Evaluating the effectiveness of the HIA for the Glasgow 2014 Commonwealth Games

Final Report

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Executive summary

Evidence indicates that no previous host nation has demonstrated a sustainable positive health impact as a result of a major sporting event and holding an event is not sufficient to ensure improved health. Recommendations are that a legacy plan has to be developed early in the planning process. A Health Impact Assessment (HIA) was conducted in 2008 following Glasgow's successful bid to host the 2014 Games, and made recommendations for partners (e.g. Scottish Government and the Glasgow 2014 Commonwealth Games Organising Committee) to consider implementation that would enhance the potential positive impacts and help to mitigate the potential negative impacts of the Games. Progressive and Dudleston Harkins Social Research Ltd were commissioned by the Glasgow Centre for Population Health (GCPH), NHS Greater Glasgow and Clyde (NHS GGC) and Glasgow City Council (GCC) to conduct research assessing the effectiveness of an HIA conducted to inform the legacy strategy of the Glasgow 2014 Commonwealth Games.

Methodology

The research sought to examine whether the recommendations from the HIA were incorporated into policy and planning for the Games and its legacy, and if so, how; what lessons could be learned for future HIAs in terms of what has worked well, not so well and not at all regarding the integration of recommendations; what understanding can be gained about the process of conducting HIAs and developing recommendations and how they make it (or not) into policy and planning; and how the HIA may have influenced other planning elsewhere for mega-sporting events.

The research involved a documentation review and qualitative research with the steering group and key stakeholders. The documentation review included documents provided by the steering group, documentation that was recommended through the qualitative in-depth interviews with individual stakeholders, and documentation identified through internet and key database searches.

A topic guide was designed and approved by key members of the Steering Group to include an overview of the process of developing the HIA, expectations and outcomes of legacy plans, key improvements to the process, and the success of legacy against the 13 themes. A total of 35 stakeholder in-depth interviews were undertaken individually or paired, either face-to-face or by telephone.

Key findings

There is broad agreement that the HIA process was thorough, that it made best use of existing networks and that the findings are concise, resonate and are in line with findings from other evaluations and community consultations. The HIA itself stands out as a model of good practice not least because:

- It influenced the development of the Glasgow City Council Legacy Framework
- It prioritised the concept of legacy in terms of planning for the Games
- It was collaborative in approach and involved cross-party working with a wide range of stakeholders
- It tapped into existing health board and council networks
- It covered a large sample of the population
- It was not commercially sponsored
- It was well resourced
- It came early in the planning for the 2014 Games
- It was considered to be a bedrock of information for planning
- It is widely recognised as being systematic and methodologically sound
- It was realistic in its aims and what might possibly be achieved as a result of legacy planning

Incorporation of recommendations into policy and practice

Importantly, the true influence of the HIA is in relation to the GCC Legacy Framework (hereafter referred to as the Legacy Framework). The HIA recommendations were themed and prioritised to work with the GCC 2014 legacy themes. Key stakeholders confirmed the crucial role of the HIA in the formation of the Legacy Framework (despite the fact many stakeholders from a wider network were unaware about the role of the HIA in this regard). Thus, it has had a significant impact on policy and planning surrounding the Games.

In essence, the HIA was used to inform and feed into the development of the Legacy Framework which then went on to inform other streams of work. The consensus of opinion was that the HIA recommendations and other legacy reports and recommendations have not determined outcomes but rather have prioritised actions, added political weight to, and expedited projects that are and have been in the pipeline.

Organisations spoke of using the recommendations and themes within the Framework as a justification for prioritising certain initiatives, and also as a source of additional funding streams. The HIA report in itself was also used by some stakeholders to inform their work in relation to the Games, with the HIA being highly valued as a source of information in relation to how Glasgow communities considered the Games. As such, some had studied the recommendations and used them extensively in considering and planning their activity in relation to the Games. They felt confident in the validity of the document and its recommendations due to the comprehensive approach used to undertake the HIA. Respondents also described the results of the HIA as a reassurance that their planned activity was in line with community and stakeholder aspirations. Another key influence of the HIA was the greater emphasis it placed on the concept of legacy, and ensuring that legacy is accounted for in relation to planning.

Many respondents were unaware of the HIA and the degree to which it influenced the Legacy Framework. Despite this they were familiar with the Legacy Framework and as a result the ideas contained within the HIA are familiar and respondents are keen to embrace them. The research indicates that the HIA recommendations have been implemented across all 13 themes. Direct examples include the Cultural Programme, the Volunteering Programme and the Delhi flag handover.

Many other initiatives link to the HIA and are highly consistent with the recommendations. To illustrate, Clyde Gateway appears to be conducting activity in relation to all 13 HIA themes, and the Organising Committee (OC) indicated that the vast majority of the HIA recommendations that apply to the OC have been implemented into practice.

Understanding gained and lessons learned for future HIAs

The process of conducting the HIA including mapping the themes to those of the Legacy Framework has revealed some important lessons learned with regard to future HIAs. A key challenge relating to the HIA and associated Legacy Framework was ensuring key partners took ownership and responsibility for their recommendations. Stakeholders outlined difficulties ensuring actions undertaken outwith the Council were fully monitored, as it was not the responsibility of the Council 2014 Team to ensure this was the case. As such, it was suggested that there should be a central group sitting above all the organisations to assess and monitor the implementation of recommendations, and governance arrangements in place for future HIAs.

It would also appear important to brief all staff involved in legacy (including those new in post), on the origin of the Legacy Framework being influenced by the HIA, and that the HIA was a comprehensive piece of work involving several stages, e.g. the literature review and community consultation. Additionally, making new staff aware of the HIA itself in order for it to better influence planning is another suggested improvement. Thus, refreshing

knowledge among stakeholders or introducing the concept of the HIA and its influence on policy to new staff may ensure the HIA has even more of an impact and remove the perception that the HIA was not championed.

Understanding the highly complex and politically-charged environment surrounding the development of the HIA and its implementation is key, in order to increase the chance of the recommendations being implemented. This HIA has illustrated the importance of conducting an HIA which matches and or maps onto existing policy structure.

How has it influenced other movements

While the HIA may not have directly influenced planning elsewhere for mega-sporting events, it has had an indirect influence as a result of its effect on the Legacy Framework. Legacy planning is a major part of the Transfer of Knowledge between the Gold Coast 2018 team and GCC. The HIA process and the documentation produced by it will become an essential part of that transfer. The Toronto 2015 Pan Am & Parapan American Games has also started the process of knowledge transfer and planning for legacy will be a major part of that exchange.

A significant development from this has been that the Commonwealth Games Federation (CGF) has now determined that legacy should be a key part of all future games planning. The HIA and its influence on Legacy Framework for Glasgow 2014 sets the blueprint for that process.

Conclusion

To conclude, the comprehensive HIA process including the mapping of recommendations to the Legacy Framework themes has ensured its positive influence on policy and planning of the Games. Key suggested improvements however, are better promotion of the HIA process and ensuring recommendations include ownership and governance arrangements for organisations.

Introduction and methodology

Glasgow 2014 Commonwealth Games

Introduction

Background

In the summer of 2014, Glasgow played host to some of the world's top athletes and officials from 71 countries at the Commonwealth Games. A Health Impact Assessment (HIA) was conducted in 2008 following Glasgow's successful bid to host the 2014 Games, which consisted of a literature review, scoping exercise, public consultation, analysis and providing recommendations which were reviewed and reshaped to fit with the themes of the Legacy Framework. Recommendations were made for partners (e.g. Scottish Government and the Organising Committee) to consider implementation that would enhance the potential positive impacts and help to mitigate the potential negative impacts of the Games. The purpose of the HIA is clear, as health and wellbeing benefits are not a given of conducting such an event. Evidence indicates that no previous host nation has demonstrated a sustainable positive health impact as a result of a major sporting event and holding an event is not sufficient to ensure improved health[1]; a legacy plan has to be developed early in the planning process.

In August 2013 the Glasgow Centre for Population Health (GCPH), NHS Greater Glasgow and Clyde (NHS GGC) and Glasgow City Council (GCC) commissioned research to assess the effectiveness of a HIA conducted to influence the legacy of the Glasgow 2014 Commonwealth Games and to better understand how HIAs in general can be used as effective tools to promote health. Progressive in collaboration with Dudleston Harkins Social Research Ltd undertook this research, and this document details findings from that research.

The general objective of an HIA is to improve knowledge about the potential impact of a policy or programme on health and its determinants as well as how those impacts may be distributed among the population, inform decision-makers and affected people, and facilitate adjustment of the proposed policy in order to mitigate the negative and maximise the positive impacts.

Research objectives

The overall objectives of this evaluation were to answer the following questions:

o   Have the recommendations from the HIA of the Commonwealth Games been incorporated into policy and planning for the Games and its legacy, and if so, how?
o   What lessons can be learned for future HIAs in terms of what has worked well, not so well and not at all regarding the integration of recommendations?
o   What understanding can be gained about the process of conducting HIAs and developing recommendations and how they make it (or not) into policy and planning?
o   How has this HIA influenced other planning elsewhere for mega-sporting events?

The main objectives were to examine the process and the extent to which the HIA recommendations were incorporated into policy and planning for the Glasgow 2014 Commonwealth Games and its legacy; and learning about the HIA implementation process to ensure recommendations are incorporated into planning and policy in the future.

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[1] McCartney, G. et al. (2010) *BMJ May 2010*: BMJ Publishing Group
Ref 2010;340:c2369

A thorough review of the HIA process helped to reveal the degree to which stakeholders bought into the process, uncovered which key recommendations have been achieved and which can or can't be achieved and what can help or hinder the impact of the recommendations on policy and practice.

For the current research, the key aspect of the HIA examined was the extent to which it has informed the development of the Glasgow 2014 Legacy Framework (hereafter referred to as the Legacy Framework).

The HIA Process (2008/9)

In order to conduct an HIA on the Commonwealth Games, a steering group was formed comprising key people from the Scottish Health Impact Assessment Network (SHIAN) GCC, NHS GGC, the GCPH and the MRC Social and Public Health Sciences Unit. It worked closely with the Joint Officers Health Improvement group which was chaired by the Director of Public Health. Representatives had a variety of backgrounds, including public health, equalities, sustainability, regeneration, sport, community development, and research. Two smaller subgroups were subsequently formed: one to develop the scoping phase and one to take forward the community engagement and appraisal elements of the assessment.

One of the advantages of having such a group is that it can be seen as truly independent and not impaired or tainted by commercial sponsorship[2]. Another advantage of taking a collaborative process between stakeholder groups was that findings were readily accepted as accurate and a true reflection of community needs and opinions.

The HIA applies a social model of health. The World Health Organisation describes health as follows:

> "Health is a resource for everyday life, not the object of living, and is a positive concept emphasising social and personal resources as well as physical capabilities"[3].

The social model of health considers how wider determinants than the presence or absence of disease have an impact on people's health, and assumes that health is influenced by both individual health choices and wider determinants. Examples of these wider determinants are: environmental, political and socioeconomic conditions in which people live; social and community networks; culture or belief systems; levels of income; access to housing; and education attainment and opportunities. One model, which captures the interrelationships between the factors which influence health is the Dahlgren and Whitehead (1991)[4] 'Policy Rainbow', which describes the layers of influence on an individual's potential for health.

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[2] Public Policy Professional comments during in-depth interview.
[3] http://www.who.int/trade/glossary/story046/en/
[4] Dahlgren G & Whitehead M (1991) Policies and strategies to promote social equity in health. Institute for Future Studies, Stockholm (Mimeo).
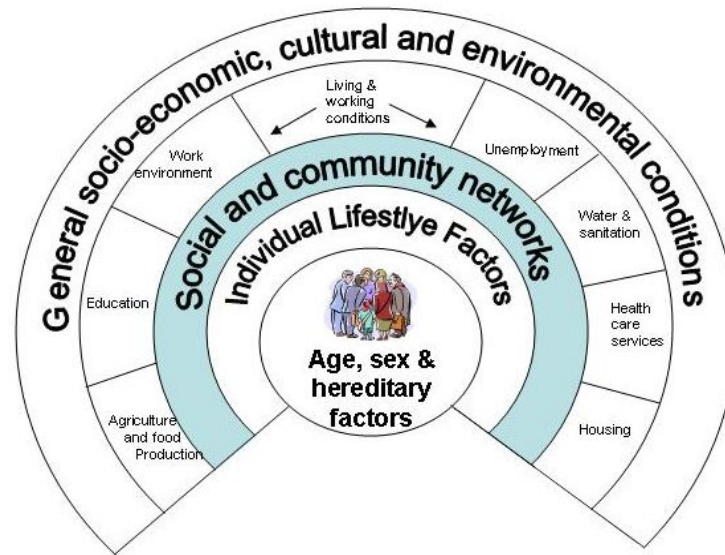
Applying the social model of health allows for a better understanding of what influences health and what can be done to improve health and wellbeing, and also health inequalities, by considering various barriers which compromise health as well as facilitators that enhance health.

Developing the HIA

The HIA process included the following steps which are also viewed by respondents as being a model of good practice.

- o Screening stage that defined geographical limits and identified the aim to include equality and sustainability perspectives. Determined that GCC committed to an HIA of the Commonwealth Games in its Council Plan for 2008 to 2011.
- o Scoping event held in Celtic Park; the key areas of potential impact were identified from the scoping event. These were used to develop questions for public consultation and to inform direct discussions with people in local communities (approx 120 attendees).
- o Community engagement which involved a broad range of methods and included a very wide section of the community and community feedback events (over 3,000 participants in all).
- o A systematic review of literature relating to the impact of previous major sporting events.
- o An appraisal stage which collated and analysed the evidence for the potential positive, negative and differential impacts.
- o The reporting stage which included a process of close collaboration with GCC and the HIA teams, to analyse the report through an iterative process to ensure that the recommendations map closely to the Legacy Framework Themes (Prosperous, Active, International, Green, Accessible, Inclusive)[5].

The HIA Equality Prioritisation Workshop was conducted in 2010 to re-evaluate the priorities and content of the HIA in light of the new Equality Act 2010. It was attended by over 20 key stakeholders in the HIA's implementation.

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[5] Illustrated by Glasgow City Council's Glasgow 2014 Legacy Framework Action Plan.

The workshop contained two working groups, each of whom took three of the Glasgow 2014 Legacy Framework themes to discuss. The groups were asked to consider 1) whether the recommendations met the needs of certain population groups, 2) whether the recommendations needed to be amended, 3) whether any recommendations were missing, and 4) what were regarded to be the highest priority recommendations.

The HIA engagement process was evaluated using the VOiCE tool. It received a very good score (5/6) with strengths in planning, using a range of methods, working together, sharing information and providing feedback.

Title	VOiCE case studies: reaping the legacy of the Commonwealth Games
Author	Scottish Community Development Centre
Outline of process, recommendations	Scoping event with decision-makers and stakeholders, Glasgow household survey, web and paper questionnaire ('Have your say'), interactive discussion workshops, feedback events and summary report publication. The process helped achieve a shift in how the public felt from being consulted, to being involved in the process.
Barriers, challenges, limitations, gaps	The steering group identified the following areas for improvement: 1. Strategic buy-in from senior officers needs to be there from the beginning to encourage community engagement. 2. Lack of community involvement in the Commonwealth Games Bid impacted on starting the HIA community engagement process 3. Considerable engagement takes time and requires resources.

The HIA recommendations

There are a total of 159 HIA recommendations organised under 13 themes (see Appendix 6) which are seen to consist of a best practice checklist of actions for consideration. The recommendations from the HIA aim to ensure that the health and wellbeing of Glasgow's people can be improved through the Games. The HIA sought to incorporate a strong equalities perspective, with recommendations helping to ensure that inequalities do not widen as a result of the Games and proposed actions which are sensitive to the different needs of Glasgow's people. The recommendations are summarised in the following table[6].

	Theme	Summary of recommendations
1	2014 Infrastructure: (facilities)	New facilities should be accessible to local people and meet their needs in years to come.

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[6]2014 Commonwealth Games, Health Impact Assessment Report, Planning for Legacy:
http://www.glasgow.gov.uk/CHttpHandler.ashx?id=2036

2	2014 Infrastructure: (transport)	Organisers should minimise any possible disruption in the run up to, and during, the Games. The Games should be used as an opportunity to develop accessible and user-friendly transport services and improved transport infrastructure, as well as better signage and an improved integrated ticketing system.
3	Civic pride	A variety of opportunities for wider community involvement should be provided, allowing local people to promote Glasgow's reputation as a friendly city. Commemorative events should be held to celebrate the city's achievements after the Games.
4	Health and wellbeing (individual behaviour change)	The Games should be used to increase opportunities for and promotion of healthy eating, smoke-free environments and physical activity (including more opportunities for safer active travel).
5	Image of Glasgow	Particular efforts should be made to improve the perception of Glasgow in the run up to and beyond the Games in order to boost both tourism and new business investment. A long-term strategy for showcasing local products and businesses should be developed.
6	Housing and public space	Public space should be designed so that it promotes physical activity and social interaction. People directly affected by the construction of the 2014 Athletes' Village should be involved in the planning process. Housing design should be safe and environmentally-friendly and any disruption during the construction phase of the village should be kept to a minimum.
7	2014 Participation	Cultural and sporting events: local people should be involved in the planning and design of events. The opportunities should be varied, accessible and appeal to as wide an audience as possible. A brand logo should be provided for community use to allow for community-led events and initiatives.
8	Economy/employment	Support should be provided for local people to help them access any jobs and training opportunities associated with the Games. Smaller businesses should be supported in bidding for 2014-related work. Clear information should be available to communities on the budget implications of hosting the Games and any impact on services should be minimised.
9	Volunteering	Support should be provided for local people to help them access volunteering opportunities and these should in turn be linked to employability programmes. Volunteers should receive out-of-pocket expenses and training, as appropriate.
10	Community safety, antisocial behaviour and crime	The Games should be used as an opportunity to prevent alcohol-related problems through licensing and enforcement. The Games also presents a vital opportunity to tackle racism and territorialism

		through improved cultural awareness. Detailed plans should be developed to minimise the impact of crowds as well as opportunistic crime.
11	Community engagement	A comprehensive community engagement strategy, in line with the National Standards of Community Engagement, should be developed, implemented and independently evaluated.
12	Sports development legacy	The Games should be used as a key opportunity to increase participation in sports at a grassroots level through increased coaching, improved facilities and supporting the transition from school to club level.
13	Environment, sustainable development and carbon footprint	The local sustainability agenda should be embedded into all Games-related projects (including sustainable purchasing).The Games should be used to showcase environmentally-friendly practice through all of its developments such as working towards a low-carbon community within the Games village by improving recycling facilities (among other measures).

It is not possible to state with certainty the outcome status in terms of implementation of each of the 159 recommendations. However, we can say with certainty that over 92% of the HIA recommendations directly map to the current Legacy Framework, the Organising Committee framework or development plans for the east end delivered by Clyde Gateway. It is highly likely that the individual recommendations map across multiple programmes. A full table of the analysis can be found in Appendix 6.

The steering group mapped the HIA recommendations to GCC Legacy themes, which were used at the 2014 Commonwealth Games Planning for Legacy Monitoring & Prioritisation workshop.

- o 2014 Infrastructure (facilities): **active**
- o 2014 Infrastructure (transport): **accessible**
- o Civic pride: international
- o Health and wellbeing (individual behaviour change): **active**, **greener**, **accessible**
- o Image of Glasgow: **international**
- o Housing and public space: **greener**, **accessible**
- o 2014 Participation: cultural & sporting events: **international**
- o Economy/employment: **prosperous**
- o Volunteering: inclusive, **prosperous**
- o Community safety, antisocial behaviour and crime: **greener**, **accessible**
- o Community engagement: inclusive, international
- o Sports development legacy: **active**
- o Environment, sustainable development and carbon footprint: **greener**, **accessible**[7]

The HIA was focused on recommendations to maximise the positive impacts of the 2014 Games and minimise the negative ones. Much of the research reviewed as part of the HIA shows little evidence to support the claim that major multi-sporting events have delivered health or socioeconomic benefits for the population of the host country. The HIA review of health impacts of sporting events concluded that it is unlikely the Games will generate

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[7] 2014 Commonwealth Games: Planning for Legacy Monitoring & Prioritisation Workshop: Susie Palmer and Jo Marwaha – 2010 Internal Document, Glasgow City Council.

the benefits outlined in the bid document and legacy plans[8]. Based on previous studies[9], it is unlikely that the Games will generate health or socioeconomic benefits, although the Games might improve pride in the city of Glasgow. There is also real danger of increasing inequalities, increased consumerism, gentrification and public sector cuts[10].

Opportunities to create legacy after the 2014 Games were identified as including:

- 'Buy-in' from the community which must be there from the beginning and sustained
- Setting targets early and planning ahead, but involving locals in setting the objectives
- Working **with** local government, authorities and agencies
- Using **local** networks and organisations
- Using a variety of approaches to engage a diverse range of people
- Not focusing on people playing more sport, but about using sport as an engagement tool for long-term development.

Scottish Government National Legacy Plan

In order to inform its National Legacy Plan, the Scottish Government ran a public written consultation (from February 2008 to May 2008) in parallel to the HIA process, which was complemented by 16 meetings across Scotland. This information was examined alongside other reports such as the HIA which helped inform the Scottish Government's Legacy Plan which was published in September 2009. Subsequently, a series of sub-groups were set up that were aligned to the Scottish Government strategic objectives (Smarter, Leaner, Wealthier and Fairer, Stronger), as well as a sport sub-group. The six groups considered the consultation responses and ways in which they could strengthen their activity to achieve a greater legacy.

Evaluation

The HIA report also made recommendations in relation to the level of evaluation required to determine the effectiveness and impact of the HIA hence the reason for this study. This included a process evaluation relating to the conduct of the HIA in order to learn from the experience and an outcome evaluation to assess how the recommendations were received and to what extent they influenced legacy plans. The extent to which long-term studies and research can be conducted is limited, as the event only happens once and cannot be randomised or repeated. However, it would be possible to examine the long-term impact of the Games through a multi-staged approach, by revisiting key themes in the future. It should be a requirement to include robust long-term evaluations as part of the implementation of sporting events.

As part of the Scottish Government Commonwealth Games Legacy Evaluation Programme, GoWell, a longitudinal study of housing-led regeneration and its impacts on health was expanded to a new area. The GoWell: Studying Change in Glasgow's East End research (commissioned by the Scottish Government, NHS Health Scotland and **sport**scotland) is a five-year, mixed methods research programme, designed to evaluate the impacts of regeneration and other changes associated with the Glasgow 2014 Commonwealth Games upon the health and wellbeing of communities in the east end of Glasgow. The study has many components, including three community surveys at two-yearly intervals: pre-Games (2012); immediately after the Games themselves (2014); and post-Games (2016); qualitative research with residents; and stakeholder discussion groups. Headline indicators present

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[8] How will the 2014 Commonwealth Games impact on Glasgow's health, and how will we know? Gerry McCartney (2010) Public Health 2010;124:444-51
[9] Ibid.
[10] How will the 2014 Commonwealth Games impact on Glasgow's health, and how will we know? G. McCartney, P. Hanlon, L. Bond (2013) Evaluation 2013;19:24-39.

findings from the first wave of data collection in 2012 which relate to the four Scottish Government evaluation themes (active, flourishing, sustainable and connected). A summary of this report can be found in Appendix 5.

Summary of legacy themes

This research took key documents for thorough review and throughout the document references have been made to key legacy themes. The table below cites the key legacy themes and their point of origin.

Document	Key legacy themes
Original Commonwealth Games bid document	Shared vision with CGF World-class venues Economic social cultural and environmental development of the city Sustainable approach to infrastructure Development of the Games and brand of CGF Benefits to the CGAs Continuing regeneration of the city Local and national support
2014 Commonwealth Games HIA report	Infrastructure (facilities) Civic pride Image of Glasgow Housing and public space Economy/employment Infrastructure (transport) Health and wellbeing Participation Volunteering Community safety antisocial behaviour and crime Community engagement Sports development legacy Environment sustainable development and carbon footprint

Glasgow 2014 Legacy Framework	Prosperous
	Active
	International
	Greener
	Accessible
	Inclusive
A Games Legacy For Scotland (Scottish Government)	Active
	Flourishing
	Sustainable
	Connected

Method

This research utilised a two-stage approach; desk research of literature and documentation related to developing and refining the HIA document, as well as in-depth interviews with the steering group and key stakeholders.

Desk research

A full review of relevant documentation was conducted as a first stage of research. This was intended to inform the topic guide during qualitative research, provide the research team with enhanced background knowledge and understanding of the HIA process and associated actions that have taken place since, and add content to the HIA evaluation. The review began with documents provided by the steering group but also incorporated documentation that was recommended through the qualitative depth interviews with individual stakeholders. A mini-review of documents in the public realm was also conducted through internet and key database searches. A full list of the literature reviewed is detailed below.

Reports directly related to the HIA		
Title	**Author**	**Date and referencing/source**
Health Impact Assessment – Maximising the Impact of 2014	de Caestecker, L.	Scoping Event 2008 .ppt[11]
Beyond Rhetoric: Manchester 2002 Major Events and Legacies	Brown, Dr A.	August 29th 2008 .ppt[12]
More than 10 days of sport: Lessons from Manchester	Johnson, C.	Scoping Event 2008 .ppt[13]
How will the 2014 Commonwealth Games impact on Glasgow's health and how will we know?	McCartney G, Hanlon P, Bond L	2010 Evaluation 2013;19:24-39
2014 Commonwealth Games HIA Scoping Event Report	Palmer, S.	August 2008[14]

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[11]http://www.powershow.com/view/113876-zYwY/Health_Impact_Assessment_Maximising_the_impact_of_2014_powerpoint_ppt_presentation
[12] http://www.glasgow.gov.uk/CHttpHandler.ashx?id=17399&p=0
[13] http://www.glasgow.gov.uk/CHttpHandler.ashx?id=17398
[14] http://www.glasgow.gov.uk/CHttpHandler.ashx?id=3821&p=0

Other legacy recommendation reports		
Title	**Author**	
Glasgow 2014 Legacy Framework	Glasgow City Council	2009[15]
Glasgow 2014 – Delivering a lasting legacy for Scotland	Social Research	2008[16] Scottish Government B54512 02/08
Commonwealth Games 2014 Progress Report 2: Planning for the delivery of the XXth Games	Audit Scotland	2013[17]
2014 Commonwealth Games: Planning for Legacy Monitoring & Prioritisation Workshop	Susie Palmer and Jo Marwaha	March 2010 Internal document
A Legacy for Glasgow: Towards 2014	Glasgow City Council	Glasgow, September 2012
Legacy Lessons from Past Large-Scale Sporting Events: Review of Evidence	Communities Analytical Services	2012[18] ISBN: 9781782560609
The health and socioeconomic impacts of major multi-sport events: systematic review (1978-2008)	Gerry McCartney *et al.*	2010 *British Medical Journal* 2010;340:c2369
A health impact assessment of the 2014 Commonwealth Games in Glasgow	Gerry McCartney *et al.*	Glasgow, 2009 *Public Health* 2010;124:444-51
Implementation of recommendations status reports		
Title	**Author**	
HIA Recommendations – Status Report	Organising Committee	Unknown date Internal Excel document

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[15] http://www.glasgow.gov.uk/CHttpHandler.ashx?id=7770
[16] http://www.scotland.gov.uk/Resource/Doc/212495/0056525.pdf
[17] http://www.audit-scotland.gov.uk/docs/central/2013/ir_131031_commonwealth_games.pdf
[18] http://www.scotland.gov.uk/Publications/2012/10/7250

Health Impact Assessment of the 2014 Commonwealth Games: Community Engagement Process Evaluation: Final Report	Corporate Policy Health Team	Glasgow, May 2010
Glasgow 2014 Legacy Framework: Progress Report and Action Plan (2011 – 2012)	Glasgow City Council	Glasgow, January 2011[19]
Glasgow 2014 Legacy Framework: Progress Report and Action Plan (2012 – 2013)	Glasgow City Council	Glasgow, July 2012
An Evaluation of the Commonwealth Games 2014 Legacy for Scotland Report 1: Questions, Methods and Baseline	Games Legacy Evaluation Working Group	2012 ISBN: 978-1-78256-191-0[20]
GoWell in Glasgow's East End Baseline Community Survey 2012 Report One: Headline Indicators	Julie Clark and Ade Kearns	May 2013 University of Glasgow, 2013[21]

After reviewing each document, an analysis framework was used to extract important information. This ensured a comprehensive and systematic review of all documentation. The framework included the following information:

> Author & date (before HIA, during or since)
> Prioritised improvements, key themes and recommendations
> Clear links between policy plans, actions implemented and HIA recommendations
> Progress made (work in progress, complete, not started)
> Barriers, challenges, limitations, gaps.

The key themes across all reports were identified and cumulative analysis was conducted across the literature to reflect the aims and objectives of this study.

In-depth interviews

In-depth interviews were conducted with members of the steering group as well as stakeholders in the implementation of the HIA. A topic guide was designed and approved by key members of the steering group to include an overview of the process of developing the HIA, expectations and outcomes of legacy plans, key improvements to the process, and the success of legacy against the 13 themes. The documentation review also fed into the development of the topic guide, to build in background information and provide more detailed information on the HIA process and outcomes.

A total of 35 individuals took part in the qualitative research. Interviews were conducted face-to-face or over the telephone, depending on availability and convenience. The interviews lasted between 30 and 60 minutes and were conducted 1:1 or in pairs. Where possible interviews were recorded for analysis purposes and transcribed. Analysis

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[19] http://www.glasgow.gov.uk/CHttpHandler.ashx?id=10683&p=0
[20] http://www.scotland.gov.uk/Resource/0040/00408160.pdf
[21] http://www.gowellonline.com/assets/0000/0499/GoWellEast_Baseline_Community_Survey_2012_-_1_Headline_Indicators.pdf

was conducted by way of a consultative process within the project team, through listening to the recordings from the interview sessions and agreeing on the key themes. There were various stages to the analysis. The researcher wrote a short summary of the interview once it was completed which included comments and tentative conclusions/interpretations of the data. The recording was then transcribed and the researcher coded this and the summary in order to answer key questions. As well as examining the content, we also took note of the relative frequency with which different issues were raised, as well as the intensity with which they were expressed. We then produced an overall analysis which included common themes, recurring words of phrases, and also links between ideas. Patterns, common themes, deviations from patterns and any factors which may explain these were identified. The table below outlines the various steps in conducting this research.

Summary of research process

Summary of research process	Responsibility
Briefing meeting with the HIA steering group to determine initial literature list and identify stakeholders	All
Literature download and collation	Progressive
Mailing to all stakeholders to inform them of the research	GCPH
Setting up interviews with steering groups and stakeholders	Progressive
Conducting in-depth immersion interviews with steering group	Progressive led the interviews
Topic guide designed	Progressive
Interim meeting with steering groups to finalise topic guide	All
Conducting in-depth interviews	Progressive
Collection of further reports	Progressive
Full analysis of reports	Progressive
Transcription of interviews where possible	Progressive
Full analysis of reports and summary tables created	Progressive
Full analysis of interviews	Progressive
Draft report written	Progressive
Report review	GCPH
Finalised report	Progressive

Details of the sample are included in Appendix 2.

One of the main problems with achieving decisive answers and measures for outcomes, is the number of organisations dealing with legacy. Much of the implementation work relates to national themes (such as the work undertaken by the Scottish Government) or function (such as the work undertaken by the Organising Committee). Consequently, it is extremely difficult to gain a complete and up-to-date overview of how recommendations have been implemented. By combining a review of published updates with qualitative interviews, the current research has endeavoured to get close to understanding the extent to which HIA recommendations have been incorporated into policy.

Research findings

Glasgow 2014 Commonwealth Games

1. Have the recommendations from the HIA of the Commonwealth Games been incorporated into policy and planning for the Games and its legacy, and if so, how?

This section of the report focuses on the implementation of the HIA recommendations, i.e. have the recommendations been implemented into civic building and social initiatives and incorporated into policy.

Influence of the HIA on the GCC 2014 Legacy Framework
The ideas and themes within the HIA recommendations are familiar and consistent with findings from other recommendation reports and community assessments, and as such, have been widely adopted by those planning activity for the Games. What appears pivotal, is the extent to which the HIA influenced the development of the Legacy Framework which has been used widely by stakeholders to plan activity. The qualitative research with stakeholders indicated that the HIA recommendations were used extensively to help structure workshops that were instrumental in creating themes for the Legacy Framework. In essence, the HIA was used to inform and feed into the development of the Legacy Framework which then went on to inform other streams of work.

> *What we put in the Legacy Framework was underpinned by an equitable approach and that was because the HIA stuff was underpinned throughout, so in essence, it was right in the centre of it all.*
>
> *Even though we weren't aware of it, it {HIA} was permeating the thinking with all the groups… that were… helping develop strategy approaches at that time… I don't think it would be disingenuous to say that some of the thinking round the HIA, if not the document itself… informed the Legacy Framework and where we are now which is in terms of bringing together those legacy frameworks and being quite confident around what… the long-term impact might be from Glasgow 2014 Commonwealth Games.*

There does appear to be confusion among stakeholders about the origin of legacy recommendations due to the 13 HIA themes, six GCC themes and four Scottish Government themes.

The consensus of opinion was that legacy reports and recommendations have not determined outcomes but rather have prioritised actions, added political weight to, and expedited projects that are and have been in the pipeline. Stakeholders suggested the HIA recommendations have been incorporated into policy but this is more likely to be a retro-fit exercise than genuine forethought. In general it is more likely that initiatives (the majority of which are pre-planned) are shaped and themed to fit a legacy recommendation rather than the other way around.

> *If some things happened which will have a positive effect on health sometimes it will be more by luck than design. I'm not too sure the HIA is driven enough… you can compare that to… a group with Greener Legacy… everyone is intent to driving it forward and if it's not moving forward at the rate it should be, someone is going to challenge me and I don't think that is*

> *happening with the HIA. I'm not too sure that they've been very good at directing us towards a successful outcome; a successful outcome will probably be on the back of the work that people have been doing for other themes but they have had health benefits.*

> *I just think it reinforced what we planned to do anyway but it just gave it more of a distinct focus… I think what the legacy {Framework} did was bring it more to the attention of other people, put it more on a national agenda.*

Organisations spoke of using the Games and the themes within the Framework as a justification for prioritising certain initiatives, and highlighted the importance of such initiatives in contributing to the local economy, which would have otherwise struggled in the current economic climate.

> *I think that nobody doubts that without the Games the accelerated rate of progress around regeneration and the investment in apprenticeships and youth job schemes at a time of recession just would not have been possible. It's been very important… we have been able to maximise and capitalise on having the Games… we've used the branding… of, this is 2014, to accelerate quite a number of our physical projects and thereby the social and economic opportunities that come out of those. So, yes it's been critical, but... it goes well beyond the ten days of Games opportunities.*

> *It's not a case of new funding opportunities, but what it's done is it's pushed for a number of key projects.*

The creation of additional funding streams, through e.g. the Scottish Government and Big Lottery, are additional benefits to arise from the Games and themes within the Framework. Stakeholders also emphasised the general keenness to embrace legacy, and link as many projects as possible to the Legacy Framework or HIA recommendations, to increase the chances of funding and/or speed up the project implementation.

> *Scottish Government are keen to ensure legacy, so they've made funds available… Big Lottery… they have now got a Celebrate Fund, which is to help communities celebrate and prepare for the Games.*

> *Although there's a term legacy, what it actually means in different organisations and what they're looking for can be quite different and it is subjective and if you can make the rationale and case for it being legacy, then it's legacy.*

However, the influence of the HIA is not restricted to the Legacy Framework. It was also an influencing factor in the GoWell study of the east end[22], the Government's A Games Legacy for Scotland[23], Equally Well programme[24], the Healthy Sustainable Neighbourhoods Model[25] and the Healthy Sustainable Me[26].

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[22] http://www.gowellonline.com/
[23] http://www.scotland.gov.uk/Resource/Doc/282449/0085405.pdf
[24] http://www.gcph.co.uk/assets/0000/3443/PLANNING_FOR_BETTER_HEALTH_final.pdf
[25] http://www.gcph.co.uk/publications/95_concepts_series_7
[26] http://www.gcph.co.uk/assets/0000/3443/PLANNING_FOR_BETTER_HEALTH_final.pdf

I mean, even there's community safety things, there are a lot of things that are aimed at Glasgow, (in the HIA) but likewise though there are things that we have applied on a national level, because we've seen that there are opportunities not just for the people of Glasgow that this would feature in a Glasgow plan, but also in a national plan and a national activity.

One of the things to tell you is that we've actually set up a long term community study in the east end of Glasgow. That's going to track quite a lot of what's on your list (in the HIA), because we think that the biggest impact will be on the people living in the east end.

From looking at the wider evidence and the HIA it became clear to us that we needed to do something in the east end of Glasgow and that is written into GoWell.

XXXXX really took on the HIA and developed a planners' version of what to look for. That was all built into the masterplan for development of the east end which reflects the HSN.

I wasn't convinced about the HIA initially but realised, once working with them that I could. The Equally Well programme has rolled up with HSN model which is now rolling across the whole development plan. The HIA was ambitious in what they wanted to address which was integrated structure treating green space as part of the infrastructure. That's been delivered in the Games Village and informed planning for other initiatives post-Games. The HIA has influenced people's approach to things and there has been a positive collaboration between professionals and cross-party collaboration.

Influence of the HIA as a stand alone piece of work

While the main strength of the HIA in terms of its impact on policy and planning appears to be its instrumental role in the development of the Legacy Framework, it was also the case that some respondents used the HIA report and recommendations to inform their work in relation to the Games. These individuals highly valued the HIA report as a source of information in relation to how Glasgow communities considered the Games, and as such, had studied the recommendations and used them extensively in considering and planning their activity in relation to the Games. They felt confident in the validity of the document and its recommendations due to the comprehensive community engagement undertaken to inform the HIA.

I can genuinely say that I do talk about the HIA on a regular basis and look back at it to make sure we are on the right track… because it was the scale of the piece of work, and it was done seriously… and I really trusted the people who were doing it. It felt like a really positive piece of work. If I'm honest with you, most of the things we knew intuitively anyway, but because of the scale, it allowed us to take it seriously… so we have certainly used it as a driver… The Council have really driven it forward, and expected us to use it… so we have had the right partners around the table, and that's what gives you the confidence in it.

I know what the recommendations are and I know what the themes are and I know what the feedback was within those themes and I have used all of that to guide the principles of what we have done and I've found that so useful… I use it all the time, particularly the fact that people were proud of the city and thought it was important but didn't necessarily see themselves as being part of it… for me that was fascinating… so I regularly challenge staff and say 'how does that get people involved'… so we have got a number of programmes that focus on getting people practically and physically involved with the Games.

It should be noted however, that respondents generally appeared unaware of the range of elements comprising the HIA other than the community engagement. This suggests a need for better promotion of the comprehensive HIA process including the different elements and rationale for using this process.

Some were particularly positive about the HIA as a means of prioritising health and ensuring health outcomes would be considered, and also as providing a baseline of what health outcome could be achieved, given the unrealistic aspirations of some in relation to the legacy of the Games. This seems justified in light of McCartney's finding of there being "…*insufficient evidence to confirm or refute expectations about the health or socioeconomic benefits for the host population of previous major multi-sport events. Benefits from future events… cannot be expected to occur automatically*"[27].

> *It was really helpful in stating what legacy was really achievable by us and by working in partnership… the fact that it exists means the city will be held to account for its health impact claims… this is the official statement for what the city thinks can happen so I think it's a baseline… I think it has a status as a serious analysis of what legacy might be achievable as opposed to some of the more extravagant aspirations. There's a huge consensus in Glasgow that we need to get a lot out of these Games – it's not just a huge party that has a PR value and has a short-term economic impact, we need this to boost city morale and make lots of things better so the fact that they did an HIA expresses that… it was an articulation of how Glasgow works at its best when all the partners are co-ordinated, we have long-term outcomes, we really try to think it through for what it means for deprived communities.*

Respondents also described the results of the HIA as a reassurance that their planned activity was in line with community and stakeholder aspirations.

> *It's confirmation that we were on the right track. I think the document expresses what the city wanted to do, people might not refer to it for years as they are intuitively doing that, I don't think that undervalues the document. It didn't pick up anything that wasn't being done, but if there was something there that wasn't being done, we would have been worried.*

An example of how the HIA has directly influenced planning for the Games is in relation to the Cultural Programme.

The Cultural Programme for the Commonwealth Games (led by Glasgow Life on behalf of Glasgow City Council) sits under the International theme and thus links to Civic pride, Image of Glasgow, Community engagement and 2014 Participation: Cultural & sporting events within the HIA. As well as the delivery of a successful programme in the lead up to and during the Games, the main objective underpinning the work is ensuring there is a difference made post-2014. The model for the Cultural Programme was developed after extensive research in relation to other Games and events (including the HIA) and involves Glasgow Life (on behalf of the Organising Committee) engaging with the existing cultural sector within the city, rather than an external company being commissioned to undertake the work. This was seen to have many benefits including connecting existing resources and improving their skills

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[27] McCartney, G. *et al*. (2010) The health and socioeconomic impacts of major multi-sport events: systematic review (1978-2008): *BMJ* 2010;340:c2369.

and knowledge base, and providing opportunities for people who would have been previously unable to be involved. These actions link to the 2014 Participation and Volunteering themes within the HIA.

> *The real strength of the model in terms of how it was developed…. we are able to engage with the existing cultural sector, develop and accelerate ambitions around where we would like to be in the future so it is about connecting up to existing resources… When we need to bring skills and knowledge in, we're bringing that in to our team which means that knowledge and skills is learned and grown within the city so we would need less of that support in the future… it's seeking out new participants and new relationships which are really important, and are allowing them to do things that they wouldn't be able to in their existing situations.*

A key issue is that of people feeling connected to the Games and their city.

> *It's not just pride, it's feeling part of something because people can feel pride and also feel cut off so they're proud of Glasgow but not of where they live, that proud Glasgow is something other people experience, so if we can make everyone feel part of this then that is a big deal and that becomes the motivation for them to do other things.*

Some respondents expressed concerns that Glasgow communities feel disconnected from the Games and will experience limited benefit of the event:

> *I feel I know nothing about it; I'm not involved in it at all. It's quite peripheral, a lot of people didn't get tickets so they don't feel involved… It doesn't feel all that relevant to day to day life. I'm not that convinced to what extent the people of Glasgow will benefit, it will be great for tourists and great for the sporting types.*

Glasgow Life are also conducting a volunteering programme which has been driven specifically by the HIA. The programme has two separate aspects which focus on inclusiveness and the recommendations within the volunteering theme. Details are as follows:

- Host City Volunteers[28]: This involves working with 1,200 people from unrepresented groups (e.g. people from deprived areas, people over 60, BME groups) who are furthest away from being engaged in the Games.
- Citizenship programme: This is a three-year programme which runs mainly online (but can also be run in groups) which aims to help people feel more connected to the Games in order to equip people to make Glasgow a welcoming and friendly city. The online programme hopes to reach tens of thousands of people. The aim of the citizen programme (which was driven by the HIA findings) is to help encourage and enable communities to be proactive hosts:

> *The HIA says that they're {Glasgow communities} proud that it's {Commonwealth Games} coming, so it's using that pride to ensure that the city is the very best host that is possibly can be… A host city is not a good host city if the people in the city don't feel like they are hosting… that connection is absolutely crucial, so that is a big driver.*

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[28] http://www.glasgowlife.org.uk/communities/host-city-volunteering/Pages/default.aspx

The HIA was said to influence the development of the Delhi flag handover. Key themes of the HIA in terms of participation, community engagement and civic pride were central to the handover which was perceived to be hugely successful:

> *We took all the information from the HIA and the other models and we delivered the Delhi flag handover… we used a lot of that thinking and that approach… and it was extremely successful… We did reach out across Scotland because the 360 volunteers were from across Scotland, we did have people who had never performed before, we did take people to India who had never had passports… so all of that led to a big piece in the paper the next day saying "Scotland Steals the Show"… and I do believe a lot of that came out of the HIA.*

Influence of the HIA/Legacy Framework on initiatives

The Legacy Framework is tied to the **six main legacy themes**; Prosperous, Active, International, Greener, Accessible and Inclusive. The HIA recommendations were mapped to these themes. These are underpinned by the key principles of Health, Inclusion and Sustainability. This is a historical document, followed by the 2012/13 Progress Report (below)[29].

The Progress Report and Action Plan (April 2012 to March 2013)[30] gives an account of progress made to date and boasts significant progress across:

Physical infrastructure such as the Emirates Arena and the Scottish Hydro Arena, Cathkin Braes & Kelvingrove Lawn Bowls Centre to name a few.

Prosperous Glasgow such as the successes with the Business Club, the Portal (the advertising platform for current future competitive tender opportunities) and contract wins by Glasgow-based companies.

Active Glasgow Achievements that fall under this theme include an increase in accredited clubs, the provision of 149 coach education courses, involvement in Team Great Britain in the Olympics and other health programmes for sports across the wider community.

Many other successes are reported under the remaining key themes and prioritised improvements (such as International, Greener, Accessible, Inclusive Glasgow, Community Engagement and Governance). A summary of the report can be found in the Outcomes Status Appendix 5.

All of the main indications are that HIA recommendations have been incorporated into policy across all 13 HIA themes, with respondents citing multiple projects that reflected the HIA themes (despite in many cases being unaware or unfamiliar with the HIA process and report).

Respondents across different organisations claim to be working diligently to implement recommendations for the HIA where they can. The next section outlines some of the main activity undertaken in relation to each theme up to this point. It should be noted that this discussion should be seen as illustrative rather than an exhaustive description of all such activity.

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[29] Glasgow 2014 Legacy Framework: Progress Report and Action Plan (2011 – 2012).
[30] Glasgow 2014 Legacy Framework: Progress Report and Action Plan (2012 – 2013) – Current.

Organising Committee

The Organising Committee (OC) has made great efforts to influence implementation of activity in line with the HIA other than in cases where this is not possible, e.g. where there are clear procurement regulations that mitigate against HIA recommendations. For example to ensure Fair Trade is almost counter-productive in terms of ensuring Scottish business, as the OC would not be able to procure catering from Cordia, Scotland's largest provider of facilities management, based in Glasgow. It does not, however, work directly to the recommendations laid out in the HIA but rather works closely with Glasgow City Council and the Scottish Government legacy 2014 themes.

The OC highlighted that at the time of the current evaluation, 51 of the 57 HIA recommendations that apply to the OC have been implemented into policy. Four were pending at the time of interview and two were not planned to action at the time of interview. These included:

> Recommendation
>
> Develop a communications and community engagement strategy for the 2014 Commonwealth Games and related plans in line with the National Standards of Community Engagement and using the VOiCE (Visioning Outcomes in Community Engagement) process to plan and review this activity. Learn from the process evaluation of the 2014 Health Impact Assessment.
>
> Not planned to action because:
>
> *Our engagement strategy, whilst not utilising the stated methodologies, is successful in connecting with local communities by cascading information through networks and organisations with the best links and reach to targeted audiences. This is not done in isolation. We work closely with Games Partners to utilise established networks to best effect and will continue to do so as we draw closer to Games Time. The extent to which our approach will reviewed post-Games is yet to be determined however we have incredible responses to our Volunteering and Ticketing Campaigns.*
>
> Recommendation
>
> Promote the DisabledGo website (http://www.disabledgo.com/) which gives comprehensive information on accessible venues and associated issues.
>
> Not planned to action because:
>
> *The OC are aware of the DisabledGo service. We deliver accessibility information in the most user-friendly forms as advised by our Accessibility Reference Group. DisabledGo has been discussed, but not identified as the best delivery mechanism for Games accessibility information.*

There have been 15 departments within the Organising Committee involved in implementation including Ceremonies and Culture, Engagement and Legacy, Human Resources, Marketing and Venue and Village Development and Integration. They are not directly influenced by the HIA but are more likely to be influenced by the Legacy Framework.

The OC's policy on volunteer recruitment is to employ the HIA recommendations outlined in the volunteering theme as far as possible. There is an obvious need for professional roles (such as Doctors, Sports Professionals, anti-doping experts and so on) which are unlikely to be filled by people from disengaged groups. However, the OC have an additional recruitment policy that is based less on previous experience and qualifications and more on personality and enthusiasm.

> *There are a significant number of volunteer roles in, let's say, spectator services… we have changed how we recruit and how we interview and how we select so that it is less on your previous experience and less on your academic qualifications and more on your personality and your enthusiasm and we have worked with Jobs and Business Glasgow and Glasgow Regeneration Agency before that and Job Centre Plus and Schools around Scotland to identify clients that potentially could benefit from those training and volunteering opportunities and would be fantastic Games volunteers for us. And that is in response to the aspirations within the HIA.*

Clyde Gateway

Clyde Gateway is an Urban Regeneration Company (URC) which leads on Sustainable Place Transformation and takes a LOAN (Link Opportunity And Needs) approach to increasing economic activity and developing community capacity by working closely with other partners and delivery organisations.

Although the HIA has not directly influenced their original strategy, the themes contained in the HIA and the concept of legacy remain highly consistent with their ongoing aims. Ensuring the concept of legacy is incorporated into policy and practice is a key achievement of the HIA and subsequent Legacy Framework (as discussed later in this chapter). The regeneration of the east end played a large part in winning the 2014 Games and many of the legacy commitments written in to the bid focus on the regenerations of the east end of Glasgow. Legacy has played a key role in Clyde Gateway since its inception. It defines legacy as:

> *It's this whole new approach to our regeneration activity. It's about making sure that everything that we do will still be here and still be beneficial to the people that live here long before or long after we've disappeared. I suppose, in a nutshell, legacy is about me doing myself out of a job… If we can build the community up so that they are in employment, they've got good health, they've got good housing, they're taking full advantage of the physical opportunities that we've brought to the area, then Clyde Gateway isn't needed as the special purpose vehicle.*

Clyde Gateway reports to both Scottish Government and GCC on legacy activity. Clyde Gateway is currently reporting on 14 Games Legacy physical projects (seven of which are completed) which fall under the umbrella of Sustainable Place Transformations. The Commonwealth Games has led to a major investment in physical infrastructure including the completion of the road and rail network[31]. It appears to be the case that Clyde Gateway is involved in projects which link to all 13 HIA themes and are connected to the leading objectives of: Sustainable Place Transformation (physical infrastructure); Increasing Economic Activity and Developing Community Capacity. Clyde Gateway mentioned around 30 projects which link to the HIA themes including: Dalmarnock, Rutherglen and Bridgeton stations; a footbridge across to the Cuningar Loop from the Athletes'

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[31] Glasgow 2014 Legacy Framework: Progress Report and Action Plan (2012 – 2013) – Current; Glasgow City Council – July 2012

Village; creation of 10,000 new homes in the area and 20,000 additional population: a cultural programme centred on the Olympia building; community benefit clauses on all contracts from Clyde Gateway; Active Schools; Glasgow Volunteering and Strategy Group and the Personal Best programme and Scotland's Best. Each of these projects links to the Legacy of the Games.

> *We've got nine KPIs {Key Performance Indicators}, we've got three strategic goals which are monitored across nine KPIs and those can be mapped back to seven of the Scottish Government's national outcomes... as well as doing that report for the government, they've specifically asked to demonstrate what we do on terms of legacy. So, that's what each of these projects have demonstrated for legacy.*

Scottish Government

Many of the projects which are run by the Scottish Government link to the HIA themes, and exemplify the intent of the national themes they are working to.

> *In looking at all the recommendations in the HIA summary report, I would say that it chimes with everything that we're trying to achieve as part of the National Legacy Programme.*

A summary of the desired outcomes can be seen in the Governments Legacy outcomes map, below:
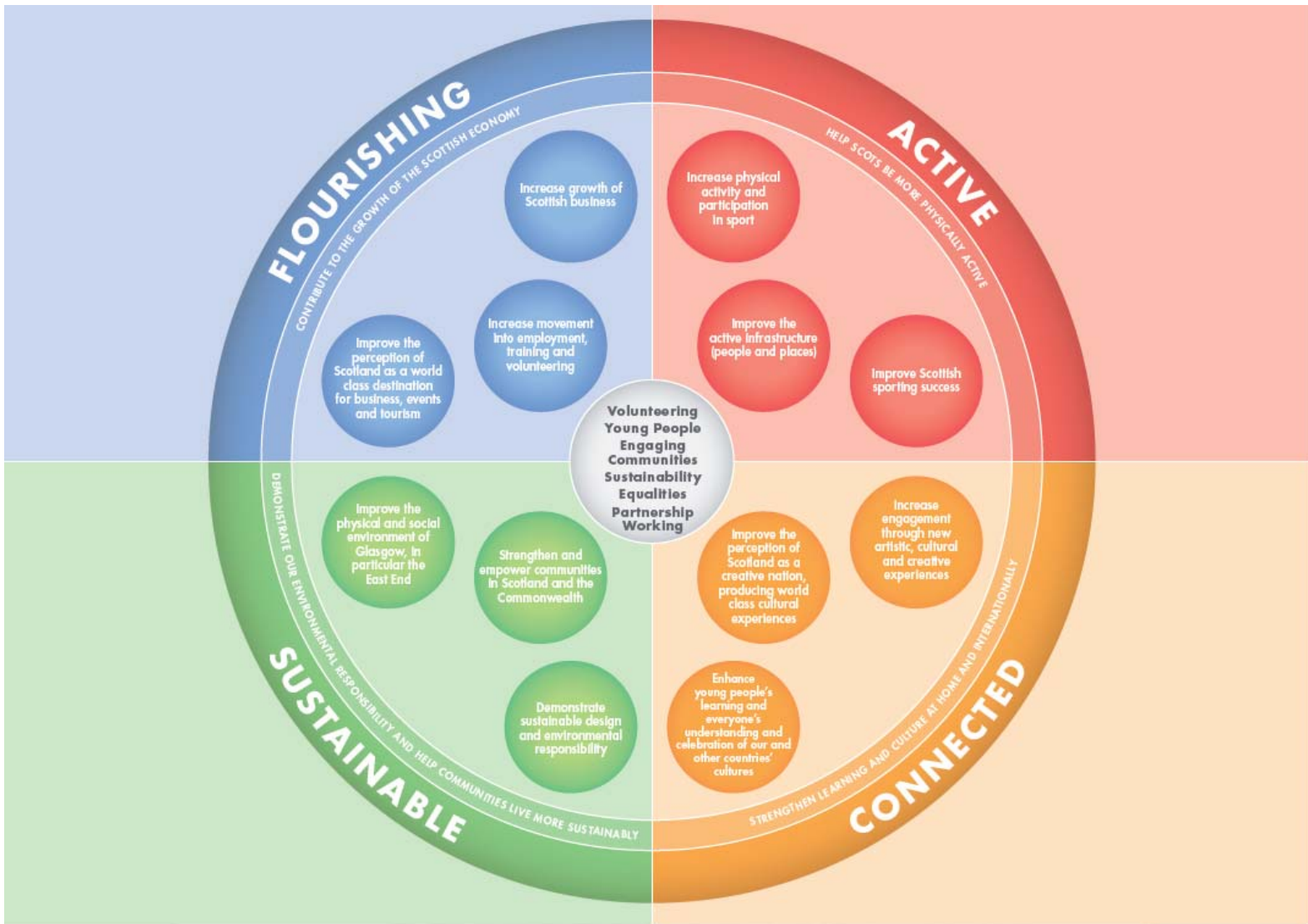
Initiatives mentioned by other stakeholders

Physical infrastructure

Respondents commonly spoke of the physical infrastructure which was perceived to be linked to Games, such as the Arena, the Velodrome, the Hydro, the M74 extension. They also mentioned the Athletes' Village becoming social housing (when in reality only a small proportion will become social housing). A key aspect was the accessibility of the venues. The gym within the Arena being used by local residents was viewed as a success and evidence that the recommendations have been implemented:

> *Glasgow will have a tremendous infrastructure that will certainly improve the quality of life… have an impact in raising aspirations.*

> *We definitely delivered on the facilities being accessible to local people. The members of the gym within the Glasgow Club within the arena, the percentage of people from a two-mile radius is very high so it is being used by local people and people who have never used the gyms before. …the percentage of deprived people who don't use our services is reduced if there's a facility in the neighbourhood; there's definitely a venue effect so we know the arena is doing that.*

Civic pride

Respondents to this study placed great importance on civic pride as a legacy from the Games, and felt the positive impact on Glasgow communities could not be underestimated. There was a sense that the 'feel-good factor' and happy memories created by the Empire Exhibition (an international exposition held at Bellahouston Park in Glasgow in 1938) had great value. As such, the Games were viewed as an opportunity to recreate this feeling and provide Glasgow citizens with pride, hope and ambition. Despite the difficulties involved in measuring and providing true evidence of this impact, instilling a sense of pride within Glasgow communities which could lead to positive behaviour and attitude change was perceived as a legitimate use of the budget.

> *Sceptical people see it as shallow waste of money that should be spent on welfare etc., but having a huge aim that the city can get behind and work together on increases sense of ambition and as long as the ambition includes being ambitious about inclusion, that's legitimate. It will boost confidence, skills in capacity in the city. People still talk about the Empire Exhibition, it had a big impact of their lives. Could you say there was a measurable health impact? Probably not, but it meant something to people. I think one of the main impacts of the Games will be if it works, it will be something that people will remember, that's what will make a difference. There is a value to community celebration that isn't about PR or anything to do with marketing, it's a human need like the Christmas lights.*

> *Sense of place, sense of city, sense of individual and communities coming together is particularly important… the key improvement would be if we did see more positive change and behaviour change in a positive direction… we want people to feel real pride and ensure this city is the best place it can be.*

The Commonwealth Games were seen to provide a useful opportunity to change the city slogan. Glasgow Life drove forward the introduction of a new city slogan for Glasgow to replace *Glasgow: Scotland with Style* as this

was reportedly *"meaningless"* to the local community. The new slogan is *People Make Glasgow* which was seen to resonate more with local people.

> *We've now got the People Make Glasgow brand which is not necessarily good for external reputation if you're trying to promote the city for international trade or for culture or sporting events but within the city, I think it's really powerful in terms of making people feel part of it. That's something that was driven by the Games, we knew that the Games could be used to launch a new identity for the City and if we didn't have it ready in time, then it would be years so it's definitely a better focus for the health agenda.*

The civic pride theme was said to drive activity to ensure Glasgow was properly and effectively represented:

> *Every time I agree to a project, I'm looking at what that project looks like in terms of an image, so if we were to put that picture worldwide on the internet, is that the kind of image we would want Glasgow to have? And that drives a lot of what we do in terms of the scale, the messages we send out… so it's the pictures for people who live both inside and outside Glasgow.*

Sports development

Glasgow Life also run key volunteer projects including Coach Core, the Volunteer Improvement Project, Glasgow Sport Young Leaders, and Excel in Coaching. They were provided with funding in relation to the Sports Development legacy. The work includes: coaching, education and development; involving local people in volunteering; the new venues result in Glasgow being the only city with two 50-metre pools; strengthening the clubs and organisations; developing public spaces into sports spaces; and having better governance in place. A further outcome is the increased facility portfolio, thus creating more opportunities for people to take part in sport and physical activity, and membership of the Glasgow Club has increased. These actions link to the recommendations under the Sports Development Legacy theme in the HIA recommendations.

> *Our venues are much better, they're probably the best in Scotland so there are more opportunities for people to take part in sport. Our clubs and organisations in our communities are much stronger and getting stronger… there are a number of projects that have been running that will help the individuals; the volunteering programmes, the employability programmes, the coaching programmes. We've started to, under the recommendations… develop the public spaces into sports spaces… so maybe young people who don't want to come to a sports centre would do sport within a very localised site.*

Green Glasgow

Glasgow City Council Land and Environmental Services are working within the Greener Legacy theme with the overall aim of raising the profile of the environment within Glasgow and getting people access to green space and open space. They have three high-level objectives: improving access to sustainable housing; reducing greenhouse gas emissions and providing access to open space. They are involved in 19 separate projects which link to HIA recommendations within the Environment, Sustainable Development and Carbon Footprint theme. These include the sustainable development of the Athletes' Village; Greener Glasgow Tourism group; the Clean Glasgow campaign; Low Emission Zones; Clyde Walkway Project; Commonwealth Gardens; Commonwealth Parks;

Commonwealth Rose; Stalled Spaces; Cathkin Windfarm; and ISO2012 Accreditation. Land and Environmental Services were not provided with a budget, but instead funded the projects from existing budgets and secured additional funding from organisations such as the Central Scotland Green Network. Each of the projects is being monitored in order to be evaluated after the Games. Many of the projects are long term, and so will not be evaluated for up to five years after the Games with the hope of demonstrating the legacy of the Games in relation to the Greener theme.

Employment

Respondents were generally very positive about the employment opportunities created as a result of the Games, which were seen to have provided much needed opportunities during a difficult financial climate. Glasgow Life are involved in the Apprenticeship and Internship scheme linked to the Games, and had a local recruitment programme alongside Clyde Gateway on the opening of the new venues. However, there was a concern raised that the type and quality of jobs created would not be effective in reducing health inequalities.

> *There's been employment opportunities which have only really come about because of the Games and that's a clear Games-related issue.*

> *You want to bring investment into the city, not investment that will continue to widen inequality, but quality jobs that actually help people move on and I'm not sure that building new buildings is the best way to do that… focus on what people really need which is better opportunities for health and wellbeing.*

Volunteering

When the OC announced its volunteering recruitment strategy which did not involve inclusive targets (which opposed HIA recommendations within the Volunteering theme) Glasgow Life developed a Community Activation Strategy. In the three city administrative areas, there are local Commonwealth Games community engagement group forums consisting of voluntary and statutory organisations and local networks. The purpose is to mobilise people from more deprived backgrounds to apply to volunteer. An example of what was created is flashmob choirs in local shopping centres across the city to encourage people to apply for volunteering. The extent to which local people should be involved in planning and designing events was questioned:

> *I'm not sure whether this may be relevant for a mass singing programme. I don't think it's particularly relevant to be involved in the design of it? Someone who knows about that should get on with it as long as it meets the other criteria of being varied and accessible and appealing to a wide audience.*

Mass singing and mass dancing events are also planned for 2014. The programme 'Next Big Thing' encourages people to sing in order to take part in the celebration of the Commonwealth Games. The purpose is to reach as many people as possible who aren't currently involved in a choir and connect these people to local services and choirs:

> *This will allow people in the local area to provide some sort of celebration on occasions like when the Queens Baton Relay comes round or 100 days to go. It allows us to use those choirs to bring them together to create a mass choir*

> *in Glasgow Green during Festival 2014… So you're giving people not just the opportunity to be involved on an ongoing basis in their local area but supporting them to have a highlight in terms of being involved in the Games.*

Considering legacy

A strength of the planning of the Games is the consideration of legacy, which the HIA helped to strengthen as a key issue to be reported on. The Legacy Framework has helped to prioritise legacy. For example, the Organising Committee is now feeding back on what they have done to embrace legacy, and the Commonwealth Games Federation (CGF) have adopted legacy as a remit. There appears to be a clear indication that the HIA's influence on the Legacy Framework was instrumental in ensuring legacy is a key consideration.

Ensuring legacy is considered would appear to be a key component of any HIA. However, the issues of legacy and how this will be demonstrated and measured is a complex issue in the view of respondents. Many spoke of the definition of legacy; how it means different things to different people and the difficulties involved in attributing outcomes specifically to the Games. The fact that many people also have unrealistic expectations of legacy, particularly in relation to increased physical activity, is a further issue.

> *One of the most difficult things is articulating what real legacy can be achieved, especially in the early days when there was a lot of public overstatement about what legacy was really achievable, very literal assumptions such as people being inspired to do sport and we know it doesn't work like that.*

Respondents highlighted the clear need to ensure a long-term approach to legacy and continue initiatives after the Games, capitalising on the interest and motivation generated immediately after the Games. A key perceived priority was the sustainability of the outcomes generated by the Games.

> *I think we're seeing early signs of some things happening, but whether or not it will be sustained, that will depend on decisions made after the Games. We've learned from the other events that the follow through is critical, that if you're not ready with a way of engaging people immediately then you lose them, both in terms of sports and cultural participation.*

As well as measuring and demonstrating impact, respondents noted the challenge involved in communicating the legacy of the Games to community respondents, in terms of the wide-ranging initiatives linked to the Games, and the thought process and key themes behind the development of these initiatives.

> *The difficulty is trying to demonstrate to the people we're working with that that's legacy; they just think we're working with them as usual… we have been recognising that sometimes people… don't understand necessarily what legacy is.*

> *We're making sure that we find a way to communicate all the important messages of the Games – in terms of the key themes – to people, so even if people don't necessarily like something, they appreciate or respect what has gone in to make it something that it is… so information and communication is essential.*

2. What lessons can be learned for future HIAs in terms of what has, or has not worked well regarding the integration of recommendations?

Stakeholders discussed many important lessons learned in terms of the HIA process and ensuring the HIA influenced the Legacy Framework and as such, policy and practice.

Ensuring ownership of HIA/Legacy Framework recommendations

A key challenge relating to the HIA and associated Legacy Framework was ensuring key partners took ownership and responsibility for recommendations which related to their area of work, and taking them forward. Stakeholders outlined difficulties ensuring actions undertaken outwith the Council were fully monitored, as it was not the responsibility of the Glasgow 2014 Legacy team to ensure this was the case. Thus, it was suggested that a key lesson learned was allocating responsibility for recommendations to certain organisations, including monitoring the activity and providing feedback. Ensuring greater enforcement of responsibility, accountability and tracking of performance were suggested improvements. It was suggested that there should be a central group responsible for monitoring and assessing the implementation of the recommendations at a higher level.

> *You need to make sure that you've got a process where those recommendations can be passed to someone who's in a position to accept them.*
>
> *I think it could have been more influential if they had really identified the key people responsible early on and had their own partnership groups responsible for particular areas.*
>
> *What's been missing is someone driving it… I don't think there's been the same level of ownership about it.*

This is obviously a complex area, as stakeholders criticised the HIA in relation to recommended roles and responsibilities. A further criticism was that it was outside some organisations' remit (such as the Organising Committee and Glasgow City Council) to undertake recommendations for which they were deemed responsible. In particular, there was said to be a perceived lack of understanding of the scale and responsibilities of the Organising Committee (which was partly thought to be due to the time at which the HIA was conducted, i.e. a relatively early stage in terms of the development of the Organising Committee) and the role of the Council in relation to the delivery of the Games.

> *Some of these things have been said… with an absence of understanding about what the roles and responsibilities of an Organising Committee are. Some of the things that they were coming out with were things that we as a Council were not able to directly influence… A lot of the comments related to the actual delivery of the Games and that element is owned by the Organising Committee and the Games Partners.*

Respondents spoke about the HIA report being released without any accompanying direction in relation to ownership, roles, responsibilities, monitoring, additional funding, implications for practice or advice on co-ordinating the range of partners required. Many of these associated criticisms are linked to the general lack of awareness of the influence of the HIA on the Legacy Framework (as discussed in more detail in the next section).

Better promotion of HIA process influencing Legacy Framework

Awareness of HIA

The HIA has undoubtedly had an influence on the development of the Legacy Framework, which has driven or prioritised many of the initiatives and projects linked to the Games. Although some respondents were aware that this was the case, others appeared unaware or confused as to how the HIA had influenced the Legacy Framework, or vice versa. The original body of work is complete and holds the level of detail that respondents find incredibly useful. Many of the respondents were unaware of the original document and claimed they would be very interested in seeing it as this would help them to understand the detail of thought and findings that went into forming the 2014 Legacy Framework.

> *I knew the Health Impact Assessment had been done and I knew that our Glasgow City Council colleagues were using that to feed into their plan.*
>
> *I couldn't say that was because of the HIA, because by the time it almost had got to the level of the operation… you couldn't determine where those original ideas, concepts and strategies came from.*

It appeared to be the case that many stakeholders working at an operational level were aware of the themes linked to the HIA but were unaware of, and at times, uninterested in their origin. As such, few respondents considered the HIA to have had a direct impact or to have influenced this process and the initial planning of projects. Respondents spoke of their actions and plans linking into the HIA recommendations, rather than the recommendations driving the nature of the interventions, often as health outcomes were so closely linked and intuitive to their work.

> *I think what we have done ties back with the HIA so I think it was good that it was done but I wouldn't say it has influenced us. It's probably not driven as much of what we do because health ties in with all we do… if I do my job properly; we'll be ticking all those boxes anyway.*

Dissemination of HIA

There was a general sense that the HIA may have influenced the zeitgeist and that down the line its recommendations have been incorporated into planning, but respondents were unfamiliar with the process the HIA went through in terms of implementing recommendations into the Legacy Framework. This led to a common frustration, that the HIA process and associated report was not championed (when in fact promotion and use of the Legacy Framework was strongly championed). As such, respondents described the process of disseminating the recommendations and ensuring buy-in, accountability and effective implementation as "weak".

> *I would say it {HIA} was [helpful] in terms of bringing in the right partners and the right approach… but you've got to really think about its impact and the impact in terms of the process I think was majorly weak. If you're going to develop a strategy you're going to need recommendations for its implementation.*

> *When it was finished, I've not really seen anyone pushing it… if I knew someone was coming yearly for an update, then I think it would let me focus and look back at how my work feeds back into the recommendations… it was really good to see the recommendations when they came out, but to me it seems to have stopped there.*

Staff induction

It was also the case that new staff had come into post well after the HIA process, and the linking of the HIA to the Legacy Framework, and so were unaware of this link. A key lesson learned would appear to be briefing all staff involved in Legacy on the origin of the Legacy Framework being heavily influenced by the HIA. Additionally, making new staff aware of the HIA itself in order for it to better influence planning is another suggested improvement. Thus, refreshing knowledge among stakeholders or introducing the concept of the HIA and its influence on policy to new staff may ensure the HIA has even more of an impact.

> *I think there is a sort of gap in the communications… we… were aware of the recommendations of the HIA much later than ideally we would have been aware of them and so even the initial presentation of it was almost like 'here was a piece of work that was commissioned by the Council and NHS Glasgow & Clyde a period of time ago'… it came… later in the day than it should as something that partners were looking to us to respond to.*

> *New staff coming into post are not aware of the HIA and its influence on other key documents, which is a limitation.*

Better promotion of HIA as a stand alone document

There were some respondents who had used the HIA report specifically, to direct and justify their work, as they felt confident that the recommendations were based on a sound consultation process and thus represented the views of Glasgow communities. Examples of this are in relation to the Delhi flag handover and Cultural Programme (as discussed earlier).

> *It's a great report, because you know it's based on real evidence. We use it a lot, and refer back to it.*

Thus, for any future HIA, it may be beneficial to better promote the HIA as a stand-alone piece of work (as well as highlighting its role in influencing other key policy) so more individuals can benefit from it.

Make health inequalities more transparent

The extent to which the HIA dealt with health inequalities, and used health inequality as a starting point for consultation was questioned. For example, the barriers faced by particular individuals in relation to being involved in or feeling part of the Games. There was a perceived lack of clarity surrounding the extent to which health inequalities was used as a basis.

> *The assumption is that everyone can take part in something if they're there but we're aware that lack of opportunity that comes from poverty or discrimination means that not everyone can take part. There are many barriers in place and I'm not sure if [the] HIA focused on this.*

To summarise, key lessons learned appear to be ensuring the HIA process includes a stage which involves assigning responsibility to particular organisations for recommendations; sets up a system for the tracking of themes and recommendations among all organisations involved; involves a central monitoring group that sits above all organisations involved and forge relationships with those new in post to ensure they are fully aware of the HIA and associated impact on the Legacy Framework; and better promotion of the HIA report as a stand-alone document.

3. What understanding can be gained about the process of conducting HIAs and developing recommendations and how they make it (or not) into policy and planning?

The evaluation also provided greater understanding surrounding the process of conducting a HIA, and ensuring the recommendations do have influence. These issues are discussed below.

Context: highly complex environment

Stakeholders acknowledged the very complex, political environment that surrounds the delivery of the Games, and the associated HIA and Legacy Framework. Tensions reportedly exist between local and central government with regard to a range of issues, including ownership and responsibility. To illustrate, the Scottish Government consultation running alongside the HIA process and the creation of different numbers of themes to work towards and report on has been a source of confusion for some.

> Respondent: *There's been a tension between the City Council and government, there's been a tension between the Organising Committee and everybody else...*
>
> Interviewer: *Well, the tension between the City Council and the government, can you put that in a nutshell?*
>
> Respondent: *That's political, so different parties have completely different views... they both want to claim the rights as their own.*

This, at times, difficult working environment is widely acknowledged by stakeholders who face this as an additional challenge when attempting to implement recommendations. Despite this, the partnership working between organisations due to the scale of the Games was also viewed as a positive.

> *It gives everyone in the city a focus. I think there will be a legacy of joint working. People outside Glasgow say that the Team Glasgow approach is very strong and that everybody works together. That doesn't mean that there's not tension or conflict in different institutions but the Commonwealth Games is forcing collaboration in a scale that has never happened before; even collaboration between local and national government which in the current political climate {i.e. different [political parties in power in the Government and Council] is difficult but because of the Games it has to happen}.*

Regardless, this highly complex environment has to be considered when conducting an HIA and developing associated recommendations and to frame such recommendations within this context may increase the chance of recommendations being taken on board.

Ensure the HIA matches the policy structure

In order for HIA recommendations to be taken forward, and for key partners to take ownership for the recommendations, there is a clear need to ensure the HIA matches the policy structure. In relation to the Games, the HIA steering group matched their themes and recommendations to those of the Legacy Framework to ensure those involved in planning could easily consider the recommendations. This would be a key recommendation for future HIAs, to ensure buy-in and that the recommendations are considered in terms of planning.

Need for governance arrangements

As previously discussed, the need for better allocation of recommendations to particular organisations and ensuring there is governance in place to monitor the progress of such recommendations across all organisations (which is overseen by a central group) is a lesson learned. This is strengthened by the view of stakeholders who consider a key benefit of the Games to be an improvement in effective partnership working between organisations who had experienced the sense of truly working together to achieve a common goal. The governance arrangements and performance framework supporting the Legacy Framework were seen to help shape future joint working.

> *Partners within the Council definitely benefited because… the governance project that really supported that strategy helped everybody focus and create a new agenda of joint working… The other major benefit is the set up of a performance framework supporting them… One of the key improvements moving forward needs to be that such large-scale, public sector investments that cut across various public sector partners need to have strong joint governance partner structure.*

Better promotion of the comprehensive HIA process

There was a common consensus among stakeholders that there was a real requirement for an HIA in relation to the Games, at the very least to ensure that any negative impacts on health were reduced or eliminated. It was also wrongly assumed by a few stakeholders that the "organisers" would have been criticised if they hadn't ensured an HIA was conducted, which is an interesting comment in light of the fact that this HIA was self-driven by the steering group.

> *The Commonwealth Games is such a huge investment in terms of time and money and so on, so… we need to be convinced that it's not going to do any damage.*

Stakeholders emphasised the general lack of awareness of what the HIA process involved, with it often being perceived as simply a consultation exercise rather than an analytical process which involved the fusion of many different tasks. This lack of awareness was evident among some respondents who perceived the HIA to be procedural and involving "ticking a box"; simply "telling you what you already know". Thus, the utility of the HIA was questioned by some:

> *HIAs in general have a pretty chequered history… they tend to tell you what you already know. Anyone who sits down and thinks about what the consequences are will usually get it right. If you need to know in minute detail how much of what's going to happen by when and so on then you probably need an HIA but if you only need some general sense of benefits and risks then you don't need a full blown HIA. I'm completely agnostic about the whole process.*

I think there is a sort of gap in the communications around the HIA being commissioned and then, if you like, the OC gaining staff momentum, and I think we, you know, were aware of the recommendations of the HIA much later than ideally we would have been aware of them and so even the initial presentation of it was almost like here was a piece of work that was commissioned by the Council and NHS Glasgow & Clyde a period of time ago.

Thus, creating a better awareness and understanding of the comprehensive HIA process among the range of stakeholders who could potentially be involved in its recommendations is a suggested improvement. Key learning would appear to be that it should not be assumed that stakeholders necessarily understand the complexity of an HIA. Consequently, there is a need for those promoting the HIA to be more proactive in making sure that all stakeholders were clear about the mixed method approach of an HIA.

A related issue would appear to be promoting the fact that the HIA applies a social model of health, while also explaining the social model of health to key stakeholders as there appeared to be a lack of understanding surrounding the purpose of the HIA in this regard.

4. How has the HIA influenced other planning elsewhere for mega-sporting events?

As documented in Section 1, a key research objective was to investigate the extent to which the HIA has influenced the Legacy Framework which has been used widely to influence planning and policy for the Games. It is the Legacy Framework that has a strong influence on other major sporting events.

It is acknowledged in this report that while the OC can demonstrate an impressive record for implementing HIA recommendations, there has been a gap in communications between publishing of the HIA and the OC gaining momentum. The people who took part in this research and are in post had no knowledge of the HIA report prior to the lead up to this evaluation. Despite this, there is a strong sense among team members there that the HIA has strongly influenced general thinking in government and GCC.

> *Team Glasgow or Team Scotland have probably been able to reflect their desires and aspirations reflecting in the HIA to some extent in the structures that have resulted in the plans that had been developed over that period of time.*

> *There has been no corporate owner of the HIA, the OC, having it with a portfolio of responsibilities. That's not to say that its recommendations have been ignored or lost.*

Interviews with the Organising Committee (OC) indicated that commitment to legacy and the impact of the Games has been more detailed and has had the biggest commitment to date, so much so that it will now be used as a blueprint for Commonwealth Games Federation (CGF) in the future. However, this may not be as a direct result of the HIA.

> Respondent: *There was a huge amount in the big document around the commitment to legacy and the impact of the Games on Glasgow and on the east end.*

> Interviewer: *Is that unusual?*

> Respondent: *It's not unusual but it's probably been… we had the most detail and we had the biggest commitment in terms of what we were going to do and the use of pre-existing venues and the development of those venues and the development of the city in order to run the Games here. It's now going to be used by the CGF as a kind of blueprint for moving forward.*

> Interviewer: *Sorry, what's going to be used as a blueprint?*

> Respondent: *The fact that the legacy has to be so kind of built into the bid.*

There is a Transfer of Knowledge (TOK) process that takes place between current and future Commonwealth hosts and this is a formal responsibility for all hosts. This is a combination of formal and informal exchange of ideas and information that is taking place between the Legacy team at GCC and members of the Gold Coast 2018 team. One of the formal elements in TOK is how to deliver legacy. The Gold Coast and GCC are now in the process of TOK and provision of the HIA documents is part of that process. Initial meetings took place in July 2014 and the process will

continue. Part of the recommendation to the Gold Coast 2018 team will be to mirror the process of this HIA by consulting, engaging, reviewing and making legacy recommendations.

The Toronto 2015 Pan Am & Parapan American Games has also contacted GCC in order to gather ideas about how to develop a legacy plan. The HIA Planning for Legacy will be part of the core materials that will illustrate the legacy development that has taken place in the Glasgow 2014 Games.

A key development from this has been that the CGF has now determined that legacy should be a key part of all future games planning. The HIA and its influence on Legacy Framework, creates the blueprint for that process.

Conclusions

The current evaluation of the HIA undertaken in relation to the 2014 Glasgow Commonwealth Games has indicated that it was an extremely worthwhile process which helped to ensure the recommended themes were considered in relation to planning and policy (mainly through its influence on the Legacy Framework). This section highlights the key findings of the evaluation and indicates the lessons learned for future HIAs.

The HIA was conducted by a multi-agency steering group comprising key people with a variety of backgrounds, including public health, equalities, sustainability, regeneration, sport, community development, and research. The advantages of the HIA being conducted by such a group were that it was viewed as truly independent, unimpaired by commercial sponsorship; with the findings being readily accepted as accurate and a true reflection of community needs and opinions. The HIA engagement process had strengths in planning, using a range of methods, working together, sharing information and providing feedback. Overall, those respondents who were aware of the HIA process (which were not many) were very positive about the comprehensive approach. However, the research does indicate the need for better promotion of the HIA in relation to the different elements involved in the process and the influence of the HIA on the Legacy Framework

A key strength of the HIA recommendations would appear to be the exercise undertaken by the steering group to ensure that the recommendations were mapped to the Legacy Framework themes. Ensuring the recommendations of the HIA fit with the current policy structure is a clear recommendation. The way in which the HIA has had the most influence and impact is in relation to the development of the Legacy Framework which has been used extensively in the planning of the Games. The HIA recommendations were used extensively in workshops conducted to create themes for the Legacy Framework. A significant achievement of the current HIA was ensuring that the concept of legacy is a key consideration in terms of planning and monitoring of activity, with the Legacy Framework helping to prioritise legacy.

These are arguably the main successes of the HIA, and these have helped to ensure that the themed recommendations have been incorporated into planning and policy. There was a sense among stakeholders that recommendations and legacy reports have prioritised actions or expedited projects (many of which were pre-planned), and are shaped to fit around a legacy recommendation rather than the recommendations driving activity as such.

However, the fact that many stakeholders involved in planning were unaware of the HIA process and report in itself or unaware of the influence of the HIA on the Legacy Framework is an area that could be improved for future HIAs. The lack of awareness of the role of the HIA in the Legacy Framework meant that respondents often had negative views of the HIA process, particularly in terms of dissemination, ensuring buy-in, accountability and effective implementation.

Some stakeholders used the HIA report as a stand-alone document to inform their work in relation to the Games, as they considered the HIA report to be a credible reflection of the opinions of Glasgow communities towards the Games. This perhaps indicates a wasted opportunity, in terms of the significant majority of stakeholders who were unaware of the HIA process and report. An additional point to note is that even those stakeholders who did refer to the report appeared to consider the HIA as mainly or only comprising the comprehensive community engagement aspect, while being unaware of the range of other elements involved in the HIA process. Taken together, this suggests the need for those responsible for promotion of the HIA to raise awareness of the different stages comprising the HIA process and also of disseminating and championing the report as a stand-alone document, as well as highlighting the crucial influence of the HIA on the Legacy Framework.

Despite the good practice and successes of the HIA in terms of its comprehensive process and its influence on the Legacy Framework, the research also highlighted important lessons learned about what could be improved for future HIAs to ensure recommendations are incorporated into planning and policy. A challenge of the current process was ensuring that key partners took ownership and responsibility for recommendations which related to their area of work, with the need for allocating responsibility of recommendations to certain organisations being a suggested improvement. To aid this process, the establishment of a central group responsible for monitoring and

assessing the implementation of the recommendations at a higher level was a further suggestion, as was ensuring there is governance in place to monitor the progress of recommendations. The governance arrangements and performance framework supporting the Legacy Framework were seen to help shape future joint working, with improvements in effective partnership working between organisations being perceived as a key benefit of the Games.

To conclude, the comprehensive HIA process including the mapping of recommendations to the Legacy Framework themes has ensured its positive influence on policy and planning of the Games. However, better promotion of the HIA process and ensuring recommendations include ownership and governance arrangements for organisations are key suggested improvements.

Appendices

Glasgow 2014 Commonwealth Games

Appendix 1. Technical method.

- o The data was collected by depth interviews, paired depths and mini-focus groups with up to three respondents.
- o In total we conducted four paired depths, one triad and 24 one-to-one interviews.
- o A review of published data was also included.
- o The target group for this research study was members of the HIA steering group and stakeholders involved in implementing HIA recommendations.
- o Fieldwork was undertaken between 7th October and 5th December, 2013.
- o Respondents were recruited by telephone and email by one of Progressive's Research Executives. The list of stakeholders contacted came from a brainstorming session between GCPH and Progressive at the briefing meeting.
- o No incentive was used to compensate respondents for their time.
- o In total, two moderators were involved in the fieldwork for this project.
- o Stimulus materials were used during the group discussions/depth interviews. This included the HIA 2009 Summary Report.
- o It should be noted that, due to the small sample sizes involved and the methods of respondent selection, qualitative research findings do not provide statistically robust data. This type of research does, however, facilitate valid and extremely valuable insight and understanding.
- o All research projects undertaken by Progressive comply fully with the requirements of ISO 20252.

Appendix 2. Sample.

Steering group

Name	Role
Duncan Booker	Policy Officer, Leader's Office
Jo Winterbottom	Corporate Policy Officer, Glasgow City Council
Susie Mitchell	Programme Director, Glasgow City of Science
Russell Jones	Public Health Programme Manager, GCPH
Ruth Kendall	Senior Public Health Researcher, NHS GGC
Gerry McCartney	Public Health Observatory Division, NHS Health Scotland
Martin Higgins	Public Health and Health Policy, NHS Lothian
Jane Thompson	Legacy Officer, Council 2014 Team

Wider stakeholder sample: details of organisations (names and roles were excluded to protect confidentiality)

Organisation
Glasgow City Council
Glasgow Life
NHS Greater Glasgow & Clyde
NHS Health Scotland
Scottish Government
Scottish HIA Network
Glasgow City Community Health Partnership
Commonwealth Games Organising Committee
Scottish Government

Independent Consultant
Clyde Gateway Urban Regeneration Company
Transport Scotland
Police Scotland

Appendix 3. Reports taken into account for review stage of the HIA.

Title	A health impact assessment of the 2014 Commonwealth Games in Glasgow
Author & date	McCartney G, Palmer S, Winterbottom J, Jones R, Kendall R, Booker D - 2010
Ref	*Public Health* 2010;124:444-451.

Title	The health and socioeconomic impacts of major multi-sport events: systematic review (1978-2008)
Author & date	McCartney G, Thomas S, Thomson H, Scott J, Hamilton V, Hanlon P, Morrison D S, Bond L. - 2010
Ref	*British Medical Journal* 2010;340:c2369.

Title	2014 Commonwealth Games Health Impact Assessment report: planning for legacy
Author & date	Booker D, Palmer S, Winterbottom J, McCartney G, Jones R, Kendall R. - 2010
Ref	Glasgow, 2010 http://www.glasgow.gov.uk/CHttpHandler.ashx?id=2036

Title	2014 Commonwealth Games Health Impact Assessment: summary report
Author & date	Booker D, Palmer S, Winterbottom J, McCartney G, Jones R, Kendall R. - 2009
Ref	Glasgow, 2009 http://www.glasgow.gov.uk/CHttpHandler.ashx?id=6921&p=0

Title	A systematic review of the impact of major sports events on host populations
Author & date	McCartney G, Thomas S, Thomson H, Scott J, Hamilton V, Hanlon P, Morrison D, Bond - 2009
Ref	Glasgow, 2009

Appendix 4. Literature review for this evaluation.

Title	A health impact assessment of the 2014 Commonwealth Games in Glasgow
Author & date	G. McCartney et al. (2010)
Source	McCartney, G. *et al.* (2010) *Public Health. Aug 2010*; 124(8-2): Elsevier pp.444–451. 2010;124:444-451.
Key themes and recommendations	Glasgow City Council began designing legacy plans after the announcement of the successful bid, in order for the benefits outlined in the bid to occur, a HIA was advocated for in an attempt to influence the Council's plans. The HIA produced recommendations under 13 key themes that reflect the public and participant ideas. The HIA community engagement element was evaluated using VOiCE (Visioning Outcomes in Community Engagement). They achieved a 'very good' performance (5/6). Strengths of the process include using a range of methods, working together, sharing information and providing feedback. Improvements that could have been made include being less rushed and gaining a more representative sample of the Glasgow community.
Links between actions taken and HIA recommendations	The HIA can be used to connect with public policy-makers so that health is a high profile topic in the city.
Barriers, challenges, limitations, gaps	There is lack of evidence evaluating the effectiveness of the HIA process in predicting health-related outcomes after a sporting event. Selection bias was a concern during sampling of the HIA, as Glasgow Household Survey was open to the public with no set quotas. 'Have your say' questionnaire online meant a bias for those who have access to the internet.

Title	The health and socioeconomic impacts of major multi-sport events: systematic review (1978-2008)
Author & date	Gerry McCartney et al. (2010)
Source	McCartney, G. et al. (2010) *BMJ May 2010*: BMJ Publishing Group Ref 2010;340:c2369.
Key themes and recommendations	Very little evidence to suggest that major sporting events in the past have delivered health or socioeconomic benefits to the host city population. Expectations of legacy have not been disproven, however it is very difficult to understand the impact of multi-sport events or future impact. Decision-makers should take a different approach in implementing events such as

	increasing democratic control, delivering events at already established and less costly venues, and use impact assessment approaches. Robust long-term evaluations should be included as part of the event.
Barriers, challenges, limitations, gaps	Very little long-term evidence to suggest positive impact from multi-sport events. Short-term evidence does not seem to suggest any impact one way or the other.

Title	How will the 2014 Commonwealth Games impact on Glasgow's health, and how will we know?
Author & date	G. McCartney, P. Hanlon, L. Bond (2013)
Source	McCartney, G. Hanlon, P. Bond, L. (2013) Evaluation January 2013 vol. 19 no. 1 24-39
Key themes and recommendations	Critical Pathways Economic growth: negligible or negative economic growth seen in previous studies. Economic growth driven by public sector spending on infrastructure is likely to show opportunity costs elsewhere. There is a possibility of the Games increasing inequality as public spending is concentrated on the Games, not on policies and programmes. Increase sports participation: little evidence from previous studies to say physical activity increases after an event. Could be improved by the increase in sport arena's and infrastructure. Glasgow could have a very modest impact. Increased pride: reframing Glasgow's identity could have a net positive effect, but does not look to be part of the decision-makers' agenda. Volunteering: previous events, some volunteers had positive time, some had negative. No evidence for long-lasting effects of volunteering on the volunteer or the community. Improved environment: other than the Athletes' Village, there was little additional regeneration for the 2014 Games that wasn't already planned beforehand. Hard to say whether positive impacts will be based on the sporting event. Legacy Programmes: potential to have positive effects, but is limited to only those who are very engaged with them. Now that limitations and negative impacts have been brought to light, it is important to minimise these and maximise the benefits of 2014.
Barriers, challenges, limitations, gaps	There needs to be a framework for evaluating the Games. Long-term studies are impossible as the event only happens once, cannot be randomised or repeated. Through a multi-staged approach, the Games can be evaluated. Though it is

unlikely to generate health or socioeconomic benefits, it might be possible for the Games to increase pride in Glasgow. There is also real danger of increasing inequalities, increased consumerism, gentrification and public sector cuts.

Title	How will the 2014 Commonwealth Games impact on Glasgow's health, and how will we know?
Author & date	Gerry McCartney (2010)
Source	McCartney, G. (2010) University of Glasgow: MD Thesis
Barriers, challenges, limitations, gaps	The HIA has been limited to recommendations to maximise the positive impacts of the 2014 Games and minimise the negative ones. However, it cannot make an educated guess on the overall net impact of the event. It is unlikely the Games will generate the benefits outlined in the bid document and legacy plans.

Title	Beyond Rhetoric: Manchester 2002, Major Events and Legacies
Author & date	Dr Adam Brown (2008)
Source	PowerPoint presentation: www.glasgow.gov.uk/CHttpHandler.ashx?id=17399&p=0
Key themes and recommendations	Public money and support for these large-scale events must be justified by proper analysis of the legacy and benefits, both sporting and non-sporting to the community. Has been no identifiable positive social impacts from previous events, however there is a danger of gentrification.

Set legacy targets from an early stage and involve local people in these objectives. With government and local authorities and regeneration agencies to avoid gentrification. Be aware that evidence suggests that the poor are least likely to become participants through major events, and that volunteering programmes mainly attract those who are already engaged in the activity. Use local networks and organisations to deliver the event on budget and on time and include local populations. Buildings don't generate participation in sport, need to involve users and management. Use a variety of approaches to target cultural diversity in the area. Use sport as an engagement mechanism for long term development. Link new inclusion programmes in Scotland (sports related) to gain funding and involve successful organisations in planning. |

Title	VOiCE Case Studies: Reaping the Legacy of the Commonwealth Games
Author & date	Scottish Community Development Centre
Source	http://www.scdc.org.uk/media/resources/voice/VOiCE%20Case%20Study%20-%20Reaping%20the%20Legacy%20of%20the%20Commonwealth%20Games.pdf
Outline of process, recommendations	Scoping event with decision-makers and stakeholders, Glasgow household survey, web and paper questionnaire ('Have your say'), interactive discussion workshops, feedback events and summary report publication. The process helped achieve a shift in how the public felt from being consulted to, to being involved in the process.
Barriers, challenges, limitations, gaps	The steering group identified the following areas for improvement: 1. Strategic buy-in from senior officers needs to be there from the beginning to encourage community engagement. 2. Lack of community involvement in the Commonwealth Games Bid impacted on starting the HIA community engagement process 3. Considerable engagement takes time and requires resources.

Title	Health Impact Assessment: Maximising the impact of 2014
Author & date	Dr Linda de Caestecker
Source	PowerPoint presentation: http://www.glasgow.gov.uk/CHttpHandler.ashx?id=17397&p=0
Key themes and recommendations	Health inequalities are extensive in Glasgow compared with nearby areas and Scotland. There are also huge differences between certain areas within Glasgow. Children are more likely to be born underweight, male life expectancy is much lower, children and adults are more overweight/obese, smoking prevalence, disability illness, school leavers into higher education, unemployed claimants are all worse in more deprived areas of Glasgow. No evidence to suggest positive health impacts are gained in host cities.
Links between report and HIA recommendations	Determinants of health are transport, housing, employment, the environment, education, cultural and leisure activities. Glasgow 2014 aspirations include improving the health of our population around physical activity, smoking control and the prevention of obesity. Also improving the levels of confidence, wellbeing and mental health. When considering legacy, include sustainable long-lasting benefits, mass participation in physical activity, reduce health inequalities, local and national benefits.
Barriers, challenges, limitations, gaps	The HIA process is not easy and requires a lot of consideration. Some may suggest that the process is not fully participatory and requires large amounts of resources

	(money, time, man power).

Title	More than 10 days of Sport: Lessons from Manchester
Author & date	Clare Johnson
Source	PowerPoint presentation: www.glasgow.gov.uk/CHttpHandler.ashx?id=17398
Key themes and recommendations	There are ten critical success factors to ensure the success of a legacy programme. These are sustainability, legacy planning, community representation, tackling disadvantage, long-term regeneration, physical legacy, joint working, shared ownership, event-themed approach and diffused benefits.

Title	2014 Commonwealth Games HIA Scoping Event Report
Author & date	Susie Palmer (2008)
Source	www.glasgow.gov.uk/CHttpHandler.ashx?id=3821&p=0
Process outline and recommendations	Aim of the event was to open a dialogue with key influencers and decision-makers, seek buy-in from these groups and provide information to develop the community engagement phase of the research. In total, there were 120 key decision-makers from a diverse range of organisations.
Links between event results and HIA recommendations	GCC Development and Regeneration Services had completed a new spatial strategy for the east end, upgrading four athletic complexes and building four new ones. Cross-cutting themes which emerged across all workshop groups were: community engagement, community empowerment, community cohesion / connectivity, access for all, equity of opportunity, social justice, monitoring / evaluation. The health and wellbeing legacy themes that emerged from the workshop were: volunteering / employment / skills development opportunities, tourism / image, education, procurement, regeneration, participation (sports / cultural / community), civic pride / feel good factor / mental wellbeing / quality of life, behavioural change – healthy / active living, crime / community safety, carbon footprint.

Title	Health Impact Assessment of the 2014 Commonwealth Games: Community Engagement Process Evaluation
Author & date	Corporate Policy Health Team (2010)
Source	Glasgow City Council Glasgow, May 2010
Process	This report goes through the stages of VOiCE that were used when developing the HIA. Methods used in the HIA were outlined as 1. Analyse & plan workshops, 2. Scoping event, 3. Presentations to community reference group and community engagement co-ordinating group, 4. Media planning, 5. Glasgow household survey, 6. Questionnaire (web version), 7. Questionnaire (paper version) 8. Interactive discussion workshops, 9. Feedback events, 10. Summary report publication.
Barriers, challenges, limitations, gaps	Various issues had arisen over the course of the community engagement process. These included disengagement of those outside the east end, lack of involvement in the bid stage, low response rate to the questionnaire from certain groups (young people, people over 55, disabled people, BMEs, deprived neighbourhoods, people from south west Glasgow), low response rate from the paper questionnaire (1.6%). The process of going through VOiCE was very resource intensive mainly due to time to carry out all the work needed.

Title	Glasgow 2014 Legacy Framework
Author & date	Glasgow City Council
Source	http://www.glasgow.gov.uk/CHttpHandler.ashx?id=7770
Key themes and headline outcomes	A public-facing document detailing the meaning of legacy in the context of the Games, outlines the key legacy themes (Prosperous, Active, International, Greener, Accessible, Inclusive) and their headline outcomes, and categories Glasgow 2014 projects accordingly. Each project outlines outcomes that define its successful implementation. Prosperous – Headline outcomes Improve business growth and performance Increase employment and training and development opportunities Improve the physical appearance of Glasgow, particularly in the east end Active – Headline outcomes Increase the capacity of the sports infrastructure, through improved club development and coach education Increase participation in sport and physical activity and contribute towards improving health and wellbeing of Glaswegians International – Headline outcomes Contribute towards the enhancement of Glasgow's reputation and image Attract a range of cultural sporting events to the city Develop Glasgow's tourism industry Strengthen links with Commonwealth nations Greener – Headline outcomes Improve sustainable standards of living Improve access to, and use of, green spaces Reduce climate emissions in Glasgow Accessible – Headline outcomes Improve transport connectivity across the city

	Provide a sustainable network of travel
	Inclusive – Headline outcomes
	Encourage people in Glasgow to participate in volunteering programmes
	Inspire new cultural activity and learning opportunities from Glasgow 2014

Title	Glasgow 2014 – Delivering a lasting legacy for Scotland
Author & date	Social Research (2008)
Source	http://www.scotland.gov.uk/Resource/Doc/212495/0056525.pdf Scottish Government B54512 02/08
Key themes and consultation feedback	Conducted in 2008, the consultation paper *Glasgow 2014: Delivering a Lasting Legacy for Scotland* drew feedback from 169 respondents based in various Scottish organisations regarding the five strategic objectives of: Wealthier and Fairer; Smarter; Healthier, Safer and Stronger; and Greener. Their top-line findings were as follows: Wealthier and fairer – Respondents generally welcomed the proposals made in this section of the consultation paper and provided comments on how the legacy benefits could be developed further in four areas: procurement; promoting Scotland; tourism – infrastructure and promotion; employment and training (and the link to volunteering). Smarter – Responses to this section of the consultation paper mainly focused on the three main proposals made in relation to achieving the 'Smarter' objective: developing volunteering; increasing children's and young people's participation in civic life and expanding their influence on local and national decision-making; and, capturing the enthusiasm of children and young people for the Games. Healthier – This section of the consultation paper generated a substantial amount of comments around two key issues – the health legacy and the sporting legacy. Comments on the health legacy concentrated on three issues: tackling health inequalities; promoting physical activity and healthy lifestyles; and, sports injuries. Safer and stronger – Responses to the Safer and Stronger section of the consultation paper concentrated on three issues: regeneration; improving

opportunities for offenders; and, community engagement.

Greener – Although most respondents supported the proposals aimed at achieving the 'Greener' objective several suggested that the consultation paper should have had greater emphasis on the 'green' agenda, including 'green transport' such as walking and cycling. There was strong support for the proposals to use the Games as an 'environmental exemplar' and as an 'exemplar of sustainable transport'.

Limitations	Wealthier and fairer – Concerns were raised at the quantity of low-paid employment that the Games would create. On suggestion being that the Games should be a 'Living Wage Games'. Healthier – Respondents were concerned that the consultation paper did not lend enough priority to sporting legacy, including specific targets regarding access to PE in schools, improving access to quality facilities and increased volunteering and coaching.

Title	**Commonwealth Games 2014 Progress Report 2: Planning for the delivery of the XX Games**
Author & date	Audit Scotland (May 2013)
Source	http://www.audit-scotland.gov.uk/docs/central/2013/ir_131031_commonwealth_games.pdf
Feedback and recommendations	The report concludes that overall progress is good. The strength of partnership working and legacy planning has been particularly commendable. Areas that need improvement include the streamlining of decision-making processes, detailed transport planning and agreement on the detailed level of service for venues and the Athletes' Village. Detailed transport planning is not as progressed as it should be at this stage. Detailed requirements are needed for public transport, procurement of buses and cars, and traffic and route management, including integration with Games events using transport routes. In the final, vital delivery phase of the Games, it is important to ensure that governance arrangements; delegated and quick decision-making processes; and clear exception reporting arrangements are in place to deal with the high volume of activity.

Title	2014 Commonwealth Games: Planning for Legacy Monitoring & Prioritisation Workshop
Author & date	Susie Palmer and Jo Marwaha (2010)
Source	Internal document
Key themes and processes	The HIA Monitoring and Prioritisation Workshop was conducted in 2010 to re-evaluate the priorities and content of the HIA in light of initial feedback. It was attended by over 20 key stakeholders in the HIA's implementation. The workshop contained two working groups, each of whom took three of the Glasgow 2014 Legacy Framework theme to discuss. The groups were asked to consider whether the recommendations 1) met the needs of certain population groups, 2) whether the recommendations needed to be amended, 3) whether any recommendations were missing, and 4) what they regarded to be the highest priority recommendation. A list of detailed recommendations was produced for each theme, included as a set of six appendices.
Title	A Legacy for Glasgow: Towards 2014
Author & date	Glasgow City Council
Source	Glasgow City Council Glasgow, September 2012
Key themes	This public facing document outlines the key themes of the GCC legacy plans and gives top-line figures for expected legacy benefits, illustrated via the inclusion of short case studies.

Title	Legacy Lessons from Past Large-Scale Sporting Events: Review of Evidence
Author & date	Communities Analytical Services (October 2012)
Source	http://www.scotland.gov.uk/Publications/2012/10/7250 ISBN: 9781782560609
Key themes and recommendations	A lack of robust evidence exists on the benefits of large scale sporting events, especially in regard to long-term outcomes. What evidence does exist is often

mixed and low quality.

No automatic trickle-down of benefits exists and positive legacy outcomes must be written carefully into the planning and implementation of the Games. This will be achieve through 1) adopting a long-term perspective, 2) ensuring good institutional organisation and 3) active community engagement.

Economic growth – Previous research suggests that economic growth can be expected as a result of hosting a major sporting event. However, the data on which these findings are based is limited, usually short-term and fail to take into account the cost impact of hosting the games. Evidence suggests that Manchester became a more desirable 'business city' as a result of hosting the Commonwealth Games in 2002.

Employment – Studies show that an increase in employment can be expected, although the sustainability of such jobs is a concern. The Manchester case study showed an increase in skills, esteem and aspiration among disadvantaged groups as a result of qualifications and skills development connected to the Games.

Tourism – A study covering 18 major sports events suggested an average 8% increase in tourism for host cities. However, there was a great deal of variance between event type and the benefits tended to be short term.

Infrastructure – Strategies must be put in place to avoid the problem of creating 'white elephants', including: sufficient long-term plans for legacy; good co-ordination between the public and private sectors; sufficient integration of legacy plans outside the city centre; making sure permanent buildings are suitable for everyday use.

Environmental impact – Sporting events have been shown to have potential to lead in environmental innovation. However, to avoid creating a large environmental footprint, such innovation must be complimented by investment in public transport, environmentally-friendly building materials, recycling and local/organic food sourcing.

Displacement – A tendency to displace residents through forced relocation is found with many large-scale sporting events due to replacing what exists rather than developing what is already there.

Physical activity – The evidence base for increased physical activity is poor and can even suggest a decrease. However, the 'demonstration' and 'festival' effect can lead to an overall increase.

Feel-good factor – There is little evidence to show an automatic long-term upturn in good feeling following a large sporting event.

Partnership legacy – There is some evidence to support a strengthening of networks of organisations as a result of a major sporting event.

Appendix 5. Outcomes status; as of October 2014.

Title	HIA Recommendations – Status Report
Author & date	Organising Committee 11/10/2014 unpublished
Source	Internal Excel document
Prioritised improvements, key themes and recommendations	57 HIA recommendations in total Departments involved in HIA implementation: Ceremonies and culture Commercial Communications and marketing Engagement and legacy Games services Games workforce Human resources Marketing Media communications Procurement and contract management Programme and risk management Security Sport Transport and logistics Venue and village development and integration
Links between actions taken and HIA recommendations	Recommendations derived from the HIA report
Progress made	Fifty-one now implemented; four pending; two rejected
Barriers, challenges, limitations, gaps	N/A

Title	Glasgow 2014 Legacy Framework: Progress Report and Action Plan (2011 – 2012)
Author & date	Glasgow City Council – January 2011
Source	Glasgow City Council Glasgow, January 2011
Prioritised improvements, key themes and recommendations	Progress and recommendations tied to the **six main legacy themes**; Prosperous, Active, International, Greener, Accessible and Inclusive. These are underpinned by the key principles of Health, Inclusion and Sustainability. This is a historical document, superseded by the 2012/13 Progress Report (below).
Links between actions taken and HIA recommendations	Theoretically implicit within GCC operating practices
Projects	Physical infrastructure: Completed –Scotstoun Stadium; Toryglen Football Stadium In progress – National Indoor Sports Arena; Scottish National Arena; Cathkin Braes Mountain Bike Venue; Glasgow Green Hockey Venue; New Riverside Museum; Tollcross Leisure Centre; Scotstoun Leisure Centre; Kelvingrove Lawn Bowls East Pavillion; Athletes' Village. Theme A – Prosperous: Glasgow Business Portal Business Club Scotland Commonwealth Apprenticeship Initiative Community Benefits in Procurement Policy Clyde Gateway URC Refurbishment of Tontine House

	Theme B – Active:
	Community sport and participation
	Coaching strategy
	Performance development and pathways
	Active travel
	Participation projects
	Theme C – International:
	Glasgow Destination Portal
	The 2014 Cultural Plan
	Strategic Major Events Forum
	Glasgow Tourism Skills Initiative
	Commonwealth and International Development Cities Programme
	Pre-London 2012 Olympics Training Camps
	Theme D – Greener:
	Sustainable Glasgow Initiative
	Clean Glasgow Campaign
	2014 Clyde Walkway Pilot Plan
	BS8901 Standard for Sustainable Event Management
	Low Emission Zones
	Athletes' Village
	Waste Diversion
	Strategic Environmental Assessment
	Theme E – Accessible:
	M74 Completion

	East End Regeneration Route
	Sustainable Transport Initiatives
	Games Transport Strategic Plan
	Walking and Cycling Network
	Theme F – Inclusive:
	Strategic Volunteering Framework
	Commonwealth Challenge: Curriculum for Excellence
	Parks and Educational Establishment Twinning Initiative
	Interaction Leadership Programme/Delhi Ambassadors
Barriers, challenges, limitations, gaps	N/A

Title	**Glasgow 2014 Legacy Framework: Progress Report and Action Plan (2012 – 2013) - Current**
Author & date	Glasgow City Council – July 2012
Source	Glasgow City Council Glasgow, July 2012
Key themes and future projects	Progress and recommendations tied to the **six main legacy themes**; Prosperous, Active, International, Greener, Accessible and Inclusive. These are underpinned by the key principles of health, inclusion and sustainability. **Key developments and changes** since the 2011/12 action plan are: Prosperous: Two new projects – Launchpad & Carlton and Barras Action Plan Active: One new project – Playground to Podium International: One new project – Inward Investment Scheme; Introduction of a new strategic objective reflecting a focus n attracting inward investment Greener: Nine new projects – Sustainable Tourism Scheme; Venue Audits;

	European Green Capitals Award; Parkrun; 2014 Multifunctional Greenspace Award; Commonwealth Gardens; Stalled Spaces; Environmental Guiding Principals; Cathkin Wind Farm. Accessible: Seven new projects – Traffcom; Cathedral Street Bridge; Fastlink; Subway Upgrade; Railway Upgrade; Sustainable Transport Initiatives; Public Realm Inclusive: Three new projects – Glasgow as a Gallery; Trang Belang; Malawi Young Leaders of Learning. 'Strengthening links with Commonwealth nations' objective moved to Inclusive theme from International.
Links between actions taken and HIA recommendations	Theoretically implicit within GCC operating practices.
Barriers, challenges, limitations, gaps	Acknowledgement of 'current economic challenges'

Title	An Evaluation of the Commonwealth Games 2014 Legacy for Scotland Report 1: Questions, Methods and Baseline
Author & date	Games Legacy Evaluation Working Group - 2012
Source	ISBN 978-1-78256-191-0
Key themes and conclusions	Key Legacy Themes: Flourishing, Active, Connected, Sustainable Theme1 – Flourishing The report acknowledges that a number of important business support, tourism and employment/volunteering projects are underway, including the Glasgow Business Portal (19,499 Scottish registrations), BusinessClub (3,245 members), VisitScotland initiatives at global events in Scotland (Ryder Cup, Homecoming 2014), Legacy 2014 Young Persons Fund, Commonwealth Apprenticeships, Commonwealth Jobs Fund and Graduate Programme. However, the report suggests that, at the time of publishing (2012), there had not been sufficient time to meaningfully monitor the progress of the stated economic indicators in terms of the effect of CWG Legacy plans. Since the beginning of the recession (2008) overseas visitor numbers has been show to be stable and expenditure has remained stable. Domestic tourism has increased since 2008 and expenditure has risen accordingly. Hotel occupancy has seen an increase since 2008. Other indicators of the city's international reputation

have remained constant since 2008.

Theme 2 – Active

The report concludes that key indicators for physical activity (active travel, visiting outdoors, sport participation and sport-related volunteering) have remained stable since 2008. Women and older people still engage with physical activity at a lower rate, with the gender gap emerging in the teenage years.

Significant variation exists in participation in physical activity by deprivation, with the relationship between increased income and higher sports participation showing a strong positive correlation. Furthermore, the report predicts that the underlying data for lower-level physical activity and sport participation suggests that there is even greater social patterning.

Theme 3 – Connected

The indicators included in the connected theme relate to attitudes toward Scotland and the Commonwealth Games, attendance and participation in cultural events and activities, and cultural learning and celebration around the Games.

The report concludes that a majority of the indicators for monitoring the impact of the connected theme are still under development, with a body of data becoming available over the coming few years.

Theme 4 – Sustainable

Glasgow has improved its self-perceptions of neighbourhood improvements, and the number of people seeing their community as a very good place to live has increased since 2008. The crime rate stands at the lowest it has been since the 1970s. However, this has not been matched by a decrease in the perception of crime, with fewer residents now believing that crime levels have remained the same or decreased. The perception of community influence sits at a higher level in Glasgow when compared with the rest of Scotland. The quantification of the various aspects of community strengthening and empowerment will be available in a subsequent report.

Rates of recycling have increased among adults.

The reduction in vacant or derelict land highlights the positive impact made by Glasgow and east end regeneration projects. Indicators suggest that the foundations are in place for a successful programme of regeneration of the physical and social environment throughout the city, with a focus on the east end.

Links between actions taken and HIA recommendations	The report highlights the link between the four national legacy themes and GCC's six legacy themes, developed in tandem with the HIA.
Progress made	N/A
Barriers, challenges, limitations, gaps	N/A

Title	**GoWell in Glasgow's East End Baseline Community Survey 2012 Report One: Headline Indicators**
Author & Date	Julie Clark and Ade Kearns – May 2013
Source	University of Glasgow, 2013
Key themes and findings	Key Legacy Themes: Flourishing, Active, Connected, Sustainable Theme 1 – Flourishing A quarter of those interviewed had taken part in some form of volunteer or unpaid work in the previous 12 months. This figure is lower than the Scottish national average, but compares evenly with other areas of Glasgow. Similarly, a quarter of participants expressed a desire to volunteer during the Games. Theme 2 – Active Only a third (36%) of east end residents are physically active at the recommended levels. A higher percentage of residents than the Scottish national average undertake moderate exercise for less than 30 minutes per week. This figure is also low compared with the rest of Glasgow. The report suggests that the relatively low level of car ownership within the east end leads to a fairly high (1/3) instance of active methods of commuting. Participation in sport is high within the adult population, with 58% of adults having participated in some form of sports within the last four weeks. However, this only translates to a figure of 43% who exercise weekly. Theme 3 – Connected The success and popularity of the Olympic Games in London has lead to an improvement in public support for the Glasgow 2014 Games. They now stand

	above the equivalent figure for the London Olympics.
	While there is a high overall level of pride amongst respondents in the city of Glasgow as a whole (87%), this figure is lower in regard to the local area (60%).
	Theme 4 – Sustainable
	The positive effects of neighbourhood change are being felt in the east end, with 44.5% stating that they believe the neighbourhood to have improved in the last three years. This figure is higher than most other deprived areas, as well as higher than the national average. However, less than a quarter of respondents believe that they are very satisfied with their neighbourhood, suggesting a great deal of room for improvement.
	Seventy-eight percent of respondents believe that crime has decreased or stayed the same in the last two years, although the east end is still considered less safe than the city average (52% and 61% feeling safe to walk alone in the dark, respectively).
	At 37%, the proportion of respondents who feel able to influence local decision-making is higher than both the city and Scottish national average.
	Over 50% of respondents rated local sports facilities as very good.
Links between actions taken and HIA recommendations	The report is structured around the four national legacy themes.
Progress made	N/A
Barriers, challenges, limitations, gaps	N/A

Appendix 6. HIA Recommendations as mapped to Glasgow City Council 2014 Legacy Framework.

Count of HIA Recommendations by Example Implementer Organisation

Example Implementer Organisation	Recommendations
GCC Legacy Framework	108
Clyde Gateway	17
Organising Committee	11
Policing/security initiative	11
Specific organisation not yet identified	12
Grand total	159

Data Table

HIA recommendation	Implementer Organisation
Using control measures from statutory Equality Impact Assessments (EqIA's) to mitigate widening health inequalities through access issues.	Specific organisation not yet identified
Investing in more promotion/awareness-raising of price concessionary discounts for new and existing facilities, as well as the availability of free or low-cost transport to enable access to facilities for socially-excluded groups (e.g. older people, people with physical and/or learning disabilities, carers).	Glasgow City Council (GCC)
Promote the www.disabledgo.com website gives comprehensive information on accessible venues and associated issues.	GCC
Carry out full disability access audits on Glasgow's upgraded facilities in conjunction with the appropriate equality organisations, especially the Glasgow Access Panel.	GCC
Ensure inclusive design is a priority in building contracts, with consideration of key issues such as acoustics, comfort, ventilation, visitor orientation, door width, toilets and desk height.	GCC

Use the Commission for Architecture and the Built Environment (CABE) guidance on well-designed buildings, places and spaces.	Clyde Gateway
Ensure contractual clauses around inclusive design are managed and monitored.	GCC
Ensure strict noise conditions, set out within planning application by Land and Environmental Services are Monitored and Managed.	Specific organisation not yet identified
Ensure buildings are designed for mixed use.	GCC
Develop, implement and monitor strategies which help to maximise the use of the facilities (e.g. an events strategy).	Clyde Gateway
Ensure facilities enable a range of activities that meet the current and long-term needs of local people (e.g. grassroots sports development, socialising, physical activity, children's activities).	GCC
Ensure that every facility has a mechanism in place for communities to be involved in decision-making in line with the National Standards for Community Engagement.	Specific organisation not yet identified
Learning from Manchester 2002 issues over community use of the velodrome, ensure that non-elite demand for access is monitored and met.	GCC
Enhance school estate accessibility, including fair pricing, for sports and leisure activities (e.g. open school estates to clubs and communities).	GCC
Approach and encourage stadia, leisure centre and 2014 venue directors in Glasgow to promote healthy food and drink options in line with established nutritional standards e.g. the European Healthy Stadia Movement, Scottish Healthy Living Award scheme.	GCC
To combat noise pollution, limit noise at source by avoiding construction noise during antisocial hours, particularly in residential areas.	Clyde Gateway

Limit noise pollution from vehicles by:
     quiet road surfaces,
     speed limits / cameras,
     traffic calming,
     tree planting.
	Clyde Gateway

Mitigate community severance by improving routes for active travel including: central reservations and footbridges, cycle lanes, clear signing of alternative routes for walkers/cyclists which include distance/estimated times.	GCC

Improve road safety and limit road injuries through:
    speed limit reductions,
    good public lighting,
    introduction of roundabouts.
	GCC

Consider 'alternate plates' days; a very efficient method used in other mega-events that prohibits vehicles with odd registration number plates to circulate on some days, and even ones on other days.	GCC
Ensure public information campaigns in the run-up to (and during) the Games provide advice on parking restrictions and signpost to information hubs on Games transport, promoting active travel, public transport, park and ride facilities etc.	GCC
Ensure continued monitoring of air pollution with plans for emission control.	GCC
Ensure public transport during Games is accessible to all groups especially disabled people, the visually impaired, the elderly, those with language barriers, women/men with buggies/prams.	GCC
Widen 2014 training to all public transport workers (including taxi drivers) ensuring there is built-in learning around cultural sensitivity, different equality groups and general customer service – ensuring this continues after the Games.	Specific organisation not yet identified
Implement annual trials of the transport strategy in the years before the Games to ensure the strategy works and to encourage permanent population shifts to sustainable and active transport.	Specific organisation not yet identified
Ensure there is long-term reliable, accessible, safe and low-cost public transport (including entitlement cards) beyond the life of the Games.	GCC
Introduce a plan for improving Glasgow's integrated ticketing system.	GCC
Improved signage and information for public transport.	GCC
Introduce local targets for the perception of safety and security on public transport.	GCC

Reducing perceived fear of crime along active routes through:
    improved lighting,
    encouraging increased use of public spaces,
    visible policing,
    clearing any broken glass from routes.
	GCC

Create an environment which supports physical activity through active transport (e.g. Maintenance and cleaning of paths).	GCC

Develop signage for walking routes that indicates distances and times to key venues/locations (linked to recommendation 13: signage for public transport).	GCC
Trial active travel initiatives in disadvantaged areas as part of the city's plans to work towards a modal shift in transport choices (e.g. cycle hire scheme).	GCC
Develop incentives and reward schemes for active travel.	GCC
New cycle path design should separate pedestrians from vehicles to encourage use.	GCC
The Athletes' Village design should not privilege the use of the car through the use of 'Home Zones'. This approach should also be considered for future regeneration initiatives.	GCC
Promote and develop targets for green travel planning across the city (private and public sector).	GCC
Ensure that all programmes of activity related to the Games enable people to harness, promote and develop pride in their community.	GCC
Ensure there is adequate community involvement during the planning of, and directly in, 2014 related activities which will elicit a sense of civic pride (e.g. participation in volunteering, athletics, cultural events, jobs).	GCC
The primary marketing message of the Games should be the 'friendliness' of Glasgow's communities rather than measuring success by the acquisition of gold medals alone.	Clyde Gateway
Harness the pride Glaswegians have in their city by publishing a strategy outlining opportunities for all Glaswegians to participate in an ambassadorial role which takes advantage of the rich multicultural resources within the city in addition to more formal volunteering opportunities.	GCC
Learn lessons from Barcelona in keeping the feel-good factor/civic pride ongoing through a commemorative Games event after the Games which allows people to get involved at a local level, perhaps a carnival.	Clyde Gateway
Promote the idea of 'personal best' – which is a way in which individuals and families challenge themselves to do their best in an activity.	GCC
Review the CSG pricing strategy to enable and encourage more 'harder to reach' groups to access physical activity opportunities in the city.	GCC

Target physical activity initiatives, such as Paths to Health, to specific groups (e.g. minority ethnic groups, low income, social care clients, young people, older people, people with learning disabilities, disabled people).	GCC
Use existing public spaces to promote physical activity and maintain it. Remove 'no ball games' signs. Link to Pitches strategy, Core Paths Plan and Open Space Strategy.	GCC
Publicity surrounding the Games should provide opportunities to promote sustainable health improving messages relating to physical activity e.g. around active travel, walking.	GCC
Use 2014 as a catalyst to drive forward Health Improvement Programmes – establish long-term management and support strategies.	GCC
Ensure there is improved awareness of opportunities for participation (with a focus on harder-to-reach groups). This will include promotion of the Health Scotland website detailing the availability of local sports and physical activity initiatives.	GCC
Use the Games to develop innovative sports participation initiatives (based on local needs and wants) that avoid the pitfalls of decreasing participation and widening inequalities. These might include both Commonwealth and non-Commonwealth sports (such as basketball), as appropriate for different groups.	GCC
Use existing card schemes to advertise opportunities for physical activity (and to assist evaluation).	GCC
Ensure that any social marketing commissioned related to the Games counters widening inequalities in participation.	GCC
Ensure NHS service planning takes into account trends in physical activity levels, e.g. provision of physiotherapy services meet projected demand.	Specific organisation not yet identified
Make the Glasgow City Council, Land and Environmental Services Green Badge scheme (which will encourage commercial premises to become more environmentally sustainable and provide healthier food choices) a mandatory element of the annual application process for street traders. Ensure only green badge holders can access the 2014 village site and venues.	GCC
Use the Games as a driver to provide more support for parents and carers beyond the school gate on matters related to food and nutrition (e.g. healthy snacks, healthy packed lunches).	Clyde Gateway

Use 2014 as a target date to roll out Cordia Ltd's Healthy Life Style Brand Cafés (already in Bellahouston and Tollcross) to all public buildings including leisure centres, park cafeterias, 2014-related facilities, community facilities, museums etc.	GCC
Implement healthy vending policies across the NHS and GCC.	GCC
Ensure access to healthy food is considered in the council's planning procedures.	GCC
GCC should work closely with the government on a review of civic government licensing to combat the presence of unhealthy food vans outside schools and multiple unhealthy fast food outlets near schools and throughout deprived areas generally.	GCC
Encourage third sector to bid for 2014 contracts relating to food provision (e.g. community food initiatives and the procurement of food for 2014).	GCC
Glasgow uses 2014 to work towards a cultural norm of family friendly sporting fixtures and events, without heavy drinking.	Clyde Gateway
Carry out a review of the literature focusing on the use of alcohol at sporting events and public information campaigns that encourage people to 'behave' using civic pride as a motivating factor.	Specific organisation not yet identified
Ensure that the implementation of Glasgow's Joint Alcohol Policy Statement and Alcohol and Drug Prevention and Education Model are tailored to take account of potential changes in service demand as a result of the Games.	Specific organisation not yet identified
A review should be carried out to identify any Games venues where: smoking is permitted on the grounds; and where tobacco and related products are sold. Begin negotiations to ensure that grounds are free from second-hand smoke and any tobacco-related products are phased out before 2014, respectively.	Organising Committee
Sponsorship linked to the Games should be associated with healthy, fair-trade and sustainable products or at least carry health promotion messages.	Specific organisation not yet identified
Use Glasgow's Tourism Action Plan to achieve targeted changes in perception of the city, through the development of a pre- and post-2014 communications strategy and robust measurement systems to evaluate the attributable impact of the Games.	GCC
Glasgow City Council should enhance its Clean Glasgow campaign in the run-up to (and after) the Games with a robust evaluation system to assess progress on the actual and perceived impact on Glaswegians and tourists.	GCC

Showcasing opportunities should part of a process of long-running business network development.	GCC
Glasgow 2014 Ltd's Media Plan and Glasgow's Tourism Communications Strategy must include risk management strategies to identify potential risks which may affect the city's image and reputation. These assessments should include appropriate management actions and controls to mitigate the risks.	Organising Committee
A branding of the city that maximises the potential positive impact on civic pride and wellbeing should be promoted, such as 'the friendly city' or Glasgow's heritage. Avoid branding the city only in terms of consumerism, but focus on its cultural and community assets.	GCC
Publish a plan for the provision of the social infrastructure necessary for a vibrant community – 2014-related regeneration needs to adhere to principles and guidelines in East End Local Development Strategy.	GCC
Promote innovative urban planning, integrating skateboarding parks, outdoor play and sports areas within residential areas, with a focus on safe and secure environments that encourage physical activity.	GCC
Use existing public spaces to promote physical activity and maintain it. Remove 'no ball games' signs.	GCC
Make the proportion of social rented housing in the Athlete's Village higher, ensure the quality of housing is the same, and create integrated, mixed income communities.	GCC
Engage with local communities on what the new development means for them, seek to ally any concerns, and build-in positive suggestions	GCC
Engage with local communities around the design of the village to the National Standards of Community Engagement and in doing so allow the community to provide input into the design and re-development of their neighbourhoods.	GCC
Publish agendas, minutes and documents relating to the design, commissioning and planning of the Athlete's Village.	Clyde Gateway

Ensure health and safety standards are at a premium to limit future unintentional injuries from e.g. falls and fires, with a focus on children and the elderly.
Effective prevention measures include:
    individually tailored safety devices (e.g. smoke alarms, CO alarms and sprinklers),
    hazard removal,
    tailored exercise programmes for the elderly.
Educational outreach and home visits (e.g. Fire Service) are essential if prevention programmes are to result in injury reduction.
	GCC

Build 'green' housing: Ensure highest environmental standards for the Athletes' Village (e.g. minimise heat loss, improved protection from the cold (particularly for the elderly), affordable domestic heating, and energy efficiency measures).	GCC
Ensure activities are high quality, achieve outcomes and are attractive to ALL children and young people by engaging with them in designing the 2014 cultural programme, providing intergenerational opportunities where possible/appropriate.	GCC
As well as young people, target cultural programmes to people from the more excluded neighbourhoods: unemployed, disabled, BME, women, elderly (and those unlikely to volunteer).	GCC
Link in with key community leaders on the development of key cultural and sporting initiatives.	Clyde Gateway
The Glasgow 2014 brand protection will prevent some community groups from using the logo. Create an alternative logo for community use.	Organising Committee
Link Games to mass participation activities that encourage all communities to participate (e.g. street parties; local festivals; race for life, refugee week; intergenerational activities).	GCC
Use the Games to increase diversionary activity for children and young people within the city.	GCC
Use 2014 as a target for children to acquire a new appreciation of commonwealth cultures (e.g. learning a simple hello in various languages to welcome visitors to the city).	GCC
Encourage volunteering at cultural events (young people) through innovative initiatives that 'grab' young people. Consider a Scottish version of www.Vinspired.com – the volunteering website for 16-25 year olds in England.	GCC

Promote outdoor sporting/cultural events (e.g. in public areas to maximise the ability of everyone to see them).	GCC
Make plans to prevent and manage alcohol-related problems in Games fest areas.	Organising Committee
Consider developing 'Games fest' areas across the city rather than only in a city centre location(s).	Clyde Gateway
Ensure the Games fest area(s) (and other outdoor venues) are accessible to wheelchair users and consider others with mobility problems.	GCC

Ensure ticketing strategy is fair, accessible and affordable to local people including:
    consideration of the position of excluded groups within the pricing policy,
    multiple methods of obtaining tickets (i.e. not just on the internet),
    consider free/cheaper seats available to events that have a lower demand,
    the position of carers should be taken into account in ticketing policy,
    provide integrated ticketing where possible and 'one stop' information on the main and any associated events.
	GCC

Ensure local people are fully equipped to access local jobs and training opportunities.	GCC
Ensure employment clauses include employment measures such as health and safety measures, preventing the exploitation of seasonal workers, good working conditions and fair pay (following 2012's lead on adopting the London Living Wage).	GCC
Create community benefits by implementing a targeted recruitment programme, in conjunction with local employability services, which reflects population diversity and focuses on harder-to-reach groups.	GCC
Ensure skills development programmes target job growth areas and address identified skill gaps within the city – to ensure long-term sustainability of jobs.	GCC
Encourage successful contractors to provide meaningful work experience and training opportunities, ensuring that such training opportunities and managed and monitored.	GCC
Consider the use of further education establishments and social enterprises to help provide training opportunities e.g. language skills for seasonal workers and construction work, respectively.	GCC

Focus on using the Games as a catalyst to drive forward existing tourism programmes and strategies to ensure the tourism legacy for Glasgow is maximised.	GCC
Ensure the Games maintain momentum by linking it to existing regeneration plans that continue after the event.	GCC
Ensure local small- to medium- enterprises, including social enterprises, are fully equipped to bid for 2014-related work.	GCC
Ensure that the commitment in the original bid document 'to follow the government's sustainable procurement policy' is upheld, ensuring consideration of sustainability issues such as environmental criteria, encouraging local suppliers, ethical purchasing and waste minimisation/recycling are taken into account.	GCC
Use the Games to encourage workforce health schemes.	GCC
Plan to minimise any potential disruption to existing services.	Organising Committee
Consider the health and social impacts of any cost savings as a result of planning around 2014.	Clyde Gateway
Targeted and transparent information for communities on budget implications.	Clyde Gateway
Put stringent project management and risk management procedures in place to ensure the capital budget is adhered to.	Organising Committee
Tie the new physical facilities for 2014 into employment, education and health as a means of boosting social and economic regeneration.	GCC
Maximise the employability impact of the volunteering programme, design and deliver the training for volunteers in partnership with the current providers of employability services.	GCC
Ensure that existing skilled and experienced local volunteers are given the opportunity to be involved in the Glasgow 2014 volunteering programme (e.g. recruit experienced volunteers who can speak Commonwealth country languages).	GCC
Set up an access course to assist excluded groups to become volunteers (e.g. ex-offenders).	GCC
Set targets to recruit volunteers from excluded groups.	GCC
Encourage volunteering (young people) by learning from successful initiatives such as Vinspired.	GCC

Ensure appropriate support for volunteers with additional needs.	GCC
Make equality training available to all volunteers in line with Glasgow's Equal Access Strategy.	GCC
Ensure out-of-pocket expenses are covered (e.g. caring costs, transport).	GCC
Work with Glasgow employers to develop employer-supported volunteering.	GCC
Support Licensing Board to develop appropriate policy on granting of occasional licenses in line with the objective to protect and improve public health.	Clyde Gateway
Through Joint Alcohol Policy Statement Implementation, support 2014 Commonwealth Games venues and other locations to implement policies and server training to prevent sale or supply of alcohol to people already under the influence in line with Licensing (Scotland) Act 2005.	Organising Committee
Ensure public and visitor awareness of local byelaws banning consumption of alcohol in designated public places.	Policing/security initiative
Ensure enforcement of local byelaws banning consumption of alcohol in designated public places during Games.	Policing/security initiative
Develop strategic approach to tackling underage and agent sales at Off Sales across whole city.	Specific organisation not yet identified
Ensure Joint Alcohol Policy Statement Implementation Plan tackles drinking and antisocial behaviour and initiates culture change in run up to 2014 and beyond and monitors and evaluates progress in relation to this.	Policing/security initiative
Extend schools programmes to local communities, matching and enabling communication and learning between Glasgow neighbourhoods and people from Commonwealth countries in the run-up to the Games (See Cultural Programmes).	GCC
Raise awareness of reporting procedures for racist incidents among visitors and residents (as part of a generic booklet containing safety and other information).	Specific organisation not yet identified
Develop sports and cultural diversionary activity programmes linked to the Commonwealth Games (see Cultural Programmes and Sports Development Legacy).	GCC
Provide training and employment opportunities linked to 2014 volunteering (see Volunteering).	GCC

Use 2014 cultural and sports development programmes as an opportunity to tackle territorialism in Glasgow by bringing young people from different areas together in positive activities (see Cultural Programmes and Sports Development Legacy).	GCC
Continue and expand Clean Glasgow campaign, ensuring this reaches all areas of the city, not just those close to Games venues.	GCC
Develop and publish a plan to provide toilet facilities to meet increased demand across the city and provide information for the public on the availability of these.	Specific organisation not yet identified
Taking account of the learning from previous events and the review and evaluation of Glasgow's Nite Zone initiative, plan for and trial crowd management approaches and publish information for the public on recommended routes and emergency procedures.	Policing/security initiative
Plan for increase in visible police patrols without leaving other areas of the city vulnerable during the Games.	Policing/security initiative
Provide information for the public via leaflets and information booths/police boxes.	Policing/security initiative
Provide equality and diversity training for police and security staff and volunteers to enable them to address the needs of visitors to the city.	Organising Committee
Raise awareness amongst visitors and residents of risk of opportunistic theft (keeping it in perspective as part of a generic booklet containing safety and other information).	Policing/security initiative
Plan for adequate policing and CCTV on high footfall areas.	Policing/security initiative
Ensure that adequate plans for 2014 are made, learning from previous events, as part of Glasgow's existing partnership approach to tackling the causes and impact of prostitution and trafficking.	Policing/security initiative
Ensure that the plans outlined in the bid document to provide 'efficient and discrete' counter terrorism measures are carried out.	Policing/security initiative
Develop a communications and community engagement strategy for the 2014 Commonwealth Games and related plans in line with the National Standards of Community Engagement and using the VOiCE (Visioning Outcomes in Community Engagement) process to plan and review this activity. Learn from the process evaluation of the 2014 Health Impact Assessment.	Organising Committee (VOiCE alternative)

Carry out an independent process evaluation of the 2014 communications and community engagement strategy (referred to above).	Organising Committee
Greater attention to grassroots sports development to achieve health improvement objectives.	GCC
Develop outreach work in residential areas and schools to provide sport opportunities in local areas. These initiatives should be put in place well before 2014 to help maximise their impact.	GCC
Use football/netball/basketball as a hook to get hard–to-reach people into sport – link to role models (e.g. the basketball court project in east end of Glasgow was used to help tackle territorialism).	GCC
Linking to community development activities, develop more qualified coaches to facilitate sports development, whilst addressing barriers to coaching such as low pay, time consuming recruitment and selection processes, limited awareness of opportunities and practical reasons such as the amount of paperwork.	GCC
Development of appropriate roles for sports development volunteers, underpinned by clear policies and procedures and a robust risk management approach. Address barriers to volunteering such as low confidence, previous negative experience of volunteering, lack of knowledge around opportunities, child care issues, time-consuming paperwork.	GCC
Link 2014 Sports Development targets to existing initiatives in schools such as Active Schools/Class connections programme (transport).	GCC
Ensure there are the necessary facilities/equipment and expertise within schools to foster sports development, while supporting the transition from school to club environment.	Clyde Gateway
All contractors must sign up to, and follow, a Considerate Constructors Scheme to address issues such as noise, dust and vibration.	Clyde Gateway
Ensure there is integrated infrastructure mixing canal-type sustainable urban drainage with greenspace and activity networks as outlined in the East End Local Development Strategy.	GCC
The sustainability agenda should be embedded into to all Games-related project initiatives/activities/cultural programmes & not just related to facilities to ensure a lasting successful legacy.	GCC

In terms of sustainable procurement, Glasgow should follow London 2012's lead and ensure that tenders are considered against sustainability requirements, such as minimising embodied energy, responsible sourcing and designing out waste, separately from cost to form a 'balanced scorecard'.	GCC
Raise the standard of procurement generally by using the Games as an exemplar such that in the future procurement is more sustainable, fair-trade, ethical, and local where possible.	GCC
Make the Athletes' Village a low-waste community so that all bins have a recycling option.	GCC
Encourage venues, hotels and sites to recycle the majority of their waste including food, paper, plastics etc during and beyond the Games period.	GCC
Increase the amount of allotments in Glasgow and encourage local food production by linking the Games into the Market Garden Scheme.	Organising Committee
Ensure that the local community is engaged in design of local greenspace.	Clyde Gateway
Develop and implement a lighting strategy for greenspace/open space.	GCC
Reduce safety fears by increasing the presence of park wardens.	Policing/security initiative
Incorporate BS8901: Sustainability in events into Glasgow City Council policy to ensure all events are achieving a uniformly high standard with regards to sustainability.	GCC