



PEOPLE PLACE PASSION

Glasgow 2014 Commonwealth Games Candidate City File

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BOOKMARKS

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1



01
Artistic impression of the new Arena at the Scottish Exhibition and Conference Centre

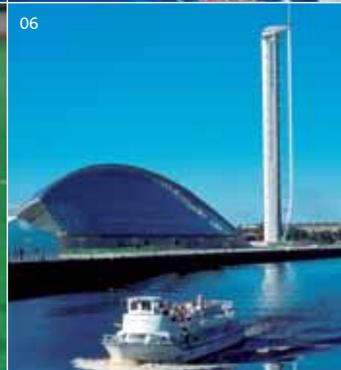
02
Kilchurn Castle on Loch Awe, Argyll

03
Our passion for sport

04
Scotland has extensive sports development programmes covering a wide range of sports for the whole community

05
Hockey will be held at a new Hockey Centre at Glasgow Green

06
The River Clyde waterbus service passing Glasgow Science Centre



01

On behalf of the Commonwealth Games Council for Scotland, the Scottish Government and Glasgow City Council we have the pleasure and the honour of submitting the Candidate City File in respect of Glasgow and Scotland's Bid to host the XX Commonwealth Games in Glasgow in 2014.

The Commonwealth Games Council for Scotland, as host for the Games, has a long and distinguished involvement in the Commonwealth Games movement. It was one of the 11 nations and territories which took part in the inaugural Games in Hamilton, Canada in 1930. It has competed in all subsequent Games.

Scotland has had a long-standing commitment to parliamentary democracy. This is underpinned today by our devolved Parliament – the first for over 300 years. This change complements other significant progress in Scotland in respect of its economic base, its emphasis on multi-culturalism and its investment in young people. The Commonwealth Games in Scotland will be central to these and other policy imperatives over the next seven years.

The renaissance of the City of Glasgow over the past 40 years has been built on a comprehensive and strategic approach to economic, cultural and social development. Integral to this approach has been extensive investment in sport and the arts. This extraordinary level of investment has benefited both the local community and the many millions of tourists who now travel to the city and to Scotland each year.

The experience of taking part in 18 Games by the Commonwealth Games Council for Scotland, the commitment of the Scottish Government to provide significant funding for the Games and the extensive track record of the city in organising major sports and cultural events are now all brought to bear on our Bid to stage the largest and most significant sports event we could ever hope to hold in our country.

Scotland: Its people

Scotland is a relatively small country but has always had big ambitions. We have had a major influence on world and Commonwealth affairs, often through the use of our skills in engineering, technology, medicine and commerce, or in assisting the development of the infrastructure of many Commonwealth nations and territories. Throughout our history, we have demonstrated a commitment to innovation and enterprise while retaining a marked respect for tradition and fundamental ethical values.

Internationally, over the last 300 years, Scots have made a significant, often quiet, mark on world and Commonwealth development. We are always pleased to see how that contribution is still remembered throughout the Commonwealth. In Scotland, especially over recent decades, we have welcomed many new members of the community from the Commonwealth. They continue to make a significant contribution to life in our country.

For athletes, officials and spectators attending the Games in 2014, Glasgow will be the immediate hosts. However, it is throughout the whole of Scotland that the welcome will be felt. There will be many opportunities to sample all that is good in the sounds, sights and tastes of Scotland.

With its distinct culture and identity, we want to show what we have to offer. From the Border country in the south to the Highlands and Islands of the north, ours is a country of great contrasts and easy accessibility. Throughout Scotland, our landscapes and historical locations, our villages, towns and cities, our natural resources of mountains and lochs and internationally famous leisure facilities, such as golf courses, will be complementary attractions prior to and after the Games.

Glasgow: The place

Throughout the last 250 years, Glasgow has undergone several transformations, as it has moved from heavy industry to a more mixed economy, harnessing the skills of the past for the developments of the future.

These changes have not been without social and economic pressures. However, even these have helped shape a people who are innovative, resourceful, steadfast and above all, renowned for their hospitality, humour and friendliness.

The historical city

Glasgow's origins start with an early settlement on the River Clyde dating back to the 6th century. By the 11th century, Glasgow was recognised as a growing and increasingly important town. In 1238, work began on Glasgow Cathedral, symbolising the city's role as a humanities and ecclesiastical centre. Scotland's strong emphasis on education was marked, in 1451, by the founding of the University of Glasgow.

By the late 17th century, Glasgow was beginning to develop extensive trading links in Europe and to the Americas. This continued throughout the 18th century when, after the dredging of the River Clyde, the deep water allowed the city's world-renowned expertise for shipbuilding to be consolidated.

By the mid 19th century, with natural resources, a skilled workforce, and importing and exporting capabilities along the River Clyde, Glasgow stood central to the Industrial Revolution throughout the Commonwealth and the world. As a result, the city has a wealth of history and heritage for visitors to explore.

The modern vibrant city

Today, metropolitan Glasgow has a population of 1.8 million. The city and its surrounding areas are some of Europe's most exciting and beautiful destinations. With the energy, style and vibrancy of a great international city, Glasgow is a destination hard to forget. It has some of the world's most spectacular scenery on its doorstep. The haunting beauty of Loch Lomond is just 30 minutes' drive from the City Centre.

With stunning architecture reflecting the different periods of its growth and development, the city offers a vast range of interests to the four million visitors it already welcomes each year. Visitors are drawn to our city because of our excellent hotels, our world-class museums, our international shopping malls and the extraordinary range of sporting and cultural events held every week within the city. Quite simply, Glasgow is an excellent place to live, to work, to rest and to play.



A view across the River Clyde towards the city

Our sporting credentials

Over many years, we have developed a strong track record of hosting world-class sporting and cultural events in our major cities and towns. In the last 10 years over 100 international sports events have been held in Scotland; over 60 of them in Glasgow. These have included World, Commonwealth, European and International championships in the 17 sports included in our sports programme. (Reference Theme 8: Sport and Venues)

On this basis, Glasgow has established a robust reputation as an 'events city'. This is a reputation which is not just built upon our world-class facilities or our extensive infrastructure. Glasgow's experience is based on a close working relationship with various national and international governing bodies of sport, our welcoming hospitality, our knowledgeable volunteers and our strong civic commitment to bringing events to the city.

We believe we have a strong foundation on which to base our planning and delivery of the 2014 Commonwealth Games. Although we have a long apprenticeship behind us, we are still eager to learn from best practice and from others. We learned a great deal from the outstanding Games held in Melbourne and look forward to a superb Games in 2010 in Delhi. We continue to learn from other Host Cities through active participation in a range of Observer Programmes, most recently at the Asian Games in Qatar.

When national teams are doing well there is tremendous national pride. This is not at the expense of others but in recognition that a relatively small country has produced extraordinary talent. This was most clearly seen in the outstanding Scottish results in Melbourne when the Scottish team galvanised our nation and underpinned the desire of the country to have the Games on home soil in 2014.

Cultural outlets

Whether their interests are pop or classical music, opera, or theatre, the city meets cultural expectations of a wide range of visitors. Scottish Opera, the Glasgow International Jazz Festival, the annual festival of Celtic Connections and the annual Hogmanay celebrations are just some of the events upon which cultural activities during the Games will be based. In addition, the involvement of the various ethnic communities of Glasgow will underline the cosmopolitan atmosphere of the city.

For those more interested in the great outdoors, Glasgow's many parks and easy access to the hills and lochs of central Scotland provide contrast and the opportunity to take part in a range of outdoor activities.

Glasgow is a city with a wide range of restaurants serving a global cuisine reflecting our historic and modern international links. While some of its pubs and bars date back to the 19th century, others are ultra-modern.

With three universities and a large student community in excess of 150,000, athletes will feel at home in an exciting city within a spectacular country – all of which will contribute to the broadening of their other experiences in attending the Games.

As the Host City for the Games, Glasgow has history, has scale, and has the international outlook which helps to establish it as the place to continue to enhance the reputation of the Commonwealth Games on the world stage.

A passion for the Games

Since its launch and especially following Melbourne in March 2006, support for the Bid from the whole of Scotland has been unprecedented. This is crucial in its own right. However, it also bodes well for future ticket sales and enthusiastic spectator attendance at the Games.

Support is already strong among all political parties at national level, among all local authorities, among schools, businesses, sports organisations, volunteers, the media and the general community in all parts of Scotland. We believe it will continue to gain in strength over the coming months prior to the decision of the General Assembly of the Commonwealth Games Federation in November 2007.

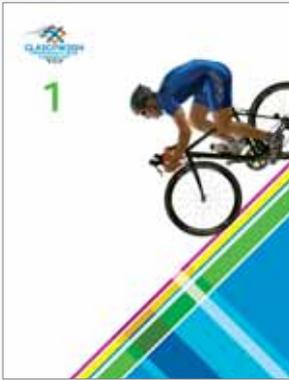
There is a strong passion for sport in our country. There is a clearly expressed passion among the Scottish community to bring the Games to Scotland in 2014.

Our technical abilities

Throughout the Candidate City File we will demonstrate the range and scale of our proposals for the Games in Glasgow and Scotland in 2014. They are recorded under each of the 16 designated Themes. They are summarised below.



VOLUME 1

**Theme 1: Commonwealth Games Concept and Legacy**

- Shared vision with the Commonwealth Games Federation for a unique, friendly, world-class event
- World-class venues for the Games and a legacy for the community
- The Games being central to economic, social, cultural and environmental development of the city and country
- A sustainable approach to all infrastructure provision
- Committed and tangible benefits to the CGAs
- Development of the Games and the brand of the CGF
- Staging of the Games will contribute to the continuing regeneration of the city
- Unprecedented local and national support

Theme 2: Political and Economic Climate and Structure

- A stable, democratically elected Government
- Cross party support at national and local level
- A strong partnership approach evidenced in the structure of the Organising Committee which builds on the experience of the Bid phase
- Comprehensive support from all organisations and institutions across Scotland
- A strong economic base in Glasgow and Scotland

Theme 3: Legal Aspects

- All guarantees provided
- Venue agreements signed
- Summary of legislation drafted
- Company limited by guarantee established as basis for Organising Committee
- Transition plan developed for the first 100 days of the Organising Committee

Theme 4: Customs and Immigration Formalities

- Clear and efficient processes based on experience of major events
- Comprehensive advice available to visiting nations and territories
- Government guarantees on entry into the country
- Fast-tracking of accredited Games Family through immigration and customs
- No restrictions on imports relating to the Games

Theme 5: Environment and Meteorology

- A 'Green City' with over 70 public parks
- Excellent water quality
- Air quality exceeding recommended standards
- Stretching environmental targets
- Sustainability in building design and infrastructure development
- Enhancements to biodiversity
- Positive Initial Environmental Assessment

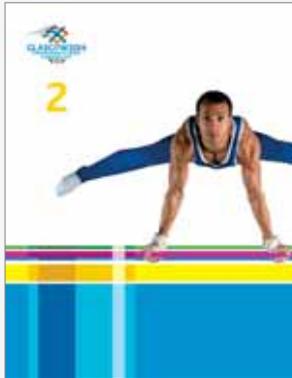
Theme 6: Finance

- Capital costs of facilities and infrastructure all committed
- Revenue support for organising and delivering the Games identified and committed
- Sports Development Assistance Fund established for CGAs
- 100% flexible travel grants for athletes and officials committed – numbers averaged over two Games
- Flagship hotel accommodation free for CGA President and Secretary General from the General Assembly until the end of the Games

Theme 7: Marketing

- Joint Marketing Programme agreed
- Ambush marketing legislation drafted
- Existing commercial supporters for the Bid provide confidence for the future acquisition of sponsorship
- Inclusive ticketing strategy agreed
- Strong brand identity developed

VOLUME 2



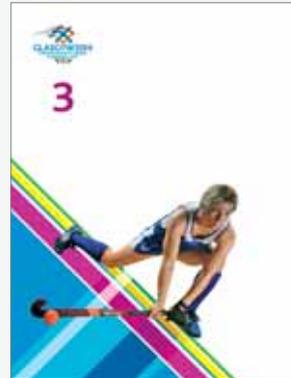
Theme 8: Sport and Venues

- A balanced sports programme of 17 sports
- EAD events integrated into the programme
- Experience of organising all 17 sports and EAD events at international level
- Extensive and dedicated Games Services support for all delegations
- 70% of venues in place
- A further 20% of venues have their funding committed
- A further 10% of venues have their costs included in the OC budget
- Sign-offs by International Federations obtained
- 90% of venues within a 20 minute drive of the Village
- Sustainability assured through innovative refurbishment, design and management

Theme 9: Commonwealth Games Village

- Designed for athletes by athletes, through the work of our Athletes' Commission
- 100% flexible travel grants for athletes and officials – numbers averaged over two Games
- New build for the Games
- Acreage twice the size of the Village in Melbourne
- Capable of housing 8,000 athletes and officials providing generous space for the anticipated 6,000-6,500 residents
- Maximum two athletes/officials per room
- Maximum two rooms to shower/wc
- Development mechanism identified; post-Games strategy agreed for selling on for private and social housing
- Community legacy through the development of a new urban suburb
- Major contributor to regeneration of the area
- Timescales set for construction and timely handover to the Organising Committee
- Residential accommodation in permanent buildings
- Well planned International Zone, dining and medical facilities

VOLUME 3



Theme 10: Medical Services

- A city and country with centuries of experience in medical research and delivery
- Specialists in sports medicine, physiotherapy and massage and all with major events and elite sports experience
- Allocation of space in the Village, in team areas, specifically for team medical use
- Availability of additional medical staff accredited to CGA delegations
- Doping control in the hands of experienced independent sampling officers
- Efficient and secure transport to the WADA accredited laboratory in London
- Medical services for the accredited Games Family

Theme 11: Security

- A safe country
- Experienced and discreet security provision
- Tried and tested provision through extensive major event experience
- Range and scale of security service able to cope with a multi-sports event and a range of cultural activities in the city at one time
- Experienced and robust command and control structure

Theme 12: Accommodation

- Excellent range, number and quality of hotels and university residences
- A 20 minute radius from Games Family Hotel to most venues and Village
- Guarantees on hotel prices in place for 2014
- Exacting standards of accommodation for technical officials
- Five star price promise from accommodation providers, restaurants and clubs in the city

Theme 13: Transport

- An accessible country with three international airports less than one hour from Glasgow City Centre
- Glasgow International Airport: 20 minutes to the City Centre
- Procedures to ensure efficient and quick passage through airports
- New and additional transport developments:
 - Roads – extensive strategic road system which is being further improved
 - Railways – new stations and links to the airports
 - Airports – extension to and development of existing terminals
 - Dedicated Games route network
 - Network of cycle lanes and footpaths
- Over 60% of Commonwealth nations and territories served by direct flight or one hub transfer
- Robust Games Family and spectator transport plan
- Free public transport – with Games Tickets and for accredited individuals
- Games Transport Delivery Plan, with powers derived from a forthcoming Games Bill
- Safe and efficient public transport systems
- Over 90% of athletes within 20 minutes of their event

Theme 14: Technology

- Extensive existing infrastructure and additional committed development
- Wireless City
- Strong credentials – International Intelligent Community of the Year 2004
- Cutting edge technology at venues and Village, extensively tried and tested in preparation for the Games
- Efficient accreditation conveniently located at the main airport for the majority of athletes and officials
- With extensive past experience, an ability to handle all new technological change leading up to 2014
- Full technical support for sponsors, media and broadcasting
- 24-hour IT support available to the Games Family and at the Village

Theme 15: Media Operations

- Extensive IBC/MPC with on-site integrated hotel accommodation
- IBC/MPC situated in one of the major venue clusters
- Location adjacent to Scotland's existing 'media village'
- Long-standing experience of broadcasting and covering major events
- Strong partnerships with the BBC and other broadcasters
- Aspirations for broadcasting feeds to all nations and territories
- No press or media restrictions on entry to the country
- National Media Centre for daily and weekly newspapers

Theme 16: Culture

- Distinct cultural identity in the country and city
- A vibrant city with a strong cultural base in its art galleries, museums, theatres, restaurants, pubs and clubs
- With a large university population, there is an extensive range of entertainment outlets for athletes and officials
- An inclusive, inspirational and enjoyable Cultural Programme
- With agreement of the CGF, an innovative Opening Ceremony in location and format
- An extensive education programme to link Scotland with all nations and territories in the Commonwealth
- A strong culture of volunteering
- Increased awareness of the Commonwealth in Glasgow and Scotland.

Our invitation

We believe that our case for staging of the Games in our city and our country is based on strong evidence of existing and planned infrastructure, of political and financial commitment, of unprecedented community support, of great sporting tradition and on our clear ability to be innovative while respecting fundamental and traditional values.

Since the first Games in 1930, Glasgow and Scotland have undergone massive change. This change will continue apace up to and well beyond 2014. The changes will continue to be based on the distinct values of our country, our enterprising people and, above all, on our ability to be innovative in our approach to commercial and community development.

Since first held in 1930, the Commonwealth Games have also met many new challenges and have evolved successfully into a significant event on the world stage.

We recognise that, on the award of the Games to Glasgow, we will be entrusted with the event not just for 11 days or even for four years but, working alongside the Commonwealth Games Federation, entrusted to ensure their continued development for generations to come. This will need both a respect for tradition and an ability to work in partnership with the Federation to maintain an innovative approach.

History demonstrates that, in Scotland, we have the people, the places and the passion to achieve great things. On this foundation, we are now ready to stage the largest sports event we could ever hope to host. Our invitation is to celebrate the XX Commonwealth Games in Glasgow and in Scotland in 2014.

VOLUME 1

Theme

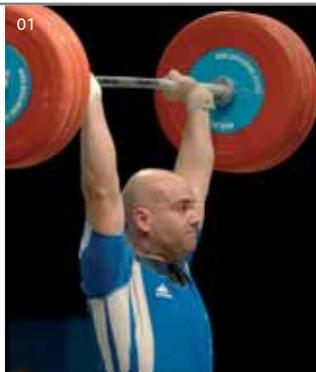
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Commonwealth Games Concept and Legacy

Theme contents

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01
Weightlifting will take place
in the SECC Clyde Auditorium



02
The Scotland Team
at the Melbourne 2006
Opening Ceremony



03
Mountain biking will
be held at Cathkin Braes

04
Strathclyde Country Park,
venue for Triathlon



05
Artistic impression of the
new National Indoor Sports
Arena and Velodrome



06
Volunteering during the
UK Special Olympics in
June 2005



Theme 1: Commonwealth Games Concept and Legacy

- Shared vision with the Commonwealth Games Federation for a unique, friendly, world-class event
- World-class venues for the Games and a legacy for the community
- The Games being central to economic, social, cultural and environmental development of the city and country
- A sustainable approach to all infrastructure provision
- Committed and tangible benefits to the CGAs
- Development of the Games and the brand of the CGF
- Staging of the Games will contribute to the continuing regeneration of the city
- Unprecedented local and national support

Introduction

Scotland, with its unrivalled passion for sport, its vibrant modern cities, breathtaking scenery, and international reputation for hosting high profile events, is the national context for the 2014 Commonwealth Games. With a population of 1.8 million, metropolitan Glasgow has the scale and infrastructure to host a successful Games. It has an extraordinary and long-standing commitment to sport and the arts and is home to a people renowned throughout the world for their friendly welcome.

The Commonwealth Games is a world-class sports event. While they have a unique and well-deserved reputation as 'The Friendly Games', they are highly competitive and as such they deserve to be held in a world-class environment. We are committed to providing the very best quality venues and Village, efficient transport and wide range of support services, all in a vibrant city and a welcoming country.

We believe that, with the support of the people of Scotland, the places we will provide for training and competition and our passion for sport, all athletes will have the performance of their lives at the Games in Glasgow.

Question 1.1

In accordance with the CGF Constitution and Regulations, the duration of the competitions of the Games shall not exceed 10 days, excluding the Opening Ceremony, unless otherwise approved by the CGF Executive Board.

Confirm your proposed dates to host the 2014 Commonwealth Games and specify your reasons. If you propose a programme which exceeds 10 days please provide rationale. Note the detailed programme should be provided in Theme 8.

Dates of the Games

The Games in Glasgow will begin on Wednesday 23rd July and finish on Sunday 3rd August 2014.

The key reasons relate to:

- Optimum climatic conditions in July during the period of the Games
- Long daylight hours during the summer months in Scotland
- Ensuring that the Games do not clash with other major events in the summer of 2014 such as the FIFA Football World Cup which finishes in early July, the European Athletics Championships in August and golf's Ryder Cup in September
- Late July is an important holiday period in Scotland and in the UK and the timing of the Games means:
 - The community being on holiday and in a position to be spectators and/or volunteers
 - Quieter roads and public transport to and in the city
 - Availability of school and other buses
 - Availability of hotels and other accommodation such as university halls of residence.

The length of the Games will be 11 days excluding the Opening Ceremony. This increase in days from 10 to 11 was agreed for the Games by the CGF Executive at its meeting in November 2006. The detailed programme is contained, as requested, in Theme 8: Sport and Venues.

Question 1.2

Describe your vision of the Commonwealth Games, should your city become the Host City of the 2014 Commonwealth Games.

Describe your motivation behind the choice of location of key Commonwealth Games infrastructure.

Provide Map A (no larger than A3 – folded or double page – and giving the graphic scale used): a map of your city/region on which your project is superimposed, thus giving a complete visual overview of your project.

Our vision

We share the overarching vision of the Commonwealth Games Federation “to promote a unique, friendly, world-class Commonwealth Games and to develop sport for the benefit of the people, the nations and territories of the Commonwealth and thereby strengthen the Commonwealth.”

Our vision for the Games is based on five key principles:

1. To provide the conditions in which athletes can reach their optimum level of performance. To this end, we will ensure that our Games will be compact with a range of world-class competition venues. Over 90% will be within a 20 minute drive of the Games Village. The Village will be newly built and large, with efficient transport services to the venues and the city. These will be complemented by extensive support services to ensure a safe, friendly and enjoyable experience
2. While fully respecting the traditions and values of the Games, we propose to innovate to ensure a vitality and freshness in the Games' presentation – for example in such areas as the means of constructing some of the major facilities, in ensuring environmental sustainability in our approach, in the location and format of the Opening Ceremony, in the services provided in the Village, and in the scope of the Cultural Programme
3. To contribute to the development of the Commonwealth Games brand. We will achieve this by ensuring the Games can be broadcast to all nations and territories
4. To contribute to the economic, social, cultural and environmental development of the city and the country. The foundations for such success are already in place as seen in the political, financial, commercial and community support pledged on a Scotland-wide basis
5. To leave legacies for a range of different organisations and people:
 - For the athletes – a successful Games in which their performances meet their aspirations and they take away positive memories of competing in Scotland
 - For the Commonwealth Games Federation – a successful Games on which further consolidation and development of the Games and its influences can be based
 - For the Commonwealth Games Associations – a successful Games and a new programme of targeted sports development assistance for nations and territories
 - For the Commonwealth Games Council for Scotland – a successful Games and further improvement to participation and performance in Scottish sport
 - For the city – a successful Games and significant regeneration of the East End of Glasgow, making effective use of otherwise derelict land and creating employment opportunities for local people
 - For the country – a successful Games promoting economic development in the short-term, for example, through increased tourism and through a longer-term change in perception which will attract further inward investment
 - For those individuals helping to organise the Games (whether officials, administrators or volunteers) – a successful Games, personal development and self-fulfilment.

Venues

The sports venues and Village lie at the heart of any Games. Our objective has always been to have a compact Games with the vast majority of venues no more than 20 minutes drive from the Games Village. We believe we have met this objective.

The historical legacy

The confidence displayed by Glasgow in the late 19th and early 20th century brought significant investment in sport and cultural facilities:

- Ibrox Stadium (for Rugby 7s) was opened in 1890
- Celtic Park (to be used for the Opening Ceremony) was opened in 1892
- Kelvingrove Bowls Complex was opened in 1850
- The National Stadium, Hampden Park (for track and field athletics and the Closing Ceremony) was opened in 1903
- Kelvin Hall International Sports Arena (for judo and wrestling) was opened in 1927.

These major facilities have been refurbished to meet new safety requirements and rising expectations of spectators.

The legacy of recent decades

During the 1970s through the 1990s, further investment took place in cultural and sporting venues in the city:

- Strathclyde Country Park (for triathlon) was opened in 1978
- The Scottish Exhibition and Conference Centre SECC (for boxing, netball, the IBC and MPC) was opened in 1985
- Scotstoun Leisure Centre (for table tennis and squash) was opened in 1995
- National Swimming Centre, Tollcross Park was opened in 1996
- The Clyde Auditorium (for weightlifting) was opened in 1997.

These facilities, also refurbished, combine with those mentioned above to form the foundation for our choice of locations. They are well-established and benefit from extensive and well-developed transport infrastructure as identified in Theme 5: Environment, Theme 8: Sport and Venues and Theme 13: Transport.

New or expanded facilities

To meet the needs of the Games and the community, a range of new facilities on sites complementary to existing locations is planned and due to open well before the Games in 2014.

Among the key new facilities are:

- A National Indoor Sports Arena to be used for badminton
- A National Indoor Velodrome for track cycling
- A Mountain Bike Centre
- An Entertainments Arena on the site of the existing Scottish Exhibition and Conference Centre for gymnastics and netball
- A hockey complex.

The key to their exact location was, as with the existing facilities, to ensure that they are within a 20 minute drive of the Village.

In addition, many lie within walking distance of the City Centre and all are on major public transport routes allowing all venues to be designated low emission zones due to our proposal to restrict the use of private cars near facilities.

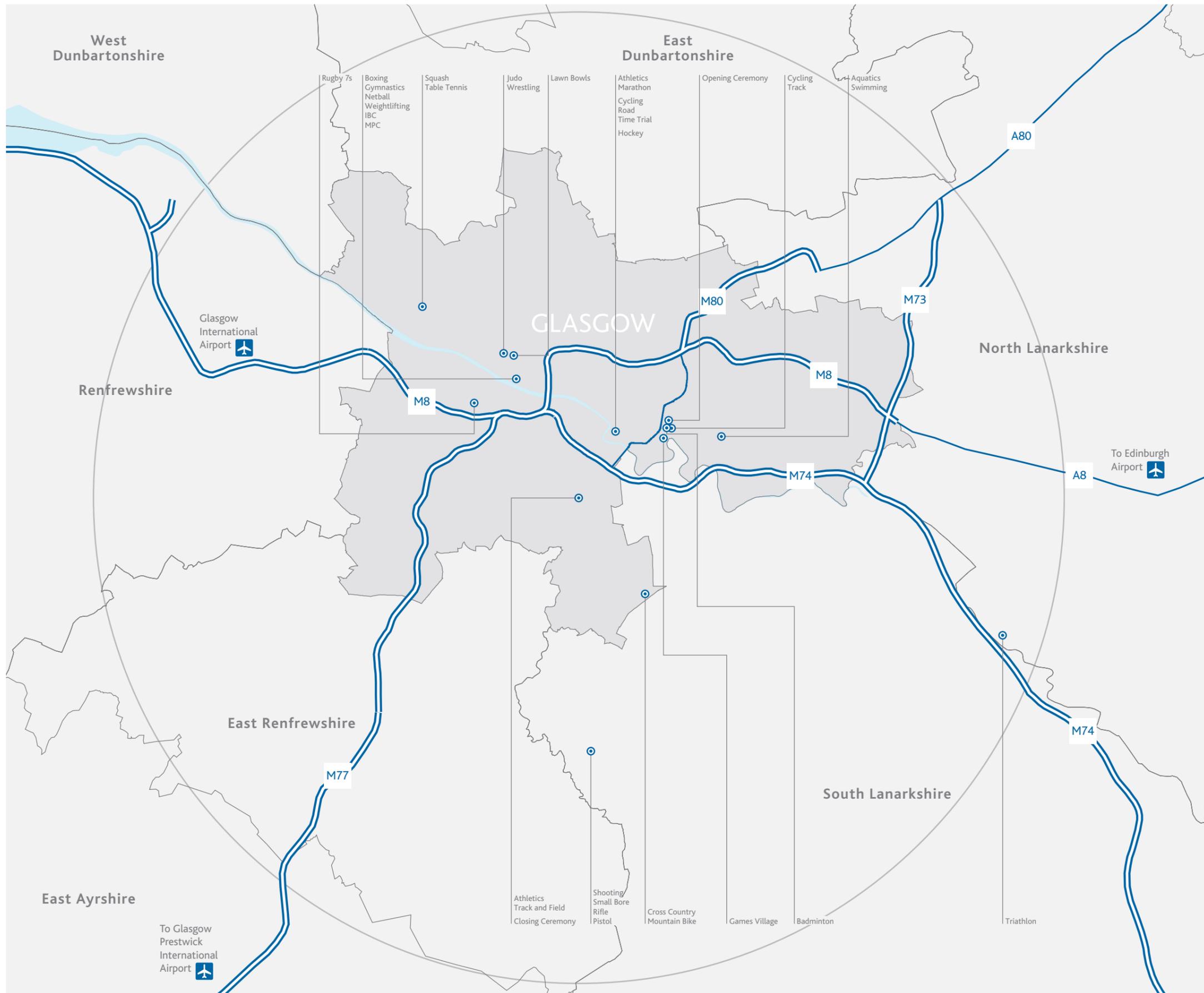
The Village

In developing the Candidate City File for our Bid for the Games, we have been increasingly conscious of the rising expectations of athletes and officials. Our objective has been to forecast and then exceed these expectations in 2014.

As expanded upon in Theme 9: The Commonwealth Games Village, the choice of the location at Dalmarnock in the East End of Glasgow allows us to plan and deliver a Village which:

- Is twice the acreage of the Village in Melbourne
- Has a riverside setting which will provide an attractive and environmentally enhanced setting for the athletes and officials
- As a 'low-rise' Village has a maximum height of four storeys in the residences
- Provides extensive recreational space around the residential zone
- Has space for up to 8,000 athletes and officials. With an estimated 6,000-6,500 participating, there is space and choice for team managers in terms of specific allocations for teams or support services
- Meets new standards in terms of maximum capacities, standards of service and environmental performance
- Reflects the views and ideas of our Athletes' Commission which has had a significant input into its concept and design
- Sits central to one of the largest regeneration areas in Europe and beneficiary of significant new investment in infrastructure development such as motorways, trunk roads, railway stations and commercial development.

Map 1.2 – Concept Map



- Key**
- Games Venue/Event
 - ▬▬▬ Motorway
 - City of Glasgow
 - Authority Boundary
 - 20-minute Journey Radius

Scale: 1:130,000
0m 5,000m



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Question 1.3

Explain how your vision of the Commonwealth Games fits into your city/region's long-term planning strategy.

Central to local and national strategies

The Games are central to a range of local and national strategies in Scotland leading up to 2014 and beyond. These include measures leading to increased participation in sport in Scotland, better performance, and wide and quantifiable social, health, regeneration, environmental and economic benefits for the city and Scotland.

In relation to sport, 2014 will provide a strong focus and realistic timescale for measures central to Scotland's new sports strategy *Reaching Higher*. The strategy emphasises that, in Scotland, we are determined to maintain a strong working partnership to improve performance and participation in sport. This includes ensuring that our coaches, volunteers and administrators continue to be well trained and their contribution respected and valued.

While important in their own right, the attraction and hosting of such major international events as the Commonwealth Games are a firm priority in the economic strategy for Glasgow, its Tourism Action Plan and its Events Strategy. The same principle will apply at national level over the next seven years and beyond.

The Games will be a central player in:

- Urban regeneration as exemplified in the location and development of the Village, National Indoor Sports Arena and Velodrome, which are all within the Clyde Gateway Project, one of the largest regeneration initiatives in Europe (Theme 9: The Commonwealth Games Village)
- Community development as seen in improved and new facilities for sport and recreation and associated educational, health and physical activity programmes (Theme 8: Sport and Venues and Theme 16: Culture)
- Enhancements to the transport infrastructure in and around the city (Theme 13: Transport)
- Environmental improvements throughout the city, with the Games acting as an important catalyst for new awareness and activity (Theme 5: Environment).

These are all part of the transformation of a city which has reinvented itself over the last 20 years. Today, the local economy has an annual output of some £13 billion and supports more than 400,000 jobs. Over 60,000 new jobs were created between 1995 and 2004.

In addition to tangible benefits, it is the long-term perception of the city as a tourist destination and location for further economic investment which might be the most significant advantage of hosting the Games. Glasgow has changed significantly in recent decades. The Games provide the platform for telling that story to a world-wide audience.

Question 1.4

What would be the impact and legacy for your city/region of hosting the Commonwealth Games?

Impact and legacies

In addition to the economic impact outlined above there are other benefits which will accrue from the Games, especially for people in Glasgow and Scotland.

These include:

- Refurbished and new sports facilities
- Opportunities to promote active participation in sport and physical activity leading to more healthy lifestyles
- New skills and other educational benefits
- Better transport infrastructure
- Wide-ranging environmental improvements
- More jobs
- Improved stock of housing
- Opportunities for self-development through volunteering for the Games and future sports events
- Wide-ranging cultural activities.

Such tangible and intangible benefits are both important. For the local community, increased pride in their city, renewed confidence, a chance to show their world-famous hospitality, an ability to be part of a major initiative and a demonstration of what can be achieved in terms of new, more environmentally sustainable ways of living will all be vital.

Question 1.5

Describe your plans for the sustainable development of any new permanent infrastructure included in your project.

Sustainable development

Unsustainable development arises when there is a mismatch of aspiration with the reality of future demand. In planning for the Games, we have taken great care to look beyond 2014 and consider the long-term nature of the use of facilities and other infrastructure.

In this context we would stress the following examples:

- Extensive use of existing facilities outlined above (Theme 8: Sport and Venues)
- Adaptation of existing non-sporting facilities rather than the construction of facilities where there is little or no long-term demand
- Adaptation of existing sports facilities to provide a short-term but world-class facility which otherwise could not be justified on a permanent basis for track and field athletics
- Temporary increases in the size of existing sports facilities directly related to the Games
- Extensive use of existing open spaces, especially Glasgow's 74 public parks for temporary venues
- Imaginative employment of derelict but useable land brought back into use for new housing in the Village
- Location of facilities close to public transport links
- Sensitive building design to minimise future revenue costs and the environmental impact of buildings
- Environmental enhancement projects integrated with new build developments.

Our overriding objective is to reflect realistic current and future demand. Where neither can be justified, neither can the proposal. We believe we have a close match between aspiration and realistic projections of future demand in all elements of our Bid.

Question 1.6

Describe how you would build and promote your image and reputation.

Describe the challenges and opportunities you foresee for an OC in terms of communications.

How do you intend to cultivate local support and interest within your country and community?

How do you intend to do so internationally?

Building image and reputation

The city already has an enviable reputation in sport and culture. Over the last 20 years it has held many titles, including:

- UK Garden Festival Host in 1988
- European City of Culture in 1990
- City of Architecture and Design in 1999
- European Capital of Sport in 2003
- Intelligent Community of the Year in 2004.

Over the last 10 years the city and the country have played host to over 100 international sports events. More specifically, and relevant to the Games, the city has played host to almost 60 of these competitions over the last 10 years. Competitions at an international level (individual or multi-sport) have been held in all 17 of the sports included in our proposed sports programme. A comprehensive list is found in Theme 8: Sport and Venues.

As an important 'events city', Glasgow has a strong reputation for staging established events and those where the sport or the event requires nurturing. As an 'events country', Scotland (particularly with the support of the national agency EventScotland) has substantially increased the range of events held in the country. In both cases there is a strong commitment to staging a variety of events in a range of sports between 2007-2014.

In addition to events, we are committed to a number of other initiatives:

- The joint promotion with the CGF of the Queen's Baton Relay throughout all Commonwealth nations and territories
- A second Commonwealth Sports Development Conference to be held in 2008 to follow on from the successful inaugural conference staged in Glasgow in September 2006
- Continuing cultural and sports links with specific Commonwealth nations and territories including sports development and coaching initiatives
- School curriculum initiatives particularly related to young people's understanding of the Commonwealth and its member nations and territories.

Challenges and opportunities in communication

There are a number of challenges and opportunities for the Organising Committee to promote the Games in Scotland.

Among these are:

- The diverse and geographically dispersed audience. Effective use of the internet will overcome many of the real or perceived barriers to communication, although we are conscious of the different rates of development of new technology among different Commonwealth nations and territories
- The congested 'market place' and the competition for air time. We will need to be innovative in the type and range of coverage especially to ensure broadcasting of the Games in all nations and territories
- Related to that coverage, the use of new technology to help build interest in the Games and therefore in the brand promoted by the CGF
- Maintaining interest over seven years before the Games in 2014 take place, without cutting across the celebrations in Delhi
- Maintaining contacts with the domestic and international media to ensure that the Games continuously remain within the sights of the major media outlets.

Domestically, we believe it is essential to maintain the transparent and open approach we have taken to promoting the Bid. This has helped to ensure that Scotland's people and the Scottish media have maintained strong support for the Bid.

Cultivating local support

In several places in the Candidate City File we refer to the unprecedented levels of support received from people in Glasgow and Scotland for the Bid. We will focus on maintaining this support.

Among the measures we will continue to implement are:

- An open and transparent approach to the challenges facing the OC
- Promoting the Games as Games for Glasgow, for Scotland and the Commonwealth
- Maintaining widespread political and media support
- Use of new technology (especially web based) for effective communication
- Developing the Volunteer Programme to ensure that, drawn from throughout Scotland, volunteers feel part of the Games from an early stage
- Maintaining close links with businesses throughout the country to ensure that they are aware of opportunities to contribute to, and benefit from, the Games
- Maintaining direct communication with people and organisations through presentations and discussion at a wide range of events around the country
- Engaging actively and positively with the local community to ensure that they are aware of the opportunities provided by the Games and equipped to access them
- Working with environmental organisations to make the Games an exemplar and promoter of environmental sustainability
- Special initiatives to keep young people engaged with the Games – within and outside school. This is referred to in Theme 16: Culture.

Cultivating international support

Since the launch of the Bid in January 2006, we have contacted all the International Sports Federations responsible for the sports in our sports programme. We have travelled to meet all but three of the nations and territories of the Commonwealth to listen to the views of the CGAs on their aspirations and our tentative plans for the Games. Special contact has been made with colleagues in the remaining three CGAs. This range of contacts has helped shape our ambitions for further cultivation of international support.

Among the measures we propose are:

- Ensuring that our record of staging international sports events in a safe and secure environment is universally promoted
- Promoting the Games as part of a Sports Development Assistance Programme to be implemented on winning the right to stage the Games. This will include opportunities for Commonwealth athletes to train in Scotland and for exchanges of expertise in the seven years before the Games
- Attracting and supporting Commonwealth teams and individuals to train and compete in Scotland in the years leading up to the Games and the 2012 Olympics in London
- Exchange programmes for athletes/coaches/administrators/teachers
- The promotion of the Queen's Baton Relay throughout the entire Commonwealth
- A geographically diverse Opening Ceremony reaching out to Commonwealth nations and territories
- Using the 'Global Scot' and 'Friends of Scotland' networks in the Commonwealth as well as the extraordinary range of Scottish societies throughout the world. The Year of Homecoming in 2009 in Scotland will provide an important opportunity to promote the Games among Scots living across the world and, through them, to potential visitors to Scotland
- Developing a strong distinctive brand which, in partnership with the CGF, will reflect the Games in Glasgow and Scotland in 2014.

Question 1.7

The Commonwealth Games Federation, its ideals and the Commonwealth Games enjoy an image recognised internationally. It is the task of all members of the Commonwealth Games Federation, including Candidate Cities and OCs, to ensure that this image is positive and serves the Commonwealth Games.

Briefly describe the communications programmes you intend to set up during the years leading up to the Commonwealth Games in order to promote the Commonwealth Games.

Communications programme

The promotion of the Games beyond November 2007 falls into three distinct timescales:

Table 1.7 – General communications programme

	Domestic	International
2008/09	Continuing promotion of the Games to a receptive community	General awareness of 2014 in Glasgow and in Scotland
	Briefings on progress of planning and early stages of implementation	Support for Delhi's hosting of the Games and avoiding overshadowing the 2010 hosts
	Continued hosting of major events and promotion through sports specific initiatives listed above	
2010-2012	Promotion following the hand-over from Delhi	Promotion following the hand-over from Delhi
	Introducing the detailed strategy for implementation of plans	Initial briefings with the international media on the plans for Glasgow 2014
	Identification of additional political/sports/business personalities to promote the Games	
	Domestic campaigns to promote the Games and to begin to recruit paid staff and volunteers	
2012-2014	Staging of major events in the city and in Scotland including test events for the Games	High profile promotion of the Games including announcements on ticketing and travel to Scotland
	High profile promotion of the Games including announcements on ticketing	Regular features in international media
	Strong recruitment of staff and volunteers	Promotion at international conferences and events
	Regular features and briefings for the media	Advertising and editorial content in international publications and multi-media outlets
	Promotional events linked to sport and cultural events	Queen's Baton Relay throughout all nations and territories
	Advertising and editorial content in domestic publications and multi-media outlets	Inviting the CGAs/NOCs to be international ambassadors for the Games
	Training in Scotland by Commonwealth teams and individuals	
	Links between schools and Commonwealth countries	

Conclusion

Scotland's enduring values, our sense of purpose and respect for others are the principles which we believe will help the world to prosper in the 21st century. These mirror the Commonwealth's own values of equality, destiny and humanity. They lie at the heart of Scotland's efforts to support development in an extended family of nations.

For generations, Scotland has contributed to the growth of the Commonwealth through our ideas, innovations and people. And, today, we are welcoming fresh talent from across the Commonwealth – embracing their enterprise, culture and ambition.

Scotland's unrivalled passion for sport is matched only by the strength of our ambition to host the Games in 2014. With the Commonwealth Games Federation's support, Scotland will deliver a Games with a legacy for the whole Commonwealth.

VOLUME 1

Theme

2

Political and
Economic Climate
and Structure

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Track cycling will be held in the new build Velodrome

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The Scottish Parliament building in Edinburgh

03
The main chamber at the Scottish Parliament

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Members of Glasgow 2014's Athletes' Commission with Louise Martin, Chairman of the Commonwealth Games Council for Scotland

05
Glasgow City Chambers – a magnificent example of late Victorian architecture

06
Large scale inward investment has played a major role in the regeneration of Glasgow's riverside



Theme 2: Political and Economic Climate and Structure

- A stable, democratically elected Government
- Cross party support at national and local level
- A strong partnership approach evidenced in the structure of the Organising Committee which builds on the experience of the Bid phase
- Comprehensive support from all organisations and institutions across Scotland
- A strong economic base in Glasgow and Scotland

Question 2.1

In order to be certain that, whatever changes take place within the leadership of the country, region and city, the Commonwealth Games will be able to go ahead as described in the Candidature File, the CGF seeks to understand the following elements:

- Political, economic and social structure (national, regional and local)
- Jurisdiction, responsibility and prerogative (national, regional and local)
- Political, economic and social stability (national, regional and local)
- General public opinion.

Describe the political structure in your country: what are the institutions at national, regional and local level and their respective competence in relation to the preparation and staging of the Commonwealth Games?

Explain the possible interaction between the various authorities concerned, as well as their respective degree of autonomy, if any.

Describe the exact role that the public authorities will be expected to play in the preparation and hosting of the Commonwealth Games, and provide a description of the intended procedures to ensure co-ordination between various government levels and bodies.

National level

Devolution in 1999 established the Scottish Parliament with responsibility for a range of devolved matters while the UK Parliament remains responsible for reserved matters in Scotland. The Scottish Parliament has full legislative competence across a wide range of devolved subjects. These include the vast majority of those policy areas (including sport) necessary to host the Commonwealth Games in 2014. The Scottish Executive, the devolved government of Scotland, is currently a coalition between the Scottish Labour and Scottish Liberal Democrat parties.

Scotland also has its own distinct legal system.

The UK Government, which fully supports the Bid, has responsibility for reserved policy areas such as Defence and Immigration. Before introducing legislation, it liaises with the Scottish Executive on matters which affect Scotland. Working relations and communication among the Scottish Executive and UK Government departments are strong, well-established and underpinned by a Memorandum of Understanding.

Local authorities

Scotland is divided at a local level into 32 directly-elected local authorities which make decisions related to key service provision in their areas. The majority of their funding is provided by the Scottish Executive.

Glasgow City Council (GCC) is the largest local authority in Scotland and provides and enables city-wide services. GCC comprises 79 Elected Members, each currently representing an area of the city, and operates a committee system of political management, headed by its Executive Committee.

The current political make-up of the Council is 69 Labour, four Scottish National Party, three Liberal Democrat, one Conservative, one Scottish Socialist Party and one Independent. This is likely to change with the introduction of a proportional representation system to elect local councillors in May 2007 when 21 newly designated wards will return three or four councillors each. The Leader of the Council is the political head of the Council, while the Lord Provost is the civic head.

Public support

Scottish public opinion overwhelmingly supports Scotland's Bid. The range of organisations backing our Bid is drawn from all sections of society; including voluntary groups such as amateur sport teams and youth organisations; the public sector and the trade union movement; performers and supporters of the arts; Scotland's largest corporate employers including our major commercial supporters.

In response to our *Back Scotland's Bid* campaign, current pledges of support to our website represent over 1.7 million of the Scottish population.

Interaction

Interaction between the main partners needed for a successful Games is tried and tested. We are keen to retain the best elements of the strong and integrated partnership model in place during the Bid phase. This partnership is ingrained at the highest level through the First Minister's 2014 Committee on which the Commonwealth Games Council for Scotland, Glasgow City Council and the Scottish Executive sit. The Committee reflects the importance which Scotland's First Minister places on the success of the Bid and the Games.

The three partners are also represented on key planning sub-groups. Their input, with other contributors, is co-ordinated by a working party (chaired by the Chief Executive of the City Council) and by the 2014 Bid Team. Post-Bid the work will be co-ordinated by the Organising Committee. The knowledge and experience of those needed to plan and deliver the Games is incorporated into the planning structure.

The planning for the Games will build on this strong foundation and will continue to be managed by an Organising Committee which comprises senior representatives from the three partners, CGF representatives and others identified in the Host City Contract. The first 100 days following the award of the Games are crucial in setting the style and pace of the Organising Committee for the rest of its operation. The mechanisms established in the Bid Phase provide a strong foundation for the next phases. (Reference Theme 3: Legal)

The detailed planning for each element of the Games will be carried out by a series of sub-groups, each bringing together the very best expertise from public and private authorities. Co-ordination of the sub-groups will be carried out by a working group comprising the chair of each sub-group. The working group will be chaired by a member of the Organising Committee.

Question 2.2

List all cities, communities, regions, provinces or other public authorities involved in your project of hosting the Commonwealth Games.

Describe what procedures will be in place to ensure co-ordination between the above-mentioned authorities during and after the candidature.

Authorities involved with the Games

Table 2.2 – Authorities involved with the Games

National Government	Her Majesty's Government (UK)
	Scottish Executive
	Ministry of Defence
Local Government	Glasgow City Council
	City of Edinburgh Council
	North Lanarkshire Council
	South Lanarkshire Council
	Angus Council
Other	Strathclyde Police
	Transport Scotland
	Strathclyde Partnership for Transport
	EventScotland
	sportscotland

Procedures in place to ensure co-ordination

Each of the principal partners will have representatives on the relevant planning sub-groups of the Organising Committee to ensure a co-ordinated and consistent approach to delivery of all aspects of the Games.

Question 2.3

Describe the specific support provided to your project of hosting the Commonwealth Games by all authorities concerned (national, regional, local authorities and all bodies listed in Q 2.2 above).

Indicate to what extent such support constitutes binding obligations for the authorities involved.

Provide any guarantees obtained from your national, regional and local authorities as well as the bodies listed in Q 2.2 above regarding their support and commitments – financial or other – towards your project of hosting the Commonwealth Games.

Guarantees

The Scottish Executive has guaranteed it will provide 80% of the public funding for the Games (Organising Committee budget). It will also ensure the delivery of the major infrastructure projects already planned in areas such as transport that will assist the Games delivery. (Reference Theme 6: Finance)

The Scottish Executive will introduce legislation to the Scottish Parliament to ensure compliance with all aspects of the requirements set out by the CGF in the Candidate City Manual and Host City Contract. Her Majesty's Government will contribute as necessary where action is required in the small number of applicable policy areas not devolved to the Scottish Executive.

Glasgow City Council has guaranteed to provide 20% of the public funding of the Games (Organising Committee budget). In addition, it will also ensure the delivery of specific major infrastructure projects.

Venues outside Glasgow City Council boundaries will be managed by the respective local authority. Representatives will be involved appropriately in the organising structure.

The Ministry of Defence and Strathclyde Police have enthusiastically committed to the use of their specialist facilities to host shooting events on sites at Barry Buddon and Jackton respectively.

Glasgow City Council and Strathclyde Partnership for Transport (SPT) are committed to delivering a transport infrastructure of the highest quality for the Commonwealth Family, athletes and spectators.

All Venue Agreements are in place.

Please refer to Section 2.3 of the Guarantees File for the signed Covenants.

Question 2.4

Provide a list of the political parties in your country indicating their respective strengths and their position regarding the possible staging of the Commonwealth Games in your country in 2014.

Also mention any political or other public figure likely to play an important role either in favour or against your project.

List other possible political or social movements, the activities of which might be in support of or opposition to your project.

Scottish Parliament Party representation as at April 2007

Table 2.4 – Scottish Parliament Party representation

Political Party	Constituency MSPs	Regional MSPs	TOTAL MSPs	% Seats*
Scottish Labour	46	4	50	38.7
Scottish National Party	8	17	25	19.4
Scottish Conservative and Unionist Party	3	14	17	13.2
Scottish Liberal Democrats	13	4	17	13.2
Scottish Green Party	0	7	7	5.4
Scottish Socialist Party	0	4	4	3.1
Solidarity Group	0	2	2	1.6
Scottish Senior Citizens' Unity Party	0	1	1	0.7
Independent MSPs	2	3	5	3.9
Presiding Officer (George Reid) **	1	0	1	0.7
	73	56	129	

* Figures add up to less than 100% as they have been rounded.

** Elected as a member of the SNP. George Reid took voluntary suspension from the SNP when he was elected to the post of Presiding Officer.

All major political parties in the Scottish Parliament have committed their full support for Scotland's Bid.

Political or other public figures supporting our Bid

Senior political figures supporting our Bid include:

- Jack McConnell – First Minister of Scotland and Leader of the Scottish Labour Party
- Nicol Stephen – Deputy First Minister of Scotland and Leader of the Scottish Liberal Democrat Party
- Alex Salmond – Leader of the Scottish National Party
- Annabel Goldie – Leader of the Scottish Conservative and Unionist Party
- Robin Harper – Leader of the Scottish Green Party
- Steven Purcell – Leader of Glasgow City Council.

Scores of MSPs, MPs and Councillors, representing areas all over Scotland have indicated their willingness to promote the Bid. The same applies across all sectors of society in Scotland – from universities to chambers of commerce, from trade unions to charities, from the media to national governing bodies of sport.

We have established an Athletes' Commission as an integral element in our Bid. The Commission is chaired by Tommy Yule, who has competed in weightlifting in three Commonwealth Games and one Olympic Games, winning three silver and two bronze Commonwealth Games medals. There are 20 athletes on the Commission who have attended World Championships, Commonwealth, Olympic and Paralympic Games from 1986-2006. Among them, they have attended 45 Commonwealth Games and won 11 gold, 11 silver and 14 bronze medals.

Question 2.5

List all elections planned in your country at all levels until 2015 and indicate whether the outcome of such elections could have any impact – and if so what kind – on the preparation or staging of the Commonwealth Games in 2014.

Elections until 2015

Table 2.5 – Elections until 2015

Year	Elections
2007 May	Scottish Parliament elections
2007 May	Scottish Local Council elections including Glasgow
2007 Nov	Commonwealth Games Council for Scotland
2008	
2009 June	European Parliament elections
2010	*Estimated date of UK Government General Election
2011 May	Scottish Parliament elections
2011 May	Scottish Local Council elections including Glasgow
	Commonwealth Games Council for Scotland
2012	
2013	
2014 June	European Parliament elections
2015 May	Scottish Parliament elections
2015 May	Scottish local council elections including Glasgow
	*Estimated date of UK Government General Election

* UK General elections are called by the Prime Minister and must be no more than five years apart. It is likely that there will be two UK General elections before 2015.

Due to the cross-party support at national and local level, elections are not expected to impact on the delivery of the Games. Letters of support from the main opposition political parties are included in the Guarantees File.

Please refer to Section 2.3 of the Guarantees File for the signed Guarantees.

Question 2.6

Give the full list of all public authorities and other official public or private bodies represented in your candidature committee.

Candidature Committee

The three main parties represented on the candidature committee are:

- The Commonwealth Games Council for Scotland
- The Scottish Executive
- Glasgow City Council.

Membership of Glasgow's Bid planning sub-groups has also included representatives from the following organisations:

sportscotland, EventScotland, Scottish Football Association, Scottish Exhibition and Conference Centre, BBC Scotland, North Lanarkshire Council, Glasgow Hoteliers' Association, Glasgow City Marketing Bureau, Scottish Enterprise, Homes for Scotland, British Airports Authority, FirstGroup, Strathclyde Police, Scottish Ambulance Service, Scottish Arts Council, Volunteer Glasgow, Glasgow Caledonian University, Strathclyde University, VisitScotland, Glasgow Chamber of Commerce, Strathclyde Fire and Rescue Service, Convention of Scottish Local Authorities, Highlands and Islands Enterprise, NHS Scotland, Greater Glasgow and Clyde Health Board.

Question 2.7

Provide economic data for the last ten years regarding your country, region and city, including a list of the major economic resources, indicating, by means of a chart, the percentages that such resources represent of the Gross Domestic Product (GDP).

Scotland

Scotland has a strong, stable economy with 10 years of continuous growth and is home to many successful national and international businesses. Financial services, IT and bio-medical sciences are key areas where Scotland has consistently demonstrated its expertise.

Glasgow

Glasgow's economic renewal is widely recognised. It has reacted to the changes in the world economy and successfully moved from its previous industrial base to become the leading retail centre in the UK outside London. Its financial services sector has seen significant growth in recent years.

Sector size in the Scottish economy: GDP and Jobs

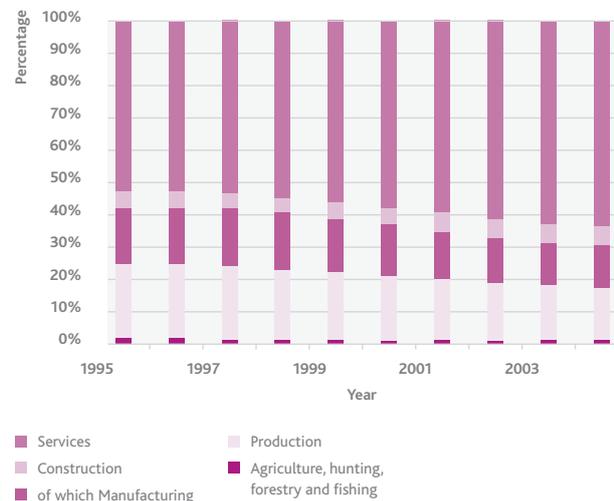
The charts and tables below show the size of each broad sector (%) in the Scottish economy between 1995 and 2004 or 2005 (data only available for these years).

Table 2.7.1 – Sector size (%) in Scottish economy, 1995-2004

	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
Agriculture, hunting, forestry and fishing	2.8	2.5	2.1	1.9	1.8	1.8	1.6	1.7	1.8	1.6
Production	27.2	27.5	27.6	26.4	25	23.7	22.1	20.3	19	18.5
of which Manufacturing	21.7	21.7	21.8	20.9	20	18.9	17.6	16.2	15.1	14.7
Construction	6.1	5.8	5.7	5.7	5.9	6.1	6.4	6.6	7.1	6.7
Services	63.9	64.2	64.6	66	67.2	68.4	69.9	71.4	72	73.2

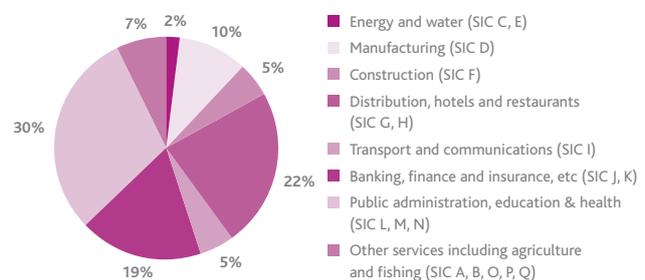
Source: ONS <http://www.statistics.gov.uk/regionaltrends/39/>

Chart 2.7.2 Sector size (%) in Scottish Economy, 1995-2004



Please note that comparable GDP information is not available for Glasgow. Information on Employee Jobs by Industry (Scotland and Glasgow) is provided for comparative purposes.

Chart 2.7.3 – Employee Jobs by Industry, Scotland 2005



Source – Annual Business Inquiry

Table 2.7.4 – Employee Jobs by Industry, Scotland, 1995-2005

	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
Energy and water (SIC C,E)	1.9%	2.1%	2.0%	2.2%	1.9%	1.7%	1.9%	1.8%	1.6%	1.6%	1.5%
Manufacturing (SIC D)	15.2%	15.0%	15.4%	15.1%	14.5%	13.5%	12.4%	11.6%	10.5%	10.1%	9.6%
Construction (SIC F)	6.2%	5.7%	5.4%	6.4%	6.2%	5.8%	5.2%	5.4%	5.2%	5.3%	5.4%
Distribution, hotels and restaurants (SIC G,H)	23.0%	23.8%	23.8%	23.3%	23.1%	23.0%	23.7%	24.0%	23.4%	23.0%	22.4%
Transport and communications (SIC I)	5.5%	5.3%	5.2%	5.3%	5.5%	5.3%	5.6%	5.5%	5.3%	5.6%	5.4%
Banking, finance and insurance, etc (SIC J,K)	15.3%	14.4%	14.8%	15.1%	15.3%	16.6%	17.1%	16.6%	17.9%	18.0%	18.5%
Public administration, education and health (SIC L,M,N)	26.2%	27.1%	26.5%	25.8%	26.2%	26.8%	26.9%	27.9%	28.9%	29.5%	30.3%
Other services including agriculture and fishing (SIC A,B,O,P,Q)	6.8%	6.7%	6.9%	6.8%	7.2%	7.1%	7.1%	7.2%	7.1%	6.9%	6.8%

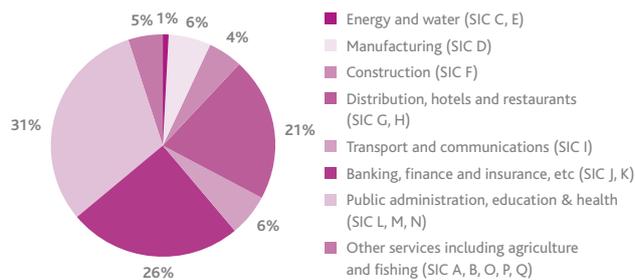
Source: Annual Business Inquiry

* NB – figures have been rounded and don't always total 100% in each of the given years.

Sector size in the Glasgow economy: Jobs

The chart and table below show the size of each broad sector (%) in the Glasgow economy between 1995 and 2005 (data only available for these years).

Chart 2.7.5 – Employee Jobs by Industry, Glasgow 2005



Source – Annual Business Inquiry

Table 2.7.6 – Employee Jobs by Industry, Glasgow, 1995-2005

	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
Energy and water (SIC C,E)	0.9%	1.8%	1.0%	1.8%	1.0%	0.8%	1.2%	1.0%	1.0%	1.0%	0.4%
Manufacturing (SIC D)	10.4%	9.5%	9.3%	9.0%	8.8%	8.2%	7.8%	7.1%	6.7%	6.0%	5.8%
Construction (SIC F)	5.3%	4.8%	5.1%	5.4%	4.6%	5.4%	4.5%	4.4%	5.0%	4.1%	4.3%
Distribution, hotels and restaurants (SIC G,H)	21.0%	21.5%	21.7%	20.5%	20.2%	20.3%	20.9%	22.1%	20.5%	21.3%	21.3%
Transport and communications (SIC I)	6.9%	6.2%	5.5%	6.0%	6.4%	6.0%	6.1%	6.1%	5.5%	5.9%	5.7%
Banking, finance and insurance, etc (SIC J,K)	21.4%	20.8%	22.2%	22.1%	24.3%	23.9%	24.3%	23.2%	23.7%	25.0%	25.7%
Public administration, education and health (SIC L,M,N)	28.9%	30.2%	29.9%	29.5%	29.3%	30.0%	29.6%	30.5%	32.0%	31.6%	31.7%
Other services including agriculture and fishing (SIC A,B,O,P,Q)	5.2%	5.1%	5.3%	5.8%	5.4%	5.2%	5.7%	5.6%	5.6%	5.0%	5.0%

Source: Annual Business Inquiry

* NB – figures have been rounded and don't always total 100% in each of the given years.

Gross Domestic Product (GDP)/ Gross Value Added (GVA)

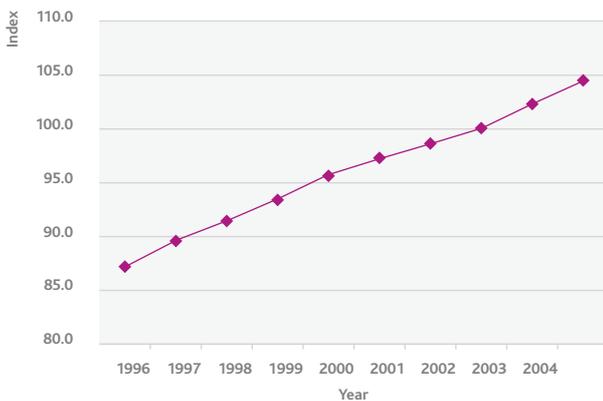
The Scottish economy has grown by the following rates in the last 10 years.

Table 2.7.7 – Scottish economic growth 1996-2005 (2003=100)

Year	Index	Growth Rate (%)
1996	87.2	2.7
1997	89.5	2.7
1998	91.3	2.1
1999	93.3	2.1
2000	95.5	2.4
2001	97.2	1.9
2002	98.5	1.3
2003	100.0	1.5
2004	102.2	2.2
2005	104.4	2.1

Source – Scottish Executive www.scotland.gov.uk/gdp

Chart 2.7.8 – Scottish Economy Growth – 1995-2005 (2003 = 100)



◆ Scottish Economy Growth – 1995-2005

Table 2.7.9 – Labour market indicators, Scotland, 1995-2005

Year	Employment (%)	Unemployment (%)	Economic Activity (%)
1995	70.6	8.8	77.6
1996	70.2	8.6	76.9
1997	71.0	8.0	77.2
1998	71.7	7.4	77.5
1999	71.2	7.2	76.8
2000	73.0	6.4	78.0
2001	73.0	6.6	78.3
2002	73.5	6.5	78.7
2003	73.4	5.8	78.0
2004	74.7	5.4	79.0
2005	74.9	5.3	79.2

Source – 1995-1998 Labour Force combined quarters
1999-2002 Local Labour Force Survey
2003 Annual Scottish Labour Force Survey
2004-2005 Annual Population Survey

Notes 1. Based on working age population (16-59 for females, 16-64 for males)
2. Based on 16+ population. Calculated as unemployed divided by those who are economically active

Table 2.7.10 – Labour market indicators, Glasgow, 1995-2005

Year	Employment (%)	Unemployment (%)	Economic Activity (%)
1995	56.1	15.4	66.5
1996	54.8	15.3	64.8
1997	57.3	14.1	67.0
1998	55.1	12.6	63.2
1999	54.9	14.3	64.1
2000	61.4	10.2	68.6
2001	60.1	11.1	67.8
2002	62.1	9.3	68.5
2003	64.3	8.0	69.9
2004	64.9	7.8	70.4
2005	65.9	8.4	72.1

Source – 1995-1998 Labour Force combined quarters
1999-2002 Local Labour Force Survey
2003 Annual Scottish Labour Force Survey
2004-2005 Annual Population Survey

Notes 1. Based on working age population (16-59 for females, 16-64 for males)
2. Based on 16+ population. Calculated as unemployed divided by those who are economically active

Question 2.8

List the Per Capita Income (in GBP) for the last ten years.

The Office of National Statistics Scottish Gross Value Added estimates below are based on a different methodology from the Scottish GDP growth data above, and so are not entirely comparable. The ONS figures provide a current price value estimate of annual Scottish GVA (ie not adjusted for price inflation). The Scottish GDP index provides an estimate of quarterly change in the level of GVA, in real terms (adjusted for price inflation changes, to 2000 prices).

The table below shows Scottish GDP per capita (per head) between 1995 and 2004.

Table 2.8.1 – Scottish GDP per head 1995-2005

Year	GDP per capita	Growth Rate (%)
1995	10,874	–
1996	11,394	4.8
1997	11,932	4.7
1998	12,415	4.0
1999	12,814	3.2
2000	13,256	3.4
2001	13,832	4.3
2002	14,623	5.7
2003	15,488	5.9
2004	16,334	5.5
2005	16,944	3.7

Source – ONS http://www.statistics.gov.uk/downloads/theme_economy/NUTS1_Tables_1-8.xls

Table 2.8.2 – Glasgow GDP per head 1995-2004

Year	GDP per capita	Growth Rate (%)
1995	13,264	–
1996	14,154	6.7
1997	15,323	8.3
1998	16,372	6.8
1999	17,333	5.9
2000	18,265	5.4
2001	19,370	6.0
2002	20,602	6.4
2003	22,069	7.1
2004	23,420	6.1

Source – ONS http://www.statistics.gov.uk/downloads/theme_economy/NUTS3_Tables_1-12.xls

Question 2.9

Indicate the average inflation rate and average rate of local currency to the GBP for the last ten years.

Are there any current forecasts with regard to these parameters between now and 2014?

Inflation rates

Scotland uses the GBP as its currency. The inflation rate is calculated on a UK basis. The table below shows yearly inflation data for the last 10 years on a Consumer Price Index (CPI) basis.

Table 2.9 – UK inflation, 1996-2006

	Inflation (%)
1996	2.5
1997	1.8
1998	1.6
1999	1.3
2000	0.8
2001	1.2
2002	1.3
2003	1.4
2004	1.3
2005	2.1
2006	2.3

Source – ONS <http://www.statistics.gov.uk/statbase/tsdataset.asp?vlnk=7174&More=N&All=Y>

Inflation forecasts

Specific long-term projections for future inflation within the UK economy are unavailable due to the difficulty in assessing the numerous variables involved. Inflation targets will continue to be set by the Chancellor of the Exchequer on an annual basis. These targets will continue to reflect the key targets of monetary and financial stability and it is not anticipated that inflation will be higher than 4% in the foreseeable future.

Question 2.10

Identify all likely impact, including of a commercial, financial, fiscal or legal nature, that the national or international obligations binding your country (eg international treaties or European Union rules and requirements) would have upon the organisation and staging of the Commonwealth Games, particularly with respect to competition policy or other trade- and commerce-related practices.

Competition law

Competition law is reserved to UK Government and subject to EU and UK laws. These encourage competition by prohibiting anti-competitive agreements, abuse of a dominant market position and unauthorised state aid. EU trade law prohibits discrimination within the EU on the basis of nationality and restrictions on the free movement of goods, persons, services and capital within the EU.

Compliance with these laws has not been a problem when Scotland has staged major events in the past. Nor has it been a problem in the EU. For example, the European Commission approved ticketing arrangements for the Athens Olympics in 2004.

Contracts awarded in relation to staging the Games will follow EU procurement rules and be open to tender from throughout the EU, potentially enabling wider choice and lower costs.

Question 2.11

Provide any evidence of the support of the national, regional and local population towards your project of hosting the Commonwealth Games, including possible other localities involved in your project.

- *Opinion polls*
 - Please provide details of any polls carried out including: dates, questions asked, sample size, area covered
- *Referendum (if applicable)*
- *Awareness campaigns*
- *Other.*

Public support

The Bid has received formal support from individuals and groups throughout Scotland. All local authorities, chambers of commerce, universities, national agencies and a vast range of other organisations in the public, voluntary and commercial sector have signed up. Many have been represented formally in the Bid structure.

Individuals, companies and organisations, schools, other educational establishments and sports clubs have been encouraged to *Back Scotland's Bid* and so far total support represents over 1,700,000 people in Scotland and further afield. Included in these numbers are some of Scotland's best known figures from business, culture and sport.

Glasgow and Scotland will continue to reflect the pride in hosting such a prestigious occasion. We will use it further to raise national and international awareness of the Games, the Commonwealth and the Commonwealth Games Federation.

VOLUME 1

Theme

3

Legal Aspects

Theme contents

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01
SECC Clyde Auditorium

01

02
A summary of the
legislation has been drafted

03
Glasgow University

04
General Register House is
Scotland's national archive



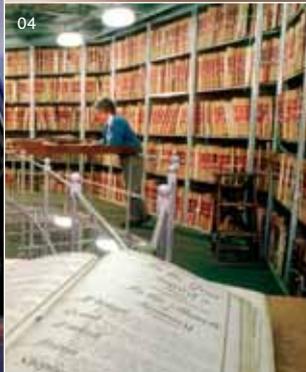
02



03



04



Theme 3: Legal Aspects

- All guarantees provided
- Venue agreements signed
- Summary of legislation drafted
- Company limited by guarantee established as basis for Organising Committee
- Transition plan developed for the first 100 days of the Organising Committee

Question 3.1

Provide a covenant from all authorities concerned by your project of hosting the Commonwealth Games guaranteeing the following:

- Respect of the provisions of the CGF Constitution and Regulations and Host City Contract
- Understanding that all commitments made are binding
- Fulfilment of obligations

Covenants must be obtained from the following authorities:

- The government of your country
- All local and regional authorities concerned by your project of hosting the Commonwealth Games
- Standard text provided for this guarantee in the Model Guarantees File.

Covenants

The Secretary of State for Scotland covenants that Her Majesty's Government will respect the provisions of the CGF Constitution and Regulations and the Host City Contract and understands that all commitments made are binding and that all obligations must be fulfilled.

This Covenant has also been provided by the First Minister of Scotland on behalf of Scottish Ministers.

This Covenant has also been provided by the following signatories on behalf of the local authorities involved in the Commonwealth Games:

- The Chief Executive of Glasgow City Council
- The Chief Executive of North Lanarkshire Council
- The Chief Executive of South Lanarkshire Council
- The Chief Executive of the City of Edinburgh Council
- The Chief Executive of Angus Council.

Please refer to Section 3.1 of the Guarantees File for the signed Covenants.

Question 3.2

Provide a declaration from the relevant authorities confirming that no other important national or international meeting or event will be taking place in the Host City itself, in the vicinity or in the other competition sites during the Commonwealth Games, or for one week immediately before or after the Games.

Other events

All relevant authorities listed below have confirmed that no important national or international events will take place in Glasgow or in the vicinity of any of the other competition sites during the Commonwealth Games or for one week immediately before or after the Games.

- Scottish Ministers
- Glasgow City Council
- North Lanarkshire Council
- South Lanarkshire Council
- City of Edinburgh Council
- Angus Council.

Please refer to Section 3.2 of the Guarantees File for the signed Guarantees.

Question 3.3

Do you envisage the implementation of any new laws to facilitate the organisation of the Commonwealth Games? Explain.

New laws

If Glasgow is elected Host City, Scottish Ministers will introduce the necessary legislation as soon as possible after November 2007. A detailed summary of the legislation will be available for examination by the Commonwealth Games Evaluation Commission during its visit in June 2007.

The legislation will cover all aspects of staging the Games where existing legislation does not provide the necessary powers.

Question 3.4

Provide documentation indicating that appropriate measures have been taken to protect '(City) 2014' in the local territory.

Word mark

Registration of 'Glasgow 2014' and the Bid logo as trade marks in all goods and services categories has been examined and accepted at the UK Patent Office in the name of Glasgow City Council (the 'Council') on behalf of the Bid Partnership. In addition, the Bid Logo and the tartan design have been registered as designs and their registration will be transferred to the CGF when required by the CGF.

Trade Mark applications have also been made in Australia, New Zealand, South Africa, India, Canada and The United States of America.

Please refer to Section 3.4 of the Guarantees File for copies of the relevant documents.

Question 3.5

The Candidate City and the CGA must ensure that the Commonwealth Games symbol, the terms 'Commonwealth Games' are protected in the name of the CGF and/or that they have obtained, or shall obtain from their government and/or their competent national authorities, adequate and continuing legal protection to the satisfaction of the CGF and in the name of the CGF.

Describe the legal measures in force in your country to protect the Commonwealth Games symbol (The Bar), emblems, logos, marks and other Commonwealth-related marks and designations.

What commitments do you already have in place from the government of your country to such effect?

Provide a declaration from the government of your country stipulating that all necessary legal and legislative measures have been taken, or will be taken, to protect the above-mentioned Commonwealth-related marks and designations in the name of the CGF.

Commonwealth Games mark protection

All necessary legal and legislative measures have been and will continue to be taken to facilitate the protection of the Commonwealth Games marks and a guarantee to this effect has been provided by the First Minister on behalf of the Scottish Ministers.

Please refer to Section 3.5 of the Guarantees File for the signed Guarantee.

Question 3.6

Has the Candidate City, Bid Committee or the CGA entered into any agreement(s) which would be in effect after the date of election of the Host City for the Commonwealth Games and which have not been previously approved or agreed to by the CGF? (eg, has your CGA granted any options or rights of renewal to its sponsors that would result in agreements being in effect after the date of election of the Host City?) If so, please describe them.

Please confirm that these agreements (if any) would not jeopardise, prevent or make impossible the fulfilment of any provision of the Host City Contract.

Prior agreements

Neither the Scottish Ministers nor the Council has entered into any sponsorship or marketing agreements that would be in effect after the date of the Host City election.

The Council, for and on behalf of the Bid Partnership, has entered into six Major Supporter Agreements that will remain in effect until 9 November 2007. There are no agreements extending beyond the Host City election date.

The Commonwealth Games Council for Scotland ('CGCS') has a sponsorship agreement with the Clydesdale Bank for the period of 2006-2010. The agreement allows the Clydesdale Bank sponsorship exclusivity in the areas of financial services and credit cards and a right of first refusal for the period 2011-2014 in the event that Glasgow is not elected Host City. If Glasgow is elected Host City then the agreement will terminate on 31 December 2010.

In addition, discussions are currently underway with Emirates Airlines who have a right of first refusal in the airline category for the period 2006-2010. In the event of further agreement with Emirates Airlines, nothing in this agreement will jeopardise, prevent or make impossible the fulfilment of any provision in the Host City Contract.

This accords with the terms of the Joint Marketing Programme Agreement. (Reference: Theme 7: Marketing)

None of these agreements would jeopardise, prevent or make impossible the fulfilment of any provision of the Host City Contract.

Question 3.7.1

Name and describe the legal entity of the Bid Committee. Provide a declaration from your city authorities confirming that the Bid Committee is empowered to represent the Candidate City and indicate the names of the persons and/or their titles who have the authority to sign contracts and other documents (such as the Undertaking and the Host City Contract), on behalf of the city.

Bid committee

The Bid Committee is a partnership consisting of the CGCS, the Scottish Executive and Glasgow City Council. The CGCS and the Scottish Executive have agreed that the Chief Executive of the Council has the authority to sign contracts and other documents on behalf of the partnership.

Declaration

The Chief Executive of the Council and the Chairman of the CGCS have the authority to sign the Undertaking and the Host City Contract on behalf of the Council and CGCS respectively. The First Minister will sign on behalf of the Scottish Ministers.

Question 3.7.2

Name and describe the legal entity (OC) that would be responsible for the organisation of the Commonwealth Games, should your city be elected as the Host City.

Organising committee

It has been agreed that the Organising Committee will be established as a company limited by guarantee and will have the Scottish Executive, the CGCS and the Council as members. The membership of the Board ultimately will also encompass the required representation from the CGF and an athlete representative, as identified in the Candidate City Manual.

The Organising Committee and Venues Agreement

As required by the Candidate City Manual, we have Venue Guarantees in place for all venues.

We have understood from previous Games that difficulties were experienced in getting full Venue Agreements in place with all the venues in the run up to the Games. We have learned from that experience and, as a result, in addition to the Venue Guarantees, we have full Venue Agreements in place for the majority of the venues.

These Agreements have been entered into by the Council on behalf of Glasgow City Council, the Scottish Executive and the CGCS and will be assigned to the Organising Committee in the event that Glasgow is elected as Host City. As the Council is entering into the Agreements it cannot enter into an agreement with itself for its own venues. In the event, however, that Glasgow is elected as Host City, Agreements will be concluded with the Organising Committee for venues owned by the Council as soon as possible after the award of the Games.

The Organising Committee and its 100 day plan

We recognise that the first 100 days after 9 November will be crucial. We have identified the following key tasks which will require to be carried out in this period:

- the formal appointment of the Chair of the Organising Committee
- enactment of the appointment process for the post for the Chief Executive Officer and other senior directors of the Organising Committee responsible for Operations, Finance, Communications, Legal Services and Project Planning/Implementation
- the identification of the full membership of the Board
- the first formal meetings of the Board
- the confirmation and establishment of the offices for the Organising Committee
- a review/confirmation of timelines contained in the Candidate City File (by now incorporated within the Host City Contract) in relation to both capital and operational expenditure
- the development of a rolling business plan for the first three years of the operation of the Organising Committee and associated specific project plans
- discussions with the CGF on areas of mutual interest including sole broadcasting rights.

4

Customs and Immigration Formalities

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01
Glasgow International Airport



02
Check in at Glasgow
International Airport's
main terminal



03
The latest technology is
employed to ensure security
standards are maintained



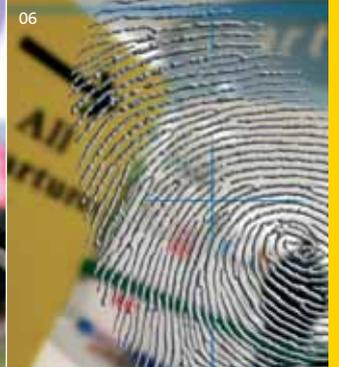
04
Gymnastics will be held
in the new Arena at the
Scottish Exhibition and
Conference Centre



05
Glasgow is famous for its
friendly customer service



06
Biometrics will be a
commonplace security
measure by 2014



Theme 4: Customs and Immigration Formalities

- Clear and efficient processes based on experience of major events
- Comprehensive advice available to visiting nations and territories
- Government guarantees on entry into the country
- Fast-tracking of accredited Games Family through immigration and customs
- No restrictions on imports relating to the Games

Question 4.1

Describe the regulations in force in your country regarding immigration and entry visas.

Immigration policy

As part of the United Kingdom, Scotland's immigration policy is set by the Home Office. Entry formalities overseas are administered by the Foreign and Commonwealth Office through its extensive network of more than 200 diplomatic missions. The formal immigration regulations are set out in the UK's Immigration Act 1971 (as amended) and the Immigration Rules.

UK, European Economic Area (EEA) and Swiss nationals need only to establish their nationality and identity using a valid passport or identity card. Once this has been established, such nationals may enter the UK.

Non-EEA or non-Swiss nationals are subject to immigration controls and are divided into two categories:

- Visitors from almost 75% of Commonwealth countries do not require prior entry clearance in addition to their passport or identity card, unless anticipating a stay in the UK of over six months, or intending to take up activities such as employment, marriage, or long-term study

- Visitors from all other countries are designated as 'visa nationals' and therefore require visas before entering the UK for any purpose or length of time.

As detailed in section 4.3, special entry arrangements will be made for those people entitled to a Commonwealth Games identity and accreditation card.

Question 4.2

Give precise details of the health and vaccination recommendations or regulations for persons entering your country.

Health and vaccinations

There are no health or vaccination requirements for entry into the UK.

Immigration and visa officers can refer any individual who is subject to immigration control to a doctor for a medical examination. Current policy is to refer anyone who appears visibly unwell, or who intends to remain in the UK for more than six months and comes from a part of the world with a high rate of tuberculosis.

Question 4.3

Provide a guarantee from the relevant authorities that, the Commonwealth Games identity and accreditation card establishes the identity of its holder and constitutes a document which, together with the passport or other official travel document of the holder, authorises entry into the country in which the city organising the Commonwealth Games is situated. It allows the holder to stay and to perform his/her Commonwealth Games function there for the duration of the Commonwealth Games and for a period not exceeding one month before and one month after the Commonwealth Games.

The Commonwealth Games identity and accreditation card is granted by the CGF to persons eligible for accreditation.

Provide a guarantee from the relevant authorities that, notwithstanding any regulations in your country to the contrary that would otherwise be applicable, accredited persons in possession of a valid passport and a Commonwealth Games identity and accreditation card will be able to enter into the country and carry out their Commonwealth Games function for the duration of the Commonwealth Games and for a period not exceeding one month before and one month after the Commonwealth Games.

Games identity and accreditation card

The Home Secretary has guaranteed on behalf of the UK Government that everyone in possession of a valid passport and a Commonwealth Games identity and accreditation card will be able to enter the UK and carry out their Commonwealth Games functions for the duration of the Games and for a period of one month before and one month after the Games.

Recognition of the Commonwealth Games identity and accreditation card under UK law will be fully in place.

Based on the successful experience at the Manchester Commonwealth Games in 2002, the Home Office will work closely with the CGF and the Organising Committee to develop an efficient and secure entry procedure for accredited people consistent with the UK's international obligations.

In conjunction with UK Visas, the Organising Committee through its CGA Services Department will assist delegations with enquiries about procedures and make dedicated Commonwealth Games Family channels available for delegations arriving at major airports in our country. They will also ensure the presence of clearly signed fast-track facilities.

Please refer to Section 4.3 of the Guarantees File.

Question 4.4

In addition to those persons in possession of a Commonwealth Games identity and accreditation card, certain Games-related personnel will require temporary entry into the host country to perform their Commonwealth Games duties prior to the Commonwealth Games. Such persons may be required to work and domicile in the country for at least one year before the Commonwealth Games.

Provide a guarantee stating that the temporary entry of certain personnel into your country for the organisation of the Commonwealth Games will be authorised and that such persons will obtain appropriate work permits, without any duties or taxes being payable in an expedited and simplified manner.

Temporary entry

All EEA nationals and Swiss nationals are free to work in the UK and do not require a work permit.

For others, the Home Secretary has guaranteed on behalf of the UK Government to authorise temporary entry into the UK of personnel required for the organisation of the Games and to issue their work permits quickly and efficiently, with no duties or taxes being payable.

Please refer to Section 4.4 of the Guarantees File.

Question 4.5

Describe the process and average length of time required to apply for and issue work permits for temporary entry of personnel to work and domicile in the country.

Work permits**Current System**

Under the current system, a work permit must be issued to the worker before he or she enters the UK. Each work permit relates to the specific individual and a particular job. The application is made by the individual's prospective UK employer.

Currently the Border and Immigration Agency is responsible for this area of work and is committed to deciding an application, or seeking additional information, if necessary, within five working days of receiving an application. In practice, 90% of complete work permit applications are cleared within one day of being received.

The Border and Immigration Agency have advised us that it took a mean average of 4.5 working days and a median average of two working days in 2006 to process work permit applications from the date they were received at the payment centre to the date the decision on the application was cleared.

Future System

A new Points Based System (PBS) will be in place by April 2009. The Organising Committee will work closely with the Border and Immigration Agency and UK Government as they further develop the detail of the PBS. It is envisaged that the structured decision making process under the PBS will emulate the standards detailed above.

Question 4.6

Specify, if applicable, any regulations concerning the import of special products and equipment required by members of the Commonwealth Family to carry out their duties at the Commonwealth Games: eg, firearms and ammunition (for sports competitions or security services), photographic and audio-visual equipment, medical equipment and products, computer equipment, foodstuffs, etc.

Imports**Firearms and ammunition**

Competitors arriving with firearms and ammunition for shooting competitions will need to surrender these to customs officers on arrival in the UK. Police will then arrange for the secure transfer of these to the shooting venue, secure storage on site, and transfer back to exit ports.

Firearms and ammunition for security services

Approval for overseas security services to bring firearms into the UK can be granted by the Home Secretary to protect Heads of State. This is done on a case-by-case basis, based on the degree of risk as advised by Special Branch and the UK intelligence services.

Photographic and audio-visual equipment

There are no restrictions on the import of photographic or audio-visual equipment into the UK.

Medical equipment and products

There are no restrictions on bringing over-the-counter or prescribed medicines or medical equipment into the UK, provided these are not then sold in the UK.

Computer equipment

There are no restrictions on the import of computer equipment into the UK.

Foodstuffs

Normally, there are no restrictions on importing foodstuffs from within the EU for personal consumption. Restrictions are imposed only when the European Commission bans foodstuffs from a specific area due to an outbreak of disease. From outside the EU, small quantities (generally up to one kilogram) of certain foodstuffs such as some meat, fruits, vegetables, honey, fish and eggs may be brought into the UK for personal consumption.

Question 4.7

Provide a guarantee from the relevant authorities concerning the import, use and export of goods required by the CGF, the IFs, the CGAs and their delegations, the media, the sponsors and suppliers, free of all customs duties, in order for them to carry out their obligations regarding the celebration of the Commonwealth Games.

Custom duties

The Paymaster General has guaranteed on behalf of the UK Government that the goods required by the CGF, the IFs, the CGAs and their delegations, the media, the sponsors and suppliers can be imported, used and re-exported free of all customs duties.

For goods imported from outside the EU and subsequently re-exported, HM Revenue and Customs will require a simple oral declaration at the point of entry.

Please refer to Section 4.7 of the Guarantees File for the signed guarantee from the Paymaster General.

Question 4.8

Specify, if applicable, any restrictions or regulations concerning the use of media material produced on the national territory intended principally for broadcast outside the territory.

Media materials

Freedom of expression is a fundamental right protected by UK law and by the European Convention for the Protection of Human Rights and Fundamental Freedoms. There are no restrictions or regulations on the use of media material produced in the UK intended for broadcast overseas.

Broadcasters established in the UK – meaning those conducting business with a degree of permanence and editorial control within the country – need a licence to broadcast in the UK. This is provided by the Office of Communications (Ofcom), the UK's independent regulator.

Over 100 foreign broadcasting organisations are licensed in the UK. Other broadcasters sending television or radio crews to the UK for the duration of the Games will not require licenses from Ofcom.

Question 4.9

Is there any law prohibiting or limiting by name or number the importation of foreign newspapers, periodicals or other publications?

Import of written material

The UK has no laws prohibiting or limiting by name or number the import of foreign newspapers, periodicals or other publications.

5

Environment and Meteorology

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01
Kelvingrove Park

02
Pollok Country Park

03
Glasgow has a well
established jogging network

04
There is an extensive network
of cycle paths around the city

05
Glasgow's Botanic Gardens

06
Renewable energy through
wind force



31

Environment and Meteorology

Theme 5: Environment and Meteorology

- A 'Green City' with over 70 public parks
- Excellent water quality
- Air quality exceeding recommended standards
- Stretching environmental targets
- Sustainability in building design and infrastructure development
- Enhancements to biodiversity
- Positive Initial Environmental Assessment

Question 5.1

Describe the following on a map no larger than A3 – folded or double page – and indicating the graphic scale used:

- General geographical features of the city and its surroundings
- Protected/environmentally sensitive areas
- Cultural heritage monuments
- Potential natural hazards
- Environmental conditions.

Geographical features

In the Gaelic language (the historic language of many parts of Scotland), 'Glasgow' means 'dear, green place'. The translation is still apposite, reflecting the fact that Glasgow has over 70 formal parks and more square kilometres of parkland per head of population than any other city in Europe.

Glasgow, latitude 55° 52' North, longitude 4° 15' West, lies at the western end of Scotland's midland valley. Its position has been described as lying in a horseshoe-shaped 'howe' or open

space, hemmed in on the north, west and south by the plateaux of the Campsie, Kilpatrick, Beith and Renfrewshire Hills. The River Clyde flows through this howe, the only major Scottish river to flow west into the Atlantic Ocean.

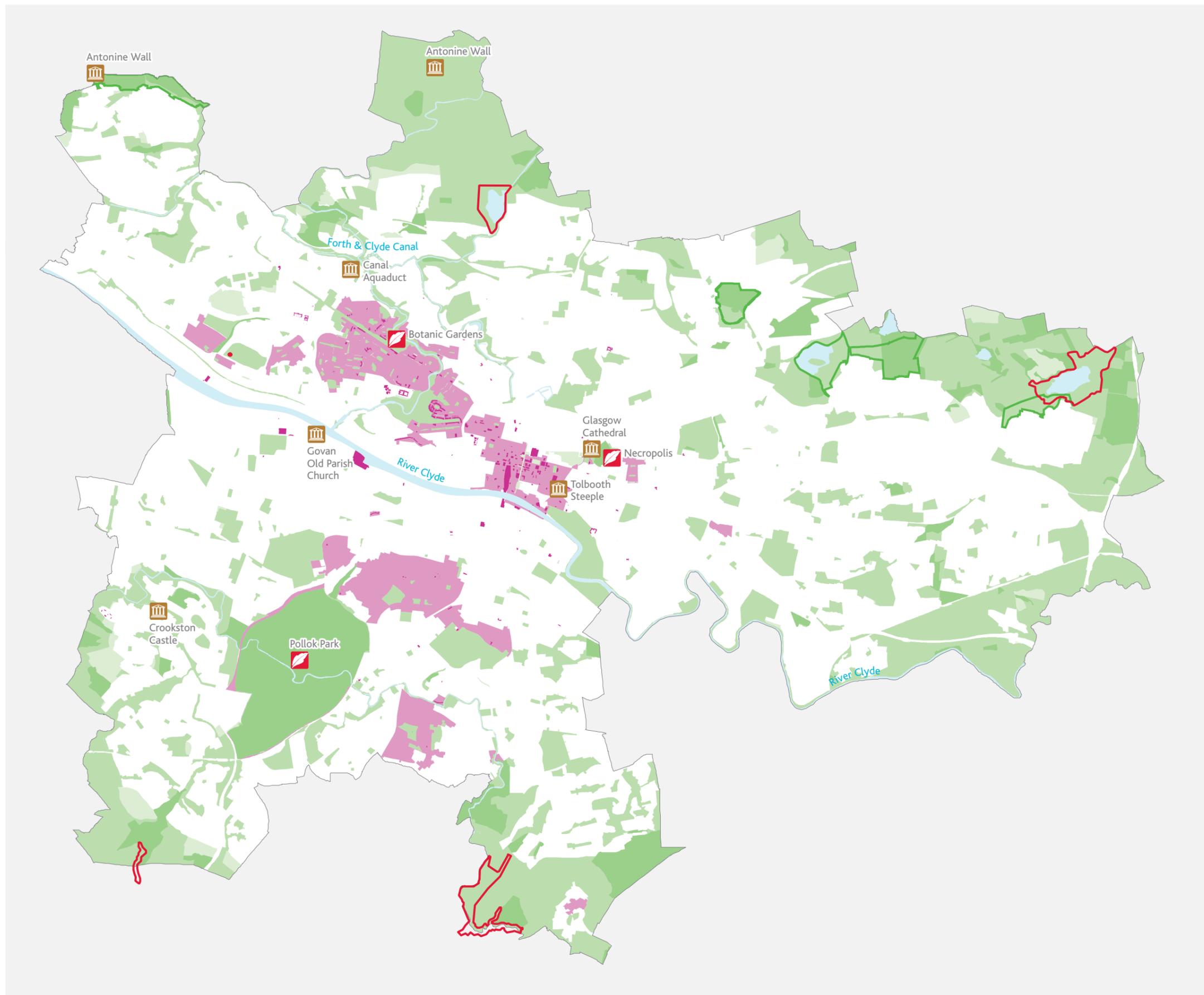
Material left behind by retreating glaciers at the end of the last ice age is the ground surface on which the city is built. The disappearance of the glaciers left a prominent feature of the city's landscape in the form of drumlins. These are smooth elongated low hills, often with steep sides. There are 180 drumlins in Glasgow, the presence of which is reflected in the suffix 'hill' which appears in many Glasgow place names. One singularity of the city's layout is the imposition of a strict gridiron configuration over the top of these distinctive hills.

During the 20th century, the area occupied by the city expanded considerably with a burgeoning population attracted by industry and associated economic benefits. The city now comprises around 17,730 hectares (68 square miles or 177,300,000m²). Of this, 22% is countryside or green belt land and 10% is classed as vacant land.

The city holds specific information on the following sites which have also been highlighted on an A3 map, a copy of which is attached.

- SINC – 36 City Wide Sites of Importance for Nature Conservation
- SINC – 39 Local Sites of Importance for Nature Conservation
- Five Local Nature Reserves (two further sites are proposed)
- Three Designated Historic Gardens and Designed Landscapes
- 74 Sites with Tree Preservation Order(s)
- SSLs – 214 Sites of Special Landscape Importance
- SSSIs – Five Sites of Special Scientific Interest
- Corridors of Landscape and Wildlife Importance
- Ancient, Long-Established or Semi-Natural Woodland.

**Map 5.1 –
Urban Environment**



- Environment Key**
- Site of Special Scientific Interest (SSSI)
 - Local Nature Reserve
 - Site of Importance for Nature Conservation (SINC)
 - Site of Special Landscape Importance (SSLI)
 - Other Green Space

- Heritage Key**
- Historic Garden and Designed Landscape
 - Category 'A' Scheduled Ancient Monument
 - Category 'A' Listed Building
 - Conservation Area

Scale: 1:70,000
0km 2km



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Question 5.2

Provide detailed information on the ambient air quality in the Candidate City (according to international standards), including an assessment of the analyses performed over the last five years for the period during which you intend to hold the Commonwealth Games and the testing methods used.

Air quality

Glasgow's air quality is defined as 'generally good' by the UK Government's air pollution banding system, exceeding recommended standards.

Action is nowadays focused particularly on emissions from motor vehicles. The Scottish Executive and the UK Government are currently revising the National Air Quality Strategy which will target further emission reductions.

Air quality improvement strategies

The National Air Quality Strategy contains policies for tackling air pollution and setting standards for key pollutants, with target dates until 2010 (see table below). These are similar to, and in some cases, stricter than, the corresponding European Union Air Quality Directive.

Table 5.2.1 – Air pollutant reduction target dates

Pollutant	Objective	Measured as	To be achieved by
Benzene	3.25 µg/m ₃	Running Annual Mean	31 Dec 2010
1,3-Butadiene	2.25 µg/m ₃	Running Annual Mean	31 Dec 2003
Carbon monoxide	10.0 mg/m ₃	Running 8 Hour Mean	31 Dec 2003
Lead	0.5 µg/m ₃	Annual Mean	31 Dec 2004
	0.25 µg/m ₃	Annual Mean	31 Dec 2008
Nitrogen dioxide (NO₂)	200 µg/m ₃ Not to be exceeded more than 18 times per year	1 Hour Mean	31 Dec 2005
	40 µg/m ₃	Annual Mean	31 Dec 2005
Particles (PM₁₀)	50 µg/m ₃ Not to be exceeded more than seven times per year	24-Hour Mean	31 Dec 2010
	40 µg/m ₃	Annual Mean	31 Dec 2004
	18 µg/m ₃ Authorities in Scotland only	Annual Mean	31 Dec 2010
Sulphur dioxide (SO₂)	266 µg/m ₃ Not to be exceeded more than 35 times per year	15 Minute Mean	31 Dec 2005
	350 µg/m ₃ Not to be exceeded more than 24 times per year	1 Hour Mean	31 Dec 2004
	125 µg/m ₃ Not to be exceeded more than three times per year	24-Hour Mean	31 Dec 2004

Various strategies to improve air quality still further are currently being implemented through a number of City Council policies. Examples include enforcement of regulations preventing vehicles idling unnecessarily, vehicle emission testing and enforcement, creation of Quality Bus Corridors throughout the city and improvement to public transport services to encourage the shift from private to public transport. All Commonwealth Games venues will be largely car free with all athletes, spectators and others using dedicated and/or public transport.

The dramatic results of such strategies over recent decades are seen in the graphs below.

Decline in smoke and SO₂ levels in Glasgow

Chart 5.2.2 – Average SO₂ concentrations in Glasgow 1959-2005

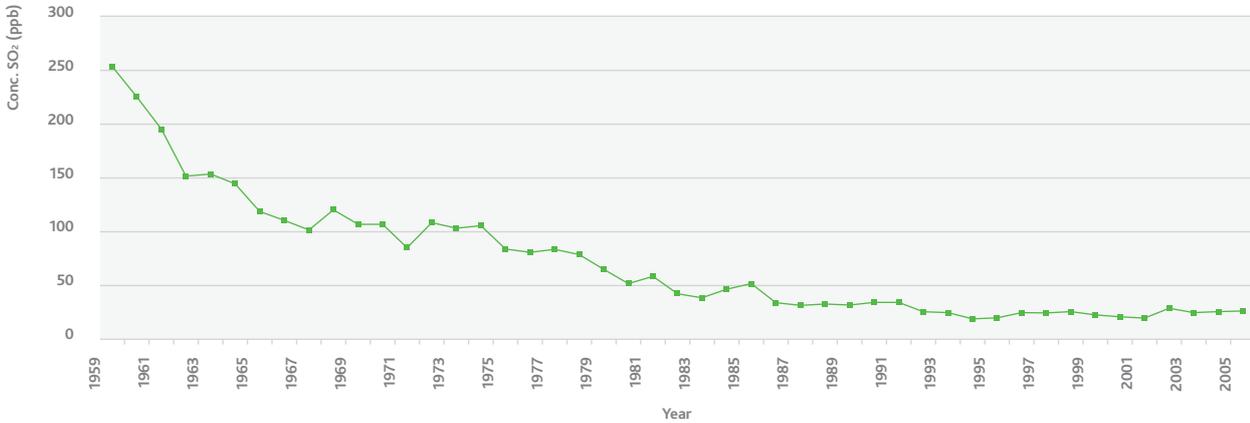
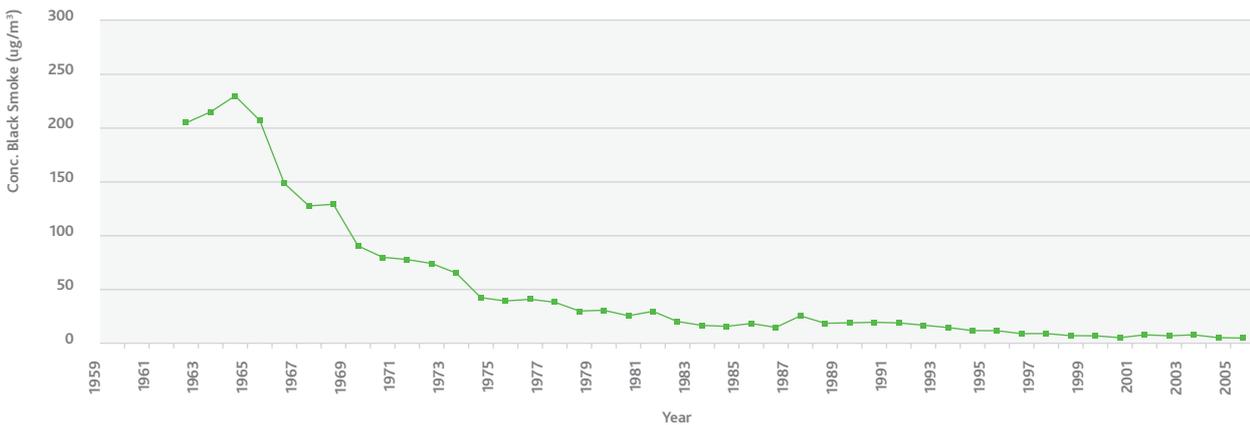
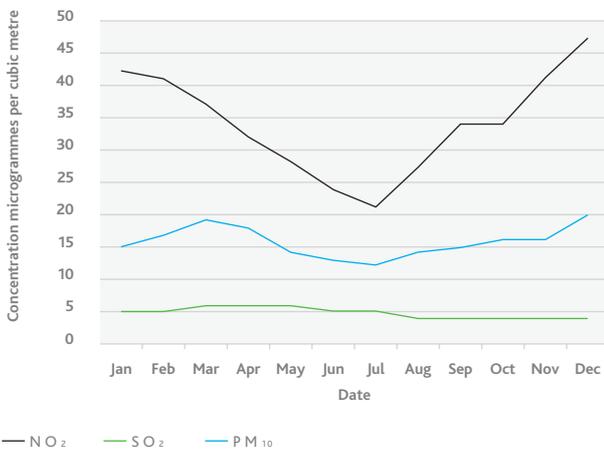


Chart 5.2.3 – Average Black Smoke concentrations in Glasgow 1962-2005



Monthly concentrations of key pollutants

Chart 5.2.4 – Average monthly concentrations of key pollutants (2001-2005)



Air quality trends

Glasgow has met the national objectives for carbon monoxide, benzene and 1,3-Butadiene, lead and sulphur dioxide. Air pollutant levels throughout Scotland are showing a decrease and therefore improving trend. In the vicinity of the Games venues and Village, concentrations of pollutants have been low generally since assessment commenced in those areas around 2000/2001. Seasonal air quality variations indicate that air quality is generally 'good' for the time of the year when it is proposed to hold the Games, ie late July/early August.

Testing methods

Monitoring of air quality in Glasgow has been undertaken for many years and today Glasgow has the most extensive air monitoring network of any local authority in the country. Pollutants are automatically monitored at different sites throughout the city. Modern technology such as chemiluminescent analysers, Tapered Element Oscillating Microbalance (TEOM), SO₂ bubblers, diffusion tubes and cellulose filters are used to ensure that all requirements for the UK Government and Scottish Executive are met.

Low emissions zones

One of the key commitments of the Bid for the Games is to designate areas around all venues as low emission zones (LEZs). These areas can only be entered by vehicles meeting certain criteria or standards for levels of emissions.

The LEZs around venues will only be accessed by vehicles which meet certain targets such as those in the forthcoming Euro V category. Joint working with the venues and transport sub-groups has ensured that the zones are feasible and workable. The Games will act as a catalyst for further change that will be expanded to other areas of the city.

Roadside vehicle emissions testing and idling vehicle enforcement

The Scottish Parliament introduced the Road Traffic (Vehicle Emission) (Fixed Penalty) (Scotland) Regulations 2003, made under Section 88 of the Environment Act 1995. They enable local authorities to check vehicles at the roadside to ensure they are not exceeding exhaust emission limits.

This work has been undertaken since March 2004 and forms a key part of Glasgow City Council's strategy to tackle air pollution. Formal action in relation to vehicles idling unnecessarily whilst stationary began in December 2005. Glasgow is the only Council in the UK to use these powers.

Question 5.3

Provide detailed information on the quality of drinking water in the Candidate City (according to international standards), including an assessment of the analyses performed over the last five years, the testing methods used and the system of supply.

Drinking water

Drinking water in Scotland is safe and clean, and acknowledged as one of the most plentiful and wholesome supplies anywhere in the world.

The national agency, Scottish Water was set up in 2002 to take responsibility for the supply of all drinking water in Scotland. It is committed to providing good, clean, safe and high quality drinking water and playing a vital role in the protection of public health. Scottish Water has invested over £400 million in its water assets in the last four years.

Water sources

Scottish Water utilises water from rivers, lochs, reservoirs and boreholes across Scotland with supplies feeding the Glasgow area from lochs and reservoirs.

Water treatment processes

The principal water supply to Glasgow is from Milngavie Treatment Works which is fed from Loch Katrine in the Trossachs, 25 miles to the north of Glasgow. As part of continued improvement, Milngavie treatment works is being replaced by a £120 million facility to be completed in December 2007. This project will deliver an upgraded supply to more than 700,000 residents.

Testing methods and compliance

Throughout 2005, Scottish Water conducted over 338,684 analyses on regulatory samples taken at treatment works, service reservoirs and customer taps across Scotland. Of these, almost 99.6% were compliant with the extremely stringent regulatory standards.

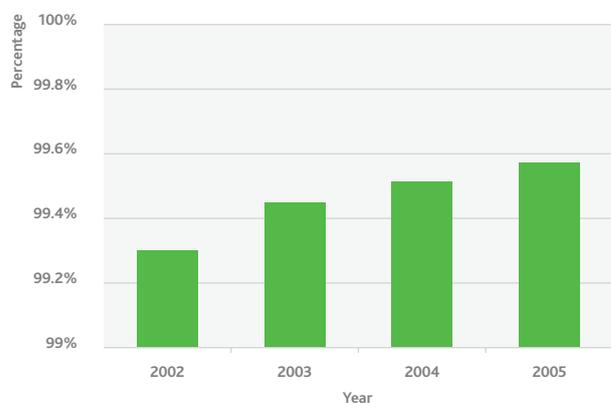
Regulatory framework

The three editions of the World Health Organisation Guidelines for drinking water quality are used by countries worldwide as the basis for regulation and standard setting to ensure the safety of drinking water. The 1998 European Directive on the quality of water intended for human consumption has been introduced into Scotland through the Water Supply (Water Quality) (Scotland) Regulations 2001. These Regulations set out detailed requirements for monitoring the quality of drinking water in Scotland. This includes microbiological parameters for coliform bacteria and Escherichia Coli as well as chemical parameters for 37 determinands including mercury, pesticides, aluminium and iron.

The Regulations are enforced by the Drinking Water Quality Regulator. In addition, local authorities have responsibility for overseeing the quality of drinking water in their area and the Water Commission for Scotland regulates customer charges and levels of service.

The Scottish Environment Protection Agency monitors performance to meet the standards set by UK and European laws. The Health and Safety Executive monitors performance to comply with the legal standards for health and safety in the workplace. Waterwatch Scotland represents the views and interests of household and business customers.

Chart 5.3 – Scottish Water: overall compliance with drinking water quality standards



Question 5.4

Describe the respective public authorities' environment and natural resource management systems and their cooperation, responsibilities and working methods vis-à-vis the OC.

Environment and natural resource management

The Scottish Executive Environment and Rural Affairs Department (SEERAD) is responsible for advising Ministers on policies on environment protection and enhancement and for ensuring the implementation of those policies in Scotland. A key aim of the Department is:

"to support Ministers in helping the people of Scotland secure a high quality of life through sensitive stewardship and sustainable development of the natural resources of Scotland; in particular by securing a clean, healthy and safe environment, ensuring a safe and effective water industry, and improving people's enjoyment of the environment".

SEERAD works closely with Forestry Commission Scotland (FCS) which serves as the Executive's forestry department.

It also sponsors the Scottish Environment Protection Agency (SEPA), the regulatory and enforcement authority for environmental protection and industrial pollution control in Scotland, covering discharges to air, land and water.

SEERAD is responsible for ensuring safe, effective and efficient water and sewerage services in Scotland. This is done through sponsorship of Scottish Water and through the Water Industry Commission for Scotland, the industry regulator.

It promotes nature conservation and the public's enjoyment of the natural heritage by ensuring compliance with EU and international nature conservation requirements and management of designated areas. In support of these aims SEERAD sponsors and works through Scottish Natural Heritage (SNH), the Executive's statutory adviser on natural heritage and biodiversity matters.

Historic Scotland is an agency within the Scottish Executive Education Department and is directly responsible to Scottish Ministers for safeguarding the nation's historic environment, and promoting its understanding and enjoyment.

The City Council works with the above agencies in respect of environment and natural resource management. Its strategy is encompassed in the Glasgow City Plan.

Glasgow City Plan

The City Plan provides the context for planning and regeneration work in the city and provides a framework and policies for assessing planning applications. The Scottish Executive requires development plans to be kept up to date and they are reviewed on no more than a five-year cycle. The City Plan is informed by extensive consultation, with the national agencies above being part of the progress.

Working with the City Council, the Scottish Executive and the various national and local environmental agencies the Organising Committee will ensure that the proposals ultimately agreed in the City Plan are applied to the effective operation of the Games.

One key initiative that will continue and be expanded in the run up to the Commonwealth Games is the Clean Glasgow campaign. It targets problems associated with litter, fly tipping and graffiti and helps communities tackle localised problems.

Question 5.5

Describe the OC's planned environmental management system and its:

- Objectives, goals and priorities
- Environmental key-point action plan for the Commonwealth Games
- Collaboration with the environmental public authorities
- Collaboration with non-government environmental organisations
- Efforts to be undertaken regarding transport and minimisation of the impact of air and noise pollution
- Plans for solid waste management and sewage treatment
- Energy supply and conservation, renewable energy use and management
- Efforts to protect and enhance significant features of the natural environment and cultural heritage before, during and after the Commonwealth Games
- Environmental awareness programmes.

Environmental management system of the OC**Objectives, goals and priorities**

The objectives, goals and priorities are part of a broadly defined concept of sustainability that aims to:

- promote social renewal and sustainable development
- protect and enhance the physical and natural environment
- ensure the efficient use of energy and resources.

In meeting such objectives, the Organising Committee will leave a legacy for the community that will lead to improved health, environment and quality of life for all.

Measures to be taken

Among the measures to be taken are:

- Ensuring a low carbon Games. Techniques will include low emission zones around the venues, car free venues, high technology vehicles in the Village and the use of renewable energy
- Sustainable construction policy and the design of buildings for low energy use
- Provision of a fund, by the Scottish Executive, to Commonwealth countries for off-setting carbon emissions generated by the Games. This will be targeted at climate change adaptation and mitigation in Commonwealth countries
- Assessment of the Games' carbon footprint to ensure that all initiatives have the minimum environmental impact
- Making use of existing and upgraded top quality sports facilities
- Provision of a new urban Village in an inner city location
- Reclamation of vacant and derelict land in the inner city. Four of the key sites used for the Commonwealth Games are on vacant and derelict land

- Creation of a green network of open spaces linked to the River Clyde corridor and other major spaces such as Glasgow Green
- Protection and enhancement of biodiversity in a range of inner city locations thereby bringing nature closer to people
- Involvement of local people through consultation, projects and recreational activities
- Provision of low waste to landfill policy for Games waste. A minimum target of 80% of Games waste (all items provided for the duration of the Games from the Village and venues) will be diverted from landfill. Sustainable procurement levers will be used to ensure suppliers are aware of this policy
- Extensive use of recycled material in the Village.

Environmental key point action plan for the Commonwealth Games

Table 5.5 – Environmental action plan for Games

Theme	Proposed actions	Benefits
Climate change and low carbon		
Transport and air quality	Free public transport for all ticketed spectators as all venues will be car free in respect of spectators Increased use of the River Clyde All areas around venues/Village to be declared low emission zones (LEZs) Effective management of car parking spaces at Village reducing carbon emissions during/after Games Use of dual fuel vehicles, Gas/hydrogen buses and electric vehicles (within the Village) Carbon offsetting fund to be set up by the Scottish Executive Use of existing venues with extensive transport links	All contributing to reductions in CO ₂ emissions around all venues, thereby leading to improvements in air quality Allows carbon produced to be offset thus reducing the impact on climate change in Commonwealth nations and territories Many venues are existing therefore no extra air pollution produced by transport thus minimising impact
Resources	Renewable energy eg local wind turbines and solar and biomass energy, will be encouraged throughout the Games Use of Sustainable Urban Drainage system (SUDS)	Reduction in CO ₂ and overall energy use of Village and sites Increased amenity, reducing potential flooding with ponds improving wildlife habitat and contributing to Green network
Construction	All venues and upgrades will be built to the highest sustainable construction standards in line with Glasgow City Council's policy Village designed to optimum energy efficiency standards Extensive use of existing venues	Very high quality of built environment Reduced waste as at least 10% recycled material will be achieved and exceeded Enables low to zero carbon living conditions Reduces construction and impact on environment as existing venues used
Reclamation of vacant and derelict land		
Village National Indoor Sports Arena (NISA)	Village built on mainly vacant and derelict land NISA and Velodrome being built on vacant land Reclamation of potentially contaminated land and relocation underground of overhead electricity pylons	Very few residents displaced by Village. Modern housing available for residents post Games Increase in visual aesthetics for residents around area. Increase in amenity of area Clean up of potentially contaminated land and improved landscaping leaving a lasting legacy in the East End of Glasgow
Protection and enhancement of biodiversity		
Provision of green spaces	Network of green spaces within the Village and links to River Clyde corridor and Glasgow Green Enhanced riverside corridor to provide for the requirements of birds, bats, butterflies and otters	Increasing greenspace and upgrading access to places of wildlife habitat Enhanced amenity for the community
Low waste to landfill for Games waste		
Games waste	At least 80% of waste will be diverted from landfill (closed loop system)	Reduction in waste to landfill Use as an example to public of what can be achieved in the future. Increased use of alternative methods eg recycling/composting
Sustainable procurement	Scottish Executive's sustainable procurement policy will be followed throughout purchasing process. This policy ensures integrity, honesty, value for money and encourages continuous improvement and innovation	High quality, healthy products High efficiency, reducing waste at source
Environmental Awareness Campaigns		
Local Initiatives National Initiatives	Clean Glasgow campaign tackling litter, graffiti and fly posting 'Dumb Dumpers' campaign 'Its our Future' campaign 'Waste Aware Scotland'	Increase in public awareness, participation and pride in keeping Glasgow tidy Improved quality of life for the community Raising awareness and engagement in sustainable development Raising awareness of issues/benefits relating to recycling

Collaboration with NGOs and environmental public authorities

We believe that strong consultation and co-operation with Non Governmental Organisations (NGOs) and environmental public authorities at an early stage have been vital in establishing a high standard with regard to sustainability and environmental goals.

An inaugural meeting in April 2006 saw a number of organisations meet Glasgow City Council and the Bid Team. All of the organisations present expressed a desire to help ensure the Bid is environmentally sustainable. They included:

- The Scottish Executive
- Royal Society for the Protection of Birds (RSPB),
- World Wildlife Fund (WWF)
- Scottish Wildlife Trust (SWT)
- British Trust for Conservation Volunteers (BTCV)
- Scottish Natural Heritage
- Scottish Environment Protection Agency
- Scottish Water
- Historic Scotland
- Friends of the Earth
- Scottish Ramblers
- Scottish Renewables.

Several meetings have been held to discuss progress and exchange ideas. The Environmental Forum will continue after the Bid has been submitted and up to the Games in 2014.

Efforts to be undertaken regarding transport and minimisation of the impact of air and noise pollution

In the city, several bus corridors, allowing free movement of public transport and giving priority to buses, are being introduced. These will lead to reductions in air pollutant emissions and a reduction in traffic noise. A number of these improvements will assist in the transportation of athletes/officials and spectators to and from Games venues.

As reported in Theme 13: Transport, Glasgow is undergoing further development of its public transport infrastructure. All developments consider air and noise emissions at the planning stage.

To reduce transport and minimise air and noise pollution, all venues will be essentially car free. The national cycle route along the River Clyde will be used throughout the Games and beyond, and river transport will be used during the Games.

The City Council is already using extensive and increasing control on the spaces and cost of parking in the City Centre. This aims to reduce the volume of traffic in Glasgow, thus improving air quality.

Ambient noise

The European Parliament and Council Directive relating to the assessment and Management of Environmental Noise 2002/49/EC, more commonly referred to as the Environmental Noise Directive (END) was transposed into Scottish Regulations in 2006. This concerns noise from road, rail and air traffic and in large urban areas including Glasgow, from industry, including ports. It focuses on the impact of noise on individuals, complementing existing EU legislation which sets standards for noise emissions from specific sources.

The noise mapping and action planning process is to be taken forward on a five-year rolling programme with additional mapping and action planning required for major developments. The first round of mapping and action planning applies to the largest of the agglomerations (including the industries and ports within them), the busiest major roads and railways and all airports. Glasgow is included in this first round. Maps must be produced by 30th June 2007, with the action plans following a year later in 2008.

The Initial Environmental Assessments undertaken have provided details on the cumulative effects from visitors on the entire city and will be taken into account in future planning processes.

Plans for solid waste management and sewage treatment

All new developments associated with the Games venues will reflect the aims of the City Plan in adopting separate systems for both surface and foul water. This will allow surface water to be collected and where appropriate retained, treated and re-used. The adoption of Sustainable Urban Drainage Systems (SUDS) will help during any storms by reducing peak flows, minimising the risk of flooding and associated pollution of adjacent watercourses. The ultimate design of new facilities including the Village will, therefore, consider options such as filter strips and swails, permeable surfaces, green roofs, retention ponds and reed beds.

Scottish Water is currently reviewing all waste water treatment works which serve Glasgow, with the aim of producing a revised sewage strategy for the city. This will include the potential for cross catchment solutions to balance needs and capacity. The obligation remains under European Law that sewage sludge must be used beneficially wherever possible.

In terms of solid waste management there will be a minimal waste approach during construction, operation and post-Games use of the venues.

With respect to waste disposal and recycling there are four main broad objectives:

- To minimise waste during construction
- To encourage the use of recycled materials in the construction phase
- To give the public and providers good recycling facilities during the Games and good information on how to use them
- To ensure sensible disposal of materials after the Games and ideally not to landfill.

It is our intention to meet all four objectives. This will involve:

- During the construction phase the developer must implement a recognised site waste management plan
- Re-use and recycling of existing on-site construction materials will be maximised using a waste auditing and recovery tool such as the Institute of Civil Engineers Demolition Protocol
- A commitment of low to zero waste to landfill for Games waste, ie all waste will be treated as a resource. A closed loop system of waste management will be put in place for all Games venues: requiring re-use, recycling and communal composting opportunities on-site
- The procurement strategy will incorporate a waste minimisation target with particular attention given to minimising packaging waste, particularly during construction, fit out and catering during the Games.

Energy supply and conservation, renewable energy use and management

The City Council's sustainable construction policy requires the delivery of development in the city based on social, economic and environmental considerations. This applies to all new construction projects, including refurbishment, where the Council has an interest as landowner, client, developer or partner and will, therefore, include all Commonwealth Games projects.

The Council's sustainable construction policy requires a clear demonstration of the following policy objectives:

- Design specific to local environmental conditions
- Conservation of water resources in construction and in use
- Design for minimum waste and the adoption of sustainable waste management practices
- Avoidance of pollution
- Energy minimised in construction and in use
- Adoption of sustainable procurement principles
- Promotion of the opportunities for the integration of renewable energy
- Conservation and enhancement of biodiversity
- Respect for people and the local environment
- Consideration of the effects of climate change on the building and vice versa
- Establishment of targets, with effective monitoring and reporting.

The Scottish Executive document *An Architectural Policy for Scotland* sets out sustainability as a crucial element in attaining environmentally sound, well designed buildings which constitute best value.

Sustainable construction principles have helped the city reduce the amount of waste sent to landfill, limit basic resource use (energy, water and natural resources), maximise the re-use and recycling of natural resources, decrease emissions of carbon dioxide which contribute to climate change and ensure that environmental and socially responsible procurement choices bring benefits for all.

Glasgow's built environment is undergoing rapid transformation. To ensure that all development minimises environmental harm and maximises social benefit, the City Council made a commitment in the Council Plan 2004/05 to develop a corporate Sustainable Construction Policy by mid-2005. This is now in operation.

Recycled material

In 2005, the City Council became the UK's first local authority to adopt the recommendation of the Waste and Resources Action Programme (WRAP) and the UK Government's Sustainable Buildings Task Group, by approving a 10% minimum recycled material content by value requirement for all construction projects with a value of over £500,000. WRAP has worked closely with the City Council to demonstrate the business and environmental case for recycled materials and the Organising Committee will adhere to and exceed these targets.

To ensure that the Commonwealth Games infrastructure is developed in accordance with sustainable construction principles, the following energy requirements must be met:

- All new and refurbished Games buildings must meet a Building Research Establishment's Environmental Assessment Method (BREEAM) or The Civil Engineering Environmental Quality Assessment and Award Scheme (CEEQUAL) standard of excellence
- All new or refurbished Games associated buildings and transportation will be low or no carbon. Carbon emissions limits will be set in kgCO₂/m³ in accordance with best practice
- All public buildings must display an energy certificate in line with the EU Energy Performance in Buildings Directive
- All legacy domestic properties for sale must have a seller's pack which includes details on the environmental specification of the building, including its energy performance
- Combined Heat and Power (CHP) will be considered for all Games developments
- Energy used at each Games site will be derived, where possible, from renewable energy sources
- An energy management strategy will be produced for each site and in commercial buildings a building management system (BMS) will monitor and adjust performance where required.

Efforts to protect and enhance significant features of the natural environment and cultural heritage before, during and after the Commonwealth Games

Natural environment

To ensure that the natural environment is protected and enhanced before, during and after the Commonwealth Games, Scottish Natural Heritage will help to ensure significant features are not harmed by the Games. The use of micro renewables, wind turbines, solar and biomass energy will be encouraged.

The Masterplan for the Village and the plans for new build and refurbished sports facilities will set out to protect and enhance biodiversity and improve the quality and accessibility of open spaces. Detailed environmental studies will be updated/undertaken in respect of ecology, water quality, air quality, noise, derelict land, built heritage and archaeology. This will allow cumulative effects to be determined and mitigation measures be put in place.

Cultural heritage

Glasgow has a rich architectural heritage. This is reflected in the quality of listed buildings and areas of outstanding character, and in the grouping of buildings and the quality of spaces between them. There are nearly 1,800 listed buildings (including for example, churches, warehouses, tenements and villas), in the city. The city's listed buildings reflect Glasgow's prominence in the Victorian era at the heart of the Industrial Revolution.

The quality of the architecture of listed buildings in Glasgow adds substantially to the identity and image of the city. The Games will be held against a rich and historic architectural backdrop.

To ensure that the cultural heritage is protected and enhanced before, during and after the Commonwealth Games, Historic Scotland will help to ensure significant features are not harmed by the Games.

Environmental awareness programmes

The City Council promotes a hierarchy of environmental awareness programmes and events, some of which are detailed below. These include actions relating to specific Council services, the work of bodies part funded by the Council and involvement with European and national events. Working with Glasgow City Council, the Organising Committee will support the continuation and expansion of their programmes.

Council led projects include:

- The promotion of air quality and vehicle emission standards with actions taken to minimise emissions and penalties for failure
- A Biodiversity Awareness Strategy, including action plans and newsletters
- Aalborg Commitments which were signed by the Council in 2005, to promote sustainable development through increased participatory democracy
- A Local Transport Strategy, which includes initiatives to promote sustainable alternatives to private car use
- Its own City Plan which provides advice on environmental issues within the planning context for the sustainable regeneration of the city

- A number of Local Development Strategies allowing communities to address environmental issues and impacts of development in their own areas
- The *Clean Glasgow* campaign which recognises the importance of involving all sections of the community in overcoming the problems of litter, graffiti and flyposting
- The Environment Strategy and Action Plan which informs Glasgow's citizens of the significant environmental programmes undertaken by the Council
- Support for Eco-Schools – a European award scheme that accredits schools that make a commitment continuously to improve their environmental performance.

Work of organisations part funded by the Council includes:

- Community Recycling Network for Scotland which provides information and support for community led organisations involved in recycling, composting and waste reduction
- The Rivers Kelvin, Clyde and Cart greenspaces. This involves work with local communities, schools and environmental organisations to create new greenspaces and improve existing facilities
- Various Environment Trusts are involved in a wide range of activities that are beneficial to the environment and enhance community engagement
- The Scottish Waste Awareness Group has been set up to change public attitudes and behaviour towards domestic waste. The City Council is involved with its work.

European and national events include:

- *European Green Week* – an annual event, which in Glasgow in 2006 highlighted biodiversity
- *European Environment Day* which includes web based messages promoting how staff and citizens can help the environment
- *Energy Efficiency Week* which involves an email to all staff with advice on energy efficiency actions at home and in the office
- *European Mobility Week*, including *Car Free Day* which promotes sustainable transport
- *National Bike Week*, including *Bike to Work Day* which involves sharing web based promotional information on the environmental and health benefits of cycling.

Auditing of aims and objectives

A comprehensive auditing exercise will remain in place to ensure that all targets, aims and objectives are being met.

This exercise will encompass issues relating to:

- Sustainable construction
- Waste to landfill
- Low Emission Zones
- Use of renewable energy at sites
- Noise from construction
- Air pollution from sites and venues.

The support of the existing Environmental Forum will be engaged in the auditing exercise.

Question 5.6

Environmental quality standards and knowledge quickly become obsolete and a proactive attitude is necessary to meet ongoing environmental challenges. All studies regarding environmental impact must satisfy legal norms and regulations. In this respect, it is essential to take the following points into consideration:

- Socio-economic parameters
- Scientific and technical innovations
- Establishment of appropriate relations with:
 - The public authorities
 - The private sector
 - Official organisations
 - Non-governmental organisations.

Carry out initial environmental impact assessments for all venues (competition venues, IBC and MPC).

Summarise the studies, indicating the feasibility of the project in terms of environmental sustainability, and the measures planned to alleviate any negative impact.

The initial environmental impact assessments and other relevant studies must be presented to the CGF Evaluation Commission during its visit.

Initial environmental assessment

Initial Environmental Assessments have been undertaken for all venues looking at a range of environmental receptors, including biodiversity, populations, human health, fauna, flora, soil, water, air, climatic factors, material assets, landscape and cultural heritage with mitigating factors being put in place to counterbalance any possible adverse effects.

This study has shown that all sites are not only capable of hosting the Commonwealth Games with no significant long-term environmental impacts, but also that a positive legacy will be left for venues and the adjacent communities.

The key results from the IEA are as follows:

Venues	Code number
National Indoor Sports Arena	1
National Indoor Velodrome	2
National Swimming Centre, Tollcross Park	3
SECC (including Main Press Centre and International Broadcasting Centre)	4
Kelvin Hall International Sports Arena	5
Kelvingrove Bowls Complex	6
Scotstoun Leisure Centre	7
Ibrox Stadium	8
The National Stadium, Hampden Park	9
Cathkin Braes	10
Strathclyde Country Park	11
Royal Commonwealth Pool, Edinburgh	12
Village	13
Barry Buddon, Angus	14
Celtic Park	15
Strathclyde Police Training Centre, Jackton	16
Positive	+
Negative	-
Neutral	0

Table 5.6 – Initial environmental assessment

Receptor	Venue																Potential Cumulative Effect
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	
Biodiversity etc	+	+	0	0	0	-	-	0	0	-	-	0	+	-	-	0	Neutral
Population	+++	+++	0	0	0	0	0	0	0	0	0	0	+	0	0	0	Positive
Human Health	++	++	0	0	0	0	0	0	0	0	0	0	0	-	-	0	Positive
Soil	+++	+++	0	0	0	0	0	0	0	0	0	0	++	0	0	0	Positive
Water	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	No effect
Climate	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0	Potentially negative
Material Assets	++	++	+	+	+	+	+	+	+	+	+	+	+	0	+	0	Positive
Cultural heritage	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	No effect
Landscape	++	++	0	0	0	0	0	0	0	0	0	0	++	0	0	0	Positive
Waste	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Neutral
Energy	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Neutral
Transport	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Neutral
Interrelationship	++	++	0	0	0	0	0	0	0	0	0	0	+	0	0	++	Overall positive
																	Cumulative effects across the matrix

Question 5.7

Provide (a) guarantee(s) from the competent authorities stating that all construction work necessary for the organisation of the Commonwealth Games will comply with:

- Local, regional and national environmental regulations and acts
- International agreements and protocols regarding planning, construction and protection of the environment.

Please refer to Section 5.7 of the Guarantees File for the signed Covenants.

Question 5.8

How will the OC integrate its environmental approach into contracts with suppliers and sponsors (eg, with respect to procurement of recyclable or compostable goods, in recyclable or compostable packaging)?

Procurement

The Organising Committee will ensure that any mix of purchases is evaluated to determine its environmental characteristics. Taking into account European legislation the degree of evaluation will be determined by the scale and nature of the procurement. The aim will be to address and resolve environmental issues, whilst ensuring 'value for money' is maintained.

For larger service contracts, or where a higher than average risk is identified, a full environmental impact assessment will be made. Environmental issues will be one of the key elements in the specification and evaluation process.

Sustainable procurement

The UK National Action Plan, produced by the Government's Sustainable Procurement Taskforce in June 2006, identified 10 priority areas for public sector spending:

- Construction
- Health and social work
- Food
- Uniform, clothing and other textiles
- Waste
- Pulp, paper and printing
- Energy
- Consumables – office machinery and computers
- Furniture
- Transport (business travel, motor vehicles).

These areas are all relevant to the Commonwealth Games and will be adopted as priorities.

The Organising Committee will purchase or lease items for the Commonwealth Games on the basis of sustainable procurement principles which consider social, environmental, ethical and economic values. Glasgow City Council and the Scottish Executive's Sustainable Procurement Policies will be adhered to at all times by the OC to ensure objectives are met.

Some targets/measurements that will be part of the procurement process will be:

- Construction contracts will require the procurement of a minimum of recycled material content by value. Glasgow City Council has a target of 10% for projects over £500,000. This target will be achieved and exceeded
- All timber and timber products to be procured from certifiably legal and sustainable sources
- All energy requirements for the Games infrastructure to be derived from renewable and low emissions sources
- Glasgow is already a Fairtrade City as certified by the Fairtrade Foundation in March 2006. Fairly traded products will feature in the OC's Games procurement strategy wherever possible
- Glasgow City Council has also had a no-Genetically Modified Organism (GMO) food policy in place since 1999, and the OC will inherit this policy, therefore, no-GMO materials will be present in any Games procured catering contracts, as far as is reasonably practicable
- All suppliers will be made aware at the outset that the OC is running a 'low to zero waste to landfill' for all Games produce and measures will be put in place to ensure that packaging is reduced at source in line with the waste minimisation hierarchy. Where packaging waste is required, it should always be biodegradable or recyclable eg Polyethylene terephthalate (PET) which can be recycled in Glasgow
- Similarly, all food waste will be composted as part of the 'low to zero waste to landfill' plan.

Question 5.9**Temperature and humidity**

Glasgow has an ideal climate for the Commonwealth Games. July and August weather is typically mild in the West of Scotland with warm pleasant conditions.

Comparable annual rainfall in other 'Games Cities'

Glasgow – 889mm

Kuala Lumpur – 2393mm

Victoria – Varies from 300mm to 1800mm

Melbourne – 660mm

Delhi – 714mm

Manchester – 809mm

Auckland – 1053mm

Table 5.9 – Temperature and humidity for the end of July and beginning of August

Year	Temperature in C			Humidity in %		
	Max	Average	Min	Max	Average	Min
Candidate City						
9am	20.6	14.1	10.1	100	85	61
12 noon	24.8	16.5	10.9	98	76	49
3pm	27.2	17.7	11.2	98	72	43
6pm	25.8	17.5	11.6	99	72	48
9pm	22.6	15	10.5	100	82	58
Competition venues where conditions are significantly different from the rest of the Candidate City						
9am	N/A	N/A	N/A	N/A	N/A	N/A
12 noon						
3pm						
6pm						
9pm						
Competition venues situated more than 50km from the Candidate City (Barry Buddon)						
9am	21.0	15.1	11.3	100	81.2	53
12 noon	23.2	17.2	12.0	99	70.3	42
3pm	24.3	17.9	11.3	100	67.2	36
6pm	24.8	17.2	12.0	98	70.8	36
9pm	22.8	15.3	11.8	99	80.2	54
Competition venues situated more than 50km from the Candidate City (Edinburgh)						
9am	22.5	14.5	9.5	100	81	57
12 noon	25.5	16.5	9.7	99	72	38
3pm	26.6	17.7	11.4	100	68	33
6pm	26.2	17.1	11.5	100	70	31
9pm	22.8	15.0	10.8	100	80	60

Question 5.10

Table 5.10 – Precipitation

Year 1999-2006	Number of precipitation days		Average volume of precipitation (in 1/m ²)	
	Per Year	For your proposed Games Dates	Per Year	For your proposed Games Dates
Glasgow	202	6	1014	41
Venues where conditions significantly different to rest of C.C.	N/A	N/A	N/A	N/A
Barry Buddon, Angus	116.7	3.6	586	23.69
Edinburgh	217.7	6	1092	44.18

NB – A precipitation day is measured as more than 0.1ml precipitation in 24-hours.

Question 5.11

Table 5.11 – Wind direction and strength

Year	Wind Data	
	Average wind direction	Average wind strength (km/h)
Hampden Park (Candidate City)		
9am	SSW	11.118
12 noon	SW	12.971
3pm	SW	16.677
6pm	SW	14.824
9pm	SW	12.971
Cathkin Braes – Mountain Biking		
9am	SSW	11.118
12 noon	SW	12.971
3pm	SW	16.677
6pm	SW	14.824
9 pm	SW	12.971
Barry Buddon, Angus – Shooting		
9am	S	12.0
12 noon	S	16.7
3pm	S	19.8
6pm	S	19.6
9pm	SE	14.5

NB – Only eight years data included for Glasgow due to the weather station being moved from Abbotsinch to Bishopton.

Evidence of previous data (1996-1999) is available, however it is not comparable with current data (1999-2006).

NB – All meteorological data for Candidate City is monitored at one site in Brighton therefore the same for all venues.

Question 5.12

Altitude

The altitude of Glasgow City Centre (George Square) is 11 metres.

Although not varying greatly, the altitude of key venues is noted below:

- The National Stadium, Hampden Park – 25 metres
- Village – 9 metres
- SECC – 5 metres
- National Swimming Centre, Tollcross Park – 27 metres
- Kelvingrove Bowls Complex – 15 metres
- National Indoor Sports Arena – 21 metres
- Strathclyde Country Park – 25 metres
- Cathkin Braes – 200 metres
- Jackton Police Training Centre – 180 metres
- Barry Buddon – 10 metres
- Royal Commonwealth Pool, Edinburgh – 40 metres.

Daylight hours

During the summer months in Glasgow and Scotland, there are in excess of 17 hours of daylight. This will enable athletes, officials and spectators to attend almost all events while it is still light.

6

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01
Glasgow's International
Financial Services District
overlooking the River Clyde

02
The Glasgow Hilton
is the flagship hotel

03
Glasgow has committed
to 100% travel grants
for athletes and officials

04
Sports Development
Assistance fund established
for CGAs



Theme 6: Finance

- Capital costs of facilities and infrastructure all committed
- Revenue support for organising and delivering the Games identified and committed
- Sports Development Assistance Fund established for CGAs
- 100% flexible travel grants for athletes and officials committed – numbers averaged over two Games
- Flagship hotel accommodation free for CGA President and Secretary General from the General Assembly until the end of the Games

Introduction

The funding for investment in all infrastructure to be used for the Games is secure. This includes the new sports facilities and the Village specifically built for the Games. The net running costs of the Games themselves will be met by the Scottish Executive (80%) and Glasgow City Council (20%).

Reflecting discussions held with CGAs and NOCs over the last nine months during our visits to Commonwealth nations and territories, the financial package for the Games includes three measures specifically designed to provide support to CGAs. They are:

- The establishment of a Sports Development Assistance Fund
- The provision of 100% flexible travel grants for athletes and officials
- Free accommodation in the flagship hotel for CGA delegations.

Guarantees

Question 6.1

Provide a financial guarantee from the competent authorities covering a potential economic shortfall of the OC.

Please refer to Section 6.1 of the Guarantees File for the signed Covenants.

Question 6.2

Please note that financial guarantees are requested in many other themes of this questionnaire including security, medical services, customs and immigration, Commonwealth Games Village, transport, sport and venues, etc. and should be referenced under their corresponding theme and question number as per the instructions pertaining to the Guarantees File. Provide any other additional financial guarantee you may have obtained.

Please refer to Section 6.1 of the Guarantees File for the signed Covenants.

Question 6.3

Provide a statement from the competent authorities concerning general price control before and during the Commonwealth Games, with particular reference to hotel rates and related services for anyone attending the Games, including non-accredited spectators.

Please refer to Section 6.3 of the Guarantees File for the signed Covenants.

Question 6.4

Provide a plan for the disposal, after the Commonwealth Games, of the OC's assets and/or for financing the running and maintenance costs of specific Commonwealth Games-related infrastructure.

Plan for disposal or financing of OC's assets

In order to host the Commonwealth Games, with the exception of the new velodrome and the mountain biking facility, there is no requirement for the OC to build new venues as permanent structures. Only the enhancement of existing venues, together with investment in elements of the Games Village and transport infrastructure, will be undertaken by the OC. Notwithstanding this, there are a number of new permanent structures which will be built and utilised to host the Commonwealth Games, such as the National Indoor Sports Arena and the new Entertainments Arena (Reference Theme 8: Sport and Venues) and new transport infrastructure such as the new rail link to Glasgow airport and the extension to the M74 motorway (Reference Theme 13: Transport) These assets will be funded from non-OC budgets and amount to over £2 billion at 2007 prices.

The following table provides an analysis of the planned capital investment required for the Games and which will be funded by the OC. It identifies plans for the disposal of assets or their financing and maintenance after the Games. Non-OC related assets are excluded from this analysis.

Table 6.4 – Plan for Disposal or Financing of OC Assets

Asset	Nature of Investment	Disposal/Financing Plans
Games Village	Transport Mall	Ownership and maintenance by Glasgow City Council to serve major events
Venues		
The National Stadium, Hampden Park (Athletics, Closing Ceremony)	Upgrading of North, West and East stands, including improved access and spectator provision for people with a disability	Ownership and maintenance by Hampden Park Ltd, a subsidiary of the Scottish Football Association
	Infill of the stadium to provide a raised platform on which the athletics track will be constructed	Full utilisation of the materials in future transport infrastructure developments
National Swimming Centre, Tollcross Park (Race Swimming)	Construction of second 50 metre swimming pool, general upgrading and additional permanent seating to increase capacity	Ownership and maintenance by Glasgow City Council
Glasgow Green (Hockey)	Development of two new international pitches plus 500 permanent spectator seats and changing accommodation	Ownership and maintenance by Glasgow City Council
National Indoor Velodrome (Track Cycling)	Construction of new permanent velodrome	Ownership and maintenance by Glasgow City Council
Cathkin Braes (Cross Country Mountain Biking)	Construction of a mountain biking course	Ownership and maintenance by Glasgow City Council
Kelvingrove Bowls Complex (Lawn Bowls)	Upgrading of greens to international standard	Ownership and maintenance by Glasgow City Council
Strathclyde Country Park (Triathlon)	Widening of a road to facilitate cycling phase of triathlon	Ownership and maintenance by North Lanarkshire Council
Scotstoun Leisure Centre (Squash, Table Tennis)	Introduction of a permanent squash complex and general upgrading of facility	Ownership and maintenance by Glasgow City Council
Barry Buddon, MOD Range, Angus (Shooting: Full Bore, Clay Target)	Introduction of improved targetory	Ownership and maintenance by Ministry of Defence. Use of new targets by the MOD
Strathclyde Police Training Centre, Jackton (Shooting: Small Bore Rifle, Pistol, Air Rifle)	Introduction of electronic targetory and general improvements to infrastructure	Ownership and maintenance by Strathclyde Police. Reversion of site to Police Training
Sports Equipment	Purchase of sports equipment	Continued use in Council owned venues or by national governing bodies of sport
Transport Infrastructure		
Park and Ride Sites	Construction of additional access roads to Park and Ride sites	Ownership and maintenance by Glasgow City Council

Taxes

Question 6.5.1

Describe the various types of taxes which are currently levied in your country and which may have an impact should the Commonwealth Games be hosted in your country.

Taxes

Corporation tax

Any company (or body treated for tax purposes as a company) which is based in the UK is liable to corporation tax on all its profits for each accounting period. 'Profits' are widely defined and include trading profits, interest income and chargeable gains. The amount of each category of profits is computed separately. There are limited rights of offset of deficits in one category against surpluses in another. The current rate of corporation tax is 30%; if total profits are low the rate can be as low as 19%.

The Organising Committee will be involved in trading. Each year's total trading income (sponsorship receipts, advertising, ticket sales, concession receipts, etc) is compared with that year's tax allowable trading expenses. Any net profit is taxable. A net loss is available for relief. Relief is available against any other profit of the entity in the year of loss, or the previous year (provided the entity was carrying on the trade in the previous year) and against trading profits only in years subsequent to the year of loss.

Bodies established for charitable purposes are exempt from tax on all non-trading profits only and have a restricted exemption from tax on trading profits. It is not intended to apply for Charitable Status for the Organising Committee.

VAT

Value Added Tax (VAT) is a tax on consumer expenditure and is collected on business transactions and imports.

A person, such as a company, who is in business and either makes, or intends to make, taxable supplies of goods or services in the course of developing that business may be liable or entitled to register for VAT.

A VAT registered supplier of goods or services is required to charge VAT on the taxable business supplies of goods and services. The current standard rate of VAT is 17.5%. If a customer for those goods or services is VAT registered and uses the supplies for business purposes he will be entitled to receive credit for the VAT charged on purchases.

Where VAT registered traders engage in activities that are non-business and/or exempt for VAT purposes it will be necessary to restrict the amount of VAT that can be recovered on purchases.

Payroll Taxes and Social Security

Income tax is levied on wages, salaries and other cash payments to employees working in the UK, irrespective of the employer's corporate structure. The employer is required to deduct this income tax at source via the Pay As You Earn ('PAYE') tax system and remit payments regularly to the tax authorities.

For UK resident workers, social security is also deducted at source on employment earnings and paid over to the tax authorities. The employer is required to make an additional payment of social security based on a fixed percentage of the employee's earnings. UK social security (both employee's and employer's contributions) may also be relevant for workers from outside of the UK.

Most non cash benefits provided to employees working in the UK attract an income tax charge, payable by the employee. In such cases there is generally an additional social security charge (employer only) levied on the value of the benefit provided. In some cases, however, a social security charge can apply to both the employer and the employee.

Payroll taxes via PAYE and social security charges can also apply to certain "self-employed" individuals.

Question 6.5.2

Which legal form do you expect your Organising Committee to take and what tax status do you expect the Committee to be subject to?

The Organising Committee

The Organising Committee will be established as a company limited by guarantee and will have the Scottish Executive, the CGCS and GCC as members. The membership of the Board will encompass the required representation from the CGF, CGCS, the City Council, Scottish Executive and an athlete representative, as identified in the Candidate City Manual. (Reference also Theme 3: Legal)

The OC will be subject to:

- Corporation tax on any profits accrued
- VAT on relevant activities which may be offset against activities undertaken by the Company itself and on which VAT is liable
- Payroll and Social Security.

Question 6.5.3

What impact will the tax status of the Organising Committee (whether fully taxable or tax exempt) have on the operations of the Committee nationally and internationally in the various fields of taxation including but not restricted to:

- Capital taxes
- Income taxes
- Value added taxes
- Sales taxes
- Withholding taxes (in particular with companies from foreign countries).

In providing your answers, it is important that you obtain clarification on how your tax authorities qualify tangible and intangible rights and in particular television broadcasting and marketing rights. In particular, would any taxes be levied in relation to the sums of money paid to the OC or the CGF by third parties who have bought television rights or marketing rights relating to the 2014 Commonwealth Games?

Please respond to this question in two parts:

- Third parties resident in your country
- Third parties resident abroad.

Impact of tax status of the Organising Committee Corporation tax

The tax status of the Organising Committee will have no impact on the operation of the Committee nationally or internationally in respect of corporation tax.

VAT

The Organising Committee will be registered for UK VAT and will generate both taxable and non-taxable income. As such, it will be necessary to charge VAT on some, but not all, of its supplies to third parties. However it will also be able to off-set VAT charged to it by other suppliers. The only impact will be that the OC will be required to restrict the amount of VAT that it can recover on its UK VAT return to reflect that it will have some non-taxable activities.

Foreign VAT incurred on purchases

As the OC will be registered for UK VAT it may be entitled to recover foreign VAT (or its equivalent) incurred on purchases it makes. This will be through the processes established in the 8th or 13th Directive refund mechanism of the European Union. This will be subject to certain specific conditions being met.

UK VAT incurred by third parties on OC's supplies

Where a business inside the European Union incurs UK VAT on purchases from the OC, and it does not have a UK VAT Registration, it may be entitled to recover this UK VAT through the 8th Directive refund mechanism, subject to certain specific conditions being met.

Where a business outside the European Union incurs UK VAT on purchases from the OC, and it does not have a UK VAT Registration, it may be entitled to recover this UK VAT through the 13th Directive refund mechanism, subject to certain conditions being met.

Question 6.5.4

Would any taxes be levied in relation to sums of money paid by the OC to the CGF (eg royalties)?

While the methodology will require discussion, the CGF will receive a net contribution of £10.6m.

Question 6.6**Budgeting**

In order to obtain verifiable and comparable data, budgets should be prepared on the basis of economic conditions existing at the time of the preparation of the candidature.

The possible inflationary and currency effect will be analysed by the CGF, based on information provided in Theme 2 (Q 2.9).

In considering plans for the financing of the Commonwealth Games, it should be borne in mind that there are two distinct budgets:

- *OC budget: this is the operations budget for the organisation of the Commonwealth Games. Infrastructure development costs for sports venues, the Commonwealth Games Village, the IBC and MPC or other major infrastructure projects should not be included in the OC budget*
- *Non-OC budget: for financing the construction of the sports venues and other infrastructure required for the Commonwealth Games which will be a long-term legacy. The financing of such investments should be undertaken by the public authorities or the private sector. In certain instances, these parties may equally finance temporary facilities.*

Candidate Cities must always follow a gross budgeting approach, ie, always include the gross revenue figure and the corresponding cost and not simply the net revenue figure.

All questions must be answered in strict accordance with the budget templates provided in this theme. Brief guidance on the content of each budget line is also provided in this theme, after the budget templates.

For budgeting purposes, Candidate Cities should use the amounts communicated by the CGF by circular letter for the Broadcast Rights and any other marketing arrangements controlled by the CGF.

Question 6.6.1

Using template 6.6.1, provide a detailed budget for the Commonwealth Games in GBP 2007 (specify the date on which this was established and the GBP/local currency exchange rate used).

Table 6.6.1 – Detailed Commonwealth Games Budget (OC Budget) Real at 1 April 2007 prices

A –	Revenues	GBP (000)	%	B –	Expenditure	GBP (000)	%
1	CGF Contribution	12,100	3.5%	B1	Capital Investments		
				13	Sports Facilities	53,640	15.6%
					Commonwealth Games Village and other Villages	17,030	5.0%
					MPC and IBC	0	0.0%
					Other	100	0.0%
						70,770	20.6%
2	Local Sponsorship	23,536	6.9%	B2	Operations		
3	Official Suppliers	0	0.0%	14	Sports Venues	28,822	8.4%
4	Ticket Sales	18,704	5.4%	14	Commonwealth Games Village and other villages	5,516	1.6%
5	Licensing	1,500	0.4%	14	Other non-competition venues	10,800	3.1%
				14	MPC	309	0.1%
				14	IBC/HBO	3,359	1.0%
				15	Games Workforce	41,115	11.9%
				16	Information Systems	21,545	6.3%
				16	Telecommunications and other technologies	7,985	2.3%
6	Lotteries	0	0.0%	16	Internet	1,805	0.5%
7	Donations	0	0.0%	17	Ceremonies and culture		
					Opening Ceremony	10,000	2.9%
					Closing Ceremony	4,500	1.3%
8	Disposal of Assets	0	0.0%		Medal Award ceremonies	800	0.2%
					Cultural programme	3,570	1.0%
					Baton relay	3,700	1.1%
					Other programmes	9,400	2.7%
9	Subsidies			18	Medical Services	1,712	0.5%
	National Government	230,599	67.0%	19	Catering	8,113	2.4%
	Local Government	57,650	16.8%	20	Transport	13,580	4.0%
		288,249	83.8%	21	Security	26,169	7.6%
				22	Advertising and Promotion	10,919	3.2%
10	Other	0	0.0%	23	Administration	7,990	2.3%
				24	Pre-Commonwealth events and co-ordination	1,066	0.3%
				25	Other	50,544	14.7%
						273,319	79.4%
		344,089	100.0%			344,089	100.0%
11	Shortfall	0		26	Surplus	0	
12	Total	344,089		27	Total	344,089	

Question 6.6.2

Using templates 6.6.2 a and b, provide an overview of all capital investments and a detailed capital investment budget (in GBP 2007) for all sports venues, all villages and the IBC/MPC, by physical location.

Table 6.6.2a – Non-OC Capital Investments Overview (city, regional or state authorities and private sector)

C - Capital Investments	GBP (000)
Airport	0
Roads and Railway	2,045,400
Visitor Accommodation	0
Sports Venues	0
Competition Venues	238,900
Training Venues	30,300
Commonwealth Village(s)	228,658
Media Village(s)	0
Other	205
	2,543,463

Table 6.6.2b – Capital Investments by Physical Location

	OC Budget			Non-OC Budget			Total OC and Non-OC GBP (000)
	B1 – Budget Line 13			C			
	New Installations GBP (000)	Upgrading of Existing Installations GBP (000)	Sub-total GBP (000)	New Installations GBP (000)	Upgrading of Existing Installations GBP (000)	Sub-total GBP (000)	
Sports Facilities							
Cathkin Braes	580	0	580	0	0	0	580
National Indoor Velodrome	11,000	0	11,000	11,000	0	11,000	22,000
Sports Equipment	750	0	750	0	0	0	750
Glasgow Green	0	3,240	3,240	0	0	0	3,240
The National Stadium, Hampden Park	0	21,540	21,540	0	0	0	21,540
Strathclyde Police Training Centre, Jackton	0	300	300	0	0	0	300
Kelvingrove Bowls Complex	0	1,080	1,080	0	0	0	1,080
National Swimming Centre, Tollcross Park	0	12,500	12,500	0	0	0	12,500
Scotstoun International Athletics Stadium	0	1,750	1,750	0	15,300	15,300	17,050
Strathclyde Country Park	0	900	900	0	0	0	900
National Indoor Sports Arena	0	0	0	76,100	0	76,100	76,100
Toryglen Football Centre	0	0	0	15,000	0	15,000	15,000
SECC Arena	0	0	0	112,000	0	112,000	112,000
Kelvin Hall International Sports Arena	0	0	0	0	11,000	11,000	11,000
Royal Commonwealth Pool, Edinburgh	0	0	0	0	28,800	28,800	28,800
	12,330	41,310	53,640	214,100	55,100	269,200	322,840
Commonwealth Village							
Games Village	17,030	0	17,030	228,658	0	228,658	245,688
Other Villages	0	0	0	0	0	0	0
	17,030	0	17,030	228,658	0	228,658	245,688
MPC and IBC							
Main Press Centre	0	0	0	0	0	0	0
International Broadcasting Centre	0	0	0	0	0	0	0
	0	0	0	0	0	0	0
Other							
Glasgow Airport Link	0	0	0	200,000	0	200,000	200,000
Edinburgh Airport Link	0	0	0	650,000	0	650,000	650,000
Park and Ride	100	0	100	0	0	0	100
Games Lanes	0	0	0	4,500	0	4,500	4,500
M74 Extension	0	0	0	500,000	0	500,000	500,000
East End Regeneration Route	0	0	0	67,900	0	67,900	67,900
M80 Extension	0	0	0	144,000	0	144,000	144,000
M8 Completion	0	0	0	180,000	0	180,000	180,000
Airdrie – Bathgate Rail Link	0	0	0	299,000	0	299,000	299,000
Pacific Quay Pontoon	0	0	0	205	0	205	205
	100	0	100	2,045,605	0	2,045,605	2,045,705
Totals	29,460	41,310	70,770	2,488,363	55,100	2,543,463	2,614,233

Question 6.6.3

Using template 6.6.3, prepare a simple cash flow forecast, disclosing the expected annual cash flows and financing lines from the year of nomination to the expected date of dismantling the OC.

Table 6.6.3 – OC Cash Flow Forecast Real at 1 April 2007 prices

	Games Year -7 GBP (000)	Game Year -6 GBP (000)	Games Year -5 GBP (000)	Games Year -4 GBP (000)	Games Year -3 GBP (000)	Games Year -2 GBP (000)	Games Year -1 GBP (000)	Games Year 0 GBP (000)	Games Year +1 GBP (000)	Games Year +2 GBP (000)
Cash Position at Beginning of Year	0	0	0	0	0	0	0	0	0	0
Cash Inflows										
Bank Financing	0	0	0	0	0	0	0	0	0	0
CGF Contribution	0	0	0	0	0	0	0	10,600	1,500	0
Sponsorship	0	0	0	0	0	0	11,768	11,768	0	0
State, Region, City	3,331	4,612	7,707	13,934	14,995	32,675	56,554	152,654	1,787	0
Other Income	0	0	0	0	0	0	0	20,204	0	0
	3,331	4,612	7,707	13,934	14,995	32,675	68,322	195,226	3,287	0
Cash Outflows										
Capital Investments	0	750	3,490	9,910	7,000	7,000	23,740	15,593	3,287	0
Operations	3,331	3,862	4,217	4,024	7,995	25,675	44,582	179,633	0	0
	3,331	4,612	7,707	13,934	14,995	32,675	68,322	195,226	3,287	0
Cash Position at End of Year	0	0	0	0	0	0	0	0	0	0
Bank Credit Line Less Cash Utilised	0	0	0	0	0	0	0	0	0	0
Cash Available	0	0	0	0	0	0	0	0	0	0

Question 6.6.4

In addition to the standard budget structure to be presented in the Candidature File, Candidate Cities are required to provide the CGF with comprehensive data supporting the build-up of each budgetary section at least one month before the visit of the CGF Evaluation Commission.

All of the answers to inform Question 6.6 have been derived from detailed budgets developed by and subsequently ratified by each of the sub-groups.

A full supporting document will be sent to the CGF at least one month before the visit of the Evaluation Commission.

Support for CGAs

If we have the honour of hosting the Games, we appreciate that we accept a range of responsibilities to the athletes, to the CGAs and to the CGF.

Specifically in respect of the CGAs, these responsibilities include supporting them with their preparation for and attendance at the Games in 2014.

Over recent months, during our visits to CGAs throughout the Commonwealth we have sought and taken the advice of many colleagues on ways in which these responsibilities could, most appropriately, be met. We believe that three inter-related measures may be of assistance.

Games Family Hotel

The family atmosphere of the Games is an important feature of the event and we believe it is enhanced when the Games Family is together in the same hotel for the duration of the Games. As such, we will provide complimentary accommodation for at least the President and Secretary General of each CGA with the option also available for a third delegate to be supported.

The cost of this accommodation has been included in the OC budget.

Travel Grants

We will provide 100% travel grants for accredited athletes/officials. The final numbers will take account of the average size of each team in the Melbourne and Delhi Games. However there will be a degree of flexibility in relation to two elements.

Flexibility in terms of the origin of the journeys of individuals. For example if an athlete is training abroad, the flexible approach would allow the journey to Glasgow to start from the training location.

Flexibility in the final number of athletes to be supported, if through the development programme outlined below, a case can be made for additional places.

In both cases the precise details will be agreed in conjunction with each CGA well in advance of the Games.

The cost of such travel grants (£4.29million) has been included in the OC budget.

Sports Development Assistance

The initiative taken by Delhi in offering sports development assistance leading up to 2010 has provided an example of how host cities can work with CGAs.

Leading up to 2014, we will also develop a new and active partnership with CGAs by establishing a significant sports development assistance programme. A targeted approach, reflecting the agreed specific needs of CGAs, will be adopted.

The minimum cost of such a programme (£3.7million) has been included in the OC budget.

7

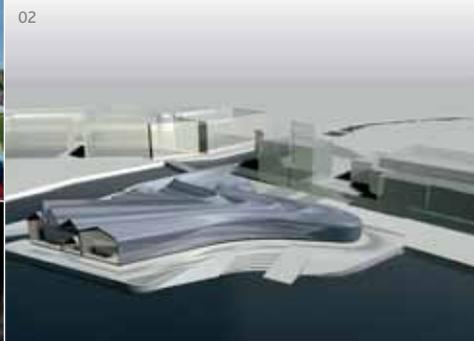
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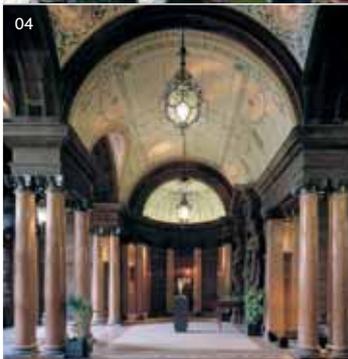
01
Artistic impression
of Kelvingrove Bowls
Complex in 2014



02
Artistic impression of
the new Riverside Museum



03
Promotion of Scotland's Bid
at the annual Norwich Union
Athletics International at
the Kelvin Hall



04
Glasgow City Chambers will
provide a beautiful location
for sponsor hospitality



05
The recently refurbished
Kelvingrove Art Gallery
and Museum offers
another superb venue
for sponsor hospitality

06
The 2006 Tour of Britain
Cycle Race started in Glasgow



Theme 7: Marketing

- Joint Marketing Programme agreed
- Ambush marketing legislation drafted
- Existing commercial supporters for the Bid provide confidence for the future acquisition of sponsorship
- Inclusive ticketing strategy agreed
- Strong brand identity developed

Question 7.1

The purpose of the JMP is to create a simplified marketing structure for Commonwealth Games marketing within the Host ('Territory') by consolidating all Commonwealth-related properties and equities in the Territory for the Joint Marketing Period as defined below.

The JMP is formalised through the Joint Marketing Programme Agreement ('JMPA') entered into between the Candidate City and the CGA, whereby the Candidate City, on behalf of the future OC, acquires all commercial rights related to the CGA for the period beginning on 31 December 2010 through to 31 December 2014 (the 'Joint Marketing Period'). Upon its formation, the OC becomes a party to the JMPA and the JMPA is developed and implemented solely by the OC during the Joint Marketing Period.

Enclose one fully executed copy of the JMPA, including the written guarantees from each National Sports Federation and other required appendices in your Guarantees File.

1. Standard text provided for the JMPA
2. The following deadlines shall be respected in connection with the JMPA:

Joint Marketing Programme

A fully executed copy of the JMPA with all required appendices is enclosed at Section 7.1 of the Guarantees File.

Question 7.2.1

Provide (a) written guarantee(s) from the relevant government authorities confirming that the legislation necessary to effectively reduce and sanction ambush marketing (eg, preventing competitors of Commonwealth sponsors from engaging in unfair competition in the vicinity of Commonwealth sites), eliminate street vending, control advertising space (eg, billboards, advertising on public transport, etc.) as well as air space (to ensure no publicity is allowed in such airspace) during the period of the Commonwealth Games (including two weeks before the Commonwealth Games), will be passed no later than 30 June 2010.

Guarantees

The Scottish Executive will introduce the necessary legislation to reduce ambush marketing. A detailed outline of all proposed legislation will be available for inspection during the Evaluation Commission's visit in June 2007.

Please refer to Section 7.2.1 of the Guarantees File for the First Minister's signed guarantee on behalf of the Scottish Executive.

Question 7.3

Describe your Commonwealth Games brand identity strategy and how it may be implemented through, among other initiatives, the development of an icon presence in your city.

Brand identity strategy

Glasgow is a modern and cosmopolitan 21st century city – stylish, culturally diverse, historically enriched and, above all, overwhelmingly friendly. It is these core values that will be further developed to form the basis of our brand identity strategy. These qualities have been encompassed in our principal theme for the Games Bid of PEOPLE – PLACE – PASSION. We believe that these are the building blocks on which we will help to secure outstanding performances by Commonwealth athletes.

These core values are not just representative of our city or our country, nor are they confined to the bidding stage. They are to be carried through into the Games themselves and are just as applicable to the Commonwealth movement and to the CGF values of HUMANITY – DESTINY – EQUALITY. It is our common bond as members of the Commonwealth Family that brings us together to compete. The city may be where we live, but it is to the Commonwealth that we belong.

On winning the rights to host the Games, we will move quickly, and work in partnership with the CGF, to develop a brand which encapsulates the core values of the Games and the unique selling points of Glasgow and Scotland. This process will provide maximum opportunities to gain global exposure for the brand of the CGF and the 2014 Games. Within this context individual CGAs, may benefit from the increasingly high profile of the Games.

Developing the Brand

Development of a brand which is appealing to target audiences which are both culturally diverse and geographically dispersed will be a challenge for Glasgow 2014, and more specifically for young and creative design talents throughout the Commonwealth. To achieve this, innovative methods of design and new technologies will be employed along with traditional art forms to create an appealing and contemporary approach to brand development. The brand will have a uniquely Scottish feel which will be friendly and welcoming. Our aim will be to appeal to cultures throughout the world. It will be a brand which can be translated to work effectively in all forms of media and be applied in a range of exciting and innovative ways.

The commercial appeal of the brand will also be critically important to ensure the success of the Games. What is appealing today will be dated tomorrow. The brand must stay ahead of the competition, and be ready to exploit new technologies and mediums, taking the Commonwealth brand to every corner of the world. The Organising Committee will work with local and international entrepreneurial talents to ensure the brand is able to be developed to suit a wide variety of business applications, is flexible, attractive throughout the Commonwealth and can be used to achieve maximum income generation for the Games.

A key strength that Glasgow 2014 can bring to the Games is the co-operation and partnership approach that flows through the marketing community in Scotland. Key agencies already work closely together to deliver highly successful and fully integrated marketing strategies and campaigns. This partnership will be further encouraged with a focus on promoting the Games at home and abroad.

A key theme of our brand identification strategy will include iconic branding of the city. Glasgow's past and present will come together to dress the city for maximum impact. Modern, high technology branding will be a key part of this, using creative solutions and new forms of media to ensure that the Games symbolise modernity. In contrast, historic landmarks representing hundreds of years of architecture and design (and including landmarks such as Kelvingrove Art Gallery, the Finnieston Crane and the City Chambers) will form the centrepieces of traditional forms of dressing. Branding and dressing will extend far beyond the city boundaries, ensuring the whole of Scotland is engaged and has a part to play in the delivery of the Games.

We are ready and hungry for this new challenge and we will build on Glasgow's existing reputation as an international centre for design and the creative industries. Our marketing agencies are mature and co-ordinated, our city and country are technologically advanced and historically enriched, and our experiences of hosting and branding major sporting events in Scotland are proven.

To illustrate how we have developed a successful brand for the bidding phase we have included a number of examples opposite. These examples show the diversity of application and consistency of the brand identity strategy. Later in this theme we illustrate how sponsors can use the brand to promote both the Games and their own image and identity.

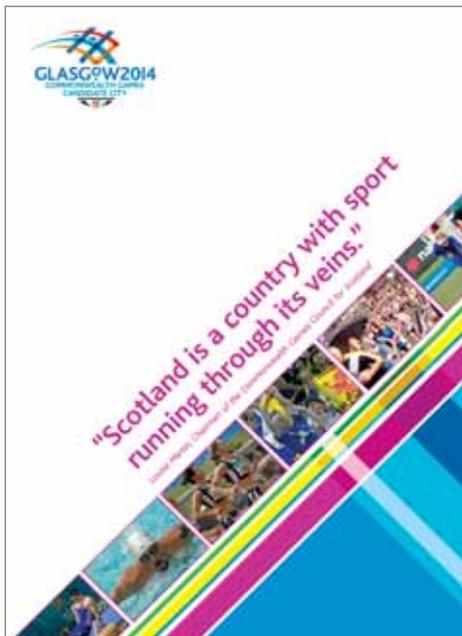
Examples of how we have used our brand during the bidding phase:



01



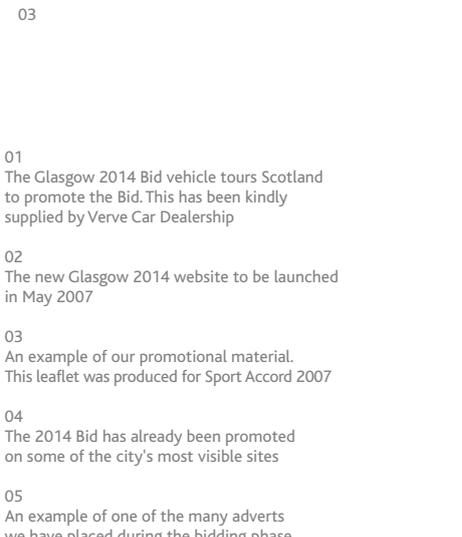
02



03



04



05

01 The Glasgow 2014 Bid vehicle tours Scotland to promote the Bid. This has been kindly supplied by Verve Car Dealership

02 The new Glasgow 2014 website to be launched in May 2007

03 An example of our promotional material. This leaflet was produced for Sport Accord 2007

04 The 2014 Bid has already been promoted on some of the city's most visible sites

05 An example of one of the many adverts we have placed during the bidding phase

GLASGOW2014
COMMONWEALTH GAMES
CANDIDATE CITY

Glasgow is bidding to host the Commonwealth Games in 2014. Our country and our city are ready to host the Games. We have the infrastructure, venues, people and desire to make 2014 the best Games ever, enabling athletes to do what they do best – perform.

TO FIND OUT MORE ABOUT OUR BID, OUR PLANS AND OUR HISTORY OF HOSTING MAJOR EVENTS DROP IN TO SEE US ON STAND 41.

www.glasgow2014.com

Examples of how the brand could look in 2014 at key Games venues:



01
Indoor branding at the SECC Arena

02
Use of different types of branding on glass court surrounds

03
An example of Glasgow 2014 branding in outdoor venues

04
Hampden Park provides a wide range of branding opportunities

05
Floor vinyls and bannering will be used to good effect in dressing halls

06
Perimeter boards and flags will also be used to dress venues

07
Stunning outdoor branding will complement the wonderful location for Triathlon

04



05



06



07



Question 7.4

Use table 7.4 below to indicate projected income from domestic sponsorship:

Sponsorship

Table 7.4 – Projected income from domestic sponsorship

Level of Sponsorship	Product Category	Projected income by level of sponsorship (GBP 2007)
First Level (Highest level of National Sponsors)	1. Insurance 2. Banking 3. Transportation 4. IT/Communications 5. Soft Drinks 6. Media	£12 million
Second Level	1. Car Provider (s) 2. Supermarket Chain 3. Recruitment or other consultants 4. Consumer goods eg Confectionery 5. Utility Company 6. Beer/Spirit Company 7. Financial Services 8. Retail eg Shopping Mall/Retail Store	£8 million
Third Level	1. AV Services 2. Furniture and Fittings 3. Temporary Structures 4. Printing and Publishing 5. Food and Beverages 6. Hotels and Accommodation 7. Transport 8. Medical Supplies	£3-4 million (Principally VIK)

During the bidding phase Glasgow 2014 has been extremely successful in achieving sponsorship income. A target of six major supporters was set early on and has been achieved, showing a strong level of support from the business community.

Our major supporters are:

Clydesdale Bank	Financial Services
Highland Spring	Mineral Water
O2	Telecommunications
First Group	Transport
BBC Scotland	Media
Diageo	Beverages

Brands of Bid Phase Major Supporters are shown below.
Examples of the sponsorship activity are shown opposite.



Examples of Glasgow 2014 Major Supporter promotional activity



06

01 A vinyl bus wrap by First Group

02 The First Glasgow 2014 Bid Train

03 On-pack promotion by Highland Spring

04 Highland Spring have branded their fleet of delivery vehicles

05 Sporting Heroes exhibition organised by O2

06 Clydesdale Bank have used press and TV advertisements to promote the Bid

07 Artwork for the Clydesdale Bank head office building wrap



07

Question 7.5.1

What is the total projected income from ticket sales?

Ticket sales

The overall ticketing strategy is designed to ensure that the Games are inclusive. In this context that means that all members of the community in Scotland and overseas visitors should be encouraged to attend and spectate and not be deterred by excessive ticket prices.

For the Closing Ceremony the ticket will include the final session of track and field athletics and the Closing Ceremony celebrations.

The main principles are:

- To maximise attendance and try to ensure 'full stadia'
- To make tickets accessible to as many different people as possible
- To ensure a fair and equitable distribution of tickets
- To be innovative in respect of attracting specific markets such as young people and family groups
- To include access to public transport as part of all ticket sales
- To meet the financial objectives of the Games.

The total projected income is £18.704 million.

Question 7.5.2

What percentage sell-out rate are these projected incomes based on?

The income from ticket sales is based on assumed occupancy rates of 75%, except for Opening and Closing Ceremonies where 100% occupancy is anticipated.



Our policy on ticket sales will be inclusive with many activities free to spectators

Question 7.5.3

What is the price range of Commonwealth Games tickets in the following categories:

- Opening and Closing Ceremonies?
- Prime events (eg athletics, swimming or other sports with a particularly strong national appeal)?
- Other events?

The following are suggested ticket prices, which we look forward to discussing with the CGF in due course.

Table 7.5.3 – Proposed ticket price ranges (2007 prices)

Sport/Event	A Price Level	B Price Level	C Price Level	D Price Level	Discounted
Opening Ceremony	£175	£150	£75	£50	£5
Closing Ceremony	£175	£150	£75	£50	£5
Lawn Bowls	£25	£15	£10	£5	£3
Aquatics – Swimming	£90	£60	£40	£25	£5
Aquatics – Diving	£25	£15	£10	£5	£3
Athletics	£40	£25	£15	£10	£5
Rugby 7s	£40	£25	£15	£10	£5
Netball	£25	£15	£10	£5	£3
Badminton	£25	£15	£10	£5	£3
Boxing	£40	£25	£15	£10	£5
Cycling – Mountain Bike	£0	£0	£0	£0	£0
Cycling – Time Trial	£0	£0	£0	£0	£0
Cycling – Road	£0	£0	£0	£0	£0
Cycling	£25	£15	£10	£5	£3
Gymnastics	£25	£15	£10	£5	£3
Hockey	£25	£15	£10	£5	£3
Shooting – Clay Target	£25	£15	£10	£5	£3
Shooting – Full Bore	£25	£15	£10	£5	£3
Shooting – Pistol and Small Bore	£25	£15	£10	£5	£3
Squash	£25	£15	£10	£5	£3
Table Tennis	£25	£15	£10	£5	£3
Triathlon	£0	£0	£0	£0	£0
Weightlifting	£25	£15	£10	£5	£3
Judo	£25	£15	£10	£5	£3
Wrestling	£25	£15	£10	£5	£3

Note: The Closing Ceremony will take place immediately following the last session of athletics. (Reference Theme 16: Culture)

Question 7.5.4

How do the proposed ticket prices compare to other major events held within the Candidate City/Country?

Provide comparative pricing.

Comparative ticket prices

Table 7.5.4 – Price comparisons for similar events

Location	Event	Date	Price range (£'s)	Visitor attendance
Kelvin Hall ISA, Glasgow	Gymnastics Grand Prix	25-26 October 2005	£3-£6	2,000
Kelvin Hall ISA, Glasgow	Norwich Union Indoor Athletics	28 January 2006	£7-£11 £29 – Family	4,000
Kelvin Hall ISA, Glasgow	Commonwealth Amateur Boxing Championships	15-19 August 2005	£2.50-£10	1,500
Firhill Stadium, Glasgow	Glasgow Warriors Rugby	Various 2005-06	£5-£20	Up to 13,000
Melrose	Melrose 7s	8 April, 2006	£6-£30	c.15,000
Edinburgh	Edinburgh Military Tattoo	4-26 August	£11-£36	209,000 (sold out, 9,000 per show)
Ibrox Stadium, Glasgow	Rangers Football Club	Various 2005-2006	£19-£31	Up to 52,000 (capacity)
Celtic Park, Glasgow	Celtic Football Club	Various 2005-2006	£23-£31	Up to 60,000 (capacity)
National Hockey Academy, Peffermill, Edinburgh	Celtic Cup, Hockey	22-24 July 2005	£5-£8	c.1,000
Carnoustie	The Open Golf	16-22 July 2007	£20-£50	c. 120,000-160,000 (30,000-40,000 per day)
Murrayfield Stadium, Edinburgh	Rugby World Cup	23 September 2007	£9-£164	Up to 67,000 (capacity)
The National Stadium, Hampden Park	UEFA Cup Final	16 May 2007	£30-£85	48,000
Clyde Auditorium	Russell Watson, Concert	5 April 2007	£30-£50	Up to 3,000

Question 7.6

Use table 7.6 to indicate the projected income from licensed merchandise sales as well as type of categories:

Merchandising

Table 7.6 – Projected income from licensed merchandise sales

Product Category	Projected Income
Apparel and Accessories	£6.7m
Collectables, Publishing and Stationery	£1.7m
Toys, Gifts and Home	£1.9m
Total Sales Revenue	£10.3m
G2014 Merchandise Royalties	£1.5m

Question 7.7

Are there any plans for a lottery to help finance the Commonwealth Games? If so, what is the projected income?

What is the current legislation in place regarding lotteries in general and sports lotteries specifically?

Are there currently any sports lotteries ongoing or under development that would compete with an eventual Commonwealth Games lottery?

In the event that a Commonwealth Games lottery is contemplated in the budget, provide (a) guarantee(s) from the relevant authorities, endorsing the proposed plan and securing revenue projections in case of any shortcomings from such a lottery.

Committed funding

The Scottish Executive and Glasgow City Council have already agreed a funding package guaranteed to fund the Games. There is therefore no requirement to introduce a Commonwealth Games Lottery.

There is currently a single National Lottery which operates throughout the UK. This is governed by the National Lottery Acts 1993 and 1998. Other local lotteries are governed by the Lotteries and Amusements Act 1976. Without the specific authority of these Acts, any other lottery is unlawful.

While no lottery is required for the running of the Games, lottery funding for sports and cultural venues in the city is included as part of non-OC expenditure.

Question 7.8

Outline the general concept and location (eg, number of sites, distance from venues, etc.) for the Sponsor Hospitality Centre.

Sponsor Hospitality Centres

Glasgow's reputation as 'the Friendly City' means that sponsor hospitality for the Games will be based on the warmest of Scottish welcomes, the best of Scottish food, and the most stunning venues.

The city's network of Georgian and Victorian buildings will be central to the Sponsor Hospitality Centres, and will provide a portfolio of traditional settings with first class hospitality provision allowing sponsors to be entertained (and to entertain) to the highest of standards.

A key feature of Glasgow's plans involves the transformation of the City Chambers, an impressive and imposing building overlooking the main city square in the heart of the city, to be the principal Sponsor Hospitality Centre. The City Chambers will be available for the Games to offer sponsors a taste of Scotland in an unforgettable location.

Sponsors and their guests can expect to be greeted by Scottish pipers and dancers, be impressed by the stunning architecture, savour traditional Scottish food and, of course, sample some Scotch whisky. In line with Glasgow's reputation as a leading 'e' city, all Sponsor Hospitality Centres will be equipped with the latest innovative technology, providing opportunities for sponsors to watch the action live.

An impressive network of other buildings of major architectural significance will also be within the portfolio of Hospitality Centres. These can also be used by sponsors to host dinners and receptions throughout the Games. Venues include:

- Kelvingrove Art Gallery and Museum – the UK's most visited museum outside London, recently refurbished at a cost of £40 million
- The new Riverside Transport Museum – due for completion in 2010
- The Burrell Collection – a museum set in the picturesque Pollok Country Park and internationally acclaimed
- The People's Palace and Winter Gardens in Glasgow Green
- The Glasgow Science Centre – modern and interactive
- The Mitchell Library – with its conference, theatre and exhibition facilities.

Glasgow's world famous Waverley (the oldest sea-going paddle steamer in the world) will also be available for evening cruises on the River and the Firth of Clyde. With Loch Lomond just 30 minutes from Glasgow, other cruises on the world famous loch will provide unique opportunities for sponsors to entertain and impress. There is also a wealth of additional opportunities within one hour's drive of Glasgow. World class facilities for golf, sailing and a wide range of other outdoor activities are all within comfortable travel time.

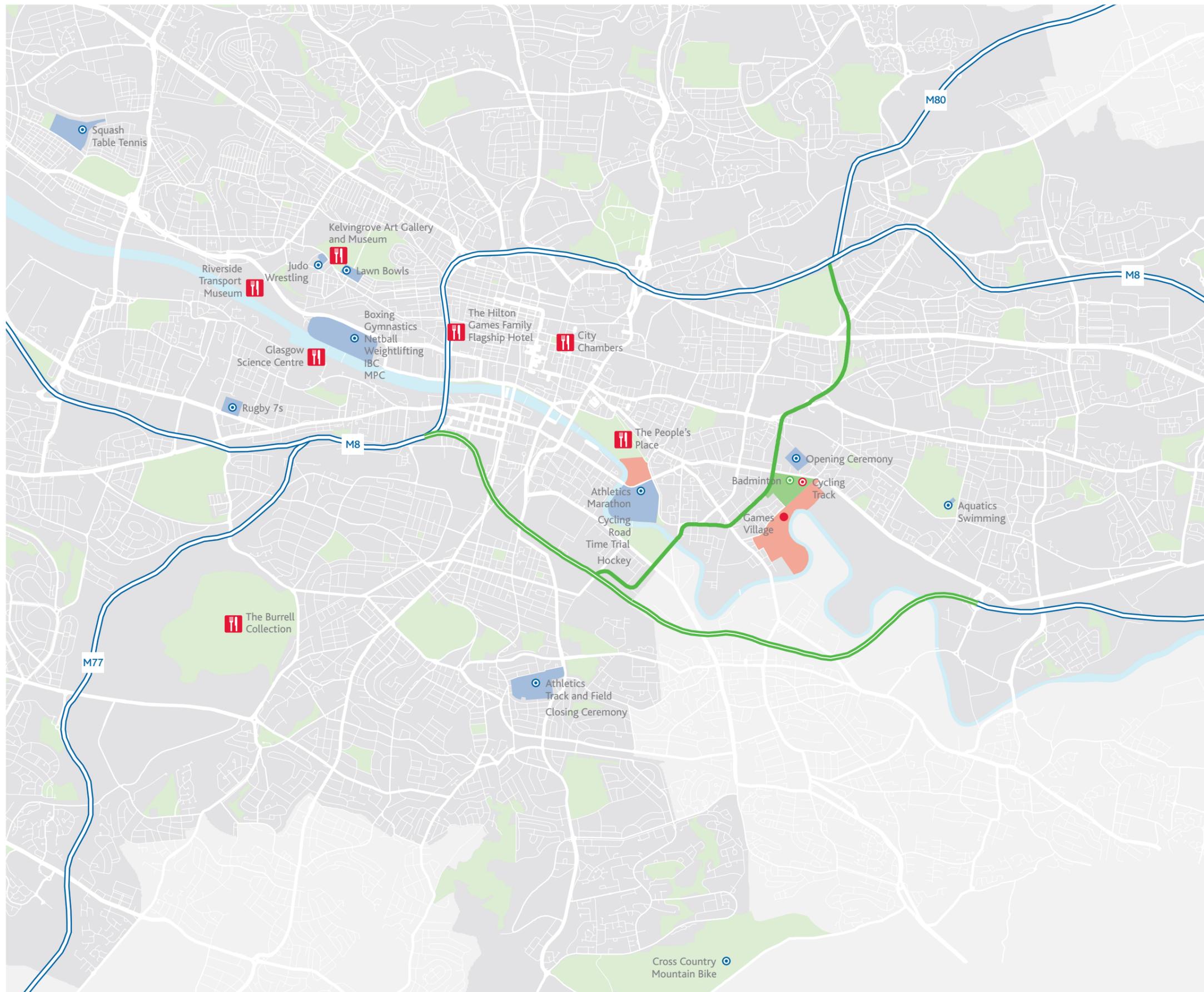
In addition to these central venues, there will be Sponsor Hospitality Centres at all competition venues. Each venue will be themed, based on Scottish islands and this theme will be followed through in the produce served and the dressing within the venue. All venues will be interactive and will provide links to key Games venues, results and footage. Separate facilities will be available for the Games Family and other VIPs to reflect their different requirements.

Glasgow 2014 Sponsor Hospitality venues:



- 01
The splendour of Kelvingrove Art Gallery and Museum, recently refurbished at a cost of £40 million
- 02
The Gala Dinner to celebrate the reopening of Kelvingrove Art Gallery and Museum
- 03
The world famous Burrell Collection set in picturesque Pollok Country Park – ideal for Glasgow 2014 hospitality
- 04
The newly refurbished Mitchell Library and Theatre
- 05
The People's Palace Museum and Doulton Fountain, just minutes on foot from Glasgow City Centre in Glasgow Green, one of the city's oldest parks
- 06
Oran Mor is a cultural venue housed in a sympathetically converted building in Glasgow's West End

Map 7.8 – Sponsor Hospitality



- Key**
- Sponsor Hospitality
 - Existing Venue
 - Planned Venue
 - Proposed Venue
 - Games Village
 - Motorway
 - Planned Motorway
 - Planned Road
 - Park

Scale: 1:45,000
0m 2,000m



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Glasgow and Scotland has a wealth of experience in hosting sponsor hospitality through the major events that have been held over the last few decades. We are committed to meet the high expectations of visitors to the Games, our city and our country.

Table 7.8 – Distance from main Hospitality Centres to Venues

	Kelvingrove Distance (Km)	Riverside Transport Museum Distance (Km)	The Burrell Collection Distance (Km)	The People's Palace and Winter Gardens Distance (Km)	The Science Centre Distance (Km)
The National Stadium, Hampden Park	9.4	10.2	3.6	4.8	9.2
Celtic Park	7.7	8.4	9.4	3.0	7.4
National Swimming Centre, Tollcross Park	10.2	10.9	12.0	5.5	9.8
Royal Commonwealth Pool, Edinburgh	90.0	91.0	97.4	87.5	91.7
NISA	8.4	9.0	10.1	3.7	8.1
SECC Halls	1.6	2.3	6.2	4.9	1.4
SECC Arena	1.6	2.3	6.2	4.9	1.4
Glasgow Green	4.1	4.8	5.9	0.0	3.9
Kelvin Hall International Sports Arena	0.5	1.0	7.6	6.1	2.8
Kelvingrove Bowls Complex	0.0	1.3	7.0	5.8	2.4
Ibrox Stadium	3.7	2.7	4.3	6.7	2.3
Strathclyde Police Training Centre, Jackton	5.1	19.5	9.4	14.1	18.6
Barry Buddon, MOD Range	156.8	158.4	164.9	155.0	159.3
Scotstoun Leisure Centre	5.8	4.6	7.8	11.4	7.5
Strathclyde Country Park	24.5	25.3	25.7	19.8	24.3
Cathkin Braes	14.4	15.1	11.6	9.7	14.2

We look forward to welcoming the Commonwealth to Glasgow in 2014 and the opportunity to repay the kind hospitality we have received throughout our visits to nations and territories during 2006 and 2007.



2



01
Artistic impression
of the Games Village



01

02
Artistic impression of the
new Arena at the SECC



03
Kelvin Hall International
Sports Arena

04
Artistic impression of
Badminton at the National
Indoor Sports Arena



05
Artistic impression of
a communal lounge
in the Games Village

We have proposed a balanced Sports Programme of 17 sports including events for Elite Athletes with a Disability. Over 70% of the venues required are already built; funding for a further 20% is already committed by the city. The remaining 10% are directly Games related and their development costs are included in the OC budget.

The Village will be new-build and, in concept and execution, will meet the rising standards and expectations of athletes and officials alike. The development and future revenue costs are secure.

The Sports Programme

The Sports Programme has been selected to give the best balance of sports and events taking into account the level of interest, the range and depth of potential athlete entries from Commonwealth Games Associations across the Commonwealth. Seventeen sports are proposed, with integrated events for Elite Athletes with a Disability.

The Sports Programme builds on the strong foundation of the country and the city in respect of holding major events. World, European, Commonwealth and International events have been held in Glasgow and Scotland in all 17 sports contained in the proposed programme. Wide experience in hosting events for Elite Athletes with a Disability underlines our extensive events experience.

70%

of the venues required
are already built

17 SPORTS

including events for Elite
Athletes with a Disability



01
Gymnastics at the new SECC Arena



02
Hockey at the new Glasgow Green Hockey Centre



03
Squash at Scotstoun Leisure Centre



04
The new Mountain Bike facility overlooking Glasgow

The Venues

The Games in Glasgow will leave a legacy of new facilities for the community and a new community suburb in the city on the completion of the Village. It is on the legacy of investment by past generations on which a significant element of the Games is based. With careful and continuous refurbishment over several decades, such venues as the National Stadium at Hampden Park, Kelvin Hall International Sports Arena, Kelvingrove Bowls Complex and Glasgow Green remain as world class facilities and will provide often spectacular settings for the Games in 2014.

In a similar vein the investment by the city in exhibition and sports facilities over recent decades means that it has a wide range of community facilities which, with extension and development, will also provide world-class facilities for a range of sports.

The investment by the city also means that in the majority of cases each venue is either owned by the Council or there is a significant interest by the Council on the Board. This has allowed us to secure Venue Agreements at this stage rather than after winning the Bid.

The existing range of facilities will be augmented by new facilities for the Games which will stand as future legacies for the city and the country. Among these are a new velodrome and mountain bike course, a new hockey complex, a new National Indoor Sports Arena and a new cultural and entertainment Arena suitable for indoor sports.

In all cases – the provision of new venues or the upgrading of existing facilities – we have taken great care to explore their future use, invariably in conjunction with national and international sports federations. In doing so we believe we have been innovative in design and in execution and, as such, cost effective in provision. We are determined to avoid an adverse financial legacy which tends to come about through a mismatch of ambition and the realistic prospect for use of venues after major events.

The Village

The Village lies at the heart of the Games and we are determined to provide the optimum living conditions to help athletes perform to their best.

The site lies on the River Clyde at the centre of one of Europe's largest regeneration areas. The recently launched Clyde Gateway Project will help to transform the East End of Glasgow which, of all areas in the city, was the powerhouse of Glasgow's industrial growth.

The Village has been designed both for the Games in 2014 and for the community after 2014. It is an extensive site and in area is twice the size of the Village in Melbourne. Over 1,000 units, in buildings no more than four storeys high, will be provided. There will be sufficient space for up to 8,000 athletes and officials. This is well above the planned numbers. However, this provides us with the opportunity to offer generous space to athletes and officials both in the residencies, in communal areas and in the provision of a wide range of recreational outlets, for example cinema, internet access and shops. There will also be a choice of dining outlets throughout the Village.

There will be a maximum of two athletes or officials per room (Ratio 1:2) and a maximum of two rooms to a shower/wc (Ratio 1:4). A wide range of single rooms will be available to meet specific needs of athletes and officials. This will include a specific allocation for medical requirements within the team areas. The needs of Elite Athletes with a Disability will be fully met. Each of the residencies will be comfortable and fully fitted out. Servicing of the residencies will reflect and meet the rising expectations of athletes and officials.

01
There will be a maximum of 2 athletes/officials to a room

02
A well equipped gymnasium, recovery and fitness centre will be available

03
Choice of dining facilities catering for the needs of all athletes and officials

04
Meeting rising expectations in accommodation and services



03

As part of our planning for the Games, our Athletes' Commission has had a significant input into the detailed design of the Village. Many of the features in the residencies, the athletes' services areas, the necessary but discreet security, the international zone, the recreational areas and the catering outlets reflect their contribution. Throughout the planning process we have also learned a great deal from other major events. Through attendance on the recent Observer Programmes in Melbourne and Doha we have identified several areas for innovation in approach which are expanded upon in Theme 9.

All the residencies will be permanent structures and will meet exacting national standards on access and quality. The housing will be sold, over a staggered timescale, for private and social housing.

Accessibility

Over 90% of the competition and training venues will be within 20 minutes' drive of the Village.

This standard will be met as the Village and most venues lie on or close to the city's strategic road network which means that the city is one of the most accessible in Europe. The Village site itself will be one of the main beneficiaries of an upgrading and extension to the nearby motorway system which is undergoing a £500 million expansion.

With a secure environment, access to recreational space within and adjacent to the site, excellent transport by road, rail, bus and even by water, the Village is designed to set new standards for athletes and officials in 2014.

The Venues and Village

The venues and Village are the cornerstones of any Games. They are usually the elements which also attract most attention – often positively for their design and quality; often negatively for their cost overruns and long-term limited legacy.

Our approach is based on making use of existing world-class facilities, upgraded for the Games to meet and usually surpass the exacting standards set. These will be complemented by a range of new facilities where demand has been examined and has been agreed as being strong enough to justify expenditure for future use by the community and for future major events.

From the Opening Ceremony, through the competitive events, to the Closing Ceremony, the Games will be staged in world-class facilities in attractive settings. They will leave, for the community in Glasgow and Scotland, the most comprehensive stock of facilities in the country that equal the very best in the international community.

90%

over 90% of the competition and training venues will be within a 20 minute drive of the Village

£500m

motorway system expansion underway

8

Theme contents

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01
The Velodrome is adjacent to the National Indoor Sports Arena and the Village

02
The National Swimming Centre is situated in Tollcross Park, five minutes from the Village

03
The Clyde Auditorium at the SECC, venue for weightlifting

04
World Gymnastics at Kelvin Hall International Sports Arena

05
Lornah Kiplagat of Kenya, has won the Glasgow Women's 10k Road Race for seven consecutive years



Theme 8: Sport and Venues

- A balanced sports programme of 17 sports
- EAD events integrated into the programme
- Experience of organising all 17 sports and EAD events at international level
- Extensive and dedicated Games Services support for all delegations
- 70% of venues in place
- A further 20% of venues have their funding committed
- A further 10% of venues have their costs included in the OC budget
- Sign-offs by International Federations obtained
- 90% of venues within a 20 minute drive of the Village
- Sustainability assured through innovative refurbishment, design and management

Introduction

The Sport Programme has been selected to give the best balance of sports and events taking into account the level of interest, the range and depth of potential athlete entries from Commonwealth Games Associations across the Commonwealth. We believe this programme will see a wide range of Commonwealth countries being able to compete in finals and win medals.

The proposed programme makes best use of Glasgow's extensive range of existing venues, committed new build facilities and support services. We anticipate the programme will have the maximum appeal to spectators, and viewers both within Scotland and across the Commonwealth. The final sports programme will take into account any further reviews by the CGF and the International Federations.

World, European Commonwealth and International events have been held in Glasgow and Scotland in all 17 sports contained in the proposed programme. Wide experience in hosting events for Elite Athletes with a Disability also underlines our extensive events experience.

Programme scheduling and event timing is balanced between competing demands of the athletes, paying spectators and broadcasters. The final programme scheduling has been driven by what is best for athletes and to ensure that the Games deliver excitement from day one, with medals delivered over each day of the Games. There is also a focus on weekend based events and a climax on the last two days to maximise ticket sales and maintain interest from spectators and competitors alike.

Question 8.1

Based on the options for the Commonwealth Games Programme use table 8.1 to indicate:

- Dates and days of competition (by sport/discipline)
- Type and level of competition – including any proposed EAD events (Elite Athletes with a Disability) to be integrated within the programme
- Finals (by sport/discipline)
- Total gold medals awarded each day and for each sport/discipline
- Opening and Closing Ceremonies.

Table 8.1 – Competition schedule

Sport/Discipline	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total	
	22 Jul	23 Jul	24 Jul	25 Jul	26 Jul	27 Jul	28 Jul	29 Jul	30 Jul	31 Jul	1 Aug	2 Aug	3 Aug	Gold Medals	
	-2	-1	0	1	2	3	4	5	6	7	8	9	10	11	
Opening Ceremony															
Closing Ceremony															
Aquatics				4	5	8	5	11	7	3	2	3	2		50
Diving										F(3)	F(2)	F(3)	F(2)		(10)
Swimming				SF/F (4)	SF/F (5)	SF/F (8)	SF/F (5)	SF/F (11)	F(7)						(40)
Athletics									1	6	9	8	6	14	44
Athletics									F(1)	SF/F (6)	SF/F (9)	SF/F (8)	SF/F (6)	F(10)	(40)
Marathon														(4)	(4)
Badminton							1						3	2	6
						SF	F(1)				QF/SF	B/SF/F (3)	B/F(2)		(6)
Boxing													11		11
									QF	QF	SF		F(11)		(11)
Cycling				3	3	3	4	2					2	2	19
Mountain Biking											practice	F(2)			(2)
Track				F (3)	F(3)	F (3)	F (4)								(13)
Road													F(2)		(2)
Time Trial					Fam			F(2)							(2)
Gymnastics				1	1	2		4	6	1	1	4			20
Artistic				F(1)	F(1)	F(2)		F(4)	F(6)						(14)
Rhythmic Team										F(1)					(1)
Rhythmic Individual											F(1)	F(4)			(5)
Hockey														2	2
											SF	B	F(2)		(2)
Judo				4	5	5									14
				F(4)	F(5)	F(5)									(14)
Lawn Bowls								3		2	1	2			8
						QF	SF	F(3)	QF/SF	SF/F F(2)	QF/F (1)	SF/F (2)			(8)
Netball														1	1
													SF	B/F(1)	(1)
Rugby 7s (men)							1								1
							QF/SF /F(1)								(1)
Shooting					1		2	4	5	6	2				20
Full Bore					F(1)			F(1)		F(1)					(3)
Pistol								F(1)	F(2)	F(2)	F(1)				(6)
Clay Target							F(1)	F(1)	F(1)	F(1)	F(1)				(5)
Small Bore							F(1)	F(1)	F(2)	F(2)					(6)
Squash							2						1	1	4
							QF/SF	F(2)				QF/SF	B/F(1)	F(1)	(4)
Table Tennis							2					1	2	3	8
					QF	SF	F(2)				QF	QF/SF F(1)	B/F(2)	F(3)	(8)
Triathlon				2											2
				(2)											(2)
Weightlifting				2	2	2	2	2	2	2	1				15
				F(2)	(2)	F(2)	F(2)	F(2)	F(2)	F(2)	F(1)				(15)
Wrestling										4	3				7
										SF F(4)	SF F(3)				(7)
Total Gold Medals:				16	16	21	12	29	20	23	23	22	27	23	232

Comp days and no. of medals
 Men and/or Women
 Men Only
 Women Only
 Ceremonies/Gala

F(1): Final (1 medal awarded) SF: Semi-Final QF: Quarter-Final B: Bronze Medal Play off

Venues

Our venues strategy is based on the principles of quality and sustainability, while meeting both the guidelines for bidding cities established by the CGF, and the requirements of the International Federations. The latter is supported by the sign-off received from the International Federations for the venue overlays for the sports in the programme. These are found at Section 8.1 in the Guarantees File.

Venues have been selected which maximise the use of Glasgow's extensive sporting and event infrastructure with enhancements where these are required for the Games. A total of 70% of venues for 2014 are based on the use of existing venues including the city's three internationally renowned outdoor football and event stadia. Over 90% of venues are within a 20 minute drive from the Village.

Venues: Clusters and precincts

Our Bid adopts the principles of clustering of venues and the establishment of event precincts to reduce travel times, and workforce, technology and overlay costs. Three venue clusters are proposed within the city, (Reference Map 8.3) and these will stage the entire proposed sports programme with the exception of some of the shooting disciplines, triathlon and diving.

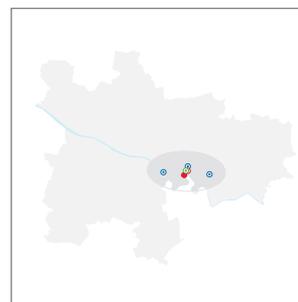
Venue precincts, ie where more than one venue is located on the same site, is a strong feature of our venues strategy with the SECC campus being the best example. This combination of a purpose-built conference and convention centre, comprising a 3,000 seat auditorium, 12,500 seater events arena, and 23,500 sq metre exhibition centre on one site has enabled our Bid to create an exciting events precinct for four sports along with the site for the International Broadcast Centre and Main Press Centre. It also lies immediately across the River Clyde from the new headquarters of BBC Scotland.

There are several major new venues for the Games. The National Indoor Sports Arena and the 12,500 seater SECC Arena will be built regardless of the Games outcome, and are firm commitments within the plans for the city. The proposal to develop Scotland's first indoor velodrome to meet a long-standing strategic national need as part of the National Indoor Sports Arena development has come forward as a direct consequence of the Glasgow Bid for 2014. This will be one of the principal venue legacies from the Games.

The venues have been planned in accordance with the guidelines in the Candidate City Manual for overlays and in conjunction with a range of venue experts and the International Sports Federations. As a consequence, each venue overlay clearly shows front-of-house and back-of-house areas and demonstrates separation between accredited and non-accredited persons and also between different categories of accredited persons. They also take into account technical, security, and transport requirements. As a priority, we have ensured that the needs of athletes, officials, spectators and Commonwealth Games Family are catered for within a high quality competition environment.

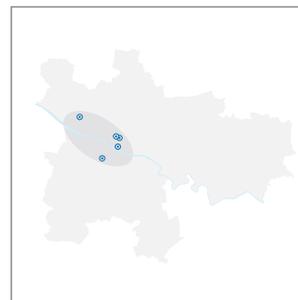
The great majority of venues have been positioned in order to allow the athletes to compete and train within 20 minutes of the Village and in many cases within an even shorter time period thereby enhancing sustainability, maximising operational efficiency, and directly meeting athlete needs.

Over the following pages we illustrate how existing and new venues will look for the Games. A full set of block plans is contained in the separate Block Plan File.

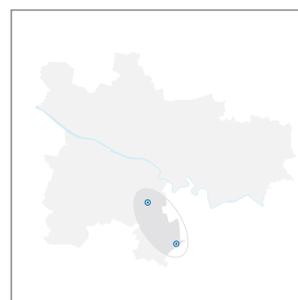


East Cluster

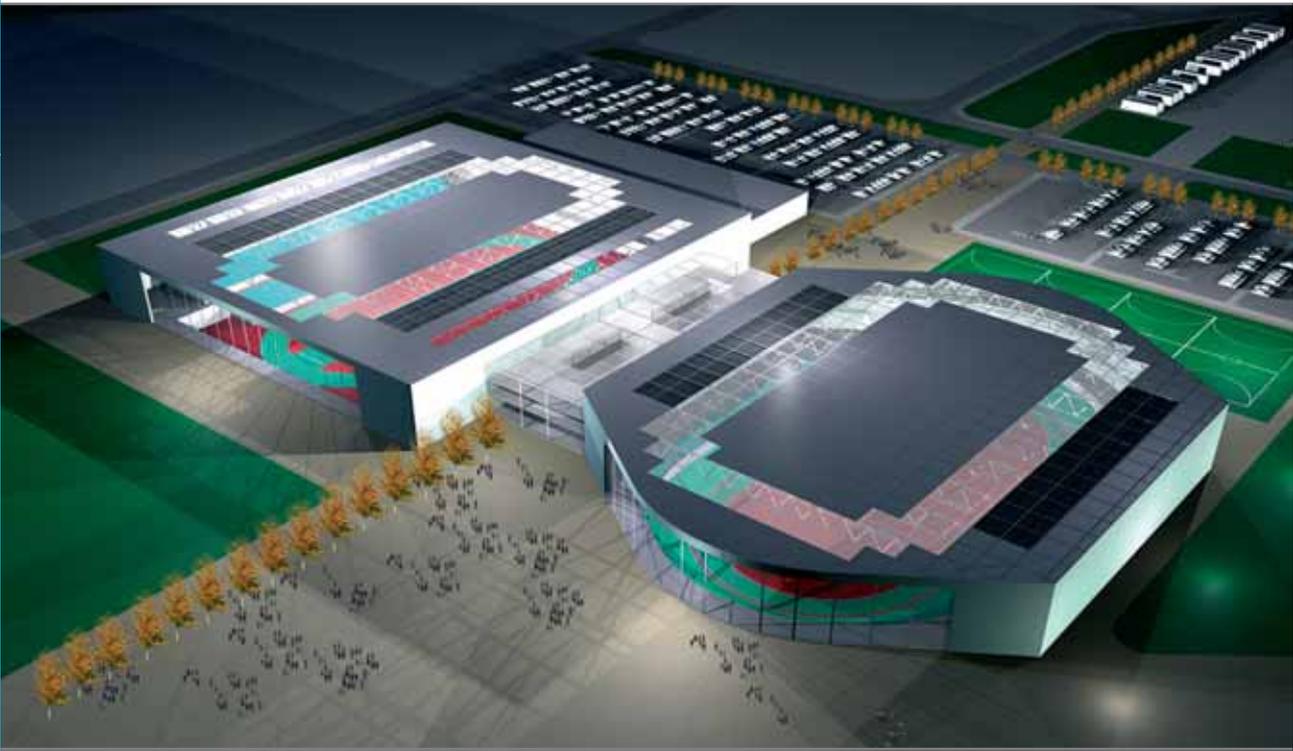
- The Games Village



West Cluster



South Cluster



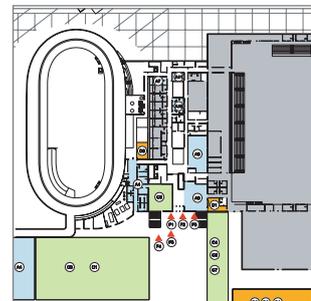
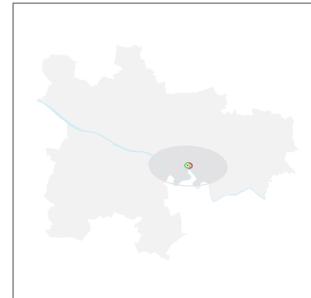
Venues: New build

National Indoor Sports Arena and Velodrome Badminton and Track Cycling

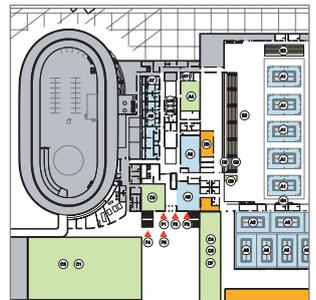
The National Indoor Sports Arena (NISA) will provide Scotland with its principal indoor sporting venue for elite training and world and international sporting events. For the Games, this 5,000 seater flexible indoor sports arena will provide a high quality setting for the badminton programme with the immediately adjacent 12 badminton court sports hall providing an ideal warm-up and training environment.

Physically linked to the NISA will be Scotland's first National Indoor Velodrome providing 4,000 seats in Games mode for 2014. The decision to build the velodrome in Glasgow as part of the NISA project will provide a fitting national legacy. The velodrome will be suitable for both training and world events in a country which has an outstanding record in international track cycling including its six cycling medals in the 2006 Commonwealth Games.

The NISA and National Indoor Velodrome will start on-site in the summer of 2008 and the project is due to be completed for the summer of 2010. The complex is on a site adjacent to the proposed Games Village. An international design team with long experience in designing multi-event arenas and world standard sports facilities, including velodromes, has been commissioned.



Location and indicative Block Plan of the National Indoor Sports Arena and Velodrome.



Indicative Block Plan of the National Indoor Sports Arena and Velodrome.



Venues: New build

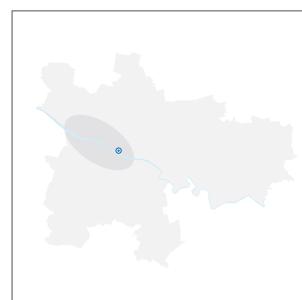
SECC Arena Gymnastics and Netball

The Master Plan for the further development of the SECC campus is a key part of Glasgow's plans for the continuing regeneration of the Clyde Riverside. At its heart, is the planned new build 12,500 seater Cultural and Entertainment Arena which will be developed immediately alongside the SECC. This venue will provide a spectacular setting for the artistic and rhythmic gymnastics programme and the finals of netball.

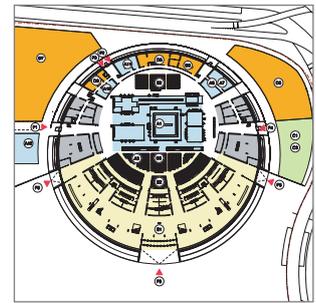
The internationally renowned architect, Sir Norman Foster, has ensured that the amphitheatre-style approach to the internal layout of the Arena can house a full Olympic size gymnastics layout with superb spectator sightlines. There will be a temporary physical link developed between the proposed warm-up area for the gymnasts in Hall 5 of the SECC and the new Arena. The flexibility of the Arena will allow an easy transition from gymnastics to the netball finals. The construction of the Arena will begin in 2008 and be completed in 2010. Like the NISA, the funding is committed, and construction will proceed regardless of the outcome of the Bid.

The Arena will form one of the three cornerstones of the SECC campus which, during the Games, will also see the 3,000 seater international conference centre (the Clyde Auditorium), providing an ideal setting for the weightlifting programme. The SECC Exhibition Halls will provide the venue for the boxing and the early rounds of the netball programmes. The Main Press Centre and International Broadcasting Centre will also be accommodated on the SECC site.

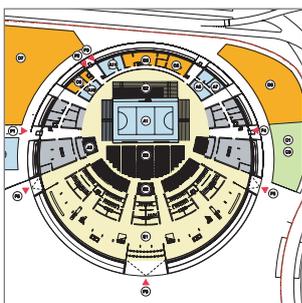
There are three hotels in the immediate vicinity of the SECC Precinct. A new five star hotel is to be developed close to the new Arena. (Reference Theme 12: Accommodation)



Location of the SECC campus.



Indicative Block Plan of the SECC Arena.



Indicative Block Plan of the SECC Arena.

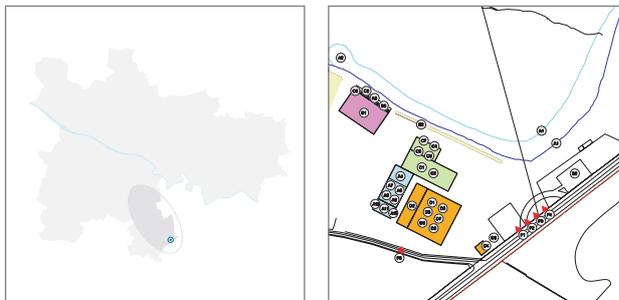


Venues: New build

Cathkin Braes Mountain Biking

Greater Glasgow's first international standard mountain biking course will be developed in ideal terrain in a country park overlooking Glasgow just 15 minutes south of the Village. This new development has come forward as a direct consequence of planning for 2014. It will be a legacy that will not only provide a venue capable of staging future international events, but also a facility that will benefit the communities of Glasgow and surrounding areas in a sport that is rapidly growing in popularity.

The hills and wooded terrain of Cathkin Braes, mixed with significant areas of open space, will provide a challenging course but also one that can be viewed easily by spectators. It lends itself fully to broadcasting and affords spectacular views over the city.



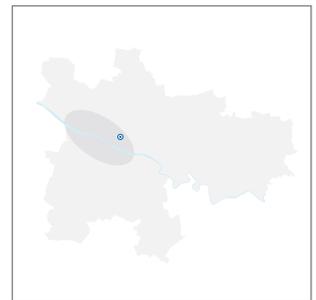
Location and indicative Block Plan of Cathkin Braes.



Venues: Enhanced for the Games

**Kelvingrove Lawn Bowls Complex
Lawn Bowls**

Forming part of the same sporting precinct for the Games as the Kelvin Hall International Sports Arena will be the lawn bowls complex at Kelvingrove Park. Over a period of two years from 2008 to 2010, it is planned to upgrade to international standard the four bowling greens planned for competition use in 2014. This will give ample time for the greens to establish themselves for international competition. This venue will be one of the highlights of the Games being next to the magnificent Kelvingrove Art Gallery and Museum and overlooked by the equally spectacular Victorian edifice of Glasgow University.



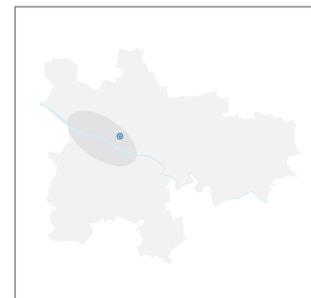
Location and indicative Block Plan of Kelvingrove Bowls Complex.



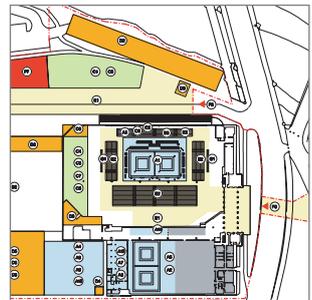
Venues: Enhanced for the Games

Kelvin Hall International Sports Arena Judo and Wrestling

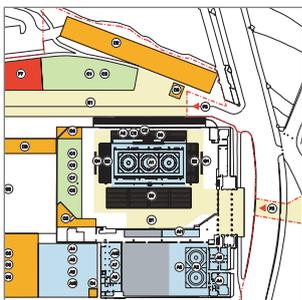
This magnificent listed Victorian building was converted in 1986 to an international sports venue. It will be generally upgraded and renovated for the Games to ensure that it provides an appropriately appointed and fitting venue for the judo and wrestling programmes. Transition will be made easier with both sports using an almost identical field of play and overlay. This renovation will also ensure a long-lasting sporting future for the Kelvin Hall which has already been the host venue for numerous World, European and Commonwealth Championships in a range of sports.



Location of Kelvin Hall International Sports Arena.



Indicative Block Plan of Kelvin Hall International Sports Arena.



Indicative Block Plan of Kelvin Hall International Sports Arena.

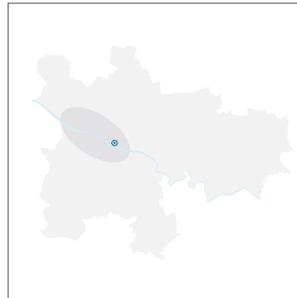


Venues: Enhanced for the Games

SECC Hall 3

Boxing

Boxing is one of the new core sports in the Games and will be held in Hall 3 of the Scottish Exhibition and Conference Centre (SECC). Hall 3 will accommodate over 3,000 spectators.



Location and indicative Block Plan of the SECC.

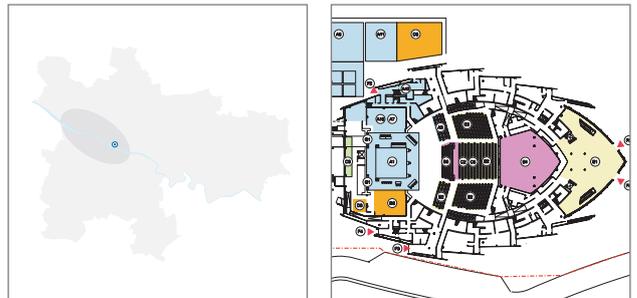
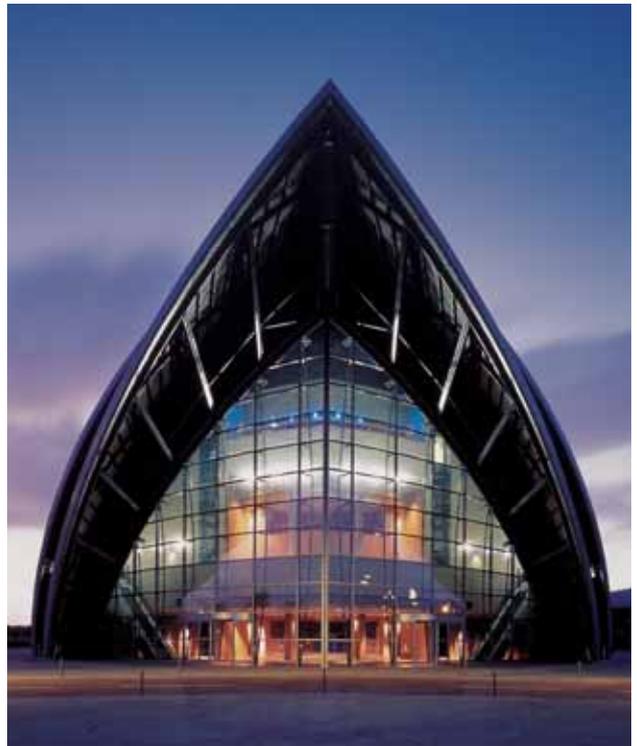




Venues: Enhanced for the Games

**Clyde Auditorium
Weightlifting**

Clyde Auditorium – 'The Armadillo'. This striking building is on the site of the Scottish Exhibition and Conference Centre. It will provide 3,000 seats for weightlifting during the Games. Designed by Sir Norman Foster, the building opened in 1997.



Location and indicative Block Plan of the Clyde Auditorium.



Venues: Enhanced for the Games

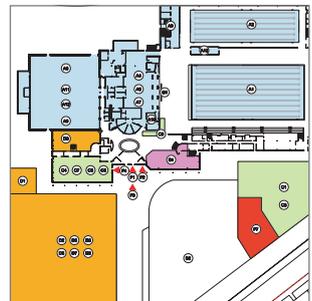
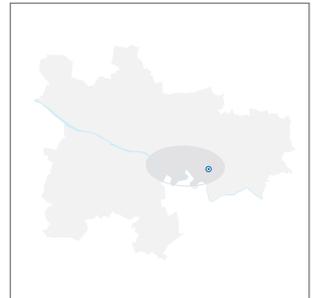
National Swimming Centre at Tollcross Park Race Swimming

It is planned to augment the existing international 10 lane 50 metre pool at Tollcross Park with a second six lane 50 metre pool which will serve as a warm-up facility for the Games. This will also provide a tailor-made legacy for Scotland's National Swimming Centre by providing a dedicated pool for future elite squad training.

The provision of a second 50 metre pool on-site will enhance the venue's ability to attract other major long-course international swimming events to Scotland. This is particularly the case when the plans for the second pool are combined with proposals significantly to increase the existing permanent seating capacity. Combined with temporary seating there will be over 5,000 seats for the Games in 2014.

The attractive setting of the venue in Tollcross Park also provides the necessary surrounding outdoor space to meet the overlay requirements.





Location and indicative Block Plan of the National Swimming Centre.



Venues: Enhanced for the Games

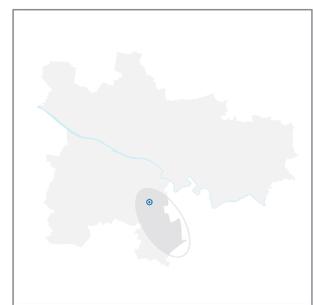
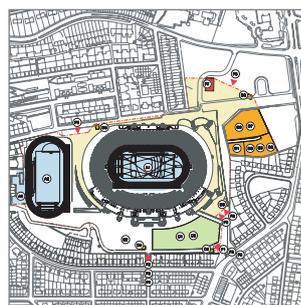
The National Stadium, Hampden Park Track and Field Athletics and the Closing Ceremony
Scotland's internationally renowned national football stadium will provide a 46,000 seater stadium for the track and field athletics programme and the Closing Ceremony. The stadium, with its oval-shape, lends itself to the temporary introduction of track and field athletics facilities. These will be built on top of a solid in-fill of the stadium some 1.5 metres above the current playing surface. This will ensure there are good to excellent spectator sightlines from all parts of the venue.

The recently renovated, excellently finished and well-maintained South Stand is a major asset with its large range of function rooms, VIP suites, and press and media accommodation. Other facilities will meet the diverse needs for athletes, spectators, officials, medical requirements, security arrangements, press and media and Commonwealth Games Family.

The plans for 2014 will also leave a legacy for the Stadium with proposed improvements to disability access, seating, toilets and catering outlets in the remaining three stands.

The warm-up track and jump areas will be provided immediately adjacent to the stadium at Lesser Hampden with direct and secure access from this site into the main stadium.

A throws warm-up area will also be provided adjacent to the Stadium.



Location and indicative Block Plan of The National Stadium, Hampden Park.



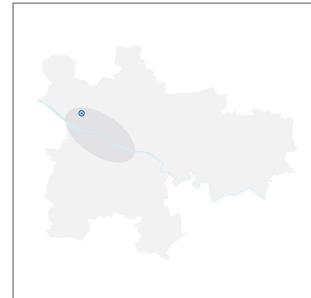


Venues: Enhanced for the Games

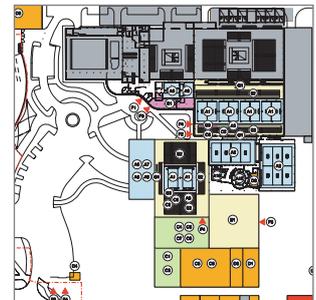
Scotstoun Leisure Centre and Scotstoun International Athletics Stadium Squash and Table Tennis

Scotstoun Leisure Centre with its spacious indoor tennis hall, sports halls, and National Badminton Academy, will host the squash and table tennis programmes in 2014. The Leisure Centre will undergo general renovation with the first phase of this taking place in 2007 and 2008. The second phase, which is linked to the outcome of the Bid for the Games, will take place in 2012/2013. This will include the development of a permanent squash complex to make Scotstoun an all-embracing racquets centre.

As part of Scotland's National and Regional Sports Facilities programme, the adjacent Stadium with its international track and field athletics facilities will be completely upgraded at a cost of £15.3 million. By the end of 2009 new spectator stands with provision for function rooms, catering, media and press, and indoor training for athletes will be provided along with the complete replacement of the current athletics track. This will be one of the key training venues for the Games.



Location of Scotstoun Leisure Centre.



Indicative Block Plan of Scotstoun Leisure Centre.

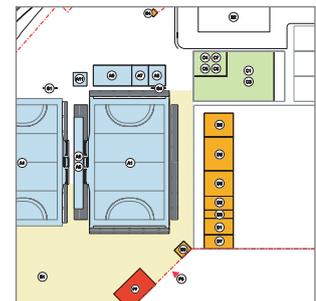
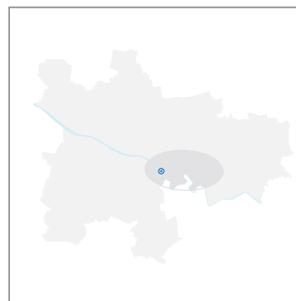


Venues: Enhanced for the Games

Glasgow Green Football Centre Hockey

It is planned to stage the hockey programme at the existing Glasgow Green Football Centre close to the City Centre and alongside the River Clyde. Two new dedicated synthetic hockey pitches and associated changing and spectator accommodation will be developed and will provide a lasting legacy as the West of Scotland Regional Hockey Centre.

This venue is adjacent to Glasgow Green, which is a live site and the location of the start and finish of the road cycling events.



Location and indicative Block Plan of Glasgow Green Football Centre.

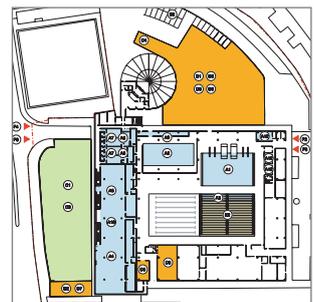


Venues: Enhanced for the Games

Royal Commonwealth Pool, Edinburgh Diving

Funding from Scotland's National and Regional Sports Facilities Programme, and the City of Edinburgh Council have been identified for upgrading the Royal Commonwealth Pool in Edinburgh, including further upgrading of its diving facilities to continue to meet international standards. This project is due to commence in 2009 and be completed for 2011 and will provide a modern, high standard competition venue for the diving programme with training facilities on-site.

With a limited entry into the diving discipline and the absence of an international diving facility in Glasgow, the most cost effective provision is that already existing in Edinburgh. This decision has been supported by the International Governing Body for Aquatics, FINA.



Location and indicative Block Plan of the Royal Commonwealth Pool.



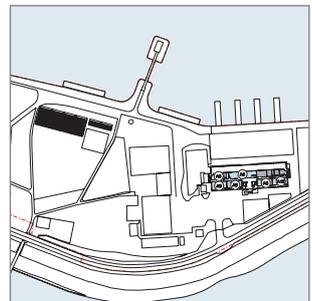
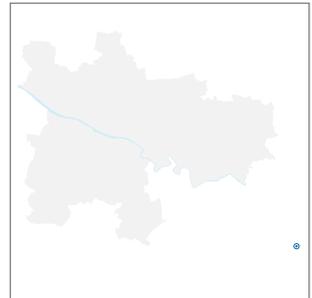


Venues: Enhanced for the Games

Strathclyde Country Park Triathlon

On the south-eastern edge of Glasgow, Strathclyde Country Park will provide an excellent venue for triathlon. This attractive course, using the loch for swimming and the surrounding network of roads and paths for the cycling and running phases, is already an established national triathlon venue. The course will be upgraded on a permanent basis for the Games with the widening of the paths on one side of the loch making it a top-class international standard venue.

Strathclyde Park has the added advantage of not requiring any public road closures to stage the triathlon programme.



Location and indicative Block Plan of Strathclyde Country Park.

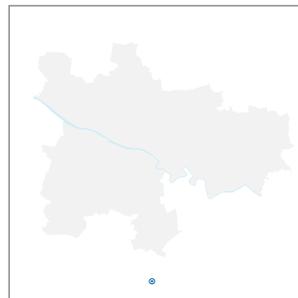
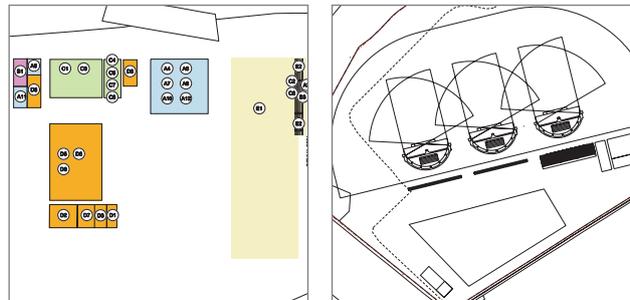


Venues: Enhanced for the Games

Shooting Venues

Shooting will be staged at two venues, the Ministry of Defence Shooting Ranges at Barry Buddon, near Carnoustie in Angus and the Strathclyde Police Training Academy at Jackton near East Kilbride on the edge of Glasgow. The well established full bore firing range at Barry Buddon (used in the 1986 Commonwealth Games) will be utilised for full bore and clay target shooting. The upgrading of targeting at Barry Buddon will be a permanent legacy. The Hilton Hotel Dundee and the famous Carnoustie Hotel and Golf Club will provide an attractive satellite Village.

Strathclyde Police's modern and recently built Training College, less than 20 minutes from the main Village, will provide the venue for the small bore rifle, pistol and air rifle disciplines.



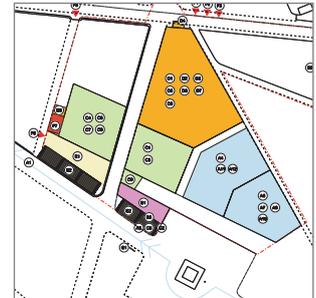
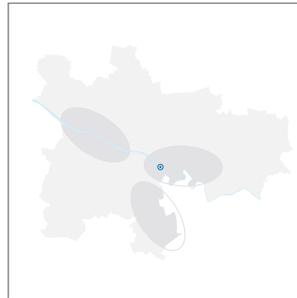
Location and indicative Block Plans of shooting venues.



Road-based events

The road cycling, cycling time-trial and marathon events will take maximum advantage of Glasgow's impressive Victorian townscape, city squares, parks and bridges across the River Clyde. The road cycling and cycling time-trial events will start and finish at Glasgow Green, the oldest public park in Scotland and the UK with the magnificent Victorian People's Palace Museum and Winter Gardens as a backdrop. Glasgow Green will also be one of the 'live' sites for the Games taking advantage of its tradition as a City Centre festival, event and meeting destination. (Reference Theme 16: Culture)

The marathons will start and finish at Hampden Park in the south cluster, the main athletics stadium for the Games. A route has been chosen that meets IF requirements and, as with the road cycling events, takes advantage of Glasgow's city scape.



Location and indicative Block Plan of Glasgow Green.

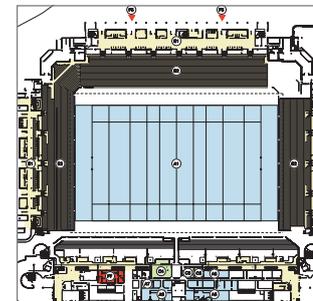
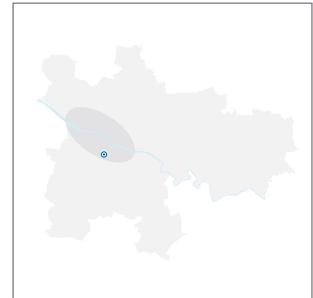




Venues: Enhanced for the Games

Ibrox Stadium

Ibrox Stadium first built in 1890 and with a spectator capacity in excess of 50,000 will provide a spectacular setting with superb sightlines and a 'pressure cooker' atmosphere for the Rugby 7s competition. This should at the very least mirror the great atmosphere and setting provided by the Telstra Dome in Melbourne in 2006 for this event.



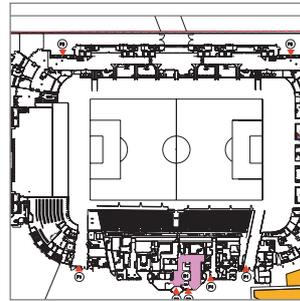
Location and indicative Block Plan of Ibrox Stadium.



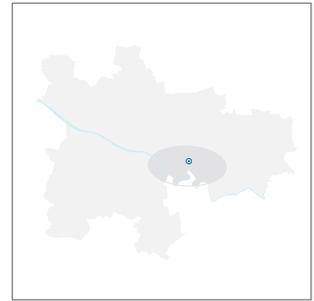
Venues: Enhanced for the Games

Celtic Park

Celtic Park, first built in 1892, but completely redeveloped and upgraded by 1999 to provide one of the finest football venues in the UK, will provide the setting for the Opening Ceremony. The stadium has a capacity of 60,000 and provides a range of high quality VIP function and catering suites. It is noted for a spectator arrangement that brings the audience close to where the action happens. Critically, Celtic Park is located immediately adjacent to the Games Village making it ideal for the athletes attending the Opening Ceremony in the stadium. (Reference Theme 16: Culture)



Location and indicative Block Plan of Celtic Park.



The north end of the Village sits some 250 metres from Celtic Park – the proposed venue for the Opening Ceremony. This provides the rare opportunity for athletes and officials to walk from the residences and reduce the 'holding time' prior to the Ceremony (see also Theme 16: Culture on other aspects of the Opening Ceremony).



01, 02
The recently refurbished
Palace of Art



03, 04
The National Badminton
Academy at Scotstoun

Training Venues

Glasgow's extensive and modern indoor and outdoor sports infrastructure provides for an easily accessible and high quality network of training facilities that will be available both pre-Games and during the Games.

This infrastructure includes a network of sports centres with 8 and 10 badminton court sports halls, outdoor sports grounds and synthetic pitches (rugby and hockey) and some key specialist training facilities for sports such as athletics, gymnastics, weightlifting, boxing, wrestling and judo. This will be reinforced by course and venue familiarisation prior to the Games.

There will be a suite of training facilities provided in the Games Village including aerobic, strength and conditioning facilities.

Question 8.2

Use table 8.2 to list:

- All proposed competition venues
- Gross seating capacity of competition venues
- All proposed training venues

The following information contains important guidelines concerning the choice of venues.

Table 8.2 – Venues

Sport/Discipline	Competition Venues			Access for Elite Athletes with Disabilities		Training Venues	Access for Elite Athletes with Disabilities	
	Location of Competition Venue	Venue Name (Glasgow unless otherwise stated)	Gross Seating Capacity	Yes	No	Venue Name (Glasgow unless otherwise stated)	Yes	No
Aquatics – Swimming	Glasgow	National Swimming Centre, Tollcross Park	5,000	Yes		National Swimming Centre, Tollcross Park Swimming Academy, Stirling	Yes	
Aquatics – Diving	Edinburgh	Royal Commonwealth Pool, Edinburgh	2,500	N/A	N/A	Royal Commonwealth Pool, Edinburgh	N/A	N/A
Athletics – Track and Field	Glasgow	The National Stadium, Hampden Park	46,000	Yes		Lesser Hampden Warm-up Track Scotstoun International Athletics Stadium Nethercraigs Playing Fields	Yes	
Athletics – Marathon	Glasgow	Route through city	N/A	Yes			Yes	
Badminton	Glasgow	National Indoor Sports Arena, Dalmarnock	5,000	N/A	N/A	National Indoor Sports Arena, Dalmarnock National Indoor Sports Arena Training Hall, Dalmarnock	N/A	N/A
Boxing	Glasgow	SECC, Hall 3	3,000	N/A	N/A	Palace of Art SECC Hall 3	N/A	N/A
Cycling – Track	Glasgow	National Indoor Velodrome, Dalmarnock	4,000	Yes		National Indoor Velodrome, Dalmarnock	Yes	
Cycling – Mountain Biking	Glasgow	Cathkin Braes	1,000	N/A	N/A	Cathkin Braes	N/A	N/A
Cycling – Road	Glasgow	Start and Finish Glasgow Green and route through City and City Parks	1,000	N/A	N/A	Course Familiarisation	N/A	N/A
Cycling – Time Trial	Glasgow	Start and Finish Glasgow Green and route through City and City Parks	1,000	N/A	N/A	Course Familiarisation	N/A	N/A
Gymnastics	Glasgow	SECC Arena	10,000	N/A	N/A	SECC Hall 5 Bellahouston Gymnastics Centre	N/A	N/A
Hockey	Glasgow	Glasgow Green	5,000	N/A	N/A	Glasgow Green	N/A	N/A
Judo	Glasgow	Kelvin Hall International Sports Arena	3,000	N/A	N/A	Kelvin Hall International Sports Arena, Palace of Art	N/A	N/A
Lawn Bowls	Glasgow	Kelvingrove Bowls Complex	2,500	Yes		Kelvingrove, Bowls Complex	Yes	
Netball	Glasgow	SECC, Hall 4 – Prelims SECC Arena – Finals	3,000 10,000	N/A	N/A	Bellahouston Sports Centre, SECC Hall 4	N/A	N/A
Rugby 7s (men)	Glasgow	Ibrox Stadium	50,000	N/A	N/A	Greenfield Park Nethercraigs Playing Fields	N/A	N/A
Shooting – Clay Target	Angus	Barry Buddon	2,000	N/A	N/A	Barry Buddon	N/A	N/A
Shooting – Full Bore	Angus	Barry Buddon, MOD Range, Angus	200	N/A	N/A	Barry Buddon, MOD Range, Angus	N/A	N/A
Shooting – Small Bore/Rifle/Pistol	Greater Glasgow	Strathclyde Police Training Centre, Jackton	600	N/A	N/A	Strathclyde Police Training Centre, Jackton	N/A	N/A
Squash	Glasgow	Scotstoun Leisure Centre	2,500	N/A	N/A	Newlands Lawn Tennis and Squash Club Scotstoun Leisure Centre	N/A	N/A
Table Tennis	Glasgow	Scotstoun Leisure Centre	2,500	N/A	N/A	National Badminton Academy	N/A	N/A
Triathlon	Greater Glasgow	Strathclyde Country Park, Motherwell	2,000	N/A	N/A	Strathclyde Country Park, Motherwell	N/A	N/A
Weightlifting	Glasgow	SECC, Clyde Auditorium	3,000	N/A	N/A	Warm-up adjacent to SECC Palace of Art	N/A	N/A
Wrestling	Glasgow	Kelvin Hall International Sports Arena	3,000	N/A	N/A	Kelvin Hall International Sports Arena Training Hall	N/A	N/A

Question 8.3**Map B**

Indicate on Map B, no larger than A3 – folded or double page – and giving the graphic scale used, the location of all competition and training venues, as well as the following non-competition venues:

- The Commonwealth Games Village
- Any other Commonwealth Games Village being used for the respective sport (if applicable)
- Commonwealth Hotel(s) – see list of constituent groups in Theme 12 (Q 12.5.1)
- MPC
- IBC.

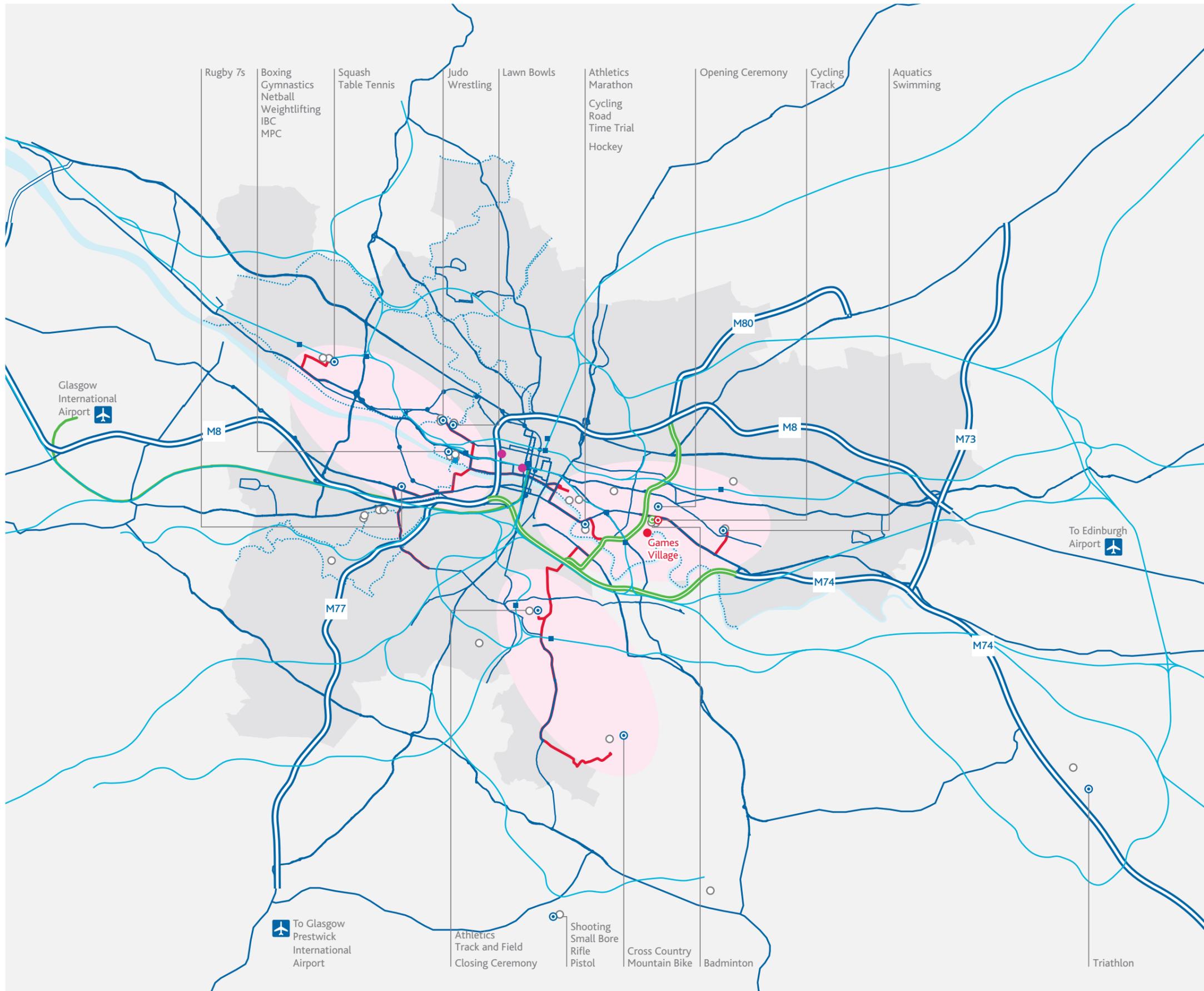
Map B should also indicate key transport infrastructure, including any train and metro systems and major arterial roads. This should be identified as either permanent (solid lines) or temporary (dotted lines).

Maps B1, B2, B3 etc. (venue cluster maps – precincts)

Provide (a) separate map(s) (Maps B1, B2, etc.) no larger than A3 – folded or double page – and giving the graphic scale used, for any venue cluster(s) in your concept.

Please make sure you observe the following colour code on all B maps requested above.

Map 8.3 – Venues and Transport Network



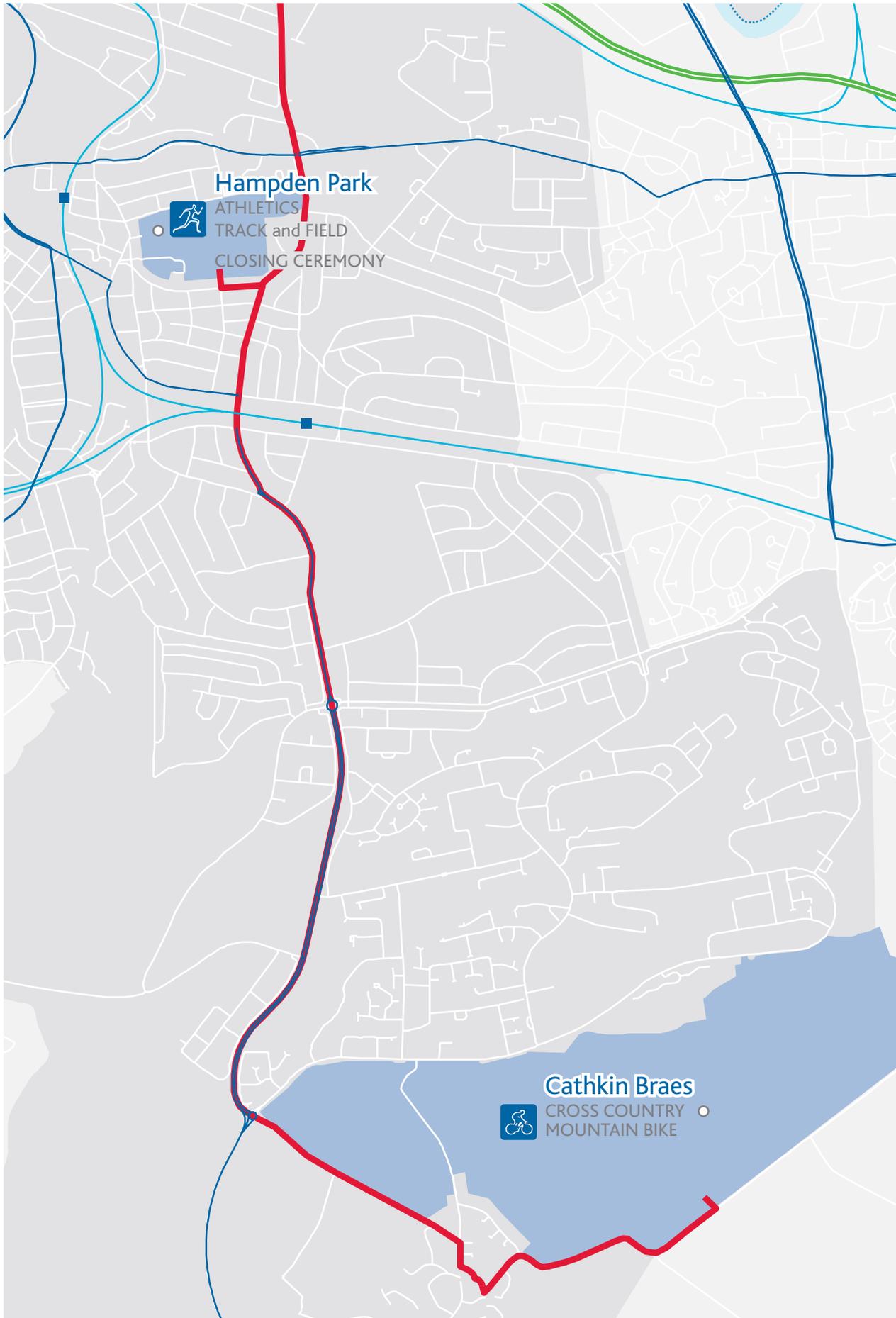
- Key**
- Games Venue
 - Planned Games Venue
 - Proposed Games Venue
 - MPC/IBC
 - Games Village
 - Commonwealth Hotel
 - Training Venue
-
- Motorway
 - Proposed Road
 - Main Road
 - ⋯ Cycle Route
 - Railway/Station
 - Planned Rail Link
 - Underground/Station
 - Games Lane
 - Venue Cluster

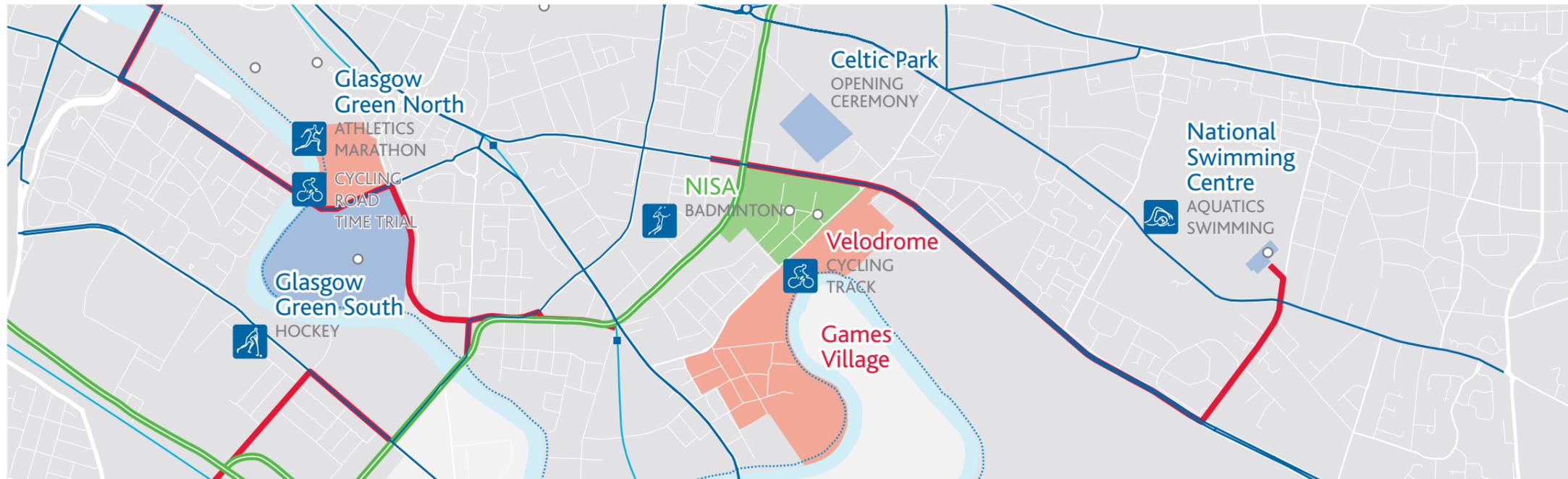
Scale: 1:100,000
0m 4,000m



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Map 8.3.1 – South Cluster

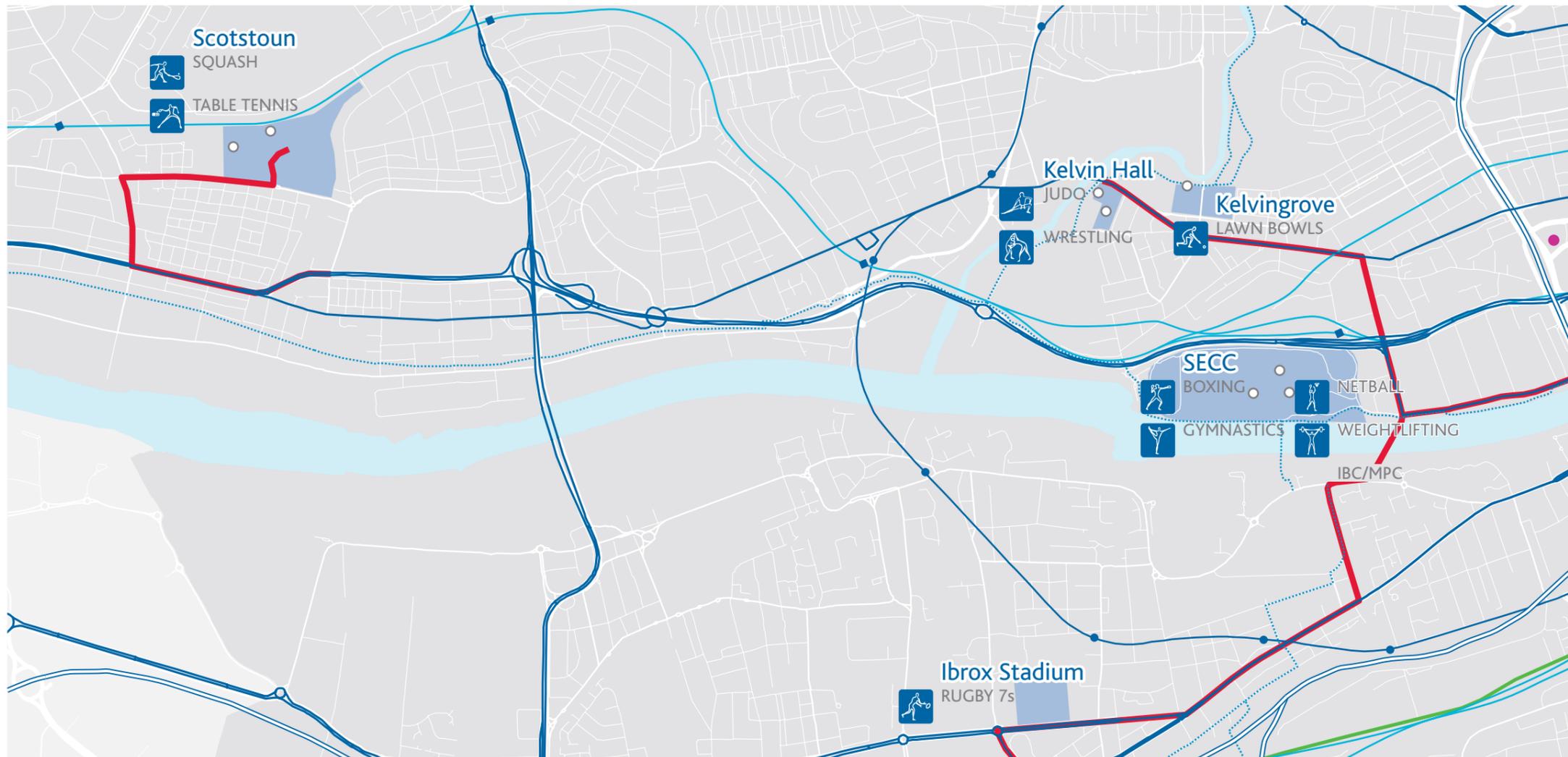




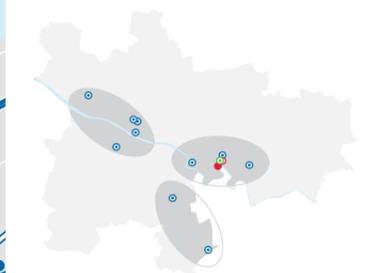
Map 8.3.2 – East Cluster

- Key
- Commonwealth Hotel
 - Training Venue
 - ▬ Motorway
 - ▬ Proposed Road
 - ▬ Main Road
 - ⋯ Cycle Route
 - ▬ Railway/Station
 - ▬ Planned Rail Link
 - Underground/Station
 - ▬ Games Lane

Scale: 1:20,000
0m 500m



Map 8.3.3 – West Cluster



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Question 8.4

Complete tables 8.4.1, 8.4.2, 8.4.3 and 8.4.4, to include all competition venues and the IBC and MPC according to their state of construction:

Table 8.4.1 Existing venues, no permanent works required

Table 8.4.2 Existing venues, permanent works required

Table 8.4.3 Venues to be built as new permanent structures – specify if venues are planned to be built irrespective of the Commonwealth Games or if they are additional venues required to host the Commonwealth Games

Table 8.4.4 Venues to be built as totally temporary venues

Indicate for each venue:

- Financing (These figures must correspond to the figures provided in Theme 6)
- An estimate of the cost (in year 2007 GBP) of all the permanent work to be carried out
- An estimate of the cost (in year 2007 GBP) of all the temporary work to be carried out

- The amount to be financed by the OC (amount in figures in year 2007 GBP and percentage of total cost)
- The amount to be financed by other organisations, which should be specified (amount in figures in year 2007 GBP and percentage of total cost). If the other organisations' financing is to be underwritten by government authorities, please use an asterisk (*) to indicate this as shown in the example in table 8.4.1.

NB: In no such case may any recognition or marketing rights be granted to private entities that may be financing venue works.

For existing venues: give the start and finish dates of any permanent work required.

For those permanent venues to be built: give the start and finish dates of permanent work.

For all venues: give the start and finish dates of temporary works.

Provide guarantees for the financing of work from the relevant competent bodies, confirming the amount to be financed by them (amount in year 2007 GBP figures and percentage of total cost of the venue(s)) and specifying for which venues.

Table 8.4.1a – Existing Venues, no permanent works required

Venue	Sports(s)	Financing of Works					Original Date of Construction	Works Schedule	
		Cost of temporary works						Temporary works	
		Total cost of works GBP million	OC		Other (Specify)			Start Date	Finish Date
GBP million 2007	%		GBP million 2007	%					
SECC, Hall 3	Boxing	0.48	0.48	100	0	0	1997	1 July 2014	15 August 2014
SECC, Hall 4	Netball	0.50	0.50	100	0	0	1985	1 July 2014	15 August 2014
Ibrox Stadium	Rugby 7s (men)	0.62	0.62	100	0	0	1890	21 July 2014	30 July 2014
Scotstoun Leisure Centre	Table Tennis	0.68	0.68	100	0	0	1994	14 June 2014	14 August 2014
SECC, Clyde Auditorium	Weightlifting	0.55	0.55	100	0	0	1997	1 July 2014	15 August 2014
Barry Buddon	Full Bore	0.54	0.54	100	0	0	1869	1 July 2014	15 August 2014
Totals		3.37	3.37						

Table 8.4.1b – Non-competition venues

Venue	Sports(s)	Financing of Works					Original Date of Construction	Works Schedule	
		Cost of temporary works						Temporary works	
		Total cost of works GBP million	OC		Other (Specify)			Start Date	Finish Date
GBP Million 2007	%		GBP million	2007 %					
SECC Conference Suites and Hall 2	Main Press Centre	0.25	0.25	100	0	0	1985	23 June 2014	15 August 2014
Celtic Park	Opening Ceremony	0.94	0.94	100	0	0	1892	12 July 2014	25 July 2014
City Centre	Games HQ (Inc GOC and TOC)	5.8	5.8	100	0	0		1 July 2012	31 August 2014
City Centre	Welcome Centre	0.12	0.12	100	0	0		1 July 2013	31 August 2014
City Centre	Uniform and Accreditation	0.07	0.07	100	0	0		1 May 2014	31 August 2014
City Centre	Logistics Warehouse	0.20	0.20	100	0	0		1 December 2013	31 August 2014
City Centre	Ceremonies Rehearsal	0.03	0.03	100	0	0		1 December 2013	31 August 2014
Airport	Airport Welcome	0.03	0.03	100	0	0		1 July 2014	31 August 2014
City Centre	Games Family Hotel Offices	0.08	0.08	100	0	0		1 July 2014	31 August 2014
City Centre	TOC2	0.20	0.20	100	0	0		1 May 2014	31 August 2014
Totals		7.72	7.72						

Table 8.4.2 – Existing venues, permanent works required

Venue	Sport(s)	Financing of Works											Works Schedule						
		Permanent works						Temporary works					Total Cost of works GBP million 2007	Original date of construction	Permanent works		Temporary works		
		Total Perm works GBP million 2007	OC		Other (Specify)		Total Perm works GBP million 2007	OC		Other (Specify)		Start Date			Finish Date	Start Date	Finish Date		
			GBP million 2007	%	GBP million 2007	%		GBP million 2007	%	GBP million 2007	%								
Royal Commonwealth Pool	Aquatics: Diving	28.80	0	0	28.80	100%	100%	Scottish Executive	0.83	0.83	100	0	0	29.63	1970	1 Jan 2009	31 Jan 2011	10 July 2014	8 Aug 2014
National Swimming Centre, Tollcross Park	Aquatics: Swimming	12.50	12.50	100	0				1.16	1.16	100	0	0	13.66	1996	1 Aug 2010	31 Dec 2011	14 May 2014	31 Aug 2014
National Stadium, Hampden Park	Athletics	21.54	21.54	100	0				1.74	1.74	100	0	0	23.28	1903	1 Feb 2014	30 June 2014	1 June 2014	15 Sep 2014
Glasgow Green	Hockey	3.24	3.24	100	0				1.47	1.47	100	0	0	4.71	1792	1 Apr 2011	30 Sep 2011	1 June 2014	14 Aug 2014
Kelvin Hall International Sports Arena	Judo Wrestling	11.00	0	0	11.00	100%	100%	Glasgow City Council	0.95	0.95	100	0	0	11.95	1927	1 May 2011	31 Dec 2012	1 June 2014	14 Aug 2014
Kelvingrove Bowls Complex	Lawn Bowls	1.08	1.08	100	0				0.64	0.64	100	0	0	1.72	1850	1 Apr 2008	30 Sep 2010	1 June 2014	14 Aug 2014
Strathclyde Country Park	Triathlon	0.90	0.90	100	0				0.69	0.69	100	0	0	1.59	1978	1 Apr 2014	31 May 2014	1 July 2014	31 July 2014
Strathclyde Police Training Centre, Jackton	Small Bore/ Rifle/ Pistol	0.30	0.30	100	0				1.44	1.44	100	0	0	1.74	2001	1 Jan 2014	31 May 2014	1 May 2014	31 Aug 2014
Scotstoun Leisure Centre	Squash	1.75	1.75	100	0				1.02	1.02	100	0	0	2.77	1994	1 Jan 2012	30 Sep 2012	14 June 2014	14 Aug 2014
Totals		81.11	41.31		39.80				9.94	9.94				91.5					

Table 8.4.3 – Venues to be built – permanent

Venue Specify if venue is to be planned or additional	Sport(s)	Financing of Works											Works Schedule				
		Permanent works						Temporary works					Total cost of venue GBP million 2007	Perm. works		Temp. works	
		Total Perm. works GBP million 2007	OC		Other (specify)		Total Temp. works GBP million 2007	OC		Other (specify)		Start Date		Finish Date	Start Date	Finish Date	
			GBP million 2007	%	GBP million 2007	%		GBP million 2007	%	GBP million 2007	%						
National Indoor Sports Arena (planned)	Badminton	76.10	0	0	76.10		Glasgow City Council	0.29	0.29	100	0	0	76.39	1 June 2007	31 March 2010	1 June 2014	14 August 2014
Cathkin Braes Cycling Course (additional)	Cycling: Mountain Biking	0.58	0.58	100	0.00			0.71	0.71	100	0	0	1.29	1 April 2008	30 April 2009	9 July 2014	7 August 2014
National Indoor Velodrome (additional)	Cycling: Track	22.00	11.00	50	11.00		Glasgow City Council	0.83	0.83	100	0	0	22.83	1 June 2007	31 March 2010	1 June 2014	14 August 2014
SECC Arena (planned)	Gymnastics Netball – Finals	112.00	0	0	112.00		SECC Ltd	0.75	0.75	100	0	0	112.75	1 Jan 2009	30 June 2011	1 July 2014	15 August 2014
Totals		210.68	11.58		199.10			2.58	2.58				213.26				

Table 8.4.4 – Venues to be built on a temporary basis only

Venue	Sport(s)	Financing of Works					Works Schedule	
		Cost of temporary works					Temporary works	
		Total cost of works GBP million 2007	OC		Other (specify)		Start date	Finish date
GBP million 2007	%		GBP million 2007	%				
Route through city and City Parks	Athletics: Marathon	Incl. in Hampden costs	0.00	0	0	0	1 July 2014	31 Aug 2014
Route through city	Cycling: Road	0.54	0.54	100	0	0	1 July 2014	31 Aug 2014
	Cycling: Time Trials							31 Aug 2014
Barry Buddon, Angus	Shooting: Clay Target	1.02	1.02	100	0	0	1 May 2014	5 Aug 2014
SECC	International Broadcast Centre	3.30	3.30	100	0	0	1 Mar 2014	31 Aug 2014
Totals		4.86	4.86					

Note: In addition to permanent works outlined in Tables 8.4.2 and 8.4.3 above, planned investment in sports equipment totals £750,000.

Financing of Construction Works

The above tables list the construction works (permanent and temporary) which are required.

Please refer to Section 8.4 of the Guarantees File for the signed Covenants.

Question 8.5

Candidate Cities are required, via a guarantee from each venue owner, to secure use of venues and control of all commercial rights (eg in-stadium signage, catering and concessions signage and services, venue naming rights, etc.) for the future OC, in relation to existing and hereafter developed Commonwealth Games venues (both competition and non-competition venues) for the period the OC has control of the venue.

The guarantee must confirm that the OC will have the possibility to rename and re-brand the venue for Commonwealth Games use, rather than using an existing name.

The agreement should also consider use of existing technology equipment such as scoreboards and video boards, use of venue staff and early access for Test Events, technology installations, commissioning, testing and fit-out.

Use tables 8.5 a) and b) to indicate for each competition and training venue:

- Use of venue
- Current use
- Intended post-Games use of the venue
- Ownership
- Current ownership
- Intended post-Games ownership
- Guarantee status (competition venues only)
 - For use of venue
 - For commercial rights
- IF agreement that a venue conforms/will conform with IF technical specifications (competition venues only).

For all competition venues, provide written guarantees from all current and future owners, which grant use of venue and control, to the OC, of all commercial rights in relation to existing or hereafter developed Commonwealth Games venues for the period the OC has control of the venue.

Standard text provided for this guarantee can be found in Part 3. Provide all agreements signed with IFs concerning the use of competition venues for their respective sports.

Please note that, once elected as Host City, the OC must develop a more detailed agreement with each venue owner, which is subject to approval by the CGF. Amongst other details, this agreement should consider the use of existing technology equipment such as scoreboards and video boards, use of venue staff and early access for Test Events, technology installations, commissioning, testing and fit-out.

Please refer to Section 8.5 of the Guarantees File for the signed Covenants.

Table 8.5a – Competition Venue Use and Ownership

Competition venues		Use of venue		Ownership		Venue guarantees		IF Agreement		
Venue name (existing/new venue)	Names of sports and disciplines/number of events	Current use	Post-Games use	Current ownership	Post-Games ownership	Venue use	Commercial rights	IF Name	Yes	No
SECC Precinct										
Hall 3	Boxing	Conference and Exhibition Centre	Conference and Exhibition Centre	SECC LTD	SECC LTD			AIBA	Yes	
Hall 4	Netball – Prelims	Conference and Exhibition Centre	Conference and Exhibition Centre	SECC LTD	SECC LTD			IFNA	Yes	
New Arena	Gymnastics	Conference and Entertainment Arena	Conference and Entertainment Arena	SECC LTD	SECC LTD			FIG	Yes	
	Netball – Finals							IFNA	Yes	
Clyde Auditorium	Weightlifting	Conference and Entertainment Arena	Conference and Entertainment Arena	SECC LTD	SECC LTD			IWF	Yes	
Kelvin Precinct										
Kelvingrove Bowls Complex	Lawn Bowls	Lawn Bowls Greens	Lawn Bowls Greens	Glasgow City Council	Glasgow City Council			WBA	Yes	
Kelvin Hall International Sports Arena	Judo	Sports Arena	Sports Arena	Glasgow City Council	Glasgow City Council			IJF	Yes	
	Wrestling	Sports Arena	Sports Arena	Glasgow City Council	Glasgow City Council			FILA	Yes	
NISA and Velodrome Precinct										
National Indoor Sports Arena	Badminton	Sports Arena	Sports Arena	Glasgow City Council	Glasgow City Council			IBF	Yes	
Velodrome	Cycling	Velodrome	Velodrome	Glasgow City Council	Glasgow City Council			UCI	TBR*	
Strathclyde Country Park										
Strathclyde Country Park	Triathlon	Country Park	Country Park	North Lanarkshire Council	North Lanarkshire Council			ITU	Yes	
									Yes	
Scotstoun Campus Precinct										
Scotstoun Leisure Centre	Squash	Sports Centre	Sports Centre	Glasgow City Council	Glasgow City Council			WSF	Yes	
	Table Tennis							ITTF		
Glasgow Green										
Glasgow Green	Hockey	Football Centre	Football and Hockey Centre	Glasgow City Council	Glasgow City Council			FIH	Yes	
Shooting										
Strathclyde Police Training Centre, Jackton	Small Bore/Pistol/Rifle	Police Training Centre	Police Training Centre	Strathclyde Joint Police Board	Strathclyde Joint Police Board			CSF	TBR*	
Barry Buddon, MOD Range, Angus	Full Bore/Clay Target	MOD Bore Range	MOD Bore Range	Ministry of Defence	Ministry of Defence			CSF	TBR*	
Royal Commonwealth Pool										
Royal Commonwealth Pool	Aquatics – Diving	Swimming Centre	Swimming Centre	City of Edinburgh Council	City of Edinburgh Council			FINA	Yes	
Other venues										
Routes through City										
Routes through City and Parks	Marathons	Public Road and Parks	Public Road and Parks	Glasgow City Council	Glasgow City Council			IAAF	Yes	
Routes through City	Cycling – Road	Glasgow Green, Public Road and City Parks	Glasgow Green, Public Road and City Parks	Glasgow City Council	Glasgow City Council			UCI	TBR*	
	Cycling – Time Trials	Glasgow Green, Public Road and City Parks	Glasgow Green, Public Road and City Parks	Glasgow City Council	Glasgow City Council			UCI	TBR*	

* TBR: to be received.

Table 8.5a – Competition Venue Use and Ownership *continued*

Competition venues		Use of venue		Ownership		Venue guarantees		IF Agreement		
Venue name (existing/new venue)	Names of sports and disciplines/number of events	Current Use	Post-Games use	Current ownership	Post-Games ownership	Venue use	Commercial rights	IF Name	Yes	No
Cathkin Braes										
Cathkin Braes	Cycling – Mountain Biking	Country Park	Country Park	Glasgow City Council/South Lanarkshire Council	Glasgow City Council/South Lanarkshire Council			UCI		TBR*
Ibrox Stadium										
Ibrox Stadium	Rugby 7s	Football Stadium	Football Stadium	Rangers Football Club	Rangers Football Club			IRB	Yes	
National Stadium, Hampden Park										
National Stadium, Hampden Park	Athletics	Football Stadium	Football Stadium	Scottish Football Association	Scottish Football Association			IAAF	Yes	
National Swimming Centre										
National Swimming Centre	Aquatics – Swimming	National Swimming Centre	National Swimming Centre	Glasgow City Council	Glasgow City Council			FINA	Yes	
Opening Ceremony										
Celtic Park	Opening Ceremony	Football Stadium	Football Stadium	Celtic Football Club	Celtic Football Club					

* TBR: to be received.

Table 8.5b – Training Venue Use and Ownership

Training Venues		Use of venue		Ownership	
Venue name (Existing/new venue) (Glasgow unless otherwise stated)	Name of sport/ discipline/event	Current use	Post-Games use	Current Ownership	Post-Games ownership
National Swimming Centre, Tollcross Park (existing)	Swimming	National Swimming Centre	National Swimming Centre	Glasgow City Council	Glasgow City Council
Stirling Academy (existing)	Swimming	Swimming Centre	Swimming Centre	University of Stirling	University of Stirling
Royal Commonwealth Pool (existing)	Swimming Diving	Swimming Centre	Swimming Centre	City of Edinburgh Council	City of Edinburgh Council
Scotstoun International Athletics Stadium (existing)	Athletics	Athletics Stadium	Athletics Stadium	Glasgow City Council	Glasgow City Council
Lesser Hampden Warm-up Track (new)	Athletics	Football	Football	Queens Park Football Club	Queens Park Football Club
National Indoor Sports Arena (NISA) (new)	Badminton	NISA	NISA	Glasgow City Council	Glasgow City Council
Glasgow Green (existing)	Hockey	Football Centre	Hockey and Football Centre	Glasgow City Council	Glasgow City Council
Palace of Art (existing)	Boxing Judo Weightlifting	Specialist Training Venue and West of Scotland Institute of Sport HQ	Specialist Training Venue and West of Scotland Institute of Sport HQ	Glasgow City Council	Glasgow City Council
Cathkin Braes (new)	Cycling – Mountain Biking	Country Park	Country Park	Glasgow City Council/ South Lanarkshire Council	Glasgow City Council/ South Lanarkshire Council
SECC Hall 5 (existing)	Gymnastics – Rhythmic	Conference and Exhibition Centre	Conference and Exhibition Centre	SECC LTD	SECC LTD
SECC Hall 3 and 4 (existing)	Boxing and Netball	Conference and Exhibition Centre	Conference and Exhibition Centre	SECC LTD	SECC LTD
Kelvin Hall Training Hall (existing)	Judo Wrestling	Sports Centre	Sports Centre	Glasgow City Council	Glasgow City Council
Barry Buddon, MOD Range (existing)	Shooting – Clay Target/Full Bore	MOD Range	MOD Range	Ministry of Defence	Ministry of Defence
Strathclyde Police Training Centre, Jackton (existing)	Shooting – Small Bore/Pistol	Police Training Centre	Police Training Centre	Strathclyde Joint Police Board	Strathclyde Joint Police Board
Greenfield Park (existing)	Rugby 7s	Rugby Pitch	Rugby Pitch	Glasgow City Council	Glasgow City Council
Nethercraigs Playing Fields (existing)	Rugby 7s Athletics	Rugby Pitch Athletics Stadium	Rugby Pitch Athletics Stadium	Glasgow City Council	Glasgow City Council
Newlands Tennis and Squash Club (existing)	Squash	Tennis and Squash Club	Tennis and Squash Club	Newlands Tennis and Squash Club	Newlands Tennis and Squash Club
Kelvingrove Bowls Complex (existing)	Lawn Bowls	Lawn Bowls Greens	Lawn Bowls Greens	Glasgow City Council	Glasgow City Council
National Badminton Academy (existing)	Table Tennis	Badminton Centre	Badminton Centre	Glasgow City Council	Glasgow City Council
Bellahouston Sports Centre (existing)	Netball	Sports Centre	Sports Centre	Glasgow City Council	Glasgow City Council
Bellahouston Gymnastics Centre (existing)	Gymnastics – Artistic	Gymnastics Centre	Gymnastics Centre	Glasgow City Council	Glasgow City Council
National Indoor Velodrome (new)	Cycling	National Indoor Velodrome	National Indoor Velodrome	Glasgow City Council	Glasgow City Council
Toryglen Football Centre (new)	Athletics	Football Centre	Football Centre	Glasgow City Council	Glasgow City Council

Question 8.6

For each competition venue, provide the following Block Plans*.

* Block plans are venue plan layouts that show major required spaces as blocks of space or areas but without interior layouts. This includes both permanent and temporary spaces.

Question 8.6.1

One (1) Block Plan of the venue within the secure perimeter, including and labelling the following information.

Question 8.6.2

One (1) block site plan which shows the venue in the context of the surrounding area, including and labelling the following information.

Question 8.6.3

One (1) block site plan for each cluster of competition venues, where applicable. That is, where two or more venues are located in close proximity, provide a block site plan which demonstrates the relationship between the venues, including and labelling the following information.

All Block Plans are included in the attached Block Plan File.

Question 8.7

Use table 8.7 to indicate for each venue (competition venues + IBC + MPC) which organisation is responsible for the various phases in the development of the venue.

Table 8.7 – Development Organisation

Venue	Feasibility		Permanent Works				Temporary infrastructure/overlay				Pre-Games operation (if applicable)
	Feasibility Study	Approval of Feasibility study	Design Tender	Design Contract Approval	Construction Tender	Construction Contract Approval	Design Tender	Design Contract Approval	Construction Tender	Construction Contract Approval	
Royal Commonwealth Pool, Edinburgh	City of Edinburgh Council	City of Edinburgh Council	City of Edinburgh Council	City of Edinburgh Council	City of Edinburgh Council	City of Edinburgh Council	Organising Committee	Organising Committee	Organising Committee	Organising Committee	City of Edinburgh Council
National Swimming Centre, Tollcross Park	Glasgow City Council	Glasgow City Council/ Glasgow 2014	Glasgow City Council	Glasgow City Council	Glasgow City Council	Glasgow City Council	Organising Committee	Organising Committee	Organising Committee	Organising Committee	Glasgow City Council National
National Stadium, Hampden Park	Glasgow City Council	Scottish Football Association/ Glasgow 2014	Scottish Football Association/ Glasgow City Council	Organising Committee	Organising Committee	Organising Committee	Organising Committee	Scottish Football Association			
Glasgow Green	Glasgow City Council	Glasgow 2014	Glasgow City Council	Glasgow City Council	Glasgow City Council	Glasgow City Council	Organising Committee	Organising Committee	Organising Committee	Organising Committee	Glasgow City Council
National Indoor Sports Arena	Glasgow City Council	Glasgow City Council/ sportscotland	Glasgow City Council	Glasgow City Council	Glasgow City Council	Glasgow City Council	Organising Committee	Organising Committee	Organising Committee	Organising Committee	Glasgow City Council
SECC – New Arena	SECC Ltd	SECC Ltd	SECC Ltd	SECC Ltd	SECC Ltd	SECC Ltd	Organising Committee	Organising Committee	Organising Committee	Organising Committee	SECC Ltd
Cathkin Braes	Glasgow City Council	Glasgow City Council	Glasgow City Council	Glasgow City Council	Glasgow City Council	Glasgow City Council	Organising Committee	Organising Committee	Organising Committee	Organising Committee	Glasgow City Council
National Indoor Velodrome	Glasgow City Council	Glasgow City Council/ sportscotland	Glasgow City Council	Glasgow City Council	Glasgow City Council	Glasgow City Council	Organising Committee	Organising Committee	Organising Committee	Organising Committee	Glasgow City Council
Kelvin Hall International Sports Arena	Glasgow City Council	Glasgow City Council/ Glasgow 2014	Glasgow City Council	Glasgow City Council	Glasgow City Council	Glasgow City Council	Organising Committee	Organising Committee	Organising Committee	Organising Committee	Glasgow City Council
Kelvingrove Bowls Complex	Glasgow City Council	Glasgow City Council	Glasgow City Council	Glasgow City Council	Glasgow City Council	Glasgow City Council	Organising Committee	Organising Committee	Organising Committee	Organising Committee	Glasgow City Council
Strathclyde Country Park	Glasgow City Council	North Lanarkshire Council/ Glasgow 2014	North Lanarkshire Council	North Lanarkshire Council	North Lanarkshire Council	North Lanarkshire Council	Organising Committee	Organising Committee	Organising Committee	Organising Committee	North Lanarkshire Council
Scotstoun Leisure Centre	Glasgow City Council	Glasgow City Council/ Glasgow 2014	Glasgow City Council	Glasgow City Council	Glasgow City Council	Glasgow City Council	Organising Committee	Organising Committee	Organising Committee	Organising Committee	Glasgow City Council
SECC, Clyde Auditorium	N/A	N/A	N/A	N/A	N/A	N/A	Organising Committee	Organising Committee	Organising Committee	Organising Committee	SECC Ltd
SECC, Halls 3,4,5	N/A	N/A	N/A	N/A	N/A	N/A	Organising Committee	Organising Committee	Organising Committee	Organising Committee	SECC Ltd
Strathclyde Police Training Centre, Jackton	Strathclyde Police	Glasgow City Council/ Strathclyde Police	Strathclyde Joint Police Board	Organising Committee	Organising Committee	Organising Committee	Organising Committee	Strathclyde Joint Police Board			
Barry Buddon, MOD Range	N/A	N/A	N/A	N/A	N/A	N/A	Organising Committee	Organising Committee	Organising Committee	Organising Committee	Ministry of Defence
Ibrox Stadium	N/A	N/A	N/A	N/A	N/A	N/A	Organising Committee	Organising Committee	Organising Committee	Organising Committee	Rangers Football Club
Celtic Park	N/A	N/A	N/A	N/A	N/A	N/A	Organising Committee	Organising Committee	Organising Committee	Organising Committee	Celtic Football Club

Question 8.8

For each organisation (eg, OC, government) that will manage a tender for venues, explain the tendering process, including major phases, timelines, protest and appeal procedures, environmental impact assessments and details of the possibility of foreign companies submitting tenders.

Is this process subject to any standing laws, codes or regulations by the city, region, country or other organisation? Is there a preparedness by government to amend existing legislation or adopt new legislation to allow for the 'fast tracking' of Games developments in order to meet Games planning and staging requirements?

Procurement

A major strength of our Bid is that the majority of events are to take place in venues owned by Glasgow City Council (GCC). In addition, most of the facilities already exist or are currently being designed. As a result, the responsibility for procuring most of the facilities rests with GCC. This will simplify effective delivery.

The design teams have been appointed for the National Indoor Sports Arena (NISA), the National Indoor Velodrome and the SECC Arena, two of the major venue precincts. Both projects are at stage E of the design process and fully comply with the masterplans for their respective areas.

GCC is responsible for procuring the NISA and Velodrome. The SECC, a company in which GCC has the major interest, is responsible for procuring the Arena. These venues will be in operation up to four years prior to the Games.

Two venues require major capital works for the Games: the upgrading and extension to the National Swimming Centre at Tollcross Park; and the adaptation of Hampden Park for the Athletics programme.

Plans for the upgrading and extension to the National Swimming Centre are being prepared at present and the works will be procured by GCC.

The Scottish Football Association, in conjunction with Glasgow City Council, will be responsible for procuring the permanent adaptation works to Hampden. As this will involve public funding, statutory procurement procedures will be adopted. The temporary overlay works will be the responsibility of the Organising Committee.

All projects will have detailed project plans and this will ensure that new and adapted venues and temporary overlay works are delivered well within schedule.

Tendering process

The tendering process will comprise four distinct but standard phases:

- Contract Notices will be published in the Official Journal of the European Union ('OJEU'). They will also be published on the internet and across wider press sources and will set out the works required. Legislation dictates the form of these notices and the relevant timescales. This ensures that all potential contractors will be given an adequate opportunity to bid, ensuring genuine competition

- Tenderers who have expressed an interest in bidding for the work will be evaluated on their financial and technical abilities to carry out the works. A shortlist will then be drawn up and tenders invited from those shortlisted
- Following submission of the tenders there will be an evaluation phase which will allow fair and impartial consideration of all of the bids. Once the chosen contractor has been selected, the contract will be finalised and signed prior to work commencing
- Estimates for funding, resources and timescales will be confirmed with contractors as soon as possible to allow the business case continuously to be updated throughout the process. Where possible, tenders will be developed to avoid being prohibitive for small or medium sized enterprises, including local businesses. Initiatives may also be considered to develop local skills and labour.

Appeal procedures

Directive 2004/18/BC as implemented by the Public Contracts (Scotland) Regulations 2006 (the 'Regulations') requires a period of at least 10 days to elapse between the award and the commencement of the work to allow an unsuccessful bidder the opportunity to challenge the decision. The Regulations also require that unsuccessful bidders be given an explanation for the procurement decision. This process means that appeals are unlikely. An unsuccessful bidder, however, alleging breach of the Regulations can challenge the decision in court.

Maintenance of a clear audit trail throughout the process enables the procuring body to demonstrate the transparency and fairness of the decision.

Submission of tenders by foreign companies.

The process referred to above encourages tenders to be advertised to as wide an audience as possible, including foreign companies. This maximises opportunities for innovation and achieving value for money.

Additionally, the UK, as a member of the EU, is a party to the multi-lateral government procurement agreement, signed under the auspices of the World Trade Organisation. This means that potential contractors from signatory companies must be offered the opportunity of participating in tenders for public procurement of projects.

The Regulations require bodies governed by public law to apply principles of transparency, fairness and non-discrimination when conducting a tender process.

Procurement in Scotland

Processes for procurement in the UK are mature and framework agreements exist for a large number of the tenders that each organisation may require to issue thereby ensuring speedy procurement. There is a national approach to procurement in Scotland. This process will be adopted by the Organising Committee for the Games to ensure economies of scale are realised while also encouraging small businesses to supply the Games. Glasgow City Council has a well-developed Procurement Strategy and a number of experienced procurement officers who will be able to support the work of the Organising Committee.

Question 8.9

For each venue, complete table 8.9 giving the days of use of the venue according to the competition schedule of the sport(s) in question and indicating session times.

If the venue is used for several sports, specify which ones, the days of use per sport, and how the schedule has accommodated this use.

Competition schedule

Table 8.9 – Competition schedule

Competition Venues		Mon 21 Jul	Tue 22 Jul	Wed 23 Jul	Thu 24 Jul	Fri 25 Jul	Sat 26 Jul	Sun 27 Jul	Mon 28 Jul	Tue 29 Jul	Wed 30 Jul	Thu 31 Jul	Fri 1 Aug	Sat 2 Aug	Sun 3 Aug
Venue Name	Sport/discipline/event	-2	-1	0	1	2	3	4	5	6	7	8	9	10	11
Celtic Park	Opening Ceremony			19:00 - 22:00											
National Stadium, Hampden Park	Closing Ceremony														19:00 - 21:00
	Athletics									10:00 - 13:00	10:00 - 13:00	10:00 - 13:00	10:00 - 13:00		10:30 - 13:30
Ibrox Stadium	Rugby 7s						10:30 - 13:00								
							17:00 - 21:00	12:00 - 20:00							
National Swimming Centre, Tollcross Park	Aquatics Swimming				10:00 - 12:00	10:00 - 12:00	10:00 - 12:00	10:00 - 12:00	10:00 - 12:00	10:00 - 12:00					
					19:00 - 21:00	19:00 - 21:00	19:00 - 21:00	19:00 - 21:00	19:00 - 21:00	18:00 - 20:00					
Royal Commonwealth Pool Edinburgh	Aquatics Diving											11:00 - 13:00	11:00 - 13:00	11:00 - 13:00	
											19:00 - 20:30	19:00 - 20:30	19:00 - 20:30	19:00 - 20:30	
City Route	Marathon (Women)														9:30 - 13:00
	Marathon (Men)														10:00 - 13:30
	Cycling – Road (Women)					FAM 2hr								09:00 - 12:30	
	Cycling – Road (Men)					FAM 2hr								13:00 - 17:30	
	Cycling – Time Trials (Women)					FAM 2hr			10:30 - 12:30						
	Cycling – Time Trials (Men)					FAM 2hr			13:00 - 16:30						
Glasgow Green	Hockey (Men)				11:00 - 20:00	08:30 - 21:00	08:30 - 22:00	16:00 - 20:00	15:30 - 22:00	08:30 - 22:00	11:00 - 20:00	11:00 - 20:00	08:30 - 22:00	10:30 - 15:00	10:30 - 15:00
	Hockey (Women)				11:00 - 20:00	13:30 - 22:00	10:30 - 15:30	11:00 - 15:30	08:30 - 20:30	13:30 - 22:00	08:30 - 20:30	08:30 - 22:00	13:30 - 22:00	10:30 - 15:00	10:30 - 15:00
National Indoor Sports Arena	Badminton (Team)				9:00 - 12:00	9:00 - 12:00	9:00 - 12:00	11:00 - 14:00							
					14:00 - 17:00	14:00 - 17:00	14:00 - 17:00		14:00 - 17:00						
					19:00 - 22:00	19:00 - 22:00	19:00 - 22:00	19:00 - 22:00	19:00 - 22:00						
	Badminton (Individual)									09:00 - 12:00	09:00 - 12:00	09:00 - 12:00			
National Indoor Velodrome	Cycling (Track)					10:30 - 12:00	10:30 - 13:00	10:30 - 12:00							
					18:00 - 22:00	18:00 - 22:00	18:00 - 22:00	18:00 - 22:00							
Cathkin Braes	Cross Country Mountain Bike (Women)											Practice day	10:30 - 13:00		
	Cross Country Mountain Bike (Men)											Practice day	14:00 - 16:30		

Table 8.9 – Competition schedule *continued*

Competition Venues		Mon 21 Jul	Tue 22 Jul	Wed 23 Jul	Thu 24 Jul	Fri 25 Jul	Sat 26 Jul	Sun 27 Jul	Mon 28 Jul	Tue 29 Jul	Wed 30 Jul	Thu 31 Jul	Fri 1 Aug	Sat 2 Aug	Sun 3 Aug		
Venue Name	Sport/discipline/event	-2	-1	0	1	2	3	4	5	6	7	8	9	10	11		
SECC Arena	Artistic (Team)				12:00 - 16:30	12:30 - 16:30											
					18:00 - 22:00	18:00 - 22:00											
	Artistic (Individual)						12:30 - 16:30										
								18:00 - 22:00		18:00 - 22:00	18:00 - 22:00						
	Rhythmic (Team)											14:00 - 18:00					
												19:30 - 22:00					
												12:30 - 16:00	12:30 - 17:00				
SECC, Hall 3	Boxing					13:00 - 16:30	13:00 - 16:30	13:00 - 16:30	13:00 - 16:30	13:00 - 16:30	13:00 - 16:30	13:00 - 17:00					
						18:30 - 22:00	18:30 - 22:00	18:30 - 22:00	18:30 - 22:00	18:30 - 22:00	18:30 - 22:00	18:30 - 22:00		16:30 - 22:00			
SECC, Hall 4 (Prelims)	Netball				09:00 - 21:00	09:00 - 21:00	09:00 - 21:00	09:00 - 21:00	09:00 - 21:00	09:00 - 21:00	09:00 - 21:00	09:00 - 21:00	09:00 - 21:00	15:00 - 18:00			
SECC Arena (Finals)																12:00 - 15:00	
SECC, Clyde Auditorium	Weightlifting				14:00 - 16:00	14:00 - 16:00	14:00 - 16:00	14:00 - 16:00	14:00 - 16:00	14:00 - 16:00	14:00 - 16:00	14:00 - 16:00					
					18:30 - 20:30	18:30 - 20:30	18:30 - 20:30	18:30 - 20:30	18:30 - 20:30	18:30 - 20:30	18:30 - 20:30	18:30 - 20:30					
Kelvin Hall International Sports Arena	Judo				14:00 - 17:30	11:00 - 15:00	12:00 - 15:30										
					19:00 - 21:00	18:00 - 20:00	18:00 - 20:00										
	Wrestling									11:00 - 14:00	11:00 - 14:00	11:00 - 14:00					
											19:00 - 22:00	19:00 - 22:00	19:00 - 22:00				
Kelvingrove Bowls Complex	Lawn Bowls				10:00 - 21:00	10:00 - 21:00	10:00 - 21:00	10:00 - 21:00	10:00 - 21:00	10:00 - 21:00	10:00 - 21:00	10:00 - 21:00					
Strathclyde Country Park	Triathlon (Men)				13:00 - 15:30												
	Triathlon (Women)				09:00 - 11:30												
Scotstoun Leisure Centre	Squash (Individual)				10:00 - 15:00	10:00 - 15:00	10:00 - 15:00	10:00 - 15:00	10:00 - 15:00								
					17:00 - 22:00	17:00 - 22:00	17:00 - 22:00	17:00 - 22:00	17:00 - 22:00								
	Squash (Team)									10:00 - 15:00	10:00 - 15:00	10:00 - 15:00	10:00 - 15:00	10:00 - 15:00	10:00 - 13:00		
										18:00 - 22:00	18:00 - 22:00	18:00 - 22:00	18:00 - 22:00	18:00 - 22:00			
	Table Tennis (Team)				9:30 - 14:30	9:30 - 14:30	9:30 - 14:30	9:30 - 14:30	9:30 - 14:30								
					16:00 - 21:00	16:00 - 21:00	16:00 - 21:00	16:00 - 21:00	16:00 - 21:00								
Table Tennis (Individual)									09:30 - 22:00	09:30 - 22:00	09:30 - 22:00	09:30 - 22:00	12:00 - 22:00	09:30 - 13:00			
Barry Buddon, MOD Range, Angus	Shooting – Full Bore					10:00 - 16:00	10:00 - 16:00		10:00 - 16:00	10:00 - 16:00		10:00 - 16:00					
Strathclyde Police Training Centre, Jackton	Shooting – Pistol									09:00 - 17:00	09:00 - 17:00	12:00 - 17:00	09:00 - 17:00				
Barry Buddon, MOD Range, Angus	Shooting – Clay Target								09:00 - 17:00	09:00 - 17:00	12:00 - 17:00	09:00 - 17:00	09:00 - 17:00				
Strathclyde Police Training Centre, Jackton	Shooting – Small Bore								12:00 - 17:00	09:00 - 17:00	09:00 - 17:00	09:00 - 17:00					

Question 8.10.1

Describe the existing local and regional utility grid and generating plants.

Are there any planned improvements necessary and how will they be funded?

Electricity supply

The electricity supply system in Glasgow, central and southern Scotland is within the operational area of Scottish Power plc. The company is an integrated group which has electricity generation, transmission, distribution and supply licences. This integration has enabled the development of a mature, co-ordinated and efficient system for the transmission of electricity from power stations to load centres and users. The Scottish Power transmission system comprises 400kV, 275kV and 132kV networks, with the distribution system operating at voltages of 33kV, 11kV, 6.6kV and 230/400 volts.

Central and south west Scotland is a net exporter of electricity from a broad range of generation types and suppliers such as nuclear, fossil, hydro and an increasing penetration of renewable generation technologies. Conventional major generation stations are located on both the east and west coasts of Scotland with a variety of on-shore renewable power stations located in areas of plentiful resource such as wind and water. It is currently predicted that approximately 2,500MW of renewable generation will be connected to the Scottish Power system by 2014 which could supply approximately 40% of the Scottish electricity demand.

Scottish Power continues to invest in the development of the electricity transmission and distribution systems by monitoring the condition and performance of system components and has a programme of equipment replacement and modernisation. The company is also committed to the application of new technologies and works with many manufacturers to implement these technologies in order to improve the flexibility, capability, quality and reliability of the system.

Costs

Investment by licencees on the development or extension of the transmission and distribution systems is governed by regulation by the Office of Gas and Electricity Markets (Ofgem). Charging methodologies and policies for users wishing connection and access to the distribution or transmission systems are agreed with the regulatory authority. Application of the methodologies will result in the majority of the costs of any identified upstream reinforcements being met by Scottish Power Transmission Ltd or Scottish Power Distribution Ltd with the balance, and the cost of local connections, being met by the event facilities developer.

Question 8.10.2

What will be the process for obtaining additional power beyond the capacity of the local system from other sources?

Additional power

Many of the existing sites which will host events are widely recognised as successful venues of significant and high profile Scottish, national and international events. As such the capacity requirements of the facilities and consequential ancillary requirements are therefore well understood and the system is considered fully capable of providing the required level of power.

In the event that planned events or resources utilising existing venues require power capability or reliability greater than that which is presently available, additional capability will be established by extension or expansion of the system. Where appropriate, this will be achieved by the establishment of additional infrastructure such as cables, transformers and substation equipment within the 33kV, 11kV and Low Voltage networks. Generically this will consist of the establishment of new 11kV substations at appropriate locations together with associated 11kV cables from the source Primary (33/11kV) Substations. The 33kV network and Primary Substations will be reinforced where required to accommodate additional capacity requirements on the lower voltage networks.

Where additional transmission system capacity is required, this will be achieved by similarly extending or expanding the 132kV or 275kV systems by the establishment of transformers, cables and substation equipment at these voltages.

Outside broadcast locations and short-term or temporary facilities will be supplied from the existing system or mobile generation units. Such instances will be individually assessed in order that the most appropriate, economic and, most importantly, environmentally sound solutions are applied. The assessments will ensure that the established power supplies are environmentally and aesthetically favourable as well as appropriate from an engineering perspective.

Question 8.10.3

Describe the state and private ownership of the local and regional distribution systems and how they are structured and managed.

Distribution systems

Following the restructuring of the UK electricity supply industry in 1990 and its subsequent privatisation, the transmission networks in central and southern Scotland (which encompasses Glasgow) are in the ownership of Scottish Power plc. For licence purposes, the transmission system, operating at 400kV, 275kV and 132kV, is owned by SP Transmission Ltd.

Implementation of the British Electricity Trading and Transmission Arrangements (BETTA) in 2005 resulted in the creation of a single GB-wide wholesale electricity market. Under BETTA, a GB system operator (GBSO) is responsible for operating the transmission system while SP Transmission Ltd, in the role of Transmission Owner (TO) is responsible for all system planning and network investment in its licensed area.

Similarly, following privatisation, the assets associated with the distribution system, which operates at voltages of 33kV, 11kV, 6.6kV and 230/400V, are owned and operated by SP Distribution Ltd.

Although the transmission and distribution systems are privately owned and operated, a regulatory framework governs the industry. This is aimed at promoting competition and effectively regulating the companies that operate the electricity wires networks in order to secure the country's energy supplies, and ensure that there is adequate investment in the electricity networks.

SP Transmission Ltd and SP Distribution Ltd have robust procedures and processes to ensure the efficient management of the assets associated with the electricity networks. These processes include condition-based asset refurbishment or replacement policies, targeted reinforcement strategies and efficient connection methodologies.

Day-to-day real-time management of the operation and control of the distribution and transmission systems is carried out by a unified, state-of-the-art control centre on the outskirts of Glasgow. The operational control centre co-ordinates the fault management, system monitoring and outage/safety management functions for both the distribution and transmission systems in addition to co-ordinating many of the real-time transmission system operational and interface activities with the system operator (GBSO).

Question 8.10.4

Can the existing distribution system supply the anticipated Commonwealth Games demand in terms of load and reliability? If not, what improvements are planned?

Capacity of the existing system

Yes. The existing electricity supply system in the Glasgow area is well established and has a history of reliably meeting the requirements of customers connected and supplied from the system. The demand level capability, reliability and inherent supply quality of all venues, whether existing or planned, will be validated against the facility specifications and requirements. Where improvements or upgrades are considered necessary, the incremental developments will be co-ordinated and consolidated into the overall facilities delivery programme.

Question 8.10.5

What is planned for the supply of high quality, filtered power to specialised equipment in locations Games wide?

Power quality

The quality of supply provided by the Scottish Power transmission and distribution systems is subject to statutory obligations which sets limits on harmonic distortion and voltage variations. The European Standard on Power Quality, as adopted in British Standard BS EN 50160, sets out these limits. In order that these limits are not breached, users connected to the system are required to comply with a range of standards.

Venues or other facilities which require power quality in excess of that compliant with the standard will have access to high quality power supplies and uninterruptible power supply equipment.

Supplies to Games' critical equipment such as IT and media interfaces, where supply availability and quality require to be of the highest order, will be structured and engineered to provide the necessary standards of service. The security of these installations will also be considered and engineered to ensure protection against inadvertent or deliberate interference, fire or unlikely external catastrophic events.

Question 8.11

(Competition and non-competition venues) Specify the period in which the Test Events will be held.

Test events

Test events will be organised in accordance with the recommendations in the Candidate City Manual, the International Federation Requirements and the Commonwealth Games Federation's Constitution. These will be held between 18 months and two months before the Commonwealth Games to test either facilities and/or operational structure as appropriate to each sport and venue. As required the Organising Committee will submit for approval by the Commonwealth Games Executive Board the proposed period and schedules for test events.

Events proposed include:

Table 8.11 – Test Events schedule

Sport	Test Event	Date
Aquatics		
Diving	British National Championships	December 2013
Swimming	British/Scottish National Championships	March 2014
Athletics		
Athletics	Scottish National Championships	July 2013
Athletics	International Invitational Event	June 2014
Marathon	Scottish National Championships	July 2013
Badminton	International Championships	November 2013
Boxing	Scottish Championships/4 Nations Championships	March 2014
Cycling		
Mountain Biking	Scottish National Championships	May 2014
Track	British Championships	September 2013
Road	Scottish National Championships	July 2013
Time Trial	Scottish National Championships	July 2013
Gymnastics		
Artistic	World Cup (currently hosted annually under FIG license)	November 2013
Rhythmic Team	British Championships	November 2013
Rhythmic Individual	British Championships	November 2013
Hockey	International Invitational Games	July/August 2013
Judo	Scottish International Open Championships	October 2013
Lawn Bowls	British Championships	May 2014
Netball	European Championships	March 2014
Rugby 7s (men)	IRB World 7s Circuit (event currently held under IRB license)	May 2013 or 2014
Shooting		
Full Bore	Commonwealth Championships	July 2013
Pistol	Commonwealth Championships	July 2013
Clay Target	Commonwealth Championships	July 2013
Small Bore	Commonwealth Championships	July 2013
Squash	Scottish Championships	February 2014
Table Tennis	Six Nations Championships	September 2013
Triathlon	British Championships	June 2013
Weightlifting	Scottish Weightlifting Championships	July 2013
Wrestling	British Championships	October 2013

Question 8.12

What sources will be used for recruiting sports organisation personnel, bearing in mind all the various tasks to be undertaken?

What steps have already been taken?

Recruiting experienced personnel**Technical officials**

The Games are not just about the athletes but play an important part in ensuring Commonwealth nations and territories are able to have officials exposed to top competition. This will benefit future generations of athletes when they are officiating at events in their own country. Because of the range of relevant events we have already held, we have a wide range of qualified technical officials able to officiate at international standard in all the sports proposed.

Nominations for international level Technical Officials will be drawn from nominations by CGAs and International Federations, with an emphasis on recruiting these officials from the Commonwealth where available. As in Melbourne 2006, the national level Technical Officials will be recruited from Scotland, supplemented by officials from other Commonwealth countries where required, up to a maximum 50% of the total.

Games services

One of the outstanding successes of recent Games has been the introduction and consolidation of Games Services for visiting teams. With the Games becoming increasingly complex, this dedicated service has proved to be invaluable for chefs de mission, team managers and other officials. We will provide a comprehensive Games Service populated by experienced individuals. The costs of this service are included in the OC budget for the Games.

Question 8.13

Use table 8.13 to list, in chronological order, all the international sports competitions that have been organised in your city, region and country over the last ten years (World Championships, multi-sports Games, Continental Championships and other world-level events).

The national picture

Scotland has a long history of hosting major sporting and cultural events. The publication of Scotland's Major Events Strategy in November 2002 and the establishment of EventScotland in May 2003 have provided the mechanism for a more strategic approach to be adopted.

The national vision for events is to become one of the world's foremost event destinations by 2015. The mission is to deliver a viable portfolio of major events, to attract visitors to Scotland, to enhance Scotland's international profile and to maximise the economic, social and environmental benefits of events across Scotland.

Glasgow's credentials

Over the last 10 years Glasgow and Scotland have staged World, Commonwealth, European or International events in all 17 sports proposed for 2014, clearly demonstrating the city's pedigree in staging international sporting events. This includes Commonwealth Championships in five different sports.

Glasgow is both a critical and pivotal partner in the delivery of Scotland's national events strategy and works hand in hand with EventScotland in identifying, bidding for and delivering a whole range of sports and cultural events.

This ability to deliver is underpinned by the UK's largest sports development workforce, who ensure that not only are the events a spectacular success in delivery, but that they engender opportunities for the whole community and ensure that they address cross cutting social challenges such as health improvement, increased participation and crime reduction.

There is extensive expertise in the city to deliver world class events. Many successful events have been held over the last 15 years and details are appended in this document and summarised below. However, a number require specific mention to demonstrate the city's sporting prowess within the events arena:

- Annual BBC televised international athletics
- Annual BBC televised World Cup gymnastics
- Swimming World Cup and two European Junior Swimming Championships
- Commonwealth Boxing Championships
- Commonwealth Rowing Championships
- Commonwealth Judo Championships
- Commonwealth Youth Wrestling Championships
- Commonwealth Table Tennis Championships
- World Badminton Championships and Sudirman Cup
- Tour of Britain Cycle Race
- UEFA, Champions League Final
- IRB U/21 Rugby World Cup
- One day cricket internationals
- International televised triathlon
- European Netball Championships
- World Kendo Championships
- World Masters Weightlifting Championship.

This combination of event expertise combined with the support of Scotland's national event agency, ensures that Glasgow is one of the world's leading sporting event destinations and encompasses the full support of the National Agency (EventScotland) in its bid for the 2014 Commonwealth Games.

Event experience

Table 8.13 – Sports experience

Date	Sport	Level of Competition	Location
Annually	Athletics	'Fresh 'N' Lo' Great Scottish Run (Over 20,000 runners)	Glasgow
Annually	Athletics	Indoor International	Glasgow
Annually	Athletics	Britannic Asset Management Women's 10k	Glasgow
Annually	Athletics	Outdoor International	Glasgow
Annually	Badminton	Scottish Open	Glasgow
Annually	Athletics	Edinburgh Marathon	Edinburgh
Annually	Cricket	One-day Internationals (Australia/West Indies/India/Pakistan/New Zealand)	Edinburgh
Annually	Golf	Scottish Open	Loch Lomond
Annually	Gymnastics	Grand Prix and World Cup	Glasgow
Annually	Rugby	Six Nations Championship Autumn International Series	Edinburgh
Annually	Swimming	International Masters	Nationwide
2007	Badminton	Sudirman Cup – World Team Badminton Championships	Glasgow
2007	Adventure Racing	Adventure Racing World Championships	Lochaber
2007	Athletics	International Athletics Grand Prix	Glasgow
2007	Cycling	Tour of Britain	Glasgow (Finish)
2007	Rowing	FISA Under 23 World Rowing Championships	Strathclyde Country Park
2007	Football	UEFA Cup Final	Glasgow
2006	Gymnastics	Gymnastics Grand Prix	Glasgow
2006	Cycling	Tour of Britain	Glasgow (Start)
2006	Tennis	Davis Cup	Glasgow
2006	Athletics	Norwich Union International	Glasgow
2006	Rowing	National Championships of Great Britain	Strathclyde Country Park
2006	Rowing	Commonwealth Championships	Strathclyde Country Park
2006	Wrestling	Commonwealth Youth Championships	Glasgow
2005	Boxing	Commonwealth Championships	Glasgow
2005	Curling	Women's World Curling Championships	Paisley
2005	Cycling	Tour of Britain	Glasgow (Start)
2005	Golf	British Open	St Andrews
2005	Multi-sport	International Island Games	Shetland
2005	Rowing	FISA European Masters Regatta	Strathclyde Country Park
2005	Rugby	Heineken European Cup Final	Edinburgh
2004	Rugby	IRB U21 World Cup	Glasgow, Edinburgh and Scottish Borders
2004	Bowls	World Bowls Championships	Ayr
2004	Golf	British Open	Royal Troon
2004	Rugby	International – Scotland v Australia	Glasgow
2003	American Football	World Bowl Final	Glasgow
2003	Athletics	European Cross Country Championships	Edinburgh
2003	Cycling	UCI Mountain Bike World Cup	Fort William
2003	Kendo	World Championships	Glasgow
2003	Swimming	European Junior Swimming and Diving Championships	Glasgow/Edinburgh
2003	Swimming	European Juniors	Glasgow
2002-1997	Gymnastics	World Cup Series – Men's and Women's	Glasgow
2002	Archery	World and European Field Archery Championships	Clackmannanshire
2002	Cycling	UCI Mountain Bike World Cup	Fort William
2002	Football	UEFA Champions League Final	Glasgow
2002	Golf	British Open	Muirfield
2002	Indoor Bowling	International	Glasgow
2002	Netball	European Championships	Glasgow
2002	Rowing	Home International Regatta	Strathclyde Country Park
2002	Swimming	European Super Grand Prix Final	Glasgow
2001	Hockey	World Cup Qualifying Tournament	Edinburgh
2001	Multi-sport	Commonwealth Youth Games	Edinburgh
2000	Badminton	European Championships	Glasgow
2000	Badminton	European Junior Championships	Glasgow
2000	Badminton	European Senior Championships	Glasgow
2000	Basketball	International Match	Glasgow
2000	Cricket	European Championships	Glasgow

Table 8.13 – Sports experience *continued*

Date	Sport	Level of Competition	Location
2000	Curling	Women's World Championships	Glasgow
2000	Fencing	World Cup	Glasgow
2000	Gymnastics	World Cup	Glasgow
2000	Golf	British Open	St Andrews
2000	Golf	Solheim Cup (Europe v USA)	Loch Lomond
2000	Hockey	European Club Championships	Glasgow
2001	Hockey	Pre-Olympics Tournament	Glasgow
2000	Lacrosse	European Championships	Glasgow
2000	Rugby League	World Cup	Glasgow and Edinburgh
2000	Swimming	International Match	Glasgow
2000	Gymnastics	World Cup Finals – Men's and Women's Artistic and Rhythmic	Glasgow
2000	Volleyball	European Club Qualifying Match	Glasgow
2000	Weightlifting	World Masters	Glasgow
1999	Badminton	European Junior Championships	Glasgow
1999	Cricket	World Cup Pool Games	Edinburgh
1999	Golf	British Open	Carnoustie
1999	Golf	Walker Cup (Great Britain and Ireland v USA)	Nairn
1999	Rugby	World Cup	Edinburgh and Borders
1999	Squash	British Open	Aberdeen
1999	Swimming	Final World Cup	Glasgow
1999	Weightlifting	World Masters Championships	Glasgow
1998	Judo	VII Commonwealth Judo Tournament	Edinburgh
1998	Rowing	Home International Regatta	Strathclyde Country Park
1998	Rowing	National Championships of Great Britain	Strathclyde Country Park
1998	Table Tennis	Commonwealth Championships	Glasgow
1997	Badminton	World Badminton Championships	Glasgow
1997	Badminton	Sudirman Cup – World Team Badminton Championships	Glasgow
1997	Golf	British Open	Royal Troon
1997	Swimming	European Junior Swimming and Diving Championships	Glasgow
1997	Table Tennis	Commonwealth Championships	Glasgow

Events for Elite Athletes with Disabilities

Question 8.14

The CGF, in co-operation with the IPC will establish the events for Elite Athletes with Disabilities (EAD). During the Games, the IPC will have the responsibility for the technical control and direction of these events. Use table 8.2 to indicate which proposed competition and training venues provide access suitable for Elite Athletes with Disabilities.

Events for Elite Athletes with Disabilities

As requested, please refer to Table 8.2 which records those competition and training venues suitable for Elite Athletes with Disabilities.

We look forward to discussions with the CGF and IPC on the events/disciplines to be included in 2014.

9

Commonwealth Games Village

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01
Artistic impression
of the Games Village

02
Badminton will be held
in the National Indoor
Sports Arena

03
The Games Village is central
to the Clyde Gateway project
in the city's East End



Theme 9: Commonwealth Games Village

- Designed for athletes by athletes, through the work of our Athletes' Commission
- 100% flexible travel grants for athletes and officials – numbers averaged over two Games
- New build for the Games
- Acreage twice the size of the Village in Melbourne
- Capable of housing 8,000 athletes and officials providing generous space for the anticipated 6,000-6,500 residents
- Maximum two athletes/officials per room
- Maximum two rooms to shower/wc
- Development mechanism identified; post-Games strategy agreed for selling on for private and social housing
- Community legacy through the development of a new urban suburb
- Major contributor to regeneration of the area
- Timescales set for construction and timely handover to the Organising Committee
- Residential accommodation in permanent buildings
- Well planned International Zone, dining and medical facilities

Question 9.1

The Commonwealth Games Village is one of the largest projects an OC must undertake in preparing for the Commonwealth Games. The CGF's requirements for the Commonwealth Games Village are laid down in the CGF Constitution and Regulations, the Host City Contract and the Games Manual on the Commonwealth Games Village and CGA Services. Post-Commonwealth Games legacy must also be carefully considered. Designs for previous Commonwealth Games Villages have included new residential housing projects, campus-style villages and privately-operated housing schemes. Local architecture and design companies should be encouraged to take part in designing the Commonwealth Games Village to help promote local culture and to publicise striking local architectural features and construction techniques.

Describe your concept for the Commonwealth Games Village, including the following elements:

- Owner
- Location (in relation to the city)
- Design
- Layout
- Type of accommodation
- Special considerations/operations
- Size of village (hectares)
- Post-Games use
- Accessibility considerations.

Concept

Glasgow is mid-way through one of the largest inner city regeneration programmes currently being developed in Europe. A wide variety of projects including residential, leisure and transportation developments are being pursued through public/private partnerships. Investment in projects which have recently completed, which are underway, or which have planning consent currently exceeds £4.2 billion.

Prime among these is the Clyde Gateway Project which, in March 2006, was designated as the key priority area for urban regeneration in Scotland. In turn, the Village is the centre piece of this wider regeneration project. It is within walking distance of the new National Indoor Velodrome and National Indoor Sports Arena.

The Village has been designed to provide a world-class facility which meets the specific needs of the Games. It has also been identified as a new and vitally important housing neighbourhood for Glasgow. As an important legacy of the Games, it will provide a mix of private and social housing to meet the needs of the community in the East End of Glasgow. It is the largest and most ambitious of the new housing neighbourhood projects being developed in the city. Built to the highest environmental and design standards, it will provide a quality living environment for athletes and officials.

In line with the principles set out in Glasgow's City Plan, it will be specifically designed to create a new suburb maximising the re-use of previously developed but derelict land for residential development and amenity use. The development on such a 'brown-field' location will adhere to the principles of sustainable development at all stages. This will be reflected in such aspects as the adoption of sustainable construction methods and building materials, the use of alternative and recycled energy and the construction of sustainable urban drainage systems. (Reference Theme 5: Environment)

Site ownership

The Village extends to 35 hectares, of which 25 hectares is currently in the ownership of Glasgow City Council or the Glasgow Housing Association. The Association has already committed its land to the Village development.

The Council is currently extending its land ownership by purchasing land from minority owners on a voluntary acquisition basis. Discussions are currently underway with the other landowners with a view to finalising agreements which will secure their participation as partners in the Village development. Where necessary, the Council will utilise the Compulsory Purchase Powers it has under the Planning Acts to bring all land within the Village site into its ownership or control.

Village location

The Village is located at the heart of the Clyde Gateway approximately 4.8km from the City Centre.

In relation to Games' venues it is:

- directly adjacent to the National Indoor Sports Arena, National Indoor Velodrome, and Celtic Park
- 2km from Glasgow Green Hockey Centre and the venue for Road Cycling start/finish
- 4km from the National Swimming Centre, Tollcross Park
- 5km from The National Stadium, Hampden Park
- 6km from the SECC complex
- 8km from Kelvingrove Bowls Complex and Kelvin Hall International Arena
- 8km from Ibrox Stadium
- 12km from Cathkin Braes
- 13km from Scotstoun Leisure Centre
- 14km from the Strathclyde Police Training Centre at Jackton
- 18km from Strathclyde Country Park
- 84km from the Royal Commonwealth Pool in Edinburgh
- The main Games Village is 148km from the Ministry of Defence Range at Barry Buddon, where a satellite village for athletes and officials in hotel accommodation will be provided. (Reference also Theme 12: Accommodation)

In relation to the city's and the Games' transport systems, it

- is bounded by the four-lane East End Regeneration Route (EERR) which is being developed over the period 2006-10
- has direct connections to the national motorway network through its access to principal junctions of the M74 and M8
- has direct access to Dalmarnock Railway Station, which provides a direct route to the City Centre
- sits on a major bus corridor, with bus priority measures in place, providing a range of services to the City Centre.

Village size

The Village site is 35 hectares in size.

Map 9.1 – Village Location



Scale: 1:15,000
0m 400m

The location of the Village is on a distinctive loop of the River Clyde. The site lies within a major regeneration area and, in using derelict land, will be environmentally positive.

Its juxtaposition with the National Indoor Sports Arena and National Indoor Velodrome means that they are within walking distance, as is Celtic Park which will be used for the Opening Ceremony.

The new East End Regeneration Route (marked in green) will provide excellent access to the road infrastructure in and around Glasgow.



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Design

The Masterplan for the Village has been designed by RMJM (Scotland Ltd) an architectural practice with extensive international experience. RMJM has also been involved in some of the most ambitious developments underway in the city. The design concept meets and exceeds the specific requirements as detailed in the Candidate City Manual. In developing both concept and design, advice has been taken from individuals directly involved in developing, managing, or using Villages provided for past and future Commonwealth, Asian and Olympic Games. As important, members of the Athletes' Commission were fully consulted on the plans, made important adjustments to their content, and have fully endorsed them.

The design concept maximises the setting of the Village directly adjacent to the River Clyde, the East End Regeneration Route, and the proposed new urban park/visitor attraction in the adjacent site across the River Clyde in the Cuningar Loop. Although the ultimate use of the site is as a new low density city housing neighbourhood, the design has been specifically tailored to meet the requirements of the Games. The design of the Village will be an exemplar of urban regeneration – well designed and built to the highest environmental standards.

The design principles for the Games which have been applied include:

- ensuring that athletes have easy access to the international zone and athlete services from the residential areas
- the separation of busier service areas from the quieter residential zones
- maximising the relationship between the site and the River Clyde
- ensuring housing densities are lower than those contained in the Glasgow City Plans in respect of suburban development thereby offering an attractive environment for the athletes as well as greater confidence about onward sales of the property
- providing a mix of housing types of attractive design to ensure aesthetic interests on the site
- providing a high proportion of well-planned green space, amenity land and water features within the site
- adopting design standards compatible with our aim for a carbon neutral development.

The Village will be dressed to provide ease of orientation to athletes and officials. It will be divided into 6-8 themed areas based on Scottish glens with signposting, bannering and colour coding to bring vitality to the site.



Artistic impression of the office accommodation for Chefs de Mission and officials

The Village will comprise the following elements:

- A secure residential zone which maximises the attractions of a riverside setting to create a rural environment in an inner city location. The site will be laid out at a lower density than would normally be considered in this location. This is to ensure that it incorporates a number of open spaces and amenity areas and meets sustainability objectives
- The residential zone will consist of a number of permanent dwellings which exceed specifications and previous levels of provision in terms of athletes/officials per room (maximum of two) and athletes/officials per toilet/shower (maximum of two rooms to a shower/wc) and communal meeting space
- An International Zone will consist of a range of temporary buildings to provide a range of services including:
 - VIP registration and reception facilities
 - a ceremonial area
 - a shopping complex (including bank, post office, travel service, convenience shopping)
 - an entertainment complex (including cinema, internet café, bar/bistro) and a suite of conference/meeting rooms
 - media facilities
 - a security management centre.
- Extensive Village Services, within the residential area, which will provide the support services which are required by athletes/team officials. These will include:
 - a fully fitted restaurant service installed specifically for the Games capable of accommodating 2,000 diners at peak capacity, and offering a service 24/7 throughout the Games
 - three stand-alone bistros at strategic locations within the Village each capable of accommodating up to 200 diners from 10am to 10pm
 - team offices – within team areas, proportionate to the size of the team participating in the Games, with IT and other equipment necessary to operate effectively
 - eight service centres providing laundry, television, handyman and information services, and free drinks vending
 - ten mobile refreshment points
 - a religious centre
 - a fully equipped polyclinic providing immediate health assessment and recuperation area
 - facilities for the CGF Medical Commission
 - a fully equipped gymnasium/fitness/recovery centre
 - outdoor training facilities
 - a sports competition/records office
 - a travel centre
 - the Games Village Management Office
 - police and fire and rescue facilities
 - back of house inventory and storage facilities
 - staff facilities.

- The Village will be car free. The only exceptions will be site management traffic on the periphery of the Village and a looped bus service around the Village using electric vehicles. Parking provision for staff, dignitaries and VIPs will be provided adjacent to the service areas and international zone outside the high security zone. Two additional sites, immediately to the north and south of the Village, will also be available for CGA vehicles
- The entire site will be enclosed within a high security zone incorporating a limited number of secure access points using the latest scanning technologies, with full perimeter fencing, comprehensive 24/7 CCTV coverage from a Village Control Centre, all backed up by a personal intruder detection system (PIDS). The system has been designed in association with Strathclyde Police and the national Security Services
- The Village will have its own extensive transport mall accessed directly from the East End Regeneration Route providing regular and frequent bus access to all the Games venues. The transport operation will run 24/7 with the bus fleet services deployed to meet demand.

Type of accommodation

The Village will incorporate a variety of house types and sizes. They will include:

- 4 storey 2-3 bedroom apartments
- 2 storey 2-3 bedroom terraced houses
- 2 storey 2-3 bedroom semi detached houses
- 3 storey 2-4 bedroom townhouses
- 2 storey 3-4 bedroom detached houses.

This mix of housing types will give maximum flexibility for the Games and be an attractive mix for onward sale and rent after the Games. All the residences will be permanent buildings.

During the Games the housing will be overlaid with temporary provisions to meet the specific requirements in terms of room sharing, toilet/shower provision and common-room areas. The residential units will not therefore be fitted with kitchens and garages. These will be fitted out as bedrooms during the Games.

There will be a maximum of two athletes or officials per bedroom. Single bedrooms will be provided for those with special requirements and particularly for Chefs de Mission. There will be a maximum ratio of four people to each shower-room/bathroom.

Additional rooms will be made available for team offices and medical services within the team areas.



Artistic impressions of bedroom accommodation

Post Games use

Post Games, the Village will be fully developed as a new housing neighbourhood for the East End of Glasgow. On completion of the refitted development the site will accommodate up to 1,500 residential units of which 1,200 will be sold on the private market and 300 managed by providers of social rented housing.

Pre-sales will begin well in advance of the Games. The residential part of the Village has been prepared in close consultation with the largest house builders in Scotland. Their representative body is *Homes for Scotland*, whose Planning Director has recognised the key role that the house building industry will play in the delivery of the Village in Dalmarnock. He has said *"Scotland's house builders can be relied upon to create a world class facility for the Commonwealth Games. Perhaps more importantly, however, they will also create a vibrant new community – a legacy that generations of Glaswegians can benefit from."*

Accessibility

Accessibility for elite athletes with a disability

The Village will be constructed in line with the Scottish Housing for Varying Needs Standard which complies with international standards of accessibility. This will create a Village which will be accessible to all, with easy and clearly signed access to facilities and accommodation.

A total of 845 rooms (approximately 23%) will be wheelchair accessible.

Site accessibility

The site is located adjoining the East End Regeneration Route and the main arterial routes to the City Centre of London Road and Dalmarnock Road, off which are the two principal entrances into the Village including the main transport mall.

The main car park at the southern end of the site has direct access to the Village and the internal shuttle buses.



Question 9.2

Provide a guarantee from the authorities or owners concerned stating that the site chosen for the construction of the Commonwealth Games Village is in keeping with the city development plan and the standards to be met to obtain planning permission.

Planning

Glasgow City Council is the planning authority for the city. It is responsible for implementing the provisions of the Town and Country Planning (Scotland) Act 1997. The Act requires all Councils to prepare a Development Plan for their area:

- which sets out a strategy for land use and development (City Plan Part 1)
- which identifies the principal land uses within that area (The City Plan Map)
- which establishes the design and other criteria against which applications for planning consent for development are assessed (City Plan Part 2).

Within Glasgow it is also common practice to prepare Local Development Strategies (LDS) and Masterplans for smaller geographical areas which are being promoted for early development. These are intended to provide guidance to the development industry in relation to the preparation of area development proposals and to provide some certainty towards securing planning consent. The LDS and Masterplans also provide the basis for the use of Compulsory Purchase Powers where these are needed to facilitate land assembly.

The land uses within the Village are therefore determined by:

- The statutory Development Plan for Glasgow (the Glasgow City Plan)
- The Local Development Strategy (LDS) for Dalmarnock
- The Clyde Gateway Masterplan.

A total of 90% of the site is zoned for residential use according to the City Plan, with the balance being zoned for greenspace. The site is zoned for residential development in both the Dalmarnock LDS and the Clyde Gateway Masterplan and, therefore, is wholly consistent with the land use planning framework for Glasgow.

Please refer to Section 9.2 of the Guarantees File for the signed Covenants.

Question 9.3

Carry out an initial environmental impact assessment and provide a summary of the study, including possibilities of natural disasters.

The initial environmental impact assessment and other relevant studies must be presented to the CGF Evaluation Commission during its visit.

Initial Environmental Assessment

It is acknowledged that a development of the size and nature of the Village will not require a formal environmental impact assessment (EIA) as it does not correspond to any of the projects listed in Schedule 1 of the Environmental Impact Assessment (Scotland) Regulations 1999. Similarly, while the Village can be considered as an Urban Development project, listed in Schedule 2 of the above, the development is neither on a significantly different scale from the site's previous use, nor is it in a previously non-urbanised area.

Despite the above, it was agreed with the planning authority that the legislation provided a systematic approach which provided the context for an initial EIA to be undertaken in a recognised and approved manner. This EIA evaluated the likely environmental effects of the Village and any corresponding mitigation measures to be identified.

This procedure, which considered the characteristics of the development and the environmental aspects associated with: population; architecture and archaeological heritage; soil/geology; air quality; transportation; flora and fauna; flooding/water/sewerage; noise; waste/natural resources and landscape, established that the Village will not cause any significant adverse environmental impacts.

The proposed development will, in fact, ensure that the residential regeneration of the Dalmarnock area of the city will provide the opportunity to achieve significant positive environmental impacts. In addition, the Village will leave a legacy which will benefit both Glasgow's environmental sustainability and the long term health and well being of its citizens.

Possibility of natural disasters

In accordance with the requirements of the Candidate City Manual, the possibility of natural disasters was addressed by the Strathclyde Emergencies Co-ordination Group. (Reference also Theme 11: Security)

This Group, which is made up of representatives from the main emergency Services (Police, Fire, Ambulance and Coastguard) as well as the Emergency Planning Officers of Glasgow City Council and the surrounding local authorities, considered the Village site to be an area of minimal risk.

Since the 1970s, the British Geological Survey (BGS) has kept a systematic record of earthquakes in Britain. In an average year BGS detects approximately 200 such earthquakes, with about 15% being felt by people. The UK is a region of low seismicity and the Glasgow area has average seismicity for the UK.

The BGS earthquake intensity hazard map predicts possible maximum intensities of no more than 6 EMS (European Macroseismic Scale), equivalent to slight damage (eg plaster cracking). The BGS earthquake intensity map shows that, for the Glasgow area, there is only a 10% chance of an earthquake intensity of 5.0-6.0 EMS being exceeded in 50 years.

The largest earthquake detected in the Glasgow area (within 20km) since the 1970s is of magnitude 2.0-2.4 ML (Richter local magnitude), generally not felt but recorded. There are historical records of magnitude 3.0-3.4 ML within 20km – again generally not felt but recorded.

Question 9.4

Who will be responsible for the construction of the Commonwealth Games Village?

Constructing the Village

It is intended that the Village will be developed through a public/private development partnership. This will involve:

- Glasgow City Council and the minority private land owner(s) entering into a joint agreement to reserve the land required for the Village development
- Scottish Power and Glasgow City Council removing all overhead power lines (scheduled to be completed by December 2007)
- Scottish Water making provision for enhanced water supply and sewerage capacity as part of its capital investment programme
- Glasgow City Council ensuring the site is fully remediated and ready for development prior to being handed over to the development consortium
- The site being marketed jointly by the Council and the minority private land owners for development by a private sector house builders consortium
- A formal agreement on the respective roles and responsibilities among Glasgow City Council, the proposed development consortium (see below) and the incorporated Urban Regeneration Company which is being established to drive forward the Gateway initiative. It is intended to establish this Urban Regeneration Company by January 2008.

The house builders' development consortium will constitute a range of members of Homes for Scotland – the national trade body for the Scottish house building industry – covering all sub-sectors of the house building construction industry. Homes for Scotland, and its leading members, has been closely involved in the development of the Village Masterplan to ensure that the proposed housing 'mix' is in line with their assessment of the housing market in the East End of Glasgow.

Within the context of the Village Masterplan, the house builders' development consortium in partnership with the Organising Committee will be responsible for:

- Constructing all of the Village road infrastructure and the connections to the primary road system
- Constructing all of the water and sewerage connections between the Village and the trunk water and sewerage system
- Constructing all of the structural landscaping and the amenity spaces within the Village
- Constructing the security fencing
- Constructing all of the residential accommodation (including the legacy social rented housing) to Games mode and standard
- Constructing/Installing key elements of the Village overlay or temporary accommodation, including the team offices and service centres
- Removal of the Village overlay 'post Games' and delivering the legacy Masterplan of a private/social rented housing development.

The Organising Committee will appoint separate contractor/contractors to deliver a comprehensive package for the balance of the works required to deliver the Village including:

- The main catering facility and secondary catering facilities
- The International Zone accommodation
- The Transport Mall.

Development phases

The broad timescale for development of the Village is as follows

Table 9.4

Phase	Timescales
Design concept complete	Spring 2009
Appointment of development consortium	Autumn 2009
Fully detailed Masterplan with all statutory consents	December 2010
Commencement of construction of residential zone	January 2011
Appointment of contractor(s) to deliver international zone, transport mall and catering facilities	January 2013
Handover of Village to Organising Committee	January 2014
Furniture and Fittings installation	February 2014
Security Lockdown	1 July 2014
Village opens	7 July 2014

Question 9.5

Give a breakdown of the financing and schedule of work separating permanent and temporary works by completing tables 9.5.1, 9.5.2, 9.5.3 and 9.5.4:

Table 9.5.1 Existing venues, no permanent works required

Table 9.5.2 Existing venues, permanent works required

Table 9.5.3 Venues to be built as new permanent structures – specify if venues are planned to be built irrespective of the Commonwealth Games or if they are additional venues required to host the Commonwealth Games

Table 9.5.4 Venues to be built as totally temporary venues

Indicate for each venue:

- Financing (These figures must correspond to the figures provided in Theme 6)
- An estimate of the cost (in year 2007 GBP) of all the permanent work to be carried out
- An estimate of the cost (in year 2007 GBP) of all the temporary work to be carried out

- The amount to be financed by the OC (amount in figures in year 2007 GBP and percentage of total cost)
- The amount to be financed by other organisations, which should be specified (amount in figures in year 2007 GBP and percentage of total cost). If the other organisations' financing is to be underwritten by government authorities, please use an asterisk (*) to indicate this as shown in the example in table 9.5.1

NB: In no such case may any recognition or marketing rights be granted to private entities that may be financing venue works.

Works Schedule

For existing venues: give the start and finish dates of any permanent work required.

For those permanent venues to be built: give the start and finish dates of permanent work.

For all venues: give the start and finish dates of temporary works.

Provide (a) guarantee(s) for the financing of work from the relevant competent bodies, confirming the amount to be financed by them (amount in GBP 2007 and percentage of total cost) for the construction of the Commonwealth Games Village.

Financing

Table 9.5.3 – Games Village (to be built as new permanent structure)

Element	Financing of works										Works schedule				
	Permanent works					Temporary works					Total Cost GBP 2007	Perm. works		Temp. works	
	Total perm. works GBP 2007	OC GBP 2007	%	Other (specify) GBP 2007	%	Total temp. works GBP 2007	OC GBP 2007	%	Other (specify) GBP 2007	%		Start Date	Finish Date	Start Date	Finish Date
Housing Development and Re-fit	£228.7m	£0m	0%	£228.7m	100% Scottish Executive, to be delivered in partnership with developer	£6.4m	£6.4m	100%	£0m	0%	£235.1m	1 January 2011	1 January 2014	1 August 2014	1 August 2015
Transport Mall	£1.1m	£1.1m	100%	£0m	0%						£1.1m	1 January 2013	1 January 2014		
International Zone and Athletes' Services						£1.9m	£1.9m	100%	£0m	0%	£1.9m			1 January 2013	1 August 2014
Temporary Infrastructure						£7.6m	£7.6m	100%	£0m	0%	£7.6m			1 January 2013	1 January 2014
Totals	£229.8m	£1.1m		£228.7m		£15.9m	£15.9m		£0m		£245.7m				

Please refer to Section 9.5 of the Guarantees File for the signed Covenants.

Question 9.6

If the national authorities are to subsidise construction of the Commonwealth Games Village, provide (a) guarantee(s) from the respective department stating the amount of funds to be allocated.

Guarantees

The intention is to enter into a partnership agreement with the private sector, whereby the Council land ownership would be provided 'under license' at no initial consideration. The value to the Council will vary depending on the market conditions at the time of the development. On current analysis it is anticipated that the Council will at least break even. Market conditions, however, may change.

Social housing provision in the city is also funded by the City Council and will be funded at Dalrnarnock to the level required to ensure a sustainable mixed tenure community. These houses will come under the responsibility of local housing associations.

Question 9.7

Should existing buildings and infrastructure be used in the Commonwealth Games Village, provide a guarantee stating the agreement of the owners to allow the use of the property for Commonwealth Games purposes, including possession and vacation dates.

(Please note that, in addition to the period of the Commonwealth Games, these dates should take into consideration the time required for the fit out and retrofit of the Village.)

Existing Buildings

No existing buildings or infrastructure are being used in the proposed Village.



Artistic impressions of the Gymnasium and Refectory

Question 9.8

Provide a guarantee from the competent authorities stating with which international and national accessibility standards the Commonwealth Games Village conforms/will conform.

Accessibility

The Village will conform to the Scottish Housing for Varying Needs Standard which complies with international accessibility standards.

Barrier free is defined as housing and its environment which is designed to allow for the needs of almost everyone. This includes:

- People with temporary or permanent impaired mobility due to accident, illness or old age and who may use a wheelchair for some of the time
- People who have difficulty with steps, bending down or reaching, or who lack dexterity
- People with impaired sight or hearing
- People with impaired memory, learning or reasoning
- People pushing and manoeuvring prams.

The key features of barrier free housing allow such people to reach the entrance from a road or parking area and enter the dwelling, move around the dwelling, and access essential rooms including the bathroom, operate all fittings, services and controls. Good practice in all housing design gives equal emphasis to the needs of less able members of society as it does to the comfort, convenience, safety and security of the occupants in general.

The Scottish Housing for Varying Needs starts from this premise with the result that all athletes will be able to access all facilities within the residential part of the Village together with the International Zone and the Transport Mall. The topography of the site assists this greatly being a very flat site.

A total of 845 rooms (or 23% of the total) will be fully accessible by wheelchair.

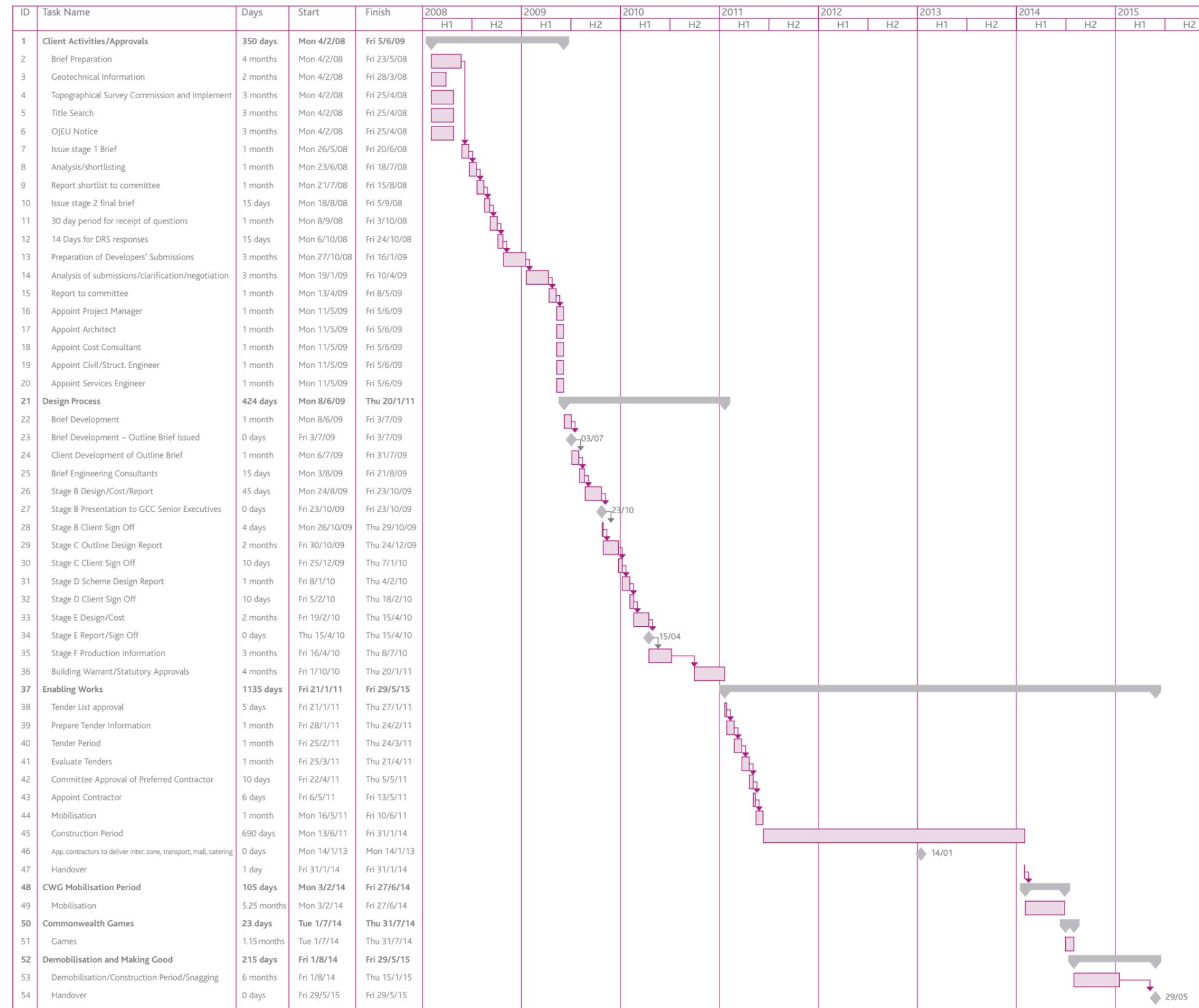
Please refer to Section 9.8 of the Guarantees File for the signed Covenants.

Question 9.9

Give a schedule for the various stages of the development of the Commonwealth Games Village, including design, construction, fit out.

A critical analysis pathway should be provided from conception to the completion of fit out six months prior to the Commonwealth Games.

Critical Path – Commonwealth Games Village Procurement Proposed Programme



Project: CWG Programme 13092006
 Date: Thu 01/03/07
 Commonwealth Games Athletes Village Master Programme

Task
 Split

Progress
 Milestone

Summary
 Project Summary

External Tasks
 External Milestone

Deadline



Revision 2

Question 9.10

Provide (a) guarantees stating that the owner(s) grant(s) all rights with respect to commercial rights in relation to the Commonwealth Games Village (including but not limited to the terms and conditions listed in the 'Clean Venue Appendix') to the OC for the period the OC has control of the venue.

See 'Clean Venue Appendix' in the Model Guarantees File.

Please refer to Section 9.10 of the Guarantees File for the signed Covenants.

Question 9.11.1

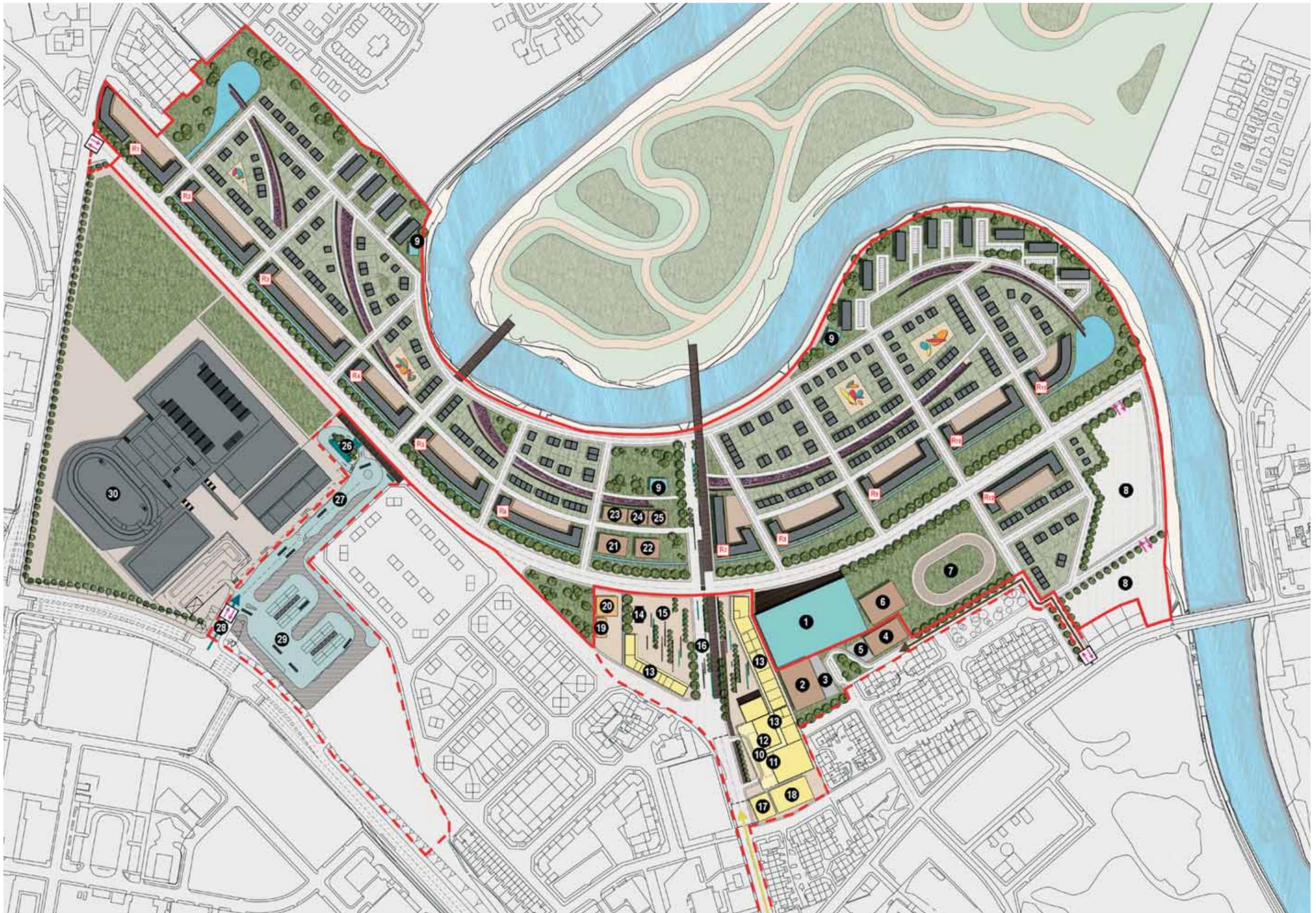
Provide a masterplan of the Commonwealth Games Village (separate plan for each Village if more than one Village is proposed) site, on a scale of 1:200, indicating the proposed location of residential units, and the concept for the location of other facilities, including the International Zone, Transport Terminals, and any training and recreational facilities.

Masterplans and specifications

- 1 Athletes' Refectory – 6,000 sq m
 - 2 Refectory BOH
 - 3 Refectory BOH Drop-off
 - 4 Staff Centre
 - 5 Staff Drop-off
 - 6 Athletes' Gymnasium
 - 7 Outdoor Recreation/ Jogging Area
 - 8 Parking/Storage Area
 - 9 Bistro
 - 10 VIP Drop-off
 - 11 Protocol Lounge
 - 12 Guest Pass Centre
 - 13 International Zone Facilities
 - 14 Awards/Ceremonial Podium
 - 15 Ceremonial Plaza
 - 16 Main Approach
 - 17 Security Check Point
 - 18 Police Headquarters
 - 19 Ambulance Port
 - 20 Fire Engine Port
 - 21 Polyclinic
 - 22 Village Management Centre
 - 23 Sports Information Centre
 - 24 CGA Services Centre
 - 25 Religious Centre
 - 26 Athletes' Security and Accreditation
 - 27 Transport Hub
 - 28 Security Check Point
 - 29 Coach Holding Area
 - 30 NISA/Velodrome Complex
- Inner Security Line – Games Village
 - Outer Security Line
 - Access to International Zone
 - Access to Transport Hub
 - Access for Services/ BOH and Staff
 - Security Check Points
 - Residents' Service Centres
 - Athletes' Dining Areas
 - Athletes' Facilities



0m 200m



Question 9.11.2

Provide plans and cross sections, on a scale 1:200 and with the dimensions clearly marked, showing how the CGA units will be organised and indicating their positions within the site in Commonwealth Games mode also indicating the accessible facilities. (Separate plan for each Village if more than one Village is proposed.)

Organisation of units

Question 9.11.3

Provide plans and cross sections, on a scale 1:200 and with the dimensions clearly marked, showing how the apartments and rooms will be organised, including details of equipment and furnishings. (Separate plan for each Village if more than one Village is proposed.)

In Commonwealth Games mode also indicating the accessible facilities.

Organisation of rooms



2 Bed Apartments

70 sq m at 4 storeys

During Games:

4 sleeping areas @ min. 12 sq m

8 Beds

2 Showers

1 Common room per 4 units

Offices on ground floor

Post Games:

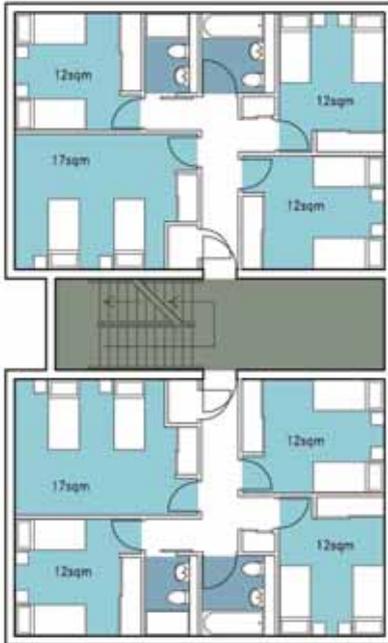
Lounge

Kitchen/Dining

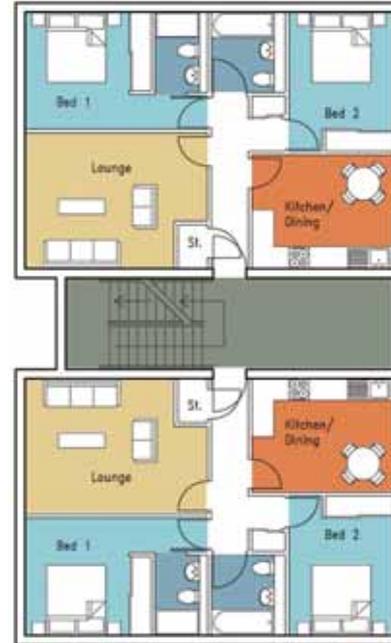
2 Double bedrooms (1 en-suite)

Bathroom

Storage



Ground Floor



Second Floor

2 Bed Riverside Apartment 75 sq m at 4 storeys

During Games:

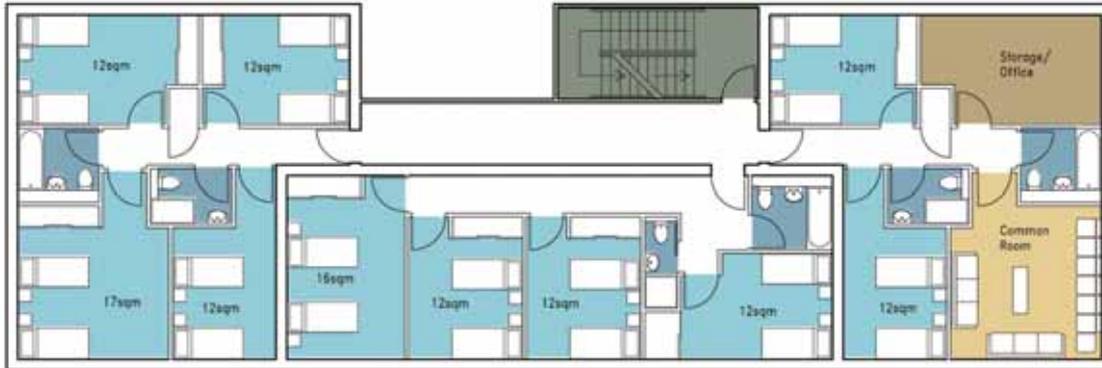
4 sleeping areas @ min. 12 sq m

8 Beds

2 Showers

1 Common room per 3 units

Office on ground floor



Post Games:

Lounge/Dining

Kitchen

2 Double bedrooms (1 en-suite)

Bathroom

Storage



3 Bed Semi Detached 110 sq m

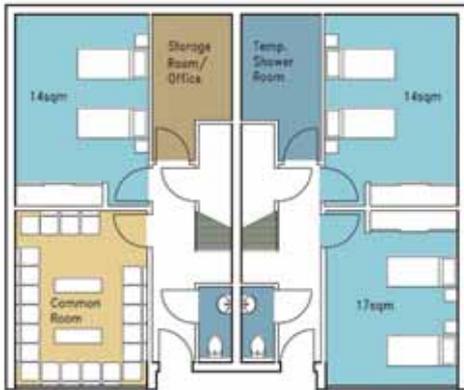
During Games:

4 sleeping areas @ min. 12 sq m

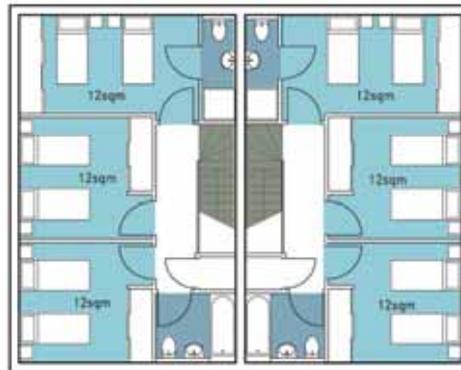
8 Beds

2 Showers and WC

1 Common room and Office per 2 units



Ground Floor



First Floor

Post Games:

Lounge/Dining

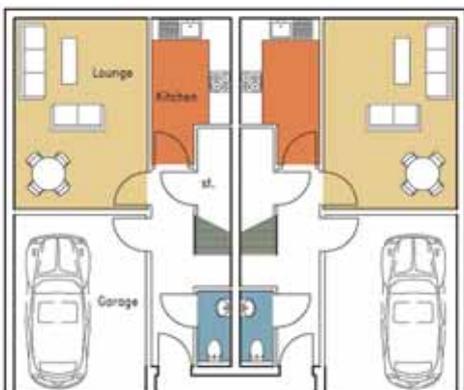
Kitchen

3 Double bedrooms (1 en-suite)

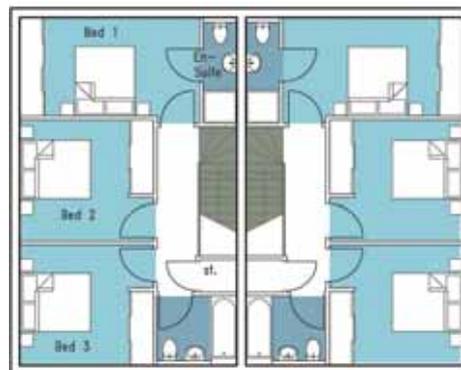
Bathroom and WC

Storage

Garage



Ground Floor



First Floor

4 Bed Townhouse 130 sq m

During Games:

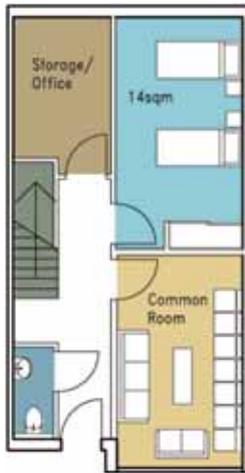
5 sleeping areas @ min. 12 sq m

10 Beds

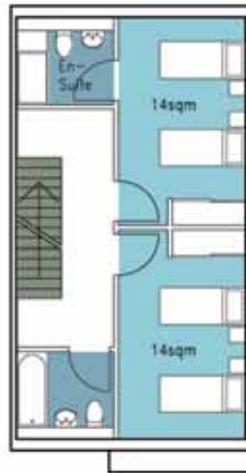
3 Showers and WC

Common room and Office per 2 units

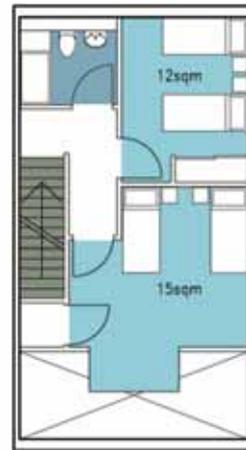
Storage/Office on ground floor



Ground Floor



First Floor



Second Floor

Post Games:

Lounge/Dining

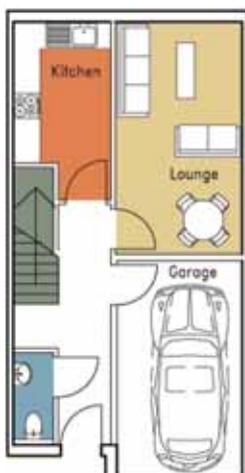
Kitchen

4 Double bedrooms (1 en-suite)

Bathroom, Shower Room and WC

Storage

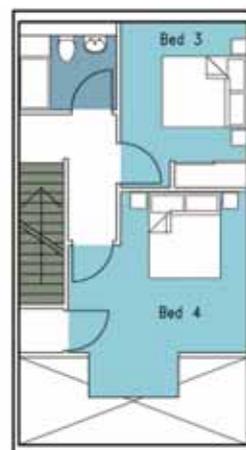
Garage



Ground Floor



First Floor



Second Floor

3 Bed Detached House
162 sq m

During Games:

- 5 sleeping areas @ min. 12 sq m

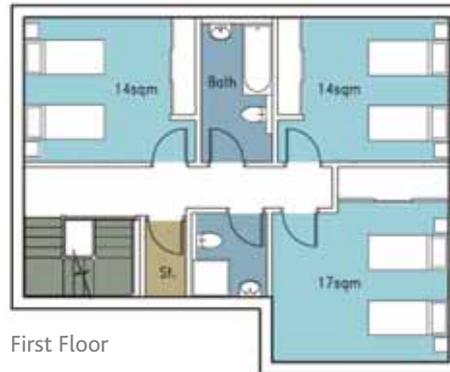
- 10 Beds

- 3 Showers

- 1 Common room, office and storage per unit



Ground Floor



First Floor

Post Games:

- Lounge

- Dining

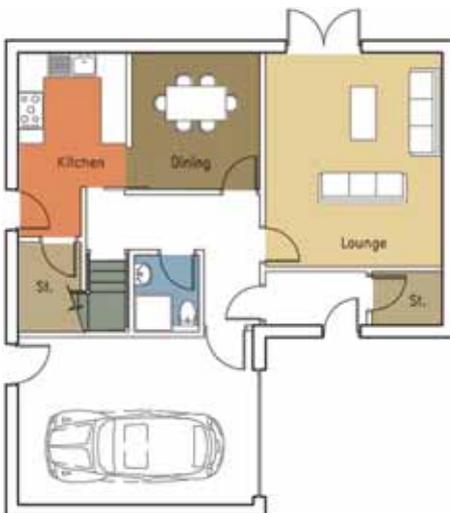
- Kitchen

- 3 Double bedrooms (1 en-suite)

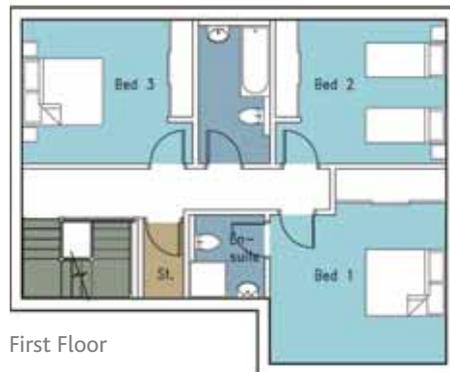
- Bathroom

- Storage

- Garage



Ground Floor



First Floor

4 Bed Detached House 218 sq m

During Games:

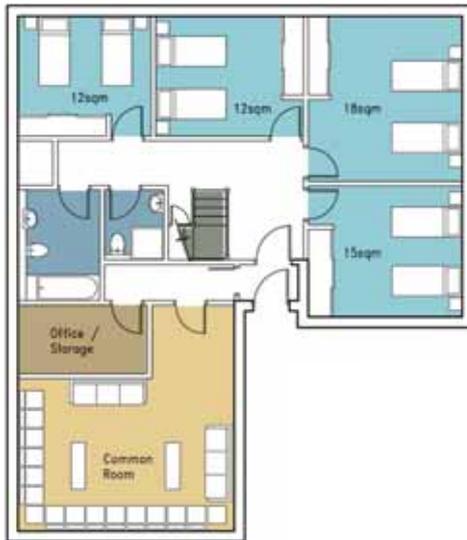
5 sleeping areas @ min. 12 sq m

10 Beds

3 Showers and WC

Common room and Office per 2 units

Storage/Office on ground floor



Ground Floor



First Floor

Post Games:

Lounge

Dining

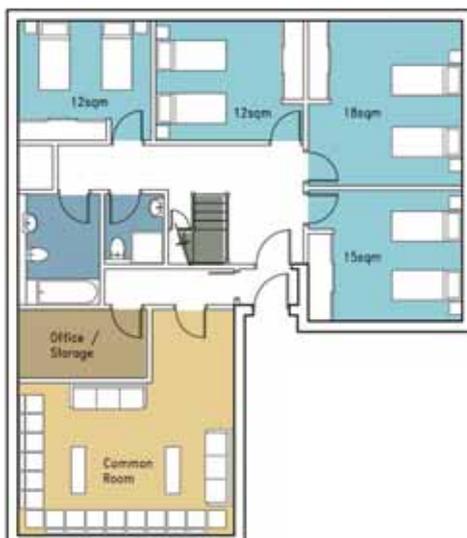
Kitchen/Dining

4 Double bedrooms (1 en-suite)

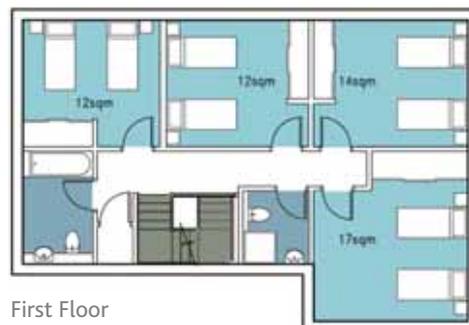
Bathroom and Shower

Storage

Garage



Ground Floor



First Floor

Question 9.12

Indicate the surface area in m² (wall to wall) of the single and double rooms.

Surface Area

The surface area (internal wall to wall) of the single bedrooms = 12 sq m.

The surface area (internal wall to wall) of the double bedrooms = 12-22 sq m.

Question 9.13

Use table 10.13 to indicate, for the Commonwealth Games:

- Number of single rooms
- Number of double rooms
- Number of beds.

Please specify the percentage of rooms that are wheelchair-accessible.

Number and types of rooms

Type of Room	No of Rooms	No of Beds	No of Rooms (% Wheelchair accessible)	No of Beds
Single Rooms	150	150	80 Rooms – 53%	70
Double Rooms	3,490	6,980	765 Rooms – 22%	1,530
Total	3,640	7,130	845 Rooms – 23%	1,610

Question 9.14

Indicate the amount of raw floor space per person within the living area of the village. (raw floor space = total floor space of CGA accommodation area/number of people in the Village)

Floor Space

The amount of floor space per person within the living area of the Village is 12 sq m/person.



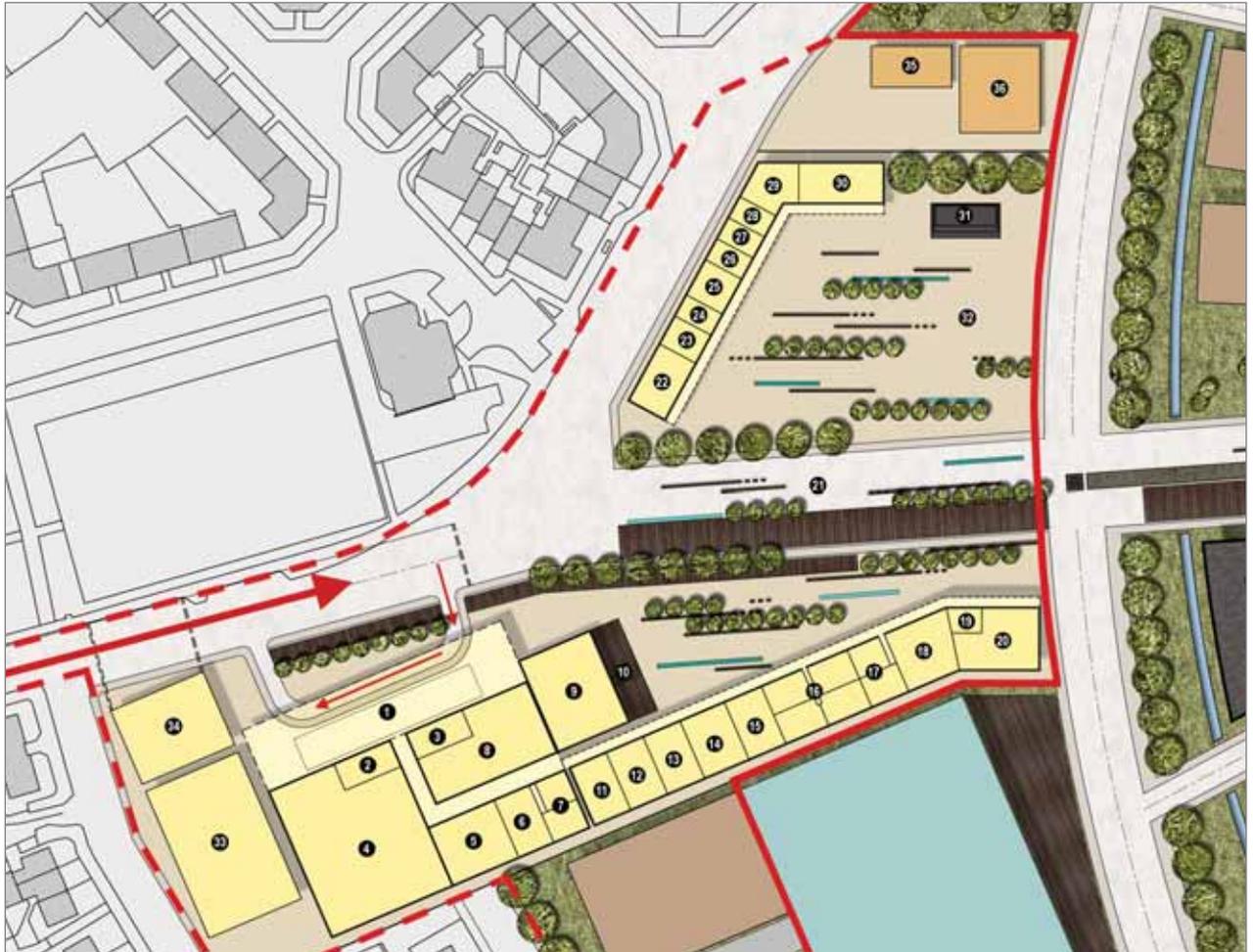
Artistic impressions of lounge, bathroom and office accommodation

Question 9.15

Provide a layout of the international and residential zones with emphasis on the location of the dining areas, access points and transport mall.

International Zone

For details of the residential zones, location of other dining areas, access points and the transport mall, please reference the Masterplan Q 9.11.



- | | | | |
|------------------------------|------------------------|------------------------|--|
| 1 VIP Drop-off and Pick-up | 12 Post Office | 23 WADA | 34 Security Headquarters |
| 2 Protocol Lounge | 13 First Aid | 24 Engraving | 35 Ambulance Port |
| 3 Guest Pass Centre | 14 Travel and Tourism | 25 Phone Booths | 36 Fire Engine Port |
| 4 Entertainment/Meeting Area | 15 Large Meeting Room | 26 Florist | — Security Line – Inner Games Village |
| 5 General Store | 16 Small Meeting Rooms | 27 Dry Cleaning | - - - Security Line – Outer International Zone |
| 6 Security Office | 17 WCs – Accessible | 28 Photo Shop | ➔ Approach to International Zone |
| 7 WCs – Accessible | 18 Merchandise Store | 29 Hair Salon | |
| 8 Media Centre | 19 Ice Cream | 30 Café | |
| 9 Lounge Bar | 20 Internet Café | 31 Ceremonial Podium | |
| 10 Terrace | 21 Main Approach | 32 Ceremonial Plaza | |
| 11 Bank | 22 Games Room | 33 Police Headquarters | |



Question 9.16

Indicate maximum gradients and distances expected between major service and accommodation facilities in the Commonwealth Games Village.

Gradients and Distances

- Maximum gradient across the site is approximately 1:100
- Maximum distance between major services and accommodation is:

Residential to Refectory	700m
Residential to Transport Mall	800m
Refectory to International Zone	20m.

Question 9.17

State the planned number of dining halls in the Commonwealth Games Village, the total surface area in m² and the number of seats in each one.

Dining Halls

- There are four dining halls planned for the Village
- The main refectory which will seat 2,000 at peak times, operating 24/7 throughout the Games. Size is 6,000m². Reference No. 1 on the Masterplan, Q9.11
- There will also be three stand alone bistros close to the residential areas zone which will each accommodate 200 diners and operate 10am-10pm. Size is 600m². Reference No. 9 on the Masterplan, Q9.11.

Satellite Village**9.1 Concept**

The full bore and clay target shooting will be held at the Ministry of Defence - Barry Buddon Training Camp which is c.150km from Glasgow. This location will require a second village to accommodate potentially 250 competitors in these events.

It is proposed to accommodate the competitors and officials at two hotels easily accessible to Barry Buddon.

The first of these is the Carnoustie Hotel Golf Resort and Spa which is situated approximately 2.5km from Barry Buddon Training Camp within the village of Carnoustie. It is a four star hotel which, in July 2007 will be host to the Open Golf Championship.

The hotel is relatively new, having been built in the last 10 years. All rooms have an en-suite facilities and in keeping with a four star hotel the restaurant and other public facilities are of a high standard. All rooms have been booked for the duration of the Games and include 10 luxury suites which can accommodate four people sharing in two twin bedrooms with each bedroom being adjacent to the lounge of each suite.

The second hotel is the Hilton Hotel which is located in the centre of the City of Dundee approximately 10km from Barry Buddon. It is a four star hotel with swimming pool and spa. All rooms have en-suite facilities and, in common with the Carnoustie Hotel, the restaurant and other public facilities are of a high standard.

Both hotels are completely accessible to wheelchair users with elevators servicing all floors.

The hotels will be provided with 24/7 security in keeping with other venues.

Flexible transport arrangements to and from the venue at Barry Buddon and Glasgow will be provided.

9.2 Planning Permission

Not applicable.

9.3 Initial EIA

Not applicable.

9.4 Construction

Not applicable.

9.5 Financing and Scheduling of works

Costs in respect of the satellite village are contained within the overall operating costs of the Games Village. (Reference Theme 6: Finance)

9.6 Guarantee re Subsidy

Not applicable.

9.7 Guarantee re Owners Agreement

Reference Section 9 of the Guarantee File.

9.8 Accessibility

Both hotels are accessible to all wheelchair users with elevators to all floors.

9.9 Critical Path Construction

Not applicable.

9.10 Clean Venue Guarantee

Reference Section 9 of the Guarantee File.

9.11.1 Masterplan

Not applicable.

9.11.2 Plans and Cross Sections

Not applicable.

9.11.3 Plans and Cross Sections

Not applicable.

9.12 Room Size

The rooms vary in size but the minimum will be a standard twin bedroom and in keeping with four star status will include armchairs, table and chairs, TV and en-suite bathroom.

9.13 Number of rooms

Carnoustie Hotel	45 twin bedded rooms 30 single rooms 10 suites x 4
Hilton Hotel	70 twin bedded rooms 10 double for single occupancy

9.14 Raw Floor Space

Not applicable.

9.15 Layout of International Zone and Residential Area

Not applicable.

9.16 Max Gradient

Not applicable.

9.17 Planned Number of Dining Halls

There are a number of designated dining areas within each hotel, however, both hotels have conference facilities which can be easily converted to provide additional dining areas.

CGA Delegations – travel costs

Question 9.18.1

Provide a guarantee that the OC will cover the travel costs (in accordance with the CGF Games Manual – Finance, Contractual Obligation FIN01 provided below) in economy class, of CGA delegations participating in the Commonwealth Games from the capital city or main airport designated by each CGA to the international gateway airport of the Host City, based on the aggregate cost of the average team size for each CGA delegations which participates in the 2006 and 2010 Commonwealth Games.

The guarantee must specify that the OC agrees to abide by the procedures and deadlines determined by the CGF for the calculation of these travel costs.

Describe how these support grants/travel costs/fares will be determined.

Travel costs

We propose offering 100% flexible travel grants for all CGA delegations largely based on the average team size of each CGA delegation participating in the 2006 and 2010 Commonwealth Games.

This exceeds the minimum standards set by the CGF in terms of financial support and transfer from the capital city/main airport designated by each CGA to the international airport at Glasgow. However, by offering 'flexible' travel grants as an additional benefit we intend to reflect the views put to us by CGAs that, on occasions, athletes are training outside their own country prior to travelling to the Games. Rather than having to return to their home country, the proposed flexible arrangement will allow each CGA to better meet the specific needs of athletes prior to them travelling to Glasgow. The provision of charter flights will also be considered.

The travel grants will be based on the average team size of each CGA delegation participating in the 2006 and 2010 Commonwealth Games. 100% of costs, based on economy class fares, will be offered.

The guarantee given at Section 9.18.1 of the Guarantees File specifies that we will agree to abide by the procedures and deadlines determined by the CGF for the calculation of the travel costs.

Please refer to Section 9.18.1 of the Guarantees File for the signed Covenants.

Question 9.18.2

What total amount is budgeted for these travel costs?

Budget for Travel costs

A total of £4.29 million has been budgeted for these travel costs. (Reference Theme 6: Finance)







3



01
Glasgow Cathedral



02
The Glasgow Hilton



03
Ceilidh dancing



04
Outdoor café in Merchant
City area



05
The WADA accredited
laboratory in London



06
BBC Scotland Headquarters
in Glasgow



With centuries of world-class medical research and provision, one of the most up-to-date police, ambulance, fire and rescue services in the world, with a city which is one of the fastest growing conference centres in Europe, with an extensive public transport system, award-winning technological expertise, with the principal media outlets, including the BBC, based in the city and a world-renowned cultural heritage, there could be no stronger context in which the Games will be held.

The support services

We identified in Volume Two that the Village and venues were the cornerstones of the Games. We believe that our existing provision of facilities and our plans for the future provide a strong foundation for the Games.

However, it is often the effective provision of the support services as recorded in this volume, which are of most immediate importance to athletes, officials and spectators.

They are crucial in providing safety and support, comfort, accessibility, knowledge and communication and, overall, an enjoyable experience. We believe we have long-standing experience in all the areas identified to be able to contribute to a successful Games.



Afternoon jazz in Princes Square Shopping Complex



The annual Glasgow River Festival

60%

of Commonwealth nations and territories served by direct flight or one hub transfer

20 MINUTE RADIUS

Accommodation within a 20 minute radius from Games Family Hotel to most venues and Village

Theme 10: Medical Services

- A city and country with centuries of experience in medical research and delivery
- Specialists in sports medicine, physiotherapy and massage and all with major events and elite sports experience
- Allocation of space in the Village, in team areas, specifically for team medical use
- Availability of additional medical staff accredited to CGA delegations
- Doping control in the hands of experienced independent sampling officers
- Efficient and secure transport to the WADA accredited laboratory in London
- Medical services for the accredited Games Family

Theme 11: Security

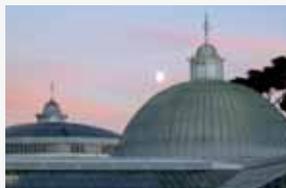
- A safe country
- Experienced and discreet security provision
- Tried and tested provision through extensive major event experience
- Range and scale of security service able to cope with a multi-sports event and a range of cultural activities in the city at one time
- Experienced and robust command and control structure

Theme 12: Accommodation

- Excellent range, number and quality of hotels and university residences
- A 20 minute radius from Games Family Hotel to most venues and Village
- Guarantees on hotel prices in place for 2014
- Exacting standards of accommodation for technical officials
- Five star price promise from accommodation providers, restaurants and clubs in the city



The Waverley on the River Clyde



The Kibble Palace at Glasgow's Botanic Gardens

Theme 13: Transport

- An accessible country with three international airports less than one hour from Glasgow City Centre
- Glasgow International Airport: 20 minutes to the City Centre
- Procedures to ensure efficient and quick passage through airports
- New and additional transport developments:
 - Roads – extensive strategic road system which is being further improved
 - Railways – new stations and links to the airports
 - Airports – extension to and development of existing terminals
 - Dedicated Games route network
 - Network of cycle lanes and footpaths
- Over 60% of Commonwealth nations and territories served by direct flight or one hub transfer
- Robust Games Family and spectator transport plan
- Free public transport – with Games Tickets and for accredited individuals
- Games Transport Delivery Plan, with powers derived from a forthcoming Games Bill
- Safe and efficient public transport systems
- Over 90% of athletes within 20 minutes of their event

Theme 14: Technology

- Extensive existing infrastructure and additional committed development
- Wireless City
- Strong credentials – International Intelligent Community of the Year 2004
- Cutting edge technology at venues and Village, extensively tried and tested in preparation for the Games
- Efficient accreditation conveniently located at the main airport for the majority of athletes and officials
- With extensive past experience, an ability to handle all new technological change leading up to 2014
- Full technical support for sponsors, media and broadcasting
- 24-hour IT support available to the Games Family and at the Village

Theme 15: Media Operations

- Extensive IBC/MPC with on-site integrated hotel accommodation
- IBC/MPC situated in one of the major venue clusters
- Location adjacent to Scotland's existing 'media village'
- Long-standing experience of broadcasting and covering major events
- Strong partnerships with the BBC and other broadcasters
- Aspirations for broadcasting feeds to all nations and territories
- No press or media restrictions on entry to the country
- National Media Centre for daily and weekly newspapers

Theme 16: Culture

- Distinct cultural identity in the country and city
- A vibrant city with strong cultural base in its art galleries, museums, theatres, restaurants, pubs and clubs
- With a large university population, there is an extensive range of entertainment outlets for athletes and officials
- An inclusive, inspirational and enjoyable Cultural Programme
- With agreement of the CGF, an innovative Opening Ceremony in location and format
- An extensive education programme to link Scotland with all nations and territories in the Commonwealth
- A strong culture of volunteering
- Increased awareness of the Commonwealth in Glasgow and Scotland.



Princes Square Shopping Complex



Scottish gold medal-winning cyclist Chris Hoy

10

Medical Services

Theme contents

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01
The WADA accredited laboratory in London will carry out all testing for the Glasgow 2014 Games

02, 03, 04
The Sports Medicine Centre at Hampden Park

05
Steve Frew, gold medal-winning Scottish gymnast



Theme 10: Medical Services

- A city and country with centuries of experience in medical research and delivery
- Specialists in sports medicine, physiotherapy and massage and all with major events and elite sports experience
- Allocation of space in the Village, in team areas, specifically for team medical use
- Availability of additional medical staff accredited to CGA delegations
- Doping control in the hands of experienced independent sampling officers
- Efficient and secure transport to the WADA accredited laboratory in London
- Medical services for the accredited Games Family

Introduction

Scotland and Glasgow have among the most experienced medical researchers and practitioners in the world. With medical schools established centuries ago in universities throughout the country, an efficient National Health Service and experienced practitioners in sports medicine, physiotherapy and massage there is an outstanding range of support personnel in this field for the Games.

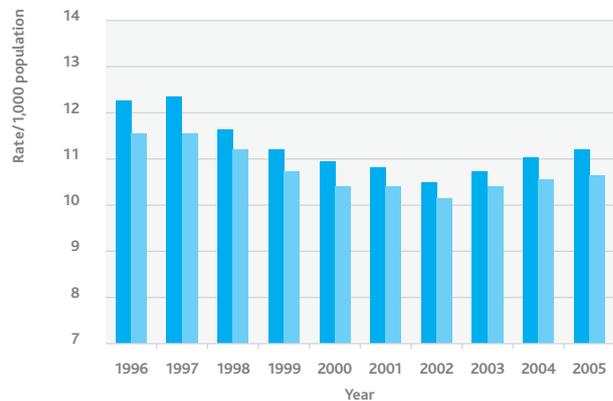
Question 10.1

Provide a graphical summary of the following health-related data for a) your city and b) your country, over the last ten years:

- Birth rate
- Death rate
- Infant mortality rate
- Morbidity rate (number of ill persons per head of population)
- Age distribution
- Hospitalisation rate per head of population.

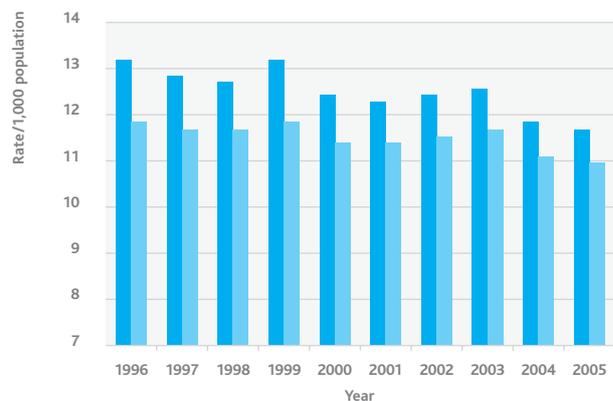
If applicable, briefly explain any epidemiological problems over the last ten years.

Chart 10.1.1 – Live birth rates



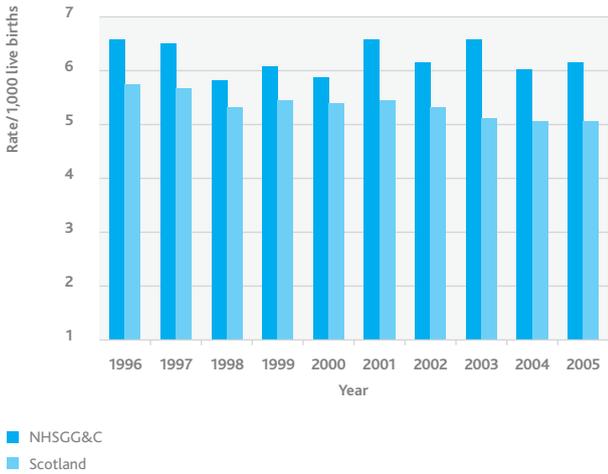
■ NHSGG&C (Greater Glasgow and Clyde)
■ Scotland
Source – General Register Office, Scotland

Chart 10.1.2 – Death rates



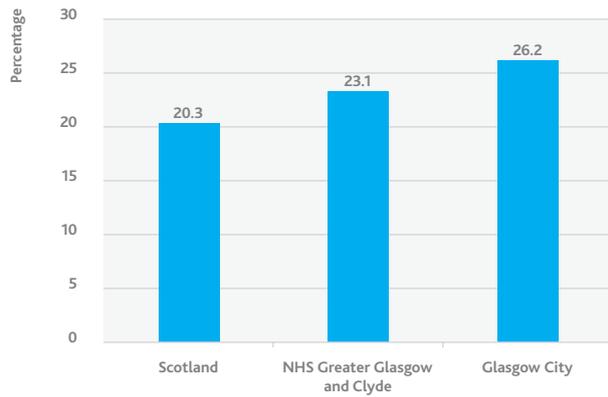
■ NHSGG&C (Greater Glasgow and Clyde)
■ Scotland
Source – General Register Office, Scotland

Chart 10.1.3 – Infant mortality rates, 3 year moving average



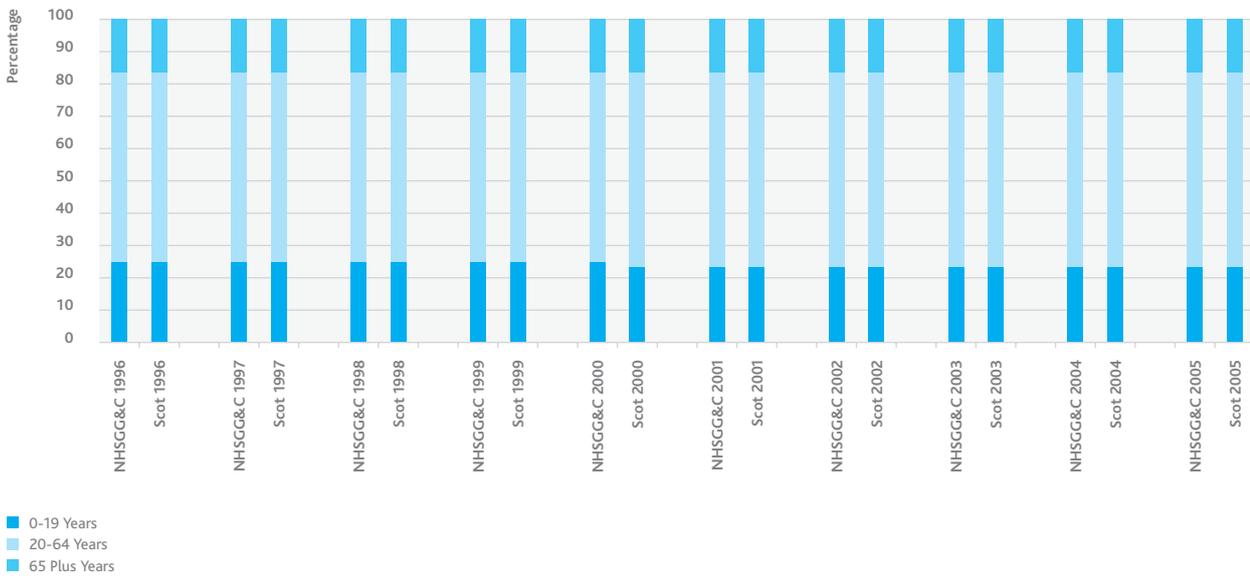
Source – General Register Office, Scotland

Chart 10.1.4 – % of population with a limiting long-term illness, health problem or disability, 2001 Census Data



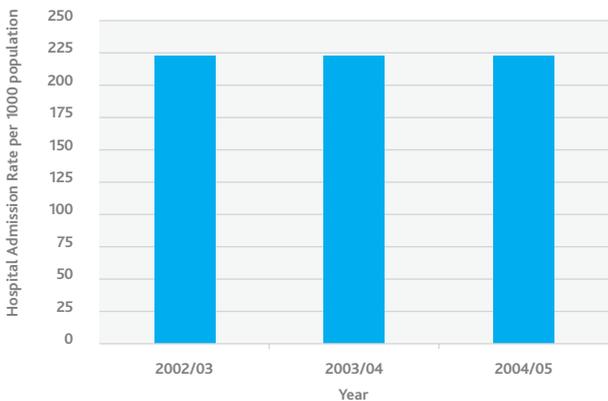
Source – Scottish Health Survey

Chart 10.1.5 – Percentage age distribution 1996-2005



Source – General Register Office, Scotland

Chart 10.1.6 – Hospital admission rate per 1,000 population Greater Glasgow and Clyde residents



Source – SMR01 Data

Question 10.2

Specify what legislation is in force in your country (region and city, if this is different) concerning the practice of medicine, and describe the organisation of the health service (general practice, hospitals, paramedical, etc.).

The practice of medicine

The National Health Service Act 1948 established the National Health Service (NHS) to provide free health care for every resident. The NHS in Scotland is accountable to the Scottish Parliament and managed by the Scottish Executive Health Department.

In Scotland, 14 NHS Boards provide all NHS services to the population including primary care, acute care and specialist services. In addition, there are Special Health Boards providing Scotland-wide services. They include NHS 24, the Scottish Ambulance Service (see Question 10.3 Accessing medical treatment), and Health Protection Scotland (HPS) which provides specialist advice in responding to incidents and outbreaks.

All doctors who work in the NHS or private practice must be registered by the General Medical Council (GMC) which determines professional standards of all doctors in the UK. The GMC and similar professional bodies regulating nursing, physiotherapy, chiropody and osteopathy are supervised by the UK Council for Healthcare Regulatory Excellence (CHRE).

The paramedical structure and resources for Glasgow are described in the response to Question 10.7.

Question 10.3

Give a general outline of the health care system currently in operation in your city and region.

The health care system

The population of Greater Glasgow is 1.8 million. The main Health Board covers part of this area and has responsibility for 1.2 million people.

NHS services in Glasgow and the Clyde area are the responsibility of NHS Greater Glasgow and Clyde (NHSGG&C) which provides six Acute Hospitals, one General Hospital, one Specialist Children's Hospital and eight Community Health Partnerships. The latter are NHS organisational units responsible for primary and community care services.

The National Spinal Injuries Unit for Scotland operates at the Glasgow Southern General Hospital and the Golden Jubilee Hospital provides elective cardiac surgery. Other specialities (including oncology, nephrology, sports and exercise medicine and specialist cardiology) are provided in NHSGG&C hospitals.

These hospitals are closely linked to the world renowned Medical School at the University of Glasgow, to other universities in the city and the Royal College of Physicians and Surgeons of Glasgow. NHSGG&C has strong cross boundary arrangements with adjacent NHS Boards and links with NHS Boards throughout Scotland.

Glasgow is unique in having an NHS funded Homeopathic Hospital that provides inpatient and outpatient care.

There exists a readily accessible network of private practitioners and pharmacies providing complementary and alternative therapies, including traditional Chinese medicine and Ayurveda.

There are 2,750 practising physicians, including 650 General Practitioners in Glasgow and 189 specialists in trauma and orthopaedics, many of whom specialise in sports medicine and provide immediate care at major crowd events.

Accessing medical treatment

There are four ways to access emergency/urgent NHS medical treatment in the Greater Glasgow & Clyde area:

- NHS 24, a 24-hour phone line staffed by nurses offering quick access to health care advice
- Glasgow Emergency Medical Services (GEMS) ensures 24-hour cover for patients at home
- Accident and Emergency departments are provided in the four Major Acute Hospitals
- The Scottish Ambulance Service provides a rapid response to any emergency call.

In parallel with the NHS, two private hospitals (Nuffield and Ross Hall) operate in Glasgow. Private sports medicine clinics run by specialist doctors and physiotherapists are available throughout Glasgow.

Question 10.4

Describe your social system for managing medical expenses. Explain the arrangements for foreign nationals visiting your country.

Visitors to Scotland

Visitors to Scotland are entitled to free emergency treatment from the NHS and to non-emergency treatment where reciprocal arrangements with the UK are in place.

By special arrangement with the NHS, members of the accredited Commonwealth Games Family will be entitled to free health care for illness or injuries which occur during the Games.

Leaflets describing how visitors to Scotland can access free urgent or emergency medical care will be distributed through CGAs and High Commissions prior to the Games and to visitors during the Games.

Question 10.5

Use tables 10.5.1 and 10.5.2 to list:

- Name and number of hospitals and teaching hospitals
- Distance of hospitals from the Commonwealth Games Village (in km)
- Number of beds
- List of departments by speciality (including sports medicine, physiology and biomechanical research laboratories for teaching hospitals)
- Heavy equipment.

Hospitals

Table 10.5.1 – Hospitals
(NHSGG&C and Lanarkshire, Feb '05)

Hospital Name	Distance from Commonwealth Games Village (Km)	Number of Beds	List of Departments by speciality	Heavy Equipment
Victoria Infirmary	5	370	E	1
Stobhill General Hospital	7	385	E	1
Gartnavel General	10	419	AS	2
Hairmyres	14	494	#ESCT	2
Monklands	19	478	#ETCS	1
Wishaw	22	633	#ECTS	2
Paisley Royal Alexandra	21	978	#ECT	2
Golden Jubilee (see note below)	16	168 (240 by 2014)	Elective only (will receive Emergency PCI (Primary Cardiac Intervention) from Summer 07)	
Total 8		Total 3,925		

Note – Golden Jubilee will have around 120 cardiothoracic beds, 48 critical care beds, 40 – 60 orthopaedic beds and 25 general beds. Golden Jubilee will also be a receiving unit for emergency cardiology intervention eg Angioplastics.

Note – All Scottish hospitals undertake clinical teaching of undergraduate medical students and post graduates receiving speciality teaching.

Table 10.5.2 – Teaching Hospitals
(NHSGG&C figures Feb '05)

Hospital Name	Distance from Commonwealth Games Village (Km)	Number of Beds	List of departments by speciality*
Glasgow Royal Infirmary	4	776	EBCTR#
Southern General	11	970	ECNT
Western Infirmary	9	440	E,SM
Royal Hospital for Sick Children	9	269	EB
Total 4		Total 2,455	

* including sports medicine, physiology, and biomechanical research laboratories

Type of hospital service	Code letter
Acute Service 24-hour accident and emergency	E
Acute Services/no accident and emergency	A
Non-acute/support services	S
Burns treatment unit	B
Neuro-surgery unit	N
Treatment of contaminated casualties (radiation)	C
Treatment of contaminated casualties (chemical/toxic)	T
Treatment of severely irradiated casualties	R
Sports Medicine	SM

Question 10.6

Describe the operational procedure of your current emergency services.

Emergency services

Emergency medical calls in Glasgow (by dialling the national emergency number of 999) prompt the immediate dispatch of a paramedic staffed ambulance from the Scottish Ambulance Service.

Scottish Ambulance Service crews are trained in all aspects of pre-hospital emergency care. Each ambulance carries emergency care equipment, including heart defibrillators, oxygen, intravenous drips, spinal and traction splints and a variety of drugs for medical and traumatic emergencies. These resources are supported in Glasgow by two Special Operations Response Teams (SORT), which carry additional specialised equipment including mobile de-contamination facilities.

Question 10.7

Explain how the Commonwealth Games will fit in with your first aid, transport and emergency services.

Commonwealth Games Medical, First Aid and Ambulance

The NHS response to patients from the Commonwealth Games Family and visitors will be based on normal practice and special arrangements detailed below.

NHSGG&C leads a Major Crowd Co-ordination Group which plans, co-ordinates and provides medical, ambulance and first aid resources at all major crowd events in the region. The planning process follows the guidelines set out in the Health and Safety Executive publications; including *Safety at Sports Grounds* and *Health, Safety and Welfare at Music and Similar Events*. Events covered regularly include national sports finals, pop concerts and other major events.

It is experienced in mass gathering events and managing VIPs, for example the recent G8 Summit of the world's political leaders and Heads of State.

The Games Family will have rapid and dedicated access to the undernoted facilities in addition to the standard 24-hour NHS emergency or urgent medical services:

- A comprehensively staffed and equipped medical centre in the Village for athletes and officials
- Athlete recovery facility in the Village together with medical ice at welfare points

- Additional accommodation will be provided in the Village, within team units for athletes requiring medical care, supervised by the athlete's own team doctor or the host medical team
- Additional personnel allocated to teams as accredited medical/physiotherapy/massage practitioners
- A specialist sports medicine facility at Hampden Park
- Following risk assessment of the sports, appropriate resources at all venues
- Medical cover at Commonwealth Family Hotels, including a daily medical clinic in the flagship hotel as well as dedicated 24-hour telephone helpline
- Dedicated pharmacy services in the Village with a fast-track response to the event venues
- The Scottish Ambulance Service will provide 24-hour cover with integrated transport arrangement.

The table below shows resources utilised by the Scottish Ambulance Service both nationally and within Glasgow:

Table 10.7 – Scottish Ambulance Service resources – Scotland and Glasgow

Resource	Scotland Total	Glasgow Total
Ambulance Paramedic	962	161
Ambulance Technician	1,078	125
Special Operations Response Team (Full Time)	53	17
SORT Trained Staff	383	47
Ambulance Care Assistant	962	178
Ambulance Officers	113	12
Emergency Medical Dispatch Supervisors/Dispatchers/Call Takers	184	75 (West EMDC)
Vehicles Type	Scotland Total	Glasgow Total
Accident & Emergency Ambulances	440	60
Rapid Response Units (Paramedics)	47	7
Patient Transport vehicles (Renault Master/Renault Scenic)	532+33 spare	83+5 spare
SORT/Emergency Support Unit	21	2
Helicopter/Fixed wing	2+4	1+1

Depending on the emergency, in line with normal arrangements, Strathclyde Fire and Rescue and Strathclyde Police will assist with the response. (Reference Theme 11: Security)

Additional support will come from 7,000 fully trained volunteers of the British Red Cross and St Andrew's Ambulance Association who will provide First Aid and Welfare Support.

Emergency services

At the Games, overall command of the Emergency Services will be in line with Integrated Emergency Management, jointly developed with the Emergency Services (Reference Theme 11: Security). This structure will be established at strategic, tactical and operational levels and in addition to existing arrangements, a central command and control centre will be established. This will be linked to all venues including residential sites. Representatives from all emergency services will be present to provide a co-ordinated response.

This follows well established and well tested existing procedures.

Question 10.8

Describe existing plans for evacuation and assistance in the event of a natural disaster, specifying the chains of command and transfer of responsibilities.

How will these be affected by the Commonwealth Games?

If the chain of responsibility and command were to change due to the Commonwealth Games, please give details.

Command and control

In Scotland, the roles and responsibilities in respect of responding to a major incident are clearly defined. The Civil Contingencies Act 2004 sets out a statutory responsibility on the emergency services and other key agencies to work in partnership to ensure an effective and co-ordinated approach.

In response to this Act the Strathclyde Emergency Co-ordinating Group (SECG) was established and operates at strategic, tactical and operational levels. The Chief Constable of Strathclyde Police chairs the Strategic Group and the Assistant Chief Constable of Strathclyde Police chairs the Tactical Group. The SECG has representatives of the emergency services and other key agencies. (Reference Theme 11: Security)

Through the SECG, contingency plans have been developed for key locations in the region, including major sporting arenas. These plans are developed with the essential groups including the NHS Greater Glasgow & Clyde. These plans are tested regularly.

At all sporting events, there is an established evacuation procedure. The decision to evacuate any stadium is taken by the event organiser in consultation with the Police Commander. The police co-ordinate any evacuation and thereafter set up cordons and control measures for public safety.

The Games will present unique challenges. However, working in the context of the Organising Committee, there will be no need to change existing command and control protocols that have been tested in training and operation and ensure the effective deployment of the emergency medical services.

Question 10.9

Describe the resources in your city, region and country to counter epidemiological risks, and list the organisations responsible for controlling this issue.

Risk management

Public Health Medicine is a recognised strength in Scotland with responsibilities including the co-ordination of the medical response to major incidents or outbreaks of infectious diseases. Public Health Departments in the NHS Boards link with Health Protection Scotland and the Health Protection Agency in England and Wales. Glasgow hosts major microbiological laboratories at the Glasgow Royal Infirmary and Southern General Hospital.

NHSGG&C and Health Protection Scotland have joint links with:

- The Public Health Laboratory Service in England including the Communicable Disease Surveillance Centre and Central Public Health Library
- The Centre for Applied Microbiology and Research
- The National Focus for Chemical Incidents
- The National Poisons Information Service
- The Department of Clinical Physics and Bio Engineering.

Question 10.10

Describe what investments in healthcare facilities are planned in your city and region over the next ten years, irrespective of the Commonwealth Games, and any additional investments which would be necessary should the city be elected to host the Commonwealth Games.

Provide a guarantee from the relevant national, regional and local authorities that these investment plans are practicable and compatible with the harmonious development of your country, region and city.

Healthcare services

NHSGG&C is the largest healthcare system in Scotland. It employs over 33,000 staff and offers a full spectrum of care from community based to specialist hospital services. Glasgow's hospitals are undergoing radical change, building state-of-the-art facilities at three major teaching hospitals and two ambulatory care hospitals.

This involves a £750 million hospital modernisation programme. The work will be completed by 2014 and provide Glasgow with some of the most advanced healthcare facilities in Europe.

The following new services will be developed within our hospitals:

- State-of-the-art emergency medical complexes including two new Ambulatory Care and Diagnostic Centres (ACADS), one of which is immediately adjacent to Hampden Park
- Intensive rehabilitation services
- Expanded critical care facilities.

NHSGG&C with its local authority partners has developed integrated primary health care and social care services and there has been work to improve primary care facilities and health centres around the area.

High quality health services will be provided to support the Games. The NHS Board and the Scottish Executive are committed to the investment required to make sure that athletes, officials and other members of the Games Family have access to the medical services required.

This investment will enhance the Games and will contribute to the key objectives of improving the health of our population particularly around physical activity, smoking control and the prevention of obesity. These in turn will contribute also to overall levels of confidence, wellbeing and mental health.

Please refer to Section 10.10 of the Guarantees File for the signed Covenants.

Question 10.11

Specify which hospital(s) would be used for the following constituent groups:

- Athletes
- International Federations (IFs), Commonwealth Games Associations (CGAs), Commonwealth Games Federation (CGF)
- For each hospital, please indicate the number of beds available and the distance in km and travel time by car and in minutes from the Commonwealth Games Village.

Hospitals during the Games

The two designated Games Hospitals for athletes, International Federations, Commonwealth Games Associations and the Commonwealth Games Federation will be Glasgow Southern General Hospital and the Glasgow Royal Infirmary.

Table 10.11 – Beds and distance from Main Stadium and Games Village (GG & CNHSB figures Feb '06)

Hospital Name	Distance from Commonwealth Games Village (Km)	Number of Beds	Time (minutes)
Glasgow Royal Infirmary	4	776	7
Southern General	11	970	12

As reported above, both these sites will undergo substantial capital development between now and 2014. Also, the two new Ambulatory Care and Diagnostic Centres will be built on the sites of the current Victoria Infirmary (1km from Hampden Park) and Stobhill General Hospital.

For the wider Commonwealth Games Family all eight NHSGG&C hospitals, the Golden Jubilee Hospital, and three hospitals in Lanarkshire, will be accessible. Access will be co-ordinated through the Games Medical Centre and managed by NHSGG&C's strategic Games Management Team.

The only sports venues outside the Greater Glasgow area (Barry Buddon in Angus and the Royal Commonwealth Pool in Edinburgh) will each have a designated hospital and associated services. The same quality of care as provided in Glasgow will be made available for those based at the satellite Village for Barry Buddon and those training and competing in Edinburgh.

Question 10.12

How do you propose to recruit, select and train the personnel necessary for the health services required for the Commonwealth Games?

Personnel

Over 1 million people work for the NHS. NHS employees will constitute a capable and willing pool of volunteers and funded staff to serve the Games. The principle is to provide trained, qualified, experienced, licensed and indemnified staff at all locations.

NHSGG&C will recruit health care staff for the Games by a variety of methods including secondments, additional hours of part-time staff, advertisement through NHS and professional journals and volunteers led by senior public health and clinical personnel. NHSGG&C will establish a medical management team who will oversee all appointments and ensure that all staff are appropriately qualified.

While it will be necessary to fund senior professional staff, some volunteers will be experts in sports and exercise medicine. Other volunteers will come from the British Red Cross and St Andrew's Ambulance Association.

Doping control

Question 10.13

Have the relevant authorities in your country signed an agreement with the World Anti-Doping Agency (WADA)? (eg, the Copenhagen declaration.)

Yes. The UK was one of 73 countries to commit to the Code at the World Conference on Doping in Sport in Copenhagen in March 2003. The UK Government, supported by UK Sport, played a full role in the United Nations Education, Science and Culture Organisation (UNESCO) to help develop a new convention on anti-doping. UK Sport is the designated National Anti-Doping Body.

The new convention is a legally binding international instrument, which sets out the role of governments in the fight against doping. The UK Government has now legally signed up to the WADA code as a result of the adoption of the UNESCO International Convention against Doping in Sport in October 2005.

The Scottish Parliament and the Scottish Executive are in full agreement with this position.

Question 10.14

Have your country and CGA adopted the WADA Code?

If not, when are they scheduled to adopt it?

Yes. The Commonwealth Games Council for Scotland (CGCS) has agreed to abide by the WADA code. It is reflected in its anti-doping policy and selection procedures. Scottish Ministers fully support the WADA Code. The national agency for sport in Scotland, **sportscotland**, works closely with UK Sport to ensure that the WADA Code is adopted throughout Scottish sport and requires all governing bodies to comply with the code.

Question 10.15

Does your country have any legislation on doping? Explain.

The Misuse of Drugs Act 1971 is the legislation by which the UK aims to control the possession, supply and traffic of numerous drugs and drug-like substances.

The UK supports a non-legislative approach whereby it is the sport rather than the Government which takes the lead role in ensuring that all matters relating to drug misuse are dealt with.

The UK Government also encourages a partnership approach with other governments to support WADA in progressing the highest possible international standards on prohibited substances and drug testing programmes.

The Scottish Parliament and the Scottish Executive are wholly supportive of the UK Government's position.

Does your country currently apply an anti-doping code? Explain.

As a result of UK Sport's publication of its Anti-Doping policy in January 2000 the UK complies with all areas of the International Standards for Doping Control. This policy lays down measures for governing bodies, UK Sport and the home country sports agencies to deliver an effective anti-doping programme. It has been updated to reflect the WADA code. **sportscotland** fully supports this policy.

Following the publication of the UK Anti-Doping Policy, UK Sport, again with full backing of **sportscotland**, developed the National Governing Body Anti-Doping Agreement. This set out the requirements of governing bodies (and of UK Sport and the home country sports agencies) in terms of complying with the WADA Code. All Scottish governing bodies which receive public investment through **sportscotland** must sign up to this agreement as a condition of that investment.

Question 10.16

Is there a WADA accredited laboratory in your city?

There is no WADA accredited laboratory in Glasgow.

Describe your plans for setting up/upgrading an anti-doping laboratory for the Commonwealth Games.

The tried and tested Kings College, London, WADA accredited anti-doping laboratory will be used for the Commonwealth Games in Glasgow.

Give details and a schedule for procurement (equipment, facilities, personnel, etc.).

Give a brief indication of the procedures envisaged for sample transportation.

Indicate the distance in km and travel time between the accredited laboratory, the Commonwealth Games Village and the venues.

The laboratory used at Games-time should be situated in (or in close proximity to) the Host City.

The Kings College Laboratory is already equipped and has a world-class service and reputation.

At each venue there will be a secure, comprehensively fitted out drug control unit close to the fields of play. Experienced, independent sampling officers will collect samples – meeting standards required by the CGF and WADA.

UK Sport has guaranteed a 24-hour turn round for test results utilising specially trained independent sampling officers and dedicated transport facilities. Samples will be transported overnight to the laboratory by secure courier routes using designated personnel. To ensure a secure chain of custody, transport will be by a combination of car, aeroplane and overnight train from Glasgow to London.

The WADA accredited anti-doping laboratory is approximately 650 kilometres from the Village. By plane the travel time is approximately 120 minutes.

11

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01
Strathclyde Police on the beat



02
Strathclyde Fire and Rescue



03
Strathclyde Emergency Services



04
Strathclyde Police Helicopter



05
Strathclyde Police Command Centre at Hampden Park



Theme 11: Security

- A safe country
- Experienced and discreet security provision
- Tried and tested provision through extensive major event experience
- Range and scale of security service able to cope with a multi-sports event and a range of cultural activities in the city at one time
- Experienced and robust command and control structure

Introduction

Our objective is to provide a Games which will take place within a secure and safe environment. Our planning, financial and human resources will be geared to provide efficient and discreet security.

Question 11.1

Provide an analysis, by a competent authority, of the general risks connected with the Candidate City/Country:

- Fire (buildings, industry, forests)
- Intrusion into Commonwealth facilities
- Civil disobedience
- Crime
- Technological risks to services essential to the Commonwealth Games
- Traffic
- Natural catastrophes (earthquake, flood, volcano, hurricane, etc.)
- Other catastrophes (chemical, biological, nuclear, plane crash, serious land accident, etc.)

- Terrorism
- Major traffic accident, including in tunnels.

Specify the authority which has provided the above analysis.

For the purposes of Theme 11 the term security refers to counter terrorism measures, policing and safety, and consequence management. The security operation will encompass all sports venues, non sports venues, the transport infrastructure, areas where cultural events will take place and the wider public space.

Glasgow is a politically, culturally and socially stable area with an outstanding track record of hosting major national and international events, both sporting and non-sporting. Metropolitan Glasgow has a population of 1.8 million people. Accordingly, it has a modern, sophisticated and well-resourced security infrastructure with access, if necessary, to additional security resources from the emergency services throughout Scotland and the rest of the UK.

Security in Scotland is ultimately the joint responsibility of both the Scottish and UK Governments, with responsibility for the delivery of this service devolved to local agencies, principally police, fire and rescue and ambulance. The emergency services and other key agencies have developed strong partnerships which have reinforced the principles of command and control.

In terms of responding to emergencies and major incidents, the emergency services and partner agencies work together within the statutory framework provided by the Civil Contingencies Act 2004 which provides a cohesive and co-ordinated response in the event of a major incident. Representatives of the organisations meet regularly at strategic, tactical and operational levels under the auspices of the Strathclyde Emergencies Co-ordination Group (SECG) and these meetings are chaired by the most senior officers from Strathclyde Police, reflecting the co-ordinating role the police undertake in any major incident.

Accreditation

Security runs through many aspects of the Commonwealth Games and none more so than in the accreditation process. Best practice from previous Games, latest technology and security intelligence will ensure that accreditation effectively contributes to the safe running and delivery of the Games.

Accreditation will be athlete focused and will encapsulate suggestions from the Athletes' Commission. Their suggestions have included fast track and flexible visa controls at airports,

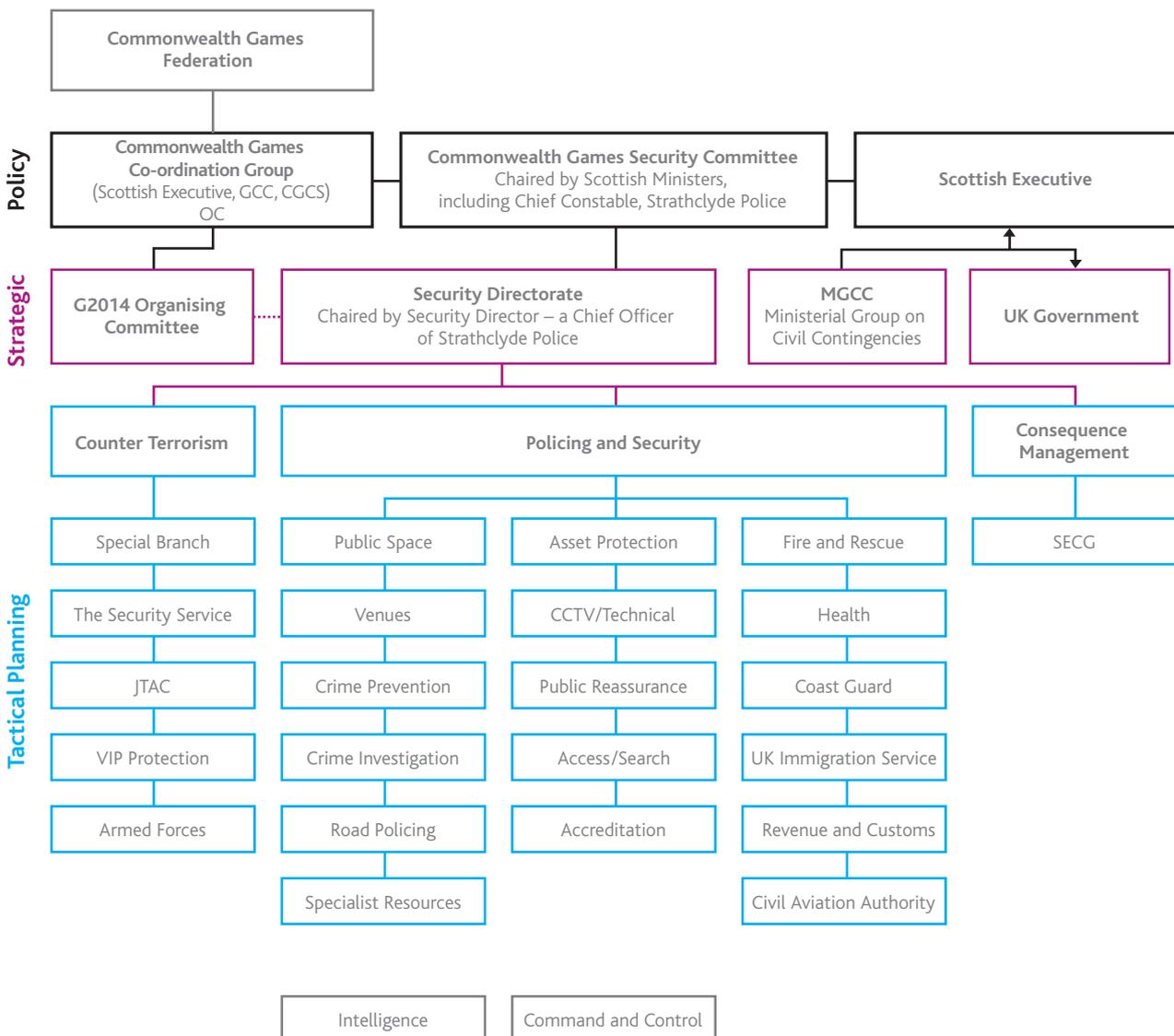
easier access for team and individual coaching staff at venues and improved control over media 'intrusion' during the Games. The Main Accreditation Centre will be at the Holiday Inn Hotel at Glasgow International Airport to process athletes as they arrive, thus allowing for a smooth transfer to their accommodation at the Games Village. In the event of any difficulties with authorisation, athletes can be accommodated at the hotel until clearance is approved.

Analysis by a competent authority

The analysis throughout Theme 11 has been endorsed by the Chief Constable of Strathclyde Police, the Chief Fire Officer of Strathclyde Fire and Rescue Service, the Chief Officer of the Scottish Ambulance Service and the Chief Executives of all the local authorities concerned as well as by the Scottish Minister for Justice.

Figure 11.1 details the overall security structure that will determine the policy, strategy and tactical planning for the Games in 2014. This is explained in more detail in the response to Question 11.3.

Figure 11.1 – Scotland's structure for security implementation



Map 11.1 – Area of Responsibility of Strathclyde Police



Scale
 Scotland approximately:
 1:3,000,000
 Strathclyde approximately:
 1:2,000,000

0km 50km

The area of responsibility of Strathclyde Police covers both metropolitan Glasgow and surrounding areas.



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Fire (Buildings, Industry, Forests) – Prevention and Protection

Prevention

Safety within sports grounds has been developed over the past 30 years resulting in a range of legislation and advice that ensures the design of sports grounds are fit for purpose and that event organisers comply with the requirements of Safety Certificates issued under the Sports Grounds Act 1975 and the Fire Safety and Safety of Places of Sport Act 1987. The introduction of the *Green Guide*, Guide to Safety at Sports Grounds, 1997, although advisory, has provided the benchmark for stadia owners and operators.

Strathclyde Fire and Rescue (SFR) have been fully involved in the planning process for the Games and full consideration has been given to fire prevention and protection throughout Games venues. SFR have extensive statutory powers to regulate and monitor fire safety in all areas to which the public have access. They have the skills, expertise and experience to deal with a range of issues, including the release of chemicals or other contaminants. Assistance will be provided to the police and ambulance service for casualty handling and SFR have the capacity, along with the other emergency services, to undertake mass decontamination of the general public in the event that they have been exposed to chemical, biological, radiological or nuclear substances.

Intrusion into Commonwealth facilities

Strathclyde Police has developed extensive experience in planning and co-ordinating major events. Its expertise includes event safety, public order, counter terrorism, VIP protection, logistics, road policing and traffic management, all of which are carried out in partnership with other agencies. These skills are tested on a regular basis when Strathclyde Police provides security for visits by members of royal families, world leaders, heads of state, national and international conferences, international sporting events and concerts. A comprehensive list of these is attached at Table 11.14.

Strathclyde Police is one of the largest police forces in the UK and has worked closely with Glasgow 2014 to develop physical and technical security measures across all Games related venues and throughout the wider city, including the transport infrastructure.

We will adopt and implement the very latest security technology to prevent intrusion into Games facilities. Currently available technology suggests that security screening such as facial and retina recognition, biometric identification and laser bar-coding will have developed to the extent that they will be commonplace in 2014. We will be pro-active in exploring technological advances in systems, procedures and equipment within the world wide security industry and apply these to the Games in 2014. (Reference also Theme 14: Technology)

Civil disobedience

Public demonstrations, marches and parades are a fundamental human right in a democratic society. Strathclyde Police has the capability, capacity and experience to police these types of events, regardless of the crowd profile or number of participants. They engage with the event organisers and seek their co-operation and that of the participants to ensure safe and crime free events. In the rare and unlikely event of more serious public disorder, Strathclyde Police has the appropriate expertise, powers and resources.

This capability of Strathclyde Police was tested during the period of the World Leaders G8 summit at Gleneagles in July 2005. This involved the policing of a range of events involving political activists from throughout Europe. This was widely recognised as an extremely successful policing operation.

Within Glasgow there are three major football stadiums, each with a capacity in excess of 50,000. Strathclyde Police has developed its expertise and gained significant knowledge in dealing with these types of major sporting events often attracting over 125,000 people to the city on the one day. Regular involvement in the UEFA Champions League, UEFA Cup, UEFA European Football Championship and FIFA World Cup ensures that this expertise and knowledge is tested in sporting environments. These competitions demand co-operation, partnership and shared experiences between Strathclyde Police and its counterparts in all European countries.

Strathclyde Police has the skills, experience and resources required to respond to any incident that may occur within the force area. In addition to conventional policing, it has the complete range of specialist resources which will be available to be deployed during the Games including horses, dogs, underwater search, air support, marine, firearms, public order and police search teams.

Crime

The level of recorded crime in Strathclyde in 2005/6 fell by 4.5% in comparison to the previous year which equates to a reduction of 9,000 incidents. The five-year mean figure also shows an overall reduction in crime of 3.4%. There has been a reduction in violent crime of 6.6% in 2005/6 in comparison with the previous year and 8.4% down on the five-year mean figure. This reflects favourably on the high profile multi agency crime initiative entitled Safer Scotland. This Government-led initiative has been designed for agencies to work in partnership to create safer communities throughout Scotland.

Technological risks to services essential to the Commonwealth Games

Glasgow has a very reliable and safe network of gas, electricity, water and telecoms systems which have benefited from major recent investment. Mobile telephone network operations provide large capacity and are able to prioritise emergency services if required. There is considered to be a very low risk of the Games being disrupted by a service failure.

Glasgow's communications infrastructure is extremely advanced and continuously assessed and updated where and when necessary to capitalise on the advance in technology, particularly to digital and higher specification systems.

We believe that this system will serve the Games particularly well by not only enhancing security systems that will be in place but by ensuring the highest quality of service to the Commonwealth Family through almost instantaneous and accurate recording of timing, results and scoring from Games competition. Back-up services and risk mitigation will ensure the consistency of this service. (Reference also Theme 14: Technology)

Traffic

Glasgow has one of the world's most robust transport security programmes with rigorously enforced regulations and stringent codes of practice. The transport industry has a strong and well embedded culture of security established over many years.

Extensive road traffic control systems, supported by proactive road policing, will help ensure the safe and smooth operation of road transport during the Games. Road policing will focus particular attention on Games route network and the major public transport routes between the venues. (Reference also Theme 13: Transport)

The Rail Safety & Standards Board reports that rail travel in the UK is safer than at any time in its history. The railway system operates a 'safety case regime' that will continue to ensure sound risk management. Planned improvements to the rail network during the course of the next eight years, coupled with increased regulatory control, will result in further safety improvements.

Natural catastrophes (earthquake, flood, volcano, hurricane, etc.)

Scotland has no history of natural catastrophes and is regarded as tectonically stable with a temperate climate. (Reference also Theme 5: Environment)

Other catastrophes (chemical, biological, nuclear, plane crash, serious land accident, etc.)

Comprehensively drafted and conscientiously applied and enforced regulations are a feature of life in Scotland. These extend to rules governing the petrochemical and biotechnological industries and every aspect of transport including the carriage of potentially dangerous substances by air, road, rail and sea.

The Strathclyde Emergency Coordinating Group plays a vital role in consequence management following any major incident ensuring all agencies are aware of their roles and are prepared to discharge their responsibilities under the Civil Contingencies Act 2004. While major catastrophe is unlikely, the police, fire and ambulance services have the capacity and capability to respond effectively and manage the consequence of such events.

Terrorism

The UK Government's Joint Terrorism Analysis Centre (JTAC) presently assesses the threat from religious, political or ethnic groups within Scotland as low. No domestic extremist group currently has the capability or intention to carry out a terrorist attack in Scotland. In recognition of the current global threat from international terrorism, Strathclyde Police is working closely with other police forces and the security service within the United Kingdom to ensure all steps are taken to minimise the threat.

Major traffic accident, including in tunnels and bridges

Glasgow's road network is served by motorway and expressway routes which incorporate several bridges and one main tunnel, the Clyde Tunnel. The main bridge link between the north and south of the city of Glasgow is served by the eight-lane Kingston Bridge.

The road network in Scotland is exceptionally safe. However, specialist road policing units in Scotland are experts in dealing with major road accidents while safety on Glasgow's bridges and in the Clyde Tunnel is particularly important. All major routes in Glasgow, including the tunnel and the bridge, are covered by an extensive closed circuit television system that identifies problems as they arise and police resources can be deployed immediately to minimise the potential disruption and clear any obstruction quickly and effectively. Potentially hazardous loads are accompanied on their journey by an appropriate escort. Robust plans are in place to handle any accidents on bridges and in tunnels and these comply with the European Road Transport Network Directive.

The European Union's Transport Safety Council (ETSC) affirms that we have the lowest rate of fatal road accidents in the EU. The most recent figures available show that there were 7.4 deaths per billion kilometres travelled. The average for the EU was 13.1. In 2005/2006, within the Strathclyde Police area, there was a 28.9% reduction in the number of fatalities or seriously injured on the road network in comparison with the five-year mean figure.

General comments on risk

The Organising Committee, working with the security authorities, will carry out the necessary risk assessments and will respond to any identifiable risk in the build up to and during the Games in the following ways:

- Working closely with venue operators and those who will be providing services for the Commonwealth Games Family, spectators and the general public across the Strathclyde area during the period of the Games
- Sharing information about risks and drawing on information and analysis from national and international organisations
- Developing contingency plans and reviewing and adjusting them in the light of changing risk assessments
- Exercising plans on a multi-agency basis, ensuring the participation of the key personnel. Identify training needs and continually review and evaluate the plans
- Continuing to develop good practice from major international sporting events
- Ensuring the contingency plans, risk assessments and table top/live play exercises are subject of external review
- Using the test events rigorously to examine plans, identify problems, highlight good practice and develop knowledge.

Question 11.2

Provide an analysis, by a competent authority, of the situation with respect to any risks posed by activist minorities (religious, political, ethnic, etc.) or terrorist groups in the country or region.

Specify the measures envisaged for preventing acts of terrorism by international groups.

Specify the authority which has provided the above analysis.

Anti-terrorism

The Government's Joint Terrorism Analysis Centre (JTAC) presently assesses the threat from religious, political or ethnic groups within Scotland as low. As reported above no domestic extremist group currently has the capability or intention to carry out a terrorist attack in Scotland. In recognition of the current global threat from international terrorism, Strathclyde Police is working closely with other police forces and the security service within the United Kingdom to ensure all steps are taken to minimise the threat.

The UK Government, which takes the lead across the UK on counter-terrorism policy, works closely with the Scottish Executive and Scottish police forces on all aspects of security. The main focus of this work has been the overarching counter-terrorism strategy known as CONTEST, the aim of which is 'to reduce the risk of international terrorism so that our people can go about their business freely and with confidence'.

Strathclyde Police will continue to work with other police forces across the UK and the UK Security Service within the CONTEST framework and with the police and security services in the other Commonwealth countries and elsewhere in the world, to counter any threat to the 2014 Games from international terrorism.

Strathclyde Police has developed a holistic approach to ensure effective and efficient processes and measures are in place to reduce the threat from terrorism. There is a well-established structure in place with dedicated resources focusing on the gathering of intelligence and assessing tensions and threats. Dedicated Counter Terrorist Security Advisers throughout the Force provide protective security advice to crucial elements of the critical national infrastructures, businesses and organisations to ensure security and business continuity. These advisors are co-ordinated by the National Counter Terrorist Security Office (NaCTSO), a specialist police organisation co-located with the Security Service within the Centre for the Protection of National Infrastructure (CPNI).

In November 2006, the Government announced, in the Queen's Speech, a number of Parliamentary Bills aimed at strengthening and updating UK measures against terrorism and organised crime. The Scottish Executive will be fully involved in the passing of these into law and will adopt strategies that will be fully compliant with national requirements. These future Acts of Parliament will be fully functional at the time of the Games in 2014.

The analysis in relation to Question 11.2 has been provided by the Chief Constable of Strathclyde Police.

Security Organisations

Question 11.3.1

Identify the public and private organisations that will be involved with security during the Commonwealth Games.

Question 11.3.2

Identify what the specific responsibilities of each will be and how they will be integrated and co-ordinated, both amongst themselves and with the OC, throughout planning and operations.

Question 11.3.3

Identify any existing key organisations that will not be involved in Commonwealth Games security.

Responsibility and accountability

The Scottish Executive will have overall responsibility for the security of the Games in Glasgow. A Commonwealth Games Security Committee chaired by the Scottish Minister for Justice, will discharge this responsibility on its behalf. Scottish Ministers will liaise with Ministers in the UK Government, which has reserved responsibility for national security. Scottish Ministers will be also be advised by the Scottish Emergencies Co-ordinating Group.

A multi-disciplinary Security Directorate, chaired by a Security Director, who will be a serving Chief Officer from Strathclyde Police, will be established and will work within the Organising Committee. It will be responsible for the co-ordination of both tactical and operational inputs in relation to security for the Games including the role of private security firms and their respective deployment in the areas of public safety and venue security operations. The Security Director will be accountable also to the Chief Constable of Strathclyde Police who will have a key role within the Commonwealth Games Security Committee.

This structure will provide the necessary command and control for an event of this nature and is based on existing arrangements that have proved to be effective in the management of security at previous events. See Figure 11.6 and Table 11.14.

The security plan prepared by the Security Directorate will provide details of the tactical and operational responsibilities of the following public and private agencies who will be involved in the security operation.

In the public sector

Strathclyde Police, supported, if required, by other Scottish and UK police forces:

- British Transport Police, in respect of the rail infrastructure
- The Scottish Crime and Drug Enforcement Agency (SCDEA)
- The Serious Organised Crime Agency (SOCA)
- The Security Service
- The Government Communications HQ
- The Ministry of Defence
- Strathclyde Fire and Rescue Service
- The Scottish Ambulance Service
- The National Health Service
- The Health and Safety Executive
- Local Authorities.

The private sector

The private security industry will have a key role in providing aspects of security at Games venues and facilities. Private sector responsibilities will include:

- Security controls at venues
- Asset guarding
- Access controls

- Searching
- Accreditation Checks
- Public reassurance.

We are confident that the desired quota of private, trained and experienced security staff required for the Games will be attained. This will be in the region of 2,300 personnel. Forthcoming legislation (due 2007) will result in all private sector security organisations being registered, vetted and regularly monitored.

The Security Directorate

A clear understanding of the roles and responsibilities of each component part of the security operation will be crucial. This will be achieved through the Security Directorate within the Organising Committee, comprising key individuals from the various organisations, which will have an overarching responsibility for safety and security. Each organisation will be expected to produce a management plan to support the Security Directorate's over arching strategy and co-ordinating brief for safety and security.

An example of this multi-agency, cross-border co-operation was shown in Exercise Cutty Sark in April 2006. This was a live play exercise in the Strathclyde area which involved around 3,000 staff from a wide variety of agencies, including Strathclyde Police, British Transport Police, Civil Aviation Authority, staff and Ministers from the Scottish Executive and the UK Home Office. This exercise tested the response to a scenario which included simultaneous terrorist attacks on Strathclyde's transport infrastructure.

Command and control

A dedicated Security Command and Control Centre will be established which will be centrally located to monitor all aspects of the contributory services. This centre will be equipped with state of the art communications and surveillance equipment to ensure rapid, consistent and informed reaction to any incidents should they arise.

Organisations

All relevant organisations will be involved in the 2014 Games ensuring a co-ordinated approach to security planning.

Question 11.4

How will the Intelligence Services be involved?

Intelligence Service

Established involvement

There are well established processes in place between the Police Service and the Security Service to ensure national security. The importance of intelligence will be reflected in the planning and implementation structures, building on the existing working relationships between the police and security service at all levels. This collaboration will enable the relevant agencies to collate, evaluate and disseminate intelligence in order that the appropriate action can be taken in relation to the safety of the Games.

Question 11.5

Within the structure of the OC, will there be a department responsible for security matters?

What will its functions and responsibilities be vis-à-vis the organisations identified in Q 11.3?

The Security Directorate

The Security Directorate will be responsible for all aspects of security for Glasgow 2014 and will have a key role working within the overall OC structure. The directorate will be chaired by a Security Director, who will be a serving Chief Officer of Strathclyde Police. The organisations identified in Q11.3 will be represented within the Security Directorate and the Security Director will co-ordinate the security operation, ensuring the necessary security requirements are incorporated in the operational plans of the other themes.

Question 11.6

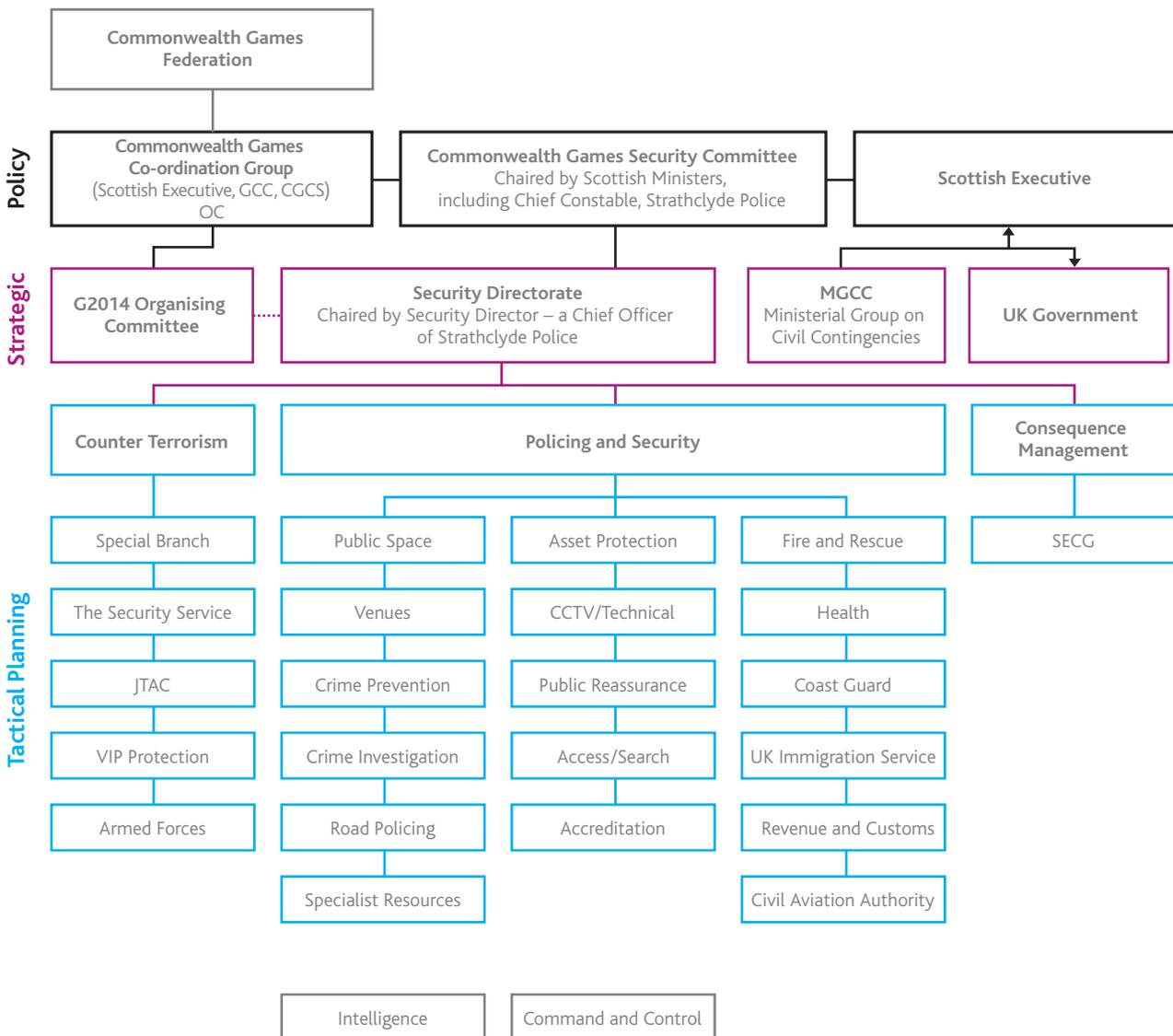
Provide organisational charts of Commonwealth Games security for the following:

- Organisation of the general and operational planning phases
- Organisation of the implementation phase.

Organisational structure

The organisational structure detailed in Figure 11.6 below (repeated from Figure 11.1), recognises the need for integration with, and transition from, the planning to the implementation phases, growing in size and complexity as Glasgow 2014 approaches. While retaining its own primacy within the governance structure to ensure no unnecessary compromise on safety and security, the directorate throughout the planning and implementation phases will be fully integrated with all other themes, ensuring the thread of security runs throughout Glasgow 2014.

Figure 11.6 – Scotland’s structure for security implementation



Question 11.7

Provide estimates of the available police and emergency services human resources in the region and city.

Available resources

Table 11.7 – Available police and emergency services

Service/Force	Officers/Personnel	Locations	Equipment/Resources	Additional Resource Capability
Police	7,500 Police Officers 2,700 Support Staff	119 in Glasgow and Strathclyde	Mounted Police Dog Unit Underwater Air Support Firearms Public Order Counter Terrorism Police Marine Unit	2,000 Scottish Police Personnel 6,000 UK Police Personnel 500 Military, Transport and Nuclear Personnel
Fire and Rescue	750 Fire Service Personnel	113 Fire Stations	Full range of fire, chemical and rescue equipment Marine Unit	2,000 additional personnel in Strathclyde – mobilised on a voluntary basis
Ambulance Services	500 Ambulance and Paramedic Staff in Glasgow	Over 200 A&E Vehicles	7 Rapid Response Units 1 Helicopter 1 Fixed Wing Aircraft	500 Ambulances 50 Rapid Response Units 2 Helicopters 4 Fixed Wing Aircraft 3,000 Personnel
British Transport Police	209 Scottish Police Officers 35 Police Staff in Scotland			2,280 UK wide Police Officers 704 Police Staff in the UK
The Armed Forces – Where appropriate, support from the Armed Forces may be sought				

Question 11.8

Will it be possible to use the resources of the Armed Forces in the Commonwealth Games security operation and, if so, in what capacity?

Armed Forces

Yes. In line with existing national procedures for military aid to the Civil Authorities the Ministry of Defence (MOD) may be requested to provide military aid to support the security operations at the Games.



Enjoying the atmosphere of the city at the Riverside café at the City Inn Hotel.



A vibrant city for young people at Strathclyde University Campus.

Question 11.9

Provide an estimate of the total human resources that would be used in the operational implementation of security during the Commonwealth Games, specifying by staff type (eg, police, emergency services, Armed Forces, volunteers, contract security, etc.).

What proportion of these will come from another region and will need varying degrees of logistical support?

Resources

The operational implementation of security during the Games will be co-ordinated using a combination of police officers from Strathclyde Police and other UK forces, fire crews and specialist staff from Strathclyde Fire and Rescue, paramedics and ambulance crew from Scottish Ambulance, contracted security firms and vetted and accredited volunteers from the community. In addition the Ministry of Defence may be requested to assist in security matters where their expertise is required.

Mutual aid agreements exist with all emergency services in Scotland and can be mobilised whenever they are required. Planning for this can take place well in advance of the Games and is therefore not a reactive measure but a pre-planned and organised process.

Table 11.9 – Total security resources

Service/Force	Officers/Personnel	Locations	Equipment/Resources	Additional Resource Capability
Police	On average 1,100 police officers will be deployed on competition days	Deployed at all sports, non sports venues, public space events, transport infrastructure and at key locations within the city	All police specialist resources will be available for deployment if required	Mutual aid from police forces throughout the UK will be requested as required. Assistance from the Military in terms of specialist search capabilities and bomb disposal
Fire and Rescue	Cover drawn from 750 Fire Service Personnel	113 Fire Stations	Full range of fire, chemical and rescue equipment Marine Unit	2,000 additional personnel in Strathclyde – mobilised on a voluntary basis
Ambulance Services	Cover drawn from 500 Ambulance and Paramedic Staff in Glasgow	Over 200 A&E Vehicles	7 Rapid Response Units 1 Helicopter 1 Fixed Wing Aircraft	500 Ambulances 50 Rapid Response Units 2 Helicopters 4 Fixed Wing Aircraft 3,000 Personnel
British Transport Police	Number of officers on Games specific duties to be ascertained	Key Games related stations and routes		BTP can arrange appropriate levels of mutual aid resources from throughout the UK to assist if required
The Armed Forces – Where appropriate, support from the Armed Forces may be sought				
Contractors (Private Security Industry)	3,000	All Games Locations	Licensed Experienced Events Security Personnel	Available from neighbouring cities

The main command and control of security operations will rest with Strathclyde Police, which has extensive experience in the co-ordination of large events such as the Games. They will deploy resources as required at Games specific venues and will also provide a high profile police presence throughout the city offering public reassurance. Strathclyde Police will also receive assistance from other police forces within Scotland and across the United Kingdom.

The private security industry (PSI) has a key role in providing a safe and secure environment at each and every venue. The tasks undertaken by the PSI are quite distinct from the police and their duties are discussed in detail in response 11.3.

Question 11.10

Does legislation permit a single management structure that will be effective whatever the origin of the human and technical resources that are used, and without functional or territorial restrictions?

Legislation

Yes. The Scottish Executive is aware of the unique challenges the Commonwealth Games brings to a city in terms of security and is committed to meeting those challenges. If there is a requirement for modification to the laws during the 2014 Games, the Scottish Executive will prepare legislation for the Scottish Parliament in relation to devolved matters, and/or liaise with the UK Government if a change in the law is required in a reserved area.

The Scottish Executive and all the agencies involved in planning the security of the 2014 Games will work within the framework for emergency planning provided by the Civil Contingencies Act 2004.

This will permit a single management structure to manage all human and technical resources available and without functional or territorial restrictions in Scotland.

Question 11.11

If necessary, is your government willing to make modifications to the laws, standards and administrative procedures considered necessary within the legislative organisation of the country in order to achieve an efficient structure and a security operation that is appropriate to the special circumstances of the Commonwealth Games?

Modifications to the law

Yes. The Scottish Executive and all the agencies involved in planning the security of the 2014 Games will work within the framework for emergency planning provided by the Civil Contingencies Act 2004. This Act allows for the modification of law, standards and administrative procedures and subsequent implementation that will ensure an efficient structure and security operation appropriate to the Games.

Question 11.12

Is it possible to limit and exercise effective control over the use of air space affected by the Commonwealth Games and, if so, how?

Air space

Yes. The Civil Aviation Authority (CAA) holds the control for the use of all UK airspace. If required there will be specific restrictions during the period of the Games in 2014.

The CAA on advice from police or security service will impose bans or restrictions to all aircraft under air navigation regulations.

Question 11.13

Use table 11.14 to list, in chronological order (most recent first), the experience of your city/region and country over the last ten years in the organisation of security for major international events (particularly sports events).

Experience of major events

Table 11.14 – Security experience

Year	Event	Duration of Event	No. of Participants	No. of dignitaries and VIP's (Protected)	No. of attending spectators	No. of Security personnel
Weekly	Ibrox Stadium – Football	1 day	2 teams		50,000	1,000
Weekly	Celtic Park – Football	1 day	2 teams		60,000	1,000
Annually	Hampden Park – Scottish Cup Final – Football	1 day	2 teams		52,000	1,000
Annually	West End Parade and Carnival	1 day	1,000		50,000	200
Annually	Mela Festival – Kelvingrove Park	1 day	500		10,000	100
Annually	Glasgow Hogmanay Party	1 day	N/A		25,000	400
Annually	Glasgow Fireworks Display	1 day	N/A		60,000	250
Annually	Great Scottish Run	1 day	20,000		50,000	300
Annually	World Pipe Band Championships	1 day	20,000		50,000	100
Annually	Tour of Britain – Cycling	1 day	96		5,000	100
Annually	Scottish Golf Open – Loch Lomond	4 days	156		100,000	1,000
Annually	May Day Parade	1 day	5,000		N/A	150
2007	UEFA Cup Final – Hampden Park	1 day	2 teams		52,000	1,500
2006	Celtic v Manchester United – Champions League	1 day	2 teams		60,000	1,000
2006	Scottish Grand National – Horse Racing	1 day	50		16,000	200
2006	Euro 2008 Scotland v France	1 day	2 teams		52,000	1,000
2006	Rolling Stones – Hampden Park	1 day	N/A		50,000	780
2006	Robbie Williams – Hampden Park	2 days	N/A		60,000	760
2006	Bon Jovi – Hampden Park	1 day	N/A		50,000	750
2005	G8 Summit	3 days	N/A	15	Varied eg, Peace March in Edinburgh 100,000	11,500
2005	Special Olympics	7 days	2,500		23,000	200
2005	GB v USSR v USA Athletics Grand Prix	1 day	85		7,000	50
2004	The Open – Golf, Troon	6 days	156		120,000	1,200
2003	Labour Party Spring Conference – SECC Glasgow	3 days	2,000	5	N/A	500
2002	UEFA Champions League Final	1 day	2 teams		52,000	1,500
1999	Scotland v England European Football Championships	1 day	2 teams		52,000	1,500
1997	British Golf Open – Troon	6 days	100		120,000	1,200

Question 11.15

Provide a guarantee from the highest government authority of your country for the safety and the peaceful celebration of the Commonwealth Games.

This guarantee must include the respective responsibilities of all relevant authorities (financial, planning, operational, etc.).

Safe and peaceful celebration

Please refer to Section 11.15 of the Guarantees File for the signed Covenants.

Question 11.16

In the event that the regional and/or local government(s) has (have) authority over public security, emergencies or any other aspect of security, in addition to the guarantee requested in Q 11.15, the highest authority of the regional and/or local government(s) must also provide (a) written guarantee(s) in the same terms.

Guarantees

Please refer to Section 11.16 of the Guarantees File for the signed Covenants.

12

Accommodation

Theme contents

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01
Strathclyde University
Campus accommodation

02, 03, 06
The Glasgow Hilton is the
Glasgow 2014 flagship hotel

04
The Radisson SAS Hotel

05
The Govan Mbeki Building
at Glasgow Caledonian
University Campus

07
The Crowne Plaza
will be reserved for
media accommodation

08
The Hotel du Vin at
One Devonshire Gardens



Theme 12: Accommodation

- Excellent range, number and quality of hotels and university residences
- A 20 minute radius from Games Family Hotel to most venues and Village
- Guarantees on hotel prices in place for 2014
- Exacting standards of accommodation for technical officials
- Five star price promise from accommodation providers, restaurants and clubs in the city

The national agency, VisitScotland, inspects and categorises hotels and other establishments. The assessments of accommodation provide a clear record of their standard of comfort, service and hospitality.

Please refer to Section 12.2 of the Guarantees file for the signed Covenants.

Establishments are inspected and given a star rating as follows;

1. ★ Acceptable
2. ★★ Good
3. ★★★ Very Good
4. ★★★★ Excellent
5. ★★★★★ Exceptional

Question 12.1

State what point of reference you have chosen as the Commonwealth Games centre in the Candidate City (eg, CGF hotel(s), main hotel cluster, main stadium, etc.) and explain why. This point of reference must be used to answer the questions below.

Point of reference

The point of reference is The National Stadium, Hampden Park. As requested this is in relation to our main stadium.

As the venue for Track and Field Athletics and the Closing Ceremony it will hold the most spectators during the Games.

Question 12.2

The questions in Theme 12 require you to categorise hotels according to the internationally accepted star rating system (5 star, 4 star, 3 star, 2 star) described in the Games Manual on Accommodation.

Provide a statement from your national tourist board, giving the equivalent rating used in your country and a description of the standard of hotel in each category.

In addition, provide table 12.2, duly completed and guaranteed by your national tourist board, detailing the total hotel room capacity in the Candidate City.

Range of accommodation

The range of accommodation establishments in Scotland includes:

Guest House – A guest house normally has at least four letting bedrooms, some with en-suite or private facilities. It is usually run as a commercial business. Breakfast is available and evening meals may be provided.

Bed & Breakfast – Accommodation offering bed and breakfast, usually in a private house. B&Bs normally accommodate no more than six guests, and may or may not serve an evening meal.

Small Hotel – A small hotel normally has a minimum of six letting bedrooms and a maximum of 20. Most bedrooms have en-suite or private facilities. Small hotels serve breakfast, dinner, and normally lunch and they have a drinks licence (it may be a restricted one). They are normally run by the owner(s) and reflect their own personal style.

Exclusive Use Venue – Accommodation exclusively for one customer group or party with a minimum let of one day. It will normally have a minimum of three letting bedrooms, will hold a residential licence or equivalent and provide a full range of services to guests including all meals.

Hotel – A hotel normally has at least 20 letting bedrooms, of which most have en-suite or private facilities. They serve breakfast, dinner and normally lunch and they usually have a drinks licence (it may be a restricted one).

International Resort Hotel – A hotel within a 5-star quality award that has a range of leisure and sporting facilities. These may include an 18-hole golf course, swimming pool and leisure centre and country pursuits.

Lodge – Overnight accommodation, usually purpose-built and situated close to a major road or in a city centre. Reception hours may be restricted and payment may be required on check-in. There may be associated restaurant facilities.

Self-Catering – A house, cottage, apartment, chalet or similar accommodation, with self-catering facilities, which is let normally on a weekly basis to individuals, although shorter breaks may be available.

Serviced Apartments – Essentially self-catering apartments where services such as cleaning are available. Meals and drinks may also be available, either to each apartment or in a restaurant and/or bar on site.

Inn – Bed and Breakfast accommodation within a traditional inn or pub. The bar and restaurant is open to non-residents, and provides food at lunchtime and in the evening.

Restaurant with Rooms – The restaurant is the most significant part of the business, and is usually open to non-residents as well as those staying there. Breakfast is usually provided.

Campus Accommodation – The accommodation provided by colleges and universities for their students is often made available – with meals – to individuals or groups at certain times of year, typically the summer, Easter and Christmas holiday periods.

Hostel – A building run by a private operator or non-profit membership organisation, where beds and sometimes meals and other services and facilities are provided.

Holiday Park – A park that offers holiday homes and, most likely, touring and camping pitches.

Touring Park – A park that offers touring pitches, and may offer camping pitches as well.

Camping Park – A park for camping only.

Hotel room capacities

Table 12.2 – Total hotel room capacity in the Candidate City

Star category	0-10km radius from Commonwealth Games Centre		
	Existing	New construction	
		Planned†	Additional††
★★★★★	618		
★★★★	1,957		
★★★	2,936		
★★	677		
★	225		
Total	6,413		

Star category	10-50km radius from Commonwealth Games Centre		
	Existing	New construction	
		Planned†	Additional††
★★★★★	149		
★★★★	1,175		
★★★	3,830		
★★	266		
★	37		
Total	5,457		

† †† Please see section 12.3.3 and 12.3.4 below.

Total hotel rooms	11,870
Total room capacity including B&B's, universities and student accommodation.	18,059
Total beds	c. 30,000

Total University accommodation held

	Total room capacity	Allocation
University of Strathclyde	796	478
University of Glasgow	1,337	1,337
Glasgow Caledonian University	660	581
Total university rooms held with rates to date		2,396

Other student accommodation held

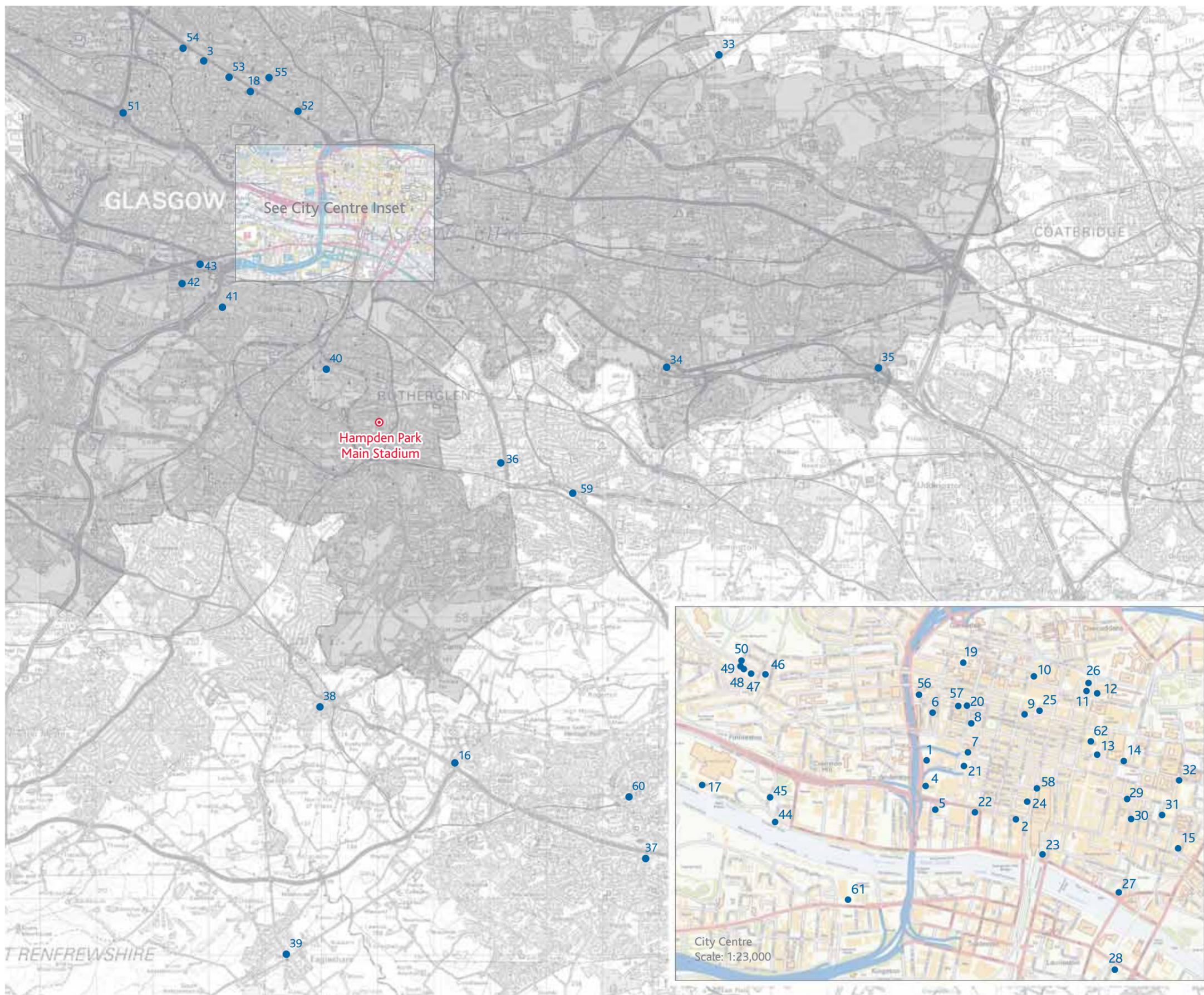
	Total room capacity	Allocation
Buchanan View	650	
Cooperage Place	400	
Blackfriars	514	
Victoria Halls	464	300
Total number of student accommodation held		300

Question 12.3.1

Existing hotels – radius 0-10km.

Provide a map indicating the location of existing hotels within a 10km radius of the Commonwealth Games Main Stadium. Show hotel numbers on map in BLUE.

Map 12.3.1 – Existing Hotels
Radius 0-10km



Scale: 1:70,000
0km 2km



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Table 12.3.1 – Existing hotels within a radius of 0-10km (with example)

Category	#	Hotel name	Constituent Sub group	Total no. of rooms	Guarantees obtained		
					No. of rooms	% of total	Signed by (body/name)
★★★★★	1	Hilton Glasgow	CGF, IFs, Future OCs, CGAs, Host OC, Dignitaries	319	300	94	General Manager/ Craig Gardner
★★★★★	3	1 Devonshire Gardens	Host OC	49	35	71	Reservations Manager/ Ann McDonald
★★★★★	2	Radisson SAS	CGF, Agencies, other IFs, CGA, OC Sponsors	250	200	80	General Manager/ Philip Mahoney
★★★★	13	Carlton George Hotel		65	40	61	General Manager/ Jantiene Berg
★★★★	17	Crowne Plaza Glasgow	Broadcasters production, Written and Photographic press	283	250	88	General Manager/ Dominic McVey
★★★★	4	Glasgow Marriott	Other IFs, Host OC, Broadcasters hospitality	300	200	67	General Manager/ Willie Wood
★★★★	18	Hilton Grosvenor		96	45	47	General Manager/ Craig Gardner
★★★★	12	Lang's hotel	Broadcasters production	100	60	60	Room Revenue Manager/ Susan Kelly
★★★★	8	Malmaison	Broadcasters production	72	20	28	General Manager/ Pauric McCurren
★★★★	5	Menzies Glasgow	Broadcasters production	141	90	64	General Manager/ Philip Mellor
★★★★	14	Millennium Hotel	Broadcasters production	117	100	85	General Manager/ Richard Mayne
★★★★	10	Thistle Glasgow	Broadcasters production	300	150	50	Revenue Manager/ Rachel Hardy
★★★★	11	Holiday Inn Theatreland		113	40	35	General Manager/ Dennis McCann
★★★★	9	Abode Glasgow		65	30	46	Revenue Manager/ Sharon Dougan
★★★★	15	Fraser Suites		102	30	29	Sales Executive/ Jennifer Thomson
★★★★	6	City Aparthotel	Written and Photographic press	79	38	48	General Manager/ John Stirrat
★★★★	7	The Spires		23	0		
★★★★	16	Holiday Inn East Kilbride		101	40	39	General Manager/ Martin Wright
★★★	42	Cairn Hotel		61	0		
★★★	38	Busby Hotel		32	0		
★★★	48	Smiths Hotel		20	0		
★★★	37	Premier Travel Inn East Kilbride		64	0		
★★★	39	Eglington Arms Eaglesham		35	0		
★★★	45	Campanile	Written and Photographic press	106	50	47	General Manager/ Stephane Thuillier
★★★	44	City Inn	Broadcasters production, Written and Photographic press	164	75	45	General Manager/ Mark Gallagher
★★★	22	Premier Travel Inn Argyle Street (formerly Corus)	Broadcasters production	121	60	49	General Manager/ Colin Richards
★★★	55	Ambassador Hotel		20	0		
★★★	49	Argyll Hotel	Broadcasters production	38	20	52	Reception Manager/ Catherine Cuffe
★★★	50	Angus Hotel	Broadcasters production	18	10	55	Reception Manager/ Catherine Cuffe
★★★	52	Albion Hotel		16	0		
★★★	53	Belhaven Hotel		17	0		
★★★	25	Bewleys Hotel		103	40	38	General Manager/ Elizabeth McDade
★★★	43	Swallow Hotel	Broadcasters production	117	70	59	General Manager/ Daniel Lawrence
★★★	28	Tulip Inn	Broadcasters production	114	50	44	General Manager/ Lucy Franchi

Table 12.3.1 – Existing hotels within a radius of 0-10km (with example) *continued*

Category	#	Hotel name	Constituent Sub group	Total no. of rooms	Guarantees obtained		
					No. of rooms	% of total	Signed by (body/name)
★★★	40	Ewington Hotel		43	0		
★★★	30	Merchant Lodge		40	0		
★★★	24	Artto Hotel		52	0		
★★★	27	Express by Holiday Inn Riverside	OC Sponsors	128	100	78	General Manager/ Craig Renfrew
★★★	26	Express by Holiday Inn Theatreland	Written and Photographic press	88	65	74	Express Manager/ Karen Burke
★★★	21	Holiday Inn West	Host OC, Observers	275	150	55	General Manager/ Paul Schnepfer
★★★	23	Jurys Inn	Host OC	321	150	47	General Manager/ Peter Stack
★★★	29	Ramada City Hotel		91	20	21	General Manager/ Nick Williams
★★★	32	Premier Travel Inn George Square	Broadcasters production	239	100	42	General Manager/ Mark Drake
★★★	54	Pond Hotel		137	50	36	Reveue Manager/ Jayne Nicolson
★★★	47	Devoncove Hotel	Broadcasters production	45	30	67	General Manager/ Sharonne Bansall
★★★	46	Sandyford Hotel		55	0		
★★★	31	Brunswick Hotel		19	0		
★★★	20	Novotel	Broadcasters production	139	50	36	General Manager/ Jacqui MacMillan
★★★	41	Sherbrooke Castle		21	0		
★★★	36	Kings Park Hotel		31	0		
★★★	35	Premier Travel Glasgow East		66	0		
★★★	34	Premier Travel Cambuslang		40	0		
★★★	19	Victorian House		50	0		
★★★	51	Manor Park Hotel		10	0		
★★	58	Quality Central Hotel	Written and Photographic press	222	130	59	General Manager/ Frank Long
★★	59	Burnside Hotel		16	0		
★★	56	Premier Travel Inn Charing Cross	Written and Photographic press	278	100	40	Reception Manager/ Bryan Watters
★★	57	Ibis Hotel	Written and Photographic press	141	60	43	General Manager/ Joanne Green
★★	60	Torrance Hotel		20	0		
★	62	Buchanan Hotel		60	0		
★	61	Etap Hotel	Written and Photographic press	165	65	39	Acting General Manager/ Jacqui McMillan
Totals				6413	3113		

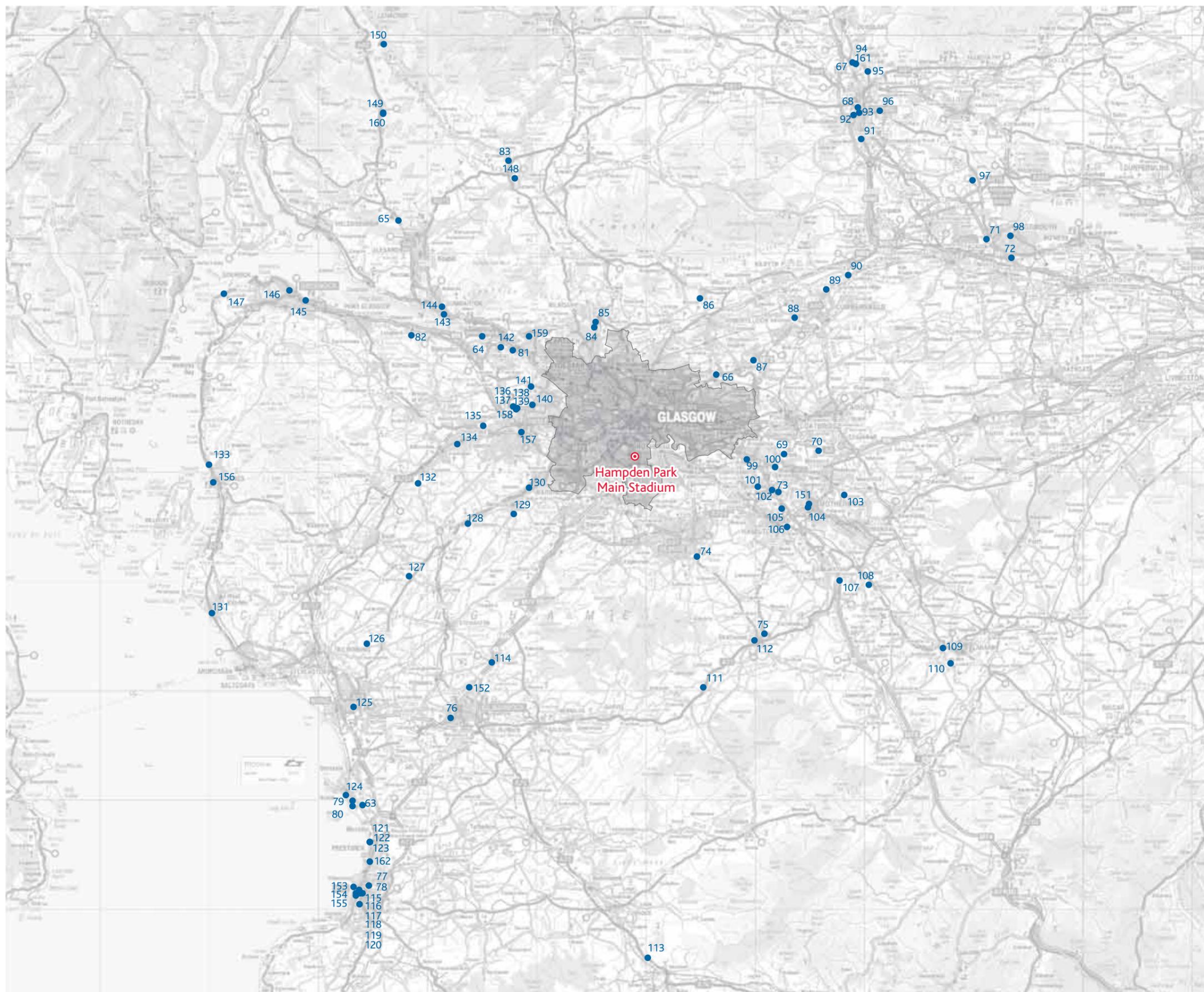
Question 12.3.2

Existing hotels – radius 10-50km.

Provide a map indicating the location of existing hotels within a 10-50km radius of the Commonwealth Games Main Stadium.

Show hotel numbers on map in BLUE.

Map 12.3.2 – Existing Hotels
Radius 10-50km



Scale: 1:360,000
0km 10km



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Table 12.3.2 – Existing hotels within a radius of 10-50km (with example)

Category	#	Hotel name	Constituent Sub group	Total no. of rooms	Guarantees obtained		
					No. of rooms	% of total	Signed by (body/name)
★★★★★	64	Mar Hall		53	20	38	Sales and Marketing Director/Sharon Taylor
★★★★★	65	Cameron House		96	30	31	General Manager/ Joe Longmuir
★★★★	70	Dakota Hotel		92	0		
★★★★	69	Hilton Strathclyde		107	55	51	General Manager/ Craig Gardner
★★★★	81	Beardmore Hotel		168	90	53	General Manager/ Eileen Newman
★★★★	82	Gleddoch House		60	40	66	General Manager/ Gerry Foster
★★★★	83	Winnock Hotel		48	0		
★★★★	66	Garfield House Hotel		47	30	64	Revenue Manager/ Susan Aitken
★★★★	74	MacDonald Crutherland House		75	40	53	General Manager/ Christopher Wayne-Wills
★★★★	73	Alona Hotel		52	0		
★★★★	75	Strathaven Hotel		22	0		
★★★★	78	Fairfield House Hotel		44	0		
★★★★	72	Inchyra Grange Hotel		98	0		
★★★★	68	Stirling Highland Hotel		96	0		
★★★★	71	Grange Manor Hotel		36	0		
★★★★	77	Western House Hotel		49	0		
★★★★	76	Park Hotel		50	0		
★★★★	79	Marine Hotel		90	0		
★★★★	80	Piersland Hotel		30	0		
★★★★	67	Queens Hotel Bridge of Allan		11	0		
★★★	138	Holiday Inn Glasgow Airport		298	100	33	General Manager/ Marcello Ventesei
★★★	136	Ramada Glasgow Airport		108	40	37	General Manager/ Bruce Robbie
★★★	106	Avonbridge Hotel		65	0		
★★★	101	Bothwell Bridge Hotel		90	0		
★★★	148	Buchanan Arms Hotel		52	0		
★★★	87	Moodiesburn Hotel		66	0		
★★★	130	Dalmeny Park Hotel		20	0		
★★★	111	Baxters Country Inn		10	0		
★★★	109	Cartland Bridge Hotel		20	0		
★★★	104	Moorings Hotel		31	0		
★★★	110	New Lanark Mill		38	0		
★★★	103	Dalziel Park Hotel		10	0		
★★★	141	Normandy Hotel		141	75	53	
★★★	142	Erskine Bridge Hotel		177	100	56	
★★★	129	Express by Holiday Inn Glasgow Airport		143	0		
★★★	102	Express by Holiday Inn Strathclyde		120	40	33	Acting General Manager/John Hemingway
★★★	85	Premier Travel West Highland Gate		60	0		
★★★	105	Premier Travel Inn Hamilton		36	0		
★★★	145	Express by Holiday Inn Greenock		72	0		
★★★	137	Premier Travel Inn Glasgow Airport		104	0		
★★★	139	Travelodge Glasgow Airport		100	0		
★★★	147	Ramada Gourock		98	0		
★★★	89	Westerwood Hotel		100	75	75	Revenue Manager/ Wendy Donald
★★★	140	Glynhill Hotel		147	70	47	PA to Managing Director/ Dorothy Brett
★★★	134	Lynnhurst Hotel		21	0		
★★★	90	Castle Cary Hotel		55	0		

Table 12.3.2 – Existing hotels within a radius of 10-50km (with example) *continued*

Category	#	Hotel name	Constituent Sub group	Total no. of rooms	Guarantees obtained		
					No. of rooms	% of total	Signed by (body/name)
★★★★	146	Tontine Hotel		52	0		
★★★★	108	Popinjay Hotel		38	0		
★★★★	132	Bowfield Hotel		23	0		
★★★★	116	Ayrshire & Galloway Hotel		25	0		
★★★★	149	Lodge on Loch Lomond		48	0		
★★★★	98	Leapark Hotel		51	0		
★★★★	120	Horizon Hotel		22	0		
★★★★	119	Ramada Hotel Ayr		118	0		
★★★★	127	Burnhouse Manor		8	0		
★★★★	114	Fenwick Hotel		31	0		
★★★★	125	Thistle Irvine		128	0		
★★★★	133	Willowbank Hotel		30	0		
★★★★	126	Montgrennan Mansion House		21	0		
★★★★	122	Parkstone Hotel		27	0		
★★★★	113	Lochside House		18	0		
★★★★	131	Seamill Hydro		85	0		
★★★★	124	South Beach Hotel		34	0		
★★★★	121	Prestwick Old Course Hotel		10	0		
★★★★	123	North Beach Hotel		13	0		
★★★★	118	Elms Court Hotel		17	0		
★★★★	117	Savoy Park Hotel		15	0		
★★★★	93	Terraces Hotel Stirling		18	0		
★★★★	91	King Robert Hotel		52	0		
★★★★	95	Stirling Management Centre		77	0		
★★★★	92	Park Lodge		10	0		
★★★★	96	Express by Holiday Inn Stirling		80	0		
★★★★	112	Springvale Hotel		10	0		
★★★★	99	Redstones Hotel		12	0		
★★★★	128	Uplawmoor Hotel		14	0		
★★★★	144	Abbotsford Hotel		14	0		
★★★★	161	Royal Hotel Bridge of Allan		32	0		
★★★★	97	Airth Castle		125	0		
★★★★	94	Royal Lodge Bridge of Allan		11	0		
★★★★	150	Rowardennan Hotel		13	0		
★★★★	107	Shawlands Hotel		21	0		
★★★★	88	Red Deer & Innkeepers Lodge		57	0		
★★★★	86	Kincaid Hotel		10	0		
★★★★	84	Premier Travel Burnbrae		61	0		
★★★★	33	Premier Travel Stepps		80	0		
★★★★	100	Premier Travel Bellshill		40	0		
★★★★	135	Premier Travel Paisley		40	0		
★★★★	115	Abbotsford Hotel		35	0		
★★	158	Prem Trav Paisley Rd		114	0		
★★	159	West Park Hotel		21	0		
★★	157	Watermill Hotel		49	0		
★★	151	Bentley Hotel Motherwell		17	0		
★★	160	Colquhoun Arms Luss		19	0		
★★	152	Howard Park Hotel		15	0		
★★	156	Burnlea Hotel Largs		31	0		
★★	162	Carlton Hotel		37	0		
Totals				5,457	805		

Question 12.3.3

Hotels to be constructed – radius 0-10km.

Provide a map indicating the location of hotels to be constructed within a 10km radius of the Commonwealth Games Main Stadium. Mark planned hotels for which construction authorisations have already been signed in GREEN on the map.

Mark additional hotels for which construction authorisations have not been signed but are required to host the Commonwealth Games in RED on the map.

There are plans for eight new hotels in and around Glasgow. All are at the initial concept stage and therefore, strictly, guarantees cannot be provided.

Ranging from 3-5 star accommodation, they will collectively provide a further 1,445 beds by 2014.

Question 12.3.4

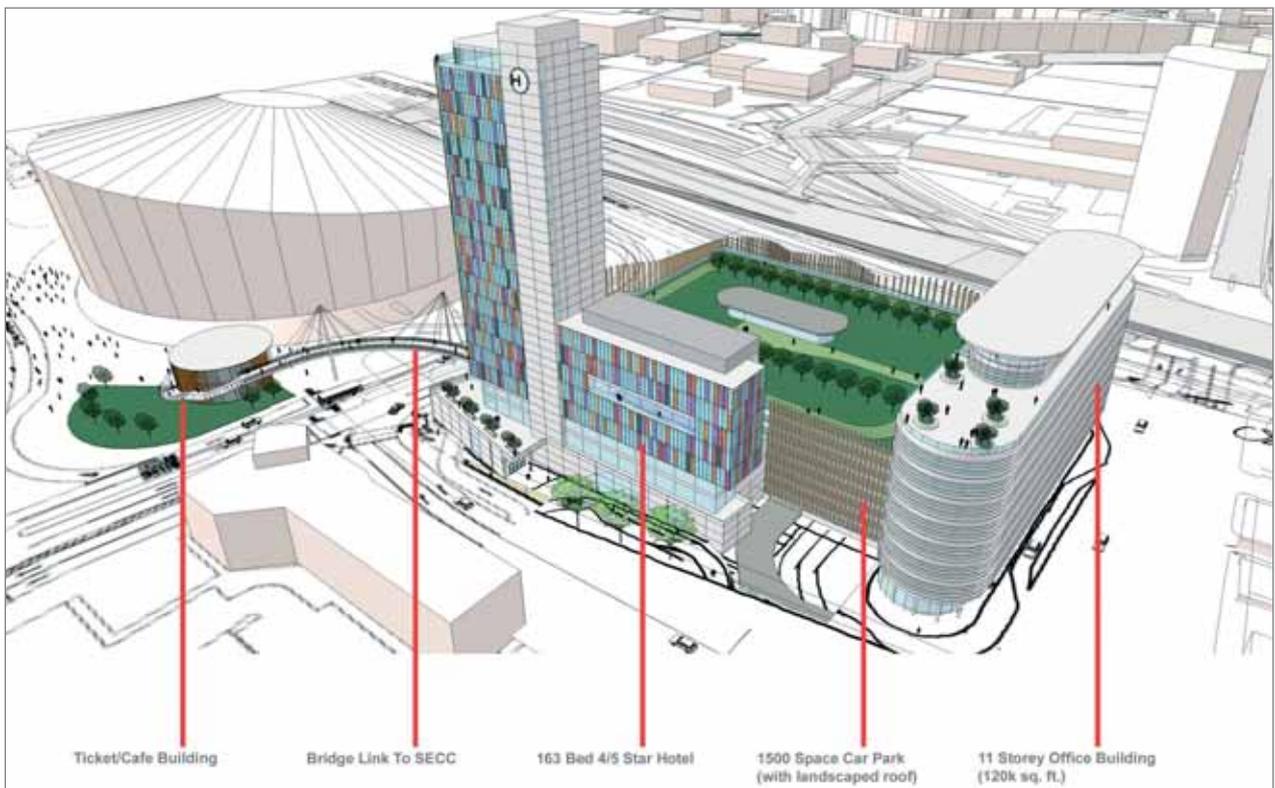
Hotels to be constructed – radius 10-50km.

Provide a map indicating the location of hotels to be constructed within a 10-50km radius of the Commonwealth Games Main Stadium. Mark planned hotels for which construction authorisations have already been signed in GREEN on the map.

Mark additional hotels for which construction authorisations have not been signed but are required to host the Commonwealth Games in RED on the map.

As reported under Question 12.3.3. There are plans for eight new hotels in and around Glasgow. All are at the initial concept stage and therefore, strictly, guarantee cannot be provided.

Ranging from 3-5 star accommodation, they will collectively provide a further 1,445 beds by 2014.



Artistic impression of the new 4/5 star hotel proposed for the riverside at the SECC. This would complement the existing three hotels on the same site.

Question 12.3.5

Other accommodation – radius 0-50km (Condominiums, villages other than the Commonwealth Games Village – eg media, technical officials.)

Provide a map indicating the location of proposed other accommodation (if applicable) within a 0-50km radius of the Commonwealth Games Main Stadium.

Mark existing accommodation in BLUE on the map. Mark planned accommodation for which construction authorisations have already been signed in GREEN on the map.

Mark additional accommodation for which construction authorisations have not been signed but are required to host the Commonwealth Games in RED on the map.

Please note that the Commonwealth Games Village is addressed in Theme 9.

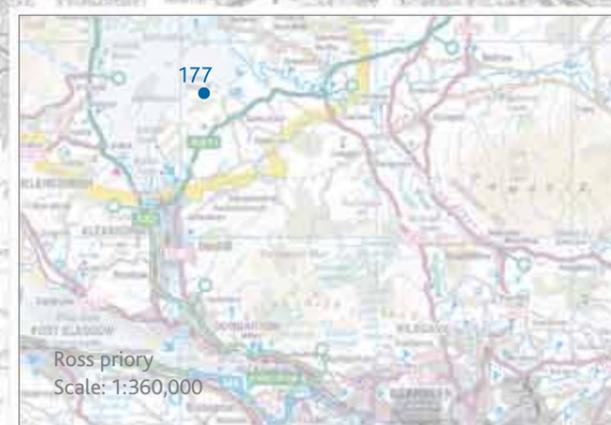
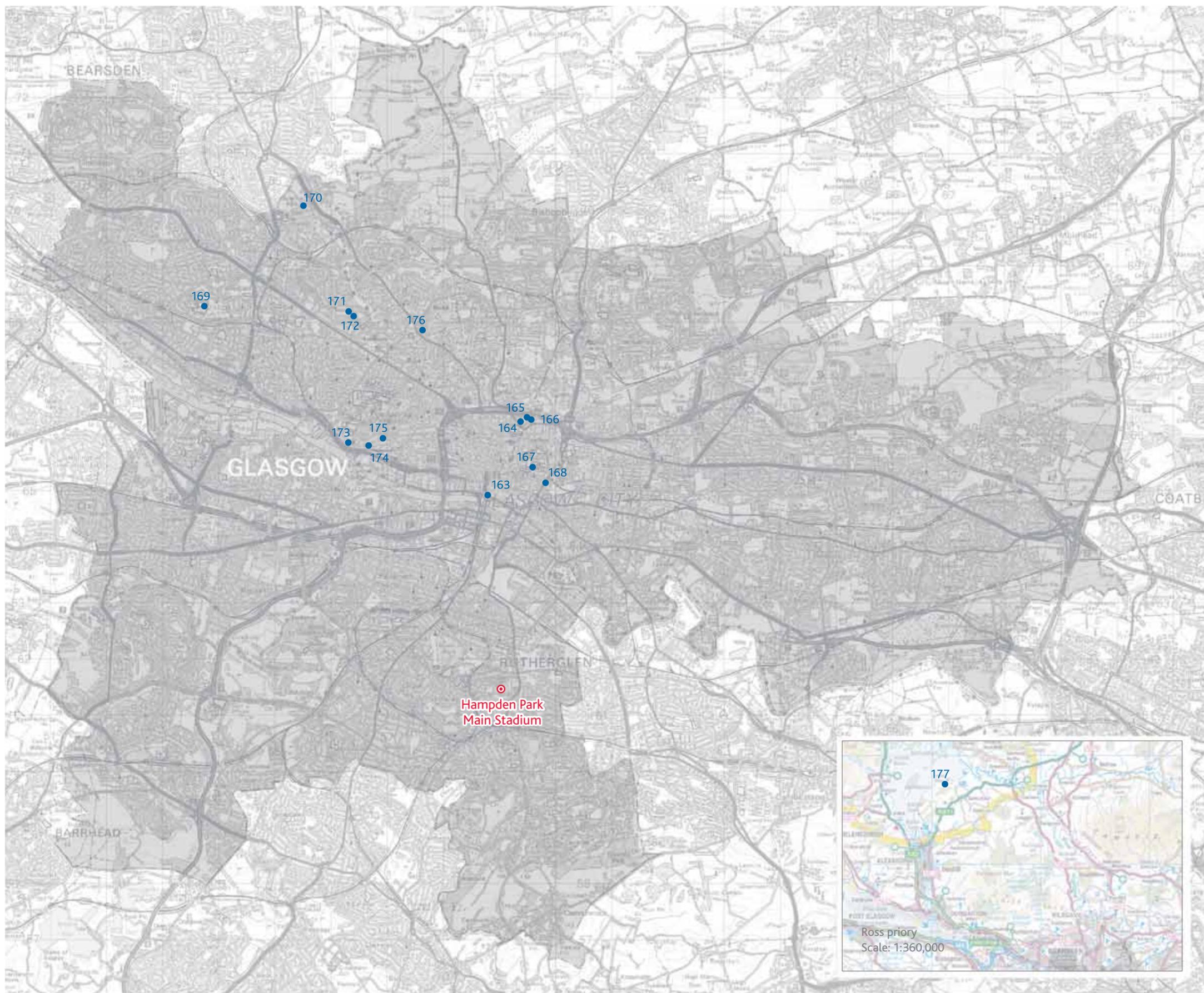
Please refer to Section 12.3.5 of the Guarantees File for the signed Covenants.

Table 12.3.5 – Other accommodation within a radius of 50km (with example)

Category	#	Name of accommodation	Constituent Sub-group	Total no. of rooms	Construction timelines		Guarantees obtained			Post-CWG use
					Start date	Finish date	No of rooms	% of total	Signed by	
		University of Strathclyde		796					Sales Co-ordinator/ Susan Maxwell	University Halls of Residence
	167	Campus Village	Technical Officials	598			478			University Halls of Residence
	169	Jordanhill		188						University Halls of Residence
	177	Ross Priory		10						University Halls of Residence
							478	41%		
		University of Glasgow		1337					Assistant Sales Manager/ Pauline Brownlie	University Halls of Residence
	171	Winton Drive		80			80			University Halls of Residence
	170	Wolfson Hall		217			217			University Halls of Residence
	174	Kelvinhaugh Gate		85			85			University Halls of Residence
	175	Cairncross House		155			155			University Halls of Residence
	176	Murano Street		500			500			University Halls of Residence
	172	Queen Margaret Hall		300			300			University Halls of Residence
							1337	100%		
	164	Glasgow Caledonian University		660			581		Manager/ Alison Clark	University Halls of Residence
							581	88%		
	165	Buchanan View		650						Student accomm
	168	Blackfriars		514						Student accomm
	173	Cooperage Place		400						Student accomm
	166	Victoria Halls		464			300		Hall Manager/ Iain Cameron	Student accomm
							300	65%		
Total alloc/s							2696	55%		
	163	Eurohostel 3 Single rm 70 Twin rms 3 Triple rms 32 x 4 pers 3 x 8 pers 4 x 14 pers 360 BEDS		115			n/a			Youth Hostel
B+B & G/Hse		Greater Glasgow and Clyde Valley area		1253			n/a			
Total rooms				6189						

Map 12.3.5 –
Other Accommodation

Scale: 1:70,000
0km 2km



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Question 12.3.6

Provide a map of the total Games-time room inventory in your city by superimposing all previous maps on each other. Complete table 12.3.6, listing hotels in numerical order by hotel reference number.

The map requested (12.3.6) is provided overleaf.

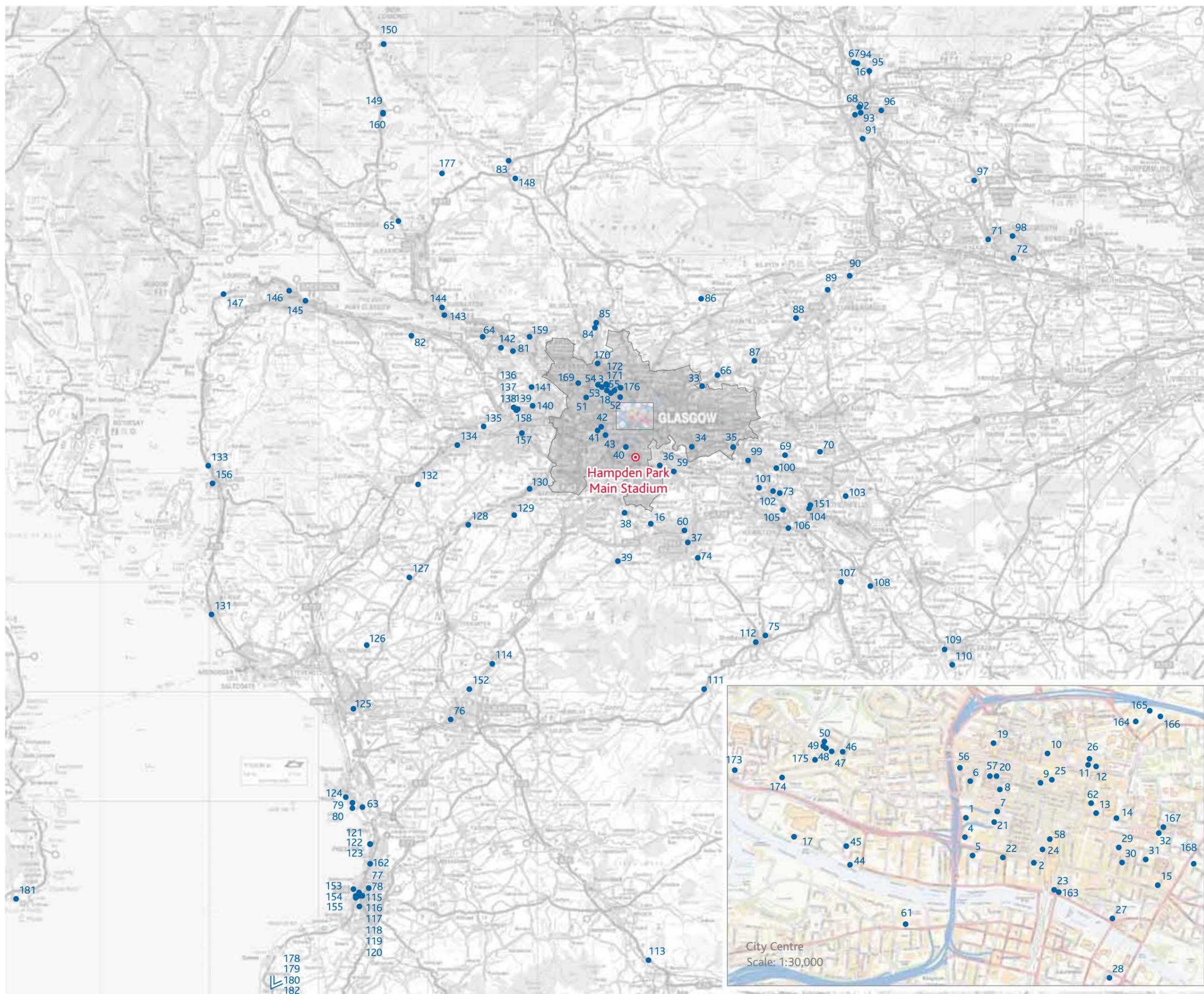


The gardens at Strathclyde University Campus offer a colourful welcome in the heart of the city



The City Inn has an attractive riverside setting near the SECC

Map 12.3.6 – All Hotels and Other Accommodation



Scale: 1:360,000

0km 10km



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Table 12.3.6 – Total Games-time room inventory (with example)

Hotel Ref. no	Hotel name	Star category	Constituent sub-group	No. of guaranteed rooms*	% of total number of rooms in hotel	Location**	Construction status***
1	Hilton	★★★★★	CGF, IFs, Future OCs, CGAs, Host OC, Dignitaries	300	94	0-10km radius from Commonwealth Games Centre	Existing
3	1 Devonshire Gdns	★★★★★	Host OC	35	71	0-10km	Existing
2	Radisson SAS	★★★★★	CGF, Agencies, other IFs, CGA, OC Sponsors	200	80	0-10km	Existing
13	Carlton George	★★★★		40	61	0-10km	Existing
17	Crowne Plaza	★★★★	Broadcasters production, Written and Photographic press	250	88	0-10km	Existing
4	Glasgow Marriott	★★★★	Other IFs, Host OC, Broadcasters hospitality	200	67	0-10km	Existing
18	Hilton Grosvenor	★★★★		45	47	0-10km	Existing
12	Lang's hotel	★★★★	Broadcasters production	60	60	0-10km	Existing
8	Malmaison	★★★★		20	28	0-10km	Existing
5	Menzies Glasgow	★★★★	Broadcasters production	90	64	0-10km	Existing
14	Millennium Hotel	★★★★	Broadcasters production	100	85	0-10km	Existing
10	Thistle Glasgow	★★★★	Broadcasters production	150	50	0-10km	Existing
11	Holiday Inn Theatreland	★★★★		40	35	0-10km	Existing
9	Abode Glasgow	★★★★		30	46	0-10km	Existing
15	Fraser Suites	★★★★		30	29	0-10km	Existing
6	City Aparthotel	★★★★	Written and Photographic press	38	48	0-10km	Existing
7	The Spires	★★★★		0		0-10km	Existing
45	Campanile	★★★	Written and Photographic press	50	47	0-10km	Existing
44	City Inn	★★★	Written and Photographic press	75	45	0-10km	Existing
22	Premier Travel Inn Argyle St (formerly Corus)	★★★	Broadcasters production	60	49	0-10km	Existing
55	Ambassador Hotel	★★★		0		0-10km	Existing
50	Angus Hotel	★★★	Broadcasters production	10	55	0-10km	Existing
49	Argyll Hotel	★★★	Broadcasters production	20	52	0-10km	Existing
52	Albion Hotel	★★★		0		0-10km	Existing
53	Belhaven Hotel	★★★		0		0-10km	Existing
25	Bewleys Hotel	★★★		40	38	0-10km	Existing
43	Swallow Hotel	★★★	Broadcasters production	70	59	0-10km	Existing
28	Tulip Inn	★★★	Broadcasters production	50	44	0-10km	Existing
40	Ewington Hotel	★★★		0		0-10km	Existing
30	Merchant Lodge	★★★		0		0-10km	Existing
24	Artto Hotel	★★★		0		0-10km	Existing
27	Express by Holiday Inn Riverside	★★★	OC Sponsors	100	78	0-10km	Existing
26	Express by Holiday Inn Theatreland	★★★	Written and Photographic press	65	74	0-10km	Existing
21	Holiday Inn West	★★★	Host OC, Observers	150	55	0-10km	Existing
23	Jurys Inn	★★★	Host OC	150	47	0-10km	Existing
29	Ramada Hotel City	★★★		20	21	0-10km	Existing
32	Premier Travel Inn George Square	★★★	Broadcasters production	100	42	0-10km	Existing
54	Pond Hotel	★★★		50	36	0-10km	Existing
47	Devoncove hotel	★★★	Broadcasters production	30	67	0-10km	Existing

Table 12.3.6 – Total Games-time room inventory (with example) *continued*

Hotel Ref. no	Hotel name	Star category	Constituent sub-group	No. of guaranteed rooms*	% of total number of rooms in hotel	Location**	Construction status***
46	Sandyford	★★★		0		0-10km	Existing
31	Brunswick Hotel	★★★		0		0-10km	Existing
86	Kincaid Hotel	★★★		0		10-50km	Existing
20	Novotel	★★★	Broadcasters production	50	36	0-10km	Existing
41	Sherbrooke Castle	★★★		0		10-50km	Existing
84	Premier Travel Inn Burnbrae	★★★		0		10-50km	Existing
36	Kings Park Hotel	★★★		0		0-10km	Existing
33	Premier Travel Inn Stepps	★★★		0		10-50km	Existing
35	Premier Travel Inn Glasgow East	★★★		0		10-50km	Existing
100	Premier Travel Bellshill	★★★		0		10-50km	Existing
135	Premier Travel Inn Paisley	★★★		0		10-50km	Existing
34	Premier Travel Inn Cambuslang	★★★		0		0-10km	Existing
19	Victorian House	★★★		0		10-50km	Existing
51	Manor Park	★★★		0		10-50km	Existing
115	Abbotsford Hotel	★★★		0		10-50km	Existing
58	Quality Central	★★	Written and Photographic press	130	59	0-10km	Existing
59	Burnside Hotel	★★		0		0-10km	Existing
158	Premier Travel Inn Paisley Rd	★★		0		0-10km	Existing
56	Premier Travel Inn Charing Cross	★★	Photographer	100	40	0-10km	Existing
57	Ibis Hotel	★★	Sports Specific Journalist, Personal Coach	60	43	0-10km	Existing
159	West Park Hotel	★★		0		10-50km	Existing
60	Torrance Hotel	★★		0		10-50km	Existing
61	ETAP Hotel	★		65	39	0-10km	Completion expected June 2007
62	Buchanan Hotel	★		0		0-10km	Existing
64	Mar Hall	★★★★★		20	38	10-50km	Existing
65	Cameron House	★★★★★		30	31	10-50km	Existing
178	Glenapp Castle	★★★★★		0		10-50km	Existing
63	Lochgreen House	★★★★★		0		10-50km	Existing
179	Turnberry	★★★★★		0		10-50km	Existing
16	Holiday Inn EK	★★★★		40	39.5	10-50km	Existing
70	Dakota Hotel	★★★★		0		10-50km	Existing
69	Hilton Strathclyde	★★★★		55	51	10-50km	Existing
81	Beardmore Hotel	★★★★		90	53	10-50km	Existing
82	Gleddoch House	★★★★		40	66	10-50km	Existing
180	Malin Court Hotel	★★★★		0		10-50km	Existing
83	Winnock Hotel	★★★★		0		10-50km	Existing
66	Garfield House Hotel	★★★★		30	64	10-50km	Existing
74	MacDonald Crutherland	★★★★		40	53	10-50km	Existing
73	Alona Hotel	★★★★		0		10-50km	Existing
75	Strathaven Hotel	★★★★		0		10-50km	Existing
78	Fairfield House Hotel	★★★★		0		10-50km	Existing

Table 12.3.6 – Total Games-time room inventory (with example) *continued*

Hotel Ref. no	Hotel name	Star category	Constituent sub-group	No. of guaranteed rooms*	% of total number of rooms in hotel	Location**	Construction status***
72	Inchyra Grange Hotel	★★★★		0		10-50km	Existing
68	Stirling Highland Hotel	★★★★		0		10-50km	Existing
71	Grange Manor Hotel	★★★★		0		10-50km	Existing
77	Western House Hotel	★★★★		0		10-50km	Existing
76	Park Hotel	★★★★		0		10-50km	Existing
79	Marine Hotel	★★★★		0		10-50km	Existing
80	Piersland Hotel	★★★★		0		10-50km	Existing
67	Queens Hotel Bridge of Allan	★★★★		0		10-50km	Existing
138	Holiday Inn Glasgow Airport	★★★	Production and Technical Personnel of Rights Holding Broadcaster and Rights Holding Support Personnel	100	33	10-50km	Existing
42	Cairn Hotel	★★★		0		10-50km	Existing
136	Ramada Glasgow Airport	★★★	Production and Technical Personnel of Rights Holding Broadcaster and Rights Holding Support Personnel	40	37	10-50km	Existing
106	Avonbridge Hotel	★★★		0		10-50km	Existing
101	Bothwell Bridge Hotel	★★★		0		10-50km	Existing
148	Buchanan Arms Hotel	★★★		0		10-50km	Existing
38	Busby Hotel	★★★		0		10-50km	Existing
87	Moodiesburn Hotel	★★★		0		10-50km	Existing
130	Dalmeny Park Hotel	★★★		0		10-50km	Existing
48	Smiths Hotel	★★★		0		10-50km	Existing
111	Baxters Country Inn	★★★		0		10-50km	Existing
109	Cartland Bridge Hotel	★★★		0		10-50km	Existing
104	Moorings Hotel	★★★		0		10-50km	Existing
110	New Lanark Mill	★★★		0		10-50km	Existing
103	Dalziel Park	★★★		0		10-50km	Existing
141	Normandy	★★★		75	53	10-50km	Existing
142	Erskine Bridge	★★★		100	56	10-50km	Existing
129	Express by Holiday Inn Glasgow Airport	★★★		0		10-50km	Existing
102	Express by Holiday Inn Strathclyde	★★★		40	33	10-50km	Existing
85	Premier Travel Inn West Highland Gate	★★★		0		10-50km	Existing
37	Premier Travel Inn East Kilbride	★★★		0		10-50km	Existing
105	Premier Travel Inn Hamilton	★★★		0		10-50km	Existing
145	Express by Holiday Inn Greenock	★★★		0		10-50km	Existing
137	Premier Travel Inn Glasgow Airport	★★★		0		10-50km	Existing
139	Travelodge Glasgow Airport	★★★		0		10-50km	Existing

Table 12.3.6 – Total Games-time room inventory (with example) *continued*

Hotel Ref. no	Hotel name	Star category	Constituent sub-group	No. of guaranteed rooms*	% of total number of rooms in hotel	Location**	Construction status***
147	Ramada Gourock	★★★★		0		10-50km	Existing
89	Westerwood Hotel	★★★★		75	75	10-50km	Existing
140	Glynhill Hotel	★★★★		70	47	10-50km	Existing
134	Lynnhurst Hotel	★★★★		0		10-50km	Existing
90	Castleary Hotel	★★★★		0		10-50km	Existing
146	Tontine Hotel	★★★★		0		10-50km	Existing
108	Popinjay Hotel	★★★★		0		10-50km	Existing
132	Bowfield Hotel	★★★★		0		10-50km	Existing
116	Ayrshire & Galloway Hotel	★★★★		0		10-50km	Existing
149	Lodge On Loch Lomond	★★★★		0		10-50km	Existing
98	Leapark Hotel	★★★★		0		10-50km	Existing
120	Horizon Hotel	★★★★		0		10-50km	Existing
119	Ramada Hotel Ayr	★★★★		0		10-50km	Existing
127	Burnhouse Manor Hotel	★★★★		0		10-50km	Existing
114	Fenwick Hotel	★★★★		0		10-50km	Existing
125	Thistle Hotel	★★★★		0		10-50km	Existing
133	Willowbank Hotel	★★★★		0		10-50km	Existing
126	Montgrennan Mansion House Hotel	★★★★		0		10-50km	Existing
122	Parkstone Hotel	★★★★		0		10-50km	Existing
113	Lochside House	★★★★		0		10-50km	Existing
131	Seamill Hydro	★★★★		0		10-50km	Existing
124	South Beach Hotel	★★★★		0		10-50km	Existing
121	Prestwick Old Course Hotel	★★★★		0		10-50km	Existing
123	North Beach Hotel	★★★★		0		10-50km	Existing
118	Elms Court Hotel	★★★★		0		10-50km	Existing
117	Savoy Park Hotel	★★★★		0		10-50km	Existing
93	Terraces Hotel Stirling	★★★★		0		10-50km	Existing
91	King Robert Hotel	★★★★		0		10-50km	Existing
95	Stirling Management Centre	★★★★		0		10-50km	Existing
92	Park Lodge Hotel	★★★★		0		10-50km	Existing
96	Express by Holiday Inn Stirling	★★★★		0		10-50km	Existing
112	Springvale Hotel	★★★★		0		10-50km	Existing
99	Redstones Hotel	★★★★		0		10-50km	Existing
128	Uplawmoor Hotel	★★★★		0		10-50km	Existing
144	Abbotsford Hotel	★★★★		0		10-50km	Existing
161	Royal Hotel Bridge of Allan	★★★★		0		10-50km	Existing
97	Airth Castle Hotel	★★★★		0		10-50km	Existing
94	Royal Lodge Bridge of Allan	★★★★		0		10-50km	Existing

Table 12.3.6 – Total Games-time room inventory (with example) *continued*

Hotel Ref. no	Hotel name	Star category	Constituent sub-group	No. of guaranteed rooms*	% of total number of rooms in hotel	Location**	Construction status***
150	Rowardennan Hotel	★★★★		0		10-50km	Existing
39	Eglington Arms Eaglesham	★★★★		0		10-50km	Existing
107	Shawlands Hotel	★★★★		0		10-50km	Existing
88	Red Deer Innkeepers Hotel	★★★★		0		10-50km	Existing
143	Dumbuck House	★★★★		0		10-50km	Existing
181	Kildonan Hotel	★★★★		0		10-50km	Existing
155	The Cariston Hotel	★★		0		10-50km	Existing
154	Glenpark Hotel	★★		0		10-50km	Existing
153	Swallow Station Hotel	★★		0		10-50km	Existing
182	Hotel Westcliffe	★★		0		10-50km	Existing
157	Watermill Hotel	★★		0	0	10-50km	Existing
151	Bentley Hotel Motherwell	★★		0		10-50km	Existing
160	Colquhoun Arms Luss	★★		0		10-50km	Existing
152	Howard Park Hotel	★★		0		10-50km	Existing
156	Burnlea Hotel Largs	★★		0		10-50km	Existing
162	Carlton Hotel	★		0		10-50km	Existing
	University of Strathclyde			0		0-10km	Existing
167	Campus Village		Technical Officials	478	79		Existing
169	Jordanhill			0			Existing
177	Ross Priory			0			Existing
	University of Glasgow			0		0-10km	Existing
171	Winton Drive			80	100		Existing
170	Wolfson Hall			217	100		Existing
174	Kelvinhaugh Gate			85	100		Existing
175	Cairncross House			155	155		Existing
176	Murano Street			500	500		Existing
172	Queen Margaret Hall			300	300		Existing
164	Glasgow Caledonian University			581	88	0-10km	Existing
165	Buchanan View			0		0-10km	Existing
168	Blackfriars			0		0-10km	Existing
173	Cooperage			0		0-10km	Existing
166	Victoria Halls			300	65	0-10km	Existing
163	Eurohostel			0		0-10km	Existing
				6614			

Question 12.4

Room Allocation In accordance with tables 12.3.1 – 12.3.6, show your planned allocation of rooms to the various constituent sub-groups by using table 12.4 (listing all constituent sub-groups individually).

Room Allocations

Table 12.4 – Room allocation by constituent sub-group								
Constituent sub-group – CGF								
Hotel category	Location	Number of hotels			Number of rooms			Total
		Existing	Planned	Additional	Existing	Planned	Additional	
★★★★★	0-10k	2			100			100
	10-50k							
Totals		2			100			

Table 12.4 – Room allocation by constituent sub-group								
Constituent sub-group – IFs								
Hotel category	Location	Number of hotels			Number of rooms			Total
		Existing	Planned	Additional	Existing	Planned	Additional	
★★★★★	0-10k	1			20			20
	10-50k							
Totals		1			20			

Table 12.4 – Room allocation by constituent sub-group								
Constituent sub-group – Future OCs								
Hotel category	Location	Number of hotels			Number of rooms			Total
		Existing	Planned	Additional	Existing	Planned	Additional	
★★★★★	0-10k	1			6			6
	10-50k							
Totals		1			6			

Table 12.4 – Room allocation by constituent sub-group								
Constituent sub-group – Agencies								
Hotel category	Location	Number of hotels			Number of rooms			Total
		Existing	Planned	Additional	Existing	Planned	Additional	
★★★★★	0-10k	1			16			16
	10-50k							
Totals		1			16			

Table 12.4 – Room allocation by constituent sub-group								
Constituent sub-group – CGF/CGA								
Hotel category	Location	Number of hotels			Number of rooms			Total
		Existing	Planned	Additional	Existing	Planned	Additional	
★★★★★	0-10k	1			140			140
	10-50k							
Totals		1			140			

Table 12.4 – Room allocation by constituent sub-group

Constituent sub-group – Technical Officials								
Hotel category	Location	Number of hotels			Number of rooms			Total
		Existing	Planned	Additional	Existing	Planned	Additional	
Other accomm. (Category)	0-10k	1			270			270
	10-50k							
Totals		1			270			

Table 12.4 – Room allocation by constituent sub-group

Constituent sub-group – Other IF								
Hotel category	Location	Number of hotels			Number of rooms			Total
		Existing	Planned	Additional	Existing	Planned	Additional	
★★★★★	0-10k	1			17			17
	10-50k							
★★★★	0-10k	1			40			40
	10-50k							
Totals		2			57			

Table 12.4 – Room allocation by constituent sub-group

Constituent sub-group – CGA/CGA								
Hotel category	Location	Number of hotels			Number of rooms			Total
		Existing	Planned	Additional	Existing	Planned	Additional	
★★★★★	0-10k	2			72			72
	10-50k							
Totals		2			72			

Table 12.4 – Room allocation by constituent sub-group

Constituent sub-group – Host OC								
Hotel category	Location	Number of hotels			Number of rooms			Total
		Existing	Planned	Additional	Existing	Planned	Additional	
★★★★★	0-10k	2			37			37
	10-50k							
★★★★	0-10k	1			6			6
	10-50k							
★★★	0-10k	2			200			200
	10-50k							
Totals		5			243			

Table 12.4 – Room allocation by constituent sub-group

Constituent sub-group – Dignitaries								
Hotel category	Location	Number of hotels			Number of rooms			Total
		Existing	Planned	Additional	Existing	Planned	Additional	
★★★★★	0-10k	1			50			50
	10-50k							
Totals		1			50			

Table 12.4 – Room allocation by constituent sub-group								
Constituent sub-group – Observers								
Hotel category	Location	Number of hotels			Number of rooms			Total
		Existing	Planned	Additional	Existing	Planned	Additional	
★★★	0-10k				100			100
	10-50k							
★★	0-10k	1						
	10-50k							
Totals		1			100			

Table 12.4 – Room allocation by constituent sub-group								
Constituent sub-group – OC Sponsors								
Hotel category	Location	Number of hotels			Number of rooms			Total
		Existing	Planned	Additional	Existing	Planned	Additional	
★★★★★	0-10k	1			77			77
	10-50k							
★★★	0-10k	1			100			100
	10-50k							
Totals		2			177			

Table 12.4 – Room allocation by constituent sub-group								
Constituent sub-group – Broadcasters Hospitality								
Hotel category	Location	Number of hotels			Number of rooms			Total
		Existing	Planned	Additional	Existing	Planned	Additional	
★★★★★	0-10k	1			60			60
	10-50k							
Totals		1			60			

Table 12.4 – Room allocation by constituent sub-group								
Constituent sub-group – Broadcasters Production								
Hotel category	Location	Number of hotels			Number of rooms			Total
		Existing	Planned	Additional	Existing	Planned	Additional	
★★★★★	0-10k	5			590			590
	10-50k							
★★★	0-10k	9			407			407
	10-50k							
Totals		14			997			

Table 12.4 – Room allocation by constituent sub-group								
Constituent sub-group – Written and Photographic Press								
Hotel category	Location	Number of hotels			Number of rooms			Total
		Existing	Planned	Additional	Existing	Planned	Additional	
★★★★★	0-10k	2			138			138
	10-50k							
★★★	0-10k	3			135			135
	10-50k							
★★	0-10k	3			290			290
	10-50k							
★	0-10k	1			65			65
	10-50k							
Totals		9			628			

Room rates

Question 12.5.1 Commonwealth Games family hotel rate

Clearly stipulate the maximum room rate for all room types (single, double/twin and suite) in GBP 2014 and including breakfast(s) and taxes, applicable to the following population.

Table 12.5.1 – Commonwealth Games family hotel rate

Commonwealth Hotels Rate Population	Hotel	2014 Single Occupancy Rate – £ –	2014 Double/Twin Occupancy Rate – £ –
CGF Life Vice Presidents	Hilton Glasgow	165	178
CGF Management (President, Executive Board, CEO)	Hilton Glasgow	165	178
IF President/Secretary General (Summer)	Hilton Glasgow	165	178
CGA President/Secretary General	Hilton Glasgow	165	178
CGF Group Administration	Hilton Glasgow	165	178
CGF Commissions (Medical, Ethics, Athletes)	Hilton Glasgow	165	178
CGF Advisors, Experts, Consultants, Agents	Hilton Glasgow	165	178
CGF Partners and Suppliers	Radisson SAS	196	209
CGF Guests (including CGF Members' guests)	Hilton Glasgow	165	178
ACGA, ASOIF, GAISF	Hilton Glasgow	165	178
Future OCs (President, Director General, Mayor, Exec Members)	Hilton Glasgow	165	178
Previous OCs (President, Director General)	Hilton Glasgow	165	178
Bid Cities (Executives)	Radisson SAS	165	178
CAS	Radisson SAS	196	209
WADA	Radisson SAS	196	209

12.5.2 Constituent hotel(s) rate

Give the maximum room rate in GBP 2007 and 2014 for all room types for all populations not covered by the Commonwealth Games Family hotel(s) rate stated in Q 12.5.1.

Describe how such room rates will be indexed to 2014 and controlled.

Table 12.5.2 – Constituent hotel rate

Hotel	2007 Single room rate – £ –	2007 Double/Twin room rate – £ –	2014 Single room rate – £ –	2014 Double/Twin room rate – £ –
Glasgow Hilton	129	140	165	178
One Devonshire Gardens	153	201	260	325
Radisson SAS	119	129	196	209
Mar Hall	156	213	198	271
Cameron House	254	254	309	339
Carlton George	168	181	214	231
Crowne Plaza	114	124	145	157
Glasgow Marriott	124	135	158	171
Hilton Grosvenor	109	119	139	151
Langs Hotel	104	104	132	142
Malmaison	154	154	195	195
Menzies Glasgow	129	150	165	190
Millennium Hotel	104	114	132	145
Thistle Hotel	114	114	145	155
Holiday Inn Theatreland	104	114	132	145
Abode at Arthouse	114	118	145	150

Table 12.5.2 – Constituent hotel rate *continued*

Hotel	2007 Single room rate – £ –	2007 Double/Twin room rate – £ –	2014 Single room rate – £ –	2014 Double/Twin room rate – £ –
Fraser Suites	142	142	180	180
City Aparthotel	129	169	171	262
Holiday Inn East Kilbride	114	124	145	157
Hilton Strathclyde	109	119	139	151
Beardmore Hotel	93	109	120	130
Gleddoch House Hotel	103	155	175	221
Garfield House Hotel	96	110	122	140
MacDonald Crutherland Hotel	135	135	172	172
Westerwood Hotel	129	142	165	180
Campanile Hotel	77	77	93	100
City Inn	126	126	175	175
Angus Hotel	56	77	70	100
Argyll Hotel	70	93	90	120
Premier Travel Inn Argyle Street (formerly Corus Hotel)	72	72	90	99
Bewleys Hotel	79	86	125	135
Swallow Hotel	93	104	118	132
Tulip Inn	93	93	156	166.95
Express by Holiday Inn Riverside	83	83	110	110
Express by Holiday Inn Theatreland	75	75	99	99
Holiday Inn West	102	110	150	175
Jury's Inn	150	150	190	190
Ramada City	121	121	175	185
Premier Travel Inn George Sq	69	78	90	99
Pond Hotel	118	118	170	180
Devoncove Hotel	56	75	70	95
Novotel	82	92	125	135
Holiday Inn Glasgow Airport	140	140	163	163
Ramada Glasgow Airport	118	122	150	155
Express Strathclyde	95	95	120	120
Glynhill Hotel	102	118	130	150
Erskine Bridge Hotel	150	150	190	190
Normandy Hotel	150	150	190	190
Quality Central Hotel	78	93	99	118
Premier Travel Inn Charing Cross	70	78	90	99
Ibis Hotel	56	56	69.95	69.95
Etap Hotel	N/A	N/A	65	65

12.5.3 Constituent hotel(s) rate

What are your plans to control room rates in hotels to be constructed and in existing hotels to be refurbished?

As additional hotel stock is reserved, room rates will be negotiated or held for the Commonwealth Games. Room rates will be guaranteed. Hotels that offer unallocated rooms to the market place will do so at a rate no greater than the published tariff.

Question 12.6 Minimum stay

The CGF prefers that no minimum stay is proposed. However, if a minimum stay is envisaged in your accommodation plan, the CGF requirement is to allow different waves of room blocks throughout the Games period. If applicable, describe your plan for minimum stay and room block waves.

Minimum stay

There will be no requirement for a minimum stay.

Question 12.7

Provide guarantees from all individual hotels and other accommodation owners listed in tables 12.3.1 to 12.3.5 guaranteeing, for all constituent groups:

- Room availability
- Room rate
- Minimum stay/room block waves, if applicable
- Timelines and financing of hotel upgrades, if applicable
- Price controls for services other than room rates
- That accommodation contracts are binding through to the Games.

Please note that, following election as the Host City, the OC will be required to develop a detailed contract with each hotel/accommodation owner. Further, a different contract will be required for the official CGF Flagship Hotel for the Games Family hotel(s).

Guarantees

All relevant hotels and halls of residence have committed their allocated rooms and rates for 2014 with an authorised signatory from each hotel. This confirms room availability and rate. There is no requirement for a minimum length of stay.

In regard to price controls for services other than room rates, a statement of intent from the Greater Glasgow Hotels Association has been developed to commit to a transparent and fair pricing policy.

Contracts will be binding through the period of the Games and current allocations and rates offered commit the hotels to their agreements.

Please refer to Section 12.7 of the Guarantees file for the signed Covenants.

The Flagship Hotel

We have noted the need for a separate contract for the Flagship Hotel in due course.

As part of the support mechanisms for visiting CGAs the cost of staying in the flagship hotel for up to three delegates during the period of the General Assembly and the Games themselves will be free of charge.

Question 12.8

In addition, provide guarantees from the competent authorities for all hotels and other accommodation to be constructed (planned and additional), guaranteeing:

- Construction authorisation
- Works timelines
- Financing
- Management company.

Construction

We are working very closely with construction companies and hotel operators and will contract them as soon as they are in a position to do so in relation to new hotels. There is sufficient accommodation stock in Greater Glasgow (0-50km radius) to meet the room requirements of the Games.

There are 18,059 rooms available, equating to over 215,000 room nights during the 12 day period of the Games. Melbourne required 78,000 room nights during the 12 day period of the Games. Glasgow has an allocation of 79,368 room nights during 12 day period of the Games. As additional hotels are built, these will be reserved and contracted as required.

Question 12.9

Provide details regarding your accommodation plan for spectators during the Commonwealth Games.

Spectators

Glasgow City Marketing Bureau is the official marketing agency for the city region. It carries out a variety of significant activities including co-ordinating and managing large accommodation room requirements for conventions and events to the city.

In the year 2005/6, the Bureau placed 346,000 room nights across the area, managing room blocks and hotel room bookings. It has unrivalled relationships with its entire accommodation sector and Glasgow is recognised as one of the easiest cities in the world in which to do business. The accommodation providers work hand in hand with the Bureau and have done so over a 10 year period.

The Bureau manages the Clash Diary to ensure that where a number of events are taking place in the city, the needs of each organiser is taken into account and catered for. It has extensive experience of managing a wide range of events and concurrent events including the Special Olympics in Glasgow and the G8 Summit accommodation requirements.

The Bureau has negotiated with all the relevant accommodation providers for both room blocks and rates, and has secured 3,918 hotel bedrooms and 2,696 university accommodation beds, well in excess of the requirements for the Games Family. There are also 7,952 unallocated hotel bedrooms available within the 0-50 kilometre radius, which is sufficient to accommodate the requirements for the spectators for the Games in 2014. This total does not include the additional hotel rooms that are currently being developed and built, which will further exceed the spectator requirement.

Glasgow City Marketing Bureau on behalf of the Organising Committee will manage the accommodation of the Games Family providing an online booking system specific to 2014 requirements. With the wide range of experience that Glasgow City Marketing Bureau has in handling large volumes of room bookings, it is envisaged that this will add considerable value to the successful delivery of the Games.

Question 12.10

Provide a brief explanation of how your accommodation plan is linked to public transport arrangements.

Transport

All the accommodation contracted is close to public transport and is integrated within the transport plan. As with other events and conferences, accommodation maps are linked to public transport maps which GCMB will provide and distribute amongst hotels. Information posters will be put up in each hotel. The main hotels will have an information desk and offer prior information on main entry and exit points such as airports and train stations.

Glasgow City Marketing Bureau has significant experience over the past 10 years working with event and conference organisers in regard to transportation of delegates and event attendees. The Bureau works closely with the transport authorities. The individual event attendees are provided with maps of the city, their accommodation and the proximity to the event venue.

Hotel maps will be produced for each hotel with transport information for event attendees on how to get to venues by train, bus and subway. In addition, at the entry points of the airlines and train stations information desks which offer specific information for those arriving have proved successful in ensuring easy access and a warm welcome to Glasgow.

Question 12.11

If applicable, list any other accommodation possibilities which could be envisaged. (eg, youth hostels, university campus, campsites, etc.).

What would be the capacity of this additional accommodation?

Additional accommodation

There are a total of 2,793 beds in university accommodation in Glasgow of which 2,396 have been reserved. There are a further 2028 beds in modern private student accommodations of which 300 have been reserved.

There is significant number of beds in hostel accommodation in the city that currently have not been reserved.

The following information concerns other guest house and hostel type accommodation within the 50 km radius.

Table 12.11 – Other hostel accommodation

Other hostel accommodation	Number of rooms	Star rating
Loch Lomond Youth Hostel	153	4
Inversnaid Bunkhouse	18	Awaiting Inspection
Rowardennan Youth Hostel	76	4
Bunkum Backpackers	36	2
Glades	19	4
Glasgow Youth Hostel	150	4
Margaret Macdonald House	116	2
New Lanark Youth Hostel	64	3
Stirling Youth Hostel	123	4

Table 12.11 – Other accommodation

Name	Accommodation Type	Location	Rooms
Culag Lochside	Guest House	Luss	20 rooms
Inverbeg Inn	Inn	Inverbeg	20 rooms
Milton Inn	Inn	Milton	19 Rooms
Stewart Halls	Student Accommodation	Motherwell College	43 Beds
Abbey Hotel	Inn	Paisley	12 rooms
Golf View	Guest House	Prestwick	11 rooms
Pendreich Way	Chalets	Stirling	10 rooms
James Watt College	Student Accommodation	Greenock	23 rooms
Windsor Hotel	Guest House	Ayr	10 rooms
Balloch House	Inn	Balloch	12 rooms
Tullie Inn	Inn	Balloch	13 rooms

Campsites/Caravan sites

Ardgartan Caravan and Camping Site, Arrochar
– 200 pitches for tents, caravans and motorhomes

Lettershaws Farm Camp Site, Abington
– 22 electric hook ups

Craigendmuir Park, Stepps
– 30 Pitches for tents
– 30 Pitches for campers
– Holiday homes, chalets and static caravans for hire

Keltie Bridge Caravan Park, Callander
– 50 pitches

Immervoulin Caravan and Camping Park, Strathyre
– 100 pitches
– 60 caravans
– 40 tents

Glen Dochart Caravan Park, Crianlarich
– 45 pitches

Balgair Castle Caravan Park, Fintry
– 63 touring pitches
– Three mobile homes for hire

Rosneath Castle Caravan Park, Helensburgh
– 50 pitches

Crossburn Caravan Park, Douglas
– 50 pitches

Clyde Valley Caravan Park, Douglas
– 50 pitches

Lomond Woods Holiday Park, Balloch
– 50 touring pitches, 30 seasonal pitches
– 30 pitches for motor homes
– 10 holiday homes for hire

Beinglas Farm Campsite, Inverarnan
– 60 pitches

Lagganbeg Caravan Park, Gartocharn
– 32 pitches

Cashel Camping and Caravan Park, Balmaha
– 250 pitches

Strathclyde Country Park, Motherwell
– 100 caravan pitches
– 50 tent pitches

Auchenbowie Caravan Site, Auchenbowie
– 120 pitches

Witches Craig Caravan Park, Blairlogie
– 60 pitches

Cobleland – Caravan and Camping Site, Aberfoyle
– 135 pitches

13

Transport

Theme contents

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01
Glasgow International Airport



02
Glasgow's Traffic Control Centre

03
An electronic information system operates on main bus routes around the city to keep passengers up to date

04
City cycle path



05
Scotland has a modern, extensive rail network offering fast, reliable public transport across the country

06
The Clyde Waterbus

07
Friendly customer service at Glasgow Central Station

Theme 13: Transport

- An accessible country with three international airports less than one hour from Glasgow City Centre
- Glasgow International Airport: 20 minutes to the City Centre
- Procedures to ensure efficient and quick passage through airports
- New and additional transport developments:
 - Roads – extensive strategic road system which is being further improved
 - Railways – new stations and links to the airports
 - Airports – extension to and development of existing terminals
- Dedicated Games route network
- Network of cycle lanes and footpaths
- Over 60% of Commonwealth nations and territories served by direct flight or one hub transfer
- Robust Games Family and spectator transport plan
- Free public transport – with Games Tickets and for accredited individuals
- Games Transport Delivery Plan, with powers derived from a forthcoming Games Bill
- Safe and efficient public transport systems
- Over 90% of athletes within 20 minutes of their event

Introduction

Transport to and within the city is crucial for a successful Games. After decades of investment, Glasgow has one of the most extensive public transport systems in Europe complemented by a wide range of public roads. This past investment has provided a strong foundation for an efficient and effective transportation plan for the Games.

Please differentiate between transport infrastructure within the city boundary and from the city boundary to outlying venues.

The infrastructure items in table 13.1 should be attributed a unique colour-coded number and listed in numerical order (see table 13.1).

For all projected transport infrastructure (planned and additional), provide guarantees containing:

Question 13.1

Use table 13.1 to list:

- Your existing transport infrastructure (motorways, major urban arterial network, suburban rail, subway, light rail public transport systems and other transport systems with significant capacity)
- All transport infrastructure developments planned irrespective of the Commonwealth Games but having a direct impact on Games venue accessibility
- Any additional transport infrastructure necessary to host the Commonwealth Games.
- Required authorisations
- Bodies responsible for projects
- Construction timelines
- Financing.

Existing and planned infrastructure

Table 13.1 – Existing, planned and additional transport infrastructure

Type of Transport Infrastructure (Motorways, major urban arterial network, suburban rail, subway, light rail public transport systems)		Length (km) + capacity (no. of traffic lanes or tracks)				Construction/upgrade				Source of finance (public/ private/ joint)
		Within city boundary		From city boundary to outlying venues		Body responsible	Construction date		Cost (if not yet completed) in GBP 2007	
		Length	Capacity	Length	Capacity		Start	Finish		
Existing	Roads									
	1	M8 Motorway (including Kingston Bridge)	22.5	3-6 lanes	51.5	2-3 lanes	–	–	–	–
	2	M80 Motorway	3.8	2 lanes	–	–	–	–	–	–
	3	M73 Motorway	5.4	3 lanes	1.3	3 lanes	–	–	–	–
	4	M74 Motorway	4.0	3 lanes	9.2	3 lanes	–	–	–	–
	5	M77 Motorway	6.2	2 lanes	5.0	2-3 lanes	–	–	–	–
	6	A77	5.4	2 lanes	129.8	2 lanes	–	–	–	–
	7	A8	19.3	1-2 lanes	39.4	1-2 lanes	–	–	–	–
	8	A80 Dual Carriageway	3.8	2-3 lanes	–	–	–	–	–	–
	9	A82	9.0	2-3 lanes	26.5	1-2 lanes	–	–	–	–
	10	A89	10.0	2 lanes	–	–	–	–	–	–
	11	A74	10.0	2 lanes	–	–	–	–	–	–
	12	A726 (A727)	–	–	14.0	2 lanes	–	–	–	–
	13	A814 Clydeside Expressway	5.0	2 lanes	–	–	–	–	–	–
	14	A803 Springburn Expressway	2.5	2 lanes	–	–	–	–	–	–
	15	A726 Glasgow Southern Orbital	–	–	9.2	2 lanes	–	–	–	–
	16	Clyde Tunnel	0.8	2 lanes	–	–	–	–	–	–
	17	B763	3.8	2 lanes	–	–	–	–	–	–
	18	A749	2.0	2 lanes	5.0	2 lanes	–	–	–	–
	19	A814	3.7	2 lanes	–	–	–	–	–	–
	20	A879	7.3	2 lanes	–	–	–	–	–	–
	21	A730	6.0	2 lanes	–	–	–	–	–	–
	22	A739	7.7	2 lanes	–	–	–	–	–	–
	23	A761	4.3	2 lanes	–	–	–	–	–	–
	24	A81	5.5	2 lanes	–	–	–	–	–	–
	25	A728 – B766	7.9	2 lanes	–	–	–	–	–	–
	26	B768	4.7	1-2 lanes	–	–	–	–	–	–
	27	Clyde Arc	0.3	2 lanes	–	–	–	–	–	–
	28	Erskine Bridge	–	–	2.0	2 lanes	–	–	–	–
	29	M9	–	–	3.9	2-3 lanes	–	–	–	–
	30	A90	–	–	4.2	2 lanes	–	–	–	–
	31	A8000	–	–	4.2	1-2 lanes	–	–	–	–
	32	Glasgow Harbour Roads	3.0	2 lanes	–	–	–	–	–	–
		Totals:								
		Motorways	41.9	2-6 lanes	70.9	2-3 lanes	–	–	–	–
		Major Road Network	114.3	1-4 lanes	236.2	1-3 lanes	–	–	–	–
		Rail Lines								
	33	Subway	10.5	2 tracks	–	–	–	–	–	–
	34	Argyle Line/North Electrics	26.3	2-4 tracks	52.5	2-4 tracks	–	–	–	–
	35	West Coast Main Line	4.2	2-4 tracks	16.3	2-4 tracks	–	–	–	–
	36	Cathcart Circle/South Electrics	11.4	2 tracks	–	–	–	–	–	–
	37	Glasgow-Edinburgh Main Line	4.4	2-4 tracks	71.6	2-4 tracks	–	–	–	–
	38	Edinburgh-Rosyth Line	–	–	17.7	2 tracks	–	–	–	–
	39	Inverclyde Line	8.6	2 tracks	28.1	2 tracks	–	–	–	–
	40	Ayrshire Line	8.6	2 tracks	149.5	2 tracks	–	–	–	–
	41	Northern Suburban	6.6	2 tracks	–	–	–	–	–	–
	42	Whifflet Line	11.2	2 tracks	–	–	–	–	–	–
	43	Airdrie Line	–	2 tracks	–	–	–	–	–	–
	44	Neilston Line	12.3	2 tracks	–	–	–	–	–	–
	45	Barrhead/Kilmarnock	11.4	2 tracks/ 1 track	–	–	–	–	–	–
	46	Paisley Canal Line	11.2	2 tracks/ 1 track	–	–	–	–	–	–
	47	Springburn Branch	4.2	2 tracks	–	–	–	–	–	–
	48	East Kilbride Line	12.2	2 tracks/ 1 track	–	–	–	–	–	–
	49	Cumbernauld Line	8.0	2 tracks/ 1 track	14.4	2 tracks/ 1 track	–	–	–	–
		Other Modes								
50	National Cycle Route 75 (G-E)	13.0	1 off-road path	–	–	–	–	–	–	
51	National Cycle Route 7&75 (G-C)	10.0	1 off-road path	–	–	–	–	–	–	
52	National Cycle Route 7 (G-I)	8.0	1 off-road path	–	–	–	–	–	–	
53	Kelvin Cycleway	7.5	1 off-road path	–	–	–	–	–	–	
54	Forth and Clyde Canal towpath	15.0	1 off-road path	–	–	–	–	–	–	
55	Other Cycle Routes	66.5	1 off-road path	–	–	–	–	–	–	

Table 13.1 – Existing, planned and additional transport infrastructure *continued*

Type of Transport Infrastructure (Motorways, major urban arterial network, suburban rail, subway, light rail public transport systems)		Length (km) + capacity (no. of traffic lanes or tracks)				Construction/upgrade				Source of finance (public/ private/ joint)	
		Within city boundary		From city boundary to outlying venues		Body responsible	Construction date		Cost (if not yet completed) in GBP 2007		
		Length	Capacity	Length	Capacity		Start	Finish			
Existing	Other Modes										
	Quality Bus Corridors:										
56	Faifley to Baillieston	24.1	1 lane	7.5	1 lane	–	–	–	–	–	–
57	Great Western Road to Clarkston Road	24.9	1 lane	–	–	–	–	–	–	–	–
58	Springburn Road	3.4	1 lane	–	–	–	–	–	–	–	–
59	Paisley Road West to Balmore Road	22.3	1 lane	–	–	–	–	–	–	–	–
60	Maryhill Road to Tollcross Road	18.0	1 lane	–	–	–	–	–	–	–	–
61	Dalmarnock Road	2.9	1 lane	–	–	–	–	–	–	–	–
62	Alexandra Parade/Edinburgh Road	8.0	1 lane	–	–	–	–	–	–	–	–
63	Duke Street	3.2	1 lane	–	–	–	–	–	–	–	–
Type of Transport Infrastructure (Motorways, major urban arterial network, suburban rail, subway, light rail public transport systems)											
Existing	Airports										
64	Glasgow International Airport	65	Edinburgh Airport	66	Glasgow Prestwick International Airport						
	Ferry Ports										
67	Greenock Cruise Liner Port	68	Troon Ferry Port	69	Stranraer Ferry Port	70	Cairnryan Ferry Port				
71	Rosyth Ferry Port										
	Bus and Coach Stations	72	Buchanan Street								
	Rail Stations	73	Glasgow Central	74	Glasgow Queen Street	75	Edinburgh Waverley				
76	Edinburgh Haymarket	77	Prestwick International	78	Mount Florida	79	Kings Park				
80	Partick	81	SECC	82	Bridgeton	83	Dalmarnock				
84	Carntyne	85	Airbles	86	Motherwell	87	Balloch				
88	Scotstounhill	89	Jordanhill	90	Stranraer	91	Troon				
92	Greenock Central	93	Rosyth								
	Subway Stations	94	Buchanan Street	95	St Enoch	96	Bridge Street				
97	Cowcaddens	98	St George's Cross	99	Kelvinbridge	100	Hillhead				
101	Kelvin Hall	102	Partick	103	Govan	104	Ibrox				
105	Cessnock	106	Kinning Park	107	Shields Road	108	West Street				
Type of Transport Infrastructure (Motorways, major urban arterial network, suburban rail, subway, light rail public transport systems)		Length (km) + capacity (no. of traffic lanes or tracks)				Construction/upgrade				Source of finance (public/ private/ joint)	
		Within city boundary		From city boundary to outlying venues		Body responsible	Construction date		Cost (if not yet completed) in GBP 2007		
		Length	Capacity	Length	Capacity		Start	Finish			
Planned	Roads										
109	M74 Motorway	3.8	3 lanes	3.2	3 lanes	Transport Scotland	2008	2011	500m	Public	
110	M80 Motorway	–	–	16.5	2 lanes	Transport Scotland	2008	2010	144m	Public	
111	M8 Motorway	–	–	10.0	3 lanes	Transport Scotland	2008	2011	180m	Public	
112	East End Regeneration Route	3.8	2 lanes	–	–	Glasgow City Council	2007	2009	67.9m	Public	
113	Public Transport Infrastructure	18.8	2 lanes	–	–	Glasgow City Council	2012	2013	4.5m	Public	
	Rail Lines										
114	Edinburgh Airport Rail Link	–	–	14.2	2 tracks	Transport Scotland	2008	2011	650m	Public	
115	Airdrie-Bathgate Rail Link	–	–	23.0	2 tracks	Transport Scotland	2008	2010	299m	Public	
116	Glasgow Airport Rail Link	5.8	3 tracks	4.8	2-3 tracks	SPT/Transport Scotland	2008	2010	200m	Public	
	Other Modes										
117	River Clyde Structures: Pacific Quay Pontoon					Glasgow City Council			0.205m		
Additional	Park and Ride										
118	Park and Ride Provision					Organising Committee	2013	2014	0.8m*		

* NB – This includes both permanent (0.1m) and temporary (0.7m) works.

Existing transport infrastructure

Glasgow boasts an integrated transport system that includes a comprehensive road network, the most extensive suburban rail system in the UK outside of London and an established network of bus corridors, cycling and walking routes.

Key elements of existing infrastructure that will play an integral part in the successful delivery of the Games include:

- In 2014, Glasgow International Airport will be less than 20 minutes from the main hotel area, the Village and the MPC/IBC
- Glasgow Prestwick International Airport, 45 minutes from the City Centre
- Edinburgh Airport, 55 minutes from the City Centre
- An established strategic motorway and major road network
- The Glasgow Subway (Underground)
- A network of Quality Bus Corridors
- A rail network that links Glasgow with the rest of Scotland, the UK and wider Europe
- An extensive 'Green Network' of cycling and walking routes incorporating sections of the National Cycle Network
- Five sea ports connecting Glasgow to the Scottish Islands and other UK and European ports.

Agencies working in partnership

The roles and responsibilities for Glasgow's transport system are shared by the following agencies:

Transport Scotland

Transport Scotland, the National Transport Agency, is responsible for helping to deliver the Scottish Executive's £3 billion transport capital investment programme over the next decade.

Strathclyde Partnership for Transport

Strathclyde Partnership for Transport is the Regional Transport Partnership for the West of Scotland. It has planning and delivery functions including operating the Glasgow Subway which carries over 13 million passengers per year; procuring subsidised bus services; planning of public transport investment within the region; organising school transport for around 43,500 pupils each day and operating 10 travel information centres serving 2 million people per year.

Glasgow City Council

Glasgow City Council, as the roads authority, is responsible for managing, maintaining and developing all non-trunk roads in the city – a total of 1,700km – and the city's 3,500km footway network. The City Council works with Strathclyde Partnership for Transport and Transport Scotland to ensure an integrated approach to transport planning in Glasgow.

The powers of these authorities will be enhanced and augmented in a Games Transport Delivery Plan. This Transport Plan will be developed as part of an enabling Bill granting special powers necessary for the occasion of the Games.

Planned transport infrastructure developments

Working together, these three key agencies will deliver a planned programme of investment totalling £2 billion over the next five years. Funded by a combination of public and private sector finance, new committed developments include:

- M74 Motorway Completion – providing a key link to the wider motorway network and acting as a major catalyst in regenerating the West of Scotland
- East End Regeneration Route – delivering increased accessibility between the East End of Glasgow and the strategic road network thereby helping regenerate the East End of Glasgow; this route lies adjacent to the Village. (Reference Theme 9: Games Village)
- Glasgow International Airport Rail Link – providing a direct rail link from the airport to Glasgow City Centre with a journey time of 16 minutes and a service every 15 minutes
- Edinburgh Airport Rail Link – connecting the airport to Scotland's national rail network considerably improving the accessibility and journey time to Glasgow and Edinburgh City Centres
- Public Transport Infrastructure Improvements – future Quality Bus Corridors will be adapted to form the core Games Route Network and will link the Village with each of the Games venues as well as the IBC/MPC and main hotel areas
- River Clyde Pontoons – providing access to the river.

Transport Scotland is intending further to improve accessibility at rail stations through their 'Access for All' strategy.

Guarantees

In accordance with the Games Manual requirements, signed Guarantees are provided in support of all projected transport infrastructure (planned and additional). Please refer to Section 13.1 of the Guarantees File for the signed Covenants.

Question 13.2

Complete the maps requested in Q 8.3 as follows:

Superimpose your city's transport infrastructure, as listed in table 13.1, on Maps B, B1, B2, etc.

Please label each infrastructure item on the map with the unique number attributed to it in table 13.1 and observe the following colour code:

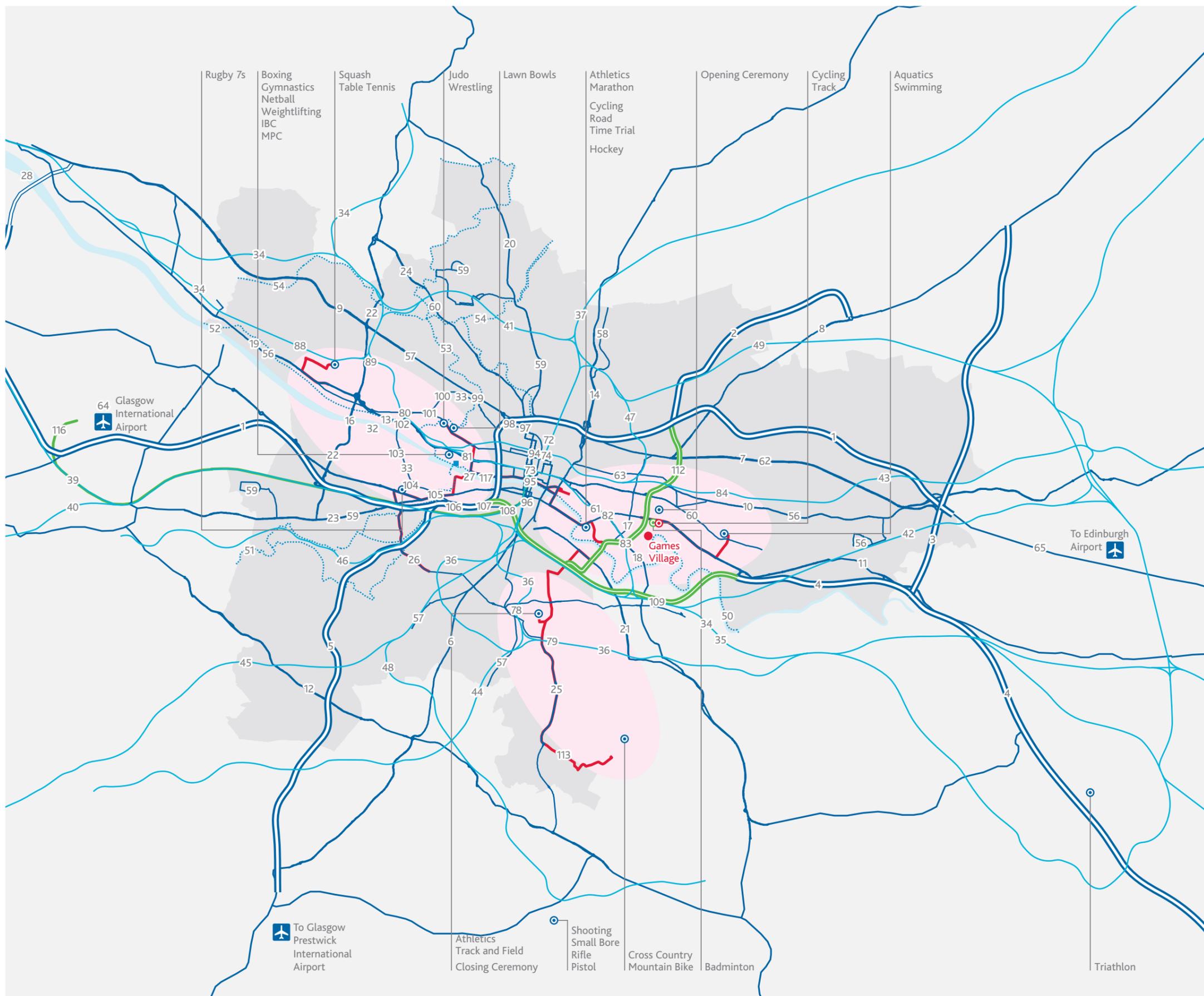
BLUE Existing infrastructure

GREEN Planned infrastructure (irrespective of the Commonwealth Games)

RED Additional infrastructure (necessary to host the Commonwealth Games)

Should your main international airport not appear on this (these) map(s), please use an arrow to indicate its direction and the additional distance to the airport.

Map 13.2 – Major Transport Network and Venues



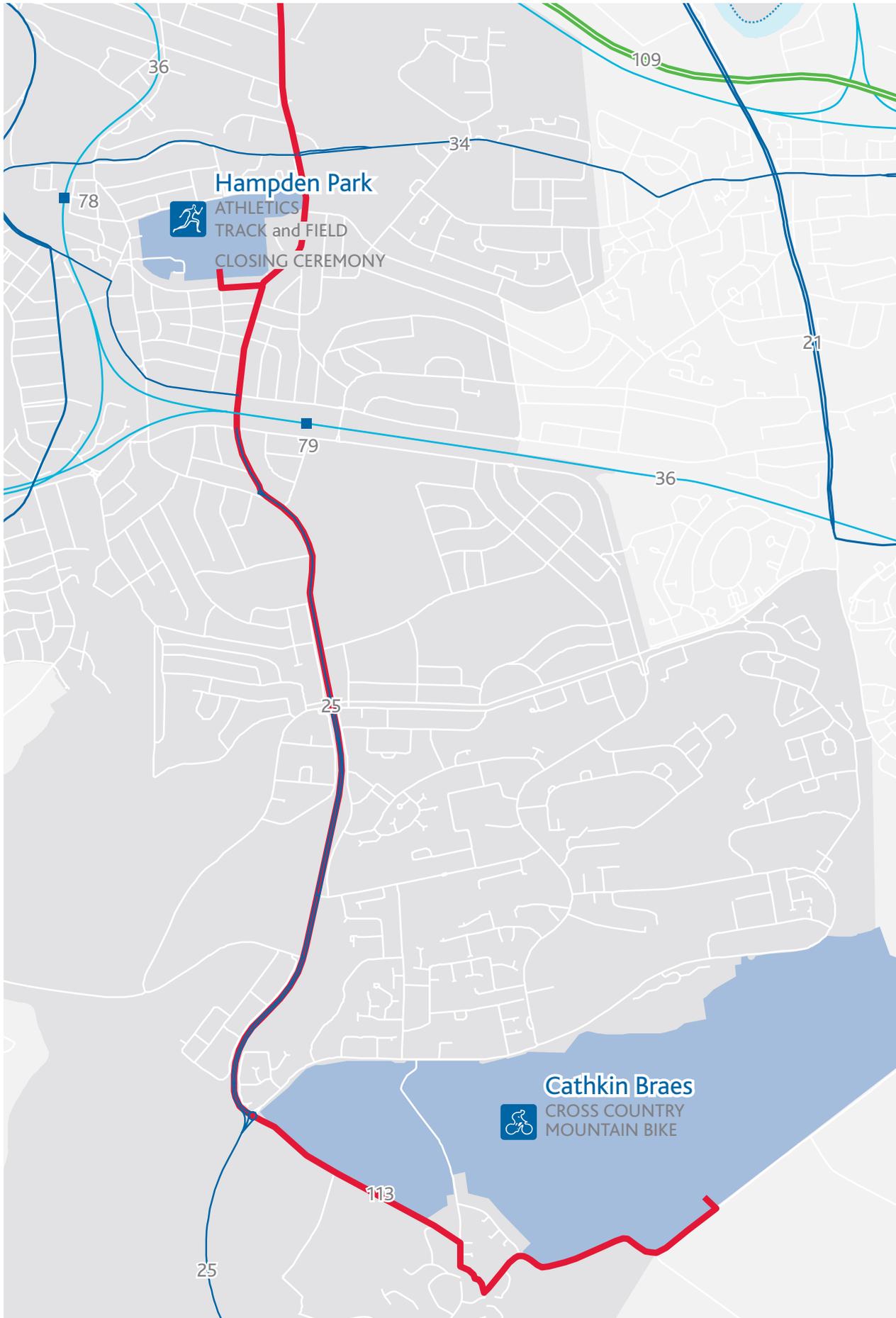
- Key**
- Games Venue
 - Planned Games Venue
 - Proposed Games Venue
 - MPC/IBC
 - Games Village
- Motorway
 - Proposed Road
 - Main Road
 - ⋯ Cycle Route
 - Railway/Station
 - Planned Rail Link
 - Underground/Station
 - Games Lane
 - Venue Cluster

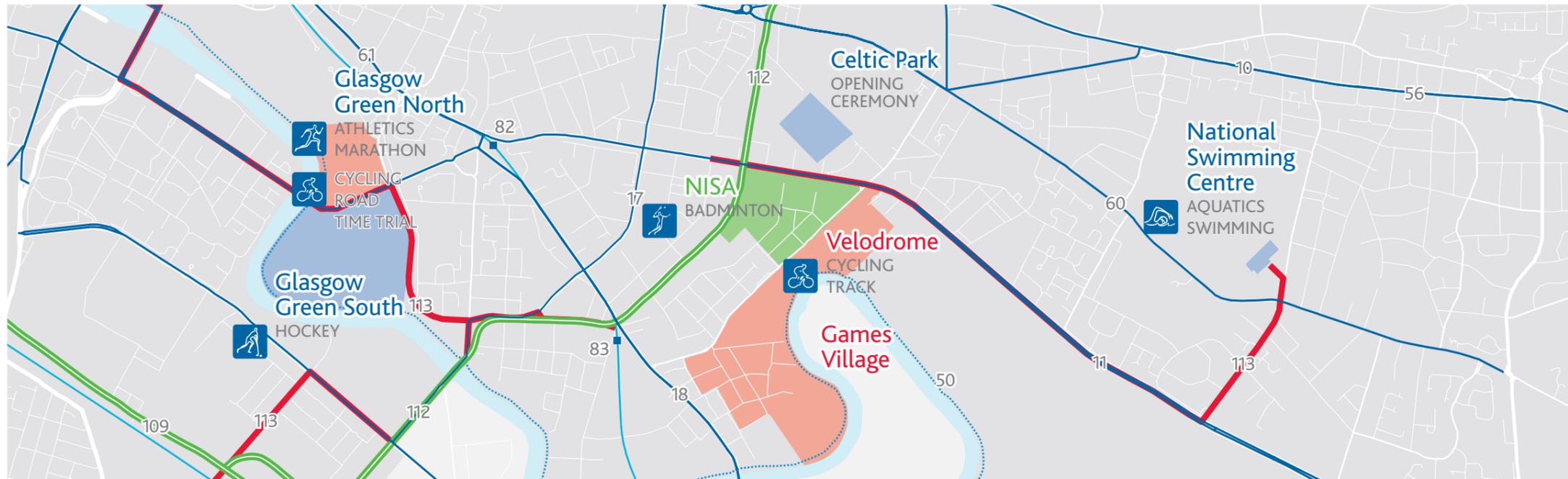
Scale: 1:100,000
0m 4,000m



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Map 13.2.1 – South Cluster

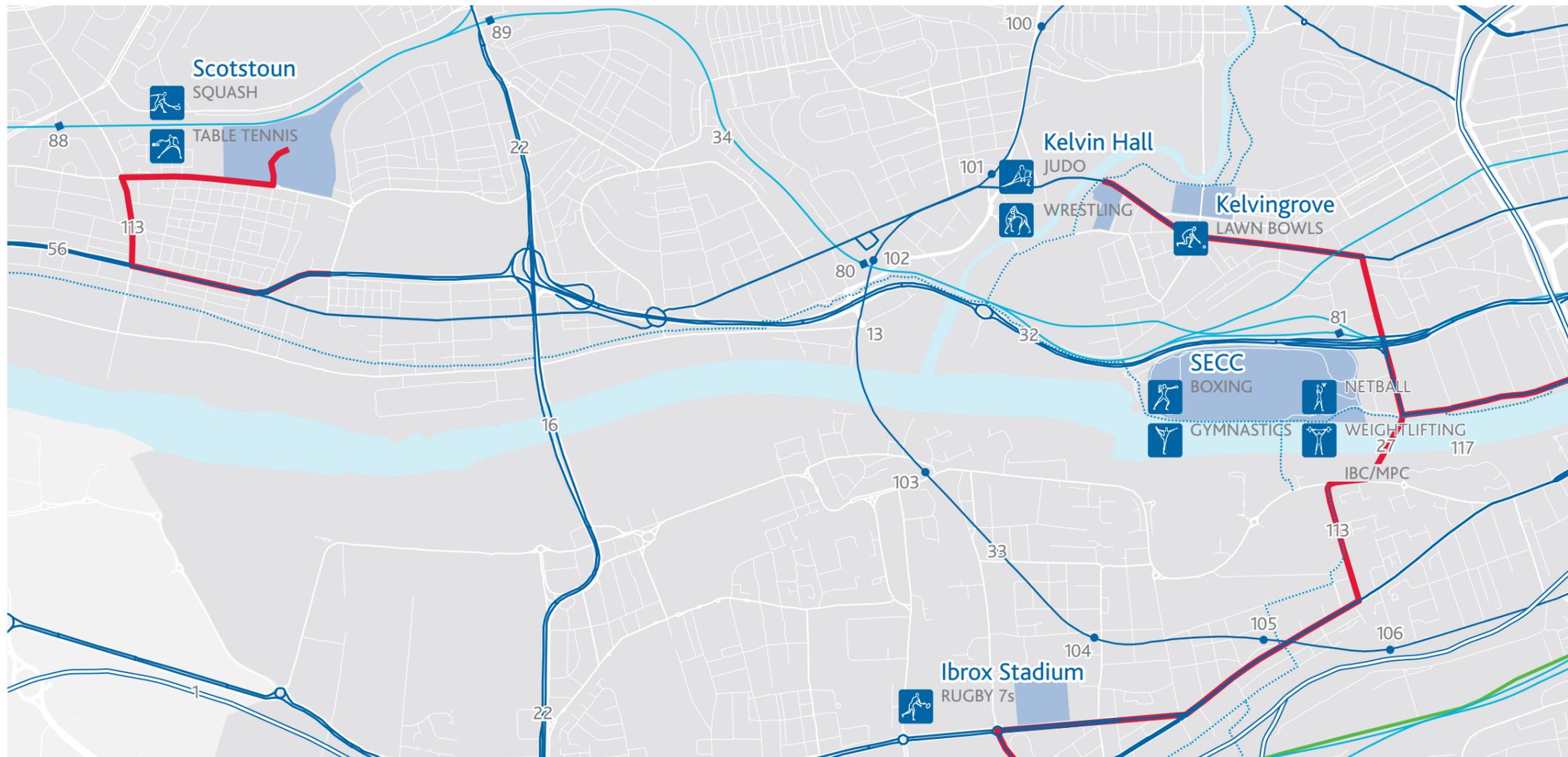




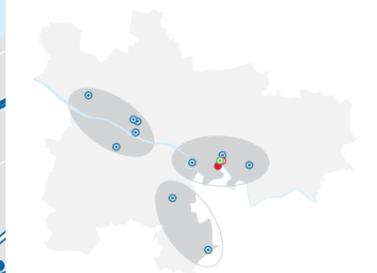
Map 13.2.2 – East Cluster

- Key
- Motorway
 - Proposed Road
 - Main Road
 - Cycle Route
 - Railway/Station
 - Planned Rail Link
 - Underground/Station
 - Games Lane

Scale: 1:20,000
0m 500m



Map 13.2.3 – West Cluster



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Question 13.3**Airport Data**

For your main international airport, as well as any other airport you intend to use for the Commonwealth Games, complete table 13.3.

If applicable, specify what airport capacity improvements will be made for the Commonwealth Games.

What are the types and lengths of surface transport links from the airport(s) to the CGF hotel, the Commonwealth Games Village and the IBC/MPC?

For all projected capacity improvements provide guarantees containing:

- Required authorisations
- Bodies responsible for projects
- Construction timelines
- Financing.

Airport services

Table 13.3 – Airport data

Airport A: Glasgow International		
Capacity	Existing (2007)	Planned (2014)
Number of terminals	2	2
Number of domestic departure gates	26	26
Number of international departure gates	16	16
Passengers/hour	2,580	2,580
Runway movements/hour	32	32
Night flight ban	No	No
Airport B: Glasgow Prestwick International		
Capacity	Existing (2007)	Planned (2014)
Number of terminals	1	1
Number of international/domestic departure gates	8*	8*
Passengers/hour	780	780
Runway movements/hour	16	16
Night flight ban	No	No
Airport C: Edinburgh		
Capacity	Existing (2007)	Planned (2014)
Number of terminals	1	1
Number of international/domestic departure gates	23*	23*
Passengers/hour	2,670	2,670
Runway movements/hour	33	33
Night flight ban	No	No

* Total number of gates – domestic and international. However, due to the common departure lounge all gates have the capability for international passengers.

Exceeding capacity requirement

The capacity of central Scotland's three international airports already exceeds that required to accommodate the additional number of passengers generated by the Games. Intended improvements at Glasgow International, Glasgow Prestwick International and Edinburgh Airports will enhance their capacities and provide additional network benefits.

Glasgow International Airport is Scotland's premier airport, handling 8.8 million passengers per year. Over 50 airlines serve around 80 destinations with a total of 96,082 aircraft movements a year, equating to an average of 263 aircraft movements per day.

Collectively the three international airports currently handle over 19 million passengers per year to 112 destinations served by over 50 airlines.

Flexibility and contingency

The fact that the Games in Glasgow will be served by three international airports all within 60 minutes of the City Centre allows for extensive contingency planning in terms of use of the airports for arrival and departure of the Games Family and spectators. For example, Glasgow Prestwick International Airport is a major diversion airport and can handle over 50 flight diversions at short notice. All three have significant international experience ranging from handling VIPs for the G8 summit to tens of thousands entering or leaving for major sports events.

Transport links

There are excellent surface transport links from the three international airports to the main Games hotel area, the Village and the IBC/MPC.

Glasgow International Airport

In 2014, Glasgow International Airport will be less than 20 minutes from the main hotel area; the Village, and the IBC/MPC. Travel time by bus to Glasgow City Centre is only 25 minutes, with bus services operating every 10-15 minutes.

By 2014, the new Glasgow Airport Rail Link will provide an express rail service every 15 minutes from Glasgow City Centre to the airport, with a reliable journey time of 16 minutes.

Glasgow Prestwick International Airport

By road, Glasgow Prestwick International Airport is 51km (45 minutes) to the main hotel area; 58km (60 minutes) to the Village and 53km (45 minutes) to the IBC/MPC.

The airport has its own rail station with a reliable journey time of 44 minutes to the City Centre. The airport is served by direct bus services to the City Centre with a journey time of 45 minutes.

The airport has considerable capacity to handle additional charter flights bringing CGA teams and officials to the Games.

Edinburgh Airport

By road, Edinburgh Airport is 66km (55 minutes) to the main hotel area, 63km (45 minutes) to the Village and 67km (60 minutes) to the IBC/MPC.

Travel time by bus to Edinburgh City Centre and then onwards by train to Glasgow City Centre is 75 minutes.

By 2014, the Edinburgh Airport Rail Link will provide an express rail service that will significantly reduce the travel time from the airport to Glasgow City Centre to less than 50 minutes.

Additional capacity

The existing capacity of the three Games Airports can accommodate the additional demand generated by the Games. However, by 2014 there are intended enhancements to all three Games airports,

- to increase the number of departure gates
- to increase the runway movements per hour
- to increase the intended numbers of passengers per hour to 3,300 at Glasgow International Airport, 1,250 passengers per hour at Glasgow Prestwick International Airport and to 3,430 passengers per hour at Edinburgh International Airport.

Enhancements to all three airports will result in them handling over 30 million passengers per year by 2014.

Please refer to Section 13.3 of the Guarantees File for the signed Covenants.

Question 13.4

Flight Network (2007)

Use table 13.4 to list the number of weekly national and international scheduled direct flights during the Commonwealth Games period, indicating the split between continents and cities served.

Flight Network 2007

Table 13.4 – Flight Network

Continent/Sub Group	Cities served	Total number of direct weekly scheduled flights to Glasgow, Edinburgh and Prestwick
Africa	Monastir (Tunisia)	3
	Sharm El Sheikh (Egypt)	2
	Other	1
	Sub-Total	6
Americas	Calgary (Canada)	2
	Halifax (Canada)	1
	Toronto (Canada)	9
	Vancouver (Canada)	3
	New York (USA)	21
	Orlando (USA)	8
	Other	27
	Sub-Total	71
Asia	Dubai (United Arab Emirates)	7
	Islamabad (Pakistan)	2
	Other	2
	Sub-Total	11
Caribbean	Barbados	1
	Sub-Total	1
Europe	Cyprus	9
	Isle of Man	25
	Jersey	18
	Malta	2
	Amsterdam (Netherlands)	90
	Athens (Greece)	6
	Barcelona (Spain)	19
	Bergen (Norway)	8
	Berlin (Germany)	7
	Brussels (Belgium)	13
	Cologne (Germany)	10
	Copenhagen (Denmark)	25
	Dublin (Ireland)	56
	Faro (Portugal)	22
	Frankfurt Hahn (Germany)	37
	Geneva (Switzerland)	4
	Helsinki (Finland)	2
	Madrid (Spain)	6
	Milan (Italy)	8
	Oslo Torp (Norway)	4
	Paris (France)	33
	Pisa (Italy)	7
	Prague (Czech Republic)	14
	Pula (Croatia)	1
	Reykjavik (Iceland)	5
	Rome (Italy)	5
	Stockholm Skavsta (Sweden)	34
	Warsaw (Poland)	3
	Other	140
	Sub-Total	613
UK National	Belfast	35
	Birmingham	82
	Cardiff	19
	London	518
	Manchester	128
	Other	88
	Sub-Total	870
Total		1,572

Table 13.4a – Flight Network Summary

Total Commonwealth Countries (excluding Scotland)	Commonwealth Countries served by direct flights to Games Airports	Commonwealth Countries served by a single hub transfer to Games Airports
70	10	32
	14%	46%

The three international airports which serve Glasgow allow 60% of Commonwealth countries to be served by either a direct flight or via a single hub transfer. All remaining Commonwealth countries requiring an initial journey (air/sea/rail) to their nearest international/transcontinental airport are then all served by a direct flight or via a single hub transfer.

Question 13.5

Network (2007 and 2014)

Referring to table 13.1 and Map B (Q 13.2), explain the motorway and main road network which will play a key role during the Commonwealth Games. Are there alternative ways to reach the competition and non-competition venues?

Motorway and road networks

Table 13.1 and Map 13.2 identify the elements of the motorway and main road networks that will play an important role in the delivery of a successful Games.

Using Glasgow's established Traffic Control Centre and taking advantage of the summer reduction in Glasgow's road traffic (at least 11%), the Games Route Network will utilise local roads to enable the Games Family to travel to and from all venues efficiently and reliably.

Motorway and main road network

Glasgow is the hub of west central Scotland and is served by a comprehensive motorway and main road network that provides numerous access points to the Games venues. For example:

- M74 Motorway – provides access to the City Centre from the south of Scotland and England
- M8 Motorway – runs directly across the central belt of Scotland from Edinburgh in the east, through the west of Glasgow where it merges into the A8 and continues to link with many of the west coast ferry ports
- M77 Motorway/Glasgow Southern Orbital and the A77 – provide direct access from Glasgow Prestwick International Airport to the City Centre and onward to link with many of the west coast ferry ports
- Clydeside Expressway – provides access from the City Centre along the North Clyde corridor to the SECC and links to routes serving Scotstoun, Kelvin Hall and Kelvingrove
- Three major crossings of the River Clyde – the Clyde Tunnel, Kingston Bridge and Erskine Bridge, ensure good cross river connectivity.

Planned investment

Integral to Glasgow's continued vitality is a planned programme of road infrastructure enhancements funded by public and private finance. Key among these are the proposed works associated with the East End Regeneration Route (EERR) and the M74 completion.

The combination of the M74 completion and the EERR will further enhance accessibility. The M74 Extension will complete the motorway loop around Glasgow City Centre providing a link to the M8 to the west of Kingston Bridge and improving access along the entire Clyde corridor. It will also improve journey times and reliability to Glasgow Airport.

Additional Quality Bus Corridors which will form the basis of the Games Route Network are planned. With existing roads and those planned and committed (see answers to question 13.1) Glasgow is and will continue to be one of the most accessible cities in Europe.

Access to Venues

All of the venues are well served by Glasgow's main road network where a principal route will be created to and from the Village utilising the A814 (including the Clydeside Expressway), A74, B763, B768, A728 and the A730 as illustrated in Map 13.2.

Strathclyde Country Park to the southeast of Glasgow, is accessed by travelling along the A74 which merges into the M74 creating a quick and easy journey to the destination. Alternatively, following completion of the EERR Strathclyde Country Park may be accessed by following the M8 and M73 before joining the M74.

Scotstoun Leisure Centre is located close to the A814 Clydeside Expressway. This provides an efficient route from the west of the City Centre and good links to the IBC/MPC.

Contingency routes

The development of contingency road routes and planning are integral to our Transportation Plan. For every major route there is a high quality alternative available with all competition and non-competition venues having several road route options. Furthermore, Glasgow's extensive public transport system ensures that each venue is served by more than one mode of public transport (Public Transport information is given in Q13.7). Glasgow's extensive experience in dealing with previous major events will enable transport operations managers to make fast and well informed decisions.

Question 13.6

Main Parking Areas (2007 and 2014)

Use table 13.6 to indicate what is currently available in terms of parking (location + capacity) and what you estimate are the additional needs during the Commonwealth Games at competition and non-competition venues (capacity).

Main parking areas

Table 13.6 – Main parking areas (2007 and 2014)

Venue	Sport/Event	Capacity (from Theme 8)	2007				2014	
			Parking location (distance from venue)	Number of cars	Number of buses	Number of cars	Number of buses	
All Competition Venues								
Eastern Venues								
Celtic Park	Opening Ceremony	60,000	On-site	800	150	50	0	
National Indoor Sports Arena, Dalmarnock	Badminton	5,000	On-site	NEW	NEW	70	0	
National Indoor Velodrome, Dalmarnock	Cycling: Track	4,000						
National Swimming Centre, Tollcross Park	Aquatics: Swimming	5,000	On-site	188	0	60	0	
Glasgow Green North	Cycling: Road, Time Trial	1,000	On-site	0	0	50	0	
Glasgow Green South	Hockey	5,000	On-site	112	3	50	20	
Sub Total:						280	20	
Southern Venues								
The National Stadium, Hampden Park	Closing Ceremony, Athletics: Track and Field	46,000	On-site	575	75	150	10	
Cathkin Braes	Cycling: Mountain Biking	1,000	On-site	NEW	NEW	20	0	
Ibrox Stadium	Rugby 7s (Men)	50,000	On-site	1,500	50	50	20	
Sub Total:						220	30	
Western Venues								
SECC, Hall 3	Boxing	3,000	On-site	3,000	100+	100	20	
SECC, Hall 4	Netball (Prelims)	3,000						
SECC, Clyde Auditorium	Weightlifting	3,000						
SECC Arena	Gymnastics, Netball (Finals)	10,000						
Kelvin Hall International Sports Arena	Judo, Wrestling	3,000	On-site MSCP	NEW	NEW	50	0	
Kelvingrove Bowls Complex	Lawn Bowls	2,500	300m	–	–	50	0	
Scotstoun Leisure Centre	Squash, Table Tennis	2,500	On-site	384	0	60	0	
Sub Total:						260	20	
Outer Venues								
Royal Commonwealth Pool, Edinburgh	Aquatics: Diving	2,500	On-site	156	0	30	3	
Strathclyde Country Park, Motherwell	Triathlon	2,000	On-site	118	50	30	10	
Strathclyde Police, Training Centre, Jackton	Shooting: Small Bore/Rifle/Pistol	600	On-site	300	21	50	0	
Barry Buddon, MOD Range, Angus	Shooting: Full Bore and Clay Target	2,200	On-site	100+	24	50	5	
Sub Total:						160	18	
Non-competition venues								
Commonwealth Games Village (CGV)	Athletes Village	–	On-site	NEW	NEW		24	
SECC Media Centre	MPC/IBC	–	On-site	3,000	30	60	12	
CGF hotels	Client Accommodation	–	On-site	1,145	18	1,145	18	
Sub Totals:						1,205	54	
Totals:						1,915	104	

Parking

We have worked on the principle that there will be no spectator parking at venues. All spectators will be encouraged to travel by public transport or to walk. 'Park and Ride' facilities will be provided to augment existing public transport systems.

The Games Family

Based on a clear understanding of parking needs and fleet operations for the Games Family, Glasgow will provide sufficient parking space at all venues – even at the peak of the busiest event days.

Parking spaces

Table 13.6 confirms the total number of parking spaces made available for the Games Family at all venues. Parking and operational areas at venues will be segregated by user group. Parking for accredited T1 clients will be situated directly at venues within a secure zone. At venues holding team events sufficient parking for T3 team vehicles will be provided. Furthermore, all T1 and T3 clients will be dropped off and picked up at their venue entry points.

In addition to on-site parking there will be an off-site area identified for use as a holding area at each venue. This will provide parking for accredited client groups and will be the base for the on-demand T1 and T2 services. These will be located close to the Loading Zone so a 'call up and go' service will be in operation minimising delay. The locations selected will ensure vehicles arrive at the venues within five minutes of a call up.

Depots

Parking, holding and depot facilities for 1,100 Games Family fleet cars serving T1-T3 user groups will be situated in large, secure, City Council owned car parks, close to the main hotel areas and never more than five minutes from main activity areas.

Depots will be close to the Village with parking for 260 buses. Sites have been identified for secure parking for privately hired coaches bringing spectators directly to Games venues.

Transport hubs

A transport hub will be situated at the Village and will be designed to ensure reliable boarding and alighting for all athletes. This will enable all athletes to be transported efficiently. In addition, the media will be served by a main transport hub at the IBC/MPC.

Spectators

In line with our aim to deliver 100% spectator travel by all modes of public transport, Park and Ride, walking and cycling there will be no spectator parking at venues. Also, parking will not be permitted in the streets surrounding any of the Games venues. This will ensure a safe and stable road network and help provide low emission zones around venues. (Reference Theme 5: Environment)

Glasgow has a culture of spectators using public transport for major sporting events and a comprehensive information campaign will advise spectators of the best ways of reaching every venue.

Park and Ride facilities

Park and Ride sites have been identified with good access from the strategic road network, providing 10,000 parking spaces. These will be serviced by existing road services or Park and Ride shuttle buses to Games venues and the City Centre transport hub. Spectators with a disability will have a clearly defined and accessible parking area at each Park and Ride site. Shuttles from the sites will travel to Games venues and the City Centre Transport Hub.

Question 13.7

Network (2007 and 2014)

Referring to table 13.1 and map B (Q 13.2), explain the public transport network lines (suburban rail, subway, light rail, waterways and high capacity bus ways, if applicable) which will play a key role during the Commonwealth Games.

Are there alternative ways to reach the competition and non-competition venues?

Existing Public Transport system

Referring to Table 13.1 and Map B, key elements of existing public transport infrastructure that will be integral in the success of the Games include:

- Glasgow Subway (Underground)
- An extensive urban bus network including eight Quality Bus Corridors
- Extensive Inter-City coach network
- The largest suburban rail network in the UK outside London
- A rail network that links Glasgow with the rest of Scotland, the UK and wider Europe
- The three international airports within 60 minutes of Glasgow's City Centre
- An extensive 'Green Network' of cycling and walking routes incorporating sections of the National Cycle Network
- The five sea ports connecting Glasgow to the Scottish Islands, rest of UK and Europe
- The River Clyde.

Planned enhancements

Integral to Glasgow's continued vitality is a planned programme totalling over £1 billion for public transport infrastructure enhancements funded by public and private finance including:

- Glasgow International Airport Rail Link
- Edinburgh Airport Rail Link
- Additional Quality Bus Corridors (forming the basis of the Games Route Network).

System capacity

Transport planning and modeling has confirmed that Glasgow's Transport Delivery Plan will ensure that there is sufficient capacity to deliver all spectators to and from all venues, even on the busiest day of the Games. The planned enhancements, along with the Park and Ride and City Centre shuttles, will provide additional transport capacity and further improve accessibility.

Alternative Public Transport access to Venues

Glasgow's extensive public transport system ensures that each venue is served by more than one high quality mode of transport. Competition and non-competition venues are served by several different modes which, allied to enhancements in the Games Transport Delivery Plan, will ensure that more than adequate public transport access is maintained to all venues.

Table 13.7 – Mode of travel

Sport/Discipline	Venue	Available Transport Modes at Competition and Non-Competition Venues									
		Bus	Rail	Subway	City Centre Shuttle Bus	Park and Ride	Walking	Cycling	Private Coach	River Bus	Taxi
Athletics: Track and Field	The National Stadium, Hampden Park	✓	✓ – Mount Florida/Kings Park		✓	✓	✓	✓	✓		✓
Badminton	National Indoor Sports Arena and Velodrome	✓	✓ – Bridgeton/Dalmarnock/Duke Street/Bellgrove			✓	✓	✓	✓		✓
Cycling: Track											
Boxing	SECC	✓	✓ – Exhibition Centre		✓	✓	✓	✓	✓	✓	✓
Gymnastics											
Netball											
Weightlifting											
Cycling: Mountain Biking	Cathkin Braes	✓	✓ – Croftfoot				✓	✓	✓		✓
Cycling: Road	City Routes	✓	✓	✓			✓	✓	✓	✓	✓
Marathon											
Diving	Royal Commonwealth Pool, Edinburgh	✓	✓ – Edinburgh Waverley				✓	✓	✓		✓
Hockey	Glasgow Green	✓	✓ – Bridgeton	✓ – St. Enoch/Buchanan Street		✓	✓	✓	✓	✓	✓
Lawn Bowls/Judo	Kelvingrove Bowls Complex/Kelvin Hall International Sports Arena	✓	✓ – Partick	✓ – Kelvin Hall/bridge			✓	✓	✓		✓
Opening Ceremony	Celtic Park	✓	✓ – Bridgeton/Dalmarnock/Duke Street/Bellgrove		✓	✓	✓	✓	✓		✓
Rugby 7s	Ibrox Stadium	✓		✓ – Ibrox/Govan	✓	✓	✓	✓	✓		✓
Squash	Scotstoun Leisure Centre	✓	✓ – Scotstounhill/Jordanhill			✓	✓	✓	✓		✓
Table Tennis											
Shooting: Full Bore and Clay Target	Barry Buddon, MOD Range, Angus		✓ – Carnoustie/Dundee								✓
Shooting: Small Bore/Rifle/Pistol	Strathclyde Police Force Training Centre, Jackton	✓	✓ – Hairmyres						✓		✓
Swimming	National Swimming Centre, Tollcross Park	✓	✓ – Carntyne			✓	✓	✓	✓		✓
Triathlon	Strathclyde Country Park	✓	✓ – Motherwell/Airbles				✓	✓	✓		✓
NON COMPETITION VENUES											
Accommodation	City Centre Hotels	✓	✓ – Queen St/Central/Charing Cross/Argyll St/High St	✓			✓	✓	✓	✓	✓
	Commonwealth Games Village	✓	✓ – Bridgeton/Dalmarnock/Duke Street/Bellgrove				✓	✓	✓	✓	✓
	Commonwealth Games Satellite Village		✓ – Carnoustie/Dundee								✓
Airports	Edinburgh Airport	✓	✓ – Edinburgh Airport Rail Link				✓	✓	✓		✓
	Glasgow International Airport	✓	✓ – Glasgow Airport Rail Link				✓	✓	✓		✓
	Prestwick International Airport	✓	✓ – Prestwick International Airport				✓	✓	✓		✓
Media	Main Press Centre/International Broadcast Centre	✓	✓ – Exhibition Centre				✓	✓	✓	✓	✓

Question 13.8*Fleet and Rolling Stock (2007 and 2014)*

Use table 13.8 to provide information on the fleet and rolling stock of the principal transport companies, including mode (eg, train, bus, ferry), type (eg, light rail, 12m bus) together with planned increases until 2014 and additional capacities provided at Games time.

What part of the fleet is/will be of low emission type?

For all projected fleet and rolling stock (planned and additional) provide guarantees containing:

- Bodies responsible for projects
- Financing.

Fleet and rolling stock

Table 13.8 – Fleet and rolling stock (2007 and 2014)

Relevant infrastructure project number as attributed in table 13.1 if applicable	Mode	Type	Average age (in years)		Stock				Passengers/hour		% low emission	
			2007	2014	Existing 2007	Planned total by 2014	Additional Games-time Stock	Total Stock 2014	Current 2007	2014	Current 2007	2014
	Public Buses (First)	Total	7	7	961	961	0	961	47,106	47,106	35	100
		Artic	–	–	29	29	–	–	1,711	1,711	–	–
		Single	–	–	495	495	–	–	22,275	22,275	–	–
		Double	–	–	234	234	–	–	16,380	16,380	–	–
		Midi	–	–	134	134	–	–	4,690	4,690	–	–
		Mini/Other	–	–	69	69	–	–	2,050	2,050	–	–
	Public Buses (Other Operators)	Single and double deck	11.2	11.2	374	374	0	374	8,600	8,600	30	100
83-97	Subway	12m 'Power Car'	25	32	41 (8 trailer cars)	41	0	41	1,120 (SPT figure)	Max 8,310 (Peak Time)	100	100
	Suburban Rail	Class 156/314/318/320/334	15	16.5	123	123	0	123	19,160	19,160	82	82
	National Rail	GARL*		4		4		4	0	1,500-2,500		100
		EARL*		3		10		10	0	1,280		100
		Airdrie-Bathgate*		4		15		15	0	2,300		100
57-61	Ferry	P&O Irish Sea	7	14	3	3	0	3	1,517	1,517	–	–
		Stena Line	18	25	2	2	0	2	1,150	1,150	–	–
		Superfast	5	12	3	3	0	3	140	140	–	–
	Taxi	Licensed	4	4	1,430	1,430	0	1,430	5,500	5,500	100	100
	Taxi	Private Hire			2,300	2,300	0	2,300	3,825	3,825		

Supply versus demand

Detailed examination of the local rail, bus and coach fleets, and anticipated fleet renewal up to 2014, confirms that there is sufficient stock to meet the expected demand for the Games. Ongoing renewal of the fleets will improve services, and improve the age and emissions profiles of the fleets.

Rail fleet

General fleet renewal will be supplemented by new trains for the network extensions to the airports and the new Airdrie – Bathgate line to Edinburgh. As a result, the overall fleet age will fall further and the proportion of the fleet with low emissions will rise.

Bus fleet

Three of the UK's largest public transport groups – First Group plc, Stagecoach Group plc and Arriva plc serve Glasgow. All are experienced in delivering large scale transport movements in Scotland and the UK.

First Group plc is the largest public transport group in the UK operating around 9,000 buses, an extensive railway franchise portfolio including Scotrail and substantial bus operations in North America. First Group was a significant provider of buses to the Commonwealth Games in Manchester in 2002, and similarly could augment their existing 1,000 strong Glasgow bus fleet by drawing on their national resource.

Stagecoach Group, another of the UK's largest public transport groups, operating around 7,000 buses in the UK.

Arriva plc operates over 6,500 vehicles in the UK.

The current average age of the local bus fleet will fall, as investment in new vehicles continues. The main Games fleet, the buses used for the Park and Ride services to venues and on the shuttle services will conform, as a minimum, to the latest emission standards applying in 2014 and will be fully wheelchair accessible. All of Glasgow's major bus operators are trialling new types of vehicle, for example:

- First Group's hydrogen fuel cell powered Mercedes buses in London
- Stagecoach's Designline turbine electric buses operating in Newcastle upon Tyne
- In partnership with Transport for London, Arriva plc has started operating a hybrid diesel electric double decker vehicle.

Coach fleet

There are some 22,000 coaches in the UK, with an estimated 2,300 based in Scotland. Glasgow and Scotland have a large number of high quality operators and the industry is experienced in coping with large events.

Taxi fleet

An important transport role will be fulfilled by Glasgow's taxi fleet. Currently comprising 1,400 vehicles, all of which are wheelchair accessible, it is anticipated that the total fleet size will increase.

Please refer to Section 13.8 of the Guarantees File for the signed Covenants.

Question 13.9

Use table 13.9 to indicate distances in kilometres and average and peak-hour journey times by bus and in minutes in 2007 and at Games-time.

If another mode of transport will be used, either instead of or in addition to buses, for any particular journey, please include this information in the table.

Journey times and distances

The close proximity of the core venues to the Village, the main hotel area and IBC/MPC also helps to ensure that travel times are kept to a minimum. Over 90% of athletes will be less than a 20 minute journey time from their event, while 50% of the journey times will be under 10 minutes.

Games travel times

Table 13.9 – Distances and journey times

All distances in km and journey times in minutes and by bus	Year	Gateway International* Airport			Main Hotel Area			Commonwealth Games Village			Commonwealth Stadium (Hampden Park)			Media Accommodation			MPC/IBC		
		km	Ave.	Peak	km	Ave.	Peak	km	Ave.	Peak	km	Ave.	Peak	km	Ave.	Peak	km	Ave.	Peak
Gateway International Airport*	2007				15	19	23	17	28	38	20	34	39	16	19	22	16	19	22
	2014				15	17	27	16	16	23	15	15	22	16	17	26	16	17	26
Main hotel area	2007	15	17	24				5	17	23	8	22	29	2	4	5	2	4	5
	2014	15	17	33				5	12	12	8	15	16	2	4	5	2	4	5
Commonwealth Games Village	2007	18	26	33	5	17	19				5	11	12	6	17	18	6	17	18
	2014	16	16	31	5	12	13				5	7	7	6	12	12	6	12	12
Commonwealth Stadium (Hampden Park)	2007	21	32	40	9	23	26	5	11	14				9	23	25	9	23	25
	2014	15	15	30	9	15	16	5	7	7				9	15	15	9	15	15
Opening Ceremony: Celtic Park	2007	18	30	37	5	21	23	1	3	3	6	15	17	6	21	22	6	21	22
	2014	16	17	32	5	13	14	1	3	3	6	8	8	6	13	13	6	13	13
Media Accommodation	2007	16	17	24	2	4	6	6	17	22	9	22	29				1	3	4
	2014	16	17	32	2	4	5	6	12	12	9	15	15				1	2	3
MPC/IBC	2007	16	17	24	2	4	6	6	17	22	9	22	29	1	3	4			
	2014	16	17	32	2	4	5	6	12	13	9	15	15	1	2	3			
Aquatics: National Swimming Centre Tollcross Park	2007	22	33	41	10	24	27	4	7	8	9	18	21	10	24	26	10	24	26
	2014	20	20	35	10	16	17	4	5	5	9	11	11	10	16	16	10	16	16
Aquatics: Royal Commonwealth Pool Edinburgh	2007	102	106	133	89	97	119	84	80	100	89	91	112	90	97	118	90	97	118
	2014	99	85	135	89	92	113	84	80	100	89	87	107	90	92	112	90	92	112
Athletics: The National Stadium Hampden Park	2007	21	32	40	9	23	26	5	11	14				9	23	25	9	23	25
	2014	15	15	30	9	15	16	5	7	7				9	15	15	9	15	15
Badminton: National Indoor Sports Arena	2007	18	30	37	5	21	23	1	3	3	6	15	17	6	21	22	6	21	22
	2014	16	17	32	5	13	14	1	3	3	6	8	8	6	13	13	6	13	13
Boxing: SECC Hall 3	2007	16	17	24	2	4	6	6	17	22	9	22	29	1	1	1	1	3	4
	2014	16	17	32	2	4	5	6	12	12	9	15	15	1	1	1	1	2	3
Cycling: National Indoor Velodrome	2007	18	30	37	5	21	23	1	3	3	6	15	17	6	21	22	6	21	22
	2014	16	17	32	5	13	14	1	3	3	6	8	8	6	13	13	6	13	13
Gymnastics: SECC Arena	2007	16	17	24	2	4	6	6	17	22	9	22	29	1	1	1	1	3	4
	2014	16	17	32	2	4	5	6	12	12	9	15	15	1	1	1	1	2	3
Hockey: Glasgow Green	2007	17	21	27	4	12	13	2	5	7	5	11	13	4	12	12	4	12	12
	2014	16	16	31	4	8	9	2	4	4	5	7	7	4	8	8	4	8	8
Judo: Kelvin Hall International Sports Arena	2007	17	23	30	3	10	12	8	23	28	12	28	35	3	6	6	3	6	6
	2014	17	21	36	3	8	9	8	16	16	12	19	19	3	4	4	3	4	4
Lawn Bowls: Kelvingrove Bowls Complex	2007	17	23	30	3	10	12	8	23	28	12	28	35	3	6	6	3	6	6
	2014	17	21	36	3	8	9	8	16	16	12	19	19	3	4	4	3	4	4
Mountain Biking: Cathkin Braes	2007	29	40	50	16	31	36	12	19	24	7	8	10	16	31	35	16	31	35
	2014	22	23	40	16	23	26	12	15	17	7	8	10	16	23	25	16	23	25
Netball: SECC Hall 4	2007	16	17	24	2	4	6	6	17	22	9	22	29	1	1	1	1	3	4
	2014	16	17	32	2	4	5	6	12	12	9	15	15	1	1	1	1	2	3
Rugby 7s Ibrox Stadium	2007	10	10	12	4	7	9	8	20	25	7	14	15	2	4	4	2	4	4
	2014	10	10	17	4	7	8	8	16	16	7	14	15	2	4	4	2	4	4
Shooting: Strathclyde Police Training Centre, Jackton	2007	30	46	60	18	37	46	14	25	34	9	14	20	18	37	45	18	37	45
	2014	24	29	50	18	29	36	14	21	27	9	14	20	18	29	35	18	29	35
Shooting: Barry Buddon	2007	160	120	136	147	110	120	17**	20**	22**	150	115	125	148	110	120	148	110	120
	2014	160	120	155	147	110	130	17**	20**	22**	150	115	135	148	110	130	148	110	130
Squash: Scotstoun Leisure Centre	2007	25	26	35	8	13	17	13	26	33	15	31	40	6	9	11	6	9	11
	2014	25	24	40	8	11	13	13	19	21	15	22	23	6	7	8	6	7	8
Table Tennis: Scotstoun Leisure Centre	2007	25	26	35	8	13	17	13	26	33	15	31	40	6	9	11	6	9	11
	2014	25	24	40	8	11	13	13	19	21	15	22	23	6	7	8	6	7	8
Triathlon: Strathclyde Country Park	2007	37	47	60	19	40	46	18	21	27	23	32	40	24	38	45	24	38	45
	2014	32	28	49	19	30	37	18	19	25	20	19	25	24	30	36	24	30	36
Weightlifting: SECC Clyde Auditorium	2007	16	17	24	2	4	6	6	17	22	9	22	29	1	1	1	1	3	4
	2014	16	17	31	2	4	5	6	12	12	9	15	15	1	1	1	1	2	3
Wrestling: Kelvin Hall International Sports Arena	2007	17	23	30	3	10	12	8	23	28	12	28	35	3	6	6	3	6	6
	2014	17	21	36	3	8	9	8	16	16	12	19	19	3	4	4	3	4	4

* Glasgow International Airport is the Gateway Airport.

** The times and distances from the Commonwealth Games Village to Barry Buddon are based on the satellite Village at Carnoustie Hotel/Dundee Hilton Hotel.

Question 13.10

Use table 13.10 to indicate distances in kilometres and average journey times by bus and in minutes between the training venues and the Commonwealth Games Village at Games time.

Table 13.10 – Training Venue distances and journey times

Sport/Discipline/Event	Training venues	Commonwealth Games Village Average journey time	
		Kilometres	Minutes
Aquatics: Diving	Royal Commonwealth Pool, Edinburgh	84	80
Aquatics: Swimming	National Swimming Centre, Tollcross Park	4	5
Aquatics: Swimming	Stirling Academy	57	60
Athletics	Lesser Hampden Warm-up Track	5	7
Athletics	Scotstoun International Athletics Stadium	13	19
Athletics	Nethercraigs Playing Fields	10	23
Badminton	Gorbals Leisure Centre	3	6
Boxing	Palace of Art	9	17
Boxing	SECC Hall 5	6	12
Gymnastics – Artistic	Bellahouston Gymnastics Centre	9	18
Gymnastics – Rhythmic	SECC Hall 5	6	12
Hockey	Glasgow Green	2	4
Judo	Kelvin Hall Training Hall	8	16
Lawn Bowls	Kelvingrove Bowls Complex	8	16
Mountain Biking	Cathkin Braes	12	15
Netball	Bellahouston Sports Centre	9	18
Rugby 7s	Greenfield Park	4	7
Rugby 7s	Nethercraigs Playing Fields	10	23
Shooting	Barry Buddon, MOD Range	17	20
Shooting	Jackton	14	21
Squash	Maryhill Squash Tennis Club	9	22
Squash	Newlands Tennis and Squash Club	8	17
Table Tennis	National Badminton Academy	13	19
Triathlon	Strathclyde Country Park	18	19
Weightlifting	Palace of Art	9	17
Wrestling	Kelvin Hall Training Hall	8	16

* The times and distances from the Village to Barry Buddon are based on the satellite village at Carnoustie Hotel/Dundee Hilton Hotel.

Question 13.11

Use table 13.11 to provide automobile and motorcycle motorisation rates in 2007 and 2014.

Table 13.11 – Motorisation rates

Motorisation Rate	Glasgow		Strathclyde		Scotland	
	2007	2014	2007	2014	2007	2014
Automobile motorisation rate (cars per thousand people)	378.8	470.8	471.3	569.8	489.5	586.4
Motorcycle motorisation rate (motorcycles per thousand people)	5.6	8.1	9.8	14.1	12.5	17.7

Glasgow's extensive, efficient and safe public transport system has helped to support car ownership levels in Glasgow that are 23% lower than the rest of Scotland. Motorcycle ownership in Glasgow is 55% lower than the rest of Scotland further reinforcing the high public transport usage in the city.

Athletes will travel to their training venues on the most appropriate distributor routes in the city, utilising the Games Route Network where possible. At least 90% of athletes will never be any more than 25 minutes from their training venue.

Question 13.12

What is the share (%) of public transport journeys in relation to all motorised journeys in 2007 and 2014 for your city and region?

Table 13.12 – Share of public transport journeys

Year	Scotland		Strathclyde		Glasgow	
	2007	2014	2007	2014	2007	2014
Public transport modal share %	16%	19%	18%	18%	29%	29%

Glasgow has a comprehensive public transport system and enjoys a culture of public transport use that means 29% of all motorised journeys in the city are made on buses, trains or the subway (underground). This is much higher than the Scottish average.

Question 13.13**Workforce**

What number of personnel (staff, volunteers and contractors) will be needed for Commonwealth Games transport functions?

Describe the recruitment programmes for the Commonwealth Games.

Table 13.13 – Workforce

Commonwealth Transport Workforce	Numbers
Staff*	597
Volunteers	3,212

* including 260 Drivers from private coach hire.

Transport personnel for the Games will comprise paid staff, volunteers and contracted staff. The recruitment of paid staff and volunteers will be carefully co-ordinated within the Games overall recruitment strategy.

Games operation

Around 2120 drivers, working in shifts, will be required to fulfill mainly the T1-T3 transport services. These will be a mixture of volunteer car drivers and professional bus drivers. To maximise security and reliability, drivers will be recruited from appropriate industries in the city to capitalise on their local knowledge. In particular, retired drivers will be encouraged to join, so reducing the demand on the local working population and minimising the impact on the operation of the day-to-day service provided to local residents. Similarly, the required bus drivers will be drawn from locally retired staff and employees of the major bus and coach operating companies in Scotland.

Spectator numbers

Table 13.14 – Spectators

Sport/Event	Venue	Number of spectators per day		Number of spectators per session	
		Average	Maximum	Average	Maximum
Aquatics: Diving	Royal Commonwealth Pool, Edinburgh	3,375	4,500	1,688	2,250
Aquatics: Swimming	National Swimming Centre, Tollcross Park	6,750	9,000	3,375	4,500
Athletics	The National Stadium, Hampden Park	62,100	82,800	31,050	41,400
Badminton	National Indoor Sports Arena	6,750	9,000	3,375	4,500
Boxing	SECC Hall 3	4,050	5,400	2,025	2,700
Closing Ceremony	The National Stadium, Hampden Park	31,050	41,400	31,050	41,400
Cycling	National Indoor Velodrome	5,400	7,200	2,700	3,600
Gymnastics	SECC Arena	13,500	18,000	6,750	9,000
Hockey	Glasgow Green	6,750	9,000	3,375	4,500
Judo	Kelvin Hall International Sports Arena	4,050	5,400	2,025	2,700
Lawn Bowls	Kelvingrove Bowls Complex	3,375	4,500	1,688	2,250
Mountain Biking	Cathkin Braes	1,350	1,800	675	900
Netball	SECC Hall 4	4,050	5,400	2,025	2,700
Netball (Finals)	SECC Arena	6,750	9,000	6,750	9,000
Opening Ceremony	Celtic Park	60,000	60,000	60,000	60,000
Rugby 7s	Ibrox Stadium	67,500	90,000	33,750	45,000
Shooting: Full Bore and Clay Target	Barry Buddon MOD Range, Angus	2,970	4,000	1,485	1,980
Shooting: Small Bore/Rifle/Pistol	Strathclyde Police Training Centre, Jackton	810	1,080	405	540
Squash	Scotstoun Leisure Centre	3,375	4,500	1,688	2,250
Table tennis	Scotstoun Leisure Centre	3,375	4,500	1,688	2,250
Triathlon	Strathclyde Country Park, Motherwell	2,700	3,600	1,350	1,800
Weightlifting	SECC Clyde Auditorium	4,050	5,400	2,025	2,700
Wrestling	Kelvin Hall International Sports Arena	4,050	5,400	2,025	2,700

Question 13.14**Spectators**

Use table 13.14 to estimate the average and maximum number of spectators for each venue per day and per session. Considering the origin of spectators, explain the transport resources allocated to them.

International and UK spectators can access the city via the three international airports or using the extensive rail and bus systems or road network.

The average figures quoted in Table 13.14 are based on ticketing model assumptions, derived from levels of ticket sales experienced by Manchester 2002. The maximum figures quoted are based on the assumption that the venues may operate at their full capacity in order to ensure that the transport system can accommodate spectator demand.

In line with our Games Transport Delivery Plan, all spectators will be delivered to the Games venues through a combination of public transport, Park and Ride and an extensive 'Green Network' incorporating cycling and walking facilities. The main Games fleet, the buses used for the Park and Ride services and the City Centre shuttle services will conform, as a minimum, to the latest emission standards applying in 2014 and will be fully wheelchair accessible.

Question 13.15

Main Objectives

List your main strategic and operational objectives with regard to traffic management and performance during the Commonwealth Games.

What constraints will be inherent to the project and what contingency plan will you implement in case of a major transport accident, unexpected demand peaks, event rescheduling and adverse weather?

Strategic objectives

These are to:

- Deliver safe, secure and reliable transport for the Games Family
- Provide fast, frequent, friendly and simple to use transport for spectators
- Provide a low carbon transport system for the Games
- Keep Glasgow moving during the Games
- Leave a positive legacy in terms of a continued shift towards sustainable modes of transport including public transport, walking and cycling
- Provide a transport system that offers value for money.

Operational objectives – Commonwealth Games Family

- Ensure that the Games Transport Delivery Plan meets the needs of each client group
- Provide separate fleets and organisational arrangements for each client group
- Deliver a robust Games Route Network, incorporating dedicated lanes and traffic control measures, that ensures minimum and reliable journey times are achieved
- Keep routes free of congestion through holding the Games during school holidays and by managing background business and overall travel demand
- Ensure that resilience and flexibility is built in throughout the Transport Plan.

Operational objectives – spectator transport

- Deliver 100% spectator travel by all modes of public transport, Park and Ride, and walking
- Deliver worldwide accessibility to the Games through the use of three international airports within 60 minutes of the City Centre
- Deliver excellent public transport for people with a mobility impairment
- Provide maximum reliable service levels from existing and planned infrastructure
- Provide multiple access and egress to all venues
- Deploy integrated event and travel ticketing to encourage spectators to travel by public transport.

Constraints:

Provisions for people who are mobility impaired

A detailed audit of our existing public transport system has confirmed that the only potential constraint to a successful Games for all is the provision of mobility-impaired access at Glasgow's rail and underground stations.

To address this the following strategy has been developed:

- All venues have been selected to achieve good accessibility for all
- All buses used for the Games will be fully accessible
- Glasgow's rail and underground accessibility programme has been prioritised to ensure mobility-impaired access for stations serving the Games venues
- Additional parking facilities for people with disabilities will be available for spectator use along with appropriate shuttle buses.

Contingency plans: Dealing with the unexpected

Our recognised success in delivering international events (UEFA return to hold the UEFA Cup Final in 2007) is in part due to Glasgow's ability in dealing with the unexpected. Our approach to the Games is no different. Scenario planning has been undertaken to identify, assess and mitigate the potential impact of issues such as major transport accidents, emergency road/rail/utilities repairs, unexpected demand peaks, event rescheduling and adverse weather. As a result robust contingency plans have been developed that include:

- Alternative stand-by road routes to all venues to address the potential impact of major accidents and emergency road/rail/utilities repair works, supported by multiple rail routes for spectators
- Simplified and constant rail service patterns throughout the Games, to minimise operations risk and, at the same time, support event rescheduling or adverse weather.

The City Council has established procedures to co-ordinate utility repair on the highway network. Regular meetings are held involving Strathclyde Police, Glasgow City Council, Strathclyde Partnership for Transport, trunk road maintenance contractor and the main utility companies – BT, Scottish Power, Scottish Water, NTL, Telewest, and Cable & Wireless to co-ordinate planned programmes of work that will affect the highway.

In addition, there is an Emergency Plan to ensure a 24-hour co-ordinated multi agency response to emergencies such as gas leaks which will continue to be in operation during the Games.

Our experience in event management has been employed to identify, assess and prioritise risks in the Games Transport Delivery Plan. The result is a comprehensive risk management plan which will be validated during rigorous desktop and physical testing.

Question 13.16

Organisation

What transport principles are applied for each of the following constituent groups:

- Athletes and team officials
- Technical Officials
- CGAs
- Media
- Sponsors
- T1-T3 constituents.

Distinguish between arrival, departure and Games-time logistics, routes and demand to be met (people, equipment and delivery).

Provision of transport

In accordance with the CGF Games Manual requirements, enhanced where appropriate, the following principles and priorities have been adopted for each group:

- Athletes (T3 clients), team officials (T3 clients) and technical officials (T4 clients): Achieve minimum and reliable journey times along dedicated routes. A Games Route Network with a high security and safety overlay
- For the workforce (T5 clients): Ensure public transport, cycling and walking network within easy access at all hours to all venues including the Village
- Commonwealth Family, CGAs and IFs (T1- T2 clients): Deliver flexible and resilient transport, with demand variations met through spare vehicles, rapid deployment and minibus use at peak times on core routes
- CGAs: Dedicated CGA vehicles as required
- Media (T4 clients): Provide simple, effective and plentiful transport including equipment, parking and 24-hour operation. Provide media hub on site at the IBC/MPC
- Sponsors (T2 clients): Planned, agreed and contracted transport provision, with good access routes and suitable layover facilities.

Specific principles for all client groups

- Separate depots, fleets and fleet management will be located near their client group's accommodation
- All fleets will, as a minimum, comply with the current Euro emissions standards, be kept in secure depots and driven by trained and competent staff

- Unexpected fluctuations in demand or major incidents accommodated through a 10% contingency allowance on all bus and car fleet and driver numbers
- Transport will be easy to use through call-up, transport desks and pre-booking and meet the needs of the user eg media arrivals two hours before an event. In addition, a 24-hour a day transport telephone helpline will be established
- Vehicle permit, parking, access and exclusion zones will be used for security, congestion control and fast access to venues
- Adequate load zone and back-of-house parking arrangements will facilitate timely access for authorised users
- Secure, managed and out-of-hours venue servicing by using freight consolidation depots and master delivery scheduling
- Cost-effective shared shuttle transport will be used wherever possible to cover Opening and Closing Ceremonies and cultural/medal events.

Arrival and departure

A dedicated Games Family Airport Arrival and Departure Service will be designed in partnership with BAA (for Glasgow International and Edinburgh airports) and Glasgow Prestwick International Airport. Features will include:

- Pre-landing assistance through in-flight information outlining the arrival process
- Reception at the aircraft door by the 'meet and greet' service and an escort via accreditation and validation centres through to dedicated and accessible fast track immigration channels
- Assistance with baggage collection and personal guidance through Customs formalities, an escort to the transport desk and on to dedicated transport.

Dedicated and accessible transport service will be provided to transfer accredited people and baggage to their accommodation. This service will be flexible to cater for variations in demand. Athletes and officials will also be provided with in-village check-in for departures.

Games-time service for client groups

Athletes and officials

There will be dedicated athlete coaches and minibuses running scheduled services to competition and training venues, with sufficient flexibility to cope with changed schedules. Technical officials will have a dedicated coach and minibus fleet serving meetings, training and competition venues.

Games Family and IFs

During the Games, there will be appropriate provision of cars with swift call up and good access to and from back-of-house. Pre-booked and taxi-style services will be supplemented with larger vehicles at peak hours for main routes. The level of service that will be provided for the Games Family is summarised in Table 13.16.

Table 13.16 – Games Transport System: Level of Service

Customer Group	Location of service to be provided	Obligation to each customer group	Time/frequency of Service
All T1-T4 accredited clients	Service originates at the gateway airport terminal	Arrival and departure airport service	24-hours per day (as required)
All T1-T5 accredited clients	Various locations throughout Glasgow and Strathclyde	Free public transport	18-hours per day (approximate)
T1 Clients	Service originates at hotels and serves Commonwealth Games sites and locations throughout Glasgow and Strathclyde	Dedicated personal car with associated driver	24-hours per day (as required)
T2 Clients	Service originates at hotels and serves Commonwealth Games sites	Pool vehicle with pool driver	24-hours per day (as required)
T3 Athletes, coaches and team officials	Service originates at Athletes Village and serves Games sites	T3 Scheduled Games bus service. Dedicated team vehicles with dedicated driver.	Time in accordance with Games Venue Schedule. Minimum 20 minute frequency
T3 Athletes, coaches and team officials	Service originates at Athletes Village and serves training sites	T3 Scheduled Games bus service. Dedicated team vehicles with dedicated driver.	Time in accordance with Games Venue Schedule. Minimum 20 minute frequency
T3 Athletes, coaches and team officials	Athletes Village	Internal Athletes Village shuttle	24-hours per day
T4 Broadcasters and media	Originates at media hotels and MPC/IBC and serves Games sites	T4 Scheduled Games bus service. Self drive vehicle pool	24-hours per day Minimum 20 minute frequency
T4 Technical officials	Originates at the Technical Officials accommodation and serves Games venues and locations of official IF meetings	Scheduled and flexible Games bus service	Time in accordance with Games Venue Schedule. Minimum 20 minute frequency.
T5 Games workforce	Various locations throughout Glasgow and Strathclyde including Games Village, IBC/MPC, Competition and Non-competition venues and training venues	Free use of existing public transport network, including Park and Ride and City Centre shuttle	18-hours per day (approximate)
Opening/Closing Ceremonies cast	Various locations throughout Glasgow and Strathclyde	Transport to Opening and Closing Ceremonies	As required

Question 13.17**Measures**

Describe the measures planned to facilitate Commonwealth Games traffic flow, punctuality and reliability, such as breakdown response units or Commonwealth Games traffic lanes, as well as normal traffic restrictions. Should your measures include Commonwealth Games traffic lanes, please indicate these on Maps B, B1, B2, etc.

Our approach to delivering short, punctual and reliable journeys for the Games traffic has been developed through extensive experience of running similar high profile events and is founded on the proactive management of traffic supported by tried and tested protocols for emergency events.

Games Route Network

We have developed a Games Transport Delivery Plan for the Games traffic that is founded on a core Games Route Network dedicated to the Games Family. A network has been established that links the Village with the Games venues, the media centre and main hotel area. The network comprises dedicated Games Lanes, which will be restricted to use by Games Family traffic during the Games.

The Games Lanes will be directly supported by a combination of:

- Rigorous lane enforcement and temporary banning of car parking along the core route network. This would be achieved using existing powers and those conferred under the Games Bill
- Diverting general traffic, where appropriate, to alternative routes

- Signal priority at key junctions
- Network of alternative contingency routes
- Extensive monitoring of the Games Route Network
- Proactive working with developers and utility companies to introduce a moratorium on non-emergency roadworks and street works on the local road network.

The Games Lanes will be subjected to both rigorous modeling and live testing prior to the Games.

Lane enforcement and banning of parking

Rigorous lane enforcement and the temporary banning of all car parking along the core route network will be crucial. Glasgow's traffic enforcement strategy includes the deployment of the existing 132 parking enforcement officers, 36 speed cameras and, at key junctions it is proposed that 58 traffic management cameras will be in place. Consultation with residents and businesses along the core route network will be held after the confirmation of Glasgow welcoming the Games to ensure that temporary parking and servicing arrangements are satisfactory to all. Here again, additional powers will be made available under the Games Bill.

Diversion of general traffic

Where appropriate, general traffic will be diverted to alternative routes (where additional capacity is available) to ensure that maximum priority is given to Games traffic.

Traffic priority

Games traffic will be provided with priority at traffic signals through the use of a vehicle detection system. 'Green waves' will be employed to optimise journey times for the Games Family traffic.

Alternative contingency Games Route Network

In recognition that there may always be emergency events that result in a Games Route Network being unavailable an alternative Contingency Games Route Network has been developed. This provides viable tested alternative routes to all sections of the Games Route Network.

Extensive network monitoring

Monitoring of the Games Route Network will be undertaken through the Glasgow Traffic Control Centre (TCC) using a network of roadside traffic CCTV cameras, traffic monitoring sites and additional monitoring equipment.

The Games Route Network will be extensively monitored to ensure reliable and free flowing Games traffic. The Contingency Games Route Network will also be subject to monitoring and information dissemination strategies put in place.

Moratorium on non-emergency roadworks and street works

Based on Glasgow's experience of enforcing a ban on all roadworks during the G8 Summit and each year during the 'festive season close-down' protocols have been produced in conjunction with developers and utility companies which ban road occupation for major roadworks and street works over the extent of the local road network.

Management of background demand

To manage commuter traffic proactively during the Games and maximise punctual and reliable journeys for the Games traffic, a number of focused traffic reduction strategies have been developed:

- Local residents will be actively encouraged to avoid using their car during the Games
- Local companies will be actively encouraged to promote non-car staff trips into work and working from home for the period of the Games
- Local companies will be encouraged to schedule deliveries outside working hours for the period of the Games.

Emergency response Breakdowns

Based on Glasgow's experience of delivering an emergency doctor response unit, breakdown response units will be in operation, located at strategic points, to minimise response time to breakdowns.

Emergency roadworks

Where emergency roadworks are required that impact on the Games Route Network, traffic would be switched to the Contingency Network in line with tried and tested emergency protocols managed by the City Council's Roadworks Control Unit and Strathclyde Police.

Question 13.18

Ticketing Do you plan to link ticketing to transport access and parking?

If so, how?

Travel and ticketing

In line with the requirements of the Commonwealth Games Manual, we will deliver free travel for spectators and accredited clients in the Glasgow area through a seamless ticketing system that is linked to transport access and parking.

Free travel

In order that all may enjoy the Games, we will provide free travel for ticket holders, and accredited clients in accordance with the following:

- Each spectator ticket will include free travel in the Glasgow area on all trains, the underground and local buses on the day of the event and through to 0400 hours the next day
- Every holder of an accreditation card will be entitled to free travel on public transport.

Ticketing technology

Ticketing technology is rapidly changing, making it difficult to identify all advances which will have been made by 2014. Our strategy for delivering the most appropriate, simple to use, integrated ticketing system is based on setting a basic level of provision and continuing to identify, monitor and adopt developments as follows:

- The 'low-tech' option of an event ticket and separate series of free travel passes will be assumed as the base contingency level of provision
- We will continue to identify and monitor advances in ticketing and work with companies at the forefront of ticketing technology to identify the most appropriate form of integrated ticketing for the Games
- We will continue to support the emerging National Entitlement Card Scheme and the associated 'smart card' technology and assess whether the scheme could be extended to accommodate the integrated ticketing that will be required for the Games
- Once an acceptable form of ticketing has been identified and agreed it will only be adopted following stringent testing.

Information Provision

We will link ticketing with information provision. In addition to simple, paper based transport guides for spectators the following concepts are being considered:

- Journey-specific advice and updates via mobile phone technology
- Real-time information, via displays, that read the 'electronic' ticket on the day of travel.

We will use information acquired through ticket sales to improve understanding of travel origins and wider travel requirements. This will be used to tailor transport services to real demand.

Personalised journey planning will be used to provide integrated transport/venue ticketing to manage the allocation of spectators to Park and Ride sites, plan scheduled transport, shuttle buses from the City Centre Hub and private coach hire access. Ticketing information may also be used to track public transport use and reimburse operators as appropriate.

Question 13.19

Training and Testing Describe your concept for training and testing transport staff and facilities before the Commonwealth Games.

Training programme

A trained, tried and tested transport workforce will be in place for the effective, efficient and timely delivery of the Games.

A training programme will be adopted to meet the specific needs of the Games. The programme will encompass three phases:

- Pre-Games Planning
- Operation Readiness and Test
- Games-Time.

The training of the transport workforce will be carefully co-ordinated in the Games' overall training strategy for volunteers. An educational qualification will be created from the Games Pre-Volunteer training process and it is intended transport operations skills will be recognised in this qualification, enhancing opportunities for permanent employment after the Games.

Testing strategy

The testing strategy will ensure that the Games-related infrastructure, can cope with the anticipated demands placed upon it, and test the responsiveness of the networks to peaks in demand and foreseeable emergencies.

The strategy will:

- be developed from venues' existing training procedures and build on Glasgow's recent successful delivery of the 2005 Special Olympics
- ensure that all staff (including volunteers) are aware of what visitors will be expecting and what they will be unaware of (particularly with respect to the local transport network)
- use volunteer crowds to test the ticket inspection and vehicle dispatch procedures
- determine call-up times for getting spare resources from bases to where they are needed
- test vehicle tracking systems to ensure that each vehicle can be traced and that maintenance requirements are identified and carried out swiftly
- test the throughput of vehicle depots, for example in relation to fuelling and cleaning.

Testing will use events organised in line with the recommendations in the Candidate City Manual, the International Federation requirements and the Commonwealth Games Federation Constitution.

Table 13.19 – Training and Testing

Phase	Training programme	Training content	Trainees
Pre-Games and planning	Orientation	Introduce basic information, develop understanding of the Commonwealth Movement and Games	Games Transport delivery staff on basis of existing expertise/Games experience (Manchester 2002, Melbourne 2006, Asian Games, Qatar 2006, Beijing Olympics 2008, Delhi 2010)
	Management and development	Ensure staff are suitably skilled for role (IT skills, communications, presentation etc)	
Operation readiness and test	Orientation	Introduce basic information, develop understanding of the Commonwealth Movement and Games	New staff
	Job and venue specific	Skills required for each role: venue transport operations, vehicle driving, crowd management and public transport service provision	Staff, venue transport managers, key volunteers
	Test events	Test training methods and train key staff Utilisation of real life events for testing purposes	
Games-time	Orientation	Introduce basic information, develop understanding of the Commonwealth Movement and Games	All new staff and volunteers
	Job and venue specific	Skills required for each role: venue transport operations, vehicle driving, crowd management and public transport service provision, disability and cultural sensitivity, accessibility awareness, customer service skills	All new staff, venue transport managers and all volunteers

Question 13.20**Authorities**

Which authorities (state, region, city, etc.) will be responsible for managing transport activities in the Commonwealth Games region during the Commonwealth Games? What will their respective responsibilities be?

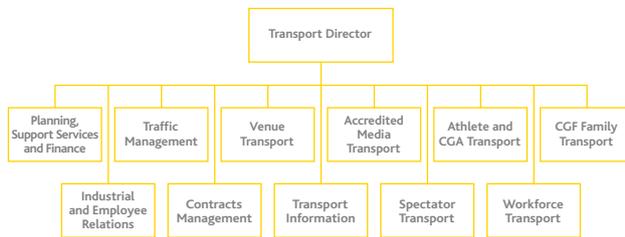
How will these different authorities be integrated and co-ordinated with the OC from the strategic planning phase to Games-time traffic management?

Under which authority will your transport and traffic management command and control centre be operated?

Provide a guarantee from the responsible authority.

Operational structure

The following structure will be established within the Organising Committee.



There will be a Games Transport Directorate working within the Organising Committee. Its role would be to:

- Work with Transport Scotland to ensure timely delivery of all transport infrastructure schemes
- Advise the Organising Committee during the planning phase on broader strategic and operational planning for the Games
- Develop and implement effective demand management, command, communication, and co-ordination principles and practice
- Establish service level agreements for Games Family Transport
- Establish service contracts with all service suppliers and transport authorities
- Plan, set up and manage all Games Family Transport depots, holding areas, transport malls and hubs
- Integrate, co-ordinate and thoroughly test all transport arrangements
- Direct all Games-time background accredited and spectator transport
- Recruit, train, deploy and manage all transport functional areas.

The Organising Committee will develop, in association with relevant bodies, a Games Transport Delivery Plan. If necessary, the Games Bill will provide powers to implement the Organising Committee's Transport Delivery Plan.

Please refer to Section 13.20 of the Guarantees File for the signed Covenants.

Question 13.21**Information**

Describe the intelligent information technologies and communication equipment designed to control and command traffic, taking into account weather conditions, delays, accidents, diversion routes, special security requirements, etc.

Command and control

The Glasgow Traffic Control Centre (TCC) is a fully integrated traffic control centre responsible for overseeing the city streets and key bus routes. Glasgow also hosts Scotland's national driver information and control systems (NADICS) which controls the national road network throughout Scotland.

The TCC hosts the city's bus information and signalling system that provides real-time bus tracking, bus priority and passenger information throughout the city. The centre operates closely with the police and the city's public security surveillance control centre. Police representatives are located in the traffic control centre during major events.

The centre monitors road traffic using 100 roadside traffic CCTV cameras and can access and share additional CCTV with the police and the city's security centre. Traffic on the city road network is also monitored at over 220 points with the national motorway through the city being constantly monitored via automatic incident detection systems.

The centre is provided with dedicated weather information services and has operational links with road maintenance organisations, traffic enforcement officers, media radio stations and public transport operators. The TCC acts as the main centre for dissemination of information concerning road incidents for the city and the national road network using roadside message signs and internet travel information sites.

The city's traffic signals are managed from the control centre with over 500 signals capable of being directly monitored and adjusted. Over 220 of these sites operate under the SCOOT® (Split Cycle Offset Optimisation Technique) adaptive control system which constantly monitors traffic flows and adjusts signal timings at each junction. Over 150 sites also provide priority to GPS equipped buses operating on Streamline service bus routes.

The Games routes will use these technologies to ensure consistent and efficient operation. The routes will be extensively monitored, have optimised signal operation, be provided with priority and be subject to rigorous lane enforcement. Appropriate diversion routes will be similarly treated and information dissemination strategies put in place.

The efficient movement of Games Family vehicles will be supported by the use of Automatic Vehicle Location technology, radio communications and satellite tracking technology so that deviation of vehicles from designated Games Family Routes may be monitored and appropriate action taken.

14

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01
Lawn Bowls will be held at
Kelvingrove Bowls Complex



02-04
Glasgow's libraries offer free
internet access, using up to
date technology including
WiFi, in addition to the
traditional lending services



05
The most up to date
technology available is
employed for major sports
events in the city



Theme 14: Technology

- Extensive existing infrastructure and additional committed development
- Wireless City
- Strong credentials – International Intelligent Community of the Year 2004
- Cutting edge technology at venues and Village, extensively tried and tested in preparation for the Games
- Efficient accreditation conveniently located at the main airport for the majority of athletes and officials
- With extensive past experience, an ability to handle all new technological change leading up to 2014
- Full technical support for sponsors, media and broadcasting
- 24-hour IT support available to the Games Family and at the Village

Introduction

History records that it was Scots who invented, among other things, the television, the telephone and the fax machine. Today, the country continues to have an international reputation for embracing technology. In 2004, Glasgow was named as the world's Intelligent Community of the Year by New York based think-tank Intelligent Community Forum which recognises pioneering cities and regions of the digital age. We have strong historical and current credentials to encompass all the technological changes we are likely to face leading up to 2014.

Information and Communications Technologies (ICT) will be a vital element of the success of the Games in 2014. In everyday life, organisations see ICT as a strategic enabler and individuals find that their lives are enhanced in a variety of ways. Workers are becoming more mobile and our younger generation expect to be able to communicate wherever they are and whenever they want.

We understand and intend to embrace these changes, using technologies which will enhance our solution without introducing risk to the Games. At the same time we aim to improve the experience of all stakeholders.

Our credentials

Within the city, there is an extensive e-Government programme, supporting the Access Glasgow strategy, with direct funding of £65 million and a share of other major investment in the city. Projects include:

- A multi-million pound upgrade to the Council's communications infrastructure covering over 300 locations in the city and incorporating the implementation of converged voice and data networks
- Implementation of an Enterprise Resource Planning system to handle the financial and HR administration of a £2 billion+ budget and well over 30,000 staff
- Replacement of a system which handles local taxes for almost 600,000 people and pays out £355 million per annum in benefits
- Rebuilding or refurbishing of 29 secondary schools which includes leading edge technology provision in the largest Public Private Partnership of its kind in Europe.

Glasgow is an innovative city and has led the way in recent years using mobile technology to enhance the delivery of home care services. Amongst our other leading edge projects VIPonair (our internet radio station) is the first of its kind in Europe, enhancing the quality of life for people with visual impairment.

Glasgow is also the first public authority in Scotland to have a strategy, *21st Century Wireless City*, which contains our plans to bring about city-wide wireless communications. The City Centre already has extensive hotspot coverage. Roll-out of a neutrally-hosted roaming infrastructure begins in 2007 encompassing Games venues in the first phase.

Consulting our citizens on services is one of our basic principles and we have taken this to a new level by adding an online dimension to our approach.

One of the key reasons why we believe Glasgow is successful is our willingness to collaborate, to form effective partnerships with other public sector agencies, with private companies and with the voluntary and education sectors. One of the best examples is Real Learning, a partnership of all the principal learning providers in the city which has put in place a network of 160 learning centres with over 139,000 registered learners using high quality ICT facilities in branded locations including 32 community libraries.

The technology commitments

Technology will be a fundamental element underpinning the Games' success. Every element of planning and delivery is affected by and affects technology. We have made extensive use of the EKS information sharing website and linked up with Manchester, Melbourne and London 2012 to gain as much information as possible about the technology requirements for the Games in order to formulate our approach and provide comprehensive costings and technology overlays. Advice has also been given by leading technology suppliers.

All of this good advice is added to the city's own strong strategic focus on technology which is at the heart of our success in this area. We keep abreast of trends and deliver leading edge, practical solutions as part of our regular business.

Getting the basics right

The technology for the Games is built on a range of key principles:

- High quality, high bandwidth communications infrastructure. Fixed communications are already in place reflecting the demands of strong market forces across the UK. Wireless hotspots are already widely available and in 2007 we will start to deliver roaming capability with coverage of the city well ahead of 2014
- Robust mobile technology. Existing coverage is excellent and will be used to facilitate every aspect of the Games including security
- Effective systems running every aspect of the Games. Our track record in delivery of systems is excellent, following from our strategy of using value for money suppliers with proven reputation and with in-house tailoring when the application demands it
- High Quality hardware infrastructure. This is leading edge with back-up monitoring systems and support teams in line with our approach to running our everyday business
- Robust Internet infrastructure. The city's website receives around 20 million hits per month and downtime is less than half a day per year
- Integrated technology. The Village will have ICT infrastructure built in as standard, reflecting the 21st century requirement for connectivity
- Sound governance. Experience in the management of a £2 billion+ annual budget will be used to define the financial and risk management framework for the Games. Project processes will be based on the city's Prince 2 programme/project methodology
- Team working and integration. The Games technology will be delivered by a carefully selected group of best-in-field partners with a strong track record in delivering international events. Glasgow has a strong market for skilled IT professionals fuelled by a regular supply of graduates from its universities and colleges. This is acknowledged as a significant factor in city competitiveness and will provide a rich source of technical volunteers for the Games
- CGAs will be able to complete entries and accreditation online.

The added value

- All broadcasting services delivered by Glasgow in 2014 will be provided in High Definition offering an improved viewing experience to those countries which are able to benefit from this approach while still capable of being used with all current technology
- Social Networking technology, such as 'blogs', will be used to collaborate and link the Games stakeholders, allowing participation from every part of the Commonwealth, the extended, electronic, version of Glasgow – the Friendly City
- The hardware will provide a legacy benefit. PCs and other technology such as mobile devices will be used as competition prizes for the citizens and communities of Glasgow and we will hold discussions with the CGF about the best way of extending this benefit to other members of the Commonwealth Games Family
- Subject to the agreement with the CGF, the Queen's Baton Relay will take advantage of the growing convergence of ICTs and broadcasting to guarantee new levels of audience participation in this key event
- Games security is vital to ensure that the event is safe. As identified in Theme 11, we will employ technology solutions such as biometrics and wearable technologies to ensure that everyone is accredited as appropriate to their role, whether as athlete, official or media. There will be a minimum need for intervention and intrusion in the process and enjoyment of the Games
- Text messaging (or whatever may supersede it by 2014), will provide a quick and convenient way of notifying stakeholders of Games news.

The athlete experience – The road to the Games

We believe in finding practical solutions which in turn affect and enhance the lives of individuals. Here are just some examples of the ways in which the application of technology will enhance the experience of the Games for one athlete in 2014.

Shaping the Games – starting 2007

Having my say: As a prospective athlete I am invited to go online to have my say about details of the Games' design and implementation.

Preparation – early 2014

Picked for the team: I can see details of where and when my event(s) will be held and the facilities I will enjoy when I arrive in Glasgow.

Learning more about Glasgow 2014: I can go online in my own blog or a chat space. I can find out what other athletes visiting Scotland have thought about the venues and the organisation of sport. My family is impressed with the pictures of the Village and the accommodation where I will be staying.

Arriving for the Games – July 2014

Arriving in Glasgow: I'm keen to settle into the Village and prepare for my event(s) so after a warm welcome and speedy registration process I'm transferred to my accommodation in the Village. My accredited pass uses technology which will guarantee secure access to the correct venues and areas and adds to my feeling of security.

In the Village: I can connect my laptop or use the wireless network and there's also a great Internet cafe so I can let my family know I've arrived safely. I can also pick up the latest information on who else has arrived. When I need peace and quiet I can relax in my bedroom, but when I want to socialise I can visit the communal lounge and download free films or music. There is a group of technology support staff on hand in the Village, at venues and Games family hotels.

Being looked after: Village management systems help to keep my accommodation warm, clean and secure whilst the accredited pass system ensures that only athletes have access to living quarters and that entry to the International area is controlled. It is great being able to book the smart bistros in the Village and the information, including my events, is all recorded in my personal and the team's calendar which reminds me where I need to be.

Competing at the Games – July/August 2014

Keeping up with the Games: Everything I need is online and the big video boards everywhere highlight important information for the day and let me see how other events are progressing. I can register to receive free instant messages for results or news which is important to me.

Checking on my event(s): Along with my team manager, I can check online for the latest information about timings for my event(s). Free messages can be sent automatically with any last minute changes to the programme.

Managing my training: My trainer/team manager can book suitable training time online and transport is automatically scheduled. My sports equipment which has been securely stored is ready and waiting for me. Specialist technology provides useful statistics of my performance at the training session.

Travelling to venues: Transport is provided to take me quickly to my training and competition venues. Glasgow's bus priority system ensures we don't get stuck in traffic. I get to my venue in plenty of time as traffic lights change in our favour. The use of SatNav complements the experience of drivers knowledgeable about the city.

At the venues: Our accreditation and biometric checks ensure only the athletes and our trainers are allowed into the preparation area. The technology also helps to make sure they know where I am when I am needed for my event and keeps track of my kit.

Celebrating the Games: The mobile signals are so good I can speak to everyone back home from anywhere and all they can talk about is the quality of the broadcasted pictures which make them feel like they are here.

After the Games – August 2014 onwards

Reliving the experience: Video footage of the events and medal ceremonies is available for distribution online and by DVD allowing me to have a permanent record of my own and my team's successes.

Improving my future performance: Statistics and footage of my performance are available to help my trainer and I plan for even greater success at the next international event.



Members of the Glasgow 2014 Athletes' Commission

Question 14.1

Describe the market's level of openness to competition in the area of telecommunications.

Competition and regulation

The Scottish market has been completely open to competition, including overseas operators, for nearly 20 years creating an extremely competitive market.

Current major network operators include NTL:Telewest, Cable & Wireless, MCI, Thus, Global Crossing, Colt, AT&T and the UK's original operator BT. Those operators who do not own their own infrastructure are able to lease capacity from BT at wholesale prices.

Question 14.2

How many licences have been awarded for:

- Setting up fixed telephony networks
- Supplying second generation (eg, GSM) and third generation (eg, UMTS) mobile telephony services.

Licences

The Government has eliminated the requirement for fixed telecommunications networks to operate under licence. Instead, operators must comply with a number of universally applicable conditions in accordance with the new European Union Communications Directive.

There are currently about 20 major network operators and 300 smaller service providers in the UK. Five GSM networks currently provide 99% coverage across the UK.

The Government issued five 3G network licences in May 2000 to the existing operators plus one addition. Major operators are currently deploying 3G (Universal Mobile Telecommunications System) networks in major population centres including Glasgow.

Question 14.3

Indicate whether a regulatory body exists for the market, whether this body is tied to government authorities and who issues the licences.

Regulatory body

The UK market is regulated by the Office of Communications (Ofcom), an independent body established by the UK Government through the Communications Act 2002. As noted in 14.2, market liberalisation has removed the need for licences to operate physical networks or provide telecommunications services.

Question 14.4

Describe the existing infrastructure and technology networks linking competition and non-competition venues that will support the traffic necessary for the organisation of the Commonwealth Games (telephony, data network, audio and video circuits).

Indicate the existence of any alternative path for back-up purposes. This information must be obtained from potential telecommunications providers.

Provide diagrams showing the infrastructure described above.

Existing and planned infrastructure

Glasgow and its environs are already very well serviced by communications infrastructure. This infrastructure meets the city's needs as a global business location, an international financial centre and a prime tourist destination. The city benefits from a sophisticated and mature telecommunications market with four major national/international carriers providing service. Therefore, the provision of back-up infrastructure is readily available subject to competitive procurement.

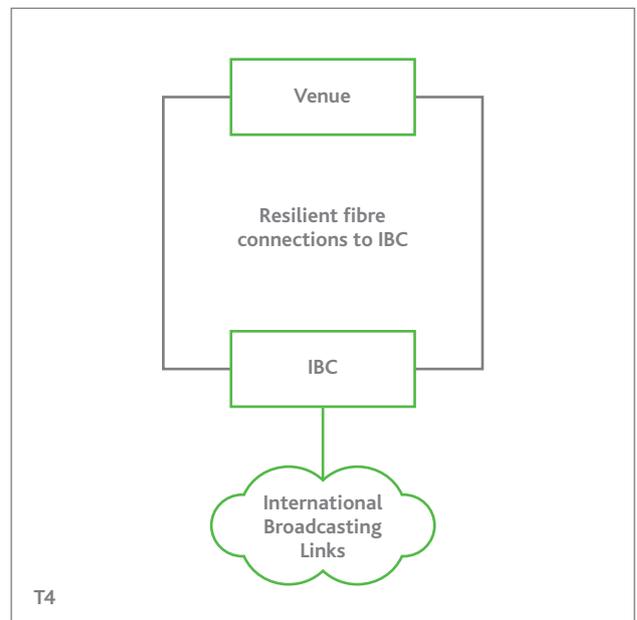
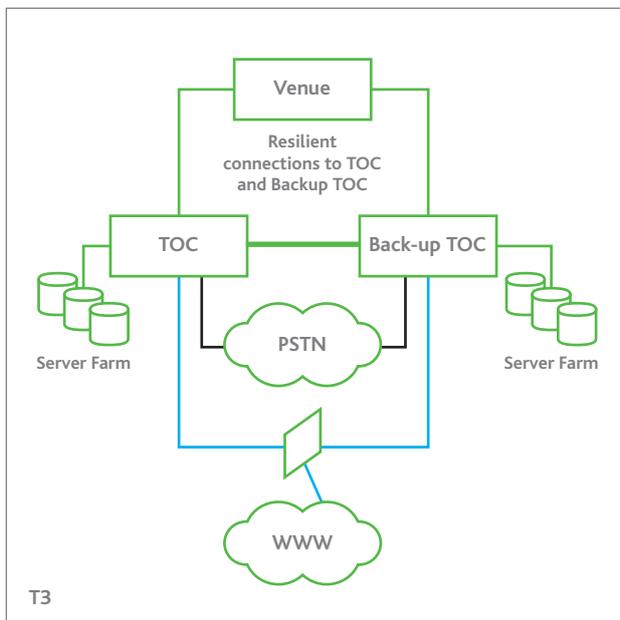
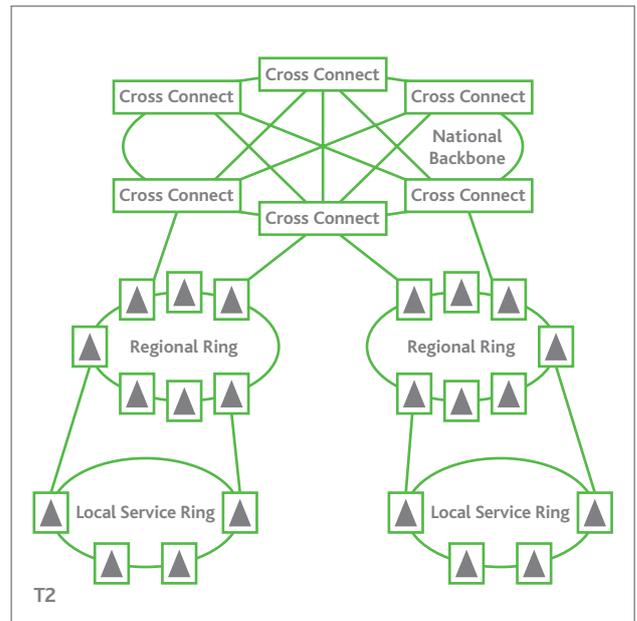
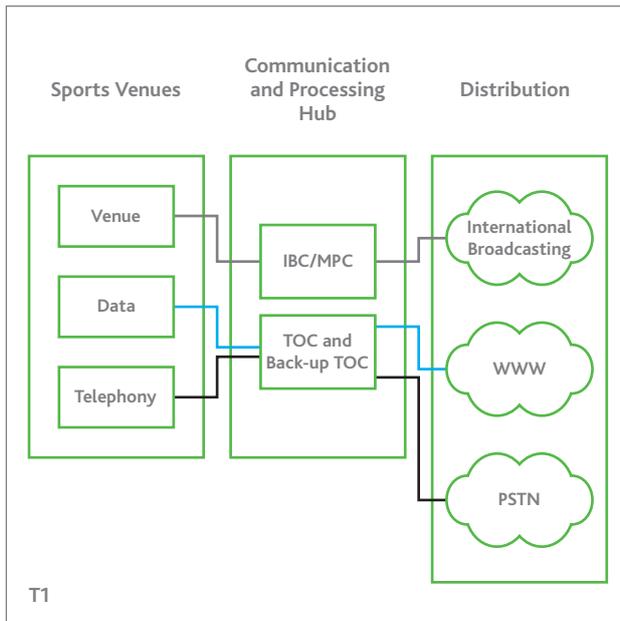
We are fully committed to ensuring that all key venues have resilient, physically diverse, fibre-based infrastructure capable of delivering voice (fixed and mobile), data and outside broadcast services to the world arena.

Diagram T1 illustrates the outline architecture. Data and voice traffic will share a common infrastructure between the venues and TOC/back-up TOC. This traffic will be split for distribution to, for example, the Internet for data and the public telephone network (PSTN) for voice. A private voice network will exist between venues through the TOC as a hub. Broadcasting traffic will have a separate dedicated link to the IBC/MPC for onward distribution by the host broadcaster. Most of the venues are currently owned and operated by Glasgow City Council. These locations are currently connected to the Council's corporate network for voice and data by 10Mbps ethernet circuits, similar to the architecture proposed for the Games. The Council's network is managed jointly with a partner. Availability levels are in excess of 99.9%.

Diagram T2 illustrates the resilient architecture employed by BT and other network providers on their core networks. The combination of tiered ring networks with diverse links to the level above provides an extremely resilient architecture resulting in excellent service levels in terms of capacity and availability. The local service ring provides connection for devices within small geographic areas, for example a town or part of a city. The regional ring aggregates up the local services into larger areas. The national backbone provides high capacity switching throughout Scotland and the UK with onward connection to other carriers and countries. Multiple and diverse connections within and between the tiers helps to ensure a highly resilient service.

Diagram T3 illustrates venue data and voice connectivity. Venues will be connected to the TOC and back-up TOC by separate circuits. The TOC and its back-up will be connected by high capacity links and will provide mirrored systems processing and links to the public voice (PSTN) and Internet networks.

Diagram T4 illustrates venue broadcasting connectivity. The broadcasting network will use a resilient architecture to bring live feeds back to the IBC for subsequent distribution to other broadcasters and countries.



Question 14.5

For each competition and non-competition venue, describe the current capacity (number of simultaneously supported communications) of the mobile network by carrier.

Indicate whether all of the roads linking all competition and non-competition venues are also fully covered by these carriers.

Capacities

Glasgow is fully committed to moving towards host-neutral citywide wire-less coverage removing the reliance on specific providers. Existing coverage is excellent with currently full 2G and 3G at all proposed Games venues across the city. Roads linking these have full 2G coverage. The number of supported users exceeds the maximum capacity at all venues within the city boundaries. Table 14.5 shows the status of the current number of supported users for venues.

The provision of temporary cells to cater for spikes in network traffic is normal business practice. For example, temporary cells already exist at Hampden Park in Glasgow.

Table 14.5 – Maximum mobile phone capacity by venue

Venue Name (Glasgow unless otherwise stated)	Maximum Capacity Required	Availability Exceeds Capacity
Barry Buddon, MOD Range	2,200	Yes
Cathkin Braes	1,000	Yes
Celtic Park	60,000	Yes
Games HQ	N/A	Yes
Games Village	7,000	Yes
Glasgow Green	5,000	Yes
IBC	1,000	Yes
Ibrox Stadium	50,000	Yes
Kelvin Hall International Sports Arena	3,000	Yes
Kelvingrove Bowls Complex	2,500	Yes
Main Data Centre	N/A	Yes
MPC	700	Yes
National Indoor Sports Arena	5,000	Yes
National Indoor Velodrome	4,000	Yes
National Stadium, Hampden Park	46,000	Yes
National Swimming Centre, Tollcross	5,000	Yes
Strathclyde Police Training Centre, Jackton	600	Yes
Royal Commonwealth Pool, Edinburgh	2,500	Yes
Scotstoun Leisure Centre	2,500	Yes
SECC Arena	10,000	Yes
Strathclyde Country Park	2,000	Yes

Question 14.6

If additional infrastructure for fixed and mobile networks is required to support the organisation of the Commonwealth Games, describe this infrastructure and list which carriers are prepared to build it.

Will these carriers charge the OC to build this additional infrastructure or will the OC only be charged for the usage service based on standard tariffs in effect in the country at Games time?

Additional Infrastructure

The prospect of a substantial increase in demand due to the Games will not pose a significant challenge. The current telecoms infrastructure within the Glasgow area is comparable to that found in any other major city in the world. In addition, BT is investing over £1 billion in Scotland to provide a world leading network infrastructure. The switch-over to the new network will be completed by 2011. The network serving all venues will be designed to ensure full capability for all voice including mobile, data and broadcast requirements. Additional fibre will be installed as part of the construction requirements of new venues or the upgrade of existing venues.

Under the existing model for infrastructure provision, the Organising Committee will only be required to pay standard tariffs for use of fixed and mobile network infrastructure during the Games.

The competitive environment in UK telecommunications ensures that a variety of carriers having the capability to build any required new infrastructure are active in the market. Issues of commercial confidentiality preclude listing those with firm plans in this area.

For the Village, duct infrastructure will be constructed at the same time as new carriageways or footpaths. These new ducts will then be connected into the major duct infrastructure routes that already exist adjacent to the Village. The driver for this investment will be the overall regeneration of Glasgow's East End offering long-term legacy after the initial high burst of activity during Games preparation and the Games themselves.

Question 14.7

Indicate the body(ies) responsible (and any ties) for controlling and allocating the frequencies necessary for radio transmissions.

Frequencies

Ofcom is responsible for controlling and allocating radio transmission frequencies.

The UK Spectrum Strategy reviews issues relating to spectrum management, especially those making it possible for licensees to buy and sell spectrum in the market ('spectrum trading') and reducing or removing unnecessary restrictions and constraints on spectrum use ('spectrum liberalisation'). This strategy is developed by the UK Spectrum Strategy Committee (UKSSC) which is chaired by the UK Government's Department of Trade and Industry.

UKSSC is the committee at which high-level agreements required for the provision of spectrum for the Commonwealth Games will be reached.

Ofcom is currently focusing on the introduction of spectrum trading and the liberalisation of spectrum use. These measures will yield substantial benefits through: faster access to new technologies; cheaper prices for the most popular wireless services; and greater choice and competition for wireless services.

Question 14.8

Provide (a) guarantee(s) from the competent body(ies) that it (they) is (are) prepared to allocate the necessary frequencies for the organisation of the Commonwealth Games.

Guarantees

UK frequency management arrangements have a worldwide reputation for effectiveness in planning, licensing, enforcing and delivering the complex array of frequency requirements at major events. Ofcom has been asked to organise a full frequency plan for the Games and will arrange all the spectrum licences in good time in support of the plan. This will guarantee access to spectrum for all the licensees.

The UK has a proven track record of successful spectrum management at major sporting events including the Tour de France 1994, the IRB Rugby World Cup 1999, the Manchester Commonwealth Games 2002 and the UEFA Cup Final 2007 (to be held in Glasgow).

The Secretary of State for the Department of Trade and Industry has guaranteed on behalf of the UK Government the allocation of the frequencies required for the organisation of the Games.

Please refer to Section 14.8 of the Guarantees File for the signed Covenants.

Question 14.9

Provide (a) guarantee(s) from the relevant authorities that there will be no fee charged to the following constituent groups for the reservation and services of allocated frequencies during the Commonwealth Games:

- Athletes
- CGF
- OCs
- CGAs
- IFs
- Media
- Broadcasters
- Commonwealth Games partners.

Guarantees

The Secretary of State for the Department of Trade and Industry has guaranteed on behalf of the UK Government to the waiving of fees payable for the allocated frequencies required for the Games.

Please refer to Section 14.9 of the Guarantees File for the signed Covenants.

Question 14.10

Are there frequencies allocated to trunk radio type services?

Frequencies

The UK trunked radio frequency allocation comprises 74MHz of VHF and UHF spectrum which is mostly assigned to business users. This spectrum is a mixture of dedicated primary and secondary use spectrum where co-ordination with other systems is sometimes required.

Question 14.11

How many types of trunk radio networks are in operation and what is the level of local and regional coverage?

Private radio networks

The main use of trunked radio systems are by the UK emergency services. These services are investing heavily in secure, robust digital communications infrastructure based on TETRA (a digital trunked mobile radio standard developed by the European Telecommunications Standards Institute) and provide full local, regional and national coverage.

Private trunked radio networks are also available providing options for analogue voice, digital voice and data services with local, regional and national coverage.

Question 14.12

How many subscribers are there to such networks?

Subscribers

Private networks serve more than 100,000 subscribers.

15

Media Operations

Theme contents

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01
The SECC site will
host the MPC and IBC



02
The new BBC Scotland
Headquarters at Pacific Quay
on the south bank of the River
Clyde, opposite the SECC



03
An executive room in
the Crowne Plaza Hotel
on the site of the SECC



04
A BBC live broadcast



Theme 15: Media Operations

- Extensive IBC/MPC with on-site integrated hotel accommodation
- IBC/MPC situated in one of the major venue clusters
- Location adjacent to Scotland's existing 'media village'
- Long-standing experience of broadcasting and covering major events
- Strong partnerships with the BBC and other broadcasters
- Aspirations for broadcasting feeds to all nations and territories
- No press or media restrictions on entry to the country
- National Media Centre for daily and weekly newspapers

Introduction

We have one of the strongest sets of credentials in respect of the coverage of major sports events in our country. We are the world's leader in interactive television and, as reported in Theme 14: Technology, we have the expertise to assimilate all technological advances in the media and other fields over the next seven years.

While the sale of broadcasting rights will be subject to open tender, we have benefited from the expertise of the BBC in London and in Glasgow in preparation of the Bid. The BBC has been consistent in its broadcasting of Commonwealth Games providing experienced, balanced and extensive coverage.

As the home to national newspapers, we are aware of the daily demands and requirements of the written press and will encourage the highest editorial standards.

The provision for all of the media will be crucial in ensuring that the Games are seen and reported upon in all the nations and territories of the Commonwealth. Our plans are designed to meet this objective.

Question 15.1

Describe your concept for the International Broadcast Centre (IBC) and Main Press Centre (MPC), including the following elements:

Location, size, adjacent compounds, transport hubs, parking and facilities

State whether the IBC and MPC are existing facilities or to be constructed

Explain the reason for your choice of IBC and MPC

Specify the intended post-Games use of the IBC and MPC, including legacy considerations

Specify who will finance the construction of the facilities

Provide all guarantees obtained for the use and/or construction of the IBC and MPC from the owners concerned, including possession and vacation dates. This guarantee must also state that the owner(s) grant(s) all rights with respect to commercial rights in relation to the IBC and MPC (including but not limited to the terms and conditions listed in the 'Clean Venue Appendix') to the OC for the period the OC has control of the venue(s).

(Please note that these dates should take into consideration the time required for both the fit out and retrofit of the IBC and MPC.)

See 'Clean Venue Appendix' in the Model Guarantees File.

International Broadcast Centre and Main Press Centre

The IBC and MPC will be co-located within the site of the Scottish Exhibition and Conference Centre (SECC). This site is one of the key venue clusters with gymnastics, netball, boxing and weightlifting all taking place within the venue precinct. (Reference Theme 8: Sport and Venues)

Over 70% of all other venues and the Village are within 20 minutes' drive of the IBC/MPC.

This site is two kilometres west of the City Centre and sits on the north bank of the river directly across from Scotland's 'media village' which includes the Scottish headquarters of the BBC, Scottish Television and the Glasgow Science Centre. The proximity to Scotland's permanent media village affords the benefits of access to expertise, facilities and personnel.

Our media services and Games news service will be based on the principles of accuracy, speed and reliability providing accredited media a robust, user-friendly information service.

Scale

The Main Press Centre

The MPC will be up to 3,000 sq metres and will be located within the SECC's existing buildings taking up Halls 1 and 2 and adjacent rooms on the south side of the building. The MPC will provide facilities for up to 450 working spaces, 100 results and online desks, private office spaces, one main media conference room and smaller facilities and help desks. It will also provide both wireless and linked facilities to reflect media technological requirements and any financial constraints on visiting media personnel.

The International Broadcast Centre

The IBC will be in a new temporary-build, fully-serviced, stand-alone building within the SECC site. The structure will be built for the Games and allow for space up to 10,000 sq metres as requested in the Candidate City Manual.

There will be full access for broadcasters prior to the Games and arrangements will be made to ensure relevant access between the broadcast hub and spectator venues within the SECC site during the Games.

A satellite farm will be provided on the river with clear lines of sight.

Facilities

Both the IBC and MPC will have localised catering arrangements. However, their co-location will provide benefits of joint operations for 24-hour main catering, shops and other wide-ranging consumer services including a bank, general store, post office, living and medical facilities. This co-location will also allow the media transport hub to be sited outside the MPC but easily accessible to all.

Legacy

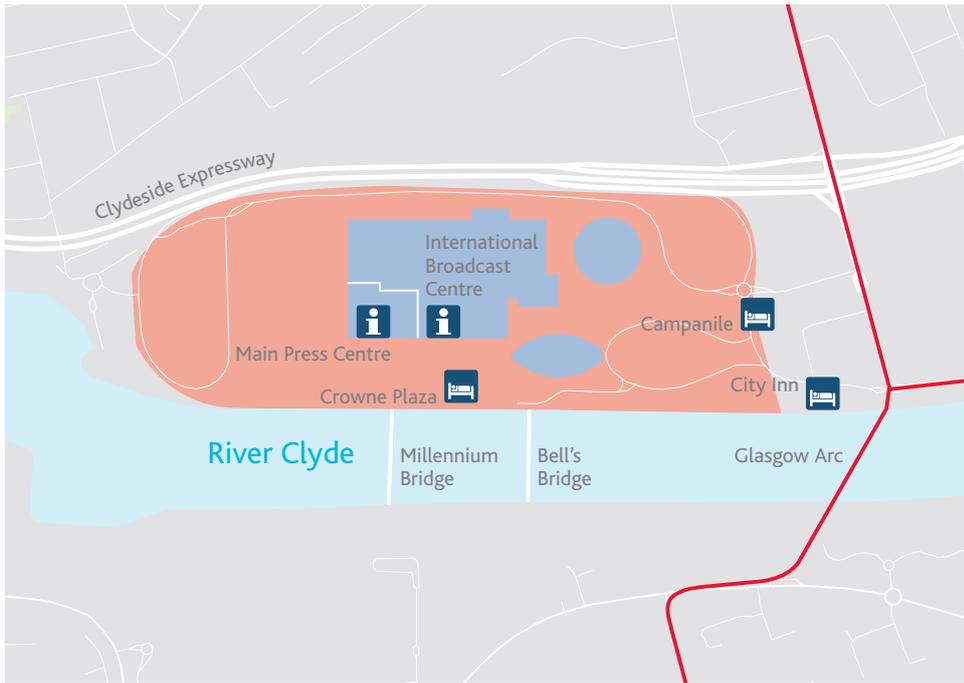
Following the Games, we will benefit from the legacy of communications links installed for the SECC and IBC. These will allow access to the telecommunications network across the SECC site for future sporting events, entertainment and conferencing activities.

The MPC area will continue to be part of the existing SECC. The IBC site within the existing car park of the SECC will be restored to original usage.

The IBC/MPC will be funded by the Organising Committee and is included in the OC Budget.

Please refer to Section 15.1 of the Guarantees File for the signed Covenants.

Map 15.1 – SECC Cluster



- Key**
-  Media Hotels
 -  MPC/IBC
 -  Games Lane

Scale: 1:10,000
0m 200m



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The MPC/IBC will be housed in both permanent and temporary accommodation in the extensive Scottish Exhibition and Conference Centre. The main media hotel (the Crowne Plaza) is on the same site with panoramic views up and down the River Clyde. The whole site lies opposite Scotland's media village on the south side of the river.

Question 15.2

Briefly describe your concept for media accommodation.
(This description should correspond to the list provided in Q 12.4.)

If you plan to use a Media Village(s), specify its/their location, size, capacity, type of structure (existing, permanent, temporary), room sizes and intended post-Games use/legacy.

Accommodation

Our provision of media accommodation will reflect the needs of the constituent groups in terms of location, rooms required and grading.

The Crowne Plaza Hotel in the heart of the SECC will be the designated media hotel. The hotel is rated four star and has 283 bedrooms. In addition there are two further hotels which are also within a short walking distance (less than five minutes) to the IBC/MPC. The Campanile, which is rated three star, has 106 bedrooms and the City Inn, also rated three star, has 164 rooms. In addition, there are a number of three star hotels and bed and breakfast establishments in the City Centre which is a short five minute shuttle bus distance from the site. A new four/five star hotel is also planned for the SECC site and will be incorporated in our plans once the concept is more fully developed.

These hotels will allow visiting media a range of accommodation while at the same time being adjacent to the MPC, IBC and a key venue cluster as well as being close to the vibrant City Centre and lively West End.

As with all hotels secured for the Games (Reference Theme 12: Accommodation) there will be no minimum stay and rates will be at 2007 prices with inflation increases only.

We will cater for specific requirements of the Host Broadcaster and Rights Holder clients.

There will be separate accommodation provided in Carnoustie and Dundee near the venue for full bore and clay target shooting.

All accommodation facilities are permanent and will revert back to normal hotel use after the Games.

Question 15.3

Briefly describe your concept for media transport, including:

- Airport
- Competition Venues
- IBC/MPC
- Media Accommodation.

Transport

Simple, effective and plentiful transport will be provided for the duration of the Games on a 24-hour operation for media personnel. The media transport services are designed to meet the requirement to move media personnel and their personal equipment from their accommodation to the media hub at the MPC/IBC and then to and from sporting venues operating on a maximum 20 minute frequency. Vehicles will be high quality 50-seat coaches, providing ample room for personnel and equipment.

Following fast-tracking through customs and immigration at the main International Airport in Glasgow, accreditation for the media will take place at both the airport (Holiday Inn Hotel) and the Crowne Plaza Hotel at the SECC. There will be media shuttles from airports to the SECC with the frequency dependent on demand and dates within Games time.

Media transport services will be available to the following accredited client groups:

- Host Broadcasters
- Rights Holders
- Non-rights holding accredited media.

All transport will be available on production of Games Accreditation. Accredited media will have free access to the public transport system.

The media transport hub will be situated at the MPC/IBC on the SECC site. Services will start/stop here and will cater for specific media transport in the following manner:

- Shuttle service to/from airports and train stations for media arrivals and departures
- Shuttle services on fixed routes to Games venues. These services will service core venue clusters on a 20 minute frequency as follows:
 - Hampden Park
 - East End Cluster (serving in turn, Glasgow Green, National Indoor Sports Arena and Velodrome, Celtic Park, then National Swimming Centre)
 - The Village
 - Kelvingrove Bowls Complex and Kelvin Hall International Sports Arena
 - Scotstoun Leisure Centre.

- Other venues will be serviced to suit the particular requirements of each event:
 - Celtic Park for the Opening Ceremony
 - Cathkin Braes for Mountain Biking
 - Strathclyde Country Park for Triathlon
 - Strathclyde Police Training Centre, Jackton and Barry Buddon, MOD range for Shooting
 - Ibrox Stadium over the period of the Rugby 7s
 - Royal Commonwealth Pool for Diving.

Bus shuttles to train stations will also service the City Centre, Games Family Hotel and George Square. A circular bus service will also serve the main central venues.

There will be a frequent shuttle service to main media hotels. This will operate on a circuit linking the media hotels with the SECC hub. In addition, Host Broadcaster and Rights Holders will benefit from shuttle services to facilitate their specific operational requirements.

There will be transport to a satellite Media Hotel adjacent to Barry Buddon for shooting. Transport to and from the venue will be provided on a half-day and full-day basis.

A special facility will be made available for specific broadcasters to hire coaches to move personnel from hotels and the IBC to venues to suit their own specific needs.

In addition to the bespoke services provided for the media, all accredited media personnel will be able to travel free on Glasgow's entire public transport network which includes extensive bus and rail services as well as the Glasgow Subway.

Table 15.3 – Rail Services from SECC to Competition Venues

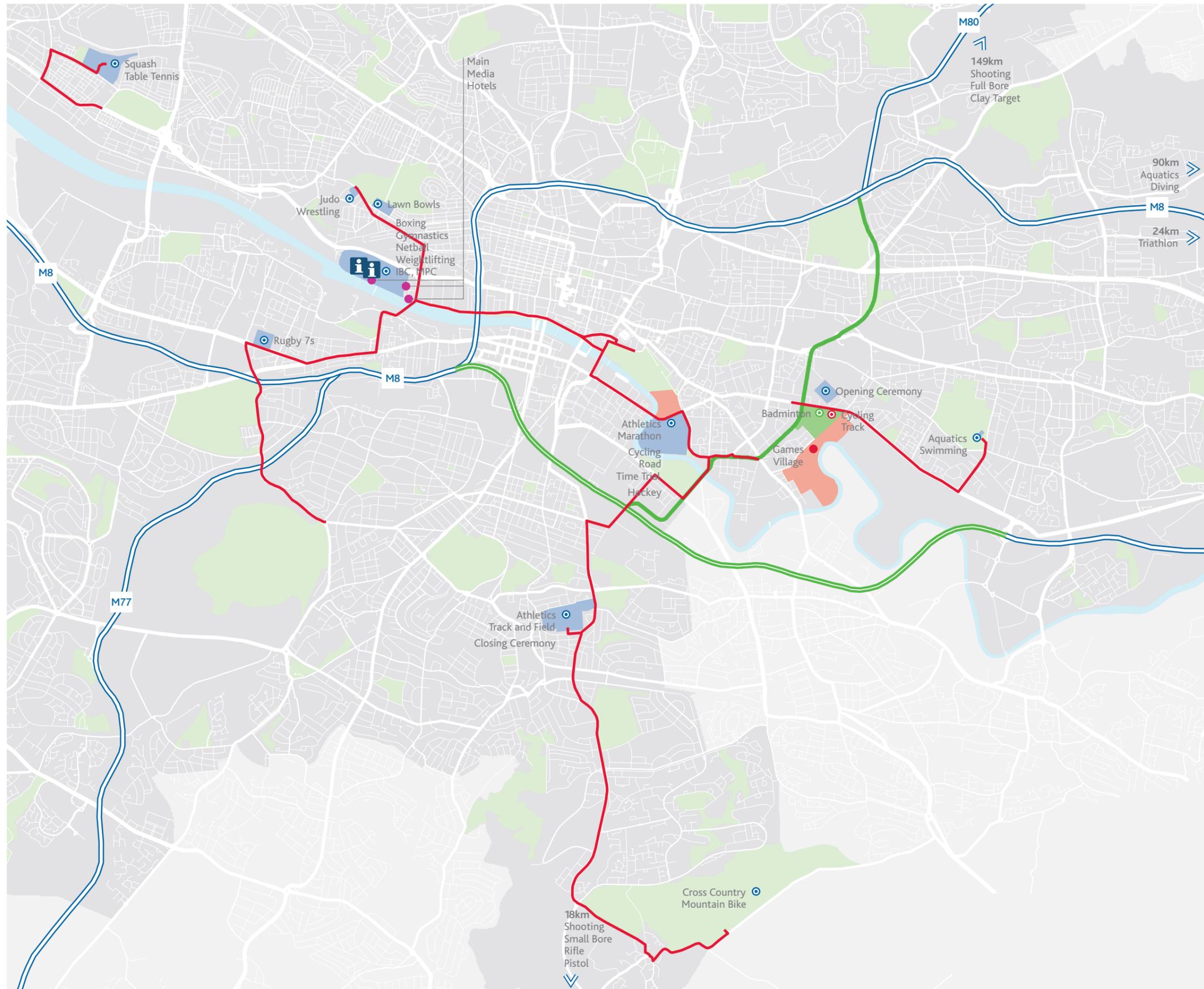
Venue	Rail Station	Trains per hour	No of Changes	Changes at
Kelvin Hall International Sports Arena and Kelvingrove Bowls Complex	Partick	6	0	Direct Service
Athletes Village, National Indoor Sports Arena and Velodrome	Dalmarnock	4	0	Direct Service
Celtic Park	Dalmarnock	4	0	Direct Service
Strathclyde Country Park	Motherwell Airbles	4 2	0 0	Direct Service
Glasgow Green	Bridgeton	4	0	Direct Service
Cathkin Braes	Burnside	2	1	Glw Central Low Level
The National Stadium, Hampden Park	Kings Park Mount Florida	2 4	1 1	Glw Central Low Level
Scotstoun Leisure Centre	Jordanhill	6 2	1 0	Partick Direct Service
National Swimming Centre, Tollcross Park	Carntyne	4	1	Partick
Ibrox Stadium	Ibrox via subway	6	1	Partick
Royal Commonwealth Pool, Edinburgh	Edinburgh Waverley	4	1	Queen St Low Level

Question 15.4

Provide a map, no larger than A3 – folded or double page – and giving the graphic scale used, indicating:

- IBC
- MPC
- Media accommodation
- Media transport
- All competition venues
- Commonwealth Games Village.

Map 15.4 – Media Concept



- Key**
- Existing Venue
 - Planned Venue
 - Proposed Venue
 - Media Hotel
 - Games Village
 - i MPC/IBC
 - Games Lane
 - Motorway
 - Planned Motorway
 - Planned Road
 - Park
 - >> Distance from Village to Barry Buddon, Jackton, Royal Commonwealth Pool and Strathclyde Country Park

Scale: 1:45,000
 0m 2,000m



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Question 15.5

Would broadcasters or the HBO, and their personnel, normally be subject to union regulations or labour laws? Explain.

Employment and tax

Domestic broadcasters and the HBO (if based in the UK) and their personnel are subject to and protected by a range of employment laws. These are available for inspection.

UK labour laws will not apply to broadcasters or the HBO in their employment of workers from outside the UK when the latter are employed to carry out work on a temporary basis.

UK legislation relating to trade unions will not be relevant unless broadcasters or the HBO employ or engage workers who are members of a UK trade union.

Question 15.6

Would broadcasters or the HBO, and their personnel, normally be subject to specific taxes for broadcasting work such as taxes on production and/or equipment? Explain.

Taxes

There are no specific direct or indirect taxes in the UK for broadcasting work. Journalists or broadcasters entering into the UK, temporarily for the Games and related business, will not be subject to UK tax on revenues they earn in relation to the work they perform at the Games. Likewise, there will be no liability for UK Social Security contributions on the earnings of most foreign journalists and broadcasters, although for a small minority, their earnings may be subject to contributions to the Social Security Scheme of their home country. Some broadcasting might be subject to UK VAT during the course of their work. If so, they can recover the VAT on their costs through registering for VAT.

16

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Glasgow Royal Concert Hall



Theme 16: Culture

- Distinct cultural identity in the country and city
- A vibrant city with strong cultural base in its art galleries, museums, theatres, restaurants, pubs and clubs
- With a large university population, there is an extensive range of entertainment outlets for athletes and officials
- An inclusive, inspirational and enjoyable Cultural Programme
- With agreement of the CGF, an innovative Opening Ceremony in location and format
- An extensive education programme to link Scotland with all nations and territories in the Commonwealth
- A strong culture of volunteering
- Increased awareness of the Commonwealth in Glasgow and Scotland

Introduction

The Cultural and Education Programme will be a vital tool in supporting our ambition that the Games in 2014 will be inclusive, inspirational and enjoyable. The Programme will provide an opportunity to re-assert and renew the values underlying the spirit both of the Commonwealth and the Commonwealth Games.

CGF protocol must be respected for all these events, in accordance with the CGF Constitution and Regulations and the Host City Contract.

Briefly describe your plans for the programme of cultural and ceremonial events to take place during the Commonwealth Games.

Question 16.1

The OC must organise a programme of cultural events which shall be submitted to the CGF Executive Board for its prior approval no later than three years before the Commonwealth Games.

There are four types of ceremonial events to be organised before or during the Commonwealth Games:

- *Opening and Closing Ceremonies*
- *Welcome ceremonies at the Commonwealth Games Village*
- *Medal ceremonies*
- *Queen's Baton Relay.*

Cultural and ceremonial events

Both the City of Glasgow, and Scotland as a whole, have a distinct and well-established cultural identity for which they are renowned worldwide. Glasgow's cultural revival started with the opening of the Burrell Collection in 1983 and continued with the Garden Festival in 1988. The city's growing cultural contribution was rewarded in 1990 with the accolade of European City of Culture. In the same year the city opened its Royal Concert Hall. Since then Glasgow has gone on to host a wide range of cultural and sporting events of international significance.

For the Games in Scotland, a Cultural Festival will be delivered which will build on these existing strengths. This has the support of all the relevant national agencies and cultural organisations including the world's largest arts festival, *The Edinburgh International Festival*, the governing body of which has agreed both to support and contribute to the Games.

The three universities in Glasgow have agreed to fund cultural scholarships to help artists and musicians from within the Commonwealth to travel to Scotland to contribute to the Cultural Programme leading up to and during the Games.

The Cultural Programme will be developed in stages, using Commonwealth Cultural Partnerships and Commonwealth Exchanges. These will start in 2010 immediately after the Games in Delhi. Both the activities and the scale will increase towards the Games in 2014, when the main programme will take place during the Games themselves. This evolution of the programme will ensure a cultural legacy which grows progressively while developing associated networks. The latter will ensure continuity long after the Games themselves have been held.

Involving the community

We aim to involve the whole community in the Cultural Programme. As well as their involvement in the cultural activities themselves, there will be three main live sites in the city. In turn these will be linked to other Scottish venues, which will provide platforms for creative and cultural activity – all designed to complement the sporting programme. The use of live sites has been tried and tested for everything from major international soccer events through to the annual *BBC Proms in the Park* music festival.

The core of the Programme will be delivered by existing cultural organisations led by a creative and cultural team within the Organising Committee. The same team will also lead in the commissioning of innovative and exciting works, which will appear in the public realm and at the live sites of the Games, whether in the form of performances or as physical artefacts.

A unique element of this programme will be the 'Games Fest', a mass entertainment space that will be based on the principle of the 'Fan Fests' pioneered at other major sports events. This will encompass a dedicated public area where the local community and visitors who have not managed to get tickets for the main arenas can, nevertheless, watch the events live. Cultural entertainment, sporting opportunities for children, food and hospitality will all be provided on the same site.



Students on campus at Glasgow University

Queen's Baton Relay

The Queen's Baton Relay is of significant importance in promoting the Games and the unity of the Commonwealth. In partnership with the Commonwealth Games Federation we would propose to build upon the developments which have been introduced for successive Games. We recognise that the Queen's Baton Relay is the first major opportunity to consolidate relationships with all of the nations and territories participating in the Games and among athletes. We will support the concept of the Baton travelling through all the nations and territories of the Commonwealth.

While the Relay's main purpose is to raise awareness of the forthcoming Games and to rally athletes, we propose that the process of the Baton visiting each country will also enable the collection of cultural wealth. The arrival of the Baton will trigger the contribution of a locally recognisable beat or sound (say, a drum beat or sound from an indigenous musical instrument) from every participating nation and territory. This will engage individuals, sports, culture and music at the local level throughout the Commonwealth. The culmination of this collection of beats or sounds will be 'mixed' into a musical piece for the Opening Ceremony – and will be a touchstone owned and recognised by all of the participants. This aspect will be developed with Scotland's national cultural organisations. The 'Sounds of the Commonwealth' will be performed at the Opening Ceremony.

Welcome Ceremonies

The formal Welcome Ceremonies will take place in the Village and will mark the arrival of each team to Glasgow.

The Ceremonies will take place in a setting established to ensure that each national team has an individual and memorable arrival as they join other teams in Glasgow at the beginning of their Games experience. Images gathered on the journey of the Queen's Baton Relay will also be used. The setting will be part of an athletes' 'entertainment zone', which will be active throughout the Games. It will be surrounded by the flags of the competing countries. The format will be sympathetic to the team schedules.



Hogmanay celebrations in George Square

Opening Ceremony

The distinctive format for the Opening Ceremony will ensure that athletes themselves are placed at the centre of the event – both symbolically and in reality. The programme will exemplify the values of equality, humanity and destiny. It will be complete in its own right, but will also premiere some of the sporting and cultural activities during the rest of the Games. The Ceremony will also reflect the many traditional and new cultures of Glasgow, Scotland and the Commonwealth.

Subject to the agreement of the Commonwealth Games Federation, the Ceremony will bring forward the timing of the arrival of the athletes as part of the early stages of the Ceremony. They will walk a full lap of honour around the stadium before being seated to experience the spectacle. In the parade of athletes, each team will be led by a young Name Bearer from that country. These young people will have been identified through the relationships developed between the Host City and Commonwealth countries through the Education Programme introduced several years before the start of the Games.

The Ceremony will showcase Scottish and Commonwealth culture and traditions. Our five national arts, music and dance companies will collaborate to deliver a spectacular event that will draw upon both common roots (looking back) and common routes (looking forward) among Commonwealth communities. In addition to Scottish Ballet, Scottish Opera, Scottish Chamber Orchestra, the Royal Scottish National Orchestra and the National Theatre, community arts organisations will be encouraged to become involved in the Opening Ceremony. The Ceremony itself will involve the spectators so that they become not just spectators at, but participants in, the event.

In addition, a nationwide, off-site Opening Ceremony programme will be delivered to engage audiences outside the stadium, through satellite technology, both around Scotland and across the Commonwealth as a whole.

Medal Ceremonies

The presentation of medals will embody elements of distinctive Scottish identity, including tartan fabrics and bagpipe music. In addition to Scottish young people, the Medal Bearers will be those same young people from around the Commonwealth who featured in the Opening Ceremony as Name Bearers for their countries.

Closing Ceremony

We propose that the Closing Ceremony is held on the final evening following the end of the track and field events. The ceremony would revert to its traditional position in the programme of the Games and place the athletes once more at the heart of the celebrations.

Athletes of all nations will walk a lap of honour before being invited into a central open space where they can mix and celebrate. While recognising that the event is a formal ceremony, our proposal is to place as much emphasis as possible on fun and celebration – a moment for reflecting upon achievements gained and endorsing friendships made and renewed.

The Closing Ceremony not only marks the end of the 2014 Commonwealth Games but also celebrates the beginning of the next four years culminating in the 2018 Games. As such, and as is traditional, this evening event will include both the Flag Handover Ceremony and programming input from the next Host City.

Following tradition, the evening will end with *Auld Lang Syne* – a fitting conclusion with a song written by Robert Burns: Scotland's, and one of the world's, favourite poets.

Following the formal Closing Ceremony a more informal party for athletes and officials will be held.



The World Pipe Band Championships is an annual summer event



Princes Square Shopping Complex



Hampden Park, venue for the Closing Ceremony

Question 16.2

According to the CGFs standard for venue gross capacities, the gross capacity of the venue for the Opening and Closing Ceremonies is 40,000.

The details of all ceremony programmes must be approved by the CGF, prior to the Commonwealth Games.

Describe the intended venue for the Opening and Closing Ceremonies of the Commonwealth Games (location, dimensions, seating capacity, etc.) and indicate whether the venue already exists or has yet to be built.

If the ceremonies are not taking place in your main athletics stadium, please give the location of the venue on maps A and B.

Opening Ceremony: Celtic Park

The venue for the Opening Ceremony will be Celtic Park. This stadium lies adjacent to the Village and is identified on Maps 1.2 (Concept) and 8.3 (Venues and Transport). The seating capacity is 60,000. As Celtic Park is an existing facility, only ceremony specific overlays will be required to stage the Opening Ceremony.

Due to its proximity to the Village, athletes and officials will be able to walk from their accommodation to the Opening Ceremony. We hope that by staging the Ceremony in a stadium next to the Village, by avoiding long holding patterns outside the stadium, by seating the athletes during the cultural celebrations and by finishing no later than 10pm, more athletes will be able to participate in the Ceremony even if they are competing the following day.

**Closing Ceremony:
The National Stadium, Hampden Park**

The venue for the Closing Ceremony will be Hampden Park. The seating capacity during the Games will be 45,000. As Hampden Park is an existing facility, only ceremony specific overlays will be required to stage the Closing Ceremony. As this stadium will be used for track and field events, it will be changed over immediately after the relay races on the final evening to be ready for the Closing Ceremony.



Celtic Park, venue for the Opening Ceremony

Question 16.3

Briefly describe the educational programmes intended to be set up in schools during the years leading up to the Commonwealth Games in order to promote the Commonwealth Games.

The Education Programme

The Education Programme will evolve through a number of stages leading up to, and then beyond, the 2014 Games. Education is being interpreted in its widest sense, as both formal and informal, and is envisaged as contributing not only to a programme within Glasgow and Scotland but also for other Commonwealth countries.

Events management academy

In partnership with education establishments in Glasgow, an Events Academy will be formed to train volunteers, to record and formalise good practice and to develop a specially designed, online volunteer toolkit. This will be an educational legacy of the Games in Glasgow.

Bid Stage: Raising awareness of the Commonwealth

By spring 2007, pupils aged 10-11 in primary schools in Glasgow will have been introduced to programmes about the Commonwealth. The outcomes of this will be that these young citizens will have gained a better understanding of the Commonwealth.

A process of linking schools in Glasgow to countries in the Commonwealth has been initiated. Glasgow's Education Service embraced Commonwealth Day on 12th March 2007 in schools and it has identified key schools which are the location of the first of these links. The same concept will apply throughout other parts of Scotland over the coming years.

Glasgow has 74 public parks within the city. They will also be linked to specific Commonwealth nations and territories, enabling those within their catchment communities who are not of school age to become actively involved. Managers of parks will develop planting and other activities to represent their links to specific nations and territories. This will be part of an overall, informal education programme delivered particularly through activities in community organisations, youth and after-school clubs.

Scotland has a large number of members of the community drawn from the nations and territories within the Commonwealth. Working with, and through, these communities, Scotland's national arts, music and dance companies will provide support for a culturally diverse education programme in the period before the Games. Each of these five national companies have educational officers who will be directly involved. The purpose of the education programme will be to ensure that people in Scotland enjoy a positive and constructive image of the Commonwealth and its citizens, with a special focus upon action within schools.

2008-2010

Our commitment to the Cultural and Education Programme will be developed through engaging the cultures of our Commonwealth partners. This will start with the further development of our links with the six regions of the Commonwealth: Europe, Asia, Oceania, Africa, Caribbean and Americas. Scotland already has cultural connections through many of its business and artistic organisations in these regions and in the associated nations and territories. Glasgow and Creative Scotland will develop a programme to ensure each culture is represented through a variety of activities.

Young people throughout Scotland will be further encouraged to volunteer and given the opportunity to participate in a sporting event as a volunteer. Working with organisations in the field of informal learning, young volunteers will be given the opportunity to gain qualifications associated with their voluntary role. This will provide them with a personal legacy linked to the Games. These will be among the 15,000 volunteers recruited for the Games.

Glasgow and Scotland will utilise its International Education Grants to focus on a series of exchanges and engagements with Commonwealth Countries as early as 2008 ensuring relationships are developed well before the commencement of the Games. The City will also use Glasgow's existing Children and Young People's engagement model to involve and consult on the development of the Games so that they are attractive to children and young people.

2010-2014

Education will be an important feature of the cultural element of the Games, which will commence in Delhi. Our contribution to the Closing Ceremony in Delhi will trigger four years of educational and cultural development leading up to the Games in the summer of 2014.

Among the additional programmes which will be developed are:

- Links between schools in Scotland and individual nations and territories
- Links between municipalities in Scotland with individual nations and territories so that the former adopt a second team from among the nations and territories of the Commonwealth
- Links between organisations (for example universities and clubs) in Scotland with individual nations and territories
- The development of Commonwealth-wide 'e-friends' between children in Scotland and the wider Commonwealth
- The continuous development of an educational programme on the Commonwealth in schools throughout the country.

The cultural programme for the Games will provide an opportunity for the visiting Commonwealth to learn more about Scotland – its sights, its sounds, its tastes, its traditions, its aspirations. As important, it will provide an opportunity, especially for young people in Scotland, to understand our links with the Commonwealth and the value of our relationships with Commonwealth countries and territories.

With such a distinctive cultural heritage, we look forward to involving directly the many thousands of athletes and officials who will participate in the Games, and to displaying all that is good about Scotland to the many millions of television viewers around the world who will be watching the Games in 2014.



Glasgow has a busy summer events calendar with something for all ages



The Glasgow 2014 Bid has captured the imagination of children and young people across Scotland



Glasgow Mela is an annual celebration of cultural diversity through music and dance

01 Sun setting over Oban Bay



02 House for an Art Lover in Glasgow



03 Village of Plockton near Kyle of Lochalsh



04 The West End Festival is Glasgow's largest cultural festival with more than 400 events taking place over two weeks each June



05 The Crinan Canal at Lochgilphead



06 Carnoustie Golf Course Hotel at dusk



07 Linlithgow Palace



08 The annual FRESH 'N' LO Great Scottish Run event has become a highlight of the running calendar with more than 20,000 participants



09 Edinburgh Castle from Princes Street Gardens



10 Fresh produce throughout Scotland



11 The Isle of Harris



12 Salmon leap at Rogie Falls in Perthshire



13 Rooftop view over Glasgow's West End



01
Bridges across the River Clyde



02
Support for Scotland at Home

03
Scottish, medal-winning hurdler Chris Baillie

04
Kilchurn Castle on Loch Awe, Argyll

05
The Patiala Pipe Band of Pakistan competing in the annual World Pipe Band Championships in Glasgow



No successful Games can be held in isolation from previous events. Over the coming years we will want to continue to listen and learn from those with experience to ensure that our Games meet future expectations. Like all Host Cities, however, we hope, through tried and tested processes as well as innovative approaches, to set a new benchmark for the organisation and staging of the Games.

Entrusted with the Games

If awarded the right to stage the Commonwealth Games in 2014 we fully appreciate that we will be entrusted with the Games not for 12 days but for the four years immediately after the Games in Delhi. With that trust will come a set of responsibilities to a large number of people and organisations.

Understanding those responsibilities will help to develop a strong working relationship with the Commonwealth Games Federation.

Meeting those responsibilities will help to ensure that the Games are held successfully.

Promoting those responsibilities will help to communicate the importance of the Games and the values of the Federation.

Trust and responsibility

Throughout the period leading up to the Games in 2014, and even beyond, we appreciate that we have a key responsibility to three key sets of players:

- To the athletes to ensure that we have planned effectively to provide the very best conditions in which they can compete successfully
- To the CGAs to ensure that we assist them in preparation for the Games through CGA Services, sports development assistance, travel grants, hotel costs – all geared to more effective participation by their athletes and officials in 2014
- To the Commonwealth Games Federation to ensure that we work in partnership to consolidate and expand the importance of the Games in the sports calendar and within the work of the Commonwealth as a whole.

On 3rd August 2014, it will be our clear responsibility to pass the Games back to the Federation and onto the hosts for 2018 a stronger, more successful Event. Our planning is directed towards this key objective.

Our people, our places, our passion

The people of Scotland have made distinct contributions to the Commonwealth over many generations and in many walks of life. Often they have been part of the development and growth of independent nations and territories. We believe that our contribution and our traditions have helped to develop a warm relationship with people throughout the Commonwealth. We now wish to have the honour of consolidating these relationships through the staging of the Commonwealth Games in our city and in our country.

Our Bid is based on the strong sporting credentials of Scotland and Glasgow. Like all other parts of Scotland, Glasgow has long committed itself to providing new facilities and sports programmes in schools and communities and has demonstrated strong support for aspiring and elite athletes. Over many years, numerous international sports and cultural events have been successfully staged in Scotland and Glasgow. We have a strong track record in contributing to Commonwealth and world sport through the staging of so many major events, including all the sports in the proposed sports programme for the Games. This long-standing investment in sports and cultural activities has helped the city gain an international reputation as the place to stage major events.

Our Bid is based on a strong team and partnership approach among all agencies in Scotland. We believe in such active partnerships and have built these upon the experiences gained in working with others at local, regional, national and international level. We will bring this experience to bear in a new partnership with the Commonwealth Games Federation and with individual CGAs.

Our Bid rests on the strong foundations of committed political, financial, and commercial support.

Our Bid has been welcomed by the community who, with a passion for sport, have shown unprecedented levels of support.

Throughout history, Scotland and Glasgow have demonstrated an ability to meet new challenges, to adapt and to make a contribution to so many lasting developments throughout the Commonwealth and the world. Scotland is a changing country, innovative and enterprising while retaining a strong set of values and a respect for tradition. Glasgow is an ever-evolving, dynamic and multi-cultural city. A city which is committed to a partnership approach. A city with an international perspective. A city with a long and successful apprenticeship in delivering major events.

Our Invitation

Over recent months we have enjoyed the kind hospitality and warm friendship of nations and territories throughout the Commonwealth. In turn, we are ready to welcome the Commonwealth to the largest and most important sporting event we could ever hope to stage in our country. Our invitation is to join us to celebrate the XX Commonwealth Games in Glasgow and Scotland in 2014.