Commonwealth Games in Glasgow in 2014
– Delivering a lasting legacy for Scotland

Interim Games Legacy Plan for Scotland

Games Legacy Team
Scottish Government
18 December 2008
INTRODUCTION AND BACKGROUND

1. On 9 November 2007, Glasgow won the race to host the 2014 Commonwealth Games. The enthusiasm of the people of Scotland for the successful bid was remarkable. Over 1.75 million individuals and organisations pledged their support, as did every political party represented in the Scottish Parliament.

2. Much of this support was inspired by the great opportunities which the Glasgow 2014 Commonwealth Games can provide - to make real improvements to people’s lives, to raise our sights as a nation and to regenerate communities.

3. The Glasgow 2014 Commonwealth Games themselves look set to be a terrific sporting event for Scotland and the Commonwealth. However, to be truly classified as a success, there needs to be more than just two weeks of sport. The Glasgow 2014 bid was memorable for the fact that the whole of Scotland was working together, united and determined in common purpose.

4. This document sets out our interim Games legacy plan as a forerunner to a full legacy plan to be published in summer 2009. It sets out our overarching purpose. The interim plan refers briefly to the consultative input and the underpinning principles which will shape the full legacy plan. It emphasises the importance of collaboration in delivering legacies, sets out a number of legacy programmes in development and outlines the likely benefits and legacy from the Commonwealth Games. It will outline how we will work with partners throughout Scotland to transform the wealth of legacy ideas emerging from the consultation into programmes which we hope will harness the passion and enthusiasm of communities across Scotland.

5. This interim plan documents the next steps to develop the full legacy plan which will set out what will be delivered when, by whom and, crucially, how our desired outcomes will be delivered.

6. As we develop the full Plan, we will continue to work in partnership with Glasgow City Council (GCC) as the host city of the Games to ensure the best and most co-ordinated Games legacy for Glasgow and for Scotland.

7. We believe that by using the excitement and “glitter” of the Games, we can get more out of existing resources to deliver a legacy. However, we also believe that if we are successful in our recent bid to recover the £150m Lottery funding being diverted from Scottish good causes to help fund the London 2012 Games, that would go a long way to turn what would be a good legacy into a great legacy. Anything positive that comes from that will also be featured in the full Plan. A copy of our bid document to the UK Government can be viewed at http://www.scotland.gov.uk/Topics/Sport/MajorEvents/Glasgow-2014/Commonwealth-games

THE JOURNEY SO FAR

8. On 15 February 2008, the Scottish Government launched a consultation on the potential legacy from Glasgow 2014 Commonwealth
Games and the London 2012 Olympic and Paralympic Games. In addition to the written consultation, a series of public meetings were held around Scotland to give people a chance to discuss what they would like to see the legacy from the Games to be. Young Scot also consulted with Scotland’s young people over their vision for the future.

9. This represents our commitment to capture the legacy ideas of young and old across Scotland and an absolute determination to deliver a positive, lasting legacy that Scotland can be proud of.

10. Scotland is not alone in seeking to maximise the legacy opportunities from major events. Other countries have tried with mixed success. However, Scotland is unique in launching a national consultation within 100 days of winning the right to host the Commonwealth Games. From the outset of our bid, legacy has been at the centre of our plans.

11. The Scottish Government has put in place a comprehensive group structure comprising a mix of leaders of external organisations and policy officials across the Scottish Government to help develop and deliver our national Games legacy plan. That group structure comprises:

- the Games Legacy Executive Board – Chaired by the Director of Equalities, Social Inclusion and Sport, it consists of the chairs of all six sub-groups and, to ensure a spread of sector representation, representatives from other key external stakeholder bodies (at present we have invited EventScotland, COSLA, GCC, Commonwealth Games Scotland, NHS Health Scotland and Skills Development Scotland);

- the Scottish Legacy Forum (the Forum) – This comprises over 30 leaders of our key external organisations, including the members of the Executive Board. The Forum acts as a sounding board for the legacy ideas; and

- six sub-groups - themed in line with the Scottish Government’s five strategic objectives with an additional one specifically covering sport, the sub-groups support the work of the Executive Board. Using the responses and feedback from our legacy consultation, the Young Scot consultation and our series of public meetings across Scotland, the sub-groups have considered what could form the vital legacy ideas under their respective remits.

12. In keeping with the new concordat agreement which is of historic significance, we have worked closely with COSLA throughout the process. Local Authorities’ assistance was vital in setting up the venues for public meetings and they continue to have extensive representation and engagement in the Games legacy sub-groups and Executive Board. It should nevertheless be recognised that resource mechanisms need to be fully explored and identified for all potential legacy programmes outlined in this interim plan, namely the Community Sports Hubs; CommonHEALTH Programme; Games’ Learning Programme; Games’ Cultural Programme and initiatives to raise the profile of Volunteering.
13. This interim plan sets out the direction from which we will develop the full legacy plan.

FEEDBACK FROM OUR CONSULTATIONS

14. This interim Games legacy plan has been shaped by three pieces of consultation: the written consultation launched in February by the Scottish Government; the sixteen public meetings which were held across the country between May and September; and that commissioned by Young Scot to seek the views of young people, exploring their opinions on how they felt the Games could benefit them, their families, their friends, their communities and their country.

15. Our consultation paper was issued to over 1,000 organisations and individuals across Scotland and the UK, including representatives of a broad range of organisations and sectors of civic society. It invited comments on a range of proposed actions which were designed to harness the power of the Glasgow 2014 Commonwealth Games (and the London 2012 Olympic and Paralympic Games) to help the Scottish Government to achieve each of its five strategic objectives – to make Scotland Wealthier and Fairer; Smarter; Healthier; Safer and Stronger; and Greener.

16. Our consultation paper generated 169 written responses. Many welcomed the aspirational and challenging nature of the paper, though several cautioned against developing an overly ambitious and thus unachievable legacy plan and highlighted the need for it to be focussed. They also emphasised the importance of broadening the legacy to focus on the wider impact of the Games across the whole of Scotland and not just Glasgow.

### Examples of the benefits and opportunities respondents considered needed to be developed or prioritised in the legacy plan

- Increasing physical activity amongst all ages
- Widening the availability of public facilities for access by community and sports clubs
- Developing and implementing a Volunteering Strategy
- Developing the tourism infrastructure and promoting Scotland as a visitor destination
- Ensuring small and medium size businesses across Scotland benefit from procurement opportunities
- Employment and training (and the link to volunteering)
- Realising the full potential to regenerate the East End of Glasgow
- Promoting healthy lifestyles
- Involving communities in the planning of the Games and developing the legacy plan
- All of Scotland to be involved in supporting and benefiting from the Glasgow 2014 Cultural Programme
- Establishing school links with other Commonwealth countries
- Supporting the implementation of Curriculum for Excellence
- Potential to support the ‘green agenda’ in a wide range of ways
- Showcasing the best of Scotland across all areas covered by the legacy plan
17. At our public meetings, the discussions covered many of the same issues and points as those raised in the written consultation responses. There were no substantive differences in the views expressed through each medium.

18. The Young Scot consultation established the top 10 priorities that young people want from the Games. There are clear links between some of these priorities and the four capacities under Curriculum for Excellence which aspire to enable all young people to become: successful learners; confident individuals; responsible citizens; and effective contributors.

<table>
<thead>
<tr>
<th>Young people’s Top 10 priorities</th>
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<tbody>
<tr>
<td>The Games encouraging young people to become fitter and healthier</td>
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<tr>
<td>Enhancing the image of city of Glasgow with new, improved facilities</td>
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<tr>
<td>Learning about how they can participate in sports and improve their health and fitness</td>
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<tr>
<td>Promoting and showcasing Scotland</td>
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<td>More tourists to boost the economy</td>
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<tr>
<td>Learning about and appreciating different cultures</td>
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<td>Opportunities to try new sports</td>
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<td>Volunteering opportunities to meet new people, have fun and improve their skills through work experience</td>
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<tr>
<td>An increase in popularity of sports in Scotland and in participation due to improved facilities for young people</td>
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<tr>
<td>Encourage people to be environmentally aware through recycling and effective use of public transport</td>
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19. We will continue to work closely with young people, through Young Scot and its network, throughout the planning process and beyond, to ensure that young people have every opportunity to engage with and participate in the Legacy programmes. Initial thoughts are that this would include branding all that the legacy would offer to young people as a Youth Legacy, with a communication strategy aimed at young people. We would also look to have young people involved in the development work.

20. Reports from each consultation are available at [http://www.scotland.gov.uk/Topics/Sport/MajorEvents/Glasgow-2014](http://www.scotland.gov.uk/Topics/Sport/MajorEvents/Glasgow-2014)

**OUR OVERARCHING PURPOSE**

21. The Games have enormous potential to contribute to our overarching Purpose to create a more successful country, with opportunities for all to flourish, through increasing sustainable economic growth. Our vision is of a
legacy which helps people live longer, healthier lives, in strong resilient and supportive communities, valuing and protecting the built and natural environment, with new and better skills development, employment and volunteering opportunities. A strong sporting and cultural legacy will be fundamental to achieving this vision. The award of the Commonwealth Games to Glasgow and Scotland in 2014 provides great opportunities for people of all walks of life to take pride in a strong, fair and inclusive national identity whilst making exciting connections with the 71 countries of the Commonwealth.

22. Improving Scotland’s health will be the unifying theme of our Games Legacy Plan. Health is at the heart of the legacy; the ambition is to deliver a strong and clear message that Scotland is a truly modern, healthy society – that Scotland has put itself further on the path to a healthier future.

23. A more successful Scotland will be one in which each and every one of us takes more responsibility for our own long-term health and wellbeing. We want the games to have a positive impact on the many determinants which enable people to make healthier and better choices – children’s early start in life, education, income, access to services and facilities, employment and volunteering opportunities can all have a significant impact.

24. Our interim plan outlines our vision of how we can use the Games to bring together the wide ranging benefits, such as the increased interest in sport and physical activity, the regeneration of the East End of Glasgow, the social housing from the Games Village, the improved transport links and the creation of more jobs, training and volunteering places, to improve Scotland’s health.

THE KEY UNDERPINNING PRINCIPLES

25. The Games Legacy Plan will be founded on five key principles:

- **Enhancing Partnerships**: the Scottish Government recognises that we must establish joint working, from grassroots upwards, in order to deliver a lasting legacy. We will continue to build on the historic Concordat and the new, productive relationship with local government and Community Planning Partnerships. This new relationship puts local government at the heart of governance in Scotland, sitting alongside national government as an equal partner;

- **Enabling Diversity**: we will take an inter-generational approach and ensure that the ability of groups which are sometimes undervalued, such as people with a disability and minority ethnic groups, is recognised across our programmes;

- **Ensuring Equality**: we will shape legacy programmes to give opportunities for Scotland’s most disadvantaged people to rebuild their lives, regain respect and restore their confidence, so that they can have a better share of Scotland’s increased prosperity;
Encouraging Community Engagement: we will use the opportunity of the Games to help communities to rekindle their sense of pride and develop their own legacy to revitalise their community. In order to build a real, positive and lasting legacy we will promote local community ownership of the activities to keep them going; and

Embedding Sustainability: our programmes will reflect our commitment to making these a “green” Games. We will aim to minimise resource consumption and carbon emissions through the design and construction of the facilities to be used in the Games and in our operational plans for the running of the Games. These will act as exemplars for others.

THE LEGACY OF THE COMMONWEALTH GAMES IN GLASGOW 2014 AND THE OLYMPIC AND PARALYMPIC GAMES IN LONDON IN 2012

26. Hosting two of the world’s most prestigious sporting events in two great cities within a two year period, is a once in a lifetime opportunity for Scotland and Scottish businesses. The legacy plan will primarily be centred around the Commonwealth Games but there should also be benefits for Scotland and Scottish business from the London Olympic and Paralympic Games. For example, the London 2012 Business Network, launched in Scotland in September, offers information, events and procurement opportunities to UK businesses. The Network also hosts the CompeteFor portal, providing access to London 2012 contract tenders, onto which over 900 Scottish businesses have registered to date.

27. We will continue our engagement with the London Organising Committee for the Olympic and Paralympic Games and UK Government to ensure we can secure all opportunities available to Scotland from the 2012 Games and learn any valuable lessons as we prepare for 2014.

28. To help promote cultural activity, we have appointed a Scottish Creative Programmer who will help shape the Cultural Olympiad across the country – a four-year cultural festival launched in September 2008.

29. The UK Legacy Trust, whose mission is to support a wide range of innovative cultural and sporting activities for all which celebrate the London 2012 Olympic and Paralympic Games, has allocated Scotland £2.57m. The Scottish Arts Council has injected a further £1.5m, to help us establish an exciting and imaginative suite of programmes.

30. We are reviewing the Personal Best entry to work programme through volunteering, following the London pilot, to determine whether it could be developed and rolled out across Scotland.

31. We will also make connections with other major events such as the Homecoming in 2009, the International Children’s Games in 2011 and the Ryder Cup in 2014. This should further enhance the legacy from the Commonwealth Games, maximising the benefits for Scotland from these unique events.
LEGACY: WORKING TOGETHER

32. Glasgow is the host city of the 2014 Games and GCC is one of the key delivery and funding partners for the Games. GCC naturally places great importance on identifying and securing the best legacy from the Games for its communities. GCC will therefore be consulting and working with its partners and its community on how best to achieve a legacy from and around the new infrastructure being created for the people, groups and organisations within Glasgow and the surrounding area.

33. The Scottish Government will lead on the development of the legacy for Scotland, but it cannot deliver a successful legacy by itself. As described within our first key principle of ‘Enhancing Partnerships’, we recognise that collaboration of all kinds is essential to achieving our ambitious legacy. We are already working closely with GCC as the host city of the Games. Glasgow’s legacy plans will be reflected within the full legacy plan for Scotland. Local authorities have a particularly critical role in energising and supporting private, voluntary and community sectors whose involvement is essential to the delivery of our legacy aspirations. We anticipate that legacy will operate at national, local and community level in a way which meets the priorities of each community and local authority. In addition, national organisations represented on the Games Legacy Forum and further and higher education institutions will have a critical contribution to make to the success of the legacy.

OUR DIRECTION OF TRAVEL

34. Through our partnership work thus far, we have identified a number of legacy programmes which, with further development over the next months, will focus on the key legacy priorities which emerged from the consultation process.

Sport

![Legacy priorities from consultation:](
- Opportunities to try new sports;
- Widening the availability of public facilities, including schools, for access by community and sports clubs; and
- An increase in popularity of sports in Scotland and in participation due to improved facilities)

35. **We are already** working in partnership with local authorities, **sportsscotland** and the sports governing bodies to help deliver the two outcomes of *Reaching Higher*, the national sports strategy: increasing participation in sport; and improving performance. We are also working with COSLA and local authorities to enhance both the quality and accessibility of school facilities as part of the development of a new School Estate Strategy.
36. As part of our funding to sportscotland, we are investing £12 million per annum (since 2004) developing Active Schools throughout every local authority. This helps deliver a wide range of new sport and physical activities in and around the school day, and is making a considerable impact on participation rates. Also, through the Cashback for Communities scheme, we have invested £11 million in a range of projects for young people, including youth football, rugby and basketball initiatives with a particular focus on Scotland’s most disadvantaged areas. In addition, BIG Scotland’s recently announced 2014 Communities has made available, in Year One, £500,000 for micro grants of £300 to £1,000 to support grassroots involvement in sport and physical activity including projects which use sport as a way to bring together people from different and diverse communities and generations.

37. sportscotland have set themselves bold performance targets for the Glasgow Commonwealth Games. Their four headline targets are:

- Scottish athletes across the 17 sports will qualify for the Games by meeting Commonwealth Games Scotland selection criteria in a wide range of events within each, resulting in a large Scottish team of around 250 athletes competing;

- The Scottish team will win the highest ever number of Gold medals (more than 12) and the most medals overall (more than 33);

- sportscotland will develop and sustain an infrastructure that not only delivers success at the Glasgow 2014 Games, but also leaves well defined performance pathways in the 17 sports that provide opportunities for people to progress in sport throughout Scotland and achieve success in 2018 and beyond; and

- sportscotland will work with all 17 sports to create sound governance which helps deliver success at the Games and allows them to capitalise on those successes afterwards.

38. The achievement of these performance targets, or even some of them, is likely to increase the levels of Scottish media exposure and public interest across the 17 sports, as well as in sport in general and other aspects of an active lifestyle. Other Olympic and Commonwealth Games have not managed to harness this heightened level of exposure, excitement and interest to deliver a sustained increase in participation.

39. For the legacy, we want to break this mould. Working hand-in-hand with COSLA, each of the local authorities, sportscotland and other appropriate public, private and third sector bodies, we want to transform today’s grassroots sport and physical activity landscape. In so doing, we believe Scotland will be better prepared to harness and sustain the increased demand for physical activity and sport which we, and those who have responded to our consultations, predict the Games will generate.
40. We are looking together with COSLA at the feasibility and resources mechanisms for the development of ‘Community Sports Hubs’. The programme would focus on three areas:

- It would explore ways of increasing the local community’s access to public facilities, including schools, by seeking to overcome the barriers, perhaps unique to each community, which would allow wider opening times, a broader range of available facilities and/or more affordable access. In so doing, it will identify, share and build on existing good practice across Scotland;

- It would explore ways of maximising the utilisation of these public facilities by local communities, by improving links between existing local clubs and groups and by actively encouraging the creation of new clubs and groups; and

- It would explore ways of growing the ‘army’ of sports volunteers, to help create a kaleidoscope of activities held across the community estate which has something for everyone. We recognise that local volunteers would be the life blood of these activities, ensuring effective administration, appropriate coaching and sufficient officials (referees, umpires, time-keepers and so on) so that participation is rewarding and fun for all and therefore enduring.

**What would success look like?** For example,

- an increase in the number of sports and physical activity clubs/groups across Scotland;
- an increase in the number of active members including volunteers in these clubs/groups; and
- an increase in the number of quality, affordable local facilities available within communities.

**Health**

*Legacy priorities from consultation:*

- Increasing physical activity and physical literacy;
- Promoting healthy lifestyles; and
- Learning about how people can participate in sports and improve their health and fitness.

41. **We are already** changing the school curriculum, through Curriculum for Excellence, to promote active and healthy lifestyles; making free school meals available to all P1-3 pupils from 2010; promoting healthy workplaces through the Scottish Centre for Healthy Working Lives; planning pilot healthy weight community projects in selected locations across Scotland; supporting Paths to Health which develops local walking schemes; supporting healthy eating through our national food and drink policy; and using social marketing to promote achievable and lasting changes in people’s physical activity, healthy eating, use of alcohol and general wellbeing.
42. For the legacy, we will support increased healthy life expectancy in Scotland through the ‘CommonHEALTH Programme’ – a programme designed to engage and galvanise people in Scotland, from all age groups, areas and social groupings, to develop long term goals aimed at challenging themselves to achieve something new. This would be in activities linked to healthier lifestyles, especially physical activity, sport, learning new skills and volunteering. The focus would be on engagement, challenge, aspiration and most importantly participation at community as well as individual level. These activities would aim to harness the marketing power of the Commonwealth Games, and other similar events to stimulate interest. The programme will use specific events such as Homecoming in 2009, the 2010 Delhi Commonwealth Games and the International Children’s Games in 2011 as focal points for personal milestones which will include a mass participation event in the run up to the Commonwealth Games in 2014.

What would success look like? For example,

- improvements in physical activity and well-being of the population as measured through the Scottish Health Survey; and
- positive survey results indicating changed attitudes to physical activity and other aspects of healthy living.

Education and Learning

Legacy priorities from consultation:

- Learning about and appreciating different cultures;
- Establishing school links with other Commonwealth countries; and
- Supporting the implementation of Curriculum for Excellence.

43. We are already working with COSLA, local authorities, schools, colleges, universities, employers and the third sector to take forward the biggest educational transformation for a generation – the Curriculum for Excellence. This will provide a framework for schools and teachers to take forward exciting, relevant and stimulating learning experiences for young people using issues such as the Commonwealth Games, including: the Commonwealth principles and values (democracy, respect for human rights, the rule of law, peace, justice, cooperation and sustainable development); Commonwealth countries’ history, geography, politics, economies, arts, culture, languages, traditions, attitudes to sport and health / diet etc; and Scotland’s contribution to, and historical links with, the Commonwealth. This will be achieved by local authorities, schools and their partners bringing the Curriculum for Excellence experiences and outcomes together to produce programmes of learning within and beyond subject boundaries. Curriculum for Excellence will also support other related legacy work in schools. Encouraging sport contributes particularly to health but can also impact positively on qualities like confidence, resilience and responsibility that are key in this context.
44. **For the legacy**, we will develop the Games’ Learning Programme - a comprehensive programme of learning opportunities to help strengthen cultural and educational links with Commonwealth countries including a ‘Support a Second Team’ component which can build on any existing links. The emphasis would be on planning and implementing a series of experiences in schools, communities and other informal settings in relation to the 2012 Olympic and Paralympic and 2014 Commonwealth Games in Scotland that would give young and old a better awareness of the benefits of, for example, a healthy lifestyle, improved intercultural understanding, communication and design skills. The schools programme will support the four capacities of Curriculum for Excellence.

**What would success look like?** For example, Schools and young people across Scotland will have:
- developed and sustained school links with one or more Commonwealth countries;
- developed an increased understanding of Commonwealth countries and through that, increased intercultural tolerance and understanding; and
- developed an increased understanding of Scotland’s historical and cultural contribution to the Commonwealth and the world.

**Culture**

**Legacy priorities from consultation:**
- All parts of Scotland should be involved in supporting and benefiting from the Glasgow 2014 Cultural Programme; and
- Promoting and showcasing Scotland.

45. **We are already** taking forward significant work towards the provision of better access to culture for all who live in Scotland, and towards greater diversity and overall excellence within that cultural provision. And as part of this work we have sought also to improve opportunities for participation in cultural activities for everyone.

46. The Cultural Pathfinder programme, featuring thirteen Government-funded projects, was established to explore new and innovative ways to boost community participation in cultural activity at a “grass roots” level, in partnership with local authorities in Scotland. This work is now nearing completion. In addition we have provided significant support to ten projects across the twelve Edinburgh festivals via the new Expo fund – and this is having a considerable impact. We have also been able to provide significant increases in funding for the Cultural Collections, with additional resources to complete the Royal Museum project and the National Galleries’ Portrait gallery redevelopment. The recently announced Creative Innovation Fund is intended to enable Creative Scotland to take forward exciting new ideas to support our artists. Internationally, the Scottish Chamber Orchestra, the Royal Scottish National Orchestra and the National Theatre of Scotland are all
touring with support from the Government's international fund, helping to raise Scotland's profile and attract interest in Scotland's cultural and wider life.

47. **For the legacy, we will deliver the Games’ Cultural Programme** - a wide ranging and imaginative cultural programme that will initially be linked to London 2012 Cultural Olympiad, and will then be centred around Glasgow 2014. The programme will seek to maximise the positive impact which imaginative initiatives, using sport, arts, culture and creativity, can have on people. The cultural programme will celebrate Scotland’s diverse and powerful cultural landscape and deepen and extend people’s engagement with and experience of culture.

**What would success look like?** For example,
- more people and from all groups:
  - taking part in cultural activities;
  - enjoying live theatre and music events; and
  - visiting museums and art galleries; and
- a greater awareness internationally of the excellence of Scotland’s culture.

**Volunteering**

**Legacy priorities from consultation:**
- Volunteering opportunities to meet new people, have fun and improve skills through work experience; and
- Employment and training (and the link to volunteering).

48. **We are already** recognising the Third Sector movement as an essential partner in the achievement of a more successful Scotland in which all our people can flourish, and support that through an investment programme of £93m. Volunteering, whether formal or informal, whether in public sector or third sector, plays a vital part in connecting with individuals and communities, in building community cohesion and confidence, and in allowing the volunteer to access new opportunities and develop skills. We directly support the network of volunteer centres across Scotland and the national centre for excellence in volunteering.

49. **For the legacy, we will have a programme to raise the profile of volunteering** and to promote increased participation, utilising the wide range of existing youth and other awards, exemplified by ‘Amazing Things’, the guide to the youth awards in Scotland. This will encourage a broad cross-section of individuals across Scotland to get involved and define their own personal volunteering journey. The achievement of one or more awards from a menu and demonstrable use of the skills acquired through volunteering would be linked to the Games-time volunteer recruitment programme.
What would success look like? For example:

- an increase in numbers taking part in volunteering;
- an increase in communities able to articulate and progress local projects through volunteer organisations; and
- the skills of volunteers are valued and explainable to potential employers.

Business, Tourism and International Profile

**Legacy priorities from consultation:**

- Small and medium size businesses from across Scotland should benefit from procurement opportunities;
- Develop the tourism infrastructure and promote Scotland as a visitor destination; and
- Promote and showcase Scotland.

50. **We are already** doing a range of things in this area. We are improving the procurement process for public contracts through the roll-out of the one door, centrally-funded *Public Contracts Scotland* advertising portal which will be promoted jointly alongside CompeteFor to ensure Scotland gets its share of the Olympic opportunity. We have ensured Scotland takes its place on the world economic stage with more joint public sector activity on a ‘Team Scotland’ basis, including, for example, Scottish Development International and VisitScotland, in the context of the Government’s International Framework, such as the successful Global Financial Services Week and Scotland Week. We are encouraging investors to build top class hotels in Scotland, including the five star Glasgow Jumeirah Hotel due to open in 2011. Other developments such as the industry-led hotel school and the public sector-led North Highland Centre for Hospitality and Tourism will provide adequately-skilled staff in hospitality and tourism for all major events in Scotland. VisitScotland will also increase their marketing to persuade visitors to extend their stay and/or increase their spend. The development of the Government’s Skills Strategy and establishment of Skills Development Scotland is designed to deliver the right skills for Scotland’s businesses and workforce, with a particular focus on skills utilisation.

51. **For the legacy,** procurement and further business opportunities that will be offered by the London 2012 Games, the Glasgow 2014 Games and other flagship events, including the International Children’s Games in 2011 and the Ryder Cup in 2014, will provide a focus to encourage more small to medium sized enterprises to bid for public sector contracts and to achieve greater success in contract bidding.

52. Building the capacity of Scottish business to be in a 'ready' state to bid for opportunities will leave a legacy of 'fitter' businesses that can compete in the local, national and international arena. A project is currently being developed by Scottish Enterprise, to be piloted in the construction industry, to engage with companies to alert them to the CompeteFor website, and
offer advice, training and guidance in procuring public sector and other contracts. This will inform future interventions across Scotland and throughout other priority industries, for example, through the use of the Public Contracts Scotland portal.

53. The Games will also create a platform to enhance relationships with major Commonwealth markets for trade, investment and business tourism opportunities. It will also be a major opportunity to showcase Scottish products and brands to international markets and there is potential for pre and post Games events around identified themes. Event Scotland will seek to make the most of the new sporting/accommodation facilities to attract the conference/events market. The Games will showcase Scotland to the world as a great place to live, visit, work, learn, invest and do business; demonstrate that it is a successful destination for major events; and enhance our international image.

54. The concept of a Business Club Scotland is being developed by the business community itself as a mechanism for promoting the range of business opportunities, and as a medium for Scottish and overseas businesses to network and build positive, productive relationships.

What would success look like? For example,

- Scottish businesses will have:
  - won contracts to supply goods, services or infrastructure to London 2012, Glasgow 2014 and/or other major events
  - enhanced their capability in the tendering process
  - increased their reach into global markets and established business linkages with international firm;
- improved customer services and accommodation for visitors to Glasgow and Scotland during and following the Games; and
- Scotland’s improved ranking on the tourism dimension of the Nation Brand Index.

Environmental and Sustainability Issues

Legacy priorities from consultation:

- Potential to support the ‘green agenda’ in a wide range of ways; and
- Encourage people to be environmentally aware through recycling and effective use of public transport.

55. We are already working on a wide range of initiatives that will help deliver environmental improvement and sustainable economic growth for the long term. The Scottish Climate Change Bill will establish Scotland’s ambitious target to reduce emissions by 80% by 2050 and set out a framework to help us meet that target. The £27.4 million Climate Challenge Fund will empower communities throughout Scotland to take practical steps to reduce their carbon emissions. Increased funding has been made available to support more community renewable energy and energy efficiency projects and the Saltire Prize, at £10 million, is the world’s largest ever single prize for
innovation in marine renewable energy. The Smarter Choices, Smarter Places programme supports projects across Scotland, including one in the East End of Glasgow, with a range of innovative approaches to boost walking, cycling and public transport use. The Scottish Sustainable Communities initiative challenges developers to build the sustainable places of tomorrow. Public information on Greener issues, and the network of energy advice centres, help provide the facts to support the changes in our behaviour needed to deliver a more sustainable Scotland.

56. For the legacy, we will co-ordinate a programme of actions that can be seen to derive from the Games. It would relate to the role of greener actions in delivering sustainable economic growth and would include actions, for example, to encourage the use waste as a resource, innovative land reclamation approaches, green tourism and an integrated ticketing scheme across the country by 2014.

What would success look like? For example,

- throughout Scotland:
  - people will have an increased practical understanding of the value of our environment and natural resources, both in Scotland and internationally; and
  - people will be inspired to action to reduce, reuse and recycle waste; to use public transport, walk or cycle in preference to driving; and to use less energy;
- businesses dealing with the 2014 Games will have become more competitive by using resources - including energy - more efficiently and by offering more attractive greener products and services;
- the 2014 Games will be seen as an example of environmental innovation and responsibility, enhancing Scotland’s international reputation for sustainable places; and
- people in Glasgow will enjoy continued access to attractive and accessible public spaces, which will promote wellbeing.

BENEFITS AND GAMES LEGACY FROM THE GAMES INFRASTRUCTURE

57. £2 billion will be invested in delivering the physical infrastructure, which includes better management of surface water in line with the Metropolitan Glasgow Strategic Drainage Plan, and services for the Games. It will provide a unique economic, social and physical legacy, particularly for Glasgow and neighbouring communities but also across Scotland. The legacy will be supported by a wide range of partners including GCC, neighbouring councils, schools, businesses, third sector, Clyde Gateway URC, Scottish Enterprise, Homes for Scotland, Transport Scotland, sportscotland, the 2014 Games Organising Committee and the Scottish Government. The physical legacy covers transport links, sports venues and the Games village which are all
essential to the delivery of the Commonwealth Games in Glasgow in 2014. A list of the new and upgraded physical infrastructure projects is in the attached Annex.

58. **To Glasgow and the surrounding environs**, the immediate and longer-term benefits of this will be:

- **A sustainable, vibrant new neighbourhood at the heart of Glasgow’s East End** - after the Games, the Athletes’ Village, and the sporting facilities in and around the arena district, will play a vital part in the redevelopment of the area. Regeneration activity in the area is being led by Clyde Gateway URC. Their plans have the potential to transform one of the most deprived areas of our country; providing new housing, jobs, retail and leisure facilities, attracting additional investment and allowing local people to take advantage of the many new opportunities on offer;

- **Improved transport links** – ten distinct road, rail and river projects which will better connect Scotland for people and businesses; and

- **More available sports facilities** through the newly developed or upgraded facilities being used as competition and/or training venues.

59. **To Scotland more widely, this £2 billion investment will help bring:**

- **A better visitor experience and increased tourism and economic benefits across Scotland:** Latest estimates indicate that there could be a 4% increase in visitor numbers in the three years following the Games. This equates to around £30m per annum, representing net economic benefits of £26m and £81m to the Glasgow and Scottish economies respectively;

- **Contract opportunities for Scottish businesses:** There will be a range of contracts and sub-contracts let over the period leading up to the Games. Through Scottish Enterprise, Highlands and Islands Enterprise, and business representative bodies, we are encouraging and providing advice to Scottish businesses of all sizes to get themselves prepared to be able to bid for and increase their chances of winning these contracts; and

- **Employment and training opportunities:** The Games will bring an estimated 1,200 new jobs in Scotland of which 1,000 will be in Glasgow. Specifically, GCC are placing appropriate community benefit clauses in tenders relating to the 2014 Games. It is forecast, for example, that GCC’s targeted recruitment and training community clauses could create over 450 work placements. The Games will require between 12,000 and 15,000 volunteers. The Organising Committee has stated that special attention will be given to areas of severe deprivation when it comes time to recruit their volunteering
workforce. The volunteering opportunities will give some of Scotland’s most disadvantaged people a chance to rebuild their lives, regain respect and restore their confidence, so that they have a better share of Scotland’s increased prosperity.

60. There is a great opportunity for a legacy to be gained at local level from this physical infrastructure. The relevant local authorities will be best placed to plan for this, particularly GCC and its neighbouring authorities and, for the Commonwealth Pool, the City of Edinburgh Council.

NEXT STEPS

61. The interim plan has emphasised the importance of partnership and collaboration. The full plan should reflect the legacy activity by key stakeholders such as local authorities, national organisations, further and higher education institutions, enterprising communities, and voluntary organisations which make a particular contribution to the overall legacy for the nation. As one of the four partners of the Games - Scottish Government, GCC, Commonwealth Games Scotland and the Organising Committee - the legacy being developed by GCC has particular local and national significance. We would hope that many other local authorities and other national organisations will want to develop their own legacy plans which could be integrated into the national plan.

62. We will develop the full plan on the basis of the key principles of partnership, diversity, equality, community engagement and sustainability. This will involve working with organisations representing people who for various economic, social and other reasons are at risk of being excluded from the legacy programmes. We will work with a broad range of partners to make it possible for those from disadvantaged backgrounds or with physical disabilities to enjoy the legacy benefits, for example, volunteering for the Commonwealth Games. We will aim to design the full legacy plan so that its benefits will be felt up to and beyond 2014.

63. We will explore with the private sector and other potential funders possible ways in which they can support the development of community based legacies which would give a lasting benefit to their community.

CONCLUSION

64. Over the Summer we have celebrated across Scotland the remarkable success of our Scottish athletes and the Olympic and Paralympic handovers. We now look forward to an unprecedented series of major events ever to be held in Scotland; the forthcoming International Children’s Games in Lanarkshire in 2011, the Commonwealth Games in Glasgow in 2014 and the Ryder Cup in Gleneagles in 2014.

65. We must emulate the dedication, drive and determination of our athletes as we work together to deliver legacies from these events.
Commonwealth Games in Glasgow in 2014
- Interim Games Legacy Plan for Scotland

The Physical Infrastructure Projects

1. The physical infrastructure projects that will be put in place or fast-tracked to deliver the Games can be compartmentalised into three component parts: the Games Village; the transport links; and the sports venues.

The Games Village

2. This new-build development, worth around £250m overall, will provide accommodation for 6,500 to 8,000 athletes and officials over the period of the Games and will thereafter be fully converted to provide up to 1,500 high quality houses for the local community. The Games Village is a key part of the regeneration of the East End of Glasgow.

3. We also aim to deliver an environmentally sustainable Games. The village, and indeed the new venues, will set exacting – though realistic - environmental standards. Delivery against these will achieve our commitment to improve Scotland’s natural and built environment and leave an exemplar of good, sustainable design as a legacy for Scotland’s future developments. It will also demonstrate to our international audience the importance we in Scotland place on this agenda.

Transport links

4. There is a vast range of transport links being improved or fast-tracked as a result of Glasgow staging the Games. These multi-million pound major infrastructure projects will improve connectivity to and from Glasgow for all modes of transport. Elements of these will also help improve the public transport experience and help encourage more people to use that as an alternative method of transport.

Road:
- motorway improvements
- Games Route Network
- East End Regeneration Route
- Park and Ride Scheme

Rail:
- Glasgow Airport Link;
- Edinburgh to Glasgow Rail Improvements Project
- Airdrie to Bathgate Rail Link

River Clyde:
- Pacific Quay Pontoon

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Sports venues (new and upgraded)

5. There will be a vast range of venues being used to deliver the Sports Programme of 17 sports, including events for elite athletes with a disability, and to provide training and warm-up facilities for the competitors. Twelve of these are being either developed or significantly upgraded.

6. These new and improved facilities will remain in place beyond the Games leaving state of the art training facilities for Scotland’s elite athletes as well as being available for use by the local community. They will provide additional venues and/or space for a variety of indoor, outdoor and water sports.

7. The new and upgraded national facilities will also improve Scotland’s considerable suite of venues for attracting other major sporting competitions to Scotland.

8. The vast majority of the facilities will remain in local authority ownership, most by GCC, with the SECC retaining its new arena and Queen’s Park Football Club benefitting from the new running track at Lesser Hampden. The facilities and their Games-time use is summarised below.

New facilities

- **National Indoor Sports Arena** – a competition and training venue;
- **National Velodrome** – another competition and training venue;
- **SECC Arena** – this will host the judo, wrestling and gymnastics events and the finals of the netball; and
- **Cathkin Braes Cycling Centre** – the new mountain biking facility, owned by GCC and South Lanarkshire Council, will be a competition venue.

Upgraded Facilities

- **National Swimming Centre at Tollcross** – an additional pool will provide the required warm up facility for swimmers;
- **National Football Stadium at Hampden** - a new running track will be installed in Lesser Hampden to provide the required warm-up facility for athletes;
- **Glasgow Green** - two new international standard hockey pitches will become a Games competition and training venue;
- **Kelvingrove Bowls Complex** - new permanent works to the value of £1m will leave a legacy to the bowling community;
- **Kelvingrove International Sports Arena** - this will be upgraded through an £11m investment and will host the boxing events;
- **Scotstoun Leisure Centre** – this will host the table tennis and squash competitions;
- **Strathclyde Country Park** - North Lanarkshire Council’s world-class rowing and triathlon facility will benefit from a £1m upgrading as it prepares to host the Games’ triathlon event; and
- **Royal Commonwealth Pool, Edinburgh** - The City of Edinburgh Council’s diving pool will be upgraded to host the diving competition.