



Glasgow Community Planning Partnership

Calton Area Partnership

Report by Assistant Director of Corporate Services

Contact: Carole Forrest Ext: 70467

**GLASGOW 2014 LEGACY FRAMEWORK:
PROGRESS REPORT AND ACTION PLAN**

Purpose of Report:

To provide the Area Partnership with an update on progress during 2012/13 with the delivery of the Glasgow 2014 Legacy Framework and an overview of the key actions we will take between now and March 2014 to achieve our legacy vision and objectives.

Recommendations:

It is recommended that the Area Partnership notes the contents of this report.

Ward No(s):

Citywide: ✓

Local member(s) advised: Yes No consulted: Yes No



1. Introduction

- 1.1 This report provides the Area Partnership with an overview of the progress made towards achieving our vision for legacy from the Glasgow 2014 Commonwealth Games. An Action Plan, setting out the activity the Council and partners will undertake until March 2014, is appended to this report.
- 1.2 A more detailed progress report and a copy of the Glasgow Evaluation Framework (referred to in para 6.3) are available in the Members' Library. An electronic copy of these documents will be circulated to all Elected Members for information.

2. Background

- 2.1 The Glasgow 2014 Legacy Framework was approved by Executive Committee on 13th November 2009. The Legacy Framework was developed following an extensive process of consultation with stakeholders. It sets out the council's strategic objectives for delivering a lasting legacy up to 2019 (i.e. planning for the 5 years up to the Games and 5 years after) and outlines the key projects being delivered by the Council and partners to achieve these.

3. Progress with the Infrastructure Programme

- 3.1 More than £1.38 billion of Games-related capital investment is being delivered across Glasgow including new and enhanced venues, the Athletes' Village development and new transport infrastructure. The individual projects, which are all included within the Glasgow 2014 Legacy Framework, will provide a variety of legacy benefits for the City. Some projects have already been completed and a number of others are underway and progressing well.
- 3.2 Projects already complete are: Scotstoun Stadium; Scotstoun Leisure Centre; Toryglen Football Centre; The Riverside Museum; East End Regeneration Route; M74 Completion; Emirates Arena; Tollcross International Swimming Centre; Kelvingrove Lawn Bowls Centre and Cathkin Braes Mountain Biking Circuit.
- 3.3 Other projects currently underway include:
 - The Athletes' Village - Construction of the housing is progressing on schedule. 446 housing units constructed as at end March 2013.
 - The Hydro Arena – The main contract works are on schedule to be completed in summer 2013.
 - Glasgow National Hockey Centre – Construction work is due to be complete in summer 2013.

4. Progress with other Legacy Framework projects

The Legacy Framework is structured around six legacy themes, where the ambition is to leave Glasgow: more *Prosperous*; more *Active*; with an enhanced *International* image and outlook; *Greener*; more *Accessible*; and more *Inclusive*.

Key achievements are outlined for each theme.

4.1 Prosperous Glasgow Initiatives

- At the end of March 2013 a total of 21,449 companies have registered on the Glasgow Business Portal, 22% of which are based in Glasgow, and 59% of which are based in Scotland.
- At the end March 2013, 151 (29%) of the 520 Commonwealth Games related contracts and sub-contracts awarded through the Portal have been won by Glasgow-based companies.
- £183m (62%) of the £297m worth of Tier 1 contracts has been awarded to Glasgow-based companies.
- A business engagement plan was developed with the Organising Committee, Glasgow 2014 Ltd, which has resulted in the development of sector specific workshops outlining contract opportunities in overlay, catering and cleaning amongst others. 250 companies have attended those workshops which have been delivered so far in the series.
- At the end of March 2013, just over 1,600 Glasgow based businesses have registered with BusinessClub Scotland, which assists businesses into export markets.
- 2,584 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 2012.
- As at end March 2013, 447 New Entrant Trainees, from the long-term unemployed and those leaving education, have been recruited to work on Games-related infrastructure contracts. 128 of these New Entrants are apprentices.
- As at end March 2013, 247 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%.
- As at end March 2013, 445 previously unemployed Glasgow residents had secured jobs through the Commonwealth Jobs Fund.

- The redeveloped Olympia Theatre building at Bridgeton Cross opened in November 2012, hosts a public library, learning centre, a café and the HQ of the national governing bodies for boxing and wrestling.
- A grant scheme has been launched for businesses within the Calton and Barras area, including the Barras Market, to undertake improvements to their shop fronts and buildings.

4.2 Active Glasgow Initiatives

- The number of junior clubs and sections continue to grow each year. During 2012/13, Glasgow Life worked with 448 clubs – up from 327 in 2009/10. The growth in the number of clubs supported has resulted in a corresponding increase in the number of volunteers and club members; volunteers growing from 2,139 during 2009/10 to 3,607 during 2012/13 and junior members almost tripling from 4,485 junior members in 2009/10 to 13,008 during 2012/13.
- 86 clubs have achieved accreditation (up from 34 in 2009/10) through such as: Glasgow Clubmark, GymMark, SwimMark and QualityMark.
- 60 young people completed a 12 week Street League Programme in 2013, including: coach education training, personal development and employability sessions. Of the 60 participants, 42 have gained employment (22 with Glasgow Life), 5 have enrolled in further education and 2 have gone on to further training opportunities.
- The number of Glasgow-based athletes in performance development programmes continued to grow: up from 316 in 2009/10 to 420 in 2012/13. 244 of which received Integrated Sports Grant Programme support from the Council.
- 40 young people participated in an initiative designed to identify and nurture disabled young people and disabled athletes through a sporting pathway during 2012/13. 10 participants have progressed to performance development programmes.
- The total number of Glasgow athletes achieving selection to the Scottish Institute of Sport increased significantly during 2012/13: up from 51 at the start of the year to 81 by year end, resulting in a more than doubling of the 2009/10 baseline of 34.
- Over 8,000 people have used the Sir Chris Hoy Velodrome since opening in October 2012 and a new youth development programme has been established with an average of 50 juniors attending weekly.
- Active Health Programmes targeting adults continues to grow, with an attendance of 147,302 in 2012/13 – a 46% increase from the 2009/10 baseline of 101,000.

- Active Schools saw 266 teachers taking part in physical education in-service training in 2012/13 – up from 145 in 2011/12.
- 25,138 physical activity opportunities were provided in primary and secondary schools for extra-curricular activity (breakfast, lunch and after school) in 2012/13 resulting in 479,508 participant sessions. As a result, the number of trained volunteers supporting this extra-curricular activity increased significantly throughout the year from 384 in March 2012 to 733 in March 2013.
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- In 2012/13, 1,100 young people received Sports Leadership Awards – an increase from the 250 receiving an award in the 2009/10 baseline year.
- 1,092 diversionary programme sessions in a variety of sports were delivered in areas of high crime in 2012/13, resulting in 24,969 attendances.

4.3 International Glasgow Initiatives

- During 2012/13, there were 1.6 million unique visits to the seeglasgow.com portal with users from 188 countries. New components were added to the portal including the new Style Mile website and the 'What's On' section.
- A Strategic Trade and Investment Memorandum of Understanding (MoU) was signed with Jamaica in March 2013 and a meeting has taken place with Queensland Government and Gold Coast Local Government in April 2013 to help develop a MoU arrangement.
- In partnership with Scottish Council for Development and Industry (SCDI), three outward trade and investment missions have taken place to Germany, Brazil and USA. Further such missions are planned for the second half of 2013 and early 2014 targeted at Queen's Baton Relay locations.
- Glasgow Life is providing strategic leadership for the Opening and Closing Ceremonies, the Culture Programme and the Queen's Baton Relay. Over 500 grant applications were made to the Cultural Programme Open Fund following its launch in November 2012. All applications have been assessed and shortlisting has been completed.
- Through the provision of new purpose built venues for the 2014 Games, Glasgow now has wider capacity to actively target and bid for large scale events. Since being awarded Host City status for the 2014 Games, between August 2011 and March 2013, the Strategic Major Events Forum (SMEF) has helped secure sport and cultural events with an estimated economic impact of around £56.7million, including:

- 2015 World Artistic Gymnastics Championships - the largest gymnastics event in the world (600 competitors/80 countries/£5.8 million economic impact).
- 2015 IPC Swimming European Championships at Tollcross (£2.16 million estimated economic impact/500-600 swimmers).
- 2016 World Irish Dancing Championships (£14 million estimated economic impact/4,000 plus competitors/10,000 spectators).
- World Street Dance Championships 2013-2015 estimated economic impact £2.2m per year and 2,800 competitors.
- 2013 – 2015 World Pipe Band Championships. Generates over £10 million to local economy per year and attracts over 40,000 visitors in addition to 10,000 band members.
- 2013 European Cheerleading Championships at the Emirates Arena. The competition attracts 2,600 competitors and over 2,000 visitors which will generate in the region of £1.3m to the Glasgow economy.

In addition, between August 2011 and March 2013, conferences have been secured with an estimated economic impact of around £36.5 million, including:

- 2012 International Festival of Athletics Coaching (bringing world renowned coaching and performance experts to Glasgow, October 2012 /£244,200 economic impact).
- 2014 – 2016 International Bible Students Association (£6.7 million each year/8000 delegates per year).
- 2015 Congress of the International Society for Biomechanics (£2 million to the local economy/1000 delegates). Key to the success of the bid was the ability to build on the legacy of 2014 as conference concentrates on the application of the laws of mechanics and physics to human performance.
- 2016 International Federation for Orthopaedic and Manipulative Physical Therapists (£2.2 million economic impact/1100 delegates).
- 2015 Commonwealth Law Association Conference.
- On 13th February, Glasgow was announced as one of three cities to be shortlisted for the Youth Olympic Games 2018. The host city will be elected among three candidate cities, Buenos Aires (Argentina), Glasgow and Medellín (Colombia), on July 4, 2013 in Lausanne, Switzerland.
- The Tramway in Glasgow has been selected to host the 2015 Turner Prize. Glasgow will be the first city in Scotland to host the prize. The bid partnership involved Creative Scotland, Event Scotland and Glasgow City Council.

- As at the end of March 2013, 472 tourism sector businesses had engaged with the Glasgow Service with Style initiative which seeks to raise standards of service across all touch points of Glasgow's visitor experience. 4371 participants have taken part in training through the initiative since its launch – representing significant growth over the year from March 2012's total of 3,221.

4.4 Greener Glasgow Initiatives

- Sustainable design practices are being embedded at the Athletes' Village development:
 - Solar roof panels on all homes will help to reduce electricity bills for future residents and deliver a 60% reduction in carbon emissions.
 - The landscaping strategy has been finalised and works have commenced to increase biodiversity within the site.
 - The overhead power line and the Dalmarnock substation have been dismantled and removed from the site.
 - The Central Heating and Power (CHP) Energy Centre became operational in August 2012 and is now supplying heat to houses to support the building programme. The Emirates Arena is on target to be connected to the CHP by end July 2013.
- The Sustainable Tourism Initiative has been established to encourage Games family hotels 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. Scottish Business in the Community has been commissioned to work with stakeholders to create an interactive tool that can be used by Glasgow based businesses to gain a variety of information and support on sustainability matters.
- A programme of environment audits in the areas around Games has resulted in the identification of gap sites which are in need of environmental enhancement. These sites have been recorded in a bespoke Gap Site document for use by partners within the Stalled Space Programme and Commonwealth Gardens Projects.
- During 2012/13, the Stalled Spaces initiative won the Scottish Awards for Quality Planning for Community Participation, was winner of the City to City Fostering Arts and Design Award 2013 and was runner up at EuroCities Award for Participation.
- Air quality monitoring has continued as planned at all Games venues using diffusion tubes. This monitoring will continue until the end of

2014. Results obtained from all venues so far show the levels comfortably within the National Air Quality Standards objective.

- Glasgow was one of four cities (Brussels, Ljubljana and Bristol) to be shortlisted for the European Green Capital 2015. While Bristol was awarded the title for 2015, Glasgow intends to hold a 'Green Year' in 2015.
- The 2014 Clyde Walkway Pilot Plan (2014 CWPP) project has resulted in the following improvements throughout the year:
 - the extension to the walkway on the underside of the Westburn Viaduct was completed in February 2013 and the installation of bespoke cycle gates and new benches is also completed.
 - The tarring 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.
- Nine new wildflower habitats have been created in Hub Parks in the run up to 2014. Local community groups and schools are involved in planting with legacy signage also being installed.
- A new bespoke funding programme has been created (linked to Stalled Spaces). The 'Sports Spaces' programme will focus on engaging young people in the development of sports and culture spaces in gap sites identified through the 2014 Games venue audits.

4.5 Accessible Glasgow Initiatives

- Improvement works commenced at Dalmarnock Station in February 2013 with the full refurbishment programme due for completion in Autumn 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 with further upgrades planned for Ibrox, Partick and Kelvinhall before the Games.
- The proposal to develop a city cycle hire scheme in time for the Games was approved by the Council's Executive Committee in April 2013.
- The Connect2 project will create a dedicated cycle route from the SECC and Kelvingrove to the City Centre. The section from Kelvingrove Park to the 'M8 Bridge to nowhere' has been completed. Work to complete the 'M8 Bridge to Nowhere', spanning the M8, is currently ongoing and is due for completion in

July 2013. Local schools will be involved in a competition to name the new bridge.

- The first phase of the cycle route from Cathkin Braes Country Park to the City Centre was completed in May 2012. Phase two is progressing as scheduled with the full route on target to be completed by March 2014.
- The upgrade of the cycle path from the National Cycle Network to Scotstoun Stadium was completed in March 2013.
- Custom House Quay Garden improvements are due for completion in June 2013. The improvements will make this City Centre section of the River Clyde walkway and National Cycle Route fit for purpose for the Games.
- Kelvin Walkway/Eldon Street Underpass improvements were completed in April 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 commenced in March 2013 with completion due in August 2013. This will provide a high quality link between the media centres of Pacific Quay and the SECC complex during the Games.
- Public realm enhancements at Saltmarket and Calton/Barras, all adjacent to key Games sites, are on track for completion by March 2014.

4.6 Inclusive Glasgow Initiatives

- Glasgow Life is in discussion with a number of uniformed youth organisations and voluntary sector groups to discuss their participation in the Host City Volunteer Programme. A scoping exercise is underway to determine the numbers, responsibilities and location of volunteers.
- During 2012/13, 195 organisations, groups and clubs placed 425 adverts at volunteerglasgow.org seeking 4,440 volunteers – up from the 3,683 volunteer places advertised in 2011/12.
- The number of visitors to the volunteerglasgow.org site increased significantly during 2012/13 to 53,716 – up from 39,825 in 2011/12.
- Over 1,000 young people have completed Sports Leadership and Dance Leadership qualifications through their schools. 49 young people completed the Glasgow Young Leaders in Sport programme during 2012/13. The project seeks to increase the number of young people progressing onto coaching qualifications and training in officiating/administration/event organisation.
- 6,826 pupils from 101 educational establishments have now received Healthy World talks from countryside rangers, with 99 visits to parks also undertaken as part of the Parks Twinning Initiative.

- The Lord Provost has committed to visiting every primary school in Glasgow before June 2014 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. 19 schools received visits from the Lord Provost between January 2013 and 31st March 2013.
- 102 international education links/partnerships have been established with Commonwealth countries - up from 63 links in 2009.
- Two young people from Glasgow schools – known as Interaction Ambassadors (IAs) - travelled to Blantyre, Malawi in June 2012 with a member of staff to carry out a two week “scoping exercise” for a leadership and citizenship skills project. The second cohort of 12 IAs is currently undergoing training in preparation for their trip to Malawi in September 2013 where they will work on a joint two week project with an equivalent group of young people from Blantyre.
- The Malawi Leaders of Learning Partnership trained 10 members of Glasgow Education Staff for a five-week visit to Malawi to assist with teaching and learning practices during June 2012. A further 12 members of staff were selected in October 2012 and have been undergoing training for their travel to Malawi in June 2013. The Partnership has raised all funds for the project through sponsorship activity.
- In addition to teaching support, in September 2012, 6 members of staff from across the Council visited Malawi and completed a number of aid projects including improving IT infrastructure in local government offices, hospitals and schools and undertook monitoring visits to orphan feeding programmes and projects currently being funded through the Lord Provost’s Malawi Fund.

5. Community Engagement

- 5.1 We are committed to ensuring an inclusive process towards legacy in Glasgow, reflected by our underpinning principles to provide a more *Healthy, Inclusive* and *Sustainable* legacy.

A structure for engagement for the Games and Legacy is now embedded with the creation of a Joint Games and Legacy Community Engagement Group in November 2012. This group includes representation from all of the Community Planning Partners, the Volunteer Centre Glasgow and from each of the Legacy Themes. Complementary to this, three local area groups have been set up in the North East, North West and South of the City, with the remit to deliver and grow engagement at a grass roots level – through a programme of events and activities.

Key to all of this is the increase in partnership working between the council, community planning partners and local area stakeholders, such as local housing associations, educational establishments and the third sector.

Community Engagement activity between 2012 and 2013 includes:

- Elected Member update events in February 2012 and February 2013.
- Stakeholder Workshop in December 2012 to explore how communities and the third sector can get more involved and engaged.
- A stakeholder event organised by the Coalition for Race and Equality Rights on 22nd March 2013, involving around 50 organisations representing Black, Asian and Minority Ethnic communities, religious communities and other communities of interest.

Planned activity up to 2014:

- A 'Games and Legacy Toolkit' being circulated to all stakeholders across the City, to help communicate and raise awareness about the Games and Legacy, the role communities can play in growing involvement and participation in legacy.
- A newsletter for residents of Dalmarnock in June 2013.
- A Community Event in the North East – Inspiring Communities Towards 2013.
- On-going work to grow the number of community / third sector projects using the Legacy 2014 branding.

6. Governance

- 6.1 Our legacy governance structures are now complete with the establishment of our Legacy Board in 2011. The Legacy Board is tasked with encouraging a legacy mindset across Glasgow and providing governance, independent challenge and scrutiny on the delivery of the legacy programme.
- 6.2 The Council 2014 Team monitors the implementation of legacy projects through 6-monthly tracking reports. Legacy progress and action plan activity is reported annually for the period 1st April to 31 March.
- 6.3 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. A Glasgow 2014 Legacy Evaluation Framework has been developed to provide an analytical approach to organising and delivering the required information to assess the relative impact of the Commonwealth Games in Glasgow. The approach has been developed in partnership with the Scottish Government and aligns with the strategic approach set out in An Evaluation of Commonwealth Games 2014 Legacy for Scotland, in October 2012.

- 6.4 A Glasgow Evaluation Group (GEG) has been established to oversee the development of the Council's Legacy Evaluation Framework, chaired by the Executive Director of Development and Regeneration.
- 6.5 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 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.
- 6.6 We have developed arrangements to support and assist the development of community-based projects which are aligned to, and contribute to, the council's legacy objectives. Eligible projects can also use the Glasgow Legacy logo.

At the end of March 2013:

- 145 projects have applied for legacy status since 2009 - 108 of which have done so in the last year.
- 102 community projects have been granted legacy status since 2009 – 91 of which have done so since last year.
- Of the 102 granted legacy status, 49 have applied for use of the legacy logo – 38 of which have applied in the last year.
- 49 projects are now using the legacy logo – 38 more than March 2012.

7. Council Strategic Plan Implications

Economic Impact: The Legacy Framework Action Plan includes a range of employability (e.g. community benefit, Commonwealth Apprentice, Commonwealth Job and Graduate Funds) and business support (Glasgow Business Portal) projects to maximise the economic benefits resulting from the Games and their legacy for the people and businesses of Glasgow.

Sustainability: The Legacy Framework document clearly sets out the ambitions to achieve a low carbon Games and legacy through the implementation of Low Emission Zones and 80% waste recycling at Games time and the provision of low carbon design housing within the Athletes' Village.

Financial: All Council expenditure in respect of supporting Glasgow 2014 and delivering the required infrastructure and legacy initiatives will be contained within current resources and is included within financial forecasts.

Legal: None

Personnel: The Legacy Framework projects included in the Action Plan are being

delivered within current staff resources. The Glasgow 2014 City Operations Programme, which is currently being developed, will consider Council workforce implications relating to Games time.

Sustainable Procurement and Article 19: None.

8. Recommendations

8.1 It is recommended that the Area Partnership notes the contents of this report.

Appendix 1: Action Plan: April 2013 to March 2014

Project Activity	Timescale	Expected benefits (targets and measures of success)	Agencies/Funding/ Project Sponsor
Prosperous Glasgow: A1 - Improve Business Growth and Performance			
Business Portal			
<ul style="list-style-type: none"> Continue the roll out of the Capacity Building Workshop Programme with a particular focus on the Organising Committee's contracting opportunities Continue to attend events promoting the Business Portal. Continue engagement of 3rd party organisations 	Targeted business support ongoing	<ul style="list-style-type: none"> Increase % contracts awarded to Glasgow based firms from 29% (151 of the 520 awarded) at March 2013. Increase number of companies registered on the Portal from 21,449 in March 2013 Increase number of Glasgow-based companies registered on Portal from 4,699 in March 2013 Increase % companies registered online as 'business ready' from 64% in March 2013 Increase % Glasgow companies registered on Portal which are business ready from 68% in March 2013 	Delivery agencies: Glasgow City Council / Organising Committee partnership Funding: Existing Glasgow City Council budget Project Manager: Mike McNally
Business Club Scotland (BCS)			
<ul style="list-style-type: none"> Continue to assist Glasgow 2014 Ltd with business-to-business engagement Deliver a series of seven events across Scotland with Scottish Enterprise informing businesses of Glasgow 2014 and Ryder Cup contract opportunities Assist Glasgow 2014 Ltd to deliver specific Supplier Day events at Commonwealth House 	Events to take place between August and September 2013	<ul style="list-style-type: none"> Increase Glasgow-based BCS membership from 1,635 in March 2013 to 2,000 by March 2014 Increase capacity and expertise of local businesses, in terms of skills, tendering and procurement expertise, business networking and international expertise. 	Delivery agencies: BusinessClub Scotland Funding: Scottish Enterprise Project Manager: Jane Gotts
Prosperous Glasgow: A2 – Increase employment, training and development opportunities			
Launchpad			
<ul style="list-style-type: none"> Support Care Leavers into Apprenticeships or other positive destinations through pre-employment service known as 'Launchpad' (UP) 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. 	Ongoing throughout 2013/14	Support the 41 participants from 2012 to progress into appropriate destinations either apprenticeships, college, training or direct employment.	Delivery agency: Glasgow City Council Funding: European Social Fund Project Manager: Peter Finn
Commonwealth Apprenticeship Initiative (CAI)			
<ul style="list-style-type: none"> Continue to source new apprenticeship opportunities with Glasgow businesses for 2013 school leavers. Continue to target and support Care Leavers into Apprenticeship opportunities including those 	Ongoing throughout 2013/14	<ul style="list-style-type: none"> Assist 616 2013 school leavers to start a Commonwealth Apprenticeship 	Delivery agency: Glasgow City Council Funding: proportion

Project Activity	Timescale	Expected benefits (targets and measures of success)	Agencies/Funding/ Project Sponsor
completing Launchpad <ul style="list-style-type: none"> Continue to provide an aftercare service to maintain retention rates for those starting apprenticeships Commission an interim evaluation of the project 	Commission September 2013		of £6m pa Project Manager: Shona Honeyman
Commonwealth Jobs Fund (CJF)			
<ul style="list-style-type: none"> Continue to source living wage vacancies continue to host employer events alongside other Commonwealth employment initiatives and business support teams. Commission an interim evaluation of the project 	Ongoing throughout 2013/14 September 2013	<ul style="list-style-type: none"> Assist 200 people into jobs in 2013/14 	Delivery agency: Glasgow City Council Funding: proportion of £6m pa Project Manager: Shona Honeyman
Commonwealth Graduate Fund (CGF)			
<ul style="list-style-type: none"> Continue to source graduate vacancies Continue to market vacancy opportunities to eligible registered graduates Continue to recruit graduates into Glasgow City Council vacancies Commission an interim evaluation of the project 	Ongoing throughout 2013 Commission September 2013	<ul style="list-style-type: none"> Assist 250 graduates into work in 2013/14 	Delivery agency: Glasgow City Council Funding: proportion of £6m pa Project Manager: Shona Honeyman
Commonwealth Youth Fund (CYF) – New for 2013			
<ul style="list-style-type: none"> 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. Establish and then track retention rates for CYF clients. Undertake project evaluations. 	Ongoing throughout 2013	<ul style="list-style-type: none"> Recruit 200 young people during 2013 	Delivery agency: Glasgow City Council Funding: £2m pa Project Manager: Shona Honeyman
Community Benefit Policy			
<ul style="list-style-type: none"> Continue to work in partnership with contractors to maximise the outcomes from the various projects. Work with private sector partners to maximise opportunities and outcomes Continue to work within Glasgow City Council departments and Arms Length External Organisations to encourage the adoption of Community Benefits in all tenders. 	Ongoing throughout 2013/14	<ul style="list-style-type: none"> Achieve 100% of committed NETs by each project's completion (331 committed at March 2013) Improved capacity of Glasgow SMEs and social enterprises to include Community Benefits within tenders and deliver commitments successfully. 	Delivery agencies: Glasgow City Council Funding: Existing DRS budget and contractors at no cost to council Project Lead: John Flynn
Personal Best – New for 2013			

Project Activity	Timescale	Expected benefits (targets and measures of success)	Agencies/Funding/ Project Sponsor
<ul style="list-style-type: none"> 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 2013/14	<ul style="list-style-type: none"> Assist 285 participants over the three years from May 2013 	Delivery agency: Jobs and Business Glasgow Funding: Big Lottery Project Manager: Steven Brooks
Prosperous Glasgow: A3: Improve the physical appearance of Glasgow, particularly in the East End			
Clyde Gateway Urban Regeneration Company			
<ul style="list-style-type: none"> Commence the £14 million phase 2 development of the Clyde Gateway East Business Park on London Road including 75,000 sq ft of industrial/warehousing space Commence work on a new 130,000 sq ft plus office development at a cost of £24m at South Dalmarnock on the banks of the River Clyde. upgrade roads and public realm in the area around Dalmarnock Station and along the Clyde Walkway Commence development of new 'smart bridge' with power/ heating link across the Clyde between Dalmarnock and Shawfield Create a footbridge across the Clyde from the Clyde Walkway and national Cycle Route 75 at the Athletes' Village site to a new £5 million woodland park being developed on the Cuningar Loop on the banks of the Clyde in South Lanarkshire in partnership with the Forestry Commission construction of £3.5M office suites for up to 30 small and medium sized firms at Eastgate Phase II in Bridgeton 	Ongoing throughout 2013/14	<ul style="list-style-type: none"> 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 2013) 	Delivery agencies: Clyde Gateway Funding: Scottish Government, Project Manager: Ian Manson
Calton and Barras Action Plan			
<ul style="list-style-type: none"> 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. Develop a temporary "Commonwealth Square" urban public space which will function as an urban sport/event space and market space Undertake improvements to shop fronts and buildings 	Ongoing throughout 2013/14	<ul style="list-style-type: none"> the improvement of streets and spaces the creation of an attractive, resilient and well-connected neighborhood in the east end of Glasgow. 	Delivery agency and funder: Glasgow City Council (£3.5 million) £2.8 million to be leveraged from the council. Project Manager: Ewan Curtis

Project Activity	Timescale	Expected benefits (targets and measures of success)	Agencies/Funding/Project Sponsor
<ul style="list-style-type: none"> • Create a pedestrian friendly environment on Greendyke Street/London Road. 			
Royal Concert Hall Refurbishment – New for 2013			
<ul style="list-style-type: none"> • Complete the new extension of the Glasgow Royal Concert Hall • Complete refurbishment of areas of the existing Hall adjacent to the new wing. 	Contract completion planned for June 2014	<ul style="list-style-type: none"> • 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 agency and funder: Glasgow City Council £6.7million, Scottish Government £8.5million RSNO £2million
Active Glasgow: B1 – Increase the capacity of sports infrastructure, through improved club development and coach education			
Community Sport and Participation			
<ul style="list-style-type: none"> • In partnership with sports venues, Active Schools, and local sports clubs 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. • Monitor the effectiveness of the reviewed Club Mark accreditation process. • 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 retention of athletes, coaches, officials and non coach/official volunteers • through the new Sporting Chances Programme, undertake four sports taster sessions in 2014 Games sports for young people who are supported by social work Youth Justice Services and Residential Units in new venues including the Emirates Arena • Develop a further two Community Sports Hubs bringing together local clubs and partners with the knowledge, skills and expertise to increase opportunities for participating in sport and physical activity. 	Ongoing throughout 2013/14 Taster sessions will run throughout May and June 2013. Community Sports Hubs will run from 2011 to 2015	<ul style="list-style-type: none"> • Increase number of school / club links created each year from 400 in 2009/10 to 925 in 2013/14. • Increase the number of junior sections/clubs being supported by Glasgow Life from 327 in 2009/10 to 480 in 2013/14 • Increase the number of junior club members being supported by Glasgow Life from 4,485 in 2009/10 to 14,000 in 2013/14 • Increase number of volunteers actively working with the junior clubs being supported by Glasgow Life from 2,139 in 2009/10 to 3,900 in 2013/14 • Increase the number of clubs accredited from 35 in 2009/10 to 100 in 2013/14. • Involve young social work service clients in the Sporting Chances Programme sports taster sessions in 2013/14 • Develop 2 multi-sport Community Sport Hubs in 2013/14 bringing the total to 5 	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
Coaching Strategy			
<ul style="list-style-type: none"> • Deliver coach education courses covering generic and sport specific qualifications. 	Ongoing throughout 2013/14	<ul style="list-style-type: none"> • Increase the number of participants in coach education courses throughout the year from the baseline of 2,018 	Delivery agencies: Glasgow Life,

Project Activity	Timescale	Expected benefits (targets and measures of success)	Agencies/Funding/ Project Sponsor
<ul style="list-style-type: none"> Continue to progress an online registration to reduce administration and enable people to book when it is convenient to them and in a more secure manner Deliver Continuous Professional Development opportunities to up-skill teaching staff within Glasgow's Schools. 		in 2009/10 to 3,300 in 2013/14	National Governing Bodies (NGBs) Funders: Glasgow Life Project manager: Kirsty Clarke
Performance Development and Pathways			
<ul style="list-style-type: none"> Continue to work with NGBs and local clubs to support performance development pathways for gymnastics, Netball and Swimming. 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. 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. 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. Continue to provide tailored development programmes suited to the specific needs of coaches working within Glasgow based performance pathways programmes. Undertake Planning and Review meetings for all Whole Sport Plans 	Ongoing throughout 2013/14	<ul style="list-style-type: none"> Increase number of Glasgow-based athletes in performance and performance development programmes from the baseline of 316 in 2009/10 to 420 in 2013/14. Increase number of Glasgow athletes achieving selection to the Scottish Institute of Sport from the 2009/10 baseline of 34 to 81 in 2013/1. 	Delivery agencies: Partnership with NGBs and sportscotland Funders: Glasgow Life, GCC (2014 Legacy Fund and Sport and Recreation Fund) Project manager: Sandra Frame
Playground to Podium (P2P) - Disability Sport Pathways			
<ul style="list-style-type: none"> Develop an action plan detailing the numbers of athletes progressing to performance programmes and to clubs Complete the Disability Whole Sport Plan by Q2, September 2013 Produce and distribute an information booklet on Glasgow Life coach led activities for disabled people and information on local disability sports clubs to be distributed at events and selection days. 	Ongoing throughout 2013/14 Plan completed by September 2013	<ul style="list-style-type: none"> Increase the number of young people participating in the programme from the baseline of 40 in 2012/13 to 50 in 2013/14 	Delivery agencies: Glasgow Life in partnership with Glasgow Disability Sports Forum and Scottish Disability Sport. Funders: Glasgow Life Project manager: Sandra Frame

Project Activity	Timescale	Expected benefits (targets and measures of success)	Agencies/Funding/ Project Sponsor
Active Glasgow: B2 – Increase participation in sport/physical activity, contribute to improving health and wellbeing of Glaswegians			
Active Travel/Cycling Strategy			
<ul style="list-style-type: none"> • Deliver Glasgow's Strategic Plan for Cycling 2010-2020 including: • Developing the business plan and funding package to transform the Maureen Cope Centre into the cycling development centre for the Cathkin Braes Mountain Circuit. • Developing the three disciplines of Road, Mountain Bike and Track cycling as part of the legacy plans for the major cycling events in 2013: British Road Race Championships, British Mountain Bike Championships and the World Junior Track Cycling Championships. • Completing the cycling network projects under the Walking and Cycling heading in the Accessible Theme 	Ongoing throughout 2013/14	<ul style="list-style-type: none"> • 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 	<p>Delivery agency: Glasgow Community Planning Partners; national and local cycling organisations</p> <p>Project manager: Keith Russell</p>
Participation project - Active Schools			
<ul style="list-style-type: none"> • 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. • 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. • Deliver the key recommendations as set out in the Integrated Physical Education, Physical Activity and Sport Group (PEPAS) report with a focus on the key priorities of training and continuous professional development, facility access and transport, expanding the workforce and sharing of good practice. • Use the PEPAS Group to monitor and develop service integration 	Ongoing throughout 2013/14	<ul style="list-style-type: none"> • Increase the number of Sports Leaders receiving an award per year from the 2009/10 baseline of 250 to 1,100 in 2013/14 • Increase the number of teachers taking part in physical education in-service training from the baseline of 145 in 2009/10 to 305 in 2013/14 • Maintain the number of opportunities provided in primary and secondary schools for extra-curricular activity (breakfast, lunch and after school) at 25,000 for 2013/14 school year (commencing August 2013) • Increase number of volunteers trained and actively supporting extra-curricular activity from 435 in 2009/10 to 455 in 2013/14. 	<p>Delivery agencies: Partnership with GCC, sportscotland, Glasgow Life and GGCNHS</p> <p>Project manager: Kirsty Clarke</p>
Participation project – Active Health			

Project Activity	Timescale	Expected benefits (targets and measures of success)	Agencies/Funding/ Project Sponsor
<ul style="list-style-type: none"> 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. Complete the review of the major projects using logic modeling processes and explore opportunities to measure participant activity levels at baseline and at review points throughout programme to assess progress. Explore data collection opportunities for programmes that are currently manually reported to provide better quality reporting and targeting. 	Ongoing throughout 2013/14	<ul style="list-style-type: none"> Increase the number of attendances across the suite of Active Health Programmes from the baseline of 101,000 in 2009/10 to 162,750 in 2013/14 	Delivery agencies: Various partnerships with NHS, GHA, Paths for All, Breast Cancer Trust, Scottish Cycling, Scottish Centre for Healthy Working Lives. Project manager: Bob Peck
Participation projects –Diversiory projects			
<ul style="list-style-type: none"> 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 Deliver a StreetSport participation programme (which uses sport as a vehicle to help address community health and social renewal) culminating in a final event at the Emirates Arena as per the June 2012 football competition final held in George Square. 	Ongoing throughout 2013/14 Emirates Arena event in Summer 2013	<ul style="list-style-type: none"> Deliver 150 diversionary activity sessions in 2013/14 Target 3,000 attendances in 2013/14 	Delivery agencies: Glasgow Life on behalf of the NGB/partners. Funders: NGBs Project Manager: Nicky Waterson
Great Scottish Run (GSR)			
<ul style="list-style-type: none"> Deliver marketing plan for 2013 event Delivered the race to the same standard as the 2012 event including community run and targeted family events 	GSR will take place in October 2013	<ul style="list-style-type: none"> Increase the number of entries registered to take part in the adult race from the 2009 baseline of 18,991 to 22,000 in 2013 race Increase number of young people taking part in junior and schools races from the 2009 baseline of 1,877 young people to 5,000 in the 2013 race 	Delivery agencies: Glasgow Life Project Manager: Colin Hartley
International Glasgow: C1 – Contribute towards the enhancement of Glasgow’s reputation and image			
Glasgow Destination Portal			
<ul style="list-style-type: none"> Launch the business-to-business Glasgow Major Events website Continue to develop seeglasgow.com in 2013/14 with a 	Launch May 2013 Ongoing throughout 2013/14	<ul style="list-style-type: none"> Target 5 million web visitors and social media users in 2013/14 	Delivery agencies: Glasgow City Marketing Bureau (GCMB)

Project Activity	Timescale	Expected benefits (targets and measures of success)	Agencies/Funding/ Project Sponsor
<p>focus on web responsive design, enhanced usability, social media integration and content development in support of 2014 Game Plan.</p> <ul style="list-style-type: none"> Develop a dedicated social media advertising campaign and joint digital activity with Glasgow 2014 Ltd. 	<p>October 2013- March 2014</p>		<p>Project Manager: Tom Rice</p>
International Media Relations Programme			
<p>Delivering an International Media Relations Programme including:</p> <ul style="list-style-type: none"> Develop a series of media visits from strategic territories and scope Destination Media Centre. Undertake activity to maximise media opportunities afforded by Queen's Baton Relay including attending VEMEX (Toronto) in November 2013 Continue ongoing development and distribution of media toolkit including creating a dedicated 2014 Games and legacy link from the online newsroom. 	<p>Ongoing throughout 2013/14</p>	<ul style="list-style-type: none"> Increase opportunities for showcasing Glasgow 	<p>Delivery agencies: Glasgow City Marketing Bureau (GCMB)</p> <p>Project Manager: Tom Rice</p>
International Glasgow: C2 - Attract inward investment, leisure and business tourism			
Inward Investment Programme			
<ul style="list-style-type: none"> Establish partnership arrangements, including Memoranda of Understanding, to help foster greater economic exchange, targeting key Commonwealth markets including the Gold Coast of Australia, Canada and England. Identify trade and investment opportunities which support key sectors. Sector propositions being developed working with key sector leads and will be finalised to take advantage of the new Glasgow Brand. Glasgow and sectors promoted via high profile publications and press articles including FT. Working with Glasgow Chamber of Commerce, SCDI and SDI continue to develop a programme of targeted outward/inward international trade and investment events in the run up to Glasgow 2014. Monitor key outputs and submit progress report to GCC. Establish working group of representatives from key 	<p>Ongoing throughout 2013/14</p>	<ul style="list-style-type: none"> Improve perception of Glasgow among international investors Attract inward investment to Glasgow 	<p>Delivery agencies: Glasgow City Council; Glasgow Chamber of Commerce; SCDI; Business Club Scotland; Glasgow City Marketing Bureau (GCMB)</p>

Project Activity	Timescale	Expected benefits (targets and measures of success)	Agencies/Funding/ Project Sponsor
<p>partner organisations to take forward a Games-related inward investment event</p> <ul style="list-style-type: none"> • Undertake outward trade missions in the second half of 2013 and early 2014 targeted at Queen's Baton Relay locations. • Work with Glasgow Chamber of Commerce to communicate opportunities to members and to organise "Doing Business With" events 			
Joint Marketing with Carriers			
<ul style="list-style-type: none"> • Attend World Travel Market (November 2013), Mid-Atlantic seminar (February 2014) and Expo in April 2014. 	As outlined and ongoing throughout 2013/14	<ul style="list-style-type: none"> • support existing and new UK and international services to Glasgow Airport and Glasgow Prestwick Airport 	Delivery agencies: Glasgow City Marketing Bureau (GCMB) Project Manager: Tom Rice
International Glasgow: C3 – Attract a range of cultural and sporting events to the City			
The 2014 Cultural Plan			
<ul style="list-style-type: none"> a) Development of Glasgow City Council's Cultural Grant scheme criteria and mechanisms. b) Development of Cultural Programme brand and key messaging c) Delivery of the Glasgow 2014 Cultural Programme Open Fund in partnership with Creative Scotland d) Delivery of Culture 2014 e) Delivery of Festival 2014 during Games time f) Work with all the directly delivered festivals, events and agreed venues and independent festival events to re-align City festivals to be part of the Cultural Programme g) 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. h) Strengthening commonwealth relationships through collaboration with international cultural partnerships and artists 	<ul style="list-style-type: none"> a) Ongoing b) By June 2013 c) Monitoring of grant related projects to August 2014 d) By August 2014 e) 19 July – 3 August 2014 f) Ongoing g) Ongoing h) Ongoing i) Ongoing j) Ongoing k) Funding secured until 2015; may continue beyond 	<ul style="list-style-type: none"> • Improve co-ordination and development of existing Commonwealth relationships and existing cultural spend. • Increase in the world music strand and an increased diversity in the concert halls' audiences. • Contribute to the development of, and increase in, the number and range of cultural events taking place in Glasgow. • Increase capacity, knowledge and skills of cultural organisations and professional and non-professional performers. • Increase engagement of local people in the cultural sector, through volunteering, training and apprenticeships. • Increase the range of active partnership programmes with Commonwealth countries and others. • Increase opportunities for existing cultural providers (national companies and arts organisations) and 	Delivery agencies: Glasgow Life (on behalf of the OC), Creative Scotland, cultural and third sector Funding: Cultural ceremonies and Cultural Festival - OC Cultural Programme: Re-focus GCC Cultural Grants Project Manager:: Jill Miller

Project Activity	Timescale	Expected benefits (targets and measures of success)	Agencies/Funding/Project Sponsor
i) Monitoring through Integrated Grants Programme. j) 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. k) Deliver the Velocity Project	2015 if further funds are secured.	encourage collaboration across cultural forms and skills.	
Strategic Major Events Forum (SMEF)			
<ul style="list-style-type: none"> 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 Develop and submit the bid for the ISU World Figure Skating Championships 2016 Help to deliver the Commonwealth Law Conference (April 2013), Commonwealth Museums Association (May 2014), Commonwealth Sports development Conference (Aug 2013) International Bible Studies Association – Hall 4 2013, Hydro 2014 – 2016 	Ongoing 2013/14 Submit bid to ISU April 2013/ decision mid June	<ul style="list-style-type: none"> Provide test opportunities for the 2014 Commonwealth Games Continue to secure World and European events for the City Increase use of key new or enhanced venues. Increased profile of Glasgow due to global audiences for televised world championship events. Increase portfolio of events that deliver substantial economic, social, cultural, environmental and physical regeneration. Secure five Commonwealth Conferences with a combined Economic Impact of over £3 million. 	Delivery agencies: and funders: Differs by event – agreed by SMEF. SMEF Partners include: GCC, Glasgow Life, Glasgow 2014 Ltd, Scottish Enterprise, EventScotland, VisitScotland, Glasgow Chamber of Commerce and Glasgow City Marketing Bureau. Project Manager: Scott Taylor
International Glasgow: C4 – Develop Glasgow's tourism industry			
Glasgow Tourism Service Initiative			
<ul style="list-style-type: none"> Continue to deliver Glasgow Welcomes programme to industry, upscaling the initiative in advance of the Games. Support for Glasgow Welcomes Trainer Network and develop recognition scheme. Signpost to agencies which provide support to address skills shortages and perceptions of careers in tourism (SDS, Springboard) Deliver a Buddy Day work shadowing event, a Glasgow Trail for schools/colleges and a Masterclass for Chefs in April/May 2013 Ensure brand aligned with the new City Brand 	Ongoing throughout 2013/14	<ul style="list-style-type: none"> Continue to increased the number of businesses engaged in Glasgow Service with Style activities from 472 at March 2013 Continue to increase the number of participants in GSWS activities, including tourism and hospitality staff and managers, from 4371 at March 2013 Increased web and Linked In usage from 9,198 unique visitors and 710 Linked In members at March 2013 	Delivery agencies: VisitScotland on behalf of SE, VisitScotland, GCMB, GCC, SDS, Glasgow Chamber of Commerce and industry. Funding: Scottish Enterprise with additional funding from the city partners and Skills

Project Activity	Timescale	Expected benefits (targets and measures of success)	Agencies/Funding/ Project Sponsor
<ul style="list-style-type: none"> • Increase promotion of brand, resources and activities as part of upscaling of the initiative, ensuring key messages delivered across the entire tourism sector • Develop new brand for the Initiative in line with the new City Brand • increase promotion of brand, resources and activities as part of upscaling of the initiative • Develop and implement a new PR campaign • Development and delivery of local knowledge familiarisation tours/visits for front line staff in tourism businesses • Undertake an online business survey in Spring 2013. • Expand Service with Style including delivery of the new business model • Expand Glasgow Welcomes to include online delivery • Embed Glasgow Welcomes into all Glasgow 2014 Ltd's customer facing posts through the requirement that Glasgow Welcomes is delivered as part of the training for staff in the contracts for security and customer-facing posts • Work with partners on Accessible Tourism Initiative, to support business engagement, industry communication and the delivery of accessible tourism training to managers/front line staff in tourism businesses. 			<p>Development Scotland, with contributions by private sector. Project Manager: Stella Callaghan</p>
Accessible Tourism Initiative – New for 2013			
<ul style="list-style-type: none"> • Work with hotel sector to assist with the development of Access Statements with focus on hotels being used for 'Games Family, Media, VIPs etc'. • Deliver briefings/workshops on support available. • Deliver accessible tourism training through Glasgow Service with Style • Implement communication plan to increase awareness among tourism sector businesses of the financial 	<p>Ongoing throughout 2013/14</p>	<ul style="list-style-type: none"> • 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 	<p>Delivery agencies VisitScotland on behalf of Scottish Enterprise, Glasgow City Marketing Bureau and Glasgow City Council</p> <p>Project Manager: Liz Buchanan</p>

Project Activity	Timescale	Expected benefits (targets and measures of success)	Agencies/Funding/ Project Sponsor
benefits and market opportunities presented by providing an accessible service/product			
Greener Glasgow: D1 – Improve the environmental aspects of sustainable living standards			
Sustainable Design of the Athletes' Village			
<ul style="list-style-type: none"> Housing and Care Home to be completed for use during by Athlete's during the Commonwealth Games. Continue care home construction. Complete Strategic Urban Drainage System (SUDS).canal and pond. 	<p>Housing complete January 2014.</p> <p>Complete SUDs January 2014</p>	<ul style="list-style-type: none"> 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. Create 0.72 hectares of naturalised SUDS (wetland) in 2012/13 Contribute to a reduction in landfill through production of biogas. Provide tangible contribution to 30% reduction in carbon emissions by 2020 from 2006 baseline. 	<p>Funding: City Legacy Consortium</p> <p>Project Managers: Andrew McKibbin</p>
Sustainable Glasgow Central Heating and Power at Athletes' Village			
<ul style="list-style-type: none"> Continue with work to network the Emirates Arena 	<p>Emirates Arena networked July 2013;</p>	<ul style="list-style-type: none"> 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. 	<p>Delivery agency: City Legacy Consortium</p> <p>Project Manager: David Hay, DRS</p>
Sustainable Tourism Initiative			
<ul style="list-style-type: none"> All partners to 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)) Develop a list of hotels and designate to specific stakeholders for contact. Continue to promote the assistance that can be provided by each stakeholder including providing one case study per month Create an interactive envirowheel to provide 	<p>Contact to be made with all accommodation providers by Jan 2014</p> <p>Promotion ongoing</p> <p>Envirowheel launched by Jan</p>	<ul style="list-style-type: none"> To engage with 50 tourism businesses. To encourage 10 businesses to achieve an EBA in 2013/14 	<p>Delivery agencies: Visit Scotland, Glasgow City Council, SDS, Scottish Enterprise, Resource Efficient Scotland. GTBS, Carbon Trust</p> <p>Project Manager: Chris Dalrymple</p>

Project Activity	Timescale	Expected benefits (targets and measures of success)	Agencies/Funding/ Project Sponsor
sustainability information to all tourism businesses	2014.		
Clean Glasgow			
<ul style="list-style-type: none"> • 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 and other organisations to encourage participation in Games venue clean-up activities. • Assist local business in becoming involved in gap site clean ups where possible. • 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 	<p>On-going throughout 2013/14</p> <p>Internal meetings to be held in relation to local business engagement commencing May 2013</p>	<ul style="list-style-type: none"> • Increase number of people participating in environmental projects throughout the City • Increase in local pride. • Increased improvements in local environmental quality. 	<p>Delivery agencies: Glasgow City Council Funding: GCC Project Manager: Denise Hamilton</p>
Venue Audits (and associated clean up works, identification of gap sites)			
<ul style="list-style-type: none"> • Updated venue audits to be undertaken with data recorded and correlated in line with the established audit methodology. • Monitored the progress of gap sites which are being developed through Stalled Spaces and /or Commonwealth Garden project • Carry out relevant action and clean ups in incivility hotspots • Meet with Scottish Government and other Host Venue Local Authorities to extend Venue Audit model, methodology and practice to those areas. 	<p>Audits to be conducted on a bi-monthly basis with frequency shortened on run up to and during Games time. Start discussions in December 2013</p>	<ul style="list-style-type: none"> • Complete 11 venue audits in 2013/14 	<p>Delivery agencies: Glasgow City Council Project Manager: Chris Dalrymple</p>
Low Emission Zones (LEZs)			
<ul style="list-style-type: none"> • NO2 monitoring using diffusion tubes to be undertaken at all CWG venues. <p>Roads Traffic Operations to confirm Temporary Road Closures.</p>	<p>Until January 2015 Games time 2014</p>	<ul style="list-style-type: none"> • Allow Glasgow City Council to use the findings as a pilot for any future LEZs in the City. 	<p>Project Manager: Chris Dalrymple</p>
European Green Capitals Award			

Project Activity	Timescale	Expected benefits (targets and measures of success)	Agencies/Funding/ Project Sponsor
<ul style="list-style-type: none"> Promotion of the scheme to be continued. Presentation to be provided to the technical board Preparation for the delivery of Green Year in 2015 including communications, legacy and events delivery groups. 	<p>Presentation on 24th May 2013</p> <p>January 2014</p>	<ul style="list-style-type: none"> boost for the City's environment and sustainability credentials provide a range of economic benefits by attracting business and tourism acting as a driver for businesses and residents to encourage sustainability within the City 	<p>Delivery agencies: Glasgow City Council</p> <p>Project Manager: Chris Dalrymple</p>
Greener Glasgow: D2 – Improve the multifunctionality, access to, and use of greenspace			
2014 Clyde Walkway Pilot Project (CWPP)			
<ul style="list-style-type: none"> Linked Via Light project to be completed with Carmyle and Westburn communities working together, building relationships and the Viaduct lit up. Evaluation of the Social Return on Investment for the improvements and lighting project completed with findings communicated to partners and key stakeholders. Progress projects relating to the Clyde Walkway through securing external funding and utilising in kind support from key stakeholders. 	<p>December 2013</p> <p>By March 2014</p>	<ul style="list-style-type: none"> The conservation and enhancement of the natural and cultural heritage of the river. Increase use of sustainable transport (cycling, walking and rowing). 	<p>Delivery agencies: Glasgow City Council</p> <p>Project Manager Chris Dalrymple</p>
2014 Multifunctional Greenspace Project (MGP)			
<ul style="list-style-type: none"> Community consultation feedback sessions to be held in summer 2013 for the three locations to communicate the project progress and show the community how their comments have shaped the final designs. Continue to apply for external funds including Water Environment, Sports Scotland 2014 Active Places funding among others 	<p>July 2013</p> <p>Ongoing 2013/14</p>	<ul style="list-style-type: none"> 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. 	<p>Delivery agencies: Glasgow City Council</p> <p>Project Manager: Chris Dalrymple</p>
Commonwealth Gardens (incorporating Commonwealth Orchards)			
<ul style="list-style-type: none"> A variety of community gardens proposed from raised flower beds, planters and open spaced areas. Plant material and legacy signage to be arranged. <p>Order of tree stock and tree planting demonstration to be arranged October 2013 with installation of legacy signage.</p>	<p>Legacy signage to be in place by Dec 2013.</p> <p>October 2013</p>	<ul style="list-style-type: none"> Create 18 Commonwealth Gardens in 2013/14, 8 of which will incorporate an orchard Involve 70 volunteers in Commonwealth Garden projects in 2013/14 (numbers dependant upon schools assisting community groups) Engagement with 10 organisations to deliver 	<p>Delivery agencies: Glasgow City Council</p> <p>Project Manager: Rachel Smith</p>
Commonwealth Parks - Environmental Improvements			

Project Activity	Timescale	Expected benefits (targets and measures of success)	Agencies/Funding/ Project Sponsor
<ul style="list-style-type: none"> • Countryside Rangers undertake Curriculum for Excellence (CfE) visits to Hub parks making links to Natural heritage of twinned continent. • Biodiversity Action projects with school - identify at least 1 project in each CHCP area of the City & deliver in conjunction with the CfE experience outcomes. • Eco schools Biodiversity Day - run Commonwealth twinning theme each year. • Development of Habitat Creation/Enhancement-hub parks to be enhanced for biodiversity in line with Biodiversity Action Projects. • Create sites (with timber structures) within the parks to host environmental education activities • Install legacy signage on all new development 	<p>Between April 2012 and June 2012 Between October 2012 and June 2013 May 2013 Eco Day March 2014 Meadows to be created by September 2013. Install signage throughout 2013/14</p>	<ul style="list-style-type: none"> • Undertake 6 biodiversity action projects during 2012/13. • Hold 3 Eco School days in 2013/14 • Create 9 sites (with timber structures) within the parks to host environmental education activities in 2013/14 • Create 2 new meadows in 2013/14 	<p>Delivery agencies: Glasgow City Council Project Manager: David Marshall</p>
Stalled Spaces			
<ul style="list-style-type: none"> • Set up of funding programme, evaluation and issuing of grants to applicants – October 2013. • Development and delivery of two SportsSpaces with Glasgow Life – driven by the consultation of local young people 	<p>October 2013 By March 2014</p>	<ul style="list-style-type: none"> • Support 22 stalled spaces projects in 2013/14 involving 200 volunteers 	<p>Delivery agencies: Glasgow City Council Project Manager: Cathy Johnston</p>
Greener Glasgow: D3 – Reduce greenhouse gas emissions in Glasgow			
ISO 20121 (formerly BS9801 Standard)			
<ul style="list-style-type: none"> • Host an ISO 20121 event; the World Pipe Band Championships in August 2013 will serve as a pilot project to enable actions to be rolled out to further events. • Additional ISO 20121 training to be provided to staff. 	<p>Event to be hosted in line with ISO principles Aug 2013. Additional ISO 20121 training to be provided to staff December 2013.</p>	<ul style="list-style-type: none"> • Adoption of the BS8901 standard for all major City events (not just Glasgow 2014). 	<p>Delivery agencies: Glasgow City Council Project Managers: Denise Hamilton, GCC LES and Colin Hartley, Glasgow Life</p>
Waste and operations including 80% waste diversion from landfill			
<ul style="list-style-type: none"> • Submit response to Invitation to Tender (ITT) documentation for the Games waste contract • Review and amend 'Conditions of Let' for contractors 	<p>Submit response to ITT by July 2013.</p>	<ul style="list-style-type: none"> • Divert 80% of waste from landfill at Games time 	<p>Project Manager: Rolf Matthews and Scott Armstrong</p>

Project Activity	Timescale	Expected benefits (targets and measures of success)	Agencies/Funding/ Project Sponsor
hiring any GCC venues to incorporate recycling standards at events including discussion with LES Events team.	January 2014.		
Environmental Guiding Principles (EGPs) - implementation and case studies			
<ul style="list-style-type: none"> Second case study identified and developed with lead project managers/partners by December 2013. Third case study identified and prepared by March 2014. In conjunction with the development of Greener Legacy webpages, EGPs to be published on webpages and key stakeholders signposted to this. 	<p>April 2013- March 2014</p> <p>June 2013</p>	<ul style="list-style-type: none"> Support environmental enhancement at the project level. 	<p>Delivery agencies: Glasgow City Council Project Manager: Chris Dalrymple</p>
Accessible Glasgow: E1 – Improve transport connectivity across the City			
M74 Completion			
<ul style="list-style-type: none"> Issue annual report for 2012/13 analysing differences between historical, forecast and new traffic data, including traffic flows, journey times and accidents Continue data collection and interim reporting and prepare 2013/14 annual report 	<p>Publication Summer 2013</p>	<ul style="list-style-type: none"> Reduced journey times at peak periods across and through Glasgow. Reduce traffic along the local road network adjacent to the new M74. Reduce traffic accidents. Contribute towards economic regeneration in the Clyde Gateway area. 	<p>Delivery agencies: Project partners are Transport Scotland, GCC, South Lanarkshire Council and Renfrewshire Council. Funding: £692.3 million. Project Manager: Hugh Gillies (Transport Scotland)</p>
Dalmarnock Station Upgrade			
<ul style="list-style-type: none"> Continuation of works to enable station re-opening in June 2013, with full completion by Autumn 2013 	<p>Completion due Autumn 2013.</p>	<ul style="list-style-type: none"> Provide improved infrastructure to increase the attractiveness of the area. Provide improved accessibility for rail-users 	<p>Delivery agencies: Transport Scotland and Network Rail Funding: £9 million from GCC, Clyde Gateway, SPT Project Manager: Hugh Gillies (Transport Scotland)</p>
Traffcom			
<ul style="list-style-type: none"> Complete relocation of Traffcom, providing additional CCTV monitored Games routes and expansion of the 	<p>Move planned for June 2013</p>	<ul style="list-style-type: none"> Ensure City can meet the demands that will be placed on the City during the Glasgow 2014 Games. 	<p>Delivery agency and funding: Part of the Digital City Project</p>

Project Activity	Timescale	Expected benefits (targets and measures of success)	Agencies/Funding/ Project Sponsor
existing traffic control systems to provide control of signalised junctions on these routes.			Project manager: George Vincent
Cathedral Street Bridge			
<ul style="list-style-type: none"> 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 December 2013	<ul style="list-style-type: none"> 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 agency: Network Rail Funding: £6.05M Glasgow City Council (26.2%); Network Rail (73.8%)
Fastlink			
<ul style="list-style-type: none"> Implement early site works at Anderston Quay and Lancefield Quay and continue design development on other sectors of the project such as the construction of SECC Loop 	On-going throughout 2013/14	<ul style="list-style-type: none"> assist the provision of transport services during the Glasgow 2014 Commonwealth Games 	Delivery agency: Strathclyde Partnership for Transport Funding: £40 million, Scottish Government Project Manager: Eric Stewart (SPT)
Subway Upgrade			
<ul style="list-style-type: none"> Introduce Smartcard ticketing on the Subway. Complete site works at Partick, carry out upgrade works at Ibrox and Kelvinhall and carry out preliminary planning for "deep clean" at other non-Games stations before the Games 	smartcard ticketing operational in Autumn 2013 Refurb works on site throughout 2013/14	<ul style="list-style-type: none"> Assist with modal shift towards sustainable transport options and reduce dependency on car ownership. 	Delivery agencies: SPT, Scot Government Funding: £286 million Project Manager: Eric Stewart (SPT)
Railway Upgrade			
<ul style="list-style-type: none"> Continue to develop and implement other pre-2014 Games station enhancements across the network 	On-going throughout 2013/14	<ul style="list-style-type: none"> 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 agencies: Scot Government Funding: £1.5 million Project Manager: Hugh Gillies (Transport Scotland)
Accessible Glasgow: E2 – Provide a sustainable network of travel			
Sustainable Transport Initiatives (SQP/Hampden Park and Ride/Bus Lane Enforcement/City Car Clubs/Cycle Hire Scheme)			

Project Activity	Timescale	Expected benefits (targets and measures of success)	Agencies/Funding/ Project Sponsor
<ul style="list-style-type: none"> Publish Version 2 of Games Transport Strategic Plan Continue to implement Bus Lane Camera Enforcements (BLCE) Continue to monitor Statutory Quality Partnership (SQP) scheme and produce initial monitoring report in October 2013 Develop and Introduce phase 3 of the Car Club in the south side of the City and Dennistoun. Progress cycle hire scheme development with a view to implementation in Spring 2014 	<p>Revised Version 2 of Strategic Plan to be prepared for Summer 2013</p> <p>Phase 3 June 2013 Cycle hire scheme launch Spring 2014</p>	<ul style="list-style-type: none"> Deliver driver compliance, improve bus journey times, reduce congestion and increase bus patronage. Assist with modal shift towards sustainable transport options and reduce dependency on car ownership. 	<p>Delivery agencies: various including SPT, Glasgow City Council and Scot Government Project Manager: George Vincent (Glasgow City Council)</p>
Walking and Cycling Network			
<ul style="list-style-type: none"> Continue construction works to open the 'Bridge to Nowhere' and full Connect2 route Progress Stobcross footbridge refurbishment Complete construction of phase 2 of Cathkin Braes to City Centre cycle route and implement Phase 3 Implement cycle route enhancements at Riverside Walkway - Heliport to Riverside Museum 	<p>Complete Connect2 route July 2013 Complete Stobcross December 2013 Cathkin phase 2 complete June 2013, phase 3 March 2014 Complete Riverside Walkway by August 2013</p>	<ul style="list-style-type: none"> 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). Increase proportion of adults travelling to work by walking from 14% and cycling from 2% (2008 baseline). Increase proportion of journeys to school by children by walking from 48% and cycling from 0.3% (2008 baseline). Increase the mode share for cycling trips to work and study by 25% over the lifetime of the project. 	<p>Delivery agencies: Glasgow City Council, Clyde Gateway, Sustrans, Scot Government, Strathclyde Partnership for Transport Project Manager: George Vincent</p>
Public Realm / Velocity			
<ul style="list-style-type: none"> a - Public Realm improvements at Custom House Quay b - Public Realm improvements at Lancefield Quay c - Public Realm improvements at Saltmarket d - Bells Bridge enhancements e - Commission a public art work in the vicinity of the Emirates Arena f - Deliver public realm improvements through the delivery of the Velocity Framework 	<p>a –Complete June 2013 b - Award contract Summer 2013, complete Spring 2014 c – Complete March 2014 d -.Complete and re-open bridge by August 2013 e - To be completed by 2014 f - By 2014</p>	<ul style="list-style-type: none"> Enhance 28,500 m2 of public realm related to Games in 2012/13 	<p>Delivery agency/funder: Glasgow City Council Funding: £2.3 million Project manager: George Vincent/Gerry Grams</p>

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Inclusive Glasgow: F1 – Encourage people in Glasgow to participate in volunteering programmes			
Strategic Volunteering Framework (SVF)			
<ul style="list-style-type: none"> Reconvene the SVF group with a refreshed membership (based on the inclusive volunteering group) Identify and agree actions and resources required for Host City Volunteers Programme with partners and deliver plan All Community Planning Partners to work together through the SVF Implementation Group to ensure that all their volunteer opportunities are posted on the Volunteer Glasgow online database. <p>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.</p>	<p>Group to meet by end June 2013</p> <p>Ongoing throughout 2013/14 Engaged with all CP partners by end June 2013</p> <p>Develop June to September 2013/14</p>	<p>Maintain the 2012/13 volume of unique visitors to Volunteer Centre Glasgow (VCG) website (53,716) in 2013/14</p> <p>Maintain the 2012/13 volume of web registrations to Volunteer Centre Glasgow (VCG) website (10,885) in 2013/14</p>	<p>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</p>
Active Citizenship Programme (formerly Thrang Belang)			
<ul style="list-style-type: none"> Secure additional funding package from external sources Establish Project Board Undertake full scoping of project, including: map existing community engagement and volunteering initiatives linked to London 2012 and Glasgow 2014; Scope and contact potential development and delivery partners Develop Project Plan, incorporating: Core programme structure; Communication & Partnership Plan and Evaluation Plan Develop learning programme content, including: online modules; workshop and training materials 	<p>By Sept 2013</p> <p>Board established by Sept 2013</p> <p>Scoping completed by July 2013</p> <p>Materials developed by March 2014</p>	<ul style="list-style-type: none"> 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 	<p>Delivery agencies: Glasgow Life</p> <p>Project Manager: Bridget Sly</p>
Inclusive Glasgow: F2 – Inspire new learning opportunities from Glasgow 2014			
Healthy World/ Parks and Educational Establishment Twinning Initiative			
<ul style="list-style-type: none"> Continue to deliver Healthy World talks and park visits to schools looking at the wider environment of Scotland 	<p>Ongoing throughout 2012/13</p>	<ul style="list-style-type: none"> Deliver 40 Healthy World illustrated talks in 2013/14 Undertake 40 Curriculum for Excellence visits to parks 	<p>Delivery agencies: Glasgow City</p>

Project Activity	Timescale	Expected benefits (targets and measures of success)	Agencies/Funding/ Project Sponsor
and the twinned countries, nature conservation, our impact on the environment and how we can make this more sustainable.		in 2013/14 <ul style="list-style-type: none"> Involve 2014 young people in Healthy World talks from countryside rangers in 2013/14 	Council Funding: Within existing departmental budgets Project Manager: Andy Worrall (LES)
Glasgow Online – Game on Glasgow			
<ul style="list-style-type: none"> Continue to develop teaching materials related to Glasgow 2014 activities for the academic years leading up to 2014 through the Game on Glasgow section on our resource website GoGlasgow - www.goglasgow.org.uk. 	Ongoing throughout 2013/14	<ul style="list-style-type: none"> Increased knowledge of the Commonwealth and Glasgow's contribution to it. 	Delivery agencies and funders: Glasgow City Council. Funding: within core budget Project Manager: Steven McGowan (website)
Determined to Make Commonwealth Movies			
<ul style="list-style-type: none"> Deliver the Determined to Make Commonwealth Movies 2013 theme of Sport and Fitness Hold the final celebration event in the Glasgow Film Theatre 	Final celebration event will be held 9th June 2013.	<ul style="list-style-type: none"> Increased knowledge of the Commonwealth and Glasgow's contribution to it. 	Delivery agencies and funders: Glasgow City Council. Project Manager: Gary Condie
Glasgow as a Gallery			
Use display spaces across the City to show young people's work using the Commonwealth Games as a theme including: <ul style="list-style-type: none"> Flat screens in sports centres, galleries, community centres, Council offices Unused advertising space in underground, on buses, on trains Tweets to those who follow the Council/SeeGlasgow 	Ongoing throughout 2013/14	<ul style="list-style-type: none"> showcase young people's creative work using the Commonwealth Games as a theme Demonstrate to the people of Glasgow how well children are learning across the City. 	Delivery agencies and funders: Glasgow City Council Project Manager: Stephen McGowan and Fiona Ross
Gold Medal Programme			
<ul style="list-style-type: none"> All bid application forms to be returned by 3rd May 2013. Determine projects to be funded and allocate funds Hold a final showcasing event with GHA and Cube HA representatives 	All projects to be finished and funding spent by end of financial year 2014.	<ul style="list-style-type: none"> Support young people to become involved in the lead up to Glasgow Commonwealth Games in 2014 in projects relating to sport, active and healthy living, international and cultural themes. 	Delivery agencies and funders: Glasgow Housing Association (HA) and Cube HA Project Manager: Neil McIntosh

Project Activity	Timescale	Expected benefits (targets and measures of success)	Agencies/Funding/ Project Sponsor
			(GHA)/ Anna Tait / Les McLean
Lord Provost Tour of Schools			
<ul style="list-style-type: none"> Lord Provost to continue to visit primary schools in Glasgow informing of 2014 Commonwealth Games The Games Mascot 'Clyde' will also visit all schools in the same period 	Ongoing throughout 2013/14	<ul style="list-style-type: none"> Visit every primary school in Glasgow by June 2014 	Delivery agencies and funders: Glasgow City Council Project Manager: George Mackie
F3 – Strengthen links with Commonwealth nations			
Connecting Classrooms			
<ul style="list-style-type: none"> 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 	Ongoing throughout 2013/14	<ul style="list-style-type: none"> Increase the number of international education links/partnerships with Commonwealth countries from 102 in 2012/13 to 120 in 2013/14 Contribute towards achievement of four Curriculum for Excellence aspirations. Support young people to become involved in the lead up to Glasgow Commonwealth Games in 2014. 	Delivery agencies and funders: Glasgow City Council, British Council Project Manager: Lesley Atkins
Malawi Young Leaders of Learning (MYLOL)/ Interaction Ambassadors (IAs)			
<ul style="list-style-type: none"> Complete training programme for the 12 Glasgow IAs travelling to Malawi and a parallel preparatory training programme for the 15 young counterparts in Malawi The first cohort of 12 MYLOLs will travel to Malawi to undertake the joint two-week project accompanied by staff 	Complete training August 2013 Travel to Malawi in Sept/Oct 2013	<ul style="list-style-type: none"> build leadership and citizenship skills amongst the young people from Glasgow and Blantyre. 	Delivery agency: Glasgow City Council Funding: MYLOL fundraising activity Project Manager: Les McLean
Malawi Leaders of Learning			
<ul style="list-style-type: none"> The second cohort of 12 education staff are scheduled to travel to Malawi in June/July 2013, to build on the work started last year. 	travel to Malawi in June/July 2013	<ul style="list-style-type: none"> 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 	Delivery agency: Glasgow City Council Funding: MLOL fundraising activity Project Manager: Les McLean
Commonwealth and International Development			
Planning underway for Commonwealth Youth Camp to take place 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	<ul style="list-style-type: none"> Establish new working links with countries committed to international development. Greater knowledge of Millennium Development Goals and issues among general population in Glasgow and 	Delivery agencies: Glasgow City Council Funding: Glasgow

Project Activity	Timescale	Expected benefits (targets and measures of success)	Agencies/Funding/ Project Sponsor
		<p>in turn higher levels of support.</p> <ul style="list-style-type: none"> • Increase in the number and range of project activity contributing towards international development activity in Glasgow. 	<p>City Council, private sponsorship, fundraising by Lord Provost Project Manager: Gillian Walsh</p>