (HCV) were recruited by Glasgow Life to welcome and signpost Games visitors to sports and cultural venues. Volunteers either live, work, study or already volunteer in Glasgow.

The research study undertaken by Glasgow Centre of Population Health Data suggests the vast majority of the 50,000 Games volunteer (clydesiders) applicants were not new to volunteering with 76% of Glasgow-based applicants having volunteered in a formal capacity within the last 12 months – compared to 85% for applicants from outwith Glasgow. 34% of Glasgow-based applicants had volunteered in a sporting capacity compared to 43% of non-Glasgow applicants. Motivations for applying to be a Games volunteer include:
- Participating in the excitement of the Games (89% of Glasgow respondents, 90% of non-Glasgow)
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- To make a positive difference to the community (60% of Glasgow, 51% of non-Glasgow respondents)
- I wanted to use my skills (57% of Glasgow; 62% of non-Glasgow respondents)
- To become more involved in the community (49% Glasgow, 34% non-Glasgow).

It is too early to say 2014 volunteers have developed their skills following the Games. The phase 2 survey of clydesiders being conducted by the Glasgow Centre Population Health in Autumn 2014 and the research with Host City Volunteers being conducted by the University of Strathclyde will help to measure the extent to which skills have been gained.

**Has there been a change in cultural engagement? Have legacy investments and programmes which aim to increase cultural engagement contributed to change?**

The Games is undoubtedly providing opportunities for cultural engagement – whether as a performer or audience member - at the QBR, Festival 2014 and ceremonies. While it is too early to say whether this will translate into a population level increase in engagement and will sustain beyond the immediate Games cultural programme, signs are encouraging with 11% of respondents to the Spring 2014 Glasgow Household Survey stating that one outcome of the city hosting the Games would be for them to take more of an interest in local cultural events. Research on the success of the Cultural Programme commissioned by Creative Scotland and Glasgow Life will also help to inform this research question. Results from this study will be included in the next report in 2015.

**Are sustained changes evident in the cultural engagement with Commonwealth nations?**

Over 120 international education links and partnerships have been established with Commonwealth countries by 75 of the city’s schools working on projects such as the Commonwealth Values and Athletics Scholarship Exchange between Toco Secondary School in Trinidad and Glasgow’s School of Sport.

Through their own fundraising activities, 22 staff from Education Services (the Malawi Leaders of Learning (MLOL)) and 15 young people from Glasgow’s schools (the Malawi Young Leaders of Learning (MYLOL)) travelled to Malawi to work with their counterparts on a project which aims to improve learning and teaching in both Glasgow and Malawi. Funds were also raised for four libraries in primary schools, the installation of electricity into two Malawi schools and supporting 17 Malawi girls to remain in education. A new team of MLOLs and MYLOLs will be going to Malawi in 2014 with plans for more in 2015, including, a new cohort of MYLOL from the East End of Glasgow to work on a sports leadership project.

**How have communities been inspired (and in what ways) to help build legacy? What is the ‘social value’ of the event? How have local communities been mobilised through the event?**

Over 70 schools and nurseries across the city took part in their own 10-month Schools’ Baton Relay. The relay route, which was in excess of 200 miles, saw the baton (which included a message from the Lord Provost) visiting schools and nurseries twinned with the Commonwealth country the Queen’s Baton was visiting at that time. Each school or nursery organised its own celebration supported by the Gold Medal Programme and planned exciting and innovative ways for the baton to be passed to the next ‘country’. The Lord Provost has visited 116 primary schools,
accompanied by Clyde, the Games mascot, to spread the message of global citizenship. Over 340 of the city’s education establishments have accessed Games-related learning materials, competitions and activities, through the online learning hub - Game on Glasgow - 122 of which participated in the Athletes’ Village Art Competition. In April, 40 children and young people from nursery, primary and secondary schools in the East End of Glasgow joined forces with band members from The Vaccines, Franz Ferdinand and Frightened Rabbit to write, performance and release a single, ‘Let the Games Begin’. The song has been adopted by UNICEF, the charity partner for the Games, as its song to celebrate the Games.

When respondents to the Spring 2014 Glasgow Household Survey were asked what changes hosting the Games would encourage them to make, 5% expected to become more involved in their local community.

The large number of community-led projects which have been developed as a result of the Games (see following section) is also evidence of the social value of the Games.
(G) COMMUNITY-LED LEGACY PROJECTS

The Council’s portfolio of grants to third sector organisations was brought together in 2009 under a new Integrated Grant Fund (IGF), targeted at achieving the Council’s and the Community Planning Partners’ budget priorities.

In 2013/14, a total of 202 projects and programmes in receipt of £12.7 million worth of grants, across all strands of the IGF Programme have been identified as contributing towards out legacy ambitions.

Since the start of 2011, a dedicated Community Engagement Officer has been working with groups all over the city to support and assist the development of community-based projects which are aligned to, and contribute to, the Council’s legacy objectives and to promote the usage of the Glasgow Legacy branding, which will be recognised until 31st December 2015. A simplified online application was established and takes less than 10 minutes to complete and the support of the CE officer is available for any applicants to discuss their idea(s) for Legacy projects. To date:

- 414 projects have applied for legacy status since 2009
- 374 community projects have been granted legacy status since 2009
- Of the 374 granted legacy status, 274 projects have been granted approval to use the legacy logo.

Each project is sent a bespoke certificate signed by the Depute Leader of the Council and Executive Member for the Commonwealth Games, Councillor Archie Graham.

To support the development of community-based projects, three Inspiring Communities Towards 2014 events, were held between June and November 2013, in each of the local areas. The events, which were attended by over 400 people, brought together community groups, funding organisations and Council services. A feedback report is available at www.gamelegacyglasgow.com.

The majority of projects are wholly contained within one of the city’s Strategic Planning Areas (North East, North West and South) as well as those covering the city. Examples of our community-led projects include:

- The Dalmarnock Community Hub. As well as providing IGF funds to support the development of the Community Trust body, the Council is providing land next to the Sir Chris Hoy Velodrome in Springfield Road, which is worth almost £200,000, to the community for £1 to build a £3.7m purpose built community hub. The hub will include a community hall, a cafe, a GP surgery, chemist, a shop and a children’s nursery, creating an estimated 60 new jobs.
- The Pinkston Paddlesports Centre. Opened in May 2014, after costs of £2.4million were raised to provide a designated Watersports venue, which is readily accessible to those locally, across the city and the rest of Scotland. Glasgow City Council was a major funder of this project along with the British Waterways / Canals Partnership; Sportscotland and many others.
- Play on Pedals. With the support of external funding, this city-wide project has been launched with the aim of teaching over 7,500 four year olds across Glasgow to ride a bike and to do so in a safe manner.
- North West Women’s Centre Commonwealth Garden. Established in 2012, the Centre has received continued support of the Council’s Land & Environmental Services following the initial exercise to clear the site and plant the garden. The Garden as been described by the centre’s users as ‘an oasis of peace and tranquillity’.
- St. Paul’s Youth Forum. A project to tackle perceived issues with anti-social behaviour of young children aged between 12 – 18 years old has led to
(G) COMMUNITY-LED LEGACY PROJECTS

development of a Youth café; a sports and activity programme and a very successful internet radio collaboration with similarly aged children in Zambia which has led to a youth exchange programme with that project – both to and from that nation.

- The Gateway Residents Association – Welcome to the Barbadians initiative. One of the most inventive projects by a small group of local residents within the Battlefield area of Glasgow, very near the Athletics hub at Hampden Park hosted a street party for officials, athletes and related families from Barbados at Games-time.
MAINTAINING LEGACY MOMENTUM: PRIORITIES 2014-19

Legacy is a marathon, not a sprint. With so much achieved, it is vital that legacy momentum sustains post-Games.

The key priorities for the coming year for each theme include:

**Prosperous:**
- continuing to support businesses to access future public sector contract opportunities and further developing the scope of the Community Benefit Policy
- bringing employment and new residents to the East End through the retrofitting the Athletes’ Village to social and private housing
- delivering the Glasgow Guarantee commitment to ensure all Glasgow’s young people are in work, education or training by increasing the number of apprenticeships by 10% every year from 2013 to 2018
- continuing the regeneration of Clyde Gateway with the empowerment of the community including promoting community ownership and raising skills levels
- attracting investment and supporting new start-ups at new business parks and office spaces created in the Clyde Gateway and Calton and Barras areas.

**Active:**
- ensuring full use of the new venues including growth in access from schools and growing Glasgow Club membership
- facilitating clubs and individuals, including young people, to run their own sports activity through coach and volunteer training
- supporting community clubs to access community sports facilities including school pitches
- re-focusing efforts for population level changes in physical activity by creating a single point of referral for anyone in Glasgow looking for support to become more active and promoting the Active Health Programme using a simple, highly visible and unified message of ‘sit less, move more’.

**International:**
- continuing to attract further major events and conferences to new and enhanced Games venues
- converting the increased awareness of the city raised through the Queen’s Baton Relay and the Games media coverage into the attraction of future tourist visits
- following up enquiries and interest raised at the Glasgow Business Embassy in Scotland House’s to attract potential inward investors.

**Greener**
- building on the work of the Green Theme by the delivery of Green Year 2015
- providing improved green spaces by delivering the Multifunctional Greenspace and the Clyde Walkway ‘Linked Via Light’ projects
- extending new practices in waste management, sustainable events management and sustainable building design from the Athletes’ Village into other areas of Council business
- working with the Scottish Government on the national roll out of successful city projects including Stalled Spaces.

**Accessible:**
- ensuring successful delivery of the first phase of the Mass Cycle Hire scheme
- encouraging increased use of the city’s new and upgraded walking and cycling routes through behaviour change campaigning
- extending car club membership.
MAINTAINING LEGACY MOMENTUM: PRIORITIES 2014-19

Inclusive:

• showcasing the volunteering experience at the Host City Volunteer exhibition
• linking successful and unsuccessful Games volunteer (clydesider) applicants to future event opportunities and community projects through a post-games volunteering fair
• ensuring the delivery of the Council’s new staff volunteering policy and improving quality of volunteering experience of those volunteering with the Council
• supporting education and learning in Malawi with further visits and exchanges of young people and teachers.

The full Action Plan for 2014/15 is set out in the following section.
<table>
<thead>
<tr>
<th>Project Activity</th>
<th>Timescale</th>
<th>Expected benefits (targets and measures of success)</th>
<th>Agencies/Funding/Project Sponsor</th>
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</thead>
<tbody>
<tr>
<td><strong>Prosperous Glasgow: A1 - Improve Business Growth and Performance</strong></td>
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<td><strong>Business Portal</strong></td>
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<tr>
<td>• Continue the roll out of the Capacity Building Workshop Programme including the Organising Committee's remaining contracting opportunities and the Kelvin Hall conversion</td>
<td>Targeted business support ongoing</td>
<td>• Increase % contracts awarded to Glasgow based firms from 26% (171 of the 660 awarded) at March 2014.</td>
<td>Delivery agencies: Glasgow City Council / Organising Committee partnership Project Manager: Mike McNally</td>
</tr>
<tr>
<td>• Continue to attend events promoting the Business Portal.</td>
<td></td>
<td>• Increase number of companies registered on the Portal from 22,052 in March 2014</td>
<td></td>
</tr>
<tr>
<td>• Continue engagement of 3rd party organisations</td>
<td></td>
<td>• Increase number of Glasgow-based companies registered on Portal from 4,344 in March 2014</td>
<td></td>
</tr>
<tr>
<td>• Complete the review of the long-term legacy of the Games Business Portal</td>
<td>Report outcome of review to Executive Committee Summer 2014</td>
<td>• Increase % companies registered online as ‘business ready’ from 65% in March 2014</td>
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<tr>
<td></td>
<td></td>
<td>• Increase % Glasgow companies registered on Portal which are business ready from 69% in March 2014</td>
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</tr>
<tr>
<td><strong>Prosperous Glasgow: A2 – Increase employment, training and development opportunities</strong></td>
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<tr>
<td><strong>Launchpad</strong></td>
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</tr>
<tr>
<td>• Support Care Leavers into Apprenticeships or other positive destinations through pre-employment service known as ‘Launchpad’</td>
<td>Ongoing throughout 2014/15</td>
<td>• Targets for the year to be confirmed if further funding is secured.</td>
<td>Delivery agency: Glasgow City Council Project Manager: Peter Finn</td>
</tr>
<tr>
<td>• Continue to register Care Leavers who have completed their six-month programme with the Commonwealth Apprenticeship Initiative if this is deemed the best progression route.</td>
<td></td>
<td>• Continue work with 7 existing participants</td>
<td></td>
</tr>
<tr>
<td>• Continue to work with 7 existing Launchpad trainees, and with new cohort planned to start in May 2014.</td>
<td></td>
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<tr>
<td>• Work to secure service funding for beyond June 2014.</td>
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<tr>
<td><strong>Commonwealth Apprenticeship Initiative (CAI)</strong></td>
<td></td>
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</tr>
<tr>
<td>• Continue to source new Apprenticeship opportunities with Glasgow businesses for 2014 school leavers.</td>
<td>Ongoing throughout 2014/15</td>
<td>• Assist 616 2014 school leavers to start a Commonwealth Apprenticeship</td>
<td>Delivery agency: Glasgow City Council Project Manager:</td>
</tr>
<tr>
<td>• Continue to target and support Care Leavers into</td>
<td></td>
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</tr>
<tr>
<td>Project Activity</td>
<td>Timescale</td>
<td>Expected benefits (targets and measures of success)</td>
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<tr>
<td>---------------------------------------------------------------------------------</td>
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</tr>
<tr>
<td>Apprenticeship opportunities including those completing Launchpad</td>
<td></td>
<td></td>
<td>Shona Honeyman</td>
</tr>
<tr>
<td>• Continue to provide an aftercare service to maintain retention rates for those starting Apprenticeships</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Commission an evaluation of the project</td>
<td>Commission June 2014</td>
<td></td>
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<tr>
<td>Common Wealth Jobs Fund (CJF)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Continue to source living wage vacancies</td>
<td>Ongoing throughout 2014/15</td>
<td>• Assist 250 people into jobs in 2014</td>
<td>Delivery agency: Glasgow City Council</td>
</tr>
<tr>
<td>• Continue to host employer events alongside other Commonwealth Employment Initiatives and business support teams.</td>
<td></td>
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</tr>
<tr>
<td>• Commission an evaluation of the project</td>
<td>Commission June 2014</td>
<td></td>
<td>Project Manager: Shona Honeyman</td>
</tr>
<tr>
<td>Common Wealth Graduate Fund (CGF)</td>
<td></td>
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<tr>
<td>• Continue to source graduate vacancies</td>
<td>Ongoing throughout 2014</td>
<td>• Assist 250 graduates into work in 2014</td>
<td>Delivery agency: Glasgow City Council</td>
</tr>
<tr>
<td>• Continue to market vacancy opportunities to eligible registered graduates</td>
<td>Commission June 2014</td>
<td></td>
<td>Project Manager: Shona Honeyman</td>
</tr>
<tr>
<td>• Commission an evaluation of the project</td>
<td></td>
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</tr>
<tr>
<td>Common Wealth Youth Fund (CYF)</td>
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<tr>
<td>• Continue to identify gaps in the labour market for those young people who are not apprenticeship ready, or those who left school to carry out additional training or further education.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>• Establish and then track retention rates for CYF clients.</td>
<td>Ongoing throughout 2014</td>
<td>• Recruit 200 young people during 2014</td>
<td>Delivery agency: Glasgow City Council</td>
</tr>
<tr>
<td>• Continue to provide aftercare service with Jobs &amp; Business Glasgow and engage with newly appointed apprentices in private and 3rd sector businesses to encourage high retention rates.</td>
<td></td>
<td></td>
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<tr>
<td>• Undertake project evaluations</td>
<td>Ongoing throughout 2014</td>
<td></td>
<td>Project Manager: Shona Honeyman</td>
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<tr>
<td>Community Benefit Policy</td>
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</tbody>
</table>
## Action Plan April 2014 to March 2015

<table>
<thead>
<tr>
<th>Project Activity</th>
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<th>Expected benefits (targets and measures of success)</th>
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</tr>
</thead>
</table>
| • Continue to work with contractors and partner agencies to maximise community benefit outcomes on ongoing projects including Fastlink  
• Complete the review of the GCC Community Benefit policy | Ongoing throughout 2014/15 | • Continue to achieve 100% of committed NETs by each project’s completion (331 committed at March 2014, 500 achieved)  
• Improved capacity of Glasgow SMEs and social enterprises to include Community Benefits within tenders and deliver commitments successfully. | Delivery agencies: Glasgow City Council  
Project Lead: Mike McNally |
| **Personal Best**                                                                |                      |                                                                                                                      | Delivery agency: Jobs and Business Glasgow  
Project Manager: Steven Brooks |
| • Recruit programme participants for the next phase of Personal Best  
• Create training and volunteering opportunities linked to cultural and sporting events  
• Provide participants from hard to reach backgrounds with employability training with a placement as a volunteer being a core element. | Ongoing throughout 2014/15 | • 5 courses to be completed, with 60 starters.  
• 45 clients to complete full programme, with 35 to achieve qualifications. |                      |
| **Prosperous Glasgow: A3: Improve the physical appearance of Glasgow, particularly in the East End** |                      |                                                                                                                      | Delivery agencies: Clyde Gateway  
Project Manager: Ian Manson |
| **Clyde Gateway Urban Regeneration Company**                                      |                      |                                                                                                                      |                                  |
| • Commence the £14 million phase 2 development of the Clyde Gateway East Business Park on London Road  
• Continue construction of £24m office development at South Dalmarnock on the banks of the River Clyde. Continue discussions with Police Scotland on terms of occupancy.  
• Complete construction of new ‘smart bridge’ with power/ heating link across the Clyde between Dalmarnock and Shawfield  
• Re-tender contract for footbridge across the Clyde, connecting the Clyde Walkway and National Cycle Route 75 at the Athletes’ Village site to a new £5 million woodland park being developed in partnership with the Forestry Commission on the Cuningar Loop in South Lanarkshire. | Ongoing throughout 2014/15  
May 2014 | • 75,000 square feet of industrial / warehousing space at the Clyde Gateway East Building Park  
• 130,000+ square feet office development at South Dalmarnock  
• Space for 30 small and medium sized firms at Eastgate Phase 2.  
• Continue to attach jobs at all new developments  
• Continue to redevelop brownfield sites.  
• Achieve 100% of committed NETs through delivery of each project’s completion (79 committed at March 2014) |                                  |
## ACTION PLAN APRIL 2014 TO MARCH 2015

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<tbody>
<tr>
<td>Complete construction of £3.5M office suites at Eastgate Phase II in Bridgeton, and review marketing.</td>
<td>June 2014</td>
<td></td>
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</tr>
<tr>
<td>Continue marketing of new office suites at Dalmarnock Road</td>
<td></td>
<td></td>
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<tr>
<td>Continue remediation on former Dalmarnock Gas Works site in time for Games</td>
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</tbody>
</table>
| **Calton and Barras Action Plan** | Ongoing throughout 2014/15 | Improvement of streets and spaces  
Creation of an attractive, resilient and well-connected neighborhood in the east end of Glasgow.  
100% completion of programmed public realm improvements  
100% of programme improvements to vacant/derelict land | Delivery agency: Glasgow City Council  
Project Manager: Ewan Curtis |
| Deliver the Calton Gateway project which will see high quality public realm continued from Glasgow Cross under the railway bridges into the area. |  |  |  |
| Discussions to take place with Railtrack re improvements to bridges. |  |  |  |
| Complete a temporary “Commonwealth Square” urban public space which will function as an urban sport/event space and market space |  |  |  |
| Complete programme of improvements to shop fronts and buildings |  |  |  |
| Complete creation of a pedestrian friendly environment on Greendyke Street/London Road. |  |  |  |
| **Royal Concert Hall Refurbishment** | Ongoing throughout 2014/15  
June 2014 | Provision of a new 600 seat rehearsal / recital hall for use by the Royal Scottish National Orchestra  
Provision of education spaces and practice rooms with dedicated spaces for the RSNO. | Delivery agencies: Glasgow City Council, Scottish Government and RSNO. Project Manager: Ian Hooper (Glasgow Life) |
| Continue construction of the new extension of the Glasgow Royal Concert Hall |  |  |  |
| Complete refurbishment of areas of the existing Hall adjacent to the new wing |  |  |  |
| **Parkhead Cross Improvements** |  |  |  |
## Project Activity

- Implement repair works to buildings in use, starting with St. Michael's RC Church.
- Continue and extend programme of shop front improvements.
- Continue programme to bring vacant and historical floorspace back into use at Westmuir Street School, Necropolis Gatelodge, and 17 Westmuir Street.
- Deliver public realm works in area immediately around Parkhead Cross.
- Delivery programme of traditional skills training related to maintenance of traditional tenements in conjunction with Glasgow Life.

### Timescale

- Ongoing throughout 2014/15

### Expected benefits (targets and measures of success)

- Improvements to the first 6 shop fronts in the immediate area of Parkhead Cross
- 1000 m2 of public footpaths and carriageways to be improved
- 24 participants involved in heritage initiatives

### Agencies/Funding/Project Sponsor

- Delivery agencies and funders: Private Sector, Glasgow City Council, Heritage Lottery Fund, Historic Scotland
- Project Manager: Forbes Barron

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### Active Glasgow: B1 – Increase the capacity of sports infrastructure, through improved club development and coach education

### Club, Coaching and Volunteering Strategy

#### Community Sport and Participation

- Deliver sporting festivals and the annual Youth Games with the aim of enabling children and young people the chance to take part and sample a sporting activity. Programmes to include sports showcase events, club development come and try programmes and sports development programmes linked to major sporting events.
- Continue to work with sports clubs and organisations to deliver 16 sports showcase events and club development come and try programmes.
- Continue to work with sports clubs and organisations to progress clubs through Club Mark accreditation and National Governing Bodies accreditation.
- Continue to increase participation in athletics within schools, clubs and local communities through delivery of the Club Together programme (in partnership with Scottish Athletics), with a focus on recruitment and

### Ongoing throughout 2014/15

- Increase number of school / club links created each year from 400 in 2009/10 to 1,000 in 2014/15.
- Increase the number of junior sections/clubs being supported by Glasgow Life from 327 in 2009/10 to 530 in 2014/15
- Increase the number of junior club members being supported by Glasgow Life from 4,485 in 2009/10 to 15,000 in 2014/15
- Increase number of volunteers actively working with the junior clubs being supported by Glasgow Life from 2,139 in 2009/10 to 4,000 in 2014/15
- Increase the number of clubs accredited from 35 in 2009/10 to 120 in 2014/15.
- Develop a further multi-sport Community Sport Hubs in 2014/15 bringing the total to 8.

### Funding

- Delivery agencies funders: Glasgow Life, national governing bodies (NGBs), the Glasgow School of Sport, Education Services, Active Schools, Social Work Services
- Project manager: Kirsty Clarke
## ACTION PLAN APRIL 2014 TO MARCH 2015

<table>
<thead>
<tr>
<th>Project Activity</th>
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</tr>
</thead>
</table>
| retention of athletes, coaches, officials and non coach/official volunteers       |                               | • Increase the number of participants in coach education courses throughout the year from the baseline of 2,018 in 2009/10 to 3,500 in 2014/15. | Delivery agencies: Glasgow Life, National Governing Bodies (NGBs)  
Funders: NGBs  
Project manager: Kirsty Clarke |
| • Develop 8 Community Sports Hubs across the city, bringing together local clubs and partners with the knowledge, skills and expertise to increase opportunities for participating in sport and physical activity. | Community Sports Hubs will run from 2011 to 2015 | • Increase the number of qualified coaches in clubs that Glasgow Life actively engages with from 2,350 in 2009/10 to 4,800 in 2014/15. |                               |
| **Coaching Strategy**                                                            |                               |                                                                                                                      |                                  |
| • Deliver the annual coach education diary.                                      | Ongoing throughout 2014/15     | • Increase 800 diversionary activity sessions in 2014/15.                                                         | Delivery agencies: Glasgow Life on behalf of the NGB/partners.  
Funders: NGBs  
Project Manager: Nicky Waterson |
| • Deliver coach education courses covering generic and sport specific qualifications. |                               | • Target 16,000 attendances in 2013/14                                                                             |                                  |
| • Deliver Continuous Professional Development opportunities to up-skill teaching staff within Glasgow's Schools. |                               |                                                                                                                      |                                  |
| **Diversionary projects**                                                        | Ongoing throughout 2014/15     |                                                                                                                      |                                  |
| • Deliver a range of sporting activities by using mobile resource, youth clubs and schools, including athletics, basketball, badminton, football, tennis, racquetball, rugby union and hockey. All sessions will be aimed at disengaged young people. |                               |                                                                                                                      |                                  |
| • Continue to deliver a StreetSport participation programme (which uses sport as a vehicle to help address community health and social renewal) with street football cup event being held in George Square on 17th and 18th of May. |                               |                                                                                                                      |                                  |
| **Whole Sport Plans**                                                            |                               |                                                                                                                      |                                  |
| **Performance Development and Pathways**                                         |                               |                                                                                                                      |                                  |
### ACTION PLAN APRIL 2014 TO MARCH 2015

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>• Continue to work with national governing bodies and local clubs to support performance development pathways for gymnastics, netball and swimming.</td>
<td>Ongoing throughout 2014/15</td>
<td>• Increase number of Glasgow-based athletes in performance and performance development programmes from the baseline of 316 in 2009/10 to 500 in 2014/15.</td>
<td>Delivery agencies and funders: Partnership with NGBs and sportscotland, Glasgow Life, Glasgow City Council</td>
</tr>
<tr>
<td>• Continue to work in partnership with Education Services to assist and support the 5 sports specialisms within the Glasgow School of Sport: athletics, badminton, gymnastics, hockey and swimming.</td>
<td></td>
<td>• Increase number of Glasgow athletes achieving selection to the Scottish Institute of Sport from the 2009/10 baseline of 34 to 77 in 2014/15.</td>
<td>Project Manager: Keith Russell</td>
</tr>
<tr>
<td>• Continue to support athletes selected to local/national representative squad structures through access to facilities, funding and improved coaching services including access to latest technology/techniques, workshops/clinics delivered by world class coaches.</td>
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</tr>
<tr>
<td>• Continue to administer Glasgow City Council’s Integrated Sports Grants programme including provision of free access card for talented/elite Glasgow-based athletes for training purposes.</td>
<td></td>
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</tr>
<tr>
<td>• Continue to provide tailored development programmes suited to the specific needs of coaches working within Glasgow based performance pathways programmes.</td>
<td></td>
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<tr>
<td>• Undertake Planning and Review meetings for all Whole Sport Plans</td>
<td>Ongoing throughout 2014/15</td>
<td></td>
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<tr>
<td></td>
<td>September 2014</td>
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<tr>
<td><strong>Playground to Podium (P2P) – Disability Sport Pathways</strong></td>
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<tr>
<td>• Continue discussions with local clubs in athletics, swimming, table tennis, boccia and football who have identified talented athletes invited onto SDS Regional squads</td>
<td>Ongoing throughout 2014/15</td>
<td>• Increase the number of young people participating in the programme from the baseline of 40 in 2012/13 to 60 in 2014/15.</td>
<td>Delivery agencies: Glasgow Life in partnership with Glasgow Disability Sports Forum and Scottish Disability Sport.</td>
</tr>
<tr>
<td>• Progress and complete Disability Whole Sport Plan</td>
<td>September 2014</td>
<td></td>
<td>Project Manager: Keith Russell</td>
</tr>
<tr>
<td>• Support athletes in progressing to performance programmes and to clubs</td>
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<tr>
<td>• Officers will continue to work with Marketing to update information booklets and other relevant material to be distributed at events and selection days.</td>
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<tr>
<td>Project Activity</td>
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<tr>
<td><strong>Active Glasgow: B2 – Increase participation in sport/physical activity, contribute to improving health and wellbeing of Glaswegians</strong></td>
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<tr>
<td><strong>Active Travel/Cycling Strategy</strong></td>
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</tbody>
</table>
| • Deliver Glasgow’s Strategic Plan for Cycling 2010-2020 including: | Ongoing throughout 2014/15 | • Increase access to cycling for under represented groups  
• Encourage increased participation in utility, recreational and sport cycling for all  
• Contribute towards improving health and increasing physical activity | Delivery agency:  
Glasgow Community Planning Partners;  
national and local cycling organisations  
Project manager:  
Keith Russell |
| • Develop business plan and funding package to transform the Maureen Cope Centre into the cycling development centre for the Cathkin Braes Mountain Circuit. | | | |
| • Complete cycling network projects under the Walking and Cycling project in the Accessible Theme | | | |
| **Physical Education, Physical Activity & School Sport (P.E.P.A.S.S)** | | | |
| **Participation project – Active Schools** | Ongoing throughout 2014/15 | | |
| • Continue to provide teachers with high quality, up to date in-service training and deliver three school conferences – primary, secondary and ASL – with the aim to provide teachers with high quality, up-to-date information, resources and the opportunity to share good practice. | | | Delivery agencies:  
Partnership with GCC, sportscotland, Glasgow Life and GGCNHS  
Project manager:  
Kirsty Clarke |
| • Provide primary and secondary schools with curricular/coaching opportunities; organise primary and secondary after extra-curricular activities. | | | |
| • Continue to work with Sports Leaders to encourage them to use their qualification within a school, club or community setting. A greater focus on monitoring the young people’s utilisation of the qualification will be undertaken. | | | |
| • Undertake review of the key recommendations of the Integrated Physical Education, Physical Activity and Sport Group (PEPAS) report: training and continuous professional development, facility access and transport, expanding the workforce and sharing of | | | |
| | | | |
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<table>
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<tbody>
<tr>
<td>good practice.</td>
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<tr>
<td>• Use the review to shape future priorities and recommendations.</td>
<td></td>
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<tr>
<td><strong>Active Health</strong></td>
<td><strong>Participation project – Active Health</strong></td>
<td></td>
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</tr>
<tr>
<td>• Create and communicate a compelling vision around what we are trying to achieve and gain buy in from staff and funders alike.</td>
<td>Ongoing throughout 2014/15</td>
<td>• Increase the number of attendances across the suite of Active Health Programmes from the baseline of 101,000 in 2009/10</td>
<td>Delivery agencies: Various partnerships with NHS, GHA, Paths for All, Breast Cancer Trust, Scottish Cycling, Scottish Centre for Healthy Working Lives. Project manager: Billy Garret</td>
</tr>
<tr>
<td>• Widen the Active Health brand to recognise that being socially active and connected is an important part of health.</td>
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<tr>
<td>• Promote a simple, highly visible and unified message of “sit less, move more” in the communities we strive to engage.</td>
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<tr>
<td>• Create a single point of referral for anyone in Glasgow looking for support to become more active</td>
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<tr>
<td>• Use local level face to face consultation to understand barriers and motivations to activity, to make informed and effective decisions about future programme delivery.</td>
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<tr>
<td>• Gain approval for consistency in how we collect data and measure impact of our programmes on our target audience.</td>
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</tr>
<tr>
<td>• Continue to deliver Active Health Programmes designed to meet the activity needs of senior adults including: Running Network; Activity Works; Hill-walking; Outdoor Adventures; ‘On Yer Bike’ Cycling; Shape Up; Silver Deal Active; and Walk Glasgow.</td>
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<tr>
<td><strong>Great Scottish Run (GSR)</strong></td>
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<tr>
<td>• Deliver marketing plan for 2014 event</td>
<td>GSR will take place</td>
<td>• Increase the number of entries registered to take part in the adult race from the baseline of 18,991 to</td>
<td>Delivery agencies:</td>
</tr>
</tbody>
</table>
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<tr>
<td><strong>event including community run and targeted family events</strong></td>
<td>in October 2014</td>
<td>- 23,500 in 2014.</td>
<td>Glasgow Life</td>
</tr>
<tr>
<td>• Schools Challenge (Friday 3 October, Glasgow Green) will engage with approx 3000 children linking with Active Schools Co-ordinators and providing the opportunity to try a variety of sporting activities.</td>
<td></td>
<td>• Increase number of people taking part in junior, family, and schools races from the 2009 baseline of 1,877 to 6,500 in the 2014 race.</td>
<td>Project Manager: Colin Hartley</td>
</tr>
<tr>
<td>• Family targeted events: races on Saturday 4 October (George Sq), including a Junior Run (2.5k), Family Mile and Toddler Dash (100m).</td>
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<tr>
<td>• For the first time, the event will have IAAF Gold standard (the first mass participation running event in Scotland to hold this standard).</td>
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<tr>
<td>• Live BBC broadcast on Sunday 5 October.</td>
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### International Glasgow: C1 – Contribute towards the enhancement of Glasgow’s reputation and image

**Glasgow Destination Portal**

- Deliver a full redevelopment of peoplemakeglasgow.com and native language/international versions with a focus on web responsive design, enhanced usability, social media integration and content development.
- Deliver joint website promotion and app development with Glasgow 2014 Ltd.
- Deliver a new smartphone app in line with peoplemakeglasgow.com's redevelopment.

**International Media Relations Programme**

- Delivering an International Media Relations Programme including:
  - Strategic media relations activity including targeted media visits programme and on-territory activity.
  - A Commonwealth Media Database as legacy of the Destination Media Hub portal and physical facility
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<tbody>
<tr>
<td>operated during Games Time.</td>
<td></td>
<td></td>
<td>Tom Rice</td>
</tr>
<tr>
<td><strong>International Glasgow: C2 - Attract inward investment, leisure and business tourism</strong></td>
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</tr>
<tr>
<td><strong>Inward Investment Programme</strong></td>
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</tbody>
</table>
| • Upcoming Service Review within Economic Development will identify future partnership arrangements and trade activity. | Ongoing throughout 2014/15 June 2014 | • Improve perception of Glasgow among international investors  
• Attract inward investment to Glasgow  
• Encourage at least 100 direct enquiries to Invest Glasgow in 2014/15 | Glasgow City Council; Glasgow Chamber of Commerce; SCDI; Business Club Scotland; Glasgow City Marketing Bureau |
| • Promotion visit to Manchester                                                  |                                  |                                                                                                                    |                                  |
| **Joint Marketing with Carriers**                                                |                                  |                                                                                                                    |                                  |
| • Continue to work with carriers on joint activity to maximise opportunity in market and to forge closer links with key travel trade.  
• Target 5 carrier partnership campaigns in the UK/Ireland markets  
• Continue to maximise awareness of Glasgow as a destination through driving traffic to People Make Glasgow overseas websites in key market territories. | As outlined and ongoing throughout 2014/15 | • Support existing and new UK and international services to Glasgow Airport and Glasgow Prestwick Airport | Glasgow City Marketing Bureau (GCMB) |
| |                                  |                                  |                                                                                                                    |                                  |
| **International Glasgow: C3 – Attract a range of cultural and sporting events to the city** |                                  |                                                                                                                    |                                  |
| **The 2014 Cultural Plan**                                                       |                                  |                                                                                                                    |                                  |
| a) Delivery of the Glasgow 2014 Cultural Programme Open Fund in partnership with Creative Scotland | a) Monitoring of grant related projects to August | • Improve co-ordination and development of existing Commonwealth relationships and existing cultural | Glasgow Life (on |
### ACTION PLAN APRIL 2014 TO MARCH 2015

<table>
<thead>
<tr>
<th>Project Activity</th>
<th>Timescale</th>
<th>Expected benefits (targets and measures of success)</th>
<th>Agencies/Funding/Project Sponsor</th>
</tr>
</thead>
<tbody>
<tr>
<td>b) <strong>Delivery of Culture 2014</strong></td>
<td>2014</td>
<td>• Increase in the world music strand and an increased diversity in the concert halls’ audiences.</td>
<td><em>behalf of the OC</em>, Creative Scotland, cultural and third sector, Glasgow City Council</td>
</tr>
<tr>
<td>c) <strong>Delivery of Festival 2014 during Games time</strong></td>
<td>b) By August 2014</td>
<td>• Contribute to the development of, and increase in, the number and range of cultural events taking place in Glasgow.</td>
<td><em>Project Manager:</em> Jill Miller</td>
</tr>
<tr>
<td>d) <strong>Working with partners to develop detail of mass participation music projects in particular 'Big, Big Sing' a Glasgow led initiative which will reach out to Scotland and the Commonwealth.</strong></td>
<td>c) 19 July – 3 August 2014</td>
<td>• Increase capacity, knowledge and skills of cultural organisations and professional and non-professional performers.</td>
<td></td>
</tr>
<tr>
<td>e) <strong>Strengthening commonwealth relationships through collaboration with international cultural partnerships and artists</strong></td>
<td>d) Ongoing</td>
<td>• Increase engagement of local people in the cultural sector, through volunteering, training and apprenticeships.</td>
<td></td>
</tr>
<tr>
<td>f) <strong>Monitoring through Integrated Grants Programme.</strong></td>
<td>e) Ongoing</td>
<td>• Increase the range of active partnership programmes with Commonwealth countries and others.</td>
<td></td>
</tr>
<tr>
<td>g) <strong>Deliver Commonwealth Games themed projects within the Cultural Heritage Strategy’s 5-year action plan including Community Heritage Guide 2014 Tour programme and physical improvement projects linked to Velocity.</strong></td>
<td>f) Ongoing</td>
<td>• Increase opportunities for existing cultural providers (national companies and arts organisations) and encourage collaboration across cultural forms and skills.</td>
<td></td>
</tr>
<tr>
<td>h) <strong>Deliver the Velocity Project</strong></td>
<td>g) Ongoing</td>
<td></td>
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<tr>
<td></td>
<td>h) Funding secured until 2015; may continue beyond 2015 if further funds are secured.</td>
<td></td>
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</table>

**Kelvingrove Bandstand**

- **Deliver Festival 2014 programme with bandstand as a venue, complementing other live zones**
- **Make Bandstand a destination venue - not a transient audience, but with dedicated programmed slots**

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<thead>
<tr>
<th></th>
<th>July – August 2014</th>
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<tbody>
<tr>
<td>• Strong audience attendance</td>
<td></td>
<td>• Ongoing relationships with partners</td>
<td>Delivery agency and funder: Glasgow City Council</td>
</tr>
<tr>
<td>• Ongoing relationships with partners</td>
<td></td>
<td>• Demonstration of Bandstand’s potential</td>
<td><em>Project Manager:</em></td>
</tr>
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</tbody>
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## ACTION PLAN APRIL 2014 TO MARCH 2015

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<tbody>
<tr>
<td>advertised</td>
<td></td>
<td>• Equalities programming</td>
<td>Margaret McIlmoyle (Glasgow Life)</td>
</tr>
<tr>
<td>• Make the most of the Bandstand as a unique and heritage venue</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>• Deliver an equalities approach – e.g. targeting older artists (Glasgow Senior Citizens Orchestra), vintage and classic film; Scottish Refugee Council film; children’s programme; Gaelic acts.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Build lasting relationships with cultural sector - Jazz Festival, Wee Write/ Aye Write, Park Circus Film, Glasgow University etc.</td>
<td></td>
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</tbody>
</table>

### Strategic Major Events Forum (SMEF)

- Continuing to co-ordinate city event enquiries, applying event appraisal model and monitoring event outcomes through evaluation.
- Managing and coordinating the Glasgow Major Event Calendar
- Bid for UEFA European Championships 2020 submitted April 2014.
- Progress bid for ISU World Figure Skating Championships 2017
- Help to deliver Commonwealth Museums Association (May 2014), International Bible Studies Association – (Hydro 2014 – 2016), BBC Radio 1 Big Weekend (George Square / Glasgow Green, May 2014), MTV Europe Music Awards (Hydro, November 2014)
- Secure further conferences related to the Commonwealth, sports and the Glasgow Games venues (Emirates Arena & The Hydro)

<table>
<thead>
<tr>
<th>Project Activity</th>
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<th>Expected benefits (targets and measures of success)</th>
<th>Agencies/Funding/Project Sponsor</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Provide test opportunities for the 2014 Commonwealth Games</td>
<td>Ongoing 2014/15</td>
<td>• Continue to secure World and European events for the city</td>
<td>Delivery agencies:</td>
</tr>
<tr>
<td>• Continue to secure World and European events for the city</td>
<td>Submit bid to UEFA April 2014/ decision mid-September</td>
<td>• Increase use of key new or enhanced venues.</td>
<td>and funders: Differs by event – agreed by SMEF. SMEF Partners include:</td>
</tr>
<tr>
<td>• Increase profile of Glasgow through global audiences for televised world championship events.</td>
<td></td>
<td>• Increase portfolio of events that deliver substantial economic, social, cultural, environmental and physical regeneration.</td>
<td>GCC, Glasgow Life, Glasgow 2014 Ltd, Scottish Enterprise, EventScotland, VisitScotland, Glasgow Chamber of Commerce and Glasgow City Marketing Bureau.</td>
</tr>
<tr>
<td>• Increase portfolio of events that deliver substantial economic, social, cultural, environmental and physical regeneration.</td>
<td></td>
<td></td>
<td>Project Manager: Scott Taylor</td>
</tr>
</tbody>
</table>

### International Glasgow: C4 – Develop Glasgow’s tourism industry

| Glasgow Tourism Service Initiative                                             |                                                |                                                                                         |                                  |
## ACTION PLAN APRIL 2014 TO MARCH 2015

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</table>
| • Continue to deliver Glasgow Welcomes service excellence programmes to staff and managers through workshops, in-house and online in the lead up to the Games and beyond. With industry, review and plan way forward to maintain momentum and collaborative approach.  
• Continue to signpost to agencies which provide support to address skills shortages and perceptions of careers in tourism (SDS, Springboard).  
• Continue with upscaled marketing & communications activity inc. social media to support project activity  
• Ongoing monitoring of all activities, incorporating feedback from participants, businesses and visitors  
• Continue to develop and deliver local knowledge familiarisation tours/visits for front line staff in tourism businesses.  
• Continue to deliver variety of Glasgow Welcomes initiatives including management level activity & masterclasses, with increased activity in the lead up to the Games and a focus on maintaining momentum in the post-event period.  
• Continue to share best practice with other areas and influence the national tourism skills group to support improvements to the customer experience  
• Continue to support Accessible Tourism Glasgow Initiative with industry engagement & communications. | Ongoing throughout 2014/15 | • Continue to increase the number of businesses engaged in Glasgow Service with Style activities from 598 at March 2014  
• Relay key messages to 40,000 tourism staff in 4,000 businesses & to 15,000 Games volunteers by June 2014  
• Continue to increase the number of participants in GSWS activities, including tourism and hospitality staff and managers, from 7,111 at March 2014  
• Increased web and LinkedIn usage from 22,434 unique visitors and 843 LinkedIn members at March 2014 | Delivery agencies and funders: VisitScotland, Scottish Enterprise, GCMB, Glasgow City Council, Glasgow Chamber of Commerce, Skills Development Scotland, with contributions by private sector.  
Project Manager: Stella Callaghan |

### Accessible Tourism Initiative

| • Continue delivering communication plan to increase awareness among tourism sector businesses of the financial benefits and market opportunities presented by providing an accessible service/product  
• Continue to grow number of Glasgow accommodation businesses with Access Statements. | Ongoing throughout 2014/15 | • Improve the physical accessibility of the products and services offered by Glasgow tourism sector businesses  
• Improve visitor experience for those with additional accessibility requirements  
• Improve quality of customer service  
• Develop 18 Access Statements in partnership with | Delivery agencies and funders: VisitScotland, Scottish Enterprise, Glasgow City Marketing Bureau |
## ACTION PLAN APRIL 2014 TO MARCH 2015

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</thead>
<tbody>
<tr>
<td>• Pilot online training programme in Glasgow in advance of Scottish roll-out.</td>
<td>Scottish roll-out from Autumn 2014.</td>
<td>tourism industry</td>
<td>and Glasgow City Council Project Manager: Liz Buchanan</td>
</tr>
</tbody>
</table>

### Greener Glasgow: D1 – Improve the environmental aspects of sustainable living standards

**Sustainable Design of the Athletes’ Village**

- Retrofit works to complete the housing units and care home
- Strategic Urban Drainage System (SUDS) canal and pond remedial works to be completed.
- Completion of landscaping works to continue post-Games.

**Timescale:** Due for Completion April 2015

- Contribute towards improving rating on Sustainable Cities Index (ranked 19th of the 20 UK cities ranked in 2010) and European Green Capitals to become Europe’s most sustainable city by 2019.
- Contribute to a reduction in landfill through production of biogas.
- Provide tangible contribution to 30% reduction in carbon emissions by 2020 from 2006 baseline.

**Funding:** City Legacy Consortium

**Project Managers:** Andrew McKibbon

**Sustainable Glasgow Central Heating and Power at Athletes’ Village**

- Continue with work to network the Emirates Arena
- Residential Heat Supply Agreement and associated documents to be finalised
- Appoint medium term Operation & Maintenance Contractor

**Timescale:** Apr 2014 - Mar 15 June 2014 Jan 2015

- Contribute to a reduction in landfill through production of biogas.
- Provide tangible contribution to 30% reduction in carbon emissions by 2020 from 2006 baseline.
- Maximise use of sustainable energy resources by increasing use of CHP/District Heating; biomass and biogas and energy management systems.

**Delivery agency:** City Legacy Consortium

**Project Manager:** David Hay, DRS

**Sustainable Tourism Initiative**

- All stakeholders to encourage Games family hotels to participate in environmental award scheme (either the Glasgow City Council based Environmental Business Awards (EBA) or the UK-wide Green Tourism Business Scheme (GTBS))
- Continue to promote the assistance that can be

**Timescale:** Ongoing throughout 2014/15

- 100% of Games family hotels to sign up to an environmental award scheme
- Engage with 50 tourism businesses.
- Encourage 10 businesses to achieve an EBA in 2014/15

**Delivery agencies:** Visit Scotland, Glasgow City Council, SDS, Scottish Enterprise,
<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Provided by each stakeholder including providing one case study per month</td>
<td></td>
<td></td>
<td>Resource Efficient Scotland. Green Tourism Business Scheme, Carbon Trust. Project Manager: Julie Robertson.</td>
</tr>
</tbody>
</table>

**Clean Glasgow**

- Drawing on findings from venue audits, develop a work programme for clean-up activities in the vicinity of Games venues.
- Engage local community groups, schools, businesses, and other organisations to encourage participation in Games venue clean-up activities.
- Undertake local clean-ups with community, school and other groups. Delivery of a broad range of campaign initiatives such as the neighbourhood improvement volunteer scheme, schools programme and anti dog fouling initiative.
- Engage a wider audience by promoting a series of community clean up along the Queens Baton Route and outwith the last mile routes to venues.

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<tr>
<th>Clean Glasgow</th>
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<tbody>
<tr>
<td></td>
<td>On-going throughout 2014/15</td>
<td>Increase number of Community Clean-Ups from the 3,051 in 2013</td>
<td>Delivery agencies: Glasgow City Council, Project Manager: Denise Hamilton.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Increase number of people participating in environmental projects throughout the city from the 19,682 volunteers in 2013</td>
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<tr>
<td></td>
<td></td>
<td>Increase in local pride.</td>
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<tr>
<td></td>
<td></td>
<td>Increased improvements in local environmental quality.</td>
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</table>

**Venue Audits (and associated clean up works, identification of gap sites)**

- Updated venue audits to be undertaken with data recorded and correlated in line with the established audit methodology.
- Monitor the progress of gap sites which are being developed through Stalled Spaces and/or Commonwealth Garden project.
- Conduct audits on a bi-monthly basis with frequency shortened on run up to and during Games time.
- Carry out relevant action and clean ups in incivility.

<table>
<thead>
<tr>
<th>Venue Audits (and associated clean up works, identification of gap sites)</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Ongoing throughout 2014/15</td>
<td>Ensure work is carried out on 42 identified gap sites</td>
<td>Delivery agencies: Glasgow City Council, Project Manager: Chris Dalrymple</td>
</tr>
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<tr>
<td>Project Activity</td>
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<tr>
<td><strong>hotspots</strong></td>
<td></td>
<td>• All works to GCC sites to be completed for Games time.</td>
<td></td>
</tr>
<tr>
<td>• Complete by June 16th</td>
<td></td>
<td>• Boost for the city’s environment and sustainability credentials</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>• Provide a range of economic benefits by attracting business and tourism</td>
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<tr>
<td></td>
<td></td>
<td>• Act as a driver for businesses and residents to encourage sustainability within the city</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>• Consult 1000 citizens on Green Year 2015 plans by end of March 2015</td>
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<tr>
<td></td>
<td></td>
<td>• Increase number of Twitter followers to 1500 by end of March 2015</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td><strong>Glasgow’s Green Year 2015</strong></td>
<td>Delivery agencies: Glasgow City Council</td>
</tr>
<tr>
<td>• Preparation for the delivery of Green Year in 2015 including communications, legacy and events delivery groups.</td>
<td>Throughout 2014/15</td>
<td>• The conservation and enhancement of the natural and cultural heritage of the river.</td>
<td>Project Manager: Heather Claridge</td>
</tr>
<tr>
<td>• Delivery of Green Year in 2015</td>
<td>Jan 2015 onwards</td>
<td>• Increase use of sustainable transport (cycling, walking and rowing).</td>
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</tr>
<tr>
<td></td>
<td></td>
<td>• Upgrade 1000m of the Clyde Walkway in 2014/15 – making a total of almost 3000m since the project started</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td><strong>Greener Glasgow: D2 – Improve the multifunctionality, access to, and use of greenspace</strong></td>
<td></td>
</tr>
<tr>
<td><strong>2014 Clyde Walkway Pilot Project (CWPP)</strong></td>
<td></td>
<td>• Linked Via Light project to be completed with Carmyle and Westburn communities working together, building relationships.</td>
<td>Delivery agencies: Glasgow City Council</td>
</tr>
<tr>
<td>• Evaluation of the Social Return on Investment for the improvements and lighting project to be completed with findings communicated to partners and key stakeholders.</td>
<td>Launch is October/November 2014. By March 2014</td>
<td>• The conservation and enhancement of the natural and cultural heritage of the river.</td>
<td>Project Manager: Chris Dalrymple</td>
</tr>
<tr>
<td>• Progress projects relating to the Clyde Walkway through securing external funding and utilising in kind support from key stakeholders.</td>
<td>April / May 2014</td>
<td>• Increase use of sustainable transport (cycling, walking and rowing).</td>
<td></td>
</tr>
<tr>
<td>Project Activity</td>
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<td>Expected benefits (targets and measures of success)</td>
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</tr>
<tr>
<td>Protected species surveys will be undertaken during April/May 2014 and any associated management plans will be also be developed. Discussions will the DRS Planning and the land owner will be scheduled for during May 2014 to establish the necessary conditions of the project.</td>
<td>May 2014</td>
<td></td>
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</tr>
</tbody>
</table>

**2014 Multifunctional Greenspace Project (MGP)**

- Further meetings with SEPA and internal and external stakeholders to take place.
- Sports Scotland funding to be incorporated into Camlachie MGP Phase 2 plans. Funding application lodged with decision due June/July 2014
- Further discussions to take place with SEPA, Cassiltoun Housing Association and internal partners to agree finalised work plans for Sandyhills and Castlemilk.
- Camlachie MGP to be delivered on the ground by March 2015

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<tr>
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<tbody>
<tr>
<td>Ongoing 2014/15</td>
<td>June / July 2014</td>
<td>March 2015</td>
<td>Address existing rainwater and river flooding issues, drainage issues, surface water management problems and urban diffuse pollution problems. Increase the area of quality habitat within the city as well as ecological connectivity by increasing the area of associated habitat networks. Establish or restore 1.06 hectares of land in 2014/15</td>
</tr>
</tbody>
</table>

**Commonwealth Gardens (incorporating Commonwealth Orchards)**

- A variety of community gardens proposed including raised flower beds, planters and open spaced areas. Plant material and legacy signage to be arranged.
- PR and media coverage to be arranged for completion
- Create a further 7 Commonwealth Gardens in 2014/15, making a total of 18, 11 of which will incorporate an orchard
- Involve volunteers in Commonwealth Garden projects in 2014/15 (numbers dependant upon schools assisting community groups)
- Engagement with organisations to deliver

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</thead>
<tbody>
<tr>
<td>Ongoing through 2014/15</td>
<td>July 2014</td>
<td></td>
<td>Delivery agencies: Glasgow City Council Project Manager: Rachel Smith</td>
</tr>
</tbody>
</table>

**Commonwealth Parks - Environmental Improvements**

- Countryside Rangers to continue to undertake Curriculum for Excellence (CfE) visits to Hub parks making links to Natural heritage of twinned continent.
- Eco schools Biodiversity Day - run Commonwealth
- Install legacy signage at all 11 wildflower meadows
- Bring the total of wooden sculptures in Hub Parks to 12 across the city in 2014/15, including a sculpture of Clyde the Glasgow 2014 mascot

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<th>Timescale</th>
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<tbody>
<tr>
<td>Ongoing throughout 2014/15</td>
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<td>Delivery agencies: Glasgow City Council Project Manager:</td>
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<tr>
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</tr>
<tr>
<td>twinning theme each year.</td>
<td></td>
<td>• Develop Habitat Creation/Enhancement-hub parks to be enhanced for biodiversity in line with Biodiversity Action Projects.</td>
<td>Andy Worrall</td>
</tr>
<tr>
<td>• Additional planting planned for 2014.</td>
<td></td>
<td>• Create 1 further Eco School in the city in 2014/15</td>
<td></td>
</tr>
<tr>
<td>• Create sites (with timber structures) within the parks to host environmental education activities.</td>
<td></td>
<td>• Install legacy signage on all new development</td>
<td></td>
</tr>
<tr>
<td>• Install legacy signage on all new development</td>
<td></td>
<td>• Additional planting planned for 2014.</td>
<td></td>
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<tr>
<td>• Create sites (with timber structures) within the parks to host environmental education activities.</td>
<td></td>
<td>• Create 1 further Eco School in the city in 2014/15</td>
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<tr>
<td>• Install legacy signage on all new development</td>
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<td>• Additional planting planned for 2014.</td>
<td></td>
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<tr>
<td>• Create 1 further Eco School in the city in 2014/15</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>• Install legacy signage on all new development</td>
<td></td>
<td>• Additional planting planned for 2014.</td>
<td></td>
</tr>
<tr>
<td>Commonwealth Rose</td>
<td>By July 2014</td>
<td>• 200 roses due to flower for Games time</td>
<td>Delivery agency and funder: Glasgow City Council</td>
</tr>
<tr>
<td>• Roses planted in Tollcross Park and due to flower in time for the Games.</td>
<td></td>
<td>• 200 roses due to flower for Games time</td>
<td>Project Manager: Rachel Smith</td>
</tr>
<tr>
<td>• PR and media to be arranged for June/July 2014.</td>
<td></td>
<td>• 200 roses due to flower for Games time</td>
<td></td>
</tr>
<tr>
<td>Stalled Spaces</td>
<td>Ongoing throughout 2014/15</td>
<td>• Support 25 stalled spaces projects in 2014/15 involving 500 volunteers</td>
<td>Delivery agencies: Glasgow City Council</td>
</tr>
<tr>
<td>• Continue to monitor the delivery of existing stalled spaces projects including audit projects funded in previous years</td>
<td></td>
<td>• Support 25 stalled spaces projects in 2014/15 involving 500 volunteers</td>
<td>Project Manager: Frazer MacLeod</td>
</tr>
<tr>
<td>• Beta map to go 'live' upon data sign off.</td>
<td>June 2014</td>
<td>• Support 25 stalled spaces projects in 2014/15 involving 500 volunteers</td>
<td></td>
</tr>
<tr>
<td>• Stalled Spaces project being profiled at Green 2014 exhibition in The Lighthouse Glasgow</td>
<td></td>
<td>• Support 25 stalled spaces projects in 2014/15 involving 500 volunteers</td>
<td></td>
</tr>
<tr>
<td>• Participation in CGSN forum key note speech will highlight Stalled Spaces, and workshop is being facilitated.</td>
<td></td>
<td>• Support 25 stalled spaces projects in 2014/15 involving 500 volunteers</td>
<td></td>
</tr>
<tr>
<td>• Publicity and Promotion for National Stalled Space Site.</td>
<td></td>
<td>• Support 25 stalled spaces projects in 2014/15 involving 500 volunteers</td>
<td></td>
</tr>
<tr>
<td>• Project submitted to WLA 13 (World Landscape Architecture Magazine) for feature consideration</td>
<td></td>
<td>• Support 25 stalled spaces projects in 2014/15 involving 500 volunteers</td>
<td></td>
</tr>
<tr>
<td>Greener Glasgow: D3 – Reduce greenhouse gas emissions in Glasgow</td>
<td></td>
<td>• Support 25 stalled spaces projects in 2014/15 involving 500 volunteers</td>
<td></td>
</tr>
<tr>
<td>ISO 20121 (formerly BS9801 Standard)</td>
<td></td>
<td>• Support 25 stalled spaces projects in 2014/15 involving 500 volunteers</td>
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</tr>
</tbody>
</table>
### Project Activity

- Develop a Sustainable Events Policy that will be used when planning, delivering and evaluating events to ISO20121 Standard, informed by Glasgow Life Summer events and Glasgow 2014 Ltd work.
- Land and Environmental Services will seek to implement the ISO20121 accreditation in the delivery of the waste operations contract for the Organising Committee at Games time.

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<tr>
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<th>Expected benefits (targets and measures of success)</th>
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</thead>
<tbody>
<tr>
<td>Ongoing throughout 2014/15</td>
<td>Adoption of the ISO20121 standard for all relevant major city events (not just Glasgow 2014).</td>
<td>Delivery agencies: Glasgow City Council, Project Managers: Denise Hamilton, GCC LES and Colin Hartley, Glasgow Life</td>
</tr>
</tbody>
</table>

### Waste and operations including 80% waste diversion from landfill

- Ongoing discussions with OC on planning for collections and management of waste. Operational Plans to complete for beginning of June
- Collections from venues June - August 2014
- Monitoring of collections and implementation of lessons learned at future events from June onwards

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<tbody>
<tr>
<td>April - August 2014</td>
<td>Divert 80% of waste from landfill at Games time</td>
<td>Rolf Matthews and Scott Armstrong</td>
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</table>

### Environmental Guiding Principles (EGPs) - implementation and case studies

- 3 case studies completed and now in evaluation. Evaluation process to be completed and where relevant additional case studies carried out

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<tbody>
<tr>
<td>By August 2014</td>
<td>Support environmental enhancement at the project level.</td>
<td>Glasgow City Council, Project Manager: Chris Dalrymple</td>
</tr>
</tbody>
</table>

### Accessible Glasgow: E1 – Improve transport connectivity across the city

### M74 Completion and Clyde Gate Regeneration Route

- Issue annual report for 2013/14 analysing differences between historical, forecast and new traffic data, including traffic flows, journey times and accidents
- Continue data collection and interim reporting and prepare 2014/15 annual report

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<tbody>
<tr>
<td>Publication Summer 2014</td>
<td>Reduced journey times at peak periods across and through Glasgow. Reduce traffic along the local road network adjacent to the new M74. Reduce traffic accidents.</td>
<td>Transport Scotland, Glasgow City Council, South</td>
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<td>Throughout</td>
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## ACTION PLAN APRIL 2014 TO MARCH 2015

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<tr>
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<tbody>
<tr>
<td>• Revisit proposals for West Street</td>
<td>2014/15 August 2014</td>
<td>• Contribute towards economic regeneration in the Clyde Gateway area.</td>
<td>Lanarkshire Council and Renfrewshire Council. Project Manager: John Finlay (Transport Scotland); George Vincent (GCC LES)</td>
</tr>
<tr>
<td>• Continue routine maintenance programme</td>
<td></td>
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<tr>
<td><strong>Dalmarnock Station Upgrade</strong></td>
<td>Ongoing throughout 2014/15</td>
<td>• Increase usage of upgraded station</td>
<td>Delivery agencies and funders: Transport Scotland, Network Rail, GCC, Clyde Gateway, SPT. Project Manager: Hugh Gillies (Transport Scotland)</td>
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<tr>
<td>• Encourage use of the upgraded station through enhancement of surrounding public realm</td>
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<tr>
<td>• Monitor usage of the upgraded station</td>
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<tr>
<td><strong>Traffcom</strong></td>
<td>July – August 2014</td>
<td>• Ensure city can meet the demands that will be placed on the city during the Glasgow 2014 Games.</td>
<td>Delivery agency and funding: Part of the Digital City Project. Project manager: George Vincent</td>
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<tr>
<td>• During the Glasgow 2014 Games using additional CCTV monitored Games routes and expansion of the existing traffic control systems to provide control of signalised junctions on these routes.</td>
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<tr>
<td><strong>Cathedral Street Bridge</strong></td>
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</table>
| - Continue works implementation to strengthen and then re-open bridge to traffic. Works Agreement sign off, Technical Approval, Tender Issue, Contract Award, Detailed Design and construction. | Completion June 2014 | - Ensure city can meet the demands that will be placed on the city during the Glasgow 2014 Games.  
- A listed structure will be strengthened and brought back into full use  
- Provide an alternative route for east/west traffic allowing George Square to be utilised as a Games spectator venue and activity space. | Delivery agencies and funders: Network Rail, Glasgow City Council, Network Rail |
| **Fastlink** | | | |
| - Complete Games critical works at Anderson and Lancefield and Pacific Quays  
- Continue work on other sectors of the project on the route from the city centre to the Southern General hospital | By July 2014 Throughout 2014/15 | - Assist the provision of transport services during the Glasgow 2014 Commonwealth Games | Delivery agencies and funders: Strathclyde Partnership for Transport (SPT), Scottish Government  
Project Manager: Eric Stewart (SPT) |
| **Subway Upgrade** | | | |
| - Complete refurbishment and refreshment works at Kelvinbridge and Kelvinside stations.  
- Complete “deep clean” at non-Games stations before the Games | By July 2014 | - Assist with modal shift towards sustainable transport options and reduce dependency on car ownership. | Delivery agencies: SPT, Scottish Government  
Project Manager: Eric Stewart (SPT) |
| **Railway Upgrade** | | | |
| - Refreshment deep clean will be undertaken at Games sensitive stations along with a continuous cleaning regime maintained throughout the Games. | Ongoing up to and throughout the Games, to August 2014. | - Assist with modal shift towards sustainable transport options and reduce dependency on car ownership.  
- Improving access for disabled customers, and those with prams or luggage. | Delivery agency: Scottish Government  
Project Manager: Hugh Gillies (Transport Scotland) |
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<tbody>
<tr>
<td>Accessible Glasgow: E2 – Provide a sustainable network of travel</td>
<td></td>
<td>• Deliver driver compliance, improve bus journey times, reduce congestion and increase bus patronage.</td>
<td></td>
</tr>
<tr>
<td>Sustainable Transport Initiatives (SQP/Hampden Park and Ride/Bus Lane Enforcement/City Car Clubs/Cycle Hire Scheme)</td>
<td></td>
<td>• Assist with modal shift towards sustainable transport options and reduce dependency on car ownership.</td>
<td></td>
</tr>
<tr>
<td>• Continue to implement Bus Lane Camera Enforcements (BLCE)</td>
<td>Phase 4 by December 2014</td>
<td>• Reach 1,500 members of the Car Club by end of March 2015.</td>
<td>Delivery agencies: SPT, Glasgow City Council and Scot Government</td>
</tr>
<tr>
<td>• Develop phase 4 of the Car Club in the west end of the city.</td>
<td>Consider expansion post Games</td>
<td>• Add 11 new Car Club bays to the West End of the city by end of 2014.</td>
<td>Project Manager: George Vincent (Glasgow City Council)</td>
</tr>
<tr>
<td>• Complete pre-Games Cycle Hire scheme work, and consider expansion post-Games</td>
<td></td>
<td>• Deliver driver compliance, improve bus journey times, reduce congestion and increase bus patronage.</td>
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<td></td>
<td></td>
<td>• Assist with modal shift towards sustainable transport options and reduce dependency on car ownership.</td>
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<tr>
<td>Walking and Cycling Network</td>
<td></td>
<td>• Increase number of cyclists travelling to and from the city centre from 2,776 (2009 baseline) into city centre and 2,438 from city centre (2009 baseline).</td>
<td></td>
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<tr>
<td>• Complete construction and implementation of phase 3 of Cathkin Braes to city centre cycle route</td>
<td>Cathkin phase 3 April 2014</td>
<td>• Increase proportion of adults travelling to work by walking from 14% and cycling from 2% (2008 baseline).</td>
<td>Delivery agencies: Glasgow City Council, Clyde Gateway, Sustrans, Scot Government, Strathclyde Partnership for Transport</td>
</tr>
<tr>
<td>• Continue footway improvements and lighting upgrades around games venues in the East End.</td>
<td>Complete works by April 2014</td>
<td>• Increase proportion of journeys to school by children by walking from 48% and cycling from 0.3% (2008 baseline).</td>
<td>Project Manager: George Vincent (Glasgow City Council)</td>
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<td></td>
<td></td>
<td>• Increase the mode share for cycling trips to work and study by 25% over the lifetime of the project.</td>
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<tr>
<td>Public Realm / Velocity</td>
<td></td>
<td>• Ensure improvements to Public Realm are completed in time for Games, and continue post-Games.</td>
<td></td>
</tr>
<tr>
<td>• Complete public art work in the vicinity of the Emirates Arena, at Baltic Street Adventure Play Project</td>
<td>By June 2014</td>
<td>• Ensure improvements to Public Realm are completed in time for Games, and continue post-Games.</td>
<td></td>
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<tr>
<td>• Deliver public realm improvements through the delivery of the Velocity Framework</td>
<td>By 2015</td>
<td>• Ensure improvements to Public Realm are completed in time for Games, and continue post-Games.</td>
<td></td>
</tr>
<tr>
<td>• Develop public art works at Oatlands and along the Clyde walkway</td>
<td></td>
<td>• Ensure improvements to Public Realm are completed in time for Games, and continue post-Games.</td>
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<tr>
<td><strong>Inclusive Glasgow: F1 – Encourage people in Glasgow to participate in volunteering programmes</strong></td>
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<td>Vincent/Gerry Grams</td>
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<tr>
<td><strong>Strategic Volunteering Framework (SVF)</strong></td>
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</table>
| - The Strategic Volunteering Framework Governance Group are taking forward work on increasing the amount of volunteer opportunities as well as implementing more effective marketing of volunteering coupled with a planned volunteer celebration event for Glasgow in early 2015.  
- Repeat volunteering baseline survey monitoring progress in the 4th quarter of 2014-15 to avoid Commonwealth Games activity skewing the results  
- All Community Planning Partners to work together through the SVF Implementation Group to ensure that volunteer opportunities continue to be posted on the Volunteer Glasgow online database.  
- Develop a programme of activity for unsuccessful 2014 volunteer applicants as well as Games and Host City Volunteers to encourage continued civic volunteering activity after the 2014 Games. | Ongoing throughout 2014/15 | Maintain the 2013/14 volume of unique visitors to Volunteer Centre Glasgow (VCG) website (66,896) in 2014/15  
Maintain the 2013/14 volume of web registrations to Volunteer Centre Glasgow (VCG) website (17,706) in 2014/15 | Delivery agencies and funding:  
Partnership Glasgow Life GCC, Glasgow Council for the Voluntary Sector, Strathclyde Police, Volunteer Centre Glasgow, NHS, Community Planning Partnership.  
Project Manager: Jill Miller |
| **Host City Volunteers** | | | |
| - Finalise logistics arrangements.  
- Distribute uniform and process accreditation.  
- Deliver Games Time volunteer deployment.  
- Organise celebratory exhibition at cultural hubs Nov 2014-Jan 2015 and main exhibition at People's Palace from Jan 2015  
- Recruit Project Manager for celebratory event and implement Project Plan, incorporating: Core programme structure; Communication & Partnership | July / August 2014  
Recruit by June 2014 | - Increased awareness and engagement of Glasgow citizens and stakeholder organisations with Glasgow 2014 Commonwealth Games  
- Increased awareness of what Glasgow has to offer to both residents and visitors  
- Enhanced sense of pride and belonging for the citizens of Glasgow  
- Enhanced visitor experience through improved provision of information and assistance to visitors to the | Delivery agencies: Glasgow Life  
Project Manager: Bridget Sly |
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<tbody>
<tr>
<td>Plan and Evaluation Plan</td>
<td></td>
<td>Enhanced image of the city within Scotland, UK and internationally as a friendly, welcoming place to visit Recruit 1500 Host City Volunteers Reach 25,000 visitors to People Palace Volunteer celebration exhibition in 2014/15 Enrol 5000 participants in the flexible learning programme</td>
<td>city</td>
</tr>
<tr>
<td>Altogether Glasgow</td>
<td>June 2014</td>
<td>Increased awareness and engagement of Glasgow citizens and stakeholder organisations with Glasgow 2014 Commonwealth Games Increased awareness of what Glasgow has to offer to both residents and visitors Enhanced sense of pride and belonging for the citizens of Glasgow Enhanced visitor experience through improved provision of information and assistance to visitors to the city Enhanced image of the city within Scotland, UK and internationally as a friendly, welcoming place to visit</td>
<td>Delivery agencies: Glasgow Life Project Manager: Bridget Sly</td>
</tr>
<tr>
<td>Game on Glasgow section within Glasgow online will be retained until after the final Game on Scotland event in October 2014</td>
<td>October 2014</td>
<td>Increased knowledge of the Commonwealth and Glasgow's contribution to it</td>
<td>Delivery agencies and funders: Glasgow City Council. Funding: within core budget Project Manager: Steven McGowan</td>
</tr>
<tr>
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<tr>
<td><strong>Glasgow as a Gallery</strong></td>
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<tr>
<td>Use display spaces across the city to</td>
<td>Ongoing</td>
<td>• Showcase young people’s creative work using the Commonwealth Games as a theme</td>
<td>Delivery agencies and funders: Glasgow City Council</td>
</tr>
<tr>
<td>show young people’s work using the</td>
<td>throughout 2014/15</td>
<td>• Demonstrate to the people of Glasgow how well children are learning across the city.</td>
<td>Project Manager: Stephen McGowan and Fiona Ross</td>
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<tr>
<td>Commonwealth Games as a theme</td>
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<tr>
<td>• Flat screens in sports centres,</td>
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<td>galleries, community centres, Council</td>
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<tr>
<td>offices</td>
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<tr>
<td>• Unused advertising space in</td>
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<td>underground, on buses, on trains</td>
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<tr>
<td>• Tweets to those who follow the</td>
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<tr>
<td>Council/SeeGlasgow</td>
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<tr>
<td><strong>Lord Provost Tour of Schools</strong></td>
<td>Complete by June 2014</td>
<td>• Visit all 148 primary schools in Glasgow by June 2014</td>
<td>Delivery agencies and funders: Glasgow City Council</td>
</tr>
<tr>
<td>• Lord Provost to continue to visit</td>
<td></td>
<td></td>
<td>Project Manager: George Mackie</td>
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<tr>
<td>primary schools in Glasgow informing</td>
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<td>of 2014 Commonwealth Games</td>
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<tr>
<td>• The Games Mascot ‘Clyde’ will also</td>
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<tr>
<td>visit all schools in the same period</td>
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<tr>
<td>• All primary and primary ASL schools</td>
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<td>will receive visit by end of term June</td>
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<td>2014.</td>
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<tr>
<td><strong>Outside Now!</strong></td>
<td>throughout 2014/15</td>
<td>• Train a further 60 staff</td>
<td>Delivery agencies and funders: Glasgow City Council</td>
</tr>
<tr>
<td>• Continue to raise awareness of the</td>
<td>June 2014</td>
<td>• Develop innovative approaches to outdoor learning in line with Curriculum for Excellence</td>
<td>Project Manager: David Clark (Sustainable Development Officer)</td>
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<tr>
<td>strategy to all schools.</td>
<td></td>
<td>• Promote outdoor learning opportunities throughout GCC schools</td>
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<tr>
<td>• Training for a further 60 staff</td>
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<tr>
<td>• Outside Now! App to be further</td>
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<td>developed</td>
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<td><strong>Future News 2014</strong></td>
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<tr>
<td>• Deliver additional range of mentoring opportunities</td>
<td>By July 2014</td>
<td>• 120 young people participating in the Conference in April 2014</td>
<td>Delivery agencies and funders: Glasgow Life / GCC / Tinopolis and Other Media Partners</td>
</tr>
<tr>
<td>• Preparation and Implementation of Schools Newsroom in The Mitchell Library and Virtual Platform</td>
<td></td>
<td>• 40 young people participating in the Live Newsroom in July 2014</td>
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<tr>
<td>• Deliver Games Newsroom</td>
<td></td>
<td>• 250 young people participating in the Virtual Newsrooms in July 2014</td>
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<tr>
<td><strong>Ticketing Allocation – New for 2014</strong></td>
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<tr>
<td>• Continue to work with Education Services, Social Work Services, and Glasgow Life to identify eligible candidates to receive a ticket from the Council</td>
<td>By end June 2014</td>
<td>Provide Glasgow residents with Games tickets</td>
<td>Delivery agencies and funders: GCC</td>
</tr>
<tr>
<td>• Distribute tickets to recipients</td>
<td>June / July 2014</td>
<td></td>
<td>Project Manager: Colette Keaveny</td>
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<tr>
<td><strong>F3 – Strengthen links with Commonwealth nations</strong></td>
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<tr>
<td><strong>Connecting Classrooms</strong></td>
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<tr>
<td>• Continue professional development sessions through in-service training to develop approaches to building and managing school linking initiatives. Advice and support will also be provided to our educational establishments on external funding availability and developing sustainable links</td>
<td>Ongoing throughout 2014/15</td>
<td>• Increase the number of international education links/partnerships with Commonwealth countries from 120 in 2013/14</td>
<td>Delivery agencies and funders: Glasgow City Council, British Council</td>
</tr>
<tr>
<td></td>
<td>June 2014</td>
<td>• Contribute towards achievement of four Curriculum for Excellence aspirations.</td>
<td>Project Manager: Lesley Atkins</td>
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<td></td>
<td></td>
<td>• Support young people to become involved in the lead up to Glasgow Commonwealth Games in 2014.</td>
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<tr>
<td><strong>Malawi Young Leaders of Learning (MYLOL)/ Interaction Ambassadors (IAs)</strong></td>
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<td><strong>Malawi Leaders of Learning</strong></td>
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</table>
| • The second cohort of 12 MYLOLs will travel to Malawi to undertake the joint two-week project accompanied by staff in June 2014. | Travel to Malawi in June 2014 | • Build leadership and citizenship skills amongst the young people from Glasgow and Blantyre.  
• Support 12 young people to visit Malawi in 2014/15 | Delivery agency: Glasgow City Council  
Funding: MYLOL fundraising activity  
Project Manager: Les McLean |
| | | | |
| • The third cohort of education staff are scheduled to travel to Malawi to build on the work already started | Travel to Malawi in September / October 2014 | • Provide support with teaching methodology, resource design, use of ICT, playground games and physical activity, and school leadership in Malawi schools  
• Impact positively on the learning of children in Glasgow through education staff leading on global education in their own schools  
• Send 12 members of education staff to Malawi in 2014/15  
• Welcome 6 members of education staff from Malawi in 2014/15  
• Set up 3 libraries in Malawi schools  
• Provide electricity supply to a school in Malawi in 2014/15  
• Help ten girls find secondary school funding in 2014/15 | Delivery agency: Glasgow City Council  
Funding: MLOL fundraising activity  
Project Manager: Les McLean |
| **Commonwealth and International Development** | | | |
| • Deliver Commonwealth Youth Camp in the week preceding the Games for up to 30 young people and a selected number of youth workers | Camp to be held July 2014 | • Establish new working links with countries committed to international development.  
• Greater knowledge of Millennium Development Goals and issues among general population in Glasgow and in turn higher levels of support.  
• Increase in the number and range of project activity contributing towards international development activity in Glasgow. | Delivery agencies and funding: Glasgow City Council, private sponsorship, fundraising by Lord Provost |
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| **Commonwealth Values and Athletics Scholarship Exchange**                       |                      | • Increase in the number and range of project activity contributing towards  
  • 7 pupils from Toco Secondary School on athletics scholarships at Glasgow School of Sport  
  • Explore the 3 values of the Commonwealth Games; humanity, equality and destiny through joint training and coaching programmes, competition, leadership and cultural activities.  
  • Four Trinidadian members of staff including the school principal, coaches and Physical Education personnel will participate in the trip.  | Delivery agencies: Glasgow School of Sport (Glasgow Life), Education Services  
  Project Manager: Angela Porter                                                                                                       |
| **Champions in Scotland: Glasgow Project – New for 2014**                         |                      | • Ensure all 30 Secondary Schools sign up to the programme  
  • 2 visits by athlete before Summer 2014 and 1 x visit Aug / Sept 2014.                                                                                                                                   | Delivery agencies: Winning Scotland Foundation's Champions in Schools with YA's and Sports Leaders Shadowing, and ASC / PE Staff driving  
  Funders: The Scottish Government, Quality Meat Scotland, Commonwealth Games Scotland  
  Project Manager:                                                                                                                      |
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<tr>
<td>Glasgow Games App (GG14) – New for 2014</td>
<td></td>
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<td>Stephen Capaldi</td>
</tr>
<tr>
<td>• Finalise app and complete testing</td>
<td>April / May 2014 May 2014 Ongoing throughout 2014/15</td>
<td>• Promote app and develop plans for proposed phase 2 • Promote app to provide information on many aspects of the games including countries, records and competition dates/times.</td>
<td>Delivery agencies: GCC / Education Services / Glasgow Online Funders: GCC Education Project Manager: Stephen McGowan (GCC Education Services)</td>
</tr>
<tr>
<td>• Submit app to online outlets</td>
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<tr>
<td>• Develop plans for possible phase 2</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>
**APPENDIX 1: RESEARCH QUESTIONS**

<table>
<thead>
<tr>
<th>Glasgow Theme</th>
<th>Question No.</th>
<th>Evaluation Questions</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1.1</td>
<td>What effect has the Games had on businesses and employment?</td>
</tr>
<tr>
<td></td>
<td>1.2</td>
<td>What has been the effect of Games investment on economic outcomes?</td>
</tr>
<tr>
<td></td>
<td>1.3</td>
<td>How much business has been generated by the hosting of Games? To what extent is there ‘pull through’ from the games to local companies?</td>
</tr>
<tr>
<td></td>
<td>1.4</td>
<td>Have legacy investments and programmes which aim to support businesses contributed to change? What can we learn for the future?</td>
</tr>
<tr>
<td></td>
<td>1.5</td>
<td>Are the projects/programmes able to demonstrate innovation and new standards?</td>
</tr>
<tr>
<td></td>
<td>1.6</td>
<td>Has capacity building/business support activity assisted companies in winning contracts associated with the Games?</td>
</tr>
<tr>
<td></td>
<td>1.7</td>
<td>Have legacy investments and programmes which aim to support businesses allowed Glasgow businesses to grow?</td>
</tr>
<tr>
<td></td>
<td>1.8</td>
<td>Have legacy investments and programmes which aim to support people into employment and training contributed to change? What can we learn for the future?</td>
</tr>
<tr>
<td></td>
<td>1.9</td>
<td>What is the impact of the Games on the lives of the local community in the area of Glasgow’s east end most directly affected by the investment?</td>
</tr>
<tr>
<td></td>
<td>1.10</td>
<td>Have there been changes in the physical, social and retail environment over time in the local community in the area of Glasgow’s east end most directly affected by the investment?</td>
</tr>
<tr>
<td></td>
<td>1.11</td>
<td>How do changes in key economic outcomes in the local community in the area of Glasgow’s east end most directly affected by the investment compare with other similarly disadvantaged areas and regeneration sites in Glasgow? Is there additionality?</td>
</tr>
<tr>
<td>PROSPEROUS</td>
<td>2.1</td>
<td>Has there been a change in sport participation and physical activity?</td>
</tr>
<tr>
<td>ACTIVE</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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<tbody>
<tr>
<td></td>
<td>2.2</td>
<td>Are sustained changes in physical activity and sports participation evident among particular groups?</td>
</tr>
<tr>
<td></td>
<td>2.3</td>
<td>Is there evidence for a ‘demonstration effect’ among those already, or recently, physically active?</td>
</tr>
<tr>
<td></td>
<td>2.4</td>
<td>Is there evidence of a ‘festival effect’ among those who are currently sedentary?</td>
</tr>
<tr>
<td></td>
<td>2.5</td>
<td>Have legacy investments and programmes which aim to increase physical activity contributed to change? What can we learn for the future?</td>
</tr>
<tr>
<td></td>
<td>2.6</td>
<td>How has investment in world class facilities enhanced reach into communities?</td>
</tr>
<tr>
<td></td>
<td>2.7</td>
<td>To what extent has 2014 provided learning for sport facility managers and service providers in shaping new practices?</td>
</tr>
<tr>
<td></td>
<td>2.8</td>
<td>How have volunteers been able to get involved in supporting physical activity? Are Glasgow clubs able to meet the demands for growth in volunteering?</td>
</tr>
<tr>
<td>INTERNATIONAL</td>
<td>3.1</td>
<td>Has there been a change in international reputation?</td>
</tr>
<tr>
<td></td>
<td>3.2</td>
<td>What aspects of international reputation have changed over time?</td>
</tr>
<tr>
<td></td>
<td>3.3</td>
<td>What was the visitor experience and how has this influenced intended future visiting patterns?</td>
</tr>
<tr>
<td></td>
<td>3.4</td>
<td>To what extent has hosting the 2014 Commonwealth Games contributed towards a change in perception of Glasgow?</td>
</tr>
<tr>
<td>ACCESSIBLE</td>
<td>4.1</td>
<td>What behavioural change and improved connectivity has been created by investment in transport infrastructure?</td>
</tr>
<tr>
<td></td>
<td>4.2</td>
<td>What impacts have transport improvements had on changing travel behaviour? How much was this result of public travel during 2014?</td>
</tr>
<tr>
<td>GREENER</td>
<td>5.1</td>
<td>Have 2014 related projects motivated people to engage with environmental projects?</td>
</tr>
</tbody>
</table>
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<tbody>
<tr>
<td></td>
<td>5.2</td>
<td>What lessons and approaches to the design and build of the Athletes’ Village, can be transferred to other projects? How are the design and construction sector engaging with lowering carbon emissions? Has the public sector lead and inspired the commercial sector to include sustainability objectives?</td>
</tr>
<tr>
<td></td>
<td>5.3</td>
<td>Have sustainable waste management schemes been developed in relation to the Games?</td>
</tr>
<tr>
<td></td>
<td>5.4</td>
<td>How has access to and use of green space been enhanced?</td>
</tr>
<tr>
<td><strong>INCLUSIVE</strong></td>
<td>6.1</td>
<td>What effect has the Games had on volunteering?</td>
</tr>
<tr>
<td></td>
<td>6.2</td>
<td>Have legacy investments and programmes which aim to support people into volunteering contributed to change? What can we learn for the future?</td>
</tr>
<tr>
<td></td>
<td>6.3</td>
<td>Is there a ‘demonstration effect’ in volunteer participation e.g. more volunteering for sports clubs/coaches/officials?</td>
</tr>
<tr>
<td></td>
<td>6.4</td>
<td>How have volunteers (involved and applicants) for 2014 developed their skills and experiences following the Games?</td>
</tr>
<tr>
<td></td>
<td>6.5</td>
<td>Has there been a change in cultural engagement?</td>
</tr>
<tr>
<td></td>
<td>6.6</td>
<td>Are sustained changes in cultural engagement evident among particular groups?</td>
</tr>
<tr>
<td></td>
<td>6.7</td>
<td>Have legacy investments and programmes which aim to increase cultural engagement contributed to change? What can we learn for the future?</td>
</tr>
<tr>
<td></td>
<td>6.8</td>
<td>Are sustained changes evident in the cultural engagement with Commonwealth nations?</td>
</tr>
<tr>
<td></td>
<td>6.9</td>
<td>Has there been a change in civic pride?</td>
</tr>
<tr>
<td></td>
<td>6.10</td>
<td>Has there been a change in civic pride among particular groups?</td>
</tr>
<tr>
<td></td>
<td>6.11</td>
<td>How have communities been inspired (and in what ways) to help build legacy?</td>
</tr>
</tbody>
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<tr>
<td></td>
<td>6.12</td>
<td>What is the ‘social value’ of the event?</td>
</tr>
<tr>
<td></td>
<td>6.13</td>
<td>How have local communities been mobilised through the event?</td>
</tr>
<tr>
<td>BEST VALUE*</td>
<td>7.1</td>
<td>How do the outcomes of the Games investment compare with other investments? What are the opportunity costs associated with the Games?</td>
</tr>
<tr>
<td></td>
<td>7.2</td>
<td>Has long-term event sponsorship emerged from the Games?</td>
</tr>
<tr>
<td>UNDERPINNING PRINCIPLES</td>
<td>7.3</td>
<td>Have interventions contributed towards a reduction in potential or existing inequalities across groups (age, gender/BME etc) and geographies?</td>
</tr>
<tr>
<td>PARTNERSHIP / DEVELOPMENT</td>
<td>8.1</td>
<td>Is there a partnership legacy?</td>
</tr>
<tr>
<td></td>
<td>8.2</td>
<td>How have organisations worked together to maximise the Games’ opportunities?</td>
</tr>
<tr>
<td></td>
<td>8.3</td>
<td>How did partners capitalise on the impacts of the Games post-2014?</td>
</tr>
<tr>
<td></td>
<td>8.4</td>
<td>What are the lessons for the future?</td>
</tr>
<tr>
<td></td>
<td>8.5</td>
<td>How are the skills and knowledge relating to 2014 being harnessed? What are the development pathways to ensure that this is translated across the sector? What resources (educational, organisational) have been created is connected with the Games?</td>
</tr>
<tr>
<td></td>
<td>8.6</td>
<td>What benefits have been experienced by staff associated with 2014 that will encourage professional development and retention?</td>
</tr>
</tbody>
</table>
### APPENDIX 2: RESEARCH AND EVALUATION STUDIES

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<thead>
<tr>
<th>Games-related study</th>
<th>Scope of study</th>
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<th>Glasgow Evaluation Question(s) addressed (see App. 1)</th>
<th>Reporting dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic Modelling of Games Expenditure</td>
<td>Calculating Gross Value Added and jobs supported as a result of:</td>
<td>GLEE Group</td>
<td>1.1, 1.2, 1.3</td>
<td>Capital exp - June 2014</td>
</tr>
<tr>
<td></td>
<td>Capital Investment; Games Visitor Expenditure; Organising Committee expenditure</td>
<td></td>
<td></td>
<td>Games Visitors – early 2015</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Organising Committee – 2015</td>
</tr>
<tr>
<td>M74 Completion – Economic Impact</td>
<td>To report on progress towards achieving predicted economic forecasts and</td>
<td>Alan Anderson, Glasgow City Council</td>
<td>1.9, 1.10, 1.11</td>
<td>Final Impact Summary &amp; Interpretive Report in 2016</td>
</tr>
<tr>
<td></td>
<td>outcomes influenced directly or indirectly by the project including:</td>
<td></td>
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<tr>
<td></td>
<td>Employment; Formation &amp; Sustainability of Businesses; Development Activity,</td>
<td></td>
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<td></td>
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<tr>
<td></td>
<td>Regeneration of urban brownfield sites; National Competitiveness and population</td>
<td></td>
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</tr>
<tr>
<td>Clyde Gateway URC Economic Benefits Review</td>
<td>A review of Clyde Gateway project economic benefits. Stage 1 of the report</td>
<td>Niki Spence Clyde Gateway</td>
<td>1.1, 1.2, 1.4, 1.9, 1.11</td>
<td>Stage 1 report – February 2014</td>
</tr>
<tr>
<td></td>
<td>provides an assessment of gross benefits in terms of GVA for the period up to</td>
<td></td>
<td></td>
<td>Stage 2 report – October 2014</td>
</tr>
<tr>
<td></td>
<td>2013/14. The Stage 2 report will forecast benefits/assess additionality</td>
<td></td>
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<tr>
<td></td>
<td>(counterfactual)/ attribution.</td>
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<tr>
<td>Subcontractor Monitoring reports</td>
<td>Providing management info on Glasgow residents being placed into work via</td>
<td>Robert Mackay, DWP</td>
<td>1.2, 1.3, 1.8</td>
<td>Pre-Christmas 2014.</td>
</tr>
<tr>
<td></td>
<td>subcontracts.</td>
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</tr>
<tr>
<td>Business Portal Review</td>
<td>Review the impact of the Glasgow Business Portal, including qualitative</td>
<td>Mike McNally, DRS</td>
<td>1.1 – 1.8, 8.1 – 8.5</td>
<td>Pre-Christmas 2014.</td>
</tr>
<tr>
<td></td>
<td>feedback from buyers and suppliers. The review will also consider the level of</td>
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<tr>
<td></td>
<td>support provided and the long term legacy impact.</td>
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<tr>
<td>Glasgow Life CWG Venue Evaluation</td>
<td>Impact study focussing on all venues funded for Games activity:</td>
<td>Glasgow Life, Brian Grogan</td>
<td>1.1, 1.9, 1.10, 2.1, 2.2, 2.5, 2.6</td>
<td>Completed August 2014</td>
</tr>
<tr>
<td></td>
<td>Tollcross; Emirates; Scotstoun; Hockey Centre and Kelvingrove Lawn Bowling</td>
<td></td>
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<tr>
<td></td>
<td>Green</td>
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<tr>
<td></td>
<td>Includes:</td>
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<tr>
<td></td>
<td>• Face to face interviews with casual users of leisure centre</td>
<td></td>
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<tr>
<td></td>
<td>• Stakeholder consultations</td>
<td></td>
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<tr>
<td></td>
<td>• Liaising with Glasgow Club managers to obtain member data.</td>
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<tr>
<td></td>
<td>• Data on numbers of local people using the Emirates Arena</td>
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</thead>
<tbody>
<tr>
<td>Games Time Visitor Survey</td>
<td>To calculate the Gross Value Added and the Employment impacts of Games-time visitors</td>
<td>Duncan Whitehead (SG) and Mike McNally (GCC)</td>
<td>1.1, 1.2, 3.3, 6.5, 6.6, 6.7, 6.8</td>
<td>Phase 1: visitor numbers and spend - October 2014; Phase 2: GVA and Employment Impacts early 2015</td>
</tr>
<tr>
<td>Games Time Visitor Survey - Merchant City Festival Report</td>
<td>Economic impact assessment for this years “Games Time” 12 day event.</td>
<td>Sam Groves, Glasgow Life</td>
<td>6.5, 6.6, 6.7,</td>
<td>Phase 1: visitor numbers and spend - October 2014; Phase 2: GVA and Employment Impacts early 2015</td>
</tr>
<tr>
<td>People Make Glasgow /Let’s Celebrate Consumer Research</td>
<td>Civic pride and city reputation particularly in relation to city brand</td>
<td>Elaine Dickie (Glasgow City Marketing Bureau)</td>
<td>3.4, 6.9, 6.10</td>
<td>May 2014</td>
</tr>
<tr>
<td>Media coverage of Glasgow as an international Sports Host City</td>
<td>This project will examine media coverage to determine how Glasgow is represented in the Scottish, UK and international media through its hosting of sporting events, such as the Commonwealth Games (2014), the IPC World Swimming Championships (2015) and the World Gymnastics Championships (2015).</td>
<td>Professor Raymond Boyle, Centre for Cultural Policy Research, University of Glasgow</td>
<td>3.1, 3.2, 3.4</td>
<td>Reporting will be undertaken at key milestones, such as around coverage of the Commonwealth Games. A symposium will be held in 2014 with around a dozen international researchers to discuss the findings.</td>
</tr>
<tr>
<td>Social Media Monitoring</td>
<td>To record the 'hot topics' trending at Games time perceptions determine positive and negative</td>
<td>Mel Giarchi – SG Gary Hurr GCC</td>
<td>3.1, 3.3, 3.4</td>
<td>Spring 2015</td>
</tr>
<tr>
<td>Cultural Programme: Outcomes</td>
<td>Self-evaluation for all Open-funded projects (100) looking at quantitative data.</td>
<td>Sam Groves, Glasgow Life</td>
<td>3.1, 3.3, 3.4, 6.5, 6.6, 6.7, 6.8, 6.13, 7.3, 8.3, 8.4</td>
<td>March 2015</td>
</tr>
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<tbody>
<tr>
<td>Cultural Programme: Process</td>
<td>Evaluation of strategic partnerships and legacy of partnership working across arts sector</td>
<td>Sam Groves, Glasgow Life</td>
<td>3.1, 3.3, 3.4, 6.5, 6.6, 6.7, 6.8, 6.13, 7.3, 8.2, 8.4</td>
<td>March 2015</td>
</tr>
<tr>
<td>Cultural Programme: Quality</td>
<td>Assessment of the quality of the programme and development of a quality framework for future evaluation.</td>
<td>Sam Groves, Glasgow Life</td>
<td>3.1, 3.3, 3.4, 6.5, 6.6, 6.7, 6.8, 6.13, 7.3, 8.3, 8.4</td>
<td>November 2014</td>
</tr>
<tr>
<td>Velocity Project Evaluation</td>
<td>Assessment of knowledge and experience gained by artists, economic development professionals, planners, community activists using case studies; a qualitative assessment of impact; findings in relation to ongoing/future current policy, funding and practice (beyond 2014/15).</td>
<td>Gerry Grams, GCC</td>
<td>6.7, 8.1, 8.2, 8.3, 8.4, 8.5</td>
<td>February 2015</td>
</tr>
<tr>
<td>Zoning the City: A Case Study of the Glasgow 2014 Commonwealth Games</td>
<td>To examine the impact of hosting a major sport event on the shape of urban public space within the host city, including the regulatory and legislative environments within which citizens experience the city.</td>
<td>Professor David McGillivary (UWS) and Dr Matt Frew, Bournemouth University.</td>
<td>2015</td>
<td></td>
</tr>
<tr>
<td>Events Economic Impact Assessments</td>
<td>2 year contract evaluating a programme of events to provide comparative data.</td>
<td>GCMB Sandra MacPherson/ Glasgow Life, Sam Groves/</td>
<td>1.1, 1.2, 1.5,</td>
<td>Annually</td>
</tr>
<tr>
<td>Scotland House Study</td>
<td>Evaluation focusing on the value of the facility for public and promoters</td>
<td>Anita Morrison, Scottish Government</td>
<td>1.1, 1.2,</td>
<td>TBC</td>
</tr>
</tbody>
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<tbody>
<tr>
<td>Visitrack Survey</td>
<td>Asks reasons for visiting Glasgow; satisfaction levels; perceptions of Glasgow. Games questions include: Are you aware that Glasgow will host the 2014 Commonwealth Games? How do you think hosting the Commonwealth Games in 2014 will impact on Glasgow's status as an international destination? Questions will change to ‘Did you know Glasgow hosted CG2014 and did it influence you to visit?’</td>
<td>Daniel McIntyre, GCMB</td>
<td>3.1, 3.3, 3.4</td>
<td></td>
</tr>
<tr>
<td>M74 Completion – traffic impact</td>
<td>To report on changes in the operation of the strategic and local road networks since the opening of the motorway. To include analysis and comparison of historical, forecast and new M74 traffic data, including traffic flows, journey times, accidents etc.</td>
<td>Alan Anderson, Glasgow City Council</td>
<td>4.1</td>
<td>1 Year After Impact Summary Report 2014. Final Impact report in 2016.</td>
</tr>
<tr>
<td>Host City Volunteers Evaluation</td>
<td>Pre-Games baseline survey of HCVs to determine motivations for becoming a HCV Extent to which they are confident and prepared for the role</td>
<td>Glasgow Life</td>
<td>6.1, 6.2, 6.3, 6.4</td>
<td>Autumn 2014</td>
</tr>
<tr>
<td>Glasgow City Council staff engagement survey</td>
<td>Establishing engagement in Employee Value Propositions and baseline for staff volunteering levels</td>
<td>Karen Strachan, Glasgow City Council</td>
<td>6.1, 6.2, 6.3, 8.4, 8.5</td>
<td>October 2014</td>
</tr>
<tr>
<td>Glasgow Household Survey</td>
<td>Glasgow residents support for the Games and awareness of legacy benefits; disability awareness</td>
<td>Jane Thompson/ David Hazle, Glasgow City Council</td>
<td>1.9, 6.9</td>
<td>June 2014 (dates to be confirmed with Strategic Policy and Planning)</td>
</tr>
<tr>
<td>Health Impact Assessment Evaluation</td>
<td>Review of HIA process and delivery</td>
<td>Russell Jones, GCPH</td>
<td>8.1, 8.2, 8.3 and 8.4</td>
<td>April 2014</td>
</tr>
</tbody>
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<tbody>
<tr>
<td>Skills and Learning from the Games across Glasgow Family</td>
<td>This project will explore the skills and learning associated with staff from the City Council and other agencies involved in planning and delivering the 2014 Commonwealth Games with a focus on those seconded to specific roles or who have volunteered to participate in roles. An understanding on motivations and experiences will be achieved alongside an exploration of how staff envisage learning and knowledge from the event can be transferred into their roles within their organisation.</td>
<td>Karen Strachan, Glasgow City Council</td>
<td>8.1-8.6</td>
<td>January 2015</td>
</tr>
<tr>
<td>Learning from the experience of delivering the Games</td>
<td>Record how the Glasgow family of civic organisations and key partners secured the Commonwealth Games, what they contributed to their delivery and learned from that experience.</td>
<td>Mark O'Neill, Glasgow Life</td>
<td>8.1, 8.2, 8.4, 8.5, 8.6</td>
<td>October 2014</td>
</tr>
<tr>
<td>GoWell in the East End - Cohort Survey</td>
<td>Cohort Survey recording looking at regeneration in the East End of Glasgow. Survey altered slightly for Wave 2 to change prospective questions to retrospective as required. Wave 2 will ask about disruption faced by residents as a result of Games arrangements</td>
<td>Anita Morrison, Scottish Government</td>
<td>1.9, 1.10, 1.11, 6.9, 6.10, 6.11, 6.12, 6.13</td>
<td>Wave 1 Report published Feb 2013, Wave 2 Report – early 2015</td>
</tr>
<tr>
<td>GoWell in the East End - Qualitative research Interviews with Dalmarnock residents</td>
<td>Qualitative research Interviews with Dalmarnock residents to explore resident attitudes to the developments around them and to explore sustainability in terms of: social empowerment, relations between pre-existing and new residents/renters and owners in the area, range and quality of housing and local services (shops, leisure, community facilities), environmental quality and green urban environment, place attachment, civic pride and intention to stay in the area?</td>
<td>Anita Morrison, Scottish Government</td>
<td>1.9, 1.10, 5.2, 6.9, 6.11, 6.12, 6.13</td>
<td>2017</td>
</tr>
<tr>
<td>GoWell - A Prospective Assessment of the Potential Economic Impacts</td>
<td>A Prospective Assessment of the Potential Economic Impacts of the 2014 Commonwealth Games and Regeneration Upon the Proximate Communities in the East End of Glasgow</td>
<td>Anita Morrison, Scottish Government</td>
<td>1.8, 1.9</td>
<td>23rd July 2014</td>
</tr>
</tbody>
</table>
### APPENDIX 2: RESEARCH AND EVALUATION STUDIES

<table>
<thead>
<tr>
<th>Games-related study</th>
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<th>Lead agency and contact</th>
<th>Glasgow Evaluation Question(s) addressed (see App. 1)</th>
<th>Reporting dates</th>
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<tr>
<td>GoWell - The Physical Activity for Sports and Physical Activity Assessment.</td>
<td>The Physical Activity for Sports and Physical Activity Assessment. The study will draw on data from stakeholder and community interviews which comment on experiences of the new venues. Wave 1 survey data will be used to consider cohort: exercise and sports participation; wellbeing; barriers to exercise; sports club participation; voluntary activity relating to sports. School YPAQ data will be incorporated. Perceptual data concerning day-to-day travel and physical activity, drawing from both survey evidence and community feedback meetings.</td>
<td>Anita Morrison, Scottish Government</td>
<td>2.1, 2.2, 2.5</td>
<td>September 2014</td>
</tr>
<tr>
<td>GoWell - Ecological Study</td>
<td>Ecological Study – an examination of secondary data indicators for the study area from bid award in 2007 up to 2017. The study area will be compared with other deprived areas in Glasgow and with the city as a whole allowing for the consideration of the issue of convergence between the East End and other places.</td>
<td>Anita Morrison, Scottish Government</td>
<td>1.11</td>
<td>2017</td>
</tr>
<tr>
<td>Youth Physical Activity Questionnaire (part of GoWell in the East End)</td>
<td>Survey of 10 to 16 year olds in 6 Glasgow schools to determine how young people’s activities compare before, during and after the 2014 Games.</td>
<td>Anita Morrison, Scottish Government</td>
<td>2.1, 2.2</td>
<td>Wave 1: June 2014 Wave 2: December 2014 Others to tbc</td>
</tr>
<tr>
<td>Glasgow 2014 Omnibus Tracking Research</td>
<td>Support for and awareness of Games. Intention to buy tickets. Questions within an omnibus questionnaire run by TNS.</td>
<td>Martin Reynolds (OC) Imelda Giarchi (SG)</td>
<td>6.9, 6.10, 6.11, 6.12, 6.13</td>
<td>Reporting to OC June/July 2014. Survey then being passed to SG.</td>
</tr>
<tr>
<td>Pre-Games Spectator Survey</td>
<td>Online survey covering spectators’ needs with regards to travel, accommodation and visitor planning.</td>
<td>Rebecca Hill, Glasgow 2014</td>
<td>1.1, 1.2, 3.3, 6.5, 6.6, 6.7, 6.8)</td>
<td>March 2014 Headline results for Tourism reported in the Herald on 10/4/14</td>
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<td><strong>Games Customer Experience Tracking Spectator Survey</strong></td>
<td>Games Time survey via email to spectators asking operational questions on topics such as catering, security, atmosphere, customer service with an overall satisfaction question.</td>
<td>James Kippen, Glasgow 2014</td>
<td>3.3, 3.4</td>
<td>Games time reporting</td>
</tr>
<tr>
<td><strong>Volunteer (clyde-sider) Applicant Study</strong></td>
<td>The motivations and experiences of Games volunteer applicants</td>
<td>Russell Jones, Glasgow Centre Population Health</td>
<td>6.1, 6.2, 6.3, 6.4</td>
<td></td>
</tr>
<tr>
<td><strong>Volunteering for the Commonwealth Games – experiences of the cast</strong></td>
<td>this project will explore the motivations and volunteer journeys of participants in the Opening and Closing Ceremony casts. In particular, it will examine how their involvement, training and experiences impact on their wider volunteering roles – in communities</td>
<td>Jane Thompson, Glasgow City Council</td>
<td>6.4, 6.5, 6.6</td>
<td>Early 2015</td>
</tr>
<tr>
<td><strong>The impact and legacy of the Queen’s Baton Relay on Scottish communities</strong></td>
<td>This research will explore the impact of the Queen’s Baton Relay on local communities across Scotland, exploring how those involved in carrying the Baton continue to engage within their communities, and the impact on the QBR on the wider communities.</td>
<td>Jane Thompson, Glasgow City Council</td>
<td>6.9, 6.12, 6.13</td>
<td>Early 2015</td>
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