

QUADRENNIAL









BIRMINGHAM 202



LONGINES

MILLER

REPORT

CHAIR'S REPORT

It has been an honour to have served as Commonwealth Games Scotland chair over the last four-year cycle.

The Birmingham 2022 Commonwealth Games was a great success for Team Scotland, delivered on the back of a challenging period for everyone in Scottish sport. To achieve our second highest ever medal tally surpassed our own expectations, and our sixth-place finish on the medal table was just reward for the collective efforts of our athletes, sports, staff and the wider Scottish sporting system.

Following the successes of Glasgow 2014 and Gold Coast 2018, it was always going to be a tough ask, and it will require a renewed collective effort to continue the momentum into Victoria 2026. The tagline for Victoria is 'A Games Like No Other' is very fitting for what is to come. The new multi-city model, with competition spread across multiple and widespread regional areas, creates opportunities for future Games, but also different operational challenges. Everyone is aware of the increased financial implications particularly of an away

Games, especially in today's economic climate.

Just as the Commonwealth Games Federation had to be flexible to secure the necessary commitment for a 2026 host, we expect that adaptability, innovation and collaboration will be key to our approach for not just Victoria, but for 2030 and 2034 as well. We are in a strong position to drive forward, thanks in no small part to the ongoing commitment we receive from member sports and athletes along with the Scottish Government, sportscotland and other key partners.

After nearly 25 years, I am at the end of my own formal association with CGS, with my tenure as Chair concluding at this year's AGM. It has been a long and enjoyable association, starting initially as a member sport CEO, before roles with Team Scotland as General Team Manager, Chef de Mission, as a CGS Board Member and as Chair for the past two Games cycles. The success of Scottish sport and particularly the position of Team Scotland within this, is testimony to the sporting system built, investments made, and the passion and commitment of all involved.

I would like to pay tribute to some of those involved:

- · Our member sports, who share the ambition and make us your families and communities supporting you proud.
- Maree Todd MSP for her strong support as Minister
- **sport**scotland CEO Stewart Harris and Institute
- Finally, to the hard-working professional staff, the past four years.

to cheering on our athletes in three years' time.



Paul Bush OBE Chair, Commonwealth Games Scotland

CGS BOARD MEMBERS:

PAUL BUSH OBE (CHAIR) MAUREEN CAMPBELL OBE (VICE CHAIR) **JENNIFER BARSBY** DAVID BOND MICHAEL CAVANAGH OBE BRUCE COOK SUSIE CRAWFORD COLIN GREGOR (ATHLETE REPRESENTATIVE) NIGEL HOLL SUSAN JACKSON (FINANCE DIRECTOR) JON DOIG OBE (COMPANY SECRETARY)

ALASDAIR MACLENNAN (RESIGNED 2019) **JACQUELINE MUIR (RESIGNED 2019)** MARGARET ANN FLEMING MBE (RESIGNED 2021)

HONORARY ADVISORS:

CAROLYN MORGAN (LEGAL ADVISOR) DR NIALL ELLIOTT (MEDICAL ADVISOR)

LIFE MEMBERS:

DAVID WEBSTER OBE (PRESIDENT) GEORGE HUNTER OBE DAME LOUISE MARTIN DBE JOAN WATT COLIN MCEACHRAN QC MBE (DCD 2022)



for Scotland to be successful on the international sporting stage, are central to this. To our athletes and team staff, who ultimately are the ones who deliver those inspirational moments when it matters

for Sport leading up to the Birmingham Games.

Director Mike Whittingham who both retired from sportscotland shortly after the Games and were always consistent supporters of Team Scotland. We look forward to continuing our strong working relationship with **sport**scotland under the leadership of Forbes Dunlop, along with Chair Mel Young.

and my fellow Board Directors and Advisors for their support to me as Chair, and for their time and talents to drive the organisation forward over

I will continue to support you all and look forward

THE GAMES AT A GLANCE

TEAM SCOTLAND

18 ATHLETES PREVIOUSLY COMPETED AT A COMMONWEALTH YOUTH GAMES

259

ATHLETES



COT AND

18

SPORTS



<u>3rd</u> **THIRD GAMES** FOR 30 ATHLETES **FIRST OPENLY** GAY SCOTTISH **FLAGBEARER**

FIRST PARA SCOTTISH **FLAGBEARER**

REPRESENTATION FROM 31⊡ 32 LOCAL AUTHORITIES











FOR THE FIRST TIME

RELEASED FROM PARTNER ORGANISATIONS 3 FORMER TEAM SCOTLAND ATHLETES ON STAFF

19 ATHLETES WITH 4 OR MORE GAMES **APPEARANCES**

MORE FEMALE ATHLETES THAN MALE

i134 **i**125 THE GAMES AT A GLANCE

PERFORMANCE

51 MEDALS

13 GOLD **11** SILVER 27 BRONZE

BEST AWAY GAMES **EVER**

6th IN THE MEDAL TABLE

10 SPORTS **WON MEDALS** (JOINT BEST EVER)

BEST ATHLETICS RESULTS SINCE 1982

FIRST SQUASH MEDAL SINCE 1998

FIRST SCOTTISH MEDAL IN RHYTHMIC GYMNASTICS SINCE 1994



BEST EVER RESULTS







FIRST EVER MEDAL



GYMNASTICS PARA-H POWERLIFTING



DUNCAN SCOTT MOST SUCCESSFUL SCOTTISH CG ATHLETE OF ALL TIME

GEORGE MILLER OLDEST MEDALLIST IN COMMONWEALTH GAMES

HISTORY



500th **MEDAL**

WON BY TEAM SCOTLAND AT A COMMONWEALTH GAMES

EILISH MCCOLGAN'S SILVER MEDAL **IN THE 5000M**





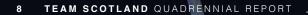


CLEAN SWEEP OF PARA LAWN BOWLS **GOLD MEDALS**





B2022



5,054 ATHLETES (MOST EVER)

LARGEST **EVER PARA PROGRAMME** AT A MAJOR INTERNATIONAL

MULTI-SPORTS EVENT

280 19 **EVENTS** SPORTS



MOST **SUSTAINABLE COMMONWEALTH GAMES EVER HOSTED**

72 **NATIONS &** TERRITORIES (MOST EVER)

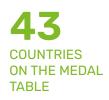




96 COMMONWEALTH GAMES **RECORDS SET**

840 MEDALS AWARDED







FIRST GAMES TO HAVE MORE WOMEN'S MEDALS THAN MEN



TEAM RECRUITMENT AND DEVELOPMENT.

From a small core group of 7 employees to a travelling team of 259 athletes and 166 support staff, success for Team Scotland is contingent on building a well-functioning squad.



Led by former Commonwealth Games medallist Elinor Middlemiss. our first ever female Chef de Mission, the team was assembled over several years. drawing expertise from across the Scottish and UK sporting community.

68% COMPRISING STAFF RELEASED FROM THEIR EMPLOYERS

Birmingham 2022 saw Team Scotland bring its biggest ever support staff to a Games, despite athlete numbers being severely reduced compared to Glasgow 2014 (310 v 259). Successful negotiation with the CGF by Team Scotland ensured athlete numbers eventually reached a more satisfactory level from the 30% reduction initially allocated numbers. Low level of athlete appeals suggest effective and clear policies and standards had been developed and implemented with sports despite the challenging circumstances.

The continued presence of our highest profile athletes reflects the importance placed by sports and athletes on the Commonwealth Games and representing Team Scotland, despite a crowded summer schedule of World and European sporting competition after changes resulting from COVID impact on the Tokyo Games cycle. The core General Team Management of 8 supported a strong network of Sport Team Managers, as well as groups of staff covering specific disciplines such as coaching, medical, physiotherapy, media and digital.

With 68% of staff released from their employers, our success is dependent on the support of our partner organisations. Equally it is evident that the Commonwealth Games provides a key development opportunity for staff operating within Scottish sport to experience and deliver at an elite, multi-sport Games environment. Whilst the athlete group had, for the first time ever, more females than males, achieving a similar gender balance within the staff group continues to prove challenging. Whilst progress had been made from Gold Coast (27% female) to Birmingham (37%), it is clear more work

166 TEAM SCOTLAND SUPPORT **STAFF FOR BIRMINGHAM 2022**

is required from across the sporting sector, particularly in the fields of coaching and technical support staff, to continue to bridge the gap.

Following recommendations from our post-Games review in 2018, CGS invested in a Team Manager Development Programme ran by an independent learning consultant with the aim of ensuring that staff were equipped with the necessary skills to perform come Games-time.

Preparations for Birmingham were more challenging than ever due to the Covid pandemic. Plans from the Organising Committee and Commonwealth Games Federation were fluid and reflective of the ever-changing environment they were operating within, which included a change to village arrangements due to building delays and constant review of testing and isolation requirements to manage the risk of COVID spread. Our own plans evolved accordingly. In-person interactions were largely impossible to safely deliver in the lead-up to the Games, with the Team Camp in June the first opportunity for many staff and team members to meet face-to-face.

Athlete selection had similar challenges. with a condensed sporting schedule leading to later selection dates and flexibility with events and rankings to ensure athletes had the necessary opportunities to achieve selection standards and show ability to perform at the Games.

We now look ahead to the next Games cycle equipped with the learnings from our Independent Performance Review - a comprehensive analysis of Team Scotland

37% OF STAFF GROUP FOR **BIRMINGHAM WAS FEMALE**

performance with the aim of identifying areas of improvement for performance and operational practices, along with internal reviews and those of each sport. The recommendations of the Review have been shared with sportscotland, member sport Chief Executive Officers and Performance Directors.

Victoria 2026 has a new Games operating model, with sports split across several state regional cities in a significant departure from previous Games arrangements. With this brings new challenges for Team Scotland to address in again building, preparing and delivering a successful team with the cross-sport team ethos. The Games experience will be guite different from what we have experienced before, with more athletes and sports split across a large geographical area. Delivery of critical team support services will be required in several sites, with no practical opportunity to create a centralised performance centre as we did in Birmingham.

We are using the 2023 Commonwealth Youth Games in Trinidad and Tobago as a learning opportunity to test some processes, with a similar challenge of athletes split across both islands. The Youth Games also presents a great development opportunity for athletes and staff, with the aim that gaining experience in a multi-sport environment can prepare individuals for the rigours of a senior Games.

Despite the new challenges ahead, the one thing we do know is that success for Team Scotland in Trinbago and Victoria will only be achieved with the support of our member sports and wider sector partners.

KITTING OUT





"When you look good, you feel good. Confidence with what you're wearing is very important. If you feel good, you will always perform your best without worrying about anything."

MARIA SHARAPOVA

It is this ethos that Team Scotland adopted to the design of our parade outfits and team leisurewear for Birmingham with input from our athlete advisory group central to choices made.

Collaborating once again with awardwinning contemporary Scottish fashion designer Siobhan Mackenzie, our athletes and team members stole the show on Opening Ceremony night, stepping onto the international stage in a bespoke tartan design inspired by both Team Scotland and Birmingham 2022.

"I started with the Team Scotland colour palette, which is inspired by the Scottish landscape," she said. "I also introduced vellow into the palette as a nod to Birmingham 2022, yellow was kind of their aesthetic for the Games. The colour palette is pretty vivid, so what I did was use a blue background and then I introduced all the other colours in guite fine strokes to create a sophisticated visual."

The tartan was designed with sustainability in mind, using locally manufactured materials and traditional methods where possible, and our athlete panel was involved from the outset to influence the direction of the design. The outfit was rated top of all countries by the CGF's social accounts, with Siobhan also picking up honours in two categories at the 16th International Design Awards — Textile Design and Uniform Design, and the team kilt featuring in the V&A Dundee's Tartan Design exhibition.

Our leisurewear also plays a significant part in the athlete and team member experience at the Games. Our Nike kit was informed by the past and reflective of our future, with contemporary designs inspired by Scottish and Team Scotland heritage. The Saltire flag was subverted through a contemporary Nike lens to create an angular pattern used in our t-shirt design, while key pieces featured a bespoke wordmark overlapping the words Scotland and Caledonia, informed by Pictish stone design.

Our white track jacket, exclusive to athletes, featured a discovery detail with the slogan 'Clear Heads, Brave Hearts' a phrase of inspiration in the final moments before competition. The colour palette included deep purples and dark blues in nods to both the thistle and past Team Scotland iconic kits, with the gold logo finishes adding a touch of understated class.

" -

"I haven't felt pride in the kit like this in years. As soon as I put it on, I thought no matter how it goes I'm going to have the best time because it's competing for Scotland, it's such an honour."

LEWIS STEWART

,

The leisure kit collection was universally well-received by athletes, team members and the general public alike, with strong merchandise sales online and at our pop-up retail unit at Scotland House in Birmingham.

Competition kit remains within the remit of member sports, allowing the alignment with wider manufacturer arrangements and adding commercial value to arrangements given the high-profile nature of Team Scotland and the Commonwealth Games. Some sports chose to align with the same manufacturer as Team Scotland leisure, allowing greater consistency of design. CGS will take the learnings from this cycle into the next one, with ambitions to increase merchandise options in non-Games years to capitalise on the interest in the Team Scotland brand.

ATHLETE **EXPERIENCE**

"To have that history and the day-to-day contact – it does really feel like a family. Even when you just see people here and there you do feel that real bond with them. I don't get to experience that team. It's my favourite thing."

KIRSTY GILMOUR

Having athletes at the heart of what we do is a key value for Team Scotland everything we do should be considered through the eyes of the athlete.

Representing Team Scotland is special to our athletes — that feedback is constantly reinforced in athlete surveys, media interviews and in their commitment to attend the Games, particularly in this congested year.

We set out to make each touchpoint special. When athletes' selection was confirmed they received a welcome letter from the Chef de Mission alongside a copy of 'A Hero's Job', a poem in Scots for Team Scotland by young Scots language poet and social media influencer Len Pennie. The poem, and an accompanying video, highlighted the importance of athletes in inspiring the next generation, the role played by families, friends, coaches and clubs, and the pursuit of more than medal success.

The Team Camp was the most significant date for us in the preparation of athletes for the Games, being the only chance to gather a critical mass of team members together in one location to interact inform and inspire, as well as distribute kit. Celtic Park, scene of the acclaimed Glasgow 2014 Opening Ceremony, was used as a motivating sporting backdrop to the day. In the build-up to the Games athletes were supported with a series of media education sessions, from dealing with external press to maximising their reach across social media channels

Birmingham 2022 gave a taste of challenges ahead for Team Scotland in building cohesion in a fractured environment, with athletes and team members spread across three village sites, a fourth satellite village in London and a host of off-site accommodation.

With uncertainty over Covid protocols and the ability of athletes to mix, as they struggled to do at the Tokyo Olympic and Paralympic Games in 2021, an increased focus was placed on the welcome they would receive on arrival in the village.

With support from The National Lottery, we were able to provide each Team Member with a welcome pack. Items included a saltire towel, pillow, flags and tattoos to bring a taste of home to Birmingham. We also focused on key elements that carry cultural significance in a multi-games environment. Pin badges are currency come Games time, with athletes seeking every opportunity to swap with other nations and build their collection.

We supplied each team member with unique wooden Team Scotland pins, designed to stand out from the crowd and start conversations about sustainability. Poster designs are also commonplace in a Games environment. We took a new approach by commissioning a Team Scotland-specific poster design, rather than relying on the organising committee designs.

The poster, entitled 'One Team', was designed by renowned illustrator Marcus Marritt, who outlined his design: "The visual approach is to focus on the unity, strength, and togetherness not only in One Team, but also my own experience of sport in Scotland. With two flagbearers at this year's Opening Ceremony, we had an ideal platform to visually represent the white saltire of the Scotland flag. The spirit of all athletes coming together with pride in their country, truly One Team."

The poster was displayed in every athletes' room, and also adorned the front page of the Team Scotland magazine, which told the stories of athletes across all sports. When athletes arrived at their respective villages they were presented with their individual track jacket as part of a welcome ceremony, highlighting its special place as an athlete-specific kit item.

Our closing night party, a celebration of the previous 11 days of sporting competition, represented one of the few opportunities for athletes from all villages to come together. The event was the envy of athletes from other nations, including the hosts, who were left to their own devices following the Closing Ceremony, and the early morning rendition of Caledonia, with backing vocals from Scottish band The Sleekit Beasties, will live long in the memory of those who attended.





We were hosted by the First Minister for a homecoming celebration at Stirling Castle, which presented another opportunity for athletes to come together and reflect on their achievements in Birmingham. We will be redoubling our efforts over the coming cycle and in the build-up to Victoria 2026, with a focus on how we add value to our athletes in the years leading up to the Games.



ATHLETE WELLBEING

'Clear Heads, Brave Hearts' was more than a marketing slogan for the team. From the outset a focus was on nurturing mental, as well as physical, good health.



From training up support staff to be Mental Health Champions, to arranging pre-Games, in-competition and post-event sessions for teams and individuals, a network of support was established led by staff from the **sport**scotland Institute of Sport.

"In the preparation phase we placed significant focus on education", said Dr Carrie McCrea, Deputy Chief Medical Officer for Team Scotland. "We delivered an e-learning module, led a Mental Health Workshop for Team Leaders, and worked with Changing Minds in delivering a Team Scotland specific Mental Health Champions course.

"Sixteen members of Team Scotland completed the training, supporting the wider team across the geographically large area of the Birmingham 2022 footprint. The work done in professional football showed that it was often the physio or even the manager who provided mental health support, so it's important not to make assumptions about who people will talk to.

"On the courses we had team physios and General Team Management, Elinor as Chef. We wanted those Mental Health Champions to propagate good practice in different disciplines and their geographical areas. We looked at a multi-disciplinary model to reflect both a positive mental health approach and our ability to provide safe and consistent reactive care.

"We also worked with sports individually to increase understanding of their plans and existing support, and to work together to agree what optimal looked like for Games-time delivery and post-Games decompression."

> " -"Monitoring, assessments,

body weight, selection, body image, social media, funding – I must get this medal for my sport to be funded – these can all be triggers which can impact on mental health and wellbeing."

SUSIE ELMS



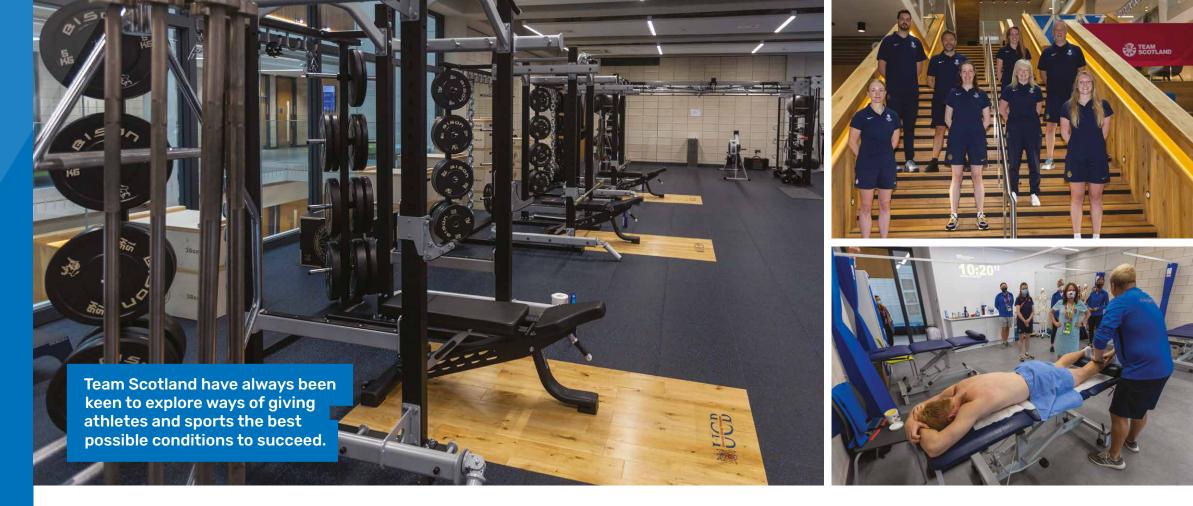
Susie Elms, Head of Performance Lifestyle at the sportscotland Institute of Sport, acted as the Team Scotland Wellbeing Lead at the Games.

"Working very closely with Carrie, my role was to facilitate and coordinate the mental health and wellbeing strategy across the whole team - to be the point of contact, someone people could talk to, but also to enable referral. The support was for staff as well as athletes - staff often think they are invincible, want to give their all, but if they aren't mindful of their own wellbeing they can get tired and lose focus.

"We often present a shiny version of success, but we are in a much healthier place now that we are starting to recognise that performance sport has triggers. We need to be honest with ourselves about that. Monitoring, assessments, body weight, selection, body image, social media, funding - I must get this medal for my sport to be funded — these can all be triggers which can impact on mental health and wellbeing.

"It's just fantastic that **sport**scotland is so committed to this and gave us the time and space to focus on developing this area. And I really applaud Team Scotland for embracing the mental health strategy and recognising the support that we could provide."

ERFORMANCE CENTRE



When the impact of the Covid pandemic on the Games became apparent, with village facilities limited and the need to limit the spread of Covid within operational spaces, we pursued with renewed purpose options to support the team's success at the Games.

The Team Scotland Performance Centre was a critical collaboration between the sportscotland Institute of Sport and Commonwealth Games Scotland, designed to provide the perfect support environment and services to our athletes and sports. We negotiated full and exclusive access to a brand new £44 million facility on the University College Birmingham campus. This allowed for dedicated access to performance services that had been identified by sports as important to their successful performance, in a protected space away from the public eye and other distractions.

The performance space included two large performance gyms, one with a strength and conditioning focus and the other a cardiovascular one, multiple clinical treatment spaces, meeting rooms, a cafe and lecture theatres. Following extensive pre-Games planning Team Scotland utilised all these spaces, transforming some into other functional areas such as spin bike/ active recovery space, sleep pods, wellbeing, performance dining and snack station area. The space was branded in Team Scotland colours, consistent with the look and feel at the villages and Scotland House, with operational rooms linked to Team Scotland legends from all 18 sports providing connections with our past.

£44 MILLION BRAND NEW FACILITY

Consultation with sports and support staff informed the physical requirements within the footprint of the building, and the equipment required to facilitate optimal multi-disciplinary support service delivery.

This allowed practitioners that support Team Scotland athletes on a regular basis to seamlessly transition into Games support across the final preparation, competition and post-competition phases. With accreditations limited the space gave added value to facilitate interactions with the range of performance services on offer, which included medicine, physiotherapy, performance nutrition, sports psychology, physical preparation, physiology, performance analysis, performance administration and wellbeing. This multi-disciplinary service provision is not traditionally available within a decompressed environment of a major multi-sport games. 16 sports used the Performance Centre, with feedback from sports and athletes who used it overwhelmingly positive.

It is fair to say that the Performance Centre, and the performance services provided by the 12-strong SIS staff, delivered a home games advantage to an away games.

++ 2 LARGE PERFORMANCE 12 SIS STAFF 16 SPORTS USED THE PERFORMANCE CENTRE

"

"Just walking in you've got the Scotland flags, everyone in Team Scotland kit – it just felt like home, a friendly place and calming experience to know you're in a place where people are going to help you."



SCOTLAND HOUSE

Amongst the bustling Birmingham city centre, the saltire flags were hoisted at the Summer Row buildings of University College Birmingham (UCB) to mark the location of Scotland House.



200 +SUPPORTER PACKS

£26K



50% OF SPORTS HOSTED A MEAL **OR FUNCTION**

The venue, a 10-minute walk from the main train station, close to the main Centenary Square and a short walk from the Team Scotland Performance Centre, offered a headquarters for our activity.

Services included a bar, dining and events space, meeting rooms, a pop-up shop, operational offices and media studio spaces, providing a base to Team Scotland's media and celebrating success operations. The purpose and requirements of Scotland House varies from Games to Games, but with a strong travelling contingent of family and friends descending on the West Midlands, Commonwealth Games Scotland and **sport**scotland prioritised the need to service athletes' family and friends. With the threat of Covid potentially forcing a barrier between those 'in the bubble' and outwith, it became increasingly important to provide a space where family and friends could relax between sporting sessions, giving athletes one less thing to concern themselves over.

Across the 11 operational days of Scotland House, we welcomed over 1200 unique visitors, with many returning on multiple occasions across the Games. Over 200 supporter packs were distributed to family and friends, containing supporter t-shirts, flags, pin badges and other Team Scotland goodies. The presence of a Team Scotland pop-up shop also generated £26k of in-person sales working within restrictions by our Joint Marketing Agreement with Birmingham 2022 on what could be sold.

The venue also operated as a base for our travelling member sports, with 50% of them hosting a specific meal or function. Others attended several CGS and partner events held across the duration of the Games. Situated a short walk from the main BBC studios, the venue was ideal for our celebrating success activity, which took place on every day of the Games.

BBC took residency in a professional studio space to film interviews for their post-Games documentary Scotland at Birmingham 2022, and used the UCB kitchen facilities to film a special feature

"

"To know we have that space as Team Scotland athletes and family to just come and relax away from the pressures of the village and competition is really nice – Team Scotland have done a great job with it."

GREG LOBBAN, SQUASH

"





piece with Great British Bake Off winner Peter Sawkins and two Team Scotland badminton stars. A host of other broadcast and written media titles were able to use separate spaces to capture their postevent content and tell the success stories of our athletes and sports.

Team Scotland's digital media team were based at Scotland House, supported by students from UCB as part of our partnership developing young people, and were able to service both our own content requirements and those of our partners and external press, from a central location. The partnership provided several opportunities for students to gain experience and access to Team Scotland staff and expertise, adding value to a relationship that has previously been restricted to a conventional venue hire. Scotland House was also an operational base for activities for 78 young athletes and coaches and their mentors of our Achieve programme run with the Team Scotland Youth Trust.

Victoria 2026 will present a new environment and set of challenges, but work is already underway to establish connections and tap into the Scottish diaspora in Australia. We will be working with all stakeholder groups in the coming years to ensure we can suitably support their needs at the Games and at home.

MARKETING TEAM SCOTLAND

All eyes were on Team Scotland at Birmingham 2022, and we were keen to use the opportunity to maximise coverage of our athletes and sports.



Our public-facing campaign started in October 2021, aligned to the announcement of our first pre-selected athletes. The early start, many months before other CGAs, allowed us to build off the back of the delayed 2020 Tokyo Olympic and Paralympic Games, with our Olympians making up the stable of early selections.



specific logo, inspired by Birmingham's manufacturing past and the role of famous Scots James Watt and William Murdoch. We also reintroduced Clyde as our Games mascot.

some of our pre-Games media activity in late 2021 and early 2022, we were able to organise a series of selection announcements, including our 50-days-to-go announcement of 50 athletes at the Glasgow Transport Museum and a range of media pieces on Team Camp day. Four campaign videos were produced in the build-up to the Games, building on the themes of heroes and inspiration through high-quality video content.

Our pre-Games storytelling also included the production of a high-end Team all 18 sports as well as highlighting the contributions of our partner organisations. The magazine was distributed free-ofcharge to athletes, team members and partners in Birmingham, with the content of over 20 articles also used online. Key collaboration with member sports and athletes — a shared approach to reach our aggregated audiences.

We invested in free-to-use photography, with two travelling snappers under Team Scotland command and financial maximum coverage of our athletes and sports. Over 8,000 photos were produced during the Games for sports and athletes to use, and a further 2,400 pre-Games. We also brought a videographer as part of the travelling media team, producing around athletes and team.

Our content focus on the ground was rather than duplicate, with an emphasis on in-the-moment behind-the-scenes content. Three of our top four performing tweets receiving over 1m impressions alone.

DURING THE GAMES

9.8M TWITTER IMPRESSIONS

2.2M FACEBOOK REACH

8.7K POSITIVE OR NEUTRAL MENTIONS FROM TRADITIONAL MEDIA COVERAGE

8,000+ PHOTOGRAPHS TAKEN

VIDEOS PRODUCED

McColgan, with only two featuring male athletes as the main focus — a reflection of the achievements of our female athletes and the appetite from the public to celebrate them.

particularly important, with an aim of having a pre-crafted graphic posted on channels within 30 seconds of the result being confirmed to capitalise on the moment of heightened emotion.

Our tweets earned 9.8 million impressions over the Games period, including 206k likes, 13k retweets and 6k new followers. On Facebook our reach over the Games period was 2.2 million, including 262k likes and comments and 6k new followers. Traditional media coverage saw 8.7k positive or neutral mentions in the inspirational story as flagbearer the top performing piece.

Our 2022 national YouGov Survey provided strong feedback on public perception — Team Scotland sits behind only one other Scottish national sports

Success is highlighted as important but Scotland, with athlete welfare and mental health, sport diversity and para inclusivity all deemed to be of greater significance. There is also a consistent and growing view that CGS should have a role beyond sending athletes to the Games, including educating young people about the importance of health and physical activity, supporting sports events and programmes and using the popularity of sport to have a positive impact on Scottish society.

We look forward to using the coming years to develop our marketing strategy, with a stories of our athletes and sports

QUEEN'S



The Queens Baton Relay is one of the key activities for CGS in the build-up to the Games, getting into communities to highlight the role of youth, sustainability and the links that bind us across the Commonwealth and spread the message about the Birmingham Games and Team Scotland.

The Scotland leg of the 2022 Queen's Baton Relay took place from the 18th – 22nd June 2022, one of the final destinations before returning to England for the Games.

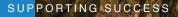
17 events took place across our five-day stint with the Baton, covering Inverness, Arran, Ayrshire, Glasgow, Bo'ness, Edinburgh, the Borders and Dumfries, achieved through collaborative work with partners including **sport**scotland and the Scottish Government.

Activities varied between school events, community celebrations and iconic photocalls, with Baton Bearers a mix of local heroes nominated by host venues and Team Scotland athletes past and present.

We look forward to bringing the King's Baton Relay to Scotland in the build-up to Victoria 2026 and working with partners to deliver another memorable series of events.







Birmingham 2022 delivered the most sustainable **Commonwealth Games ever, and Team Scotland** were determined to use the opportunity to both improve our own practices and take a leadership position in inspiring others into action.



CGS marked the 500 days to go milestone in March 2021 by committing to the UN Sport for Climate Action Framework as part of our wider policy commitment to sustainability.

The Framework unites forward-thinking sporting organisations from around the world through a set of key principles, from reducing our own environmental impact to a commitment to educate and promote sustainable and responsible consumption.

Reflecting, CGS Chief Executive Jon Doig OBE said: "In signing the Declaration and Framework we recognise the climate emergency declared in 2019 by the Scottish Government and through its actions CGS will seek to become one of the most sustainable sporting organisations in Scotland. With Team Scotland being so important to people in Scotland, we recognise our responsibility, and that of sport more widely, to be part of the climate change solution, acting where we can, to reduce our impact and influence change. The additional focus brought by COP26, and the Birmingham 2022 Commonwealth Games sharpened the mind for many, and there really is no time to waste. We have made early steps, but know we still have much to do. Sustainability will be a key feature of our ongoing decision making. With help from our athletes, we will continue to develop our actions and work with our sports and other organisations to identify where we can make a difference and how we can act collectively."

As part of our approach, we enlisted the help of two athletes - Rugby's Jamie Farndale and Fiona Burnet of Hockey - to act as sustainability captains for the team. The duo were already active ambassadors of climate action and are assisting CGS in achieving our Sustainability Action Plan.

Fiona is a Climate Champion with Eco Athletes, a team of athletes and academics, climate scientists and ecopreneurs, devoted to identifying and equipping athletes to lead climate action. Jamie is a Sustainability Ambassador for Scottish Rugby. He supported World Rugby with their Environment Sustainability Plan, and will begin a Masters course on sustainability at Cambridge University in September.

OUR ACTIONS FOR **BIRMINGHAM INCLUDED:**

PLANTING A TREE

for every athlete to mark their achievement in selection for Birmingham 2022, through Scottish charity Trees for Life, highlighted as part of the QBR

WORKING WITH ECO ATHLETES

to create a FAQ for athletes looking to learn more about living a more sustainable life as an athlete and using their platforms for social good

BECOMING A SIGNATORY of the UN Sports for

Climate Action Framework

HAVING OUR PARADE **OUTFITS MADE IN SCOTLAND** with all materials sourced locally

and offcuts repurposed to make outfit accessories

USING LOCAL, SUSTAINABLE PRODUCTS WHERE POSSIBLE including wooden pin badges

made in the UK, refillable water bottles, cork pens and notebooks

They worked with Birmingham 2022 on a pilot activity with athletes to measure their carbon footprint and find ways to reduce it and provided an athlete input into our strategy as well as adopting a leadership role in sharing information and advice with fellow Team Scotland athletes.

Fiona said: "I am honoured to be a Sustainability Captain for Team Scotland. I grew up on the west coast of the country so always loved nature, but my interest and passion for sustainability and the environment have really developed over the past few years. I was involved with COP26 in Glasgow, and it was a real eye opener for me. We need to do more, and athletes and sport can play their part. Birmingham is a really positive example where they are trying to have a carbonneutral legacy. They took steps which are really positive and hopefully other major sports will look at the Games, a multi-sport event with 72 countries, and think 'if they can do it then why can't we?'. If we want to enjoy these huge events in the future then changes need to be made, and that starts with ourselves and our sports."

Jamie said: "Sport has the power to unite and inspire through the millions of fans that are involved and the emotional connection that teams have - we can help to create the behavioural changes required to achieve climate targets. If sports people and organisations speak about important issues and do the right things like highlighting the need for sustainability then they can help make the difference. There were lots of good things going on at Birmingham in the sustainability space, and hopefully we can use the learnings and momentum from here to inspire change among athletes, sports and supporters alike."

Fiona and Jamie were presented with specially commissioned Scotland armbands, embroidered by Edinburghbased textile artist Lucy Freeman.

ACHIEVE

Another squad of athletes and coaches were representing Team Scotland in Birmingham – not to compete, but to prepare for future success for their country.

> The Achieve Programme run in conjunction with the Team Scotland Youth Trust was support by **sport**scotland and the WM Mann Trust and the Hugh Fraser Foundation. The programme enables young athletes and coaches from a range of sports to gain critical knowledge and experience of a multi-sport environment.

WHAT IS LEADERSHIP?

"Leadership is a process of social influence. which maximises the efforts of others.

towards the achievement of a goal"

SCOTL

First run in 2010, when 45 young athletes and coaches travelled to the Dehli Commonwealth Games, Achieve has since seen a further 90 participants progress through the programme. Many have since made the step-up to compete or coach for Team Scotland at a Commonwealth Games.

SCOTLAND

COTLAND

SCOTLA

Returning for Birmingham 2022, the programme aims to propel more future stars onto sporting success, while also helping them develop a host of vital and transferrable life skills. The programme was led by Achieve Director Kevin Moran, who participated in Achieve 2010 before representing Team Scotland in Squash at Glasgow 2014 and Gold Coast 2018. He was supported by a team of mentors - former Team Scotland athletes Kieron Achara MBE, Ailsa Wylie, Cameron Brodie, Jenny Davis, Kaz Cuthbert and Seonaid McIntosh were part of the group alongside Bob Easson, Ciaran O'Brien, Emma Brunning, Gillian Sanders, Jay Runga, Megan Richardson and Ross Walker.

"The lessons learned from my experience in 2010 really stood me in good stead for competing at future Games," Kevin reflected. "For Birmingham we had a variety of mentors different experiences, different backgrounds, in sport and in life. Having a diverse cohort helped share learnings internally and was a real help in supporting the participants."

Two waves of participants visited Birmingham during the Games. Based at Scotland House, they took part in a wide range of activities, from educational sessions and guest speakers to village visits and trips to sporting events.





"

"One of the best experiences of my life in sport! The program was well organised, both the athletes and coaches gained lots of experience being in the Commonwealth Games atmosphere, and the people we got to meet and talk to were fantastic. The whole program from start to finish was amazing."

ACHIEVE 2022 PARTICIPANT

-]] ----

TEAM SCOTLAND YOUTH TRUST

The Team Scotland Youth Trust exists to support young Scottish athletes achieve their potential.

TENN SCOTLAN



Established in 1989, the TSYT is a registered charity, backing talented young Scottish athletes through scholarships, awards, and educational experiences.

The TSYT have been a proud partner of Team Scotland for over 30 years, supporting the development of athletes who go on to compete and win medals for Scotland at the Commonwealth Games. As part of its partnership, CGS provides administrative support the Scottish Sports Awards Dinner an important focal event to raise funds and awareness for the Trust and its activities.

Led by chair Gavin Hastings OBE, the board of directors are assisted by executive support from Commonwealth Games Scotland. In the past quadrennial 18 athletes from 14 sports have been supported with funds totalling over £34,000 through the PHM Athlete Award scheme. Over half of those athletes progressed to represent Team Scotland at Birmingham 2022, including two medal winners.

A further 8 athletes who competed for Team Scotland in the Midlands had previously received TSYT support, including medallists Greg Lobban, Rory Stewart, Craig Benson and Zoey Clark, and flagbearer Kirsty Gilmour. A further £20,000 was distributed to 38 athletes from 17 sports to support their return to sport following the Covid pandemic. 9 of those athletes were selected for Team Scotland for last summer's Games.

The TSYT has continued to support young athletes in 2023, with over £15k distributed to 17 athletes from 16 sports with more activity planned in the coming years.

£34K+ TO SUPPORT ATHLETES IN PAST QUADRENNIAL

£20K TO SUPPORT ATHLETES **RETURN FOLLOWING COVID**



COMMONWEALTH **CHAMPIONSHIPS**



Team Scotland's Commonwealth Championship fund has provided essential financial support to a range of sports.

Almost £100,000 was distributed across 11 sports with a switch of emphasis following the Covid pandemic, supporting sports and athletes in returning to competition and both attending and hosting preparation and selection events in the build-up to Birmingham 2022.

Four Scottish teams gualified for Birmingham 2022 at hosted regional qualification events in Beach Volleyball and 3x3 Basketball, and non-Birmingham sports such as Fencing and Rowing were also supported financially to compete at Commonwealth Championships. For Coastal Rowing it was an opportunity to build experience ahead of their Commonwealth Games debut in 2026.

Among the other recipients were Scottish Squash, who received support for hosting the World Squash Doubles Championships in Glasgow as part of building their case for athlete selection. The event provided a critical qualification opportunity for Team Scotland athletes, was a catalyst for redevelopment of the squash facilities at Scotstoun Leisure Centre, continuing the legacy from Glasgow 2014, and was a chance for players to build important top-level experience playing together in combinations.

Our athletes had a successful tournament, including a world silver medal for Greg Lobban and Rory Stewart and bronze medals for Douglas Kempsell and Alan Clyne, and Greg Lobban and Lisa Aitken. Lobban and Stewart went on to win a bronze medal at Birmingham a few months later. Scotland's first squash medal since 1998. The event live stream was delivered to 10 providers including BBC Sport Scotland and the Olympic Channel, a significant advance on previous competitions, and overall impressions across media and social media surpassed 500,000.

Commonwealth Games Scotland will be evaluating future plans and opportunities to support sports hosting and attending events through our next strategic review.

SUPPORTING SUCCESS

MEDALLIST REWARD SCHEME



the past quadrennial to athletes as part of the CGS Medallists Reward Scheme.

The CGS Board established the scheme in 2010 ahead of the Delhi Commonwealth Games, with the aim of showing recognition for Scotland's most successful Games athletes, and in response to a key need identified by athletes to assist them transition after they retire from competing at the elite level.

Many athletes on electing to retire or being forced to retire by illness, injury or economic circumstances had remarked how they discovered they were financially disadvantaged compared to peers and dependent on family and friends despite some sporting costs being met. The initiative was extended to Glasgow 2014. with athletes who won medals at either Games able to claim on retirement or after one future Games cycle.

The value of the overall scheme has been around £500,000, funded through CGS investments, utilising monies received from the Glasgow 2014 Joint Marketing Agreement and Scottish Government support in 2014. Use of the funds has ranged from training for new employment, enabling deposits on houses, building and developing business ideas and community engagement.

One recent recipient was swimmer Hannah Miley MBE, who announced her retirement in December 2021 with four Commonwealth medals to her name, alongside titles at World and European competition. Hannah has used the funding from the Medallist Reward Scheme to support her efforts in educating young people about menstrual health through her project Typically 28. The initiative looks to break down barriers and opening up conversations to properly discuss female health and menstruation and how female athletes can better support themselves in sport and life out with sport.

Hannah aims to make education more accessible and interesting and hopes the project will also inform coaches, helping to retain more female athletes in sport.

THE SCOTTISH SPORTS **AWARDS**

Our annual awards event has operated in different formats for over 20 years, recognising the best in Scottish Sport.

After the Covid-enforced break in 2020 and 2021 when our on-line Stars programme recognised community COVID Champions, we partnered with **sport**scotland to host a joint event for the first time in 2022 the Scottish Sports Awards.

2022 had a lot to celebrate for Scottish sport in addition to our successes at Birmingham we had high performance achievements at the Winter Olympic and Paralympic Games, World and European Championships as well as domestically, while the grassroots of sport continued to recover post-Covid.

This joint event was greatly supported by member sports through ticket sales and attendance. It was great to have everyone back together after a few years without an event, and under the joint banner of Team Scotland and **sport**scotland with funds again raised for the Team Scotland Youth Trust athlete Awards.

Following a two-year hiatus, the great and the good of Scottish sport gathered at the EICC in December to mark those achievements at an awards night. The enforced break in events allowed Team Scotland and **sport**scotland to develop a single joint event which we hope will become a mainstay in the Scottish sporting calendar.

Over 550 guests attended on the night, including strong representation from 17 SGBs. 14 awards were distributed, including the Scottish Sports Hall of Fame Award and the newly created Sustainability in Scottish Sports Award.

TEAM SCOTLAND AWARDS 2019 WINNERS

SCOTTISH SPORTSPERSON OF THE YEAR AND THE LONSDALE TROPHY

SEONAID MCINTOSH (SHOOTING) MALE ATHLETE OF THE YEAR

DUNCAN SCOTT (SWIMMING) FEMALE ATHLETE OF THE YEAR SEONAID MCINTOSH (SHOOTING)

PARA ATHLETE OF THE YEAR NEIL FACHIE MBE WITH MATT

ROTHERHAM (CYCLING) YOUNG ATHLETE OF THE YEAR AND THE SIR PETER HEATLY

TROPHY CHARLIE ALDRIDGE (CYCLING) TEAM OF THE YEAR

ALEX MARSHALL MBE AND PAUL FOSTER MBE (LAWN BOWLS)

DONALD MCINTOSH (SHOOTING) SPORTING MOMENT OF THE YEAR JOSH TAYLOR'S IBC WORLD SUPER-LIGHTWEIGHT TITLE WIN

COACH OF THE YEAR

VOLUNTEER OF THE YEAR BILL MORRISON GARDINER, LEAP SPORTS

GOVERNING BODY OF THE YEAR SCOTTISH ATHLETICS

COMMUNITY HUB, CLUB OR SCHOOL OF THE YEAR DUNDEE DRAGONS WHEELCHAIR SPORTS CLUB

LIFETIME ACHIEVEMENT DICK MCTAGGART MBE (BOXING)

> TEAM SCOT OF THE YEAR PAUL MORRON MBE



TEAM SCOTLAND **STARS AWARDS 2020** WINNERS

JUNE FALKIRK JUNIOR BIKE CLUB AND KEVIN BROOKS

STENHOUSEMUIR FC AND

(NAIRN BOXING CLUB)

THOMAS DAVIDSON (CARTHA QUEEN'S PARK)

BEACON RHYTHMIC GYMNASTICS CLUB AND CHRIS CHALK (CENTRAL GYMNASTICS ACADEMY)

JUDGES CHOICE AWARDS HELPING HANDS AND MARK MCGUIRE

2021: NO AWARDS

SCOTTISH SPORTSPERSON OF THE AND THE LONSDALE TROPI NEIL SIMPSON MBE WITH ANDREW SIMPSON MBE (SKIIN

MALE ATHLETE OF THE YEAR JAKE WIGHTMAN (ATHLETICS

FEMALE ATHLETE OF THE YEA LAURA MUIR (ATHLETICS

PARA ATHLETE OF THE YEAR NEIL SIMPSON MBE WITH ANDREW SIMPSON MBE (SKIIN

YOUNG ATHLETE OF THE YEAR AND THE SIR PETER HEATLY TRO NIAMH MITCHELL (BOXING

TEAM OF THE YEAR TEAM GB OLYMPIC WOMEN'S CURLIN

> COACH OF THE YEAR DAVID MURDOCH MBE (CURLIN

THE SCOTTISH SPORTS AWARDS 2022 WINNERS

YEAR	SPORTING MOMENT OF THE YEAR	
	EILISH MCCOLGAN (ATHLETICS)	
	BIRMINGHAM 2022 10,000M GOLD	
G)		
	COMMUNITY HERO OF THE YEAR	
2	RAZA SADIQ (ACTIVE LIFE CLUB)	
5)		
_	GOVERNING BODY OF THE YEAR	
R	SCOTTISH HANDBALL	
	SCHOOL SPORT AWARD	
,	ROSEBANK PRIMARY SCHOOL	
`	ROSEBANKI KIMART SCHOOL	
G)	CLUB SPORT AWARD	
	FALKIRK JUNIOR BIKE CLUB	
R		
PHY	SUSTAINABILITY IN SCOTTISH SPORT AWARD	
	GEO FOUNDATION	
	HALL OF FAME	
IG TEAM	DARIO FRANCHITTI (MOTOR SPORT)	
	SPECIAL RECOGNITION AWARD	
IG)	STEWART HARRIS (SPORTSCOTLAND)	
, , , , , , , , , , , , , , , , , , , 	STEWARTHARRIS (SPORTSCOTLAND)	

CEO REPORT

Our Quadrennial Report has sought to bring to life a range of our activities and achievements over the last four years as we continue to deliver against our current strategic plan.

The plan was refreshed in 2020, maintaining an emphasis on successful teams as a core delivery outcome while increasing the focus on sustainability, equality, inclusion and mental health.

The plan was presented to member sports at the 2020 AGM and runs through to 2027, with the next review planned to follow the appointment of a new chair and board members in 2023. This publication has sought to summarise our activities and performance against our key performance measures across our six strategic goals: Successful Teams, Effective Organisation, Integrated Partnerships, Secure Financial Base, Achievements Recognised and Celebrated and Actions Underpinned by Evidence.

A Successful Team for us is about more than medals, though sporting success is undoubtedly important. We are happy with the positive trends in number of athletes meeting the selection criteria, and number of sports meeting or exceeding their performance targets at the Games. However we recognise there is always work to be done to ensure we are setting the right benchmarks for success and then delivering on them.

Similarly, whilst we take pride that 31 of the 32 local authority areas in Scotland

were represented across the wider team and gender balance was achieved across most team operational areas, there are specific functions that require further collaborative efforts to ensure we are truly representative as a team.

A successful team need their Achievements Recognised and Celebrated, and a significant focus for us has been on telling the stories of our athletes and sports, not the medals and using the power of the Games and affinity for Team Scotland at all levels for the wider benefit of all. Work is underway on a new Marketing and Communications Strategy which will help identify key priorities for the upcoming cycle particularly in the digital age.

Everything we do needs to be Underpinned by Evidence. Regular research work, from our Annual YouGov Survey to interactions with athletes and sports, is critical to how we evaluate our work and reflect for future activity. A comprehensive review process was undertaken for Birmingham, including an

external review led by Mike Hay, internal reflections from CGS staff and feedback from athletes, sports and team members. The findings of the review work have been shared with member sports and will inform our planning for Victoria 2026.

Our athlete surveys input into this but we have also conducted two in depth surveys in 2019 and 2022 to give more understanding of key issues for athletes and greater depth to the individual feedback provided.

That needs to be a collective and collaborative effort - the importance of Integrated Partnerships has never been so evident and will be central to our plans moving forward. Team Scotland and the Commonwealth Games continues to be prioritised by key partners such as the Scottish Government and sportscotland, member sports and athletes alike.

Support from partners, both financially and through the provision of staff time and expertise, was crucial to Team Scotland's success at Birmingham 2022, and we will continue to collaborate closely with our members and other stakeholders over the coming years.

We have strong input at CGF level where CGS continues to play a role in the development and direction of the CGF. Elinor Middlemiss was a member of the Birmingham 2022 Co-ordination Commission, and Jon Doig contributed to a short-life working group on CGA Rights and Obligations.

Dame Louise Martin, a life member of CGS, completes her final term as CGF President in 2023. In 2020 Rhona Toft acted as Chair of the CGF Athletes Commission in the first part of this cycle, while Colin Gregor continues to serve as the European Athlete Representative. Dr John McLean was reappointed to the CGF Medical and Anti-Doping Commission.

Retired Scottish Hockey player Kaz Cuthbert was supported through the Commonwealth Sport in Women's Leadership Programme, while Commonwealth Games gold medallists Hannah Miley and Eilish McColgan were awarded Commonwealth Sport Game Changer grants to support their community intervention projects.

The Team Scotland Youth Trust celebrated its 30th year anniversary during the guadrennial. Two CGS Board Members (Michael Cavanagh and Jen Barsby) sit on the Youth Trust Board.

We aim to operate as an Effective Organisation. Good corporate governance is key to this, and after a comprehensive governance review in 2022 and 2023 I am confident we have the appropriate structure to take CGS forward into the next Games cycle.

Key to this is the position of Chair, and I would like to place on record my gratitude to Paul Bush OBE, who steps down after two Games cycles in the position. Paul has been an enormous help and support to both me personally and the wider organisation - both in the past 8 years as Chair and in his previous roles supporting the team as SGB CEO, General Team Manager (2002) and Chef de Mission (2006).

Our small cohort of staff are critical to the delivery of a successful Games team, and we were delighted to welcome two permanent staff members in the past guadrennial in Colin Millar (Head of Marketing and Communications) and Danny Cockroft (Programme Administrator).

OUR SIX STRATEGIC GOALS:

SUCCESSFUL TEAMS

EFFECTIVE ORGANISATION

INTEGRATED PARTNERSHIPS

SECURE FINANCIAL BASE

ACHIEVEMENTS RECOGNISED AND CELEBRATED

ACTIONS UNDERPINNED BY EVIDENCE

Our core base requires scaling up over the course of a Games cycle, and I would like to pay tribute to the short-term contracted staff and those volunteering directly or through partner organisations to deliver not only at Games time but in our activities in between and leading up to the Games.

Being able to scale up and down is not only cost effective but enables the development of the strong integrated partnerships previously referred to, and we are gratified to see so many individuals putting themselves forward and repeating for their unique and rewarding Team Scotland experience as part of our wider family.

Having a Secure Financial Base is critical to sustainable success. We are not immune from the financial challenges

everyone has been experiencing. The CGS balance sheet remains strong despite the COVID-19 pandemic and wider economic challenges.

Following two UK hosted games in the last 3 cycles with associated Joint Marketing buyouts we have solid foundations to see us through the next quadrennial. The Finance Report will provide greater detail on spend over the past four years and the forward outlook

In line with investment and reserves principles, holding funds enabling us to operate across one further Games cycle. The investment risk is reduced by being spread between our investment portfolio and cash investment holdings. Project funding support has been received from sportscotland targeted at Birmingham with additional support from the Scottish Government.

We are also grateful for regular support from the Scottish Commonwealth Games Endowment Fund established for the purpose of support of Team Scotland. Chaired by Lord Jack McConnell, who was instrumental in establishing the fund in 2003, we have two Directors, Paul Bush OBE and Michael Cavanagh OBE, on the Fund Board alongside the **sport**scotland Chair and CEO. Operating for five Games cycles, over £2.5 million has been received from the Fund from investing original capital, primarily used to cover clothing and travel costs.

Team Scotland's main marketing rights for the 2022 cycle were sold to Birmingham 2022 through a Joint Marketing Agreement. The sponsorship market proved to be challenging for organisers, with the majority of partnerships focused on local activation in the West Midlands. Post 2022, a new Commercial Strategy is being developed in line with our Marketing and Communications Strategy.

As outlined elsewhere in the Quadrennial Report, significant financial contributions were made to sports through the Commonwealth Championship Fund and to athletes via the Medallist **Rewards Scheme**

Despite the disruption and uncertainty over the past four years, we can be proud of what has been achieved. I would like to extend my thanks to our partners and member sports for their support during the guadrennial - we look forward to working together to continue the momentum over the next Games cvcle.

Jon Doig OBE Chief Executive Commonwealth Games Scotland

FINANCE REPORT

The financial summary for the four CGS accounting periods from 1st January 2019 to 31st December 2022 is set out below.

Support from the Home Nations Joint Marketing Agreement (JMA), alongside backing from key partners such as the Scottish Government and sportscotland, resulted in a strong financial performance over the four-year period, despite the wider economic challenges.





£400K FROM THE COMMONWEALTH GAMES ENDOWMENT FUND



£2.1m was received through the JMA, which pooled the marketing and sponsorship rights for Team Scotland and the other home nations to offer to Birmingham 2022 partners and sponsors.

A further £1m was provided by the Scottish Government to supplement the JMA income, while financial support of £311k was received from sportscotland over the quadrennial to support projects such as the Performance Centre, Scotland House and a Family and Friends programme.

£400k was also drawn down from the Commonwealth Games Endowment Fund to cover the costs associated with the Games, which included some unforeseen spend on Covid mitigation and management measures.

Having a UK-based Games in the cycle creates natural cost-savings compared to travel and other costs associated with an overseas Games. There were also no Youth Games in the cycle due to their postponement in 2021. By comparison, the previous cycle had three overseas Games over the period two Youth Games in 2015 and 2017, and a senior Games in 2018.

With the rescheduled Trinbago 2023 Youth Games taking place this year, Victoria confirmed as host for 2026 and uncertainty over hosts from 2030 onwards, the run of overseas Games brings with it considerable financial obligations.

The prospect of continuing relationships with Birmingham 2022 sponsors appears low, with many of those partners focused on local activation within the West Midlands area. Work is currently ongoing to identify the sponsorship outlook and opportunities for the 2026 cycle.

Continued cost control, sound investment management and support from our key funding partners will be vital to ensure continued financial sustainability for the organisation.

Susan M Jackson

Susan Jackson Finance Director, Commonwealth Games Scotland

ACCOUNTS	2019	2020	2021	2022	Total
Income	£	£	£	£	£
JMA Payment	525	525	525	525	2,100
Scottish Government	0	0	750	250	1,000
Endowment Fund	0	0	0	400	400
sportscotland Grant	0	46	109	155	311
Ticketing	0	0	2	140	142
Awards Income	30	0	0	71	101
Youth Games Travel/SD Income	0	0	0	84	84
Sponsorship	29	0	0	0	29
Other income	2	0	11	62	75
	585	571	1,397	1,687	4,241
Operating Expenses		I			
Games Costs	0	0	110	1,097	1,207
Projects	1	23	74	92	190
Awards Expenses	66	2	0	106	175
Ticketing Costs	0	0	0	141	141
Other Operating Costs	7	1	7	87	102
	74	26	191	1,523	1,815
Administrative Expenses					
Staff Costs	248	218	303	345	1,114
Office Overheads	24	25	32	41	122
Irrecoverable VAT	16	6	12	125	158
Legal and Professional Fees	42	37	41	33	154
Media and Promotions	28	12	27	6	72
Board and Meeting Costs	5	2	1	2	10
Other Administrative Expenses	25 388	3 302	3 420	3 555	34 1,665
			-		
Operating Surplus/(Deficit)	123	243	786	(392)	760
Investment Revenues	75	62	56	75	267
Investment Gains/(Losses)	343	248	234	(401)	424
(Deficit)/Surplus Before Taxation	540	553	1,076	(718)	1,452
Tax on surplus/(deficit)	(3)	(3)	(2)	(4)	(12)
Surplus for Financial Year	537	550	1,074	(722)	1,440
Balance Sheet	Asa	at 31 December			
	2022	2018			
Fixed Assets	2,355	2,008			
Net Current Assets	1,230	1,864			
Creditors due after >1 year	0	(1,575)			
Provisions	(67)	(219)			
Net Assets	3,518	2,078			
Fair Value Reserve	928	786			
	0	. 50			
Income & Expenditure Account	2,590	1,292			



LOOK AHEAD

TRINBAGO 2023

Around 75 athletes and support staff will be heading to Trinidad and Tobago in August to represent Team Scotland at the Commonwealth Youth Games.

Originally scheduled for 2021 before being postponed due to the Covid pandemic, the seventh iteration of the Games will see over 1000 athletes between the ages of 14 and 18 compete across seven sports.

The Youth Games concept was created by Scotland as a development opportunity to give athletes under 18 years of age an international multi-sport Games experience. The Games also serves as a fantastic learning opportunity for staff, with the aim of continuing progression to be part of the senior team at future Commonwealth Games.

The first Youth Games were held in Edinburgh in 2000 as part of Scotland's Millennium celebrations. Athletes from 14 countries competed in Edinburgh and the event quickly proved to be a great success.

The Youth Games now attracts entries from all 71 nations and territories of the Commonwealth and has been the ideal introduction to multi-sport Games for a host of international stars. Birmingham 2022 saw 18 team members with previous Youth Games experience win 10 medals, despite the six-year absence from the last Games in 2017.

We look forward to celebrating the achievements of our young athletes in August - keep an eye on Team Scotland social media channels for regular updates from the Caribbean.









TEAM SCOTLAND QUADRENNIAL REPORT 41



LOOK AHEAD

VICTORIA 2026

Planning is well underway for the next Commonwealth Games, dubbed 'a Games like no other'.

The event will be spread across the Australian state of Victoria, with sporting competition taking place in Geelong, Ballarat, Bendigo, Shepparton and Gippsland and the Opening Ceremony being hosted at the MCG in Melbourne. A programme of 20 sports has been confirmed, with Commonwealth Games debuts for Coastal Rowing, Golf and BMX Cycling.

The geographical spread of events means that our structure needs to be reviewed and tailored to meet the challenges it creates. A first site visit to Victoria took place in March of 2023, providing a first opportunity to scope out venues and build relationships with expat Scots eager to support their homeland. Elinor Middlemiss will continue as Chef de Mission following the successes of Birmingham 2022, and following a comprehensive review process a series of recommendations are being considered to help shape our plans.

We look forward to working with sports, athletes and wider partners as we look to deliver another successful Commonwealth Games for Team Scotland.





