8

CASE STUDIES



ALL IN GLASGOW 2026

sport
social
cultural
economic

commonwealth games
GLASGOW 2026

HOW GLASGOW 2026 GAVE ORGANISATIONS ACROSS SCOTLAND A SIMPLE WAY TO CONNECT THEIR OWN ACTIVITIES WITH THE GAMES, BRINGING THE EVENT INTO COMMUNITIES BEYOND COMPETITION VENUES.



A major sporting event creates opportunities for participation far beyond the people who attend competitions.

Launched in January 2026, All In enabled businesses, charities and community organisations to connect with Glasgow 2026 through self-developed activities, with free access to Games branding and resources.

By building on existing strengths and community networks, the programme attracted 755 organisations, extending engagement across every Glasgow ward and all 32 Scottish local authorities.

Opportunities to participate

All In enabled organisations to connect with Glasgow 2026 without significant financial or administrative barriers. Free access to Games branding and resources allowed participants to link their activities visibly to the Games, with no financial obligation or complex registration process. This accessible approach attracted organisations across multiple sectors, including 255 businesses alongside voluntary, sporting, educational, cultural and community groups.

The programme also developed a more personalised approach as it progressed, with representatives providing direct support to participating organisations.

Newsletters, networking opportunities and the All In Gathering helped maintain connections, while opportunities to showcase activities gave organisations additional visibility.

The All In identity also provided a platform for Glasgow 2026 to work with organisations outside its formal partner network. This included engagement with further and higher education, Glasgow Chamber of Commerce and other organisations, while links with National Lottery funding provided another route for community organisations to connect their activity with the Games (see Awards for All case study).

The programme encouraged participants to develop activities that made sense for their own communities.

"We had great fun welcoming visitors from around the world - athletes, families, team supporters, sports fans. Our cafe served Commonwealth biscuits - shortbreads decorated with the All In logo printed on rice paper!"

All In survey respondent

Making the Games relevant to communities

All In activities ranged from community celebrations and sporting opportunities to cultural events and business initiatives, including LEAP Sports Qeltic Games and Pride Walk, Up and Running's All In Glasgow Green and activities at Glasgow Science Centre. The All In Business Stencil campaign,

alongside city dressing and local activations, extended the Games' visibility and engagement beyond competition venues.

Among 60 organisations responding to the programme survey, 43% reported that their activity would not have happened without All In, while a further 40% said it would have taken place on a smaller or different scale.

Association with the Games was the most commonly reported benefit, identified by 44 respondents. Twenty-nine highlighted use of the Games branding and logo, while other reported benefits included media and publicity (25), increased attendance (25), additional credibility with funders or partners (24) and access to free assets (20).

The programme also helped organisations engage groups facing barriers to participation, including disabled people, ethnic minority communities, younger and older people, and those on lower incomes. As some respondents also received Awards for All and Glasgow 2026 Festival Fund support, these outcomes cannot be attributed to All In alone.

Creating connections

All In was designed to create opportunities for organisations to engage with Glasgow 2026 while strengthening activity that could continue afterwards. Survey findings suggest that the Games provided a platform for organisations to bring people together and develop a greater sense of community pride. Of the 60 respondents, 57 reported that their activity brought people together 'a lot', while 42 said it contributed 'a lot' to increased community pride.

30 respondents said their project would definitely continue, with a further 16 indicating that it possibly would. The programme's design was important to that potential. All In allowed organisations to build on their own expertise, networks and existing activities without the need for separate projects. This created opportunities for participation that could remain relevant after the Games, although the longer-term outcomes will depend on whether organisations maintain the activities and relationships developed.

755
participating organisations

255
businesses involved

32
Scottish local authorities represented

50 of 60
survey respondents said All In enabled activity or influenced its scale or format

57 of 60
respondents reported bringing people together

42 of 60
respondents said their activity contributed a lot to community pride



LESSONS LEARNED

Keep barriers to participation low.
Simple registration and free branding enabled organisations of all sizes to join All In. Future hosts can use this approach to widen participation.

Let organisations shape their own activities.
All In built on participants' expertise and community interests, creating diverse activities. Future programmes should retain this flexibility.

Build direct relationships with participating organisations.
Personalised support helped organisations engage with All In. Future hosts should make relationship-building central to delivery.

Start planning and building relationships early.
The six-month lead-in limited opportunities for collaboration across Games functions. Earlier engagement can strengthen partnerships and activity.

Resource engagement as well as recruitment.
Supporting 755 organisations required ongoing communication and coordination. Future programmes should allocate sufficient capacity throughout delivery.

Build measurement into the programme early.
Survey findings captured benefits but represented few participants. Future hosts should establish consistent monitoring from the outset.

Plan for participation beyond the Games.
All In built on existing programmes and networks, creating opportunities for continued activity. Future hosts should maintain those connections after the Games.

THE ATHLETE JOURNEY AT GLASGOW 2026

social
sport

commonwealth games
GLASGOW 2026

HOW GLASGOW 2026 ADAPTED THE ATHLETE EXPERIENCE TO A NEW DELIVERY MODEL, COMBINING EFFICIENT GAMES OPERATIONS WITH ATHLETE-LED PLANNING AND INCLUSIVE COMPETITION.

From arrival and accommodation to training, transport and opportunities to connect with other athletes, each step of the journey contributes to how athletes experience a major sporting event.

Glasgow 2026 introduced a different model, using existing venues and hotel-based accommodation rather than a traditional Athletes' Village. The approach created opportunities for efficient delivery while changing how athletes experienced the wider Games.

Feedback from 200 post-Games survey respondents, the Athlete Advisory Group and athlete representatives suggests that Glasgow 2026 delivered a positive overall experience, particularly around competition, accreditation and venue operations. It also highlights the importance of athlete involvement in planning, consistent services and deliberate opportunities for connection when athletes are accommodated across different locations.

Putting athletes at the centre of planning

Athlete perspectives were embedded in Glasgow 2026 through an Athlete Advisory Group (AAG), with representation from every sport on the programme and two Para athletes. Its Chair, Kieron Achara, also served on the Glasgow 2026 Board, providing a direct connection between athlete experience and senior decision-making.



As planning progressed, the Group moved beyond reviewing decisions to helping shape them, contributing to areas including transport, ceremonies, medical provision and athlete services.

The AAG also provided a mechanism for responding to athlete feedback during the Games, including adjustments to transport arrangements. This involvement was particularly important given the new delivery model. Athlete representatives helped organisers consider the entire journey, from arrival and accommodation through to competition and departure.

Athletes' response to the Games experience

Arrival and accreditation were among the strongest aspects of the athlete experience. Of athletes responding to the relevant survey questions, 93% rated accreditation as good, very good or excellent, while 88% rated their arrival experience positively.

Venue operations and Games-time support were also positively received.

Athletes particularly valued representing their nations and territories, the competition environment and meeting other athletes.

The Opening Ceremony provided another example of athlete-centred planning. Ceremonies and cultural moments were identified by 33% of athletes as one of the strongest parts of their Games experience. Seating during waiting periods and a shorter ceremony allowed athletes to participate without unnecessary standing or disruption to their competition preparation.

Communication was another important consideration, with 46% of respondents rating pre-Games communication as effective or very effective, rising to 51% during the Games. The findings underline the importance of explaining unfamiliar arrangements clearly and ensuring athletes know what to expect before arriving.

Creating connection without an Athletes' Village

The hotel-based model allowed Glasgow 2026 to use existing accommodation,

often close to competition venues, without building a traditional Athletes' Village. Athlete representatives recognised the benefits of this approach, particularly where hotels provided privacy, recovery facilities and dedicated athlete spaces.

Accommodating athletes across different locations changed the social experience of the Games. Among 180 athletes responding to the relevant survey question, 42% said the distributed hotel model made it more difficult to connect with other teams. A further 12% did not know where or how to connect.

Athletes also wanted greater opportunities to attend other sports, although shorter stays and ticket access sometimes limited their ability to spectate. The experience demonstrated that a hotel-based model can support a positive Games experience, but opportunities for connection need to be designed into it.

Making inclusion part of the entire journey

The integration of Para sport within the wider competition programme was consistently identified as a strength.

Athlete representatives highlighted the visibility it provided for Para athletes and the opportunities for athletes and spectators to experience sports they might not otherwise encounter.

Athlete involvement also helped identify practical accessibility requirements across transport, accommodation, ceremonies and competition venues. However, some arrangements required adjustment. Assumptions about Para athletes' transport requirements did not always reflect individual needs, resulting in delays in at least one hotel. The AAG also identified opportunities to strengthen support during the transition back to everyday life, including decompression, mental health and career development.

Among 126 athletes providing suggestions for post-Games support, recurring themes included financial assistance, continued connections with other athletes, wellbeing provision and clearer communication. These findings suggest that athlete experience should be understood as a continuous journey rather than a service confined to the competition period.

93%
rated their overall Games experience good or better

93%
rated accreditation good or better

94%
rated venue operations good or better

91%
rated medical support good or better

75%
identified representing their nation or territory as a highlight

LESSONS LEARNED

Embed athlete representation throughout Games delivery.
The Athlete Advisory Group shaped decisions and responded to feedback. Future hosts should involve athletes from planning through to delivery.

Connect athlete groups across Commonwealth Sport.
Glasgow 2026 linked athlete representatives with senior decision-makers. Stronger connections across Commonwealth Sport can improve continuity and knowledge transfer between Games.

Explain new delivery models early and clearly.
The hotel-based model represented a change from familiar Games arrangements, increasing the importance of clear and timely communication. Future hosts adopting a similar model should maintain early communication with athletes and team managers and ensure information remains consistent as operational arrangements develop.

Retain effective Games-time operations and support.
Athletes rated accreditation, arrivals, venue operations and medical provision positively. Future events should build on these strengths.

Establish consistent standards across athlete services.
Hotel-based accommodation offered benefits, but athlete experiences of services were not always consistent. Future hosts should establish clear minimum standards, while ensuring individual accessibility and support requirements are understood and met.

Create opportunities for athletes to connect.
Distributed accommodation reduced opportunities for informal interaction between teams. Future hosts using a hotel-based model should deliberately build opportunities for connection into the athlete experience through shared spaces.

Test the full journey with a range of athletes.
Para-athlete input informed accessibility planning, but some individual requirements were not met. Future hosts should test the complete Games experience with athletes with varied needs.

Introduce accessible digital services early.
Clear communication was particularly important under the new delivery model. Future hosts should introduce digital services early alongside existing communication channels.

Plan athlete support beyond the Closing Ceremony.
Feedback identified needs around transition, wellbeing and career development. Future hosts should establish and communicate post-Games support with Commonwealth Games Associations and Commonwealth Sport.

CIRCULARITY AT GLASGOW 2026

social economic

commonwealth games GLASGOW 2026

HOW GLASGOW 2026 USED PROCUREMENT, REUSE AND ONWARD-LIFE PLANNING TO REDUCE WASTE AND KEEP GAMES ASSETS IN USE BEYOND THE EVENT

Glasgow 2026 set out to deliver a more sustainable Commonwealth Games.

Existing venues were used and enhanced, while one of the Games' three headline environmental goals was to maximise reuse, design out waste and create lasting value from the materials and assets required for delivery.

That ambition shaped decisions long before decommissioning began. Suppliers were encouraged to hire before buying, use recycled and recyclable materials, design assets for disassembly and identify what would happen to them after the Games.



Zero Waste Scotland joined as Official Circularity Partner, supporting both practical interventions and a spectator-facing campaign designed to make the circular economy more understandable.

Across the Games, the approach ranged from reused sports surfaces and recycled branding to equipment donations and assets transferred directly into future events.

Making circularity part of Games delivery

Circularity was embedded through Glasgow 2026's Supplier Code of Practice. The Code encouraged suppliers to start with existing assets rather than fabricate new ones, minimise difficult-to-recycle materials and design products so they could be dismantled and reused.

It also introduced an important principle: plan the end before the beginning. Suppliers were asked to establish an onward-life route for assets purchased or built for the Games, including hire, take-back, buy-back and repurposing arrangements.

An asset register supported this approach by tracking materials from acquisition through to their intended onward life.

The Sustainability Team also introduced a Materials and Packaging Policy and recycling guidance to support consistent decision-making across Games delivery.

73% of suppliers signed the Code of Practice, although this excluded suppliers engaged only through purchase orders for goods and services below £50,000. That became one of the clearest areas of learning for future events: circularity requirements are stronger when they form part of every tender and purchase order rather than relying on voluntary adoption.

Partnerships to make circularity visible

Zero Waste Scotland's role combined practical support with public engagement. Their contribution funded an upgrade to produce 36% of Games branding materials from recycled plastic (rPET).

This avoided the use of an estimated amount of virgin plastic equivalent to 301,675 plastic bottles.

The partnership also sought to make circularity visible to spectators. Seven campaign videos ran on big screens across competition venues and Live Sites, supported by spectator app content, social media and public relations activity. The campaign deliberately connected sustainability messaging with the emotion of the Games, using sporting moments to make circular economy concepts feel relevant rather than abstract.

Across big screens, Live Sites, social channels and earned media, Zero Waste Scotland estimated around 1.1 million potential opportunities for people to encounter the campaign. Owned social content reached approximately 146,000 people and generated 11,300 engagements.

The partnership will also continue beyond Glasgow 2026 through work with Glasgow City Council and Glasgow Chamber of Commerce on the Glasgow Flagship Circular City initiative.

Reuse before replacement

Sports surfaces provided some of the clearest examples of circularity in practice. DYNAMIK Sport supplied and installed surfaces across several venues using a combination of hired, reused and reusable materials.

Two of the three 3x3 basketball courts used at Glasgow 2026 had already been used at Birmingham 2022 and will return to the UK event circuit afterwards. The new show court created for Glasgow was gifted to Basketball Scotland as the DYNAMIK 3x3 Legacy Court.

At Scotstoun Stadium, the new athletics track was retained by the stadium for future use, while

surplus material was stored by Glasgow Life for repairs and local projects. Rubber gym tiles used to protect indoor sports halls were also retained for reuse across Glasgow gyms.

Hired netball courts were subsequently gifted for shared use by Netball Scotland and Basketball Scotland, while bowls flooring and substructures will be reused at future international events.

These examples demonstrate an important shift in thinking. Instead of assuming that materials used for a temporary event are temporary themselves, Glasgow 2026 sought to identify where assets could remain useful in sport across Scotland after the Games.

Circularity also influenced smaller items and manufacturing decisions. The Glasgow 2026 medals incorporated recycled precious metals, while manufacturing offcuts were recovered and reprocessed to reduce waste.

Medal ribbons were made from 100% recycled polyester yarn, while the King's Baton Relay Batons were handmade by Tim Norman with each Baton remaining with its Commonwealth nation or territory after the Games as a heritage item.

Recycled polyester and cotton were also used across workforce uniforms and licensed merchandise, while surplus lanyards and pouches were returned to the supplier after the Games.

Packaging was reduced where possible, including bulk packaging for merchandise and avoidance of plastic bags.

The individual measures varied in scale, but together they reflected the wider principle of considering material choice, manufacture and onward life at the same time.

Keeping Games assets in use

The most tangible expression of circularity came after competition ended. Around 1.5 tonnes of workforce uniform were donated to the Salvation Army for upcycling. A further 14.7 tonnes of sporting equipment were donated to more than six Scottish sporting organisations, keeping equipment in use while providing clubs and community groups with access to Games-quality kit.

Another 9.2 tonnes of mixed assets were transferred to Invictus Games Birmingham 2027.

This meant equipment purchased for Glasgow could support another major international sporting event rather than becoming waste at the point of decommissioning.

Other assets were treated according to their individual potential for reuse.

Approximately 20,000 square metres of exhibition carpet was designated for recycling by the manufacturer, while the Glasgow 2026 Official Longines Countdown Clock in Glasgow Central Station was planned for dismantling, with the timing equipment returned to Longines.

The approach illustrates both the opportunity and complexity of circularity at event scale.

Finding useful onward routes requires coordination between procurement, logistics, sustainability teams, suppliers and recipient organisations. The Glasgow 2026 experience suggests that the earlier these decisions are made, the easier it becomes to keep assets in circulation after the Games.

1.1m
estimated opportunities to see, hear or read circular economy messaging

£50,000
1.5 tonnes of uniform donated to Salvation Army

301,675
plastic bottles repurposed into banners

73%
of suppliers signed the Supplier Code of Practice

14.7
tonnes of sports equipment donated to Scottish organisations

9.2
tonnes of assets donated to Invictus Games Birmingham 2027

LESSONS LEARNED

Treat circularity as a shared mindset. Partnerships with organisations including Zero Waste Scotland and DYNAMIK helped translate circular principles into practical delivery. Future events should involve suppliers and specialist partners early so reuse and onward life become part of normal decision-making.

Resource the asset register properly. Glasgow 2026 used an asset register to track materials through their lifecycle, but time and resource constraints resulted in some incomplete or inaccurate data. Future events should allocate sufficient capacity to maintain this tool throughout planning, delivery and decommissioning.

Make supplier commitments consistent. The Supplier Code of Practice helped establish circular expectations, but it was only provided to suppliers over a certain spend threshold. Future events should include circularity requirements within all tenders and purchase orders.

Plan onward life across every function. Glasgow 2026 found useful destinations for significant volumes of equipment and other assets, but coordination could have started earlier. Future events should establish a dedicated Logistics and Sustainability team to oversee donation routes, coordination and tracking from the outset.

COMMONWEALTH CLEAN OCEANS PLASTIC CAMPAIGN

social

cultural

commonwealth games GLASGOW 2026

commonwealth sport KING'S BATON RELAY GLASGOW 2026

USING THE KING'S BATON RELAY TO TURN A GLOBAL SPORTING JOURNEY INTO LOCAL ACTION ON PLASTIC POLLUTION.

The King's Baton Relay followed a more sustainable format for these Games, whereby each country had their own Baton, reducing travel and associated carbon emissions. Building on this, the Commonwealth Clean Oceans Plastic Campaign set out with an ambitious target: to stop one million pieces of plastic from entering waterways across the Commonwealth.



A global platform for local action

Led by The Royal Commonwealth Society and Commonwealth Sport, the campaign was a core part of the KBR, working through organisations already tackling plastic pollution in their communities.

Seventy-four Commonwealth Games Associations worked directly with 50 local partners, Royal Commonwealth Society branches, British High Commissions, schools, community groups and volunteers.

The King's Baton Relay became an important vehicle for expanding that work. An environmental activity was incorporated into each of its 74 stages, taking the campaign to nations and territories across the Commonwealth and creating opportunities for local organisations to connect their work to Glasgow 2026.

By July 2026, more than 14,000 volunteers had taken part in clean-ups across 188 locations, collecting more than 1.02 million pieces of plastic. But the campaign was designed to do more than remove litter. By partnering with Commonwealth Sport and connecting local environmental organisations with the reach of Glasgow 2026, it aimed to give their work greater visibility and encourage longer-term changes in attitudes towards plastic.

The visibility also prompted activity beyond the official relay. More than 35 additional community-led events were organised, contributing to 111 clean-ups in total.

More than a clean-up

Activity took different forms according to local circumstances. Alongside beach and river clean-ups were school plastic drives, dive and boat-based collections, educational activities, a plastic expo and a recycled-plastic fashion showcase in Cameroon.

Young people were among the most consistent participants, particularly through schools and youth groups. The campaign also engaged environmental organisations, researchers, policymakers, athletes and communities in places particularly exposed to marine plastic pollution, including Small Island Developing States.

"The Royal Commonwealth Society saw our role as a convener. We wanted to give them (local environmental partners) a platform, connect them with the Commonwealth Games and highlight their story, rather than duplicating efforts. It's been a real pleasure to introduce the environmental partners to a global audience and build a network, aligned on the issue of ocean plastic pollution."

William Bolton, Campaign Lead, Royal Commonwealth Society

What happened to collected plastic varied according to local infrastructure. Most was sent for recycling where facilities existed, while partners were encouraged to explore reuse. Initiatives included a token-based incentive scheme for waste collectors in Mozambique and projects turning recovered plastic into products such as boats and benches. The campaign also used its platform to broaden the conversation beyond collection. During London Climate Action Week, it convened experts to discuss regulation, legislation and measures such as plastic bag bans.

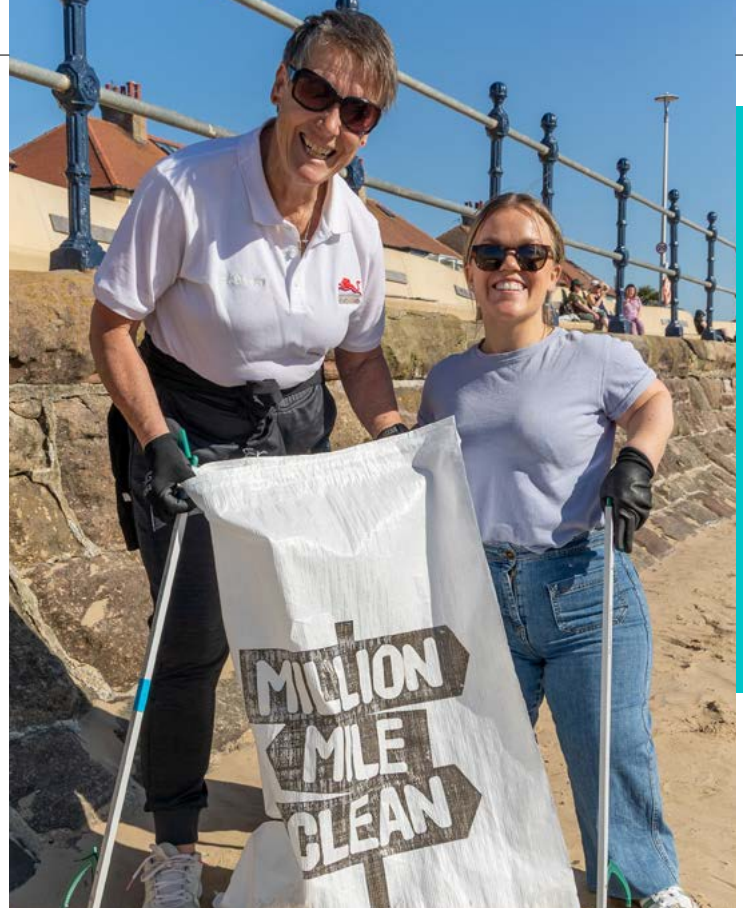
Partners reported plastic collected, volunteer participation hours and disposal methods through standardised forms after each event. Collecting consistent information across different countries, languages and time zones was not always straightforward, highlighting an area for improvement in future campaigns.

The figures demonstrate the scale of participation generated around the campaign. Longer-term changes in behaviour are harder to measure at this stage, but education and behaviour change remain an important part of its intended legacy.

Building a network beyond Glasgow 2026

The Royal Commonwealth Society intends to continue the network of environmental organisations developed through the campaign, creating opportunities for partners to share knowledge and collaborate beyond Glasgow 2026.

That could extend the campaign's connection with Commonwealth Sport towards future events.





1,022,054
pieces of plastic collected

14,304
volunteers involved

111
clean-up events

188
locations cleaned

124
partner organisations

95,467
cumulative volunteer hours

LESSONS LEARNED

Use the reach of a major event to amplify existing local expertise. Working through organisations already embedded in their communities allowed the campaign to support and showcase established activity rather than duplicate it.

Create space for local adaptation. Giving partners flexibility produced activity suited to different communities, from conventional clean-ups to school programmes, reuse initiatives and public engagement.

Treat participation as the beginning, rather than the end, of impact. Clean-up figures provide a strong measure of mobilisation. Sustaining the partner network and continuing to track education, behaviour and policy outcomes will be important to understanding the campaign's longer-term contribution.

COMMONWEALTH SPORT GAPS PROGRAMME

social

cultural

commonwealth games GLASGOW 2026

HOW GLASGOW 2026 HELPED PARA ATHLETES PREPARE FOR INTERNATIONAL COMPETITION WHILE STRENGTHENING INCLUSIVE SPORT PATHWAYS ACROSS THE COMMONWEALTH.



"Through GAPS, we're developing athletes, coaches and inclusive sporting pathways. Glasgow 2026 was amazing, however our ambition is to create opportunities that last long after the Games are over. The freedom to participate is something everyone deserves."

Richard de Groen
Commonwealth Sport,
Head of Programmes

For emerging Para athletes, reaching a major sporting event is only part of the challenge. Access to specialist coaching, training facilities and the support needed to compete at the highest level is equally important.

Commonwealth Sport's GAPS (Gather, Adjust, Prepare, Sustain) programme seeks to address these barriers by supporting athletes and coaches across the Commonwealth.

Established in partnership with Griffith University in 2016, GAPS works with universities and sporting organisations to develop more inclusive pathways into high-performance sport.

Glasgow 2026 provided an opportunity to build on that work, bringing athletes together for a final preparation camp while creating a platform for education, international collaboration and greater awareness of Para sport.

Preparing athletes for Glasgow 2026

Ahead of the Games, GAPS delivered three regional camps in Stellenbosch, South Africa; Kingston, Jamaica; and Darwin, Australia.

These were followed by a global preparation camp at the University of the West of Scotland's (UWS) Ayr campus from 16 to 24 July 2026. The camp brought together 38 Para athletes from 16 countries, all of whom secured a bipartite place to compete at Glasgow 2026 and had been selected by their federations.

Training facilities supported Para athletics and Para powerlifting, alongside tailored nutrition, sport psychology and physical recovery. The timing was important as athletes were entering the final stages of their preparation, when training loads are typically reduced to support recovery and competition performance.

The camp also provided education on areas of elite sport that some participants may not previously have encountered. Media training and anti-doping sessions helped prepare athletes for the wider responsibilities and expectations associated with competing at a major international event.

By combining specialist support with practical preparation, GAPS sought to help participants arrive at Glasgow 2026 better equipped for the demands of competition.

Extending the benefits beyond athletes

The programme also created opportunities for education and professional development. Hosting the camp at the University of the West of Scotland brought an international Para sport environment into a university setting.

UWS staff and students, alongside physiotherapy students from Glasgow Caledonian University, had opportunities to gain experience of an elite international training camp and develop their

understanding of the challenges faced by people with disabilities in sport. The ambition was to extend the benefits of the programme beyond the athletes attending, supporting greater knowledge and awareness among people who may go on to work in sport, healthcare and related fields.

The camp also hosted a Friends of GAPS day, bringing together athletes, coaches, Commonwealth Sports Ministers, government representatives, sporting organisations and charity partners.

It provided a platform to showcase the programme and discuss how inclusive sport can support development, international relationships and wider participation across the Commonwealth.

BUPA also generously supported the camp as Official Healthcare Provider.

Building on a decade of development

Glasgow 2026 was one stage in a programme that has been developing inclusive sport pathways for a decade. Since Birmingham 2022, GAPS has hosted 15 camps across four of the Commonwealth's six regions, supporting emerging athletes and coaches with access to skills, knowledge and specialist resources.

The results at Glasgow 2026 provide an indication of the progress made by athletes involved in that wider programme. In total, 62 athletes who had attended a GAPS camp since 2023 competed at the Games, winning nine medals and achieving seven personal best and 22 season's best performances. Amongst medal winners, 2 world records and 2 Games records were also achieved.

Those results demonstrate the competitive achievements of athletes supported through GAPS, although they cannot establish how much of their performance was attributable to the programme itself. The wider ambition extends beyond competition results. GAPS seeks to support athletes and coaches in developing the skills, confidence and connections needed to continue their sporting journeys, while strengthening the opportunities available to people with disabilities across the Commonwealth.

Creating a platform for progress

The partnership with the University of the West of Scotland demonstrated how a major sporting event can create opportunities for organisations beyond the competition itself.

By combining an established athlete development programme with university expertise, Glasgow 2026 supported preparation for the Games while providing opportunities for learning and collaboration.

The Games also created a platform for GAPS to engage with sporting bodies and policymakers about the barriers facing Para athletes. Commonwealth Sport intends to continue using the Commonwealth Games and Commonwealth Youth Games to showcase the programme and promote more inclusive sporting pathways.

The experience of Glasgow 2026 may also inform preparations for 2030, particularly efforts to increase the number of Commonwealth Games Associations participating with Para athletes.

For GAPS, the longer-term ambition remains to make sport a genuine choice for people with disabilities, supported by the facilities, expertise and opportunities they need to participate and progress.

38
Para athletes attended the Ayr preparation camp

16
countries represented

3
regional preparation camps ahead of Glasgow 2026

62
athletes who had attended a GAPS camp since 2023 competed at Glasgow 2026

9
medals won by those athletes

7
personal best performances

22
season's best performances

LESSONS LEARNED

Build inclusive sport programmes before the Games.
The GAPS preparation camp supported athletes and coaches while creating learning opportunities for university staff and students. Future hosts can use pre-Games programmes to strengthen local expertise and awareness of inclusive sport.

Connect athlete development with wider Games activity.
GAPS used the Friends of GAPS day to engage policymakers and sporting organisations, with the King's Baton Relay offering another opportunity to connect communities with the programme. Future hosts can link these activities to raise the profile of inclusive sport and strengthen local pride.

EQUIP SKILLS ACADEMY

HOW GLASGOW 2026 GAVE EMERGING COMMONWEALTH LEADERS THE OPPORTUNITY TO TURN TRAINING INTO PRACTICAL EXPERIENCE INSIDE A MAJOR SPORTING EVENT.

social

economic

sport

cultural

commonwealth games GLASGOW 2026

For young people trying to build careers in sport, learning how major events work is one thing, but being given responsibility inside one is another. The eqUIP Skills Academy (hereafter eqUIP) used Glasgow 2026 to create that bridge.

Fifteen emerging leaders from across the Commonwealth joined the programme, combining online learning and professional development with two weeks of Games-time experience in Glasgow.

All had previously completed internships with their Commonwealth Games Associations. Glasgow 2026 gave them an opportunity to build on that experience in a live event environment by supporting athletes, venues, dignitaries and other areas of Games delivery.

The ambition was not to fill short-term roles, but to develop a network of confident young leaders who could take their experience back into sport and their communities.

Turning learning into responsibility

eqUIP was established by Commonwealth Sport and the Glasgow 2026 Organising Company, building on a model first piloted around Birmingham 2022. UIP stands for University Internship Programme, while eqUIP refers to 'giving the necessary resources'.

For Glasgow 2026, participants came from Commonwealth nations and territories around the world.

Before arriving in Glasgow, they took part in virtual onboarding and professional development, including Games-focused training delivered with Trivandi Academy. During the Games, participants moved from learning about major event delivery to contributing directly to it.

Roles included working at venues and Games Family hotels, liaising with dignitaries and supporting competing athletes. Participants also received mentoring, peer learning and access to Games and sport-sector professionals.

Seeing the Games from the inside

The experience also exposed participants to parts of sport they may previously have encountered only from the outside. One described Glasgow 2026 as "an opportunity of a lifetime", providing the chance to see how major events are managed beyond the athletes competing on the field of play.

That exposure was particularly valuable for participants considering careers in sport administration, operations and project management. Another participant said the programme had strengthened their leadership,



communication and logistics skills alongside a wider range of professional capabilities.

The model combined formal development with something harder to recreate in a classroom: experiencing the pace, complexity and responsibility of a live international event.

Participants then reflected on and shared those experiences after the Games through evaluation, storytelling and alumni activity.

Building Commonwealth connections

The international make-up of the cohort was another important part of the programme. Bringing participants from 15 different countries and cultures together created opportunities to learn from one another as well as from Games professionals.

The programme connected participants with Commonwealth Sport, Glasgow 2026,



Carrying the experience forward

The longer-term value of eqUIP depends on what participants do with the experience after they return home. The programme is designed around an expanding alumni network, with participants remaining connected through future mentoring, professional development and Commonwealth opportunities.

For some, that pathway is already influencing career choices. One participant described how eqUIP had helped them move “from an athlete into the workplace”, supporting a transition towards a professional role in sport and a desire to contribute back to their community. The model will also continue beyond Glasgow 2026, with eqUIP planned for the Malta 2027 Commonwealth Youth Games and Amdavad 2030 Commonwealth Games.



15

emerging Commonwealth leaders selected for Glasgow 2026

“Seeing us unite as one from all different countries – you don’t get that regularly. This programme has done that for us.”

eqUIP participant

Commonwealth Games Associations, delivery partners and the existing eqUIP alumni community.

Support from Australia’s Department of Foreign Affairs and Trade also enabled greater participation from the Pacific by providing financial support for airfare and logistics. This extended access to young people who can take their experience back into their domestic sporting systems.

The combination of training, mentoring, international exchange and practical Games roles was designed to support participants beyond Glasgow itself.

LESSONS LEARNED

Combine training and experience.
Bringing people together from across the Commonwealth to experience a live Games-time experience, blending training and pastoral support can generate a powerful network to support Commonwealth sport ambitions in the future.

Give emerging talent meaningful responsibility.
Exposure to Games operations, decision-making and delivery helps participants understand potential careers while building practical confidence.

Use major events to create international peer networks.
Bringing emerging leaders from different Commonwealth countries together adds cultural exchange and relationships to the technical experience they gain.

GAME ON LIVE SITE, KELVINGROVE PARK

sport social cultural

commonwealth games GLASGOW 2026

HOW GLASGOW 2026 CREATED A FREE CITY-CENTRE SPACE WHERE PEOPLE COULD WATCH THE GAMES, TRY SPORT AND EXPERIENCE CULTURE TOGETHER



Not everyone experiences a major sporting event from inside a competition venue. For Glasgow 2026, the Game On Live Site at Kelvingrove Park, supported by funding from Commonwealth Sport and sportscotland through the Scottish Government's Summer of Sport programme, provided another way in.

Running for 11 days, the free programme combined live coverage of the Games with sport, physical activity, arts and entertainment, creating a space where residents and visitors could watch, participate and celebrate together.

This was particularly important within the Glasgow 2026 model. With fewer free-to-view sporting events taking place around the city, the Live Site provided a focal point for extending the Games beyond ticketed competition.

Across the programme, an estimated 131,000 visits were recorded, with more than 25,000 participations in 'come and try' activities.

A free route into the Games

The Live Site was designed to make Glasgow 2026 visible and accessible beyond its competition venues.

Three large screens showed live sport and ceremonies, including the Opening Ceremony, while the surrounding programme gave people different ways to engage throughout the day.

That sense of connection extended beyond simply watching sport. More than 300 sessions and performances were delivered across the 11 days, giving visitors opportunities to participate in activities including cycling, basketball, netball, athletics, judo, tennis, archery, cricket and skateboarding. Cultural programming included dance, circus, music, poetry and visual arts. The combination created different entry points into the Games for families, young people and visitors with different interests and abilities.

Turning spectators into participants

Participation was a central part of the Live Site model with more than 30 sporting organisations contributing to the programme, alongside local clubs and community partners.

Existing facilities within Kelvingrove Park were used wherever possible, including the skatepark, tennis courts and bowling greens. This connected temporary Games-time activity with sporting infrastructure that was already part of the city.

Programme monitoring estimated that more than 25,000 people participated in 'come and try' activities. Providers were encouraged to use those interactions to signpost people towards local clubs, facilities and opportunities for continued participation.

The Live Site therefore provided sporting organisations with access to audiences who may not otherwise have encountered their activities.

"Came with friends who had visited the park at the start of the games and talked about how good it was. The atmosphere and the people were so nice; they made you feel part of the games even though you were not attending the actual events."

Game On Live Site visitor survey respondent

There was particularly strong engagement from families with young children. Activity providers also reported participation from disabled and neurodivergent young people across both targeted sessions and the wider programme.

Athletes and Para athletes added another dimension, with 22 taking part in public engagement activity and sharing their Games-time experiences with visitors.

A welcoming Games-time space

Visitor research suggests the Live Site succeeded in creating an environment in which people felt comfortable participating. Among 402 surveyed visitors, 96% rated their overall experience as good or very good.

Almost all (99%) agreed that the Live Site felt welcoming, while 95% agreed that it felt inclusive for people from different backgrounds and abilities.

These findings support the wider purpose of the programme: creating a Games-time experience that did not depend on holding a competition ticket.

The breadth of activity also provided a platform for local organisations. More than 35 cultural organisations and artists contributed alongside sporting bodies, clubs and community groups, allowing them to engage audiences drawn to Kelvingrove Park by the wider Games atmosphere.

The Live Site therefore operated as a meeting point between the Games and organisations already active across Glasgow's sporting and cultural life.

Connecting Games-time activity with what already exists

Although the Live Site itself was temporary, its delivery model was deliberately connected with existing organisations and facilities and wider



activity through the Summer of Sport programme. Glasgow 2026 worked with sportscotland, Glasgow Life, governing bodies, clubs, cultural organisations and community partners to develop the programme.

The signposting built into 'come and try' sessions was intended to support participants to move from trying an activity at the Live Site to accessing ongoing opportunities through local clubs and organisations.

Longer-term participation has not been measured, so it is not possible to determine how many people subsequently joined a club or continued an activity. However, the model demonstrates how a temporary Games programme can create links with permanent local provision rather than operating separately from it.

Delivery also generated practical learning. Concerns from nearby residents about amplified sound required further engagement and operational adjustments during the event. This reinforced the importance of maintaining dialogue with communities throughout delivery, building on pre-event engagement as circumstances and concerns emerge.

Working with a high number of smaller sporting, cultural and community organisations highlighted the importance of delivery processes that reflected their capacity.

During delivery, processes were adapted and streamlined where appropriate to reduce administrative barriers and support the participation of grassroots organisations. This experience reinforced the value of proportionate approaches when working with smaller delivery partners at future events.

131,000
estimated visits across 11 days

300+
sessions and performances

25,000+
participations in 'come and try' activities

60+
sporting, cultural and community organisations involved

22
athletes and Para athletes engaged with visitors

97%
of surveyed visitors rated their experience good or very good

LESSONS LEARNED

Use free Live Sites to widen access.
The Live Site provided a way to experience Glasgow 2026 beyond ticketed competition, attracting an estimated 131,000 visits. Future hosts can use free public spaces to extend the reach and atmosphere of major events.

Combine watching sport with active participation.
Live coverage sat alongside sporting and cultural activities, giving visitors different ways to engage with the Games. Future Live Sites can create broader appeal by designing participation into the programme.

Connect participation with existing local opportunities.
'Come and try' providers were encouraged to signpost visitors towards clubs and facilities, creating potential pathways beyond Games-time. Future events should build in follow-up where possible to understand whether participation is sustained.

Keep engaging communities during delivery.
Concerns about amplified sound required further dialogue and operational adjustments during the event. Future organisers should maintain communication with neighbouring communities throughout delivery.

Make processes proportionate for smaller organisations.
Local sport, cultural and community groups were central to the programme but have different capacity from large delivery partners. Streamlined contracting and administration can make it easier for them to participate in future events.

GLASGOW 2026 FESTIVAL FUND

sport social cultural economic diplomatic

commonwealth games GLASGOW 2026

HOW GLASGOW 2026 SUPPORTED GRASSROOTS ORGANISATIONS TO CREATE A CITY-WIDE PROGRAMME OF SPORT, CULTURE AND COMMUNITY ACTIVITY SHAPED BY LOCAL PEOPLE



Glasgow has a long history of using culture and major events to bring people together. For Glasgow 2026, the Festival Fund provided an opportunity to build on that tradition in a different way: by placing grassroots organisations at the centre of the Games cultural programme.

Funding was distributed to community groups, sports clubs, social enterprises and creative organisations across Glasgow instead of through a centrally-programmed activity.

The aim was to create a 10-week festival that combined culture, sport, physical activity and creativity while giving local organisations the freedom to shape activity around their own communities.

What began as a £250,000 initiative grew into an investment of more than £1.18 million across 161 organisations chosen from 400 applications, reflecting strong demand from grassroots groups wanting to be part of Glasgow 2026.

Communities at the centre

The Festival Fund was designed around three themes: gathering, social justice and celebration.

Together, they reflected different aspects of Glasgow's relationship with the Commonwealth, which included bringing people together, creating space to explore more complex histories and relationships, and celebrating the sporting and cultural diversity of participating nations and territories.

The programme supported 161 organisations across 23 Glasgow wards, including 10 National Governing Bodies of Sport working with 10 community hubs, benefitting 212,777 participants and audiences.

Awards ranged from £600 to £10,000, allowing both small grassroots initiatives and larger projects to take place. In total, £332,819 supported 43 arts projects, £478,802 funded 70 sport projects, £282,435 total value of funding by other external funders supported 40 community projects and £92,134 went to nine creative industries projects.

The approach gave organisations flexibility to design activity around the places and people they knew best.

That local ownership was central to the model. As one Glasgow Life stakeholder put it, the Fund was intended to be "designed and delivered by local communities for local communities", helping remove barriers to participation while creating a programme that reflected the diversity of Glasgow itself.

Extending the Games across the city

Festival Fund activity sat alongside additional investment in Glasgow's established cultural programme.

Signature events were enhanced to coincide with the Games, providing another route for people to experience Glasgow 2026 beyond competition venues. Glasgow Mela attracted around 21,000 visitors and involved 81 artists. The Merchant City Festival recorded attendance of 113,609 across two weekends, with 235 events and 422 artists. Glasgow International Festival of Visual Art involved 120 artists across 74 exhibitions and events in 35 venues.

Four additional festival commissions also formed part of the programme. Among them was a series of eight sculptures by artist Jasleen Kaur along the Commonwealth Mile in the Clyde Gateway, connecting Games-time cultural activity directly with the city's public spaces and elsewhere.

Together, the Festival Fund and wider cultural programme helped spread the Games across neighbourhoods, venues and communities rather than concentrating activity solely around competition sites.

Creating space for participation and belonging

Individual projects demonstrated how locally led activity could connect the Games with communities in different ways. The Black & White Festival: Spotlight on Scotland, organised by Jambo! Radio, was a two-day event designed to support and showcase under-represented artists



and performers. Artists from more than 20 countries took part, with around 165 people attending. Participant feedback highlighted the value of seeing different communities represented within Glasgow's cultural landscape.

One artist said that before attending, "they had often felt they did not belong in the creative industry, but left the event feeling more confident after meeting people with similar experiences."

Another reflected that "seeing people from different backgrounds celebrating together reinforced the sense that Glasgow was a city where everyone could contribute."

George Tah of Jambo! Radio said the event had "created meaningful opportunities for learning, cultural exchange, community participation, and civic pride – while establishing new partnerships and collaborations."

The value was not just about increasing the number of events taking place during Glasgow 2026, but in giving local organisations the opportunity to use the Games as a platform for activity that reflected their own communities.

A positive impact was that more young engaged in sport and cultural activity

Building on the relationships created

Glasgow Life sees the Festival Fund as part of a longer-term approach to understanding and supporting grassroots creativity. The Games created an opportunity to invest in organisations, relationships and projects that might otherwise have developed separately.

The ambition beyond Glasgow 2026 is to build on those connections and improve understanding of the social impact generated by locally led culture and sport.

That includes supporting organisations and artists to maintain partnerships established through the Games.

There is also an international dimension. Projects such as Ceilidh Meets Garba, led by filmmaker Rakasree Basu, explored connections between Glasgow and Amdavad ahead of the 2030 Commonwealth Games.

Bringing together Scotland's ceilidh tradition with Garba, a dance form associated with Gujarat, created a cultural connection between current and future host cities through shared movement, music and celebration. It provides an example of how Games-time cultural activity can look beyond the host city and begin building relationships that continue into future event cycles.

£1.18m+
distributed through the Festival Fund

161
organisations supported

23
Glasgow wards represented

70
sport projects funded

43
arts projects funded

40
community projects funded

9
creative industries projects funded

LESSON LEARNED

Make cultural connections genuine and lasting.
Ceilidh Meets Garba used shared traditions of dance and celebration to connect Glasgow with Amdavad ahead of the 2030 Commonwealth Games. Future hosts should use cultural programming to build meaningful relationships with future host cities and communities, creating connections that can continue long after the sporting event itself.

Foster relations between creatives, NGBs and local sporting groups.
The funding allowed ownership at a local level that was then used to create new partnerships. This model is a good example of devolved responsibility tied to the wider vision for the Games.

GLASGOW 2026 LEGACY NETWORK

sport
social
cultural

commonwealth games
GLASGOW 2026

HOW LOCAL ORGANISATIONS CAME TOGETHER AROUND GLASGOW 2026 TO SHAPE LEGACY BEFORE THE GAMES HAD EVEN BEGUN.

Major-event legacy is often discussed after the event itself: what remained, what changed and which programmes continued.

The Glasgow 2026 Legacy Network started from a different premise. Rather than waiting for the Games to determine what legacy might look like, organisations from across Glasgow and Scotland began connecting around the opportunity in advance by sharing existing work, identifying common interests and exploring how the Games could strengthen activity already taking place.

Led by the Centre for Culture, Sport and Events at the University of the West of Scotland, in partnership with the Glasgow 2026 Organising Company, and supported through funding from Spirit of 2012 and Commonwealth Sport, the Network created a dedicated space for that collaboration before, during and after the Games. Development of the Network began in April 2025, before its formal launch in February 2026.

Connecting activity already happening

Legacy-related work was already taking place across Glasgow and Scotland in areas including sport, health, culture, education,



inclusion and community development. The challenge was that much of it happened in parallel.

The Network was designed to make those connections more deliberate, bringing organisations from different sectors together to understand what others were doing, exchange experience and identify opportunities to collaborate. Its approach was built around three principles: Build – Learn – Share. That meant building relationships between organisations, learning from different approaches and experiences, and sharing knowledge and good practice across the Network.

By 31 August 2026, it had grown to 164 members representing 136 organisations, including public bodies, charities, community organisations, sports organisations, funders, universities and organisations working across health and the creative and cultural sectors.

The breadth of membership was an important part of the model. Legacy is rarely produced by one organisation or sector alone, and social, cultural and community outcomes can depend on relationships between organisations with different expertise, resources and connections to communities.

The Network therefore extended legacy conversations beyond organisations traditionally associated with major sporting events, bringing different sectors and perspectives into a shared space around Glasgow 2026.

This gave members an opportunity not only to understand how their individual work formed part of a much wider legacy picture, but to identify connections between activity that might otherwise have remained separate.

Shaping legacy before the Games

A central principle was that legacy should not begin when the Closing Ceremony ends. Ten co-creation workshops, held in August 2025, gave organisations an opportunity to contribute to discussions about priorities and activity around Glasgow 2026.

These were complemented by six learning and networking events, covering themes including funding, inclusion, creative and cultural legacy, sport and participation, social impact, community and place-based approaches, and festival legacy. Between events, newsletters, project spotlights and opportunities to share work helped members understand what was happening elsewhere in the Network.

The aim was not to create a single Glasgow 2026 legacy programme controlled from the centre. Instead, the Network sought to connect existing and emerging activity and give organisations greater visibility of where their work overlapped.

That included bringing community organisations into conversations with funders, connecting creative and cultural organisations with wider Games legacy discussions, and creating opportunities for people working in different sectors to discuss shared issues such as participation, wellbeing and inclusion.

From event legacy to a lasting network

The Network was designed to continue beyond Glasgow 2026 rather than conclude with the Games.

Post-Games activity runs through until December 2026, with a focus on reflecting on the experience, sharing learning and supporting further collaboration between members. Its longer-term ambition is to sustain the relationships developed through the Games and create a more connected ecosystem for organisations working on social and wider legacy activity.

There is also potential value beyond Glasgow 2026. The relationships and knowledge built through the Network could provide a foundation for organisations engaging with future major events in the city and beyond, including the 2027 Tour de France Grand Départ and UEFA EURO 2028.

Whether individual connections develop into long-term partnerships will require further evaluation. But the model offers a different way of thinking about legacy itself: not simply as a portfolio of programmes attached to a major event, but as the relationships, knowledge and capacity that the event can help strengthen.



164
Network members*

136
organisations represented*

10
co-creation workshops

6
learning and networking events

300+
participant attendances across Network activity*

*As of 31 August 2026

LESSONS LEARNED

Use the event as a catalyst for existing activity, not just new programmes.
A major event can provide a focal point for connecting and strengthening activity already taking place. Rather than creating a centrally controlled portfolio of legacy programmes, the Network made existing and emerging work more visible and created opportunities for organisations to identify shared interests and potential collaboration.

Build across sectors, organisation types and places.
The Network brought together organisations with different expertise, resources and connections to communities, spanning different sectors and organisation types and extending from Glasgow across Scotland and further afield. This breadth extended legacy conversations beyond traditional sport and event networks and created opportunities for connections across sectors that might not otherwise interact.

Give a network a structure and purpose beyond networking.
The Build – Learn – Share model combined relationship-building with co-creation, learning and knowledge exchange. Workshops, learning events and ongoing communication provided different ways for members to contribute, share expertise and understand activity elsewhere across the Network.

Build relationships before, during and after the event.
The Network began developing relationships before Glasgow 2026, continued through Games-time and has maintained activity after the Games. Designing a network across the event lifecycle gives relationships time to develop and creates opportunities after the event to share learning and explore further collaboration.

GLASGOW 2026 LEGENDS VOLUNTEER PROGRAMME

social

cultural

commonwealth games GLASGOW 2026

HOW GLASGOW 2026 BROUGHT TOGETHER EXPERIENCED AND FIRST-TIME VOLUNTEERS TO DELIVER THE GAMES, WHILE CREATING OPPORTUNITIES FOR INCLUSION, CONNECTION AND COMMUNITY PRIDE.

Nearly 25,000 people applied for approximately 4,000 volunteer roles at the Glasgow 2026 Commonwealth Games.

For some, it was an opportunity to return to the atmosphere of a major sporting event. For others, volunteering offered a chance to develop new skills, meet people or become part of something bigger.

The Glasgow 2026 Volunteer Programme sought to bring those motivations together, creating an inclusive workforce that could support the delivery of the Games while giving volunteers a rewarding experience of their own. Working with an overall reduced Games budget, the programme combined accessible recruitment with opportunities to build social connections and partnerships intended to support volunteering beyond the Games.

Opening up volunteering

Glasgow 2026 sought to recruit a diverse volunteer workforce from Scotland, the UK and wider Commonwealth, including 16-17-year-olds for the first time. Volunteers aged 16-24 made up 17%, exceeding the stretch target. Recruitment was strong across age groups, particularly among 55-64-year-olds. Volunteers contributed over 156,000 hours, with 27% of survey respondents reporting work-related skills development and 68% gaining a better understanding of sustainability in event delivery. Accessibility adjustments supported volunteers with disabilities or additional needs.

The programme combined experienced and newer volunteers: 64% of respondents had volunteered in the previous two years, while 36% had not, creating opportunities to broaden participation while drawing on existing experience.

Building connections before the Games

Recruiting thousands of volunteers was only part of the challenge. Helping them feel prepared, supported and connected was equally important. Although the recruitment timetable was broadly comparable with previous major events, Glasgow 2026 operated in a way that allowed for greater flexibility and efficient use of budget and time. The compressed Games delivery timeframe and reliance on embedded delivery suppliers meant some staff were recruited later than usual, limiting pre-planning opportunities and increasing workloads for those already in post. Selection activities and some volunteer training was held online, which reduced costs and time constraints for volunteers to meet one another before the Games.



> **"I was a Clydesider in 2014 and it was a life-changing experience. I used to suffer with very bad social anxiety, after volunteering I gained much more confidence and now I'm keen to do it all again with additional skills and experience to bring."**
>
> Volunteer

The volunteer team worked with partners to create additional opportunities for connection. Walking tours organised with Invisible Cities introduced volunteers to Glasgow's sporting history, while collaboration with SAMH helped create opportunities for volunteers to build relationships before and during the Games.

These activities recognised that the social value of volunteering does not begin with the first shift. Feeling part of a team can be an important part of the experience itself.

More than a Games-time workforce

Volunteers supported athletes, teams and spectators throughout Glasgow 2026, contributing to both the practical delivery of the Games and the welcoming atmosphere around them. For many, the experience also had a personal dimension. Post-Games survey responses suggest that volunteering helped strengthen participants' sense of connection to Glasgow and to one another.

Of the 1,094 respondents, 68% gave a high rating for volunteering strengthening their sense of civic pride. Similarly, 67% reported high levels of strengthened social cohesion, while 59% reported high levels of strengthened wellbeing. Overall, these findings provide evidence of an overwhelmingly positive experience for volunteers. Longer term follow up is however required to fully understand the extent and potential longevity of these experiences.

Learning from the volunteer experience

The programme also generated important feedback about what worked well and what could be improved. Some volunteers experienced uncertainty around their roles, including receiving offers at short notice after previously being told they had been unsuccessful. The recruitment strategy attracted a significant number of applications. This indicated that hosting the Games was viewed positively across Glasgow and Scotland. Some volunteers raised concerns about travel costs and communication around training and uniform collection, although others felt arrangements were clear and appreciated avoiding multiple pre-Games trips.



Accessibility arrangements also required adjustments during delivery. While support was available, some volunteers were initially assigned roles that were unsuitable for their needs. These issues were generally resolved effectively by the Games operations team who worked dynamically throughout to respond to changing circumstances. The feedback highlights the importance of considering the volunteer experience throughout the planning process, from recruitment and role allocation to training, communication and support.

Looking beyond Glasgow 2026, the programme also created an opportunity to connect volunteers with future events and community activity. The Games brought together people with different levels of experience and motivations. Helping them identify further opportunities to volunteer could extend the value of their involvement and strengthen the workforce available to support future events. Maintaining the positive connections forged through Glasgow 2026 could create a lasting legacy, positioning the city and its people to capitalise on future opportunities.

24,917
volunteer applications

4,000+
volunteer roles

64%
of survey respondents had volunteered in the previous two years

68%
reported high levels of strengthened civic pride

67%
reported high levels of strengthened social cohesion

59%
reported high levels of strengthened wellbeing

LESSONS LEARNED

Embed accessibility from the earliest planning stages.
Working closely with accessibility specialists helped Glasgow 2026 support volunteers with disabilities and additional needs, although some role allocations required adjustment. These positive collaborations and early interventions can help future organisers match volunteers to suitable roles from the outset.

Build social connections before the Games.
Glasgow 2026 created opportunities for volunteers to connect through activities with partners including Invisible Cities and SAMH. Future organisers should incorporate more in-person activities and training to strengthen relationships and a sense of belonging before the Games begin.

Connect existing volunteers with new opportunities.
Glasgow 2026 brought together experienced volunteers and people with less recent volunteering experience. Working with established volunteering networks can help future hosts build on that experience, attract new participants and sustain volunteering beyond the Games.

GLASGOW 2026 SCHOOLS PROGRAMME

HOW GLASGOW 2026 USED PARTNERSHIPS, ATHLETE VISITS AND LEARNING RESOURCES TO INSPIRE CHILDREN AND YOUNG PEOPLE ACROSS SCOTLAND AND BEYOND.

sport
social
cultural
economic
diplomatic

commonwealth games
GLASGOW 2026

Major sporting events can create opportunities for children and young people to engage with sport, learning and leadership beyond the competition venues themselves. Glasgow 2026 sought to extend the reach of the Games into schools and learning environments across Scotland.

The Glasgow 2026 Schools Programme was designed as a vehicle to inspire children and young people across Scotland. It set out to make the Commonwealth Games part of everyday learning, providing opportunities for pupils to explore sport, develop leadership skills and connect with the Games through their schools.

Delivering a national education programme was particularly significant given Glasgow 2026's compressed planning timetable and streamlined delivery model. Instead of developing everything from scratch, the Organising Company worked with existing education and sport partners, including Glasgow City Council and sportscotland, to combine established resources with new activities created specifically for the Games.

The result was a programme that reached schools across all 32 Scottish local authorities, with additional engagement elsewhere in the UK and internationally. International registrations included countries within the Commonwealth, such as Australia and New Zealand, as well as countries beyond it, including France and Brazil.

Bringing the Games into classrooms

The Schools Programme used a digital-first approach, providing curriculum-linked resources for use across early years, primary and secondary education. Materials were co-created with teachers, giving schools flexibility to adapt activities to different age groups, subjects and learning environments.

Resources covered a range of curriculum areas, extending the Games beyond physical education into subjects including health and wellbeing, expressive arts and science. The programme also worked with organisations including the British Council, Sporting Memories, Glasgow Science Centre and Scottish Governing Bodies of Sport to make existing educational resources available to schools, with many adapted to make them relevant to Glasgow 2026. By the end of the programme, 2,536 registrations for learning resources had been recorded, including 2,193 sign-ups from schools and other educational settings.



Connecting pupils with athletes

Alongside classroom learning, the Schools Programme offered pupils opportunities to engage with Glasgow 2026. Through Great Athletes, 16 Team Scotland athletes delivered 126 school visits, reaching 27,827 pupils across 29 local authorities, with three additional visits delivered by Glasgow 2026.

The Schools Baton Relay engaged 34 Glasgow learning communities in activities exploring Commonwealth nations and territories through Baton design, movement and sustainability.

Finnie, the Glasgow 2026 mascot, helped bring the Games to life through learning resources, movement activities and school visits. Pupils contributed to the mascot's development, while school feedback highlighted its role in generating excitement and participation. A co-created Young Ambassador Pack also supported pupil leadership and Games-related activities.

Beyond the classroom, around 1,500 pupils from 20 primary and Additional Support Needs schools joined a Daily Mile event at Scotstoun Stadium, 30 Glasgow pupils attended the Commonwealth Day Service at Westminster Abbey, and a closing celebration took place at Dumfries House.

Reaching a broad range of schools

The programme reached schools serving different communities across Scotland. Primary schools accounted for the majority of registrations, but the programme also engaged secondary schools, Early Years settings, Additional Support Needs schools and other educational organisations.



2,536
registrations for learning resources

32
Scottish local authorities represented

247,000
estimated participants reached through learning resources, based on self-reported reach

129
Team Scotland athlete school visits

27,827
reached through Great Athletes visits

972
international registrations across 10 countries and territories

Analysis of 854 participating Scottish schools matched to official school census data also indicated comparatively strong representation from communities experiencing higher levels of socio-economic disadvantage. Pupils living in Scottish Index of Multiple Deprivation (SIMD) deciles 1-2 – the 20% most deprived areas in Scotland – accounted for 28% of the pupil population within participating schools, compared with 23% nationally. Schools within the highest concentrations of deprivation represented 23% of the matched sample, compared with 17% nationally. The digital-first model also extended the programme beyond Scotland, generating 972 international registrations across 10 countries and territories.

Opportunities beyond Glasgow 2026

Several elements of the Schools Programme were designed to continue after the Games. Educational resources, intellectual property and programme learning will transfer to Commonwealth Sport, creating opportunities for future Games to build on the work already undertaken.

The programme's national reach and flexible participation options enabled schools with different needs and circumstances to engage with Glasgow 2026, extending opportunities across a diverse range of schools and communities.

Partner organisations will continue delivering educational activities independently, building on existing expertise, resources and relationships developed through Glasgow 2026. This provides a foundation for continued engagement beyond the Games and a model for future hosts.

LESSONS LEARNED

Use sport to inspire learning across subjects.
Glasgow 2026 demonstrated how sport can support learning beyond physical education, including health and wellbeing, expressive arts and STEM, offering a model for future events.

Build on existing educational expertise and resources.
Glasgow 2026 drew on established education and sport partnerships to expand opportunities for schools, demonstrating how future hosts can build on existing expertise and resources to sustain activity beyond the Games.

Offer different ways for schools to participate.
Learning resources, athlete visits, Schools Baton Relays, mascot activities and leadership opportunities provided different routes for engagement, demonstrating how future hosts can accommodate pupils' different needs and circumstances.

GLASGOW 2026 WORKFORCE LEGACY

economic

commonwealth games GLASGOW 2026

HOW EXPERIENCED MAJOR-EVENT PROFESSIONALS, LOCAL KNOWLEDGE AND NEW TALENT CAME TOGETHER TO BUILD THE GLASGOW 2026 WORKFORCE AT SPEED.



When Glasgow stepped in to host the 2026 Commonwealth Games, its existing infrastructure was a major asset. But, as Billy Garrett, Director of Culture, Tourism and Events at Glasgow Life, explained, Glasgow is "an event city", with "skills and talent and an ecosystem of suppliers and organisations" developed alongside its venues. This less visible infrastructure was just as important to delivering the Games.

Glasgow 2014 and subsequent major events across the UK developed a pool of experienced professionals, giving Scottish Government and UK Government stakeholders confidence in delivering Glasgow 2026 within a compressed timetable. This expertise, combined with established relationships, institutional knowledge and emerging talent, was central to the city's readiness.

A blended workforce

That experience was spread across organisations. The Organising Company grew from a core team of around 300 to 562 people at Games time. Together with nine embedded delivery partners and the venue partners Glasgow Life and the Scottish Event Campus (SEC), the Games delivery team totalled around 2,950 people. Partners provided more than 40% of the planning and delivery team, and most of the additional workforce at Games time.

A city workforce

Much of that experience was held within the city itself. Glasgow continued to host major events after 2014, including the 2018 European Championships and the 2023 UCI Cycling World Championships. That helped maintain expertise within organisations including Glasgow Life, Glasgow City Council and the SEC, while giving event professionals opportunities to continue developing their careers. Billy Garrett described Glasgow's event infrastructure and expertise as having remained "animated and populated" through continued delivery. The delivery model also put that expertise to use. In 2014, venue staff at the SEC had largely supported the organising committee. In 2026, the venue took greater responsibility for event production and delivery. Colin Hartley, the SEC's Director of Operations, explained that staff were "totally pumped" for the event because "they feel much more responsible and part of it".

Assembling a team at speed

The Organising Company and its embedded delivery partners drew on experienced staff to recruit quickly, including many who had worked on Glasgow 2014 and returned in more senior roles. Their knowledge of the Games, venues and local partners reduced familiarisation time, helping teams adapt established approaches to Glasgow 2026's compressed timetable and delivery model.



Experience also came from Birmingham 2022 and other major events. Some were motivated by the cancellation of Victoria 2026, while others had positive memories of Glasgow. Louisa Mahon, the Organising Company's Chief Marketing Officer, described a shared "desire to be part of this transformation story".

Relationships that accelerated delivery

Previous events created networks of people who knew and trusted one another. That mattered when Glasgow 2026 needed to build an Organising Company quickly. Interviews and focus groups suggested that some people joined because colleagues they respected had already committed to the project. One venue lead described the ability to scale rapidly as based on "relationships and people having the trust in other people that have delivered this before". In a city of Glasgow's size, Colin Hartley explained, "we all know who could be great in that job or what company would be great at delivering that service".

Valuing a range of experience

The Glasgow 2026 workforce combined experience with new talent. One in five Organising Company staff had worked on previous Commonwealth Games and 43% on other major events, while over a third were new to the sector. Staff aged 16-24 accounted for 12% of the workforce. Women held 10 of the 13 Executive Leadership Team roles (77%) and 59% of Senior Management Team positions As Mahon explained, the Games "created space" for people starting careers or who had not previously considered working in events. Partners also created new opportunities. Trivandi offered shorter contracts to enable secondments and an academy programme to develop new recruits, while Progress Productions provided paid placements through its Progress Pioneers scheme. Campus to Commonwealth also connected colleges and universities with



placements and paid roles, with 82 students securing Games-time jobs. Glasgow 2026 demonstrated how hybrid working, embedded delivery partners and permanent venues could create more flexible career pathways, helping cities retain expertise across events. This combination of established experience and emerging talent strengthened Glasgow's human infrastructure alongside its physical venues.

562
total OC team size (including 264 Games time roles)

20%
had previously worked on a Commonwealth Games

43%
had worked on another major event

58%
of Organising Company staff lived in the Glasgow City Region





71%
lived in Scotland

These figures exceeded targets of 50% and 70% respectively. Among Trivandi staff, 25% lived in the Glasgow City Region and 40% in Scotland.

LESSONS LEARNED

Treat human capital as part of a city's event infrastructure when assessing readiness.
Previous hosts retain knowledge, relationships and experience that can be as important to future delivery as physical venues and assets.

Design delivery models that put local experience to use.
Giving venues and city partners real delivery responsibility allows their experienced staff to contribute fully.

Value a range of experience, not only a track record.
Experienced professionals helped Glasgow 2026 scale quickly, while people new to major events, whether early in their careers or from other sectors, broadened the workforce and the UK events sector's future talent pool.

HOST BROADCASTER TRAINING INITIATIVE

sport
social
economic

commonwealth games
GLASGOW 2026

HOW GLASGOW 2026 HELPED TURN A SHORT-TERM NEED FOR BROADCAST PROFESSIONALS INTO A LONGER-TERM INVESTMENT IN SCOTLAND'S TECHNICAL WORKFORCE.



Delivering a major sporting event creates an immediate demand for skilled people. The challenge is making sure that demand leaves something behind.

Scottish broadcaster QTV and its funding partners saw Glasgow 2026 as an opportunity to address a wider shortage of experienced outside broadcast professionals in Scotland.

Through the Host Broadcaster Training Initiative, QTV, alongside Actua and Screen Scotland, combined formal training with practical experience before placing participants directly into Games-time broadcast roles.

Its aim was not to just prepare people for Glasgow 2026, but to give them skills, confidence and industry connections they could use long after the Games had finished.

Two routes into the industry

The programme was built around two different stages of a broadcast career. Six existing technical professionals joined a 10-month Technical Accelerator designed to help them move into more senior roles.

A further group of 18 early-career participants completed practical workshops introducing them to outside broadcasting and the range of technical roles involved in producing live sport.

Training included classroom learning, mentoring, equipment workshops, shadowing and practical experience at live outside broadcast events across Scotland. That preparation was followed by Games-time deployment, allowing participants to apply what they had learned in a high-pressure professional environment.

In total, 24 participants completed the programme. Six Accelerator participants moved into elevated Games roles, while 18 workshop participants gained experience during Glasgow 2026.

Learning by doing

Access to professional equipment and live production environments was an important part of the model. Rather than learning technical skills in isolation, participants experienced how different broadcast departments work together during a live sporting event.

One participant described the opportunity to work with large broadcast cameras and a professional production team as "a major step forward for me", gaining experience across camera operation, camera racking, spotting and technical assistance.

"Most importantly, it has increased my confidence and given me experience that I can take forward into future broadcast roles," they said.

Another highlighted the value of training before Games-time deployment, describing the preparation at QTV as "real, first-hand experience working with industry professionals and professional-standard equipment in every sector of live sport broadcast".

Training gave participants the technical foundations, while Glasgow 2026 provided an immediate opportunity to test those skills in practice.

Opening routes into broadcast

The programme also sought to widen access to technical broadcast careers. Registration opportunities were directed towards people from under-represented backgrounds and those seeking a route into the sector.

For participants, the value extended beyond technical knowledge. Working alongside established professionals helped them build contacts and understand jobs they may previously have known little about.

One participant said the programme had “shown me that I am capable of working in a high-pressure live broadcast environment”. For another, it helped break down some of the barriers to entering the industry through “building a network and developing OB specific skills”.

Those connections are particularly important in an industry where freelance work and professional networks can play a significant role in securing future opportunities.

The programme ran from December 2025 to September 2026, with pre-Games workshops taking place during May and June. Training was delivered at QTV’s Glasgow base, at Games venues and through live outside broadcast activity elsewhere in Scotland.

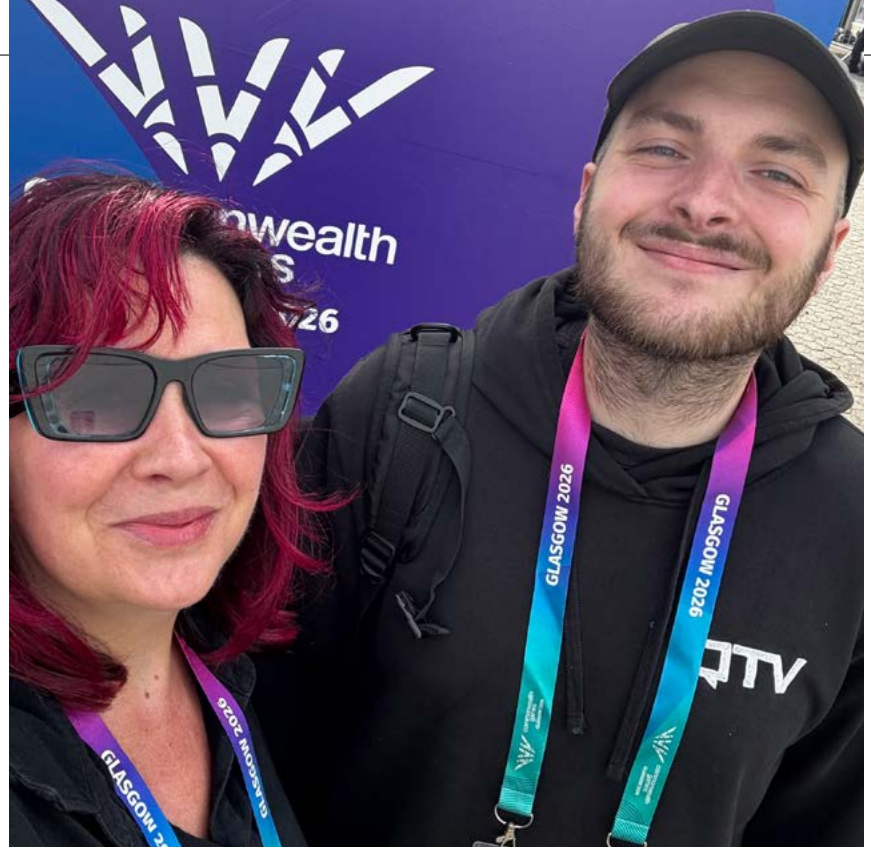
Building a pipeline beyond Glasgow 2026

The longer-term ambition is to strengthen Scotland’s broadcast workforce rather than allow the experience developed around Glasgow 2026 to disappear when the event ends.

Programme partners reported stronger connections between broadcasters, education providers and participants, creating potential routes into future work. The University of the West of Scotland said participants had developed relationships with both QTV and international Actua teams, while the experience had given them more transferable skills for future employment.

The initiative also strengthened links between education and the local live broadcast industry. That infrastructure is intended to continue. The training model is being retained through the QTV Academy and incorporated into future workforce development activity.

That makes Glasgow 2026 the catalyst that created a reason to bring employers, educators and trainees together, and provided the live environment in which new skills could immediately be put into practice.





24
participants completed the programme

6
professionals joined the Technical Accelerator

18
early-career participants gained Games experience

4
workshop modules delivered for new entrants

LESSONS LEARNED

Use major events as training environments, not simply employers.
Employability initiatives can be a useful means of engaging young people looking to find employment in a sector nationally, using the catalyst of a major sport event.

Combine preparation with real responsibility.
Building in pre-event training and embedded practical Games-time experience helps build skills and technical expertise alongside developing confidence in future employees.

Connect employers, educators and talent around a live opportunity.
Major events can provide a catalyst to bring partners together around real industry needs and create stronger routes into employment.

Design Games-time training to continue beyond the event.
Building training into existing industry structures can turn a short-term Games opportunity into an ongoing workforce development model.

INFLUENCING INTERNATIONAL SPORT RELATIONS

commonwealth games
GLASGOW 2026

HOW GLASGOW 2026 USED TEAM SCOTLAND HOUSE AND THE WIDER GAMES PLATFORM TO STRENGTHEN INTERNATIONAL RELATIONSHIPS AND PROMOTE SCOTLAND TO THE WORLD.



sport
social
cultural
economic
diplomatic

A major sporting event brings more than athletes and spectators to a host city. It also brings governments, sporting bodies, businesses and international organisations together at the same time and in the same place.

The Games sought to use that opportunity deliberately. At the centre of the approach was Team Scotland House, devised and delivered by Commonwealth Games Scotland to be a shared Games-time base for athletes, families and partners that also became a platform for diplomatic engagement, international sport relations and the promotion of Scotland.

Located at the Corinthian Club, the House brought Team Scotland, Scottish Government, sportscotland and Commonwealth Sport together under one roof. Across the Games, 115 events were staged there and more than 20,000 people passed through its doors.

For the first time, Commonwealth Sport also invested financially in a Team House, reflecting a broader role than traditional athlete hospitality.

Bringing international engagement into the Games

Co-location allowed international engagement to happen within the atmosphere of Glasgow 2026 rather than in a separate conference venue. Athletes and their families could still use Team Scotland House to meet, relax and celebrate, while government representatives, international delegations, sporting organisations and business leaders used the same venue for receptions, discussions and relationship-building.

A media base also helped support engagement with international press. The Scottish Government delivered 32 events at Team Scotland House, attracting more than 1,000 delegates across programmes covering sport diplomacy, international development, trade, higher education and Scotland's relationships with Commonwealth partners.

Glasgow 2026 provided a focal point for several strands of international engagement. The First Minister's reception brought together representatives from 34 international partners, including 32 governments represented by Ministers, High Commissioners or Heads of Mission.

A separate Celebration of Bringing the Games to Scotland reception brought almost 100 delegates from sporting, business, public, charitable and Commonwealth organisations together to recognise the partnerships behind Glasgow 2026. A sports diplomacy event hosted by the Scottish Council for Global Affairs involved representatives from 20 countries, while a sport for development and peace session hosted by the British Council brought together participants from a further 11, and a higher education showcase by Connected Scotland featured 14 Scottish universities and colleges.

The value of these activities was less about individual meetings producing immediate

"Team Scotland House was key in this, providing a platform where SG engaged with over 30 international visitors including visiting international Ministers and senior diplomats. Through this activity we raised Scotland's profile to international audiences and supported international relationship building with key sectors and Commonwealth geographies."

David Torz, Head of Commonwealth Games unit, Scottish Government

agreements and more about creating access: putting Scottish organisations and decision-makers in the same environment as international counterparts during a moment of heightened attention on Glasgow.

Building towards Amdavad 2030

India was a particular focus as Glasgow looked towards the next Commonwealth Games in Amdavad in 2030. Scottish and Indian organisations came together through ministerial meetings, cultural activity and business engagement.

The First Minister and senior Scottish Government Ministers met the Deputy Chief Minister of Gujarat, Shri Harsh Sanghavi, and the High Commissioner of India to the UK, while a Scotland–India Business Forum explored wider economic relationships.

The British Council also supported discussions around future cultural and sporting opportunities. Some of that engagement has already continued beyond Glasgow 2026, with the British Council subsequently taking a delegation of teachers and local authority representatives to Gujarat to showcase the classroom resource developed for the Games.

The relationship therefore provides an early example of how hosting can help create continuity between one Commonwealth Games and the next.

A Scotland–Canada sport and culture reception and meetings with Canadian Cabinet Minister Marc Miller created opportunities to explore further sport and cultural collaboration involving Glasgow organisations.

The Games also supported engagement with Scotland's international development partner countries. The Commonwealth Sports Minister's meeting was also held in Glasgow and attended the FM's celebration.

Building on earlier visits to Zambia and Malawi, the First Minister and International Development Minister hosted a diaspora and civil society event involving High Commissioners from Scotland's three international development partner countries.

Cabinet Secretary for Climate Action Gillian Martin also met senior diplomats from Malawi and Zambia and issued the Glasgow Statement on debt justice.

The joint statement between Scotland, Malawi and Zambia sought to raise the profile of the need for international cooperation on long-term solutions to the global debt crisis.

These examples demonstrate how the Games provided a convening platform that could support wider diplomatic and policy relationships as well as sport.

Turning a Team House into a strategic asset

By combining athlete support with government, business, media and international engagement, Glasgow 2026 created a focal point where different relationships could develop around the energy of the Games.

The model does not in itself demonstrate that new trade, investment or diplomatic agreements resulted directly from individual events, but its clearer contribution was creating access, visibility and opportunities for continued engagement.

115
events staged at Team Scotland House

20,000+
people through the venue

32
Scottish Government events

1,000+
delegates attending the government programme

34
international partners represented at the First Minister's reception

32
governments represented

LESSONS LEARNED

Co-location can multiply the value of Games-time space.
Bringing athletes, government, sporting bodies and international stakeholders together created opportunities for interaction that would have been harder to generate through separate venues.

Put international engagement close to the event itself.
Hosting diplomatic and business activity within the atmosphere of the Games connected wider conversations about Scotland with the sporting experience attracting people to Glasgow.

Design Team Houses for more than hospitality.
Combining athlete support with public engagement, stakeholder activity and international programming can turn a temporary Games venue into a wider strategic sporting asset.



social

economic

commonwealth games
GLASGOW 2026

LEADING WOMEN

HOW GLASGOW 2026 TURNED GAMES-TIME HOSTED EVENTS INTO NEW PROFESSIONAL CONNECTIONS BETWEEN WOMEN IN SPORT, BUSINESS AND PUBLIC LIFE

Major sporting events have long invited sponsors, stakeholders and senior leaders to share the experience of live sport. Glasgow 2026's Leading Women took an innovative approach to this familiar model by curating a programme of hosted events, with the aim of profiling and supporting women from a range of sectors, alongside showcasing the power of women's sport.

Across 21 sessions during the Games, it brought together senior women and emerging leaders from sport, business and public life to meet, share experiences and build professional connections, before watching elite women's netball at the Hydro. Attendees were provided with Royal Box tickets that were otherwise not available to purchase.

By placing networking alongside a sport in which women have historically played the leading role, the programme created a setting in which the people in the room reflected the athletes on the court.

Creating a different kind of experience

Leading Women formed part of Glasgow 2026's wider Hosted Events Programme, which was designed to give local, national and partner stakeholders a first-hand experience of the Games.

The wider programme included 86 events for organisations and groups including Scottish Governing Bodies of Sport, Glasgow City Council and the Legacy Network, attracting 5,238 attendees.

Leading Women was one of its largest individual strands. Sessions were held throughout the Games at the Radisson RED SkyBar and the Hydro, bringing together 880 participants across 21 events.

Rather than just inviting guests to attend sport, the programme deliberately created time and space for conversation beforehand. Some sessions brought together women from particular sectors or communities, including tourism, youth and the emergency services. One feature of the programme was that guests were invited to bring a colleague, ideally someone earlier in their career, who inspires them, creating networking opportunities for the next generation of leaders.

The intention was to give participants access not only to the Games, but also to people they might not otherwise have met.

Building connections around sport

Netball provided a natural setting for the programme. The project was designed around a sport described in the planning documents as one in which women "historically and culturally dominate", allowing professional networking and elite women's sport to reinforce one another.

Participant feedback suggests that this combination was important. Several attendees described the opportunity to meet women from different industries, exchange advice and make connections alongside the experience of watching live netball.

For International Conference Moderator Miebaka Nyanabo, an invitation to Leading Women created "an opportunity for learning, connection and inspiration at exactly the right time in my journey".

"An incredible VIP day courtside at Commonwealth Games Scotland courtesy of Glasgow 2026 and the team at Creative Edinburgh... spending time with a really diverse group of interesting women absolutely excelling in the creative industries across Scotland, championing women in leadership and building connections!"

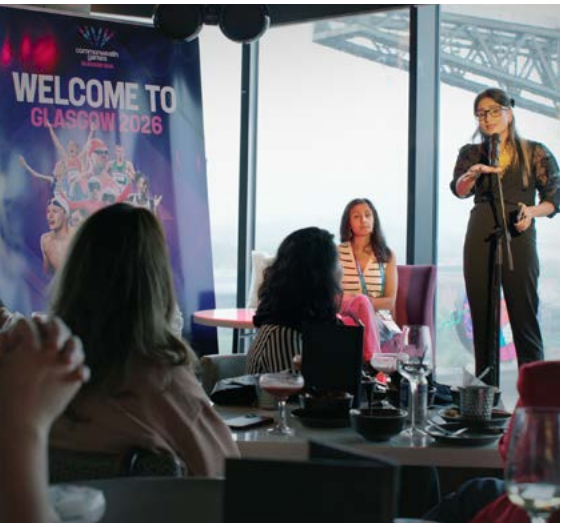
Emma Jamieson, Freelance Content & Communications Strategy Director

“The evening brought together accomplished women from diverse sectors, united by a shared commitment to leadership, impact and creating opportunities for others… Those conversations reminded me how meaningful it can be when experienced professionals generously share what they have learned along the way. ”

Miebaka Nyanabo, International Conference Moderator

She described conversations with more experienced professionals as providing practical career advice, fresh perspectives and new connections.

Others highlighted the atmosphere created by bringing different sectors together. Dr Manira Ahmad, Chief Officer at Public Health Scotland, described “a fantastic and energised evening with so many inspirational women”, while communications strategist Emma Jamieson praised the opportunity to bring sport and the creative industries together.



Several participants shared feedback on LinkedIn afterwards. Their posts praised the format, which offered both the chance to connect with “inspirational” women and to experience live sport. They also show how well Leading Women encouraged attendees to advocate for the Games: several mentioned watching netball live for the first time and urged their networks to get tickets.

The unsolicited feedback provides evidence that participants valued the opportunity itself: a setting in which professional connection, advice and shared experience were treated as part of the Games rather than an addition to them.

An encouraging environment

Leading Women demonstrates how an established part of major event delivery can be adapted to support wider social aims.

The model itself was relatively straightforward: bring people together intentionally, create an environment that encourages conversation and connect that experience to live sport.

Organisers explained that Leading Women was the first programme of its kind at a Commonwealth Games. The value was in the curation. Inviting people at different career stages and from different sectors created opportunities for participants to exchange experiences that might not emerge through conventional corporate hospitality.

There were practical challenges: curating multiple sessions and managing invitations during an already intensive Games delivery period added pressure to the organising team. Responsibility was shared across staff, but a longer lead-in would have allowed more of the programme to be developed in advance.

21
Leading Women sessions

880
attendees

5,238
attendees to the Hosted Events Programme across 86 events

LESSONS LEARNED

Give hosted events a clear purpose.
Existing Games-time assets such as tickets, hospitality spaces and stakeholder events can be designed around wider social objectives rather than networking alone.

Curate the room as carefully as the event.
Bringing together people from different sectors and career stages helped create opportunities for advice, learning and connections that would be less likely in a conventional guest list.

Connect the experience to the sport.
Building the programme around elite women’s netball gave Leading Women a clear identity and reinforced its wider focus on women’s leadership and achievement.

NATIONAL EDI FORUM FOR SCOTTISH SPORT

social

commonwealth games GLASGOW 2026

HOW GLASGOW 2026 HELPED BRING ORGANISATIONS TOGETHER TO STRENGTHEN COLLABORATION AND EMBED EQUALITY, DIVERSITY AND INCLUSION ACROSS SCOTTISH SPORT

Creating a more inclusive sporting system requires more than individual programmes. It depends on organisations working together, sharing expertise and ensuring that different perspectives inform decisions across the sector.

The National Equality, Diversity and Inclusion (EDI) Forum for Scottish Sport was established in August 2024 to support that ambition.

Bringing together eight organisations working with different communities, the Forum provides a shared platform for collaboration, learning and collective leadership.

Glasgow 2026 helped establish the Forum through seed funding and ongoing engagement, creating an opportunity to bring existing expertise together around a shared purpose. The proposed activity supported through the investment included communications and campaign development, digital and print resources and toolkits, research-informed engagement, partnership activity, and inclusive education and training.

The objective was to establish a lasting structure that could influence how equality, diversity and inclusion are approached across Scottish sport, both during and beyond Glasgow 2026.



Bringing different perspectives together

The Forum brings together Scottish Disability Sport, LEAP Sports, Children 1st, Scottish Action for Mental Health, Scottish Sports Futures, Age Scotland, Scottish Women in Sport and sportscotland – all of whom have expertise in different areas of equality, diversity and inclusion, including the experiences of communities that can face barriers to participation in sport.

While individual organisations were already delivering work in their respective areas, the Forum was established to make collaboration more deliberate and coordinated.

Its approach recognises that people's experiences and barriers to participation can overlap, and that creating a more inclusive sporting system requires organisations to consider those different perspectives together.

By bringing specialist organisations into a shared structure, the Forum aims to strengthen the consistency of advice and messaging across Scottish sport.

It also provides an opportunity for organisations to identify common priorities, share their experiences and work collectively on challenges that extend beyond their individual areas of expertise.

A shared voice for Scottish sport

The Forum meets quarterly, providing a regular opportunity for representatives to exchange knowledge and contribute to discussions about equality, diversity and inclusion.

Its role is to act as a trusted advisory body, bringing collective expertise into national policy development and major sporting events, including Glasgow 2026.

It also seeks to support sporting organisations, leaders and board members with practical guidance on priorities, policies and more inclusive approaches to delivery.

For Glasgow 2026, the Forum provided a mechanism through which organisations representing different communities could

contribute to Games delivery and legacy discussions. The Legends volunteering programme provides one example of this contribution. Forum members fed into the programme design to help remove barriers for the communities they represented, with each Forum organisation allocated 10 volunteering places to support a diverse and inclusive volunteer pool.

This created opportunities for equality, diversity and inclusion to be considered through a broader range of perspectives, rather than relying on individual organisations working independently.

From collaboration to systems change

The Forum's longer-term ambition is to influence how equality, diversity and inclusion are embedded across Scottish sport.

Instead of measuring success through a single project or intervention, it seeks to contribute to changes in the way sporting organisations make decisions, develop policies and design programmes.

Its priorities include establishing a clear national vision for equality, diversity and inclusion, developing long-term strategic goals and improving the data available to monitor progress.

The Forum also aims to strengthen diversity across sporting leadership, workforces and participation, ensuring that different voices have opportunities to shape the sector's future.

These ambitions reflect a wider shift from treating inclusion as an individual programme responsibility towards considering it within governance and decision-making.

The Forum remains at an early stage, and evidence of its longer-term influence on policy, participation and organisational practice will take time to emerge. However, Glasgow 2026 provided the funding and shared purpose to establish a structured partnership between organisations that can continue working towards these objectives after the Games.

Promoting more consistent approaches

The Forum was designed as an ongoing national collaboration rather than an initiative that would conclude with the Closing Ceremony. Looking beyond the Games, the Forum is exploring a Scottish Sport Equality Summit in early 2027, bringing together political leaders, policymakers, senior sport decision-makers and equality organisations. The proposed Summit would provide an opportunity to consider the current state of equality and inclusion in Scottish sport, identify key challenges and opportunities, and explore where stronger leadership, collaboration and national action are required.

Its future priorities include influencing policy and funding decisions, supporting greater participation among underrepresented communities and promoting more consistent approaches to equality, diversity and inclusion.

It also intends to strengthen knowledge sharing, improve evidence-led decision-making and support greater accountability across Scottish sport.

For future major events, the Forum could provide a structure through which organisers engage with specialist organisations and draw on collective expertise when developing inclusive policies and programmes.

By creating a shared platform for organisations with different areas of expertise, Glasgow 2026 helped establish a mechanism through which equality, diversity and inclusion can remain part of wider conversations about the future of Scottish sport.

The longer-term value will depend on how effectively that collaboration translates into policy, practice and opportunities for participation.

LESSONS LEARNED

Use major events to establish lasting partnerships.
Glasgow 2026 provided seed funding to help establish a national EDI Forum designed to continue beyond the Games. Future hosts can use major events to support collaborative structures with a lasting purpose.

Bring specialist organisations together around shared priorities.
The Forum connects eight organisations with different areas of expertise, creating opportunities for more coordinated approaches to inclusion. Future events can strengthen collective leadership by providing a shared platform for these perspectives.

Use early funding to formalise collaboration.
Glasgow 2026's seed funding helped establish a structured Forum through which organisations could work together. Future hosts can use targeted early investment to support partnerships that continue beyond individual projects.

Embed inclusion within governance and decision-making.
The Forum aims to influence national policies, strategies and organisational practice rather than deliver a single intervention. Future events can support longer-term change by creating opportunities for specialist expertise to inform governance from the outset.

NATIONAL LOTTERY AWARDS FOR ALL SCOTLAND

social

cultural

economic

commonwealth games GLASGOW 2026

HOW GLASGOW 2026 USED AN ESTABLISHED FUNDING PROGRAMME TO BRING GAMES-INSPIRED SPORT, ARTS AND COMMUNITY ACTIVITY TO TOWNS AND NEIGHBOURHOODS ACROSS SCOTLAND

The National Lottery Awards for All Scotland provided funding for communities across the country to develop their own activities inspired by the Commonwealth Games, building on an established partnership between The National Lottery Community Fund, Creative Scotland and sportscotland.

Additional funding and temporary Games-related criteria created opportunities for community organisations to develop projects that encouraged participation, strengthened local connections and celebrated the Games.

A total of £2.2 million was made available through the three funding distributors, supporting locally led activities that could continue beyond the Games themselves.

Projects across sport, arts and community

National Lottery Awards for All Scotland was already an established funding programme supporting community activity across the country.

For Glasgow 2026, the three funding partners adapted the programme to create a dedicated opportunity for organisations to develop activity inspired by the Games.

Funding became available on 25 March 2026, supporting projects across sport, arts and community development.

The approach was deliberately broad, allowing organisations to respond to the interests and needs of their own communities. Activities ranged from inclusive sport and social opportunities for children and young people with additional support needs to cultural festivals encouraging community integration.

The wider Awards for All programme placed particular emphasis on supporting communities affected by poverty, disadvantage and discrimination. Awards for All complemented the wider All In programme by funding organisations to deliver their own Games-related activities (see All In case study). Survey responses highlight the range of projects supported, including inclusive and disability sport, activities for ethnic minority communities, young people, families, older adults and people living with dementia, alongside community music, cultural events and Commonwealth Games-themed sport.



By working through an existing funding mechanism, Glasgow 2026 created a route for community organisations to access support without establishing a separate Games-specific grant-making infrastructure.

Supporting locally-led activity

The programme recognised that communities could connect with Glasgow 2026 in different ways. For some, the opportunity was to introduce more people to sport or physical activity. For others, it was to bring people together through arts, culture and shared experiences.

The funding provided organisations with the flexibility to develop projects that reflected their own expertise and the communities they worked with. By 24 July 2026, 110 awards totalling £902,407.50 had been made across the three funding distributors.

Projects varied considerably in scale and duration. Some were expected to run for approximately three months, while others would continue for a full year, extending Games-inspired activity into the 2026–27 financial year.

The diversity of funded projects made it difficult to establish a single measure of participation across the programme. However, the funding figures demonstrate the scale of support made available to organisations developing activity in their communities.

Reaching new organisations

The Games-related funding also created opportunities to engage community organisations that had not previously accessed Awards for All support.

As of 17 August 2026, National Lottery Community Fund Scotland alone had received had received 100 applications and made 95 awards. Of those applications, 13% came from groups that had not previously applied for funding through the programme in Scotland. 12% of awards went to organisations that had not previously received funding.

These findings suggest that the Games-related opportunity helped extend the programme's reach beyond its existing grant recipients. The benefits of that engagement could continue beyond individual projects.

For organisations receiving funding for the first time, the experience offered opportunities to develop their activities, gain experience of grant funding and establish relationships that could support future work.

The National Lottery Community Fund also anticipated continuing to support some of the organisations involved. While the available evidence does not yet establish the longer-term outcomes of individual projects, the programme created opportunities for organisations to build experience and connections through their involvement in Glasgow 2026.

Longer-term ambition

National Lottery Awards for All Scotland was designed to support activity that could extend beyond the immediate period of competition. Some funded projects continued for several months after the Games, while others were expected to run for a full year.

The longer-term ambition was to strengthen community connections, support health and wellbeing, increase access to sport and the arts, and create opportunities for learning and organisational development.

For The National Lottery Community Fund, the potential legacy also included the skills, relationships and experience developed by organisations through delivering their projects.

The value of a grant is not necessarily confined to the activity it funds. Organisations may also develop the knowledge, confidence and relationships needed to support further work in their communities. Glasgow 2026 provided a shared moment around which those opportunities could develop, while the existing Awards for All programme created a mechanism for supporting locally led activity.

By building on an established funding partnership, the Games helped connect national sporting excitement with the interests and priorities of communities across Scotland.

£2.2m
total funding made available

110
awards made by 24 July 2026

£902,408
funding awarded by 24 July 2026

"Our young people deserve the right to have exciting memories of their teenage summers and having a disability shouldn't limit that. What we achieved this summer, thanks to your funding, was to create a moment in those young lives they will never forget."

All In survey respondent,
Awards for All-funded project

LESSONS LEARNED

Build on established funding mechanisms.
Glasgow 2026 used an existing programme, supplemented by additional funding and temporary Games-related criteria. Future hosts can use established funding partnerships to support local activity without creating new grant-making structures.

Give communities ownership of their activities.
Funding enabled organisations to develop sport, arts and community projects around local interests and needs. Future programmes should give communities flexibility to determine how they participate in major events.

Use Games funding to reach new organisations.
The programme attracted applications from groups that had not previously accessed Awards for All funding in Scotland. Future hosts can use Games-related opportunities to extend the reach of established funding programmes.

Plan for benefits beyond the Games.
Funded projects varied in duration, while organisational learning and new connections offered potential longer-term benefits. Future programmes should consider how funding can strengthen community capacity beyond individual activities.

THE PARTNER FAMILY

sport
social
economic

commonwealth games
GLASGOW 2026

HOW GLASGOW 2026'S PARTNERS SUPPORTED GAMES DELIVERY WHILE CONTRIBUTING TO WIDER SOCIAL AND ENVIRONMENTAL PRIORITIES.



Glasgow 2026's partner family brought together 39 organisations, from energy provider EDF and electric vehicle supplier BYD to sports surfacing specialist Dynamik, software company Ideagen, broadcaster Sky New Zealand and the mental health charity SAMH.

Partnerships went beyond buying benefits such as branding, tickets and hospitality, and were aligned to the Games' wider priorities, from volunteering and accessibility to sustainability, workforce development and community health. Each was tailored to the individual partner, with its own mix of benefits, rather than a fixed package for each level of partnership.

Three principles shaped how partnerships were set up and delivered. The first was to start with what each partner wanted to achieve, and only then decide which benefits would help. The second was to make delivery easy to navigate, through clear owners, early specialist input, proportionate decisions and quick escalation. The third was to create value beyond exposure, connecting partners' own goals with operational, social and environmental outcomes. This linked partnerships to the Games' Story of Change, giving partners a practical route to support a greener, more inclusive, welcoming and financially responsible Games.

The four examples in this case study show different ways a partner contributed: Longines, Coca-Cola, Allwyn and Bupa.

Longines: A long-standing partner at the heart of the competition

As a Principal Partner and Official Timekeeper of Glasgow 2026, Longines provided the technology used to measure sporting performance, continuing a relationship with the Commonwealth Games that began in 1962, when it first served as Official Timekeeper for the British Empire and Commonwealth Games in Perth, Australia. It also supported the Games as presenting partner of athletics, Para athletics and gymnastics.

Its presence extended beyond the venues and into the city. Longines House hosted a series of talks and events, including a heritage exhibition and panel discussions with athletes and timekeeping experts, and a countdown clock at Central Station marked the run-up to the Games.

Coca-Cola: Connecting a global brand with local action

As Official Soft Drinks Partner of Glasgow 2026 and Official Partner of Team Scotland, Coca-Cola provided national reach and Games-time support. Point-of-sale promotions covered 1,300 outlets and 183 stores, alongside a UK-wide ticket competition. Coca-Cola, Powerade and Smartwater also supplied drinks for athletes, officials and the workforce.

The partnership supported environmental ambitions through funding and 60 Coca-Cola Europacific Partners (CCEP) employees volunteering for the Royal Commonwealth Society's Commonwealth Clean Oceans Plastic Clean-up Campaign, delivered with Keep Scotland Beautiful. Recycling ballot bins were installed at two venues, equipment was reused from Milano Cortina 2026, and venue equipment donated to community clubs after the Games. The partnership also drew on CCEP's East Kilbride operations, with four employees taking on Venue Manager roles, gaining experience beyond their usual responsibilities.

Allwyn: Investing in the volunteer experience

As Official Volunteer Learning and Development Partner, the operator of The National Lottery supported the programme through its £1 million Social Value Fund.
That investment funded an online learning portal and face-to-face training for the Games' 4,000+ volunteers, known as Legends, working across areas including venues, transport and media services.

Six Allwyn employees also joined the volunteer workforce and the partnership built on the company's existing connection with volunteering through National Lottery-supported projects and previous major events.

Bupa: Supporting athletes and communities

Bupa's partnership connected healthcare provision during the Games with longer-term support for Para athletes and local communities. As Official Healthcare Principal Partner, it provided acute dental care for athletes and delegates, including dedicated triage, clinicians and treatment facilities.





Support for Para athletes included funding for wheelchair repairs and maintenance, alongside prosthetics and orthotics services delivered both at Games venues and through the University of Strathclyde's National Centre for Prosthetics and Orthotics.

Bupa also supported Commonwealth Sport's GAPS (Gather, Adjust, Prepare, Sustain) programme, which helps emerging Para athletes and coaches access resources, skills and opportunities, by supporting the training camp held in Scotland before the Games.

Beyond competition, Bupa partnered with Glasgow City Council on initiatives to create healthier local environments, including tree planting around schools and care homes lacking shade, in areas with lower tree cover and greater climate vulnerability. The Bupa Foundation Green Community Grants, launched with Groundwork, offered local groups grants of up to £2,000 for green community projects such as gardens and outdoor classrooms on disused urban spaces, and floating island planters installed in Glasgow parks supported biodiversity and wildlife habitats.



"Supporting the Commonwealth Games in Glasgow feels particularly special for us, because we have strong roots through our local operations in East Kilbride. Working with our partners on the ground, we're focused on creating a positive impact for communities across Glasgow, and an enjoyable experience for the thousands of people set to attend the Games."

Stephen Moorhouse,
General Manager, CCEP GB

LESSONS LEARNED

Put impact at the centre.
Glasgow 2026 built each partnership around what a partner could contribute to priorities such as sustainability, volunteering, community impact or operational delivery. This depended on close collaboration between the Commercial, Sustainability and Accessibility, and Public Engagement and Legacy teams. Future events should involve these functions early so shared goals can shape both contracts and delivery.

Keep routes clear and governance proportionate.
Named owners, early specialist input and standard routes for routine decisions made it easier for partners to turn their plans into delivery, while escalation with clear options kept significant decisions moving. Flexibility for individual partners created extra coordination and relied on experienced people, so it needs clear responsibilities behind it.

Match support to the partner.
Partners ranged from global brands to small businesses, charities and embedded delivery suppliers, with different experience of major events and different needs. Keeping principles consistent while adapting practical support to each partner was central to how partnerships worked. Partners who stay with the Commonwealth Games from one edition to the next, as Longines has since 1962, can build on what they learn each time.

POWERED BY PARTNERSHIP

social cultural sport economic

commonwealth games GLASGOW 2026

HOW GLASGOW 2026 WORKED WITH COMMERCIAL PARTNERS AND ITS HOST CITY TO REDUCE EMISSIONS, LEAVE LASTING LOW-CARBON INFRASTRUCTURE AND CONNECT ITS CLIMATE APPROACH WITH AMDAVAD 2030.

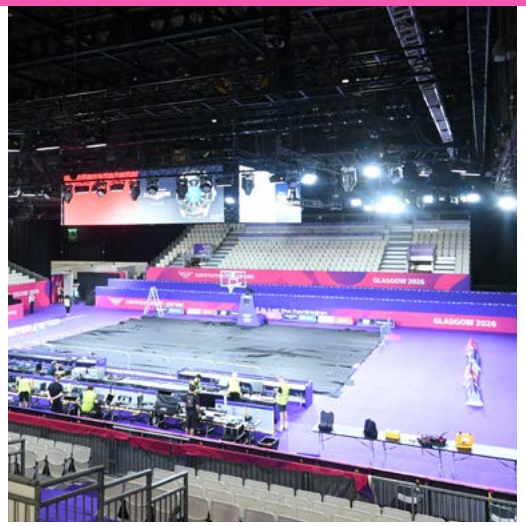
Glasgow 2026 set out to deliver a lower-carbon Commonwealth Games by reducing emissions at source and using existing infrastructure wherever possible. No new competition venues were built. Instead, the Games used Glasgow's existing sporting estate, a compact eight-mile venue corridor and established public transport.

That approach helped Glasgow 2026 record a total carbon footprint of 40,907 tCO_2e, around 80% lower than Birmingham 2022. Using existing venues alone avoided an estimated 15,142 tCO_2e, with around 19,021 tCO_2e estimated to have been avoided overall, through a series of emissions reduction measures.

But many of the remaining emissions sat outside the Organising Company's direct control. Glasgow 2026 therefore built its approach around partners that could make practical changes to energy, transport and materials, while working closely with Glasgow City Council to ensure Games investment supported the city's longer-term climate ambitions.

Reducing emissions through partnership

Energy was one of the clearest examples. EDF worked with Glasgow Life and Glasgow City Council to move the Scotstoun Stadium, Tollcross International Swimming Centre and the Glasgow International Arena and Sir Chris Hoy Velodrome onto renewable electricity tariffs.



With the Scottish Event Campus (SEC) already using renewable electricity, every competition venue ran on renewable power – a first for the Commonwealth Games. Combined with the use of HVO instead of diesel for temporary power, Games energy decisions avoided an estimated 438 tCO_2e. Those benefits did not end with the Closing Ceremony as EDF continues to supply 5.38 GWh of renewable electricity to three Glasgow Life venues, avoiding an estimated further 705 tCO_2e and contributing to Glasgow's Net Zero 2030 ambition.

In terms of transport, another significant source of emissions, BYD supplied electric and hybrid vehicles for Games operations, while First Bus operated athlete transport. Electric vehicles accounted for 66% of athlete bus mileage and all catering and cargo vans were electric.

Overall, 66% of the Games fleet was electric or hybrid, helping reduce transport emissions compared with Birmingham 2022.

Zero Waste Scotland brought expertise in another area the Organising Company could not address alone. Its contribution increased recycled content across 36% of the Games branding, avoiding virgin plastic equivalent to an estimated 301,675 bottles, while its public campaign created an estimated 1.1 million opportunities to encounter circular economy messaging.

Leaving Glasgow greener

Glasgow 2026 also benefited from aligning directly with Glasgow City Council's existing Climate Plan and Net Zero 2030 target. Once Glasgow was confirmed as host, the Council and Games sustainability teams identified three shared priorities: renewable electricity, waste and circularity, and city greening.

> **"In some instances, the period of collaboration resulted in longer-term benefits, such as investment into city greening that will create better places for people and nature."**
>
> Gavin Slater, Head of Sustainability, Glasgow City Council

Progress was reported through both organisations' governance structures, with the Games team also briefing the Sustainable Glasgow Board. This allowed issues to be resolved through existing city systems rather than creating a separate Games-only structure.

Alongside the ongoing renewable electricity arrangements, around £100,000 supported an upgraded four-way waste sorting system at the SEC, bringing forward improvements the

venue had already planned. A further 70 sets of recycling bins remained at Glasgow Life venues after the Games.

The partnership also created stronger working relationships between organisations including EDF, Glasgow Life and Glasgow City Council, leaving a governance model and practical experience that can inform future major events.

Glasgow 2026 also sought to ensure that its environmental legacy could be seen within the host city. The 200 square metre natural garden used during the Opening Ceremony was relocated to Parklea Branching Out in Port Glasgow, which uses horticulture to provide training and social opportunities for people with support needs.

Its 2,400 trees and shrubs were initially retained in the ceremony's saltire formation before being planted permanently.

The Games also planned investment in more than 200 square metres of floating habitat across five Glasgow parks, working with Glasgow City Council and BioMatrix. Designed to improve water quality, biodiversity and nesting opportunities while creating an outdoor learning resource for schools and communities, the installations are intended to last for more than 20 years.

These projects extended the partnership model beyond reducing the footprint of Games operations. They used the event as a catalyst for environmental improvements that could continue contributing to Glasgow's communities and green spaces afterwards.

Connecting Glasgow with Amdavad

Glasgow 2026 treated carbon credits as a final step, not a substitute for reducing emissions. The Organising Company waited until the Games footprint had been confirmed before deciding how to compensate for residual emissions. The selected project is a wind-power development in Jamnagar, Gujarat, around 300 kilometres from Amdavad, host city of the 2030 Commonwealth Games.

By linking residual emissions from Glasgow with renewable energy in the next host region, the Games sought to give compensation a wider purpose. It also created a symbolic handover between host cities: reduce first, take responsibility for what remains and use that investment to connect one Games with the next.

For future hosts, Glasgow 2026 therefore provides more than a carbon figure. It demonstrates how major events can use partnerships to address emissions they cannot control directly, align delivery with host-city priorities and design benefits that continue after the event itself.

40,907 tCO_2e
total Glasgow 2026 carbon footprint

80%
lower than Birmingham 2022

19,021 tCO_2e
estimated emissions avoided overall

66%
of the Games fleet electric or hybrid

438 tCO_2e
avoided through energy decisions

705 tCO_2e
estimated further emissions avoided through ongoing renewable electricity supply

LESSONS LEARNED

Match partners to what you cannot control.
Some of the largest emissions sources sat outside the Organising Company's direct influence. Glasgow 2026 selected energy, transport and materials partners for what they could practically change.

Build benefits that continue after the Games.
Renewable electricity, recycling infrastructure and city greening were designed to remain after competition ended. Future hosts should consider longer-term value when partnerships are first developed.

Plug into the city's plans and governance.
Glasgow 2026 aligned with Glasgow's Climate Plan and used shared governance to resolve issues quickly. Future hosts should work through existing city structures rather than creating parallel systems.

Reduce first and compensate last.
Glasgow 2026 prioritised direct reductions before addressing residual emissions. Waiting for the confirmed footprint and linking the selected credit to the next host region gave the approach greater credibility and meaning.

Be honest about the head start.
Glasgow already had major venues and an established climate strategy. Future hosts should assess their own starting point realistically rather than assume the same pace or carbon performance can be replicated.

PREPARING WORLD-CLASS VENUES

sport

social

economic

commonwealth games
GLASGOW 2026

HOW GLASGOW 2026 USED EXISTING SPORTING INFRASTRUCTURE TO DELIVER THE GAMES WHILE ACCELERATING IMPROVEMENTS FOR ATHLETES, COMMUNITIES AND FUTURE EVENTS.



Glasgow 2026 did not build any new competition venues. Instead, the Games took place entirely within existing facilities inside an eight-mile corridor, drawing on the city's established sporting infrastructure.

That included Scotstoun Stadium, Tollcross International Swimming Centre, the Glasgow International Arena and Sir Chris Hoy Velodrome, and the Scottish Event Campus. Each had experience of hosting international competition, but preparing them for Glasgow 2026 still required investment. As an alternative to creating new infrastructure, the Games provided an opportunity to bring forward renovation upgrades that venues had already identified, while distinguishing between upgrades with a lasting purpose and temporary solutions required for competition. Upgrades were delivered through venue readiness programmes at the Glasgow Life venues and the SEC were designed to meet international sporting standards while leaving facilities better equipped for everyday use.

Investing in what Glasgow already had

Of the £5.7 million venue readiness programme, £3 million was funded through Commonwealth Sport's Venue Readiness Fund, which intentionally supported the improvement of existing venues rather than new capital programmes, in line with the ambitions of the Games Reset. The investment supported 35 projects across the three Glasgow Life venues. Approximately 70% of the investment went towards sport-specific improvements, with the remainder supporting customer experience and building compliance.

Scotstoun received around three-quarters of the funding, including £2.1 million for a new state-of-the-art Mondo athletics track, on which Commonwealth Games Records were broken. The investment also supported broader sport and broadcast enhancements including throws and jumps areas and equipment, warm-up facilities, walkways and sports lighting, enhancing the venue's ability to broadcast high-performance sport. At Tollcross investment of over £1 million sat alongside a £2.9 million capital programme from Glasgow Life and Glasgow City Council, which delivered pool and plant repairs. The Venue Readiness Fund contributed further for Games-specific upgrades to spectator seating, sports lighting, competition starting blocks and the main video board. Improvements at the Arena and Velodrome were more targeted, including track repairs, gymnastics anchor points and equipment that could be used again at future events. Much of this work was already planned. The Games facilitated the funding timetable to bring it forward, allowing improvements needed for the Games to become longer-term assets for the city.

> **"The investment will not only provide world-class facilities for the Commonwealth's leading athletes, but it will also create a local legacy, strengthening opportunities for grassroots athletics post-Games."**
>
> Phil Batty OBE,
> Chief Executive, Glasgow 2026

Building accessibility into the programme

Accessibility was fully integrated into venue planning across competition venues, spectator facilities and athlete accommodation. At Scotstoun, £30,000 was invested into

accessible initiatives such as tarmac works, alongside additional accessible trackway, ramps and surface improvements where required. Tollcross received an accessible shower, while, as part of the SEC's programme, the Hydro invested approximately £200,000 in upgrading its hearing loop support system. The Hydro also introduced plug sockets, USB points and QR codes in accessible seating areas, allowing spectators to order food and drink directly to their seats.

Planning extended beyond the competition venues, with accessibility audits occurring across 11 hotels that assessed arrival routes, public areas, bedrooms and bathrooms, identifying approximately 92 accessible rooms and a range of potential barriers. Detailed Para athlete requirements were confirmed relatively late, resulting in adaptations to 65 rooms, including grab rails, shower seats, vibrating alarms and slip-resistant mats.

Choosing what should remain

The majority of the venue readiness programme was classified as venue legacy, with the remaining investment covering surveys, enabling works, reinstatement and temporary adaptations. At Scotstoun, for example, the artificial pitch was temporarily removed to create a grass throws area. The Games then contributed to the upgrade of the artificial surface for the venue post-Games.

Glasgow 2026 prioritised hiring to reduce costs, material demand and waste. Some 96% of temporary overlay and 72% of sports equipment was hired rather than purchased, the latter close to Paris 2024's 75%. This reduced upfront investment and post-Games storage and disposal costs while supporting environmental goals.

£5.7m
OC venue readiness programme, including £3m ring-fenced by Commonwealth Sport

35
projects across three Glasgow Life venues

£2.1m
investment in Scotstoun's athletics track

£2.9m
investment by Glasgow Life and Glasgow City Council at Tollcross alongside the OC's programme

65
hotel rooms adapted for Para athletes

96%
of temporary Games overlay hired rather than purchased

Returning venues to their communities

The improvements were designed to support future use rather than simply meet the requirements of Glasgow 2026. Scotstoun's new athletics track was gifted to the city, creating improved facilities for grassroots athletics alongside future international competition.

At Tollcross, the new seating, lighting, starting blocks and video board were also retained as permanent improvements.

The venues returned to public use quickly. Swimming finished at Tollcross on Wednesday and the centre reopened the following Monday, with the competition pool reopening a few days later.

By investing in facilities that have served local communities since Glasgow 2014, Glasgow 2026 demonstrated how a major event can build on an earlier Games' investment, strengthening existing sporting infrastructure, avoiding the need for new venues and giving existing facilities a clear legacy and future purpose.

LESSONS LEARNED

Use the Games to accelerate existing investment.
Glasgow 2026 accelerated planned venue upgrades by combining Commonwealth Sport funding with existing investment, demonstrating how future hosts can build on existing infrastructure and deliver lasting benefits through targeted improvements.

Be selective about permanent investment.
Glasgow 2026 purchased improvements with a clear post-Games purpose and hired temporary equipment where appropriate.
This helped direct investment towards lasting assets while limiting unnecessary construction and waste.

Design improvements for everyday community use.
Upgrades at Scotstoun and Tollcross met international competition requirements while improving facilities for local users. Future events should consider community needs alongside elite sporting standards when planning venue investment.

Make accessibility part of the permanent investment.
Glasgow 2026 prioritised permanent accessibility upgrades, including a hearing loop at the Hydro and an accessible shower at Tollcross, leaving lasting benefits for community users.

Plan the return to community use early.
Tollcross reopened to the public within days of competition ending. Future hosts should plan installation, removal and reinstatement from the outset to minimise disruption and return improved facilities to their communities quickly.

THE SCOTLAND ROUTE OF THE KING'S BATON RELAY

social

diplomatic

commonwealth games GLASGOW 2026

commonwealth sport KING'S BATON RELAY GLASGOW 2026

A NEW APPROACH BROUGHT GLASGOW 2026 INTO COMMUNITIES ACROSS SCOTLAND WHILE REDUCING THE COMPLEXITY OF A TRADITIONAL RELAY.



The King's Baton Relay has been an established part of the Commonwealth Games since the 1930's. Its purpose is to spread the messages of the Games and excitement of the Games across all corners of the Commonwealth. The approach to the Baton Relay was different in 2026 with a strong emphasis on sustainability. There were 74 batons, one for each nation and territory, all made in the same base wooden design using wood milled from fallen trees from Glasgow parks. Each Baton was decorated by each country to reflect their country identity.

There was a strong emphasis on removing plastic from oceans and rivers as a core Baton activity theme in each country. The carbon impact was also reduced by not travelling to each country individually with it and they only came back to Scotland for the staging of the Games themselves.

Over 23 days, it appeared at 82 events across mainland Scotland and the islands, from international sporting competitions and sponsor activity to community programmes and hospice visits.

The approach provided a flexible way to build awareness and excitement around Glasgow 2026, while allowing communities to encounter the Baton as part of events they were already attending.

Bringing the Games to communities

Commonwealth Games Scotland worked with partners to identify existing events where the Baton could add to the experience rather than creating a separate programme around it.

This meant activity could vary according to the location and audience. Across the programme, 86,264 people attended events visited by the Baton, while 52 people were selected as Batonbearers.

Glasgow 2026 mascot Finnie also joined 25 events, creating further opportunities to engage families and younger audiences.

The aim was not simply to move the Baton from place to place, but to use it as a focal point for conversations about Team Scotland, Glasgow 2026 and the wider Commonwealth Sport Movement.

A Baton made in Scotland

The Baton itself also provided an opportunity to showcase Scottish design and craftsmanship. Its ash wood came from trees sourced from Glasgow parks, with the core design developed by master craftsman Tim Norman at Govan-based community charity GalGael.

Glasgow School of Art graduate Annie Graham then created the Scottish Baton using traditional marquetry techniques and sustainably sourced wood.

"The King's Baton Relay proved its worth as a project for engagement. It helped Commonwealth Games Scotland engage with their partners and stakeholders, their sport members and with communities right across Scotland."

Stuart Turner,
KBR Scotland Lead



Connecting local activity with a global campaign

Environmental action was another important part of the relay. Across the Commonwealth, Baton activity was linked to the Commonwealth Clean Oceans Plastic Campaign, which encouraged communities to tackle plastic pollution in oceans and waterways.

The one millionth piece of plastic was collected when the Baton joined a clean-up on the River Clyde with Keep Scotland Beautiful and Coca-Cola Europacific Partners. The KBR in Scotland provided a positive representation of Scotland domestically and internationally and provided VisitScotland the opportunity to engage with media to provide new and welcoming images of Scotland. Travel during the Scottish programme also reflected the sustainability ambitions of the new model, with electric or hybrid vehicles used where possible.

The programme also included nine appearances by Scottish Government ministers before culminating in the traditional handover to the King at the Opening Ceremony.

A repeatable model

For organisers, one of the most important outcomes was demonstrating an alternative way to deliver Baton activity.

Building the programme around established events reduced some of the logistics associated with creating a standalone relay and allowed organisers to focus activity where audiences were already present.

It also depended heavily on partnership working. Commonwealth Games Scotland coordinated with Glasgow 2026, Commonwealth Sport, government, sponsors, tourism bodies and event organisers, while dedicated media, photography and video support helped extend the programme beyond people attending in person.

The experience suggests the value of the King's Baton Relay does not necessarily depend on the scale of the journey itself. By connecting it with existing events, communities and environmental activity, Glasgow 2026 demonstrated how a familiar Commonwealth tradition could be adapted to a different delivery model.

82
events and media opportunities

52
Batonbearers

23
days of activity

25
events attended by Finnie

86,264
people attending events visited by the Baton

LESSONS LEARNED

Build around activity that already exists.
Taking the Baton to established sporting and community events reduced logistical demands while allowing Glasgow 2026 to reach audiences already gathered across Scotland.

Give local partners meaningful ownership.
The new model depended on close collaboration between Commonwealth Games Scotland, event organisers, sponsors, government and other partners rather than a centrally delivered relay.

Plan communications alongside delivery.
Dedicated media, photography and video support helped turn individual appearances into content that could reach audiences beyond the events themselves.

Allow enough time for collaboration.
Organisers identified a longer lead-in as an opportunity for improvement, particularly to involve partners and sponsors earlier and build their priorities into the programme from the outset.

SERVING SCOTLAND

social

cultural

commonwealth games
GLASGOW 2026

HOW GLASGOW 2026 TRANSLATED ITS SUSTAINABLE CATERING AMBITIONS INTO PROCUREMENT REQUIREMENTS, MENU DECISIONS AND PRACTICAL DELIVERY ACROSS THE GAMES.

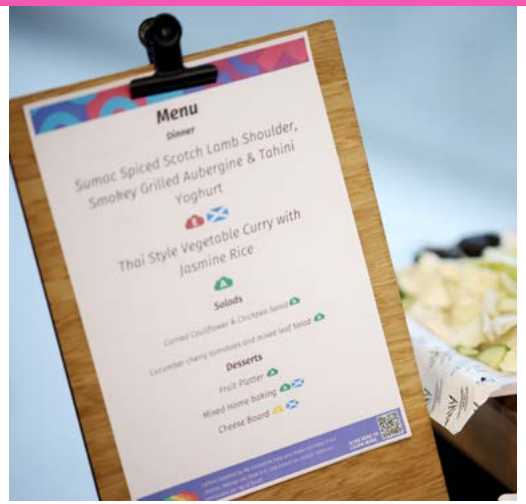
Feeding thousands of athletes, spectators and staff creates a significant environmental and operational challenge for any major sporting event. For Glasgow 2026, the ambition was to make food and drink part of the Games' sustainability strategy, with a Food and Drink Framework establishing requirements for catering across competition venues, athlete and official services, spectator concessions and hospitality.

By bringing sustainability into procurement, menu design and day-to-day operations, Glasgow 2026 sought to support Scottish producers, offer healthier choices and reduce the environmental impact of serving food at scale. The experience demonstrated both the opportunities and practical challenges of translating these commitments into delivery.

Making sustainability part of procurement

The Food and Drink Framework set the standards that caterers and suppliers were expected to meet, covering provenance, sustainability, nutrition and inclusive menu design.

Rather than requiring formal sustainability accreditation, Glasgow 2026 asked caterers to submit a sustainability plan as part of the tender process. This accounted for 20% of the technical evaluation, giving it equal weight to the menu plan itself.



Three principal caterers delivered competition-venue catering, alongside a local family business operating food trucks. The approach placed sustainability alongside other commercial and operational requirements from the outset, rather than treating it as something to address once suppliers had been appointed.

Local sourcing was a particular priority. Glasgow 2026 worked with Scotland Food and Drink to establish a practical definition of Scottish food, based on the provenance of a dish's main ingredient.

This provided a consistent basis for measuring local sourcing, but the experience also exposed the limitations of setting targets without fully understanding what suppliers could realistically provide. Constraints on the variety of ingredients available through local supply chains meant that the original ambition could not be fully achieved.
The experience highlighted the importance of defining sourcing requirements clearly and testing them against supply-chain capacity before they are incorporated into procurement commitments.

Turning carbon information into better food choices

Menu design focused on healthier and more inclusive options, with caterers asked to increase fruit, vegetables and fibre while reducing salt, sugar and saturated fat, alongside expanding plant-based choices.

Working with MyEmissions, Glasgow 2026 introduced carbon labelling across every competition-venue menu, allowing spectators to see information about a dish's carbon footprint alongside its Scottish provenance.

The initiative established a new approach to food transparency, although engagement with the additional digital information was limited. QR codes generated 199 views from 117 active users, with an average session lasting 13 seconds.

Spectator survey findings also suggested that choosing lower-carbon food and scanning menus for more information attracted relatively little engagement compared with other environmental actions. The experience highlighted a distinction between making environmental information available and encouraging spectators to use it. While the labels increased transparency, future events have an opportunity to build on this approach by integrating carbon measurement earlier into menu planning and recipe development, using the information to inform food choices before menus reach spectators.

Reducing packaging and food waste

The Games introduced reusable cups at three of its four competition venues, marking a first for a Commonwealth Games. The catering tender prioritised reusable serveware, with paper-based and compostable alternatives permitted where reuse was not feasible.

In practice, compostable materials remained dominant, accounting for the majority of serveware (99%) and drinkware (81%). Suppliers included Edinburgh-based Vegware and Notpla, whose packaging uses seaweed- and plant-based materials as alternatives to conventional plastic packaging.

Introducing reusable cups was an important operational step, but the experience revealed challenges. At some venues,

drinks were poured into reusable cups from single-use bottles, limiting the potential reduction in packaging. Safety requirements also restricted wider implementation.

At Glasgow International Arena and Tollcross International Swimming Centre, approximately 16% of cups were lost or damaged, highlighting the importance of designing the collection, washing and return system alongside the cups themselves.

Food waste was addressed through a hierarchy that prioritised prevention and reuse. Caterers planned quantities carefully and adjusted orders as needed. Surplus food with sufficient shelf life could be returned to service the following day, while items nearing the end of their life could be redistributed to staff through media refreshment stations.

Composting was reserved for food that could not be reused or redistributed. However, limited food waste data made it difficult to assess the overall results of this approach. The experience demonstrated that reducing waste depends not only on choosing more sustainable materials or establishing waste hierarchies, but also on the practical systems needed to support their use and measure their effectiveness.



Building on the experience

Glasgow 2026 demonstrated how sustainability requirements can influence catering decisions across a major sporting event. Giving environmental considerations meaningful weight in procurement helped establish expectations from the outset, while the introduction of carbon labelling created new opportunities to understand and communicate the impact of food choices.

The programme also highlighted the practical challenges of delivering these ambitions. Local sourcing depended on the capacity of supply chains, carbon information did not necessarily translate into consumer engagement, and reusable systems required planning across the full catering operation.

These experiences provide a practical foundation for future Games organisers seeking to strengthen the environmental performance of their catering.

LESSONS LEARNED

Embed sustainability in procurement.
Glasgow 2026 gave sustainability a 20% weighting in technical tender evaluations, alongside menu quality, embedding environmental expectations in supplier selection rather than delivery.

Test sourcing ambitions against supply-chain capacity.
Defining Scottish food by its main ingredient enabled provenance tracking but could not overcome supply constraints. Future hosts should establish auditable definitions and test targets with suppliers before making commitments.

Use carbon data to shape menus.
Glasgow 2026 introduced carbon labelling across all competition-venue menus, but digital engagement was limited. Future hosts can use carbon data in menu planning to reduce emissions.

Design reusable systems around operational realities.
Reusable cups were introduced at three venues, but operational challenges limited their effectiveness. Future hosts should plan collection, washing and return systems before rollout.

Establish consistent food waste measurement and redistribution arrangements.
Glasgow 2026 prioritised waste prevention and redistribution, but limited data restricted evaluation. Future hosts should agree reporting requirements with caterers, test systems at readiness events and establish clear responsibilities for surplus food redistribution.

53%
of fresh menu items classified as Scottish

57%
of menu options plant-based or vegetarian

46%
of meals served were plant-based or vegetarian in the reported data

3 of 4
competition venues introduced reusable cups

20%
of the technical tender evaluation allocated to sustainability

94%
of serviceware was compostable

TEAM SCOTLAND ACHIEVE PROGRAMME 2026

sport social

commonwealth games GLASGOW 2026

HOW GLASGOW 2026 GAVE EMERGING ATHLETES AND COACHES THE CHANCE TO EXPERIENCE A MAJOR MULTI-SPORT GAMES BEFORE COMPETING OR COACHING AT ONE THEMSELVES

Preparing athletes and coaches for a major multi-sport Games requires more than technical ability.

The environment brings different pressures, expectations and experiences: living and working alongside other sports, managing competition nerves, dealing with media and understanding what it means to be part of a wider national team.

Designed to prepare and inspire emerging athletes and coaches for future sporting opportunities, Achieve welcomed 37 participants during the Glasgow 2026 Commonwealth Games, including 14 female coaches.



First launched ahead of the Delhi 2010 Commonwealth Games, Achieve has supported more than 232 athletes and coaches, many of whom have subsequently represented or coached Team Scotland.

Glasgow 2026 provided an opportunity to deepen that established programme by allowing the next generation to experience a Commonwealth Games at home and in real time.

Experiencing a multi-sport Games first-hand

Achieve 2026 was designed as a development journey before, during and after the Games. Participants prepared together ahead of Glasgow 2026, experienced the Games themselves and then reflected on how they could take that learning back into their own sporting environments.

The programme brought together 23 athletes and 14 coaches from 18 sports, extending beyond the 10 sports on the Glasgow 2026 competition programme. It is the first time Achieve has hosted a dedicated female only coach cohort, providing women with tailored mentorship, learning and development opportunities towards elite coaching.

The multi-sport environment was an important part of the experience. Participants could observe how athletes and coaches from other sports prepared and performed, while developing relationships beyond their usual sporting networks.

Activities included Team Camp, workshops on high-performance behaviours, media training and sessions focused on managing pressure, nerves and expectations. During the Games, participants attended competition, observed Team Scotland athletes and coaches and gained behind-the-scenes insight into the demands of a major international event.

The intention was to make the Games themselves part of the learning environment.

Learning from people who had been there before

Mentoring was a central part of the programme, and participants were matched with experienced athletes, coaches and sporting professionals who could provide guidance before and during Glasgow 2026.

> **"The longer-term ambition is to contribute to a stronger, more connected and diverse Scottish sporting system. The strength of this programme comes from the range of bodies and partners involved."**
>
> Emma Brunning, Director, Achieve

That relationship gave emerging talent an opportunity to discuss the realities of high-performance sport with people who had already experienced them.

Early evaluation suggests participants particularly valued this element. Among 15 respondents to the immediate post-programme evaluation, the mentor relationship received an average rating of 89%.

Participants also reported developing greater confidence in their own ability and place within high-performance sport, alongside stronger relationships and a greater sense of belonging.

Developing confidence and high-performance skills

Around 80% of respondents rated their overall experience nine or 10, while 80% identified confidence as an area in which they had developed. Two-thirds highlighted an improved understanding of high-performance sport. Managing pressure remained an important area for continued development, identified by 53.3% of respondents.

That finding reflects the purpose of Achieve itself. The programme does not seek to replicate years of competition experience in a short intervention, but gives emerging athletes and coaches greater familiarity with the environment they may encounter in the future.

Experiencing Glasgow 2026 allowed participants to observe how established athletes and coaches responded to pressure, prepared for competition and operated within Team Scotland. It also gave participants opportunities to consider their own development in a wider context.

For coaches in particular, the programme can provide exposure to different approaches, sports and professional networks that may not be available within their own discipline.

The development of female coaches remains a particular priority, with 17 participating in the 2026 programme.

Building the next generation of Team Scotland

The longer-term impact of Achieve will take time to understand. Its ambition is to create a stronger pipeline of athletes and coaches prepared for future Commonwealth Games and other major sporting events.

That includes greater confidence and ambition among emerging coaches, stronger cross-sport relationships and a deeper understanding of high-performance behaviours.

Participants are also expected to take their learning back into their own sports and clubs, extending the value of the programme beyond those directly involved.

The programme's history provides some evidence of that pathway.

More than 200 athletes and coaches have participated since 2010, with former Achieve participants subsequently progressing to compete and coach at future Games.

Glasgow 2026 therefore represents another stage in an established development model rather than a standalone intervention. Future evaluation will track what the 2026 cohort goes on to achieve and whether the experience contributes to progression into athlete, coaching and leadership opportunities.

Achieve will also continue beyond Glasgow 2026 through collaboration between Commonwealth Games Scotland, Team Scotland Youth Trust, sportscotland, National Governing Bodies, mentors and sporting practitioners.

232
athletes and coaches supported since Delhi 2010

18
sports represented in Achieve 2026

14
female coaches participated in the 2026 programme

93%
average overall experience rating among evaluation respondents

89%
average rating for the mentor relationship

80%
identified confidence as an area of development

LESSONS LEARNED

Use the Games as a development environment.
Achieve combined preparation with first-hand exposure to Glasgow 2026, helping participants understand the demands of a multi-sport event. Future programmes can use live Games experience to complement formal athlete and coach development.

Combine experience with structured reflection.
Participants prepared before the Games, learned during them and reflected afterwards. This helped turn observation into development that could be taken back into their own sports.

Build mentoring and cross-sport connections.
Mentor relationships and interaction across 18 sports were central to the experience. Maintaining these networks can support athletes and coaches as they progress through high-performance sport.

Track progression beyond the programme.
Achieve aims to strengthen the future pipeline of Team Scotland athletes and coaches, but longer-term impact depends on what participants do next. Continued evaluation can show how Games-time development translates into future sporting, coaching and leadership opportunities.

TOGETHER WE MOVE

HOW GLASGOW 2026 HELPED A NATIONAL CAMPAIGN CELEBRATE EVERYDAY MOVEMENT AND REACH COMMUNITIES ACROSS SCOTLAND.

social
cultural
diplomatic

commonwealth games
GLASGOW 2026

Movement does not always look like organised sport. It can be walking to the shops, gardening or simply finding opportunities to move throughout the day.

Together We Move set out to recognise and celebrate movement in all its forms, particularly among people living with long-term health conditions.

Led by Movement for Health, the campaign launched in May 2026 with new funding through the Health in Community strand of the Scottish Government's Summer of Sport Fund, building on Scotland's annual National Day of Movement. Activities were delivered by the Movement for Health team, with support from Glasgow 2026 and the wider Together We Move Network.



Glasgow 2026 provided an opportunity to amplify that message, connecting an existing national campaign with the visibility of the Commonwealth Games. The partnership used the event to reach new audiences and encourage more people to recognise the value of their everyday movement.

Celebrating movement in all its forms

Together We Move was built around a simple message: all movement counts and deserves to be celebrated.

The campaign sought to broaden how people understand physical activity, particularly those who may not identify with traditional sport or consider themselves physically active.

For people living with long-term health conditions, everyday movement can take different forms depending on individual circumstances and abilities. The campaign's approach was to celebrate that diversity rather than define participation through a particular sport, distance or level of physical exertion.

The Games provided a platform to take this message beyond established health audiences, connecting it with communities, families and people engaging with the Games. The partnership also created opportunities for Movement for Health to develop relationships with organisations working with younger people and families.

Taking the campaign across Scotland

The campaign combined national communications with activities designed to reach people in familiar community settings. Television, radio and social media advertising helped extend its reach, while a dedicated website provided a central platform for information and campaign resources.

A Day of Movement on 18 June encouraged participation through events across Scotland.

In Glasgow, large-scale outdoor campaign displays featured people undertaking everyday movements linked to Commonwealth Games sports, connecting the campaign's message with the sporting activity taking place in the city.

The campaign also included Meet the Blethers, a podcast series featuring people living with long-term health conditions who appeared in Together We Move campaign

"The Games were the perfect opportunity to amplify the spirit of the Day of Movement and look to use wider messaging, to reach into people's homes across Scotland's communities and celebrate their movements, big, small and everything in between."

Emma Anderson
Programme Manager,
Movement for Health Coalition



materials. By sharing their experiences, the series provided another way to explore what movement means to different people.

Reaching beyond traditional audiences

By Games time, Together We Move had reached approximately 100,000 people through social media, advertising and media coverage, with around 80 organisations engaging through resources and activities.

The campaign continues through its Celebration Toolkit, social media and 'We want your blethers!' initiative, with further evaluation planned. Its longer-term ambition is to broaden perceptions of physical activity and influence how movement is measured nationally, although its impact on behaviour and measurement practices has yet to be established.

A movement beyond the Games

Glasgow 2026 helped amplify Together We Move across Scotland, reaching new audiences and enabling Movement for Health to build partnerships beyond the long-term health conditions sector, particularly with organisations supporting young people and families.

Movement for Health aims to build on this momentum, expanding the campaign across the public, third and private sectors, maintaining its public-facing activity and supporting engagement around future major events.

For Glasgow 2026, Together We Move demonstrated how an established national initiative could use the visibility of a major event to reach new audiences and contribute to a more inclusive conversation about physical activity. Its longer-term contribution will depend on whether that visibility translates into sustained engagement and changes in how movement is recognised and valued across Scotland.

100,000
approximate campaign reach by Games time

80
organisations engaged through campaign resources or activities

LESSONS LEARNED

Amplify existing campaigns through major events.
Glasgow 2026 extended the reach of an established national campaign rather than creating a separate initiative. Future hosts can use their platforms to strengthen community programmes already making a contribution.

Celebrate everyday movement alongside organised sport.
Together We Move recognised different forms of activity, particularly among people who may not identify as physically active. Future campaigns can use inclusive messaging to engage audiences beyond traditional sport.

Build partnerships beyond the sport sector.
Working alongside Glasgow 2026 helped Movement for Health connect with organisations supporting younger people and families. Future hosts can use cross-sector partnerships to reach new audiences and communities.

Sustain communications beyond the Games themselves.
Glasgow 2026 amplified the campaign's message, while Movement for Health intends to continue its work afterwards. Ongoing communication is important to supporting longer-term changes in how people perceive and value movement.

TOGETHER WE'RE ALL IN

HOW GLASGOW 2026 BROUGHT ORGANISATIONS WORKING ACROSS SPORT, MOVEMENT AND MENTAL HEALTH TOGETHER AROUND A SHARED AMBITION TO GET MORE PEOPLE ACTIVE.

sport
social
cultural

commonwealth games
GLASGOW 2026

Glasgow 2026 inspired collaboration by national organisations with a shared ambition to increase physical activity and wellbeing. For Glasgow 2026, five organisations already working to improve physical activity, inclusion and wellbeing came together around a common challenge: how could the Games strengthen what they were already doing and help them work more effectively together?

Together We're All In brought Scottish Athletics, Scottish Disability Sport, Scottish Action for Mental Health (SAMH), The Daily Mile Foundation and junior parkrun into a Scotland-wide partnership.

Beginning in December 2025 and continuing beyond the Games, the partners used the energy of Glasgow 2026 to coordinate existing programmes, create new opportunities for communities to get active and develop a longer-term approach to working together.

Connecting existing programmes

The partnership began with an obvious area of common ground. Each organisation was already encouraging people to move more or supporting the physical, mental and social benefits associated with participation. Glasgow 2026 provided a reason to bring those different strands together.

Rather than establishing a separate delivery programme, partners looked at where existing activity could connect. That meant sharing expertise and resources, promoting one another's programmes and creating opportunities that might not otherwise have happened.

In May, events led by The Daily Mile Foundation brought around 1,500 primary school pupils together in Glasgow. Particular emphasis was placed on pupils from schools in areas experiencing deprivation and children with Additional Support needs. Children could experience The Daily Mile alongside boccia and run, jump, push and throw activities, while also engaging with SAMH and junior parkrun.

Other activity ranged from a SAMH-led Day of Movement at Tollcross Park to an athletics event in Glasgow's East End, where up to 80 young people from areas experiencing deprivation could try different disciplines.

Making inclusion part of delivery

Inclusion was designed into the partnership rather than treated as a separate strand.

The emphasis was on taking a participant-centred and intersectional approach: recognising that the barriers affecting whether someone takes part in physical activity can overlap and differ considerably between individuals.



Games-time activity also provided opportunities for people to participate outside traditional organised sport. Junior parkrun supported mass participation activity at Kelvingrove Park, alongside the launch of a new junior parkrun at Cuningar Loop.

Together, the activities created different entry points into movement – from school-based participation and athletics to informal family activity and disability-inclusive sport.
The partnership also took the conversation beyond individual activities. A session at Team Scotland House during the Games brought stakeholders together to discuss Scotland's wider physical activity and sport landscape, including both existing strengths and the challenges still to be addressed.



Using the Games to accelerate collaboration

The more significant legacy may be what happened between the organisations themselves. Together We're All In created a reason for partners to look beyond individual programmes and consider how their objectives, activities and messaging could become more aligned over the longer term. Partners developed a shared plan exploring how that collaboration could be incorporated into future business planning and delivery.

The relationship also created opportunities to share information, data, advice and expertise, improving partners' understanding of one another's work. That matters because increasing physical activity is not a challenge that any individual sport, charity or programme can solve alone. The partnership brought together organisations working from different starting points – athletics, disability sport, mental health and community participation – around the recognition that their objectives frequently overlap.

Glasgow 2026 provided momentum for those conversations, but sustaining them requires something more deliberate. The partnership is therefore looking beyond Games-time activity towards longer-term collaboration and potential funding that could support more systemic change across Scotland's sport and physical activity landscape.

That element may ultimately be the most transferable aspect of the model. Instead of asking what new legacy programme a major event should create, Together We're All In started by asking which organisations were already pursuing similar outcomes, and what might become possible if the Games helped them work together.

LESSONS LEARNED

Use major events to connect existing strengths.
Major sport events can inspire existing organisations to connect and collaborate.

Make inclusion part of the design.
Major events can catalyse advances in intersectional and inclusive sporting practices.

Create opportunities for partners to activate one another's work.
Shared events, expertise and resources allowed individual programmes to reach different audiences while supporting a common ambition.

Turn Games-time momentum into longer-term alignment.
A major event can accelerate relationships, but sustaining them requires partners to embed collaboration into future plans, priorities and funding approaches.

5
partner organisations

1,500
primary school pupils engaged through The Daily Mile events

Up to
80
young people took part in the East End athletics event

2
mass participation parkrun events

1
new junior parkrun launched at Cuningar Loop

YOUTH COACHING PATHWAYS

sport

social

commonwealth games
GLASGOW 2026

HOW GLASGOW 2026 GAVE YOUNG PEOPLE A VOICE IN SHAPING NEW OPPORTUNITIES FOR COACHING, VOLUNTEERING AND LEADERSHIP ACROSS SCOTTISH SPORT

For many young people, school sport provides an introduction to coaching, volunteering and leadership. But progressing into longer-term roles within community sport is not always straightforward.

Youth consultation undertaken ahead of Glasgow 2026 identified several barriers, including confidence, awareness of opportunities and connections with sporting organisations.

Youth Coaching Pathways was developed to help address those challenges, using the Games to bring young people and organisations together and make opportunities beyond participation more visible.

Led by the Commonwealth Sport Foundation, in partnership with Glasgow 2026, Actify and sportscotland, and supported through Summer of Sport funding, the programme combined youth-led planning with practical development opportunities and a digital platform designed to support continued engagement.

The ambition was to introduce young people to careers in sport and give them a meaningful role in shaping the opportunities available to them.

Young people at the centre

A Youth Planning Group was established in April 2026, bringing together 18 young people aged 16-24. Members represented seven Scottish Governing Bodies of Sport and four equality, diversity and inclusion organisations, including young people who had experienced barriers within sport. The group included 12 young women and six young men. Across five planning meetings, participants shared their experiences, explored the barriers identified through earlier consultation and proposed practical ways to address them.

Their contributions directly informed the design of the wider programme, particularly Beyond the Games, an education and learning event bringing young people aged 16-24 together to explore opportunities in coaching, volunteering and leadership within sport.

Instead of inviting young people to participate in an initiative developed for them, the approach gave them an opportunity to influence its priorities and delivery. That experience also had value for the group itself. Participants reported developing leadership, communication, public-speaking and teamwork skills, alongside greater confidence and awareness of opportunities within sport.

Connecting participants with opportunities

The programme's main Games-time event, Beyond the Games, brought 105 young people together at SWG3 in Glasgow. Participants came from 20 Scottish local authority areas and represented 32 sports, with approximately two-thirds of attendees female.

Through workshops, keynote speakers, marketplace activity and peer-to-peer engagement, the event introduced young people to different routes into coaching, volunteering, leadership and wider careers in sport.

The emphasis was on connecting participants with people and organisations that could help them take their next steps. The programme also delivered a Leading Women event as part of Glasgow 2026's wider Hosted Events initiative, which used Games-time hospitality to connect women and emerging leaders through networking and live sport.



"Glasgow 2026 Youth Coaching Pathways has given me incredible experiences, networking opportunities and belief in myself."

Youth Coaching Pathways participant

The session involved 39 young women and SGB representatives, alongside two Games Experience days involving 28 young people.

Across its activities, 27 organisations were involved, creating opportunities for participants to engage with sporting bodies and professionals beyond their existing networks.

Feedback from Beyond the Games suggests the event helped address some of the barriers identified during the original consultation.

All evaluation respondents reported learning something new, developing a better understanding of available opportunities and meeting new people or organisations.

A further 94% reported feeling more confident about taking their next step.

Priorities for the next stage

The relationships developed through Youth Coaching Pathways were among the outcomes most valued by participants.

Youth Planning Group members highlighted opportunities to meet peers from different sports and connect with organisations and professionals from across Scotland.

Some also reported receiving invitations to training courses, conferences and employment opportunities.

The programme sought to build on those connections through a dedicated online Youth Coaching Pathways Hub, developed with Actify. While a separate Event Hub provided information and guidance for Beyond the Games, the longer-term platform was designed to help young people find coaching, volunteering and leadership opportunities after the event.

Its development responded directly to consultation findings that highlighted the need for clearer information and easier access to opportunities.

The programme will continue through a post-Games phase ending in December 2026, led by the Commonwealth Sport Foundation, Actify and sportscotland. Young people have identified continued networking, training, qualifications and opportunities to influence decision-making as important priorities for that next stage.

LESSONS LEARNED

Involve young people from the outset.
The Youth Planning Group shaped the programme around participants' experiences and priorities. Future programmes should give young people meaningful influence over design and delivery.

Give youth engagement a clear purpose.
Youth Coaching Pathways addressed barriers around confidence, awareness and progression. Future programmes should define the challenge before developing activities.

Build on existing sport and inclusion networks.
The programme connected sporting bodies with equality, diversity and inclusion organisations. Future hosts can use these networks to reach diverse young people and access relevant expertise.

Let young people shape programme delivery.
Planning group members contributed their experiences and ideas. Future organisers should remain flexible as participants' needs become clearer.

Create opportunities for young people to connect.
Beyond the Games brought participants together with peers and sport professionals. Future events should make relationship-building part of youth development.

Link engagement to practical progression opportunities.
Participants gained confidence and contacts, with some invited to further training. Future programmes should establish pathways into qualifications, volunteering and leadership.

Establish clear ownership of the legacy phase.
Commonwealth Sport Foundation, Actify and sportscotland will continue delivery after Glasgow 2026. Future programmes should agree roles and responsibilities for post-event delivery from the outset, providing clear ownership of the legacy phase.

18
young people in the Youth Planning Group

105
participants at Beyond the Games

32
sports represented at Beyond the Games

27
organisations involved across the project

39
young women attended the Leading Women event

28
young people participated in Games Experience days



GLASGOW 2026 COMMONWEALTH GAMES
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LONGINES