### Connecting Scotland – how Scottish organisations engage internationally

**Written evidence from Gillian Walsh, International Officer, Lord Provost's and International Office, Glasgow City Council**

<table>
<thead>
<tr>
<th>PROJECT</th>
<th>OUTLINE</th>
<th>CONTACT (GLASGOW)</th>
<th>CONTACT (CITY)</th>
<th>TO DO</th>
<th>BUDGET SPEND</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NUREMBERG</strong></td>
<td></td>
<td></td>
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<tr>
<td>Erasmus Plus</td>
<td>Main partners include Lochend Secondary, Schlau Initiative and International Education, GCC</td>
<td></td>
<td></td>
<td>Awaiting agreement on dates for next partnership meeting in Glasgow</td>
<td></td>
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<tr>
<td>LGBT</td>
<td>Exchange project between LGBT and Fliederlich</td>
<td></td>
<td></td>
<td>Awaiting confirmation of dates for prep visit to Nurnberg</td>
<td></td>
</tr>
<tr>
<td>Berufschule 9</td>
<td>Placement project between Berufschule 9 and City of Glasgow College</td>
<td></td>
<td></td>
<td>Meeting due to take place with City of Glasgow College to explore possibilities of placement/exchange</td>
<td></td>
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<tr>
<td>Partnerschaft</td>
<td>Art exhibition in Nurnberg by Glasgow artist</td>
<td></td>
<td></td>
<td>Exhibition to take place in Jul/Aug</td>
<td></td>
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<tr>
<td>Nurnberg/Glasgow Concert at Cottiers</td>
<td>Joint concert between Nurnberg and Glasgow at Cottiers Theatre</td>
<td></td>
<td></td>
<td>Concert to take place in June</td>
<td></td>
</tr>
<tr>
<td>GSA</td>
<td>Art exhibition in Nurnberg curated by GSA</td>
<td></td>
<td></td>
<td>Exhibition to take place in May 2015</td>
<td></td>
</tr>
<tr>
<td>Early years exchange</td>
<td>Exchange between Berufschule 9 and selected Early Years establishments</td>
<td></td>
<td></td>
<td>Awaiting confirmation of dates for next group of students</td>
<td></td>
</tr>
<tr>
<td>Football</td>
<td>Exchange between Croftfoot United FC</td>
<td></td>
<td></td>
<td>Visit to Nurnberg planned for 4-11</td>
<td></td>
</tr>
<tr>
<td>Exchange</td>
<td>Description</td>
<td>Details</td>
<td></td>
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<tr>
<td>and Junior football team in Nurnberg</td>
<td></td>
<td>April 2015 - currently identifying appropriate team in Nurnberg</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Glasgow Uni and Hochschule fur Musik joint concert</td>
<td>Joint concert in Glasgow Uni with Hochschule fur Musik</td>
<td>Plans are underway – concert scheduled to take place in November 2015</td>
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<tr>
<td>STEP-UP</td>
<td>Energy project between GCC and Stadt Nurnberg</td>
<td>Next visit to Glasgow to take place in Jan 15</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>G-Stars</td>
<td>Participation of Nurnberg youth group in Glasgow based event – G-Stars</td>
<td>Identifying youth group in Nurnberg to participate</td>
<td></td>
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<tr>
<td>Hospitality exchange</td>
<td>Exchange between Berufschule 4 and City of Glasgow College/Gleneagles Hotel</td>
<td>Placement at Gleneagles scheduled to take place in April 2015</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>GHA/Tank</td>
<td>Technical exchange of knowledge between GHA and Youth Services in Nurnberg looking at outdoor play</td>
<td>Awaiting confirmation of dates for prep visit</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Sunny Govan Radio and Radio Z</td>
<td>Ongoing collaboration involving band performances, DJ exchange, joint album.</td>
<td>Musikzentrale Nurnberg - band competition Planning visit to Radio Z</td>
<td></td>
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<tr>
<td></td>
<td>Visit by Glasgow based group, Suspire to perform series of gigs in Nuremberg, part sponsored by Radio Z</td>
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<tr>
<td><strong>DALIAN</strong></td>
<td></td>
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<tr>
<td>Badminton exchange project</td>
<td>2nd leg of exchange between Glasgow School of Sport (GSOS) and Dalian International Tennis Centre</td>
<td>GSOS will host a group of young players from Dalian in Jul/Aug</td>
<td></td>
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<tr>
<td><strong>MALAWI</strong></td>
<td></td>
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<tr>
<td>Visit Sept 2015</td>
<td>Focus on Blantyre – IT installations and training; will include projects in Lilongwe, Dedza and Mangochi. Progress new premises on behalf of Sight Aid International. Exploration of potential fish farm project with agricultural college</td>
<td>Oversee preparation of IT equipment, take delivery of medical equipment and supplies; organise container for shipment in May. Identify participants, book travel, accommodation and internal transport, plan programme of visits</td>
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</tbody>
</table>

**MARSEILLE**

<table>
<thead>
<tr>
<th>7s Rugby</th>
<th>Rugby tournament in April. Programme outlined in file</th>
<th>Waiting on confirmation of team selection</th>
</tr>
</thead>
<tbody>
<tr>
<td>Glasgow Sculpture Studios / Triangle</td>
<td>Continuation of artist exchange – 3 months residency for each artist in Marseille and then Glasgow</td>
<td></td>
</tr>
<tr>
<td>Kick Out 2 Erasmus+</td>
<td>Youth project – September in Marseille</td>
<td>Awaiting European funding approval</td>
</tr>
<tr>
<td>Storytelling Competition AF</td>
<td>Alliance / LPIO launched a storytelling competition. Winner goes to Marseille for week long French studies</td>
<td>Waiting on applications</td>
</tr>
<tr>
<td>Mela Festival</td>
<td>JC looking to bring over Marseille music group for Mela</td>
<td></td>
</tr>
<tr>
<td>Project</td>
<td>Description</td>
<td>Status</td>
</tr>
<tr>
<td>---------------------------------</td>
<td>-----------------------------------------------------------------------------</td>
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</tr>
<tr>
<td>Education Aix-Marseille</td>
<td>2 officers to do 2 week intense workshadow with Inspectorate and International Education</td>
<td>Awaiting Dates</td>
</tr>
<tr>
<td>Education – Teacher placements</td>
<td>Marseille teachers – 2 weeks placements</td>
<td></td>
</tr>
<tr>
<td>WW1 Youth Project</td>
<td>Erasmus+ Glasgow application – John</td>
<td></td>
</tr>
<tr>
<td>ERASMUS Sports Project</td>
<td>Awaiting confirmation on funding</td>
<td></td>
</tr>
<tr>
<td>French Film Festival 2015</td>
<td>Marseille film to be shown. Confirmation of film and Director</td>
<td></td>
</tr>
<tr>
<td>Lochend Creative Writing Visit</td>
<td>Head of English wishing to take a number of students to develop their creative writing.</td>
<td>Put on hold due to lack of funding</td>
</tr>
<tr>
<td>French World Music</td>
<td>JC looking to secure Marseille Artist for Celtic Connections 2016</td>
<td>Details to be developed</td>
</tr>
<tr>
<td>Int Youth Fayre</td>
<td>Invitation to Marseille young people to participate</td>
<td>Awaiting response</td>
</tr>
<tr>
<td>Student work</td>
<td>4 – 4 week work placements from</td>
<td>Waiting to hear back from GCT as to</td>
</tr>
<tr>
<td>placements Feb 2016</td>
<td>Marseille vocational high school Jean Baptiste Brochier</td>
<td></td>
</tr>
<tr>
<td>---------------------</td>
<td>--------------------------------------------------------</td>
<td>-----------------</td>
</tr>
<tr>
<td>Hospitality Students</td>
<td>City of Glasgow College / Lycee Hotelliere continuing their student exchange programme</td>
<td></td>
</tr>
<tr>
<td><strong>TURIN</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WASPS / Acca Atelier</td>
<td>Artists Exchange – June in Turin (4 Glasgow artists) October in Glasgow (4 Turin Artists)</td>
<td>M. making artists selection from Glasgow artist applications</td>
</tr>
</tbody>
</table>
| Horizon 2020 – Glasgow Community Safety | European project – on Community Safety  
Awaiting outcome | Awaiting outcome |
<p>| Marcus Roche Theatre piece | Marcus touring Italy with his production and looking to work with a Turinese company and actor | Dates to be confirmed |
| Turin Shroud | Archdiocese planning on taking a delegation to Turin Shroud in June. RC looking for us to make contact with Turin City Council for civic Reception if possible | June |
| Royal Institute of Architecture | 2016 Year of Architecture Conference in Glasgow. Both organisations looking to | Details t.b.c. |</p>
<table>
<thead>
<tr>
<th>for Scotland / OAT</th>
<th>develop a partnership</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Gruppo del Cerchio</td>
<td>Looking to bring over a piece for MELA Festival 2015</td>
<td>Discussions with JC</td>
</tr>
<tr>
<td>Int Youth Fayre</td>
<td>Invitation to Turin young people to participate</td>
<td>Awaiting response</td>
</tr>
<tr>
<td>European City of Sport Conference</td>
<td>Invitation for Glasgow to speak at this conference – Sport in Europe</td>
<td>Awaiting response from Glasgow Life</td>
</tr>
</tbody>
</table>

**BETHLEHEM**

<table>
<thead>
<tr>
<th>Education – St Paul’s Twinning / Terra Sancta</th>
<th>School Twinning partnership</th>
<th>Projects ongoing</th>
</tr>
</thead>
<tbody>
<tr>
<td>NHS Glasgow / Bethlehem University</td>
<td>Both organisations developing a diploma for Oncology Nursing. Practical placements to take place.</td>
<td>First practical visit in May in Glasgow. Another visit to Bethlehem planned for September</td>
</tr>
<tr>
<td>Education Psychological Services / Bethlehem GTC</td>
<td>Both organisations looking to develop exchange of practice / projects</td>
<td>First practical visit in May in Glasgow. Another visit to Bethlehem planned</td>
</tr>
<tr>
<td>Event</td>
<td>Description</td>
<td>Status</td>
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<tr>
<td>--------------------------------------------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------------</td>
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</tr>
<tr>
<td>Training for Transformation</td>
<td>Support community workers in the area - the topics are wide ranging from political economics, spiritual activism, gender reconciliation, popular education, transformative development, leadership, strategic thinking and finally organisational development to enable the community workers in Bethlehem to strengthen their local community organisation</td>
<td>D working with Glasgow University to identify practitioners to become involved in this programme</td>
</tr>
<tr>
<td>Mayor visit</td>
<td>Invitation sent to Mayor – 28.1</td>
<td>Awaiting response</td>
</tr>
<tr>
<td>Scottish Cultural Week</td>
<td>Cultural delegation to accompany in September visit to Bethlehem</td>
<td>Details to be worked on</td>
</tr>
<tr>
<td>Int Youth Fayre</td>
<td>Invitation for Bethlehem Young people to participate</td>
<td>Waiting on response</td>
</tr>
</tbody>
</table>

**ROSTOV**

<table>
<thead>
<tr>
<th>Event</th>
<th>Description</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gymnast Project GSS / Rostov</td>
<td>Continuation of partnership with gymnasts</td>
<td>Awaiting dates for Glasgow visit from Rostov gymnasts</td>
</tr>
<tr>
<td>YDance</td>
<td>IL – Rostov Choreographer working with YDance. Work shadowing and looking</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Event/Programme</td>
<td>Details</td>
<td>Status</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------</td>
<td>---------------------------------</td>
</tr>
<tr>
<td>WWII Concert and Schools programme</td>
<td>Russian Cultural Centre organising a concert and schools programme 9(^{th}) May to mark the 70 year end of WWII</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Don State Technical University of Rostov / North Glasgow College</td>
<td>Looking to continue partnership</td>
<td>Awaiting info on potential dates</td>
</tr>
<tr>
<td>Rostov State University of Civic Engineering</td>
<td>Looking to develop partnerships with Glasgow Universities on a number of themes</td>
<td>May visit</td>
</tr>
<tr>
<td>Artist Exchange Cara Crawford</td>
<td>CC looking to host a Rostov Artist in 2015</td>
<td>Details to follow</td>
</tr>
</tbody>
</table>

### LAHORE

<table>
<thead>
<tr>
<th>Event/Programme</th>
<th>Details</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>School partnerships</td>
<td>Glasgow schools developing Lahore school partnership</td>
<td></td>
</tr>
<tr>
<td>Mela Festival</td>
<td>JC looking to secure Lahore group to perform at Mela</td>
<td>To be discussed</td>
</tr>
<tr>
<td><strong>HAVANA</strong></td>
<td></td>
<td></td>
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<tr>
<td>----------------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Havana Glasgow Festival</strong></td>
<td>A music / art / film festival in Glasgow to be based at the CCA &amp; Glasgow Film Theatre. Cuban film makers / musicians / photo exhibition</td>
<td></td>
</tr>
<tr>
<td><strong>Royal Conservatoire / Matthew McAllister</strong></td>
<td>Looking to develop links with Havana. Travelling to Havana with his Album which features music by some of Cuba’s prominent composers</td>
<td></td>
</tr>
<tr>
<td><strong>MS SOCIETY CUBA, M.S FEDERATION UK</strong></td>
<td>To set up a link between M.S. sufferers/societies and medical practitioners in Havana and Glasgow</td>
<td>To be developed</td>
</tr>
</tbody>
</table>
Glasgow’s International and European Strategy
2009 to 2012
Contents

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2 Assessment of former Strategy “Scotland’s International Capital” 6
3 Current External Situation 12
4 Strategic Objectives 18
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

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.
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 EUROCITIES 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.
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 EUROCITIES 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 EUROCITIES. 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 it 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 counties 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.
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 form the Charter. The schools will work together over a two year period.
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.
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 though 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,
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.
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:

- 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 levering 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.
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.
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 EUROGAST 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.
This Activity Report is the first which has been produced subsequent to the publication of Glasgow's International and European Strategy to cover the 2009-2012 period. It is also the first International Activity Report which has been produced following the merger of the former International Office with the Lord Provost's Office.
COMMONWEALTH AND INTERNATIONAL DEVELOPMENT

This programme reflects the Council’s emphasis on the Commonwealth and builds on established links, for example, those with Malawi and South Africa.
Funding for the Council’s work in Malawi comes primarily from a share of the monies raised at the Lord Provost’s annual Burns Supper. The following amounts have been donated since 2009: (2009) £24,240.50, (2010) £47,293.92, and (2011) £35,277.85 – totalling £106,812.27

Since 2004, Glasgow City Council has shipped approximately 1200 items of medical equipment, 4300 boxes of medical supplies and more than 1000 desktop computers to Malawi.

Glasgow’s relationship with Malawi has gone from strength to strength since its beginnings in 2004. The collaborative nature of the partnership ensures that all projects are planned and delivered in partnership with Malawi organisations. The Council is also a member of the Scotland-Malawi Partnership and has made several presentations on Glasgow’s work in Malawi at awareness raising events organised by the Partnership.

The following projects were some of the highlights of 2009-2011:

2009
- Creation of a Library and IT learning centre at Kamuzu Central Hospital in Lilongwe. This was done in partnership with the Royal College of Physicians and Surgeons, Glasgow.
- Delivery of a programme of IT training to medical and administrative staff at Kamuzu Central Hospital in Lilongwe.
- Installation of IT equipment in a selected number of primary schools in Lilongwe, identified by the local Education Authority. PCs supplied by Access (Glasgow) LLP.
- Delivery of a programme of IT training to teaching staff in Lilongwe, identified through the local Education Authority.
2010

BUILDING PROJECTS

- Construction of new prosthetics and orthotics workshop and clinic and refurbishment of existing Clinic in partnership with the charity, 500 Miles.

Working in partnership with the charity 500 Miles and following extensive discussions with the Ministry of Health, a decision was taken to build a new larger prosthetics and orthotics workshop and clinic in Kamuzu Central Hospital. This was as a result of the outstanding success of the existing clinic, built by City Building (Glasgow) LLP in 2008. The new clinic is now up and running and has enabled a greater number of patients to be fitted with prosthetic and orthotic devices.

IT PROJECTS

- Cabling of new hospital teaching block and nurses’ accommodation and installation of IT equipment at Daeyang Luke Mission Hospital in Lilongwe. This was undertaken by staff from Access (Glasgow) LLP.

- Creation of an IT learning centre at Dzaleka Refugee Camp near Lilongwe.

- Delivery of a programme of enhanced IT training to teaching and technical staff in Lilongwe and Dedza City Assemblies.

- Delivery of a programme of enhanced IT training to medical and technical staff at Daeyang Luke Mission Hospital and Kamuzu Central Hospital.

- Installation of IT equipment at Dedza City Assembly.

- Delivery of IT training to local government employees, identified by Dedza City Assembly.
2011

**IT projects/vehicle maintenance**

- Installing IT equipment at Teacher Development Centres and in a selected number of primary schools in Lilongwe, identified by the Ministry of Education. PC’s supplied by Access (Glasgow) LLP.
- Installing IT equipment at Dzaleka Refugee Camp near Lilongwe.
- Delivering a programme of enhanced IT training to teaching and technical staff in Lilongwe and Dedza.
- Delivery of IT training to local government employees, identified by Lilongwe and Dedza City Assemblies.
- Delivering a workshop in vehicle maintenance to mechanics from Lilongwe City Assembly by Field Service Engineer, HEIL Europe (company who supplied refuse collection vehicles at reduced cost which Glasgow City Council shipped to Malawi in 2008). In the spirit of partnership, the costs for bringing engineer from HEIL were met by Lilongwe City Assembly.
- Updating Library and IT learning centre at Kamuzu Central Hospital in Lilongwe.
- Creation of a second IT learning centre at Kamuzu Central Hospital in Lilongwe.
- Visit to Hansen’s Disease management centre at Liwonde to discuss ongoing and future support.
- Monitoring visits to orphan feeding programmes; previous IT installations and projects currently being funded through the Lord Provost’s Malawi Fund.
- Progressing a pilot solid waste management project with Lilongwe City Assembly.

- Meeting with the Health Ministry and relevant hospital officials at Kamuzu Central Hospital to discuss and plan for a capital build project in 2012.
- Meeting with YOSSA (Youth Support for Social Advancement) to discuss future support.

**The Lord Provost’s Malawi Fund has also supported the following projects in Malawi:-**

- Mary’s Meals.
- Education Services (Malawi Leaders of Learning – a teacher training initiative).
- Visits by staff and pupils from Holyrood Secondary to assist with the refurbishment and building of schools.
- Exchange between Glasgow Scottish Youth Parliament members and the National Youth Council of Malawi.

![Image of a library and IT learning centre at Kamuzu Central Hospital in Lilongwe.](image_url)
The Freedom of the City awarded (in his absence) to Nelson Mandela in the City Chambers by the Lord Provost in 1981.

The Launch of Glasgow to London walk to free Mandela. Oliver Tambo, Archbishop Trevor Huddleston and the then Lord Provost attended a huge rally in Glasgow Green in 1988.

Nelson Mandela collects the Freedoms of all UK Cities in person at a special ceremony in the City Chambers in 1993.

City Chambers acts as polling station for South African exiles to vote in April 1994.

In 2005, Glasgow entered into partnership with Amathole District Municipality on the Eastern Cape to undertake a project, funded through the Commonwealth Local Government Good Practice Scheme (CLGGPS). Senior officers from Glasgow City Council worked with colleagues from Amathole to assist in the establishment and strengthening of Amathole's Local Economic Development Agency and their Urban Renewal Programme.

The project drew on the skills and expertise of both partners to find sustainable solutions to local problems and aimed to impact on other councils in South Africa facing similar situations.

In November 2007, the project culminated in a technical partnership, signed between Glasgow and Amathole and aimed at strengthening the relationship between the two authorities. This was effected through a Memorandum of Understanding (M.O.U.), which set out the objectives and scope of the Partnership.

Following on from the success of this project, in 2010, Glasgow City Council was awarded a further £40 000 from the CLGGPS to work with Amathole on establishing:

- A joint Marketing and Tourism agency.
- Developing Community Benefit clauses.
- Developing a Credit Union.
- The creation of a sustainable lighting project.

The partnership was also extended to include Buffalo City Municipality on the Eastern Cape.

Glasgow has a long and proud tradition of support for the people of South Africa.

Highlights of the Council's support have included:

- The Freedom of the City awarded (in his absence) to Nelson Mandela in the City Chambers by the Lord Provost in 1981.
- The Launch of Glasgow to London walk to free Mandela. Oliver Tambo, Archbishop Trevor Huddleston and the then Lord Provost attended a huge rally in Glasgow Green in 1988.
- Nelson Mandela collects the Freedoms of all UK Cities in person at a special ceremony in the City Chambers in 1993.
- City Chambers acts as polling station for South African exiles to vote in April 1994.
TWIN CITIES AND GLOBAL CITIZENSHIP

Glasgow's twinning programme continues to grow in strength, both in terms of the scope and range of activities and the individuals involved. The increasing number of projects involving different sectors of the City illustrate the way in which Glasgow and its people continue to value and support twinning activities.
NUREMBERG

Glasgow celebrated 25 years of twinning with Nuremberg in 2010. The year was marked by a series of projects all celebrating the long lasting friendship and cooperation between the two Cities.
These included:-

- a collaboration between fashion and design students from North Glasgow College and the Berufschule Nuremberg which culminated in joint fashion shows in Glasgow and Nuremberg.

- "Augenblicke/Moments" – this joint project, between photography students from Glasgow Metropolitan College and an adult education class in Nuremberg documented, through photography, events and cultural life within the two city centres. This photo documentary of Glasgow and Nuremberg was exhibited in Glasgow and Nuremberg.

- In October 2010, Glasgow welcomed a cross party delegation from Nuremberg, led by the Lord Mayor of Nuremberg, Dr. Ulrich Maly. The delegation visited a number of twinning projects and also took part in a policy summit aimed at stimulating discussion between Glasgow and Nuremberg on how local authorities are dealing with the impact of the recession.

**Nuremberg Burns Supper/ Glasgow Cultural Weekend**

January 2011 marked 20 years of Nuremberg hosting a Burns Supper. In the spirit of partnership, Glasgow brings the musical entertainment to Nuremberg, in the form of local musicians and dancers and the all important haggis and Nuremberg supplies the enthusiasm and love of all things Scottish. The weekend is a celebration of Scottish cultural life and an opportunity for Glasgow to showcase its attractions. The venue is the Grand Hotel in Nuremberg who provide very generous sponsorship every year. Glasgow plays its part by sourcing a whisky company to provide the liquid refreshments and promote one of Scotland’s most successful exports. The annual event also enables the Lord Provost to meet with his counterpart, the Lord Mayor of Nuremberg and discuss issues of mutual interest.
DALIAN

Following up on a promise made by the Mayor of Dalian, during a successful visit to Dalian in 2008, led by the Lord Provost of Glasgow, Councillor Bob Winter, Glasgow welcomed world-class badminton coach, Mrs Qinghua Song from Dalian to Glasgow in September 2011. Mrs Song has previously coached 2004 and 2008 Olympic ladies single champion Zhang Ning and 2008 Olympic champions Du Jing and Yu Yang.

Interpretation for Mrs Song was provided by Ms Hao Chen who provided translation at the Beijing Olympics and by Jenny Chang who teaches Mandarin at Hillhead High School (a Confucius Hub).

The coach spent two weeks at the Glasgow School of Sport delivering badminton coaching to pupils and offering a coaching masterclass for the benefit of staff.

It is hoped that this visit will be the start of a partnership between the Liaoning Table tennis and Badminton Management Centre in Dalian and Glasgow School of Sport which will ultimately lead to young players from GSOS spending time in Dalian being coached by world champion badminton players.
Education Partnership

As part of the Memorandum of Understanding signed by both Education Departments in Glasgow and Marseilles, in both 2009 and 2010, Glasgow welcomed a number of Marseilles teachers through the Jules Verne Programme, initiated by the French government. The programme aims to encourage and facilitate French teachers taking a year’s leave of absence to work in an educational establishment abroad.

The teachers are not necessarily language specialists, though do have a good command of English. Their subject expertise is therefore a secondary field in which they can offer service. Interdisciplinary working is very much facilitated by having such dual experts. We see within a programme like this Curriculum for Excellence in action, with the added benefit of international education at its core.

Glasgow was delighted to welcome two secondary and two primary teachers to Glasgow. Holyrood Secondary Hillhead High, St Brigid’s Primary and Hillhead Primary. All schools were very impressed by the professionalism and commitment of these teachers. They integrated very well and took part in the life of the schools they attended.

Whilst Glasgow has gained enormously from having these teachers, there is also the expectation that they return to France with increased skills and knowledge which will be a benefit to their own schools and authorities.

One of the benefits of this partnership is the social, cultural and human aspects it brings. The two cities can share so many perspectives on vision and strategies in the fields of education and training pedagogical and cultural areas which aim to develop fruitful educational links between the communities and the staff who work to further pupil’s life chances and the opening up of our schools and our education systems to Europe and the world.
Comenius Regio 2011–2013

Glasgow has been successful in securing £90,000 funding from the Comenius Regio European funding programme.

The project will seek to enhance teaching practice for migrant, newly arrived young people through the exchange of best practice and expertise in both Local Authorities with respect to primary / secondary transition for newly arrived students in Glasgow and Marseilles. It will devise a new Teacher Education component within the post graduate diploma in education at the University of Glasgow in conjunction with the university of Aix en Provence.

It will utilise and disseminate nationally the experience of second language teachers and Local Authority policies on anti discrimination to enhance policy and practice with respect to inclusive methodology in schools. The initiative will equip teachers to better meet the needs of pupils within a diverse European school community. The model will be transferable and applicable to various contexts and will include opportunities for student teachers at devised seminars in both Local Authorities.

The initiative will introduce pupils to active learning opportunities through which they gain an understanding of tolerance and respect and the benefits of working in a cooperative way with peers from other cultures. These methods will form a holistic framework, improving classroom practice for migrant, bilingual pupils within diverse European schools in the context of identified school inspectorate action points.

Metropolitan College / Hotel Lycee

In 2010/2011, Glasgow Metropolitan College and the Lycee Hotelliere in Marseilles developed an exchange programme, Students and staff took part in a visit to Glasgow which involved attending Glasgow Metropolitan and seeing their facilities, working in Scholars Kitchen and Jamies Italian. The return trip saw students from Glasgow visit Marseilles’s Lyce Hotelliere and a course in making the Marseilles speciality of Boillabaisse, visiting the cities fish and meat markets with a cultural programme included.

It is intended to continue this exchange programme as both the students and staff found the project to very worthwhile and contributed greatly to their coursework and experience in their hospitality and catering course

They hope to develop this exchange beyond their catering school to look at Tourism and to make this a long term partnership securing European funding through Leonardo.
TURIN: 2010/11

TORINOver SOS Planet was a worldwide exhibition’s project created through the partnership between the twin cities Glasgow and Torino. The exhibition was also hosted in other foreign countries for a one year period duration.

The entire project consists of two different parts:

- One exhibition in Torino and Glasgow with big installations and site specific works, at San Pietro in Vincoli place and Porta Nuova metro stations, and at Trongate 103 and Buchanan Station.

- Another project, called 1YEAR MESSAGE!, a video art project with 20 international artists, which involves many different metro stations:
  
  Torino – Glasgow 
  Lille 
  Cologne 
  Nagoya 
  Salt Lake City 
  Sestriere

The main exhibition's topic dealt with environment and all its aspects - the language of art, with its strong communicative impact, has the power to reach individuals and prompt them to rethink their habits and lifestyles so as to eventually lead towards a comprehensive improvement of the current situation. The exhibition aimed to reveal possible new scenarios, dwell on simple issues and topics, promote a campaign of awareness through different places and peculiar situations such as the underground of many worldwide cities.
SMART Cities

Glasgow City Council is in discussions to develop a partnership with Turin, through the Covenant of Mayors agreement and the SMART cities initiative.

Glasgow’s Lord Provost addressed the Covenant of Mayors Conference & Signing Ceremony on the theme of Sustainable Glasgow at the European Commission in 2010. Under the Covenant of Mayors initiative, Glasgow submitted a Strategic Energy Action Plan (SEAP) which has now been officially approved by the Covenant of Mayors.

Like Glasgow, Turin took part in the initiative of the European Commission Covenant of Mayors, being one of the first Italian Cities to commit to this.

Glasgow was the first UK city to win a grant from the IBM Smarter Cities Challenge initiative. The grant provides Glasgow with access to IBM’s top experts to analyse and recommend ways the city can become an even better place in which to live, work and play.

The IBM Smarter Cities Challenge is a competitive grant program in which IBM is awarding a total of $50 million worth of technology and services to 100 municipalities worldwide over the next three years.

Glasgow hopes to maximise the tremendous opportunities to develop low-carbon energy technologies, efficient homes, the provision of affordable heat and the creation of sustainable communities. By reducing energy costs and helping to tackle fuel poverty for poorer sections of our community we hope to have a real impact on improving people’s health and quality of life.

Similarly Turin launched a local initiative, Torino Smart City, devoted to enhancing their local sustainability policies. The City Council approved the Sustainable Energy Action Plan which sets out actions that could lead to innovate and produce high technology, to reduce energy consumption of buildings, to promote clean transport and improve the overall quality of life of its inhabitants, increasingly limiting emissions.

Both cities are looking to develop partnerships with other European cities to enhance their local sustainability policies within a major European framework and will discuss the potential of funding opportunities through the European Commissions DG Energy and the Smart Cities & Communities Initiative.

150 Year Unification of Italy celebrations

2011 saw Italy celebrate 150 years of its unification, which led to the creation of the Italian nation. Glasgow’s twin city of Turin had a year-long programme of events to mark this important date in Italian history.

Glasgow was invited to participate in these celebrations and held a Glasgow day. This was a great opportunity for the City to be showcased with information on the city, a photo exhibition, musicians, dancers and performing artists.

Glasgow City Council worked with a number of partners to ensure a successful programme and to take full potential of promoting Glasgow to an international audience.

The Lord Provost has accepted an invitation from the Mayor of Turin to visit Turin in November 2011.
Education Programme

From 2010 Glasgow has established a number of partnerships with schools in Bethlehem. Following a Christmas Card Exchange between the schools, both cities are developing further educational links and building stronger partnerships with the schools.

Due to mobility constraints, the most practical way to develop these partnerships was through using IT and the Web. Glasgow’s International Education Office is encouraging the schools to develop the links through the E-TWINNING initiative through the British Council.

The teachers and pupils work through a number of subjects and areas such as;

- Introductory letters / emails for the pupils to get to know each other.
- Geography; Google maps, describing where they live, looking at where their cities and countries are situated.
- Developing a presentation on My City.
- Cookery; health & wellbeing.
- Music.
- History.
- Free time and social activities.
Faten Nastas visit

The city hosted Faten Nastas, an artist and lecturer from our Twin City of Bethlehem to participate in a series of visits and talks throughout the City.

Faten studied contemporary art at Bezalel Academy of Arts and Design in Jerusalem and is currently the Chairperson of the Visual Arts Department at Dar al-Kalima College in Bethlehem.

During her visit Faten visited a number of schools already linked with Bethlehem and was looking to strengthen these partnerships and take as much information back to the schools in Bethlehem.

A lecture also took place at St Mungo Museum. The lecture gave an overview of the concerns of contemporary Palestinian artists and cultural centres, with a highlight about the Diyar Consortium.

Glasgow was also keen that Faten met with arts organisations (Trongate 103 / Sculpture Studios / Wasps / Glasgow School of Art) and artists throughout the city to discuss potential partnerships and projects between the two cities. It is hoped that the Centre for Contemporary Art and Trongate 103 can have a Palestinian Artist as part of their Artist in Residence programme.
Tengo Frio 2010 – Residency and Exhibition

Tengo Frio is a Scottish based artist led group. With funding assistance from the Lord Provost & International Office they organised a residency and exhibition for three Cuban Artists in Glasgow during the summer of 2010. The aim of the project was to bring to Glasgow contemporary work that has originated from a culture where collaboration and collectivism have been intrinsic to its artistic identity. The artists – Lester Alvarez Meno, Elizabaht Cervino and Jose Eduardo Yaque Llorente arrived from Havana on June 30th 2010 and took up their artist’s residency at the Glasgow School of Art.

After making new work in the studios of the art school the three artists exhibited at WASPS Hanson Street Space. The exhibition was called Parabolas Del Agua, or Parabols of the Water.

The preview was on the 31st July and there was a good turn out due to good press coverage. There was also an exhibition produced along with the exhibition that had essays written by Lester Alvarez Meno, Elvia Castro and the directors of Tengo Frio, Florrie James and Maria Paz Gardiazabal. All texts were translated in Spanish and English in the catalogue.
Guantanamera: Cuba and Miami.

Two film producers from Glasgow School of Art (Ross Birrell and David Harding) received funding from the Lord Provost & International office and the Scottish Arts Council to make a film of the most famous of Cuban songs, Guantanamera. The film was shot on location in Cuba and Miami (January 2009).

The original lyrics to the song Guantanamera (lit: ‘the woman of Guantanamo’) are derived from the Versos Sencillos of the Cuban national poet, revolutionary and martyr, José Martí (1853-1895). An inspirational nationalist hero who fought to liberate Cuba from oppression, José Martí is claimed by both pro-Castro and anti-Castro Cubans alike.

In Cuba the song was recorded in Guantanamo by the Changui singer Jose Andres Ramirez (Changui Guantanamo) and broadcast on the Il Proposito cultural programme on Foxa radio station in Havana. In Miami the song was recorded by the famous Cuban-American singer, Renee Barrios and was attempted to be broadcast on the right wing Government station, Radio Marti to mark the anniversary of Marti’s birth. After permission had been denied, at the last minute the song was broadcast on the US-Cuban radio station, La Poderosa who devoted an hour-long phone-in show to the project.
The gymnastics project that was established in 2008 between Rostov-on-Don and Glasgow has been a great success and will continue at least until the Commonwealth Games in 2014. The Olympic Reserve School in Russia was founded in 1948, this school specialises in the sport of artistic gymnastics. Its focus is to produce gymnasts who will compete and win at the Olympic Games and it does just that! Olympic Prize Winners include Elena Produnova (Olympic Prize Winner 2000) and Maria Kruychkova (Olympic Prize Winner Athens 2004). This Olympic Reserve School is regarded as one of the best gymnastic complexes in Russia.

The Glasgow School of Sport is Scotland’s national sports school based at Bellahouston Academy in Glasgow. This exchange programme provides a unique opportunity for Glasgow to learn from world leaders in the sport of artistic gymnastics. It is a partnership of excellence that has already raised the standards of performance both within Glasgow and Scotland.
Celtic-Cossack Connections

The twinning connection between Glasgow and Rostov-on-Don proved again to be the stimulus for an 18 month music project between the two city conservatoires. Funded by a major EU grant from the Institution Building Partnership Programme, Celtic-Cossack Connections was an ambitious, collaborative programme of musical and educational exchange between Scotland and the Don Region of Southern Russia. The programme of activities was delivered by a partnership which included the Rostov State Rachmaninov Conservatory, the Rostov State Musical Theatre, the Russian Cultural Centre, Glasgow, Scottish Opera and the Rostov Jazz School, the project was led by the Royal Scottish Academy of Music and Drama.

A core feature of the collaboration was the staging of joint and reciprocal performances in a range of musical disciplines including opera, strings, traditional music and jazz. In the development of the project, emphasis was placed on the staging of productions which could not be undertaken by any one institution acting alone, and on the showcasing of repertoire less familiar to the students of the two conservatoires and the audiences of Glasgow and Rostov-on-Don. The resultant programme featured new scores by young composers and the world premiere of the original version of Sergei Prokofiev's opera 'War and Peace', reconstructed from manuscript sources by Dr Rita McAllister, a Prokofiev scholar of international repute.

The students, graduates and staff of the two conservatoires also benefited from an extensive exchange programme. Based on common and complementary specialisms in musical training and performance skills, the exchanges provided teaching and learning opportunities through a mixture of one-to-one mentoring; master classes; workshops; peer appraisal; ensemble rehearsal and productions. A series of innovative, multi-disciplinary workshops was delivered for students of schools and music colleges in the Don Region and Central Belt of Scotland.

For Scotland and Russia, the project provided an international platform to promote national cultural and educational assets.
Both cities have identified a number of key areas for potential collaboration between Scottish Academia and establishments in Lahore. One area under discussion is training the trainers on the use and integration of social media in core business activities.

This is an ongoing process involving building partnerships with UK Institutions both academic and non-academic.
NORTH AMERICA

Lord Provost Visit to North America, April 2011.

Toronto April 2011.

The visit to Toronto was a trade mission by SCDI, which has responsibility for Glasgow’s international trade programme. The mission was joined by a number of small and medium-sized enterprises (SMEs), all of which had interest in Toronto and Canada.

The companies were all very appreciative of the Lord Provost’s presence. Business to business follow-ups to the meetings on the mission have now identified potential orders in the region of £1 million for the companies concerned. This was widely reported in the Scottish and Glasgow press.

While in Toronto, the LP and the trade mission members met David Mundell MP, Scotland Office Minister, who welcomed the initiative. Together, the Lord Provost and trade mission with Mr Mundell attended a detailed briefing by the UK Consulate’s Commercial Attaché, who described current trade conditions with Ontario and Canada as well as future potential opportunities. These include those which may arise from ongoing talks between the Canadian federal government and the European Union regarding a possible bilateral trade agreement; NAFTA regulations may also provide access to wider North American markets, especially in the USA.

The Lord Provost was interviewed by the Toronto Post, which carried a half-page photograph and interview article on 5th April, in which the Lord Provost was able to make the following points:

- The strength of links between Canada and Glasgow.
- How their common heritage should be used to develop stronger business relationships.
- The common interest in the 2014 Commonwealth Games.
- Glasgow’s record of regeneration.

The visit to Toronto also included a Tartan Day dinner held by the Scottish Studies Association, which was a first class opportunity to engage with the expatriate and diaspora Scottish communities. The Lord Provost was guest of honour and gave a speech of greetings which was well received.
Joined up approach to selling Glasgow
11 April 2011

Last week a twelve strong delegation of Glasgow companies visited Toronto with the Scottish Council for Development & Industry during Scotland Week and flew the flag for the promotion of our city.

Glasgow has a long standing relationship with Toronto and there are a number of synergies between our economies including financial services, sustainability, creative design, business tourism, education and construction.

During the week we had the opportunity to meet with representatives from the Toronto Municipal Government, UK Trade & Investment and a number of Canadian entrepreneurs and business people with connections back to Scotland. These networks are vital to helping small businesses to open doors in this expansive market.

A major key to success was the participation of the Lord Provost of Glasgow, Cllr Bob Winter as Leader of this visit. The Lord Provost is a great ambassador and asset for the city of Glasgow and his presence with us ensured media profile for our group in market and has facilitated a number of introductions to high profile individuals who can support us to achieve our ambitions and create jobs and opportunities for Glasgow. Some companies on the trade visit received grant support from the City Council, which goes towards a small portion of the costs of doing business abroad. The real investment for Scottish SMEs is their time away from their desk and normal day-to-day business. The delegation is very positive about future business with Toronto, noting that one good deal could negate the cost of the entire trade visit.

For Glasgow to be a successful and outward looking city it is vital that businesses and local government work in partnership. The visit last week has demonstrated that this model can work and we look forward to continuing to work in partnership with Glasgow City Council to achieve our ambitions internationally both as businesses and as a city.

John McCormack, CFO, Fruit Mobile
Colin Maclean, Director, China Club HQ
Laurie Clark, Director, ASC Concrete
Stephen Telford, Managing Director, High Voltage Instruments
Will Gunn, Director of Architecture, Wilson and Gunn Architects
Chicago 6–8 April 2011

The visit to Chicago was a follow-up to the signing of a Memorandum of Understanding last year, which committed the two cities to co-operation.

In particular this outlined 5 immediate possible areas of mutual benefit for co-operation:

- Young offenders and criminal justice.
- Exhibition on influence of Scots in Chicago.
- Art museum exchanges.
- Golf-related trade and tourism opportunities re Ryder Cup (Chicago 2012, Gleneagles 2014).
- General trade missions.

Further contact will be made with the incoming Mayor of Chicago to advance the relationship. In the meantime, advisory groups have been set up in Chicago and Glasgow, each comprising influential individuals as well as agencies which will be able to advance the programme of co-operation between the two cities.

New York City – April 2011

In New York City, the Lord Provost again met Mr David Mundell, and also Deputy Presiding Officer Alistair Morgan MSP and Jim Mather MSP, Scottish Government Minster for industry, energy and tourism. Working together, the quartet comprised a well-received and effective representation of Scotland’s and Glasgow’s interests.

The visit to New York City was to accept the invitation of the New York National Tartan Day parade for the Lord Provost to act as Grand Marshal of the Parade.

This was the first time a Lord Provost had been chosen to do so (others in the past have included Sir Sean Connery, and Presiding Officers of the Scottish Parliament) so this was great honour for the City as well as for the LP. The Parade was a great success and the LP was a very popular Grand Marshal.

The Lord Provost also met with 15 S1 pupils from Shawlands Academy who had travelled to New York for an educational excursion, as the only school in Scotland invited to visit local schools and take part in Scotland Week events and the Tartan Day Parade. Funding was provided by the Southside Central Area Committee and the Lord Provost’s and International Office.
What is International Education?

‘In a fast changing, globalised world, education need to help people understand the wider world around them and make the global connections between issues such as poverty or climate change and their own lives. It should prepare them to live and work in a global society and economy and engage them to make the world a better place.’

The International Education Office’s Development within the Glasgow Local Authority looks at a systemic approach working alongside the British Council, Glasgow University, Schools, Masterclassers, HMIE, the Lord Provost’s & International Office, Learning Teaching Scotland and the International Education Strategy Group.

Research demonstrates that effective practice in International Education is an interdependent system and an effective system will involve the following component parts;

- Community of teachers.
- Professional development.
- External funding.
- Context specific.
- Sustainable / ecological.
- Impact on the Curriculum.

International Education has a number of benefits for the Curriculum;

- Critical and creative thinking.
- Self-awareness and open-mindedness towards difference.
- Understanding of global issues and power relationships; and
- Optimism and action for a better world.
Current International Education Programme ongoing in Glasgow Educational establishments;

- International Inspirations – Turkey.
- Global School Partnerships – Trinidad.
- Comenius – Europe.
- eTwinning – Europe.
- Connecting Classrooms – Pakistan.
- Connecting Classrooms Europea Poland, Spain, Bosnia Herzegovina.
- Five Nations – Northern Ireland.
- School Exchange Programmes – South Aftica, Sub Saharan Africa, Asia, Europe.
- Comenius In-Service Training – Turkey.
- LTS SCIPD.
- Confucius Classrooms – China.
- Comenius Regio – Marseilles.
- Delhi Ambassadors – Bcouncil INDIE.

Partnership from Govan High Pupils

What difference has the partnership made to you personally?

Student 1 – “It’s an extraordinary experience to be here. When I go back to Scotland, I am going to change the way I live. Like electricity. You don’t realise how much electricity it means to you. We take it for granted over in Scotland. Here people don’t have electricity. Even in the hotel, we didn’t have electricity this morning, but people here still manage.”
GLOBAL GLASGOW

Global Glasgow promotes international networking and the development of the city’s international relationships. Within this programme, Council activity in networks aims to give each Council Service opportunities to participate in international projects and programmes, especially those attracting EU support.
EUROCITIES is the network for large European cities. Its main activities are exchange of expertise; policy development; and lobbying at an EU as the voice of those cities and urban policy makers. Membership is a Council policy, in that the EUROCITIES representative is a formal Council appointment to an outside body.

EUROCITIES is organised through a range of Forums covering a wide range of topics relevant to city authorities. The current forums are:

- Culture.
- Economy.
- Environment.
- Knowledge Society.
- Mobility; and
- Social Affairs.

Beneath each Forum there are series of working groups who look at the detail of relevant EU policies and undertake specific pieces of work or small scale projects. While the Forum is chaired by an elected member typically the working groups are chaired by senior officers with expertise in the subject.

For the Council, its value is that all Services can participate on a single central subscription: if Glasgow is to continue network activity, it can act as the "network of default", i.e., there may be little point in Services holding membership of other networks if EUROCITIES is already adequate.

Glasgow also participates in the EUROCITIES Working Group on Cohesion Policy, ensures that the City is well placed to make a serious contribution to the debate on post 2013 EU Cohesion policy. In turn it is important that Glasgow plays an active role in shaping the network’s policy position. Continuity of participation is required if the Council is to make a real impact on Eurocities’ work on this priority topic.

A recent beneficial development is that the Lord Provost has signed up the EU Covenant of Mayors on committing the city to a reduction of carbon emissions greater than current European targets. Involvement in this international initiative opens access to significant EU funding targeted at low-carbon programmes. EUROCITIES will play a major part in shaping the structure of future funding in this area. It is essential that to develop the City’s profile within the Covenant and promote the Sustainable Glasgow initiative within Europe that the Council maintains strong linkages with EUROCITIES. Glasgow’s Sustainable Development team attended the EUROCITIES Environment Forum in Helsinki, where they were invited to present Sustainable Glasgow in September 2011.
Glasgow City Council has been a member of LUCI Association (Lighting Urban Communities Initiative) since its formation in 2002.

Glasgow was elected President in 2010, is Chair of the Executive Committee and Chair of the Light Festivals Workshop (formerly known as the Culture Commission). Glasgow will hold the position of President until autumn 2012 and is normally represented by Bailie Stewart with officer support.

Glasgow’s membership complements the international profile of the City, allowing for exchange of experience, sharing of ideas and new technologies in the field of lighting, including lighting as an art form, to place Glasgow at the forefront of international best practice. There is an extensive programme of meetings and conferences held throughout the year that are available for officers to attend.

Glasgow is currently leading on two LUCI funded projects and is participating in a number of other projects and initiatives as summarise below:

**LUCI Funded Projects being led by Glasgow:**

- Research commission on the financial and cultural benefits of Lighting Festivals and other events to cities. Research is being undertaken by Cambridge Policy Consultants and the final report was made to 2011 AGM.

- Glasgow / Amathole Lightlinks project sponsored by Thorn Lighting. Working in partnership with Amathole Municipality in South Africa, Thorn Lighting and with support from the LUCI organisation, this lighting project aims to contribute to the development of urban lighting in disadvantaged communities by encouraging cities from high and low income countries to partner together, empowering them to better their own urban lighting solutions.

  Two locations have been identified, the City Hall in East London and the Arts Centre in Mdanstane township. It is anticipated both projects were realised in spring 2012.
Involvement in other projects / activities resulting from membership of LUCI:

- Contribution to the development and publication of the LUCI Charter on Urban Lighting, lead city is Leipzig. Glasgow will be using this charter to guide work undertaken in Glasgow.

- Participation in an expert workshop held in Berlin at WZB (www.wzb.eu) Social Science Research centre on 25/26 November 2010 entitled "Urban Light Planning: Evaluation, Evidence and the New".

- Chair of Phillips City People Light Award International Judging Panel held in Glasgow at the Lighthouse in Summer 2010 for award presentations made at LUCI AGM in Chartres and contained within LUCI/Phillips publication on City People Light.

- Participation in an expert interview and questionnaire in August 2011 for Phillips Urban Futures research programme. This will compare approaches internationally and involve future panel discussions and a publication.
SUSTAINABLE GLASGOW

Past or present projects or partnerships on a European or International level which have taken place between the period 2009-2012.

EU

Covenant of Mayors

Lord Provost addressed the Covenant of Mayors Conference & Signing Ceremony on the theme of Sustainable Glasgow at the European Commission in Brussels on 4 May 2010.

Under the Covenant of Mayors initiative, Glasgow submitted a Strategic Energy Action Plan (SEAP) which has now been officially approved by the Covenant of Mayors.
International

IBM Smarter Cities Initiative

March 2011: Glasgow has become the first UK city to win a grant from the IBM Smarter Cities Challenge initiative.

The grant provides Glasgow with access to IBM's top experts to analyse and recommend ways the city can become an even better place in which to live, work and play.

The IBM Smarter Cities Challenge is a competitive grant program in which IBM is awarding a total of $50 million worth of technology and services to 100 municipalities worldwide over the next three years.

Teams of specially selected IBM experts will provide city leaders with analysis and recommendations to support successful growth, better delivery of city services, more citizen engagement, and improved efficiency.

Gordon Matheson, Leader of Glasgow City Council, said: “This is fantastic news and will help Glasgow as we move forward with our aim to become a European leader in environmental, social and economic sustainability.

“Through IBM’s Smart Cities initiative we hope to maximise the tremendous opportunities for Glasgow to develop low-carbon energy technologies, efficient homes, the provision of affordable heat and the creation of sustainable communities. By reducing energy costs and helping to tackle fuel poverty for poorer sections of our community we hope to have a real impact on improving people's health and quality of life.

“We are delighted that the IBM Smart Cities Challenge has recognised the work underway in our city and want to work with us to enable Glasgow to be a smarter and more sustainable city.”

IBM selected cities that made the strongest case for participating in the Smarter Cities Challenge. During these engagements, IBM technical experts, researchers and consultants immerse themselves in local issues and offer a range of options and recommended next-steps.

IBM received several hundred applications from more than 40 countries for the 2011 grant programme. The review team were “highly impressed” by the Glasgow bid, which is one of 24 cities worldwide to be selected to receive a Smarter Cities Challenge grant.

Through the Smarter Cities Challenge initiative, IBM’s consultants and technology specialists will help the winning cities analyse and prioritise their needs, review strengths and weaknesses, and learn from the successful strategies used by other municipalities worldwide.
Roma Net Project

Glasgow is taking part in the EU project Roma Net, which is a transnational partnership of 9 European cities – led by Budapest – aiming to tackle the social exclusion of the Roma population throughout Europe. The partnership is funded by the URBACT II programme of the European Union the objective of which is to promote sustainable urban development in cities.

The purpose of the project is to exchange learning with other European cities on the issues faced by the Roma population. With 10-20 million Roma in Europe and the highest levels of deprivation and poverty, they are the most socially excluded and discriminated group in the European Union.

It is estimated that there could be as many as 3000 Roma living in the Govanhill area. They are experiencing very poor housing conditions, unemployment and low educational attainment. Glasgow is committed to improving their living standards and to fully integrating their community into Scottish society.

The Roma Net partners are:

- Almeria – Spain.
- Bologna – Italy.
- Budapest – Hungary (Lead Partner).
- Glasgow – Scotland.
- Heraklion – Greece.
- Karvina – Czech Republic.
- Kosice – Slovakia.
- Torren – Spain.
- Udine – Italy.

Glasgow is in the process of formalising a Local Support Group who will produce a Local Action Plan to highlight the priorities for the Roma in the local area.
Glasgow City Marketing Bureau

The Lord Provost has worked with the GCMB to secure a number of very significant conferences for Glasgow in coming years.

These include:

- Societie Internationale d’Urologie (September 2014) valued at £4m, gained against competition from Prague and Lisbon.

- European Association for the Study of the Liver (Oct 2014), valued at £11m, gained against competition from Vienna and Copenhagen.

- World Artistic Gymnastics Championships (2015), valued at £5.8 million, gained against competition from Paris and Orlando: the largest gymnastics event in the world with approximately 600 competitors from around 80 countries compete with worldwide television coverage.

- World Irish Dancing Championships (2016), valued at over £14m, gained against competition from Belfast, London, Killarney, Dublin, Maryland and Montreal: more than 4,000 competitors with approx 10,000 accompanying spectators.