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## **Delivering Skills for the Commonwealth Games**

### **Final Report**

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**GEN**

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## Executive Summary

### Research objectives and approach

The aim of this study has been to assess the skills requirements for delivering the Glasgow 2014 Commonwealth Games. The specific objectives were to:

- Assess the skills needed to deliver all aspects of the Games, (including not only the skills associated with direct events delivery but also skills associated with wider tourism and leisure, transport, security etc sectors);
- Examine the occupations where skills gaps or shortages are likely to emerge in delivering the Games; and
- Identify specific training interventions required to deliver the Games, and employability interventions to maximise the legacy of the Games for those most disadvantaged in the labour market.

The study reviewed existing research and included detailed analysis of skills issues associated with the Manchester 2002 Commonwealth Games, consultation with key policy stakeholders, a survey of businesses in Scotland, and consultation with training providers from the public and private sectors.

### Context

Preparations for the Glasgow 2014 Commonwealth Games (referred to throughout the report as 'the Games') are taking place at a time of rapid economic and policy change. The recession has driven an increase in unemployment rates. The number of people out of work but actively looking for work has reached 31,000 in Glasgow, and 81,000 in the wider city-region<sup>1</sup>. Current forecasts suggest that we will not see a return to 2008 levels of employment (when 414,000 people were employed in Glasgow and 847,000 in the wider city-region), until late 2012 at the earliest<sup>2</sup>.

In policy terms, all organisations are planning on the basis of declining budgets over the next few years, although the magnitude of cuts will not be known until the Spending Review in October 2010 and the subsequent Scottish Budget. The skills and employability policy agenda is undergoing rapid evolution. At national level these relate to the welfare reform agenda and new DWP Work Programmes, which may drive a further increase in the economically active population. At a local level, potential changes in the next few years relate to the structure of FE provision, the role of the local regeneration agencies, and the priorities for employability post City Strategy Pathfinder.

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<sup>1</sup> Source: Labour Force Survey, ONS, (Apr 2009 – Mar 2010 figures)

<sup>2</sup> Source: Fraser of Allendar Economic Commentary, June 2010

## Commonwealth Games Skills Demands

The 2014 Games will create demand for skills directly and indirectly:

- Direct skills demands are those associated with the employment of the Organising Committee (including volunteers), and the workforce in external organisations contracted to deliver Games-related activity (including during construction of Games venues, provision of security and catering services, and management of the Games venues)
- Indirect skills demands are those that are not involved in delivering the Games themselves, but are associated with the general increase in activity around Games time. These include the workforces associated with the wider tourism, hospitality and leisure sector, transport providers, emergency services, and so on.

### Direct skills demands

Given the stage of its planning cycle, the Glasgow 2014 Organising Committee (the OC) is not in a position to provide a detailed breakdown of anticipated employment and skills requirements. However, it is expected that the OC will employ around 1,000 staff directly, and up to 15,000 volunteers. The 1,000 direct hires will largely be senior, specialist posts, some of which are likely to be seconded from other organisations. The volunteers will be split between generalist and specialist roles, with evidence from London 2012 suggesting that around one third of volunteers will be 'specialists'. Evidence from Manchester 2002 indicates that the most significant volunteer activities in terms of scale were: Transport (2,234 volunteers); Event Services (1,314); Security (940); Technology (872); Ceremonies (766) Medical Services (519), and media services (340). Volunteering posts tended to be full-time in nature during the period of the Games. The OC will have responsibility for procuring training for volunteers and other directly hired staff, and evidence from previous Games suggests that this will be procured from specialist providers.

The OC will also procure a number of goods and services directly from contractors. Evidence from Manchester 2002 indicates that around 9,000 posts were attributable to Games contracts. Significant areas of employment demand were: security (employing around 3,000), cleaning (employing over 900), hospitality (employing 500), and catering (figure unknown). It is believed that many of these positions will be filled through temporary employment positions, and a proportion of these will be filled by 'transitory' labour which locates to Glasgow specifically for the period of the Games.

Demand for construction employment associated with the Games will be relatively low compared to other Games. Most of the major construction projects associated with the Games are now on-site. Community benefit clauses are in place requiring that 10% of the labour force employed as part of these projects should be from the long-term unemployed or those directly leaving education.

### Indirect skills demands

More widely, the impact of the Games on employment numbers is likely to be relatively manageable. Evidence from existing research suggests that the short-term nature of the Games will mean that the tourism and hospitality sector will largely deal with increased demand during Games time through existing resources.

Similarly, the 2014 Games Transport Strategy suggests that the existing capacity of the public transport network, when combined with demand management measures and specific services for the 'Games family' procured by the OC, is likely to cope fairly well with Games-time demand, although this is subject to further modelling and monitoring.

Although the Games themselves are unlikely to create significant additional employment indirectly, the Games do provide an opportunity to act as a catalyst for raising skills within the workforce.

### **Employer perspectives**

A survey of businesses who have registered on the 2014 Supplier Portal indicates a high degree of optimism that the 2014 Games will generate business opportunities. Almost two thirds of businesses think they will benefit directly or indirectly from the Games, and a quarter of these (around 20% of all those surveyed) think that they may take on additional staff to meet Games-time demand. However, very few businesses report planning to upskill staff to capitalise on Games related opportunities.

Businesses are clearly upbeat about 2014 Games-related opportunities, but at the same time feel they would benefit from further information about what opportunities will be available when. There is a difficult balance to be struck between advising businesses of the likely opportunities, and managing expectations to a reasonable level. For some businesses the opportunities emerging to date have not been suitable to bid for as they have been reasonably large contracts.

### **Skills and training implications**

Although, in numbers terms, the skills demand associated with the 2014 Games appears relatively manageable, the Games will create competition for a similar pool of labour for roles in particular areas. At previous Games there have been difficulties in recruiting and retaining sufficient staff in areas of security, stewarding and events management (these posts are likely to be filled through a mix of volunteers and contract employment), hospitality, and catering. The Games are also likely to accentuate existing skills shortages in Scotland around catering management, chefs, and potentially, bus drivers (although the latter is felt to be less of an issue in Glasgow than has been the case in previous Games). Addressing existing skills shortages is essential, if 'post-Games' Scotland is able to benefit from hosting other sporting and cultural events and activities. In addressing these sector specific skills shortages however, the Skills and Employability Legacy Group needs to work with existing industry sector skills groups, and build on the activities of these groups.

The Games create a number of opportunities for the skills and training system. These include:

- The opportunity to use the Games as a catalyst to raise the bar in relation to customer service training;
- Addressing existing shortages in areas such as catering and events marshalling, and likely shortages in security.
- Using the Games as a catalyst to adopt new routes to employment in specific sectors.

HE and FE providers are generally operating at capacity in relation to their funding allocations. The Games are generally not seen to warrant significant changes in the balance of full-time courses. However, addressing potential skills shortages in some areas (particularly security and stewarding) is likely to require provision of additional short courses in the run-up to the Games. The Games have an important role to play in acting as a lever to stimulate a step change in private sector investment in training. But there needs to be recognition of where public sector intervention will also be required.

### **Meeting the employability agenda**

There is an expectation that the 2014 Games should be used as an opportunity to provide training and (paid or voluntary) work experience for those most distanced from the labour market. Although most of the entry level jobs associated with the Games will be very short-term in nature, these opportunities have the potential to act as a 'hook' to engage those furthest from the labour market, and to act as a stepping stone to sustained employment. A key element of the Games' legacy will be the extent to which it can re-engage this target group into the labour market.

However, given the expected level of demand for Games-time positions, and the competitive application process that will be followed, it is clear that employability benefits will only be realised through ambitious target setting and proactive intervention. This is even more the case for the 2014 Games, given the impact of the recession in increasing the number of individuals who have limited recent work experience. Both Manchester 2002 and London 2012 set aspirations that 10% of volunteer staff should be recruited from the most disadvantaged in the labour market, using the Pre-Volunteer Programme, and Personal Best Programme, respectively to achieve this target. Both Games embarked on large scale programmes of recruitment and pre-volunteer training to ensure that sufficient numbers of the target group were skilled to a level to apply for Games-time positions. These initiatives have been relatively resource intensive; Manchester's Pre-Volunteer Programme for example cost £5m to meet the target help 1,000 long-term unemployed secure volunteer roles.

### **Conclusions**

It is clear that the Games present a significant opportunity in terms of skills and employability legacy for Glasgow and for Scotland, but there is a need for proactive intervention to capitalise on employability opportunities, and to ensure that skills shortages are addressed.

Design and delivery of training and employability initiatives in relation to the 2014 Games will need to involve effective partnership working across agencies, recognising the role of different organisations at different stages of client engagement, training, management, and aftercare support. The need for effective partnership working and resource pooling is made more apparent given the nature of public sector finance arrangements, ongoing changes in the national employment support policy, and potential changes in the local employability landscape.

## Recommendations

We have structured our recommendations around four themes: Planning and monitoring; Ensuring an employability legacy; Meeting specific skills needs; and Securing business benefit.

### Planning and Monitoring

#### Recommendation 1: Monitoring evolving skills demands

The Employability and Skills Legacy Group should work closely with the 2014 Organising Committee (OC) to understand and map forecast skills requirements as these become known in further detail. This should result in a clear planning framework setting out the roles and responsibilities of the OC, the Legacy Group, and other key partners in relation to employability and skills issues, and a timetable by which key initiatives need to be in place. Clarifying these roles will avoid any unnecessary duplication. The Group can then act as a network to, where necessary, work with industry-wide skills groups, Sector Skills Councils (SSCs), Glasgow City Council and City Marketing Bureau to broker appropriate training provision and address skills gaps as appropriate.

### Ensuring an employability legacy

#### Recommendation 2: Establish employability targets

The Employability and Skills Legacy Group and its partners should work with the OC to identify a specific target in relation to the employability agenda. As a minimum, a target to ensure that 10% of volunteer posts are filled by those disadvantaged in the labour market would match the level of aspiration at Manchester 2002 and London 2012 (where the definition of disadvantaged in the labour market includes people who have been out of work for 6 months or more, and those in disadvantaged groups). Within this broad target, consideration should also be given to specific groups, such as those on particular national programmes e.g. Get Ready for Work.

#### Recommendation 3: Develop and secure funding for an engagement and training programme for those most disadvantaged in the labour market

In order to achieve the employability target set-out in Recommendation 2, the Employability and Skills Legacy Group should develop a programme to engage and train a 'pipeline' of people to be in a position to apply for Games-time volunteer positions. This programme would represent the 'next stage' or 'roll out' of Personal Best, and should build on the learning from Personal Best (as well as Volunteer Development Scotland's VSkills for Employability Initiative) in this regard. The programme would take-on the responsibility for delivering the 10% target set out above.

The initiative needs to be based on effective partnership working, recognising the roles of different organisations (including the voluntary and community sector) at different stages of in the process of signposting, engagement, training, client management, and in-work support. It also needs to involve the OC, to ensure that training offered reflects Games requirements.

The Skills and Employability Legacy Group should explore the funding options for such an initiative. These options are likely to include: pooling existing budgets from mainstream or national programmes, and looking at specific funding streams including Big Lottery and ESF resources available to Community Planning Partnerships.

**Recommendation 4: Establishing community benefit clauses for post-Games venues**

The new Games venues may lend themselves to establishment of Community Benefit clauses for the post-Games operation and running of these venues. The potential for doing this is being explored by another Legacy Programme, and the Employability and Skills Legacy Group should support these efforts where it can.

**Recommendation 5: Stimulating local decision-making**

All Community Planning Partnerships in the Glasgow area should be encouraged to review their relevant Single Outcome Agreements (SOAs), and to consider how their employability and skills targets can be adjusted and focused to take account of the opportunities emerging through the Games. This would add further focus at a local level, and ensure that actions and participation locally is also monitored at a local level.

**Recommendation 6: Early identification of student placement opportunities**

There is an increasing emphasis on work-related learning for FE and HE students, but in general a shortage of placements available with employers. The Games is an opportunity for additional work placements for these students, and to broaden the number of businesses who engage with FE and HE providers. The Legacy Group should explore the potential of establishing a focussed provider network which can work with the 2014 Organising Committee, Glasgow City Council, Glasgow Life, and others involved in Games delivery, to identify what Games-related contracts are being let, and work with employers to identify placement opportunities. The Games may also provide work experience placements for school pupils, and these opportunities should be encouraged wherever possible.

**Recommendation 7: Work with industry groups to explore the opportunity the Games provide to establish new pathways to employment in the sector**

The Games provide an opportunity to work with specific sectors to establish new routes into employment, particularly in relation to Apprenticeships (for example, in creative industries or food and drink). The Skills and Employability Legacy Group should work with existing industry skills groups to identify where these opportunities can be capitalised on.

**Recommendation 8: Identifying secondment opportunities**

At Manchester 2002, over 200 staff were seconded from Manchester City Council into the Organising Committee, specifically in order to ensure that the Council retained the skills required to host major events in the future. The Skills and Employability Legacy Group should work with the OC to identify where there are secondment opportunities not only for City Council staff, but also for staff in organisations such as Glasgow Life, voluntary organisations, and other partners.

**Meeting specific skills needs**

**Recommendation 9: Establish customer service training standards**

The Games can act as the catalyst for a step-change in the level of customer service standards in Glasgow and across Scotland. The Skills and Employability Legacy Group should encourage the OC to require all customer facing staff contracted to the Games (either directly or sub-contracted) to undertake a minimum programme of customer service training. This training should be to a recognised standard, potentially building on the training delivered through the Glasgow Tourism Service Initiative, or WorldHost.

**Recommendation 10: Encourage wider uptake of customer service training among businesses**

The Skills and Employability Legacy Group should promote the wider uptake of customer service training among those businesses not directly contracted to the 2014 Games. Although there is an expectation that the industry should bear its fair share of the training costs, it needs also to be recognised that for smaller enterprises, some form of direct subsidy or business rates incentive will be required. The Group should seek to identify appropriate funding and/or investigate the possibility of a more innovative funding approach.

**Recommendation 11: Enhancing provision of security and stewarding skills**

During Games time there will be significant demand for occupations in security, stewarding and events management, and past Games have experienced shortages in these areas. These positions are likely to be filled through a combination of voluntary and contracted labour. These contracts should be let as early as possible, in order that the successful companies can be introduced to relevant locally based training providers. As part of the procurement process, tendering companies should be encouraged to make a commitment to working with recruitment agencies and training providers to source a proportion of their workforce from the priority groups, potentially making a link to any Games-specific employability initiative (see Recommendation 3) that is developed.

**Securing business benefit**

**Recommendation 12: Maximise opportunities for Scottish businesses to benefit from Games procurement opportunities**

The Skills and Employability Legacy Group and Glasgow City Council should continue to promote the London Olympics 2012 and the Commonwealth Games 2014 Tendering Portals, and encourage businesses to become 'Games-ready'. The OC should be encouraged to emphasise diversity in the supply chain, and where possible to emphasise Scottish produce and provenance in its Food and Drink Strategy when this is developed.

**Recommendation 13: Maximising opportunities for SMEs**

The Skills and Employability Legacy Group should work with those organisations involved in procurement for the Games (including Glasgow City Council and the 2014 Organising Committee) to ensure that, where possible, Games related tendering opportunities are tendered in a way that does not preclude SMEs by virtue of the size of contract being awarded.

## 1 Introduction

1.1 GEN was appointed in July 2010 to assess the skills requirements for delivering the 2014 Commonwealth Games. This is a draft report of the study findings.

### Aims and objectives

1.2 The 2014 Glasgow Commonwealth Games ('the Games') will be held during the summer of 2014. The Games will take place over 11 days of competition (from 24 July to 3 August) at 20 venues across Scotland.

1.3 'On your marks' the Scottish Government's Games Legacy Plan, recognises the significant opportunity the Games will provide to build the skills and capacity of the workforce. The Legacy Plan sets out the aspiration to 'encourage more people into employment through the job opportunities around the Games and through volunteering and learning new skills'.

1.4 A national Skills and Employability Legacy Group has been established to ensure that the skills requirements for successful delivery of the Games are in place, and that the opportunities that the Games provide to widen participation in employment are capitalised on.

1.5 The Alliance of Sector Skills Councils, on behalf of the Skills and Employability Legacy group, commissioned GEN to undertake research to outline how the aspirations of the Government's Legacy Plan can be effectively met. The specific objectives of the project, as set out in the original brief, are as follows:

- Identify the skills requirement, across sectors, for Games and other major event delivery
- Identify the skills requirement, across sectors, for the enabling workforce
- Identify employability development opportunities for those distanced from the labour market
- Through the above identify and prioritise areas where the most impact through intervention could be made
- Understand how well existing mechanisms and systems can ensure the above are met and exploited (including existing qualifications, college and other provider capacity)
- Make recommendations as to how the public system (including national agencies, colleges, universities and private training providers) can best support Games delivery through skills and employability interventions.

## Study approach

1.6 The approach to the work was set out in GEN's proposal, and refined during subsequent discussion with the steering group. The approach to the work has involved:

- A review of the key trends in Glasgow's labour market, and of national and local skills and employability policy, in order to provide context to the study.
- A detailed review of the skills demands associated with the Manchester Commonwealth Games, and the employability approaches adopted during the Manchester Games.
- Consultations with policy and strategy stakeholders in key public sector organisations to understand the issues associated with delivering the Games, the key opportunities from an employability and skills context, and how these can be capitalised on.
- A survey of 321 Scottish-based businesses to understand the extent to which businesses in different sectors anticipate that the 2014 Games will create a need for additional recruitment or upskilling, and how businesses plan to accommodate this. 100 businesses were surveyed by telephone, while a further 221 responded to a websurvey.
- Consultations with FE, HE and private sector training providers to understand the issues associated with delivering training for the Games.

## Acknowledgements

1.7 We would not have been able to complete this work without the inputs and support of the study steering group. We would also like to thank all those stakeholders who took the time to input to the study, and to the businesses who took part in our websurvey or responded to our request to take part in the telephone survey.

## Note

1.8 Throughout this report, references to 'Glasgow' refer to the area covered by Glasgow City Council local authority, unless otherwise stated.

## 2 Context

2.1 This section provides a brief overview of the labour market in Glasgow and its hinterland, and reviews the latest forecasts for the labour market over the next few years. It also considers changes in the employment and skills policy landscape, and the implications for planning for the 2014 Games<sup>3</sup>.

### The Labour Market Profile

#### Labour supply

2.2 Glasgow's working age population (those aged 16-64) has now reached 403,000<sup>4</sup>, having grown by 3.4% over the previous three years. The working age population of the city region is 1.16 million<sup>5</sup>.

2.3 Around 30% of Glasgow's working age population is economically inactive, having increased from 27% in 2009<sup>6</sup>. This equates to some 122,000 economically inactive people. Across the city-region, around 26% of the working age population is economically inactive, equating to some 298,000 people.

2.4 Of the economically active, in September 2010, 25,000 individuals were claiming Jobseekers Allowance (JSA)<sup>7</sup> in Glasgow, up from 16,000 since the same time in 2008. Across the city-region, 57,000 people were claiming JSA, up from 35,000 two years previously. According to the International Labour Organisation (ILO) definition of unemployment, some 31,000 Glasgow residents were classed as unemployed in March 2010<sup>8</sup>. Table 2.1 summarises this information.

**Table 2.1: The working age population of Glasgow City and Glasgow city-region**

	Glasgow City	Glasgow City Region
Economically inactive	122,400	297,900
Economically active - employed	250,300	783,900
Economically active - unemployed	30,700	81,400
Total working age population	403,300	1,163,000

Source: Labour Force Survey, ONS, April 2009 – March 2010

<sup>3</sup> Throughout this section, 'Glasgow City' is used to define the area covered by Glasgow City Council, while 'Glasgow City Region' is used to define the area covered by the local authorities of: Glasgow, North and South Lanarkshire, East and West Dunbartonshire, Renfrewshire and East Renfrewshire and Inverclyde.

<sup>4</sup> Source: Labour Force Survey, April 2009 – March 2010

<sup>5</sup> Source: Labour Force Survey April 2009 – March 2010

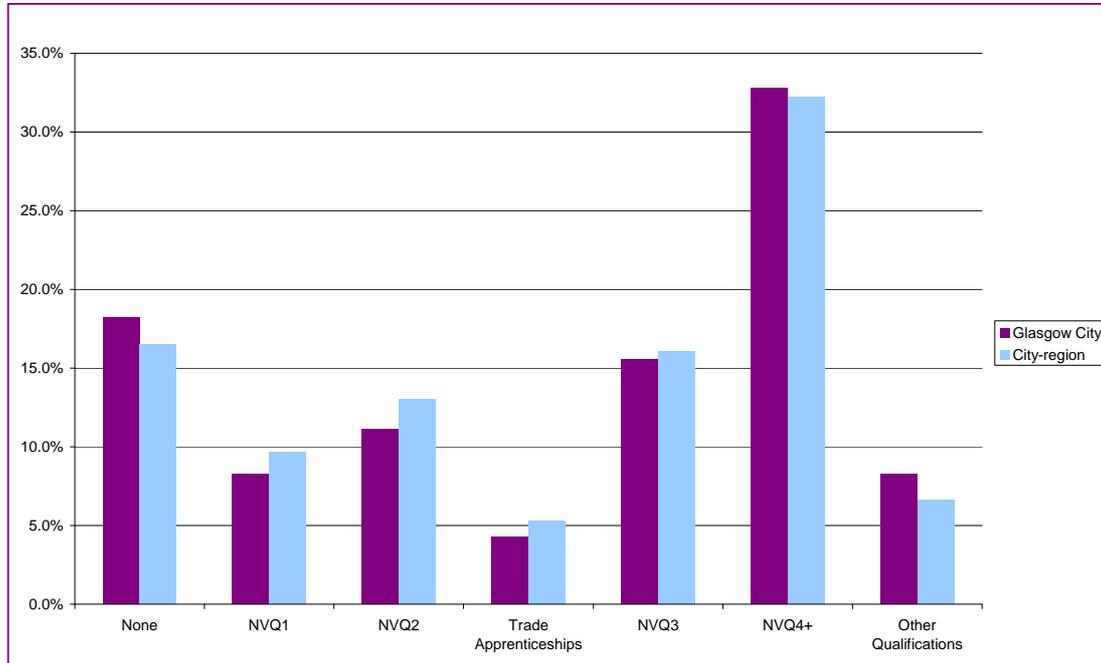
<sup>6</sup> Source ONS Labour Force Survey, April 2009 – March 2010

<sup>7</sup> i.e. the Claimant Count

<sup>8</sup> The ILO **unemployment rate** (the proportion of the economically active population who are unemployed) is measured by the Labour Force Survey (LFS). The LFS is a sample survey of people living in private households, students' halls of residence and NHS accommodation. The survey asks a series of questions about respondents' personal circumstances and their activity in the labour market. The **claimant count**, is based on the administrative records of people claiming Jobseeker's Allowance (JSA).

2.5 Around 18% (71,000) of Glasgow’s working age population have no qualifications<sup>9</sup>. There is significant variation in this figure by geography, with 50% of the population in parts of Glasgow’s East End having no qualifications. One third (129,000) are qualified to at least SVQ L4 or above. These figures are similar to those of the wider city-region. See figure 2.1.

**Figure 2.1: Proportion of the working age population with qualifications (2008)**



Source: Annual Population Survey, January – December 2008

### Labour demand

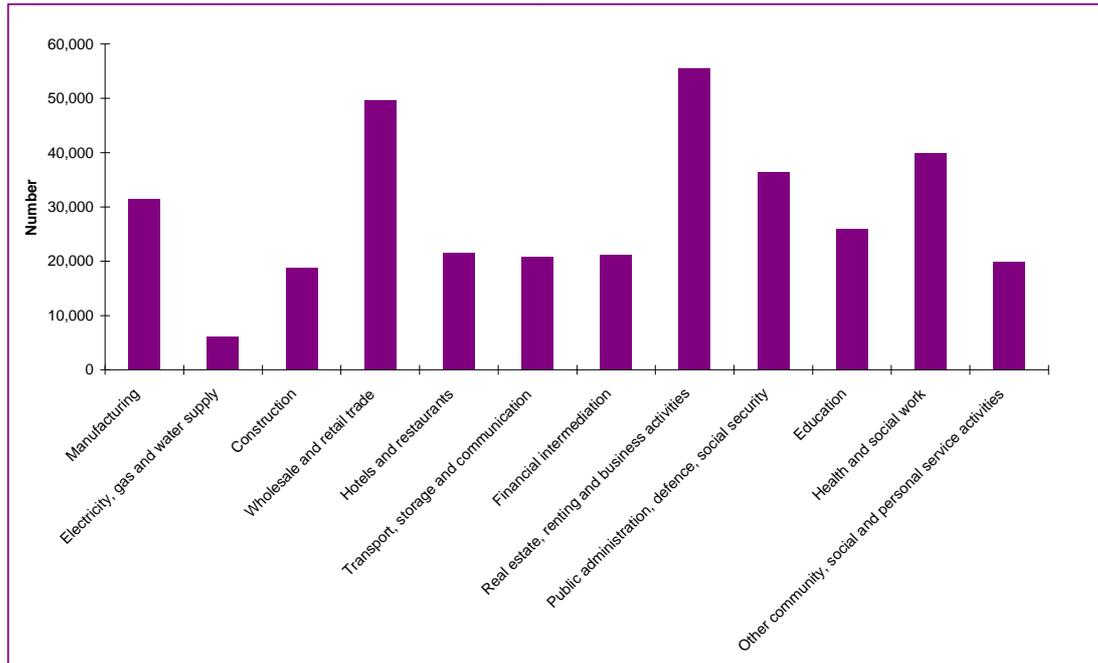
2.6 In 2008, some 414,000 people worked in Glasgow, and 847,000 worked in the city-region<sup>10</sup>. According to the 2001 Census, 53% of jobs in Glasgow are occupied by people living within Glasgow City’s boundary, with the remainder filled by commuters from elsewhere.

2.7 Glasgow City’s sectoral employment is shown in Figure 2.2. The structure of the economy has changed markedly in the past 10 years, with the numbers employed in business activities and health and social work growing by 50%, while manufacturing employment has declined by 25%. The largest employers now are:

- Business activities (55,000 jobs)
- Wholesale and retail trade (50,000)
- Health and social work (40,000)
- Public administration (35,000); and
- Manufacturing (30,000)
- Construction employment has remained approximately constant at around 20,000.

<sup>9</sup> Source: Annual Population Survey, January – December 2008

<sup>10</sup> Source: ABI 2008

**Figure 2.2: Employment by sector in Glasgow City (2009)**

2.8 The impact of the recession on the level of vacancies available in recent years is very apparent. The number of vacancies in Glasgow held by Jobcentre Plus has declined from 8,600 in 2007 to 6,100 in 2008 and 3,100 in 2009. By June 2010, Jobcentre Plus held some 3,000 vacancies. Elementary occupations accounted for one quarter of these vacancies, with sales and customer service occupations, skilled trades, and associate professional occupations each accounting for around 14% of vacancies.

2.9 In terms of sector, it is perhaps surprising that in June 2010, banking, finance and insurance accounted for 57% of these vacancies. Hotels, restaurants and distribution accounted for 18%, and the public sector accounted for 14%. There were relatively few Jobcentre Plus notified vacancies in construction (45), manufacturing (84), and transport (24).

### Forecasts and outlook

2.10 The recent political changes and economic volatility makes forecasting difficult. The most recent (June 2010) Fraser of Allander Economic Forecast states, in relation to Scotland:

*'The history of the recessions since the 1980s indicates the extent to which employment growth lags behind economic growth, there are few reasons why we should expect a more rapid job recovery over the next few years. The last twenty years not only witnessed a reduction in unemployment but also an increase in the employment rate from 70.8% in 1990 to 77.1% in 2007. It is questionable whether this rate will be sustained given the combination of rising unemployment and likely reductions in the range and depth of public sector job support agencies.'*

2.11 More specifically, the report forecasts that nationally, 2010 will see a net loss of 33,000 jobs (on top of a net loss of 49,000 jobs in 2009). 2011 is expected to see a return to growth, with net jobs growth of 15,000 in 2011 and 36,000 in 2012<sup>11</sup>.

<sup>11</sup> Source: Fraser of Allander Economic Commentary, Volume 34, Issue 1, pages 10-11.

2.12 Applying these forecasts on a pro-rata basis to Glasgow City would imply a decrease in total jobs in Glasgow City by 8,300 in 2009 and a further 5,700 in 2010. Jobs growth of 2,500 in 2011 and 6,100 in 2012 will not compensate for earlier losses. In other words, current best estimates are that employment in Glasgow City in 2012 will be around 5,000 less than in 2008.

2.13 The implications for unemployment depends on how many of those made redundant become economically inactive, as opposed to remaining active in the labour market. The implications of the Fraser of Allendar research are that the ILO measure of unemployment will remain at around 10% in Glasgow until 2012, equating to around 29,000 people. Across the city-region, ILO unemployment is expected to decline only slowly from its current level of 74,000 people.

### **The skills and employability policy landscape and infrastructure**

2.14 The employment and skills landscape is evolving rapidly at both national and local levels, and this has implications for how Games-specific interventions may be planned and delivered.

2.15 At a UK level, the Coalition Government's Single Work programmes, which will be implemented by summer 2011, have implications for how mainstream employability programmes are delivered. The Single Work Programme embodies the Conservative Party's pre-election pledge to simplify employment support provision into a single support programme for all client groups. The intention is that support will be provided based on an individual's needs and will not be determined by the benefit that they claim. The coalition plans that provision will be contracted out to the private and voluntary sectors.

2.16 An expected benefit of the new work programme is that providers will have longer to work with clients (as long as two years) and will have greater flexibility in determining the most appropriate support. Payments will be very much output driven, with providers paid after clients have been in work for twelve months. Prices for outcomes will be differential based on the client group, the intention being to provide incentives for working with hard to help groups. In addition, all jobseekers that have been unemployed for two years in a three year period will be required to undertake mandatory community activity.

2.17 At the same time, the broader welfare reform agenda is continuing to evolve, which includes the shift from Incapacity Benefit to Employment Support Allowance, and more conditionality attached to lone parent benefit. There are also uncertainties around changes to tax credits. The implication is likely to be an increase in the numbers of people claiming JSA and therefore available for work.

2.18 Locally (i.e. at Glasgow level), the next four years may see changes in local delivery infrastructure, partly as a result of the new work programmes, but potentially also as a result of changes in various delivery mechanisms. These may include: the priorities and resources available to whatever becomes the successor to the City Strategy Pathfinder (funding for which ends in March 2011); a potential re-organisation of Glasgow's Regeneration Agencies; and a new central Glasgow college which brings together the existing Central, Metropolitan and Nautical Colleges. The implication of these changes is the importance of maintaining effective 'touch points' and a consistency of partnership working between now and the Games.

2.19 From a policy perspective, SDS is now working with all local authorities in Scotland to develop Service Delivery Agreements. The SDA with Glasgow emphasises the need for flexibility in local provision to meet local need and opportunities and will be reviewed every year with the Community Planning Partnership.

2.20 Achieving employability targets is challenging and requires more than the instigation of 'top-down' targets. All of the Community Planning Partnerships have made commitments to employability and skills developments through their Single Outcome Agreements with the Scottish Government. The CPPs of Glasgow and the surrounding areas should be looking towards the Games as one means to meet their objectives in employability and skills. There is scope for these CPPs to build the Games into their SOAs and ensure that well-evidenced targets are set for the residents of their communities. CPPs could then actively monitor and pursue these opportunities for their communities, keeping up the pressure for achieving an employability and skills legacy.

### Key messages

2.21 Around 414,000 people work in Glasgow City, while almost 850,000 work in the wider city-region. The recession has resulted in an increase in the unemployment rate, with 31,000 Glasgow City residents now actively seeking work. Current forecasts indicate a slow return to employment growth, with 2008 levels of employment not being achieved until late 2012 at the earliest. There are currently relatively few Jobcentre Plus notified vacancies, especially in areas including construction, transport and manufacturing.

2.22 Significant changes are underway in relation to national policy. These changes may result in an increase in the number of people seeking work, and an increase in incentives for working with hard to help groups. These changes provide opportunities but also challenges in coordinating skills and employability support within a changing local delivery structure.

## 3 Commonwealth Games Skills Demands

### Overview

3.1 The objective of this section is to set out the likely level of skills demand associated with the 2014 Games. We consider first the 'direct employment' requirements, i.e. those that will be employed or contracted directly by the Organising Committee, including volunteers. We then go on to consider the implications for the indirect workforce, including public transport, construction, tourism and leisure, and emergency services.

3.2 The information that has fed into this section has come largely from existing research into the skills requirements of delivering major events, together with consultation with relevant stakeholders. We have drawn in particular on the lessons and experience of the Manchester 2002 Commonwealth Games. Although these Games took place some 12 years prior to the Glasgow Games, the two Games are expected to be broadly similar in terms of number of athletes, sports, length of competition, and visitors. Clearly, the skills needs of the two Games will not be identical, but they are likely to be sufficiently similar to indicate broad levels of skills requirements. Between 2002 and 2014 there will also be significant technological change which may influence issues in relation to new media, security, and other areas, and this is likely to have an implication on skills – discussed further in Section 5.

### Direct skills demands

3.3 Glasgow 2014 Ltd., the Organising Committee, will be responsible for delivering the Games. As such, the Organising Committee (OC) will be responsible for ensuring that all aspects of Games delivery are effectively staffed and managed, and will have a direct role in recruiting (or procuring) services associated with venue management, catering, security, cleaning, broadcasting, and so on. The OC will also be responsible for recruiting and training all volunteers associated with the Games.

3.4 Currently, the OC is a relatively small organisation, employing around 30 staff. The OC is in the process of preparing detailed workforce plans, but these are unlikely to be ready before April 2011. As a result, the OC is not yet in a position to comment in any detail on how its workforce may be split into different functional areas (FAs), nor the extent to which some services (such as security for example), will be hired directly by the OC as opposed to being procured from contractors. However, in very broad terms, the OC anticipates recruiting around 1,000 largely full-time paid staff (with the number increasing towards this figure as the Games approach), and up to 15,000 volunteers.

3.5 Given that the Glasgow OC is not yet in a position to provide a detailed breakdown of anticipated employment, our research has considered in detail the employment implications of the Manchester 2002 Commonwealth Games. Although the skills requirements of the Manchester Games and those of the Glasgow Games will not be identical, there is likely to be a reasonable degree of cross-over between the two, with broadly similar numbers of sports, athletes and visitors associated with both Games. Employment numbers at the Glasgow Games are likely to be similar to those at Manchester in broad order or magnitude.

**Table 3.1: Comparing Manchester and Glasgow Commonwealth Games**

	Manchester 2002	Glasgow 2014
Spectator tickets	800,000	1.3 million
Number of sports	17	17
Days of competition	10	11
Number of athletes and officials	5,900	6500

Source: 2014 Website/ 2002 Post-Games Legacy Report

### Lessons from Manchester 2002

3.6 The Organising Committee for the Manchester Commonwealth Games was known as M2002. M2002 employed 800 staff directly. Some 9,000 contract staff were also involved in Games delivery, as well as 10,300 volunteers. Table 3.2 below summarises the number of employees involved in Games delivery.

**Table 3.2: Direct Games employment at the Manchester 2002 Commonwealth Games**

Type	Number
Direct Hire	393
Secondees (Manchester City Council)	297
Secondments (other organisations)	83
Work Placements / New Deal employees	8
External Consultants	22
Contract staff	8,730
Volunteers	10,300

Source: Post-Games Legacy Report (2002); Cambridge Policy Consultants (2002) *The Commonwealth Games 2002 Cost and Benefit Analysis for MCC, 2002 and the Executive update December 2002*

3.7 Staff were seconded from Manchester City Council specifically in order that ‘the experience gained by these secondees would be taken back to MCC and would leave a lasting legacy allowing the city to host subsequent events’<sup>12</sup>. Secondments from other organisations to the Organising Committee included:

- Adecco
- Arthur Andersen
- Addleshaw Booth
- ASDA
- Barclays Bank
- BBC
- Ernst & Young
- Department for Culture, Media and Sport
- GMPTE
- Home Office
- Inland Revenue
- KPMG
- Local authorities, such as Bolton Borough Council
- Manchester Airport
- Ministry of Defence
- Sport England
- Sporting bodies

3.8 Annex A provides a detailed breakdown of employment by service area during the Manchester Games, and Box 3.1 overleaf describes some of the issues around volunteer recruitment at the Manchester Games in further detail. Key points to note are:

3.9 The majority of the 900 staff directly hired by M2002 occupied skilled, specialist roles, whether these related to marketing, health and safety, merchandising, technology, procurement, etc.

<sup>12</sup> Manchester 2002 Post-Games report

3.10 The areas of most significant volunteer recruitment were: marshalling (1,300 volunteers), events services (1,300 volunteers) security and bag searches (which employed 1100 volunteers, although it was recognised that more reliance on volunteers could have been made in this respect), transport services for the Games Family (over 1,500 volunteer drivers), technology (872 volunteers), ceremonies (766 volunteers) and medical services (500 volunteers).

3.11 A relatively large number of volunteer posts were in specialist roles, particularly for example in medical services and technology, while in areas such as catering, prior experience was seen as being essential.

3.12 Areas of significant contract employment included: cleaning (950 contract staff employed); security (over 3,000 contract staff employed), and hospitality (over 500 staff).

3.13 In general, no significant issues with recruitment were reported. The one exception was in relation to the 3,000 plus security contract staff. There were difficulties in recruiting and retaining sufficient numbers of staff due to the high numbers of staff required, the traditionally temporary nature of employment in the sector, and the fact that staff had to attend a 2-day period of classroom learning.

#### **Box 3.1: Volunteer employment at the Manchester Games**

In total, Manchester employed 10,300 volunteers. Manchester's post-games report notes that 'volunteers were not used as widely as they potentially could have been as some managers believed that certain roles could only be fulfilled by paid staff, even though other events had successfully used volunteers to fill the positions'.

The major milestone in the volunteer programme was the launch of the volunteer recruitment drive in May 2001. Overall criteria for prospective volunteers were:

- 16 years of age by December 2001
- Willing to work a minimum of 10 days
- Willing to attend interview and training sessions
- Able to pass a security check
- Within daily travelling distance of Manchester
- Able to provide own accommodation

In terms of managing the volunteers, the volunteer department employed 29 staff, including an overall manager, and staff dedicated to one of four teams: workforce planning; volunteer coordinators; recruitment and placement; and training.

Some 22,000 applications were made for the 10,300 available volunteer posts. There was a high level of applications for generalist posts from the general public, so the recruitment effort soon moved towards targeted recruitment for specific skills areas and for hard-to-reach groups. All applicants were interviewed to determine which area would be appropriate for their particular skill. Broadly, there were two types of voluntary position, generalists (where a short training course would leave the volunteer confident to perform all elements of the job function), and specialists (roles for which three days training would not be sufficient to equip a volunteer to fulfil the function, e.g. nurse, physiotherapist or technology specialists, and where volunteers would therefore require some previous professional experience).

1,500 of the volunteers were designated as 'volunteer leaders'. The volunteer leaders had responsibility for recruiting and placing other volunteers. As such, these volunteer leaders attended additional one-day training sessions in 'leadership' (including understanding staffing structures for M2002, team building, crisis management, etc.)

The volunteers more generally took part in the same orientation training as other 'Games time' staff. Other specific training (e.g. in use of radios) was provided for those volunteers who needed it.

## Indirect skills demand

### Construction employment

3.14 At the Manchester Games, some 5,000 construction jobs (equivalent to 500 FTEs<sup>13</sup>) were created during the construction of Games venues (excluding the construction jobs associated with simultaneous construction that took place in the East End of Manchester, but not directly attributable to the Games itself).

3.15 Construction employment associated with the Glasgow Games will be less given that there are fewer 'new build' venues. The major construction projects associated with the Games (including the Games Village, East End Regeneration Route, the National Indoor Sports Arena, and Velodrome) are on-site. Construction of the velodrome will involve around 200 jobs, while construction of the East End Regeneration Route will involve around 110 jobs. There will also be venue upgrades at SECC (where groundwork is now complete), Tollcross Aquatics Centre, Scotstoun Leisure Centre, and Glasgow Green Hockey Centre).

3.16 In general, the perspective of those interviewed as part of this work was that there is unlikely to be a particular issue around construction skills shortages in preparation for the Games, given the scale of the construction downturn since the beginning of the recession. Anecdotally, the Sector Skills Council reports that the construction industry in Scotland is operating at about 50% of its pre-recession level. As a consequence, the number of employers able to take-on Apprentices is down, despite the incentive of £9,000 per Apprentice over four years, plus a further £8,000 per Apprentice from Glasgow City Council.

3.17 The major construction projects are covered by Glasgow City Council's Community Benefits policy which places a contractual obligation on contractors to ensure that 10% of the workforce are 'new entrant trainees' (i.e. they have been unemployed for in excess of six months, or are directly leaving education). Initial perspectives are that the Community Benefits clause is working well, with most of the targeted jobs in place.

### Tourism and hospitality

3.18 1.3 million spectator tickets will be available for the 2014 Games. There will be an average of around 100,000 spectators each day during which the Games are on, although on peak days over 170,000 spectators may attend.

3.19 This number of visitors will clearly generate significant expenditure and therefore place significant pressure on the tourism and service sector. The extent to which the visitors associated with the Games will generate demand for additional recruitment in the sector is

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<sup>13</sup> FTE is a 'Full Time Equivalent', i.e. an individual in full-time, permanent employment

difficult to assess, as it will depend on factors including the proportion of visitors who pay for overnight accommodation to watch the Games, and the extent to which the Games actually persuade other potential visitors to 'stay away' from Glasgow and/ or Scotland.

3.20 Evidence from the Manchester Games indicates that visitors to the Games spent an additional £18m, and that this may have supported around 600 additional jobs in the sector. Research for the forthcoming London Olympics (which is anticipated to attract over 6 million spectators) suggests that the Olympics may create an additional 6,000 tourism jobs<sup>14</sup>.

3.21 It has not been within the scope of this work to undertake detailed modelling of the 2014 Games on tourism employment. However, assuming around 1.3 million spectators, and adopting assumptions similar to those used in previous studies, the 2014 Games may support around 800 additional tourism jobs, distributed as shown in Table 3.3.

**Table 3.3: Additional tourism and hospitality jobs associated with the Glasgow 2014 Games**

Service area	Additional FTEs
Hotels and catering	366
Retailing	195
Transport	140
Other services (including entertainment)	78
<b>Total</b>	<b>779</b>

Source: GEN Analysis

3.22 Although this number of additional tourism and leisure jobs may not seem large in the context of the scale of the Games (and existing employment in Glasgow's hotel and restaurant industry of 20,000, 50,000 employed in retail), it is commensurate with recent research which found that 'major retailers seem to agree that they don't expect to have to employ many more people at their stores during the 2012 Olympic Games, despite the increased footfall'<sup>15</sup>. It is also commensurate with research which indicates that the number of net jobs (i.e. those coming about specifically as a result of Games) tends to be relatively small<sup>16</sup>. Furthermore, a large proportion of these additional jobs associated with the Games are likely to be temporary, lasting for a period slightly longer than the duration of the Games themselves. Indeed, evidence from Manchester shows the significant 'spike' in demand for tourism facilities during Games time (accredited persons associated with the Games booked over 50,000 room nights across 65 hotels).

3.23 However the Games also have the potential to raise Glasgow's (and Scotland's) long-term visitor profile, particularly if they are used as an opportunity to build the level of customer service offering provided by the sector. Training issues associated with the Games are discussed further in Section 5.

<sup>14</sup> Employment and Skills for the 2012 Games: research and evidence. Report by Experian for the Learning and Skills Council and London Development Agency, May 2006.

<sup>15</sup> Analysis of the skills needed to improve the visitor experience and sports presentation for the London 2012 Olympic Games and Paralympics Games. Impact Research Ltd for the Skills for Business Network (date unknown).

<sup>16</sup> What Skills by When? The Skills for Business Networks analysis of the skills required to deliver the 2012 Olympic and Paralympic Games. Research by Cambridge Econometrics for the Sector Skills Development Agency (2007)

## Transport

*'The Games transport workforce is essential to the successful delivery and performance of the Games transport operations and the overall perception, image and reputation of the Games.'* 2014 Transport Strategy'

3.24 The 2014 Organising Committee published its 2014 Transport Strategy in September 2010. Broadly, the Transport Strategy adopts principles similar to those used at Manchester 2002. The OC will procure a fleet of vehicles to transport 'Games Family Members'<sup>17</sup> to and from Games venues. This fleet of vehicles will include buses sourced from existing operators, and private vehicles. The 2014 Transport Strategy notes that 'The pool of drivers will be a combination of paid, contract and volunteer staff. Volunteer car drivers will be included in Games workforce recruitment with the aim of getting local people involved with the Games. Paid and contract bus and coach drivers will be sourced from experienced transport operators. The delivery partners will oversee the recruitment of drivers for the Games as and when it is needed.'

3.25 At the Manchester Games, over 1,500 volunteer drivers were recruited, and based on emerging evidence, the suggestion is that at least this number will be required for the 2014 Games.

3.26 In terms of wider spectator transport, the 2014 Strategy has involved the development of a detailed transport model. According to the 2014 Transportation Strategy 'Initial output from the model suggests existing public transport can accommodate a large proportion of projected Games event transport demand and underlines confidence in the city's existing public transport network.' This, combined with the fact that the Games are taking place in late July/ early August (when public transportation use is 20% lower than average according to the Games Transportation Strategy), and that the Games will coincide with various demand management strategies (e.g. encouraging reduced use of transport by businesses and residents during Games time), means that the need for additional public transportation services will be minimised. However, the 2014 Transportation Strategy acknowledges that the frequency of some routes may need to increase, and that some supplementary services for the workforce will need to be provided, especially early in the morning and late at night. It is not yet clear whether these additional requirements will require significant recruitment by bus and rail operators, or whether they can be met largely through the existing workforce.

3.27 The 2014 Transportation Strategy also highlights that there is likely to be a need for additional stewarding staff at stations, and these staff are likely to require training in aspects of security, crowd management, and potentially also customer service skills.

## Police services

3.28 Strathclyde Police has already established a 2014 Coordination Team. The 2014 Coordination Team is working with the Organising Committee to establish security arrangements in the lead up to and during the Games. At the current time, Strathclyde Police has not been prepared to divulge any information on the potential workforce implications, partly for security reasons and partly because planning is at an early stage.

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<sup>17</sup> The 'Games Family' is the 15,000 strong body of people made up from the organisations that will work together to make the Games happen. This includes: Athletes and team officials; Commonwealth Games Officials; members of the Commonwealth Games Federation; dignitaries and VIPs; and media and sponsors

## Timing of impacts

3.29 The employment impacts associated with the Games will be experienced pre-Games, during the Games, and/or post-Games.

3.30 The obvious area of pre-Games employment is in relation to construction, with all venue construction and upgrades needing to be in place in time for the Games. A proportion of direct recruitment by the OC will also be pre-Games, particularly in relation to planning, procurement and marketing. In reality, the number of staff employed by the OC is likely to increase over time, with direct employment reaching its peak in the months prior to the Games.

3.31 Most of the recruitment associated with the Games will be experienced during the Games itself, and for the period before and after the Games. Indeed, this is commensurate with the findings of previous reports, which find that 'major events tend to employ large numbers of people, but only for a very short period of time'<sup>18</sup>. At the Manchester 2002 Games, volunteer recruitment began in April 2001 and lasted during the summer months.

3.32 A proportion of the employment demands associated with the Games will be experienced post-Games. This is particularly the case in relation to the need to adapt Games venues (particularly the Athletes' Village) to alternative use following the Games.(which will create a demand for construction employment), as well as the requirement to manage the Games venues in the long-term. Glasgow Life will manage all major new venues associated with the Games, but have stated that they will attempt to do so through existing resources where possible.

## Key messages

3.33 It is anticipated that the Commonwealth Games 2014 Organising Committee (OC) will employ around 1,000 staff in the lead-up to the Games. Most of these positions will be senior and specialist, and a reasonable number may be sourced through secondments.

3.34 The OC will be responsible for recruiting volunteers, and is planning broadly to employ up to 15,000 volunteers during the Games. At the current time, no specific information is available on the breakdown of these volunteers by specific functional area, or by generalist versus specialist positions. Evidence from London 2012 suggests that around one third of volunteer positions are likely to be 'generalist' in nature. Evidence from the Manchester Games suggests that areas of significant volunteer demand will include marshalling, events services, security, and transport services.

3.35 The Games will create significant demand for skills through services contracted directly by the OC. Around 9,000 staff were employed as a result of contract opportunities associated with the Manchester games. Significant areas of employment demand were: security (employing around 3,000), cleaning (employing over 900), hospitality (employing 500), and catering. A large proportion of these posts require candidates to have good core skills in relation to team working and customer service, but do not require specialist skills and long-term training. This means that the posts can offer opportunities for those with limited direct employment experience, and this issue is explored further in Section 5.

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<sup>18</sup> What Skills by When? (2007) ibid

3.36 The Games will also create demand for skills indirectly, i.e. not associated with Games-specific contracts, but generated largely as a result of the increase in number of visitors within the City and more widely across Scotland.

- Evidence indicates that there is unlikely to be a significant increase in recruitment in the wider tourism and hospitality industry as a result of the Games. However, the Games do have the potential to act as a catalyst for raising skills in the sector generally, and these skills issues are discussed further in Section 5.
- Similarly, in relation to wider public transport provision, the impact of the Games is likely to be more in relation to upskilling, rather than in the management of significant additional recruitment.

## 4 Employer perspectives

### Introduction

4.1 The 2014 Commonwealth Games represent a significant opportunity for businesses across Scotland to benefit through procurement opportunities, and in relation to increases in visitor and supply chain expenditure associated with the Games. These benefits in turn may require businesses to recruit additional staff or upskill existing staff.

4.2 This section of the report describes the results of a survey of Scottish-based businesses, which sought business views on:

- The extent to which businesses feel they are likely to benefit from the Games;
- Businesses level of preparedness to take advantage of Games related contract opportunities and whether they feel they would benefit from the Games
- Business expectations of the training implications of Games related opportunities; and
- The public sector's role in publicising Games related opportunities.

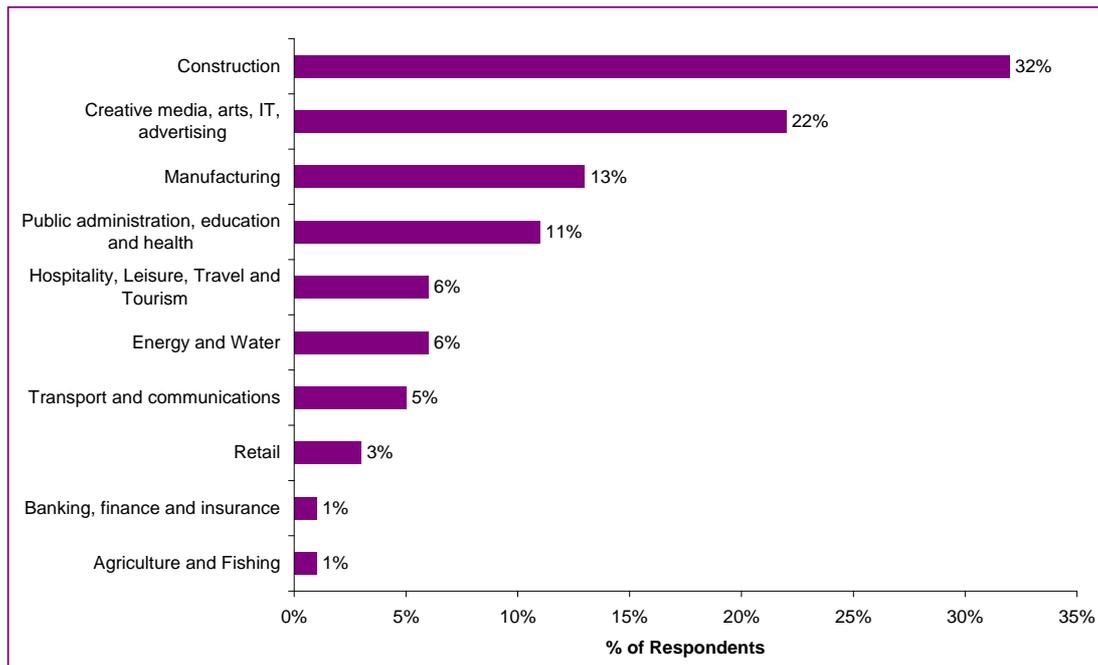
### Method

4.3 The study team designed two questionnaires that developed these themes in more detail. One questionnaire was used in a telephone survey of 100 businesses, whilst the other was placed online and emailed to businesses directly, from which 222 responded. Although the surveys were not identical, both covered similar topics. Contact details for both of the surveys came from Glasgow City Council's procurement portal.

### Business Characteristics

#### Sector

4.4 The surveys asked respondents to categorise their company's activities according to the sector that it most closely matched (Figure 4.1). Construction sector companies were most common with over a third of the total (36%), broadly reflecting the distribution of the database. The remainder of respondents were spread across other sectors such as creative media, arts, IT, advertising (22%); and manufacturing (13%).

**Figure 4.1: Distribution of companies surveyed by sector**

Source: GEN telephone and email surveys of companies, n=306

### Number of Employees

4.5 Reflecting the structure of the business base more generally, the vast majority (90%) of companies in the telephone survey were SMEs (i.e. with fewer than 250 employees). Breaking this down further, 32% had 1-4 employees, 19% had 5-9 employees, and 12% had 10-14 employees.

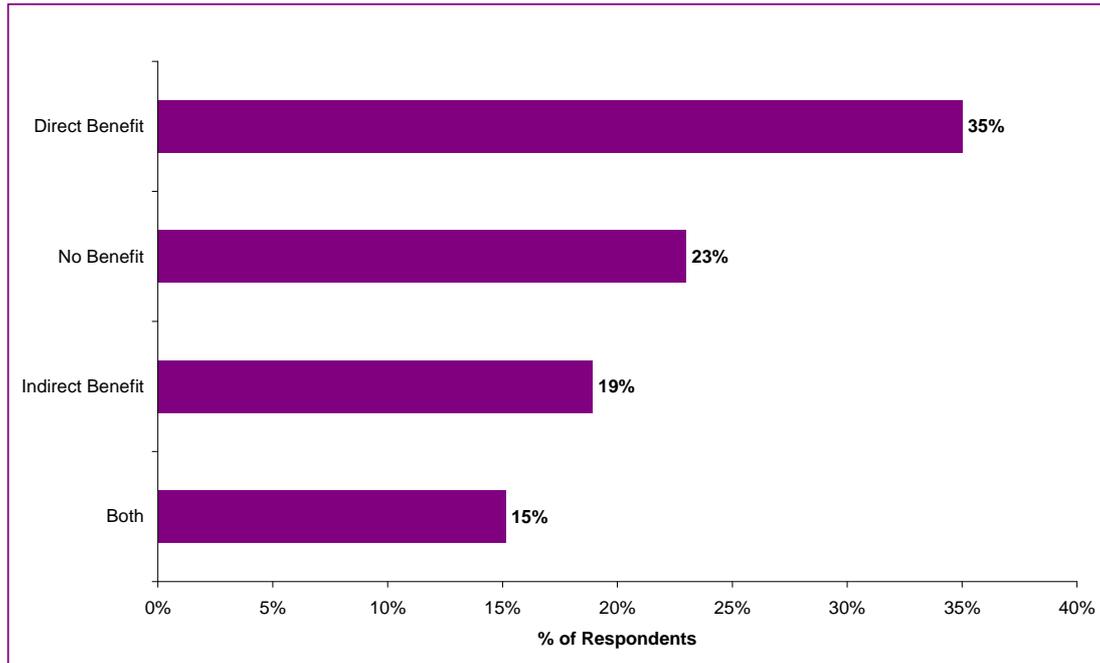
### Headquarters

4.6 Most companies in the survey were headquartered in Scotland (91% of the telephone survey and 65% of the web survey). The discrepancy is due to the construction of the telephone survey sample, which was weighted towards companies who registered on the portal with a Scottish address. The web survey was sent to all companies registered on the portal regardless of their location.

### Preparation for the Commonwealth Games

4.7 Around one third of businesses surveyed believe they are likely to benefit directly from the 2014 (by securing contracts for Games related work), while 19% think that they will benefit indirectly (e.g. through general increase in turnover associated with Games visitors sub-contracting to organisations delivering Games related contracts) and a further 15% believe they will benefit both directly and indirectly. Just under a quarter (23%) said they would not benefit. Reasons for not expecting benefit are explored in more depth in subsequent sections of this chapter.

**Figure 4.2: Anticipated benefits from the Commonwealth Games**



Source: GEN telephone and email surveys of companies. NB: 8% of businesses responded 'don't know'. N=317

### Employment Impact

4.8 Around a quarter of businesses who think they will benefit from the Games reported they would be likely to recruit additional staff to meet Games-time demand, with the majority of these posts likely to be full-time. Companies expect to recruit a mix of skilled and semi-skilled employees for the Games (Table 4.1). Table 4.1 shows that, of the 57 businesses who said they would be likely to recruit staff as a result of the Games, 54% expected to recruit skilled trade occupations, 42% expected to recruit professional occupations, and 37% expected to recruit sales and customer service occupations. Note that, in Table 4.1, businesses were able to select more than one occupational group.

**Table 4.1: Roles that Companies Expect to Recruit**

Occupational Group	Number of Respondents			% of TOTAL <sup>19</sup>
	Telephone Survey	Email Survey	TOTAL	
Skilled trade occupations	11	20	31	54%
Professional occupations	4	20	24	42%
Sales and customer service occupations	4	17	21	37%
Administrative and secretarial occupations	0	20	20	35%
Process, plant and machine operatives	2	18	20	35%
Elementary occupations	0	20	20	35%
Managers, directors and senior officials	3	15	18	32%
Personal service occupations	2	16	18	32%
Associate professional and technical occupations	2	15	17	30%

Source: GEN Analysis N=57 (combined telephone and web survey respondents)

4.9 In a sign that companies do not believe the labour market is or will be excessively tight, only 6 respondents across both surveys thought that these positions would be difficult to fill. The occupations perceived as being difficult to fill were spread across all occupational classes, suggesting that companies do not believe there will be difficulty recruiting one occupational group over any others.

### Training Impact

4.10 Only 16% of those companies that said they would be likely to benefit from the Games reported they would need to upskill their workforce to ensure their company would benefit from the Games. Of these, the majority reported that the training would be specific to the job, and would be delivered internally rather than externally. Half of those businesses saying that they would upskill staff said that they would seek to upskill staff in customer service training, although this is a relatively small number of businesses (17) in relation to the entire survey.

4.11 Of the companies reporting that they would seek to upskill staff as a result of the Games, the training required is expected to be at a relatively low level, with most respondents identifying that training offered would be at SVQ Level 1. Six per cent of businesses said they would consider using Modern Apprenticeships as a route into this training.

### Reasons for not Expecting Benefits

4.12 Businesses who feel that they will not benefit from the Games were asked why they felt this way. For the vast majority of respondents, a lack of awareness of what Games-related opportunities will become available is the major factor why they do not think they will benefit. Only 6% of businesses feel that a 'lack of appropriately skilled staff to prepare tenders' is a factor which will prevent them benefiting from Games opportunities, while only 1% feel that they do not have appropriately skilled staff to deliver Games contracts.

<sup>19</sup> This is the percentage of businesses who responded to this question who identified shortages within each occupational group

**Table 4.2: Reasons for not Expecting Benefits from the Commonwealth Games**

Reason	Number of Respondents			% of total Respondents
	Telephone Survey	Email Survey	TOTAL	
We have not seen any appropriate opportunities so far	26	40	66	62%
Advertised contracts too large in terms of value	6	4	10	9%
Lack of appropriately skilled staff to prepare tenders	1	5	6	6%
Lack of appropriately skilled staff to deliver contracts	0	1	1	1%
We do not need additional Commonwealth Games related work at this time	0	1	1	1%
Other	24	27	51	48%
Total respondents	43	64	107	

Source: GEN Analysis. NB: Columns do not sum to 100% because businesses could select multiple responses

4.14 Analysis of the literal responses under the 'Other' category suggests that some companies perceive that Games-related opportunities will tend only to be available to larger businesses. Some also think that companies from other regions of the UK will be awarded contracts instead of those based in Scotland.

### Role of Public Sector

4.15 The telephone survey asked companies the sources they used to access Commonwealth Games related information and if they had all the information that they needed. Although just over half (54%) said they had all the information that they needed, a significant proportion of companies (40%) would like more information, specifically on tender opportunities (the remainder did not know). Companies were largely of the view that this information should be provided on the Commonwealth Games website, by Glasgow City Council, or by the Scottish Government.

4.16 Companies were asked what the public sector could do to help them maximise their chances of benefitting from the Games. The main area where companies would like more information is in communication and transparency in tendering. Of the 74 companies that offered suggestions as to how the public sector could support them, 45% wanted more information on contract opportunities, notifications of successful tenderers, and transparency in the criteria used to award tenders. The other main issue (cited by 12 respondents) is that smaller companies and those based in Scotland are perceived to have less of a chance in winning contracts than larger companies. It was felt that smaller, Scottish companies should not be disadvantaged in the tender process and that criteria based on turnover and length of time trading could discriminate against smaller businesses in this respect.

### The role of Social Enterprise

4.17 Glasgow City Council has contracted with Community Enterprise in Scotland (CEiS) to support social enterprises to participate in the opportunities emerging through the Games. CEiS do this through raising awareness through events, the provision of training (particularly in how to respond to tenders), identifying suitable opportunities and supporting them to try

access contracts. The appetite by social enterprises to date appears strong with over 500 organisations applying for training to increase their ability to respond to tenders, through the proposal writing course. But overall, there is a need to further raise awareness of the opportunities in this area and begin to identify specific types of services and opportunities that match the remit and aspirations of social enterprises.

4.18 CEiS are also using the existing Aspire to Enterprise national fund to support this preparation for the Games. They are liaising with the Vancouver Winter Olympics 2010, which successfully engaged with social enterprises in delivering for their Games, to further understand and identify where opportunities may lie. So far opportunities are being followed through in catering. Unity Enterprise now has a contract to feed over 300 workers per day for MacAlpine Ltd. Whilst this has required investment by the organisation to supply this contract, their approach is now providing good quality training for staff and a potential excellent source for ongoing and future employment. Other opportunities which may fit the remit of social enterprises will be around site maintenance and waste recovery of materials coming off site during the construction phase, as well as Games-time opportunities relating to waste and recycling.

4.19 Therefore, if social enterprises are supported, and linked into potential opportunities, the Games could leave a real legacy for these enterprises, their staff and their communities. This does require the continued support of GLASGOW CITY COUNCIL to develop these opportunities and roles, backed by the more specialist training and development opportunities that are supplied for the sector. Some social enterprises are well placed to work with people who are more distant from the labour market, but they will need to be able to access appropriate training in the near future for this to be successful.

### **Key messages**

4.20 Although the Commonwealth Games are four years away, and many contract opportunities have yet to be advertised, around two thirds of companies are optimistic they will benefit either directly or indirectly, and a quarter of these in turn reporting that they would be likely to take on additional employment to meet Games requirements. Only a small number of businesses report that they anticipate the need to upskill staff to prepare for the Games.

4.21 At present, there is a sense that businesses would benefit from more information on what contract opportunities that the Games will present, and when. This is perhaps a reflection of the early stage that Games related procurement processes are at. However, it does also suggest that businesses would welcome as much information on likely future procurement opportunities as it is possible to provide.

## 5 Opportunities and implications for the skills system

### Introduction

5.1 This section considers the implications of the Games for the skills and employability system. It considers the opportunities that the Games will provide to engage those most distanced from the labour market, and what needs to happen to capitalise on these. It then goes on to consider specific skills shortages and training issues that need to be addressed to ensure that the Games are delivered smoothly.

### Addressing employability issues

5.2 The 2014 Games could provide significant opportunities to engage people who are distanced from the labour market in training and employment opportunities. And there is an anticipation that the Games will be able to provide these opportunities for residents of Glasgow's East End, for the Glasgow city region more generally, and indeed across Scotland.

5.3 As noted in previous sections, the OC envisages employing up to 15,000 volunteers, and there is an expectation that those who are disadvantaged in the labour market will be able to access a proportion of these opportunities. As noted in Section 3 however, some of these volunteer posts will be quite specialist, while many others will require some relevant prior experience. As previously noted, Manchester received significantly more opportunities than it had places available. This is also likely to be the case for Glasgow 2014 (especially when one considers Glasgow's student population of around 100,000 individuals from whom there is expected to be significant interest).

5.4 The key challenge therefore is not in filling the volunteer posts but in ensuring that mechanisms are in place to help those disadvantaged in the labour market access the opportunities. Many stakeholders are keen to see a target of at least 10% of Games time volunteers being recruited from disadvantaged groups. The 10% target was achieved at Manchester, through the Pre-Volunteer Training Programme (PVP), and a similar 10% target has been set in relation to the forecast 70,000 volunteers being recruited as part of the 2012 Olympics, through the Personal Best Programme).

5.5 It is not only the volunteering roles that offer opportunities to engage the long-term unemployed and others disadvantaged in the labour market. As noted in Section 3, there is likely to be significant demand for roles in security, marshalling and events services, hospitality, and cleaning, some of which will be met through volunteering, but some of which will be provided through contractors and paid staff. A large proportion of these roles could be within the reach of those without formal qualifications and training, as long as candidates demonstrate appropriate aptitudes and core competencies.

5.6 Ensuring that the most disadvantaged in the labour market can benefit from the Games opportunities will require proactive intervention to engage and equip individuals with the necessary core skills (including team working, communication, problem solving and numeracy skills) and customer service skills that they will require. Box 5.1 below describes Manchester 2002's PVP, (which was the precursor to Personal Best) and aimed to support the recruitment of 10% of Games time volunteers from disadvantaged groups.

**Box 5.1: Manchester's Pre-Volunteer Programme**

The Pre-Volunteer Programme (PVP) was designed to encourage minority and disadvantaged groups to get involved as volunteers. The PVP was overseen by a programme manager, seconded from the Training and Enterprise Council (the precursor to the Learning and Skills Councils). The programme began in Spring 2002, involving 23 regeneration areas across the North East, with each area employing a guidance officer to run the project at local level.

In total, 3,000 residents registered for the PVP. One third of these obtained a qualification through PVP, and 1,000 secured a 'Games time' volunteer position.

Steps were taken to ensure that the role of a volunteer was not compromised for individuals who were in receipt of JSA. A joint statement was issued between Jobcentre Plus and the Organising Committee which ensured that the volunteer could sign-on at an appropriate time, avoiding changes to the volunteer roster.

A training course was developed directly to encourage those individuals with no formal qualifications to go through the PVP and take a nationally accredited 30 hour NVQ Level 1 course. The course was specifically designed to help individuals gain the skills and knowledge needed to act as an event volunteer, or to develop skills in sports development. The training course was delivered at 19 FE colleges throughout the North West.

Following the Games, additional support was provided to PVP 'graduates' to help them secure employment (this included interview support, and preferential treatment with a major supermarket employer in the Games area).

The PVP was not cheap – it was a £5m project, funded through Single Regeneration Budget, ESF, Manchester City Council, the Organising Committee, and the precursor of the LSC.

5.7 It is clear that something similar to Manchester's PVP will be required if the Games are to meet their legacy ambitions in relation to employability. Such a programme could build on the lessons from Personal Best, the programme developed in relation to London 2012, and for which a Glasgow pilot has recently been launched. Personal Best is described in more detail in Box 5.2 below.

5.8 The key challenge in relation to development of an employability initiative is resourcing. As noted previously, the Manchester PVP received significant funds from a variety of sources. This level of additional funding is unlikely to be available through the mainstream for 2014 given the current public sector funding environment. In relation to Personal Best, two funding options are being explored. The first of these is the Big Lottery Fund, with whom some initial discussions have taken place. The second is through Priority 5 of ESF which makes resources available to Community Planning Partnerships to address employability initiatives. An alternative is for mainstream organisations (including SDS and JCP) to consider the potential to pool some existing resources (from programmes such as Get Ready for Work for example) into a new employability fund specific to the Games, although the scope for doing this is complicated by the changes underway in relation to the DWP's new Work Programmes and the changes within the local employability landscape, discussed in Section 2.

**Box 5.2: Personal Best**

The Glasgow-wide Personal Best programme was officially launched in August 2010, although it began delivering prior to this. Personal Best provides a mix of personal development support, vocational training and volunteering and development skills. It builds on the Personal Best programme being delivered in England, and aims to offer a 'stepping stone' into work via training and through raising the profile and value of volunteering.

Personal Best uses the 2012 Olympics as the 'hook' to engage clients in the programme. The bulk of the funding for the Personal Best pilot is provided by Glasgow Works. The Glasgow East Regeneration Agency (GERA) deliver the programme, responsible for client management and ensuring that targets are met. Jobcentre Plus and SDS can refer clients to Personal Best, while John Wheatley College delivers the SVQ training element. The target for the Glasgow Pilot is to achieve 150 completions for Personal Best.

Personal Best is available to the disadvantaged in the labour market, including Glasgow Works clients in the 16-24 year old age group, IB/ESA claimants, lone parents on income support, BME individuals claiming benefits, and those on JSA for longer than 6 months.

Participants in Personal Best have the opportunity to undertake an SVQ L1 qualification in Volunteering, which was developed by John Wheatley College and has recently been accredited by the SQA. Participants who complete Personal Best are guaranteed an interview to become a volunteer at the London 2012 Olympics.

Glasgow's Personal Best pilot is scheduled to run until August. Clearly, subsequent review will be required to understand how effective the pilot has been. However, there is strong support to consider how Personal Best (or something similar) can underpin preparations for the 2014 Games. In theory at least, the SVQ could be delivered by any college in Scotland given that it has been accredited.

5.9 There is also scope to build on other existing initiatives, in particular the VSkills for Employability Initiative that is delivered by Volunteer Development Scotland.. VSkills for Employability aims to capture and accredit the volunteers' experience as a transferable skillset towards increasing employability. This is an off the shelf resource which can be made readily available for volunteers (with support from colleges) and could potentially be a useful opportunity to support the creation of a legacy. Similarly, although moving away from the issue of specific skills towards recognition of achievement, the MV Awards programme recognises volunteering contributions of young people aged 16-25, and is presented for 50, 100 and 200 hours of volunteering.

5.10 In addition to the opportunities the Games will provide to volunteers themselves, the Games will also provide opportunities to upskill those involved in volunteer management, both within and outwith the Organising Committee.

**Skills and training issues**

5.11 In this section we profile some of the key sectors likely to be impacted by the Games, describe some of the existing issues around skills shortages and gaps within those sectors, and examine where the Games might accentuate these shortages or provide opportunities to address them. The information has come from a mixture of consultations with key sector stakeholders, and review of existing sector-specific research.

## Overview

5.12 Analysis for previous Games (both Olympic and Commonwealth) has highlighted that positions that are typically difficult to recruit include: live performers; chefs; catering managers; bus drivers; and elite coaching and support roles<sup>20</sup>. Similar shortages are likely to arise in relation to the Glasgow games, particular in relation to chefs, for which Scotland's Tourism Framework for Change Skills Strategy (2010) has already identified as an area experiencing shortages

5.13 Indeed, most evidence suggests that the Games is likely to accentuate existing skills shortages, rather than creating a demand for 'new skills'. Indeed, research in relation to the Vancouver Games found that employers did not see a widespread shortage in aggregate labour supply, but that there were some shortages of specialised skills in certain sectors (notably cooks and chefs).<sup>21</sup> At the Manchester Games, recruitment difficulties were also experienced in relation to contracted security staff. Addressing existing skills shortages is essential, if 'post-Games' Scotland is able to benefit from hosting other sporting and cultural events and activities. In addressing these sector specific skills shortages however, the Skills and Employability Legacy Group needs to work with existing industry sector skills groups, and build on the activities of these groups.

5.14 Training of volunteers and other staff directly contracted by the Organising Committee will be sourced and funded by the OC itself. Training for staff is likely to focus on skills including: Games knowledge; city and venue orientation; customer service; dealing with problem situations; cultural awareness; and other training specific to particular occupations.

5.15 In relation to training for Games drivers for example, the 2014 Transportation Strategy states: 'All drivers recruited will undergo thorough training to enable familiarisation of the Games routes and venues. They will also receive training on security protocols and procedures, the background to the Glasgow 2014 Commonwealth Games, Games history and local knowledge. Where required, specific training will be provided, tailored to the needs of the client groups whom they will be driving and related to their vehicle accreditation category.' Evidence from previous Games suggests that this training would be sourced from specialist private providers rather than the public sector.

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<sup>20</sup> Analysis of the skills needed to improve the visitor experience and sports presentation for the London 2012 Olympic Games and Paralympics Games. Impact Research Ltd for the Skills for Business Network (date unknown).

<sup>21</sup> 'Planning for Gold' - Maximising 2010-Related Employment and Skills Opportunities in British Columbia: Connecting Labour Market Supply and Demand, Report of the 2010 Human Resources Planning Committee 2003

## Tourism and hospitality

5.16 The hospitality, leisure, and tourism sector (including travel) employs around 200,000 people in Scotland (and 35,000 in Glasgow), which is around 7% of the country's workforce<sup>22</sup>. The Games will have a significant impact on the sector during Games time. Equally the tourism and hospitality sector will also impact on the effectiveness with which the Games are delivered, with all visitors coming into contact with elements of the industry.

5.17 The sector has a high proportion of skills gaps, with 26% of establishments reporting skills gaps, against 20% across the all other sectors of the economy<sup>23</sup>. The main skills gaps are in relation to management and leadership skills, craft skills, and customer service skills. Stakeholders feel that the 2014 Games will add to the demand for these skills, rather than acting as a catalyst for demanding new or different skills in the sector.

5.18 The skills needs of the sector are overseen by the Tourism Framework for Change Skills Group which was established as a cross agency partnership in 2008. This group has recently overseen the production of an overarching Skills Strategy (published in March 2010), which sets out four strategic priorities relating to:

- Improving the appeal of the sector and attracting new talent
- Improving customer service skills
- Addressing management and leadership skills
- Improving other generic and specialist skills (particularly in relation to a shortage of skilled chefs)

5.19 The shortage of customer service skills is striking, with 65% of businesses who report skills gaps highlighting generic customer service skills as being a key issue<sup>24</sup>, and this represents an increase on 2007 figures.

5.20 Stakeholders interviewed during this research feel that the Games provide a valuable opportunity to act as a catalyst for enhancing customer service skills across all 'touch points' that Games visitors will make contact with. This can be achieved partly through putting in place mandatory requirements for those businesses directly involved in Games delivery, but it will also be important that as a result of the Games, business more generally are encouraged to raise their game in relation to customer service.

5.21 In promoting take-up of customer service training, it will be important that customer service training initiatives attract universal support from national agencies (to avoid disparate and inconsistent approaches), can provide a useable platform for all businesses in the sector, and can be embedded into education provision. A number of stakeholders have highlighted the Glasgow Tourism Services Initiative (Box 5.3) as an example of the type of initiative that could be developed (or rolled-out) in the lead-up to the Games in order to achieve a step-change in Glasgow's customer service provision.

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<sup>22</sup> Delivering Skills for the Commonwealth Games. Paper prepared by People 1<sup>st</sup>, September 2010

<sup>23</sup> Delivering Skills for the Commonwealth Games. Paper prepared by People 1<sup>st</sup>, September 2010

<sup>24</sup> State of the Nation Report. People 1<sup>st</sup> the Sector Skills Council (2010)

### **Box 5.3: Glasgow Services with Style**

The Glasgow Tourism Service Initiative, 'Glasgow Service with Style' is a public/private sector industry partnership that aims to deliver the goal of a world-class customer service experience for all leisure and business visitors across all 'touch points' (transport, retail, accommodation, etc.).

This industry-led project is supported by the Glasgow Tourism Strategy Group, comprising Glasgow City Council, Glasgow City Marketing Bureau, Scottish Enterprise and VisitScotland, along with Skills Development Scotland. The initiative is managed by VisitScotland, on behalf of industry and partners. The Initiative has identified its three key challenges as including: Improving the quality of management and leadership in Glasgow's tourism businesses; Improving the quality of customer service in Glasgow's tourism businesses; and reducing skills shortages for chefs in Glasgow.

Scottish Enterprise funds the industry elements of the training, which includes management and leadership training and the Initiative's flagship project 'Glasgow Welcomes'. Glasgow Welcomes is a customer service programme involving a one-day training session which is disseminated through organisations via 'train the trainer' type initiatives. SDS funds the elements of the initiative relating to promoting the industry as a career of choice.

Funding for the Glasgow Tourism Service Initiative runs until 2012. The Initiative has an ambition to move towards securing increasing funding from the private sector.

5.22 However, it would be wrong to be prescriptive at this stage on the precise initiative to promote, as part of a wider aspiration to raise customer service skills. Other initiatives include 'WorldHost' a training programme developed as part of the Vancouver Winter Olympic Games for which People 1<sup>st</sup>, the Sector Skills Council has recently acquired the licence to deliver in the UK and is in the process of working with providers across Scotland to deliver under licence.

### **Box 5.4 WorldHost**

The WorldHost training programmes were used to train volunteers and tourism businesses at the Vancouver Winter Olympic Games in 2010, and will be launched across the UK in October 2010. WorldHost is made up of a series of four customer service programmes at SVQ Level 2, and these have been selected specifically selected by People 1st to support Games delivery. The four programmes are:

- Customer Service – Fundamentals Programme – supporting customer service training through a variety of tools
- Customers with Disabilities – supporting service providers to make people with disabilities feel more comfortable and welcome
- Service Across Cultures – designed to increase awareness about visitors and customers from other cultures, and provide practical skills and advice to improve our ability to communicate with them.
- Ambassador Workshop – the WorldHost Ambassador Workshop supports ambassadors or volunteers to promote a warm and friendly welcome and equip them with resources as they interact with and assist visitors to our country.

### **Creative and cultural**

5.23 There are likely to be a number of areas of skills demand during the Games, particularly in relation to media reporting across all platforms (i.e. digital, TV, print, etc.), technical operations (e.g. rigging and lighting), front of house operations, and design. The

sector is in general dominated by small enterprises (90% of the sector's enterprises employ less than 10 people) and freelancing, which has meant that the sector is traditionally hard to engage. Recruitment into the sector is dominated by graduate pathways, and the sector has generally had limited engagement with apprenticeships.

5.24 The sector is currently developing a Skills Action Plan, covering all aspects of the sector including the footprints of the Skillset and Creative and Cultural Skills Sector Skills Councils. Provision for the sector is generally seen to be well balanced, with a good relationship between HNC and HND, and good articulation routes. Training for the sector in Scotland is overseen by a network of 10 FE and HE colleges, and the sector is anticipated to grow in employment terms in coming years.

5.25 Technological change is driving a rapid evolution in new digital media platforms (for example in relation to online video streaming and social networking). Research undertaken as part of preparations for London 2012 reports an increasing demand for: interactive media production skills, maintenance and backup skills and IT support within the media and creative industry as a whole. At an entry level, a major emerging skills need is in Metadata management (the logging of information from a variety of digital media). In specific sub-sectors it has also been identified that there are potential shortages in broadcast engineering, high-end sound production, visual effects, photo-editing and business roles. Having said this, the research also notes that 'Whilst the majority of media staff expected to cover the 2012 Games are already likely to be working professionally within the sector, forecasts indicate that job growth in the creative media industry will far outweigh the volume of jobs created by the Games themselves'. It goes on: 'despite the current recession, the London creative media sector will see much larger increases in employment demand by 2021 irrespective of the 2012 Games<sup>25</sup>'.

5.26 The Games are felt to offer the potential to engage the sector to a greater extent in issues around apprenticeships and the employability agenda. As part of preparations for the 2012 Olympics, an Advanced Modern Apprenticeship in Digital Media was developed (available in London and the North West of England). Through this Modern Apprenticeship, the London Employment & Skills Taskforce for 2012, in partnership with Skillset (the Sector Skills Council for the Creative Media industry) aim to support 1,200 new professionally trained entrants into permanent jobs within the media industry by 2012. There may be potential to develop something similar in the lead-up to the 2014 Games. This would require early engagement with key broadcasters and events management companies who may be in a position to take-on apprentices. The sector is felt to have strengths in relation to the employability agenda because of its creative nature, and some of the technical operations positions would be within the reach of those with no sector-specific skills.

5.27 The message is that, while the Games themselves won't stimulate significant increase in skills demand, the Games do provide the opportunity to engage young people into the sector and address skills shortages that are forecast to emerge, regardless of the Games.

## **Food and drink**

5.28 The Food and Drink Strategy for Scotland was refreshed earlier in 2010, and aims to grow the industry from £10 billion to £12.5 billion by 2017. The industry is extremely broad, and will be preparing an industry-wide skills strategy later in 2010. Key issues for the industry

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<sup>25</sup> SkillSet, Research to Inform the Olympic Host Broadcast Training Programme (2009)

relate to its attractiveness as a place to work, addressing issues of lower than average productivity, and utilisation of new production technologies.

5.29 During games time visitors, athletes and the Games workforce will clearly create additional demand for food and drink, both within Games venues (including the Athletes Village, media centre, etc.) and from external hotels and restaurants. In relation to Games venues, demand will be significant. The Food Strategy for London 2012 envisages the production of 9 million meals, which, based on crude assumptions, would imply a requirement for over 1 million meals at Glasgow 2014.

5.30 Until the 2014 Organising Committee publishes its Food Strategy it is difficult to assess what opportunities may arise when. The scale of the operation, and the contractual arrangements likely to be in place with major sponsors, suggest that the Organising Committee will leverage the experience and resources of larger operators in delivering the food and drink strategy for the Games. There are thought to be a relatively small number of globally based businesses who specialise in providing the catering arrangements for major Games events. However, these major operators will source products from Scottish-based food and drink suppliers. What will be important therefore is to ensure that the Games' strategy for food and drink procurement at Games venues places an emphasis on local procurement and Scottish provenance and premium produce; and that Scottish food and drink companies are in a position to bid for these contracts.

### **Sport and leisure**

5.31 There are two related issues in this sector. First is the delivery of events within the Games venues. Second are the legacy issues relating to stimulating participation in active health and recreation among the existing population.

5.32 Managing of the venues during Games time will be the responsibility of the 2014 Organising Committee. It is thought that venue management will be overseen by events management specialists, who may often be recruited from across the UK and further afield, supported by venue staff (i.e. Glasgow Life employees in all venues other than SECC) and volunteer staff.

5.33 Glasgow Life is already working with the 2014 Organising Committee to ensure that, where possible, existing staff will gain experience relevant to the Games, with a view to minimising the extent to which specialists will need to be recruited during Games time.

5.34 A particular issue for 'inside the fence' stewarding is the recent publication of the 'Guide to Safety at Sports Grounds' (Cabinet Office 2010), which states explicitly that stewards should be trained to SVQ Level 2, supervisors to SVQ Level 3 and safety managers to SVQ Level 4. This is posing challenges for stewarding companies and football clubs who in many cases are struggling to fund the upskilling of their stewarding staff.

5.35 In relation to the wider sports and health legacy issues, a Commonwealth Games Active Scotland Skills Legacy Group has been established. The Group has recently

commissioned a review of workforce development issues to deliver the 2014 Games. Key findings from the review<sup>26</sup> include:

- There is an over-supply of SVQ Level 4/5 graduates from the FE and HE sectors. What is required is more provision of SVQ Level 1 and 2 equivalent programmes 'to produce people who aspire to filling lower skilled jobs which are difficult to fill'.
- Work experience is fundamental to better preparation for employment in the sport and recreation sector and needs to be better coordinated.
- There needs to be a greater emphasis on developing core skills, particularly interpersonal skills and enthusiasm.
- Formal programmes of study over a longer period no longer meet the needs of employers and the voluntary sector. However, existing CPD provision lacks the coherence to help individuals access and acquire a knowledge and skill set which meets organisational needs, and potentially undermines the pathway for volunteers to enter employment in the sector.

5.36 Following this report, the Active Skills Scotland Legacy Group has produced a Legacy Plan and actions, and these are outlined in Box 5.5 overleaf.

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<sup>26</sup> Commonwealth Games Legacy Active Scotland Skills Group: Legacy Skills Report. Produced by Fiona Grossart Consulting on behalf of Skills Development Scotland and Skills Active, June 2010.

### **Box 5.5: Active Skills Scotland Legacy Plan**

The Active Scotland Legacy Skills Plan identified the following strategic priorities:

- Developing leadership and management skills
- Supporting on-the-job training for new entrants to the paid and voluntary sector
- Effective use of paid and voluntary workforce expertise
- Address skills deficiencies and skills gaps

In completing the Plan, it became evident that new thinking is required in determining the skills, knowledge and capacities of the workforce, that it should cater for the different demands across the range of need of getting the inactive active through to developing coaches to support elite athlete development.

The Active Scotland Skills Legacy Group held a half day planning session on 6 October 2010. It was agreed that the work of the Group will be focussed on:

- Developing management and leadership within the sport and active recreation workforce
- Ensuring alignment with the physical activity and health improvement workforce and
- Improving the relevance of course content in FE and HE so that students are better able to meet the needs of employers and ultimately the anticipated customers

In order to achieves success, the Group is considering new initiatives, including:

- Corporate Volunteering, Corporate Social Responsibility and Flexible Working Initiatives linked to Physical Activity and Sport
- New Volunteers for the Future that will support getting more people active and participating in sport
- Recognising and rewarding volunteers and utilising the 2014 Games to create a wealth of new volunteers and ensure that there is a pathway to retain these volunteers
- European Year of Volunteering in 2011 and ensuring we make the most of the opportunities for both volunteering generally and specifically in sport.

A number of short life working groups have now been established across the membership of the Group which will focus on individual issues, take action and record and feedback to the Legacy Skills Group when it next meets towards the end of November 2010.

## **Facilities management**

5.37 Facilities management includes all functions associated with venue cleaning and maintenance, and also visitor reception. Sector stakeholders feel that the skills gap in relation to the Games is not in functional delivery, but in ensuring that locally-based companies have the skills to capitalise on the procurement opportunities arising from the Games.

## Security

5.38 As noted in Section 3, experience from previous Games suggests that there is likely to be significant demand for skills in relation to security staff. The Post Games Report from Manchester 2002 found that Recruitment of static guards was problematic, as the casual labour market overheated during Games time. All staff also had to attend two days classroom training and venue familiarisation training, which was difficult given the typically casual nature of employment in this sector.' The majority of the event stewards were 'acceptable' although were not trained to the level of customer care that M2002 had aspired.

5.39 A key lesson from the Manchester Games therefore was that 'future Organising Committees should recognise that volunteers can be more effective and friendly than paid security contracted staff, and should be more widely used in future Games'. It should also be noted that the types of technology utilised in Security during the 2014 Games may well be quite different from those adopted in 2002. For example, more use may be made of scanners or biometric assessments. Utilisation of this types of technologies will require additional training for the staff involved.

## Summary of Skills Needs

5.40 It is not within the scope of this report to present a detailed skills profile for each of the occupations likely to experience skills demand during the Games (other reports have developed such an analysis for London 2012<sup>27</sup>). However, in general terms, the following skills issues are likely to be particularly prevalent for all occupations employed directly and indirectly in relation to the Games:

- Customer service skills – these are required across a range of industries and occupations, including for volunteers, stewarding and security staff, and others directly employed or contracted by the Organising Committee, and the wider tourism and hospitality sectors, including transport and retailing.
- Generic and transferable skills – reflecting ongoing change and development within the labour market, a demand for generic and transferable skills, such as communication, problem solving, team-working and so on will be required, particularly within the context of working within a pressurised environment.

## Provider perspectives

5.41 In general, FE and HE providers across Glasgow do not see the Games as acting as a major catalyst for significant rebalancing of full-time provision, given the relatively short-term 'shock' that the Games will create in relation to employment demand.

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<sup>27</sup> Such as the Skills for Business Report 'Analysis of Skills Needed to improve the visitor experience and sports presentation for the London 2012 Olympic Games', and the 'What Skills by When?' Report also for Skills for Business.

5.42 All FE colleges are delivering at or close to their allocated Weighted Sums<sup>28</sup> allowance, implying that no funding would be available for additional provision, unless this was met by a corresponding reduction in provision elsewhere in a college's portfolio. Both the FE and HE sectors are planning for funding cuts, although the magnitude of these is not yet known. This is not however to say that the balance of provision will not change between now and 2014 – indeed colleges will continue to plan their provision to meet evolving economic needs, working with relevant sector groups where relevant.

5.43 Consideration of current enrolments across the curriculum areas most likely to be relevant to the Games (see Annex B) indicates that, in pure numbers terms, there is no obvious shortage of provision. Across the wider Glasgow hinterland colleges for example, there were over 600 enrolments in catering and related subjects (not including more recreational 'cookery' subjects).

5.44 As noted above, the Games will create an impetus for a range of shorter-term, bespoke training associated with volunteer and other Games-time staff. FE and private sector providers are generally keen to be involved in such provision, and argue that they could respond relatively quickly to any such demands, but this is predicated on the assumption that additional funding resources (i.e. from the Organising Committee) were available to deliver such training. Evidence from previous Games indicates that the Organising Committee is likely to commission specialist training providers to provide training to Games-time volunteers and other staff, but there is a potential role for the Skills and Employability Legacy Group in raising awareness among colleges of the type of opportunities that may become available, so that the colleges may be in a position to bid for this work.

5.45 FE and HE providers are keen to be able to capitalise on the Games as a source of opportunities both formal work placements relevant to specific courses, and are keen to work with the Organising Committee and major Games suppliers to identify where these opportunities may arise.

### Key messages

5.46 The Games provide a significant opportunity for those distanced from the labour market to gain the skills and experience necessary to progress into sustained employment. However, specific intervention will be required to ensure that these opportunities are realised. At the Manchester Commonwealth and London Olympic Games, intervention in the employability agenda has involved the establishment of specific targets in relation to priority groups, and the engagement of these groups onto bespoke training programmes to equip them with the skills they need to compete for Games-time positions. Development of a similar initiative for Glasgow can build on the lessons learnt from Personal Best, although innovative approaches to funding will need to be explored.

5.47 The Games themselves, given their short-term nature, are unlikely to generate significant additional demand for employment in 'indirect' sectors. Indeed, this finding is

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<sup>28</sup> The Scottish Funding Council pay their subsidy to colleges annually in advance based on a contract to deliver a number of weighted SUMs (Student Units of Measurement). Weighted SUMs are the costs associated with delivering particular courses. For example, science courses typically cost more to deliver than language courses. The SFC does not reimburse colleges for delivering more than their contracted Weighted SUMs. Therefore, once a college is delivering their contracted weighted SUMs, they have no financial incentive to deliver more, unless it is privately funded.

commensurate with previous studies, which have highlighted that 'Overall the conclusion is that employers do not appear to face a widespread shortage in aggregate labour supply although there may be shortages of specialised skills in certain sectors and occupations such as cooks and chefs and other occupations in food and beverage service<sup>29</sup>.'

5.48 The Games create a number of opportunities for the skills and training system. These include:

- The opportunity to use the Games as a catalyst to raise the bar in relation to customer service training;
- Using the Games as an opportunity to address existing shortages in areas such as catering and events marshalling, and likely shortages in security.
- Using the Games as a catalyst to adopt new routes to employment in specific sectors.

5.49 The key challenges relate to funding, and the fact that there is little if any capacity in the system to deliver additional training within existing allocations. In this respect, the Games have an important role to play in acting as a lever to stimulate a step change in private sector investment in training, but there also needs to be recognition of where public sector intervention will also be required.

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<sup>29</sup> Planning for Gold – Maximising 2010 Related Employment and Skills Opportunities in British Columbia, *ibid*.

## 6 Conclusions and recommendations

6.1 This section provides our conclusions, and then goes on to offer a series of recommendations to ensure that the skills and employment legacy of the Games is maximised.

### Conclusions

#### Skills demand

6.2 Delivering the Glasgow 2014 Commonwealth Games (the Games) will create substantial skills requirements both directly and indirectly. Direct skills requirements include those posts within the Organising Committee (OC), or within organisations directly contracted to deliver Games-specific services. Indirect skills requirements will come from the sectors that the Games will impact on outwith direct contracting. This includes the impacts on the wider tourism and hospitality and transport industries, and emergency services.

6.3 In terms of direct employment, it is too early for the OC to identify in detail its staffing structure, but the expectation is that it will employ around 1,000 staff directly. The majority of these will be highly specialist, relatively senior posts in areas including procurement, events management, marketing and public relations, logistics and coordination, hospitality, security, etc. Experience of involvement in similar scale events will be seen as important for many of these roles, so recruitment is likely to be drawn from across the UK and overseas. There is likely to be a gradual build-up in the number of staff employed by the OC, from its current 30 staff towards peak employment in the months prior to the Games. Based on experience from previous Games, it is anticipated that a not insubstantial proportion of the workforce required for Games-related work is expected to be transient labour, intentionally relocating to Glasgow on a temporary basis, and with no intention of remaining thereafter<sup>30</sup>.

6.4 Around 15,000 volunteers will be recruited and trained by the OC. A reasonable proportion of these volunteer posts are expected to be specialist, requiring relevant experience (indications from the London 2012 Olympics are that around one third of volunteer positions will be specialists, while the remainder will be generalists). At the Manchester Games, the most significant volunteer activities in terms of scale were: Transport (2,234 volunteers); Event Services (1,314); Security (940); Technology (872); Ceremonies (766) Medical Services (519), and media services (340). Many of the positions in areas such as medical services and media services required relevant skills and experience, while some of the positions in areas such as transport and security were suitable for those with fewer specific skills.

6.5 There will also be a significant demand for skills through contracts let by the Organising Committee. Evidence from the Manchester Commonwealth Games suggests that around 9,000 posts were attributable to Games contracts. Significant areas of employment demand were: security (employing around 3,000), cleaning (employing over 900), hospitality (employing 500), and catering. Demand for construction employment in preparation for the Games will be low relative to the Manchester Games. The majority of major construction projects associated with the 2014 Games have now been let and are 'on-site'. Community

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<sup>30</sup> Reference: What Skills by When, ibid

benefit clauses are in place requiring that 10% of the labour force employed as part of these projects should be from the long-term unemployed or those directly leaving education.

6.6 Indirectly, the sheer numbers of visitors will create demand for skills in sectors including hospitality and tourism, transport, and emergency services. Evidence from previous Games suggests that in numbers terms however, the temporary nature of the Games will see many businesses in the tourism sector treat the Games as a 'second Christmas', with additional recruitment as a result of the Games unlikely to rise above 1,000.

6.7 It is not yet clear what the specific implications of the Games will be in relation to demand for employment within the transport sector, although existing transport modelling, combined with various mitigation measures contained within the 2014 Transport Strategy, suggests again that the number of additional staff associated with the Games is likely to be relatively low. The implication of the Games for policing is unclear, partly as a result of security considerations in divulging such information, but planning for the Games is taking place against a backdrop of a current recruitment freeze.

### **Skills and training implications**

6.8 In terms of numbers, the skills demands associated with the Games appear relatively manageable. In relation to the 15,000 volunteers for example, it has been noted that the Manchester Games received over 22,000 applications within a very short period of time. Demand for volunteer positions at the Glasgow 2014 is anticipated to be as high or higher given the size of the city's 100,000 student base, and the significant number of expected to be out of work but seeking employment within the Glasgow city region.

6.9 Nonetheless, the Games will create competition for a similar pool of labour for roles in particular areas. At previous Games there have been difficulties in recruiting and retaining sufficient staff in areas of security, stewarding and events management (these posts are likely to be filled through a mix of volunteers and contract employment), hospitality, and catering. The recruitment difficulties in security and stewarding are largely caused by the fact that these occupations compete for a similar pool of casual labour, which can overheat during Games time. The Games are also likely to accentuate existing skills shortages in Scotland around catering management, chefs, and potentially, bus drivers (although the latter is felt to be less of an issue in Glasgow than has been the case in previous Games).

6.10 Across most, if not all sectors, it is felt that the Games will accentuate existing sector specific skills shortages rather than creating demand for new skills. All key sectors associated with the Games have skills strategies in place or underway, overseen by industry groups and/or provider networks, and these industry groups will need to continue to lead on approaches to addressing skills shortages in the run-up to the Games, and should be consulted in relation to Games-related skills initiatives.

6.11 The Games has the potential to act as a catalyst for raising levels of customer service skills across Glasgow and Scotland more widely. Achieving this legacy will require a cross agency approach to raising awareness and profile of recognised and high-quality customer service training provision. It may involve the establishment of specific requirements in relation to Games contracts, and, while recognising the obligations of the industry to fund part of this customer service upskilling, there needs to be recognition that not all sectors of the industry will be in a position to fully resource this step change in customer service quality without some support or incentive.

6.12 Across other sectors, including creative, cultural and media, and food and drink, the Games may provide an opportunity to engage these sectors more proactively in providing apprenticeships or work placements. But ensuring a genuine skills legacy for Scotland will also require an emphasis to be placed on local produce and provenance, and ensuring that businesses are well-placed to respond to the opportunities that result.

6.13 The OC will be responsible for procuring the training delivered to Games staff. Training is likely to cover Games knowledge; Glasgow knowledge, venue familiarisation, customer service skills; security considerations; and additional training specific to particular roles. Evidence from previous Games suggests that this training is likely to be delivered by private sector specialists rather than public sector organisations.

6.14 HE and FE providers are generally operating at capacity in relation to their funding allocations, and the Games are generally not seen to warrant significant changes in the balance of full-time courses. However, addressing potential skills shortages in some areas (particularly security and stewarding) is likely to require provision of additional short courses in the run-up to the Games.

### **Employability agenda**

6.15 There is an expectation that the Games should be used as an opportunity to provide training and (paid or voluntary) work experience for those most distanced from the labour market. Although most of the entry level jobs associated with the Games will be very short-term in nature, these opportunities have the potential to act as a 'hook' to engage those furthest from the labour market, and to act as a stepping stone to sustained employment. A key element of the Games' legacy will be the extent to which it can re-engage this target group into the labour market, although this must be seen within the context of the OC's need to deliver a successful Games.

6.16 However, given the expected level of demand for Games-time positions, and the competitive application process that will be followed, it is clear that employability benefits will only be realised through ambitious target setting and proactive intervention. This is even more the case for the 2014 Games, given the impact of the recession in increasing the number of individuals who have limited recent work experience. Both Manchester 2002 and London 2012 set aspirations that 10% of volunteer staff should be recruited from the most disadvantaged in the labour market. Manchester embarked on a largescale programme of recruitment and pre-volunteer training to ensure that sufficient numbers of the target group were skilled to a level to apply for Games-time positions, and London has recently launched its drive. These initiatives have been relatively resource intensive; Manchester's Pre-Volunteer Programme for example cost £5m to meet the target to help 1,000 long-term unemployed secure volunteer roles. It must also be remembered that these previous Games took place at a time of stronger economic performance; the implication of the current climate is that there is a significant number of people who are in need of accessing Games related employment opportunities even if they are not disadvantaged in the labour market as such.

6.17 Design and delivery of similar initiatives in relation to the 2014 Games will need to involve effective partnership working across agencies, recognising the role of different organisations at different stages of client engagement, training, management, and aftercare support. The need for effective partnership working and resource pooling is made more apparent given the nature of public sector finance arrangements, ongoing changes in the

national employment support policy, and potential changes in the local employability landscape.

**Summary: the Skills and Employability Legacy**

6.18 From a skills and employability perspective, the 2014 Commonwealth Games has the potential to create a number of important legacies. These are:

- The employability legacy: using the Games as an opportunity to engage, upskill and provide work experience to some of those who are currently disadvantaged in the labour market
- The business legacy: business in Scotland having greater confidence and skills to tender for contracts as part of major events delivery in future.
- Core skills and customer service skills legacy: using the Games as a catalyst to raise the bar in relation to the level of acceptable customer service skills, and businesses role in achieving this
- Pathways legacy: using the Games to develop new pathways into employment to address existing skills shortages within specific sectors.
- The skills legacy: raising the skills available within Scotland's workforce to put it in a strong position to deliver major events in future.

6.19 The Skills and Employability Legacy Group should ensure that its work helps to realise each of these particular legacy opportunities, and undertakes an initial mapping exercise to clearly determine how all of these key legacy groups are working together for shared goals.

## Recommendations

We have structured our recommendations around four themes: Planning and monitoring; Ensuring an employability legacy; Meeting specific skills needs; and Securing business benefit.

### Planning and Monitoring

#### Recommendation 1: Monitoring evolving skills demands

The Employability and Skills Legacy Group should work closely with the 2014 Organising Committee (OC) to understand and map forecast skills requirements as these become known in further detail. This should result in a clear planning framework setting out the roles and responsibilities of the OC, the Legacy Group, and other key partners in relation to employability and skills issues, and a timetable by which key initiatives need to be in place. Clarifying these roles will avoid any unnecessary duplication. The Group can then act as a network to, where necessary, work with industry-wide skills groups, Sector Skills Councils (SSCs), Glasgow City Council and City Marketing Bureau to broker appropriate training provision and address skills gaps as appropriate.

### Ensuring an employability legacy

#### Recommendation 2: Establish employability targets

The Employability and Skills Legacy Group and its partners should work with the OC to identify a specific target in relation to the employability agenda. As a minimum, a target to ensure that 10% of volunteer posts are filled by those disadvantaged in the labour market would match the level of aspiration at Manchester 2002 and London 2012 (where the definition of disadvantaged in the labour market includes people who have been out of work for 6 months or more, and those in disadvantaged groups). Within this broad target, consideration should also be given to specific groups, such as those on particular national programmes e.g. Get Ready for Work.

#### Recommendation 3: Develop and secure funding for an engagement and training programme for those most disadvantaged in the labour market

In order to achieve the employability target set-out in Recommendation 2, the Employability and Skills Legacy Group should develop a programme to engage and train a 'pipeline' of people to be in a position to apply for Games-time volunteer positions. This programme would represent the 'next stage' or 'roll out' of Personal Best, and should build on the learning from Personal Best (as well as Volunteer Development Scotland's VSkills for Employability Initiative) in this regard. The programme would take-on the responsibility for delivering the 10% target set out above.

The initiative needs to be based on effective partnership working, recognising the roles of different organisations (including the voluntary and community sector) at different stages of in the process of signposting, engagement, training, client management, and in-work support. It also needs to involve the OC, to ensure that training offered reflects Games requirements.

The Skills and Employability Legacy Group should explore the funding options for such an initiative. These options are likely to include: pooling existing budgets from mainstream or national programmes, and looking at specific funding streams including Big Lottery and ESF resources available to Community Planning Partnerships.

**Recommendation 4: Establishing community benefit clauses for post-Games venues**

The new Games venues may lend themselves to establishment of Community Benefit clauses for the post-Games operation and running of these venues. The potential for doing this is being explored by another Legacy Programme, and the Employability and Skills Legacy Group should support these efforts where it can.

**Recommendation 5: Stimulating local decision-making**

All Community Planning Partnerships in the Glasgow area should be encouraged to review their relevant Single Outcome Agreements (SOAs), and to consider how their employability and skills targets can be adjusted and focused to take account of the opportunities emerging through the Games. This would add further focus at a local level, and ensure that actions and participation locally is also monitored at a local level.

**Recommendation 6: Early identification of student placement opportunities**

There is an increasing emphasis on work-related learning for FE and HE students, but in general a shortage of placements available with employers. The Games is an opportunity for additional work placements for these students, and to broaden the number of businesses who engage with FE and HE providers. The Legacy Group should explore the potential of establishing a focussed provider network which can work with the 2014 Organising Committee, Glasgow City Council, Glasgow Life, and others involved in Games delivery, to identify what Games-related contracts are being let, and work with employers to identify placement opportunities. The Games may also provide work experience placements for school pupils, and these opportunities should be encouraged wherever possible.

**Recommendation 7: Work with industry groups to explore the opportunity the Games provide to establish new pathways to employment in the sector**

The Games provide an opportunity to work with specific sectors to establish new routes into employment, particularly in relation to Apprenticeships (for example, in creative industries or food and drink). The Skills and Employability Legacy Group should work with existing industry skills groups to identify where these opportunities can be capitalised on.

**Recommendation 8: Identifying secondment opportunities**

At Manchester 2002, over 200 staff were seconded from Manchester City Council into the Organising Committee, specifically in order to ensure that the Council retained the skills required to host major events in the future. The Skills and Employability Legacy Group should work with the OC to identify where there are secondment opportunities not only for City Council staff, but also for staff in organisations such as Glasgow Life, voluntary organisations, and other partners.

**Meeting specific skills needs**

**Recommendation 9: Establish customer service training standards**

The Games can act as the catalyst for a step-change in the level of customer service standards in Glasgow and across Scotland. The Skills and Employability Legacy Group should encourage the OC to require all customer facing staff contracted to the Games (either directly or sub-contracted) to undertake a minimum programme of customer service training. This training should be to a recognised standard, potentially building on the training delivered through the Glasgow Tourism Service Initiative, or WorldHost.

**Recommendation 10: Encourage wider uptake of customer service training among businesses**

The Skills and Employability Legacy Group should promote the wider uptake of customer service training among those businesses not directly contracted to the 2014 Games. Although there is an expectation that the industry should bear its fair share of the training costs, it needs also to be recognised that for smaller enterprises, some form of direct subsidy or business rates incentive will be required. The Group should seek to identify appropriate funding and/or investigate the possibility of a more innovative funding approach.

**Recommendation 11: Enhancing provision of security and stewarding skills**

During Games time there will be significant demand for occupations in security, stewarding and events management, and past Games have experienced shortages in these areas. These positions are likely to be filled through a combination of voluntary and contracted labour. These contracts should be let as early as possible, in order that the successful companies can be introduced to relevant locally based training providers. As part of the procurement process, tendering companies should be encouraged to make a commitment to working with recruitment agencies and training providers to source a proportion of their workforce from the priority groups, potentially making a link to any Games-specific employability initiative (see Recommendation 3) that is developed.

**Securing business benefit**

**Recommendation 12: Maximise opportunities for Scottish businesses to benefit from Games procurement opportunities**

The Skills and Employability Legacy Group and Glasgow City Council should continue to promote the London Olympics 2012 and the Commonwealth Games 2014 Tendering Portals, and encourage businesses to become 'Games-ready'. The OC should be encouraged to emphasise diversity in the supply chain, and where possible to emphasise Scottish produce and provenance in its Food and Drink Strategy when this is developed.

**Recommendation 13: Maximising opportunities for SMEs**

The Skills and Employability Legacy Group should work with those organisations involved in procurement for the Games (including Glasgow City Council and the 2014 Organising Committee) to ensure that, where possible, Games related tendering opportunities are tendered in a way that does not preclude SMEs by virtue of the size of contract being awarded.

## Annex A: Detailed analysis of Manchester Games employment

The table below sets out in detail the breakdown of employment at the Manchester Games. It has largely been drawn from the Manchester 2002 Post-Games Report (Volume 3).

Service area	Function	Employment	Notes
Procurement and logistics	Responsibility for management of procuring, expediting, controlling, tracking and issuing of equipment needed to support the Games	<ul style="list-style-type: none"> <li>• 13 staff in procurement, logistics, and asset management</li> </ul>	Over 500 Games specific contracts were secured
Rate card	To provide cost effective solution for the supply of furniture, fittings, equipment and other items that would be required by specific organisations or individuals during their stay	<ul style="list-style-type: none"> <li>• 3 members of staff</li> <li>• 18 volunteers</li> </ul>	
Look of the Games	Creating identify for Games and 'dressing' venues	11 dedicated staff: <ul style="list-style-type: none"> <li>• Manager</li> <li>• 4 x venue managers</li> <li>• Look manager (sponsors)</li> <li>• Graphic designer</li> <li>• Project manager</li> <li>• Operations manager</li> </ul>	Team established 18 months prior to Games, growing in number as the Games approached
Fitout	To prepare venues (lighting, temporary seating, cabling, lighting and sound, etc)	<ul style="list-style-type: none"> <li>• A Fitout manager was dedicated to each venue, supported by a team of additional staff from an events background.</li> <li>• 46 staff employed in total</li> </ul>	Difficulties were experienced in finding contractors to provide services to the Games, due to a general lack of big event contractors and suppliers in the UK

Service area	Function	Employment	Notes
Event services	Responsible for the movement of spectators in, out and around Games venues	<ul style="list-style-type: none"> <li>• 24 paid staff</li> <li>• 1,300 volunteers</li> </ul>	<p>Volunteer positions included: spectator marshals, event marshalls, access monitors, ticket takers, ticket runners, information assistants.</p> <p>A key lesson from the Games was that 'future OCs should recognise that volunteers can be more effective and friendly than paid security contracted staff, and should be more widely used in future Games'.</p>
Venue communications	Responsible for managing venue radio communications	<ul style="list-style-type: none"> <li>• 2 paid members of staff</li> <li>• 50 volunteers</li> </ul>	Job specific training for volunteers took place during three sessions, each lasting three hours
Health and safety	Delivery of the Health and Safety programme	<p>22 staff as follows:</p> <ul style="list-style-type: none"> <li>• 9 risk management consultants</li> <li>• 9 health, safety and welfare consultants</li> <li>• Health and safety consultant</li> <li>• Volunteer health and safety advisor</li> <li>• 2 administration assistants</li> </ul>	
Accommodation	Responsible for delivery of accommodation to members of the Games family and the UK domestic market	<ul style="list-style-type: none"> <li>• 2 full-time staff (Accommodation Manager and Accommodation Services Coordinator)</li> </ul>	
Accreditation	To provide accreditation services in accordance with CGF Constitution	<ul style="list-style-type: none"> <li>• 31 paid staff</li> <li>• 155 volunteers</li> </ul>	<p>Key positions included:</p> <p>Workforce accreditation manager  Commonwealth Games Family Accreditation Manager  Accreditation Operations Manager  Staffing and Training Manager  Non-competition venues manager  Technology co-ordinator</p>
Protocol	To manage VIP customer services and client relations	Thought to be a relatively small team of specialists	Job specific training were seen to be crucial for the protocol team. Almost half the team lived outside the Greater Manchester area.

Service area	Function	Employment	Notes
Host hotel	The role of the host hotel was to provide a location where services to the VIP population could be coordinated.	<ul style="list-style-type: none"> <li>• 21 paid staff</li> <li>• 60 volunteers</li> </ul>	The functions of the 'host hotel' staff were integrated into the general hotel operations
Catering	To plan, direct, control and deliver catering services for all customer groups in venues, villages and associated events. This included 'obligatory catering' (athletes, officials, accredited VIPs, Games workforce) as well as 'user pays' (media, spectators, sponsors, contractors)	<ul style="list-style-type: none"> <li>• 17 paid staff</li> <li>• 35 volunteers</li> <li>• (clearly these staff are involved in the coordination of catering services. Preparation and serving of food was delivered by contractors).</li> </ul>	It was seen as essential that the volunteers had experience. 'If not available, more reliance would have to be placed on contractors'.
Cleaning/ waste/ environment	To provide a consistent standard of clean venues	<ul style="list-style-type: none"> <li>• 17 paid staff</li> <li>• 35 volunteers</li> <li>• 950 staff employed by contractors</li> </ul>	
Security	Venue security and liaison with police	<ul style="list-style-type: none"> <li>• An initial team of 15 (including Security Manager, 3 Assistant Managers, and 6 Security Coordinators), grew during 2002, reaching a peak of 32.</li> <li>• 7 staff were employed to deal with volunteers</li> <li>• The security contractor (Showsec) recruited 2,800 event stewards and 650 static guards</li> <li>• 500 volunteers were also recruited</li> </ul>	<p>The majority of the event stewards were 'acceptable' although were not trained to the level of customer care that M2002 had aspired.</p> <p>Volunteers on the other hand performed 'admirably' and 'above expectations'.</p> <p>Recruitment of static guards was problematic, as the casual labour market overheated during Games time. All staff also had to attend two days classroom training and venue familiarisation training, which was difficult given the typically casual nature of employment in this sector.</p>
Remote vehicle search site	Maintaining the Games locations as 'sterile' sites by searching vehicles and pedestrians	<ul style="list-style-type: none"> <li>• 2 full-time paid staff at M2002</li> <li>• 510 contractor staff</li> </ul>	

Service area	Function	Employment	Notes
Sportcity mag and bag	The Mag and Bag operation was designed to facilitate the entry of all groups into Sportcity whilst implementing a targeted random search policy	<ul style="list-style-type: none"> <li>The staffing was broken into two sections – staffing and operations.</li> <li>The staffing team consisted of 6 staff tasked with recruiting, training, scheduling and catering for the welfare of 600 volunteers and 200 contract staff.</li> <li>The operations team consisted of five paid staff</li> </ul>	The Mag and Bag team had the largest group of volunteers at Sportcity.
Transport operations overview	The role of this unit was to coordinate operational transport arrangements	<ul style="list-style-type: none"> <li>Staffed by a small, specialist unit within M2002</li> </ul>	
Fleet operations	Transport services for 2,500 VIPs and CGA teams	<ul style="list-style-type: none"> <li>A team of 25 paid staff was supplemented with some 1,500 volunteer drivers</li> </ul>	The 1,500 drivers were trained in groups of 70 over a four-month period. Volunteer driver attrition was expected to be 20-25%, but never rose above 10%
Bus operations	Special bus operations were laid on for a 23 day period.	Number of drivers not currently known	Drivers were provided with a two-day training
Public transport	The public transport strategy was led by GMPTE	<ul style="list-style-type: none"> <li>Number of additional staff not known, but was significant in the context of 100,000 Games visitors per day.</li> </ul>	Jobs associated with public transport included not only additional drivers (rail and bus) but also additional station staff, crowd management staff, parking attendants, etc. to deal with the significant peaks in demand.
Arrivals/ departures	The arrivals and departures team was designed to ensure that each operator within the process delivered an integrated operation at airports/ stations etc.	<ul style="list-style-type: none"> <li>Approx 6 paid staff and 14 volunteers</li> </ul>	
Venue transport operations	Managing fleet and bus operations	<ul style="list-style-type: none"> <li>26 paid staff</li> <li>10 contractors</li> </ul>	
Ticketing		<ul style="list-style-type: none"> <li>A small dedicated team of 11 paid staff</li> </ul>	
Merchandising and licensing	Responsible for the management and establishment of the licensee distribution network	<ul style="list-style-type: none"> <li>5 paid staff and a paid admin assistant</li> </ul>	

Service area	Function	Employment	Notes
Brand protection		<ul style="list-style-type: none"> <li>• 2 paid staff in lead-up to the Games, and an additional 2 staff closer to games time</li> </ul>	
Hospitality	Role was to deliver the hospitality programme to generate revenue for the Games and fulfil sponsor contractual obligations	<ul style="list-style-type: none"> <li>• Four paid staff: general manager, operations manager, operations coordinator</li> <li>• 560 staff employed by a contractor</li> <li>• 27 volunteers to carry out a 'meet and greet' role</li> </ul>	M2002 conducted job specific and venue training for all paid staff and volunteers
Technology	The roles of the Technology team were diverse, relating to accreditation systems, timing, scoring and results, office and communications technology	<ul style="list-style-type: none"> <li>• Employment peaked at 150, all directly hired by M2002</li> </ul>	

## Annex B: Analysis of FE provision by Superclass

The table below (Table AC.1) shows the number of enrolments in 2008/9 in a selection of the 'superclasses' that are likely to be most relevant in relation to Games delivery. Tables AC.2 and AC.3 show the same superclasses for headcount and WSUMs.<sup>31</sup>

Table AC.1 – Enrolments by Superclass 2008/09

Superclass	TOTAL CENTRAL COLLEGES	TOTAL COMMUNITY COLLEGES	TOTAL HINTERLAND COLLEGES	TOTAL
Amenity/Horticulture/Sports grounds	0	103	5	108
Arts/Culture/Heritage Administration	0	11	0	11
Athletics Gymnastics and Combat Sports	332	5	5	342
Audio and Visual Media	124	420	89	633
Baking/Dairy/Food and Drink Processing	454	8	92	554
Ball and Related Games	0	135	273	408
Building Services	338	978	352	1,668
Building/Construction Operations	0	466	77	543
Built Environment (general)	317	102	0	419
Business/Finance (general)	1,279	521	780	2,580
Catering Services	12	0	54	66
Communication Skills	128	348	335	811
Communication/Media (general)	209	586	109	904
Cookery	3,485	836	980	5,301
Culture/Gender/Folklore	50	0	8	58
Dance	53	151	157	361
Design (non-industrial)	312	171	0	483
Engineering Services	5	164	0	169
Family/Community Work	0	196	186	382
Film/Video Production	176	82	30	288
Food Sciences/Technology	457	87	288	832
Food/Drink Services	768	171	475	1,414
Gardening/Floristry/Plant Sales	0	101	0	101
Hospitality Services	121	120	158	399
Hotel/Catering (general)	135	0	664	799
Journalism	5	45	0	50

<sup>31</sup> WSUMs (Weighted Student Unit of Measurement) is the measure the Scottish Funding Council uses for funding purposes. The greater the number of WSUMs allocated to a student on a particular course, the more resource intensive the course.

Superclass	TOTAL CENTRAL COLLEGES	TOTAL COMMUNITY COLLEGES	TOTAL HINTERLAND COLLEGES	TOTAL
Leisure/Sports Facilities Work	39	939	674	1,652
Marketing/PR	175	6	0	181
Performing Arts (general)	173	90	52	315
Photography	1,151	164	292	1,607
Print and Publishing	376	0	0	376
Property: Surveying/Planning/Development	102	0	25	127
Purchasing/Procurement and Sourcing	80	0	0	80
Retailing/Wholesaling/Distributive Trade	60	8	0	68
Security	347	0	303	650
Sports Studies/Combined Sports	861	2,269	521	3,651
Text/Graphics/Multimedia Presentation Software	335	311	100	746
Theatre and Dramatic Arts	212	214	540	966
Tourism/Travel	530	209	170	909
Transport (general)	0	0	0	0
Water Sports	131	78	6	215
Wheeled Sports	0	0	0	0
Winter Sports	0	67	0	67
<b>TOTAL</b>	<b>13,332</b>	<b>10,162</b>	<b>7,800</b>	<b>31,294</b>

Source: SFC

**Table AC.2 – Headcount by Superclass 2008/09**

Superclass	City Centre Colleges <sup>32</sup>	Community Colleges <sup>33</sup>	Selected Hinterland Colleges <sup>34</sup>	TOTAL
Amenity/Horticulture/Sports grounds	0	101	5	<b>106</b>
Arts/Culture/Heritage Administration	0	11	0	<b>11</b>
Athletics Gymnastics and Combat Sports	332	5	5	<b>342</b>
Audio and Visual Media	124	356	89	<b>569</b>
Baking/Dairy/Food and Drink Processing	419	8	65	<b>492</b>
Ball and Related Games	0	85	269	<b>354</b>
Building Services	338	881	301	<b>1,520</b>
Building/Construction Operations	0	466	77	<b>543</b>

<sup>32</sup> City centre colleges are Central, Glasgow Metropolitan, Glasgow College of Nautical Studies, and Stow

<sup>33</sup> Community colleges are Anniesland, Cardonald, John Wheatley, Langside, and North Glasgow

<sup>34</sup> Hinterland colleges we selected are Coatbridge, Cumbernauld, Clydebank, Motherwell and South Lanarkshire

Superclass	City Centre Colleges <sup>32</sup>	Community Colleges <sup>33</sup>	Selected Hinterland Colleges <sup>34</sup>	TOTAL
Built Environment (general)	316	102	0	<b>418</b>
Business/Finance (general)	1,251	485	735	<b>2,471</b>
Catering Services	12	0	54	<b>66</b>
Communication Skills	125	346	291	<b>762</b>
Communication/Media (general)	200	565	109	<b>874</b>
Cookery	3,185	695	875	<b>4,755</b>
Culture/Gender/Folklore	50	0	8	<b>58</b>
Dance	53	138	127	<b>318</b>
Design (non-industrial)	281	165	0	<b>446</b>
Engineering Services	5	164	0	<b>169</b>
Family/Community Work	0	194	180	<b>374</b>
Film/Video Production	176	82	30	<b>288</b>
Food Sciences/Technology	455	87	287	<b>829</b>
Food/Drink Services	731	169	437	<b>1,337</b>
Gardening/Floristry/Plant Sales	0	101	0	<b>101</b>
Hospitality Services	121	120	133	<b>374</b>
Hotel/Catering (general)	135	0	660	<b>795</b>
Journalism	5	45	0	<b>50</b>
Leisure/Sports Facilities Work	39	701	647	<b>1,387</b>
Marketing/PR	175	6	0	<b>181</b>
Performing Arts (general)	167	90	52	<b>309</b>
Photography	1,001	157	250	<b>1,408</b>
Print and Publishing	362	0	0	<b>362</b>
Property: Surveying/Planning/Development	102	0	25	<b>127</b>
Purchasing/Procurement and Sourcing	79	0	0	<b>79</b>
Retailing/Wholesaling/Distributive Trade	60	8	0	<b>68</b>
Security	345	0	257	<b>602</b>
Sports Studies/Combined Sports	783	1,976	468	<b>3,227</b>
Text/Graphics/Multimedia Presentation Software	335	269	79	<b>683</b>
Theatre and Dramatic Arts	212	212	522	<b>946</b>
Tourism/Travel	512	209	170	<b>891</b>
Transport (general)	0	0	0	<b>0</b>
Water Sports	131	67	6	<b>204</b>
Wheeled Sports	0	0	0	<b>0</b>
Winter Sports	0	35	0	<b>35</b>
<b>TOTAL</b>	<b>12,617</b>	<b>9,101</b>	<b>7,213</b>	<b>28,931</b>

Source: SFC

**Table AC.3 – WSUMs by Superclass 2008/09**

Superclass	City Centre Colleges <sup>35</sup>	Community Colleges <sup>36</sup>	Selected Hinterland Colleges <sup>37</sup>	TOTAL
Amenity/Horticulture/Sports grounds	0	1,508	0	<b>1,508</b>
Arts/Culture/Heritage Administration	0	6	0	<b>6</b>
Athletics Gymnastics and Combat Sports	736	7	0	<b>743</b>
Audio and Visual Media	1,496	3,077	1,310	<b>5,883</b>
Baking/Dairy/Food and Drink Processing	1,970	43	753	<b>2,766</b>
Ball and Related Games	0	31	253	<b>284</b>
Building Services	8,093	11,146	2,077	<b>21,316</b>
Building/Construction Operations	0	4,022	607	<b>4,629</b>
Built Environment (general)	5,426	54	0	<b>5,480</b>
Business/Finance (general)	11,336	3,665	5,010	<b>20,011</b>
Catering Services	94	0	10	<b>104</b>
Communication Skills	2,543	529	1,152	<b>4,224</b>
Communication/Media (general)	1,779	4,494	2,200	<b>8,473</b>
Cookery	10,421	3,209	4,999	<b>18,629</b>
Culture/Gender/Folklore	54	0	53	<b>107</b>
Dance	409	1,106	249	<b>1,764</b>
Design (non-industrial)	2,080	1,278	0	<b>3,358</b>
Engineering Services	20	2,090	0	<b>2,110</b>
Family/Community Work	0	1,708	629	<b>2,337</b>
Film/Video Production	2,622	759	478	<b>3,859</b>
Food Sciences/Technology	1,241	14	69	<b>1,324</b>
Food/Drink Services	564	57	582	<b>1,203</b>
Gardening/Floristry/Plant Sales	0	735	0	<b>735</b>
Hospitality Services	1,391	223	1,820	<b>3,434</b>
Hotel/Catering (general)	2,518	0	2,660	<b>5,178</b>
Journalism	6	362	0	<b>368</b>
Leisure/Sports Facilities Work	6	361	2,904	<b>3,271</b>
Marketing/PR	1,905	49	0	<b>1,954</b>
Performing Arts (general)	2,500	1,472	959	<b>4,931</b>
Photography	6,908	1,260	1,015	<b>9,183</b>
Print and Publishing	3,093	0	0	<b>3,093</b>

<sup>35</sup> City centre colleges are Central, Glasgow Metropolitan, Glasgow College of Nautical Studies, and Stow

<sup>36</sup> Community colleges are Anniesland, Cardonald, John Wheatley, Langside, and North Glasgow

<sup>37</sup> Hinterland colleges we selected are Coatbridge, Cumbernauld, Clydebank, Motherwell and South Lanarkshire

Superclass	City Centre Colleges <sup>35</sup>	Community Colleges <sup>36</sup>	Selected Hinterland Colleges <sup>37</sup>	TOTAL
Property: Surveying/Planning/Development	1,271	0	189	<b>1,460</b>
Purchasing/Procurement and Sourcing	120	0	0	<b>120</b>
Retailing/Wholesaling/Distributive Trade	635	121	0	<b>756</b>
Security	330	0	1,080	<b>1,410</b>
Sports Studies/Combined Sports	10,392	11,558	5,710	<b>27,660</b>
Text/Graphics/Multimedia Presentation Software	5,266	2,487	1,117	<b>8,870</b>
Theatre and Dramatic Arts	3,934	1,976	4,280	<b>10,190</b>
Tourism/Travel	5,376	3,719	3,052	<b>12,147</b>
Transport (general)	0	0	0	<b>0</b>
Water Sports	170	20	2	<b>192</b>
Wheeled Sports	0	0	0	<b>0</b>
Winter Sports	0	6	0	<b>6</b>
<b>TOTAL</b>	<b>96,704</b>	<b>63,154</b>	<b>45,221</b>	<b>205,079</b>

Source: SFC