

REPORT TO: Leisure, Arts, and Communities Committee - 13 September 2010

REPORT ON: Dundee Games Legacy Plan 2009-2019

REPORT BY: Director of Leisure and Communities

REPORT NO: 566-2010

1.0 PURPOSE OF REPORT

1.1 This report seeks Dundee City Council endorsement for the Dundee Games Legacy Plan for the period 2009-2019.

2.0 RECOMMENDATIONS

The Committee is asked to:

- 2.1 approve the Dundee Games Legacy Plan 2010-2019 (attached).
- 2.2 instruct the Director of Leisure & Communities to report periodically on progress with implementation to the Leisure, Arts, and Communities Committee.

3.0 FINANCIAL IMPLICATIONS

- 3.1 Implementation of the Legacy Plan will require the ongoing support of the City Council and its partners.
- 3.2 A number of the projects outlined in the Plan will require further funding. Where this is the case, full details of what funding is necessary and where it will need to be obtained from are provided.
- 3.3 Approval of the Legacy Plan will assist the Council and its partners to secure external funding from **sportscotland**, the London Organising Committee of the Olympic Games, Commonwealth Games Scotland, and other bodies who require evidence that progress is being made on the initiatives contained in this report.

4.0 BACKGROUND

- 4.1 The Legacy Plan is Dundee City Council's response to the Scottish Government's *A games legacy for Scotland*, a proposal to create a legacy from the sporting events taking place across Scotland and the United Kingdom in the next ten years, with emphasis on the 2014 Commonwealth Games in Glasgow.
- 4.2 The Plan outlines what Dundee will do to contribute and ensure the outcomes of the four themes of *A games legacy for Scotland*. These include increasing participation in physical activity, enhancing Scotland's reputation abroad, and enjoying a flourishing economy.
- 4.3 The Legacy Plan also supports the aims of the Department of Leisure and Communities' Sport and Physical Activity Strategy 2009-2015, both in support of the three main aims and through specific objectives such as the introduction of Community Sports Hubs.

5.0 POLICY IMPLICATIONS

- 5.1 This report addresses a number of policy priorities for both the Scottish Government and Dundee City Council.

5.2 It has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management. No major issues have been identified.

5.3 Implementation of the Plan will assist Dundee and its partners to achieve many of the objectives set out in the other strategic documents, in particular, it will address the pressing issues of the health and fitness of Dundee's population and will do so in a way which promotes inclusion, equity, and sustainability. It will also support implementation of the existing Sports and Physical Activity Strategy 2009-2015.

6.0 CONSULTATION

6.1 The Plan has been produced by the Department of Leisure & Communities, with consultation drawn from across a number of groups, including parks services, cultural agencies, voluntary organisations, NHS Tayside, and the Scottish Government.

6.2 The Chief Executive, Deputy Chief Executive (Support Services), Director of Education and the Director of Finance have been consulted on this report and are in agreement with its content.

STEWART MURDOCH
DIRECTOR OF LEISURE AND COMMUNITIES
31 AUGUST 2010

DUNDEE "GAMES LEGACY" PLAN 2009-2019

1. Introduction

The purpose of this report is to outline what Dundee City Council is currently doing and what will be done in the future to contribute to the Scottish Games Legacy. Dundee's contribution forms part of the Scottish Government's "*A games legacy for Scotland*", which aims to create a Scottish legacy from the sporting events taking place in Scotland and the UK from 2012 to 2014, with emphasis on the 2014 Commonwealth Games in Glasgow. The objective is to ensure healthier individuals and communities, a thriving national economy, and an enhanced reputation for Scotland abroad.

The Games Legacy is divided into four key strands:

- *An Active Scotland* - Increase participation and physical activity to improve the nation's health;
- *A Connected Scotland* - Increase knowledge of the Commonwealth nations and improve intercultural understanding and exchanges, in addition to the promotion of Scottish culture;
- *A Sustainable Scotland* - Ensuring that the provision of the Games meets high environmental and sustainability targets, and that well-designed facilities and green spaces are provided;
- *A Flourishing Scotland* - Helping businesses to get involved in the provision of the Games, and increase the number of volunteers and the skills base of the nation.

The Games Legacy provides a valuable opportunity to promote Dundee as both a sporting and cultural centre in Scotland. This report will outline:

1. Objectives of the Games Legacy and its associated initiatives;
2. Progress that has been made towards these objectives;
3. Future actions for Legacy implementation (Appendices A and B).

The report is structured around the four themes, with a section for each providing a general overview, followed by details of specific initiatives. The appendices relate to cross-cutting issues in the Games Legacy, including branding and equality & diversity.

The Legacy enhances and supports implementation of Dundee City Council's Sport and Physical Activity Strategy 2009-2015 and the Scottish Government's 'Reaching Higher' National Strategy for Sport. Aside from the objectives particular to the Legacy, it is expected that the plan will help to achieve the outcomes and targets outlined in these Strategies.

A key element of the Legacy is community involvement, and it is therefore crucial that consultation is undertaken and a debate generated about how Dundee can achieve the aims of the Games Legacy. Existing networks should be used to ensure that citizens who are difficult to reach are included and can contribute to this debate.

2. An Active Scotland

The Active Scotland strand is aimed at increasing participation in sport and physical activity across Scotland through a range of initiatives, campaigns, and events. This will lead to a number of positive outcomes, including increased life expectancy, general health, and improved confidence.

Dundee faces considerable challenges on this front. Life expectancy and expected years in good health are worse than the Scottish average; 28.3% of people in Dundee live in the 15% most deprived areas in Scotland according to the SIMD 2006 (Scottish Index of Multiple Deprivation). Dundee also suffers from low numbers who meet recommended levels of physical activity, lower than the already troubling Scottish average of 36%.

The Sport and Physical Activity Strategy aims to deal with these challenges. By taking an integrated approach between this Strategy and the Legacy Plan, Dundee City Council can ensure better health outcomes for all Dundee Citizens.

The three key outcomes identified in the Sport and Physical Activity Strategy are:

1. Reduce inactivity;
2. Increase participation;
3. Improve performance.

Of these three levels, reducing inactivity is chiefly the role of the Council and the Department of Leisure & Communities. Increasing participation is the role of SportTayside & Fife working in partnership with the Council's Sports Development Team. Improving performance and excellence in sports at the top-end of performance is mainly the role of **sportscotland** and the Tayside and Fife Institute of Sport. Special care will be taken to work in close partnership with NHS Tayside to improve the health outcomes for Dundee.

For this reason, the Legacy initiatives focus on reducing inactivity and increasing participation. Nonetheless, the Council will continue working with our partners to ensure that all three outcomes of the Strategy are met.

2.1. Active Nation

Active Nation is a 10 year programme aimed at encouraging all Scots to get more active in the run up to the 2014 Commonwealth Games and to continue physical activity afterwards.

A key part of Active Nation is encouraging individuals to set themselves Personal Activity Goals, which will then be available on the website and in a database so that new goals can be set once their current one has been met. This offers some significant advantages. As information is stored with a

postcode and age, analysis of the data can be undertaken to establish whether the Council is meeting its aims of including all groups in the city. This data has been hard to gather otherwise, since information aggregated across several summer camps or sports classes often includes duplication, whereas a Personal Activity Goal pledge is unique and tied to an individual.

Dundee City Council can promote Active Nation and the setting of Personal Activity Goals through a variety of means. Staff and volunteers working in sports can discuss the initiative with people taking classes or attending summer camps, possibly taking Personal Activity Goals in the first week of classes as part of the course. Dundee Libraries can also be used to promote the initiative through existing networks.

Objectives:

- Increase activity and participation in sports, with emphasis that activity does not necessarily mean sport, but all aspects of physical activity, which should be promoted through existing networks;
- Encourage activity especially in groups requiring extra support: young women (especially mothers), older women, older men, those living in areas of deprivation, and ethnic communities;
- Use Community Support Hubs (see below) to provide a home for local clubs and information, support, and advice on a wide range of sports and physical activities.

Financial Implications:

- The programme is being delivered within existing resources. No further funding is available aside from existing sources such as Cashback for Communities.
- The Dundee Travel Active Project finishes in 2011, so further funding will be required to extend this project.

Progress:

- The initiative launched in March 2010 and has an established website (www.ouractivenation.co.uk), and Tayside Active Nation Facebook and Twitter pages have been created. NHS Tayside also has Facebook and Twitter pages:
 - Twitter: www.twitter.com/NHSTayside
 - Facebook: www.facebook.com/NHSTayside
- On the 17th August 2010, Active Nation held an event in City Square. Volunteers asked passing citizens what their personal fitness targets are and then recorded them. In addition, there were games of street football and dance classes carried out in the Square to encourage Dundee to get active.
- On the 24th August 2010, a Health Fair will be held at Ninewells. This will promote Active Nation and other physical activity opportunities in the city. Dundee United will also be present.
- A steering group including Dundee City Council, Forestry Commission Scotland, NHS Tayside, and Maggie's Centre identified the green space around Ninewells Hospital as providing opportunities for led activities and walking for local residents, patients, and staff.

- Dundee Travel Active, a £2.2m program over three years organised by Dundee City Council and supported by NHS Tayside, aims to converse with Dundee residents about incentives to change their travel patterns to healthier forms such as cycling or walking. 13,500 houses are being visited through 2009 and 2010. Of the 1,200 households that participated in the program during 2009, 35% reported an increase in physical activity.
- Dundee Health Walks offer citywide provision of activity for mental and physical benefit. A long running scheme managed by Dundee Healthy Living Initiative caters to older people and mothers in deprived areas. A new walking project is targeting those in most need - those recovering from treatment, the isolated and the very inactive.

2.2. Community Sports Hubs

Community Sports Hubs (CSH's) are to be based in local facilities such as sports centres, community centres, the natural environment, and schools. They are intended to bring together communities and act as a home for local clubs and sports organisations. They should promote community leadership, a joined up approach to increasing participation, and be widely accessible to all members of the community.

General actions for taking CSH's forward can be found in Appendix A. Progress and actions for specific proposed hub sites are in Appendix B.

Objectives:

- Community Sports Hubs will provide:
 - A welcome and safe place to take part in sport and physical activity;
 - A home where a range of local sports clubs can work together;
 - A social environment that engages members of the community;
 - More opportunities to participate in sport and physical activity;
 - Training and development of the people that make it happen;
 - An integrated approach from local partners;
 - Self-sustainable sports clubs/organisations;
 - Genuine community engagement and leadership;
 - Promotion of an Active Nation;
 - Integration with local facility planning and programming;
 - Improved access for local people and sports clubs at affordable prices.
- Outputs of Community Sports Hubs will be monitored via a number of measures, with example measures including:
 - Number of adults participating;
 - Number of children & young people participating;
 - Number of different sports offered;
 - Number of sessions provided;
 - Number of active qualified coaches;
 - Number of active qualified coaches on CPD;

- Number of active volunteers;
- Number of active volunteers on CPD;
- Number of active qualified officials;
- Number of active qualified officials on CPD.

Financial Implications:

- **sportscotland** has allocated £1.5m across all local authorities, sourced from lottery funds, towards Community Sports Hub development up until 2015. Investment will be reviewed on a 6 month and 12 month basis by the respective Partnership Manager.
- Funding is allocated every year for five years on a rolling basis. The funding has only recently been released and thus spending plans have yet to go to Committee, though budget costings have been drawn up.
- Of the £100,000 allocated to Community Sports Hub development over the next two years, approximately £70,000 will be spent on staff costs, primarily through the appointment of a Community Sports Hubs Officer (see below), with the attendant costs. The remaining sum will be spent on development costs, including equipment purchase, room hire, etc.

Progress:

- Five sites have been identified as potential Community Sports Hubs. The Sports Development Section is in discussion with various clubs representing football, rugby, hockey, tennis, American football, golf, cycling, and badminton, along with other community groups. Multiple facility options are being explored, either at a single location or through a multi-site/central committee mechanism.
- Costings and a job description/person specification document for the Community Sports Hubs Officer have been created.

2.3. Facilities

The Games Legacy as an initiative covers the period 2009 - 2019, with the Scottish Government expecting the associated cultural and health benefits to last beyond this date. One of the key ways to achieve this longevity is through the provision of new and up-to-date facilities. While Dundee's facilities are already very good, there are a number of projects that the Department of Leisure & Communities is committed to achieving as a centrepiece of the Legacy.

Objectives:

- Replace Olympia Leisure Centre with a top-quality, competition standard facility that includes a 50 metre swimming pool, with water-polo facilities and a dive pool;
- Upgrade the Caird Park Velodrome to competition standard, for use in regional competitions and for training. In particular, track improvements and internal fencing are intended;
- Replace the pitches at DISC with a high-standard 3G-type pitch and a water pitch;

- Establish a Regional Gymnastics Centre in Dundee.

Summary of the value of facility improvements proposed:

- Olympia - funding to the amount of £25 million has been secured, comprised of £22 million from Dundee City Council and £3 million from **sportscotland**;
- Velodrome - £160,000, of which the Dundee City Council contribution of £80,000 has been secured. The remaining £80,000 from **sportscotland** is in the process of being secured.
- Regional Gymnastics Centre - Dundee City Council are committed to the Centre in principle, pending further assessment. The Council's contribution is approximately £400,000, with £600,000 contributed by **sportscotland**.
- Pitches at DISC - £541,000, of which the Dundee City Council contribution of £316,000 has been secured. The remaining £225,000 from **sportscotland** is in the process of being secured.

Status:

- Olympia - tender documentation is out to organisations to calculate costs. Tenders are due back in September 2010. Construction is due to start November 2010 to be finished by late 2012.
- Velodrome - A stage 2 bid is to be submitted by the end of August 2010. The improvements could be completed by March 2011.
- Regional Gymnastics Centre - a further appraisal has been carried out for the Centre. A stage 2 bid is planned to be submitted by October 2010.
- Pitches at DISC - A stage 2 bid is planned for the end of the August. Redevelopment of the pitches should be completed by March 2011.

3. A Connected Scotland

The Connected Scotland strand includes all activity aimed at promoting Scottish culture and national identity, and increasing intercultural understanding of the many nations that compete in the Olympic and Commonwealth Games.

Dundee is already well-placed in this regard. As Scotland's Fourth City, Dundee has a large, diverse population, and an excellent array of cultural facilities, including the recently renovated McManus Galleries. The challenge will be to use these connections and facilities to promote Scottish heritage at home and abroad and increase intercultural understanding.

3.1. Delhi 2010 Handover

As part of the Closing Ceremony for the 2010 Commonwealth Games in Delhi, there will be an 8 minute creative performance by a mass cast of Scots

to an audience of 1 billion people worldwide. Each local authority has been offered places for local citizens to perform in Delhi.

In addition, there are plans for a number of cultural events to take place across Scotland at the same time as the handover.

Objectives:

- To promote Scotland abroad in anticipation of the 2014 Commonwealth Games;
- To increase intercultural understanding of another culture (India).

Financial Implications:

- Each place costs £3500, with further costs associated with attending the "boot camp" in late September/early October. This amount is to be raised through fundraising by the participants.

Progress:

- Dundee has received and approved two applications for self-funded placements.
- Two further candidates have been identified and are being funded by CGS.
- Orientation took place on the 10th and 11th of June.
- Dundee is hosting an event, "Are Ya Dancin", between 29th September and 9th October. EventScotland has published full details of the event, along with others held across Scotland.

3.2. Hosting and Pre-Games Training Camps

As part of both the Olympic and Commonwealth Games there are opportunities for Dundee to host a foreign team or part of a team. It is unlikely that Dundee will be able to attract a team for the Olympic Games, but there are opportunities to do so for the Commonwealth Games. Dundee is well-placed to do so both in terms of the sports facilities that can be provided, and the quality of accommodation, entertainment, and culture in the city as a whole. Dundee can only offer a compelling bid by working with its partners, including Dundee Leisure and the University of Dundee.

Financial implications:

- The cost of hosting a team can be substantial. Dundee would provide support-in-kind and access to a range of sporting facilities, but the burden of costs for accommodation would fall on the visiting team.
- The conclusion reached by the House of Commons Culture, Media and Sports Committee is that there is negligible financial benefit to hosting a team or sport, but the presence of a team will promote cultural links and provide the opportunity for the local community to see elite sports up close (*London 2012 Olympic Games and Paralympic Games: funding and legacy, 2006-07*).

Progress:

- Assessments of the facilities has been undertaken to see what sports training facilities could be offered.
- Contact has been established with the University of Dundee with regards to working in partnership on facilities provision and accommodation.

3.3. Sports Heritage Network: Dundee Art Galleries and Museums (DAGM)

The aim of the Sports Heritage Network is to increase public awareness of Britain's unique sporting heritage. It is a partnership between the UK's major sports museums. Our Sporting Life is an initiative developed by the Sports Heritage Network between sports museums in England, and was set up immediately following London's successful bid for the 2012 Olympics. It is driven by the question "What does sport mean to you?". Through this approach people are asked to share their memories of significant or personal sporting achievements, heroes, objects, and experiences.

At the moment Sporting Life exists primarily in England. Representatives from DAGM have attended meetings initiated by the British Golf Museum in St Andrews (a current member of Sporting Life), looking towards extending the initiative to Scotland. The initiative is at an exploratory stage in Scotland, and while there are fewer sports museums in Scotland the Sports Heritage Network are keen that local authority museums are involved from the early stages.

DAGM have indicated their interest and have begun to identify possible avenues for participation in a relevant and meaningful way. In 2012 DAGM will undertake contemporary collecting project. They will engage with local sports clubs and collect objects, information, photographs and oral histories that reflect and preserve the sporting life of Dundee and its people. This is an opportunity to ensure that sport is collected, recorded, cared for and shared in a tangible way, thus ensuring a sustainable legacy.

Objectives:

- Encourage community engagement by inviting people to share their memories of sporting experiences;
- Contribute to an understanding of a shared British and Scottish sporting heritage.
- Improve the range of objects in the Museum Collections with regards to Dundee sports.

Financial Implications:

- External funding will be sought for the initiative from funding bodies such as the Heritage Lottery Fund.

- Partnership projects with organisations such as the University of Dundee or the Dundee Embroiders Guild may also be fruitful and supplement the skills and expertise of museum staff by providing "in kind" assistance.

3.4. 2014 Exhibition at The McManus: Dundee's Art Gallery and Museum

Dundee Art Galleries and Museums (DAGM) will develop and host a sport related exhibition at The McManus in 2014. A range of objects relating to sport in Dundee will be displayed, and will be selected from the History, Natural History and Art collections. Possible objects include the "Village Ba' Game" (Alexander Carse) which is a painting showing the first known form of football, the Gold Medal won at the first tournament on Caird Park Golf Course in 1925, and the "Dewar Shield", made out of treated jute and awarded to the Jute Mills Tennis Club in 1903.

Objectives:

- Celebrate and increase public awareness of Dundee's grass roots sporting legacy and history.
- Appeal to people who may not otherwise be interested in traditional exhibitions about sport.

Financial Implications:

- The exhibition will be core funded through existing resources.
- External funding may be sought for help with direct exhibition expenses or supporting activities, possibly through Museum Galleries Scotland.

Progress:

- The exhibition has been allocated a slot in the 2014 program.
- Core themes are currently under discussion, and could include the importance of mental aspects of sport, and how biomechanics can impact on sporting performance. Communicating the intangibles of participation in sport has been identified as an interesting strand, because this could be challenging to achieve through static displays alone.

3.5. London 2012 Olympic and Paralympic Torch Relay

In keeping with tradition and a commitment to ensure that the 2012 Olympics contribute to a United Kingdom-wide legacy, LOCOG (London Organising Committee for the Olympic Games) are route planning for the 2012 Olympic and Paralympic Torch Relays.

Objectives:

- Promote Dundee and Scottish heritage by using the route to highlight areas of key cultural, historical, and sporting significance.
- Inspire sport in Dundee by bringing an aspect of the Games to the city.

Financial Implications:

- Clarification for costs has been sought and a response is awaited.

Progress:

- Dundee was provided with a questionnaire about areas of cultural, historical, and sporting significance in the Dundee area. This questionnaire has been returned with the following locations identified:
 - *Cultural*: McManus Galleries, Dundee Contemporary Arts, Discovery Point, Dundee College, Verdant Works;
 - *Historical*: Broughty Castle, Discovery Point
 - *Sporting*: Dundee International Sports Centre, Caird Park Stadium, Dundee University Campus, and Dundee Ice Arena.

3.6. London 2012 "Get Set" Programme

"Get Set" is the official London 2012 education programme for schools and colleges, and provides a range of resources aimed at those aged between 3 and 19 years old. The aim is to promote the Olympic and Paralympic Values - friendship, excellence, respect, courage, determination, inspiration, equality - through a "Get Set" Network of schools and colleges that are embracing these values in their events and projects.

Objectives:

- Enhance children's learning right across the curriculum - through sport, culture, and education;
- Support and drive existing educational priorities and agendas;
- To involve as many young people and children as possible in the excitement of the London 2012 Olympic and Paralympic Games.
- To take the magic and inspiration of the London 2012 Games out to classrooms, playgrounds and into the lives of young people across the UK.
- To support children and young people across the UK in the development of their leadership, personal, thinking and life skills.

Financial Implications:

- There are no special financial implications. The Get Set Network and the resources provided are entirely free, and any school or college may register.

Progress:

- The Education Department has been contacted about getting Dundee schools involved with the programme.

4. A Sustainable Scotland

Sustainable development is a central guiding principle of Dundee City Council's activities. While environmental sustainability is central, Dundee City Council and its partners are also committed to financial and community sustainability.

While sustainability underpins all elements of the Legacy, it is not directly related to Legacy activity. Rather, it ensures that the facilities and green space, in which any form of physical activity or sport participation encouraged by the Legacy take place, are sustainable both in construction and in the long run.

4.1. Environmental Sustainability

Dundee currently has an excellent record for environmental sustainability:

- The city recycles 40% of its waste, higher than any other city in Scotland.
- The Council is committed to a Carbon Management Plan, aimed at reducing the council's CO₂ emissions by 10% by 2013, saving the council £5.25 million.
- Investment in cycling and walking infrastructure by Dundee City Council and the University of Dundee is increasing opportunities to adopt a more physically active and sustainable form of travel. Since the opening of Dundee Green Circular in 1996, the city has established many kilometres of cycle routes linking local green space with the National Cycle Network.
- Street cleanliness has increased for the fourth year running under the Local Environment Audit & Management System (LEAMS) index score.
- Broughty Ferry beach has won the Blue Flag award for the second year in a row. The Blue Flag is a prestigious international standard for water quality. The Council has also secured a Yellow Flag award for the quality of its beach management.
- Barnhill Rock Garden, Trottick Ponds and Baxter Park are all Green Flag Parks, the national standard for parks and green spaces.

Dundee City Council should maintain this record and continue to provide high-quality green space and facilities for the provision of sports and physical activity.

4.2. Financial & Community Sustainability

With the current financial pressures, a key part of the Games Legacy is that the initiatives are sustainable financially and in terms of community involvement. The Legacy is aimed at creating a wide culture shift in Scotland

towards greater involvement in physical activity, and this will only be possible and sustainable in the long-run if the community are engaged and involved.

Community Sports Hubs, which form a central initiative of the Games Legacy, have as a key objective inspiring genuine community leadership and involving the city's many and varied sports clubs. By providing a central hub where these clubs can operate mutually, a given hub should not be dependent on a single club or the Council and thus can be sustained more easily.

Financially, there are further economic benefits to encouraging sport. Indirectly, increased physical activity leads to better health, which boosts productivity and helps prevent working days lost due to sickness, as well as increasing learning capacity. There are also direct benefits. Currently, use of facilities is highest during the evenings; increased participation could lead to less busy times being used, directly increasing the revenue generated for Dundee City Council and its partners.

5. A Flourishing Scotland

The Flourishing Scotland strand is focused on ensuring that the nation enjoys economic benefits from the Games Legacy. This includes encouraging Scottish businesses to get involved with the Games, particularly in tendering bids for contracts for the Games. It also includes improving the skill base of the nation through volunteering.

5.1. London 2012 Business Opportunities

The London Olympic Games offer a wide array of business opportunities relating to the provision of the Games, and due to the Government's commitment to ensure that all of the United Kingdom benefits from the Games these contracts are available to businesses across the country. There are untapped Olympic contracts to the value of approximately £700 million. The wide range of goods and services that these contracts cover include sporting equipment, temporary buildings, and licensing opportunities to produce, distribute, and market 2012 branded merchandise.

Lloyds Banking Group is making £1 billion available to companies looking to take advantage of Olympic business opportunities. Of the contracts so far secured, 76% have been secured by small and medium-sized businesses, and half have been won by firms from outside London.

In order to bid for contracts, businesses need to register on the CompeteFor website. The majority of remaining contracts are expected to be awarded within a year. Opportunities for first-tier tendering are limited; sub-tier tendering, where a business accepts a sub-contract for an element of a contract secured directly from CompeteFor by another business, is more likely to be fruitful.

Objectives:

- Promote the opportunities available to Dundee businesses to tender for London 2012 contracts.

Financial Implications:

- The costs associated with tendering contracts consist only in the time taken by a business to complete the extensive tendering process. No costs are incurred by the Council.
- The economic advantages to businesses and thus the whole of Dundee in securing contracts are substantial, potentially including job opportunities.

5.2. Glasgow 2014 Business Opportunities

As with the London Olympics, the Commonwealth Games in Glasgow offers a range of contracts that can be tendered for. However, as the Games are in Scotland, opportunities for Dundee businesses are substantially greater.

As the Games are not until 2014, the contract tendering process is in the early stage. Tendering for contracts is achieved through the Common Games Business Portal. While at this early stage relatively few opportunities are available on the website, companies may pre-register in advance to be better prepared for when more contracts begin to emerge. The information required of information in order to pre-register includes:

- General company information;
- Quality policy (electronic copy);
- Most recent audited accounts for the last 3 years;
- Corporate banking details;
- Details of corporate insurance policies;
- Details of any recent litigation;
- Health & Safety policy or procedures (electronic copy);
- Race Relations policy (electronic copy).

This process is complicated and as many businesses have little experience of tendering for public sector contracts, they may need additional support in meeting requirements not typically found in tendering for private sector contracts - how to draw up an equality policy, for instance, or meeting the requirement that for all capital projects to the value of £140,000 or greater must be published in the relevant EU journal as a statutory requirement.

This advice can be provided by City Development, or in the case of larger businesses, Scottish Enterprise. Dundee City Council is a member of the Supplier Development Programme, which aims to educate businesses about public sector opportunities. The Council joined last year and since has held five events and workshops in Dundee to promote opportunities and provide advice about the tendering process.

Objectives:

- Encourage Dundee business to pre-register their company details.
- Promote the opportunities available to Dundee businesses to tender for Glasgow 2014 contracts.

Financial Implications:

- The cost associated with tendering contracts consists only in the time taken by a business to complete the extensive tendering process. No costs are incurred by the Council.
- The economic advantages to businesses and thus the whole of Dundee in securing contracts are substantial, potentially including job opportunities.

5.3. Volunteering

Volunteers are crucial in the provision of recreation and sports activity. Nationally 146,000 people are involved in sport as volunteers, and recruiting volunteer sports officials, office bearers, coaches, teachers, instructors, activity leaders, and operational 'helpers' is currently proving challenging. At the same time, demand is increasing, and the introduction of Community Sports Hubs is reliant on volunteer participation and community involvement.

There are also a number of specific challenges:

- While Dundee, like Scotland as a whole, has an aging population, the most popular activities amongst volunteers were those involving children.
- The term 'volunteer' may be too formal and put people off; 'helping out' may be more appropriate.
- The areas with the highest concentration of deprivation produce fewer volunteers than comparatively affluent areas. As Dundee has 28.3% of its population living in the 15% areas with the highest concentration of deprivation in Scotland, this may have implications for attracting volunteers.

Objectives:

- Encourage citizens to volunteer in recreation and sports;
- Ensure that existing volunteers are well-supported and well-trained;
- Take steps to ensure that groups that may be excluded, such as older people or those from deprived areas, are included.

Financial Implications:

- Volunteers will require training and support from paid professionals.
- Volunteer management and development skills have been identified as key to delivering the Games Legacy.

5.4. Youth Legacy Ambassadors

Youth Legacy Ambassadors is an initiative of the Scottish Government. Volunteers are aged 14-21 and promote the key themes of the Games Legacy. Four young people from each local authority will have an active role in helping raise awareness and promote the legacy themes in their local communities.

Youth Legacy Ambassadors will potentially undertake a number of activities:

- Identifying locations and events in local areas where the legacy themes can be promoted;
- Promote the legacy themes at the previously specified events;
- Raise awareness of the Active Nation programme and encourage everyone in their local communities to participate;
- Record their activities using online blogs and video diaries;
- Use websites to promote key legacy activities that are happening in their local communities;
- Ensure they work hard to include everyone in the community so the legacy themes reach people with different backgrounds and experiences;
- Produce an annual report which details the work they have done, their experiences, and the outcomes their work has had on their local area. The format of this report is flexible and Legacy Ambassadors can be creative as they like in delivering it;
- Help to recruit the successive Legacy Ambassadors.

In addition, there will be Youth Legacy Forums with Legacy Champions that operate through the pupil representative councils of Dundee's nine secondary schools. This will ensure a broad base of youth engagement with the Games Legacy.

Objectives:

- Promote the four key themes of the Games Legacy;
- Include young people in the Legacy, and improve their skills and abilities to continue the aims of the Legacy in the future.

Financial Implications:

- As the position is voluntary there are no specified costs involved.

Progress:

- Information has been released and advertised on the Young Scot website and submitted to The Courier and the Dundee Evening Telegraph.
- Notes of interest have been received from two individuals competing in high level sport and from a local football club.

Appendix A: Legacy Action Plan

AN ACTIVE SCOTLAND
<p data-bbox="236 376 619 409">Community Sports Hubs</p> <ul data-bbox="288 454 1343 741" style="list-style-type: none">• Establish a Community Sports Hub Officer post on a two-year contract to drive the creation of Community Sport Hubs in the city.• Identify three priority hubs for development over the next two years by the Community Sports Hubs Officer. Riverside and Downfield look the most probable for this development, with the third to be identified. £100,000 will be allocated by sportscotland to Dundee City Council for this purpose (including the cost of the Community Sports Hub Officer). <p data-bbox="236 786 999 819">Actions for specific hubs can be found in Appendix B.</p>
<p data-bbox="236 866 448 900">Active Nation</p> <ul data-bbox="288 945 1343 1279" style="list-style-type: none">• Encourage uptake of Personal Activity Goals through existing networks of sports classes and libraries.• Explore further means of involving citizens with Active Nation.• Use the data gathered to ensure the Council is meeting inclusion targets.• Promote Active Nation as part of the Games Legacy through use of the Active Nation branding (see Appendix D).• Continue to support Active Nation as an initiative, including any events organised.
<p data-bbox="236 1317 379 1350">Facilities</p> <ul data-bbox="288 1395 1343 1684" style="list-style-type: none">• Await the return of tenders for the replacement for Olympia and begin construction.• Secure funding provided by Council partners for the Velodrome improvements.• Continue assessment for the creation of a Regional Gymnastics Centre.• Secure funding provided by Council partners for the pitch upgrades at DISC.

A CONNECTED SCOTLAND

Hosting and Pre-Games Training Camp

- Complete and submit a report to Commonwealth Games Scotland that outlines what Dundee can offer to a prospective host team or teams.
- Use contacts to see if other nations are interested in basing themselves in Dundee.
- Careful consideration will need to be given to requests for exclusive access to training facilities and the financial implications of this.
- Engage the Education Department in discussions about how the event could enhance curricular objectives and inter-cultural understanding.

Delhi 2010 Handover

- The organisation of the Delhi Handover is organised by central government; Dundee's role is to provide support to the participants from Dundee.
- Staff from Leisure & Communities and Education Departments are actively involved in developing plans for the "Are Ya Dancin" Festival

London 2012 "Get Set" Program

- Discuss with the Education Department about how the Get Set Program might be useful to Dundee Schools by encouraging the Olympic and Paralympic Values as part of the curriculum, enhancing and supporting any hosting-related programme.

London 2012 Torch Relay

- Await response from the London Organising Committee of the Olympic Games, and then work with the Committee to organise a route that includes significant locations in Dundee.

2014 The McManus: Dundee's Art Gallery and Museum Exhibition

- Continue planning the exhibition at the relevant timescales.
- Examine funding opportunities.
- Develop a schools/young persons' engagement strategy.

Sports Heritage Network: Dundee Art Galleries and Museums (DAGM)

- Continue negotiation with the aim of extending Sporting Life and Our Sporting Life to Scotland.
- Engage local teams in discussions about contemporary collecting and the creation of oral histories.
- Develop a Dundee-specific proposal which would sit within any nationally agreed initiative.

A SUSTAINABLE SCOTLAND

Environmental Sustainability

- Ensure that the new facilities outlined in this document are built in a sustainable way in consultation with the Department of City Development.
- Continue to assess Dundee Parks for the Green Flag awards, promoting high-quality green space for sports and physical activity.

Financial and Community Sustainability

- Ensure that a wide range of clubs are involved in Community Sports Hubs in order to ensure that they are not reliant on one particular organisation.
- Publicise the direct and indirect economic benefits of sport and physical activity, and that these benefits exist even during the current economic situation.

A FLOURISHING SCOTLAND

London 2012 Business Opportunities

- Continue to inform Dundee businesses of the contracts available and how to tender for them, and support Dundee businesses during the tendering process.

Glasgow 2014 Business Opportunities

- Continue to inform Dundee businesses of the contracts available and how to tender for them, and support Dundee businesses during the tendering process.
- Support Dundee businesses during the pre-registration and tendering process.

Volunteering

- Ensure that volunteers are well-supported and trained.
- Develop provision for older people, keeping in mind volunteers' preference for activities involving children.
- Target efforts to encourage volunteers at the deprived areas of Dundee, with the focus being on helping out rather than 'volunteering'.

Youth Legacy Ambassadors

- Arrange meetings with the individuals who have registered interest to learn more about them and discuss becoming ambassadors.
- Identify who will take the lead in supporting Dundee's Youth Ambassadors.

Appendix B: Community Sports Hub Sites: Status and Action Plans

Riverside

Progress:

- A potential community project with a coalition of groups is being considered.
- Dundee Riverside Community Sports Club is keen to be involved and further school - club links are being established.
- Riverside CSC is looking for funding to redevelop the north pavilion.
- The University of Dundee has expressed an interest in becoming part of the partnership, contributing nearby sports facilities and the pavilion where possible. The Union sports club would also become part of the Hub.
- Other groups that may be involved include Harris RFC, Tayside Judo, local arts groups, and local church groups.

Action:

- Establish a constituted Community Hub linking the Community partnership, local sports clubs, and Dundee University.
- Identify a five-year action and development plan, alongside a business plan for development of facilities.

Craigie

Progress:

- The Community Sports Hub in the Craigie area would need to be a multi-site facility. It has been proposed that Craigie High School should be used as the central Hub point with satellite sites used for playing and training.
- Clubs involved: Huntly Boxing Club, Dundee United Sports Club, Morgan FP football club. Other groups involved: Craigie Residents Association, Tayside Police, Craigie High School, and the Sports Development Section.

Action:

- Establish a constituted group bringing the various clubs and groups together.
- Liaise with local residents associations to promote the Hub as a tool to decrease anti-social behaviour problems.
- Secure a long term lease for the Moniemusk site.
- Re-develop the Blaize pitch into a 3G pitch at Craigie High School.

Downfield

Progress:

- The North West Community Sports Club has been established and incorporates the Fire Brigade Amateurs, 10 boys' football teams, 2 girls' teams, 3 Soccer Centres and Stobswell Rugby Club. The CSC has established school/club links with five primaries in the surrounding area.
- The CSC is a fully constituted group with a management committee.
- The Community Sports Hub will be centred on the Charlotte Street pavilion and playing fields.

Action:

- Investigate and establish a long term lease for Charlotte Street pavilion and pitches.
- Expand committee membership to include other clubs. Dundee Wheelers Cycling Club and Downfield FC are possibilities.
- Redevelop the pavilion into usable club rooms.

Grove (Dundee East)

Progress:

- The Grove Hub would include Dawson Park, Claypotts, Whitten Park, and Grove Centenary Wing, with the use of the Grove Wing as the central venue.
- Substantial school/club links are already in place and a large number of football clubs have come together to form the fully constituted Dundee Community Sports Club.
- So far, only football clubs are involved, though clubs representing tennis, table tennis, badminton, and American football are potentially interested.
- Consultation with the Dundee CSC over the costs per hour of the Grove Wing has led to disagreement, with clubs unwilling to pay rates of £30 for the first hour and £20 for subsequent hours.
- With the proposed move by Eastern Primary School to the Grove, this proposal will require re-examination once timescales and plans become clearer.

Action:

- Include more non-football clubs into the Community Sport Club.
- Reach agreement with the CSC over the cost and use of the Grove Centenary Wing.
- Establish from the Education Department the availability of space and timetable for CSC access.

Caird Park

Progress:

- Further work and a full planning framework are required for the Caird Park Hub before further progress can be made.
- Caird Park offers the potential for a multi-sport hub based in the one site including athletics (track and field), cycling, golf, and football.
 - Golf: Caird Park Golf Club
 - Athletics: Hawkhill Harriers, who have a clubhouse within the park;
 - Cycling: Discovery Cycling use the Velodrome and are in the process of entering a long term lease and working with the council to fund improvements to the track.
 - Football: Two key clubs are based on Caird Park: NCR amateurs who lease the central area of the Velodrome, and Dundee Football Club lease the changing facilities on weekday mornings, as well as using the Park for training.

Action:

- Develop a complete planning framework for the Caird Park Hub.
- Develop plans for each sport as part of a multi-sport hub involving athletics, cycling, golf, and football.
- Liaise with stakeholders to try and form a partnership and community hub.

Appendix C: Equality & Diversity (including EqIA)

Dundee City Council maintains a strong commitment to equality and diversity, and believes that all citizens have a right of equal access to representation, services, and employment by the Council. Citizens have the right to protection against discrimination on the grounds of race, gender, disability, age, sexual orientation, and religious or philosophical belief. This commitment extends to the Games Legacy, which as a key objective should encourage citizens from all backgrounds to contribute towards and benefit from the Legacy.

On the matter of sports and physical activity, Dundee has already achieved a great deal. Disability provision at sport facilities in the city is excellent, with disabled access available at every facility and hearing loops installed in most. The work of Dundee City Disability Sport ensures that all disabled citizens in Dundee have the opportunity to be included in sporting activity.

One key area for improvement is involving older people in the legacy. Older people, both men and women, are less likely to participate in sport and physical exercise. As Dundee, like the rest of Scotland, has an aging population, this issue will warrant an increasing amount of resources. The Dundee Celebrating Age Network should be given the opportunity to consider how older people can be better engaged and represented in Legacy initiatives.

As part of the Council's commitment to equality, this Legacy Plan has had an Equality Impact Assessment (EqIA) carried out. This Assessment shows the positive impacts that the Legacy will have for all citizens of Dundee.

Equality and Diversity Rapid Impact Assessment Tool

Part 1

Date of assessment 13/08/2010	Title of document being assessed Dundee Games Legacy Plan 2009-2019
1) This is a new policy, procedure, strategy or practice being assessed (If yes please tick box) <input checked="" type="checkbox"/>	This is an existing policy, procedure, strategy or practice being assessed? (If yes please tick box) <input type="checkbox"/>
2) Please give a brief description of the policy, procedure, strategy or practice being assessed.	The Report outlines Dundee's contribution to the creation of a Scottish Games Legacy surrounding the 2012 Olympics in London and the 2014 Commonwealth Games in Glasgow.
3) What is the intended outcome of this policy, procedure, strategy or practice?	The intended outcomes are healthier individuals and communities, increased cultural understanding and an enhanced reputation for Scotland abroad, a sustainable nation, and a thriving national economy.
4) Please list any existing documents which have been used to inform this Equality and Diversity Impact Assessment.	Sports and Physical Activity Strategy 2009-2015 (Dundee City Council) A games legacy for Scotland (Scottish Government)
5) Has any consultation, involvement or research with protected communities informed this assessment? If yes please give details.	Dundee City Disability Sport has been consulted about how to include disabled people, and this information has been included in Appendix C of the report. NHS Tayside has been consulted regarding provision to different socio-economic backgrounds and how best to work in partnership to achieve the stated outcomes.
6) Please give details of council officer involvement in this assessment. (E.g. names of officers consulted, dates of meetings etc)	Scott Mands - Equality & Diversity Co-ordinator
7) Is there a need to collect further evidence or to involve or consult protected communities?	Impact on ethnic minorities is not known; we will consult with the Council leads for ethnic minorities, in addition to those for other groups. The report also states a commitment to speak with the Celebrate Age Network.

Part 2

Which groups of the population will be positively or negatively affected by this policy, procedure or strategy?

NB Please place an X in the box which best describes the "overall" impact. It is possible for an assessment to identify that a positive policy can have some negative impacts and visa versa. When this is the case please identify both positive and negative impacts in Part 3 of this form

	Positively	Negatively	No Impact	Not Known
Ethnic Minority Communities including Gypsies and Travellers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Gender	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Gender Reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Religion or Belief	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People with a disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Age	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lesbian, Gay and Bisexual	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Socio-economic	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pregnancy & Maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other (please state)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Part 3

<p>1) Have any positive impacts been identified?</p> <p>(We must ensure at this stage that we are not achieving equality for one strand of equality at the expense of another)</p>	<p>Disability: DCDS has been consulted, and new facilities will be built with full disabled access. Care will be taken that the Community Sports Hubs will include disabled people.</p> <p>Age: The Active Nation initiative places emphasis on non-sport physical activity which may be more accessible to older people. The volunteering section also notes that greater focus on the needs of an aging population is required.</p> <p>Socio-economic: Many of the initiatives including Active Nation focus on low-cost forms of physical activity, such as undertaking Health Walks or travelling to work and school by foot. The data gathered from Active Nation can highlight the areas of Dundee that are not gaining the full benefit of the facilities and activities on offer.</p>
<p>2) Have any negative impacts been identified?</p> <p>(Based on direct knowledge, published research, community involvement, customer feedback etc. If unsure seek advice from your departmental Equality Champion.)</p>	<p>N/A</p>
<p>3) What action is proposed to overcome any negative impacts? (Without changing the aims of the policy or practice)</p>	<p>N/A</p>
<p>4) Is there a justification for continuing with this policy even if it cannot be amended or changed to end or reduce inequality without compromising its intended outcome?</p>	<p>N/A</p>
<p>5) Has a 'Full' Equality Impact Assessment been recommended?</p>	<p>No full EqIA necessary.</p>

Part 4

Name of Department or Partnership: Department of Leisure & Communities

Type of Document

Human Resource Policy	<input type="checkbox"/>
General Policy	<input type="checkbox"/>
Strategy/Service	<input checked="" type="checkbox"/>
Change Papers/Local Procedure	<input type="checkbox"/>
Guidelines and Protocols	<input type="checkbox"/>
Other	<input type="checkbox"/>

Contact Information

Manager Responsible	Author Responsible
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Signature of author of the policy:	Date
Signature of Director / Head of Service area:	Date
Name of Director / Head of Service:	Stewart Murdoch
Date of next policy review:	

Appendix D: Branding

There are a number of brands associated with *A games legacy for Scotland*. These form a crucial part of ensuring that the Legacy is seen as a coherent whole rather than a patchwork of semi-related events and initiatives. There are a number of guidelines, both legal and stylistic, that must be followed in the use of these brands. The following information highlights the most salient of these; for full details, see the accompanying license agreement and brand use guidelines.

Inspire Programme/Mark

The Inspire Programme allows non-commercial projects and events that are genuinely inspired by and promote the objectives of the 2012 London Olympics to use the 'Inspire Mark' to promote their event and so contribute to the legacy of the Olympic Games.

The Logo:



Objectives:

- Allow groups across the United Kingdom, not just London, to benefit from the Olympic Games through contributing towards an Olympic Legacy;
- Promote the objectives of the Olympic Games through supporting and including events that support Olympic Values.

Financial implications:

- Use of the mark itself is free when permission has been obtained via application. However, strict brand protection requirements mean that any events using the Inspire Mark must meet stringent rules to prevent any commercial gain being made from the use of the Mark, and the event must not be funded commercially. Similar rules apply for overt fundraising by charities. This may have financial implications if projects or events are funded in partnership with the private or voluntary sectors.

Action:

- Dundee City Council will not be pursuing use of the Inspire Mark brand for three reasons:
 - Events must apply for the Inspire Mark on a case-by-case basis, and the time required to do this is not justified by the outcome.

- The brand protection requirements are prohibitive, forbidding any fundraising or profit to be gained from the event, or for the event to be funded commercially. This may cause problems when working in partnership with the private or voluntary sectors.
- For aesthetic and design reasons, a limited number of logos should be used. The Inspire Mark is London-centric and alternative logos are available that focus on the Scottish Games Legacy as a whole. Therefore, the 'Active Nation' or 'A games legacy for Scotland' branding is more appropriate.

A GAMES LEGACY FOR SCOTLAND Brand

The A GAMES LEGACY FOR SCOTLAND brand is intended for marketing and promotion of any event, project, or initiative that forms a part of *A games legacy for Scotland*. There is an additional brand, A GAMES LEGACY FOR GLASGOW, reserved for use by Glasgow City Council only. The rules of the brand disallow alteration of the logo, and require the use of the mono logo when the background is any other colour than black or white. For a full set of brand requirements, see the accompanying document.

The brand is intended to:

- Give visible identity to and association with quality activity around implementing *A Games Legacy for Scotland*.
- Raise awareness of the wide range of Legacy activity;
- Create excitement for all to be involved with that Legacy activity.

The Logo (colour and mono):



Financial implications:

- Use of the mark itself is free. The brand may not be used alongside any commercial brand without the express permission of the 2014 Organising Committee. This may be an issue when working in partnership with the private sector.

Advice:

- Dundee City Council will not be using this brand. As the 'A games legacy for Scotland' strapline is available on the Active Nation brand below, use of this brand can be avoided without obscuring the Legacy.

Active Nation Brand

The Active Nation brand is intended for promotion of any event, project, or initiative that meets or supports the aims of the Active Nation programme. Active Nation seeks to encourage physical activity among Scots of all ages and backgrounds, be it in sport or other physical activity (gardening, for example).

The brand will:

- Give visible identity to and association with quality activity around implementing the Active Nation program.
- Encourage people of all backgrounds to increase their physical activity.

The Logos (*Games Legacy* and non-Legacy version):



There are further logos available that include/exclude the link to the Active Nation website. There is also a selection of logos with different images of people to ensure that people from all backgrounds feel involved.

Financial implications:

- Use of the mark itself is free. The brand may not be used alongside any commercial brand without the express permission of the 2014 Organising Committee.

Advice:

- The 'Games Legacy for Scotland' version of this brand will be used. This is because by selecting a single brand, there is no confusion over what brand is appropriate to use. The brand also contains the important 'A games legacy for Scotland' strapline that ties the logo into the wider Games Legacy, while promoting physical activity which comprises the core of Legacy.
- Choice of which logo to use is also dependent on the target demographic of the event; if it is aimed particularly at older or disabled people, for instance, there are logos specifically for this purpose.
- Consideration should be given to using the Active Nation logo on Dundee Leisure, Council and NHS Tayside websites, especially those relating to leisure facilities such as DISC, Douglas, or Lynch Centres.
- It is also recommended that the logo be used on appropriate letterheads, especially leading up to the 2012 London Olympics and the 2014 Commonwealth Games in Glasgow.