



# Glasgow 2014

XX Commonwealth Games Post-Games Report





Image: ©Nigel Young/Foster + Partners

Glasgow 2014 XX Commonwealth Games

☞ In my view this is the standout Games in the history of the movement. ☞

Mike Hooper, CEO,  
Commonwealth Games Federation (CGF)

During the 11 days of Games Time:

Over half a **million** visits to the Festival 2014 venue at Glasgow Green

Well over a **million** people visited the Glasgow 2014 website per day

More than **3.4 million** passed through Glasgow Central Station

More than **140** Commonwealth Games records were broken

Glasgow 2014 was mentioned well over a **million** times on social networks

**1.3 million** (over 96% of available) tickets were sold

Approximately **12,500** clyde-siders and 1,200 Host City Volunteers gave up their time to help at the Games

- £198 million invested in Glasgow sports facilities since 2009
- 13.6km of new and refurbished walking and cycling paths created
- More than 50 national legacy projects and 80 Supporting Legacy projects under way
- £290 million invested in 484 Tier 1 Games related Scottish business contracts
- 700 affordable, sustainable new homes created within the Athletes' Village
- 50,811 Glasgow 2014 volunteering applications received
- 1.6 million people turned out to see Clyde on tour
- £5 million raised for UNICEF by the end of the Glasgow 2014 Closing Ceremony



## Glasgow 2014: the Games that galvanised the country

Glasgow 2014 set out to deliver an outstanding, athlete centred and sport focused Games of world-class competition, which would be celebrated across the Commonwealth, generate enormous pride in Glasgow and Scotland, and leave a lasting legacy. The Games would be held in world-class venues – 70 per cent of which already existed in the city – and a sustainable approach to all infrastructure provision would be taken.

Long after the athletes had packed up and gone home, communities would benefit from the XX Commonwealth Games. Staging the event would contribute to the continuing regeneration of the city, helping Glasgow flourish. The Games would be central to the economic, social, cultural and environmental development of Glasgow and Scotland.

Reflecting the CGF's values of humanity, equality and destiny, this would be an accessible, family-friendly and inclusive Games.

A strong focus on assisting athletes meant that the Games attracted the largest number in any Commonwealth Games.

The groundbreaking sport programme incorporated more Women's and Para-Sport events than ever before, including the debut of Para-Sport Track Cycling, Women's Boxing and the Triathlon Mixed Team Relay.

"The Glasgow 2014 Commonwealth Games set a new gold standard for the Commonwealth sports movement, new benchmarks for hosting major events in Scotland," says Glasgow 2014's Chief Executive, David Grevemberg.

"It generated well-deserved accolades for Glasgow which, as Host City, embraced athletes and visitors warmly during Scotland's biggest-ever sporting and cultural festival."

The public sector funding package allocated to the Games enabled the entire event to be delivered to exceptionally high standards – with the quality of the venues and Athletes' Village universally acknowledged to be outstanding.

Glasgow 2014 generated unprecedented local and national support – selling around 1.3 million tickets – as well as steadfast commitment from Games Partners and sponsors.

Sprint superstar Usain Bolt said, "People really came out and supported. The stadium was always full, the energy always up. Everything was perfect."

The Culture and Festival 2014 programmes and Festival 2014 venues built a sense of momentum in the lead-up to the Games and created real excitement around the city.

The first week of the Games was bathed in glorious sunshine, filling the streets and outdoor cafes and showcasing Glasgow as a modern, vibrant and stylish city.

Chairman of Commonwealth Games Scotland (CGS), Michael Cavanagh, said Scottish athletes had exceeded expectations and "galvanised the country".

Glasgow's passionate people embraced the Games, transforming the city into one big party. They filled the stadia and roared their support for the athletes, making this, as CGF President, Prince Imran, memorably told the Closing Ceremony, "the best Games ever".

He brought down the house when he told the 40,000-strong crowd at Hampden Park: "Glasgow, you were pure dead brilliant."



## Highlights and successes

People were always firmly at the heart of the Games.

Glasgow lived up to its friendly reputation and proved to be a warm, generous and enthusiastic host. As the sun shone on the city, the people of Glasgow extended a heartfelt welcome to visitors and roared their support for the athletes who gave their all.

There were more than 600,000 unique visitors to Scotland's largest ever sporting and cultural festival between 23 July and 3 August 2014.

Glasgow 2014 took a new approach to ticket allocations, making 86 per cent of seats available to the general public and giving more people the chance to see the Games live. Many attended several events, with 1.3 million tickets sold – a record-breaking approximately 96 per cent of those available for sale.

The Games was accessible and tickets affordable, with concession prices starting at £7.50. This was the first Commonwealth Games to offer half-price children's concessions, and 5,000 tickets were set aside for disadvantaged children from across Scotland. The Organising Committee's

work on accessibility set the bar in sharing the excitement of sport, with £3 million invested in creating permanently improved accessible facilities at Hampden Park, Scotland's national stadium.

People from all over the UK, and of all ages, entered into the spirit of the Games long before it began through campaigns such as Sport Your Trainers and the competition to design the official mascot (delivered in partnership with the BBC via its programme 'Blue Peter'). As well as mascot Clyde, the Glasgow 2014 tartan was designed by a Scottish school pupil, while primary school children from across Scotland created artworks for each athlete and official.

The largest ever peacetime volunteer recruitment drive saw 50,811 applications become approximately 12,500 amazing clyde-siders, and the lowest ever volunteering age cut-off for a major sporting event meant that 16-year-olds could take part.

Four thousand inspiring individuals took centre stage in 400 communities on the Queen's Baton Relay's 40-day journey across Scotland, watched by around 570,000 people. Millions connected with the baton on its 100,000 mile journey across the Commonwealth.

There were sporting triumphs that thrilled spectators watching the action live at venues, at home or on giant screens at the three Festival 2014 venues around Glasgow. Viewers around the world were able to watch live Commonwealth Games events for the first time online, via the Glasgow 2014 YouTube channel.

Nine World Records and 142 Commonwealth Games Records were established during the Games in Glasgow, which also boasted the biggest integrated Para-Sport programme, with the most medal events, in Commonwealth Games history. Para-Sport Track Cycling, Women's Boxing, a Triathlon Mixed Team Relay event and additional participation opportunities in Women's Shooting were all introduced for the first time.

Glasgow 2014 published its own approach to human rights – the first sporting mega-event organisation to do so anywhere in the world.

The Opening and Closing Ceremonies boldly celebrated diversity, winning praise from Amnesty International for 'The Glasgow Kiss' that broke down barriers. According to the Equality Network, Glasgow 2014 set a "new benchmark for inclusivity".

A groundbreaking partnership with UNICEF raised £5 million to help children throughout Scotland and the Commonwealth, with celebrities urging people to text their donations in an emotive and uplifting appeal during the Opening Ceremony.

When it came to procurement sustainability, this was the first Commonwealth Games to achieve ISO 20121 status, while the Glasgow 2014 Food Charter set a new standard for events in Scotland. This was also the first smoke-free Games.

Glasgow 2014 contributed towards a healthy economy. Scottish companies won 68 per cent of Tier 1 Games related contracts, worth £290 million. Twenty-five per cent of winning businesses were Glasgow-based.

Companies which successfully won Games related construction contracts signed Community Benefit Clauses that ensured 500 spaces for New Entrant Trainees.

More than 600 students from 14 colleges and universities across Scotland benefited from masterclass and industry experience through the Host Broadcaster Training Initiative, with 209 gaining Games Time roles.

The Games showcased Scottish creativity. The Queen's baton, medals, podiums and medalbearer dresses were all created by Glasgow artists and designers, using natural materials such as Harris Tweed and reclaimed wood.

The event delivered a lasting impact. The multi-award winning Athletes' Village, built in consultation with athletes, will be converted into Scotland's first large-scale sustainable housing development as part of an ambitious east end regeneration plan.

Both new and refurbished sporting venues were open to the public one year before the Games and remain as part of a lasting legacy, offering training and competition opportunities to future generations.

The Games was delivered on time and within its £575.6 million budget.

"We set out to deliver the best Games in history and we certainly didn't disappoint," said Cabinet Secretary for Commonwealth Games & Sport, Shona Robison MSP.

"The Games has left a lasting legacy that will continue for generations, and I am sure we will soon see our young stars of the future beginning to emerge as a result."





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# Winning the Bid





9 November 2007 was a momentous day for Glasgow and Scotland as Glasgow won the bid to host the XX Commonwealth Games, the culmination of nearly three years of detailed planning.

Initiated by CGS and led by Derek Casey, Scotland's bid promoted the country within the Commonwealth and called on the backing of the Commonwealth's 71 nations and territories. Competing against Nigerian capital Abuja for the honour of staging the Games, Glasgow won by 47 votes to 24.

Scotland's First Minister Alex Salmond vowed to "make this Games the greatest sporting event our country has ever seen". Her Majesty The Queen sent a message of congratulations on the "impressive achievement of the bid team" after a Scottish city was chosen for the third time to host the Games.

"I was absolutely ecstatic when we won. It was fantastic, unbelievable," says Louise Martin, then Chair of CGS and of the Bid Committee.

The Scottish Government and Glasgow City Council agreed to underwrite the public cost of staging the Games on a basis of an 80/20 split, and a carefully considered bid

was crafted, describing Glasgow, its people and its passion for sport. It spoke of deep connections with the Commonwealth Games movement – Scotland has been an integral part of the Commonwealth Games Family since the Games began in 1930 – and plans for a lasting legacy for the people of Glasgow, Scotland and the Commonwealth beyond the 11 days of sporting competition.

Practical, thoughtful and innovative plans for venues and infrastructure were backed up by strong political and financial commitment from national and local government, as well as overwhelming community support from the people of Glasgow.

The city would be an ideal host for the XX Commonwealth Games. Seventy per cent of the world-class venues required already existed in Glasgow and satellite locations, and the remainder of permanent sporting venues would be built and open to the community a year before the Games began.

Glasgow's compact geographical spread was a huge advantage, with more than 90 per cent of venues located within a 20-minute drive of the Athletes' Village, and an excellent transport network that would be

further improved by 2014, with £1.25 billion spent on making this Games the most accessible yet.

Known the world over as the 'Friendly City', Glasgow would be the perfect host for the Friendly Games. The Scots' famous warm welcome and passionate support would offer an unforgettable experience for spectators and athletes alike.

The prestigious event would guarantee the regeneration of the city's east end by placing the Athletes' Village at its heart. And it would encourage people across generations to become involved in sport.

Following CGS' selection of Glasgow as prospective Host City, there was unprecedented local and national support.

"Everybody in Scotland was behind us," says Scott Taylor, Chief Executive of Glasgow City Marketing Bureau. "That's a powerful message when you're presenting a bid."





# Introducing Glasgow 2014





## Our Games Partners

The strong partnership between the Scottish Government, Glasgow City Council, CGS and Glasgow 2014 was “fundamental to the success of the Games”, according to David Leather, Glasgow 2014’s Chief Operating Officer.

Comprising 69 functional areas, each dedicated to delivering a specific element of the event, the Glasgow 2014 Organising Committee worked alongside these partners to make the Games happen.

### The Scottish Government

The Government was responsible for most of the policies (including those relating to sport) necessary for hosting the Commonwealth Games in Scotland. It provided 80 per cent of the public funding for the Games, ensured delivery of major national infrastructure projects in areas such as transport, and introduced legislation to the Scottish Parliament to ensure compliance with all aspects of the requirements set out by the CGF.

The Government also held ultimate responsibility for the safety and security of the Games.

The Scottish Government liaised with the UK Government on reserved matters, and leads on planning for Scotland-wide legacy benefits from the Games.

### Glasgow City Council

Glasgow City Council provided the remaining 20 per cent of public funding for the Games and is responsible for delivering a legacy for the city of Glasgow that will ensure long-term economic, social and environmental benefits for residents.

The Council successfully delivered a £1.2 billion construction programme on time and on budget. This included extensive road, cycling and walking infrastructure as well as new-build, extended and refurbished international-standard sporting and entertainment venues – all of which were open and in use by the public one year before the Games began.

The Council managed the design and construction of the Athletes’ Village and delivery of the Festival 2014 venues through Glasgow Life, and ran a programme of celebratory cultural events in the lead-up to and during the Games.

A key contributor in the overall Look programme, the Council ensured that the city was dressed for Games Time, as well as providing additional cleaning of the city during the Games.

Glasgow 2014 was billed as a ‘public transport Games’ and Glasgow 2014 worked with Glasgow City Council and transport providers to deliver seamless, efficient and accessible transport to all events.

As part of hosting the Diving, Shooting and Triathlon competitions at upgraded local venues, Edinburgh, Angus and North Lanarkshire councils also worked closely with Glasgow 2014 and partners to provide accessible public transport to sporting and cultural Games events.

### Commonwealth Games Scotland

CGS was the host Commonwealth Games Association (CGA) for the Games and a key partner on the bid team. It is the national sporting organisation responsible for selecting, entering and preparing a Scottish team for the Commonwealth Games and Commonwealth Youth Games.

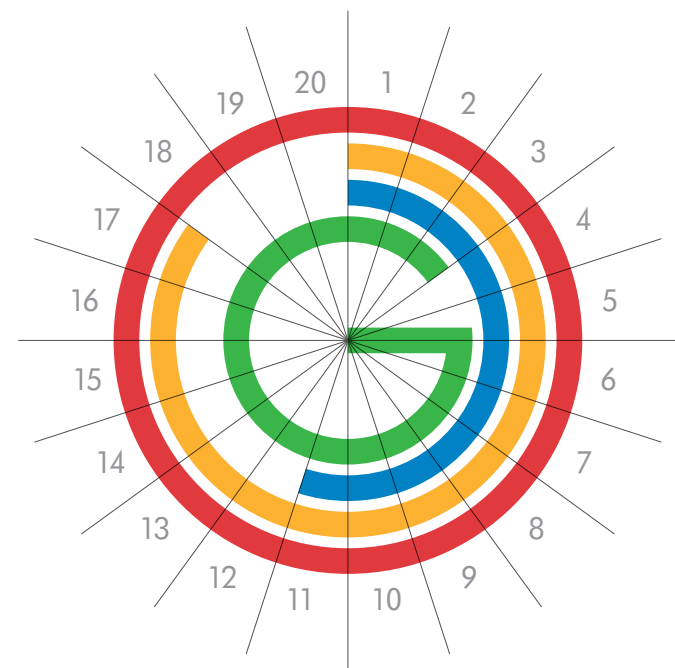
CGS partnered Glasgow 2014 in delivering the domestic leg of the Queen’s Baton Relay around all 32 Local Authority areas, and with a strong knowledge of multi-sport Games requirements, contributed to the planning of the sport programme, ceremonies, village facilities and marketing.

Team Scotland surpassed its medal target at the Games, winning a total of 53 medals – 20 more than ever before.





### The brand



20th Games

17 Sports

11 Days

1 Host City

### Sub-brand development



### Bespoke Glasgow 2014 fonts

# Glasgow 2014

ABCDEFGHIJKLMNOPQRSTUVWXYZ

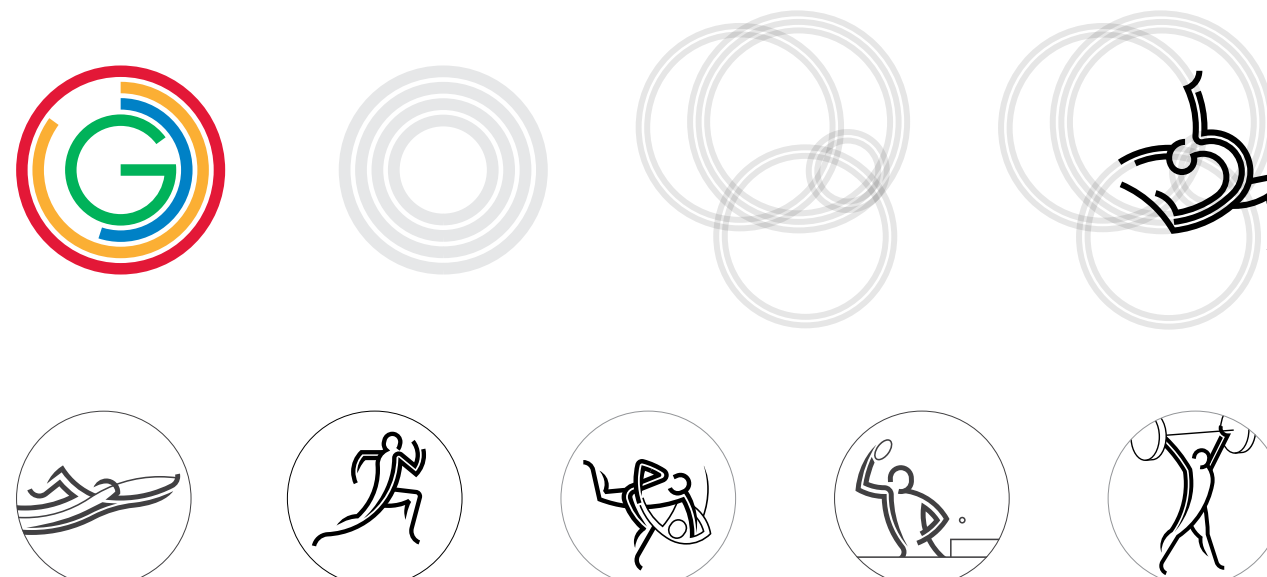
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# Glasgow 2014

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### Evolution of Glasgow 2014 sport pictograms



Measurement, timing and results are everything in competitive sport – who jumps the highest, throws the furthest, runs and swims the fastest, scores the most goals, wins the most points, lifts the heaviest weight. These numeric elements provided the creative inspiration for the Glasgow 2014 logo.

Glasgow 2014 was the 20th Commonwealth Games. A circle which became the outer ring of the brand identity was broken into 20 equal parts to work out the proportional measurements of the others it would encompass. This ring is a strong, vibrant red from the CGF colour palette.

The next, taking up 17 twentieths of the full circle, suggested the glint of Gold in its colour and represented the number of sports at the Games. The third ring, rendered in an optimistic summer blue from the CGF palette and extending around just over half of the full circle, represented the 11 days of competition when Glasgow would be at the centre of the sporting world.

And at the heart of the brand identity, like a target's bull's eye, was G for Glasgow, in a bright green, for the 'dear green place' as it is known.

"We worked with city and Games Partners about what we wanted our brand to communicate – that this Games would be genuine, stylish, passionate and fun," says Martin Reynolds, Glasgow 2014's Head of Marketing and Advertising.

The logo was broken down into a segmented grid, close-up sections of which would engender a pre-Games and Games Time Look for publications and the branding of Games Time city dressing, venues and sport equipment, TV and web graphics, volunteer uniforms and merchandise. The circular motif would also inspire the medals, podiums and Queen's baton and provide the framework for a set of pictograms used to signpost each sport at a glance.

Further elements were created to strengthen brand recognition. A banded hero font recalled the parallel lines of the logo, while the official motto of 'Bring It On' was used on social media and street banners to build the sense of momentum towards the Games. Sub-brands such as Legacy 2014, Volunteer 2014 and Glasgow 2014 Queen's Baton Relay cleverly played on the original logo.

Audio branding played a strong part, with distinctive tracks adding excitement and bringing instant recognition to key advertising, the official Glasgow 2014 YouTube channel and even the medal ceremonies at the Games. The specially commissioned 'Gaisgeachd' by Greg Bowman inspired a heartfelt response on social media from viewers who had watched athletes mount the podium to its strains. 'Let's Go' (Calvin Harris) became perhaps the most synonymous track with the Games after it was used in the 'Where Will You Be?' TV advert that introduced the ticketing campaign. The Mercury nominated 'Firewater' (Django Django) soundtracked a staggeringly popular viral film featuring Sir Chris Hoy and Danny MacAskill which attracted over 136,000 views on YouTube. And Coldplay's 'A Sky Full of Stars' drew an emotional close to the Games over the 'Best Games Ever' film which marked the journey to 3 August 2014.

In the two-year lead-up to the Games, Glasgow 2014's YouTube channel was updated with more than 200 films that worked alongside traditional advertising and experiential marketing to build awareness and engage the public with the upcoming event. Cross-linked with the official website, its content tracked the story of the Games and the people it would touch before supplementing live Games Time footage and signing off with the 'Best Games Ever' and the tear-jerking 'Farewell Clyde'.







## Marketing

“We set out to generate grassroots excitement and involvement in the Games from an early stage through campaigns such as Be the Games,” says Gordon Arthur, Glasgow 2014’s Chief Communications Officer. “That’s the holy grail – to get people really involved from the beginning rather than talking down to them.

“And it worked. In the run-up to the Games, three out of four people in Scotland knew the Commonwealth Games was coming and virtually everyone was positive about the event.”

“We wanted people to be at the heart of the Games – not on the outside watching, but on the inside making it fantastic and getting involved. We stayed true to that proposition of participation and ownership through all our campaigns,” says Martin Reynolds, Head of Marketing and Advertising at Glasgow 2014.

Target audiences were based on initial research which showed that the majority of people intending to buy Games tickets – 35 per cent of those in the area – lived in greater Glasgow. This decreased in line with distance from Glasgow – for example,

fewer than 10 per cent of Highlands residents intended to buy tickets. This was true in England too, where 13 per cent of people living just south of the border intended to buy, and the figure dropped to five per cent in the West Country.

Internationally, primary markets were identified as Australia, New Zealand, Canada and India, while secondary markets were South Africa and Jamaica.

“Traditional marketing and communications in themselves weren’t going to be enough to promote our Games,” says Arthur. “Typically for a Commonwealth Games, ticketholders come from within a three-hour drive time of the Host City. We had around a million tickets to sell, but didn’t have enough people within a three-hour radius to sell them to. So we had to take a different view from day one.”

Reynolds says: “Most Games promote themselves as the ‘Golden Ticket’ but we promoted ourselves differently. The message was that everyone must go to the Games. We didn’t want to give the impression the Games was exclusive or a luxury, so we avoided using phrases like ‘once in a lifetime’.”

Children were identified as many adults’ primary link with the Games, with many saying their first exposure to Glasgow 2014 had been through their children’s school activities. In addition, legacy benefits for young people were a priority.

This strategy resulted in an official tartan and a mascot designed by children who had taken part in two nationwide competitions.

Clyde – the patriotic and adventurous thistle who became the friendly face of the Games – was created by 12-year-old Beth Gilmour from Cumbernauld; selected for his Scottish symbolism, Glaswegian charm and likeability; and launched in September 2012. As the first non-animal mascot, Clyde marked an exciting departure for the Commonwealth Games.

Clyde helped to create many landmark moments on the journey to the Games, motivating young people in particular to make the most of the event. In his first year, Clyde met the Duchess of Cambridge and rubbed shoulders with sporting superstars from boxer Nicola Adams to diver Tom Daley, even speeding down his namesake river by boat to unveil the Queen’s baton for the first time.

Clyde appeared at a full programme of events across venues during Games Time to entertain spectators and athletes alike. His last appearance was at the Closing Ceremony.

Online tools allowed children to engage directly with the Games through Clyde. These ranged from Clyde’s Diary – his monthly journal of his antics and adventures – to Clyde’s Commonwealth Recipes, which encouraged children to cook and try new foods.

In August 2013, Clyde embarked on a whistle-stop tour of Scotland. Visiting primary schools from Edinburgh to Elgin and Argyll to Aberdeenshire, he inspired young people the length and breadth of the country about the Games with the help of Scottish swimmer David Carry and badminton player Susan Egelstaff.

Over the course of the programme, Clyde took in 369 schools and visited every local authority in Scotland. His many public appearances were hugely popular and by Games Time had drawn more than 1.6 million people. He even managed a visit to Australia.

Carry, who joined Clyde on tour, was one of a group of high-profile official Glasgow 2014 ambassadors who played a key role in the run-up to the Games.

Sporting champions and others from the worlds of stage and screen featured in targeted campaigns to encourage everyone to be part of the biggest sporting and cultural festival which Scotland had ever hosted.

Britain’s most successful Olympian of all time, Sir Chris Hoy, and Rebecca Adlington, Britain’s most successful Olympic swimmer for a century, were involved from an early stage.

So, too, were London 2012 Olympic and Paralympic Games Gold medallists Jessica Ennis-Hill CBE and Nicola Adams MBE; Olympic and Commonwealth Scottish swimming stars Michael Jamieson and David Carry; double Commonwealth and Olympic medal winner Tom Daley; and Scotland’s most successful Commonwealth Games athlete, Allan Wells MBE.

The ambassadors helped Glasgow 2014 mark significant milestones on the journey to the Games. Sir Chris Hoy led the One Year To Go celebrations;

Tom Daley visited Glasgow to promote the ticketing campaign; Allan Wells MBE was the first athlete to receive the baton at the launch of the Queen's Baton Relay at Buckingham Palace; and Jessica Ennis-Hill CBE (joined by Eilidh Child) helped show off the completed Athletes' Village to the world.

Scottish comedian Billy Connolly and actor Martin Compston helped to promote the Games by appearing in Glasgow 2014 films and advertising.

Glasgow 2014's marketing journey was split into seven campaigns. 'Remaining Positive' was a steady stream of good news stories, and 'Introducing Glasgow 2014' built awareness and excitement on the back of London 2012. 'Benefiting from the Games' involved individuals, communities and businesses directly in economic and health programmes, while 'Contributing to the Games' was an invitation to participate at its heart. 'Enjoying the Sport' was about elite athletes and local heroes competing in a world-class sporting event; 'Enjoying the Destination' promoted the festival and tourism offer; and 'Providing Information' gave clear, timely information about city arrangements and events during Games Time.

"Research confirmed that the biggest threat to Games attendance was television coverage, so the marketing approach was to sell the live experience through advertising and to constantly talk about the opportunities for young people to get involved, get excited by the Games and learn from it," says Reynolds.

'Support is Our Sport', Glasgow 2014's first television advert in early October 2012, starring Compston, kicked off this activity with an invitation to sign up online to receive updates on the Games. Social interaction was utilised by Glasgow City Marketing Bureau, via an online survey, to create 'People Make Glasgow', the successful brand it launched to coincide with the Games.

The official website and social media accounts ran features, competitions, campaigns and viral content to enhance public interaction and access to information in the most digitised Games yet. Engagement was high during key marketing phases such as the ticketing launch, and soared during the Games, with more than a million daily visits to the website, more than three million related mentions and 500,000 followers on social media, and 460,000 downloads of the Glasgow 2014 mobile apps. Clyde's Twitter account alone had 12,500 followers.

The result of this focus on engagement, combined with the 'Olympic bounce', was a record 50,811 volunteer applications – one-third from people outside Scotland – and around 1.3 million tickets (96 per cent) sold for sporting events.

The ticketing programme went live on 19 August 2013 for four weeks. The award-winning, cross-media campaign included a television advert featuring a soundtrack by Calvin Harris, and outdoor advertising which could be seen on billboards, bus shelters and building wraps through the city and beyond.

The response was overwhelming, with more than 2.3 million applications received. Anyone unsuccessful in obtaining tickets was given first refusal on those remaining after the first draw allocation. Further phases of the programme saw tickets go on general sale, with supporting promotional activity employed at strategic points in the run-up to the Games.

In tandem with Glasgow 2014's marketing, CGS' Go Scotland! campaign used striking images of Team Scotland athletes in iconic settings to highlight the Games' links between sport and culture and to let the public "see the human faces of the Games,

identify with their home team and feel part of Glasgow 2014", in the words of Jon Doig, CGS' Chief Executive. "The response across social media during Games Time was incredible and really spurred on our athletes."

The Scottish public showed its support via Team Scotland's nine social media platforms, website and mobile app, with #GoScotland becoming a

Games Time forum to celebrate home success and @Team Scotland mentioned –above any other country – more than 9,000 times on Twitter alone.

"Our secret weapon all along was the universal truth around the Glaswegian authenticity, personality, generosity and humour. We reflected those qualities in how we communicated," says Reynolds.



## Media activity

The journey to the Games was marked by high profile public moments which celebrated milestones during the countdown to Games Time.

The symbolic handover of the CGF flag at the Delhi 2010 Closing Ceremony officially designated the moment at which Glasgow became Host City of the XX Commonwealth Games.

The celebratory eight-minute creative programme was Glasgow 2014's first opportunity to use a major public platform to show exactly what it stood for – a Games for everyone – with a volunteer cast of 400 people drawn from every corner of Scotland. As an indication of what lay ahead in 2014, it was well-received, with the Times of India running the headline 'Glasgow steals the show at closing gala' the following day.

The 'Support is Our Sport' television advert featured Scots actor (and Glasgow 2014 official ambassador) Martin Compston. Supplemented by a print and digital campaign, it aimed to generate a database of potential Games supporters, as well as traffic to the Glasgow 2014 website.

The official Glasgow 2014 mascot, Clyde, was unveiled by the banks of his namesake river on 20 September 2012. The patriotic and adventurous thistle went on to create and celebrate more significant media moments in the run-up to the Games, and entertained the audience in many sporting venues before Games Time events.

To mark the opening of the Sir Chris Hoy Velodrome at the Emirates Arena, Sir Chris Hoy himself took part in a viral film alongside stunt bike rider and YouTube sensation, Danny MacAskill. Britain's most successful Olympian took to the track to show Danny how to ride like a champion in his namesake velodrome.

Sir Chris Hoy was also at the centre of Glasgow 2014's One Year To Go celebration. The official ambassador hosted a 'Breakfast of Champions' for competition winners before taking part in a day's sporting and interactive fun on Glasgow's Buchanan Street, and launching the Glasgow 2014 Official Ticketing Guide and ticketing campaign.

Soon after being unveiled as a Glasgow 2014 official ambassador, Tom Daley paid a visit to Glasgow to highlight the final week of the ticketing programme, abseiling from the iconic

Finnieston Crane, meeting fans at a special event and enjoying a game of lawn bowls alongside Clyde on the Kelvingrove greens.

Exactly one month later, on 9 October 2013, Her Majesty The Queen launched the Glasgow 2014 Queen's Baton Relay on its international journey at a ceremony in the grounds of Buckingham Palace. Scottish sprinter Allan Wells MBE was the first athlete to receive the baton and was joined by honorary batonbearer Monica Dzonzi, UNICEF youth ambassador from Malawi.

The innovative Athletes' Village, Scotland's first large-scale carbon-neutral housing development, was unveiled on 12 March 2014 with a little help from Jessica Ennis-Hill CBE and Eilidh Child.

On 14 April 2014, Glasgow 2014 celebrated 100 Days To Go with the unveiling of the Glasgow 2014 medals at Kelvingrove Art Gallery and Museum. The medals were designed by internationally renowned jeweller Jonathan Boyd and hand-crafted at Glasgow School of Art. They were presented on wooden trays beside the hand-turned quaichs

which would be gifted to winning athletes and which, along with the beautifully carved medal ceremony podiums, were crafted from local woods by Glasgow-based Paul Hodgkiss. The medalbearers at the event were dressed in their full medal ceremony regalia, including dresses designed by Scottish designer Kerry Nixon. The occasion was also marked with the release of a stunning aerial image showing the transformation-in-progress of Scotland's national stadium, Hampden Park, into an international-standard track and field facility.

The city's spectacular new athletics arena at Hampden Park was revealed on 4 June 2014. Its surface had been raised temporarily by almost two metres, gaining the width and length required for an IAAF-approved athletics track.

The return of the Queen's Baton Relay to London on 7 June 2014 saw sporting stars Sir Chris Hoy, Rebecca Adlington and Louis Smith join a host of young athletes at Glasgow 2014's unique sporting takeover of city's iconic Millennium Bridge. And the historic Scottish Borders town of Coldstream, on the banks of the River Tweed,

was the backdrop for the arrival of the relay into Scotland just seven days later on 14 June. The baton had already been tracked around 69 Commonwealth nations and territories by adventurer Mark Beaumont as part of Glasgow 2014's successful collaboration with the BBC, and was welcomed by Daley Thompson, Eilidh Child and Samantha Kinghorn.

The relay's journey around Scotland generated numerous standout moments in their own right, as enthusiastic crowds marked the baton's progress to the Opening Ceremony that would mark the beginning of the XX Commonwealth Games.

The successful engagement with the media continued in the run-up to and throughout the Games, resulting in coverage throughout Scotland, the UK and the Commonwealth.









# Delivering the Games



## Supporting the business

### Corporate Services

The Corporate Services division offered a range of support services to colleagues within the Organising Committee – from legal and financial to resourcing and office management.

The HR Operations team established the Glasgow 2014 workforce plan, staff policies, reward structure and terms and conditions of employment. Their work was vital in attracting, selecting and retaining the 1,400 employees that would be required to make up the core Games workforce, with 800 staff taken on between April and July 2014 when operations were gearing up towards final event delivery. An outplacement programme was also put in place to assist staff in finding their next employment opportunity when their fixed term contracts came to an end.

The team worked in close collaboration with Finance to ensure the efficient operation of the Organising Committee's payroll, as well as prompt payment to suppliers and contractors. The Finance team processed some 1,500 invoices during the Games period alone.

All staff were assisted on a daily basis by the Facilities team at the Organising Committee's headquarters. Facilities provided vital services pre-Games, including the planning and coordination of office moves to accommodate an ever-expanding team. At Games Time, to house the more than 1,500 members of workforce, partner organisations and contractors working at headquarters, the building was converted into three main sections (the Technology Operations Centre, Games Operations Centre and an area for the Games Observer Programme), alongside the usual Functional Area workspaces.

From the beginning of its operations in 2008, the Legal team negotiated and concluded more than 3,000 Games related contracts, while the Brand Protection team dealt with hundreds of brand infringements – of which 300 required legal intervention. At Games Time the Legal team reduced from 10 lawyers to two, on shift and on call. The Brand Protection team grew from two to more than 130 people, including clyde-sider volunteers and members of trading standards from all Local Authorities.

Each Functional Area's planning processes and implementation were overseen by the Programme Management team, which established a project management system and associated processes to guide and monitor the delivery of the entire project. The system was visible to senior executives, and meant that quick decisions and restorative action could be taken as required to ensure all key milestones were met. At Games Time, the team took charge of the Games Observer Programme in collaboration with the Organising Committee's lead Functional Area delegates.

### Environment and Sustainability

Glasgow 2014 was the first Commonwealth Games to achieve ISO 20121 status – the gold standard for sustainability in large-scale events. Successful techniques and approaches will inform a Sustainable Events Guide to be released by Resource Efficient Scotland to the national events industry in December 2014.

The first major multi-sporting event to do so, Glasgow 2014 commissioned a Strategic Environmental Assessment which was carried out by Glasgow City Council's Land and Environmental Services between February and November 2010. This provided a current and holistic environmental dataset to inform the planning of infrastructure developments across the city.

Core sustainability goals were set by the Organising Committee to guide its journey towards the Games in partnership with Glasgow City Council, the Scottish Government, Resource Efficient Scotland, Glasgow Life, EventScotland and the local community.

These would see:

- a modern car and bus fleet procured for spectator, Games Family and workforce transportation;
- spectator cars excluded from venues (except a small provision for those with restricted mobility);
- active travel encouraged between venues;
- funded public transport provided within Glasgow for all ticketholders on the day of their event, as well as all workforce;
- Hampden Park converted into an athletics stadium, instead of a new stadium built;
- energy efficiency (photovoltaic panels, a combined heat and power plant and flow-controlled water) built into the Athletes' Village (which will become mainly affordable housing after the Games);
- clean, efficient temporary energy generators supplied by a locally based company, and mains power used where possible;
- a Green Tariff energy supply used for Games Headquarters, and furniture, fittings and equipment purchased from London 2012; and
- all delivery and waste management vehicles Euro IV compliant.



To help offset spectator travel emissions, the Glasgow 2014 Carbon Management Programme was launched in partnership with BP Target Neutral in May 2014. A flyer included with spectators' tickets urged them to register on the Target Neutral website, enabling BP to calculate and offset the carbon footprint of their journey by investing in low-carbon projects across the globe – in particular the Meru and Nanyuki Reforestation Project in Kenya. For each journey registered, BP Target Neutral will also work with Forestry Commission Scotland, Woodland Trust Scotland and the Commonwealth Woods to plant a tree near Glasgow.

The aim was to reduce all types of landfill waste by 80 per cent through improved recycling facilities, strict procurement criteria, and the use of educational materials to deliver the mantra: 'Reduce, Reuse and Recycle'. Suppliers were aware at procurement stage of Glasgow 2014's strict expectations around landfill reduction and emission awareness, and these extended from the careful use of construction materials to sourcing compostable tableware and food packaging.

The XX Commonwealth Games provided a perfect opportunity to put into practice the principles of considered, environmentally sustainable development processes. The award-winning Athletes' Village and new venues were designed and built using recycled and reclaimed materials where possible, and to operate in a waste-efficient manner. New or improved materials and technology – such as the Combined Heat and Power Energy Centre at the Village – were used to provide exemplars for future developments.

Increased access to web-based media provided an unprecedented opportunity to uphold the Organising Committee's overarching sustainability objectives and reduce the volume of printed publications in use for both public-facing and internal purposes. In addition to a condensed Spectator Guide supplemented online by venue-specific PDFs, and the encouragement of digital ticket applications via an accessible Ticketing Guide PDF, through strict assessment 15 per cent of the scoped inventory for print was produced entirely digitally instead, and a further 14 per cent was split between both formats. Quantities and print specifications were critically examined at briefing stage and minimised where possible.

## Accessibility

An overarching ambition of Glasgow 2014 was to earn the epithet 'the accessible Games'.

The Accessibility Functional Area championed accessibility and inclusion internally and externally at all levels, supporting colleagues in embedding these values in all elements of planning and delivery.

Its input was vital in making available assistive technology (such as audio description, remote British Sign Language interpretation and hearing enhancement technology) and mobility support for spectators, workforce and athletes as required. Venue and village plans were audited rigorously at all stages of development to ensure compliance and suitability.

At Games Time, around 160 dedicated Accessibility volunteers were placed within the Spectator Services team to ensure a positive Games experience for those who required assistance or support. A total of 170 wheelchairs were provided across venues, with mobility buggies in use at larger stadium venues (Ibrox Stadium, Celtic Park and Hampden Park).

## Health and Safety

The health and safety of all Games participants – from athletes, Games Family, VIPs and spectators to workforce, volunteers, media and broadcasters – was of paramount importance in the successful running of the event.

As the Games approached, a Health and Safety Leadership team, chaired by the Chief Executive, comprising senior Organising Committee staff and afforded authority by the Board to make key decisions, was established to ensure that suitable risk-based systems and processes were in place and being managed effectively.

By way of support, a Contractor Health and Safety Leadership team was also formed. This group was chaired by Glasgow 2014's Chief Information Officer and was key in ensuring that the contractor/supplier community was engaged in developing a common safety approach, with a consistent understanding of the wider risks across the Games.

During Games Time, Health and Safety Advisers were embedded in venue teams, with at least one dedicated to

each competition venue. Daily reports were made to Games Headquarters using a strict safety assurance process to quickly identify emerging issues and trends, and to maintain the safety of everyone present at the Games.



## Commercial



The Commercial team comprised the Licensing & Merchandising, Ticketing and Sponsor Services Functional Areas, whose activities contributed towards the Organising Committee's income.

Licensing & Merchandising supported the Glasgow 2014 brand and generated royalty revenues via a Master License Agreement with Venue Retail Limited (VRL). The team was heavily involved in managing retail operations (including wholesale to third parties via VRL), product development and approvals, the online shop operated by VRL and the production of Games Time retail publications by VRL.

The merchandise programme was one of Glasgow 2014's success stories. The first standalone merchandise unit to be unveiled at Glasgow Central Station was joined at the end of May 2014 by the Glasgow 2014 Superstore in George Square. Millions of pounds' worth of Glasgow 2014 and Team Scotland merchandise was sold both before and during the Games, with Clyde proving most popular: more than 130,000 cuddly versions of the mascot flew off the shelves. The 15cm and 25cm, kilted versions of the toy sold out before the end of the Games – prompting the set-up of a pre-order system for Christmas 2014.

The Ticketing team was responsible for the operation behind the ticketing programme. This covered ticketing for the public; for contractual clients such as CGAs, sponsors, rights-holding broadcasters, Games Partners and internal Functional Areas; for Prime Event Access sessions for relevant client groups; and for athletes spectating at different sports, team staff, and athletes' friends and family.

Ticket prices started at just £15, and half price concessions for under-16s and over-60s, from £7.50, were available for the first time in Commonwealth Games history. Accessible seating was also available, with the option to request an accompanying personal assistant ticket. Ticket applications could be made online, by phone or by post using a standard form, and a range of payment options was available.

A record-breaking 1.3 million tickets were sold – approximately 96 per cent of those available for sale. With capacity crowds watching events such as Rugby Sevens, Athletics, Swimming, Track Cycling, Gymnastics and the Opening and Closing Ceremonies, the Functional Area exceeded its budgeted revenue target.



The Sponsor Services Functional Area delivered an account management and rights delivery service to the Glasgow 2014 sponsor family, the support of whom and revenues generated by whom were vital to the Organising Committee.

Host Cities do not share universal Commonwealth Games sponsors, meaning that each Games can make its own sponsorship connections. In many cases, this results in ambitious opportunities for brands to connect with local audiences and businesses, athletes and indeed their own workforce, on the global stage.

Glasgow 2014 was fortunate to have a strong group of sponsors, which shared its ambitions and was committed to making the Games a success through the provision of crucial equipment, services and funding. The sponsor programme exceeded targets and contributed significantly towards Glasgow 2014's overall commercial income of more than £110 million.

The Games would not have been possible without the contribution of its 46 official Partners, Supporters and Providers.

Glasgow 2014 Official Commonwealth Games Partners



Glasgow 2014 Official Commonwealth Games Supporters



Glasgow 2014 Official Commonwealth Games Providers





## Technology and Broadcast

### Technology

Glasgow 2014's Technology department was responsible for delivering and operating the high quality, integrated, cost effective and reliable information technology solutions essential in the staging of the XX Commonwealth Games.

"The Glasgow 2014 Organising Committee was unique in that it would only exist for the purpose of delivering the Games," says Brian Nourse, Glasgow 2014's Chief Information Officer. "Most organisations don't completely decommission and remove all the infrastructure and systems they have set up over a relatively short period, leaving nothing behind.

"As a result, we approached the delivery of technology differently. Return on investment was certainly important; however, we needed solutions that were robust while offering a degree of flexibility. Although we had a fairly clear scope, certain elements could change on a regular basis."

The scope of Technology in a Commonwealth Games environment includes both the common information and communication technology required in any business, and specialist, event-specific activity.

The complexity of the technology service put in place for Glasgow 2014 far exceeded that offered for any previous Commonwealth Games, and for many similar events. The Games Data Network was at its core.

This highly resilient network underpinned many critical elements of technology provision at the Games, interconnecting all Games venues to facilitate the real-time distribution of information to a wide range of stakeholders, as well as supporting critical services such as information systems, results distribution, telephone systems, broadcast commentary and radio network traffic.

The Games Data Network was an evolution of the Organising Committee's corporate 'office administration' network, with IT services extended at each venue as it came online. Importantly, Network implementation included comprehensive temporary infrastructure installed across all parts of the Athletes' Village to ensure that each team had access to the range of technology services critical to its operations.

Extensive internet services – both cabled and wireless – were provided to key client groups: for example, to

athletes and team officials throughout the Athletes' Village; to the media across all competition venues; and throughout the International Broadcast Centre and Main Press Centre.

Extensive infrastructure was commissioned to support the development and hosting of the Glasgow 2014 website – making it widely available while protecting it from the risk of malicious attacks, particularly during Games Time. Throughout the Games, the website and support systems worked without a hitch, attracting nearly 100 million page views and delivering more than 31.5 terabytes of data.

The Results Technology Services team managed the delivery of the infrastructure, applications and services required to capture, produce and communicate results from each of the 17 sports and other core competition services.

"A crucial element of the technology service was ensuring that the athletes' performances were correctly measured and recorded, and distributed to a wide audience which was highly dependent on receiving the information in real or near real-time," says Nourse.





“This information supported the broadcast and media organisations, so a reliable service was critical.”

This included GamesINFO, the online system used by a wide number of stakeholders and client groups, which went live on 13 July 2014. It gave access to information including competition and training schedules, medal standings, weather, transport and Games results. It also hosted the Games News Service, which featured flash quotes, conference timings and highlights, athlete biographies, sports previews, news articles, statistics-driven reports and other media communications.

The near real-time results were used to feed the Glasgow 2014 website with a constant stream of updates. For the first time at a Commonwealth Games, a mobile results application was also developed, ensuring that fans and spectators could access results on their mobile device no matter where they were.

More than 30 applications supported Glasgow 2014’s operational requirements, which ranged from large and complex systems such as the Accreditation and Workforce Management systems and online

solutions like the Volunteer Portal and client Rate Card ordering, to bespoke systems supporting information sharing such as the Pulse (a multifunction intranet and extranet portal available to workforce and stakeholders).

Venue Technology Services was responsible for planning, implementing and operating venue-based technology equipment and services for competition and non-competition venues. The team was also responsible for partner and supplier management of video boards, audio systems, audiovisual equipment, data cabling and other miscellaneous technology and services required at each venue.

All IT services and infrastructure went through extensive testing processes before going live. This included months of integrated testing of results and information systems in a specially set-up ‘integration test laboratory’.

“In addition to participating in test event opportunities, we created key operational testing exercises called ‘Technology Readiness Events,’” says Nourse. “The objective of these exercises was to test the operation under pressure before Games Time.

“A variety of incident scenarios were simulated, ranging from minor technical failure to major cyber-attack of central facilities.”

During the Games, the Technology Operations Centre was the 24-hour, principal hub of IT and communication systems monitoring and control. In addition to Organising Committee staff, the Centre hosted representatives from the majority of technology providers, acting as the main base for all of their Games related operations.

## Broadcast

“When people look back on the Games, it’s the broadcast images they will remember – the athletes performing, the Opening and Closing Ceremonies, the memorable moments of sporting drama,” says Nourse.

Two highly respected independent television companies, Sunset + Vine and Global Television, took on their first joint venture as SVGTV to become Glasgow 2014’s Host Broadcaster. Sunset + Vine took charge of production outcomes, and Global Television of the International Broadcast Centre and engineering outcomes to ensure broadcast feed availability.

The partnership created jobs in Scotland and collaborated with Scottish colleges and universities to offer world-class training for a new generation of young broadcast specialists via the Host Broadcaster Training Initiative.

In the period leading up to the Games, Glasgow 2014 announced a host of rights-holding broadcasters – companies afforded exclusive rights to broadcast the Games across their networks. More than 30 individual

rights deals guaranteed a breadth of coverage never before seen at a Commonwealth Games.

Not only were viewers from all 71 nations and territories of the Commonwealth able to see their sporting heroes compete in Glasgow, but viewers in the USA and China could now witness the action, establishing a truly global audience.

At Games Time, the Host Broadcaster team of more than 1,500 people across each venue and at the International Broadcast Centre made sure that every single sporting moment was captured.

As the hub for all Commonwealth Games broadcasting activity, the Centre handled incoming television pictures and sound from the venues, distributing the footage to the international television and radio rights-holders’ home countries. It also managed outgoing worldwide transmissions from rights-holders working there and at Games venues.

The Host Broadcaster provided a multi-channel service comprising six channels of ready-made material with overrunning commentary – a first for the Commonwealth Games. It also produced the Games Channel, which



ran from the start of the first significant action each day until the end of the last live competition, followed by a highlights programme.

“The Games Channel was a fully packaged programme providing the best live sport with regular short highlights of other sporting action,” says Nourse. “It was streamed on YouTube during the Games and made footage available, free, to a wider audience than any other Commonwealth Games.”

“The Host Broadcaster did an exceptional job and made it easy for us,” says Bruce Malcolm, Head of Commonwealth Games BBC coverage. “The sport on TV looked big, glossy and ambitious – more like an Olympic event.”

The BBC (the Glasgow 2014 domestic rights-holder) covered the entire Queen’s Baton Relay for the first time, following Scots presenter and adventurer Mark Beaumont as he travelled alongside the baton. Beaumont featured on BBC World News, BBC News 24, The One Show, BBC Radio 2, BBC Radio Scotland and online. The corporation committed to its most extensive Commonwealth Games coverage ever, including more than 300 hours

of network TV coverage, 200 hours of radio coverage and more than 1,300 hours of live action via up to 17 digital streams, as well as online and mobile features.

The BBC One and BBC One HD coverage was headed up by household favourites Gary Lineker, Clare Balding, Gabby Logan and Hazel Irvine, joined by star sporting experts like Sir Chris Hoy, Rebecca Adlington, Mark Foster and Beth Tweddle. During the Games, Radio 1, Radio 2, Radio 3 and Radio 4 all broadcast live programmes from BBC Scotland’s headquarters on the banks of the River Clyde.

“The London 2012 Olympic Games set a benchmark on how to cover a multi-sport event on the BBC,” says Malcolm. “We covered the Olympics with extended coverage on BBC One and BBC Three, alongside highlights programmes and online streaming. The audience expected more of the same for Glasgow 2014.

“We wanted to show this wasn’t just about two weeks of sport, but a year-long celebration of the Commonwealth Games, with the BBC playing its part across Scotland,” says Malcolm. “There was a conscious effort to celebrate the Host City. We

put a lot of thought into the idents [helicopter shots of the SSE Hydro] and we picked a studio location with an iconic view of Glasgow that showcased the old and the new faces of the city – the Finnieston Crane and SSE Hydro. We made it clear as often as possible that the Games was taking place in Glasgow and Scotland.”

And the coverage didn’t disappoint. Within the UK, BBC viewing figures show that in the UK, 9.4 million watched the Opening Ceremony, and seven million – a 35 per cent share of viewers – watched the Closing Ceremony. In Scotland, the Opening Ceremony took a 75 per cent share of viewers, a figure described by Malcolm as “astronomical”.

“Looking back, nothing went wrong: there were no technical problems, no complaints. We got the coverage right, there were Scottish successes, and the sun shone.”



Image: ©Getty Images for Glasgow 2014



## Games Delivery Office

The Games Delivery Office played a vital operational role in the lead-up to, and particularly during, the Games.

The team developed the Games Time Command, Control and Coordination structure and managed the Games Operations Centre throughout the Games; administered all agendas and actions for the Games Executive Committee before and during Games Time; and developed a comprehensive testing and readiness programme. The latter included the test events required for sport and venue operations, venue transition tests, and Organising Committee participation in partner-wide testing and readiness events as well as specific Functional Area simulations and exercises.

The Games Delivery Office also led the Operations Delivery Forum, which focused the work involved in tasks requiring the input of multiple internal teams, and reinforced the understanding of their interdependency across the Organising Committee. This cooperation was fundamental to the completion of activities on deadline – and ultimately to the delivery of the Games.

## Sport

Sport was, of course, the main focus of the Games. In line with the Glasgow 2014 vision – an athlete centred and sport focused Games of world-class competition – the Sport department took principal responsibility for the planning and delivery of a groundbreaking sports programme.

The Sport Services Functional Area handled the key service elements relating to each of the 17 sports in the Glasgow 2014 programme, managing the sport entries process for more than 4,900 athletes as well as populating a full range of sport-related publications distributed before and during the Games. It was also responsible for ensuring that the Games Time sport information service, Athletes' Village Gymnasium and sport-specific training facilities met, or exceeded, International Federation and CGF requirements.

Sport Operations' pre-Games function was to identify all sport-specific requirements and ensure that they were met, procuring sport equipment, developing the medals and delivering aspects of sport presentation.

At Games Time, the team rolled out the sport presentation and medal ceremonies programmes, as well as providing a presence in the Games Operations Centre.

Sport Competition was responsible for planning and implementing all specific technical elements for each sport at Glasgow 2014, including detailed field of play and venue requirements, technical officials and sport-specific volunteers whose experience aligned with International Federation and CGF requirements.



Image: ©Getty Images for Glasgow 2014



## Games Services

### Accommodation

The team dealt with the overall accommodation requirements of all Games constituent groups – from Games Family members to accredited media and workforce – assessing group requirements, identifying suitable accommodation providers, and negotiating and managing the resulting contracts and relationships. It centrally handled accommodation reservations, including financial payment collection and processing, and was responsible for the management of the Games Travel Office provider. More than 8,200 accredited participants accessed the Glasgow 2014 accommodation programme, booking more than 139,000 room nights across 90 accommodation properties.

### Arrivals & Departures and Accreditation

These two Functional Areas were closely aligned. Arrivals and Departures expanded from being a supporting function focused on data capture to lead planner for airport operations at Glasgow Airport, the main port of entry for the Games, with a presence at Glasgow's main train stations.

The team worked closely with airport and train station management, as well as other Functional Areas such as Transport and Logistics, to ensure a smooth arrival and departure process for athletes, Games Family, sponsors, members of media and broadcast, and VIPs. More than 9,000 arrivals and 9,000 departures were processed in total.

The Accreditation team designed, implemented and delivered an accreditation system which allowed accredited Games Family, workforce, media and broadcast members to gain entry to the country for the Games. This meant working with the UK Home Office, UK Border Force and Police Scotland to implement a robust immigration and background security checking regime.

Engagement with key groups began early in the process to make sure that everyone travelling to Scotland was aware of the arrangements in place for accreditation and arrivals.

The Uniform and Accreditation Centre at Glasgow's Kelvin Hall opened at the end of April 2014, beginning the accreditation of workforce members, key partners and volunteers. In total, more than 70,000 accreditations were processed.

### Catering, Cleaning and Waste

Two million meals were prepared for athletes, officials, media, the workforce and spectators at the XX Commonwealth Games.

More than 100 tonnes of fruit and vegetables, 10,000 loaves of bread and 25,000 litres of milk were consumed during the event.

Scottish food and drink producers were urged to compete for up to £8 million worth of contracts for the Games – the biggest event Scottish catering had ever seen.

Appointed caterers were required to sign up to the Commonwealth Games Food Charter, which will serve as a blueprint for major sporting and cultural events held in Scotland beyond the Games.

Glasgow 2014 worked in collaboration with Scottish Government partners, the Food Standards Agency in Scotland and the wider food industry to develop the Charter.

As well as showcasing the Scottish larder, it outlines a commitment to ethical, safety and health standards for all food served across the Games and future events.



Image: ©Getty Images for Glasgow 2014



Central to this Charter is the use of food that respects Scottish and UK (or equivalent EU) animal welfare standards; is from sustainable stocks or sources; makes balanced use of whole animals; and is sourced regionally from Scotland, the UK or EU (with a 'buy local first' approach where best value and quality are represented). Menu composition that considers the balanced use of whole animals is also encouraged.

"The key to the success of the catering operation was asking the athletes what they wanted," says Craig Lear, Glasgow 2014's Head of Catering, Cleaning and Waste. "They told us they wanted good coffee, fresh fruit smoothies, hot milk, gluten-free bread to be available. It's small things like these that enhance the athletes' experience."

Glasgow 2014 offered companies the opportunity to bid for contracts worth £3.8 million to provide cleaning, housekeeping and laundering services to ensure that the Athletes' Village as well as Games venues looked their best at all times.

## City Operations

The City Operations team within the Organising Committee was relatively small, with the overarching aim of integrating cross-organisational planning and communication processes with Glasgow City Council and other Local Authority activities, to ensure that all Host City requirements for staging a successful Games were met.

The team worked alongside Glasgow City Council's City Operations function, which held a dedicated budget allocated to 10 workstreams covering a city-wide programme of services, activities and communications, including Festival 2014 sites, overlay, look and wayfinding.

The Organising Committee's team facilitated partner integration by: providing information to enable strategic planning and operational delivery; aligning Local Authority plans with Games operations requirements and service levels to facilitate public domain planning; coordinating Local Authority licensing and regulatory

requirements to ensure Local Authority compliance; and ensuring that partner messaging was consistent and existing channels used for communications to the public and businesses of Glasgow.

Planning and integration between the partners resulted in a number of successful joint initiatives. These included Get Ready Glasgow – the information campaign around Games Time city operations aimed at residents, businesses and spectators – and the implementation of the look and wayfinding programme to promote Host City recognition.



Image: ©Getty Images for Glasgow 2014



## Operational Planning

### Transport

Glasgow 2014 was billed as 'the public transport Games' and the Organising Committee formed a strategic planning group with transport authorities and operators to focus on three objectives: ensuring safe, secure, reliable and accessible transport for the Games Family; providing fast, frequent, friendly and accessible transport for spectators and Games workforce; and keeping Glasgow and Scotland moving during the Games.

Temporary enhancements were made across the existing network, from increased capacity at busy times on trains, buses and the Subway to additional staff and signage. People were encouraged to use public transport and active travel options, with the intention that this would influence a change in travel habits and a greater propensity to use these modes after the Games.

Introduced just before the Games to help facilitate this shift, Glasgow City Council's Mass Automated Cycle Hire Scheme provided 400 pre-bookable bikes across 31 locations in the city. Estimated journey times to sport and Festival 2014 venues from transport hubs were displayed on

dedicated signs. Communications materials encouraged spectators to soak up the atmosphere between venues on foot or bike, and to take advantage of the 13.6km of new and refurbished walking and cycle paths.

Access to public transport was included with the price of each Games ticket for a defined travel zone on all public transport modes across the Greater Glasgow area, with corresponding zone extensions to cater for ticketed spectators travelling to Strathclyde Country Park. For spectators attending the Royal Commonwealth Pool in Edinburgh and Barry Buddon Shooting Centre near Carnoustie, similar arrangements were put in place, utilising the appropriate elements of local bus networks. Taking advantage of this was made as straightforward as possible, with spectators asked simply to present an event ticket, valid for that day, in order to travel. Staff, volunteers and other accredited personnel could use their accreditation passes to access these services for three and a half weeks, covering the period leading up to the Games as well as Games Time itself.

Glasgow 2014 worked with Strathclyde Partnerships for Transport to ensure that earlier morning and later evening Subway services

would run over Games weekends, while Transport Scotland made arrangements with ScotRail to allocate extra train carriages to those rail services expected to be most in demand, and to run additional services on key routes. Glasgow 2014 contracted First Bus to deploy 109 new vehicles in a 380-strong fleet used to shuttle athletes, media and spectators from venue to venue.

An extensive network of Park & Ride sites and services was secured by Glasgow 2014 to ensure that the objectives of the Games Transport Strategic Plan were delivered and that, except limited provisions for wheelchair users and Blue Badge holders, no spectator parking was possible at or adjacent to venues. This was reinforced by comprehensive measures to manage traffic and parking in the vicinity of each venue.

Pre-bookable Accessible Shuttles also serviced each venue, with a Spectator Services Accessibility team available to assist people with restricted mobility.

As well as the active discouragement of spectator travel by car, the risk of congestion was lessened by a carefully planned Games Route Network, including dedicated Games Lanes, which ensured that athletes



Image: ©Getty Images for Glasgow 2014

and officials could be transported swiftly between transport hubs, venues and the Athletes' Village. Glasgow 2014 also worked with Glasgow Airport to accommodate thousands of Games specific arrivals and departures.

High level plans to ensure accessibility and modern facilities at transport hubs, to improve road networks in the most heavily-used areas of the city, and to enhance timetables to meet peak demand, resulted in a raft of investment.

Although not put in place specifically for the Games, the completion of a number of major infrastructure projects were guaranteed within the original bid, and ultimately benefited the event. These included the M74 Extension, the £11 million refurbishment of Dalarnock Station, phases 1 and 2 of Clyde Gateway and refurbishment of Cathedral Street Bridge and Bell's Bridge.

Michael Renshaw, Glasgow 2014's Head of Transport and Logistics, says: "There was no serious traffic congestion, and the city operated well throughout Games Time, including the occasions when the Road events were being held.

"We encouraged people to come to the Games and their wider festivals, but asked them to plan their journey and wherever possible avoid peak times. People didn't feel discouraged from turning up at events, or from going to the Festival 2014 venues or into the city centre.

"The good weather in the first week undeniably encouraged people to walk, cycle and use public transport, and the city remained busy for the duration of the Games. Additionally, athletes arrived at their performance venues on time, so the approach and arrangements worked."

### Security

The right quality and number of experienced security personnel was critical in ensuring the delivery of a safe and secure Games.

Security for the Games was reviewed following London 2012, with Glasgow 2014's Security Committee recommending that the Scottish Government take overall responsibility, and that this be delegated to the Chief Constable of what would become Police Scotland.

The review had advised enhancing planned security measures, and highlighted the delivery risk comprised in the provision of private security by a single company. The private security tender for the Games was ultimately split into multiple contracts of a size that would encourage a positive response from the sector.

The Scottish Government's proposed leading role in security was favourably received by the Scottish Parliament, which understood that the safety of people attending the Games was of paramount importance.

Upon the recommendation of the Chief Constable, the budget was adjusted from £27.2 million to £90 million, with £25.1 million coming from the Organising Committee's contingency fund. Police Scotland would manage this overall budget.

An integrated security team – involving Police Scotland, Glasgow 2014's Security team and private sector partners – was developed to manage the security and stewarding requirements for the Games. More than 17,000 individuals were involved in this operation, which required a huge staffing commitment from Police Scotland and 17 private sector companies, as well as 2,400

members of the armed forces. "Because the uniformed security was so visible, it meant that there were friendly faces but people also felt secure," says Shona Robison MSP, Cabinet Secretary for Commonwealth Games and Sport. "We took a similar approach to the security surrounding the Queen's Baton Relay. Police Scotland did a tremendous job dressed in T-shirts and shorts so they were a friendly, but reassuring presence.

"We learned lessons from London 2012, when the Olympic Torch had a heavy security feel around it. The Queen's Baton Relay didn't. People were able to get close to it and touch it, and it was a great success."

Tight, airport-style security – from fencing to x-ray imaging machines, handheld scanners and walk-through metal detectors – was put in place around the more than 20 competition and non-competition venues, including Glasgow Green Live Zone and the Athletes' Village. Ticketholders and workforce were warned in advance of food and liquid restrictions, specific prohibitions, and inspection procedures. Security check queues into Glasgow 2014 venues were good-natured and moved swiftly, with police and military personnel leading the process.

### Press Operations

The press operation for any major sports event is complex and multi-faceted, and its successful delivery has a significant impact upon the media coverage and general perception of the event.

By recruiting a team of highly experienced, professional and dedicated Venue Press Managers, Photo Services Managers, Mixed Zone Managers and Assistants, supported by a well-trained and enthusiastic team of volunteers who were pre-assessed for their suitability, an excellent service was delivered across all aspects of Press Operations.

The team planned and managed all of the facilities and services required for accredited press, photographers and non-rights-holding broadcasters within the Main Press Centre, press tribunals, Mixed Zones and Venue and Village Media Centres.

During the pre-Games period, the Press Operations team actively engaged with members of the press to provide relevant information regarding accreditation, accommodation and arrival/departure services through publications, newsletters and the press extranet.



Contractor Infostrada devised content for the Games News Service (hosted on GamesINFO) in the run-up to the Games, as well as producing daily sport updates throughout Games Time.

Approximately 1,500 accredited members of the press came to Glasgow for the Games and were looked after by the team. A dedicated spokesperson and Photo Manager was provided at every competition venue and at the Athletes' Village to assist and provide comment where required. The Main Press Centre was the central hub for all members of accredited press, hosting the Glasgow 2014 and CGF daily press briefings, and providing answers to enquiries.

Accredited media fed back on these facilities and services very favourably in comparison to previous Commonwealth and Olympic Games.

### Games Family Services

As the teams began arriving, the CGA Relations and Protocol team continued the work begun during their years of preparation, with Delegation Registration Meetings and Chefs de Mission briefings. Members of the team worked closely with their assigned nations and territories throughout the Games

period, and were praised by departing CGAs after the event.

"We wanted to make sure the athletes and team management had everything they needed so they could perform at their best," says Kate Randall, Director of CGA Relations and Protocol at Glasgow 2014. "They had great food and accommodation, free wi-fi, and plenty of recreational activities. They enjoyed the buzz around the city and were made to feel really welcome by the people of Glasgow."

"The layout of the city and the transport arrangements meant it was easy for them to get around, and the athletes loved being able to walk to the Opening Ceremony from the Village. At the Closing Ceremony many of them stayed on to celebrate – everyone was having such a great time that they didn't want to leave."

The teams' Chefs de Mission were complimentary about the planning behind the Games and the welcome they had received. Team England Chef de Mission, Jan Paterson, said, "Every single member of Team England has received the warmest of welcomes, from the moment they arrived in Glasgow to their event finish, and that's what's made this Games so very special."

### Games Workforce

The Games Workforce department was made up of a number of Functional Areas, which worked together to ensure the consistent treatment of all members of volunteer, paid and contractor workforce on venue at Games Time.

The team took the lead on estimating the required Games Time headcount for each Functional Area, before carrying out Scotland's largest ever peacetime recruitment drive for Glasgow 2014 'clyde-sider' volunteers. The 50,811 applications received would become a workforce of approximately 12,500 people dedicated to making the Games a success.

The department was responsible for managing the Volunteer and Contact Centres as well as facilitating Games Time scheduling and rostering for volunteers and paid staff.

Members of the team devised large-scale training events with associated materials to ensure that paid staff, clyde-siders, Host City Volunteers and contractors were prepared, no matter what their role. At the first of these training sessions, the clyde-sider uniform – developed in conjunction with the Marketing team and Trespass – was unveiled.

### Look and Wayfinding

The Games Look was the most visible public representation of the Glasgow 2014 brand and values. The Look and Wayfinding team created and developed this visual identity before ensuring it was applied to elements across Games locations.

Relevant branding was applied to city dressing such as banners and bunting across Glasgow and throughout other Scottish Local Authority areas. The team worked closely with Glasgow City Marketing Bureau (part of Glasgow City Council) to agree on final designs, and liaised with City Operations to ensure the buy-in of all Local Authorities.

This resulted in consistent city dressing and wayfinding signage that tied in with on-venue applications. Glasgow City Council and other relevant delivery partners were responsible for applying look and wayfinding outside venue perimeters, while internal spaces were solely the responsibility of Glasgow 2014's Look and Wayfinding team.

Both back-of-house areas and fields of play were dressed to make sure that

the venues could function efficiently, as well as looking camera-ready. The team also helped brand the elements of sport presentation and sport equipment visible on the field of play.

More than 1,600 lamp-post banners and almost 12km of bunting appeared above Glasgow's streets in the run-up to the Games, adding to the festival atmosphere building within the city. One of the most popular attractions during the Games was a spectacular 3D installation, affectionately known as 'The Big G', which drew crowds of people eager to have their photographs taken beside it.

## Venue and Villages

### Venue and Villages Development and Overlay

Glasgow was awarded the Games in part because 70 per cent of its sporting venues already existed, and those sports venues not located in Glasgow – the Royal Commonwealth Pool in Edinburgh, Barry Buddon Shooting Centre near Carnoustie, and North Lanarkshire’s Strathclyde Country Park – could be accessed easily from the Host City.

Venue development projects included the conversion of Hampden Park, the creation of temporary shooting facilities at Barry Buddon, a clean water swim zone in Strathclyde Loch for Triathlon and the construction and fit-out of the Athletes’ Village.

The Hampden Park works comprised a number of elements. A deck was installed above the football pitch upon which the competition track and field facilities were then laid. The North Stand was extended at concourse level to facilitate accessibility and spectator services, and the West Stand undercroft improved to provide additional storage space. A warm-up track was constructed at Lesser Hampden alongside a new pavilion for Queen’s Park Football Club to

replace the temporary buildings here. Lastly, temporary overlay was installed to provide Games-specific facilities and services for Athletics events and the Closing Ceremony.

The Shooting competition was held at Barry Buddon, a Ministry of Defence Camp, designated as environmentally sensitive, that included Sites of Special Scientific Interest and Special Areas of Conservation. This venue required very significant temporary installations to accommodate the Games’ requirements, including the construction and removal of shotgun ranges with 700 seats, a combined 10m/50m enclosed range with 370 seats and a 25m range with 160 seats.

The Triathlon events taking place at Strathclyde Country Park required the installation of a barrier solution to create an area of clean water that met International Triathlon Union Standards. Five low-permeability membrane curtains were installed to protect the swim zone, and the water was dosed with Phoslock to reduce the risk of blue-green algae blooms as well as hydrogen peroxide to protect it from ecoli.

Within Glasgow, all venues – including the city’s famous stadia, Hampden Park, Ibrox Stadium and Celtic Park –

were located a short journey from the Athletes’ Village. The roads of Glasgow and its surrounding countryside provided a challenging and picturesque setting for the Marathon and Cycling Road events.

The Emirates Arena, which includes the Sir Chris Hoy Velodrome, and Glasgow Green Hockey Centre were open to the public over a year in advance of the Games and were soon being well used by local communities, sports clubs and for national and international competition. It’s hoped that these world-class facilities will go on to inspire young athletes to train in preparation for future Games.

The Organising Committee’s team managed Glasgow 2014 input into the development of the new permanent venues and Athletes’ Village, overseeing Organising Committee funding on Games related adaptations and new construction and ensuring that Games requirements were suitably integrated.

Overlay to the value of more than £60 million was required at venues. The significant number of temporary structures required included the shops and amenities at the Athletes’ Village and the International Broadcast Centre at the SECC Precinct.





## Venue Operations

Venue Operations facilitated and led the venue planning and preparation process as well as implementing the integrated operations of all Games venues and facilities, including safety licensing and certification and Games Time delivery and management.

A Venue Manager led the team for each venue, with other operational Functional Areas forming integrated venue delivery teams to ensure that each venue operation ran smoothly for workforce, spectators and athletes in the lead-up to and during Games Time. The most significant roles were carried out by Transport, Security, Spectator Services, Sport, Technology, Broadcast, Press Operations, Overlay and Image & Look.

As well as extensive forward planning, the team participated in a number of test events. Early events, such as the 2013 UCI World Junior Track Cycling Championships and 2013 FINA Diving World Series, gave the Organising Committee a chance to observe and learn from operations. The Organising Committee took an extensive delivery role in a number of events during 2014, enabling it to test timing and scoring systems, competition event schedules, and new fields of play.

The UK Athletics Glasgow Grand Prix, which took place immediately prior to the Games, was used as the main test for elements including crowd modelling, and successfully trialled the newly-transformed Hampden Park.

## Village Operations

The Village Operations team was responsible for planning and delivering operations at the Athletes' Village, Satellite Villages and Technical Officials' Villages.

More than 7,300 athletes and team officials attended the Games, the majority of whom were accommodated in the Athletes' Village at Dalmarnock, Glasgow. Shooting competitors were accommodated in 237 rooms across two hotels, the Carnoustie Golf Hotel and the Apex City Quay Hotel in Dundee. An additional village was provided for Aquatics (Diving) competitors in 52 rooms at Edinburgh's Macdonald Holyrood Hotel.

This number of athletes (more than 4,900) was the highest to attend any Commonwealth Games, and with the typical pre-Games reduction in numbers not materialising, much higher than Glasgow 2014 had expected. This meant that the Village

Operations team had to make late adjustments to the space allocations for each team and that Shooting competitors could not be allocated additional beds in Glasgow, as originally intended.

The main Athletes' Village offered a full range of on-site services, including a Main Dining Hall for up to 2,000 people, casual dining options, a medical clinic, gymnasiums, a hair and beauty salon and even a daily residents' newspaper.

The Village Operations team worked with Functional Areas including Transport, Security, CGA Relations & Protocol, Sport, and Catering, Cleaning & Waste, as well as Glasgow City Council and its private developer City Legacy, to deliver services to the athletes and officials.





## Emirates Arena

The Emirates Arena, which includes the Sir Chris Hoy Velodrome, was opened in 2012 and hosted Badminton and Track Cycling during the Games. The venue includes dance and fitness studios and external multi-court areas, and acts as the administrative hub for several national sport federations.





## Kelvingrove Lawn Bowls Centre

The Kelvingrove Lawn Bowls Centre enjoys a dramatic setting next to Kelvingrove Art Gallery and Museum. There is a long tradition of lawn bowls at Kelvingrove, and the facility here has been upgraded to international standards, with the reconstruction of five competition bowling greens.





## Royal Commonwealth Pool

The Royal Commonwealth Pool was designed by RMJM Architects in 1967 for the Edinburgh 1970 Commonwealth Games and was used again for Edinburgh 1986. The venue underwent major refurbishment to its existing facilities and saw the addition of a warm-up pool and dry diving area in preparation for the Diving competition at Glasgow 2014.





## Glasgow National Hockey Centre

Specially designed and built to host the Hockey competition, the facility sits adjacent to Glasgow Green and the Glasgow Green Football Centre. It features two synthetic hockey pitches as well as athlete and official support areas, and acts as headquarters for Scottish Hockey.





## Hampden Park

Glasgow's famous Hampden Park hosted the Athletics (Track & Field) competition and the Closing Ceremony. Home of the national football team, it was transformed in preparation for the Games, engineers raising its playing surface by 1.9 metres to create a temporary track and field venue. This is the first time the technology has been used on such a large scale and with IAAF support; the approach is already being termed the 'Glasgow solution' in worldwide athletics circles.





## Scotstoun Sports Campus

Scotstoun Sports Campus formed one of the precincts of the Games, hosting both Squash and Table Tennis competitions. The venue is a popular sporting and community resource which includes the National Badminton Academy, an indoor tennis centre and other fitness facilities. Six new permanent squash courts were added, with a temporary glass-walled show court used during the Games to give spectators a superlative view of the action.





## Tollcross International Swimming Centre

The Swimming competition took place at Tollcross International Swimming Centre. The venue has been extensively refurbished and extended, with the existing 50m, 10-lane pool joined by a new 50m, six-lane warm-up and training pool.







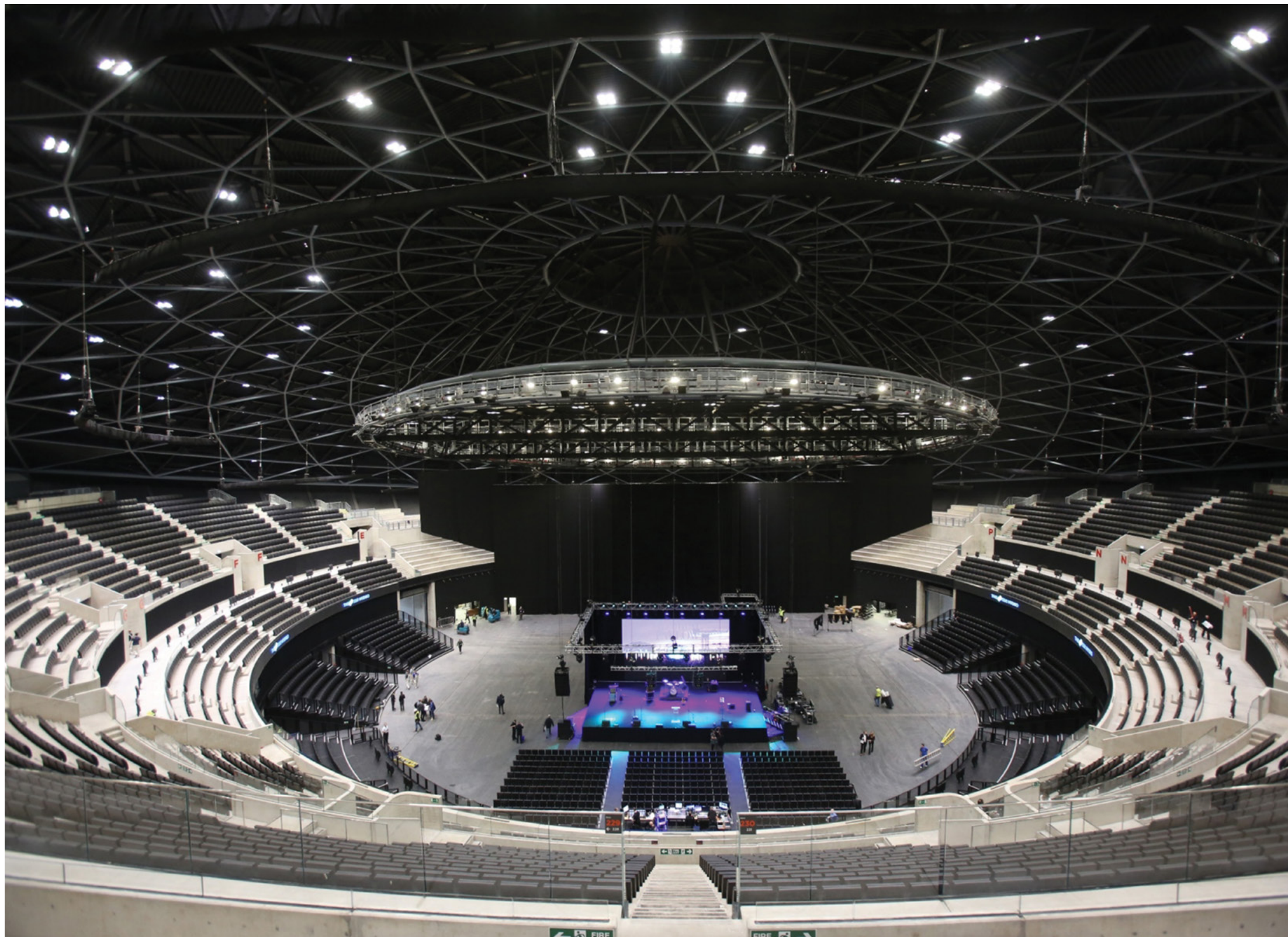
## Cathkin Braes Mountain Bike Trails

Set against a backdrop of ancient woodland, steep slopes and wide-open spaces, the Trails offer a spectacular panorama of the city beyond. A permanent facility, the venue makes the most of the varied terrain to provide a challenging course for riders. Its key features – including Brig O’Doom and Clyde Climb – were named by local schoolchildren.



## SSE Hydro

The SECC Precinct was the largest venue precinct of the Games, hosting the competitions for six sports. The SSE Hydro here hosted the Gymnastics competitions as well as the Boxing Finals and Netball medal matches. The building has established itself as a world-class music venue and is equipped with cutting edge technology and digital specifications.





## The Athletes' Village

The Athletes' Village was home to the majority of athletes and officials during Games Time.

Developed by Glasgow City Council with City Legacy (a private-sector consortium), and designed by RMJM, the Village is at the heart of one of Europe's largest regeneration areas, bringing a legacy of new homes and jobs to Glasgow's east end.





Athlete centred,  
sport focused

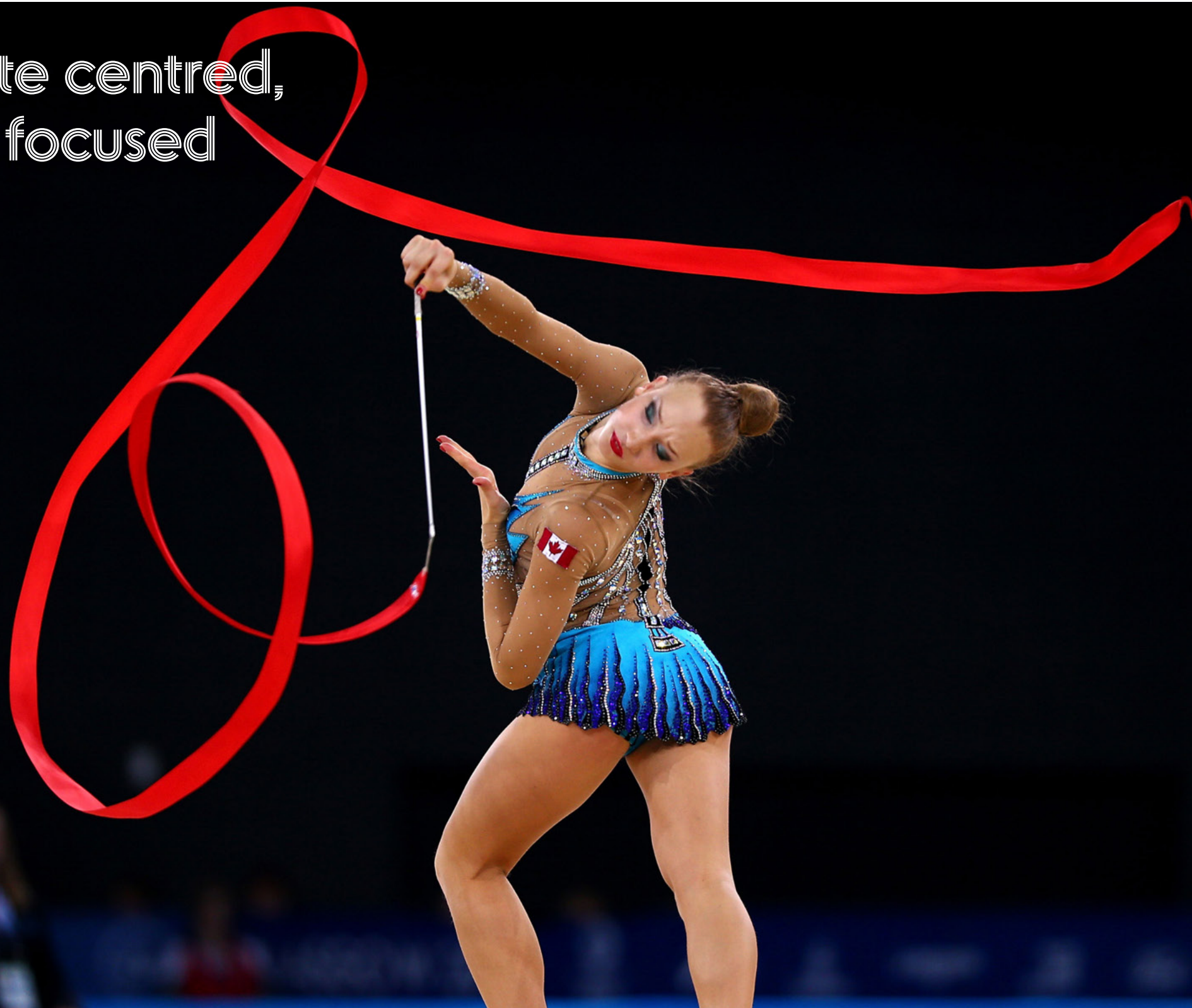






Image: ©Getty Images

“We aimed to use sports to refresh, reposition and re-energise the meaning of the Commonwealth,” says David Grevemberg, Glasgow 2014’s Chief Executive.

The XX Commonwealth Games sport programme was the biggest and most inclusive in Games history.

With 17 sports played over 11 days of competition, the Games was groundbreaking in every sense, with more medals to be won, and more Women’s and Para-Sport events, than ever before.

The fully integrated para-sport programme offered a total of 22 medal events across Athletics (Track & Field), Aquatics (Swimming), Lawn Bowls, Para-Sport Powerlifting and – for the first time ever – Track Cycling. Female athletes had new medal opportunities in Shooting, Triathlon Mixed Team Relay was introduced, and Women’s Boxing made its Commonwealth Games debut.

“I’m most proud of how we evolved the sports programme to include the largest number of Para-Sport events in Games history, and introduced Women’s Boxing to resounding success,” says Greg Warnecke, Glasgow 2014’s Head of Sport.

The Organising Committee’s successful ticketing campaign resulted in packed stadia and capacity crowds, creating the best possible environment for competing athletes across all sports.

In terms of location (a five-minute walk from the Athletes’ Village), timing (not too close to training or competition sessions), and content (a central role for athletes), the Opening and Closing Ceremonies of the Games were also carefully planned with athletes’ experience in mind.

And a host of athlete benefits meant that supporting crowds watched the largest delegation of athletes ever to travel to a Commonwealth Games – with more than 7,300 sport team members making the journey to Glasgow.

Not only did Glasgow 2014 make generous and flexible travel provision to CGAs, and offer tax breaks to athletes; it also put athletes at the heart of major decisions regarding the Games.

The Athletes’ Advisory Committee was set up three years prior to the Games. The group (a sub-committee of the Glasgow 2014 Board) comprised a contingent of Scottish athletes, all of whom had previously competed in Commonwealth Games events.

Chaired by former Scottish international hockey player, Rhona Simpson, the Committee took on a key role, advising the Board and Organising Committee on athlete requirements and other matters in the Athletes’ Village and venues, across all areas of Games planning.

The Committee, whose members included Susan Egelstaff, Shirley Addison, Steve Frew and Aileen McGlynn OBE, influenced decisions impacting on everything from catering services available within the Athletes’ Village, to the athletes’ role in the ceremonies.



## Competing nations

### Africa

Botswana  
Cameroon  
Ghana  
Kenya  
Lesotho  
Malawi  
Mauritius  
Mozambique  
Namibia  
Nigeria  
Rwanda  
Seychelles  
Sierra Leone  
South Africa  
Swaziland  
Uganda  
Tanzania  
Zambia

### Americas

Belize  
Bermuda  
Canada  
Falkland Islands  
Guyana  
St. Helena

### Asia

Bangladesh  
Brunei Darussalam  
India  
Malaysia  
Maldives  
Pakistan  
Singapore  
Sri Lanka

### Caribbean

Anguilla  
Antigua & Barbuda  
The Bahamas  
Barbados  
British Virgin Islands  
Cayman Islands  
Dominica  
Grenada  
Jamaica  
Montserrat  
St. Kitts & Nevis  
St. Lucia  
St. Vincent & The  
Grenadines  
Trinidad & Tobago  
Turks & Caicos Islands

### Europe

Cyprus  
England  
Gibraltar  
Guernsey  
Isle of Man  
Jersey  
Malta  
Northern Ireland  
Scotland  
Wales

### Oceania

Australia  
Cook Islands  
Fiji  
Kiribati  
Nauru  
New Zealand  
Niue  
Norfolk Island  
Papua New Guinea  
Samoa  
Solomon Islands  
Tonga  
Tuvalu  
Vanuatu



Image: ©Getty Images



## Sporting highlights

The Glasgow 2014 Commonwealth Games produced memorable performances in an exhilarating programme that featured 17 different sports both in and outdoors.

Crowds packing the stadia and lining the streets were rewarded with outstanding competition. Nine World records and 142 Commonwealth Games records were established during the Games, including four from Scottish athletes.

Team Scotland fielded 310 athletes and secured 19 Gold, 15 Silver and 19 Bronze medals – its best ever medal haul – to gain its highest ever medal table place, finishing fourth. Judo alone brought 13 medals for the team.

The BBC declared the 'Glasgow 2014 New Gold Medal Record for Scotland', while The Herald ran the headline: 'Medal Roll of Honour for Team Scotland at Glasgow 2014'.

Scottish swimmers delighted the home crowd at Tollcross International Swimming Centre, with Ross Murdoch, Daniel Wallace and Hannah Miley all winning Gold. And para-sport swimmer Erraid Davies – aged only 13 – was the youngest ever to win a medal in the Women's Para-Sport 100m Breaststroke SB9.

At the Sir Chris Hoy Velodrome, Neil Fachie and pilot Craig Maclean set a new Commonwealth Games Record to secure Gold in the Men's 1000m Para-Sport Time Trial B Tandem, before snatching Gold from Australia in the Men's Para-Sport Sprint B Tandem. Aileen McGlynn and pilot Louise Haston secured Silver for Scotland in the same women's events.

Postal worker Charlie Flynn delivered Gold for Scotland in the Men's Lightweight Boxing event, while England's Nicola Adams was the first ever to win a Gold medal in Women's Boxing at a Commonwealth Games. Paddy Barnes of Northern Ireland made history by retaining his light-flyweight title.

Sixteen-year-old artistic gymnast Claudia Fragapane added four Gymnastics Golds to England's medal total of 174, while rhythmic athlete Frankie Jones ended her sparkling career with six medals for Wales.

South African swimmer Chad Le Clos won a record-equalling seven medals, making him the most successful athlete at the XX Commonwealth Games.

Botswana's Nijel Amos beat World Record holder and Olympic Champion David Rudisha in the

Men's 800m, while Hampden Park roared on Lynsey Sharp – fresh from a hospital bed – in her Women's 800m Silver medal run.

Usain Bolt, after anchoring Jamaica home in the Men's 4 x 100m Relay, spent an unprecedented hour posing for pictures with fans.

Kenya's Vincent Onyagi swam in open water for the first time during the Men's Triathlon, while Kiribati's David Katoatau secured the nation's first ever medal with victory in the Weightlifting Men's +105kg event. Boxer Taoriba Biniati, also of Kiribati, made personal history by fighting a woman for the first time.

The fans themselves also made history. The 171,000 at Ibrox for two days of Rugby Sevens – won by South Africa – was a world record attendance for the sport. And 85,000 spectators lined Glasgow's rain-soaked streets to watch the Cycling Road Races.

As the national anthems rang out and flags rose skywards at the medal ceremonies, the spirit of the 'Friendly Games' and the commitment and endeavour of its sportsmen and sportswomen were clear.

## The medals

Scottish designers triumphed with the creation of the coveted Gold, Silver and Bronze medals.

Renowned jeweller Jonathan Boyd and a team of specialist jewellery-makers from the prestigious Glasgow School of Art hand-crafted these detailed gems.

Scotland's creative talents were further showcased in the medal presentation trays, the hand-turned quaichs gifted to winning athletes and the carved ceremonial podiums, all created from local woods by Glasgow-based artisan Paul Hodgkiss. Scottish designer Kerry Nixon designed the medalbearers' dresses.





☞☞ The warm-hearted response from the people of Glasgow and the work of around 12,500 volunteers made the Games for me.

We asked the people of Glasgow to bring it on and they delivered. I'm so proud of Glasgow. ☞☞

Lord Smith of Kelvin, Chairman of the Glasgow 2014 Organising Committee





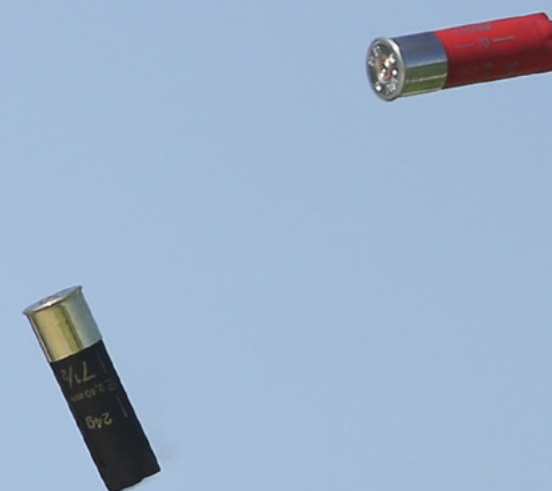
It put Glasgow in the spotlight like never before and the city has emerged as the biggest winner. Our people have been truly outstanding in welcoming the Games, the visitors and being supportive of all that hosting an event of this scale involved.

Gordon Matheson, leader of  
Glasgow City Council



☞ The Commonwealth Games captured the imagination of people in Glasgow and across Scotland. It has been a truly incredible experience. ☞

Michael Cavanagh,  
Chairman of Commonwealth Games Scotland





☞ Each medallist who returns to their community will get a hero's welcome, and encourage others to have a go – to pursue their dreams. ☞☞

Mike Hooper, Chief Executive of the CGF





☞ The spectators were fantastic, the athletes excelled themselves, the cultural programme created a tremendous buzz. ☞

Shona Robison MSP,  
Cabinet Secretary for  
Commonwealth Games and Sport





☞ I'm buzzing like a jar of wasps. ☜

Charlie Flynn,  
Men's Lightweight boxer







☞ I have two more shifts left to do. This has been a fantastic few weeks. The city has shone like a star, but my fellow volunteers have made it for me. ☞

Host City Volunteer



☞ My enduring memory will be the young people (under 30) whom I have worked with, and the enthusiasm that they brought to the experience. We do have hope for the future if these young people are an example. ☞

Jean Honan,  
Volunteer Team Leader





# Destination Glasgow





## Culture and Festival 2014

The XX Commonwealth Games wasn't just about 11 days of sporting competition. It also included Scotland's most ambitious national cultural celebration.

Glasgow's eight-minute performance at the Flag Handover Ceremony at Delhi 2010 introduced the Games as Glasgow 2014 saw it. Bringing together a cast of 400 volunteers from all 32 Local Authorities in Scotland, it expressed not only Scottish creativity but also the inclusivity and the local and international appeal that would become hallmarks of the cultural programme. The enthusiastic reception of the Handover in Delhi would foreshadow the popularity of Festival 2014.

The cultural programme ran from the One Year to Go milestone in July 2013 until the end of August 2014 to showcase the best of Scottish culture, alongside creative work and entertainment from across the Commonwealth, in more than 800 events. A collaboration between Glasgow 2014, Glasgow Life and Creative Scotland, it evoked warm local memories of the city's Garden Festival in 1988 and was a chance for every community in Glasgow and every corner of Scotland to get involved in the Games, on any scale.

Performances took place at venues as diverse as community centres, art galleries, riverbanks, squash courts and even on bicycles.

A Glasgow 2014 Cultural Programme Open Fund set up to award grants of £20,000 to £300,000 to individual artists, community groups and arts organisations attracted 508 applications and funded 150 projects.

Internationally acclaimed Glasgow artist Jim Lambie designed the brand mark for the programme, inspired by the starburst frontage of his home city's legendary Barrowland Ballroom music venue.

"Contemporary and visual arts are very important to us in Glasgow," says Jill Miller, Head of Culture for Glasgow 2014 and Glasgow Life's Director of Cultural Services. "Using one of our artists rather than a design team was about giving the brand depth and a connection to the city and Scotland."

Lambie also created the Album Pathway, paying striped homage to every band to have played at the Barrowland between 1983 and 2013 within a nearby temporary greenspace en route to the east end venues.





Culture 2014, the nationwide cultural countdown to the Games, reached its peak mid-June 2014, when projects and performances such as the aptly named 'Books on a Bike' coincided with the journey of the Queen's Baton Relay around Scotland.

Quirky acts such as The Pokey Hat – staged in an ice-cream van, with cones handed out at the end of every show – played out alongside moving audiovisual archive documentary From Scotland With Love and Project 9.88, a competition to match the 9.88 seconds of the current Commonwealth 100m record with an ultra-short film, which saw more than 500 entries.

Festival 2014 welcomed the Commonwealth to Glasgow from 19 July 2014. This celebration of heritage, creativity and international culture took place on the streets, parks, stages and public spaces of Glasgow and transformed the city during the 11 days of Games Time.

The Commonwealth Games Flotilla, the largest ever seen on the Clyde, brought together small ships, leisure yachts, clippers and working boats and drew cheering crowds. Sound to Sea continued the nautical theme with live music, aerial dance, fireworks

and spectacular visuals on the banks of the river. Nearby, The Tin Forest built a magical world from everyday objects that paid tribute to Glasgow's industrial past.

Tens of thousands of people have taken part in nationwide events that will run beyond the Games. By the end of Games Time, more than 100,000 people across the UK had joined in the Big Big Sing's programme of singing events, from flashmob choir performances to school songwriting competitions and audience-participation events. Get Scotland Dancing has likewise engaged tens of thousands with a worldwide Commonwealth Ceilidh in June 2014, an international youth dance festival in July 2014, pop-up performances in outdoor locations and local Scottish shows and festivals. And through a series of exhibitions and new commissions in more than 60 venues, GENERATION has showcased the international success of the last 25 years of Scottish visual art to the widest possible audiences across the country.

The one thousand performances in 100 locations across Glasgow were complemented by the festivities at three official Festival 2014 venues.

The city's oldest public park, Glasgow Green, was transformed into Glasgow's biggest 'home', with a Kitchen where people could sample Scottish foods and craft beers while watching live Games action on a giant screen. Its Living Room hosted international bands, orchestras, choirs and films on the main stage, while in the Back Garden, there were sporting tests of strength and 'come and try' club sessions that proved popular with children.

The annual Merchant City Festival was extended to 11 days, with live bands, street theatre, international food stalls and a vintage festival. In the west of the city, the refurbished Kelvingrove Bandstand offered a family-friendly programme of music and performance, kicked off by Belle and Sebastian at the Opening Ceremony Party before the Ceremony footage was streamed onto the live screen from Celtic Park.

Over the course of Games Time, the Festival 2014 venues received more than 750,000 visits.

Cultural programme partners worked closely with the BBC, which had its own free 16-day pop-up festival – BBC at the Quay – by the River

Clyde. Highlights included live broadcasts of The One Show, Ken Bruce, Woman's Hour and Radio 1, while music fans enjoyed live performances from Texas, Simple Minds and Amy Macdonald.

"We wanted citizens and visitors to the city to be able to experience the buzz of the Games, even if they weren't attending any of the sporting events," says Miller. "Having a Festival site like Glasgow Green beside a sporting venue allowed people to feel part of the Games. The Festival was one of the most inclusive events Glasgow Life has been involved with.

"Glasgow was at its best during the Games – it was one massive party. The people who live in the city fell in love with it all over again. It was a huge success – many returned again and again to the Festival 2014 venues and spent three to five hours there at a time."

Glasgow Life attributes the success of the cultural programme to its roots in local knowledge and expertise.

"We wanted to use the talent that already exists in the city rather than the Games being like a circus that comes into town, then packs up and leaves," says Dr Bridget McConnell,

Director of Ceremonies, Culture and Queen's Baton Relay at Glasgow 2014 and Chief Executive of Glasgow Life.

"Expectations across the Commonwealth will have changed as a result of what Glasgow has done. People now expect an experience that goes beyond attending a sporting event.

"We wanted everyone to get involved, whether enjoying a performance or taking part. Everyone could be part of the Games and feel proud of our great cultural heritage."



## Opening Ceremony, 23 July 2014

The Glasgow 2014 Commonwealth Games Opening Ceremony at Celtic Park filled an energetic two hours with theatre, music, dance and humour to extend a warm-hearted welcome to spectators and competitors.

The 40,000 capacity crowd enjoyed a fast-moving spectacle, delivered by a voluntary cast of more than 1,600 who created a colourful, tongue-in-cheek image of Glasgow and Scotland – from an inflatable ‘Nessie’ to dancing teacakes.

Scottish terriers proudly led each team in the Athletes’ Parade – including the much-anticipated entrance of Team Scotland – and made a huge impact in their Mackintosh-inspired coats.

So did John Barrowman’s ‘Glasgow Kiss’, which celebrated the Commonwealth’s true spirit of unity and diversity. A host of entertainers including Karen Dunbar, Susan Boyle, Amy Macdonald, Rod Stewart, soprano Pumeza and Hollywood star James McAvoy brought their own brand of showmanship to a ceremony watched by a worldwide TV audience.

In the culmination of a groundbreaking partnership with UNICEF, the ceremony inspired millions to text donations to our shared ‘Put Children First’ campaign, which raised £3.5 million on the night and more than £5 million to date.





## Closing Ceremony, 3 August 2014

Glasgow staged a sensational final fling for the XX Commonwealth Games.

The Closing Ceremony at a packed Hampden Park featured 1,900 volunteer cast members lining up alongside Kylie Minogue and an array of Scottish musical talent, including Lulu, Deacon Blue, Prides, Karen Matheson and Dougie Maclean.

City workers who had helped make the Games happen paraded into the stadium to help start the party.

For the athletes – who emerged from 700 tents in the stadium – and spectators alike, it was party time, big time, in true Glasgow style to mark the end of the ‘best Games ever’.

It proved an unforgettable send-off, not only for the athletes of the Commonwealth, but also for the millions of people who had tuned in around the world as Glasgow’s guests for 11 memorable days of sport and friendship.

The ceremony featured the symbolic handover of the CGF flag to organisers from the Gold Coast 2018 Commonwealth Games.

As the lights dimmed in the stadium, a mass rendition of Auld Lang Syne bid a fond farewell to the Games and a city whose people could not have been prouder or more welcoming.





# The People's Games





## Community engagement

Glasgow City Council and the Organising Committee coordinated work to keep the city running in the lead-up to and during the Commonwealth Games: a process known as City Operations. It was inevitable that significant changes would need to be made across the city, and beyond, to facilitate the influx of hundreds of thousands of visitors while ensuring that the city could operate from day to day with as little disruption as possible.

Get Ready Glasgow was the official campaign set up to help people living and working in Glasgow to understand how they might be impacted by the Games. Partners including Glasgow City Council, Glasgow 2014, Police Scotland and Transport Scotland worked together to collate centrally the information and advice that would enable people to plan ahead and make the most of the Games. The campaign website [getreadyglasgow.com](http://getreadyglasgow.com) was regularly updated with full details of developments relating to council services, security and transport, and a letter was distributed to every

household in the city directing people towards it as the single source of information on the impacts the Games would have.

Community engagement was conducted across Glasgow, with the Organising Committee undertaking public consultations to agree exactly how the layout of the city would change for the Games. Eleven drop-in sessions were arranged and residents living close to Games venues were asked to view and comment on draft proposals before they went to city planners.

Keeping residents informed was a key part of the campaign and from an early point in the Games planning process, it was made clear that road closures, changes to bus and train services, parking restrictions and security measures would be implemented to keep people moving and to make sure everyone stayed safe. Information available from Get Ready Glasgow included details of Road events, venues, local area traffic management and parking plans, parking permit processes and community engagement.

Community information events were held in March and May 2014 and these were publicised in print media, social media, online and through flyers distributed directly to properties in the area.

In early June 2014, a series of drop-in events were held with the specific aim of informing people about the anticipated effects of the three Glasgow 2014 Road events.

Residents were kept informed about the temporary measures known as overlay that were implemented in and around venues. These were designed and located to minimise inconvenience to local communities while delivering a well-organised, safe and memorable Games. Proposals included the installation of temporary facilities for spectators, athletes, media and officials that ranged from portable buildings and security fencing to temporary lighting and power sources.

Feedback was sought and considered on what this overlay would include, how it would operate and what local access, security and traffic

management changes it would mean. Crucially, information was also made available on the removal of overlay to manage expectations regarding the city's return to normal.

There was regular engagement with the communities around venues, and Twitter was used to publicise a mobile information hub being stationed around the city.

From late June 2014, every property in Glasgow was sent a copy of a Glasgow Magazine edition dedicated to the Commonwealth Games, complete with session timings and maps intended to help people across the city to plan their daily lives during Games Time.



## Business as unusual

By its very nature and scale, the Glasgow 2014 Commonwealth Games was an information intensive event. Not only would partners require information via internal channels and updates, but the public would need to be engaged every step of the way, as would staff and volunteers.

The challenge was offset in some way by the popularity and spread of social media. New and interactive channels would be utilised to allow a two-way information flow. The Organising Committee and partners could push information out, but also gather and analyse information and respond accordingly to any issues.

In November 2013, the Get Ready Glasgow campaign hosted an event attended by more than 300 business leaders representing 150 companies, and distributed the Business Ready Guide. The Guide provided information on what businesses could expect from the Games, including advice on how to make the most of the opportunities on offer.

Get Ready Glasgow would also facilitate business information sessions; make available Games Partner representatives to speak at events and meetings; set up an enquiry line; and provide travel advice, including planning workshops, for businesses.

“The message was that Glasgow would be open for business during the Games, but it wouldn’t be business as usual,” says Councillor Gordon Matheson, leader of Glasgow City Council.

The Get Ready Glasgow website was promoted as the single source of information and resource for businesses to ensure they had planned ahead around daily operations during the Games. A broad range of topics was covered, from logistics and deliveries, staff access and opening hours to alternative methods for doing business. A dedicated telephone

helpline and email address were set up to allow businesses as well as residents to get in touch for more detailed advice or specific enquiries.

With more than a million tickets sold, the city enjoyed an influx of hundreds of thousands of guests. Many businesses wanted to show their support for the Games and to meet this demand, Glasgow 2014 created a special window sticker for businesses to use. It was visually related to the Glasgow 2014 official brand, but importantly was not the official brand itself, which could only be used by official sponsors.

Glasgow Service with Style, the city’s tourism service initiative, is a Games Legacy Project which offered training and support to help businesses deliver a world-class experience across the entire customer journey.

A Games Tourism Toolkit was produced for tourism and hospitality businesses across Scotland, and included advice on wording for marketing materials and ideas for showing support through social media channels. The toolkit was developed through collaboration between Glasgow 2014, VisitScotland and Glasgow City Marketing Bureau.

## Spectator and visitor information

While it was vital to engage with people directly impacted by the Games, an even larger amount of information was provided to the general public.

As well as generating news stories through a strong programme of media activity, a constant stream of information was provided to those who actively sought it across a range of platforms.

This was the first Commonwealth Games to take place since social media had gained widespread popularity. Facebook, Twitter and Instagram accounts were set up for Glasgow 2014 and Clyde, the official mascot, in order to push information out to the public. They also offered an opportunity to interact with followers through competitions and requests for views and feedback. These tools were vital in terms of actively engaging with Glasgow 2014 supporters.

The pre-Games website provided information on sports, venues and the Organising Committee, as well as news stories and media releases to support other forms of interaction with press and partners. Information documents, such as Games Partners’ Progress Reports and Annual Business Plans,

were hosted online as well as digital versions of key printed publications such as the Official Ticketing Guide and the Spectator Guide.

The focus of the website changed at Games Time to providing near real-time results, daily sport highlight news articles and associated press releases.

In the run-up to and during the Games, regular email communications provided information and advice to those who had registered an interest in receiving updates and those who had purchased tickets.

In line with Glasgow 2014’s commitment to making the Games accessible for everyone, an Accessible Communications Policy was implemented across all published output. This meant that anyone with accessibility requirements could request large-print Word, Braille or audio formats via the Glasgow 2014 Contact Centre. Information boilerplates signposting to this were included on each publication produced. Both Ticketing and Spectator Guides were also duplicated as screenreader-friendly PDF files.





## Our batonbearers

The Queen's Baton Relay, one of the most loved traditions of the Commonwealth Games, symbolises the coming together of the nations and territories of the Commonwealth in the spirit of peace, friendship and diversity, and captures the imagination of people all over the world.

From Buckingham Palace to the Opening Ceremony of the Games in Glasgow, the baton travelled more than 190,000 kilometres across 70 nations and territories in a carefully planned, 288-day journey.

During the international leg of the relay, the baton moved through Asia, Oceania, Africa, the Americas and Europe (including the other home nations), enjoying a unique welcome in each location.

Hosted by CGS in Scotland, the relay was greeted with crowded streets and enthusiastic support on every stage of its journey throughout the host nation's 32 Local Authority areas.

Community events saw record attendances in the thousands, helping to build the support that would spur on Team Scotland and peaking when the baton returned to Glasgow three days before the Opening Ceremony.

The baton was carried along the domestic route by batonbearers nominated for achievements in their local communities. These could encompass voluntary work; contributing to schools or youth organisations; working towards greater inclusion for disadvantaged or marginalised people in the community; mentoring or inspiring young people through sport; demonstrating personal achievement against the odds; or contributing significantly in other ways to the local community.

Our 4,000 batonbearers, local sporting champions and celebrities among them, relayed the baton through the final 40 days as Games excitement grew.

The final bearer, Sir Chris Hoy, presented the baton to Her Majesty the Queen at the Glasgow 2014 Opening Ceremony so that she could read aloud Her message to the Commonwealth, thus declaring the official beginning of the XX Commonwealth Games.



## Our volunteers

Approximately 12,500 friendly faces extended a heartfelt welcome to all visitors to the Games.

A staggering 50,811 people from the UK and beyond applied to be a clyde-sider in the biggest-ever Commonwealth Games recruitment drive – which drew more applications than Manchester 2002 and Melbourne 2006 combined.

“This was the biggest peacetime recruitment drive ever to take place in Scotland, so it was a massive undertaking,” says Valerie Mitchell, Head of Games Workforce.

Applications came from people of all backgrounds and ages, with six per cent coming from Scotland, and 38 per cent from young people aged 16–25. The Glasgow 2014 Commonwealth Games was the first to welcome volunteers as young as 16 years of age on application.

A £500,000 Legacy 2014 Volunteering Pot, provided in partnership with the Big Lottery Fund and Scottish Government, helped volunteers overcome practical and financial barriers to help provide valuable new skills and experience. Applicants were asked to give permission for their details to be

passed to Volunteer Scotland to ensure that a volunteering legacy would be achieved.

“The backgrounds of the applicants couldn’t have been more diverse,” says Mitchell. “We had company directors, politicians, the unemployed, students, retired people and stay-at-home mums.”

The available volunteer roles were just as diverse, ranging from Spectator Services and Press Operations to Transport and Medical Services.

As well as providing operational support – and ready smiles and cheery banter – at sports, ceremonies and training venues, and the Athletes’ Village, clyde-siders were also on hand at Glasgow Airport to meet and greet athletes and dignitaries as they arrived.

It’s clear from public feedback that the volunteers played a huge part in making the Games so successful, showing off Glasgow’s famed hospitality and humour.

The clyde-siders received the support of an additional 1,200 Host City Volunteers recruited by Glasgow Life to guide visitors around the city and to provide information about sports programmes, Festival 2014 venues and cultural activities.

The Opening and Closing Ceremonies depended on the good will and hard work of more than 3,000 volunteer cast members who dedicated themselves to hours of rehearsals before dancing and singing their hearts out alongside world-famous superstars like Rod Stewart and Kylie Minogue.

After the Games, volunteers received a certificate, a list of skills acquired, and information about other volunteering, employment and education opportunities.

“We hope that in future those who volunteered for Glasgow 2014 will go on to volunteer for other events,” says Mitchell. “Volunteering brings people together.”

**IT'S NOT JUST ATHLETES AT THE HEART OF THE GAMES**

VOLUNTEER APPLICATIONS ARE NOW OPEN!  
APPLY NOW AT  
GLASGOW2014.COM/VOLUNTEER

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The official channel of the XX Commonwealth Games – sport, culture and progress updates on our journey towards Glasgow 2014  
Glasgow, Scotland, UK · <http://www.glasgow2014.com/>

3,111 TWEETS | 2,199 FOLLOWING | 33,590 FOLLOWERS

**Tweets**

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Happy New Year everyone! We can't believe that @Glasgow2014 is now... next year!  
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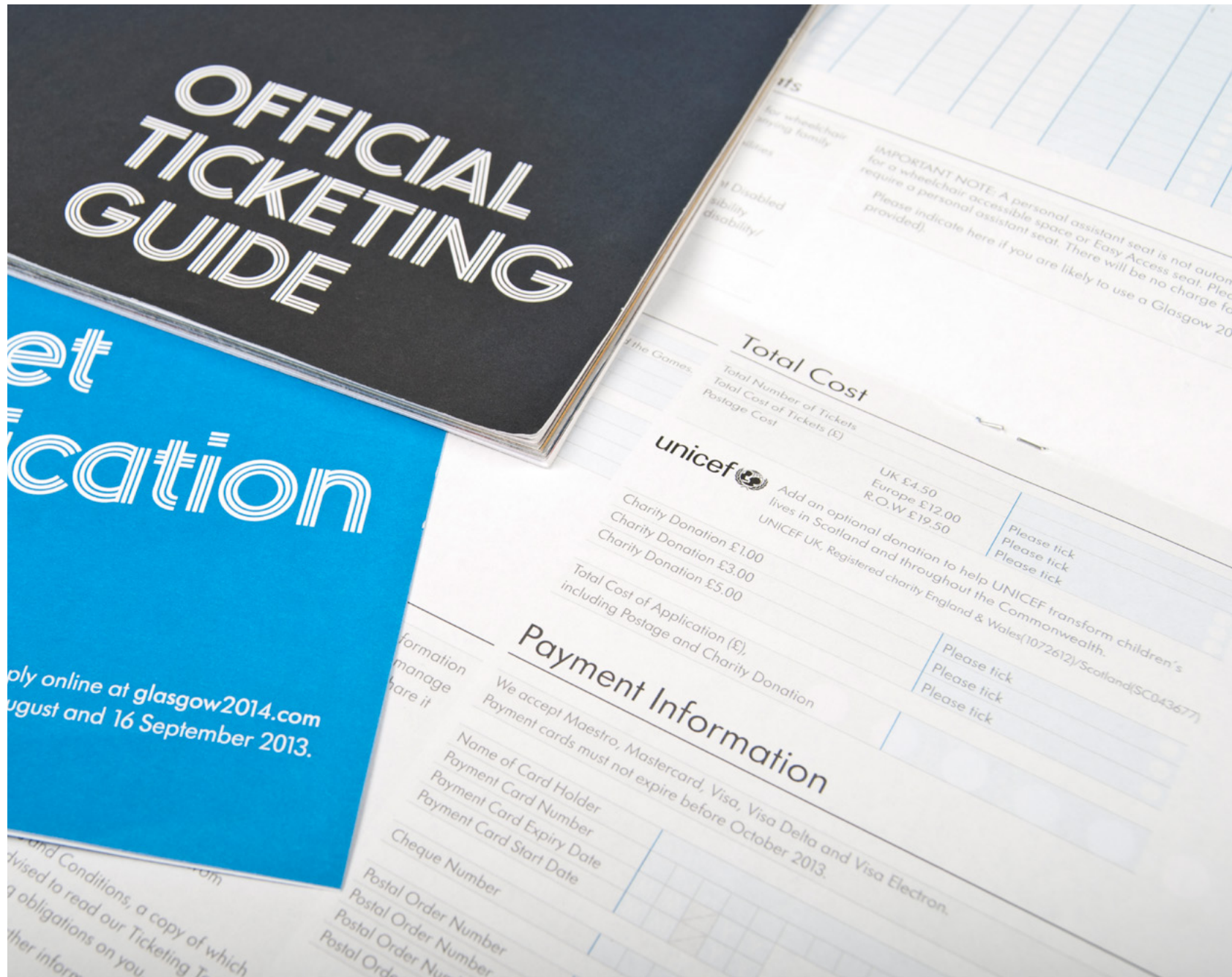
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## Our charity partners

### UNICEF

A groundbreaking partnership with UNICEF helped raise £5 million to 'Put Children First'.

The money will help UNICEF, the world's leading children's organisation, to achieve the shared ambition of benefiting children in every nation and territory throughout the Commonwealth.

An innovative appeal screened at the Opening Ceremony saw people all over the world reaching for their mobiles at the same moment to text their donations.

The total includes £3.5 million donated in response to the 'Big Ask' by Sir Chris Hoy and Scots actor James McAvoy at the Ceremony. The heartfelt appeal generated 500,000 text donations from the UK within an hour.

Tom Burstow, UNICEF's Glasgow 2014 Commonwealth Games Director, said: "What Glasgow 2014 achieved is an absolute first. Our ambition is to create a legacy that will roll over into future Games."

### Scottish Commonwealth Games Youth Trust (SCGYT)

Glasgow 2014 also partnered with the Scottish Commonwealth Games Youth Trust to help nurture the next generation of Commonwealth sporting stars.

A proportion of royalties from the Glasgow 2014 Team Scotland merchandise range was remitted to the Trust to benefit promising young athletes with a range of support including scholarships.



## The Games legacy

The XX Commonwealth Games was a spectacular celebration of sporting talent during which the city of Glasgow shone. However, the success of the Games will be judged on more than simply records and medals.

The event's effect on Scottish business, and the positive changes it has made to the city and its people in terms of employment and lifestyle, will leave a legacy which must be maintained and built upon.

The Scottish Government, Glasgow City Council and CGS engaged in early discussion on how to wrest legacy from the event in a more successful and meaningful way than had ever been achieved before.

The ambitions were bold and manifold: to boost sports participation and increase physical activity; to maximise economic benefits, promote business growth and increase employability and skills; to bring about urban regeneration and sustainable development; to promote Glasgow and Scotland's image internationally; and to boost civic pride and participation. For the first time, a dedicated Engagement and Legacy (ENL) team was set up within the Organising

Committee to work closely with Games Partners to achieve these ambitions. The ENL team developed what has become known as 'legacy consciousness', which means that every business decision was based on whether it would bring about a positive and lasting change for Glasgow and Scotland.

### Young people

Children and young people were at the heart of the Games, and this was reflected in its youth engagement programmes.

Game On Scotland promoted the Games as a platform for learning by tying it into the wider curriculum, and gave schools the chance to undertake a range of activities – from hosting Commonwealth assemblies and learning about the Commonwealth via the Commonwealth Class Initiative, to setting Games related goals via the Game On Challenge and learning about specific nations and territories. The programme engaged around 250,000 young people from across Scotland and one million across the Commonwealth.

The annual Lead 2014 programme, which ran for four years, gave secondary schools the chance to register for selection to attend leadership conferences at selected colleges and universities. The partnership between **sportscotland**, Youth Sport Trust and Glasgow 2014 aimed to harness the enthusiasm and potential of young people in order to create the next generation of sports leaders.

Each conference was delivered by students in higher and further education, and was designed to teach leadership skills. Every young person who attended a conference would move on to deliver a Lead 2014 festival to primary school children in their local area. In total, between 2011 and 2014, almost 400 students from further and higher education took part, and more than 3,500 pupils from 524 high schools attended conferences. By 2013, more than 200 festivals had been held, engaging tens of thousands of primary school children.

Youth Legacy Ambassadors (YLAs) were recruited across Scotland by Young Scot to champion Games legacy activity in their local community and to encourage other young people to get involved. The programme provided the YLAs with relevant training, equipping them with media and public-speaking skills.

Three schemes ensured that additional tickets were available for various groups throughout Glasgow. Glasgow 2014's innovative scheme, Gift of the Games, offered 5,000 Games tickets to disadvantaged young people in Scotland. The scheme, delivered through charity Cash for Kids, provided youngsters from each local

authority area in the country with a ticket for a specific event, as well as transport and meals for their day out.

Glasgow City Council allocated around 6,000 tickets to sport sessions and both ceremonies in Glasgow, via the council's Education and Social Services and Glasgow Life. The Education Services focused ticket allocation on inspirational young people, while Social Work Services offered tickets to young children accommodated – and older people supported – by the council. Glasgow Life's tickets were passed to sports clubs and organisations, coaches, volunteers and sports development squads among others.

Five thousand legacy tickets were provided by the Scottish Government in thanks to, and recognition of, individuals, groups and organisations involved in Legacy 2014 programmes, who might not otherwise have had the opportunity to attend the Games. Legacy ticket beneficiaries included young people involved in sport at school, community or club level, people who make sport happen in their communities, and those who make a contribution to their communities through volunteering or in other ways.



A few lucky young people were able to leave their mark on the Games – and Glasgow – via marketing activity aimed solely at children.

A UK-wide Blue Peter competition to design the official Games mascot was promoted for five weeks across the BBC towards young people aged between six and 15 (although entries were split into three age categories for the first round of judging). More than 4,000 people entered – an early indication of just how popular the Games and its mascot would become.

Beth Gilmour's creation, Clyde the thistle, became the eventual winner and further competitions were hosted via Game On Scotland for schools to win a visit from him. This would eventually take in more than 150 schools.

The official Glasgow 2014 tartan was also the product of a youth-focused competition – this time run in conjunction with Learning and Teaching Scotland. Primary and secondary schools across the country were encouraged to hold their own competitions in order to pick a final entry to upload to an online 'tartan generator'.

A total of 306 schools submitted entries, and Shawlands Academy's Aamir Mehmood was chosen as the winner. His design became a famous and memorable part of Glasgow 2014's merchandise programme, appearing on hats, blankets and ties as well as on the official Games invitations to dignitaries and VIPs.

Even the features at one Games venue – Cathkin Braes Mountain Bike Trails – were named by schoolchildren. Glasgow 2014, Glasgow City Council, South Lanarkshire Council and Land Environmental Services came together to ask 17 schools within the local area for submissions from their pupils. Thirteen schools took part, generating 800 suggestions for the eight Trails challenges. The final eight – a selection from Cathkin Primary School, Cathkin High School, Castleton Primary School, Castlemilk High School, Miller Primary School, Trinity High School, and St Bartholomew's Primary School – will remain as permanent names for the lifetime of the course, meaning that features like Brig O'Doom, Boulder Dash, Broken Biscuits and Double Dare will still be around for years to come.

Game On Scotland ran its own competition to let children make an impression at the very heart of the Games – by seeing their artwork grace the walls of the Athletes' Village accommodation. Launched at Kelvingrove Art Gallery and Museum, the competition attracted a staggering 9,000 entries. The winning pieces were displayed on bedroom walls for the Commonwealth's top athletes, and gifted to them as a unique memento of their stay. The athletes were encouraged to send a letter or postcard of thanks to each artist, and to tweet 'selfies' featuring the artwork using a special hashtag.





## Volunteering and employment

Jobs, training and volunteering opportunities are emerging as a significant benefit of holding the Games in Glasgow.

Glasgow 2014 and its partners were determined to ensure a skills and employability legacy, and collaborated on a wide range of initiatives.

The Host Broadcaster Training Initiative gave creative media students an early boost to their career with experience at the Games. More than 600 students from 14 colleges and universities across Scotland benefited from masterclass and industry experience through the Initiative, with 209 gaining Games Time roles.

ScotGap trained thousands of people in security and stewarding.

Glasgow City Council was in the vanguard of promoting community benefit clauses within Games related contracts, encouraging targeted recruitment and training in the areas closest to the work being carried out. By March 2014, there were contractual commitments to creating 330 new entrant trainee positions, covering a range of occupations at various skill levels, and 500 new

entrants had been recruited. By applying Community Benefit Clauses to Games related contracts, Glasgow City Council and Clyde Gateway ensured that 500 jobs were secured by Glasgow-based New Entrant Trainees who were leaving education or had been previously long-term unemployed.

In addition to the employment generated as a direct result of Games related investment, more than 5,000 young or previously unemployed people secured work or accessed training in the wider economy through Glasgow City Council's £50 million Glasgow Guarantee, which includes the Commonwealth Apprenticeship Scheme, the Commonwealth Graduate Fund and the Commonwealth Jobs Fund.

Scottish Government figures show that the £500 million spent on the construction and refurbishment of Games venues and the Athletes' Village over the six years leading up to 2014 has supported, on average, around 1,000 jobs.

Around 12,500 Clyde-sider volunteers were given training in specific skills and, at the end of the Games, were awarded certificates and a list of skills which they can present to future

employers or at interviews for volunteering opportunities. Training materials signposted them to further volunteering, employment and education opportunities.

Glasgow 2014 itself had employed approximately 1,400 people by Games Time.

The Scottish Government's Legacy 2014 Young Persons' Fund aimed to support 2,500 young people towards employment, creating a skills legacy from the Games. The fund supported two programmes. The Employer Recruitment Incentive awarded £1,500 payments to help employers with fewer than 150 employees to support a 16–19 year old in a Modern Apprenticeship in specific sectors, while Legacy 2014 Scotland's Best improved employability by combining volunteering and training opportunities for up to 1,000 young people aged 16–24 across Scotland.

Through the partnership developed with Creative Scotland, and an estimated £8.65 million additional investment in arts funding, the Games represented an important opportunity for the city's creative sector. The cultural programme and ceremonies offered opportunities for training and development for

individual performers and artists, including the 3,000 ceremonies volunteer cast members.

Tourism was one of the key sectors to benefit from the Games and in order to emphasise focus on visitor satisfaction and encourage repeat visits, a major customer service training initiative, 'Glasgow Welcomes', was rolled out to more than 600 businesses within the tourism and transport sector. Training was delivered to approximately 40,000 people in a customer facing role.

Since 2007, more than £125 million has been invested in Clyde Gateway to benefit Glasgow's east end and South Lanarkshire. The initial £100 million spending by Clyde Gateway to create a regenerated and sustainable community in the east end of Glasgow over the six years to the Games is estimated to have supported on average around 200 jobs each year.





## Sport and health

The advent of the Games to Scotland presented a huge opportunity in inspiring its people to become more active.

In Glasgow, the existence of new and improved world-class venues across the city, alongside increased support for sports clubs and physical activity classes, means that more people than ever before have been encouraged to adopt more active lifestyles.

A key lesson learned from previous Games was the requirement for the community sports sector to be ready to capitalise on the increased interest and awareness in sport that would be generated by the event. This was borne out by the success of Team Scotland, which has already inspired new participation in exercise and interest in less traditionally mainstream sports.

Since 2009, £198 million has been invested in new and improved sports facilities in Glasgow. Over this period, overall attendances across all of Glasgow Life's sports facilities increased from 5.4 million to 6.6 million. Glasgow Life legacy programmes supported local voluntary sport clubs, helping to increase

membership, recruit volunteers and train coaches. Since 2009, the number of clubs working with Glasgow Life has almost doubled, while club members have tripled from around 4,500 to around 16,500. Indeed, one year out from the Games, all permanent sporting venues were open to the public and already being used.

Since 2009, more than £10 million has been invested in creating and upgrading 13.6km of walking and cycle networks. The new infrastructure has made a significant impact, with Glasgow experiencing a 130 per cent increase in cycling during this five-year period.

The Scottish Government is investing record amounts of funding in sport via the national agency for sport, **sportscotland**. This will provide the people of Scotland access to state-of-the-art sporting facilities, support elite athletes on the world stage and encourage people to be active.

Since 2007, more than £100 million has supported councils, sports governing bodies and other organisations in delivering a wide range of new and upgraded sports facilities.

Other Scottish Government legacy initiatives include the national Sport & Physical Education in Schools programme, which aims to ensure that every school child in Scotland benefits from at least two hours of Physical Education per week in primary school and two sessions per week in secondary school. The programme also encompasses Active Schools, providing opportunities for young people to participate in sport before, during and after the school day.

A number of funding initiatives have helped communities become more active, including the £10 million Legacy 2014 Active Places Fund (from which more than 100 community projects have already benefited) and the Big Lottery Fund's BIG 2014 Communities Fund.

Community Sport Hubs are providing homes for local clubs and sport organisations, based in local facilities such as sport centres, community centres, parks and schools. **sportscotland** is working with all 32 local authorities across Scotland to ensure that at least 150 are in place by 2016. A total of 133 are now in existence.

Scottish Government figures show that more people have been taking part in sport in Scotland over the last five years. Since 2008, the number of

people employed in the sports and leisure sector has increased, levels of volunteering in sports have been stable and there has been an increase in the number of United Kingdom Coaching Certificate qualified coaches. In March 2014, the Scottish Government and partners launched a new Physical Activity Implementation Plan entitled 'A More Active Scotland: Building a Legacy from the Commonwealth Games', which aims to build on previous plans and ensure a long-term active legacy.





## Business

Games Partners sought to secure an economic legacy from the Games for the benefit of Scottish businesses.

It was estimated that the £500 million invested in constructing venues and the Athletes' Village would alone contribute approximately £52 million to Scotland's economy each year over the six years leading to 2014.

Glasgow 2014 worked with Glasgow City Council, other Local Authorities and business development agencies to better equip small and medium sized enterprises (SMEs) to bid successfully not just for Games related contracts, but also for a range of public sector contracts in the future.

Although 99.3 per cent of private sector businesses in Scotland are SMEs, very few had previously been successful in accessing public contracts. Developed to help SMEs with all aspects of creating a consortium and preparing joint tenders, Tendering Together – a Scottish Enterprise and Co-Operative Development recurring one-day workshop – attracted more than 100 participants.

All Games related contracts above a minimum value threshold were advertised on the Glasgow Business Portal. By June 2014, Tier 1 contracts to the value of £407 million had been procured, of which £290 million (71 per cent) was secured by Scottish companies and £201 million by Glasgow firms. Continuing support for businesses in accessing public sector contract opportunities is a priority for the future.

As part of the bid commitment by the Scottish Government to hold the Commonwealth Games in Glasgow, and as a contribution towards international knowledge transfer in areas connected with climate change, the Commonwealth Scholarship Commission (on behalf of the Scottish Government) instigated a series of awards allowing key mid-career professionals from Commonwealth countries to undertake short term fellowships with relevant organisations in Scotland. Public, private and voluntary sector organisations could all apply to host six fellows in order to facilitate the exchange of knowledge, skills and good practice.

The Commonwealth Saltire Professional Fellowships were designed to support those working on climate change mitigation and

adaption measures in Commonwealth countries – particularly those most vulnerable to the impacts of climate change. This allowed Scotland to transfer skills and knowledge in, for example, carbon capture and storage, renewable generation, climate change research and community action on climate change.

Welcoming representatives of the Commonwealth's 71 nations and territories to Glasgow provided an unprecedented opportunity to encourage stronger trade links and relationships by showcasing the city to business leaders and politicians. Glasgow's Chamber of Commerce used this opportunity to the fullest by hosting a series of business breakfasts every morning during the Games, inspired by the four Games legacy themes of 'Flourishing', 'Active', 'Sustainable' and 'Connected'.

Prior to the Opening Ceremony, a one-and-a-half day Commonwealth Games Business Conference was held at Glasgow University, jointly organised and delivered by the Scottish Government, UK Trade & Investment and Scottish Enterprise. It was attended by an audience of more than 320 business CEOs and political

leaders from across the Commonwealth, and live-streamed and watched in 80 countries.

The Scottish Government and key partner organisations also established 'Scotland House' in central Glasgow for the duration of the Games. This was a showcase of Scotland's sporting, cultural and economic strengths across a range of sectors, promoting the best of Scottish business, connecting companies across Scotland with international market opportunities in Commonwealth countries, and acting as a hub for Team Scotland. During the Games, Scotland House was visited by more than 1,000 national and international business leaders.

Even before the Games, the Council's Invest Glasgow Team (established in 2012) was working to establish strategic trade and investment relationships. In March 2013, a trade and investment Memorandum of Understanding was signed with Jamaica; and discussions with Queensland Government and Toronto are ongoing, signalling support for future trade delegations with Glasgow-based companies.

Glasgow's abundance of music venues, cultural attractions and festivals has long proven a key attraction for visitors and associated investment. This was boosted by the Games related investment in Festival 2014, and its subsequent success. Almost £20 million was invested in extending the Royal Concert Hall and refurbishing Kelvingrove Bandstand, leaving improved facilities and even more performance space for future events.

Scotland's enterprise and tourism agencies attracted more than 9,800 delegates to more than 70 events – from Geared for Gold roadshows to the Scotland Welcomes the World conference – about opportunities offered by the Commonwealth Games and Ryder Cup.

EY's Attractiveness Survey has shown that the country is set to benefit from the 'halo effect', where Scotland's increased profile from these large-scale sporting events will boost potential opportunities for inward investment. The Games has already helped Scotland secure 37 further high profile national and international events, with an estimated economic impact of £14 million.



## After the Games

Beyond the Games, work will continue to ensure that Scotland builds on the success of the XX Commonwealth Games, in line with four broad legacy themes – ‘Flourishing’, ‘Active’, ‘Connected’ and ‘Sustainable’ – implemented by the Scottish Government long before Glasgow 2014.

Scotland can continue to flourish economically as a result of the Games. More than half of the companies which secured Tier 1 Games related contracts were Scottish, and the success of the Games provides a stepping stone to enable these businesses to secure further work.

Individuals from across the country have gained training and upskilling through a number of initiatives, including the Host Broadcaster Training Initiative, ‘Glasgow Welcomes’ training and volunteering opportunities during the Games. These new skills are likely to benefit the jobs market and wider economy. The Volunteer Support Programme also received a welcome boost, with many volunteers giving permission for their details to be transferred to its database.

One of the Scottish Government’s aims is to keep strengthening domestic and international connections by improving the perception of Scotland as a creative nation; increasing engagement through artistic, cultural and creative experiences; and enhancing young people’s – and wider – understanding of Commonwealth cultures, including Scotland’s own.

Undeniably, the Games has enhanced Scotland’s reputation on a global stage. The quality of the ambitious cultural programme and the response it inspired has confirmed the country as a home of world-class creative talent. And by inviting the Commonwealth to Scotland, relationships have already begun to develop.

Organisations such as VisitScotland and EventScotland have used the Games and other nationwide events in 2014 to promote Scotland internationally as a must-visit destination. The Scotland 2014 Food and Drink Team has collaborated with partners to capitalise on the year’s events by showcasing Scotland’s produce to the world, aiming to increase the value of the Scottish food and drink sector to £16.5 billion by 2017.

The use of sustainable methods in waste management and building were central to the Games, evidenced by the award of environmental management system standard ISO 20121 to the Organising Committee. A post-Games collaboration between Glasgow 2014 and Zero Waste Scotland, Glasgow City Council and the CGF will aim to transfer knowledge to local government and future Host Cities. Resource Efficient Scotland will also create a Sustainable Events Guide based on lessons from all of the major events held in Scotland throughout 2014. The Guide will be distributed to event organisers and local authorities throughout Scotland in a bid to promote environmental best practice.

There is no question that there is already a sense of legacy in action within Glasgow as a result of the Games. Refurbished and new venues have been in use since before the Games, and the impact on the physical and social environment in the east end of Glasgow (where much of Games investment was targeted) is undeniable.

Almost half of respondents in a recent GoWell East survey say that

their neighbourhood has improved over the past three years. Results also suggest that residents have a relatively strong sense of being able to influence decisions in the local area. This sense will be at the heart of longer-term, community-led regeneration.

The multi-award winning housing development used as the Athletes’ Village during the Games will be retrofitted to become ‘The Village’, one of the most significant urban housing projects in the UK. Comprising 700 sustainably-built houses and flats, as well as a 120-bed care home, the area will provide affordable housing for thousands of residents.

Before the Games had even begun, developer City Legacy described the response to the release of the first phase of housing as ‘overwhelming’. Indeed, within a few hours of the release of the first phase of 145 homes in February 2014, more than 80 per cent had been spoken for.

The £100 million initial spend by Clyde Gateway in Glasgow and South Lanarkshire has helped create a regenerated, well-designed and sustainable community in the east

of the city. The area has already undergone a transformation, with increases in remediated land, a decrease in vacant and derelict land, and the creation of green space and construction of business space already evident.

Priorities for the future include bringing employment to the east end through the legacy build-out of the Athletes’ Village, and attracting investment and supporting new start-ups at business parks and office spaces to be created in the Clyde Gateway, Calton and Barras areas.

Residents of Bridgeton will reap the benefits of an upgraded train station and the redevelopment of the Olympia Building (now housing a public library, learning centre, café and the national governing body for boxing). And Dalmarnock locals can enjoy the new £3.7 million Dalmarnock Community Hub at the area’s heart.

Links to the east end will continue to thrive thanks to two new major roads, in the shape of the East End Regeneration Route and a five-mile M74 extension. These important thoroughfares will continue to unlock



the economic potential of the area by linking it more effectively to communities beyond the city, and affording easier access to new venues like the Emirates Arena (which includes the Sir Chris Hoy Velodrome) and the new housing development.

Overall, around £1 billion has been invested in transport-related infrastructure by the Scottish Government. A raft of train station upgrades and enhancements at Exhibition Centre, Mount Florida, Scotstounhill and Bridgeton, among others, will continue to benefit passengers. Subway users will enjoy refreshed stations and use of the new smart-card ticketing system.

Dalmarnock Station, the nearest train station to a number of Glasgow 2014 venues and the Athletes' Village, has undergone an £11 million upgrade paid for by Clyde Gateway, Glasgow City Council, Strathclyde Partnership for Transport, the European Regional Development Fund and Transport Scotland. The result is a more attractive, modern and user-friendly station around which future development is planned.

It is hoped that visitors to and residents of the city will continue to enjoy more active methods of transport, by taking advantage of the 13.6km of new and refurbished cycle and walking routes. Barriers around the affordability of cycling will hopefully be banished by the existence of the city-wide bike hire scheme.

The Games' partnership with Creative Scotland, and the leverage of approximately £8.65 million in related arts funding, represents a vital income and development opportunity for the city's creative sector. Enhanced by the Glasgow 2014 cultural programme, Glasgow's and Scotland's reputation for contemporary and classic entertainment could become an attraction in itself that will benefit the wider economy.

The overall investment in the refurbishment of existing facilities, and the construction of new purpose-built venues, helped the city's Strategic Major Events Forum to secure (between August 2011 and March 2014) sporting and cultural events with an estimated economic impact of more than £100 million. Glasgow City Marketing Bureau secured Games related conferences to the value of a further £45 million.

Hosting these events is already strengthening Glasgow's international profile, with the city ranked as eighth best sports city in the world at the April 2014 SportsBusiness Ultimate Sporting Cities Awards.

Upcoming events include the European Judo Championships 2015, the International Paralympic Committee World Swimming Championships and the World Artistic Gymnastics Championships 2015. Outside the realms of sport, the 2014 MTV Europe Music Awards and the 2014 BBC Sports Personality of the Year Awards will be held at the SSE Hydro, and the 2015 Turner Prize at the Tramway Theatre.



Image: ©Andrew Lee



















# Official Results





















			Wed 23.07	Thu 24.07	Fri 25.07	Sat 26.07	Sun 27.07	Mon 28.07	Tue 29.07	Wed 30.07	Thu 31.07	Fri 01.08	Sat 02.08	Sun 03.08
Aquatics	Diving	Royal Commonwealth Pool, Edinburgh	.	.	.	.	.	.	.	●	●	●	●	.
	Swimming	Tollcross International Swimming Centre	.	●	●	●	●	●	●	.	.	.	.	.
Athletics	Marathon	Glasgow City Marathon Course	.	.	.	.	●	.	.	.	.	.	.	.
	Track & Field	Hampden Park	.	.	.	.	●	●	●	●	●	●	●	.
Badminton		Emirates Arena	.	●	●	●	●	●	●	●	●	●	●	●
Boxing		Scottish Exhibition + Conference Centre Precinct (Finals: The SSE Hydro)	.	.	●	●	●	●	●	●	.	●	●	.
Cycling	Mountain Bike	Cathkin Braes Mountain Bike Trails	.	.	.	.	.	.	●	.	.	.	.	.
	Road	Glasgow City Cycling Road Courses	.	.	.	.	.	.	.	.	●	.	.	●
	Track	Sir Chris Hoy Velodrome	.	●	●	●	●	.	.	.	.	.	.	.
Gymnastics	Artistic	The SSE Hydro	.	.	.	.	.	●	●	●	●	●	.	.
	Rhythmic	The SSE Hydro	.	●	●	●	.	.	.	.	.	.	.	.
Hockey		Glasgow National Hockey Centre	.	●	●	●	●	●	●	●	●	●	●	●
Judo		Scottish Exhibition + Conference Centre Precinct	.	●	●	●	.	.	.	.	.	.	.	.
Lawn Bowls		Kelvingrove Lawn Bowls Centre	.	●	●	●	●	●	●	●	●	●	.	.
Netball		Scottish Exhibition + Conference Centre Precinct (medal matches: The SSE Hydro)	.	●	●	●	●	●	●	●	●	●	●	●
Rugby Sevens		Ibrox Stadium	.	.	.	●	●	.	.	.	.	.	.	.
Shooting		Barry Buddon Shooting Centre, Carnoustie	.	.	●	●	●	●	●	.	.	.	.	.
Squash		Scotstoun Sports Campus	.	●	●	●	●	●	●	●	●	●	●	●
Table Tennis		Scotstoun Sports Campus	.	●	●	●	●	●	●	●	●	●	●	.
Triathlon		Strathclyde Country Park	.	●	.	●	.	.	.	.	.	.	.	.
Weightlifting		Clyde Auditorium	.	●	●	●	●	●	●	●	●	.	.	.
Para-Sport Powerlifting		Clyde Auditorium	.	.	.	.	.	.	.	.	.	.	●	.
Wrestling		Scottish Exhibition + Conference Centre Precinct	.	.	.	.	.	.	●	●	●	.	.	.
Opening Ceremony		Celtic Park	●	.	.	.	.	.	.	.	.	.	.	.
Closing Ceremony		Hampden Park	.	.	.	.	.	.	.	.	.	.	.	●



	Gold	Silver	Bronze	Total
 Anguilla	0	0	0	0
 Antigua & Barbuda	0	0	0	0
 Australia	49	42	46	137
 Bahamas	0	2	1	3
 Bangladesh	0	1	0	1
 Barbados	0	0	1	1
 Belize	0	0	0	0
 Bermuda	0	0	0	0
 Botswana	1	0	0	1
 British Virgin Islands	0	0	0	0
 Brunei Darussalam	0	0	0	0
 Cameroon	1	3	3	7
 Canada	32	16	34	82
 Cayman Islands	0	0	0	0
 Cook Islands	0	0	0	0
 Cyprus	2	4	2	8
 Dominica	0	0	0	0
 England	58	59	57	174
 Falkland Islands	0	0	0	0
 Fiji	0	0	1	1
 Ghana	0	0	2	2
 Gibraltar	0	0	0	0
 Grenada	1	0	1	2
 Guernsey	0	0	0	0
 Guyana	0	0	0	0

	Gold	Silver	Bronze	Total
 India	15	30	19	64
 Isle of Man	0	1	0	1
 Jamaica	10	4	8	22
 Jersey	0	0	0	0
 Kenya	10	10	5	25
 Kiribati	1	0	0	1
 Lesotho	0	0	0	0
 Malawi	0	0	0	0
 Malaysia	6	7	6	19
 Maldives	0	0	0	0
 Malta	0	0	0	0
 Mauritius	0	1	1	2
 Montserrat	0	0	0	0
 Mozambique	0	1	1	2
 Namibia	0	1	2	3
 Nauru	0	1	0	1
 New Zealand	14	14	17	45
 Nigeria	11	11	14	36
 Niue	0	0	0	0
 Norfolk Islands	0	0	0	0
 Northern Ireland	2	3	7	12
 Pakistan	0	3	1	4
 Papua New Guinea	2	0	0	2
 Republic of South Africa	13	10	17	40
 Rwanda	0	0	0	0



		Gold	Silver	Bronze	Total
	Samoa	.	2	1	3
	Scotland	19	15	19	53
	Seychelles	.	.	.	.
	Sierra Leone	.	.	.	.
	Singapore	8	5	4	17
	Solomon Islands	.	.	.	.
	Sri Lanka	.	1	.	1
	St Helena	.	.	.	.
	St Kitts & Nevis	.	.	.	.
	St Lucia	.	.	1	1
	St Vincent & The Grenadines	.	.	.	.
	Swaziland	.	.	.	.
	Tanzania	.	.	.	.
	Tonga	.	.	.	.
	Trinidad & Tobago	.	3	5	8
	Turks & Caicos Islands	.	.	.	.
	Tuvalu	.	.	.	.
	Uganda	1	.	4	5
	Vanuatu	.	.	.	.
	Wales	5	11	20	36
	Zambia	.	.	2	2





## Aquatics: Diving

		Gold	Silver	Bronze
10m Platform	<b>M</b>	ENG (Daley)	MAS (Tze Liang)	CAN (Riendeau)
	<b>W</b>	CAN (Benfeito)	MAS (Pamg)	CAN (Filion)
Synchronised 10m Platform	<b>M</b>	AUS (Bedggood, Mitcham)	ENG (Daley, Denny)	
	<b>W</b>	CAN (Benfeito, Filion)	ENG (Barrow, Couch)	MAS (Pamg, Sabri)
1m Springboard	<b>M</b>	ENG (Laugher)	AUS (Mitcham)	AUS (Nel)
	<b>W</b>	CAN (Abel)	AUS (Keeney)	AUS (Qin)
3m Springboard	<b>M</b>	MAS (Tze Liang)	ENG (Laugher)	ENG (Dingley)
	<b>W</b>	AUS (Qin)	CAN (Abel)	ENG (Starling)
Synchronised 3m Springboard	<b>M</b>	ENG (Laugher, Mears)	AUS (Mitcham, Nel)	ENG (Robinson-Baker, Woodward)
	<b>W</b>	ENG (Blagg, Gallantree)	CAN (Abel, Ware)	AUS (Keeney, Smith)



## Aquatics: Swimming

		Gold	Silver	Bronze
50m Backstroke	<b>M</b>	AUS (Treffers)	AUS (Larkin)	ENG (Tancock)
	<b>W</b>	WAL (Davies)	ENG (Quigley)	CAN (Snodgrass)
100m Backstroke	<b>M</b>	ENG (Walker-Hebborn)	AUS (Larkin)	ENG (Tancock) AUS (Beaver)
	<b>W</b>	AUS (Seebohm)	WAL (Davies)	AUS (Hocking)
200m Backstroke	<b>M</b>	AUS (Larkin)	AUS (Beaver)	AUS (Lawson)
	<b>W</b>	AUS (Hocking)	AUS (Seebohm)	CAN (Caldwell)
50m Breaststroke	<b>M</b>	RSA (van der Burgh)	ENG (Peaty)	AUS (Sprenger)
	<b>W</b>	AUS (Pickett)	JAM (Atkinson)	SCO (Scott)
100m Breaststroke	<b>M</b>	ENG (Peaty)	RSA (van der Burgh)	SCO (Murdoch)
	<b>W</b>	ENG (Taylor)	AUS (Tonks)	JAM (Atkinson)
200m Breaststroke	<b>M</b>	SCO (Murdoch)	SCO (Jamieson)	ENG (Willis)
	<b>W</b>	AUS (McKeown)	AUS (Hunter)	ENG (Renshaw)
50m Butterfly	<b>M</b>	ENG (Proud)	RSA (Schoeman)	RSA (le Clos)
	<b>W</b>	ENG (Halsall)	BAH (Vanderpool Wallace)	AUS (Elmslie)



## Aquatics: Swimming

		Gold	Silver	Bronze
100m Butterfly	<b>M</b>	RSA (le Clos)	SIN (Schooling)	ENG (Barrett)
	<b>W</b>	CAN (Savard)	ENG (O'Connor)	AUS (McKeon)
200m Butterfly	<b>M</b>	RSA (le Clos)	AUS (Irvine)	RSA (Rousseau)
	<b>W</b>	CAN (Lacroix)	ENG (Willmott)	AUS (Groves)
50m Freestyle	<b>M</b>	ENG (Proud)	AUS (McEvoy)	AUS (Magnussen)
	<b>W</b>	ENG (Halsall)	AUS (Campbell. C)	AUS (Campbell. B)
100m Freestyle	<b>M</b>	AUS (Magnussen)	AUS (McEvoy)	AUS (D'Orsogna)
	<b>W</b>	AUS (Campbell. C)	AUS (Campbell. B)	AUS (McKeon)
200m Freestyle	<b>M</b>	AUS (Fraser-Holmes)	AUS (McEvoy)	WAL (Jarvis)
	<b>W</b>	AUS (McKeon)	ENG (O'Connor)	AUS (Barratt)
400m Freestyle	<b>M</b>	CAN (Cochrane)	AUS (McKeon)	ENG (Guy)
	<b>W</b>	NZL (Boyle)	WAL (Carlin)	AUS (Barratt)
800m Freestyle	<b>W</b>	WAL (Carlin)	NZL (Boyle)	CAN (Maclean)
1500m Freestyle	<b>M</b>	CAN (Cochrane)	AUS (Horton)	WAL (Jervis)
4 x 100m Freestyle Relay	<b>M</b>	AUS (D'Orsogna, Abood, Magnussen, McEvoy, Hadler, McKendry, To)	RSA (le Clos, Schoeman, Shankland, Muller, Jimmie, Justus)	ENG (Brown, Disney-May, Barrett, Proud, Coleman, Walker-Hebborn)
	<b>W</b>	AUS (Campbell. B, Schlanger, McKeon, Campbell. C, Elmslie, Coutts, Groves)	ENG (O'Connor, Halsall, Smith, Turner, Lloyd, Maughan, Quigley)	CAN (Poon, Mainville, Williams, Ackman)
4 x 200m Freestyle Relay	<b>M</b>	AUS (McEvoy, McKeon, McKendry, Fraser-Holmes, Horton)	SCO (Wallace, Milne, Scott. D, Renwick, Brodie, Hamilton, Mills, Scott. J)	RSA (Brown, le Clos, Rousseau, Bosch, Justus)
	<b>W</b>	AUS (McKeon, Coutts, Elmslie, Barratt, Fairweather, Groves)	CAN (Cheverson, Maclean, Ackman, Overholt)	ENG (O'Connor, Maughan, Faulkner, Turner, Lloyd, Willmott)
200m Individual Medley	<b>M</b>	AUS (Tranter)	SCO (Wallace)	RSA (le Clos)
	<b>W</b>	ENG (O'Connor)	AUS (Coutts)	SCO (Miley)
400m Individual Medley	<b>M</b>	SCO (Wallace)	AUS (Fraser-Holmes)	RSA (Rousseau)
	<b>W</b>	SCO (Miley)	ENG (Willmott)	AUS (McMaster)





## Aquatics: Swimming

		Gold	Silver	Bronze
4 x 100m Medley Relay	<b>M</b>	ENG (Walker-Hebborn, Peaty, Barrett, Brown, Disney-May, Guy, Tancock, Wilby)	AUS (Larkin, Sprenger, Hadler, Magnussen, Beaver, D'Orsogna, McEvoy, To)	RSA (Rousseau, van der Burgh, le Clos, Shankland, Bosch, Jimmie)
	<b>W</b>	AUS (Seebohm, Tonks, McKeon, Campbell. C., Campbell. B, Coutts, Hocking, Hunter)	ENG (Quigley, Taylor, O'Connor, Halsall, Kelly, Renshaw, Simmonds, Smith)	CAN (Russell, van Beilen, Savard, Mainville, Lacroix, Smith, Williams)
Para-Sport 100m Breaststroke SB9	<b>W</b>	NZL (Pascoe)	AUS (Scott)	SCO (Davies)
Para-Sport 100m Freestyle S9	<b>M</b>	AUS (Crothers)	AUS (Cowdrey)	AUS (Hall)
Para-Sport 100m Freestyle S8	<b>W</b>	AUS (Elliott)	ENG (Slater)	AUS (Patterson)
Para-Sport 200m Freestyle S14	<b>M</b>	AUS (Fox)	ENG (Hamer)	WAL (Thomas)
Para-Sport 200m Individual Medley SM8	<b>M</b>	ENG (Hynd)	AUS (Aungles)	AUS (Cochrane)
Para-Sport 200m Individual Medley SM10	<b>W</b>	NZL (Pascoe)	AUS (Downie)	CAN (Rivard)



## Athletics: Marathon

		Gold	Silver	Bronze
Marathon	<b>M</b>	AUS (Shelley)	KEN (Chemlany)	UGA (Kiplimo)
	<b>W</b>	KEN (Daniel)	KEN (Kilel)	AUS (Tregrove)



## Athletics: Track & Field

		Gold	Silver	Bronze
100m	<b>M</b>	JAM (Bailey-Cole)	ENG (Gemili)	JAM (Ashmeade)
	<b>W</b>	NGR (Okagbare)	JAM (Campbell-Brown)	JAM (Stewart)
200m	<b>M</b>	JAM (Dwyer)	JAM (Weir)	JAM (Livermore)
	<b>W</b>	NGR (Okagbare)	ENG (Williams. J)	ENG (Williams. B)
400m	<b>M</b>	GRN (James)	RSA (Van Niekerk)	TTO (Gordon)
	<b>W</b>	JAM (McPherson)	JAM (Williams-Mills)	JAM (Day)
800m	<b>M</b>	BOT (Amos)	KEN (Rudisha)	RSA (Olivier)
	<b>W</b>	KEN (Sum)	SCO (Sharp)	UGA (Nanyondo)
1500m	<b>M</b>	KEN (Magut)	KEN (Kwemoi)	NZL (Willis)
	<b>W</b>	KEN (Kibiegon)	ENG (Weightman)	CAN (Van Buskirk)
5000m	<b>M</b>	KEN (Ndiku)	KEN (Koech)	NZL (Robertson)
	<b>W</b>	KEN (Cherono)	KEN (Kisa)	ENG (Pavey)
10000m	<b>M</b>	UGA (Kipsiro)	KEN (Bett)	CAN (Levins)
	<b>W</b>	KEN (Chepkirui)	KEN (Kiplagat)	KEN (Chebet)
100m Hurdles	<b>W</b>	AUS (Pearson)	ENG (Porter)	CAN (Whyte)
110m Hurdles	<b>M</b>	JAM (Riley)	ENG (Sharman)	BAR (Brathwaite)
400m Hurdles	<b>M</b>	RSA (Fredericks)	TTO (Gordon)	BAH (Gibson)
	<b>W</b>	JAM (Spencer)	SCO (Child)	JAM (Russell)
3000m Steeplechase	<b>M</b>	KEN (Ndiku)	KEN (Birech)	KEN (Cheboi)
	<b>W</b>	KEN (Kirui)	KEN (Cheywa)	KEN (Kipkemoi)
4 x 100m Relay	<b>M</b>	JAM (Livermore, Bailey-Cole, Ashmeade, Bolt)	ENG (Gemili, Aikines-Aryeetey, Kilty, Talbot)	TTO (Bledman, Burns, Sorrillo, Thompson)
	<b>W</b>	JAM (Stewart, Campbell-Brown, Calvert, Fraser-Pryce)	NGR (Asumnu, Okagbare, Duncan, Ozoh)	ENG (Philip, Williams. B, Williams. J, Nelson)
4 x 400m Relay	<b>M</b>	ENG (Williams, Bingham, Awde, Hudson-Smith)	BAH (Williams, Mathieu, Russell, Brown)	TTO (Gordon, Solomon, Quow, Hewitt)
	<b>W</b>	JAM (Day, Williams-Mills, Le-Roy, McPherson)	NGR (George. P, George. R, Benjamin, Abugan)	ENG (Ohuruogu, Cox, Massey, Onuora)
Para-Sport 100m T11/12	<b>W</b>	SCO (Clegg/ Guide: Huggins)	MOZ (Muchavo/ Guide: Tinga)	NAM (Ishitile/ Guide: Ndeilenga)
Para-Sport 100m T37	<b>M</b>	RSA (Van Der Merwe)	RSA (Du Toit)	WAL (Jones)
Para-Sport 1500m T54	<b>M</b>	ENG (Weir)	AUS (Fearnley)	CAN (Dupont)
	<b>W</b>	AUS (Ballard)	CAN (Roy)	ENG (Jones)





## Athletics: Track & Field

		Gold	Silver	Bronze
Discus Throw	<b>M</b>	IND (Shive Gowda)	CYP (Parellis)	JAM (Morgan)
	<b>W</b>	AUS (Samuels)	IND (Punia)	ENG (Lally)
Hammer Throw	<b>M</b>	CAN (Steady)	ENG (Miller)	SCO (Dry)
	<b>W</b>	CAN (Frizell)	NZL (Ratcliffe)	ENG (Hitchon)
High Jump	<b>M</b>	CAN (Drouin)	CYP (Ioannou)	CAN (Mason)
	<b>W</b>	AUS (Patterson)	ENG (Pooley)	LCA (Spencer)
Javelin Throw	<b>M</b>	KEN (Yego)	TTO (Walcott)	AUS (Peacock)
	<b>W</b>	AUS (Mickle)	RSA (Viljoen)	AUS (Roberts)
Long Jump	<b>M</b>	ENG (Rutherford)	RSA (Visser)	RSA (Samaai)
	<b>W</b>	NGR (Brume)	ENG (Sawyers)	CAN (Nettey)
Pole Vault	<b>M</b>	ENG (Lewis)	ENG (Cutts)	CAN (Barber)
	<b>W</b>	AUS (Boyd)	WAL (Peake)	CAN (Newman)
Shot Put	<b>M</b>	JAM (Richards)	NZL (Walsh)	CAN (Nedow)
	<b>W</b>	NZL (Adams)	TTO (Borel)	CAN (Labonte)
Triple Jump	<b>M</b>	RSA (Mokoena)	NGR (Oke)	IND (Arpinder Singh)
	<b>W</b>	JAM (Williams)	ENG (Samuel)	TTO (Alexander)
Para-Sport Discus Throw F42/F44	<b>M</b>	ENG (Greaves)	WAL (Davies)	NGR (Okigbazi)
Para-Sport Long Jump T37/38	<b>W</b>	AUS (Elkington)	ENG (Woodward)	NAM (Benson)
Decathlon	<b>M</b>	CAN (Warner)	ENG (Bryant)	GRN (Felix)
Heptathlon	<b>W</b>	CAN (Theisen-Eaton)	CAN (Zelinka)	ENG (Taylor)



## Badminton

		Gold	Silver	Bronze
Singles	<b>M</b>	IND (Parupalli)	SIN (Wong)	IND (Gurusaidutt)
	<b>W</b>	CAN (Li)	SCO (Gilmour)	IND (Sindhu)
Doubles	<b>M</b>	MAS (Goh, Tan)	SIN (Chrisnanta, Triyachart)	ENG (Langridge, Mills)
	<b>W</b>	MAS (Hoo, Woon)	IND (Gutta, Ponnappa)	ENG (Adcock, Smith)
Mixed Doubles	<b>X</b>	ENG (Adcock. C, Adcock. G)	ENG (Langridge, Olver)	SCO (Bankier, Blair)
Mixed Teams	<b>X</b>	MAS (Chan, Goh, Hoo, Liew, Lim, Pei Jing, Tan, Tee, Wei Feng, Woon)	ENG (Adcock. C, Adcock. G, Ellis, Langridge, Mills, Olver, Ouseph, Robertshaw, Smith, Walker)	SIN (Chrisnanta, Fu, Hee, Huang, Liang, Neo, Sari, Triyachart, Wong, Yao)



## Boxing

		Gold	Silver	Bronze
Light Fly (46–49kg)	<b>M</b>	NIR (Barnes)	IND (Laishram)	UGA (Kaggwa) WAL (Williams)
Fly (52kg)	<b>M</b>	AUS (Moloney)	PAK (Waseem)	SCO (McFadden) GHA (Omar)
Fly (48–51kg)	<b>W</b>	ENG (Adams)	NIR (Walsh)	CAN (Bujold) IND (Rani)
Bantam (56kg)	<b>M</b>	NIR (Conlan)	ENG (Ashfaq)	WAL (McGoldrick) KEN (Njangiru)
Light (60kg)	<b>M</b>	SCO (Flynn)	NIR (Fitzpatrick)	WAL (Cordina) TTO (Alexander)
Light (57–60kg)	<b>W</b>	AUS (Watts)	IND (Devi)	NIR (Audley-Murphy) MOZ (Machongua)
Light Welter (64kg)	<b>M</b>	SCO (Taylor)	NAM (Jonas)	NIR (Duffy) ENG (Maxwell)
Welter (69kg)	<b>M</b>	ENG (Fitzgerald)	IND (Jangra)	NIR (Donnelly) RSA (Mbenge)
Middle (75kg)	<b>M</b>	ENG (Fowler)	IND (Vijender)	NIR (Coyle) ZAM (Muziyo)
Middle (69–75kg)	<b>W</b>	ENG (Marshall)	CAN (Fortin)	NGR (Ogoke) WAL (Price)





## Boxing

		Gold	Silver	Bronze
Light Heavy (81kg)	<b>M</b>	NZL (Nyika)	MRI (St Pierre)	NIR (McGlinchy) WAL (Thorley)
Heavy (91kg)	<b>M</b>	CAN (El-Mais)	NZL (Light)	NGR (Apochi) SCO (Lavelle)
Super Heavy (+91kg)	<b>M</b>	ENG (Joyce)	AUS (Goodall)	NGR (Ajagba) UGA (Sekabembe)



## Cycling: Mountain Bike

		Gold	Silver	Bronze
Cross Country	<b>M</b>	NZL (Cooper)	NZL (Gaze)	AUS (McConnell)
	<b>W</b>	CAN (Pendrel)	CAN (Batty)	AUS (Henderson)



## Cycling: Time Trial & Road Race

		Gold	Silver	Bronze
Individual Time Trial	<b>M</b>	ENG (Dowsett)	AUS (Dennis)	WAL (Thomas)
	<b>W</b>	NZL (Villumsen)	ENG (Pooley)	AUS (Garfoot)
Road Race	<b>M</b>	WAL (Thomas)	NZL (Bauer)	ENG (Thwaites)
	<b>W</b>	ENG (Armitstead)	ENG (Pooley)	RSA (Pasio)



## Cycling: Track

		Gold	Silver	Bronze
3000m Individual Pursuit	<b>W</b>	ENG (Rowsell)	AUS (Edmondson)	AUS (Cure)
4000m Individual Pursuit	<b>M</b>	AUS (Bobridge)	AUS (Edmondson)	NZL (Ryan)
Keirin	<b>M</b>	AUS (Glaetzer)	NZL (Webster)	MAS (Awang)
25km Points Race	<b>W</b>	ENG (Trott)	WAL (Barker)	SCO (Archibald)
40km Points Race	<b>M</b>	NZL (Scully)	IOM (Kennaugh)	NZL (Gate)
10km Scratch Race	<b>W</b>	AUS (Edmondson)	AUS (Cure)	WAL (Barker)
20km Scratch Race	<b>M</b>	NZL (Archbold)	AUS (O'Shea)	CAN (Pelletier)
Sprint	<b>M</b>	NZL (Webster)	ENG (Kenny)	NZL (Dawkins)
	<b>W</b>	AUS (Morton)	AUS (Meares)	ENG (Varnish)
4000m Team Pursuit	<b>M</b>	AUS (Bobridge, Davison, Edmondson, O'Shea)	ENG (Burke, Clancy, Tennant, Wiggins)	NZL (Archbold, Bulling, Kennett, Ryan)
Team Sprint	<b>M</b>	NZL (Mitchell, Webster, Dawkins)	ENG (Hindes, Kenny, Emadi)	AUS (Hart, Perkins, Glaetzer)
500m Time Trial	<b>W</b>	AUS (Meares)	AUS (Morton)	ENG (Varnish)
1000m Time Trial	<b>M</b>	AUS (Sunderland)	NZL (van Velthooven)	NZL (Archibald)
Para-Sport Sprint B Tandem	<b>M</b>	SCO (Fachie, Maclean)	AUS (Modra, Niblett)	AUS (Kennedy, Clarke)
	<b>W</b>	ENG (Thornhill, Scott)	SCO (McGlynn, Haston)	AUS (O'Connor, Hargrave)
Para-Sport 1000m Time Trial B Tandem	<b>M</b>	SCO (Fachie, Maclean)	AUS (Modra, Niblett)	WAL (Ellis, Williams)
	<b>W</b>	ENG (Thornhill, Scott)	SCO (McGlynn, Haston)	AUS (O'Connor, Hargrave)





## Gymnastics: Artistic

		Gold	Silver	Bronze
Team	<b>M</b>	ENG (Oldham, Smith, Thomas, Whitlock, Wilson)	SCO (Baines, Cox, Davie, Keatings, Purvis)	CAN (Clay, Gafuik, Loran, Lytwyn, Morgan)
	<b>W</b>	ENG (Downie, Fragapane, Harrold, Simm, Whelan)	AUS (Brown, Miller, Mitchell, Monckton, Vivian)	WAL (Beddoe, Hockenhull, Hogg, Romaeo, Theaker)
All-Around	<b>M</b>	ENG (Whitlock)	SCO (Keatings)	ENG (Wilson)
	<b>W</b>	ENG (Fragapane)	ENG (Harrold)	ENG (Whelan)
Balance Beam	<b>W</b>	CAN (Black)	AUS (Monckton)	WAL (Hockenhull)
Floor Exercise	<b>M</b>	ENG (Whitlock)	CAN (Morgan)	NZL (Bishop)
	<b>W</b>	ENG (Fragapane)	AUS (Mitchell)	CAN (Black)
Horizontal Bar	<b>M</b>	ENG (Wilson)	ENG (Thomas)	CAN (Lytwyn)
Parallel Bars	<b>M</b>	SCO (Purvis)	ENG (Wilson)	ENG (Whitlock)
Pommel Horse	<b>M</b>	SCO (Keatings)	ENG (Whitlock)	ENG (Smith)
Rings	<b>M</b>	CAN (Morgan)	CAN (Lytwyn)	SCO (Purvis)
Uneven Bars	<b>W</b>	ENG (Downie)	AUS (Miller)	ENG (Harrold)
Vault	<b>M</b>	CAN (Morgan)	ENG (Thomas)	SIN (Hoe)
	<b>W</b>	ENG (Fragapane)	CAN (Black)	IND (Karmakar)



## Gymnastics: Rhythmic

		Gold	Silver	Bronze
Team	<b>W</b>	CAN (Bezzoubenko, Kitkarska, Kovacs)	WAL (Halford, Jenkins, Jones)	MAS (Kwan, Poh San, Zain Jalany)
Apparatus: Ball	<b>W</b>	CAN (Bezzoubenko)	WAL (Jones)	WAL (Halford)
Apparatus: Clubs	<b>W</b>	CAN (Bezzoubenko)	WAL (Jones)	CYP (Christodoulidou)
Apparatus: Hoop	<b>W</b>	CAN (Bezzoubenko)	WAL (Jones)	MAS (Poh San)
Apparatus: Ribbon	<b>W</b>	WAL (Jones)	MAS (Poh San)	CAN (Bezzoubenko)
Individual All-Around	<b>W</b>	CAN (Bezzoubenko)	WAL (Jones)	WAL (Halford)



## Hockey

		Gold	Silver	Bronze
Medal Matches	<b>M</b>	AUS (Orchard, Ciriello, Knowles, Ockenden, Whetton, Gohdes, Zalewski, White, Swann, Beale, Mitton, Govers, Brown, Philpott, Charter, Kavanagh)	IND (Singh. R, Khadangbam, Singh. M, Singh. S, Singh. D, Ramachandra, Singh. G, Parattu Raveendran, Mujtaba, Chandi, Vitalacharya, Lakra, Singh. A, Kangujam, Singh. R, Nikkin)	ENG (Pinner, Fox, Middleton, Weir, Jackson, Mantell, Martin, Catlin, Brogdon, Hoare, Condon, Gleghorne, Roper, Dixon, Lewers, Willars)
	<b>W</b>	AUS (Nanscawen, Peris, Eastham, Kenny, Nelson, Flanagan, McMahon, Blyth, Bone, White, Claxton, Parker, Taylor, Jenner, Smith, Lynch)	ENG (Hinch, Bray, Unsworth, Owsley, Shipperley, Twigg, Watton, Townsend, Gilbert, Richardson-Walsh, Webb, Quek, White, Danson, Wood, Ansley)	NZL (Whitlock, Naylor, Forgesson, Merry, Glynn, Webster, Rutherford, Charlton, Thompson, Cocks, Dennison, Flynn, Keddel, Grant, Michelsen, Punt)



## Judo

		Gold	Silver	Bronze
+100kg	<b>M</b>	SCO (Sherrington)	RSA (Snyman)	AUS (Andrewartha) WAL (Shaw)
-100kg	<b>M</b>	SCO (Burton)	PAK (Hussain Shah)	NZL (Koster) NZL (Slyfield)
+78kg	<b>W</b>	SCO (Adlington)	ENG (Myers)	IND (Kaur) MRI (Laprovidence)
-78kg	<b>W</b>	WAL (Powell)	ENG (Gibbons)	CAN (Portuondo) CMR (Mballa Atangana)
-90kg	<b>M</b>	RSA (Piontek)	SCO (Purssey)	ENG (Hall) SCO (Burns)
-81kg	<b>M</b>	ENG (Livesey)	ENG (Reed)	CAN (Burt) ZAM (Munyonga)
-70kg	<b>W</b>	ENG (Fletcher)	NZL (de Villiers)	CAN (Renaud-Roy) SCO (Conway)





## Judo

	Gold	Silver	Bronze
-73kg	<b>M</b> ENG (Williams)	NZL (Leat)	AUS (Bensted) RSA (van Zyl)
-63kg	<b>W</b> SCO (Clark)	CMR (Wezeu Dombeu)	ENG (Pitman) ENG (Yeats-Brown)
-57kg	<b>W</b> ENG (Davis)	SCO (Inglis)	NZL (Manuel) SCO (Ramsay)
-66kg	<b>M</b> ENG (Oates)	CYP (Krassas)	RSA (Mabulu) SCO (Millar)
-52kg	<b>W</b> SCO (Renicks. L)	ENG (Edwards)	IND (Thoudam) NIR (Kearney)
-60kg	<b>M</b> ENG (McKenzie)	IND (Chana)	GHA (Abugiri) SCO (Buchanan)
-48kg	<b>W</b> SCO (Renicks. K)	IND (Likmabam)	AUS (Rayner) AUS (Meyer)



## Lawn Bowls

	Gold	Silver	Bronze
Singles	<b>M</b> SCO (Burnett)	CAN (Bester)	AUS (Sherriff)
	<b>W</b> NZL (Edwards)	ENG (Melmore)	RSA (Piketh)
Pairs	<b>M</b> SCO (Foster, Marshall)	MAS (Abdul Rais, Abd Muin)	ENG (Knapper, Tolchard)
	<b>W</b> RSA (Botha, Piketh)	ENG (Winch, Melmore)	NIR (Cunningham, Cameron)
Triples	<b>M</b> RSA (Neluonde, Breitenbach, Donnelly)	NIR (Daly, Mulholland, Booth)	WAL (Taylor, Tomlinson, Wyatt)
	<b>W</b> ENG (Tolchard, Falkner, Gordon)	AUS (Clarke, Murphy, Cottrell)	RSA (Steyn. E, Steyn. S, Nel)
Fours	<b>M</b> SCO (Peacock, Speirs, Foster, Marshall)	ENG (McGuinness, Knapper, Airey, Chestney)	AUS (Ruediger, Wilkie, Rice, Flapper)
	<b>W</b> RSA (Steyn. E, Steyn. S, Botha, Nel)	MAS (Saraji, Noh, Ismail, Arshad)	NZL (Goddard, McIlroy, Smith, Boyd)
Para-Sport Mixed Pairs B2/B3	<b>X</b> RSA (Nel, Newcombe, van Rooyen, Scholtz)	SCO (Edgar, Thomas, McArthur, Conway)	AUS (Forster, Jones, Scott. P, Scott. T)
Para-Sport Open Triples B6/B7/B8	<b>O</b> RSA (van de Vyver, Hagerty, Lobban)	NZL (Bennett, Wynks, Noble)	ENG (Love, Fisher, Brown)

Key **M** = Men's **W** = Women's **X** = Mixed **O** = Open



## Netball

	Gold	Silver	Bronze
Medal Matches	<b>W</b> AUS (Bassett, Caldwell, Chatfield, Corletto, Geitz, Green, Hallinan, Layton, Medhurst, Ravailion, Robinson, Thwaites)	NZL (Brown, De Bruin, Francois, Grant, Halpenny, Harrison, Henry, Kopua, Langman, Latu, Leota, Tutaia)	JAM (Aiken, Beckford, Evering, Facey, Harwood, Henry, Kelly, Pinnock, Reid, Thompson, Williams. K, Williams. V)



## Rugby Sevens

	Gold	Silver	Bronze
Medal Matches	<b>M</b> RSA (Dry, Smith, Horne, Whiteley, Hendricks, Brown, du Preez, Richards, Geduld, Afrika, Kok, Senatla)	NZL (Curry, Mikkelson, Dickson, Forbes, Ioane, Ahki, Heem, Kaka, Stowers, Webber, O'Donnell, Lam)	AUS (McMahon, Parahi, Myers, Lucas, Gill, Foley, Clark, Jeloudev, Jenkins, Stannard, Fou, Cusack)



## Shooting: Clay Target, Full Bore, Pistol & Small Bore

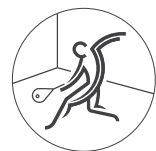
	Gold	Silver	Bronze
10m Air Pistol	<b>M</b> AUS (Repacholi)	IND (Nanjappa)	ENG (Gault)
	<b>W</b> SIN (Teo)	IND (Goel)	CAN (Ludwig)
50m Pistol	<b>M</b> IND (Rai)	IND (Singh. G)	AUS (Repacholi)
25m Pistol	<b>W</b> IND (Sarnobat)	IND (Sayyed)	AUS (Yauhleuskaya)
25m Rapid Fire Pistol	<b>M</b> AUS (Chapman)	IND (Singh. H)	ENG (Callaghan)
10m Air Rifle	<b>M</b> IND (Bindra)	BAN (Baki)	ENG (Rivers)
	<b>W</b> IND (Chandela)	IND (Paul)	MAS (Mohamed Taibi)
50m Rifle 3 Positions	<b>M</b> ENG (Rivers)	IND (Rajput)	IND (Narang)
	<b>W</b> SIN (Ser)	SCO (McIntosh)	IND (Gauswami)
50m Rifle Prone	<b>M</b> AUS (Potent)	IND (Narang)	ENG (Parr)
	<b>W</b> NZL (Johnston)	RSA (van Reenen)	SCO (McIntosh)





## Shooting: Clay Target, Full Bore, Pistol & Small Bore

	Gold	Silver	Bronze
Double Trap	<b>M</b> ENG (Scott)	ENG (French)	IND (Mohd)
	<b>W</b> ENG (Kerwood)	IND (Singh)	ENG (Parish)
Trap	<b>M</b> AUS (Vella)	ENG (Heading)	IND (Sandhu)
	<b>W</b> AUS (Scanlan)	CYP (Konstantinidou)	ENG (Povey)
Skeet	<b>M</b> CYP (Achilleos)	SCO (Christie)	ENG (Warlow)
	<b>W</b> AUS (Coles)	WAL (Allen)	CYP (Eleftheriou)
Queen's Prize Individual	<b>O</b> ENG (Luckman)	CAN (Paton)	ENG (Patel)
Queen's Prize Pair	<b>O</b> ENG (Luckman, Patel)	CAN (Paton, Vamplew)	SCO (McLeod, Shaw)



## Squash

	Gold	Silver	Bronze
Singles	<b>M</b> ENG (Matthew)	ENG (Willstrop)	ENG (Barker)
	<b>W</b> MAS (David)	ENG (Massaro)	NZL (King)
Doubles	<b>M</b> AUS (Palmer, Pilley)	ENG (Grant, Matthew)	ENG (Selby, Willstrop)
	<b>W</b> IND (Chinappa, Pallikal)	ENG (Duncalf, Massaro)	ENG (Beddoes, Waters)
Mixed Doubles	<b>X</b> AUS (Grinham, Palmer)	ENG (Barker, Waters)	AUS (Brown, Pilley)



## Table Tennis

	Gold	Silver	Bronze
Singles	<b>M</b> SIN (Zhan)	SIN (Gao)	ENG (Pitchford)
	<b>W</b> SIN (Feng)	SIN (Yu)	SIN (Lin)
Doubles	<b>M</b> SIN (Gao, Li)	IND (Achanta, Anthony Arputharaj)	SIN (Yang, Zhan)
	<b>W</b> SIN (Feng, Yu)	AUS (Lay, Miao)	CAN (Luo, Zhang)
Mixed Doubles	<b>X</b> ENG (Drinkhall. J, Drinkhall. P)	ENG (Ho, Pitchford)	ENG (Reed, Sibley)
Team	<b>M</b> SIN (Chew, Gao, Li, Yang, Zhan)	ENG (Baggaley, Drinkhall, Pitchford, Reed, Walker)	NGR (Abiodun, Aruna, Ogidiolu, Onaolapo, Toriola)
	<b>W</b> SIN (Feng, Li, Lin, Yu, Zhou)	MAS (Lee Wei, Rou You, Sock Khim, Ying)	AUS (Dederko, Lay, Miao, Tapper, Zhang)



## Triathlon

	Gold	Silver	Bronze
Individual	<b>M</b> ENG (Brownlee. A)	ENG (Brownlee. J)	RSA (Murray)
	<b>W</b> ENG (Stimpson)	CAN (Sweetland)	ENG (Holland)
Mixed Team Relay	<b>X</b> ENG (Holland, Brownlee. J, Stimpson, Brownlee. A)	RSA (Roberts, Schoeman, Sanders, Murray)	AUS (Moffatt, Royle, Jackson, Bailie)





## Weightlifting

		Gold	Silver	Bronze
56kg	<b>M</b>	IND (Dey)	MAS (Md Pisol)	IND (Mali)
48kg	<b>W</b>	IND (Khumukcham)	IND (Chanu Saikhom)	NGR (Opara)
62kg	<b>M</b>	CYP (Minasidis)	SRI (Peiris)	SAM (Ioane)
53kg	<b>W</b>	PNG (Toua)	IND (Matsa)	IND (Singh)
69kg	<b>M</b>	MAS (Mansor)	NGR (Ayenuwa)	IND (Otari)
58kg	<b>W</b>	ENG (Smith)	NGR (Winifred)	WAL (Breeze)
77kg	<b>M</b>	IND (Sivalingam)	IND (Katulu)	AUS (Etoundi)
63kg	<b>W</b>	NGR (Adesanmi)	NGR (Okoli)	IND (Yadav)
85kg	<b>M</b>	NZL (Patterson)	IND (Thakur)	CAN (Plamondon)
69kg	<b>W</b>	CMR (Fegue)	NGR (Ebireguesele)	CAN (Ares-Pilon)
94kg	<b>M</b>	PNG (Kari)	AUS (Ribouem)	IND (Mali)
75kg	<b>W</b>	CAN (Beauchemin-Nadeau)	SAM (Opeloge)	FIJ (Vaivai)
105kg	<b>M</b>	KIR (Katoatau)	NZL (Chalaev)	ENG (Watson)
+75kg	<b>W</b>	NGR (Usman)	SAM (Opeloge)	NZL (Lambrechs)
+105kg	<b>M</b>	CAN (Kobaladze)	NRU (Detenamo)	AUS (Kelly)



## Para-Sport Powerlifting

		Gold	Silver	Bronze
Lightweight	<b>M</b>	NGR (Kehinde)	NGR (Ezuruike)	ENG (Jawad)
	<b>W</b>	NGR (Oyema)	ENG (Blake)	IND (Khatun)
Heavyweight	<b>M</b>	NGR (Ibrahim)	IND (Rahelu)	MAS (Yee Khie)
	<b>W</b>	NGR (Obiji)	NGR (Omolayo)	KEN (Njuguna)



## Wrestling

		Gold	Silver	Bronze
Freestyle 57kg	<b>M</b>	IND (Amit Kumar)	NGR (Welson)	PAK (Hussain) WAL (Pilling)
Freestyle 61kg	<b>M</b>	CAN (Tremblay)	IND (Bajrang)	NGR (Daniel) SCO (Etko)
Freestyle 65kg	<b>M</b>	IND (Dutt)	CAN (Balfour)	NGR (Clarkson) SCO (Gladkov)
Freestyle 74kg	<b>M</b>	IND (Kumar)	PAK (Abbas)	ENG (Grundy) NGR (Bibo)
Freestyle 86kg	<b>M</b>	CAN (Tagziev)	NGR (Dick)	IND (Kumar) RSA (Hietbrink)
Freestyle 97kg	<b>M</b>	CAN (Gill)	IND (Kadian)	ENG (Rattigan) NZL (Belkin)
Freestyle 125kg	<b>M</b>	CAN (Jarvis)	IND (Tomar)	ENG (XXX) NGR (Boltic)
Freestyle 48kg	<b>W</b>	IND (Vinesh)	ENG (Rattigan)	CAN (Mian) CMR (Muambo)
Freestyle 53kg	<b>W</b>	NGR (Adekuoroye)	IND (Lalita)	CAN (Gallays) RSA (Madi)
Freestyle 55kg	<b>W</b>	IND (Kumari)	CAN (Laverdure)	ENG (Porogovska) NGR (Nwoye)
Freestyle 58kg	<b>W</b>	NGR (Adeniyi)	IND (Malik)	CAN (Stone) NZL (Ford)
Freestyle 63kg	<b>W</b>	CAN (Lappage)	IND (Jakhar)	CMR (Metala Epanga) NGR (Oborududu)
Freestyle 69kg	<b>W</b>	CAN (Yeats)	CMR (Tomo)	IND (Navjot Kaur) NGR (Rueben)
Freestyle 75kg	<b>W</b>	CAN (Wiebe)	CMR (Ali)	NGR (Onyebuchi)





## Aquatics: Swimming

	Country	Athlete	Record
Men's 100m Backstroke	England	Chris Walker-Hebborn	53.12
Men's 50m Breaststroke	Republic of South Africa	Cameron van der Burgh	26.76
Men's 100m Breaststroke	England	Adam Peaty	58.94
Men's 200m Breaststroke	Scotland	Ross Murdoch	2:07.30
Men's 50m Butterfly	England	Benjamin Proud	22.93
Men's 100m Butterfly	Republic of South Africa	Chad le Clos	51.29
Men's 200m Butterfly	Republic of South Africa	Chad le Clos	1:55.07
Men's 50m Freestyle	England	Benjamin Proud	21.76
Men's 200m Individual Medley	Australia	Daniel Tranter	1:57.83
Men's 400m Individual Medley	Scotland	Daniel Wallace	4:11.04
Men's 4 x 100m Freestyle Relay	Australia	Tommaso D'Orsogna Matt Abood James Magnussen Cameron McEvoy	3:13.44
Men's 4 x 200m Freestyle Relay	Australia	Cameron McEvoy David McKeon Ned McKendry Thomas Fraser-Holmes	7:07.38
Men's 4 x 100m Medley Relay	England	Chris Walker-Hebborn Adam Peaty Adam Barrett Adam Brown	3:31.51
Men's Para-Sport 100m Freestyle S9	Australia	Rowan Crothers	54.58 <sup>W</sup>
Men's Para-Sport 200m Freestyle S14	Australia	Daniel Fox	1:57.16 <sup>W</sup>
Men's Para-Sport 200m IM SM8	England	Oliver Hynd	2:22.86
Women's 50m Backstroke	Wales	Georgia Davies	27.56
Women's 100m Backstroke	Australia	Emily Seebohm	59.37
Women's 200m Backstroke	Australia	Belinda Hocking	2:07.24
Women's 50m Breaststroke	Jamaica	Alia Atkinson	30.17
Women's 50m Butterfly	England	Francesca Halsall	25.20
Women's 100m Butterfly	Canada	Katerine Savard	57.40



## Aquatics: Swimming

	Country	Athlete	Record
Women's 50m Freestyle	England	Francesca Halsall	23.96
Women's 100m Freestyle	Australia	Cate Campbell	52.68
Women's 200m Freestyle	Australia	Emma McKeon	1:55.57
Women's 400m Freestyle	New Zealand	Lauren Boyle	4:04.47
Women's 800m Freestyle	Wales	Jazz Carlin	8:18.11
Women's 200m Individual Medley	England	Siobhan-Marie O'Connor	2:08.21
Women's 400m Individual Medley	Scotland	Hannah Miley	4:31.76
Women's 4 x 100m Freestyle Relay	Australia	Bronte Campbell Melanie Schlanger Emma McKeon Cate Campbell	3:30.98 <sup>W</sup>
Women's 4 x 200m Freestyle Relay	Australia	Emma McKeon Alicia Coutts Brittany Elmslie Bronte Barratt	7:49.90
Women's 4 x 100m Medley Relay	Australia	Emily Seebohm Lorna Tonks Emma McKeon Cate Campbell	3:56.23
Women's Para-Sport 100m Breaststroke SB9	New Zealand	Sophie Pascoe	1:19.36
Women's Para-Sport 100m Freestyle S8	Australia	Maddison Elliott	1:05.32 <sup>W</sup>
Women's Para-Sport 200m IM SM10	New Zealand	Sophie Pascoe	2:27.74





## Athletics: Track & Field

	Country	Athlete	Record
Men's 400m	Grenada	Kirani James	44.24
Men's 3000m Steeplechase	Kenya	Jonathan Ndiku	8:10.44
Men's Shot Put	Jamaica	O'Dayne Richards	21.61
Men's 4 x 100m Relay	Jamaica	Jason Livermore Kemar Bailey-Cole Nickel Ashmeade Usain Bolt	37.58
Women's 100m	Nigeria	Blessing Okagbare	10.85
Women's 1500m	Kenya	Hellen Onsando Obiri	4:04.43
Women's Javelin Throw	Australia	Kim Mickle	65.96
Women's Hammer Throw	Canada	Sultana Frizell	71.97
Women's 4 x 100m Relay	Jamaica	Kerron Stewart Veronica Campbell-Brown Schillonie Calvert Shelly-Ann Fraser-Pryce	41.83
Women's 4 x 400m Relay	Jamaica	Christine Day Novlene Williams-Mills Anastasia Le-Roy Stephanie McPherson	3:23.82



## Cycling: Track

	Country	Athlete	Record
Men's Sprint Qualifying	Australia	Matthew Glaetzer	9.779
Men's 1000m Time Trial	Australia	Scott Sunderland	1:00.675
Men's 4000m Team Pursuit	Australia	Jack Bobridge Luke Davidson Alex Edmondson Glenn P. O'Shea	3:54.851
Men's Team Sprint	New Zealand	Edward Dawkins Ethan Mitchell Sam Webster	43.181
Men's Para-Sport Sprint B Tandem	Australia	Kieran Modra	10.050
Men's Para-Sport 1000m Time Trial B Tandem	Scotland	Neil Fachie	1:02.096
Women's Sprint Qualifying	Australia	Stephanie Morton	10.984
Women's 500m Time Trial	Australia	Anna Meares	33.435
Women's 3000m Individual Pursuit	England	Joanna Roswell	3:29.038
Women's Para-Sport Sprint B Tandem	England	Sophie Thornhill	11.277
Women's Para-Sport 1000m Time Trial B Tandem	England	Sophie Thornhill	1:08.187





## Shooting

	Country	Athlete	Record	
Men's 10m Air Pistol Final	Australia	Daniel Repacholi	199.5	FG
Men's 50m Pistol	India	Jitu Rai	562	
Men's 50m Pistol Final	India	Jitu Rai	194.1	FG
Men's 25m Rapid Fire Pistol Final	Australia	David J Chapman	23	FG
Men's 10m Air Rifle	England	Daniel Rivers	623.6	
Men's 10m Air Rifle Final	India	Abhinav Bindra	205.3	FG
Men's 50m Rifle 3 Positions Final	England	Daniel Rivers	452.9	FG
Men's 50m Rifle Prone	Australia	Warren Potent	624.5	
Men's 50m Rifle Prone Final	Australia	Warren Potent	204.3	FG
Women's 10m Air Pistol Final	Singapore	Shun Xie Teo	198.6	FG
Women's 10m Air Rifle	India	Apurvi Chandela	415.6	
Women's 10m Air Rifle Final	India	Apurvi Chandela	206.7	FG
Women's 50m Rifle 3 Positions	Singapore	Jasmine Ser	581	
Women's 50m Rifle 3 Positions Final	Singapore	Jasmine Ser	449.1	FG
Women's 50m Rifle Prone	New Zealand	Sally Johnston	620.7	
Queen's Prize Individual	England	David Luckman	401-42v	
Queen's Prize Pairs	England	David Luckman Parag Patel	595-77v	



## Weightlifting

	Country	Athlete	Record
Men's 77kg – Snatch	India	Sathish Kumar Sivalingam	149
Men's +105kg	Canada	George Kobaladze	400
Men's +105kg – Clean & Jerk	Canada	George Kobaladze	229
Women's 53kg	Papua New Guinea	Dika Toua	193
Women's 53kg – Snatch	India	Swati Singh	83
Women's 53kg – Clean & Jerk	Papua New Guinea	Dika Toua	111
Women's 58kg	England	Zoe Smith	210
Women's 58kg – Snatch	Wales	Michaela Breeze	93
Women's 58kg – Clean & Jerk	England	Zoe Smith	118
Women's 75kg	Canada	Marie-Ève Beauchemin-Nadeau	250
Women's 75kg – Clean & Jerk	Canada	Marie-Ève Beauchemin-Nadeau	140



## Para-Sport Powerlifting

	Country	Athlete	Record
Men's Lightweight	M England	Ali Jawad	194.0 W
Women's Lightweight	W Nigeria	Esther Oyema	126.0 W
Women's Heavyweight	W Nigeria	Loveline Obiji	144.0 W







