

Glasgow's International and European Strategy 2009 to 2012



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Foreword

It is our pleasure to commend Glasgow City Council's latest International Strategy 2009 to 2012 "**Glasgow: Commonwealth City**".

Glasgow has always been a city that is proud of its international standing and has confidence in its international image as a welcoming yet competitive city. In the global economy we recognise that we must compete to attract resources, both human and financial, Glasgow has strong inward investment, steady inward migration and consistently high tourism figures. Glasgow has considerable expertise in international affairs and the Council's international function is at the heart of the civic leadership agenda.

Two of the key areas of the Strategy that deserve particular attention as they represent specific achievements and opportunities for Glasgow and for the Council. The first is the momentum gained with international relations since the launch of the Council's first International Strategy in 2004. The second is the awarding of the 2014 Commonwealth Games to the City.

The first Strategy set out a range of programmes to meet its stated aims and this document provides an appraisal of those programmes and their impact on the City and Council.

The Strategy broke new ground in that it specifically placed the international policy of a major UK city in the context of competitiveness policy.

It also consolidated the Council's international twinning links and spanned a period when three new twin cities were created to bring the City's total to eight. It gave a greater focus to the Council's international partners within the city in the fields of academia and business and helped demonstrate the value of working on a global front to promote Glasgow. The new Strategy will build on these significant first steps and continue to guide how Glasgow seeks to position itself to its maximum advantage in a fast changing world.

The Council's most prominent current Commonwealth Activities lie with the developing countries of Malawi, South Africa and Sri Lanka and we will continue to work with these and other developing nations to our mutual benefit. We will also maintain our links with such countries as Pakistan, Canada, Australia and New Zealand which have strong Scottish and Glaswegian diaspora populations with whom we can sustain important social, educational, cultural and economic links.

The Council's achievements in international affairs can add real value to the legacies from the Commonwealth Games and whilst Glasgow will aim for maximum benefit from the Games, the Council can and must take a lead in making a major contribution to the Commonwealth.

In our respective roles we will work together with partners, colleagues and staff to ensure Glasgow's future as a Commonwealth City is assured.



**Councillor
Steven Purcell**
Leader of the Council



**Lord Provost
Bob Winter**



**Councillor
Hanzala Malik**
Executive Committee
Member for International
Links



1 Introduction

MALAWI

Funded by the Scottish Executive International Development Fund, Angela Porter Director Glasgow School of Sport visited Malawi to set up athletics scholarships. Despite finding very basic facilities and resources the young people were passionate about sport. Starter athletics resource kits were shipped to Malawi and 4,000 school children across Mzuzu and Lilongwe participated in weekly sessions. This was followed by regional competitions, the issue of athletics equipment bags to the top 15 schools and coach education workshops delivered by GSOS coach Norrie Hay. Six talented athletes, accompanied by two teachers, completed a two-week athletics scholarship in March 2008 following the timetable, training and schooling of a GSOS athletics pupil.

CULTURE AND SPORT GLASGOW



Glasgow's first International Strategy, "Scotland's International Capital", has now been updated and revised to take account of the City's latest International initiatives and aims for the next four years. This Strategy "Glasgow: Commonwealth City" will run to 2012 and will build on the lessons learned previously to expand the Council's capacity to take further steps internationally and to deliver an ambitious, practical, and achievable series of International Objectives.

It is acknowledged in the urban policy community that the relationship between cities and the wider international scene are crucial for their futures. In this sense alone, Glasgow's initiative to launch the strategy "Scotland's International Capital" was a significant step. Of course many other cities are realising the importance of an international perspective. This is likely to increase as globalisation accelerates.

In the UK, the English Core Cities are celebrating their international links. Similarly, Glasgow's European twin cities are pursuing progressive international policies. Marseilles, Nuremberg and Turin all have strong international objectives which are set out clearly on their respective websites.

The case for active and progressive international policies will vary for different cities: these may be predominantly historical, predominantly geographical; predominantly economic and so on. However, they all have in common that they see their city as needing to establish and maintain their place in the wider world. Glasgow's revised international strategy signals the same intent.

1.2 Executive Summary

The 2009 to 2012 Strategy "Glasgow - Commonwealth City" comprises the following material.

- > **An account of the Council's performance in relation to the earlier Strategy "Scotland's International Capital".** This is set out in terms of a questionnaire based evaluation; an assessment of the quality of Glasgow's twin city relationships according to a set of criteria known as the Bonn Index; and an account of successful operations in the areas of networks (above all in Eurocities) major transnational projects funded through EU programmes; and international development. The conclusions are formulated in terms of strengths and weaknesses.
- > **An account of the current external environment in which the new Strategy must be operate.** This is set out in terms of the impact of the 2014 Commonwealth Games; and in terms of the challenges faced in the coming period, so as to take into account political, economic, social and technological factors. This includes a commitment to support and complement other relevant strategies in the City such as the Council Plan, the new Economic Strategy, and Glasgow's Cultural and Tourism Strategies. Conclusions are formulated in terms of opportunities and responses to threats, acknowledging the background of the financial crisis and continuing economic recession, which began in 2008.

To meet these challenges with the capacity identified, the Strategy is constructed around **three high level objectives** as follows.

- > To build Glasgow's role as host city for the 2014 Commonwealth Games by developing relationships with Commonwealth countries.
- > To enhance the City's image, impact and presence internationally.
- > To play a full role in the Internationalisation Strand of the "Step Change for Glasgow" economic strategy.

Delivery of these main aims will be primarily the responsibility of the Lord Provost and International Office (LP&IO) in conjunction with others.

The Strategy sets out the business case for participation in international relations, especially in the case of Council Services, giving concrete examples.

Delivery itself will come about primarily through the workings of **three specific programmes**:

- > **Commonwealth and International Development.** This will reflect the Council's emphasis on the Commonwealth and build on established links, for example those with Malawi and with South Africa. This programme will obviously relate directly to the Commonwealth Games, and the declared intention of Glasgow to contribute to development goals as part of its commitment as Host City after 2010.
- > **Twin Cities and Global Citizenship.** This will seek to build on and strengthen the twin city programme and to continue to support international delegations and visitors. In particular the Council will welcome the opportunity to support incoming delegations from emerging democracies which address governance issues.
- > **Global Glasgow.** This will promote international networking and developing the city's international relationships. It will therefore include inputs to the competitiveness and globalisation agendas as Glasgow seeks to expand its profile, including into crucial markets such as North America and China. Internally, Council services will be informed of opportunities for participation in international projects and programmes, especially those attracting EU support, and networks such as EUROCITIES and its forums.



MUSEUMS WORK IN WESTERN CAPE

Funded by Glasgow City Council's International Office, Mark O'Neill, Head of Arts and Museums, spent a week in East London at the invitation of the Heroes Park Museum. A group of voluntary community leaders had secured a site for a museum celebrating the heroes of the Eastern Cape, the birthplace of many famous South Africans. Mark used Glasgow's experience of developing briefs for major projects to work with the committee to clarify their vision for the museum, to outline a business plan and to identify the steps to implementation. This plan provided the basis for a successful grant application to the SA government for the development of the museum.

CULTURE AND SPORT GLASGOW



BUILDING A HIV/AIDS CLINIC IN MALAWI

At Chikwawa District Hospital, located in the Rift Valley, a team of nine experienced tradesmen from City Building LLP (Glasgow) constructed a much needed HIV/AIDS Clinic and helped to extend office facilities. They worked alongside Malawian colleagues and passed on their skills as well as leaving behind valuable tools and equipment for use by the Malawians after they left. Much of the building materials for the project were donated by Companies contracted by City Building LLP.

CITY BUILDING (GLASGOW) LLP



ATLAS SCOTLAND

This project was granted £5.3 million European Social Fund monies in 2001 to 2007 through the Equal Community Initiative, rounds 1 and 2. The Council led a partnership of 16 local and national organisations with the aim of developing models of integration so that asylum seekers are well positioned to seek employment, should they become eligible.

A key element of the project was transnational cooperation with five other partners from across Europe including Austria, Lithuania, Italy, Finland and Poland. Transnational products were developed including two CDs, two Workbooks and a website in time for the final dissemination meeting held in June 2007 in Warsaw. Staff exchanges were a major feature of the transnational partnership and 106 people working with asylum seekers participated in the staff exchange programme which provided an insight at a local level to the workings with the target group across the six countries.

DEVELOPMENT AND REGENERATION SERVICES

2 Assessment of former Strategy “Scotland’s International Capital”

2.1 Stakeholders’ Questionnaire

Following the Council election of May 2007, with the strategy having been in operation for three years and following the merger of the International Office with the Lord Provost’s Office, it was timely to undertake a review of the European and International Strategy. To assist in this process, an online questionnaire was developed. This sought to:

- > establish stakeholder views on the relevance of the existing strategy,
- > obtain feedback about the service provided by international staff and
- > provide comment on the future requirements of stakeholders.

There was a general feeling of satisfaction with regard to the Council’s team responsible for developing Glasgow’s position in Europe. Most organisations felt they benefited from the assistance and practical advice they received from the Council’s dedicated staff. Overall respondents generally felt the work Glasgow City Council had done recently contributed positively to the city’s position in relation to European and International affairs. They expressed the view that this work had enhanced the city’s profile, helped create new networks and strengthen present networks.

Generally respondents agree that the international programme followed since 2004 contributed positively to change the City’s international profile.

2.2 Activity Report Findings

Following the publication of the Strategy “Scotland’s International Capital” in June 2004, two activity reports were published (2005 and 2007) as elements of an appraisal scheme for the Strategy.

These reported a record of solid achievement in each of the five programmes.

In the Competitive City programme, Glasgow lived up to its reputation as one of Europe’s top cities for urban regeneration. The activities of this programme, and the policy contribution made by the former International Office to the developing new Economic Strategy, were recognised as an important component in that process.

The Twinning Programme had seen two major anniversaries: in 2005, Glasgow and Nuremberg celebrated 20 years of twinning, and in 2006, this milestone was also achieved by the relationship between Glasgow and Rostov-on-Don. Glasgow also signed three new twinning agreements, with Bethlehem (Palestine), (Marseilles (France) and Lahore (Pakistan).

The Networks and Services Programme had progressed by combining two former programmes. The main network activity was again through EURO CITIES and through the EU’s URBACT programme.

The Small World programme had progressed with the Commonwealth Local Government Good Practice Scheme (LGGPS) funded project in Amathole, South Africa: the hallmark was good partnership working.

The Planning and Resources Programme included major projects. The largest of these was the EU Institution Building Partnership Programme (IBPP) project on drugs misuse, which made an impact in Rostov-on-Don and its wider region. This had brought considerable benefits to Glasgow as well as to Rostov (see p20).

The conclusion of these Activity Reports was that of a solid record of achievement towards the objectives set out in 2004. As well as covering that activity, they highlighted the work of the Council in international projects and networks, and outlined the many benefits.



2.3 Twinning

The Town Twinning Movement started in Europe after the Second World War. The initial objective of the movement was to increase mutual understanding between cities and countries, and to promote respect and tolerance between different cultures. It has since broadened out in scope but still has a focus, as expressed by the European Commission of “providing the opportunity to find out about the daily lives of citizens in other European countries, to talk to them and exchange experiences, and to develop joint projects on issues of common interest, such as local integration, the environment, economic development and cultural differences”

Twinning is not just an official agreement to be made and archived, but a permanent commitment of both parties to work together to their mutual benefit. Increasingly however cities are seeking to develop more ‘added value’ from twinning links and it is now generally seen as a means of promoting practical co-operation projects (eg in regional and urban development, governance, culture, education, exchanges of knowledge and good practice etc).

TWINNING IN GLASGOW

Glasgow entered the twinning movement relatively late in 1983 However, since then Glasgow’s Twin City Network has developed significantly. It is set within a wider context of formal and informal contacts both within the Council and with other Glasgow institutions.

The approach taken by the Council to twinning has been to set the following criteria for choice of twin cities:

- > Value added
- > Comparability
- > Complementarity
- > Compatability

Glasgow has eight formal Twins: Nuremberg, Rostov-on-Don, Dalian, Turin, Havana, Marseilles, Lahore and Bethlehem. (Of these, Bethlehem was declared by the Council as a specific case due to its position in the occupied West Bank.)



ROSTOV-ON-DON, RUSSIA

A twin-city of Glasgow for 23 years, Rostov-On-Don hosts the Olympic Reserve School No 2 established to produce Olympic champions in the sport of Artistic Gymnastics. With the aim of learning from the best in the world and raising standards of performance as 2014 approaches, Glasgow School of Sport have developed an exciting exchange programme with the ORS. Launched in May 2008, GSOS hosted six Russian gymnasts and three coaches who shared their skills, techniques and methods through joint training sessions, displays and workshops. In October nine top gymnasts from GSOS, the City of Glasgow Gymnastics Club, accompanied by two coaches and Director GSOS travelled to Rostov for 10 days to live and train at the ORS. A return visit from the Rostov Gymnasts to Glasgow School of Sport took place in June 2009.

TRUST - STRATEGIC WATER MANAGEMENT

Glasgow City Council were key partners in the TRUST project, funded through the Interreg IIIB programme. Completed in 2008, this project brought together 5 innovative projects from across Europe that use water in spatial planning. The projects, involving partners in Scotland, England, the Netherlands and Belgium, were part of wider strategies on special planning and water management that aim for the economic regeneration of the area involved.

Development and Regeneration Services became involved in the TRUST project to benefit from transnational experience in managing surface water and focussed on the redevelopment of the Ruchill area as a direct result of previous flooding during heavy rain. A demonstration project was constructed to illustrate the best method of managing surface water in that particular area of the City while highlighting the benefits of improved water quality and renewable energy sources.

DEVELOPMENT AND REGENERATION SERVICES



2 Assessment of former Strategy "Scotland's International Capital"

MEMORANDA OF UNDERSTANDING

The recent use of Memoranda of Understanding has been increasingly important to support bilateral relationships with other cities.

In addition, in the cases of Marseilles and Lahore, these were drawn up as a precursor to full twinning agreements. In the case of Amathole (South Africa), a Memorandum of Understanding has been used to define the objectives and limits of a technical partnership based on economic development projects and the availability of third party funding, specifically Commonwealth Local Government Good Practice Scheme.

In Rostov-on-Don the Lord Provost and Mayor signed a Memorandum of Understanding in September 2007, which is now leading to new projects in areas such as roads, traffic planning and physical urban regeneration.

In these ways, Memoranda of Understanding can provide added focus and renewed momentum to existing twinning commitments, and can make clear the aims and scope of other bilateral relationships.

2.4 Twinning: the Bonn Index

The "Bonn Index" is an assessment system based on the use of a set of criteria set up by Bonn to assess its twinning relationships. Scores are determined by an annual subjective assessment by officers of the following criteria.

- > Seriousness of interest in co-operation
- > Experience in the execution of joint projects
- > Existence of a driving force or project champion on each side
- > Support of third parties
- > Possibility to attract third party funding (e.g. EU, private sponsorship)
- > Political support
- > Possibility to use for strategic purposes (i.e. in line with other Council priorities)

The key findings for 2006 to 2007 were:

- > Nuremberg was Glasgow's most developed twinning relationship.
- > Havana was Glasgow's least developed twinning relationship.
- > Marseilles and Lahore owe their current position to the commitment resulting from their comparative newness.
- > The four "mature" twin cities of Nuremberg, Rostov, Dalian and Turin represent a solid core of effective twinning activity.
- > It is too early to assess the relationship with Bethlehem in this system.

2.5 Transnational Projects and Networks

Glasgow City Council has an excellent record of participation in International Networks and Transnational Projects, with active involvement in the networks/projects. This has included securing major international recognition for the City (e.g. through its leading positions in EURO CITIES Forums) as well as funding (e.g. major projects on drugs misuse treatment in IBPP).

Glasgow has also contributed to standing networks of cities, including Les Rencontres; Si Tous Les Ports Du Monde; and especially EURO CITIES.

The latter is the major organisation of large cities in Europe (i.e. those over 250,000), in which the City has played a major role in the Knowledge Society and Economic Development Forums (FSF and EDF). In both cases, Glasgow hosted Forum meetings. In the EDF, Glasgow has acted as Chair city for two years and has led the key Working Group on economic migration.

Glasgow's strengths are also shown by success in such initiatives as those pursued by Land and Environmental Services, e.g. European Mobility Week, where has achieved a leading position for Glasgow in successive years; the International Rose Trials, which involves rose societies from 30 countries (11 of which are in the Commonwealth); and the consolidation of the City's worldwide reputation with regard to the Botanic Gardens (in education and collections) and Pollok Country Park (declared Best Park in Europe 2008).

2.6 International Development

The first Strategy included a commitment to an international development element within the Competitive City programme ("Small World"). As this evolved, it became clear that it was substantial enough to stand alone as a programme in its own right. This became the case particularly following the development of links with Malawi, South Africa and Sri Lanka.

Therefore the most prominent current Commonwealth activities undertaken in the Council's international development programme are links with Malawi, and the technical partnership with Amathole, in the Eastern Cape, South Africa. The Council has also worked in Sri Lanka with the Hikkaduwa Area Relief Fund and is participating in the Chevening fellowship scheme whereby Council departments, in conjunction with NGO partners, host professionals from developing countries to increase their competences and thereby their effectiveness on their return to their own countries.



RE: FOCUS AND MAISHA TRANSNATIONAL PARTNERSHIP

Funded by the European EQUAL Programme, the RE:FOCUS Development Partnership, led by Glasgow City Council, was the implementation arm of the Equal Access Into Employment Strategy,

The aim of the partnership was to help people with health and social care needs to integrate or reintegrate back into the labour market. With 22 projects and 96 partner organisations, this was one of the largest in the UK. A critical element was the transnational cooperation with partners in Pesaro, Italy and Hamburg, Germany, to form the MAISHA partnership (More Ambitions, Integration, Skills and Higher Ambitions).

The partnership had the common aim of working together to develop EU approaches to combat discrimination in the labour market that could be transferred into practice and policy. The partnership successfully developed three approaches looking at early intervention, skills development and diversity in the workplace.



2 Assessment of former Strategy "Scotland's International Capital"

LAHORE

Two Secondary Schools and two Primary Schools in Glasgow have received external funding to work with six schools in Pakistan. Shawlands Academy has received funding from the DFID Global School Partnerships programme to work with their partner school Lahore Lyceum. Bellahouston Academy, Annette Street Primary and Holy Cross Primary have received funding from the Connecting Classroom Initiative to work with five schools in Islamabad. The schools will work on joint curriculum projects of common interest. Working cooperatively across national boundaries will assist the children and young people to develop as global citizens, will foster greater unity within the two countries, increase knowledge and understanding of each other's societies and build a sense of the world that celebrates diversity and multiculturalism.

EDUCATION AND SOCIAL WORK SERVICES

Working with the Scotland-Malawi Partnership, and other partners, the Council has been instrumental in aid and development activities in Malawi, sending staff to construct consulting rooms for AIDS/HIV patients; a pharmacy and office facilities; and an office extension and training suite in Chikwawa Hospital. In 2008, a further project created Malawi's only prosthetics and orthotics clinic, to be operated in conjunction with the Scottish-based charity 500 Miles. Further valuable partnerships have been established between Malawi and Glasgow schools (including Holyrood and Govan High Schools) and universities.

The work with Amathole in the Eastern Cape is funded by the Commonwealth Local Government Good Practice Scheme (CLGGPS), and comprises training and support for local economic development, especially in East London and Butterworth. The Leader of the Council has signed a Memorandum of Understanding with the Mayor of Amathole which commits the Councils to further engagement.

In Sri Lanka, the projects funded included reinstatement of the local fishing fleet; school refurbishment; tourism development; and an arts-based reconstruction programme.

Current plans for Malawi include pilot solid waste management schemes in Lilongwe and Blantyre, funded through the Scottish Government's International Development Fund.

In Lahore, there have been aspects of the twin city relationship which have a strong international development aspect. In this respect, the contributions of Strathclyde Police, Strathclyde Fire and Rescue and the Royal Hospital for Sick Children at Yorkhill have been significant in providing expertise in public and emergency services.

Education Services has secured external funding for 2 secondary and 2 primary schools to work with 6 schools in Pakistan. Shawlands Academy has received DFID Global Schools Partnership funding for work with Lahore Lyceum; Bellahouston Academy, Annette Street and Holy Cross Primary Schools have received funding from the Connecting Classrooms Initiative to work with 5 schools in Islamabad.

These schools will work on joint curriculum projects of common interest, with the aim of assisting young people in both countries to develop as global citizens; to increase knowledge and understanding of each other's society; and build a sense of the world which celebrates diversity and multi-culturalism.



Conclusions

STRENGTHS

The following strengths following the strategy "Scotland's International Capital" can therefore be identified:

- > **Commitment to an international strategy**, which puts Glasgow into the same bracket as other comparable and competitor cities in Europe and beyond.
- > **Capacity to formulate policy**, and the practical know-how which grows from confidence and determination to succeed as a major centre of international competitiveness.
- > **Effectiveness with which the International Strategy has been pursued**, as proven by the survey of stakeholders and other opinion formers in the city.
- > **Expertise of the staff concerned**, demonstrating a significant resource in terms of personnel and commitment. (This is also witnessed by a strong record in the execution of major projects, for example the IBPP drugs misuse treatment project with Rostov-on-Don.)
- > **The twinning programme**, which shows thriving relationships where conditions are favourable, suggesting the capability to recognise and develop opportunities where these arise.
- > **The ability of councillors and staff to maintain Glasgow's reputation as a reliable partner and**, by implication, a good place with which to do business. This is especially demonstrated by the effectiveness of the three "top twins".
- > **Glasgow City Council's record in international networks and programmes**, which has benefited the Council and the City by accessing and contributing to world-class expertise.
- > **Glasgow's record and expertise in international development projects**, which has established a track record for assistance to some of the world's poorest countries and regions.
- > **The remit to develop Glasgow's role in relation to Commonwealth countries** in the build up to the 2014 Games

WEAKNESSES

Similarly, the following challenges became apparent in the strategy:

- > **Clarity should be sought concerning the scope and ownership of the strategy** to involve a wider range of stakeholders.
- > **There should be a more systematic approach to the alignment of the Strategy with internal council policy processes** such as the Council Plan and Best Value reviews.
- > **Efforts should be made to reach out to Glasgow's business and commercial factors.** This would again support the objective of "creating the best possible conditions to grow Glasgow's European and international economy."
- > **There should be a more approach to involvement of Services in European and international networks.** Whilst recognising that Service priorities must remain primarily focussed on delivery locally and will change through time, the benefits of International networking encouraged further.
- > **Particular difficulties with resources in the cases of Havana and Bethlehem should be acknowledged:** in Havana because of the extreme economic problems of Cuba, and in Bethlehem because of the restrictions on the quality of life in the occupied West Bank.

INDIE INITIATIVE

Five Glasgow schools have been participating in the new British Council INDIE initiative: Inclusion and Diversity in Education. The purpose of this project is to develop culturally inclusive schools that raise attainment and develop school students as young leaders. Shawlands Academy, All Saints Secondary, Hillhead High School and Holyrood Secondary and Lourdes Secondary have all taken part in this influential project which has a remit to influence European schools, subject to a white and green paper in Brussels.

10 young people from each school took part in training activities for young leaders, before 1 young person from each school was selected to go to Brussels to discuss the delivery and composition of the "European Youth Charter on Inclusion and Diversity" with their peers from other European schools.

A teacher from each school was also invited to the conference. A 9 point European Charter was agreed which was presented to the policy makers, who will discuss the issues raised and, in response to the student voice, make a declaration on the management of diverse and inclusive schools at the European Parliament. The schools in Glasgow are now working in a cluster with schools from Portugal, Spain and Greece. In May 2008 representatives of all of the 17 schools involved met together at the San Isidro School in Madrid to discuss their joint project proposals arising from the Charter. The schools will work together over a two year period.

As well as researching conferences that Glasgow should bid for, staff in the Convention Bureau at Glasgow City Marketing Bureau regularly travel overseas to promote the city.

The team attends the annual conference, events, exhibitions and business meetings EIBTM in Barcelona and IMEX in Frankfurt, and has regular face to face meetings in cities such as Brussels and New York with the international associations that host large conferences.

Other Convention Bureau activities including speaking at or taking a booth at major industry shows such as the International Congress and Convention Association (ICCA) to profile the city.

The Bureau's Conference Ambassador Programme is a one-stop shop that offers advice to anyone locally - including Council staff - with international business or academic links who is thinking about bidding for a conference.

GLASGOW CITY MARKETING BUREAU

3 Current External Situation

3.1 Commonwealth Games

The Commonwealth Games bid began to be developed in September 2004, shortly after the launch of the 2004 to 2007 strategy "Scotland's International Capital." Nonetheless, there were clear links between the two, both in their level of ambition and in their implementation, for example, the decision to participate in the Commonwealth Local Government Good Practice Scheme.

Above all, the qualities in the City as then outlined in "Scotland's International Capital" are those that secured the Games for Glasgow: world-class facilities; a strong internationalist outlook; the readiness to take a national lead ("Scotland's Bid"); and above all the ambition to put and keep the City on the global map. The award of the Games to Glasgow in November 2007 was a magnificent achievement, and confirmation of these strengths.

The process of bidding for the Games helped to significantly strengthen the City's links with Commonwealth countries. The great majority of Commonwealth Games Associations and Commonwealth Olympic Committees have, for instance, now visited and spent time in Glasgow as part of the bid process with the overwhelming feedback being very positive. These links will be further strengthened as we approach 2014.

Links with Delhi will particularly improve as we move towards their hosting of the 2010 Games and the ceremonial handover from Delhi to Glasgow that will form a key part of the closing ceremony in 2010. This handover is in itself a major cultural event and will enable Glasgow and Delhi to work more closely together over the next few years.

In addition Glasgow will stage the Commonwealth Games Assembly in 2013 and 2014 and will have the opportunity to establish closer links with the Commonwealth institutions including the Commonwealth Games Federation, the Commonwealth Secretariat and the Commonwealth meetings of Ministers and Sports Ministers.

As other Commonwealth cities start to think about bidding for 2018 they will undoubtedly start to visit and form closer links with Glasgow in the same way that Glasgow strengthened its cultural, sporting and political links with Melbourne during the bid process.

Manchester (2002) and Melbourne (2006) formed highly successful Commonwealth Business Clubs aimed at strengthening economic and business links with key Commonwealth countries. Glasgow can learn from their experience. The City has already established some educational links through programmes such as the Commonwealth Scholarship Programme and other programmes operated by the British Council.

It will be possible to build on the success of the two Commonwealth Sports Development Conferences by developing exchange programmes and seeking opportunities for shared learning with some of the key sports development programmes that are taking place in countries such as South Africa, Kenya and the Caribbean countries. These type of programmes are primarily about using the power of sport to address wider social issues and will be part of the overall legacy of the Games.

The award to the city of the Commonwealth Games 2014 is clearly one of the most significant events for Glasgow in many years. The impacts of the Games will not only be on the sporting field, or even in the associated tourism aspects; they will give a focus and context to a wide range of projects in the areas of infrastructure, regeneration and development and all the Council's policies.

It is also envisaged that the Games will leave a legacy of improvements to the City which will prove beneficial to biodiversity, as the Glasgow Local Biodiversity Action Plan is implemented.



The relationship which Glasgow will develop with the Commonwealth family of nations is of key importance to the Council and the Lord Provost has been asked to take on the responsibility for this aspect of City's Commonwealth commitments.

The Games will self-evidently have a sports focus, based on the delivery agencies including the operating company. In the same way, the office of Lord Provost (as Lord Lieutenant) will be in a unique position to provide a diplomatic focus or hub in Glasgow, with responsibility to welcome High Commissioners and other dignitaries.

3.2 External Environment – Political

The last international strategy was set against a background of a rapidly developing international political scene, which was reflected at every level from the domestic to the global. Since then, the process of change has continued. At a Council level there has been a significant shift in the political representation as well as changes in operational and managerial practices.

Following the Scottish Parliament election of May 2007, the Scottish Government has continued a number of the international policies of the former administration, and is seeking to raise the international profile of Scotland still further. For example, there is a continuing China policy. For Scotland Week in the USA in 2008 and 2009, the Scottish Government concentrated on Washington DC and a wider range of cities in the USA and Canada, rather than New York City. In these years, Glasgow was represented in New York, Chicago, Toronto, and New Hampshire, in 2009 in support of the Scottish Government's **Homecoming** initiative..

The Scottish Government has also published its International Framework, in which it describes its international objectives to be:

- > “Creating the conditions for talented people to live, learn, visit, work and remain in Scotland...
- > “...the promotion of Scotland abroad...
- > “managing Scotland's reputation as a distinctive global identity, an independent minded and responsible nation...confident in its place in the world.”

The Scottish Government will seek to achieve these objectives by a number of means, including greater use of Scotland's international reputation and promotion of the country's educational assets, including schools, FE and HE institutions. The Government recognises the international importance of financial services, life sciences and food and drink. Tourism is a further priority sector, with an extra commitment to generate a legacy from major events. Glasgow City Council and other local authorities can and do provide assistance and support to many of these objectives.

This is also the case in the Scottish Government's commitment to international development, which is set out in a further policy statement (Scottish Government International Development Policy), and is substantially focused on Malawi. Local government services and governance principles can make a particularly important contribution to the Millennium Development Goals and the Council will seek to continue to work with the Government in Malawi, other Commonwealth countries and beyond. This point was made by the Lord Provost at the United Nations Mayors Forum in September 2008, where it received widespread support, from a number of national governments, including the UK.

The Government has indicated in its **Action Plan on European Engagement** that its main priorities are either at EU level (budgets, energy and justice) or relate to specifically rural or fisheries issues. The issue of the future of EU structural funds, however has significant implications at all levels – Scotland, West of Scotland – and the Council will continue to work through the West of Scotland European Forum and its European Officer in Brussels to maximise the benefits from European Union funds and initiatives to the City and the city-region.

Glasgow's key overseas markets for leisure tourism are the USA, Germany and France, with Canada expected to gain ground on Italy, Ireland, Australia and Spain (in fourth, fifth, sixth and seventh positions, respectively) as a result of the Homecoming celebrations in 2009.

Glasgow City Marketing Bureau (GCMB) works in close conjunction with a number of strategic partners to address these markets, most notably airlines, VisitScotland and VisitBritain. A good example of this is a recent direct mail piece that GCMB produced in collaboration with VisitScotland and US Airways to highlight Homecoming Scotland 2009. More than 25,000 people of Scots descent living in Pennsylvania were mailed a copy of the Homecoming events brochure with introductory remarks by Glasgow Lord Provost, Bob Winter.

The city brand, Glasgow: Scotland with style is central to all this activity, providing consistent messaging, look and feel.

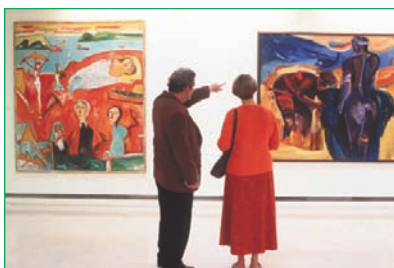


In October 2008, Glasgow City Marketing Bureau organised a reception in Paris to highlight Glasgow's creative, business and style credentials to media, corporate clients and opinion formers and to publicise easyJet's service from Charles de Gaulle airport.

The Bureau's PR and Marketing departments, and Convention Bureau worked together to address this important overseas market and guests included alumni of the universities of Glasgow and Strathclyde, Paris-based GlobalScots, cultural contacts of GCMB Vice-Chair, Bailie Liz Cameron, plus representatives of UNESCO, VisitScotland and VisitBritain.

Guests enjoyed a whisky tasting and music provided by the RSAMD, and short films were shown on Charles Rennie Mackintosh, museums and galleries, shopping, contemporary art, and the work of the Glasgow: Scotland with style Design Collective.

GLASGOW CITY MARKETING BUREAU



3 Current External Situation

Finally, the Scottish Government seeks to further develop bilateral work with European partners. In the past, Glasgow has offered support to these aims, especially in relation to Bavaria through the Nuremberg twinning link, and will continue to do so.

At the UK level, the new Prime Minister's government appears to have maintained similar foreign policy objectives, for example, by continuing its high profile international development programme through DFID in support of the Millennium Development Goals.

The European Union has completed a further stage of enlargement since June 2004, to add to that which had taken place in May of that year, bringing membership to 27 countries. As important is the fact that the majority of new member states are in central and eastern Europe, and were formerly Warsaw Pact, controlled societies and economies, or - as in the case of the Baltic States - part of the former USSR. Their accession has brought with them a number of challenges. These include a massive backlog in industrial and civil infrastructure; lack of commercial and social capital; and significant problems resulting from the relative newness of their legal codes and frameworks.

The EU therefore faces significant challenges in trying to meet the demands placed upon it. Most importantly for Glasgow, the need to invest in these new member states will mean that Structural Fund programmes for the west of Scotland may be phased out after 2013. In the meantime, the new fund JESSICA which will be established for infrastructure investments and the Seventh Framework programme which funds Research and Development may be suitable for Glasgow.

3.3 External Environment – Economic

Since 2009, it has been clear that the previous unprecedented period of continuous economic growth had come to an end. In contrast, all forecasts for the following period are now for a perhaps extended and significant recession. It must be acknowledged that this will bring with it considerable challenges for Glasgow, including low economic growth (or even contraction), rising unemployment and weak domestic and export markets.

At the same time, Glasgow's position differs from that in earlier recessions and indeed from that of some other cities, in having an established record of regeneration and recovery. In addition and more importantly, the City is fortunate in having secured a business infrastructure and investment which should support a strong recovery when the upturn comes in the wider economy.

There is also the possibility that some features of the downturn will benefit some sectors of the Glasgow economy: for example, exchange rates may increase the advantages of the City as a retail and tourist destination.

The international outlook of the City has played its part in its record of regeneration and will continue to do so, as the worldwide will require global responses. In this context, those cities with international strategies will again be well positioned when the upturn arrives. More than ever an essential part of the development of the International Strategy is the way that it is set within the overall policy context of the city; this is clearest in the case of the new economic strategy A Step Change for Glasgow which itself recognised the importance of the external economic context:

Step Change Theme: International positioning

Glasgow is increasingly subject to global competition. To be successful, Glasgow has to compete for international flows of investment and talent. Glasgow has a strong tradition of internationalism that dates from the city's transformation to a major trading and then industrial centre. The industries which made it globally famous however, are no longer the driving forces of its

economy. Today, there is less evidence of international presence in most of Glasgow's business and institutions.

Glasgow must compete - and learn from - other major UK and international cities.

Competition is fierce in the conference tourism market where Glasgow has shown it can compete on an international basis. Elsewhere, this awareness is less obvious: Glasgow's profile is generally low, and where it is known, it is all-too-often for outdated or negative reasons. It is important that Glasgow thinks harder about its economic role and positive profile in the world.

Glasgow must consider its place in a wider world and be aware of how others see it; it needs to address weaknesses and make better use of its strengths. The city has a strong asset in its successful brand, Glasgow: Scotland with Style, and a platform on which it can build. In short, Glasgow must survive in an economic environment which is both globalised and "virtualised" – one where businesses and their transactions are worldwide and frequently conducted through ICT. This offers considerable opportunities for initiatives such as Glasgow's International Financial Services District.

The Glasgow Tourism Strategy to 2016 complements these aims and its objectives include the following:

In line with the city's economic development strategy, A Step Change for Glasgow, the key objective is to maximize economic growth for the benefit of Glasgow's citizens, while at the same time creating a more attractive environment for visitors and investors. The strategy complements Glasgow City Council's key objectives and agenda for social renewal. It also embraces Scottish Enterprise's tourism priorities of innovation, product development, business leadership development, and destination development.

To achieve the vision for tourism, four key priorities have emerged from a process of research and consultation with stakeholders and industry representatives.

The four strategic themes are:

Image and Brand: a positive and unique image is a key influencer.

People: Glasgow's citizens are the city's greatest asset and must benefit from tourism's growth.

Place: place attractiveness, accessibility and quality of environment are competitive drivers for a successful tourism destination.

Product: this must be fresh, distinctive, innovative and appealing to target markets.

These four themes will be underpinned by the cross-cutting themes of sustainability, innovation, collaboration and market research.

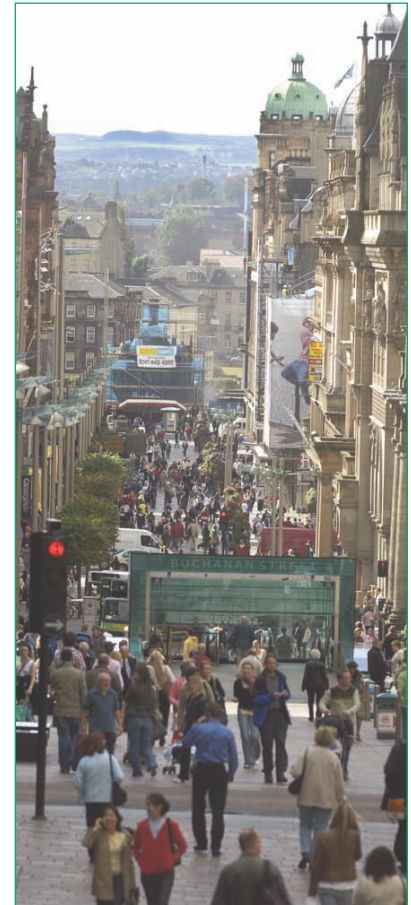
3.4 External Environment – Social

The current Council Plan set out the following objectives which comprise a comprehensive set of social policy guidelines.

We have focused our programme over the next three years on delivering five main aims which we call our key objectives. These are:

- > improving the efficiency and effectiveness of our services;
- > increasing access to lifelong learning;
- > making Glasgow a cleaner, safer city;
- > building a prosperous city; and
- > improving health and wellbeing.

Key results from the Scottish Index of Multiple Deprivation (SIMD) show that deprived areas in Glasgow are generally improving, but that it remains the case that the city contains Scotland's largest numbers and concentrations of such areas. Some parts of Glasgow have, in comparison to other UK cities,



HOLYROOD LEARNING COMMUNITY

In June 2008, 23 senior pupils, accompanied by the Head teacher and four teachers visited Zingwangwa Township in Malawi. The group worked with the local people and the Charity 'Scottish International Relief' to build three new classrooms, one of which was purpose-built for pupils with additional support needs.

Holyrood has a very active Fair Trade and Enterprise Group who suggested a backpack project for Malawi. The idea was simple, pupils were asked to fill an old school bag with everyday essentials and a cup, plate, spoon, pencils, jotter, ruler, a toy, an old 'T' shirt and shorts etc.

10 Primary Schools, three Nursery Schools and two Special Needs Schools in the community all worked together on the project. Holyrood Learning Community has now formally partnered with a secondary school and two primary schools in the township in Malawi and has received funding from the British Council for the first year of their project. They are using their partners in Malawi as a vehicle to embed a 'global dimension' in the curriculum, which raises awareness of the many issues and challenges faced by developing countries. They hope to obtain funding for a further two years from the British Council in 2009. In addition to the Malawi project, Holyrood Secondary School has a strong International Education dimension through their Modern Languages department, which includes: A French theatre group, a modern languages ICT group, Italian work experience for upper school, a Spanish school exchange, a S6 visit to the European Parliament in Strasbourg and participation in British Council's International – Inclusion and Diversity project.

EDUCATION AND SOCIAL WORK SERVICES

3 Current External Situation

the highest percentage of the working age population unable to work through incapacity. Those with low skills become trapped in low paid insecure jobs which particularly impacts on child poverty: sustainable employment is essential in order to address the inequality gap and lift people out of poverty.

There is substantial and consistent evidence to show that better health is inextricably linked to a buoyant economy: for example life expectancy trends in low income areas are much lower than those in higher income areas. The Council is dedicated to ensuring that the improvements ongoing in the City have a positive impact on all areas. The international business, academic and cultural links supported by this strategy will aid in this process.

A further major social factor in Glasgow with a particular relevance to international policy is that of migration, which can be split into three categories: economic migration, above all from EU countries; other EU migration; and asylum seekers and refugees. These have all contributed to the stabilisation of Glasgow's population numbers, despite the historic demography whereby an ageing population has not been balanced by new births.

The contribution of the economic migrants to Glasgow's labour market is now probably essential in terms of numbers and skills. It is also the case that there are social costs in terms of public services and the management of community relations, both of which are more complex due to the greater number of cultures, languages and religions increasingly represented. However, the overall impact is that Glasgow is now a city with a younger, more diverse and vibrant population.

Finally, two of Glasgow's longstanding social issues continue to play a strong negative role in any analysis: those of worklessness and alcohol and drugs misuse. In both UK and international terms, these remain at high level. As a result, the Council and its partner agencies have great experience and considerable capacity in dealing with the consequences of these issues.

3.5 External Environment – Technological

The economic environment described above is a direct result of the continuing technological revolution in which telematics and other communications technologies have emerged as fundamental sources in the reorganisation of economic space. The way in which business is done is now based on the internet and computer capacity; and this is reflected in the office accommodation and staff needs of companies.

At a Council level, Services can both learn from, and contribute to, the development of innovative service delivery, through networks and transnational projects, such as Land and Environmental Services commitment to POLIS, regarding Intelligent Transport Systems.

At a city level, the International Financial Services District has already established itself in terms of attractiveness to inward investors both in the technological specification of new commercial developments, and in urban and streetscape design. Participation in international networks will assist in the City retaining this edge.

The technological transformation of the global economy also continues to bring new products to market, creating knowledge-based industries and high level employment. In cities across the world, this has created interlinked and mutual support between city authorities, academic institutions and industrial investors. Supporting such partnerships will be vital in future.

The acknowledgement of the effects of fossil fuels on climate change and the prospect of increasing costs for those fuels is now acting as a significant driver of new technologies and products to make full use of renewable energy sources. Scotland has the potential to make progress in the renewables sector, and Glasgow has the opportunity to benefit proportionately.



Conclusions

OPPORTUNITIES

The following opportunities could arise from the political, economic, social and technological conditions described:

- > **Commonwealth Games 2014 host city** status as an opportunity to increase Glasgow's global prestige and influence
- > **Relationship with the Scottish Government and its international policy**, in respect to Glasgow's place as Commonwealth Games host city, Malawi and international development.
- > **Scotland Week in North America**, including expansion beyond the New York City base.
- > **DFiD and the Commonwealth Local Government Good Practice Scheme**, leading to further international development and civic diplomacy opportunities in pursuit of the UN MDGs.
- > **EU expansion**, creating opportunities in 12 new member states, mainly in eastern and central Europe, with large potential markets.
- > **EU funds**, including Research and Development programmes that have had their budgets substantially increased for the 2007 to 2013 period.
- > **Recognition in the City's Economic Strategy** of the role that a strong commitment to a comprehensive international dimension can play in growing the City economy.
- > **Build on success in conference and tourism markets**, and the Scotland with Style brand.
- > **Progress in urban regeneration**, which is in its own right a world class product.
- > **Growth potential of skills and dynamism of diverse and dynamic population**, boosted by economic migration and other new Glaswegians.
- > **World class expertise in tackling worklessness, drugs misuse etc.**, from long experience and established good practice.
- > **New products and applications of technological excellence** in universities and industry.
- > **Benefits of innovative technology-based applications** in Council services and other public sector management
- > **Potential to develop new fuel efficient products and services.**

THREATS

The following threats and challenges could arise from the political, economic, social and technological conditions described:

- > **The post-2008 recession** could continue, with lasting and profound effects on the local, national and international economies.
- > **EU expansion** presents new competitors for global resources.
- > **EU Structural Funds** will be cut from Glasgow and transferred to the newer member states.
- > **International competition** will grow as globalisation increases.
- > **Failing international presence** of Glasgow's industries
- > **Outdated or negative image** threat to international profile
- > **Persistent deprivation, worklessness and drugs misuse**, threatening to hamper international performance
- > **Social costs of migrant populations** regarding health, education etc.
- > **Possible transient benefits from economic migrants**, who may return to their country of origin leaving skills and personnel shortages
- > **Threat of increased costs due to high fuel costs and requirements for lower carbon emissions**, and increased import penetration from more advanced producers.

ST TIMOTHY'S PRIMARY SCHOOL

In Glasgow and beyond St Timothy's Primary School is known as "The International Education School of Excellence".

Situated in the East End of Glasgow, it draws its pupils from a wide and varied catchment area, including some of the most socially deprived sections of Glasgow.

The school has won numerous local and external prestigious awards in which international education has featured.

They were the first primary school in Scotland to gain the British Council International School Award. They won the Diamond Award for Enterprise, Motorola Award for Enterprising Education, and Investors in People Certification. They have been awarded the Glasgow "Excellence Award in International Education" and have won the Primary School International Quiz twice.

In St Timothy's International Education is as much part of the curriculum as mathematics or language. It has been included in their School Improvement Plan for years and is now firmly imbedded in the learning experiences offered to children. They firmly believe that as

"Young people will spend their lives as citizens in an increasingly international world." They must be equipped to make correct life choices and take life chances!



SHAWLANDS ACADEMY**Roads to Equality**

Shawlands Academy has been involved with Comenius 1 since 1999. 'Roads to Equality', a Comenius 1 School Development Project, ran from 2003 until 2006.

Prior to that the school coordinated 'Different Languages – One Spirit' and, finishing in 2007, 'Active Citizens of a Clean Europe'.

'Roads to Equality' highlights included the provision of Race Equality training for headteachers from five European schools and in-service training for Shawlands Academy Staff delivered by members of the Comenius development group and also by two students from their partner school in Norway. The project was also showcased and presented by two pupils at the launch of the Comenius Lifelong Learning Programme at the Foreign Office in January 2007.

The initiative also produced policy guidelines for the development of bilingualism and race equality in each partner school and the development of materials to develop thinking skills in Geography.

One significant highlight was the installation of a ceramic mural in one of the partner schools in the Czech republic: 'The Water of Life'. The mural reflected the joint co-operation and aims for unity and working together within the Comenius programme.

EDUCATION AND SOCIAL WORK SERVICES

4 Strategic Objectives

There is a sound and proven business case for international work by the Council, both in conjunction with partners and through its own Services.

At a strategic level, the most obvious advantage is to project a dynamic and outward looking image to the world: Glasgow's original position of prosperity was founded on global trade, as the "Second City of the Empire." Involvement in international programmes, network and projects has the benefit of keeping the City's profile high for the right reasons, thereby contributing to competitiveness.

For example, the programme of inward delegations reinforced the message that Glasgow has one of the leading urban regeneration programmes in Europe. Likewise, the visits of the EUROCITIES Knowledge Society and Economic Development Forums attracted over 100 experts in their respective fields.

The Commonwealth Local Government Forum (CGLF) has identified the following advantages for councils to be involved in international development

- > Sharing skills and good practice
- > Improving working relations with local communities
- > Honing interpersonal skills of staff
- > Developing educational skills
- > Promoting trade
- > Increasing awareness of cultural diversity
- > Improving partnerships with ethnic groups

Many of these apply equally to the broader international agenda. Moreover, Glasgow is quoted by the CLGF as an example of good practice in this context, and the SOLACE journal carried an article by LP&IO staff putting that case in the light of the Council's experience. At a service level, this article demonstrates the value to the Council and its partners, for example, the IT staff from the Chief Executive's department which visited Africa to install donated equipment and train local people in its use, as the following extract shows.

IMPROVING SERVICE DELIVERY

- > IT and building trades staff involved in the project reported an improvement in partnership skills, managing relationships and problem-solving.
- > Sharing information and experience with overseas partners helps local authorities improve the quality and cost-effectiveness of their own services.

STAFF DEVELOPMENT AND TRAINING

- > Council officers who worked on challenges associated with resolving technical issues...reported an improvement in their own understanding of different cultures. This has enabled them to work more effectively within their own community.
- > Staff appreciated the innovative training opportunities and experienced an improvement in a number of subject areas ranging from management development to practical skills.

PROMOTING STRONGER COMMUNITY PARTNERSHIPS

- > The project included visits to a number of community partnerships in Glasgow. The interest shown by the (African) officers in the work being undertaken by local people encouraged those involved to look more closely at their achievements and helped to boost civic pride, community self esteem and personal confidence.



The same outcomes are shown in the involvement of Social Work Services in the EU's Institution Building Partnership Programme (IBPP), where drugs misuse staff were able to learn from Russian colleagues. The SWS team leader reported as follows:

There have been a number of spin-offs for Glasgow City Council. These have included:-

A refocusing on family-based therapies in the city of Glasgow as part of our commitment to recovery and rehabilitation. Family-based therapies are the cornerstone of the Russian approach, but in the UK and European Union have diminished in their importance and been somewhat neglected. In Glasgow, we now intend to use our cross-learning to renew our interest in and develop evidence based family focussed therapy services as part of our carers strategy;

The use of telephone helplines and outreach services to engage with young people at a much earlier stage in the development of drugs and alcohol misuse. Glasgow is re-visiting how we use such measures as part of our Out-of-Hours and Assertive Outreach strategies within the Addiction Service.

The next phase of our Partnership will involve a second wave of potential professional development exchanges which will be largely self-financing. These include exploring the potential of a joint venture between the Royal College of Psychiatrists and the State University of Rostov, Medical School and a joint venture between the University of Glasgow, Centre of Continuing Adult Education and the Rostov Pedagogical Institute which is responsible for the professional development training of Psychological and Social Services staff.

The above has been an excellent example of leveraging in external resources through the European Union, building capacity in emerging democracies, such as in the Russian Federation and utilising Glasgow's expertise in this field with its Twin City partners in Rostov-on-Don. The spin-offs for both Rostov-on-Don and Glasgow City are extensive and work continues to plan a second phase of wider Partnership work with a more diverse range of stakeholders.

The business case for the International Strategy is therefore based on concrete outcomes which benefit Glasgow and the services which its citizens receive, delivered on a cost-effective basis, especially using resources levered in through mechanisms such as IBPP and the Commonwealth Local Government Good Practice Scheme.

4.1 Objectives

Glasgow City Council can continue to build on its strategic approach and its practical record in international relations to support its social, economic, cultural and sporting aims. In doing so, it will address the issues and challenges set out in the analysis shown earlier, and will provide support to the City's wider internationalisation objectives.

The following three high level objectives will help develop this approach:

> **To build Glasgow's role as host city for the 2014 Commonwealth Games by developing relationships with Commonwealth countries.**

This objective explicitly defines the Council's role in relation to its position of host city; the timescale for its delivery; and acknowledges the importance of the Commonwealth member countries as well as of the 2014 Games. It is therefore the root of the new Strategy's title: "**Glasgow: Commonwealth City.**" This will involve a range of relationships, as will be most appropriate in the case of specific countries. It will acknowledge that the City can offer support to and learn from less developed Commonwealth nations through its international development activities whilst also seeking to cement relationships with other Commonwealth nations which are now home to prosperous Scottish and Glasgow immigrant communities.

WOODACRE NURSERY SCHOOL

Woodacre Nursery School is pioneering International Education by embedding it into every area of the pre-5 curriculum.

The school has been involved in an e-Twinning project for the past three years with a school in Milan and this has resulted in a variety of life experiences being shared between the two countries.

Each annual project enabled the school to further embed international education in the curriculum, for example, sharing information on the cultural festivals celebrated, knowledge of the different types of food eaten, the differing curricular activities undertaken in each school, the changing weather patterns and many more. Due to the age group of the children involved (3-5 years) the use of ICT equipment helped to bridge the gap between the countries and helped the children to appreciate that they were conversing with another country. Furthermore the use of mascots has enabled the children to understand that their 'friend' was living life in another country. The children visited the Bear Factory in Glasgow to create a new friend that they named Hamish. He was given a warm set of clothes and a kilt and sent off to Italy to meet the Italian school children. They then sent Raffaella, an Italian cuddly toy. This immediately facilitated the sharing of information as the children were able to relate to the escapades of their 'friend' abroad. "This resulted in a wide range of activities that depicted life in Italy or Scotland and helped to foster the children's understanding of the world and Scotland's place in it.

The children have been using a vast range of technology within the project for example email, webcams, digital photographs, scanning pictures and creating simple PowerPoint presentations often enhanced with audio clips which is an excellent medium of communication for early years children.

4 Strategic Objectives



- > **To enhance the City's image, impact and presence internationally.** This objective remains from the 2004 to 2007 strategy. It remains a strategic aim to continue to pursue the same goal of competitiveness and generally to ensure that Glasgow is known to deliver in the global economy. It remains the case that the City's performance in terms of the number and quality of international transactions undertaken by its institutions (including Further and Higher Education) and businesses will be important. The City Council can assist in this process both in terms of its own activities and of offering civic leadership through the offices of Lord Provost, Leader of the Council, and other senior elected members. For example, the City Council can also add prestige to international events and visits by continuing use its assets, (eg City Chambers, Kelvingrove, the Burrell, art venues and architecture) and the provision of appropriate civic hospitality, as a way of making any visit to Glasgow memorable. In addition, it is expected that these aspects will be aligned with wider Council objectives as set out in the Council Plan 2008 to 2011.

- > **To play a full role in the Internationalisation Strand of the "Step Change for Glasgow" economic strategy.** This final objective makes explicit the relationship with the ten-year economic strategy "A Step Change for Glasgow". This was published in November 2006, and acknowledges that: "Like other ambitious and far-sighted organisations, Glasgow needs to devise a comprehensive internationalisation strategy...it is much more than simply a strategy for marketing existing products and services..." The subsequent draft action plan to support the Step Change strategy identified the potential for a city-wide partnership to pursue this internationalisation agenda. The Lord Provost and International Office has the expertise to support any such partnership.

Delivery of the appropriate policies and programmes to achieve these aims will depend upon several important factors. Externally, these are the key international relationships, for example with key twin cities and important international networks; internally, they are the policy and delivery expertise of the Council itself.

4.2 Programmes

The former International Strategy was based on five programmes which supported its three high level objectives. These were as follows:

- > Competitive City
- > Twinning
- > Small World
- > Networks and information
- > Planning and resources.

For 2009 to 2012, the programmes have been adapted to meet the needs of the new objectives and will be as follows:

- > **Commonwealth and International Development** will succeed the former Small World programme, reflecting the specific commitment of the Council that Lord Provost will have responsibility for relations with Commonwealth countries, supported by the LP&IO. It will reflect established relationships with Pakistan, Malawi, Sri Lanka and South Africa, and will make the best possible use will be made of such resources as the Commonwealth Local Government Good Practice Scheme and the Scottish Government's International Development Fund. In doing so, it will also seek to create beneficial relationships between the more and less prosperous cities of the Commonwealth. This programme will also reflect the Lord Provost's status as Lord Lieutenant and the Queen's representative, who is the key diplomatic representative of Glasgow. In addition, it will use the Lord Provost's civic role to make links with the residents of Glasgow with backgrounds, and to support their involvement.



GLASGOW'S INTERNATIONAL AND EUROPEAN STRATEGY 2009 TO 2012

- > **Twin Cities and Global Citizenship** will succeed the former Twinning programme. It will include activities to meet the Strategy's objectives in conjunction with Glasgow's eight twin cities. In addition, it is intended that the programme will continue to support inward delegations and study visits from other countries and cities wherever possible. The programme will also include activities to promote good governance and civil society in newly emerging democracies.
- > **Global Glasgow** will operate in succession to the former Competitive City and Networks and Information programmes. It will therefore include external relations to the new Step Change strategy and inputs to the globalisation agenda as Glasgow seeks to expand its profile, especially into crucial markets such as North America and China. In the important area of business tourism, the Council will support the conference and congress operations by continuing to provide appropriate welcomes and hospitality.

The Council will also seek to work with business and academic partners to foster and promote Glasgow's global reach in their respective fields.

The Council will also seek to confirm its international standing through seeking such acknowledgement as World Heritage (Antonine Wall, Charles Rennie Mackintosh) and UNICEF (City of Music) status. Internally, Council services will be informed of opportunities for participation in international projects and programmes, especially those attracting EU support, and networks such as EURO CITIES and its forums.

4.3 Action Planning

This International Strategy to 2012 **Glasgow – Commonwealth City** is a set of corporate objectives to be carried out by City Council Services and, where appropriate, its partners.

The three programmes – Commonwealth & International Development; Twin Cities and Global Citizenship; and Global Glasgow – will be supported by action plans, which will be developed by those Services and partners. These will then form a key part of the monitoring, evaluation and transparency process, contributing to website and activity reports.

4.4 Monitoring, Evaluation and Transparency

Monitoring and evaluation of activity will be achieved through:

- > Bonn Index updates
- > A second **on-line survey** will be developed and completed in 2011 which will provide a measure of change against the previous survey which will become a baseline. This will also provide a useful tool for advising the drafting of the subsequent Strategy.
- > Appropriate pages on the Council's **website** will be developed, to ensure that the Glasgow public and the wider world are aware of the activities undertaken in pursuit of the Strategy. This could also be constructed with web links to the sites of partners, thus becoming a portal to Glasgow's international activity.
- > A final **Activity Report** will be prepared at the termination of the strategy period in 2012. In other years, the website will offer a less formal but comprehensive summary of activity.
- > Further development of **monitoring information**, based on project outputs and programme outcomes will be carried out where appropriate and published in the activity reports and on the website.




NOTES



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